"A COMPARATIVE STUDY OF ORGANIZATIONS FOR THE DEVELOPMENT ANDCONTRIBUTIONS IN MANAGEMENT AND LEADERSHIP SECTORS IN BANGLADESH"

By

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Abstract

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DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT

Directed by: Dr. Jaka Vadnjal, Ph.D

Background

The aim of this study was to investigate the impact of economic, technological, and political factors on leadership and management for organizational development in Bangladeshi organizations. The objectives of this study were set in divisions in which a part is focused on investigating the cultural impact, technological impact, and political-economic impact on the leadership and management exercises of Bangladesh and other developing countries. A few pieces of past literature have been gone through to understand the context of the leadership and management approaches in developing countries.

Methods

The research has followed the primary data collection process and quantitative data analysis techniques. A survey of 150 participants regarding leadership and management roles is conducted to conduct the study and reach results. Positivism research philosophy is used in the study to achieve the factual knowledge to properly conduct the quantitative study and reach effective results. A purposive sampling technique is followed in this research to collect the survey participants based on the particular research criteria. Moreover, an exploratory study design is followed in the study to explore the target area with a wide range of research areas. The survey results have indicated that the leaders and managers of Bangladeshi organizations cannot properly manage the multi-cultural environment of the organization.

Results

As Muslim cultural people are present in the majority number in organizations, the leaders and managers are influenced by this cultural term. Moreover, there is a lack of technical infrastructure in developing countries such as India, Pakistan, and Bangladesh. It is observed that India is planning to improve the technical infrastructure so that it can be included in the organizational processes to make improvements in the leadership and management functions. The policy development process is also not transparent and, therefore, the leaders and managers cannot properly comply with them.

Discussion and conclusion

It is recommended that the leaders and managers of Bangladeshi organizations should understand the multi-cultural factors and properly design them in the organizations. Moreover, they must include the employees in the decision-making process of the organization to achieve

organizational development. The policy development process should be made transparent so that the leaders, managers, and other organizational members can understand and follow them clearly. Lastly, the leaders and managers must carry out regular internal and external environmental analyses to be aware of the changing organizational needs. It would help in the proper allocation of resources and achieving organizational development.

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CHAPTER I: INTRODUCTION

1.1 Introduction

Organizations in Bangladesh face immense challenges to improve their productivity and performance levels in the current competitive organizational culture. As per scrutinizing the article by Nabi et al. (2016), it can be stated that employee empowerment is an essential component in terms of fostering organizational performance, service quality, and employee satisfaction. Therefore, the purpose of the study is to acknowledge leadership and management practices to support corporate culture sustainability in Bangladesh (Islam et al. 2020). Mohammad et al. (2017) stated that leadership has a massive influence to develop the organizational culture, and without proper leadership, it is not possible to bring out changes in organizational performance. Rubel et al. (2017) implied that organizational changes are associated with leadership that emphasizes the articulated mission and vision statement in its strategic plan. In a nutshell, it can be stated that Bangladesh faced some challenges after its liberation from British Colonialism (Mozammel and Haan, 2016). Besides this, the hierarchical structure of Bangladesh follows the Islamic religion, which is a crucial factor in individuals' well-being rather than materialism. In addition, Bangladesh follows cross-cultural management in terms of understanding the importance of maintaining the organizational culture (Talapatra et al., 2019). Thereby, a cross-cultural manager in Bangladesh emphasizes understanding the importance of employees' roles within the organizational hierarchy.

In Bangladesh, managers act with a paternalistic attitude toward their employees in hierarchical societies. Therefore, they are concerned about employees' work structure and tried to provide a strictly professional concern (Alam et al., 2019). Cross-cultural sensitivity towards reputation

and honour are very essential for cross-cultural managers. Besides this, the Intercultural readiness and competence risk in Bangladesh is low. As per scrutinizing the article by Addae-Korankye and Aryee (2021), it can be stated that Intercultural sensitivity is a crucial aspect of Bangladesh's attitude towards risk assessment and the negative ramifications of failure both in groups and individuals. On the contrary, Bangladeshi managers follow an autocratic style and focused on the consultation process with expertise before reaching any relevant decisions as noted in the below figure (Adams, 2018). Communication and negotiation style in leadership and management practice of Bangladesh is well mannered. In contrast, individuals in Bangladesh prefer to join private ltd companies, to get more satisfaction and face less competition and corruption (Alam et al., 2019). As opined by Dhar et al. (2022), management practices are a major concern in Bangladesh to resolve Delivering and manufacturing problems. Concerning this, currently, the leadership management emphasizes increasing customer numbers and transaction size. Besides this, the companies look over the frequency of transactions per customer.
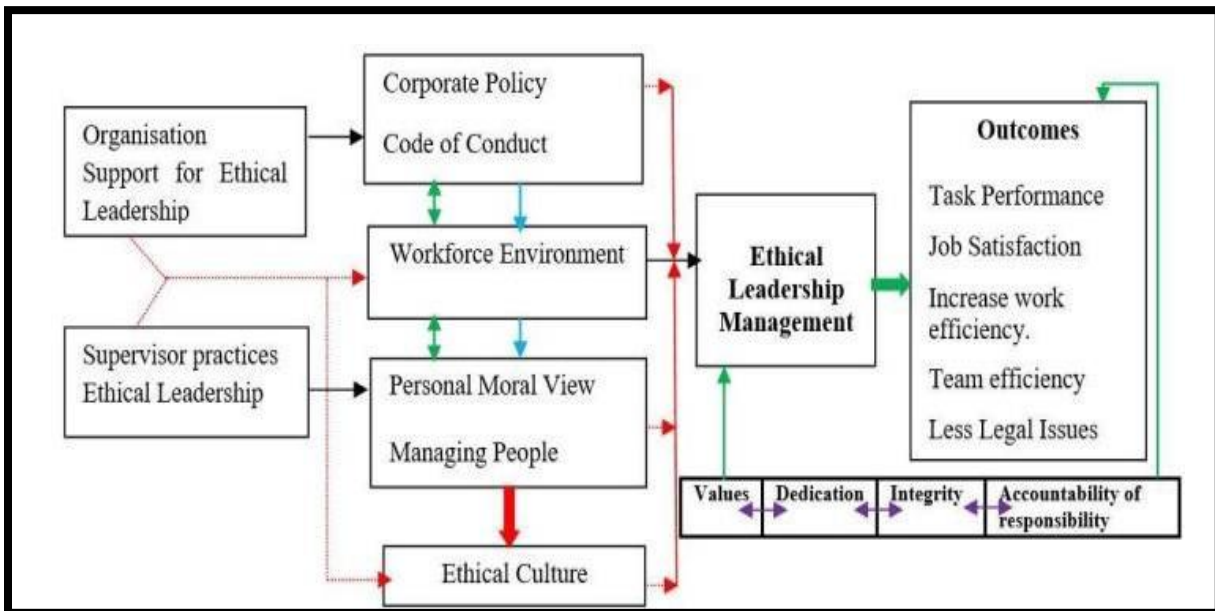
(Source: Sultana, S. and Kalam, 2022)

Ethical leaders of Bangladeshi companies are concerned about environmental issues and influence the health and safety issues of employees. Thereby, a healthy and safety environment motivates employees to work efficiently and increase their efficiency level (Uddin et al., 2018). Alongside this, supervisors should enhance the reducing process of work stress and encourage the employees to balance a social life with proper spending time quality with families (Rouf and Akhtaruddin, 2019).

Bangladesh faces global economic challenges such as foreign exchange reserves declining and it reaching US$38.9 billion in August 2022 (worldbank.org, 2022). Therefore, Bangladesh reached a lower-middle income status in 2015. In 1991 poverty declined from 43.5% to 2016 14.3 % compared to the international poverty line of $1.90 per day (worldbank.org, 2022).

Developmental priorities of Bangladeshi companies are belonging to diversifying export behind the RMG sector and focused on making strengthening and more sustainable public institutions (Khan and Mohomed, 2017). In addition, the Growth of Bangladesh and resiliency in financial crises against global fallout and its export concentration in the EU and USA approximately 74% of readymade garment exports, and it is necessary to analyze the leadership and management differences between India, Bangladesh, Pakistan, and other countries (Sultana and Kalam, 2022).

1.2 The definition of the research problem

Leadership and management practices have a massive influence to develop the organizational culture, and without proper leadership, it is not possible to bring out changes in organizational

performance. Moktadir et al. (2020) stated that organizational changes are associated with leadership that emphasizes the articulated mission and vision statement in its strategic plan. Concerning this, Habib et al.(2018) argued that arising employee turnover rates are considered amongst major concerns over retail sectors in Bangladesh. These include approximately 30 to 40%of employee turnover in leading marketing sectors across Bangladesh (Zoeb-Ur-Rahman and Hussain, 2020). Apart from this despite having resources, poor management and leadership approaches restrict businesses operating in Bangladesh to create growth opportunities in both domestic and foreign markets. As a result, it constrained such businesses in managing Bangladesh's unemployment rates and improving their contributions towards the national economy on an annual basis.
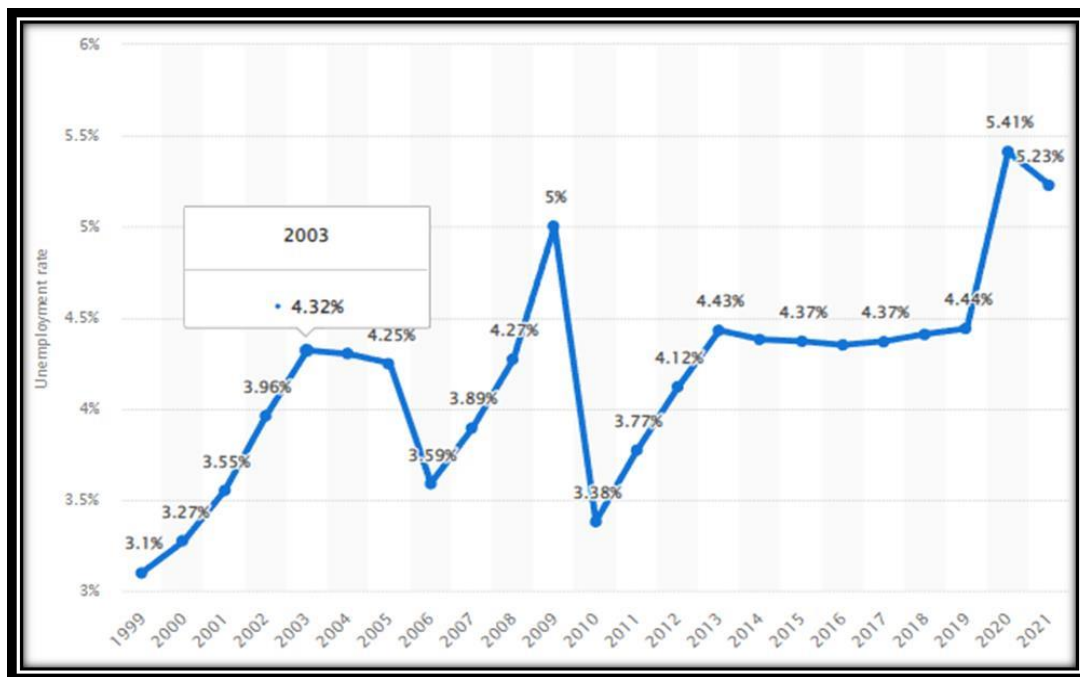
Figure 1.2: Unemployment rate in Bangladesh

(Source: Statista.com, 2022)

Through analysing the statistics, it was found that the unemployment rate of Bangladesh is 5.23 % which reached its pinnacle point in the past 22 years [Figure 1.2] (Statista.com, 2022). Over such concerns, innovative management trends and leadership approaches can help business firms in creating further job opportunities and manage unemployment and employee turnover rates to a wider landscape across Bangladesh. Currently, Bangladeshi companies are facing issues with employee turnover rate and absenteeism, which decreased the company's productivity rate. Hoque et al. (2021) stated that a list number of growth opportunities may cause employee turnover. Bangladeshi Companies such as ACI Group and SQUARE group are facing challenges in employee turnover due to providing fewer opportunities (Huque et al., 2021). In this concern, the companies are focused on improving their income and status [Figure 1.3]. Alongside this, company branches such as Uniqlo, sears are facing issues due to dropping revenue.
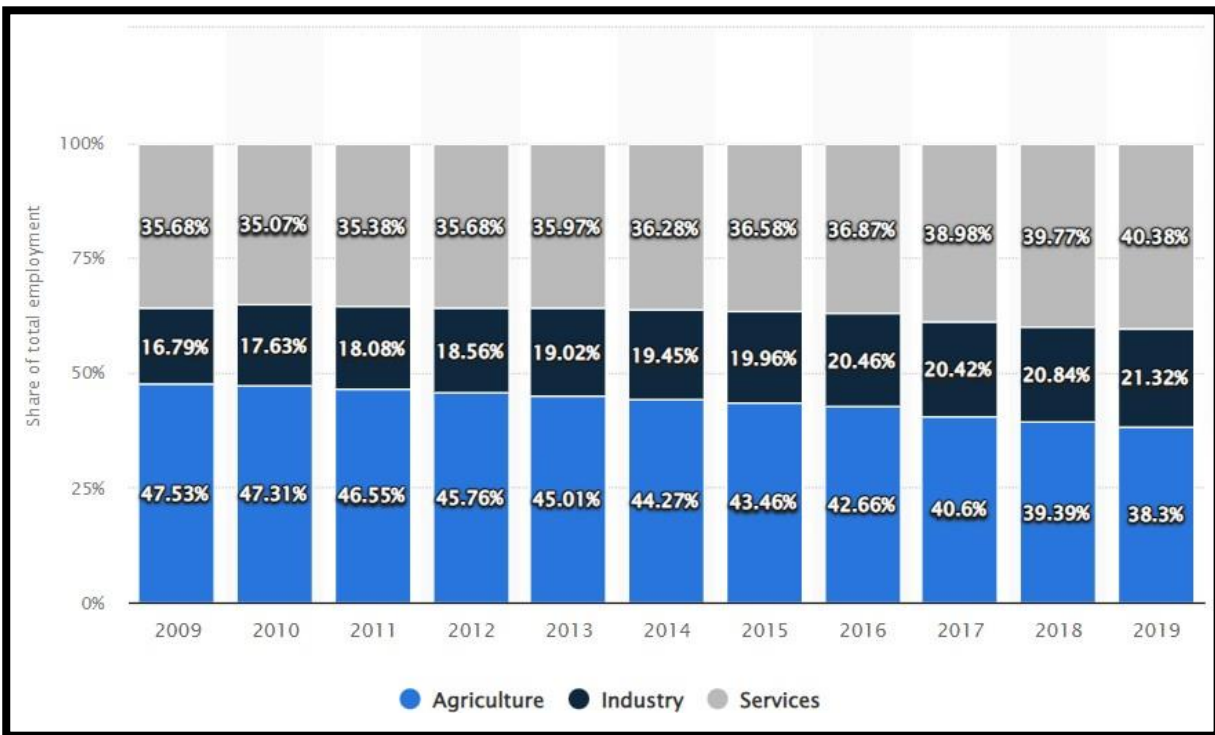
Figure 1.3: Distribution of employment by economic sector from 2009 to 2019 in Bangladesh

(Source: Statista.com, 2022)

As opined by Hossain (2019), currently Bangladeshi industries are facing problems with some factors such as an unskilled workforce, delayed payment from customers, an immature consumer market, and corruption. Corruption is widely perceived at all levels of society which inhibits economic growth and discourages investment among companies (Rasel et al., 2020). On the other hand, despite strong economic growth over the past decade, transport infrastructure, deficiencies in energy, investment climate constraints, and an opaque regulatory environment are the major factors that prevented Bangladesh to achieve success (Mazumder and Hossain, 2019). Andalib and Halim (2019) asserted that a series of industrial accidents in the RMG industry, including where the death of 1100 workers in the Rana Plaza complex highlighted the safety concern in this company (Ahmed et al., 2020). In this concern, Bangladeshi companies are focused to improve the health policy and life insurance policies for the workers.

The major issues are occurring with the technological infrastructure to implement the best practices of management and leadership. Technological factors are the major concern in business development in business growth (Rasel et al., 2020). Though technological development is slow in Bangladesh, still companies are trying to improve the technological infrastructure. Despite the effectiveness of implicating such policies and approaches it further has some of its concerns. These include the emergence of uncertainties in retaining valuable assets, a toxic working environment, and omission towards establishing an ethically governed working environment (Ghosh and Bhattacharya, 2021). In mitigating such concerns, business firms need to take certain initiatives in their practices to encourage interventions in business practices (Dhar et al., 2022).

These could include rejuvenating organizational policies and approaches toward fostering employees' motivation levels and improving their commitment to organizational goals for the forthcoming future.

1.3 Research aims

This research aims to investigate the factors such as technological, economical, and political factors which have an impact on development and contributions in management and leadership sectors in Bangladesh.

In terms of keeping the focus on investigating the management and leadership practices of Bangladesh, the research questions are:

- What is the role of culture in leadership and management exercises is efficient for the organizational development of Bangladesh and other developing countries?
- How to assess the importance of technological infrastructure in influencing in leadership and management exercises of Bangladesh and other developing countries?
- What is the significance of the political-economic environment in the leadership and management exercises of Bangladesh and other developing countries?

1.4 Research objectives

In terms of examining the leadership and management practice and development in Bangladesh and others, countries such as Pakistan and India would be conducted through past relevant research, and information and data would collect from Bangladeshi workers, who are experienced in managing the workforce.

RO1: To analyse the role of culture in leadership and management exercises for the organizational development of Bangladesh and other developing countries

RO2: To assess the importance of technological infrastructure in influencing in leadership and management exercises of Bangladesh and other developing countries

RO3: To evaluate the significance of the political-economic environment in leadership and management exercises of Bangladesh and other developing countries.

1.5 Purpose of research

The research was developed as a comparative study on leadership and management practices for organizational development in Bangladesh and other developing countries. An argument on the different cultural dimensions of Bangladesh, India and Pakistan was presented in the research. As opined by Islam (2020), the cultural similarities between Bangladesh, India and Pakistan are Muslim identity and values. The denotation of Muslim identity and value can describe with helping nature of people towards others. Hence, the leadership position of these countries is associated with enormous humanitarian activities. It can be said, the enormous humanitarian presence in leadership makes these countries indistinguishable in terms of organisational leadership. The challenges in leadership and management impact organisational development. In order to sustain organisational development, individuals should develop leadership qualities. The purpose of the research is to evaluate leadership theories and models of organisations in developing countries can follow to adopt leadership qualities and skills. Hunt & Fedynich (2019) suggested that, the power theory is a useful approach for improving an individual's skills and expertise to be an influencing leader, by avoiding personal qualities. The contribution of leadership can be impactful for organisational development, if leaders are aware of the employee

needs of leadership practices, these approaches can be adopted for leading skills and expertise easily. The research developed leadership approaches to building a purposive organisational culture.

Management gives a proper direction to the organisation with a communication system and structure. Management is responsible to stay informed about the changes, and supporting organisations. As opined by Selvarajah et al. (2018), Europe and the US influence the managerial approach of Bangladesh through exports, remittances, and imports stating. The research provided comparative studies on the leadership and management practices in Bangladesh, India, Pakistan, and European countries. Technological infrastructure influences leadership and management practices. According to Ariyani & Hidayati (2018), technology, and infrastructure have been found to be contributing towards financial performance of organisations. Leadership and management play a crucial role in organisational development. Technology and infrastructure lead leaders to deal with cross-platform technology knowledge and freedom in decision-making. The research evaluated the influence of technology, and infrastructure on leadership and management in Bangladesh and other developing countries.

The political-economic environment influences leadership and management exercises. As opined by Shedyakov (2021), organizational politics is deeply linked with leadership and management. The relationship with organisational politics and leadership and management helps to evaluate the occurrence forms of groups. The purpose of the research is to outline the influence of the political-economic environment on leadership and management exercises. The knowledge of the political-economic environment can be helpful to leaders and managers to manage organisational development. There is a difference in the political-economic environment among different developing countries. As examined by Tanvir (2020), the United States has more social safety

comparatively than Bangladesh. To manage organisational leadership, it is essential to develop a sustainable workplace, and the political-economic environment plays a great role in people management. The purpose of this research is to give a comparative study of the different political-economic environments of Bangladesh and other developing countries.

1.6 Significance of research

The research investigated the role of leadership and management practices on organizational development in Bangladesh and other developing countries. As opined by Al Khajeh (2018), leadership skills and attributes promote organizational success. If organisations are absent with considerable leadership techniques, they can be unbalanced in terms of employee management. The research evaluated the role of culture in leadership and management and organisational development. The research will be significant for the leaders from Bangladesh and other developing countries to sustain a good company culture with the study findings. The comparative study among developing and European countries shows the different cultures and infrastructures of these countries. As opined by Van der Wielen, &Barrios (2021), EU countries have fiscal policy actions with short-time work schemes as work flexibility. Short-time work schemes require an effective management system to sustain work performance and productivity. On the contrary, Ali et al. (2021), examined that, Bangladesh failed to increase its rate of tax collection beyond single digits through remote working. Remote working was not that beneficial to the country to sustain business performance and productivity. The research highlighted with leadership and management practices of developed countries that can be beneficial for organisations in developing countries to take proper management and leadership approaches for organisational development.

The research contributes to leadership and management practices by assisting organisational management and development in developing countries. The impacts and strategies of cultural management have a great role in managing employee relations within an organisation. As opined by Sabuhari et al. (2020), organizational culture adaptation mediates the effect relationship between HR and employee flexibility. Employee-centric leadership and management practices help to develop job satisfaction among employees. The research presented leadership and management practices and their role in organizational culture adaptation, which will be beneficial for leaders to mediate practices to increase job satisfaction and employee performance. The findings of the research also showed the significance of technological infrastructure on leadership and management. Khalid et al. (2018) argued that leaders need to develop themselves to adopt modern technology and infrastructure to support business practices. Technology and infrastructure contribute to the financial performance of the organisation, it also set leadership exercises. The knowledge of the technology and infrastructure of leadership expertise will help organisations in developing countries to develop their skills and knowledge of leadership expertise.

1.7 Research design

Research design is the set of research techniques and methods to conduct a research study. The research followed a quantitative research approach. The quantitative research approach is a combined process of collecting and analysing numerical data. As opined by Jogezai et al. (2021), quantitative research methodology uses theories to test people's attitudes. The research gathered information relating to leadership and managerial practices from 150 respondents and used theories to test people's attitudes. Hence, a quantitative research approach was selected to develop the research aim with people's attitudes. The research followed the positivist research

philosophy, which allows using factual knowledge gained objectively. According to Al-Ababneh (2020), positivist philosophy gives the effort to focus on the social world to understand research perspectives. The objective of the research is to investigate leadership and management practices in Bangladesh. The social connection approach could be the best possible way to build interaction with the person involved with the leadership and management practices in Bangladesh. Hence, the positivism philosophy was selected to meet research objectives.

An exploratory research design followed in the research to investigate the research problem that is not clearly defined before. As opined by Hassan & Khairuldin (2020), exploratory research design help to investigate research questions that were previously not being studied in-depth. No research paper has given in-depth information on the leadership and management practices in Bangladesh and their influence on organisational development. Hence, an exploratory research design could be the best research design to develop the study with in-depth knowledge from primary research. The primary data collection technique with quantitative data is the main consideration of the research that helped to develop an in-depth knowledge of research questions. In-depth research on the experience of foreign workers could be helpful to develop a comparative study of leadership and management practices among Bangladesh and other developing countries. As opined by Taherdoost (2021), the primary data collection technique helps to obtain information from first-hand sources through real-time interaction. The research followed the online survey method to gather the responses of respondents. Hence, the primary data collection technique could be the accurate research technique to develop a study with quantitative data.

The purposive sampling technique was followed in the research to design the data collection process. According to Oribhabor & Anyanwu (2019), the purposive sampling technique is a

suitable sampling technique to select a sample population and choose an expert to meet research objectives. The sampling technique were helpful choose participants suitable to gather the required information to develop research questions. The data analysis techniques were followed as SPSS Software to analyse quantitative data. The correlation and regression analysis method helped to find out the relationship between a dependent and independent variable and establish a hypothesis to prove the research question.

1.8 Structure of the thesis

The research contains five chapters, and the following activities are involved in each chapter.

Chapter one is provided with the introduction along with the background, and scope of the research. The chapter defined the research problem that was used to develop literature and identify the research gap. The chapter is also provided with the significance, and purpose of the study, along with its aims and objectives.

Chapter two was developed with a theoretical framework along with findings and underpinning relevant to the context of the study. The chapter is also defined with literature gaps that connect with research questions.

Chapter three explained the methodological approach with a quantitative research approach, positivist research philosophy, and exploratory research design. The chapter gave an explanation to choose primary data collection and SPSS Software for the development.

Chapter four provided conceptual findings on leadership and management practices for organisational development in Bangladesh and other developing countries.

Chapter five presented conclusions and recommendations from the research findings. The

chapter will also present the limitations and practical implications of the research.

CHAPTER II: LITERATURE REVIEW

2.1 Introduction

Management in businesses is responsible for bridging the gap between overachieving business goals and purposes, as well as, its deliverables. The process of procurement, designing of products and development, company culture, sales cycles, customer relationships, human resources, accounting, marketing, packaging, etc. are managed by managers while leaders are responsible for determining company visions, goals, and providing direction in attaining those goals (Paychex Work, 2022). The role of leaders and managers are often identified as identical and is influenced by several factors including the political-economic environment, culture, and technological infrastructure. Managers focus on building efficient teams to meet the task needs but leaders use their interpersonal skills to motivate workers and promote employee engagement to ensure organisational development.

The assessment of leadership in the corporate culture of Bangladesh suggests that leadership pattern has been changing with the changes in the external business environment, the process of decision making and the horizontal communication approaches. According to CEO and founder Mr Imtiaz Ahmad of "Think Turbine", changes in the business world allow workers to gather any information they want and reduce the power distance between employers and workers (Ahmed et al., 2015). The changes in the business environment of Bangladesh have been supported by the adoption of British, American, and Australian-style education systems to change the behaviour of corporate leaders. Autocratic and democratic is the most common leadership method in Bangladesh considering its traditional cultural values where workers feel comfortable taking command from their autocratic leaders (Shamim, 2022; Ahmed et al., 2015).

Autocratic leaders tend to possess power and ideas in their hand and generally tend to give importance to their own opinion rather than others, but the current corporate culture of Bangladesh changed significantly and businesses are leaning towards democratic leadership approaches to address the well-being of human capital.

Apart from cultural factors, the study gave importance to technological development and the political and economic condition of Bangladesh to assess leadership and management practices' contribution to organisational development. Absence of technological development limits organizations to develop and answer the interest of the global market. Technological development of events, then again, brings forth issues like joblessness and imbalance in business opportunities. Considering this situation, Bangladeshi pioneers and leaders need to take fitting choices to guarantee the long-term sustenance of businesses by ensuring their capability to remain competitive. Technological development in Bangladesh has been slow, but the nation found multiple ways to work on its technological development (Shamim, 2022). Ariyani and Hidayati (2018), observe that technology and infrastructure contribute to the financial performance of organisations with the help of effective leadership and management practices. Technology and infrastructure lead leaders and managers with cross-platform technology knowledge and freedom in accurate and data-driven decision-making to ensure organisational development.

Political and monetary stability is fundamental for business development where leaders and administrators can take significant business development choices without confronting political and financial boundaries. Notwithstanding the huge development in the nature of living in Bangladesh, its education and financial development drag along India. Bangladesh prevailed in financial advancement against Pakistan. The poverty rate in Bangladesh is still higher than in

India which as per the World Bank will influence independently employed labourers in the non-rural area and salaried workers in the manufacturing sector (Misra and Iqbal, 2020). The situation provokes Bangladeshi leaders and managers to change their compensation structure alongside well-being and work conditions in the clothing industry of Bangladesh. Shedyakov (2021) refers that organizational politics is deeply linked with leadership and management. The relationship with organisational politics and leadership and management helps to evaluate the occurrence forms of groups. For example, loan opportunities for female entrepreneurs allow them to take necessary steps in opening new businesses.

This study attempts to compare the leadership and management practices of Bangladesh, and other countries such as India and Pakistan via a literature review. It examines the role of the political-economic environment, culture, and technological infrastructure in the leadership and management operation for the organizational development of Bangladesh and other developing countries. Selvarajah et al. (2018) examined the cultural embeddedness and managerial response to leadership excellence in the changing environment in Bangladesh. The study observes that the economy and culture of Bangladesh are based on the values of an agrarian society depending on the river Ganges delta plains. Rapid industrialisation resulted in several people going abroad for employment which resulted in the social and economic structure of the country. It is important to note that Bangladeshi workers are highly engaged in formalities and social orientations affecting both private and government organisations (Babu et al., 2020).

The high cultural impact of Bangladesh suggests that organisational leadership excellence is influenced by recent geopolitical events like the independence war, dependence on export revenue, cultural inheritance of India, and Islamic values (Selvarajah et al., 2018). Asia seems to possess diversity in its management and Bangladesh is no exception as the country has its own

unique culture that affects managerial behaviours within the organisation. Arimoto and Kurata (2017) stated that failure to understand cultural imperatives and geopolitical influences often leads to disastrous outcomes in organisational performance as these factors influence organisational behaviour. For example, Japanese values in Indian Toyota factories faced resistance from workers during their operation in India because many Japanese management features are foreign to Indian culture and Indian behaviour (Mathew and Taylor, 2018). Thus, the study determines the framework of leadership and management practices of Bangladesh in promoting organisational development. The theoretical framework below provides a better understanding of the context of leadership and management practices and their influence on organisational performance.

2.2 Theoretical framework

2.2.1 Social cognitive theory

The theory of social cognition started with the Social Learning Theory (SLT) in the 1960s by Albert Bandura to states that individual experience, environmental factors, and actions of others influence the behaviour of an individual as evidenced by the below figure (Schunk and DiBenedetto, 2020). The theory is highly relevant to the study since it is discussing the impact of leadership and management practices on organisational development. It helps in understanding the impact of effective leadership practices on the behaviour of workers and how political, economic, and cultural factors influence the leadership and management practices of Bangladeshi organisations.
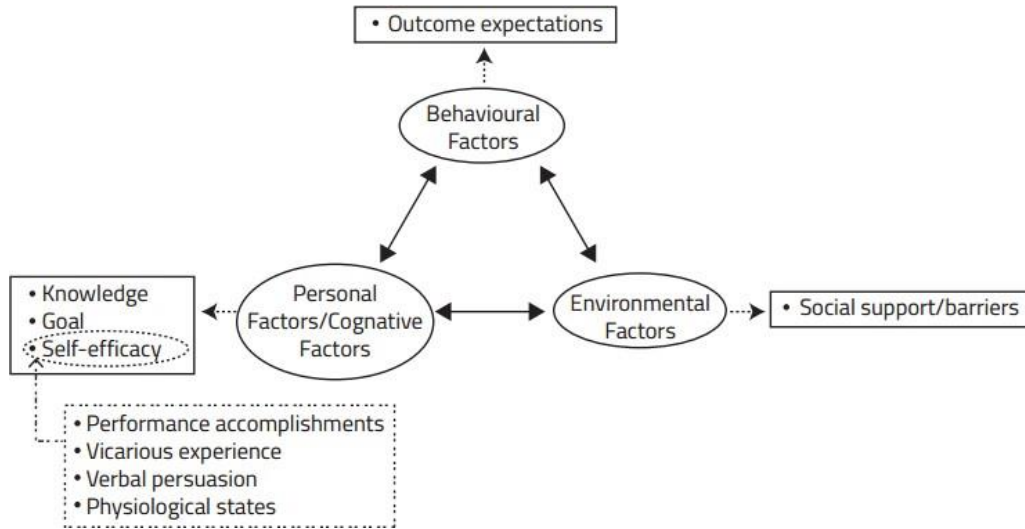
Figure 2.1: Determinants in Social Cognitive Theory

(Source: Chin and Mansori, 2018)

Social Cognitive Theory (SCT) focuses on the fact that the behaviour of people is influenced by social interactions with others. In the workplace, workers interact with their leaders and gain cues from them in the form of cognition that influences their motivation and behaviour (Otaye-Ebede et al., 2020). For example, the caring and supporting behaviour of leaders has been recognised by workers resulting in improved performance and high employee engagement. On the other hand, if workers feel neglected by their leaders or managers, they are likely to feel demotivated to perform better, particularly, in the cultural environment of Bangladesh where the support of a leader and acknowledgement is considered crucial to perform better within the organisation. Ozyilmaz et al, (2018) attempted to understand the attitude of employees, performance and work-related behaviours of employees taking into account the SCT behavioural context. SCT promoted self-efficacy to indicate job attitudes and workplace effectiveness.

It is important to note that both leadership behaviours and external factors influence the self-efficacy of workers which in turn, influences the performance of workers as noted by Ozyilmaz et al.,(2018). For example, workers feel strong self-efficacy in performance when the task has been low in complexity which suggests that the self-efficacy of individuals depends on their understanding of job requirements (Ozyilmaz et al., 2018). A complete comprehension of job roles made workers feel confident in their tasks while a lack of comprehension made workers feel self-conscious and demotivated to work within the organisation. Lin and Chang (2018) further observed the role of SCT in motivating the exchange of information on social media platforms such as Facebook which influence performance outcomes in the healthcare scenario because data exchange in the healthcare sector helps in avoiding potential risks.

Virtually all types of businesses are attempting to exploit product-market opportunities through proactive and innovative behaviour. Middle-level managers, in this context, interactively synthesize market information and disseminate that idea and information to both top and operating-level managers to gain a competitive advantage (Goldsby et al. 2006). From the perspective of SCT, top managers can influence the behaviour of workers by promoting innovation at the organisation and encouraging workers to adopt innovative culture within the organisation to improve business performance.

Based on social cognitive theory, employees are mostly motivated by their leaders and managers. Transformational leadership was identified as the most effective leadership approach that not only influences positive behaviour among workers but encourages them to perform better.

2.2.2 Social capital theory

Social Capital Theory considers social relationships as resources that lead to the accumulation and development of human capital (Dubos, 2017). For example, a stable family environment helps in educational attainment and the development of highly valued and rewarded credentials. According to Swanson et al. (2020), Social Capital Theory is used to understand and explain a number of phenomena in several disciplines including political science, sociology, education and management but regardless of its type, the theory is mostly developed when there is a change within an existing infrastructure to create value and generate positive outcomes. It can be used to understand leadership and management practices because Swanson et al. (2020), think that social capital is effective when organisational members have trust in each other and have a common goal to pursue. Based on this fact, it can be stated that social capital refers to the relationship between leaders and followers.
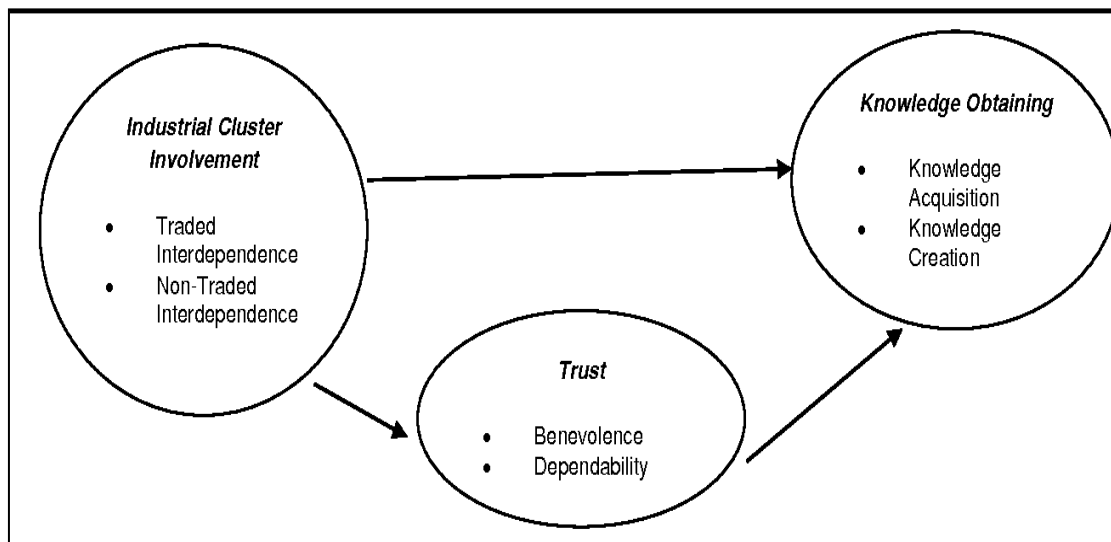
Figure 2.2: Social Capital Theory

(Source: Darmasetiawan et al. 2013)

The core of Social Capital Theory is the development of a network of relationships which becomes crucial to the community members as observed in the above figure. The relevance of this theory in the discussion of the impact of leadership and management practices on organisational development lies in the fact that social capital theory positively affects both the performance of individuals and the organisation. Crane and Hartwell (2019) observed a relationship between employee career development and social capital as employees with higher organizational-level contacts have better organisational information and career development opportunities, which in turn, leads to promotion and higher salaries. Another crucial aspect of Social Capital Theory in this research refers to the competency of a leader in performing their job through problem-solving, appropriate decision-making, innovation, vision setting, and making changes (Swanson et al. 2020). The theory provides a better understanding of how leadership skills influence the performance of employees to improve organisational development.

Lee et al. (2015) identified an internal relationship as a valuable resource because employees with close relational ties with other members of the organisation have better access to job-related resources which helps in improving their performances. From the perspective of Social Capital Theory, it is assumed that leaders take initiative to make workers feel safe and secure in their work environment so that workers can concentrate on their job roles to perform better. Research showed that job-related competencies of leaders are likely to influence the job performance of employees as job-related competencies of leaders evoke positive emotion among followers within the work environment resulting in improved performances of individuals (Mahfud et al., 2020).

Chen et al. (2016) associated social capital perspectives with transformational leadership (TFL) because TFL studies predominantly prioritised human capital rather than social capital. Human capital entails individual resources while social capital entails relational resources that create value and facilitates action. The perspectives of social capital go beyond the organisational confines to address the bonding of internal groups and "external bridging linkage". According to Carter et al. (2015) transformational leaders proactively reach out to outside actors to gain information, foster inter-organizational communication and collaboration, and leverage resources. Therefore, TFL can influence and encourage followers to create external social capital to gain a competitive advantage.

2.2.3 Scientific management theory

Frederick Taylor first introduced the concept of Scientific Management Theory by assessing management practices from a scientific approach (Birt, 2019). The scientific management approach must rely on the scientific method to perform tasks rather than relying on the judgment or personal discretion of team members. He further suggested simplifying tasks to increase productivity by recommending leaders assign tasks to team members who are most capable of doing the job. Training and supervising also help workers in improving their job performance. The limitation of this approach relies on the fact that it does not consider the humanity of the individual but rather focuses on maintaining workplace efficiency with the help of leaders and managers (Waring, 2016).
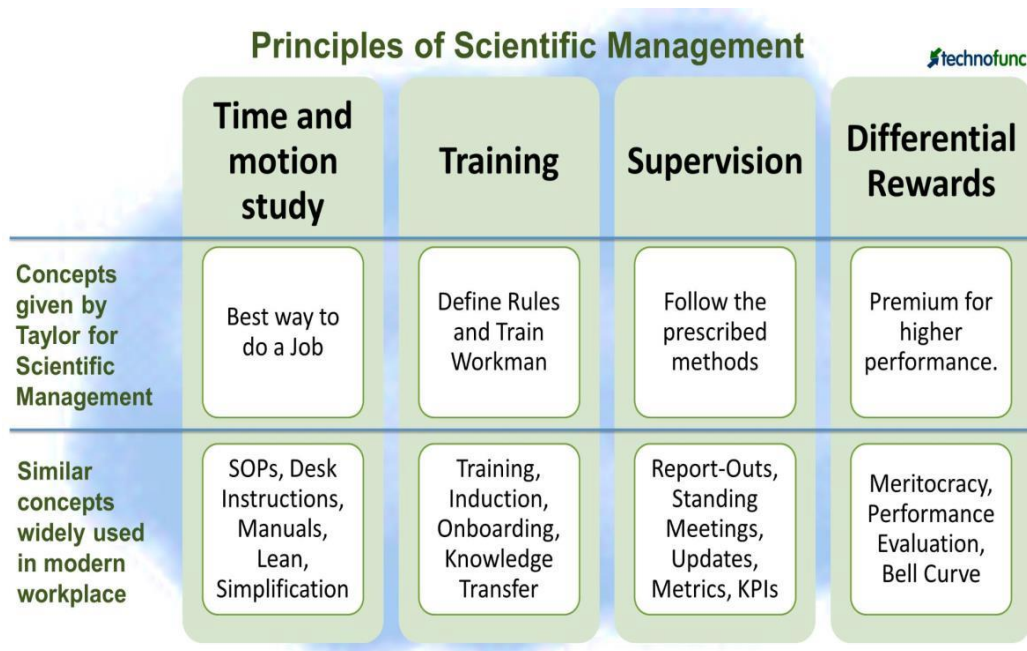
Figure 2.3: Scientific management theory

(Source: Technofunc, 2020)

The objective of Scientific Management Theory has been to increase the production of the organisation by increasing individual productivity addressing the requirement of this research concerning an increment in organisational productivity via the implementation of effective leadership and management practices as observed in the above figure. The theory referred to routine tasks rather than problem-solving or complex activities where each task was measured and specified and can be performed by workers without further guidance or supervision from their superiors (Hill and Van Buren, 2018). This type of task can be even automated with the introduction of technology by standardizing them. Businesses in Bangladesh started to adopt advanced technologies to automate repetitive tasks which can easily be managed by workers. According to Mercy Tembon, World Bank Country Director for Bangladesh and Bhutan, creates urgency for Bangladeshi manufacturers to turn their businesses from labour-intensive

productivity to automation to increase productivity by incorporating better technologies in production processes and functions (The World Bank, 2021).

However, more than 40% of businesses still use handwritten documentation for business administration purposes which influences the organisational performances of businesses. According to The World Bank (2021), managerial and technical capabilities are essential for the competitive advantage of businesses but approximately half of Bangladesh's manufacturing firms are run by people who don't have appropriate college degrees which significantly influences the technological adaptation of businesses. Taylor further proposed an award and punishment system for leaders and managers to encourage the adoption of technology in the system (Waring, 2016). Employees who have willingly adopted efficient technologies and techniques were rewarded to increase productivity while those who failed to adopt or have shown unwillingness in adopting advanced technologies were punished by giving ultimatum or via layoff.

Hill and Van Buren, (2018) categorised the limitations of Scientific Management Theory as it works well on routine tasks like production facilities or assembly lines, but it did not work well in organisations where decision-making and knowledge are crucial to value delivery processes including service-based industries. The principles garnered significant criticism from scholars as the principle dehumanise people and often leading to poor working conditions (Hill and Van Buren, 2018). Employers get most of the benefits while employees earned very little of the benefits. It also fails to address the needs of workers which are essential for employee engagement as mentioned by Maslow (Hale et al., 2019). It provides little guidance to businesses considering the development of managers as leaders which needs to be considered by organisations before implementing this approach (Braverman, 2020).

2.2.4 Principles of administrative management

Principles of administrative management were introduced by Henri Fayol who believes that leaders and managers have five main functions including forecasting, planning, coordination, command, and control which help leaders to organise and interact with other team members to perform a task effectively (Birt, 2019). Fayol believes that the principles must not rigid and can be left to managers to manage effectively and efficiently. Freedom of employees or autonomy of workers helps in carrying out their responsibilities without being forced by others. The leaders or management of the organisation must focus on attaining employee freedom to ensure employee retention and better performance as mentioned by Maslow in his hierarchy of needs theory (Van den Broeck et al., 2017). The workers who prioritise intrinsic values most are likely to benefit from the increasing level of autonomy and learning opportunities. The same has been evident in the Bangladeshi work environment where workers are looking for autonomy in their work environment rather than waiting for command for all operational tasks.

Fayol further suggests that there must be a chain of supervisors ranging from the top level of management to the lower level of management and the communication must flow from top to bottom, however, there must not be any hard rule regarding the communication process to ensure transparency in business processes (Birt, 2019). All the workers must be treated equally to promote a fair and transparent working environment with clear goals and objectives to improve organisational performance. The leader or the management team within the organisation must take initiative in acknowledging the hard work of workers along with maintaining accountability to encourage workers to perform better (Edwards, 2018).
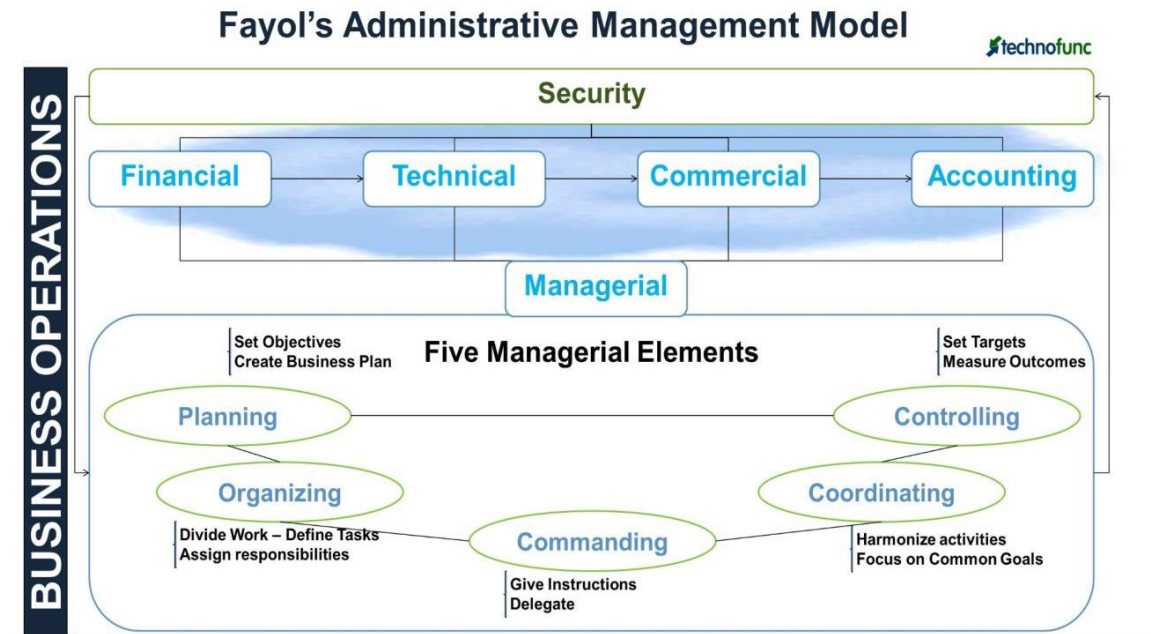
Figure 2.4: Administrative management theory

(Source: Technofunc, 2020)

The 14 principles of Fayol include a suggestion for the division of work, as well as, the authority and responsibility of workers to avoid any confusion among workers which has a negative impact on the performance outcome of workers. The principle states that all management activities must be divided into team members based on their interests and skills to make them more efficient in their tasks as observed in the above figure (Mbalamula et al., 2017). A lack of interest in job role not only influences the performance of workers but also results in high employee burnout including high stress and anxiety (Stamolampros et al., 2019). There must also be a balance between authority and responsibility among workers regarding the task they are responsible to do as a lack of accountability might result in poor job performance.

2.2.5 Transactional and transformational leadership

The concept of leadership is the most discussed phenomenon in terms of business management as leaders or managers plays a crucial role within the organisation. Innovation thinking, problem-solving, ability to remain firm in difficult conditions is the move coveted features in a leader or manager (Aboramadan and Kundi, 2020). The transactional and transformational leadership approach gained popularity over the years for having a significant influence on the performance of workers and turning profit of businesses. Businesses are facing difficulties in meeting their goal in a competitive business environment highlighting the need for effective leadership approaches to motivate workers and encourage them to perform better. Young et al. (2021), mention that leaders and managers adopt their people and organisation management style based on the situation and requirements of the time. Transformational leaders motivate followers to perform better by inculcating confidence and encouraging them to use new ideas and methods in the tasks to increase productivity. Transactional leadership, on the other hand, motivates followers by giving them recognition and rewards, as well as, punishments to meet the objectives efficiently as can be seen by the below figure.

Transactional Leadership	Transformational Leadership
Transactional leaders do not feel easy to discuss with employees about plans.	Transformational leaders ready to discuss with employees about plans before execution.
Leader set rewards and punishments for employees to accomplish the goal	Employees complete goal through superior principles and ethics
Motivates employees by tempting their self interest	Motivates employees by give priority to group interests first
Works surrounded by the organizational traditions	Works to transform the organizational traditions by implementing new thoughts
Management-by-exception: continue the status quo; pressure correct actions to recover performance.	Individualized reflection: Each behavior is intended for each person to convey kindness and support. Intellectual stimulation: support new and creative ideas to solve problems.

Figure 2.5: Key characteristics of transactional and transformational leadership approaches

(Source: Kuantan, 2015)

According to Feranita et al. (2020), transactional leaders inculcate sufficient confidence in workers and acknowledge their needs and desires and explain to workers how those needs will be fulfilled if they succeed in attaining the desired performance outcome while transactional leadership encourages workers to perform better by allowing them free reign over creating thinking and innovative process adaptation over the process. Kalsoom et al. (2018) observed that Pakistan's FMCG industry incorporates both leadership styles in terms of employee performance and organisational development. The study observes that transactional leadership is affecting employee performance in a positive manner more than transformational leadership as Pakistan labours is a collectivistic society with a score of 14 and focus on building a trusting relationship with employers, however, the friendly relationship with leaders might affect the performance of workers (Hofstede Insights, 2022). Kalsoom et al. (2018) reveals that transactional leadership might have a more positive impact on the performance of employees in Pakistan than transformational leaders.

Israel (2016) observes that transformational leadership is more effective in improving the financial performance of small and medium-sized enterprises in Nigeria and marketing performance in Ghana because transformational leadership promotes innovation within organisations and makes workers capable of handling the work pressure. The reason for financial improvement was to provide inspiration and stimulation for employees to achieve extraordinary outcomes. Feranita et al. (2020), also attempted to assess the impact of transformational and transactional leadership on SMEs in Indonesia. The findings suggest that SMEs must entail good innovation to succeed and transformational leadership provides the opportunity for innovation at SMEs. Therefore, transformational leadership has more influence in improving the performance of workers than transactional leaders in SMEs in Indonesia.

Hoxha, (2019) recognised the capabilities of transformational leaders in bringing changes within the organisation, however, also questioned the morality and fairness of the leader since they claim to be using employee trust and empowerment to achieve the organisational outcome rather than employee development. Transformational leaders have been reported to abuse the power of leaders by manipulating workers to work beyond expectation without any hope of reward. Hoxha (2019), on transformational leadership, reveals that transformational leadership is positively associated with employee performance in Malaysian culture as Malaysian culture favours transformational leaders more.

Corporate Social Responsibility (CSR) became a crucial phenomenon in businesses as they give importance to citizenship, ethics, and sustainability and at the same time, ensure profit in business. Changar and Atan (2021) observe there is huge pressure on leaders regarding shareholder returns which prompted them to adopt a required approach for profit generation. Globalisation and high competition resulted in ethical conflicts within the organisation and managerial leaders are finding difficulty in setting ethical standards and ensuring ethical obligations by workers. Enron, Worldcon, and Tyco International were identified as large corporations that experienced huge business scandals due to issues in CSR and profit. Hoxha (2019), believes that this issue might rise from an inappropriate leadership style within the organisation. The transformational leadership approach seems to have a positive impact on ethical and environmental CSR practices resulting in improved organisational performance and business awareness.

According to Young et al. (2021), although transactional leadership was identified as the most common leadership approach in a current business scenario, the meta-analytic work has yet to fully comprehend the relationship between transactional leadership and focal leadership

outcome. To understand the relationship, Young et al. (2021) evaluated the Self-Determination Theory (SDT) and Social Exchange Theory (SET) which theorises transactional leadership influences the performance of followers. Rewards and recognition offered by leaders encourage workers to perform better. From the perspective of SDT, the relationship between the performance of followers and transactional leadership is nuanced as the core principles of transactional leadership were to prioritise reward and control which has the potential to de-motivate workers due to a reduction in workers' perceived autonomy and competence. Workers might feel pressured to think, behave, and act in certain ways that harm their perceived autonomy (Bian et al., 2019). Further, low-performing workers feel de-motivated to continue to work for the firm with transactional leadership as leaders are focused on high-performing workers rather than addressing the challenges faced by low-performing workers.

The creation and implementation of strategies are heavily influenced by the leadership practices of senior executives. According to Dhar et al. (2019), the Bangladesh government has been attempting to exit from the Least Developed Country category and become an upper-middle-income country economy by 2030. However, businesses are finding difficulty in transforming the parent company to manage worldwide market competitiveness. Dhar et al. (2019) associated corporate culture with strategic flexibility and observed family enterprises in Bangladesh have a low score in strategic flexibility. To bring strategic flexibility, they must bring changes in leadership and management practices along with adapting to technological advancements. Transactional leadership, in this context, are effective in bringing control over the management process.

Mehta et al. (2022) measured Bangladesh through the lens of transformational leadership by stating that women entrepreneurs in the country prefer a transformational leadership approach to

managing the workforce. Women account for approximately half the population of Bangladesh and their engagement is crucial to the economy of the country. Mehta et al. (2022) recognise that female leaders usually recognise the needs and wants of workers and explain to them how those needs can be met if they met organisational objectives. The leaders further implement new products within the existing services to generate new value among the stakeholders of the organisation representing the major traits of transformational leaders.

The study further examined the impact of culture on transactional and transformational leadership approaches. Crede et al. (2019) observes that the transformational leadership approach is effective and valued irrespective of the cultural setting. Multicollinearity among the cultural dimensions of GLOBE creates difficulty in estimating the effect size of transformational leadership for a particular country. Transformational leadership is more affected by cultural factors than transactional leadership as transformational leadership is strongly associated with the performance of followers in countries with low gender egalitarianism and humane orientation values and performance orientation practices, high uncertainty avoidance, as well as, future orientation values.

Research showed that workers in developed countries such as Europe have become more cynical regarding the value of transformational leadership as they fear being manipulated by charismatic leaders from their experiences (Crede et al. 2019). This scepticism might have extended to other Western European countries resulting in less preference for charismatic or transformational leadership. Developing countries in Sub-Saharan Africa, the Middle East, Southern Asia and Latin America are likely to believe in grandiose displays and lofty promises promoted by charismatic or transformational leadership. As opined by Muralidharan and Pathak (2018; p. 1), "Societies differ in the way they view ideal leadership, i.e., in the attributes, motives and

behaviours that they believe characterize outstanding leadership" referring to the culturally endorsed Implicit Leadership theory. It suggests that social factors influence leadership and management practices and vice versa because CSR and other sustainability promote community growth and ensure environmental sustainability.

ILTs have been considered informal institutions that legitimize the attributes, behaviours, and motivations of leaders and influence the preferences of individuals in terms of who they will accept as leaders. These values usually develop cultural values through repeated behaviours. Muralidharan and Pathak (2018) established a relationship between transformational leadership and CLTs, which suggests that transformational leadership is most affected by national cultural values and practices which was further acknowledged by Crede et al. (2019).

2.3 Hofstede's model of the cultural dimension

The interrelationship between culture and leadership gained popularity over the past three decades, particularly, in terms of cross-cultural leadership, global leadership, and the effect of culture on leadership. According to Akanji et al. (2019), "culture is a collective programming of mindsets" reflecting the perceived differences from one member to another and it is considered the deepest and most complex part of the organisation that has the potential to influence the performance of members. The Global Leadership and Organisational Behaviour Effectiveness (GLOBE), conceptualised organisational culture (OC) as "shared motives, values, beliefs, identities, and interpretations or meanings of significant events that result from common experiences of members of collectives that are transmitted across generations" (Bullough et al. 2022; p. 989). OC was perceived as the relationship between employees and employers influenced by workplace traditions and norms. Scholars believe that a significant part of OC is

developed from its leadership and the culture itself has the potential to affect the development of leadership.

For instance, transformational leadership is associated with endangering a high level of constructive inspiration, motivation, and confidence among followers to promote mutual inspirational stimulation between employers and employees (Akanji et al. 2019). Transactional leadership, on the contrary, thrives in OC in the form of a social exchange system between employees and employers where employers gain compliance from employees in the form of rewards and sanctions. Hofstede was identified as one of the earliest researchers of people and culture, who assessed the potential application of cultural dimension and its effect on business management (Sochor, 2020). The original theory of Hofstede identified four cultural dimensions: power distance, individualism vs. collectivism, uncertainty avoidance, and masculinity vs. femininity, and later identified long-term orientation as the fifth dimension. In 2010, Hofstede included the sixth dimension of indulgence vs. self-restraint as evidenced by the below figure.
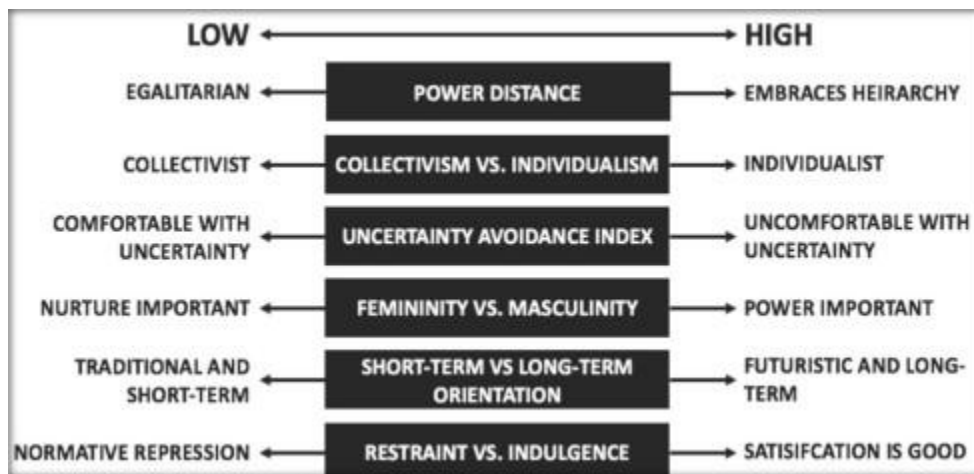
Figure 2.6: Six Cultural Dimensions by Hofstede

(Source: Sochor, 2020)

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The GLOBE research program also defined societal culture by Robert House in 1991. The GLOBE program established its results on social culture based on answers from 17 thousand of middle managers from 62 cultures/countries (Sochor, 2020). The GLOBE project initially introduced 21 primary dimensions of leadership but later on determine 6 major dimensions. Finally, nine dimensions of GLOBE were defined to provide a better understanding of the cultural dimensions that influence leadership and management practices. Performance orientation, Assertiveness, Future Orientation, Humane Orientation, Humane Orientation, In-Group Collectivism, Gender Egalitarianism, Power Distance, and Uncertainty Avoidance (Feng and Mueller, 2019).

'Power Distance Index' refers to the extent to which power and inequality are tolerated. High power distance refers to the acceptance of culture in power and inequity differences and respect for authority and rank, while low power distance addresses flat organisational structures within a culture that helps in decentralised decision-making and participative management style (Akanjiet al. 2019). The 'individualism vs. collectivism dimension' refers to the degree society is integrated into groups and their perceived dependence and obligations on groups. Individualism shows that workers are more interested in attaining personal goals but collectivism refers to the goals and well-being of a group rather than personal well-being (Sochor, 2020).

The 'uncertainty avoidance index' determines the extent to which ambiguity and uncertainty are tolerated. It helps in understanding the capability of culture in handling unknown and unexpected events. A high uncertainty avoidance index refers to a low tolerance for ambiguity, uncertainty, and risk-taking which can be managed through strict regulation and policies, etc. while the low uncertainty avoidance index considers high tolerance for ambiguity, uncertainty, and risk-taking (Corporate Finance Institute, 2022). The 'masculinity vs. femininity dimension' addresses the

"tough vs. tender" and determines the attitude and behaviour of society in terms of achievement and sexuality quality. Masculinity suggests material achievements and wealth-building, while femininity suggests nurturing and quality of life.

The 'long-term orientation vs. short-term orientation dimension' refers to the extent society reflects its time horizon. A long-time horizon focuses on the future and delaying short-term successes, while, short-term orientation represents a focus on the near future and delivering short-term success (Corporate Finance Institute, 2022). The indulgence vs. restraint dimension refers to the tendency and preference of society in fulfilling their desires and impulses. A high indulgence score suggests that society allows individuals to enjoy life as they prefer while high restraint score suggests that society suppresses needs gratifications and regulates them via social norms (Janicijevic, 2019).

Budur (2020) observed that differences in the national cultural dimension create pressure on leaders and managers to establish effective management styles to manage people and organisational culture. Hassan (2015) noted a high-power distance in Iraq which suggests inequality in society. Lack of economic and political instability, several wars, and a long-lasted dictator negatively affected the culture of Iraq where governments could not even provide equal services to the public; however, Kurds in Iraq entail low power distance due to a more democratic government with better economic power and social life. Mamatha and Geetanjali (2020) identified organisational culture to be the most debated topic in the corporate sector as emotional intelligence and resilience to stress differ separately from Western leaders to Eastern leaders.

It was observed that cultural distances can be different in terms of leadership style. For example, the United States of America entails a low power distance with a score of 40 while India entails a higher power distance with a 77 score. However, Steve Jobs entails a higher power distance, while Narayan Murthy seems to entail a low power distance (Mamatha and Geetanjali, 2020). This condition suggests that leaders can develop their own values and tradition outside of their cultural realm. Steve Jobs seems to be influenced by the Indian culture but Narayan Murthy was born into it and using it to manage the organisational culture.
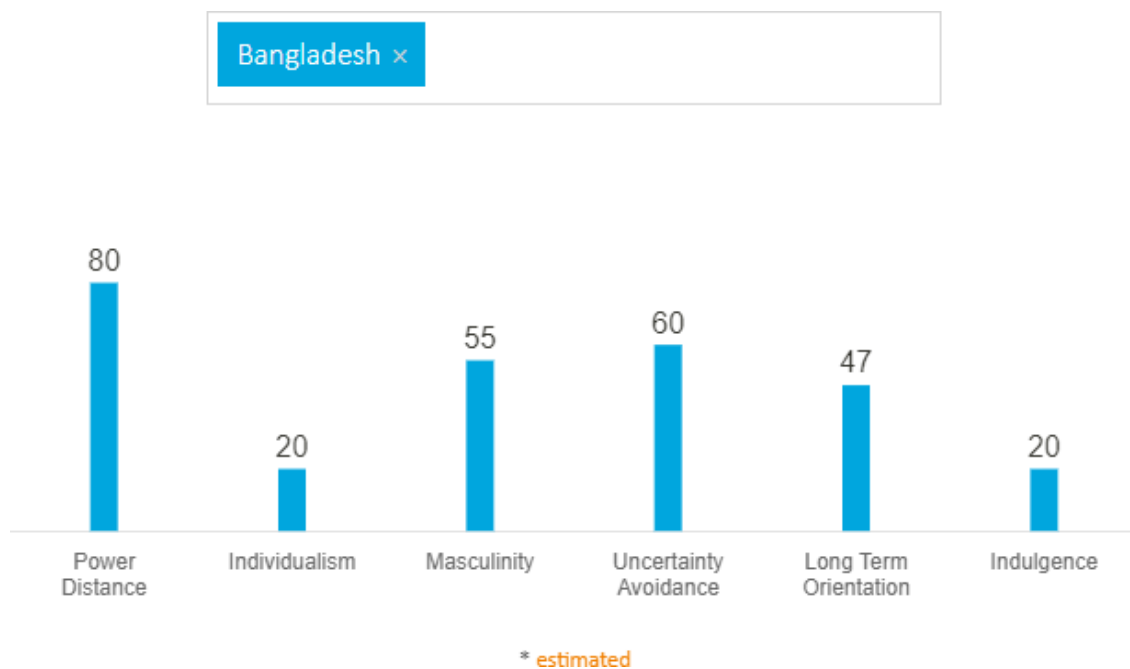
Figure 2.7: Cultural dimensions of Hofstede's for Bangladesh

(Source: Hofstede Insight, 2022)

The cultural dimensions of Hofstede's of Bangladesh were evidenced by the figure 2.7. Bangladesh scores high on power distance with a score of 80 which suggests that people readily accept hierarchical order within an organisation. Workers are likely to wait for the instructions of

leaders to proceed with their tasks. Leaders in this context need to take responsibility for all operational activities rather than delegating them to lower-level of workers (Hofstede Insight, 2022). Large power distance within the country can be interpreted due to the existence of inequality in the socio-economic status of people living in Bangladesh and the colonial legacy of the hierarchical power framework as referred to by Abdullah et al. (2011; p. 202). Chowdhury (2020) mentions that power distance are likely to impact the impulsive behaviour of individuals. Bangladesh workers are likely to exhibit definite self-control in all aspects of their lives including organisational decision-making. It suggests that Bangladesh managers and leaders are likely to consider every aspect of the organisation before final decision-making.

The individualism index suggests Bangladesh is a collectivistic society with a score of 20. It suggests that the decision-making of workers extends beyond their families and loyalty plays a crucial role in developing relationships. Leaders in Bangladesh are likely to consider the well-being of all other workers during decision-making, which in turn, improves organisational performance due to a low score in individualism (Islam, 2020). A high score in the cultural dimension (masculinity) suggests that the particular society is stimulated by achievement, competition, and success (Rahman and Zafar, 2020). In a masculine society, children learn to compete from an early age and remain competitive even in their corporate life as ambition is highly accepted and valued within masculine societies (Naghavi and Mubarak, 2019). A low score (feminine) in the cultural dimension suggests that the particular society prioritises "quality of life". With a score of 55, Bangladesh is considered a masculine society where people "live in order to work" (Hofstede Insight, 2022; p. 2). Therefore, managers of Bangladeshi organisations are expected to be assertive and decisive and give importance to performance, competition, and equity to perform better.

The dimension of Uncertainty Avoidance refers to the way a society deals with an unknown future. According to Rahman and Zafar (2020), cultures with high uncertainty avoidance scores usually have a low threshold for uncertainty and risks and are less likely to associate with risk-reducing behaviour while travelling internationally to manage foreign projects. With a score of 60 Bangladesh scores 60 on this dimension. According to Hofstede, the dimension means that Bangladeshi workers have rigid codes of belief and behaviours and generally remain intolerant of unorthodox ideas and behaviour. The workers usually maintain punctuality and precision which helps leaders in maintaining ethical behaviour within organisations (Nurunnabi, 2016).

The long-term dimension refers to how society maintains its connection with the past while dealing with the issues of the present and future. Naghavi and Mubarak (2019), mention that countries with low dimension scores are usually comfortable with time-honoured traditions, while countries with higher dimension scores prefer a more pragmatic approach. Bangladesh with an intermediate score of 47 indicates neither a strong preference in each direction. The dimension of indulgence refers to the extent to which people attempt to control their desires and impulses based on their upbringing (Bernard et al., 2022). The strong and weak self-control is called restraint and indulgence respectively. Bangladesh represents a low-indulgence society with a score of 20 which makes it a restrained country. Abdullah et al. (2011) observe that restrained societies do not put much emphasis on the gratification of their desires and leisure time. It means that Bangladeshi leaders and workers are likely to give importance to work rather than leisure time or holidays which helps in improving firm performance but also entails the risk of burnout. The leaders and managers, in this context, have to be careful to avoid the risks of burnout within the organisation.

According to Crede et al. (2019), transformational leadership was strongly associated with the performance of followers in countries with low gender egalitarianism and humane orientation values and performance orientation practices, high uncertainty avoidance, as well as, future orientation values. The cultural dimension of Hofstede of Bangladesh reveals that the country presents high uncertainty avoidance and intermediate values in future orientation values (Hofstede Insight, 2022). It also represents rather a high masculine and power distance which suggests the application of transformational leadership is not quite enough to manage organisational practices.

2.4 Cultural influence over leadership and management practices

According to Abdullah et al. (2011; p. 200), culture is a broad concept and can be seen to include patterned ways of feeling, thinking, and reacting referring to the concept of culture by Hofstede as he identifies culture to be "not a characteristic of individuals; it encompasses a number of people who were conditioned by the same education and life experience". Bangladesh's culture entails a unique history and is home to a cultural group of Hinduism, Islam, Jainism, and Buddhism. Its culture combines traditions from Indo-Aryan, Dravidian, Mongol/Mughul, Arab, Turkic, Persian, and Western European cultures. Bengalis account for the largest ethnic group in Bangladesh with 98% of the population speaking Bengali in Bangladesh (World Data, 2022). Bengalis in India account for 8.1% of the total Indian population which influences organisational decision-making in East India. Islam serves as a major religion in Bangladesh followed by Hinduism which also influences the cultural dynamics of the country. Abdullah et al. (2011) believe that Bangladeshi culture is quite similar to Pakistan and India for religious and historical bindings and Bangladesh and Pakistan are separated from mainland India.

Selvarajahet al. (2018), suggested taking caution while addressing organisational behaviour influenced by culture-affected conditions. MNCs must take caution while doing business in Bangladesh as culture-specific conditions influence the management practices of Bangladeshi workers. For example, the management practices in Bangladesh are mostly influenced by the Islamic faith with the majority of the population being Islamic. With high power distance, Bangladeshis are hierarchical and are likely to follow the guidance set by leaders but due to their religious obligations, they are showing anti-structural limitation which is further strengthened by liberal religious views (Mostofa, 2021). This contradictory view creates challenges for Bangladeshi organisations to establish an effective organisational or managerial structure. Selvarajah et al. (2018) state that although Islam serves as the basis for Bangladesh's belief system, the country still represents the secular nature of the society, thus, the leadership of Bangladesh businesses must represent values that are empathetic to community feelings.

To have a better understanding of the dynamics of the culture of Bangladesh and their influence on leadership and management contributions within organisations, the study attempted to assess the cultural differences between India and Pakistan and how they influenced the leadership and management practices of organisations. The similarity and differences between the countries relied on the fact that as a predominantly Muslim country, Pakistan has many common practices with Bangladesh regarding their societal practices. Bangladesh was an Indian subcontinent for a long time (Abdullah et al. 2011).
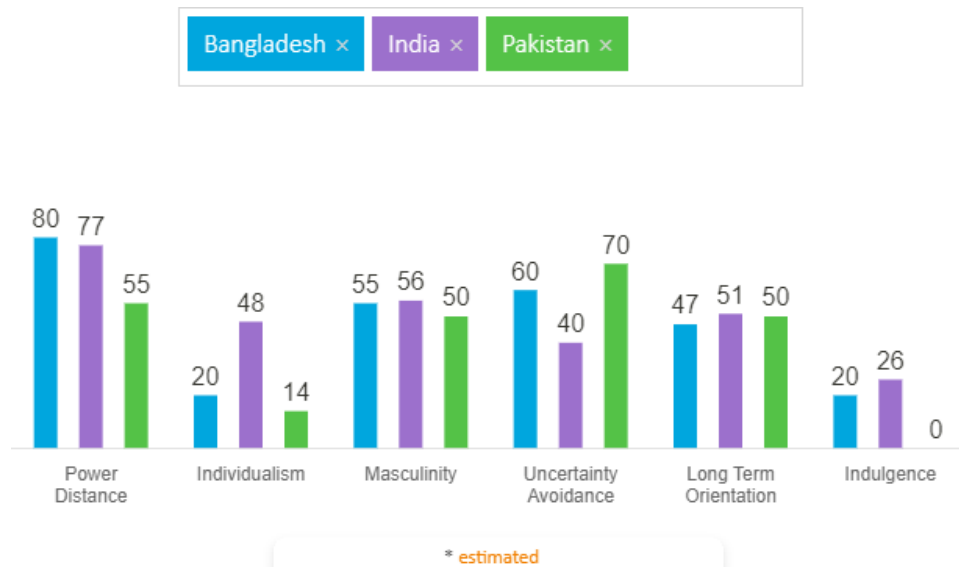
Figure 2.8: Cultural dimensions of Hofstede's for Bangladesh, India, and Pakistan

(Source: Hofstede Insight, 2022)

Differences in cultural dimensions of Hofstede's for Bangladesh, India, and Pakistan have been evident in the figure 2.8. The cultural dimension of power distance reveals that the power distance between all the countries is higher, more so for Bangladesh and India than for Pakistan (Hofstede Insight, 2022). It suggests that Bangladesh and Indian workers acknowledge a high level of acceptance towards wealth and power inequalities in society. In this cultural dimension, managers can clearly communicate the intention of the organisation to their subordinates and expect appropriate compliance with the organisational policies without any questioning. Naghavi and Mubarak (2019), mention that the culture of hierarchy is ingrained in Indian culture and the same has been evident in Bangladesh culture. Compared to Bangladesh and India, Pakistan scores lower with a score of 55 in this dimension, which was reflected in more pronounced wage differentials in India and Bangladesh.

In terms of the individualism dimension, Pakistan and Bangladesh score lower than India as India represents an intermediate score of 48 suggesting both individualist and collectivistic traits (Hofstede Insight, 2022). Pakistan and Bangladesh, on the other hand, mainly dominate the characteristics of collectivism. Following these cultural traits, the leaders and managers within the organisation are expected to act for the greater good of everyone. The relationship between an employee and an employer is based on the expectation of mutual well-being where the employer gains loyalty from employees in exchange for familial protection. Naghavi and Mubarak (2019) mention that the growing significance of Western culture on Indian culture is turning from a collectivistic society toward individualism which influenced the leadership and management decision-making within the country. However, Bangladesh has not been changing their individualism dynamics and the gap in its dimension score is likely to remain for a long time (Irfan, 2016).

In terms of masculinity, all three countries are representing the same score suggesting the same cultural dynamics within the countries. Pakistan has an intermediate score whereas India and Bangladesh are chasing success and competition as evidenced by their cultural dynamics score (Abdullah, 2017). Differences can be observed in the uncertainty avoidance dimension with both Bangladesh and Pakistan having a higher score on the dimension than India. Both Pakistan and Bangladeshi workers are likely to avoid uncertainty by following rigid codes of behaviour within the organisation (Hofstede Insight, 2022). This dimension, however, creates challenges in implementing innovation within the organisation in both Pakistan and Bangladesh as workers are likely to resist change. India, on the other hand, embraces imperceptions and has a medium-to-low risk aversion. Though Indians have a higher tolerance for unexpected things they don't take

initiative to make everything right and are comfortable taking established roles without questioning or judging whether things can be done differently (Abdullah et al., 2011).

For the long-term orientation dimension, the countries have a similar approach but for the indulgence dimension, Pakistan scored 0 while India and Bangladesh entail a score of 26 and 20 respectively (Hofstede Insight, 2022). Pakistan was identified as a restrained country with an indulgence score of 0 which suggests that employers and employees both give importance to work. Due to a low score in the indulgence dimension, children in Pakistan have no social life and are controlled by their parents, particularly, in terms of making life decisions. The evaluation of Bangladeshi cultures in comparison to India and Pakistan suggests that Bangladesh leaders are adopting innovation and changes within organisations; however, the pace of change is quite slow due to resistance to change acceptance and needs consideration of senior management to overcome these limitations (Naghavi and Mubarak, 2019).

Zhangwen and Hoque (2017) observed that negotiation processes are crucial for business development and are highly dependent on the attitude and behaviour of participants. 53% of Bangladeshi negotiators seem to prefer a collaborative process between two parties where both parties are willing to like a trade-off to benefit mutually. 47% of Bangladeshi negotiators, on the contrary, seem to choose a competitive process to win business dealings. Zhangwen and Hoque (2017), observes that Bangladeshi workers are more likely to act defensively in hostile condition than aggressively. However, their risk aversion characteristics also serve as the biggest drawback. Bangladeshi workers are intolerant to change which needs to be considered by the management before adapting to changes. Abdullah et al. (2011) identified that Bangladeshi culture entails a low-performance orientation and high-power distance which has a direct impact on their salary and benefit structures. The organisation must focus on establishing an equal and

fair pay structure to ensure the financial needs of the organisation are met to retain workers and improve productivity.

Job security became a crucial phenomenon for employee performance development, particularly, in the post-Covid-19 pandemic situation where a lot of Bangladeshi workers lost their jobs. Filimonau et al. (2020) observed that job security affects the operational performance of organisations indirectly, particularly, for Bangladeshi workers as they like to avoid uncertainty and job uncertainty is likely to discourage workers to perform better. Abdullah et al. (2011; p. 204), believe that in the collectivistic society of Bangladesh, "losing a job is considered as a discredit to the employees" as they make the individual irrelevant to others in the community. Due to this, Bangladeshi workers put enough effort into their job to make sure the workers are not laid off. Raziq and Maulabakhsh (2015) even identified job security as one of the most crucial elements for employee motivation.

Ahamed and Mahmood (2015) examined how organizational culture influences the job satisfaction of workers within Banglalion Communication Ltd. It is important to note that national cultural attitudes and beliefs influence organisational culture and organisational influence organisational members interact with each other including stakeholders and clients. Ahamed and Mahmood, (2015) believe that organisations greatly influence the job satisfaction of workers. According to Flores et al. (2021), the job satisfaction of workers stems from job experiences of workers including equitable rewards, challenging work, and a supportive and friendly work environment. Leaders and organisational management play a crucial role in ensuring the job experiences of workers within organisations are as pleasurable as possible. Maslow's Theory of Hierarchy Needs clarified how leaders need to meet the five distinctive needs of workers as evidenced by the below figure.

Figure 2.9: Maslow's Hierarchy of Needs

(Source: Hopper, 2020)

Yang and Hwang (2014) believe that individual willpower can be directed towards greater performance of workers if they feel that their value is well-regarded within the organisation by their leader addressing the love and belonging, esteem, and self-actualization needs of workers as mentioned by Maslow.

Abdullah et al. (2019) referred to the Big Five Personalities which influence the job satisfaction aspects of individuals. These five personalities are openness, conscientiousness, extraversion, agreeableness, and emotional stability. Sulaiman et al. (2019), mention that workers with a high level of agreeableness might provide a high level of job satisfaction to maintain positive relationships with colleagues. Within Asian collectivistic culture, agreeableness was identified as a consistent trait that is related to the job satisfaction of workers. Leaders are responsible for promoting and supporting these five characteristics of workers to improve organisational

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performance. The changing cultural dynamics create difficulty for the management to determine the appropriate leadership approach to manage people and organisations while ensuring organisational development.

Jony et al. (2019) refer that effective leadership is a fundamental element of an organization's strategy to sustain the business and assessed the impact of different leadership approaches in restaurant businesses of Mymensingh, Bangladesh. The study referred to the autocratic, democratic, and laissez-faire leadership styles to understand their impact on organisational performance. The autocratic leadership approach can be characterised by little input and individual control over the performance of group members (Cherry, 2019). The autocratic leadership approach is effective in an emergency situation where the leader is wise and has better knowledge of the condition of subordinates. The democratic leadership approach, on the other hand, considers the well-being of workers unlike the autocratic leadership approach and ensures the hard work of employees is appreciated and rewarded to encourage workers and retain them within the firm. As it considers the opinion of subordinates, the chances of poor and sluggish decision-making are high (Nwochoka and Iheriohanma, 2015).

Laissez Faire Leadership Style refers to a leadership approach where the leader allows group members to make decisions. This type of leadership does not have a clear goal and does not help in making crucial decisions and puts pressure on subordinates (Cherry, 2019). This type of leadership is not applicable to the banking sector or non-governmental organizations where the leader and subordinates both participated in crucial decision-making based on the assumption that the subordinates are highly efficient in their role and can take appropriate decisions. Jonyet al. (2019) suggests that all these three types of leadership were adopted by restaurants in Bangladesh restaurants.

Democratic leadership has a positive impact on organisational success as the leadership promotes organisational efficiency and employee satisfaction. The study further observed that autocratic leadership has a significant obstructive effect on employee performance which suggests autocratic leadership does not have any significant impact on employee performance in Bangladesh (Jony et al., 2019). Laissez-Faire Leadership also does not have any significant influence on the success of Bangladeshi restaurant businesses as Bangladeshi workers do not always entail high analytical skills and a better understanding of their roles and responsibilities. The cultural values of Bangladesh have a significant influence on this decision-making as the high-power distance, collectivistic, and high uncertainty avoidance dimensions of Bangladesh suit democratic leadership style characteristics where workers can gain the support of the leader while bearing little to no accountability for their action by following rigid organisational goals and policies (Shehabuddin, 2021). Literature evaluation, thus presents that culture has a significant impact on leadership and management practices within the organisation, which in turn, influences organisational performance leading to generation of the first hypothesis.

H1: Culture has a significant influence on leadership and management exercises for the organizational development of Bangladesh and other developing countries.

2.5 Influence on technological infrastructure

Rahman and Zafar (2020) observed the scope of technological development in Bangladesh in comparison to Pakistan. The growth of internet services transformed the way of life including how businesses operate in the current scenario. Businesses are looking forward to utilising technologies in their operational activities to gain a competitive advantage. Bangladeshi businesses are no exception as Bangladeshi leaders and managers are attempting to incorporate

technology as their key operating aspect to improve business. Technology adoption model
(TAM) and the theory of planned behaviour (TPB) help in understanding the factors that
influence individuals to accept new technological development within the organisation.
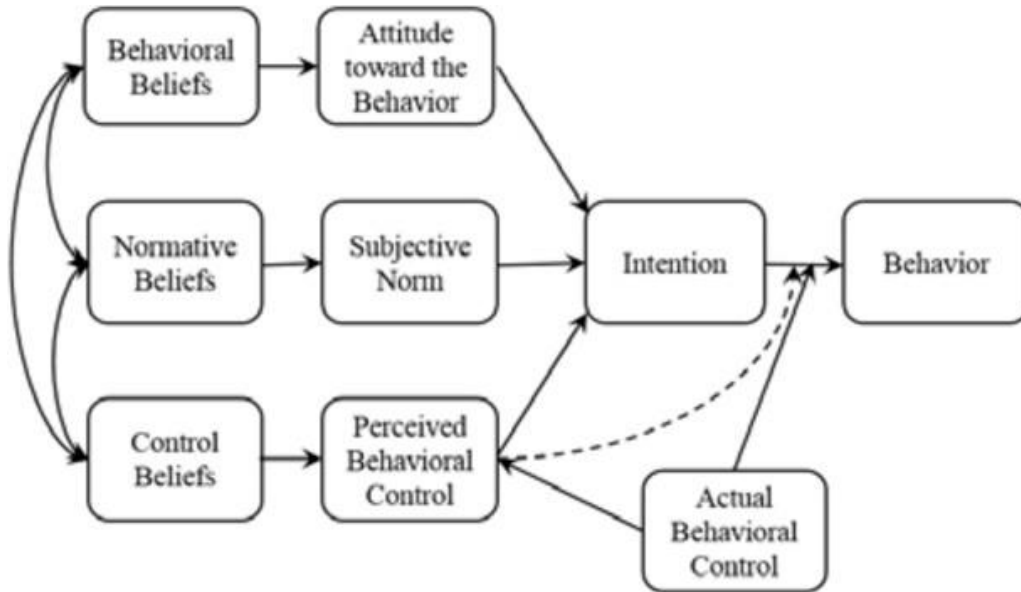
Figure 2.10: The Theory of Planned Behaviour

(Source: Ajzen, 2015)

TPB refers to the intention of individuals in engaging in a specific behaviour based on the
circumstances (See figure 2.10). TBP mainly refers to the behaviour of individuals to which
people exert self-control and Bangladesh is a country with a low self-indulgence rate which
allows workers and leaders to respond to changes easily. TAM, on the other hand, focuses on
perceived usefulness, perceived ease of use, and behavioural intention which suggests that if
workers find the new technology useful and easy to use, they are likely to accept the new
technology within the organisation (See figure 2.11) The Bangladeshi population became more

open to adopting new technologies in comparison to Pakistan to improve business despite having

some similarities in cultural preferences as mentioned by Rahman and Zafar (2020).
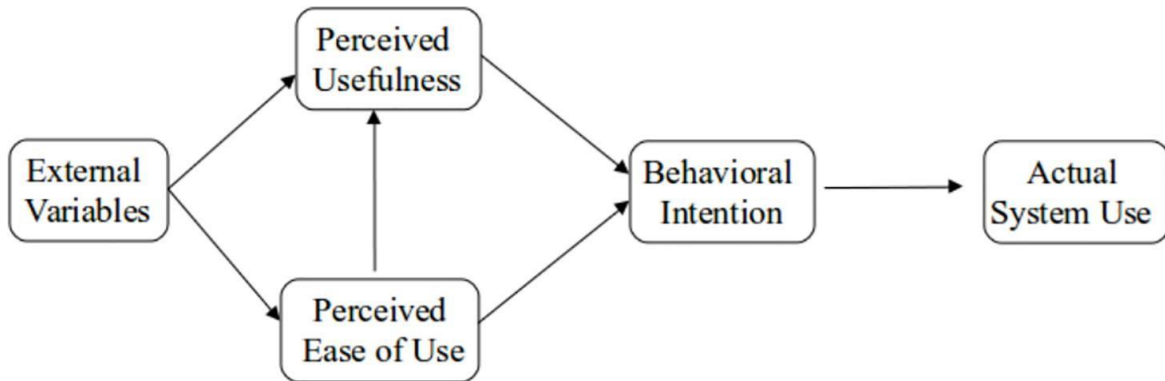
Figure 2.11: Technology Adoption Model

(Source: Diop et al., 2019)

Information sharing is a crucial HR practice in the current business scenario for organisational

development as it allows both the worker and the company to foster openness and increase

employee trust and loyalty. Abdullah et al. (2011) believe that performance data communication

on a daily basis helps employees to improve their performance based on their performance

outcome. Culture plays a crucial role in hindering or fostering information sharing. In high

power distance cultures like Bangladesh managers usually feel reluctant in sharing critical

information to lower levels of workers due to a lack of trust and control over the organisation

(Islam et al., 2018). Low power distance culture, on the other hand, promotes information

sharing within the organisation to improve employee trust and the performance of workers. It

creates challenges for Bangladeshi leaders to implement new technology and gain the acceptance

of workers regarding the new change.

Evaluation of Bangladesh's technological infrastructure reveals that Bangladesh's capital Dhaka is becoming a freelance IT and "IT-enabled services outsourcing (ITES) centre". The ICT sector of Bangladesh ranks 147 out of 176 on the recent ITU's ICT Development Index (International Trade Association, 2022). Bangladesh's information and communication technology (ICT) has a huge potential to attain a competitive positioning in the global market. Bangladesh Telecommunication Regulatory Commission (BTRC) accounted for a total of 123.82 million internet subscribers as of 2021. The financial sectors, telecom sector, ready-made garments (RMG), and pharmaceutical companies in Bangladesh are incorporating automation projects which resulted in substantial growth in the local software development companies. In 2017, more than 250 Bangladeshi organisations exported ICT services to approximately 60 countries accounting for $800 million (Zahid, 2021). USAID identified North America to be Bangladesh's major export destination for ICT services followed by United Kingdom, Denmark, and the Netherlands.

The World Bank (2021), mentioned that more than 40% of organisations are still using handwritten documents for administration purposes and half of the manufacturing activities are handled by a workforce who has no college degree. Thus, building a highly capable work force remained the main agenda for the Bangladeshi government and organisations. The reporting of the World Bank identified a lack of financing and investment opportunities as the main limitation of adopting technology within small and medium enterprises (SMEs). According to Siddharth Sharma, World Bank Senior Economist, "creating more and better jobs is a development priority for Bangladesh. An export-led manufacturing sector can create sustainable and better-paying jobs by adopting better technologies" (World Bank, 2021). Technology development within organisations became an essential determiner for improved performance as automation and

artificial intelligence (AI) increased the speed of the operating process and reduced waste by eliminating the potential for errors.

The influence of technology can be seen in every aspect of human life and management and leadership practitioners are no exception. Technology can even become the most powerful tool for becoming an effective and better leader as technology seems to stimulate a new style of leadership. According to Patel (2022; p. 1), "*leadership is about doing the right things at the right time and encouraging workers to give their best performance*". With the application of new technology, the leader can manage crucial management activities including task delegation, employee recognition and engagement, as well as, legal and environmental management. According to Connally and Morris (2019), technology did not only provide the freedom to employees to work with ease but also provided greater flexibility to work any time they want rather than following a 9-to-5 schedule. It also allows the leader to view and monitor the progress of tasks accomplished by subordinates in real-time and recommendations on the required changes any time they want.

Research shows that 40% of employers offer flexibility within the organisation in the last 5 years after acknowledging the significance of work flexibility and remorse working to avoid burnout of workers (Patel, 2022). With a low indulgence rate, Bangladesh workers do not believe in leisure and holidays which increases the risk of burnout among leaders and employees in Bangladesh work scenario (Hofstede Insight, 2022). The concept of work-life balance, in this context, gained popularity to ensure the well-being of workers. With the firms being competitive in both the domestic and international markets the work pressure increased significantly. Hossen et al. (2018) observes that Bangladeshi employers are willing to take initiative to maintain the work-life balance (WLB) of their workers and ensure workplace flexibility for workers. The

findings reveal that 91.5% of workers demanded work time flexibility while promoting the WLB program within organisations. 89% of workers demanded location flexibility, while 57.5% of Bangladeshi workers asked their leader to reduce work stress and load on the job to promote the WLB program.

Hossen et al. (2018) observes that most Bangladeshi organisations including both public and private usually follow a non-flexible working hour with at least 8 hours of work every day. The application of time flexibility does not help much in a few workplaces as they have to spend the same hours of work every day. Very few people found time flexibility as beneficial as they can avoid peak-hour traffic jams, manage domestic activities, and take care of their children and elder members of their families. Adisa et al. (2017) believe that technology plays a crucial role in promoting WLB and global organisations are taking advantage of the benefits provided by technology to gain a competitive advantage. Hossen et al. (2018; p10) observe that Bangladesh is still lagging behind to take advantage of the technological infrastructure and seems to hinder the progress of WLB as the interviewer believes that "technology control employees 24h/7d which is very much agonizing and resulting to stressed mental condition unhappy conjugal and family lives, or even create some psychological and health problems".

Technological infrastructure within organisations helps leaders overcome language barriers. With the use of translating tools, leaders can communicate with workers from different languages and cultural backgrounds. For example, Narendra Modi, Prime Minister of India, always uses the language of the citizen to attract the attention of audiences during his foreign trips (Patel, 2022). Technology further helps leaders to manage activities at any time and place with the use of diverse communication tools. To handle issues in real time, the leaders can arrange team meetings with the use of video conferencing tools like Skype, Google Hangouts,

etc. According to Arians (2017) new technological infrastructure ensures fair and transparent recruitment and selection, as well as, employee induction and training sessions since all these activities seem to put extraordinary pain in HR departments. Some of the experienced workers need to be taken out of their daily activities to handle these practices which affect the productivity of the firm but with new technologies, the HR manager can easily handle employee induction and training and monitor their progress in real-time with little effort and time (Hmoud and Laszlo, 2019).

Connally and Morris (2019) justified the reason for the slow adoption of technological advances with leadership development practices. Leaders and organizational learning professionals are giving importance to training and development to remain abreast of the organisational changes that are going to take place. According to Shelley (2015) the disruptive nature of technology prompted organisations to integrate training and development practices into routine practices of leadership, management, as well as, other skill development practices within organisations to ensure business success. Connally and Morris (2019) suggested including digital learning strategies to ensure that the organisation can leverage advanced technology to provide functionally driven and just-in-time training to workers to meet the organisational needs.

Technological development and digitization changed the way a leader needs to direct the team. The study observed three main development areas that influence leadership practices in modern organisations. The first area refers to the elimination of keeping leaders in one location (Global Coach Group, 2021). With technological development, leaders do not have to be at the office all the time to manage work. They are capable of handling diverse teams from various cultural backgrounds in various time locations. The second development area refers to the development of a new power structure. With rising connectivity and the free-flowing of information, the

potential of breaking traditional hierarchical structures and boundaries is high. Due to this, top management workers in Bangladesh often remain reluctant in sharing crucial information with a lower level of organisation as they feel that subordinates might threaten their control over the firm (Islam et al., 2018). The current organisational practices, thus, adopt a project-based approach within organisations that promote shared leadership rather than relying on a sole leader. This leadership approach helps in promoting higher responsibility for the tasks and its outcome.

The third development area addresses facilitating the development of employees as only capable leaders are not going to ensure the success of the business (Global Coach Group, 2021). Leaders and managers are responsible for managing their workforce to cope with digital transformation changes. The leader needs to ensure the skills of workers are effective to meet organisational needs. Through training and development, the leaders can promote the individual development of workers which not only helps workers to perform better but also develop an intimate relationship with the organisation.

Researchers found a number of methods and approaches to promote leadership development within the organisation. Simulation and gaming are popular approaches for leadership development as researchers, corporate educators, and practitioners agree with the fact that simulation is a prominent learning experience (Connally and Morris, 2019). Simulation exploration revealed that participants who are less likely to recognise themselves as leaders in real-life scenarios perform better in gamification leadership experiences. Global Coach Group (2021) suggests developing a positive and highly collaborative work environment that recognises the needs of every team member within the organisation to promote feelings of unity and belonging among employees.

Connally and Morris (2019) further suggested using social media and blogs to promote leadership training due to the rising use of social media platforms for various purposes by global consumers. Internet users in Bangladesh increased to 52.58 million in Bangladesh as of January 2022 which is 11.6% higher than the previous year as mentioned by Kepios (Kemp, 2022). Kepios analysis further reveals that Bangladesh entails 49.55 million social media users as of January 2022 with Facebook dominating 96% of the social media usage within the country. YouTube, Instagram, Twitter, LinkedIn, and Pinterest are other major social media platforms used by the Bangladesh population.

Burzynska and Krajka (2015) mentioned that executive leaders are slow to fully embrace social media as a tool for leadership development. Social media platform allows the organisation to have an understanding of the perception of workers regarding the firm outside of their work realm. According to Bertoncini and Schmalz (2013), the use of social media promotes deep listening and highly facilitative leadership skills. However, the success of social media adoption for leadership development relies on the clear alignment of learning goals and objectives. Blogs, on the other hand, provide a unique platform for leadership reflection. Islam et al. (2018) further highlighted the significance of giving and receiving clear feedback regularly to ensure continuous improvements which allow leaders to self-improvement and establish an effective training and development strategy that meets organizational needs. Thus, it can be said that;

H2: Technological infrastructure has a significant influence on leadership and management exercises for the organizational development of Bangladesh but for not all developing countries.

2.6 Role of the political-economic environment

Naghavi and Mubarak (2019) observed stable economic growth and a reduction in poverty in the last 25 years as Arimoto and Kurata (2017) mention that the average GDP growth rate increased up to 5.3% from 1990 to 2014. It is further achieving 17 out of 44 indicators of the Millennium Development Goals (MDGs) in 2015. The Bangladeshi government further prioritised public services via the Sixth Five-Year Plan (2011–2015) to strengthen civil services, devolution to local government, and improvised public-private partnerships (PPPs) and planning and budgetary processes. It has a significant influence on the performance of organisations, particularly, in terms of planning and budgets.

Bangladesh was identified as the second fastest-growing economy with a 7.1% growth rate due to rapid industrialization and agricultural development which influenced the decision-making of leaders within the organisation. GDP growth in Bangladesh reached 8.2% in 2019 and remained positive at 3.5% and 4.6% from 2020 to 2022 despite facing the challenges that come with the Covid-19 pandemic (Mauritius Trade Easy, 2022). The financial conditions of the country remained weak as a result of huge non-performing loans and a rise in restructured loans which has a significant impact on organisational leadership decision-making as this situation can result in a lack of loan and investment opportunities for organisations.

Bangladesh has also been a victim of the Covid-19 pandemic where a large number of employees experienced unemployment. The official unemployment rate of the country was reported to be 4.2%, 4.1% and 6% in 2019, 2020, and 2021 respectively (Mauritius Trade Easy, 2022). Youth unemployment reached up to 10% which puts pressure on Bangladeshi organisations to provide employment opportunities to workers and enhance the knowledge and

skill of workers to provide future career opportunities. Climate change issues also put a strain on Bangladesh organisations as it forces them to think about sustainability. Transparency International ranks which might discourage foreign investors to invest in Bangladeshi firms. According to The World Bank (2022), like any other country, Bangladesh is facing a global economic crisis which puts a strain on the leadership and management practices of Bangladeshi businesses.

High commodity prices and an increase in import in the second half of 2022 increased the gap between the Balance of Payments (BoP) deficit, which in turn, accelerates inflation and reduce foreign exchange reserves up to US$ 38.9 billion by August 2022 (The World Bank, 2022). To recover from this condition and make Bangladesh an upper middle-income country by 2031, the country needs to create more job opportunities, enhance human capital, develop efficient infrastructure and skilled workforce to attract the attention of foreign investors and improve organisational performance. According to Selvarajah et al. (2018), the national propensity of developing countries relies on the performance of both private and public sectors where leaders play a crucial role in improving organisational performances. Terry, (2015) argues the significance of administrative leadership in the mobilisation of crucial people and resources to meet the goals of public bureaucracies in developing countries like Bangladesh. Thai and Carsten, (2015), also acknowledged the significance of bureaucracies. As bureaucracies play a crucial role in leadership decision-making in Bangladesh, organisations must address local legal requirements and the needs of the community.

Mendy et al. (2020) examined the political, economic, and social barriers to the internationalisation of Bangladeshi SMEs and the role played by organisational leaders and managers to overcome the issue. Political barriers include political instability, corruption, legal

barriers, and lack of expressed services, while economic barriers refer to the lack of finance, foreign exchange risk, non-preferential tax, and non-preferential custom day. The World Bank (2022), identified Bangladesh to be a politically stable country but entails high corruption, legal barriers, and a lack of expressed services which creates difficulty for organisations. The country faced significant financial challenges which create difficulty for SME leaders and managers to internationalise. Hassan et al. (2022) examined the scope of Trade Unions within Bangladesh organisations as Trade Union (TU) plays a crucial role in organisational decision-making to ensure the well-being of employees by negotiating with the organisation management. TU registration in Bangladesh increased by 100% from 2013 to 2014 in the RMG sector following the Rana Plaza disaster as evidenced by the below figure.
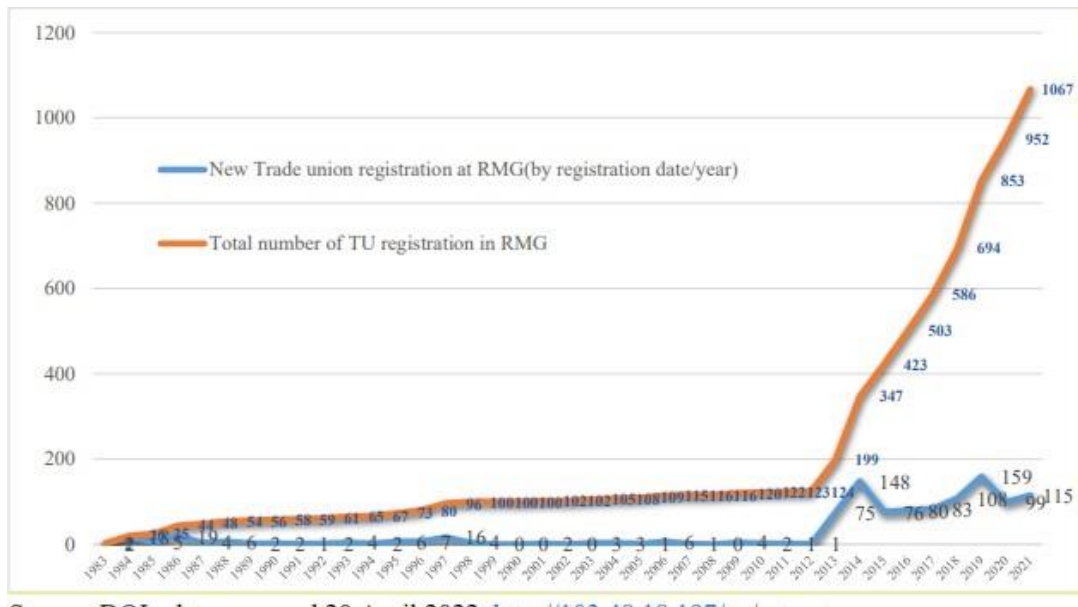
Figure 2.12: Trade union registration in the Bangladesh RMG sector

(Source: Hassan et al. 2022)

Department of Labour observed that the rejection rate of TU applications reduced significantly considering its significance within the organisation. The Federation leader of Dhaka mentions that without legal status, the function of TU is limited to a certain extent, thus Bangladeshi organisations have to consider the existence of TU before making any crucial decisions. Nabila (2021) examined the relationship between social enterprise and leadership and reveals that employees seem to respond positively to capable and knowledgeable leaders who have a better understanding of current political and economic conditions and take initiative in managing political and economic challenges faced by them. Leaders in social enterprises give their attention to both external environments and manipulate internal resources to manage external challenges.

DiMenna (2022) mentioned that Bangladesh was a victim of inhumane living conditions and unfair wages while working for global companies in the RMG sector as a result of their dependency on these foreign multinational companies and its export-led economy. This scenario prompted the Bangladeshi government to put several legal and environmental regulation barriers to ensure MNCs cannot take advantage of the lower level of workers. The management of Bangladesh organisations thus has to consider all these legal and environmental regulations to ensure the well-being of its workers, which in turn, influences performance outcomes. Nabila (2021), highlighted the association of effective leadership with social enterprises by saying that the success of social enterprises is dependent on their leadership to foster social changes because leaders promote encouragement among workers and incorporate vision-led tactics within the organisational culture. This understanding helps in developing the third hypothesis

H3: Political-economic environment has a significant impact on the leadership and management exercise for the organizational development of Bangladesh and other developing countries.

2.7 Literature gap

The study evaluated the cultural, technological, and political-economic impact on leadership and management practices that influence organisational development. The cultural dimension of Bangladesh reveals that the country presents high uncertainty avoidance and intermediate values in future orientation values, a high masculine and power distance, and a low-indulgence society. The study observed a gap in areas to understand how those cultural factors influence leadership and management decision-making within the organisation which affects the performance outcome of the firm. Although the study evaluated the impact of different cultural dimensions on leadership and management decision-making in Bangladesh organisations, the measurement of cultural factors is not limited to 6 dimensions of Hofstede. Globe introduced main nine cultural dimensions among 21 primary dimensions of leadership (Castillo-Palacio et al., 2020). Therefore, the study can improve the scope of this study by addressing those cultural dimensions which have been ignored by Hofstede.

The evaluation of technological infrastructure reveals Bangladesh organisations are heavily influenced by technological changes. The study lacks addressing the initiatives taken by Bangladeshi workers and managers to technological implementation challenges and promotes organisational development. The study observed a significant gap in evaluating the political and economic impact on daily operational activities of Bangladeshi organisations and how they have been addressed by leaders and managers.

2.8 Summary

The literature review investigated several studies to understand leadership and management practices for organizational development in Bangladesh and other developing countries such as

India and Pakistan. The theoretical framework of this study included an evaluation of Social Cognitive Theory, Social Capital Theory, Scientific management theory, Principles of administrative management, Transactional and transformational leadership, and Hofstede's' model of the cultural dimension has better understanding of the context of leadership and management practices and their influence on organisational performance. Both the transactional and transformational leadership approach gained popularity over the years in Bangladesh's work environment based on the cultural dimensions of Bangladesh, transactional leadership is considered more effective in bringing control over the management process than transformational, while transformational leadership approach was identified as the most preferred leadership approach for female entrepreneurs and SMEs.

The cultural dimension of Bangladesh reveals that the country presents high uncertainty avoidance and intermediate values in future orientation values. It represents rather a high masculine and power distance which suggests the application of transformational leadership is not quite enough to manage organisational practices within the organisation. Bangladesh represents a low-indulgence society with a score of 20 which makes it a restrained country. Its comparison with Pakistan and India reveals a number of similarities as well as differences that affected the leadership and management decision-making within the organisation. Bangladeshi businesses are looking forward to utilising technologies in their operational activities to gain a competitive advantage facing difficulties in utilising advanced technology due to financial constraints, lack of managerial expertise, and skill shortages. In high power distance cultures like Bangladesh, managers usually feel reluctant in sharing critical information to lower levels of workers due to a lack of trust which influences the performance outcome. Bangladesh was identified as the second fastest-growing economy with rapid industrialization and agricultural

development; however, the country experienced a large number of unemployment which puts pressure on Bangladeshi organisations to provide employment opportunities to workers and adopt sustainability strategies to manage climate change issues.

CHAPTER III: RESEARCH METHODOLOGY

3.1 Overview of research problem

The development of a suitable organisational culture is the result of the effective leadership and management prevalent within the organisations. Unfavourable trends emerging in the workplace are often associated with the leadership prevalent in the workplace (Uddin et al., 2018). Therefore, in the case of Bangladeshi companies also, the unimpressive employee-related data can be a result of poor leadership and management. As per data, it is evident that in the retail sector of Bangladesh, a 30 to 40% employee turnover is being witnessed (Zoeb-Ur-Rahman & Hussain, 2020). The businesses are also not able to expand operations in foreign countries even with the presence of adequate resources. The rate of unemployment in Bangladesh has been significantly high in the last few years. In addition, for the retail companies operating in Bangladesh, a perpetual problem is seen in the form of high levels of absenteeism. This is contributing to poor performance of the employees resulting in overall poor performance of the employees. In addition, Hossain (2019) communicated that businesses in Bangladesh are facing critical employee-related issues such as a lack of skilled workers, a lack of timely payments from the customer and poor consumer market conditions. Another serious issue is corruption which is predominant in any sector. Therefore, it is necessary to conduct research to focus on investigating the management and leadership practices in Bangladesh.

3.2 Operationalisation of theoretical constructs

A wide range of domains are present for different research methods which are adopted by the researchers to conduct research. There are three kinds of research methods, such as quantitative research, qualitative research and mixed-method research. As per Al-Ababneh (2020), in

quantitative research, the findings of the research are supported by statistical tests. This helps with witnessing a significant level of credibility for the research. On the other hand, Goldkuhl (2019) stated that in qualitative research, it is possible to witness an in-depth analysis of the research problem. The detailed nature of the qualitative data analysis is crucial for getting into the deep theoretical perspectives of the research. Finally, in the case of mixed-method research, there are properties of both qualitative research and quantitative research (Grønmo, 2019). The mixed method of research is helpful for understanding a research problem in-depth which can be statistically analysed also. This method can combine the particular insights from qualitative research along with easily replicable data from quantitative research. However, it is imperative to consider that for the current research, both the qualitative and mixed method approaches are inefficient. This is due to the fact that qualitative research often deals with the experiences and opinions of people which can be biased. On the other hand, mixed-method research is difficult to carry out.

The current study does not focus on developing an experience and opinion-based analysis of the current state of leadership and management in Bangladesh. In contrast, the current research utilises a quantitative method of data collection and analysis by collecting data from the respondents working in different Bangladeshi companies. By adopting quantitative research, it is possible to avoid plausible biases (Liu, Shin & Burns, 2021). After collecting data, reliability and validity have been analysed for the study.

3.3 Research purpose and questions

The actual purpose of conducting this research is focused on investigating the factors such as technological, economic, and political factors which have an impact on development and

contributions in management and leadership sectors in Bangladesh. This research has attempted to shed light on the current situation of leadership and management in Bangladesh. It is also imperative to consider that after understanding the current condition of leadership and management, the reality of the issues such as turnover and absenteeism has been understood. To collect data for the current research, it has been decided to choose companies from various sectors based on the Bangladesh Securities and Exchange Commission. It has been expected that companies listed on these platforms will be credible to share opinions regarding leadership and management.

Specific aims

RO1: To analyse the role of culture in leadership and management exercises for the organisational development of Bangladesh and other developing countries

RO2: To assess the importance of technological infrastructure in influencing in leadership and management exercises of Bangladesh and other developing countries

RO3: To evaluate the significance of the political-economic environment in leadership and management exercises of Bangladesh and other developing countries.

Research questions

- *What is the role of culture in leadership and management exercises is efficient for the organisational development of Bangladesh and other developing countries?*

- *How to assess the importance of technological infrastructure in influencing leadership and management exercises of Bangladesh and other developing countries?*

- *What is the significance of the political-economic environment in the leadership and management exercises of Bangladesh and other developing countries?*

Hypotheses

H1: Culture has a significant influence on leadership and management exercises for the organisational development of Bangladesh and other developing countries.

H2: Technological infrastructure has a significant influence on leadership and management exercises for the organisational development of Bangladesh but for not all developing countries.

H2: Technological infrastructure has a significant influence on leadership and management exercises for the organisational development of Bangladesh but for not all developing countries.

H3: Political-economic environment has a significant impact on the leadership and management exercise for the organisational development of Bangladesh and other developing countries.

3.4 Research design

The current research focuses on understanding the comparative study of organisations for the development and contributions in management and leadership sectors in Bangladesh. To resolve the research problem for this study, the current research adopted primary quantitative data. Based on the source of data, data can be of two kinds that are primary data and secondary data. Primary data refers to the first-hand data gathered by the researcher (Pandey& Pandey, 2021). This helps with finding suitable data which helps with answering the questions of the research. Therefore, it is expected that the results of the research would be more credible. On the other hand, Sherif (2018) stated that secondary data means data collected by someone else for different reasons.

The main issue related to choosing secondary data is that it is often collected for other reasons. Therefore, the specific research questions cannot be answered in all cases. Therefore, there is a major gap in the secondary data. Hence, for this research, primary data was collected.

Based on the type of data, there can be two kinds of data, which are qualitative data and quantitative data. Qualitative data mainly relates to the data describing the properties and attributes of an object. This kind of data is focused on expressing the experiences and opinions of the participants in the research (Goldkuhl, 2019). A major issue with qualitative research is that it is difficult to verify the results of qualitative research. Therefore, it is imperative to consider that using qualitative data can contribute to inconsistent results for the research. On the other hand, quantitative data show the value of data in the form of counts or numbers where every data set has a unique numeric value (Liu, Shin & Burns, 2021). This kind of data is quantifiable. One of the most important benefits of quantitative data is its objectivity. This relies on concrete numbers and fewer variables. Therefore, Sen & Ganguly (2020) stated that with increased objectivity, it is possible to remove biases from the research. This makes the findings more accurate. For the current research, the comparison of development and contributions in management was attempted to be done across sectors. For effective comparison, it is important to get accurate data from different sectors. Hence, it is important to collect quantitative data from the different sectors of Bangladesh. Therefore, choosing the quantitative data for this research is justified.

To collect primary quantitative data, a survey was conducted. It is interesting to note that for collecting primary quantitative data, there is also the consideration of case studies. Jordan & Troth (2020) argued that conducting a case study is susceptible to bias when the personal opinions of the researcher and preferences interfere with the collection as well as analysis of

data. For this research, the focus is on developing a comparative study of organisations for the development as well as contributions in management and leadership sectors in Bangladesh. If case study data is attempted to be collected, the data collection and analysis process would become highly complicated. Hence, rather than choosing a case study, it is imperative to choose a survey for the current study.

The research onion by Saunders et al. (2009) highlights the research design for the study which also expresses the logical plan of the research. In the opinion of Johnson, Adkins & Chauvin (2020), the process of carrying out research helps with defining the logical plan which helps with handling the research question. For this study, the research design of explanatory research was considered for the study. The explanatory research design showcases a research method which helps with exploring why something occurs within the limited information available. According to Ugolini et al. (2020), the explanatory research design increases the understanding of a given topic. This helps with ascertaining how and why a particular phenomenon is taking place which predicts future occurrences. On the other hand, for the research design, the research design of exploratory research is also considered. Hammersley et al. (2019) argued that exploratory research can be defined as a research design used to investigate a problem which is not clearly defined.

It is evident from the current research that quantitative data is attempted to be collected. Hence, it is imperative to choose the explanatory design of research. The explanatory research design is significantly helpful for collecting quantitative data. Quantitative data is explained effectively with the explanatory design. Hence, it is justified to use an explanatory research design for research.

3.5 Population and sample selection

The population for the research was the employees of different firms in Bangladesh. For this research, information regarding Bangladeshi firms was collected from Bangladesh Securities and Exchange Commission. Data was collected for the current research considering a population of employees of different firms across Bangladesh who has effective knowledge regarding leadership and managerial practices in Bangladesh. The population can be considered as the entire group that a researcher wants to draw conclusions about (Pandey& Pandey, 2021). Therefore, as the current research focuses on drawing conclusions about all kinds of firms across sectors in Mumbai, it is important to acknowledge that considering this population is justified.

It was decided to collect information about the companies from different sectors from the website of the Bangladesh Securities and Exchange Commission. Among the data collected regarding various organisations in Bangladesh, this research considered a sample size of 150. This means that the number of survey respondents for this research is 150 who can share their insights about the leadership and managerial practice in Bangladesh.

3.6 Participant selection

The current research considered an effective sampling method based on the requirement of the study. The sampling method mainly refers to selecting the group from which the actual data was collected (Sen & Ganguly, 2020). The sample for the research was presented by the employees of different firms across Bangladesh. The sampling method of this research is purposive sampling. One of the most important advantages of the purposive sampling method mainly refers to the potential in matching the aims and objectives of the research (Pandey &Pandey, 2021).

Hence, improving the trustworthiness of the research can be enhanced. For the current survey, simple random sampling could have been considered too.

The process of simple random sampling is a technique that provides each of the participants in the population with an equal chance to be selected. For this kind of broad study, whether it is not considering a specific sector, collecting participants with the help of simple random sampling can contribute to a poor representation of the population. With collecting purposive sampling, it is possible to make the most out of a small population of interest and arrive at valuable research outcomes (Kirchherr & Charles, 2018). Therefore, purposive sampling is significantly helpful in ensuring that the right kind of responses is received from the research. Therefore, choosing the purposive sampling method is also justified.

3.7 Instrumentation

The data collection method was supported by the process of developing a questionnaire. A structured questionnaire was developed containing close-ended questions for gathering the perspective of the survey respondents. This questionnaire was sent to the respondents through email and the responses would be collected from the same method. For collecting data in a holistic manner, it was ensured that both demographic and survey questions are included in the questionnaire. For collecting data, after gathering the mail address of the firm, the researcher sent an email to the companies stating about the research. The participant information sheet was attached in the mail also. This helped in conducting the process of data collection in an ethical manner. The questions were provided with certain options which helped the survey process to be short and effective. A 5-point Likert scale was developed for the current study.

Reflection of the method in empirical field

Choosing to apply the most suitable method for generating good quality data from the empirical field for this research was not an easy task as the availability of the respondent is an issue. For example, getting access to employees from firms and organisations in Bangladesh was tricky. A significant number of organisations did not provide access to reach their employees for reasons of privacy. This created a major issue in deciding the sample size for the study. Still, the application of the sample utilised for the research has helped with involving the participants in the study. With the adoption of purposive sampling, it was easier to choose the right kind of respondents for the survey based on the requirement of the study. In the cases where the organisation let the employees take part in the survey; it was possible to ensure that they are included in the survey.

It is important to acknowledge that certain important aspects helped with providing success towards collecting data. First, it was ensured that the organisation lets their employees take part in the survey with informed consent without violating privacy, confidentiality and anonymity. It is also imperative to consider that the rules and the effective process of quantitative data collection techniques were considered for the research. For developing the confidence of the participants, it was ensured that they are provided with detailed knowledge about the research. While collecting the data for the research, it was ensured that any kind of bias is avoided in the survey process. Hence, an online process survey was adopted for the current research. While developing the questions also, easy-to-understand language was used. The poor choice of words often creates issues in answering the survey questions (Pandey & Pandey, 2021). Therefore, it is important to consider that avoiding irrelevant questions is also important in this case. This clearly highlights that the researcher worked hard to ensure that the responses to the survey are effective and help with getting the results.

3.8 Data collection procedures

Gaining access to data from Bangladesh

The current study focused on developing a comparative study of the organisations for the development and contributions in the management and leadership sector in Bangladesh. Therefore, it is imperative to collect data from the management and leadership sectors in Bangladesh. To gain access to data for the current study, it is important to get access to data from online platforms. An online survey was conducted to gather the responses of the respondents. Collecting data online can contribute to better accessibility as it can be done at any point in time (Lobe, Morgan & Hoffman, 2020). Therefore, there is a chance that the most fruitful data can be collected for research from online platforms. It is also imperative to consider that any kind of company information was collected from the Bangladesh Securities and Exchange Commission and its website. This website was significantly helpful to get access to various kinds of data such as information regarding the company name, address, phone number as well as an email address.

The researcher has collected certain companies that have a better understanding of the organisational development factors. After gathering the email address of these firms, the researcher will send an email to the companies expressing the desire for time to become a part of this research. This was done through a participant information sheet. This participant information sheet would gather the consent of the respondents for ensuring research validity due to gathering the consent of respondents is crucial for maintaining the ethical value of the research.

Process of data collection

The process of the survey followed an organic process which helped with collecting the most responses from the study. After selecting the survey participants with the help of purposive sampling, a major emphasis was provided on ensuring that they can take part in the survey effectively. Before the survey questions, thorough instructions were provided stating how the survey needs to be answered. As they are provided with the opportunity of voluntary participation, they are free to withdraw from the survey at any point in time. After the survey is completed, it is important to ensure that all of the participants submit their answers. This was clearly mentioned in the instructions of the survey. After the data was collected, the researcher focused on exploring the collected data. For each question, the responses were put and analysed on the software of SPSS.

After analysing the data, it was presented in the form of charts. This helped with understanding the extent to which the questions are supported by the respondents of the researchers. In the process of the survey, it was attempted to be ensured that sensitive questions are avoided. The respondents were reassured at every stage that their data is private and confidential. The survey did not ask for any kind of personal data about the employees. This reassured their faith in the survey. While developing the survey questions, a significant amount of time was spent on the design. This helped in grouping questions according to the individual independent variables and dependent variables. This also helped with keeping the confidence of the survey participants intact for the research.

3.9 Data analysis

The current research focused on conducting the research with the help of the SPSS software. In the opinion of Al Shobaki et al. (2018), the advantage of using SPSS in research is that it helps

with providing effective data management. This software is also effective to use as it does not require a lot of effort for starting to use this software. The useful tables and graphs provided by SPSS help with the dynamic results of the research. Hence, it is imperative to consider that this software is significantly effective to conduct the data analysis. It is also important to acknowledge that quantitative data was effectively analysed with the help of the right software with suitable charts and graphs.

The data collected from the survey were analysed with the help of SPSS with certain important statistical tests. The statistical analysis was done with tests such as the Chi-square test. This test helps with determining if the observed results are in line with the anticipated results (Müller, 2020). This helps in ruling out observations collected due to chance. This research also conducted tests such as model summary, ANOVA and the Coefficients tables for determining the significance as well as the relationship among the research variables. With the use of the SPSS tool, it was attempted to ensure that the data interpretation was linked with the research objective. This directed the researcher in testing the hypotheses of the research based on the significance of the relationship between different variables for the research.

Reliability and validity of data

The statistical analysis of survey data needs to consider the acceptability of the research. The application of validity and reliability of the statistical output is applied to the research. Reliability and validity of research are significantly effective to ensure that the research is credible (Pandey & Pandey, 2021). The current research conducted the statistical analysis with Cronbach's Alpha test which has an acceptable level of reliability. This value is between 0.7 and 0.8 which indicates the relationship among the considered variables of the tests. It is also imperative to

consider the value of 0.8-0.9 as an indication of great association among the same. The process of testing validity with the help of Cronbach's Alpha also supports the idea of developing questionnaires with a Likert scale. This was seen in the case of the present study also.

This research also conducted a statistical analysis which also presented the Pearson's correlation test. Pearson's correlation test for determining the validity of the data for witnessing a pattern in the data sets collected. Therefore, it is important to consider that with these statistical tests, it was possible to ensure the reliability and validity of the data. It is also important to acknowledge that with the help of Pearson's correlation test; it was possible to explain the linear relationship between the two variables.

Ethical considerations

The current research has human subjects as participants. Hence, collecting data from them is always tricky to some point. It is imperative to consider that for collecting primary data from human participants, certain ethical standards need to be maintained. For conducting a survey, first, it is important to collect the informed consent form from each of the interested participants. This helps in ensuring that the survey participants provided consent to take part in the survey (Beskow & Weinfurt, 2019). Additionally, it is also imperative to consider that voluntary participation needs to be ensured. This means that the participants were provided with the liberty to stop answering the survey questions at any point. Along with this for the survey, it is also important to ensure that the survey participants are not harmed in any case. This means that the survey participants or the study were made aware that there is no potential for harm. In the case of primary research, confidentiality needs to be provided with major importance (Mutlag et al.,

2019). Confidentiality can refer to keeping the collected data undisclosed. This ensures that there is no chance that data is leaked to other parties who do not have any participation in the research.

When it comes to the ethical considerations of research, it is significantly important to acknowledge that anonymity is also needed to be considered. Anonymity is related to keeping the identity of the survey participants undisclosed (Sen & Ganguly, 2020). Any kind of information that can help in identifying the survey participants cannot be disclosed. This provides the chance to ensure that the survey participants are also confident about taking part in the data collection process of the research. Hence, for conducting this research, these ethical considerations were considered. The statistical analysis of survey data needs to consider the acceptability of the research

3.10 Research design limitation

The current research has conducted the analysis with primary quantitative data. However, the current research design has certain limitations that need to be taken into account. The process of primary research is highly disadvantageous due to the high cost (Taherdoost, 2021). Therefore, for the researcher, conducting this kind of research is problematic. Moreover, quantitative research often provides a false focus on numbers (Oribhabor & Anyanwu, 2019). This can misguide the researchers to explore the research problem efficiently. Obsessing the numbers can lead to less focus on the particular problems faced in a specific research phenomenon. On the other hand, in quantitative research, a serious issue is getting a less detailed picture. With quantitative research methods, the results are based on numerical responses (Taherdoost, 2021). Hence, the researchers can get slightly less insight into the motivations, thoughts and divers related to the problems of the research.

Quantitative research also requires extensive statistical analysis. This can be difficult for researchers. Therefore, it is imperative to consider that this research has faced a significant number of limitations while being conducted due to the issue related to primary quantitative research.

3.11 Conclusion

It can be concluded from the current chapter of the research that a systematic way of managing the research methods was considered. This research focused on conducting the research by solving the research problem with the help of primary quantitative data. Primary quantitative data were collected with the help of conducting a survey. For the survey, employees of different sectors of Bangladesh were considered. This chapter also highlighted that explanatory research was conducted for the research.

The current chapter of the dissertation also focused on conducting the survey with the help of a questionnaire. The questionnaire includes close-ended questions. This chapter helps in understanding that while conducting the survey several ethical considerations were kept in mind. Informed consent was collected from the employees along with the organisations. This chapter also highlighted that it is important to acknowledge the ethical considerations of anonymity and confidentiality. The current chapter also highlighted that it is important to acknowledge that there is no potential for harm. This chapter also shed light on the ways in which survey questions were designed. It was also stated that this research analysed data with the help of SPSS software. The chapter also described the way in which the validity and reliability of the research were ensured.

CHAPTER IV: RESULTS & FINDINGS

4.1 Overview of the chapter

In this chapter, the result of the quantitative data analysis by applying SPSS as the statistical tool has been presented. Here the methodology described in Chapter 3 has been followed for data collection and analysis. This includes the mentioned data collection by surveying the participants of the Bangladesh companies sampled through the purposive sampling method and by considering statistical tests that need to be performed. In the process of analysing the result, the focus of this chapter was to test the three hypotheses or to find out if it is significant to influence culture, technology infrastructure and political-economic environment on leadership and management practices in relation to the organizational development of Bangladesh and other developing countries.

In the context of other developing countries, the focus was provided on India and Pakistan mainly to get the comparative findings in relation to the hypothesis. The focus was tried to be maintained by setting sampling criteria under the purposive sampling method along with a minimum of 1 year of experience in organizations of other developing countries, followed by a minimum of 2 years of experience in leadership and management practice of Bangladesh organization. Further detailed demographic information based on gender, age, education qualification, origin, recent position in Bangladesh organization and countries where participants have working experiences has been presented statistically, as a percentage of respondents.

The survey data collected by close-ended questionnaires were assessed by performing reliability, validity and normality tests in SPSS. Detailed descriptive analysis was done comparatively. That was by interpreting the descriptive statistics of the data based on Bangladesh and of other

developing countries' organisations and then comparatively presenting the interpretation. The comparative perspective was further followed in interpreting correlation analysis, regression analysis and chi-square test results; Based on the chi-square test final result was presented in terms of the hypothesis. However, in this chapter, any detailed discussion of the results has not been done and is only limited to a brief interpretation of the statistical results.

4.1.1 Reliability test result

Reliability Statistics

Cronbach's Alpha	N of Items
.987	7

Table 4.1.1: Reliability

Cronbach's Alpha test was performed for analysing the internal consistency within the variables. The higher internal consistency implies that the considered data set is highly reliable. The acceptable value for this is a minimum of 0.70 Cronbach's alpha coefficient value (Taber, 2018). Here the value is 0.987, which is much higher than the acceptable value and thus the data are highly reliable.

4.1.2 Validity test result

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.831
Bartlett's Test of Sphericity	Approx. Chi-Square	2969.571
	df	21
	Sig.	.000

Table 4.1.2: Validity

The validity test was performed by doing factor analysis, considering KMO and Bartlett's test. This test analyses the validity of data based on sampling accuracy and the acceptable value of sampling accuracy is 0.70 (Hadi, Abdullah & Sentosa, 2016). The value is 0.831 in the above table and therefore, it can be said that the data is highly valid. Moreover, here the KMO sampling accuracy value is higher than 0.05, and the significance level derived from the Sphericity test of Bartlett is below 0.05 and it is 0.0001. It interprets that there is a substantial correlation within data or that a single variable is strongly correlated with other variables (Tobias & Carlson, 1969).

4.1.3 Normality test result

The normality test was performed by conducting exploratory statistics analysis in SPSS. Two tests were performed and those are the Shapiro-Wiki and Kolmogorov-Smrinov tests. The significance values resulting from these tests are considered for interpretation. The significance value needs to be higher than 0.05 for proving the data is normally distributed (Das & Imon, 2016).

Tests of Normality							
	Culture_Bangladesh_IV1	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Organisational_developement_DV	6	.119	17	.200*	.932	17	.233
	11	.297	9	.021	.813	9	.028
	21	.470	13	.000	.533	13	.000
	23	.367	5	.026	.684	5	.006
	25	.338	7	.015	.769	7	.020
	26	.504	7	.000	.453	7	.000

Table 4.1.3.1: Normality for IV and DV in Bangladesh organizations

In the above table, all the significance values are not below 0.05. There are 0.200 and 0.233 significance values in both test results respectively. Therefore, data based on cultural influence on management and leadership practices in the context of Bangladesh is not all normally distributed with respect to organizational development.

Tests of Normality

	TecchnologyInfrastructure_Banglad esh_IV2	Kolmogorov-Smirnov^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statisti c	df	Sig.
Organisational_developement_DV	6	.385	3	.	.750	3	.000
	8	.260	2	.			
	10	.385	3	.	.750	3	.000
	12	.260	2	.			
	15	.441	4	.	.630	4	.001
	18	.504	7	.000	.453	7	.000
	20	.367	5	.026	.684	5	.006
	24	.259	35	.000	.757	35	.000
	28	.235	8	.200*	.802	8	.030
	30	.540	57	.000	.181	57	.000

Table 4.1.3.2: Normality for IV2 and DV in Bangladesh organizations

In the case of data of technology infrastructure influence on management and leadership practices of Bangladesh organization in respect to organizational development are not all normally distributed, based on Kolmogorov test. There is a significance value of 0.200, whereas all significance values are below 0.05 in the result of the Shapiro-Wiki test.

Tests of Normality

	PolEcoEnviron_Bangladesh_IV3	Kolmogorov-Smirnov			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Organisational_developement_DV	6	.260	2	.			
	7	.260	2	.			
	8	.260	2	.			
	9	.385	3	.	.750	3	.000
	11	.180	5	.200	.952	5	.754
	12	.275	7	.117	.800	7	.041
	14	.367	5	.026	.684	5	.006
	18	.414	9	.000	.617	9	.000
	22	.505	19	.000	.445	19	.000
	25	.182	22	.057	.873	22	.009

Table 4.1.3.2: Normality for IV3 and DV in Bangladesh organizations

The above table indicates that there are significant values of 0.200, 0.117 and 0.57 in the result of the Kolmogorov test, along with 0.754 significance values in the Shapiro-Wiki. Therefore, data on the political-economic environment's influence on leadership and management practices in Bangladesh organizations with respect to organizational development is normally distributed.

Tests of Normality

	Culture_OutsideBangladesh_IV1	Kolmogorov-Smirnov			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Organisational_developement_DV	8	.285	7	.089	.813	7	.055
	9	.271	21	.000	.889	21	.022
	20	.385	3	.	.750	3	.000
	22	.383	11	.000	.689	11	.000
	23	.319	6	.056	.683	6	.004

Table 4.1.3.3: Normality for IV1 and DV in other developing countries

In the above table, significance values from the Kolmogorov test include 0.089 and 0.056, which are higher than 0.05. In the case of the Shapiro-wiki, there is only one significant value which is a little higher than 0.05. However, overall, it can be said that the data based on cultural influence

on leadership and management in organizations of other developing countries, with respect to organizational development, is normally distributed.

Tests of Normality

	TecchnologyInfrastructure_outsideBangladesh_IV2	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Organisational_developement_DV	6	.207	12	.163	.931	12	.396
	7	.385	3	.	.750	3	.000
	9	.385	3	.	.750	3	.000
	12	.209	12	.153	.824	12	.018
	24	.536	16	.000	.273	16	.000
	30	.418	78	.000	.609	78	.000

Table 4.1.3.4: Normality for IV2 and DV in other developing countries

The significance values 0.163 and 0.153, which are higher than 0.05 are included in the Kolmogorov test result, whereas the 0.396 significance value is in the result of the Shapiro-Wiki test. Therefore, technology infrastructure influence on leadership and management practices in organizations of other developing countries, with respect to organizational development is normally distributed.

Tests of Normality

	PolEcoEnviron_outsideBangladesh_IV3	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Organisational_developement_DV	6	.222	9	.200[*]	.885	9	.179
	7	.253	3	.	.964	3	.637
	8	.385	3	.	.750	3	.000
	10	.385	3	.	.750	3	.000
	13	.473	5	.001	.552	5	.000
	24	.302	31	.000	.804	31	.000
	25	.231	5	.200[*]	.881	5	.314
	28	.473	5	.001	.552	5	.000

Table 4.1.3.5: Normality for IV3 and DV in other developing countries

The Kolmogorov test resulted in significance values of 0.200 and 0.200 and the Shapiro-Wiki test resulted in significance values of 0.179, 0.637 and 0.314. Therefore, data regarding the political-economic environment's influence on leadership and management practices in organizations of other developing countries with respect to organizational development are normally distributed.

Normal distribution of data is an important assumption for performing regression analysis. This is because, in linear regression, each independent value is anticipated to be picked from normally distributed possible values. Normal distribution eliminates the possibility of prediction error in regression analysis (Osborne &Waters, 2002). Thus, normally distributed data in this research has improved the regression result.

4.2 Demographic information

4.2.1 Gender distribution
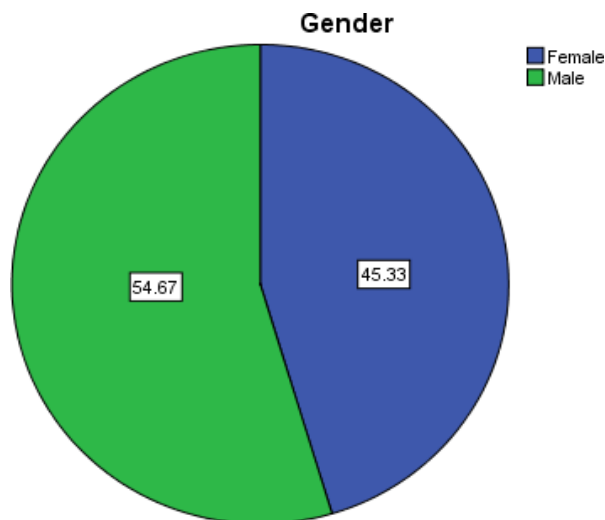
Figure 4.2.1: Gender of survey participants

Among the total respondents, 45.33% are female and 54.87% are male. This interprets that there are significant gender gaps in leadership and management positions in organizations in Bangladesh.

4.2.2 Age distribution
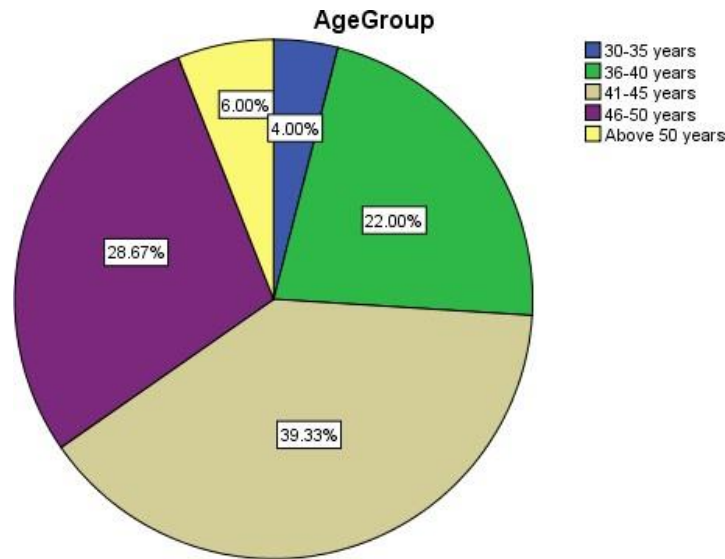
Figure 4.2.2: Age of survey participants

Almost 39.33% of total respondents were 41-45 years old, which was followed by 28.67% of 46-50 years aged people and 22.00% of 36.40 years aged people. The remaining included 6.00% of people above 40 years aged and 4.00% of 30-35 years aged people. Therefore, the maximum number of respondents was around 36 to 50 years aged, which include Gen X and Gen Y, who have a significant level of experience in management and leadership practices. This was one of the criteria during purposive sampling.

4.2.3 Education qualification
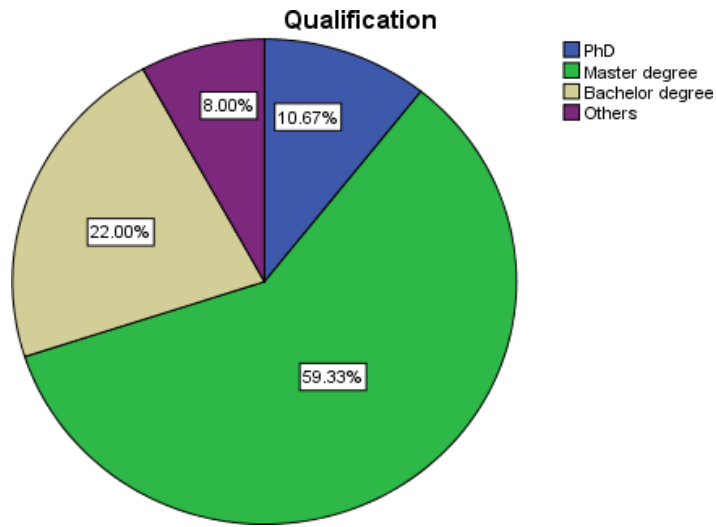
Figure 4.2.3: Educational qualification of survey participants

59.33% of the participants have a master's degree and 22.00% have a bachelor's degree, whereas 10.67% of total respondents have a PhD degree and 8.00% have another degree. Therefore, a maximum number of respondents have above bachelor's degree qualification and thus the opinion of respondents has enriched the data quality.

4.2.4 Experience in Bangladesh organization

According to the set criteria of purposive sampling, respondents for the survey were considered with a minimum of 2 years of experience, working in a Bangladesh organization. Here the pie chart represents that among the total respondents, 32% of respondents have 6-10 years and 30% have 11-15 years of working experience in leadership and management of Bangladesh organizations. Apart from this, there is 19.33% with 2-5 years of experience and 18.67% with above 15 years of experience. Therefore, the maximum number of respondents has 6-15 years of working experience in Bangladesh organizations in leadership and management positions. This high experience of the participants has contributed significantly to understanding the influence of culture, technology infrastructure and political-economic environment on their management and leadership practices in the Bangladesh organization.

4.2.5 Experience in Organisation of other developing countries
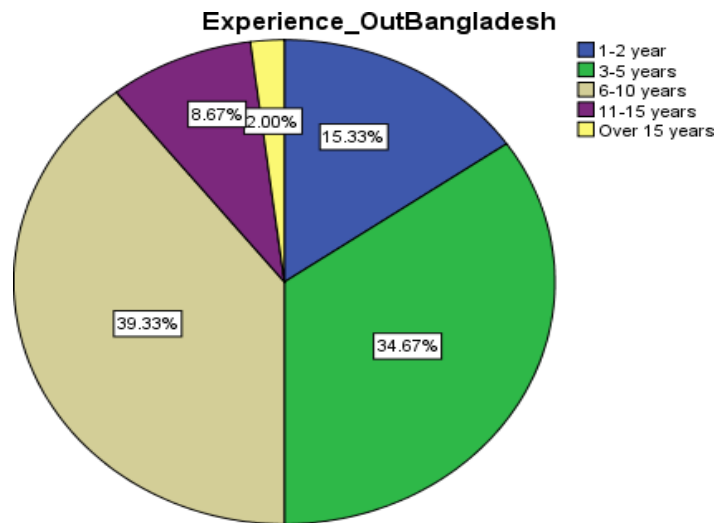
Figure 4.2.5: Experience in Organisation of other developing countries of survey participants

From the above pie chart, it can be interpreted that, around 39.33% of total participants have 6-10 years of experience and 34.67% of respondents have 3-5 years of experience in management leadership practices in organizations of countries of other developing countries. Moreover, 15.33% of respondents have 1-2 years, 8.67% have 11 to 15 years and 2.00% have over 15 years of experience in other developing countries. Therefore, the considered participants were capable enough to provide opinions regarding the influence of culture, technology infrastructure and political-economic environment on the management and leadership practice in organizations of other developing countries.

4.2.6 Other developing countries, participants worked
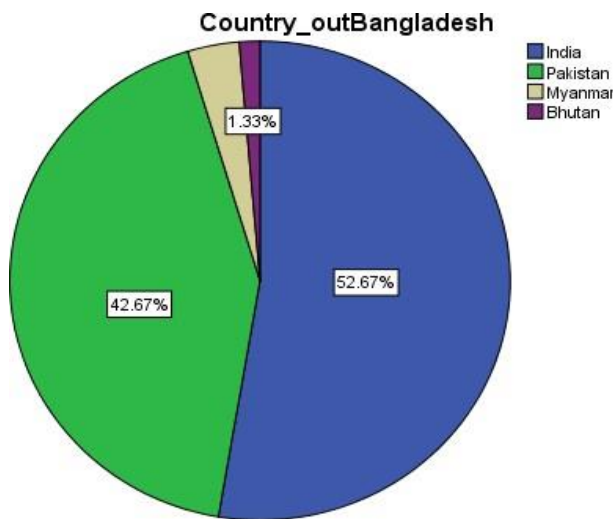
Figure 4.2.6: Other developing countries, participants worked

These findings have provided further insights regarding the working experience of the participants in other developing countries. Around 52.67% of respondents had worked in India whereas 42.67% of respondents had worked in Pakistan. There was only 1.33% and a little percentage of participants had worked in Myanmar and Bhutan. Therefore, there is a significant

trend of workers in Bangladesh to migrate to neighbouring countries India and Pakistan, even with leadership and management job positions. This also indicates that the data outside Bangladesh had been dominated by management and leadership practice experience in India and Pakistan. India, Pakistan, Myanmar and Bhutan are all developing countries, which have been considered for conducting a comparative study in this research. This also indicates that the collected data based on organizations outside Bangladesh or other developing countries had got influenced by the culture, technological capabilities and political-economic environment of these countries.

4.2.7 Origin of participants
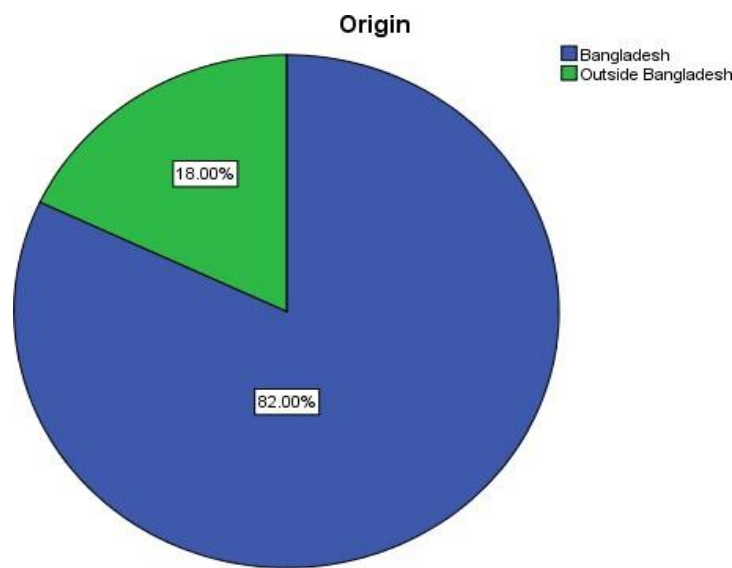
Figure 4.2.7: Origin of survey participants

The analysis of the origin of the participants indicates that most of the respondents are from Bangladesh, which was around 82.00%. Only 18.00% of respondents were from other countries. Here, other countries have not referred to any specific country and are completely based on the demographic data of the participants.

4.2.8 Recent position in Bangladesh organization
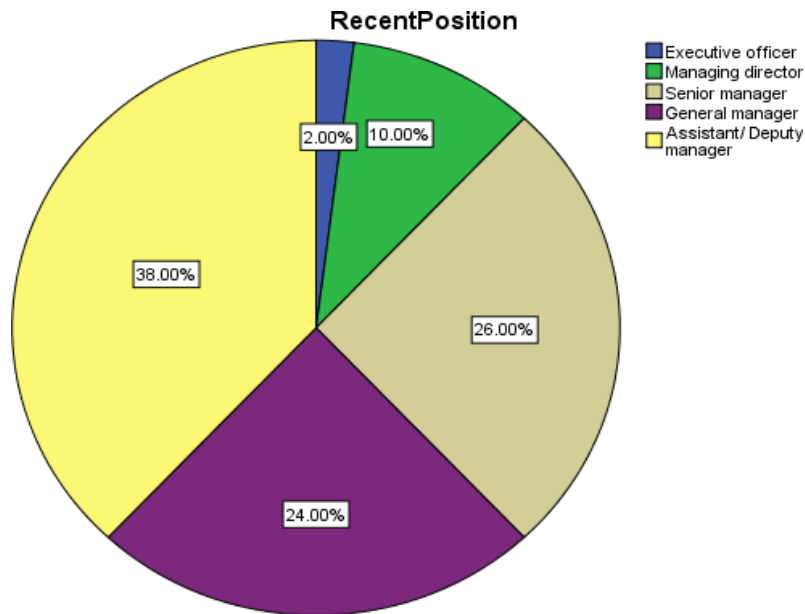
Figure 4.2.8: Recent position in Bangladesh organization of survey participants

Most of the total participants, which were around 38.00%, are currently holding the Assistant/Deputy manager position in the Bangladesh organization. This statistic was followed by 26.00% and 24.00% of total participants who are working as senior managers and general managers respectively. There were also 10% and 2.00 of total participants, who are holding the position of managing director and executive officers and they are mainly playing the role of leaders. Therefore, all the participants are presently holding important positions in Bangladesh organizations and are responsible for effective management and leadership practices. This demographic profile of the participants has increased the relevance of the collected data, as it proves that data were collected from the experts.

4.3 Descriptive statistics of Leadership and management exercise for organizational development

Statistics						
	Organis ational_ develope ment_D V_1	Organis ational_ develope ment_D V_3	Organis ational_ develope ment_D V_2	Organis ational_ develope ment_D V_4	Organis ational_ develope ment_D V_5	Organis ational_ develope ment_D V_6
Valid	150	150	150	150	150	150
Missing	0	0	0	0	0	0
Mean	4.36	4.40	4.25	4.13	4.05	4.03
Median	4.00	5.00	4.00	4.00	4.00	4.00
Mode	5	5	5	4	4	5
Std. Deviation	.717	.875	.964	.971	.985	1.144
Skewness	-1.324	-1.854	-1.715	-1.371	-1.203	-1.376
Std. Error of Skewness	.198	.198	.198	.198	.198	.198
Kurtosis	3.110	3.868	3.053	1.797	1.435	1.230
Std. Error of Kurtosis	.394	.394	.394	.394	.394	.394
Range	4	4	4	4	4	4
Minimum	1	1	1	1	1	1
Maximum	5	5	5	5	5	5
Sum	654	660	638	619	607	605

Table 4.3: Descriptive statistics of Leadership and management exercise for organizational development

These descriptive statistics represent the opinion of the participants regarding the leaders and managers who can contribute to organizational development in terms of culture, technology infrastructure and political-economic environment. The findings indicate that maximum respondents strongly agreed that leadership and management practice can effectively create an environment in the organization that can influence long-term plans to move toward the vision.

This practice can also effectively create and uphold the image and brand of the organization, in terms of adopting an adequate organizational culture and the mean value is maximum for this. Moreover, they also strongly agree that technology adaptation in leadership and management practice can improve the efficiency of the organization through improving communication, collaboration and productivity. However, maximum respondents agreed that organizations can more efficiently respond to market uncertainties and competition based if managers and leaders adopt the technology. They also agreed that the political environment needs to offer a business-friendly environment for helping leaders and managers to act without any significant challenges. On the other hand, maximum respondents strongly agreed that the economic environment of any country must be potential enough to offer the required resources by any organization. This is because leaders and managers cannot contribute to organizational development without an adequate level of resources. The negative skewness and positive kurtosis value in each descriptive statistic indicate that the data are concentrated at the right side of the data distribution curve, whereas the shape of the curve is almost normal.

4.5 Correlation analysis result

The correlation test was performed based on the Pearson correlation test, which produces results in the form of Pearson correlation coefficient value, and significance value. Based on the produced result, comparative interpretation was done by comparing the correlation coefficient values of all independent variables in the context of Bangladesh and of other developing countries, with respect to the dependent variable, organizational development. This is for evaluating comparatively, that in which context (Bangladesh or of other developing countries organizations), the considered independent variables are strongly and positively correlated with

the dependent variable. A coefficient value higher than 0.70 and tending towards +1 proves a strong and positive correlation between variables (Cohen et al., 2009).

		Culture_ Banglade sh_IV1	Culture_O utsideBan gladesh_I V1	Tecchnolog yInfrastruct ure_Bangla desh_IV2	Tecchnolog yInfrastruct ure_outside Bangladesh _IV2	PolEcoEnv iron_Bang ladesh_IV 3	PolEcoEn viron_out sideBangl adesh_IV 3	Organis ational_ develope ment_D V
Corrections								
Culture_Ba ngladesh_I V1	Pearson Correlation	1	.944**	.947**	.966**	.986**	.977**	.914**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150
Culture_Ou tsideBangla desh_IV1	Pearson Correlation	.944**	1	.879**	.871**	.931**	.885**	.852**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150
Tecchnolog yInfrastruct ure_Bangla desh_IV2	Pearson Correlation	.947**	.879**	1	.928**	.969**	.976**	.988**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	150	150	150	150	150	150	150
Tecchnolog yInfrastruct ure_outside Bangladesh _IV2	Pearson Correlation	.966**	.871**	.928**	1	.958**	.955**	.898**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	150	150	150	150	150	150	150
PolEcoEnvi ron_Bangla desh_IV3	Pearson Correlation	.986**	.931**	.969**	.958**	1	.984**	.948**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	150	150	150	150	150	150	150
PolEcoEnvi ron_outside Bangladesh _IV3	Pearson Correlation	.977**	.885**	.976**	.955**	.984**	1	.951**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	150	150	150	150	150	150	150
Organisatio nal_develop ement_DV	Pearson Correlation	.914**	.852**	.988**	.898**	.948**	.951**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	150	150	150	150	150	150	150

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

Table 4.5: Pearson correlation

The result indicates that the Pearson correlation coefficient value is 0.914 and 0.852 for the cultural influence on leadership and management practice in the context of Bangladesh and of other developing countries' organizations respectively, in relation to organizational development. Therefore, in the context of Bangladesh's organization, cultural influence-based leadership and

management practice is strongly and positively correlated with organizational development, then in the context of other developing countries.

Again the coefficient values are 0.988 and 0.898 in the context of Bangladesh and of other developing countries' organizations respectively, for the technology infrastructure-supported leadership and management practices in relation to organizational development. This interprets that correlation between technology infrastructure-supported leadership and management practice and organizational development is much stronger in Bangladesh organizations than in other developing countries' organizations.

On the other hand, for the political-economic environment to influence leadership and management practices in relation to organizational development, in Bangladesh and other developing countries correla6tion coefficient values are 0.948 and 0.951 respectively. The values are almost similar, whereas the latter one is slightly higher than the former one. However, it can be interpreted that the correlation within the stated variables is highly strong and positive in both contexts.

4.6 Regression analysis

The regression analysis has been performed for analyzing the influence of independent variables on the dependent variable. More significantly, it has analysed the intensity of predicting and exploring the dependent variables by the independent variables. The results of regression analysis have been presented as a model summary; ANOVA table and coefficient table (Freund, Wilson & Sa, 2006). In this section, the results are presented in each subsection for both the context of Bangladesh and of other developing countries' organizations. It is for comparatively interpreting the result.

4.6.1 Model summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.991[a]	.983	.982	.725	.983	2762.296	3	146	.000	.490

a. Predictors: (Constant), PolEcoEnviron_Bangladesh_IV3, TecchnologyInfrastructure_Bangladesh_IV2, Culture_Bangladesh_IV1

b. Dependent Variable: Organisational_developement_DV

Table 4.6.1.1: Model summary in context of Bangladesh

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.952[a]	.907	.905	1.683	.907	472.553	3	146	.000	.092

a. Predictors: (Constant), PolEcoEnviron_outsideBangladesh_IV3, Culture_OutsideBangladesh_IV1, TecchnologyInfrastructure_outsideBangladesh_IV2

b. Dependent Variable: Organisational_developement_DV

Table 4.6.1.2: Model summary in context other developing countries

In the above tables 4.8.1.1 and 4.5.1.2, the R-value refers to multiple correlation coefficient values (Takahashi & Kurosawa, 2016). The value is 0.983 in the context of a Bangladesh organization, whereas the value is 0.952 in other developing countries organizations. There is a higher degree of correlation between culture, technology infrastructure and political-economic environment and leadership and management practices for organizational development in Bangladesh. However, both correlation values are high, which supports high production quality.

The R square refers to the coefficient of determination, or the proportion of variation in the dependent variable, that can be explained by the considered independent variables. On the other hand, interpretation is done based on the adjusted R Square value and assists the true value of the R square (Frizzell & Furth, 2022). The values of adjusted R square are 0.982 and 0.905

respectively and both values aren't quite high, while the former is higher. These values interpret that the considered independent variables can explain 98.2% of the variability of the dependent variable, the organizational development of Bangladesh, whereas can explain 90.5% of the variability of the organizational development of other developing countries.

The Durbin-Watson values in both contexts are 0.490 and 0.092 respectively and are within the 0 to 4 range. This interprets that there does not have autocorrelation within the variables. The presence of autocorrelation can result in the wrong estimation of standard error, while estimating the regression coefficient value and thus can affect the result (Park & Mitchell, 1980).

4.6.2 ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4353.047	3	1451.016	2762.296	.000[b]
	Residual	76.693	146	.525		
	Total	4429.740	149			

a. Dependent Variable: Organisational_developement_DV
b. Predictors: (Constant), PolEcoEnviron_Bangladesh_IV3, TecchnologyInfrastructure_Bangladesh_IV2, Culture_Bangladesh_IV1

Table 4.6.2.1: ANOVA in context of Bangladesh

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4016.132	3	1338.711	472.553	.000[b]
	Residual	413.608	146	2.833		
	Total	4429.740	149			

a. Dependent Variable: Organisational_developement_DV
b. Predictors: (Constant), PolEcoEnviron_outsideBangladesh_IV3, Culture_OutsideBangladesh_IV1, TecchnologyInfrastructure_outsideBangladesh_IV2

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Table 4.6.2.2: ANOVA in context of other developing countries

In both the ANOVA table, in the context of Bangladesh and of other developing countries' organizations, the F values are 2726.296 and 1338.711. The F values are large in both tables, which interprets that between-group means are higher than the within-group means. More specifically, it can be interpreted that there are statistically significant differences between group means (Kim, 2014). Moreover, the significance or p-value was found to be 0.0001, or lower than 0.05, in both tables (Vaughan & Corballis, 1969). This interprets that, in both contexts, the culture, technology infrastructure and political-economic environment are capable of predicting leadership and management practices for organizational development statistically significantly.

4.6.3 Coefficient

The standardized coefficient value or beta values and constant values derived in this coefficient table through regression analysis, lead to the development of a general form of the equation of regression model for predicting the dependent variable from the considered independent variable. Here the beta value indicates that the increase in the value of an independent variable by 1 unit can contribute to enhancing the dependent variable by corresponding beta value units. In this case, a positive beta value is interpreted as independent variables positively proportionately related to the dependent variable, and for a negative value, it is vice-versa (Swamy, 1970).

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.108	.342		6.160	.000
	Culture_Bangladesh_IV1	-.301	.044	-.448	-6.828	.000
	TecchnologyInfrastructure_Bangladesh_IV2	.950	.039	1.075	24.210	.000
	PolEcoEnviron_Bangladesh_IV3	.276	.067	.348	4.125	.000

a. Dependent Variable: Organisational_developement_DV

Table 4.6.3.1: Coefficient in context of Bangladesh

Based on the above table, the regression model formed in the context of Bangladesh organization as,

Leadership and management practice for Organizational development (DV) = 2.108 - 0.448 Culture (IV1) + 1.075 Technology infrastructure (IV2) + 0.348 Political-economic environment (IV3)

This model interprets that, in the context of Bangladesh organizations, Technology infrastructure and Political-economic environment are positively influencing leadership and management practice for organizational development by 1.075 units and 0.348 units respectively. However, the culture of Bangladesh organizations is not effective enough to influence leadership and management practice, which can lead to organizational development positively. Contrary to the expectation, culture is influencing organizational development negatively, in terms of leadership and management practice.

However, for each variable t values are high, that is 6.160, -6.828, 24.20 and 4.125. The high magnitude of the t-value generally indicates the possibility of rejection of the null hypothesis. This interpretation is further proved by the significance value or p-values of each variable that is 0. Therefore, it can be concluded that there is statistical significance among coefficients and reject the null hypothesis.

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.330	.459		20.312	.000
Culture_OutsideBangladesh_IV1	.046	.039	.065	1.184	.238
1 TecchnologyInfrastructure_outsideBangladesh_IV2	-.092	.055	-.145	-1.662	.099
PolEcoEnviron_outsideBangladesh_IV3	.752	.067	1.032	11.235	.000

a. Dependent Variable: Organisational_developement_DV

Table 4.6.3.2: Coefficient in context of other developing countries

Regression model based on the above table in the context of other developing countries,

Leadership and management practice for organizational development (DV) = 9.330 + 0.065 Culture (IV1) - 0.145 Technology infrastructure (IV2) + 1.032 Political-economic environment (IV3)

This regression model interprets that leadership and management practice for organizational development of other developing countries' organizations are being influenced by culture and Political-economic environment, by 0.065 and 1.032 respectively. However, the technology infrastructure of other developing countries' organizations is not capable enough to develop leadership and management practices that can positively improve organizational development. However, these findings were influenced by the focus on developing countries outside Bangladesh, which mainly include India and Pakistan. Therefore, the results have been influenced by the technological capability as well as technology acceptance capability of mainly these two developing countries, along with Myanmar and Bhutan.

On the other hand, the t-value for IV1 and IV2 are 1.184 and -1.662, which are quite low and increase the possibility of accepting the null hypothesis. These t-values are followed by the p-values of 0.238 and 0.099 respectively, which are higher than 0.05. This interprets that, in organizations of other developing countries, there does not have statistical significance between IV1, IV2 and DV. On the other hand, the t-value for IV3 is 11.235 and it is followed by a p-value of 0.0001. Therefore, in organizations of other developing countries, there is statistical significance between IV3 and DV.

4.7 Research Question One

Statistics												
	Cultu re_Ba nglad esh_I V1_1	Cultu re_Ou tsideB angla desh_ IV1_1	Cultu re_Ba nglad esh_I V1_2	Cultu re_Ou tsideB angla desh_ IV1_2	Cultu re_Ba nglad esh_I V1_3	Cultu re_Ou tsideB angla desh_ IV1_3	Cultu re_Ba nglad esh_I V1_4	Cultu re_Ou tsideB angla desh_ IV1_4	Cultu re_Ba nglad esh_I V1_5	Cultu re_Ou tsideB angla desh_ IV1_5	Cultu re_Ba nglad esh_I V1_6	Cultur e_Outsi deBang ladesh_ IV1_6
Valid	150	150	150	150	150	150	150	150	150	150	150	150
Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean	3.64	3.34	3.75	2.88	3.85	1.88	2.87	2.98	3.56	3.14	3.35	4.29
Median	4.00	4.00	4.00	2.00	4.00	2.00	2.50	3.00	4.00	3.00	4.00	4.00
Mode	5	5	4	1	5	1	1	1	4	5	4	4
Std. Deviation	1.420	1.588	1.317	1.575	1.397	1.187	1.522	1.578	1.373	1.626	1.362	.681
Variance	2.017	2.521	1.734	2.482	1.951	1.408	2.318	2.490	1.886	2.645	1.854	.464
Skewness	-.708	-.371	-1.022	.107	-.977	1.603	.136	.023	-.694	-.030	-.438	-1.219
Std. Error of Skewness	.198	.198	.198	.198	.198	.198	.198	.198	.198	.198	.198	.198
Kurtosis	-.894	-1.484	-.133	-1.622	-.437	1.754	-1.515	-1.601	-.788	-1.706	-1.055	3.685
Std. Error of Kurtosis	.394	.394	.394	.394	.394	.394	.394	.394	.394	.394	.394	.394
Range	4	4	4	4	4	4	4	4	4	4	4	4
Minimum	1	1	1	1	1	1	1	1	1	1	1	1
Maximum	5	5	5	5	5	5	5	5	5	5	5	5

Table 4.7.1: Descriptive statistics of Cultural influence on leadership and management practices in Bangladesh and in other developing countries organization

In the Bangladesh organization, the leadership and management practices slightly more believe in authorizing the decision-making and expect that their subordinate must follow the order, than organizations of other developing countries. This is because the mean value is 3.64 for the inside country, which is slightly higher than the other country. However, mode value 5 indicates that in both cases respondents strongly agreed with the statement.

The mean value is 3.75 in the case of Bangladesh, in response to prioritization of the entire company's interest or stressing the whole workforce base's interest rather than considering individual interest. The mean value is 2.88 for other countries in this context, Mode value 4 indicates that most of the respondents agreed on this statement in the context of Bangladesh, whereas mode value 1, indicates most respondents strongly disagreed with this statement in the context of other countries. This interprets that, leadership and management practice in Bangladesh prioritize collective interest rather than individual interest, unlike other countries. These two data sets also indicate a difference in skewness value, and it is negative for Bangladesh. This interprets that most of the data concentrates on the right side of the data distribution curve (Lorenz, 1905).

The mean difference is higher, in the context of expectations of leaders and managers that every individual must give high performance to achieve a set goal. For this, leaders and managers prefer to push employees or create extreme pressure to achieve set goals. The mean value is 3.85 and 1.88, whereas mode values are 5 and 1, for Bangladesh and other developing countries respectively. This interprets that most of the respondents strongly agreed with the statement

about Bangladesh's leadership and management practice, whereas strongly disagreed with other developing countries.

However, most respondents strongly disagreed that managers and leaders of both Bangladesh and other developing countries believe that for achieving the goal all employees need to follow strict rules and need to act within limitations. The difference in the mean is also small, at about 0.50. The skewness value is also positive in each case, which interprets that data distribution is more on the left side of the curve.

Most of the respondents agreed that leaders and managers prefer to consider organizational tradition while dealing with any upcoming challenges in the case of Bangladesh organization. Maximum respondents again strongly agreed with this statement in the context of other developing countries' organizations. This has been interpreted based on mode values 4 and 5 respectively and interpreted almost similar responses. However, median values are 4.00 and 3.00, whereas mean values are 3.56 and 3.14 respectively. Therefore, the higher median mean value for Bangladesh interprets that data distribution is more left-skewed than in the case of other developing countries. It is further supported by -0.694 and -.030 skewness values respectively (Doane & Seward, 2011).

On the other hand, in both Bangladesh and other developing countries, maximum respondents agreed that leadership and management practices are bounded with too much responsibility and accountability, rather than considering empathy. This is because the mode value is 4 in both cases. However, the mean value (4.29) is higher in the case of other developing countries than for Bangladesh (3.35). This interprets that managers and leaders of other developing countries prioritize responsibility and accountability more than empathy.

This Chi-squaretest is being performed for analysing interdependence within variables. This test is the best choice for interpreting if there are any connections between two variables. The test is effective in testing the hypothesis regarding the distribution of the variables. The significance value or p-value needs to be less than 0.05 for rejecting the null hypothesis and accepting the alternative hypothesis (Franke, Ho & Christie, 2012).

Chi-Square Tests (IV1 –DV) _Bangladesh			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1068.383ᵃ	440	.000
Likelihood Ratio	511.723	440	.010
Linear-by-Linear Association	124.383	1	.000
N of Valid Cases	150		

Chi-Square Tests (IV1 –DV) _Outside Bangladesh			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1214.102ᵃ	440	.000
Likelihood Ratio	517.966	440	.006
Linear-by-Linear Association	108.078	1	.000
N of Valid Cases	150		

Table 4.7.2: Hypothesis test for IV1 and DV

The above table indicates that p-values are 0.10 and 0.006 in different contexts respectively and in both cases, the values are lower than 0.05. Therefore, it supports alternative hypotheses and accepts H1.

H1: Culture has a significant influence on leadership and management exercises for the organizational development of Bangladesh and other developing countries.

4.8 Research Question two

	TechnologyInfrastructure_Bangladesh_IV2_1	TechnologyInfrastructure_outside Bangladesh_IV2_1	TechnologyInfrastructure_Bangladesh_IV2_2	TechnologyInfrastructure_outside Bangladesh_IV2_2	TechnologyInfrastructure_Bangladesh_IV2_3	TechnologyInfrastructure_outside Bangladesh_IV2_3	TechnologyInfrastructure_Bangladesh_IV2_4	TechnologyInfrastructure_outside Bangladesh_IV2_4	TechnologyInfrastructure_Bangladesh_IV2_5	TechnologyInfrastructure_outside Bangladesh_IV2_5	TechnologyInfrastructure_Bangladesh_IV2_6	TechnologyInfrastructure_outside Bangladesh_IV2_6
Valid	150	150	150	150	150	150	150	150	150	150	150	150
Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean	4.11	3.82	4.14	3.95	3.79	3.87	3.87	3.99	4.23	3.76	4.23	3.95
Median	4.00	5.00	4.00	5.00	4.00	5.00	4.00	5.00	4.00	5.00	4.00	5.00
Mode	5	5	4	5	5	5	5	5	4	5	4ª	5
Std. Deviation	1.027	1.493	.890	1.399	1.401	1.448	1.249	1.454	.886	1.544	.944	1.423
Skewness	-1.248	-.790	-1.263	-.992	-.871	-.904	-1.075	-1.210	-1.535	-.743	-1.745	-1.138
Std. Error of Skewness	.198	.198	.198	.198	.198	.198	.198	.198	.198	.198	.198	.198
Kurtosis	1.220	-1.045	2.018	-.569	-.618	-.762	.094	-.115	2.855	-1.147	3.362	-.213
Std. Error of Kurtosis	.394	.394	.394	.394	.394	.394	.394	.394	.394	.394	.394	.394
Range	4	4	4	4	4	4	4	4	4	4	4	4
Minimum	1	1	1	1	1	1	1	1	1	1	1	1
Maximum	5	5	5	5	5	5	5	5	5	5	5	5

a. Multiple modes exist. The smallest value is shown

Table 4.8.1: Descriptive statistics of Technology infrastructure influence on leadership and management practices in Bangladesh and of other developing countries organization

Maximum respondents strongly agreed that it is good that the consideration of technological infrastructure is changing the hierarchy of interaction, in the case of both Bangladesh and other developing countries. However, the mean value of 4.11 is higher in Bangladesh. In the case of

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other developing countries, the median value of 5.00 is higher than the mode value of 3.82. This interprets the left skewed data distribution, with a -0.790 skewness value and along with -1.045 kurtosis value, which interprets the flatter curve (Blanca et al., 2013).

Most respondents in the case of other developing countries strongly agreed that the establishment and improvement of technological infrastructure are helping to improve cohesiveness among internal and external stakeholders. This is further helping the management and leaders to improve their practices. This statement was also agreed upon by the maximum number of respondents in the context of Bangladesh, as the mode value is 4.

In the context of both Bangladesh and other developing countries, most of the participants strongly agreed that they are adopting technologies as they need to complete multiple tasks at a time. The difference in mean value is also very small, as the values are 3.79 and 3.87 respectively. However, the median value is higher (5.00) in the context of other developing countries and in both cases media values are higher than the mean value. This interprets that data distribution in the context of other developing countries is more left-skewed. It is supported by a skewness value of -0.904, whereas for Bangladesh it is -.871. This interpreted that more respondents strongly agreed with the statement in the context of other developing countries.

This is similar to the case of the next question, which indicates that more respondents in the context of other developing countries strongly agreed that for increasing productivity managers are leaders who are considering real-time monitoring of task progress, in the context of Bangladesh. However, here skewness values are interpreted to be more right-skewed in the context of other developing countries, as the value is positive (Doane & Seward, 2011).

On the other hand, maximum respondents strongly agreed that managers and leaders of other developing countries believe that technology is now a key aspect for optimizing both tangible and intangible resource allocation. Maximum respondents agreed on this in the context of Bangladesh.

Similarly, most of the respondents strongly agreed that social media platforms have been significantly developing leadership and management practices in contexts of other developing countries. It had also been agreed in the context of Bangladesh, as the mode value is 4. However, there was more than one mode value, the smallest one was represented. This indicates the same number of respondents strongly and agreed in the context of Bangladesh, whereas the mean value (4.23) is also higher than in the context of other developing countries (3.95). Therefore, more respondents in the context of Bangladesh addressed the importance of social media in management and leadership practice.

Chi-Square Tests (IV2 – DV)_Bangladesh			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1632.888ᵃ	380	.000
Likelihood Ratio	504.393	380	.000
Linear-by-Linear Association	145.404	1	.000
N of Valid Cases	150		

Chi-Square Tests (IV2 – DV)_Outside Bangladesh			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	781.348ᵃ	420	.000
Likelihood Ratio	395.174	420	.803
Linear-by-Linear Association	120.082	1	.000
N of Valid Cases	150		

Table 4.8.2: Hypothesis test for IV2 and DV

The result in the above table indicates that in the Bangladesh context, the significance value is 0.0001, whereas, in the context of other developing countries, the significance value is 0.803. This can be interpreted as that,

H2: Technological infrastructure has a significant influence on leadership and management exercises for the organizational development of Bangladesh but for not all developing countries.

4.9 Research Question three

Statistics												
	PolEcoEnviron_Bangladesh_IV3_1	PolEcoEnviron_outside Bangladesh_IV3_1	PolEcoEnviron_Bangladesh_IV3_2	PolEcoEnviron_outsideBangladesh_IV3_2	PolEcoEnviron_Bangladesh_IV3_3	PolEcoEnviron_outside Bangladesh_IV3_3	PolEcoEnviron_Bangladesh_IV3_4	PolEcoEnviron_outside Bangladesh_IV3_4	PolEcoEnviron_Bangladesh_IV3_5	PolEcoEnviron_outside Bangladesh_IV3_5	PolEcoEnviron_Bangladesh_IV3_6	PolEcoEnviron_outside Bangladesh_IV3_6
Valid	150	150	150	150	150	150	150	150	150	150	150	150
Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean	3.41	3.69	4.09	4.04	4.25	3.97	3.34	3.63	3.84	3.84	3.79	3.70
Median	4.00	4.00	4.00	4.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Mode	5	5	4	4	5	4	4	5	4	4	5	4
Std. Deviation	1.410	1.376	.893	1.074	.943	1.172	1.394	1.561	1.270	1.280	1.213	1.284
Skewness	-.404	-.686	-1.218	-1.465	-1.259	-1.353	-.402	-.754	-1.071	-1.233	-.817	-1.023
Std. Error of Skewness	.198	.198	.198	.198	.198	.198	.198	.198	.198	.198	.198	.198
Kurtosis	-1.142	-.858	2.150	1.845	1.148	1.083	-1.157	-1.028	.072	.444	-.326	-.046
Std. Error of Kurtosis	.394	.394	.394	.394	.394	.394	.394	.394	.394	.394	.394	.394
Range	4	4	4	4	4	4	4	4	4	4	4	4
Minimum	1	1	1	1	1	1	1	1	1	1	1	1
Maximum	5	5	5	5	5	5	5	5	5	5	5	5
Sum	511	553	614	606	638	595	501	544	576	576	568	555

Table 4.9.1: Descriptive statistics of Political-economic environment influence on leadership and management practices in Bangladesh and in other developing countries organization

In both the context of Bangladesh and of other developing countries, most of all strongly agreed that the political power of the country abuses leadership and management roles in any organization for the conflict of interest. However, the mean value (3.69) is slightly higher in the context of other developing countries, whereas the median value is similar, 4.00.

Moreover, in both contexts, maximum respondents agreed that there is a significant influence of trade unions on leadership and management decisions. There also do not have differences in mean and median values.

However, respondents strongly agreed that there is a lack of investment and human resources, which is affecting effective leadership and management practices, in Bangladesh organizations. In the context of other developing countries, the maximum number of respondents agreed on it. The mean and median values are also higher in the former case.

Again, maximum participants agreed that there is corruption and bribery, which is affecting the required level of leadership and management practices in organizations of other developing countries. The respondents agreed with this statement in the context of Bangladesh. The mean value is also higher in the former case.

In both contexts, the maximum number of participants agreed that there is a government bureaucracy which is influencing the leadership and management practices, as the mode value is 4 in each case. The similar media and mean value in both contexts, further established the first interpretation,

In the context of Bangladesh organizations, most participants strongly agreed that there is a lack of transparency in regulation which is an increasing challenge for the leader and manager to stay in compliance with. Maximum respondents agreed on this in the context of other developing countries. The almost same mean and median values further support this interpretation.

Chi-Square Tests (IV3 – DV) _Bangladesh			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1177.966ᵃ	440	.000
Likelihood Ratio	502.985	440	.020
Linear-by-Linear Association	133.851	1	.000
N of Valid Cases	150		

Chi-Square Tests (IV3 – DV) _Outside Bangladesh			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1288.961ᵃ	380	.000
Likelihood Ratio	504.875	380	.000
Linear-by-Linear Association	134.750	1	.000
N of Valid Cases	150		

Table 4.9.2: Hypothesis test for IV3 and DV

In the above table, again, the significance values are lowers than 0.05 in both contexts and support alternative hypotheses. Therefore,

H3: Political-economic environment has a significant impact on the leadership and management exercise for the organizational development of Bangladesh and other developing countries.

4.10 Summary

The findings from this chapter can be summarized as that cultural, technological infrastructure and political-economic environment have significant impacts on leadership and management exercises for organizational development in Bangladesh organizations. Contrary to this in the

context of other developing countries, the influence of technology is insignificant in influencing leadership and management practices for organizational development. However, each independent variable is strongly and positively correlated with the dependent variable, irrespective of different contexts. The descriptive statistics analysis indicates that there are significant differences of influence in culture, technology infrastructure and political-economic environment in the context of Bangladesh and other developing countries. This is mainly due to the influence of culture, technology infrastructure and political-economic environment differences among Bangladesh and other developing countries, which mainly includes India and Pakistan. The regression analysis indicates that in Bangladesh organizations, culture has a negative influence on leadership and management, whereas, in other developing countries, technology is found to negatively influence leadership and management exercises. This indicates that the cultural context of Bangladesh's organization and the technological context of overall considered other countries are not adequate for influencing leadership and management for organizational development.

CHAPTER V: DISCUSSION & ANALYSIS

5.1 Introduction

The previous chapter has provided a detailed analysis of the results of the SPSS analysis of the data collected from participants, testing the three hypotheses of this study and finding out the significant influence culture, the infrastructure of technology, and the political-economic environment of different countries can have on leadership and management practices in relation to organization of development of Bangladesh and other developing countries. This chapter attempts to evaluate whether the research outcome meets the objectives of this research to ensure the feasibility of this research. It has made comparative analyses of the influence of culture, the influence of technology and the influence of the political-economic environment on leadership and management practices as well as analyzed the contribution of leadership and management practice on organizational development of Bangladesh in comparison to other developing countries.

5.2 Discuss of Research Question one

5.2.1 Authorising decision-making

The quantitative findings indicate that leadership and management practises are slightly more authorizing in decision-making than organisations in other developing countries and expect that their subordinates must follow the order. The correlation analysis indicates that there is a positive and stronger influence of culture on the leadership and management practises of Bangladeshi organisations than in other developing countries. However, the beta coefficient value indicates that culture influences leadership and management practise-based organisational development significantly but negatively, whereas in the case of other developing countries, there is a positive influence. The findings based on being slightly authorised in the case of Bangladesh can be

explained by the high-power distance culture of Bangladesh. According to Hoftsede, the power distance score of Bangladesh is 80, higher than that of other considered developing countries. The high-power distance culture indicates a high level of hierarchy practise, whereas persons in authority take all the major decisions and subordinates must follow the decisions. However, the power distance dimension score for India was 77, which is slightly lower than Bangladesh, and the score for Pakistan is 55 (Naghavi & Mubarak, 2019). The demographic profile of the respondents indicates that 52.67% of respondents had experience working in India, whereas 42.67% had experience working in Pakistan. This indicates that in responses, there is almost the same level of influence from both Indian and Pakistani working experiences. Therefore, power distance is quite low in this case. This can be the reason for the slightly low level of authorised attitude shown in cases of leadership and management practise in other developing countries. The power distance scores of Bhutan and Myanmar are also very high. However, the influence of working experience in these two countries can be neglected due to the low response rate. In a literature study, findings by Akanji et al. (2019) indicate that high power distance culture influences inequality differences and beliefs in the rank and authority of power or centralised decision-making processes. In this context, it can be said that there is an influence of centralised authority in the leadership and management practises of both Bangladesh and India. However, according to Abdullah et al. (2011), literature findings indicate that the culture of Bangladesh is quite similar to that of Pakistan and India. This explains the slightest differences in the quantitative findings. Based on this, it can be said that Bangladeshi organisations do not consider transformational leadership styles, as they believe in empowerment rather than individual power. However, according to Hoxha (2019), transformational leaders often reported abuse of power and manipulating workers to work beyond their capacity in hope of reward. Therefore, it is more

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difficult for Bangladeshi leaders to adopt a transformational leadership style that can help in transforming and developing companies to acquire a global competitive advantage (Dhar et al. 2019). This indicates that the culture of Bangladesh is not effective enough to influence leadership and management practise in a way that can lead to organisational development. However, Ahmed et al. (2015) mentioned that leaders and managers in Bangladesh are now changing their leadership patterns, including their communication approaches, as they are focusing on reducing the influence of power distance culture on employee-manager communication.

5.2.2 Interest of the entire workforce vs. individual interest

The quantitative findings indicate that Bangladesh leaders and managers prioritise collective interest rather than individual interest, unlike other developing countries, specifically India and Pakistan. The quantitative result can be influenced by the maximum number of respondents with experience in India, which has a comparatively higher culture of individualism than Bangladesh and Pakistan. This indicates that Pakistan and Bangladesh have a highly collectivistic culture. In this aspect, it can be said that the influence of culture on leadership and management practises and organisational development in Bangladesh can be influenced more by transactional leadership than transformational leadership. This has been mentioned based on the findings in the literature review: transactional leadership has a more positive influence on Pakistan's labour or employee performance than transformational leadership (Kalsoom et al., 2018). Furthermore, high employee performance implies contributing to organisational development. Therefore, as Pakistan and Bangladesh have almost equal levels of collectivistic culture, transactional leadership styles can be an effective choice for organisational development.

Further findings in the literature indicate that collective mind set indicates persistent differences among peers, which are considered the most complex and deepest part of any organisation and have a strong influence on performance (Akanji et al., 2019). The main difference between individualism and collectivism is that collectivism focuses on organisational or collective wellbeing and goals rather than personal ones. Therefore, it can be said that Bangladesh leaders and managers are most effective in driving organisational development by influencing employees collectively, that is, by focusing on their overall well-being. This is also supported by literature findings that show leaders in Bangladesh are likely to affect the wellbeing of all other workers during the decision-making process, which in turn has an impact on improving organisational performance. Ahmed et al. (2015) mentioned in this context that leaders and managers in Bangladesh are now adopting a democratic leadership style from the autocratic leadership style, as they are now more concerned with the wellbeing of employees. They are also changing the compensation structure to achieve adequate wellbeing for employees (Misra & Iqbal, 2020). Naghavi & Mubarak (2019) mentioned that it is the growing influence and significance of western culture in India that has influenced it to lower its collectivistic culture.

The literature findings support that Bangladesh leaders and managers prioritise collective interest over other developing countries, mainly India. However, despite having low influence as respondents, Bhutan also has a comparatively high individualism culture, whereas Myanmar has a competitively low individualism culture but not high enough. Therefore, among other developing countries, the influence of collectivistic countries is only based on Pakistan. However, the overall discussion indicates that it is good that Bangladesh has a collectivistic culture and that its leaders take care of its workforce. Social cognitive theory indicates that the supporting and acting behaviour of leaders results in performance improvement for employees

by increasing their engagement level. Ozyilmaz et al. (2018) specified that in Bangladesh, acknowledgement and support from leaders play a significant role in improving the performance of employees. Again, according to the Fayol administrative management model, every worker needs to be treated equally to improve organisational performance. Therefore, it can be said that Bangladeshi culture is effective enough to influence leaders and managers effectively in the promotion of organisational development by improving employees' performance.

5.2.3 Expectations about performance

The quantitative findings indicate that leaders and managers in Bangladesh have a very high level of expectation about the performance of every individual or expect that every individual must work hard to achieve the set goal for the organisation. They even create extreme pressure on employees to achieve the goal in comparison to other developing countries. This is due to the influence of the high masculinity culture of Bangladesh, where men think that they can take the utmost pressure. However, Hofstede's score indicates that India is more masculine than Bangladesh, as it scored 56, Bangladesh 55, and Pakistan 50. Therefore, the masculinity score is almost the same in three countries (Abdullah, 2017). This can be influenced by the high-power distance culture of Bangladesh, along with high masculinity, which influences the leaders to work harder to achieve the goal. However, this contradicts the influence of the collectivistic culture of Bangladesh, which focuses on the wellbeing of employees. The main reason thus can be explained by the majority of the men in the Bangladesh organisation, who prefer to work under pressure.

However, literature findings indicate that there is an increasing trend towards women's entrepreneurship in Bangladesh. According to Mehta et al. (2022), women entrepreneurs are

entering the Bangladesh market by preferring and implicating transformational leadership for managing the workforce. In the case of women, adoption of transformational leadership is easier than the mean in Bangladesh, as their natural characteristics of recognising other needs and focusing on meeting organisational objectives align with workers' needs. Thus, women leaders are also found to create value for both internal and external stakeholders. Therefore, it can be said that the influence of masculinity culture on leadership and management practises in organisational development is going to change in the near future. This is due to the progress of Bangladesh in achieving gender equality in leadership and management practises, which can reduce the negative impact on workers due to the high-performance expectation process. The result can be further refined based on mutual relationships.

In accordance with the Social Capital Theory, organisational members focus on pursuing a common goal or achieving set organisational performance targets while having trust-based relationships with each other, not between leaders and followers. The gender distribution among respondents indicates that there are 54.87% males and 45.33% female leaders and managers. Therefore, it can be expected that there will be positive influence from their leaders and managers in Bangladesh in the near future, and the masculinity dimension score can also be decreased. However, despite having significant female respondents among the total respondents, the high pressure on the workers contradicts the prediction and estimation and indicates the immediate requirement for changes in leadership and management approach in Bangladesh organisations for the sake of effective organisational development.

5.2.4 Rules and restrictions vs. out-of-box

According to quantitative findings, in the case of Bangladesh and other developing countries, managers and leaders do not believe in considering strict rules and need to act within limitations to achieve the set goals. This indicates that the managers and leaders of both Bangladesh and other developing countries allow employees to act and think outside the box. They are flexible enough to consider new aspects rather than sticking to old principles and regulations. They themselves act beyond limitation and also encourage employees to take risks to innovate. This indicates that leaders and managers do not fear uncertainty. However, according to Hofstede's uncertainty avoidance score, Pakistan has the highest uncertainty avoidance score, followed by Bangladesh. India has a comparatively low uncertainty avoidance score. Among the two other countries, Myanmar has the highest score, and Bhutan has the lowest score.

Neglecting the negligible influence of Myanmar and Bhutan, it can be said that the influence of respondents with India-based experience has resulted in the result that the majority of respondents disagreed with the statement while considering aspects of other developing countries. However, it also does not justify the Bangladeshi culture of higher uncertainty avoidance. Rahman & Zafar (2020) argued that high uncertainty avoidance cultures show low thresholds for uncertainties and risks and are found to be less likely to be associated with risk-reduction behaviours. The literature findings also revealed that workers in Bangladesh consider rigid beliefs, codes, and behaviours to be most commonly intolerant of unorthodox behaviour and ideas. They believe in Mario taping punctuality in organisations as well as ethical behaviour. Therefore, quantitative findings completely contradict the literature findings in this case. It can be due to the changed and influenced behaviour of the managers or the respondents due to having working experience in India and Bhutan types of developing countries with low uncertainty avoidance scores.

Literature findings indicate that Indian leaders and managers have been considering medium-to-low risk aversion, whereas under the influence of Pakistani leaders, there was resistance to changing attitudes among employees (Abdullah et al., 2011). Therefore, it can be confirmed that the findings are the result of a comparatively low uncertainty avoidance dimension score in Pakistan and the prolonged influence of Indian culture while working in an Indian organisation. However, this cultural influence is for good, as the rigid attitude creates challenges for innovation and its implementation (Abdullah et al., 2011). The social capital theory indicates that making changes is an important competence of leaders (Swanson et al., 2020). In this aspect, this influence can also be considered good for Bangladeshi organisations. This indicates that in the context of Bangladesh's organisation, there has also been an increasing possibility of increasing global competitiveness through developing innovative ways, as they have been accepting and implicating innovative ideas. However, it is only the managers who have experienced the low uncertainty avoidance culture and been influenced by it, not the Bangladeshi workers. Therefore, there are requirements for the ability of the managers and leaders to influence this attitude among the workers.

5.2.5 Dealing with challenges

The findings from statistical analysis indicate that, according to the maximum number of respondents, leaders and managers of Bangladeshi organisations, rather than organisations of other developing countries, consider organisational tradition to be the best way to deal with any challenges. It is also true in the case of other developing countries, but Bangladesh is competitively low. This can be due to the moderately average score of all three countries, Bangladesh, India, and Pakistan, in long-term orientation. A high score in the long-term orientation dimension indicates that there is a requirement to maintain some link with past

factors while dealing with the challenges of the present and future. The average score indicates that all three countries either consider or do not consider past factors when managing challenges. Numerically, Bangladesh has a lower score in this cultural dimension than Pakistan and India. Then, in terms of this number, it can be said that the findings contradict the score to a certain extent.

However, the position of any culture in the average orientation score has a good influence on the leadership and management. According to Shamim (2022), it is due to the influence of long-term orientation culture to a certain extent that managers and leaders are successfully maintaining balance between the adoption of technology and joblessness, while technology is becoming the only way to remain competitive. Bangladesh leaders and managers are handling it adequately by making conductor-fitting choices and ensuring its competitive capabilities. According to Naghavi & Mubarak (2019), Bangladesh is also capable of doing this due to having a score of 47, which implies that it does not have a strong preference for either long-term or short-term orientation. This is also effective for the leaders and managers, as they are capable of creating an environment in culture that can create a long-term plan for organisational development considering all the past, present, and future aspects. Findings indicate that the development of long-term plans is important for achieving the expected levels of organisational development.

Moreover, it is due to the ability of Bangladesh leaders and managers to consider both past, present, and future aspects that Ahmed et al. (2015) mentioned that the leadership pattern of Bangladesh was changing along with changes in the external business environment. This change is happening due to the acceptance of the Australian, American, and British education systems, which is gradually changing the behaviour of corporate leaders. Therefore, change is now happening at the core of Bangladeshi society while maintaining its main traditional culture. This

is the reason they are more effective at dealing with changes than India and Pakistan. However, according to Hoxha (2019), a transformational leadership style is more effective in dealing with changes, whereas Bangladesh leaders and managers are not quite comfortable with this style.

5.2.6 Accountability vs. Empathy

According to the findings, in both Bangladesh and other developing countries, leadership and management practises are bound by too much accountability and responsibility rather than showing empathy to the workers. This is due to very low indulgence scores in Bangladesh and India, whereas Pakistan has a zero score in indulgence. According to Hofstede, low indulgence implies a restrained society where people restrain their impulses and desires. In the case of leadership and management practise, it is important to have high levels of accountability and responsibility, as it contributes to improving their performance level and thus the performance of the organisation. However, avoidance of workers' empathy is not effective enough to influence organisational performance. This is because previous findings indicate that the caring and supportive attitude of leaders and managers towards employees plays a significant role in influencing their performance. These findings also reflect the reason why Bangladesh leaders and managers put so much pressure on the workers.

They are accountable to complete tasks within time, and thus, despite considering employee wellbeing or empathising with employees, they are forced to put pressure on them. However, according to Edwards (2018), the management team or leader of any organisation must take initiatives to acknowledge the hard work of employees, maintain accountability, and encourage the workers to perform better. This literature's findings indicate that accountability is important for managing the performance of employees, whereas employee performance is important for

influencing organisational development. Again, according to Stamolampros et al. (2019), there needs to be a balance between responsibility and authority among the labourers responsible for any task. Poor job performance can result if any worker shows a lack of accountability while doing any task, they are responsible for. This is supported by the administrative management theory of Fayol.

This again reflects that managers and leaders need to influence accountability and responsibility among workers. However, the best way to influence accountability is to empower the workers. According to Hoxha (2019), transformational leaders consider trust and empowerment of employees for achieving organisational goals. This statement indicates that transformational leaders can maintain a balance between showing empathy to employees and encouraging their accountability towards the tasks to be completed at the right time and in the right way. Literature findings also indicate that empowerment is important for adopting technologies more effectively or for ensuring organisational development. Therefore, Bangladesh leaders and managers need to consider transformational leadership to avoid the negative effects of the low indulgence score.

5.3 Discuss of Research Question two

5.3.1 Impact of technology infrastructure advancement on hierarchy of interaction

The impact of technology infrastructure advancement on the hierarchy of interaction of organizations in Bangladesh and other developing countries has been significant, especially in the past few years that eventually contribute in management and leadership. This growth has been fuelled by the widespread availability of smart phones and affordable data plans, which has made the internet accessible to a larger section of the population. In contrast, India has seen a massive increase in its e-commerce industry in recent years with the growth of e-commerce has

been driven by the increasing adoption of smart phones and the internet, as well as the rise of digital payments. This has enabled organizations in India to reach out to a larger customer base and sell their products and services more efficiently.

The impact of technology infrastructure advancement on the hierarchy of interaction of organizations in Bangladesh and other developing countries has led to the emergence of more decentralized organizational structures. For example, many organizations in Bangladesh have adopted cloud-based technologies, enabling them to store and access data from anywhere, making it easier to collaborate with stakeholders located in different parts of the world. Similarly, in other developing countries, the emergence of collaborative workspaces has enabled organizations to collaborate with stakeholders in real-time, regardless of their location (Castillo-Palacio et al., 2020).

The world is evolving fast, and technology is one of the major driving forces behind it. Technological infrastructure is changing the hierarchy of interaction, and this change is evident in developing countries like Bangladesh and others. Firstly, technological infrastructure is changing the way people interact with each other. In the past, physical interaction was the only way to communicate with others. However, with the advent of technology, people can now interact with each other through various mediums such as social media, email, and instant messaging. Secondly, technological infrastructure is changing the way businesses operate. In the past, businesses had to rely on physical infrastructure such as offices, warehouses, and factories. However, with the advent of technology, businesses can now operate remotely, and this has changed the hierarchy of interaction between businesses and also contributes in management and leadership. Thirdly, technological infrastructure is changing the way governments interact with

their citizens. In the past, governments had a monopoly on information, and citizens had limited access to it. Finally, technological infrastructure is changing the way education is delivered. In the past, education was delivered through physical infrastructure such as schools and universities. This change is particularly evident in countries like Bangladesh, India, and Pakistan, where access to education is limited, and those who have access to it are considered to be at a higher level in the hierarchy.

The increased importance of digital marketing has also been a significant impact of technology infrastructure advancement on the hierarchy of interaction of organizations in Bangladesh and other developing countries. With the widespread adoption of social media platforms and other digital marketing channels, organizations in Bangladesh and other developing countries are now able to reach out to a larger audience and engage with them more effectively (Nabila, 2021).Another significant impact of technology infrastructure of organizations in other developing countries is the emergence of collaborative workspaces. Many organizations in these countries are now adopting digital platforms that enable them to collaborate with stakeholders in real-time, regardless of their location. This has led to a more flexible and adaptive work culture, which has enabled organizations to respond quickly to changing market conditions and customer needs.

5.3 2 Adopting technology for improving cohesiveness among stakeholders

In current globalized world, technology has become an indispensable tool for organizational success. It has transformed the way businesses operate and has significantly improved communication and collaboration among stakeholders. Developing countries like Bangladesh have also realized the potential of technology in improving cohesiveness among stakeholders.

Other developing countries have also adopted technology to improve cohesiveness among stakeholders. Adopting technology for improving cohesiveness among stakeholders in Bangladesh and others developing countries can have varying degrees of success depending on factors such as infrastructure, access to resources, and government policies. Bangladesh has made significant strides in technology adoption, with the government's Digital Bangladesh initiative aiming to improve access to technology and communication for all citizens. For example, the country has implemented e-governance services and digital payment systems to promote transparency and efficiency and this contributes in management and leadership.

Technology can improve cohesiveness among stakeholders, such as government, businesses, and citizens, by facilitating communication, sharing information, and enhancing efficiency. In this article, we will explore the importance of adopting technology for improving cohesiveness among stakeholders in Bangladesh in comparison with India (DiMenna, 2022). Bangladesh is a developing country that has made significant progress in recent years, whereas it still faces many challenges, including poverty, lack of infrastructure, and political instability. Adopting technology can help Bangladesh overcome these challenges by improving communication, enhancing efficiency, and increasing transparency. For example, the use of mobile phones and social media platforms can help citizens communicate with each other and with the government more effectively, making it easier to address concerns and implement policies.

Additionally, technology can help improve access to information, which is essential for empowering citizens and holding government officials accountable. In Bangladesh, the government has implemented several technology-based initiatives, such as digitizing land records and introducing e-governance systems, to improve transparency and efficiency. These

initiatives have helped reduce corruption and improve service delivery, which has increased public trust in the government and strengthen management and leadership in the country.

On the other hand, India is a rapidly developing country that has made significant progress in recent years, whereas it still faces challenges such as poverty, inequality, and lack of infrastructure. India has been at the forefront of adopting technology, and it has implemented several initiatives to improve cohesiveness among stakeholders. For example, the government has launched several digital initiatives, such as the Digital India program, which aims to provide citizens with access to digital services and infrastructure. The industry has also facilitated communication and collaboration among stakeholders, such as businesses, government, and citizens, by providing them with digital platforms and tools to share information and work together.

Despite the progress made in both countries, there are still significant challenges that need to be addressed. In Bangladesh, access to technology and digital infrastructure is limited, which hinders the adoption of technology and limits its potential benefits. In India, there are still pockets of the population that lack access to technology and digital infrastructure, which limits their ability to participate in the digital economy and benefit from its growth (Mauritius Trade Easy, 2022).

5.3.3 Multiple tasks based on technology

Multiple tasks based on technology have become a crucial aspect of development in both Bangladesh and others developing countries. These developing countries have been adopting technology to enhance their economic growth, infrastructure, and social development.

Bangladesh has been working on multiple tasks based on technology to improve its economic growth and social development. The country's government has initiated the 'Digital Bangladesh' campaign, which aims to digitize the country's government services, education, and healthcare sectors and contribute in management and leadership. On the other hand, India is one of the fastest-growing technology-based economies in the world. The country's government has been promoting the 'Digital India' campaign to enhance its economic growth, governance, and education sectors.

In comparison with these two developing countries Pakistan has been investing in multiple tasks based on technology to improve its economic growth and social development. The country has launched the 'Digital Pakistan' campaign, which aims to digitize the country's government services, education, and healthcare sectors. One of the most significant advantages of technology-based multiple tasks are that they have the potential to increase efficiency and productivity in various sectors. For instance, automation in factories and industries can reduce the time required to complete a task while also minimizing human error. This increased efficiency can lead to higher production rates, which can ultimately contribute to economic growth (Arimoto and Kurata, 2017).

Moreover, technology-based multiple tasks can improve access to essential services such as healthcare, education, and banking. In the healthcare sector, telemedicine has made it possible for patients in remote areas to receive medical consultations and treatments without traveling long distances. Similarly, online education platforms have made it easier for students to access quality education, regardless of their location. Online banking and mobile financial services have

also made it possible for people to access financial services quickly and conveniently, without having to visit a bank branch.

In addition, multiple tasks based on technology can contribute to the creation of employment opportunities. The growth of the technology sector has led to an increase in demand for skilled workers in various fields such as software development, digital marketing, and cyber security. As a result, there has been a rise in the number of tech start-ups and IT companies in Bangladesh, which has created jobs and helped reduce unemployment rates.

Furthermore, technology-based multiple tasks have the potential to improve transparency and accountability in various sectors. For example, the use of electronic voting machines can reduce the possibility of election fraud, while the implementation of digital systems in government offices can reduce the potential for corruption. This increased transparency can ultimately lead to a more efficient and trustworthy government, which can contribute to a better quality of life for citizens (Islam et al. 2018). Finally, multiple tasks based on technology can also contribute to environmental sustainability. For instance, the use of renewable energy sources such as solar and wind power can reduce carbon emissions and help mitigate the effects of climate change. Similarly, the implementation of smart city technologies such as smart traffic systems and waste management can lead to more efficient use of resources and reduce waste and emphasize in management and leadership.

5.3.4 Technology based productivity

Technology-based productivity has become a significant factor in the economic growth and development in developing countries. These developing countries have been investing in

technology-based solutions to enhance their productivity and competitiveness in the global market. Bangladesh has been investing in technology-based productivity to improve its economic growth and competitiveness to strengthen in management and leadership. Additionally, the country has been working on improving its agricultural productivity through digital solutions such as precision farming, drone technology, and weather forecasting.

In comparison to that, India has been investing in technology-based productivity to enhance its economic growth and competitiveness. The country has become a global hub for software development and IT services, with a growing number of IT companies and start-ups. Additionally, the country has been working on improving its agricultural productivity through digital solutions such as precision farming, remote sensing, and weather forecasting. Pakistan has been investing in technology-based productivity to improve its economic growth and competitiveness. Additionally, the country has been working on improving its agricultural productivity through digital solutions such as precision farming, remote sensing, and weather forecasting (Connally and Morris, 2019).

Technology-based productivity has become essential in Bangladesh, as it has the potential to improve the country's economy and the standard of living of its citizens. In this essay, we will discuss the importance of technology-based productivity in Bangladesh. One of the most significant benefits of technology-based productivity is that it can help increase efficiency in various sectors. Automation and digitization of processes in industries and businesses can help save time and reduce errors, leading to increased productivity. For instance, the implementation of Enterprise Resource Planning (ERP) software in manufacturing industries can help streamline the supply chain process, leading to a reduction in production time and cost. Similarly, the

adoption of cloud-based productivity tools in offices can help employees collaborate and work more efficiently, leading to better results.

Moreover, technology-based productivity can lead to the creation of new job opportunities. The growth of the technology sector in Bangladesh has led to an increase in demand for skilled workers in various fields such as software development, data analysis, and digital marketing. This has created new job opportunities for young people, contributing to the reduction of unemployment rates in the country. In addition, technology-based productivity can help improve the quality of services in various sectors. For instance, in the healthcare sector, the use of telemedicine can help patients receive medical consultations and treatments without having to travel long distances. Similarly, in the education sector, the adoption of online learning platforms can help students' access quality education, regardless of their location. Technology-based productivity tools can also help improve customer service in various businesses, leading to higher customer satisfaction rates (Hmoud and Laszlo, 2019).

Therefore, technology-based productivity has become a significant factor in the economic growth and development of developing countries. These developing countries have been investing in technology-based solutions to enhance their productivity and competitiveness in the global market. While each country has its own unique set of challenges and opportunities, they have all made significant strides in investing in renewable energy, improving their agricultural productivity, and promoting the growth of their management and leadership.

5.3.5 Resource allocation optimization

Resource allocation optimization is one of the most critical aspects for developing countries as they have limited resources and need to allocate them efficiently to ensure their sustainable

economic growth. In recent years, the country has also made significant progress in the manufacturing and service sectors. The government of Bangladesh has been focusing on resource allocation optimization by increasing investment in infrastructure, education, and healthcare and contribute in management and leadership.

On the other hand, in India economy is diverse, with the service sector being the largest contributor to the GDP, followed by agriculture and manufacturing. The government of India has been focusing on resource allocation optimization by increasing investment in infrastructure, education, and healthcare. Comparing resource allocation optimization between Bangladesh and India is a complex topic that involves analysing multiple factors such as economic development, infrastructure, political stability, and governance. However, in general, India has a larger economy and a more developed infrastructure than Bangladesh, which may give it an advantage in terms of resource allocation optimization. India has also made significant investments in technology and digital infrastructure, which can improve efficiency in resource allocation. When it comes to the influence of technology on leadership and management practices, both Bangladesh and India have seen significant advancements in recent years. The proliferation of technology and the internet has enabled leaders and managers to access vast amounts of data and information that can inform their decision-making processes. Additionally, technology has enabled leaders and managers to communicate more efficiently with their teams and stakeholders.

However, the impact of technology on leadership and management practices can vary depending on the culture and context of each country. In Bangladesh, for example, there may be a greater emphasis on personal relationships and face-to-face communication, which could limit the

adoption of certain technology-enabled management practices. In contrast, India has a more globally connected business environment, which may make it more receptive to technology-enabled management practices. On the other hand, Pakistan has a larger economy and more advanced infrastructure, giving it a potential advantage in resource allocation optimization. In Pakistan, for instance, the importance of personal relationships and face-to-face communication could limit the adoption of technology-enabled management practices, while in Bangladesh; it may be more receptive to technology adoption (Hinduja et al., 2023).

Bangladesh has the influence of technology on leadership and management practices, both countries have made strides in adopting technology for decision-making processes and communication. However, cultural and contextual factors may impact the effectiveness of these practices. The country has more advanced infrastructure, giving it a potential advantage in resource allocation optimization that contribute in management and leadership. Regarding the influence of technology on leadership and management practices, both countries have made strides in adopting technology for decision-making processes and communication.

Another advantage that Bangladesh has over India and Pakistan is its focus on human development. Bangladesh has made significant progress in reducing poverty, improving healthcare, and increasing literacy rates in recent years. This focus on human development has resulted in a more skilled and productive workforce, leading to higher levels of productivity and output. In comparison, India and Pakistan have larger economies, whereas they face significant challenges in terms of resource allocation optimization. India, for instance, has a complex and bureaucratic regulatory environment, which often leads to delays and inefficiencies in the

allocation of resources. Pakistan, on the other hand, has been plagued by political instability and security concerns, which have deterred foreign investment and hindered economic development.

5.3.6 Social media based development

Social media has become a powerful tool for development in the world. Bangladesh has seen a significant increase in social media usage in recent years, with Face book being the most popular platform. In contrary, India is another developing country that has a significant increase in social media usage in recent years, with WhatsApp being the most popular platform. The government of India has been using social media to promote development initiatives, such as the Digital India program, which aims to transform India into a digitally empowered society and knowledge economy. On the other hand, Pakistan is a developing country and also increases in social media usage in recent years, with Facebook being the most popular platform (DiMenna, 2022).

For enhancing the management and leadership capabilities, Bangladesh has made significant progress in using social media for development purposes. Social media platforms such as Facebook and Twitter are widely used in Bangladesh, and they have become a powerful tool for raising awareness and mobilizing support for various development initiatives. For example, the use of social media has been instrumental in promoting the education of girls in Bangladesh, which has been a significant challenge for the country. Social media platforms have been used to connect girls with mentors, promote scholarships, and raise awareness of the importance of education for girls.

On the other hand, India has also made significant progress in using social media for development purposes. However, the country has a much larger population than Bangladesh, and this has made it more challenging to reach out to people using social media platforms. The

Indian government has launched several initiatives to promote social media-based development, such as the Digital India campaign, which aims to connect all Indians to the internet and provide them with access to various digital services (Castillo-Palacio et al., 2020).

Other developing country such as Pakistan has also made some progress in using social media for development purposes, whereas the country faces several challenges, including limited internet connectivity in some areas and concerns about the security of online platforms. However, despite these challenges, social media has been used in Pakistan to promote education, healthcare, and economic growth. In terms of the importance of social media-based development, Bangladesh has several advantages over India and Pakistan. Firstly, Bangladesh has a smaller population than India and Pakistan, which makes it easier to reach out to people using social media platforms. Secondly, Bangladesh has a young population, and this demographic is more likely to use social media. Finally, Bangladesh has made significant progress in promoting gender equality, and this has created opportunities to use social media to promote women's empowerment.

5.4 Discuss of Research Question three

5 4.1 Abuse of political power

In the case of Bangladesh, it is seen that business organizations spend money on getting party nominations and cover numerous election expenses in order to stay in the good books of the political parties that would come into power, so that when the time comes, these parties and politicians would exercise their powers to further the interests of the enterprises and entrepreneurs. It is a common view in this country that power is exercised through patron-client forms of exchange and such relationships are held together by payments under the table and mutual understandings so that rules and regulations might even be subverted in favour of allies

that are bought with money. In the context of Bangladesh as well as the other developing countries that have been taken into consideration in the study, such as India, Pakistan, Myanmar and Bhutan, the findings of the previous chapter have revealed that most of the participants have strongly agreed that the political parties in power in these countries abuse the leadership and management roles in different organizations if there is a conflict of interest. If the six cultural dimensions of Hofstede are to be examined in this context, the first dimension of the 'Power distance index' will be relevant to study the abuse of political power in different countries. As it has been pointed out by Akanji et al. (2019), a high-power distance refers to a country accepting a culture of power and inequality where there is respect for rank and authority, whereas, a low power distance is where there is a decentralization of power and where decision making and management are undertaken in a participative manner. The power distance index of Bangladesh is high, in comparison to other developing countries like India, and in Pakistan, it is still lower, based on estimations, and therefore it can be concluded that the monopolization and abuse of power of political parties in the country of Bangladesh are the greatest, and they manipulate leadership and management roles in organizations in this country.

5.4 2 Influence of trade unions

Registration of trade unions in Bangladesh has increased by 100% from the year 2013 to 2014 in the RMG sector after the Plaza disaster. It has been observed by the Department of labour that the rejection rate of trade union applications has reduced significantly considering how significant they are for organizations. It has been mentioned by the Federation leader of Dhaka that without a legal status, the functions of a trade union would be limited to a certain extent and thus the organizations of Bangladesh have to take into account the existence of trade unions before making any critical business decisions, considering the amount of influence they may

have on them. According to the findings of the previous chapter, in the context of both Bangladesh and the other developing countries which are being considered as part of this study, a maximum number of respondents from the interview process have agreed that a significant influence of trade unions in these countries can be noticed on the decisions related to leadership and management practices of organizations. If the second dimension of Hofstede's cultural dimensions is to be examined, namely the 'individualism vs collectivism dimension', which refers to the degree to which a society is integrated into groups and the perceived dependence they have on such groups, where individualism refers to workers being interested in attaining their personal goals while collectivism refers to workers being interested in attaining the well-being of the community as a whole instead of only their personal well-being, according to Sochor (2020). Trade unions are present to further the rights and interests of individual employees as well as the whole employment community. And Bangladesh has been observed to be a collectivistic society, scoring low in the individualism index as per the Hofstede Insight (2022), which suggests that the well-being of all the workers is considered by the leaders and managers in this country during the decision-making process, which in turn, improves organizational performance and the trade unions can influence business decisions based on the collective rights and interests of the labourers that they put forward. On the other hand, it is seen that Pakistan scores even lower than Bangladesh in the individualism index, which means it is also a highly collectivist society, but India scores high in this index, which means it is an individualistic society, and here the influence of the trade unions on the decision-making process of organizations would be more if individual interests of workers are put forward.

5.4.3 Investment in resources

Bangladesh has been identified as the second fastest-growing economy in the world with a 7.1% growth rate because of agricultural development and rapid industrialisation, which are influencing the decision-making of the leaders and managers within its organizations. But the financial conditions of the country have remained weak as the result of a rise in restructured loans and huge non-performing loans, which have a significant effect on the decision-making process of organizational leadership and management practices since this situation might result in a lack of investment opportunities and loans for organizations. In this context, the findings of the previous chapter reveal that a majority of respondents in the interview during the data collection process have strongly agreed that there is a lack of investment in resources in the country of Bangladesh which is affecting the leadership and management practices of organizations in this country, and in the case of the other developing countries which are under the purview of this research, the respondents have agreed that the situation is similar, if not worse than the former case. If the dimension of 'masculinity vs femininity' of Hofstede's cultural model is studied, then it addresses the tough vs tender approaches of decision makers, where masculinity suggests that material achievements and wealth building are prioritised in a country and femininity suggests that nurturing and quality of life are preferred. Bangladesh has a high score in the cultural dimension of masculinity, as per the Hofstede Insight (2022), which suggests that this particular society is stimulated by competition, achievement and success and Rahman and Zafar (2020) have also pointed out that in such a masculine society ambition is highly valued and accepted. This proves that business organizations in this country do not prioritise the quality of life as in other more feminine societies and therefore make no efforts in improving their leadership and management practices or invest in organizational development so that a sustainable position can be achieved by them in the market, but they are rather focused on

immediate outcomes and current success. India also has a similar score as Bangladesh in the masculinity index, and Pakistan is also not far behind, and this is indicative of the fact that all three of these countries have a masculine society, where investment in resources which affects their leadership and management practices is low or non-existent.

5.4. 4 Corruption and bribery

The World Bank (2022) has identified Bangladesh to be a country that is politically stable but operations here entail high corruption, which creates difficulty for organizations operating here. The Transparency International ranks of Bangladesh can also discourage foreign investors from investing in firms in this country. Again, in the context of corruption and bribery, the findings of the previous chapter indicate that a maximum number of participants have agreed that there is corruption and bribery in the developing countries that are being studied as part of this research, which is affecting the leadership and management practices of organizations in these countries, and the respondents have also agreed that this statement is true in the context of Bangladesh as well. According to the Social Cognitive Theory (SCT), the behaviour of people can be influenced to a certain degree by their interactions with others in the social sphere. In the context of corruption and bribery, among the six dimensions of culture mentioned by Hofstede, the dimension of 'indulgence vs restraint' can be examined since it refers to the preference or tendency of society to fulfil their desires and impulses, and it has been suggested by Janicijevic (2019), that if a country has a high indulgence score it means that here individuals are allowed to enjoy life as they prefer, but if a country has a high restraint score it means that here society suppresses its needs and gratifications which are regulated by social norms. Since Bangladesh has a low score in the indulgence index, it can be said that the country represents a low-indulgent society and is quite restrained, and it has been observed by Abdullah et al. (2011) that such

restrained societies do not put much emphasis on the gratification of their desires. If only this was to be seen, then the corruption and bribery of the country could not have been justified, but since the country also has scored high in the power distance index, according to the Hofstede Insight (2022), it is to be understood that inequality and unfair practices resulting out of corruption and bribery are accepted in this society as the norm. And because of this high-power distance in the Bangladeshi society, with the people being restrained, corruption and bribery prevail without anyone saying anything about it.

5.4.5 Government Bureaucracy

The Government of Bangladesh has prioritised public services through the implementation of the Sixth Five-Year Plan (2011–2015) in order to strengthen civil services, devolve to local governments and improvise public-private partnerships (PPPs) and planning and budgetary processes, and this has a significant influence on the performance of organizations in this country, particularly in terms of budgets and planning. It is with the presence of a good government bureaucracy that stable economic growth and a reduction in poverty in the last 25 years have been observed in the country of Bangladesh, with the average GDP growth rate increasing up to 5.3% from 199 to 2014 (Naghavi and Mubarak, 2019). The GDP growth of Bangladesh reached 8.2% in the year of 2019 and has remained positive at 3.5% and 4.6% from 2020 to 2022, describing the country having faced challenges that came with the covid-19 pandemic. However, the country experienced a large number of unemployment and in order to overcome the global economic crisis, the Government of this country needs to create more job opportunities, develop efficient infrastructure and skilled workforces, and enhance human capital to attract the attention of foreign investors and improve organizational performance. As per the findings of the previous chapter, in the context of both the country of Bangladesh and the other

developing countries which are being considered as part of this study, a maximum number of participants of the interview process have agreed that there is a government bureaucracy which is influencing the leadership and management practices of organizations in these countries. Since Bangladesh has scored high on the power distance index according to Hofstede Insight (2022), it is indicative of the fact that people in organizations here are readily willing to accept hierarchical orders, whether they are given from within or outside the organization. And workers here are to await the instructions of the organizational leaders and managers or other government authority figures before proceeding with their tasks, and therefore such leadership figures have the responsibility of delegating the tasks and activities to lower-level workers. In this regard, another dimension of Hofstede's 6 cultural dimensions can be studied, namely the dimension of 'long term vs short term orientation', which refers to the extent to which the society of a country reflects its time horizon, whereby long-term orientation refers to focusing on the future and delaying short term successes, and short term orientation refers to focusing on the near future and not on the distant future so that delivering short-term successes would be possible, as per the Corporate Finance Institute (2022). It has been mentioned by Naghavi and Mubarak (2019) That country is that have a low score in the long-term dimension are usually comfortable with traditions that are time honoured while countries with higher scores in this dimension are usually more pragmatic and modernistic in their approaches. According to the Hofstede Insight (2022), Bangladesh has an intermediate score which indicates that it does not have a strong preference in either direction, but it is because of the high-power distance score that this country follows the bureaucratic rule of the government and the organizations here are willing to follow hierarchical orders because they believe that the bureaucrats are suggesting methods for the long-term benefit of the country. But it is seen that the scores of India and Pakistan are slightly higher than that of

Bangladesh, but it is the power distance index that allows government bureaucracy to have more of an influence over the leadership and management practices of organizations in this country in particular.

5.4.6 Lack of transparency in regulation

It has been mentioned by DiMenna (2022) that Bangladesh was a victim of unfair wages and inhumane living conditions while the employees work for global companies in the RMG sector since there was a high dependency on foreign multinational companies and the export-led economy of the country. And this scenario prompted the Bangladeshi government to put different environmental and legal regulations and barriers to ensure MNCs cannot take advantage of the workers at the lower levels, and thus the management of Bangladeshi firms have to consider all these environmental and legal regulations to ensure the well-being of their workers, and thereby influence their performance outcomes. From the findings of the previous chapter, it can be surmised that in the context of the organizations in Bangladesh, most of the participants of the interview process have strongly agreed the there is a lack of transparency in regulation which is increasingly becoming a challenge for the leadership and management practices to stay in compliance with, and the maximum number of respondents have also agreed that this is true in the context of the other developing countries that are being studied in this research, that is India, Pakistan, Myanmar and Bhutan. Hofstede's dimension of 'uncertainty avoidance' out of the six cultural dimensions mentioned by him can be studied in this regard, which refers to the capability of a culture in handling unexpected and unknown events. It has been pointed out by Rahman and Zafar (2020) that a culture that has a high score in the uncertainty avoidance index, is likely to have a low threshold for risks and uncertainties and are therefore less likely to associate with behaviour that would be considered risk-reducing, while the opposite is true for

countries with a low score in the uncertainty avoidance index. As per the Hofstede Insight (2022), Bangladesh has a high score in this dimension and it means that the workers in the organizations of Bangladesh follow rigid codes and beliefs and in their behaviour they remain generally intolerant to any orthodox ideas and behaviour. This is in congruence with the findings that there is a lack of transparency in regulations in Bangladesh, and since the people in this country like to adhere to rules and regulations, it is proving to be a challenge for the leadership and management practices to stay in compliance with regulations if they are not clearly stated. On the other hand, India has scored much lower in the uncertainty avoidance index, which means that this country is willing to take risks and is not averse to uncertainties, but Pakistan has scored even higher than that of Bangladesh, which means that this country strictly avoids risks and uncertainties.

5.5 Discussion of Hypothesis

According to the Hofstede Insight (2022), Bangladesh has a high power distance score, is not much of an individualist society, demonstrates more behaviour that are in congruence with a masculine society, has the highest score in uncertainty avoidance, is not clearly inclined towards long term or short term orientation, and has a low score in the dimension of indulgence, and all these factor into the leadership and management practices that are undertaken in this country and how they contribute to organizational development. As per the findings of the previous chapter, 38% of the participants are currently holding the Assistant/Deputy manager position in Bangladeshi organizations, 26% and 24% of the total participants have said that they are working respectively as senior managers and general managers, while 10% of the participants are holding the position of managing director, and 2% are executive officers who are mainly playing the role of leaders. Therefore, it can be seen that all these participants are currently holding very

important positions in the organizations of Bangladesh and they are responsible for demonstrating effective leadership and management practices, and they can play a role in the organizational development of companies in Bangladesh. It has also been examined by Nabila (2021) that the relationship between leadership and social enterprises have revealed to be a positive one as employees usually respond positively to leaders who are knowledgeable and capable, since they have a better understanding of the current economic and political conditions of the region their organization is established in and also take initiative in managing the challenges in the political and economic situations faced by them so that leadership and management practices face no impediments in contributing to organizational development. The descriptive statistics that have been given in the previous chapter represent the opinions of the various participants who responded to the interview questions during the data collection process in regard to how leaders and managers and their practices can contribute to organizational development. And the findings indicate that a maximum number of respondents have strongly agreed that leadership and management practices can be quite effective in creating an environment within organizations which can influence their long-term plans and help them in moving towards their vision. Good leaders and managers in organizations focus on both the external environments and internal resources for managing challenges to organizational development. Not only that but the participants have also revealed that they think leadership and management practices can also be effective in creating and upholding a good brand and image of organizations in terms of adopting an adequate organizational culture. In this regard, it was highlighted by Nabila (2021) that when social enterprises associate with effective leadership, their success in the market is dependent on the ability of the leaders to foster social changes

because it is with the encouragement of the leaders that the workers are able to incorporate the vision-led tactics within the culture of the organization.

It was also seen that most of the participants also strongly agreed that the adaptation of technology in leadership and management practices can improve the efficiency of organizations as technology is capable of improving communication, productivity and collaboration. However, it was also indicated from the findings that a majority of respondents agreed that it would be easier for organizations to respond to market uncertainties and competition in a more efficient manner if the leaders and managers of companies adopt technology and the latest technology devices and systems. It was also agreed by the respondents that the political environment of the country of Bangladesh, as well as the other developing countries that are being studied in this research, needs to offer an environment that is more business-friendly so that the leaders and managers can be enabled to act without facing any significant problems or challenges. On the other hand, the findings also revealed that a maximum number of respondents have strongly agreed that the economic environment of any country in question must have enough potential or ability to offer the resources that are required by an organization operating there, and this is because the leaders and managers of organizations cannot contribute to the development of an organization without the adequate quality or quantity of resources.

It has been also revealed in the data findings of the previous chapter, specifically the Pearson correlation calculation that in the context of the organizations of Bangladesh, leadership and management practices that are culturally influenced are strongly and positively correlated with organizational development, then in the context of other developing countries. The interpretation of the coefficient values reveals that the correlation between leadership and management practices supported by technology infrastructure and organizational development is much

stronger in the organizations of Bangladesh than in the organizations of the other developing countries with which comparisons are being made in this study. On the other hand, the value of the correlation coefficient revealed that the influence of the political-economic environment of the other developing countries is slightly higher than that of Bangladesh in relation to organizational development. Again, according to the multiple correlation coefficient values, it has been found that there is a higher degree of correlation between culture, technology infrastructure, and political-economic environment and leadership and management practices for organizational development in the country of Bangladesh in comparison to the organizations of the other developing countries, but since both of the correlation values are high, it can be inferred that all these factors support high production quality in Bangladesh as well as the other developing countries. The regression model given in the previous chapter has interpreted that in the context of Bangladeshi organizations, technology infrastructure and political-economic environment are positively influencing leadership and management practices so that they contribute to organizational development, however, the culture of organizations in this country is not effective in influencing the leaders and managers enough to result in positive organizational development, but contrary to expectations, Bangladeshi culture is influencing organizational development in a negative way in terms of leadership and management practices. And in the context of the other developing countries that are being studied here, the regression model reveals that the leadership and management practices of organizations in the countries are being influenced by culture and the political-economic environment so that they are positively affecting organizational development, however, the technology infrastructure of these countries do not seem to be capable enough to develop the leadership and management practices the organizations of such countries in order to positively improve organizational development. These

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findings have been influenced by a focus on the developing countries outside Bangladesh, which mainly includes India and Pakistan, along with Myanmar and Bhutan, show the results have been influenced by the technology capabilities and the technology acceptance capabilities of mainly the two developing countries of India and Pakistan.

5.6 Summary

It can be concluded from the findings that the high level of experience of the participants of the interview process during the data collection procedure has significantly contributed to their understanding of the influence of culture, technology infrastructure, and the political-economic environment on management and leadership practices in Bangladeshi organizations and since they also have a high level of experience working in organizations of other developing countries, other than Bangladesh, they also have a good idea of how the culture, technology infrastructure, and the political-economic environment of those regions influence the leadership and management practices of organizations belonging there. And it has been evaluated here how the culture, technology infrastructure and political-economic environments of Bangladesh and the other developing countries positively or negatively support organizational development.

CHAPTER VI: CONCLUSIONS AND RECOMMENDATIONS

6.1 Summary

Leadership and management practices are important to foster corporate cultural sustainability and conduct better practices. Bangladesh is observed to face certain challenges in improving its productivity and performance. This lack of ability of the country keeps them backwards in achieving competitive organizational culture. Therefore, the importance of leadership and management can be understood in fostering better organizational practices. Organizations need to go through changes to align the changing needs with the organizational objectives. It helps in fulfilling the changing demands of the customers as well as the changing business environment. It is observed that the organizational structure of Bangladesh is influenced by the Islamic religion.

Therefore, it becomes difficult for the well-being of all of the individuals of the country belonging to different cultures. Moreover, the paternalistic behaviour of the hierarchical positions of the organizations is observed to be concerned with the work structure of the employees to follow a strict professional pattern. Intercultural sensitivity should be present among the leaders and managers of Bangladeshi organizations to manage all types of people belonging to different cultures. However, the manufacturing and delivery business in Bangladesh is observed to face major problems. There are global economic challenges, environmental concerns, cultural gaps, and other issues that make leadership and management factors difficult for Bangladeshi organizations.

However, it is necessary to look over all the associated factors such as cultural, political, economic, social, and other factors in the organizations to achieve greater productivity. There is a cultural similarity between India, Bangladesh, and Pakistan as the presence of Muslim identity

is observed in these three countries. Therefore, the leadership positions of these countries can be similar to following a humanitarian approach. It was thought that conducting a comparative study with the leadership structure of these countries can help in knowing the way Bangladesh can improve the contribution of its leadership and management structure for organizational development.

The leadership and management factors in the organizations are influenced by cultural, technological, social, political, and economic factors of the country. These factors influence the decision-making process for the leaders and managers to understand the suitable practices to manage employees and organizational structure. A comparative study considering Bangladesh, Pakistan, and India can help in understanding the ways Bangladeshi leaders can improve their practices to achieve better organizational functions and productivity. In order to conduct the study a few objectives have been set to reach the results and suggest recommendations.

Firstly, the impact of culture on the leadership and management exercises for the organizational development of Bangladesh and other developing countries is evaluated. The Bangladeshi culture believes in authorizing the decision-making process and instructing their subordinates to follow the rules. They like to follow a hierarchical structure whereby the subordinates will not have any power over the senior management's decision-making approaches. Compared with other developing countries, it is observed that the power of hierarchical structure is slightly more in Bangladesh than in other countries. The mean value in Figure 4.3.1 shows the value of 3.64 which indicates a slightly higher domination of the hierarchically positioned employees on their subordinates. Moreover, the survey respondents also agreed with this statement which is understood through the mode value of 5.

However, the country's organizations do not consider individual interests and focus more on the interest of the whole workforce. The survey results indicated that the respondents do not believe that other developing countries emphasize the hierarchical practice and decision-making process to be conducted wholly by the senior management. Therefore, exploring the survey results and literature findings, it is understood that the collectivist interests of the employees in the organization are the main concern for Bangladeshi leaders and managers. Additionally, the leaders and managers of Bangladesh also expect that each of their employees would perform to the fullest meeting the set objectives. It is analysed that this practice is slightly pressurizing for the employees of Bangladeshi organizations.

Compared with other developing countries input from junior-level employees or subordinates is considered while decision-making. The power distance index of Bangladesh is on the higher side which is 80 as per Hofstede's cultural dimensions. This proves the survey results which consisted of the responses of the survey participants and the study findings. On the other hand, the power distance score of India is 77 which are slightly lower than Bangladesh's. This highlights that though India believes in a hierarchical structure it is not as strict as Bangladesh. Similarity of power distance with Myanmar, Bhutan, and Bangladesh can also be observed and it is assumed that these countries also support hierarchical structure in their organizations. However, data interpretation regarding Myanmar and Bhutan can be neglected as the percentage of respondents is really low for the survey of this study.

On the other hand, another developing country that is Pakistan shows a low power distance that is 55. It indicates that the organizations of Pakistan do not practice hierarchical structures as strong as Bangladesh. However, the survey results indicate the same level of working experience impact on the Bangladeshi workers when they worked both in India and Pakistan. A centralized

decision-making process is observed in both India and Bangladesh which supports the literature findings. It is analysed that there is a lack of presence of transformational leadership style in Bangladeshi organizations where support and input from the subordinates are taken to make decisions. Here, the collectivist interest of the employees is considered mainly along with hierarchical influence over employees to operate the organizational functions.

Secondly, the importance of technological infrastructure to influence the leadership and management exercises of Bangladesh and other developing countries is analysed. Technological factors should be included within the leadership and management factors to foster working practices. According to Castillo-Palacio et al.(2020), technology helps leaders to get a real-time view of the workplace and their employees. It is analysed that technological factors make the work process for leaders and managers easy regarding organizational operations and functions. Better control over the workplace and proper decision-making processes can be conducted through the inclusion of technology in operating leadership and management in organizations. It is observed from the survey results as the majority of the respondents have supported the presence of technological infrastructure to change the interactive pattern in the hierarchical structure of the organization.

This finding is true for Bangladesh as well as other developing countries. Figure 4.3.2 highlights the mode value of 4 which indicates the improvement and establishment of proper technological infrastructure to foster the cohesiveness between external and internal stakeholders of an organization. Moreover, the majority of the survey respondents of this study also believed in the improvement of leadership practices through the introduction of technological infrastructure. It is also found that the organizations of Bangladesh and other developing countries are considering technological infrastructure for the ease of multitasking. As observed by the literature findings

that technological factors help the leaders and managers to get a real-time view of the employees and the organizational functions, the study findings also support it.

The majority of the survey respondents highlighted that the productivity of the organization can be improved when the leaders and managers can use real-time monitoring in the organization. Moreover, it is found that leaders and managers can focus on the optimization of tangible and intangible resources in the organization through technical help. In this context, social media is one of the efficient and important technological tools that help in collaboration, communication, and integration of the individuals in the organization. The survey respondents also prioritized the importance of social media platforms for making the job of leaders and managers easy to operate for their employees. It is observed that India, Pakistan, and other developing countries are trying to use the advantages offered by technological factors in leadership and management.

India faces several challenges including the economy, presence of expertise, knowledge, and others to properly implement the technological factors in the organizations. However, this country is trying to improve its technological infrastructure through the Digital India program. It is, thereby, analysed that India also understands the importance of technological factors in the leadership and management factors in the organization and tries to help its organizations by this aspect. Similarly to this, Bangladesh is also a developing country with a few challenges in its operational activities. In this case, this country is also looking forward to making improvements in its technological infrastructure to support better leadership and management factors in the country's organizations. The government has also taken some initiatives to make improvements in the organizational factors to strengthen the practice and achieve better functionalities.

Lastly, the objective was to evaluate the significance of the political and economic environment for the leadership and management exercises of Bangladesh and other developing countries. As

per Hmoud and Laszlo (2019), political influence is observed over the leadership and management of organizations. The type of rules and regulations of the country and the rules of the constitution must be included in the organizational practices of the organization. On the other hand, the economic conditions of a country also influence the leadership and managerial structure of the organization. The leaders and managers can be aware of critical issues in the country which helps them design the organizational practices effectively. By evaluating the critical issues properly, the leaders and the managers can effectively design the workplace rules and regulations to run the organizational work processes.

In this study, it is observed that Bangladesh and other developing countries are influenced by political power and, thereby, design the leadership and management structure in the organization. Conflict of interest can be reduced by the influence of political power in Bangladeshi organizations. The survey respondents have also highlighted the influence of trade unions in managing leadership and management in organizations. Bangladesh, India, Pakistan, and other developing countries' organizations observe the trade union impact and design the leadership and management factors thereby. The impact of economic conditions on organizations cannot be denied as the organizational contexts can be influenced by that. It is observed from the survey results that the organizations of the developing countries do not invest more in the human resources of the organization.

It is evaluated that the organizations must look over their human resources to properly lead them and arrange proper conditions to keep them focused on the organizational objectives. It is important for leaders and managers to understand the necessities of their people to design effective measures that can direct the employees and leaders to organizational success. In the survey, a maximum number of respondents agreed to this concept of making an investment in

human resources to conduct effective leadership and management practices. The impact of government bureaucracy on the countries' organizations cannot be denied. It is understood that leaders and managers must understand the rules and regulations made by the government and the reasons behind them.

The objectives of the rules, regulations, policies, and procedures of the countries should be understood and included within the organizational work practices. It is concluded that leaders and managers should not just know about the policies and procedures but also know the reasons behind designing them. Therefore, it would be easy for organizations to practice them and achieve proper results. It highlights the importance of transparency in designing rules and regulations for the country as well as the organizations. However, the survey results are directed towards the lack of presence of transparency in Bangladeshi organizations regarding policies and procedures. It can be concluded that leaders and managers must know the reasons behind policy development and the factors that have led to the development of certain policies and regulations.

The study results highlighted that it is an increasing challenge for the leaders and managers of Bangladeshi organizations to maintain compliance with government policies and procedures. Moreover, this is not only the case in Bangladesh but also for other developing countries as the majority of the survey participants supported this. It has led to this interpretation that poor transparency and improper awareness of the rules and regulations would make a negative impact on the overall organizational practices. In this case, the statistical results of the survey have also shown a similar value of mean and median to support the absence of transparency in the policy development process of the organizations and countries. The presence of high-power distance as per Hofstede's cultural dimension also supports the unclear policy development and practice processes in the developing countries' organizations.

A high-power distance between the countries symbolizes the acceptance of authority and decision-making power of the senior management of the organization. It indicates that the subordinates or the junior level employees just follow the instructions provided to them by their hierarchical positioned employees. It is identified that Bangladesh has a slightly higher power distance index than other developing countries such as India and Pakistan. Therefore, it is understood that the transparency and awareness of political regulations and policies of India and Pakistan may be stronger than Bangladesh. However, the study findings suggest the presence of higher monopolies and abuse of political power and policies on the country's organizations. It also makes a negative impact on the activities of trade unions in the organizations. The improper legal status of the country restricts the functions of the trade union highlighted by the Federation leader of Dhaka.

However, leadership and management are the pillars of organizational development as it helps in leading the employees in the proper direction. The employees must understand the vision of their leaders and managerial structure to act properly and fulfil the organizational objectives. In order to achieve organizational development, it is important to support the personal development of the employees. A good leader or manager can take the initiatives to support the personal objectives and developmental needs of each individual employee to ensure the growth and development of the organization.

As defined by Akanji et al. (2019), leaders and managers must prepare long-term plans for the employees and the organizations to design proper practices that can lead the employees to achieve better work practices to fulfil the organizational demands. The literature finding and the survey results lead to a similar direction stating the importance of leadership and management in organizations. The majority of the survey respondents have addressed that they believe in the

development of long-term plans by the leaders and leading all of the employees to a similar vision. It is analysed that it is important for organizations to create a good reputation in the marketplace by managing the proper cultural environment in the organization. The adaptation of technological infrastructure is helpful for communication and collaboration with the employees and stakeholders.

It makes the organizational work process better by keeping the expectations and demands of the stakeholders clear to the employees. Moreover, the employees can clearly understand the demands of their leaders and managers to conduct the organizational activities better. It also supports in managing competition of the organization with its competitors and keeps a political and business-friendly environment in the organization. On the other hand, it is necessary to know the economic environment of the country to arrange proper resources for the organizations. Leaders and managers require relevant resources that can help them guide their employees and lead them to the organizational objectives.

6.2 Implications

This study can help the leaders and managers of the organizations of developing countries to understand the various factors to consider while leading employees. Moreover, the employees can understand the factors that affect leadership and management to assist the leaders and managers properly to achieve the organizational objectives. On the other hand, this study can be of help to future researchers to gather relevant and valuable information about leadership and management of the organizations of developing countries. This study can assist them in conducting their future research effectively on a similar type of research topic.

This study is entirely concentrated on the leadership and management factors of the organizations of developing countries. Bangladesh is the main concern of this study to understand the impact of associated factors on organizational leadership and management factors. There are past studies related to the organizational leadership and managerial structure of a particular country or in general. However, this study offers the readers a comparative evaluation of the developing country that is Bangladesh with other developing countries that are India and Pakistan. The similarities and differences regarding the leadership and management factors of these developing countries' organizations can be found in this research study.

The factors or the characteristics that may have impacted the results of the study are considered the limitations. This study has been conducted using a primary data collection process where the survey is the data collection tool. The respondents of the survey might have provided careless and wrong answers to the questionnaire sent to them. They might not have read and understood the implications of all the questions and answered them. This would impact the results of the overall study and the data interpretation would be wrong. On the other hand, the survey has been done with a small number of participants, based on which the data interpretation can be difficult for a large group of the target group.

6.3 Recommendations for Future Research

The issues that the developing country, Bangladesh faces in order to maintain the organizational leadership and management factors are observed during the research. Thereby, after completing the research, a few suggestions can be provided to the organizations of the country to make improvements in its leadership and management structure. Culture can create a major issue for the organizational leaders and managers to operate the functions in the organization. In this case, it is observed that the domination of Muslim culture is present in Bangladeshi organizations. A

lot of different cultured people work in the organizations which makes it difficult for them to go along with the Muslim structure.

The leaders and managers must understand multicultural practices and the ways these can be designed in the organizational hierarchy. They must focus on the difficulties and benefits that the multicultural workforce can create and, thereby, properly manage the employees. Moreover, it was found that the employees are not included in the decision-making process of the Bangladeshi organizations due to high power distance. It is suggested that leaders must take suggestions and ideas from their employees to make proper decisions as it would help in organizational development. Moreover, proper training and education of the employees are necessary to make them understand the technological factors in the organization.

Training can help in leading and directing the technical factors in the organization to positively influence the communication and collaboration between organizational people. On the other hand, a lack of transparency in the policy development process and awareness in the organization is also identified. In this case, the leaders and managers should be aware of keeping the policy development process transparent so that the employees can easily understand the reason behind them. Therefore, it would be easy for the leaders and managers to operate the employees and achieve organizational objectives. Additionally, it is necessary for leaders and managers to conduct regular external and internal environmental analyses. It helps in knowing the changing factors and their impact on the organizations and, thereby, designing the organizational processes effectively.

This study can highlight the importance of proper leadership and management styles in organizations and the type of leadership factors present in Bangladesh and other developing countries. The study is conducted with the survey as a data collection tool which can lead to

improper result development. In the future, interviews with leading organizational leaders and managers can be conducted to know in-depth information to develop the study results better. Moreover, a secondary study can be done to gather proper information about the factors impacting the leadership and managerial structure of the organizations of developing countries.

6.4 Conclusion

This chapter has covered the conclusion of the overall study that is conducted on a comparative analysis taking Bangladesh, India, and Pakistan. It is observed during the study that Bangladesh belongs to a high-power distance country which makes the junior-level employees of the country's organizations follow the decisions and instructions of their hierarchies. Other countries such as India and Pakistan also possess high power distance but their scores are lower than Bangladesh. Moreover, there is a lack of transparency of political regulations on the Bangladeshi organizations and technological infrastructure is developing in the developing countries.

The technical factors would ease the leadership and management practices in the organizations of developing countries. After going through the study, it is recommended that the leaders and managers of the organizations of Bangladesh should implement technical factors such as social media for better communication and collaboration. Moreover, there should be transparency in the designing of policies and procedures to better manage the organizations. Additionally, the leaders and managers of Bangladeshi organizations should focus on multicultural practices due to the presence of different cultured employees in the organizations.

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Appendices

Appendix 1: Survey Questionnaire

Demographic question

1) What is your gender?

Female 68

Male 82

Others 0

2) To which age group do you belong?

30-35 years 6

36-40 years 33

41-45 years 59

46-50 years 43

Above 50 years 9

3) What is your educational qualification?

PhD 16

Master degree 89

Bachelor degree 33

Others 14

4) How many years of experience do you have in management and leadership practice in Bangladesh's organization

2-5 years 29

6-10 years 48

11-15 years 45

Above 15 years 28

5) How many years of experience do you have in management and leadership practice in organizations outside Bangladesh?

1-2 year 23

3-5 years 52

6-10 years 59

11-15 years 13

Over 15 years 3

6) In which country outside Bangladesh did you work as a manager?

Indian 79

Pakistan 64

Myanmar 5

Bhutan 2

7) What is your origin?

Bangladesh 123

Outside Bangladesh 27

8) What is your recent position in your organization?

Executive officer 3

Managing director 15

Senior manager 39

General manager 36

Assistant/ Deputy manager 57

Culture in leadership and management exercises (in Bangladesh organization)					
	Strongly disagreed	**Disagreed**	**Neutral**	**Agreed**	**Strongly agreed**

Leadership and management practice believe in authorizing the decision-making and my subordinates must follow my order	19	20	13	42	56
Leadership and management practice prioritize the interest of the entire company or stresses upon interest whole workforce base rather than considering individual interest	18	12	9	62	49
Leadership and management practice expect that every individual must give their higher performance to achieve the set goal	17	15	11	37	70

Leadership and management practice believe that to achieve a goal all need to follow certain rules and must act within the limitation	39	36	12	31	32
Leadership and management practice prefer to consider organizational tradition while dealing with any upcoming challenge	20	17	17	51	45
Leadership and management practice are bounded with too much responsibility and accountability rather than showing empathy	21	23	23	47	44
Culture in leadership and management exercises (outside Bangladesh organization)					
	Strongly disagreed	**Disagreed**	**Neutral**	**Agreed**	**Strongly agreed**

Leadership and management practice believe in authorising the decision-making and my subordinates must follow my order	32	23	9	34	52
Leadership and management practice prioritize the interest of the entire company or stresses upon interest whole workforce base rather than considering individual interest	42	36	3	36	33
Leadership and management practice expect that every individual must give their higher performance to achieve the set goal	72	54	7	4	3

Leadership and management practice believe that to achieve a goal all need to follow certain rules and must act within the limitation	39	32	10	31	38
Leadership and management practice prefer to consider organizational tradition while dealing with any upcoming challenge	31	43	2	22	52
Leadership and management practice are bounded with much responsibility and accountability rather than showing empathy	1	2	7	82	58

Technological infrastructure in influencing leadership and management exercises (in Bangladesh organizations)					
	Strongly disagreed	**Disagreed**	**Neutral**	**Agreed**	**Strongly agreed**
Consideration of technological infrastructures is changing the hierarchy of interaction, which is good	5	7	20	52	66
The establishment and improvement of technological infrastructure are helping to improve cohesiveness among internal and external stakeholders	3	5	17	68	59
We are adopting technologies as we need to complete multiple tasks at a time	17	16	15	35	67

	Strongly disagreed	Disagreed	Neutral	Agreed	Strongly agreed
In order to increase productivity real-time monitoring of task progress is becoming necessary	12	15	10	56	57
Technology is now a key aspect for optimizing both tangible and intangible resource allocation	3	6	9	67	65
The social media platform has been significantly developing leadership and management practices	5	6	5	67	67
Technological infrastructure in influencing leadership and management exercises (Outside Bangladesh organizations)					
	Strongly disagreed	**Disagreed**	**Neutral**	**Agreed**	**Strongly agreed**

Consideration of technological infrastructures is changing the hierarchy of interaction, which is good	15	30	2	23	80
The establishment and improvement of technological infrastructure are helping to improve cohesiveness among internal and external stakeholders	12	25	3	29	81
We are adopting technologies as we need to complete multiple tasks at a time	15	24	5	27	79
In order to increase productivity real-time monitoring of task progress is becoming necessary	20	12	2	31	85

Technology is now a key aspect for optimizing both tangible and intangible resource allocation	19	28	2	22	79
The social media platform has been significantly developing leadership and management practices	18	15	2	37	78

The political-economic environment in leadership and management exercises (in Bangladesh organization)					
	Strongly disagreed	**Disagreed**	**Neutral**	**Agreed**	**Strongly agreed**
Political power abuses leadership and management role for the conflict of interest	21	22	27	35	45

There is significant influence of trade unions on the leadership and management decisions	4	2	23	68	53
There are lack of investment and human resources, which is affecting effective leadership and management practices	2	7	19	45	77
There are corruption and bribery, which is affecting the required level of leadership and management practices	22	25	20	46	37
There are government bureaucracy which is influencing the leadership and management practices	14	13	11	57	55

There is lack of transparency in regulation which is an increasing challenge for the leader and manager to stay compliance with	9	18	21	50	52

The political-economic environment in leadership and management exercises (Outside Bangladesh)

	Strongly disagreed	Disagreed	Neutral	Agreed	Strongly agreed
Political power abuses leadership and management role for the conflict of interest	15	21	19	36	59
There is significant influence of trade unions on the leadership and management decisions	9	6	11	68	56

There are lack of investment and human resources, which is affecting effective leadership and management practices	12	8	9	55	66
There are corruption and bribery, which is affecting the required level of leadership and management practices	30	10	10	36	47
There are government bureaucracy which is influencing the leadership and management practices	18	7	7	67	45
There is lack of transparency in regulation which is an increasing challenge for the leader and manager to stay compliance with	18	11	11	60	42

Organizational development					
	Strongly disagreed	**Disagreed**	**Neutral**	**Agreed**	**Strongly agreed**
Leadership and management practice can effectively create an environment in the organization that can influence long-term plans to move toward the vision	1	2	9	68	70
Leadership and management practice can effectively create and uphold the image and brand of the organization	5	6	7	60	72

Technology adaptation in leadership and management practice can improve the efficiency of the organization through improving communication, collaboration and productivity	3	4	9	49	85
Organizations can more efficiently respond to market uncertainties and competition based on technology	4	9	11	66	60
The political environment that offersbusiness-friendly environment, helps leaders and managers to act without any significant challenges	5	6	21	64	54
Economic environment must be potential enough to offer required resources by any organizations	10	8	11	59	62