AN ASSESSMENT OF BANGLADESH COLLABORATION WITH CHINESE COMPANIES ACROSS VARIOUS SECTORS

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Abstract

Bangladesh's geographical location, economic and population fundamentals has attracted foreign direct investment (FDI), full participation in regional and continental development partnerships with its neighbors especially China. China viewed Bangladesh as a crucial and vital partner to its regional development plans especially to its land locked western region. These led to Chinese companies entering the Bangladesh economic sectors to invest and execute projects. However, factors such as the labour laws, availability & the level of human capacity, the business terrain, the cultural ramifications of the Bangladesh workforce, also the priorities and dynamic government policies influence the success of collaborations across various sectors. The aim of this study is to examine the level of readiness and collaborations across various sectors between Bangladesh and Chinese companies operating in Bangladesh business and built environment. This study reviewed data from secondary sources to form the literature that led to the outlined sectors for the collaboration, which forms the backbone of the questionnaire survey based on the mono quantitative method adopted. The empirical results shows that Bangladesh is ready to collaborate with Chinese companies across all the outlined sectors and welcome such investments as was corroborated by the hypotheses showing the significance in the collaborations. However, such collaboration will significantly influence the corporate strategy, human resource management strategy, investment strategy within these companies and Bangladesh as a country based on its priorities in its sectors.

Keywords: Bangladesh, Business, China, Collaborations, Development, Human Resources

INTRODUCTION

Bangladeshis a South Asian country that share land borders with India and Myanmar (Burma). Nepal, Bhutan, and China are located near Bangladesh but do not share a border with it. The country's maritime territory in the Bay of Bengal is roughly equal to the size of its land area (Jha, 2016). Bangladesh is the world's eighth most populous country with about168,065,920.00 people; as such, based on this ranking, it is 5th in Asia by population (worldometers.info). Dhaka is its capital and largest city, followed by Chittagong, which has the country's largest port. Bangladesh forms the largest and easternmost part of the Bengal region (Eyetsemitan and Gire, 2003). The figure below show the population history of Bangladesh from 1960 upwards.
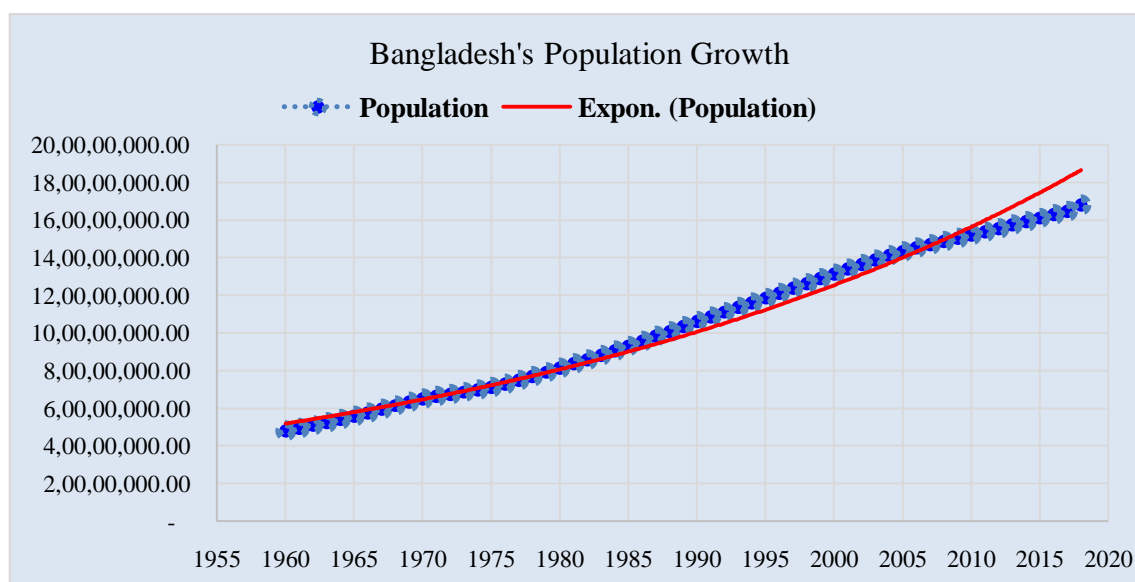

Figure 1: Population Growth of Bangladesh

Source: http://www.worldometers.info/world-population/bangladesh-population/

Bangladesh is characterized by a market-based economy that is the 43rd largest in the world in nominal terms, and 30th largest by purchasing power parity. It is classified among the Next-11 emerging market middle-income economies and a Frontier market. According to the IMF, Bangladesh's economy is the second fastest growing major economy of 2016, with a rate of 7.1% (Dhaka Tribune, 2014; Devnath, 2016). Dhaka and Chittagong are the principal financial centers of the country, being home to the Dhaka Stock Exchange and the Chittagong Stock Exchange. The financial sector of Bangladesh is the second largest in the subcontinent (ibid). According to the world bank data; Bangladesh's GDP is approximately $250 billion (US dollars) as indicated in the figure below.
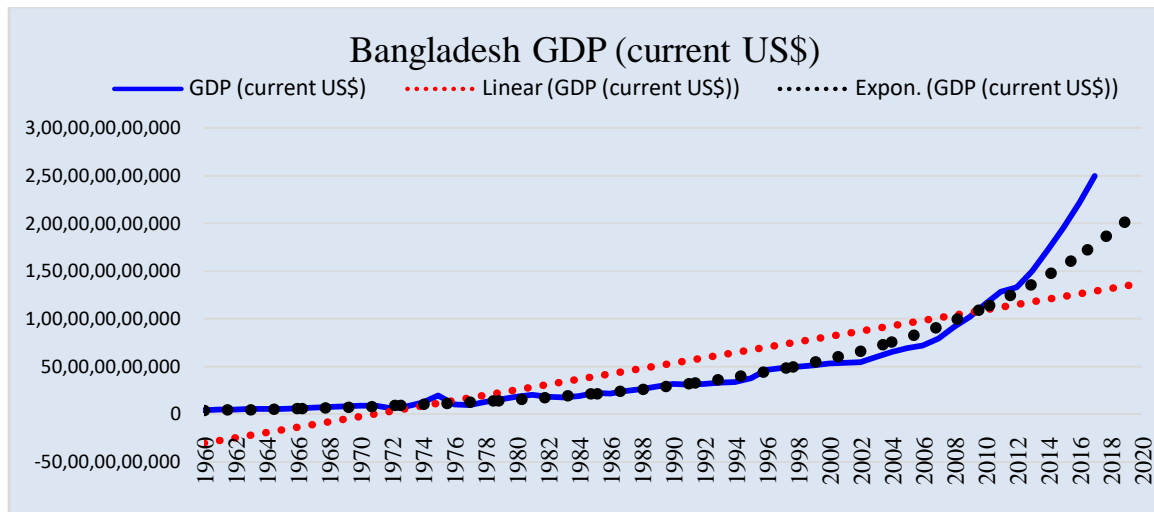
Figure 2: Bangladesh GDP (current US$)

Source: https://data.worldbank.org/indicator

Since 2004, Bangladesh averaged a GDP growth of 6.5% that is largely driven by its exports of ready-made garments, remittances, and the domestic agricultural sector. The country has pursued export-oriented industrialization; with its key export sectors include textiles, shipbuilding, fish and seafood, jute and leather goods. It has also developed self-sufficient industries in pharmaceuticals, steel and food processing. Bangladesh's telecommunication industry has witnessed rapid growth over the years, receiving high investment from foreign companies. Bangladesh also has substantial reserves of natural gas and is Asia's seventh largest gas producer. Offshore exploration activities are increasing in its maritime territory in the Bay of Bengal. It also has large deposits of limestone (Daily Star, 2012).The government promotes the Digital Bangladesh scheme as part of its efforts to develop the country's growing information technology sector. In 2016, per-capita income was estimated at US$3,840 (PPP) as per IMF data and US$1,466 – Nominal (Daily Star, 2015). These facts have given Bangladesh the potentials to attract foreign direct investment (FDI), and to participate fully in regional development in partnership with its neighbors.

These economic and population fundamentals made Bangladesh an important and strategic partner for regional and international development with its neighbours and the continent at large. Such development collaborations include:

- Bangladesh–China–India–Myanmar Forum (BCIM)for Regional Cooperation;
- Belt and Road Initiative (BRI);
- The South Asian Association for Regional Cooperation (SAARC);
- The Asia Development Bank (ADB);

- The International Monetary Fund (IMF):
- The World Bank (WB);
- The World Trade Organisation (WTO);
- The Asian Infrastructure Investment Bank (AIIB);
- D-8 Organization for Economic Cooperation.

Prominent among these regional development frameworks are the BCIM, BRI, ADB and AIIB. China is being acknowledge to play a leading and significant role in these regional development efforts and it viewed Bangladesh as a crucial and vital partner to the success of these collaborations for regional development. These led to Chinese companies entering the Bangladesh economic sectors to invest and execute projects based on / within these frameworks and the bilateral relationship between the two countries.

Research Problem

The Bangladesh economy faces challenges of infrastructure bottlenecks, insufficient power and gas supplies, bureaucratic corruption, political instability, natural calamities and a lack of skilled workers (Daily Star, 2015). Mahmood and NurulAbsar (2015) concluded that while developments in Human Resource Management (HRM) are obvious, but developments in different functional areas of HRM are not even. Both high commitment HRM practices (development-oriented) and high-performance HRM practices (cost-focused) are now emerging to some extent in private sector organizations. The effectiveness of those practices usually varies based on industry, sector, markets, and competitiveness of the Bangladesh economy. Previous research works has focused on analyzing and improving inter-cultural encounters within organizations (Gelfand *et al.,* 2007). In order to understand and improve one's ability to behave effectively in different cultural settings, a reliable and valid measure of one's understanding of cultural diversity is essential. Until recently, there has been a "gap in our understanding of why some individuals are more effective than others in culturally diverse situations" (Ang *et al.,* 2007). In addition, the priorities of collaboration across various sectors may differ between the Bangladesh government and the Chinese companies. On the government side, there may be sector prioritization, development policies, sensitivity of some sectors and regulations (Laws); whereas, the Chinese companies may prioritize their return on investment, individual key strength areas, organizational missions, targets, objectives and the effects of globalization on international projects or operations. These divergent priorities may hinder collaboration and its success across sectors

Research Aim, Scope and Delimitations

The aim of this research work is to examine the level of readiness and collaborations across various sectors between Bangladesh and Chinese companies operating in Bangladesh business and built environment. This study focused on Chinese companies and businesses operations; it was limited to the Perception of the various stakeholders, Professionals, and Human Resource Management specialists working with the Chinese companies and businesses within the various sectors of the Bangladesh business environment.

Research Hypotheses

To address the research problem and fully achieve the research aim the research hypotheses were formulated below to test the Statistical Significance and Non-Significance as follows:

- H_O: The level of readiness for collaboration between Bangladesh and Chinese companies in various sectors within the Bangladesh business environment *is not significant*.

- H_A: There *is a significant* level of readiness for collaboration between Bangladesh and Chinese companies in various sectors within the Bangladesh business environment.

LITERATURE REVIEW

Bangladesh: FDI from Multi-National Companies and Regional Development.

Bangladesh with a population of 168 million people, arable agricultural land, forest reserves, natural gas deposits, and a growing economy has provided the requisite potentials to attract foreign direct investment (FDI) from all over the world and its geography made it a vital country to participate fully in regional development in partnership with its neighbours. Gross FDI inflows during the fiscal year 2016-17 reached US$ 3037.92 million. The size of disinvestment (including capital repatriation, reverse investment, loans to parents, and repayments of intra-company loans to parents) during the fiscal year 2016-17 recorded US$ 583.11 million that was 19.19% of gross FDI inflows. Hence, net FDI inflows in Bangladesh during the fiscal year 2016-17 were US$ 2454.81 million. Gross FDI inflows during the quarters July-September, October-December, January-March and April-June of the fiscal year 2016-17 were US$ 705.78 million, US$ 1035.58 million, US$ 652.59 million and US$ 643.97 million respectively. The sectors that attracted maximum FDI (Net Inflows) for the fiscal year 2016-17 include Telecommunication (US$ 593.89 million), Textiles & Wearing (US$ 360.35 million), Power (US$ 334.26 million), Banking (US$ 155.58 million) and Gas & Petroleum (US$ 133.67 million) which were 24.19%, 14.68%, 13.62%, 6.34% and 5.45% respectively towards the contribution of total net FDI inflows (Bank of Bangladesh, 2017).
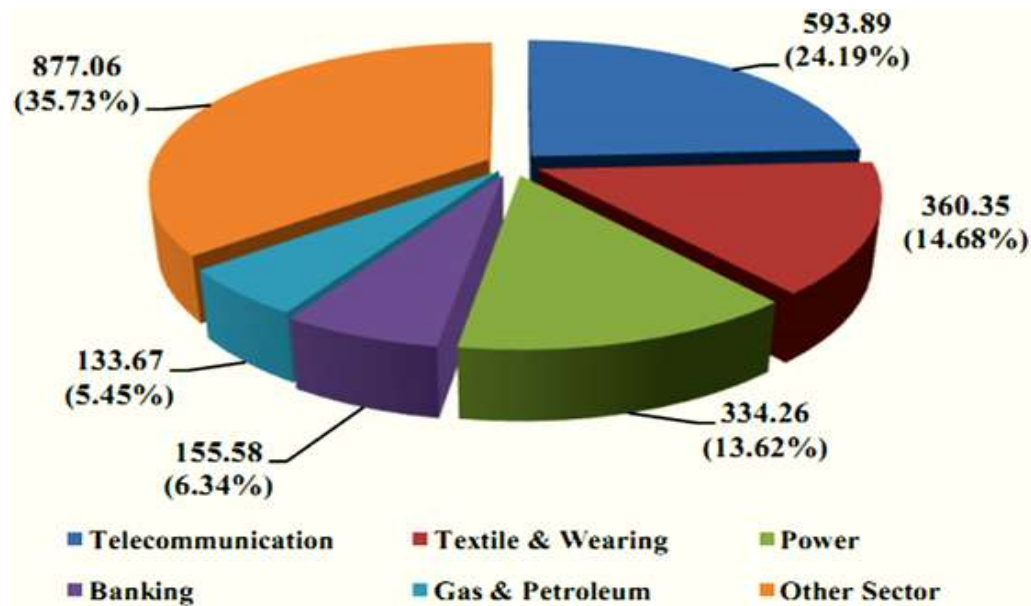
Figure 3: FDI Inflows (Net) by Major sectors during FY 2017 (In million US$)

Source: Bank of Bangladesh, 2017

The Asia Development Bank (ADB) report of April 2018 stated that since 1973, ADB has approved $20.4 billion for 279 loans, $258.4 million for 432 technical assistance projects, and $787.1 million for 35 grants to Bangladesh. ADB provided the following assistance to Bangladesh:

- Projects contributing to regional connectivity, which will foster the development of economic zones and corridors.

- Develop Bangladesh's road and rail networks, seaports, and urban mass transport systems.

- Enhance power and energy transmission and distribution, develop renewable energy plants and encourage regional grid interconnection.

- Deliver improved education and skills development, primary health care services, water and municipal services, rural infrastructure, and water resource management.

- Continue to foster public-private partnerships and develop small and medium-sized enterprises. Gender mainstreaming, governance and institutional strengthening, and climate change mitigation and adaptation will all remain major pillars for ADB operations in Bangladesh (ADB, 2018).

Moreover, the market economy, population, and geographical location have made Bangladesh be of strategic importance to its neighbors. These have led to Bangladesh to be a very important participant, partner and crucial member in Bangladesh–China–India–Myanmar Forum

(BCIM) for Regional Cooperation; Belt and Road Initiative; The South Asian Association for Regional Cooperation; The International Monetary Fund, the World Bank; The World Trade Organisation; The Asian Infrastructure Investment Bank; D-8 Organization for Economic Cooperation.

The most notable of the above were the Bangladesh–China–India–Myanmar Forum (BCIM) for Regional Cooperation, and or within the Belt and Road Initiative (BRI). These are regionally based economic development concepts driven by partnerships that are mutually beneficial to all participating countries. Bangladesh is one of the three key countries expected to be the biggest beneficiaries of China-led $1.5 trillion 'Belt and Road Initiative' (BRI), reports Tokyo-based Nomura. Bangladesh, it says, is set to receive a total investment of $38 billion, equivalent to 15 percent of its 2017 gross domestic product (GDP), under the Bangladesh-China-India-Myanmar (BCIM) Corridor, which is aimed at improving land, rail, water, and air interconnection among the four countries (en.prothomalo.com). The Bangladesh–China–India–Myanmar Forum for Regional Cooperation (BCIM) is a sub-regional organization of Asian nations aimed at the greater integration of trade and investment between the four countries (Xinhua News, 2012; International, 2012). The Bangladesh, China, India and Myanmar Economic Corridor is an initiative conceptualized for significant gains through sub-regional economic cooperation within the BCIM. The multi-modal corridor will be the first expressway between India and China and will pass through Myanmar and Bangladesh (Saibal, 2013; Observer Research Foundation n.d.) The BCIM forum has many mutual advantages envisaged as follows:

- Greater market access for goods, services, and energy,
- Elimination of non-tariff barriers,
- Better trade facilitation,
- Investment in infrastructure development,
- Joint exploration and development of mineral, water, and other natural resources,
- Development of value and supply chains based on comparative advantages, by translating comparative advantages into competitive advantages, and through closer people to people contact (Rahman Mustafizur, n.d).

Figure 4: BCIM economic corridor beneficial for the region's economy

Source: https://images.search.yahoo.com/ and post.jagran.com.

The proposed BCIM corridor will cover 1.65 million square kilometers, encompassing an estimated 440 million people in China's Yunnan province, Bangladesh, Myanmar, and West Bengal in Eastern India through the combination of road, rail, water and air linkages in the region. This interconnectedness would facilitate the cross-border flow of people and goods, minimize overland trade obstacles, ensure greater market access and increase multilateral trade (Dezan Shira & Associates, n.d.). The construction of industrial zones will have a twofold benefit. Firstly, it will lead to industrial transfer boosting industries such as processing, manufacturing and commerce logistics. Secondly, as labor costs rise in China, labor-intensive industries such as textile and agro-processing will eventually be shifted out of China. These industries will need to be transferred to new regions with lower labor costs. Companies operating in China will likely give priority to the trade corridor region given its established infrastructure, improved logistics and ease of access (Dezan Shira and Associates, n.d.; Lal Neeta, 2013). India has isolated eastern and northeastern states stand to gain by higher trade and connectivity with China and the rest of Asia Lal Neeta, 2013). As such, Bangladesh is strategically important for the economies of Northeast India, Nepal and Bhutan, as Bangladeshi

seaports provide maritime access for these landlocked regions and countries. (Daily Star, 2013; Dhaka Tribune, 2013; Financial Express, 2013).

Figure 5: Opportunities for Bangladesh in the BRCIM Forum and the BRI Initiative

Source: media.dhakatribune.com.

China views Bangladesh as a potential gateway for its landlocked southwest, including Tibet, Sichuan, and Yunnan. All these have led to various investments by the Chinese government, its' companies, and businesses in various economic sectors in Bangladesh. However, these Chinese companies must take (or have taken) into cognizance the labor laws, the available Human resources, the level of human capacity, the business terrain and the cultural ramifications of the Bangladesh workforce. These will necessitate a strategic approach to the human resources management from the cultural point of view and other perspectives that will impact their organizational operations.

These organizational or entrepreneurial orientation (EO) approaches beyond international borders comes with Risk taking propensity, Pro-activeness, Competitive aggressiveness with autonomy relies heavily on collaborations, readiness and friendly partnerships among countries. Altogether, they serve as the backbone for Chinese companies decisions to invest and or partake in various sectors of Bangladesh economy as outlined in the table below.

Table 1: Bangladesh Sectors (in Alphabetical Order) for Co-operation with Chinese companies

S/N	Bangladesh Economic Sectors
1	Agricultural Sector
2	Banking & Financial Sector
3	Construction Sector
4	Defense and Security Sector
5	Education Sector
6	Energy and Power Sector
7	Health Sector
8	ICT Sector
9	Manufacturing Sector
10	Mining Sector
11	Sports & Tourism Sector
12	Transportation Sector

Source: Authors' compilation

Cross-Cultural Effects on Global Collaborations& Human Resource Management

Bangladesh: Globalization effects on culture and the need for Strategic Human Resource Management

Globalization has resulted in a growing prevalence of international organizations, rising numbers of employees participating in international assignments and an increase in multicultural teams operating in home countries. Accordingly, an ability to interact with people of different cultures has become especially important to organizational well-being generally, and to international organizations in particular (Dalton & Daily, 2000 as cited by Yousofpourfard, 2010). Black and Mendenhall (1990) stated that increased internationalization in the economic, political, and social arenas has led to a greater frequency of, and depth in, cross-cultural interactions (contacts between two or more people from different cultural backgrounds). These interactions occur in a variety of work-related situations, including short-term business trips to foreign countries, long-term overseas assignments, and even work in one organization.

International business issues which have been identified as among the most important critical strategic issues facing organizations (R. C. Hoffman & Gopinath, 1994) continue to be a point of focus for organizations as they join the global market (Tsui *et al.,* 2007). Globalization and international business have reduced boundaries across nations, leading to what has been described as an increasingly "flat world" (Friedman, 2005), necessitating greater cross-cultural understanding. Not surprisingly, then, cultural studies have become increasingly prevalent

(Yousofpourfard, 2010). More teams in organizations are becoming multicultural (Adler, 2002) and global teams have grown to be a source of competitive advantage (Kirkman *et al.,* 2001). Because of the growing cultural diversity in the workforce, and its accompanying challenges e.g. conflict in culturally diverse teams (Jehn *et al.,* 1999). Within-team cultural diversity continues to be of considerable interest to scholars and practitioners alike (Yousofpourfard, 2010). These have buttressed the need to manage human resources strategically especially in a deep culturally rooted country like Bangladesh. As such, the Chinese investors and other Multi-National Companies (MNCs), through their Human Resource Managers must adopt and implement strategies that will lead to harmony and effective performance of workers employed. This is called Strategic Human Resource Management (SHRM).

Boxall *et al.,* (2007) as cited by Lengnick-Hall *et al.,* (2009) distinguish among three major subfields of human resource management (HRM): micro HRM (MHRM), strategic HRM (SHRM), and international HRM (IHRM). Micro HRM covers the sub-functions of HR policy and practice and consists of two main categories: one with managing individuals and small groups (e.g., recruitment, selection, induction, training and development, performance management, and remuneration) and the other with managing work organization and employee voice systems (including union-management relations). Strategic HRM covers the overall HR strategies adopted by business units and companies and tries to measure their impacts on performance. Within this domain, both design and execution issues are examined. International HRM covers HRM in companies operating across national boundaries.

SHRM has been defined as the planned pattern of human resource (i.e., workforce) and human resource management (i.e., functional) deployments and activities intended to enable the organization to meet organizational goals and objectives (Wright & McMahan, 1992; McMahan *et al.*, 1999). SHRM research has primarily focused on evaluating the linkages among organizational strategies, SHRM (e.g., human resource management (HRM) policies, practices, systems, etc.), and organizational effectiveness (Chadwick &Cappelli, 1999; Wright & Sherman, 1999).

Strategic human resource management (SHRM) focuses on aligning internally consistent human resource management (HRM) practices to build employees' knowledge, skills, and abilities in an effort to support competitive strategies and achieve business objectives (Huselid *et al.,* 1997; Becker & Huselid, 1999; Wright & Snell, 1991). SHRM is gaining increasing importance because strategic management, in a knowledge-based economy, emphasizes that employees are considered a primary component for attaining a competitive advantage (Barney & Wright, 1998; Hitt *et al.*, 1998). In this environment, the adoption of appropriate HRM practices is important to ensure effective strategy implementation (Shaw *et al.,*

2002). HRM practices create procedures that institutionalize the building of employees' knowledge, skills, and abilities throughout the organization to promote valued, unique, and difficult to imitate organizational competencies that support competitive advantage (Barney & Wright, 1998).

RESEARCH METHODS

Research involves the collection of information (Saunders *et al.,* 2016) in a 'systematic way' based on logical relationships and not just beliefs (Ghauri, and Grønhaug, 2010). Easterby-Smith *et al.'s* (2012)point regarding the use of knowledge from other disciplines, it also emphasises that the research 'cannot be reduced to any sum of parts framed in terms of contributions to associated disciplines'. In particular, this is vital as practical knowledge through which research on business and managerial practice are correlated (Tranfield and Starkey, 1998). Research method adopted in this study is shown in the figure below.

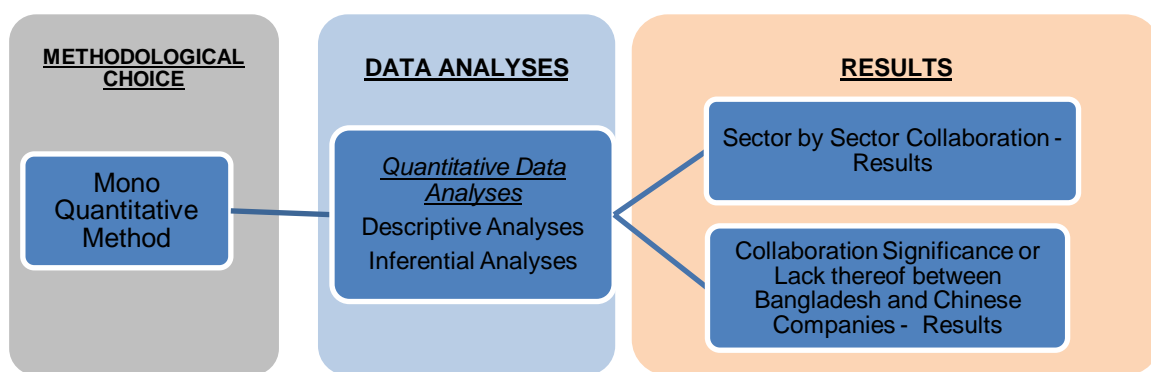| METHODOLOGICAL CHOICE	DATA ANALYSES	RESULTS
Mono Quantitative Method	*Quantitative Data Analyses* Descriptive Analyses Inferential Analyses	Sector by Sector Collaboration - Results
		Collaboration Significance or Lack thereof between Bangladesh and Chinese Companies - Results

Figure 5: Research Methodological Framework

The data collection methods comprises of the Secondary and the primary sources of data. The secondary sources involves the review of existing literature to acquire an in-depth understanding of relevant issues related to the subject matter. The required information for this part was obtained from Textbooks, Published national and international journals, reports, magazines, Newspapers, Conference proceedings, etc., that are relevant to the topic.

The primary source that is the use of questionnaires survey techniques for this study; called the *Mono Quantitative Method* (MQM). A quantitative research design may use a single data collection technique, such as a questionnaire, and corresponding quantitative analytical procedure. This is called a mono method quantitative study (Saunders et al., 2016). The use of quantitative research methods in the process of data collection and analysis involves numbers. It is concerned with quantity and measurements. This method involve all techniques and ways

to design, collect and analyse the data based on a framework of methods and tools (Bergman, 2008; Halcomb and Sharon, 2009; AnderStoep & Johnston, 2009 and Sage Encyclopaedia). The various sectors that the Chinese companies & business operate in Bangladesh business environment was the main target of the questionnaire survey (structured based on a 5-point Likert Scale). Random sampling technique was used for the questionnaire survey to enable a good probable chance for all the research target respondents that were randomly approached and administered to.

MQM often incorporates controls to ensure the validity of data because data are collected in a standard manner (Bryman, 2006).To ascertain the target population is very difficult, hence Krejcie and Morgan (1970), table of determining sample size was used. The table fixed 384 as the sample size for a maximum number for a given population of 1, 000, 000. Both descriptive statistics (Bar chart, pie charts, Frequency and Percentages tables, Pie-chart) and inferential statistics (Cronbach's Alpha for reliability; Mean Item Score (MIS); Relative Importance Index (RII); T-test statistics) were used for statistical analyses of data obtained in this study.

Reliability pertains to the consistency of scores. The less consistency within a given measurement, the less useful the data may be in analysis (Ritter, 2010).Cronbach's (1951) alpha is one of the most commonly used reliability coefficients and for this reason the properties of this coefficient will be emphasized here. One property of alpha (Cronbach, 1951) is it is one type of internal consistency coefficient. Alpha is calculated using the following formula:

$$\alpha = K / (K-1)[1 - (\sum \sigma_k^2 / \sigma_{total}^2)],$$ ....Equation 1

Table 2: Cronbach's Alpha Scores and Remark Table

Cronbach's alpha		Internal consistency
0.9 ≤ α	indicates	Excellent
0.8 ≤ α < 0.9	indicates	Very Good
0.7 ≤ α < 0.8	indicates	Good
0.6 ≤ α < 0.7	indicates	Acceptable
0.5 ≤ α < 0.6	indicates	Poor & Questionable
α < 0.5	indicates	Unacceptable

Source: Cronbach (1951)

Likert scale was used for ranking questions that have an agreement levels. The Mean item score is calculated for each sector / factor by means of the following:

$$MIS = \sum_{n=i}^{n} \frac{(AXi+BXj+\cdots .ZXn)}{N}$$ ....**Equation 2**

For all computed values of MIS, do not exceed the chosen scale i.e. for 4point scale, the MIS ranges from 0.5 to 4.0 and no more. So also, 5, 6, 7, 8 scales. This allows computational remarking of the sectors and other variables.

This Relative Importance Index (RII) allows for calculating which Sector / factor / impact or any other attribute is of more cognizance than others are. It is calculated using the equation below.

$$RII = \sum_{n=i}^{z-N} \frac{(Axi + Bxj + Cxk\ldots .Nxn)}{Z\ X\ N}$$ .... **Equation** Error! No text of specified style in document.

RII values ranges from 0.1 to 1.00; this allows ranking the Sector / factor / impact and other variables. Where Z represent the assigned 4, 5, 6, 7, or 8-point Likert scale as the case may be. *T-test* statistics one sample is used to test the statistical significance for the research hypotheses and is calculated using the formula below (kirk, 2008):

$$t = \frac{\overline{X} - \mu_0}{\hat{\sigma}/\sqrt{n}}$$ ....**Equation 2**

ANALYSES

The Respondents: Responsive and Non-Responsive Questionnaires

The respondent's responses from the fieldwork were shown in table and figures below.

Table 3: Responsive and Non-Responsive Questionnaires

Questionnaires Distributed	*Frequency*	*Percentage*
Returned	383	62.7%
Non-Returned	228	37.3%
TOTAL	611	100%

The Overall Responsive and Non-Responsive Questionnaires for Electronic and manually distributed Questionnaires were shown in the table and figure below.

Table **Error! No text of specified style in document.**: Responsive and Non-Responsive Electronically and Manually Distributed Questionnaires

Questionnaires Distributed	Electronically Distributed Questionnaires		Manually Distributed Questionnaires	
	Frequency	*Percentage*	*Frequency*	*Percentage*
Returned	197	61.2%	186	64.4%

Non-Returned	125	38.8%	103	35.6%
TOTAL	322	100%	289	100%

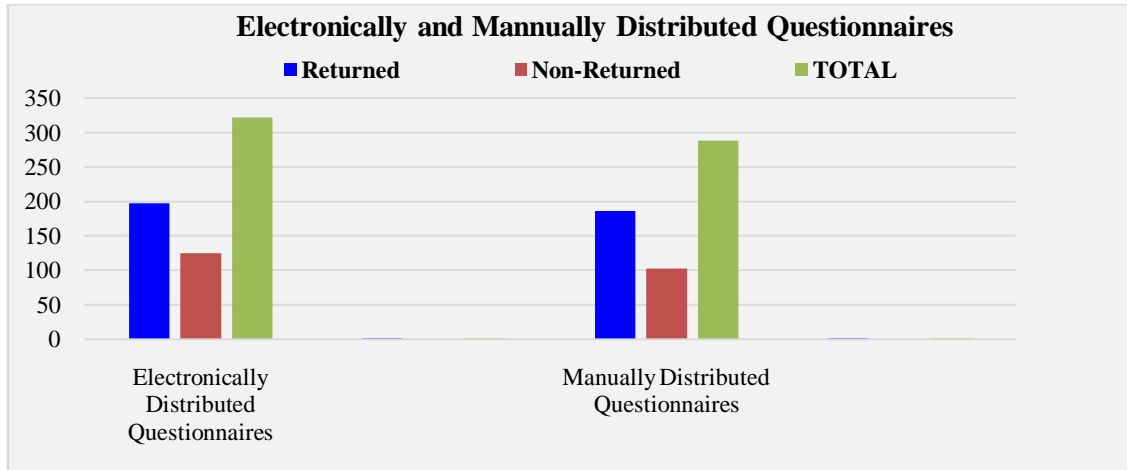The figure below was derived from the table above.

Figure 6: Responsive and Non-Responsive Electronically and
Manually Distributed Questionnaires

The following deductions were made from the table and the figure above:

- From the total of 611 number of questionnaires distributed, 322 number of questionnaires were electronically distributed and 289 number of questionnaires were manually distributed.
- A total of 197 number of questionnaires electronically distributed were responsive which represents 61.2%; whereas 186 number of questionnaires manually distributed were responsive representing 64.4% of the total number in this regard.
- In the overall, both have good responsive rate.

The table and the figure below show the various sectors from the various respondents of this study. Below are the analyses of respondents by their sectors.

Table 5: Respondents by Sectors

Respondents by Sector	Frequency	Percentage
Private Sector	231	60.3%
Public Sector	127	33.2%
Other	25	6.5%

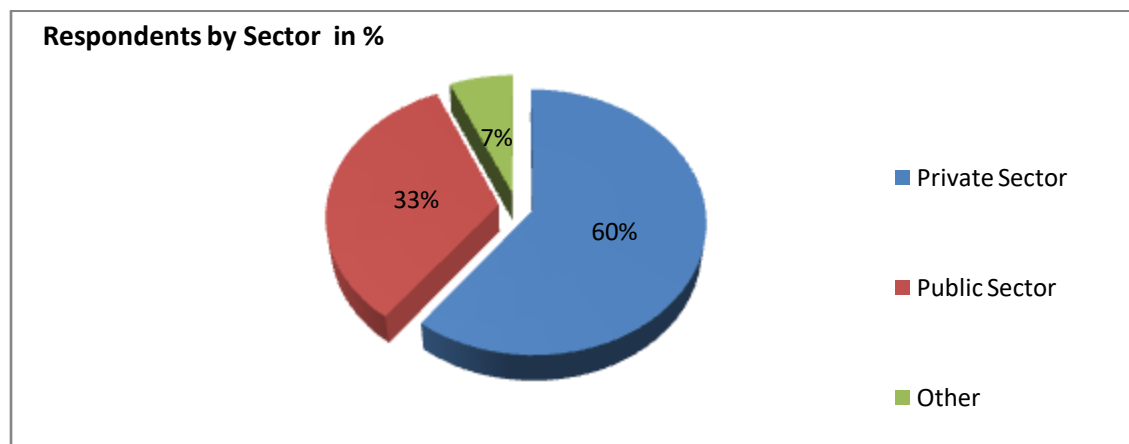| TOTAL	383	100%

The figure below was derived from the table above.

Figure 7: Respondents by Sector

The table and the figure above clearly show that the respondents from the Private sector constitute 60.3%; respondents from the public sector constitute 33.2% while those in the other (semi-public sector or semi-private sector) comprises of the remaining 6.5% of the total responses retrieved and analysed.

Research Data Reliability Consistency Test

This study shows the analyses of research data obtained in a summarized table format below in various sections. However, the internal reliability and consistency of the data obtained was computed using the Cronbach's Alpha Coefficient for testing the reliability of responses from the tabulated research data. The results are shown in table below.

Table 6: Cronbach's Alpha computation for consistency and reliability

Questions & Their Scale Components	N	N-1	VARIANCE (V)	TOTAL VARIANCE (TV)	TV - V	CRONBACH'S ALPHA
5-Points	12	11	1289.87	2385.23	1095.36	0.500973
4-Points	12	11	625.76	2385.23	1759.46	0.804709
3-Points	12	11	208.61	2385.23	2176.61	0.995498
2-Points	12	11	244.87	2385.23	2140.36	0.978916
1-Points	12	11	16.11	2385.23	2369.11	1.083539

	Average =	0.87

From the table above, it can be observed that a total number of twelve (12) questions were asked regarding Chinese companies / organizations operating in the various sectors in Bangladesh; structured using a structure Likert scale. This reliability and consistency test clearly indicates that the research responses obtained using the Likert Scale for the overall questions is computed with an average score of 0.87, which is deemed very good. Hence, the responses satisfy the reliability test computed using the Cronbach's alpha. These also paves the way for reliable analyses of the collaboration across the aforementioned sectors using MIS, RII and the T-test as detailed in the previous section for methodology.

Bangladesh and Chinese Companies Level of Readiness and Collaboration across Various Sectors

This section analysed the data for overall readiness for cooperation and collaboration between Bangladesh and Chinese companies across various sectors. The results were shown in the various tables and figures below.

Table 7: Assessing Collaboration between Bangladesh and Chinese
Companies across Various Sectors

S/N	READINESS ACROSS VARIOUS SECTORS	Very Ready	Ready	Undecided / Neutral	Not Ready	Not at all	Total
1	Agricultural Sector	154	174	35	16	3	383
2	Banking & Financial Sector	148	158	64	10	3	383
3	Construction Sector	77	209	51	39	6	383
4	Defense and Security Sector	71	216	61	23	13	383
5	Education Sector	106	212	45	13	6	383
6	Energy and Power Sector	100	190	48	39	6	383
7	Health Sector	39	212	64	61	6	383
8	ICT Sector	138	171	45	23	6	383
9	Manufacturing Sector	84	229	45	23	3	383
10	Natural Resources and Mining Sector	58	161	93	55	16	383
11	Sports and Tourism Sector	74	222	61	19	6	383
12	Transportation Sector	61	225	48	35	13	383

From the table above, the mean item score (MIS) using the outlined formulas in the previous section for methodology were computed and the results are shown below:

Table 8: Mean Item Score (MIS) For Readiness of Collaboration between Bangladesh and Chinese Companies across Various Sectors

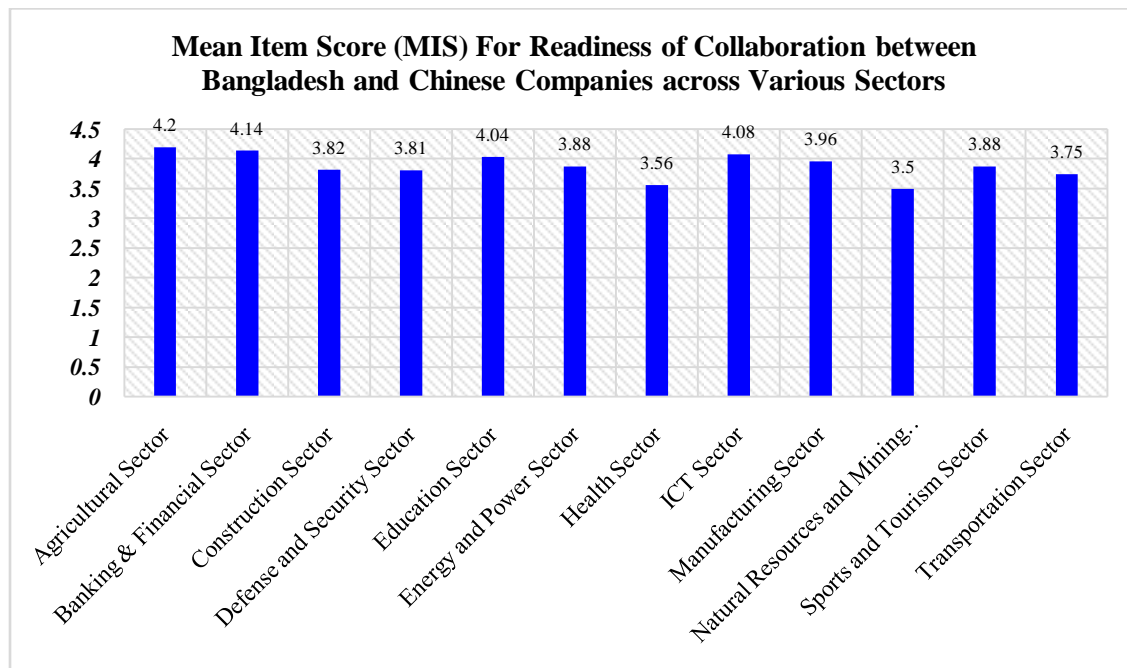| S/N	READINESS ACROSS VARIOUS SECTORS	MEAN ITEM SCORE	Remark
1	Agricultural Sector	4.20	Ready
2	Banking & Financial Sector	4.14	Ready
3	Construction Sector	3.82	Ready
4	Defense and Security Sector	3.81	Ready
5	Education Sector	4.04	Ready
6	Energy and Power Sector	3.88	Ready
7	Health Sector	3.56	Ready
8	ICT Sector	4.08	Ready
9	Manufacturing Sector	3.96	Ready
10	Natural Resources and Mining Sector	3.50	Ready
11	Sports and Tourism Sector	3.88	Ready
12	Transportation Sector	3.75	Ready

The figure below was derived from the table above.

Figure 8: Mean Item Score (MIS) for Readiness and Collaboration between Bangladesh and Chinese Companies across Various Sectors

From the table above, the Relative Importance Index (RII) using the outlined formulas in the previous chapter were computed and the results are shown below:

Table 9: Relative Importance Index (RII) for Readiness and Collaboration between Bangladesh and Chinese Companies across Various Sectors

S/N	READINESS ACROSS VARIOUS SECTORS	Relative Importance Index	Remark
1	Agricultural Sector	0.84	1st
2	Banking & Financial Sector	0.83	2nd
3	Construction Sector	0.76	8th
4	Defense and Security Sector	0.76	9th
5	Education Sector	0.81	4th
6	Energy and Power Sector	0.78	6th
7	Health Sector	0.71	11th
8	ICT Sector	0.82	3rd
9	Manufacturing Sector	0.79	5th
10	Natural Resources and Mining Sector	0.70	12th
11	Sports and Tourism Sector	0.78	7th
12	Transportation Sector	0.75	10th

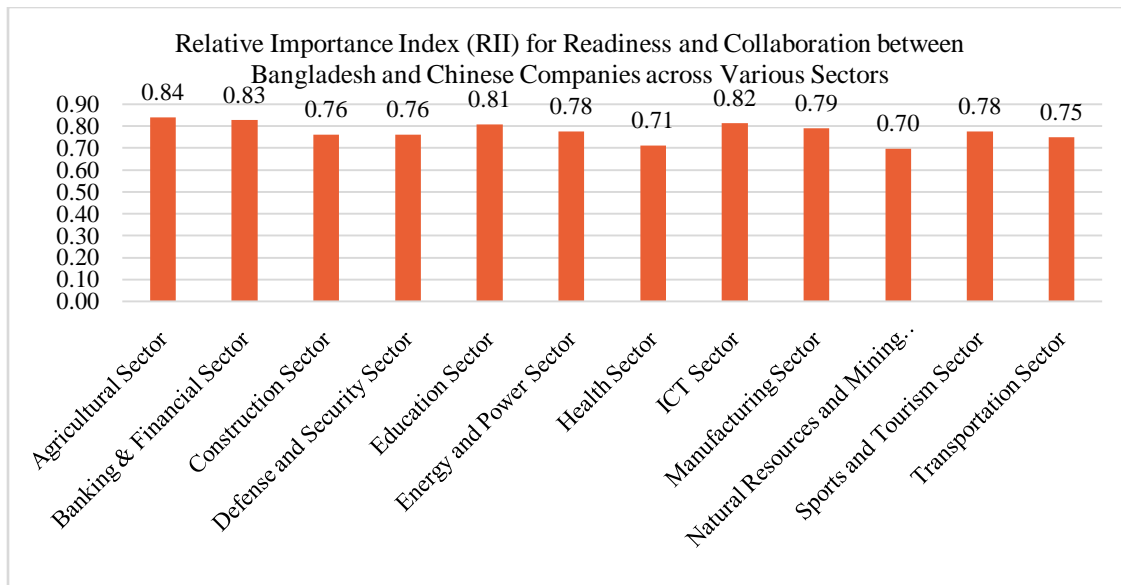The figure below was derived from the table above.

Figure 9: Relative Importance Index (RII) for Readiness and Collaboration between Bangladesh and Chinese Companies across Various Sectors

From the tables and Figures above, the following deduction were made:

- Bangladesh is ready to collaborate with Chinese companies across all the outlined sectors such as Agricultural Sector, Banking & Financial Sector, Construction Sector, Defense and Security Sector, Education Sector, Energy and Power Sector, Health Sector, ICT Sector, Manufacturing Sector, Natural Resources and Mining Sector, Sports and Tourism Sector and Transportation Sector. These clearly indicates that all investment into these sectors are welcome.

- The top most highly ranked sectors in terms of readiness for collaboration are Agricultural Sector (1st), Banking & Financial Sector (2nd), ICT Sector (3rd), and the Education Sector (4th), These clearly indicates that any investment in these aforementioned sectors will receive good collaboration from the Bangladesh people, government and the country as a whole in terms of readiness. It is worthy to note that the educational exchange in this regard which help train, shape and imbibe the organizational ethos within the employed human resource cadre in Bangladesh.

- The middle ranked sectors in terms of readiness for collaboration are Manufacturing Sector (5th), Energy and Power Sector (6th), Sports and Tourism Sector (7th), and Construction Sector (8th). As such, any Chinese company that invest in these aforementioned sectors will have good collaboration from the Bangladesh people, government and the country as a whole in terms of readiness.

- The least ranked sectors in terms of readiness for collaboration are Defense and Security Sector (9th), Transportation Sector (10th), Health Sector (11th) and Natural Resources and Mining Sector (12th). These sectors are the least ranked because they are very sensitive sectors that bothers on sovereignty (defense and security), requires massive investments (Transportation and health sectors) and requires international reputation with good country-to-country bilateral relationship, trust and diplomatic history (Natural Resources and Mining Sector).

- The levels of readiness and collaborations of Bangladeshi people, government and country towards the Chinese companies across various sectors will make both to adjust their culture in working together as the companies or organizations' human resources. Altogether, and over some time will lead to better understanding of each other's work habit, culture, barriers and differences that may hinder future collaborations.

Testing the Statistical Significance of the Level of Readiness of Bangladesh to Collaborate With Chinese Companies In Various Sectors

The values of the mean item scores for all the questions structured with the Likert scales were used to calculate the T-test statistics as detailed in the methodology. The result is based on the values for mean item scores in table above; the results are shown in the table below.

Table 10: Hypothesis testing for the level of readiness of Bangladesh
to collaborate with Chinese companies

Readiness of Bangladesh to Partner or Collaborate With Chinese	Mean	Standard Deviation	Standard Error	N	D F	Alpha (level of Sign.)	P value	Tcal	Ttab 0.05, 11	Significant
Bangladesh Sectors Readiness	3.88	0.22	0.06	12	11	0.05	0.00	62.01	1.80	**YES**

With 11 degrees of freedom (DF) and 5% level of significance, the T-test calculated (Tcal = 62.01) which is greater than T-test tabulated (T-tab$_{0.05, 11}$ = 1.80); the significance level (alpha = 0.05) is greater than the Probable value (Pvalue = 0.00). As such, the null hypothesis was rejected and the alternative hypothesis was accepted. These also clearly indicates, "*The level of collaboration between Chinese companies and other businesses operating in various sectors of Bangladesh is significant within the Bangladesh business environment*".

SUMMARY OF KEY FINDINGS AND DISCUSSIONS

The data Research obtained from the fieldwork, its presentation, analysis and results of the various responses from the administered questionnaires and deductions made from the analysis was summarized below. These were based on the assessment / evaluation of the readiness of collaboration between Bangladesh and China with a focus on Chinese companies and their operations within the Bangladesh business environment.

The assessment / evaluation was conducted based on the data obtained from the administered questionnaires to the various respondents from public and private sectors in Bangladesh, especially the ones that have experiences with the Chinese companies and their operations in Bangladesh. Statistical tools such as Descriptive statistics (Frequency and Percentages tables, Pie-chart, Bar-chart, 4 and 5 points Likert Scales and Mean item score/Weighted average) and Inferential statistics (Cronbach's Alpha for reliability, T-test statistics) and Analytical models such as Mean Item Score Model, Relative Importance Model and Correlation Model were used for data analyses.

All the questions were structured using the Likert scale, 5-point scale in this regard were subjected to reliability test using the Cronbach's alpha. Cronbach's alpha provides a useful lower bound on reliability which will generally increase when the correlations between the items increase. As such, the coefficient measures the internal consistency of the test. Its maximum value is 1, and usually its minimum is 0, although it can be negative. A total number of twelve (12) questions were asked using a structure Likert scale. This reliability and consistency test clearly indicates that the overall or the average research responses obtained using the Likert Scale is *0.87* which is very good. Hence, the responses satisfy the reliability test computed using the Cronbach's alpha for reliability and consistency test.

611 number of questionnaires were distributed, out of which 228 number (37.3%) were not returned; while 383 number (62.7%) were returned. This shows that the response rate was good. From the total of 611number of questionnaires distributed, 322number of questionnaires were electronically distributed and 289number of questionnaires were manually distributed. A total of 197number of questionnaires electronically distributed were responsive which represents 61.2%; whereas 186number of questionnaires manually distributed were responsive representing 64.4% of the total number in this regard. In the overall, both have good responsive rate.

The respondents sector analyses shows that the respondents from the Private sector constitute 60.3%; respondents from the public sector constitute 33.2% while those in the other (semi-public sector or semi-private sector) comprises of the remaining 6.5% of the total responses retrieved and analysed.

The assessments indicates that Bangladesh is ready to collaborate with Chinese companies across all the outlined sectors such as Agricultural Sector, Banking & Financial Sector, Construction Sector, Defense and Security Sector, Education Sector, Energy and Power Sector, Health Sector, ICT Sector, Manufacturing Sector, Natural Resources and Mining Sector, Sports and Tourism Sector and Transportation Sector. These clearly indicates that all investment into these sectors are very welcome. However, the top most highly ranked sectors in terms of readiness for collaboration are Agricultural Sector (1st), Banking & Financial Sector (2nd), ICT Sector (3rd), and the Education Sector (4th). It is worthy to note that the educational exchange in this regard will help train, shape and imbibe the organizational ethos within the employed human resource cadre in Bangladesh.

The least ranked sectors in terms of readiness for collaboration are Defense and Security Sector (9th), Transportation Sector (10th), Health Sector (11th) and Natural Resources and Mining Sector (12th). These sectors are the least ranked because they are very sensitive sectors that bothers on sovereignty (defense and security), requires massive investments (Transportation and health sectors) and requires international reputation with good country-to-country bilateral relationship, trust and diplomatic history (Natural Resources and Mining Sector).The levels of readiness and collaborations of Bangladeshi people, government and country towards the Chinese companies across various sectors will make both to adjust their culture in working together as the companies or organizations' human resources. Altogether, and over some time will lead to better understanding of each other's work habit, culture, barriers and differences that may hinder future collaborations.

These results concur with those of CemalZehir et al. (2016), Jofre (2011), Yousofpourfard (2010), Tsui*et al.,* (2007), Boxall *et al.,* (2007), Adler (2002), Dalton & Daily (2000), Jehn*et al.,* (1999), McMahan *et al.,* (1999), Chadwick &Cappelli (1999), Wright & Sherman (1999), Lumpkin and Dess (1996), R. C. Hoffman &Gopinath (1994), Wright & McMahan (1992) Black and Mendenhall (1990). Their works reflect the effects, impacts and perceptions of globalizations, cultures, cross-cultures, human resource management, professional expatriates, multi-national companies and their operations in different environments / countries.

The data presented and analyzed was used for testing the research hypotheses; From which the null hypothesis was rejected; Alternative Hypothesis was accepted which clearly indicates, "The level of collaboration and readiness between Chinese companies and other businesses operating in various sectors of Bangladesh is significant within the Bangladesh business environment". This implies that any Chinese business or investment within or into these outlined sectors are very welcome in Bangladesh.

CONCLUSION

This study is about the readiness for Collaboration between Bangladesh and Chinese Companies across Various of Bangladesh. The study identified, assessed and discussed the level of collaboration in this regard and provides a summary of the main findings in line with the research problem and the research aim. The literature reviewed led to identification of the twelve sectors. These outlined twelve sectors paved the way to the examination of the level of readiness and collaboration between Bangladesh and the Chinese companies across these sectors in Bangladesh and the summary of the results follows.

Bangladesh is ready to collaborate with Chinese companies across all the outlined sectors such as Agricultural Sector, Banking & Financial Sector, Construction Sector, Defense and Security Sector, Education Sector, Energy and Power Sector, Health Sector, ICT Sector, Manufacturing Sector, Natural Resources and Mining Sector, Sports and Tourism Sector and Transportation Sector. These clearly indicates that all investment into these sectors are welcome. The top most highly ranked sectors in terms of readiness for collaboration are Agricultural Sector (1st), Banking & Financial Sector (2nd), ICT Sector (3rd), and the Education Sector (4th). Any investment in these aforementioned sectors will receive good collaboration from the Bangladesh people, government and the country as a whole in terms of readiness. It is worthy to note that the educational exchange in this regard which help train, shape and imbibe the organizational ethos within the employed human resource cadre in Bangladesh.

The middle ranked sectors in terms of readiness for collaboration are Manufacturing Sector (5th), Energy and Power Sector (6th), Sports and Tourism Sector (7th), and Construction Sector (8th). Chinese company that invest in these aforementioned sectors will have good collaboration from the Bangladesh people, government and the country as a whole in terms of readiness. The least ranked sectors in terms of readiness for collaboration are Defense and Security Sector (9th), Transportation Sector (10th), Health Sector (11th) and Natural Resources and Mining Sector (12th). These sectors are the least ranked because they are very sensitive sectors that bothers on sovereignty (defense and security), requires massive investments (Transportation and health sectors) and requires international reputation with good country-to-country bilateral relationship, trust and diplomatic history (Natural Resources and Mining Sector). This was in line with the hypothesis testing that shows the level or readiness and collaboration between Bangladesh and Chinese companies is significant across all the aforementioned sectors.In addition, such collaboration will significantly influence the strategy on human resource management within these companies and Bangladesh as a country based on its priorities in its sectors.

LIMITATIONS OF THE RESEARCH

This research noticed some limitations that have not been able to overcome during the process of undertaking this research. First, organisations do operate in different sectors and different business environment. For example, Banking Sector, Information and Telecommunication sector, Oil and Gas Sector, Health Sector among others. The results were drawn from the data collect based on responses from mostly human resource managers, professionals, and stakeholders.

Second, during the research questionnaire and interview pre-test period, some Bangladesh employees working with major Chinese organisations with huge operations and size refuse to indicate their readiness to provide useful information to this research work. They complained about sensitive questions. This they claim may divulge sensitive information regarding their careers with these companies. Some organizations also were not ready to allow their staff to be formally interviewed, these limits the number of the research questionnaire and excludes interviews. All efforts to conduct telephone interviews in some cases were rejected by these organizations.

Third, financial constraints have been among the key limitations to this research. Since this thesis has limited funding, there was a huge financial commitment that covers logistics that ranges from flights and road transportations and the duration of the data collection period in the Bangladesh were limited to four days per week in most cases. As mentioned above, it was not possible to convince some major organizations that are big players in the economy in terms of operations. For example, it has been observed that the most experienced individuals especially those at the top management level were the most uncooperative respondents. In addition, obtaining a purely random sample is extremely difficult but that was the sampling method available for this study. Total confidentiality of the names of respondents and their respective organizations was made optional and that many respondents did not fill that area.

RECOMMENDATIONS FOR FURTHER STUDIES

The suggestions for further research begin from the limitations highlighted in the study, which can be used for future evaluation. To advance the present research field on the international developments and collaborations, further studies will be needed in various aggregates such as sector-by-sector analyses within the Bangladesh context. These will shed more light on the effectiveness of the international developments and collaborations based on the similarities and differences of in priorities between collaborative governments. Finally, future studies may

consider other relevant models and approaches, which this research would not be able to incorporate them due to scope constraints.

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