

**PERFORMANCE EVALUATION OF CHINESE COMPANIES ACROSS  
VARIOUS SECTORS IN BANGLADESH BUSINESS AND BUILT  
ENVIRONMENT**

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**ABSTRACT:** Bangladesh is a country with about 168million people with a GDP growth of 6.5% 2004. This is due to its market-based economy which is the 43rd largest in the world in nominal terms, and 30th largest by purchasing power parity. With its geographical location, economic and population fundamentals, it has attract foreign direct investment (FDI) allowing it full participation in regional and continental development partnerships with its neighbors especially China. China viewed Bangladesh as a crucial and vital partner to its regional development plans especially to its land locked western region. These led to Chinese companies entering the Bangladesh economic sectors to invest and execute projects. However, these Chinese companies must take (or have taken) into cognizance the labour laws, the available & the level of human capacity, the business terrain, the cultural ramifications of the Bangladesh workforce, also the priorities and dynamic government policies. These will influence the performances and overall success of collaborations across various sectors. The study evaluated the performances of Chinese Companies across Various of Bangladesh. It also provides a summary of the main findings in line with the research problem and the research aim. The literature reviewed led to identification of the twelve sectors. The evaluations and assessment show that the performance of Chinese companies across the twelve sectors varies accordingly and that they have a very good performance across eight sectors and satisfactorily / fair across four sectors. These performances are influenced by the levels of collaborations of Bangladeshi people, government and country towards the Chinese companies across various sectors. Altogether, and over some time will lead to better understanding of each other's work habit, culture, barriers and differences that may will boost the performances of the Chinese companies in future collaborations.

**KEY WORDS:** Bangladesh, Business, China, Collaborations, Development, Human Resources, Performance, Sectors.

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## INTRODUCTION

### *Research Background*

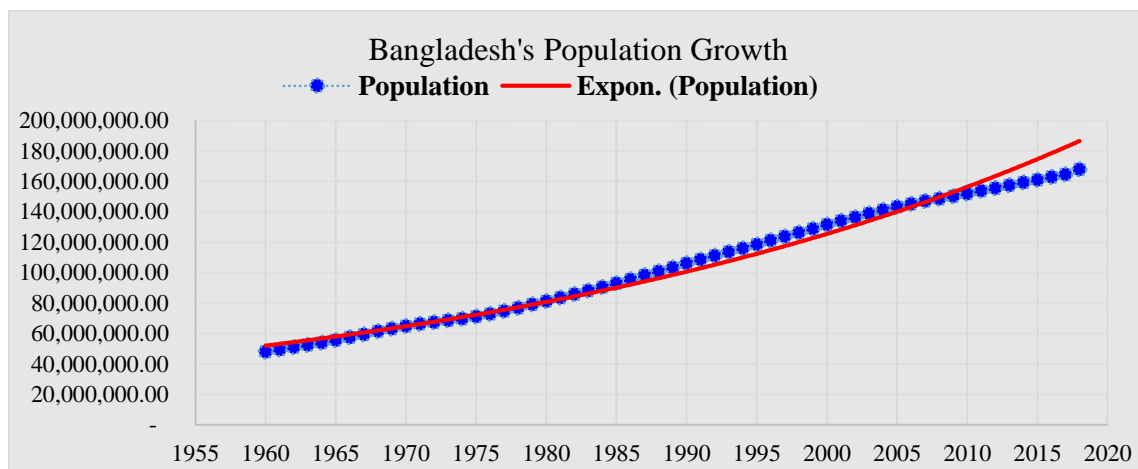
Since 2004, Bangladesh averaged a GDP growth of 6.5% that was driven by its exports of ready-made garments, remittances, and the domestic agricultural sector. The country has pursued export-oriented industrialization; with its key export sectors include textiles, shipbuilding, fish and seafood, jute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

As a South Asian country, Bangladesh share land borders with India and Myanmar (Burma). Nepal, Bhutan, and China are also its close neighbours but do not share a border with it (Jha, 2016), but its geographical location is vital to India, Myanmar, Nepal, Bhutan, and China. As the world's eighth most populous country with about 168,065,920, people, it is the 5<sup>th</sup> in Asia by population (worldometers.info). Dhaka is its capital and largest city, followed by Chittagong, which has the country's largest port. Bangladesh forms the largest and easternmost part of the Bengal region (Eyetsemitan and Gire, 2003). These economic, geographic and population fundamentals (see figure 1-1 and 1-2) made Bangladesh an important and strategic partner for regional and international development with its neighbours and the continent at large. Such development collaborations include:

- i. Bangladesh–China–India–Myanmar Forum (BCIM) for Regional Cooperation;
- ii. Belt and Road Initiative (BRI);
- iii. D-8 Organization for Economic Cooperation.
- iv. The Asia Development Bank (ADB);
- v. The Asian Infrastructure Investment Bank (AIIB);
- vi. The International Monetary Fund (IMF);
- vii. The South Asian Association for Regional Cooperation (SAARC);
- viii. The World Bank (WB);
- ix. The World Trade Organisation (WTO);

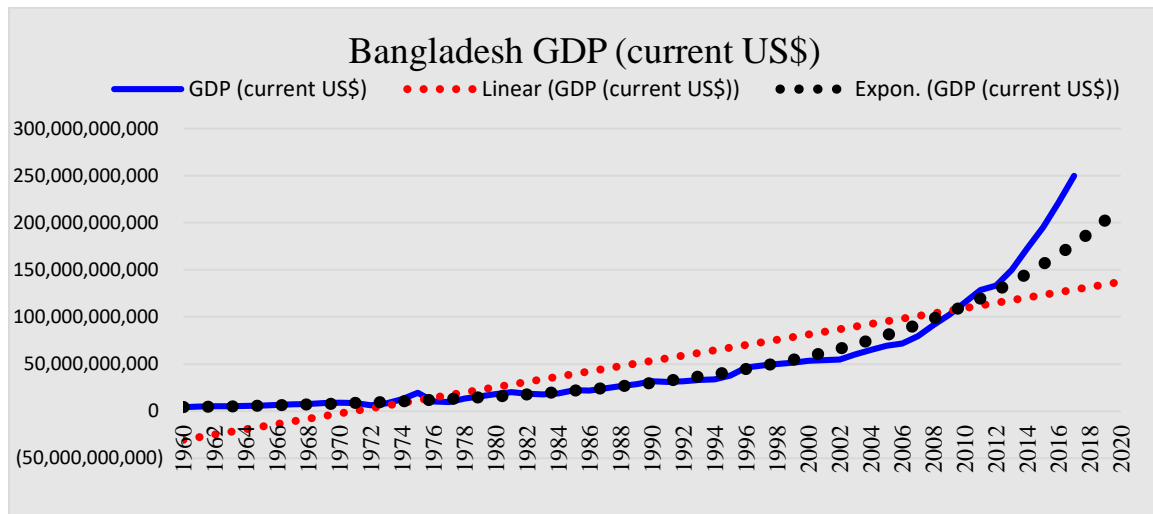
China is being acknowledge to play a leading and significant role in these regional development efforts such as the BCIM, BRI, ADB and AIIB. As such, it viewed Bangladesh as a crucial and vital partner to the success of these collaborations for regional development. These led to Chinese companies entering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

As a market-based economy that is the 43rd largest in the world in nominal terms, and 30th largest by purchasing power parity, Bangladesh is classified among the Next-11 emerging market middle-income economies and a Frontier market. According to the IMF, Bangladesh's economy is the second fastest growing major economy of 2016, with a rate of 7.1% (Dhaka Tribune, 2014; Devnath, 2016). Dhaka and Chittagong are the principal financial centers of the country, being home to the Dhaka Stock Exchange and the Chittagong Stock Exchange. The financial sector of Bangladesh is the second largest in the subcontinent (ibid). According to the World Bank data, Bangladesh's GDP is approximately \$250 billion (US dollars). The figures below show the population history of Bangladesh and its GDP from 1960 upwards.



**Figure 0-1: Population Growth of Bangladesh**

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



**Figure 0-2: Bangladesh GDP (current US\$)**

Source: [data.worldbank.org/indicator](http://data.worldbank.org/indicator)

### **Research Problem**

The Bangladesh economy faces challenges of infrastructure bottlenecks, insufficient power and gas supplies, bureaucratic corruption, political instability, natural calamities and a lack of skilled workers (Daily Star, 2015). Mahmood and Nurul Absar (2015) concluded that while developments in Human Resource Management (HRM) are obvious, but developments in different functional areas of HRM are not even. Both high commitment HRM practices (development-oriented) and high-performance HRM practices (cost-focused) are now emerging to some extent in private sector organizations. The effectiveness of those practices usually varies based on industry, sector, markets, and competitiveness of the Bangladesh economy. Previous research works has focused on analyzing and improving inter-cultural encounters within organizations (Gelfand *et al.*, 2007).

In order to understand and improve one's ability to behave effectively in different cultural settings, a reliable and valid measure of one's understanding of cultural diversity is essential. Until recently, there has been a "gap in our understanding of why some individuals are more effective than others in culturally diverse situations" (Ang *et al.*, 2007). In addition, the priorities of collaboration across various sectors may differ between the Bangladesh government and the Chinese companies. On the government side, there may be sector prioritization, development policies, sensitivity of some sectors and regulations (Laws); whereas, the Chinese companies may prioritize their return on investment, individual key strength areas, organizational missions, targets, objectives and the effects of globalization on international projects or operations. These divergent priorities may hinder and influence

performances, successes and failures of the Chinese companies within the Bangladesh business and built environment across sectors.

### ***Research Aim, Scope and Delimitations***

The aim of this research work is to evaluate the performances of Chinese companies operating in Bangladesh business and built environment across various sectors. This study focused on Chinese companies and businesses operations; it was limited to the Perception of the various stakeholders, and Professionals working with the Chinese companies and businesses within the various sectors of the Bangladesh business environment.

### ***Research Hypotheses***

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

- **H<sub>0</sub>:** The There *is no significant* performance by Chinese companies operating in various sectors within the Bangladesh business environment.
- **H<sub>A</sub>:** The performance of Chinese companies operating in various sectors within the Bangladesh business environment *is significant*.

## **THEORETICAL AND LITERATURE REVIEW**

The nature of the research problem, research aim and objectives, which is wholly on the performances of Chinese companies and businesses across various sectors in Bangladesh Led to review of organization theory and Performance theory as the focal point for the theoretical foundation and conceptual framework.

### ***Organization Theory***

Organization theory developed over many decades with many authors contributing to organization theory. Researchers and research works Hatch (2018), Hendrickson (1992), attribute the foundation of organization theory to key scholars such as Taylor (1914), Fayol (1919), Weber (1922), among others. Organization theory describes the organizational designs and organizational structures, relationship of organizations with their external environment, and the behavior of managers and technocrats within organizations. It suggests ways in which an organization can cope with rapid change” (Taylor, 1914). Current ideas in organization theory focus on organizational challenges such as competitive global market or globalization, demographic changes, social responsibility, diversity, and technological developments. Organizations are complex and varied and apply processes, structure, and decision-making differently from each other. Crowther and Green (2004) stated that, “the earliest approach to organization theory was based on the assumption that

there was a single best way of organizing the factors of production, and was brought about by the increasing size and complexity of organizations. Initially it was based upon the organization of jobs within the organization but later changed to organizing functions either within the organization or within the wider environment in which the organization operates". They described various approaches that were applied in organization theory over time. These include, Critical Approach, Postmodern Approach, Social Constructionism, and Environmentalism. They observed that organizations are an integral part of society and concluded that the problems of organizing is yet to be solved despite the extensive development of theory, as each theory only contains a partial solution.

Other authors added that numerous challenges, such as "globalization, diversity, ethical concerns, rapid advances in technology, the rise of e-business, a shift to knowledge and information as organizations' most important form of capital and the growing expectations of workers for meaningful work and opportunities for personal and professional growth". These require new responses or approaches to the problems faced by organizations (Taylor, 1914; Fayol, 1919; Crowther & Green; 2004).

Given this explication, it is established that organization theory (understanding organization design, structures, relationships, and behavior of managers and technocrats within the organization) is necessary when designing solutions for problems that affect the organization. It is relevant that each business, terrain, region, country and or environment influences how companies operate, perform and survive. As such, they altogether assists organizations in executing business plans and realizing business goals. Past projects, operations or collaborations provide experiences for new tasks. Organizations must objectively evaluate all new tasks for selection and prioritized to be delivered or terminated and or de-prioritized. This will enable resources allocation to the active and performing projects and business components. This applies to all Chinese companies (organizations) operating in Bangladesh business environment. It can be concluded from this discussion that there is a cohesive relationship between organization theory and Projects, operations, businesses and collaboration projects across international borders (Jeffs C., 2008; [www.pmi.org](http://www.pmi.org); Koskela & Howell, 2002 ).

### ***Performance Theory***

The understanding Rationale for a Theory of Performance is based on the premise that Humans are capable of extraordinary accomplishments (Wiske, 1998). Though, not easy, but because they are hard, every goal will serve to organize and measure the best of skills. Organizational Learning informs learning by organizations through the idea of examining the "level of performance" of the organization. To perform is to take a complex series of actions that integrate skills and knowledge to produce a valuable result. Performance, as the adage goes, is a "journey not a destination." The location in the journey is labelled as

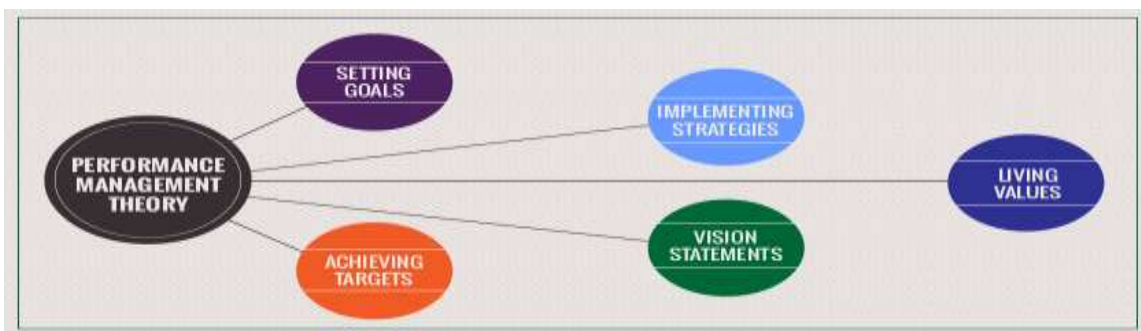


level of performance.” Each level characterizes the effectiveness or quality of a performance (Elger, n.d.). These perspectives are not mutually exclusive but approach the performance phenomenon from different angles which complement one another (Sonnentag & Frese, 2002). Agarwal (Agarwal, 2011) stated that there is no single universally accepted model of performance management. Various experts have explained the concept in their own ways. Mabey *et al.*, (Mabey et al., 1999) has prescribed the performance model in the form of ‘performance management cycle’. This cycle has five elements, which suggest how performance management system were implemented in an organization, and it includes Setting of objectives, measuring the performance, Feedback of performance results, Reward system based on performance outcomes and Amendments to objectives and activities.



**Figure 0-1: Performance management cycle**

Source: Author, 2019 based on Mabey *et al.*, (Mabey et al., 1999).



**Figure 0-2: Performance Management theory**

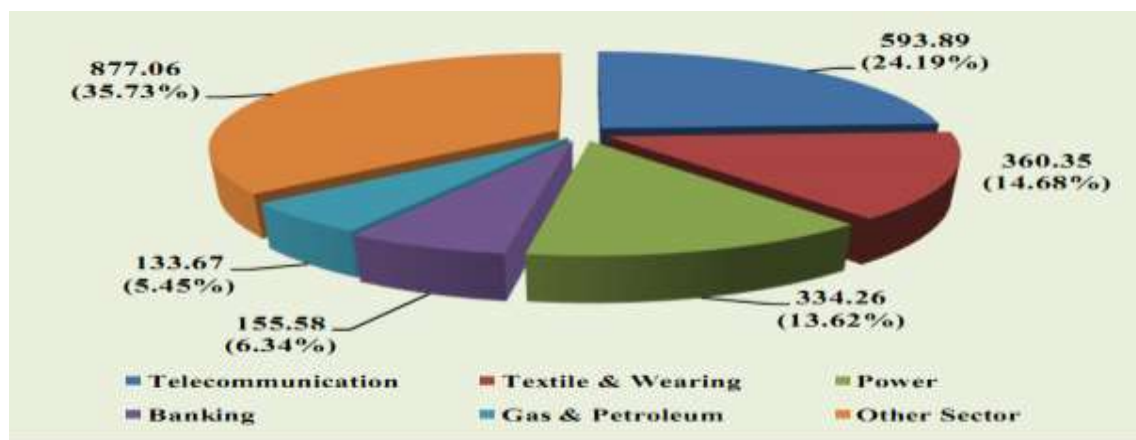
Source: [www.performancemagazine.org](http://www.performancemagazine.org)

The conceptual approach relevant to this study is to address the outlined research problems, leading to use of organization theory and Performance theory to structure the conceptual flow of this study. Altogether, these theories were central to the research concepts used in this study to ascertain the performances of Chinese companies in Bangladesh business environment. The reviewed literature relates how these theories influences the study. These also shapes the methodological step which outline the necessary method analogy to

examine, evaluate and assess data obtained for the performances of Chinese companies in Bangladesh business environment.

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

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



**Figure 0-3: FDI Inflows (Net) by Major sectors during FY 2017 (In million US\$)**

Source: Bank of Bangladesh, 2017

The Asia Development Bank (ADB) report of April 2018 stated that since 1973, ADB has approved \$20.4 billion for 279 loans, \$258.4 million for 432 technical assistance projects,



and \$787.1 million for 35 grants to Bangladesh. ADB provided the following assistance to Bangladesh:

- Projects contributing to regional connectivity, which will foster the development of economic zones and corridors.
- Develop Bangladesh's road and rail networks, seaports, and urban mass transport systems.
- Enhance power and energy transmission and distribution, develop renewable energy plants and encourage regional grid interconnection.
- Deliver improved education and skills development, primary health care services, water and municipal services, rural infrastructure, and water resource management.
- Continue to foster public-private partnerships and develop small and medium-sized enterprises. Gender mainstreaming, governance and institutional strengthening, and climate change mitigation and adaptation will all remain major pillars for ADB operations in Bangladesh (ADB, 2018).

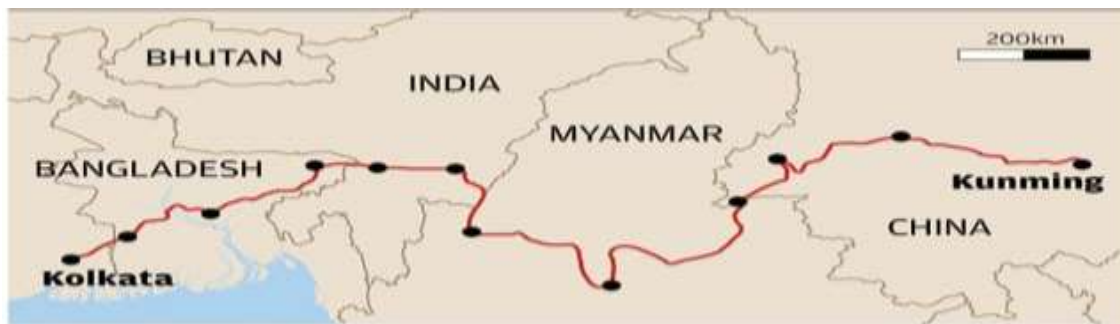
Moreover, the market economy, population, and geographical location have made Bangladesh be of strategic importance to its neighbors. These have led to Bangladesh to be a very important participant, partner and crucial member in Bangladesh–China–India–Myanmar Forum (BCIM) for Regional Cooperation; Belt and Road Initiative; The South Asian Association for Regional Cooperation; The International Monetary Fund, the World Bank; The World Trade Organisation; The Asian Infrastructure Investment Bank; D-8 Organization for Economic Cooperation.

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

China and will pass through Myanmar and Bangladesh (Saibal, 2013; Observer Research Foundation n.d.)

The BCIM forum and the BRI has many mutual advantages envisaged as follows:

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



**Figure 0-4: BCIM economic corridor beneficial for the region's economy**

Source: <https://images.search.yahoo.com/> and [post.jagran.com](http://post.jagran.com).

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

Northeast India, Nepal and Bhutan, as Bangladeshi seaports provide maritime access for these landlocked regions and countries. (Daily Star, 2013; Dhaka Tribune, 2013; Financial Express, 2013).



**Figure 0-5: Opportunities for Bangladesh in the BRCIM Forum and the BRI Initiative**

Source: media.dhakatribune.com.

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

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

**Table 0-1: Bangladesh Sectors (in Alphabetical Order) for Co-operation with Chinese companies**

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

Source: Author, 2019

***Globalization effects on Chinese Companies performances operations in Bangladesh***

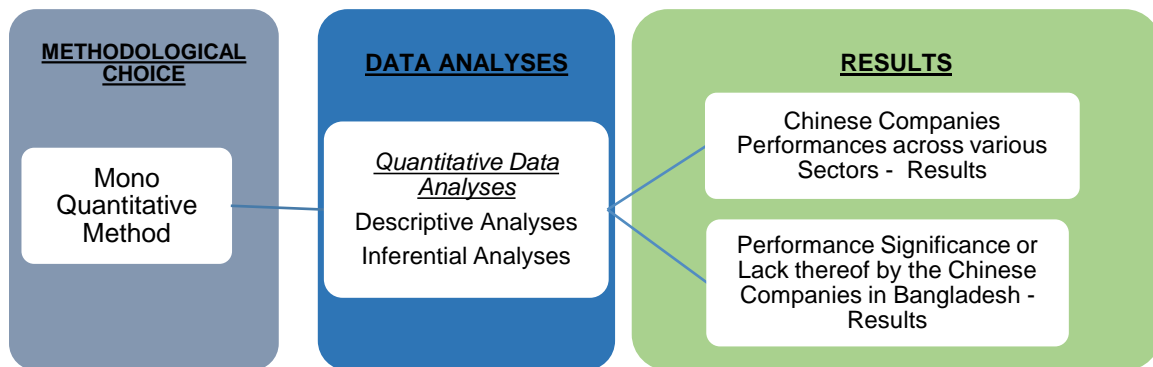
Globalization has resulted in a growing prevalence of international organizations, rising numbers of employees participating in international assignments and an increase in multicultural teams operating in home countries. Accordingly, an ability to interact with people of different cultures has become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

International business issues which have been identified as among the most important critical strategic issues facing organizations (R. C. Hoffman & Gopinath, 1994) continue to be a point of focus for organizations as they join the global market (Tsui *et al.*, 2007). Globalization and international business have reduced boundaries across nations, leading to what has been described as an increasingly "flat world" (Friedman, 2005), necessitating greater cross-cultural understanding. Not surprisingly, then, cultural studies have become increasingly prevalent (Yousofpourfard, 2010). More teams in organizations are becoming multicultural (Adler, 2002) and global teams have grown to be a source of competitive advantage (Kirkman *et al.*, 2001). Because of the growing cultural diversity in the

workforce, and its accompanying challenges e.g. conflict in culturally diverse teams (Jehn *et al.*, 1999). Within-team cultural diversity continues to be of considerable interest to scholars and practitioners alike (Yousoufpourfard, 2010). These have buttressed the need to manage human resources strategically especially in a deep culturally rooted country like Bangladesh. As such, the Chinese investors and other Multi-National Companies (MNCs), through their Human Resource Managers must adopt and implement strategies that will lead to harmony and effective performance of workers employed.

## RESEARCH METHODS

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



**Figure 0-1: Research Methodological Framework**

Source: Author, 2019

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

The primary sources that is the use of questionnaires survey techniques for this study; called the *Mono Quantitative Method* (MQM). A quantitative research design may use a single data collection technique, such as a questionnaire, and corresponding quantitative

analytical procedure. This is called a mono method quantitative study (Saunders et al., 2016). The use of quantitative research methods in the process of data collection and analysis involves numbers. It is concerned with quantity and measurements. This method involve all techniques and ways to design, collect and analyse the data based on a framework of methods and tools (Bergman, 2008; Halcomb and Sharon, 2009; AnderStoep & Johnston, 2009 and Sage Encyclopaedia). The various sectors that the Chinese companies & business operate in Bangladesh business environment was the main target of the questionnaire survey (structured based on a 5-point Likert Scale) that was randomly administered.

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

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

Alpha is calculated using the following formula:

$$\alpha = K / (K - 1) [1 - (\sum \sigma_k^2 / \sigma_{\text{total}}^2)], \quad \text{.....Equation 0-1}$$

The values of alpha is interpreted as in the table below.

**Table 0-1: Cronbach's Alpha Scores and Remark Table**

<b>Cronbach's alpha</b>		<b>Internal consistency</b>
$0.9 \leq \alpha$	indicates	Excellent
$0.8 \leq \alpha < 0.9$	indicates	Very Good
$0.7 \leq \alpha < 0.8$	indicates	Good
$0.6 \leq \alpha < 0.7$	indicates	Acceptable
$0.5 \leq \alpha < 0.6$	indicates	Poor & Questionable
$\alpha < 0.5$	indicates	Unacceptable

Source: Cronbach (1951)



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

$$MIS = \sum_{n=i}^n \frac{(AXi + BXj + \dots + ZXn)}{N} \dots\dots\dots \text{Equation 0-2}$$

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

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

$$RII = \sum_{n=i}^{Z-N} \frac{(Ax i + Bx j + Cx k + \dots + N x n)}{Z \times N} \dots\dots\dots \text{Equation 0-3}$$

RII values ranges from 0.1 to 1.00; this allows ranking the Sector / factor / impact and other variables. Where Z represent the assigned 4,5,6,7, or 8-point Likert scale as the case may be.

*T-test* statistics one sample is used to test the statistical significance for the research hypotheses and is calculated using the formula below (kirk, 2008):

$$t = \frac{\bar{X} - \mu_0}{\hat{\sigma} / \sqrt{n}} \dots\dots\dots \text{Equation 0-4}$$

## DATA PRESENTATION AND ANALYSES

The Data obtained from the fieldwork were analysed

### *The Respondents: Responsive and Non-Responsive Questionnaires*

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

**Table 0-1: Responsive and Non-Responsive Questionnaires**

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

Source: Author, 2019.

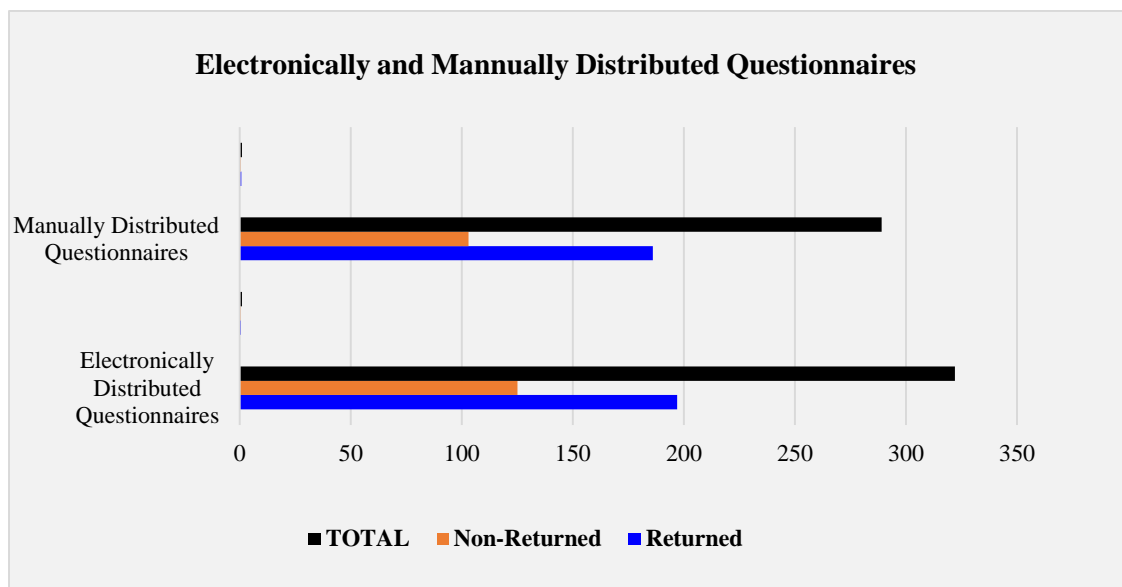
However, the questionnaire were distributed manually and electronically. The Overall Responsive and Non-Responsive Questionnaires for Electronic and manually distributed Questionnaires were shown in the table and figure below.

**Table 0-2: Responsive and Non-Responsive Electronically and Manually Distributed Questionnaires**

Questionnaires Distributed	Electronically Distributed Questionnaires		Manually Distributed Questionnaires	
	<i>Frequency</i>	<i>Percentage</i>	<i>Frequency</i>	<i>Percentage</i>
Returned	197	61.2%	186	64.4%
Non-Returned	125	38.8%	103	35.6%
TOTAL	322	100%	289	100%

Source: Author, 2019.

The figure below was derived from the table above.



**Figure 0-1: Responsive and Non-Responsive Electronically and Manually Distributed Questionnaires**

Source: Author, 2019.

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

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

- In the overall, both have good responsive rate.

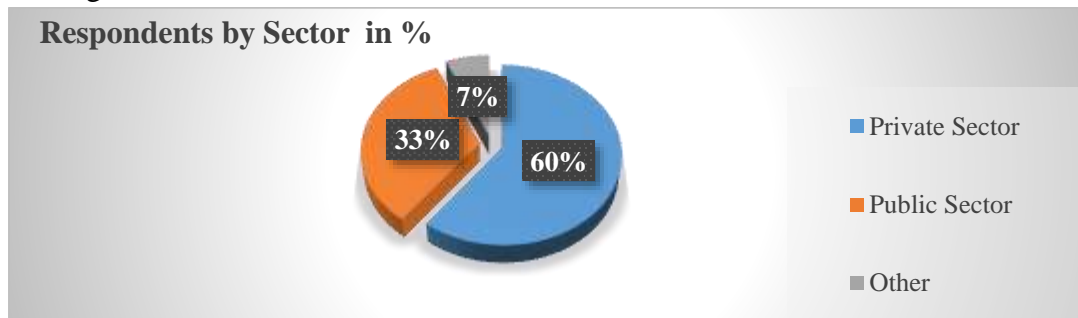
The table and the figure below shows the various sectors from the various respondents of this study. Below are the analyses of respondents by their sectors.

**Table 0-3: Respondents by Sectors**

Respondents by Sector	Frequency	Percentage
Private Sector	231	60.3%
Public Sector	127	33.2%
Other	25	6.5%
TOTAL	383	100%

Source: Author, 2019.

The figure below was derived from the table above.



**Figure 0-2: Respondents by Sector**

Source: Author, 2019.

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

### ***Research Data Reliability Consistency Test***

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

**Table 0-4: Cronbach's Alpha computation for consistency and reliability**

Questions & Their Scale Components	N	N-1	VARIANCE (V)	TOTAL VARIANCE (TV)	TV - V	CRONBACH'S ALPHA
5-Points	12	11	1142.39	3087.85	1945.46	0.687313
4-Points	12	11	603.41	3087.85	2484.44	0.87773
3-Points	12	11	506.08	3087.85	2581.77	0.912117
2-Points	12	11	780.17	3087.85	2307.68	0.815283
1-Points	12	11	55.81	3087.85	3032.04	1.071193
Average =						<b>0.8727</b>

Source: Author, 2019.

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

### ***Bangladesh and Chinese Companies Performances across Various Sectors***

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

**Table 0-5: Assessing Collaboration between Bangladesh and Chinese Companies across Various Sectors**

S/N	PERFORMANCES OF CHINESE COMPANIES ACROSS VARIOUS SECTORS	Very Good	Good	Fair / Satisfactory	Poor	Very Poor	Total
1	Agricultural Sector	145	161	51	16	10	383
2	Banking & Financial Sector	103	167	77	23	13	383
3	Construction Sector	39	177	113	48	6	383
4	Defense and Security Sector	45	180	116	35	6	383
5	Education Sector	64	167	116	26	10	383
6	Energy and Power Sector	58	174	106	39	6	383
7	Health Sector	32	116	132	87	16	383
8	ICT Sector	80	161	93	42	6	383
9	Manufacturing Sector	39	167	132	26	19	383
10	Natural Resources and Mining Sector	16	100	122	113	32	383
11	Sports and Tourism Sector	74	177	97	29	6	383
12	Transportation Sector	45	138	116	68	16	383

Source: Author, 2019.

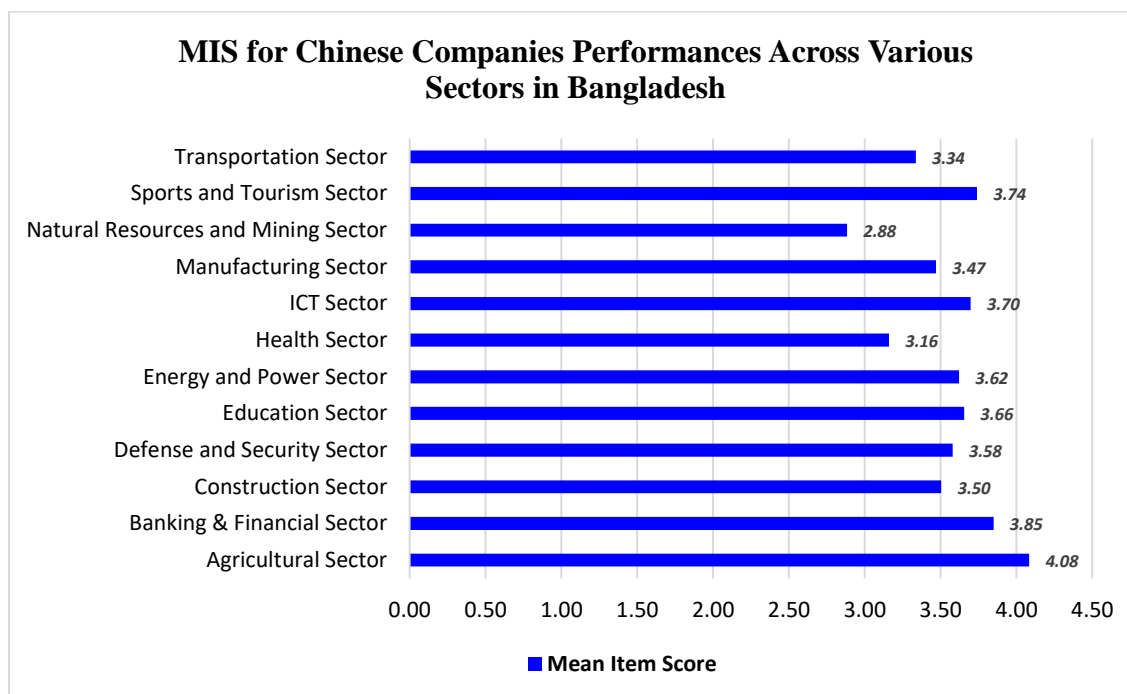
From the table above, the mean item score (MIS) using the outlined formulas in the previous section for methodology were computed and the results are shown below:

**Table 0-6: Mean Item Score (MIS) For Readiness of Collaboration between Bangladesh and Chinese Companies across Various Sectors**

S/N	PERFORMANCES OF CHINESE COMPANIES ACROSS VARIOUS SECTORS	MEAN ITEM SCORE	Remark
1	Agricultural Sector	4.08	Good
2	Banking & Financial Sector	3.85	Good
3	Construction Sector	3.50	Good
4	Defense and Security Sector	3.58	Good
5	Education Sector	3.66	Good
6	Energy and Power Sector	3.62	Good
7	Health Sector	3.16	Fair / Satisfactory
8	ICT Sector	3.70	Good
9	Manufacturing Sector	3.47	Fair / Satisfactory
10	Natural Resources and Mining Sector	2.88	Fair / Satisfactory
11	Sports and Tourism Sector	3.74	Good
12	Transportation Sector	3.34	Fair / Satisfactory

Source: Author, 2019.

The figure below was derived from the table above.



**Figure 0-3: Mean Item Score (MIS) for Chinese Companies Performances across Various Sectors in Bangladesh**

Source: Author, 2019.

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

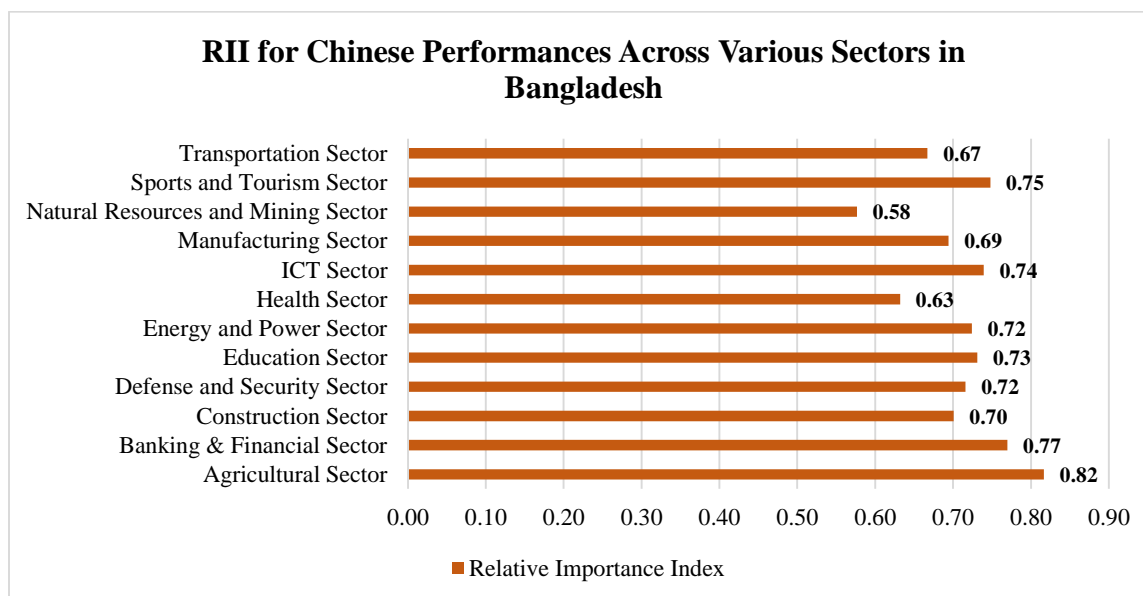
**Table 0-7: Relative Importance Index (RII) for Readiness and Collaboration between Bangladesh and Chinese Companies across Various Sectors**

S/N	PERFORMANCES ACROSS VARIOUS SECTORS	Relative Importance Index	Remark
1	Agricultural Sector	0.82	1st
2	Banking & Financial Sector	0.77	2nd
3	Construction Sector	0.70	8th
4	Defense and Security Sector	0.72	6th
5	Education Sector	0.73	5th
6	Energy and Power Sector	0.72	7th
7	Health Sector	0.63	11th
8	ICT Sector	0.74	4th
9	Manufacturing Sector	0.69	9th
10	Natural Resources and Mining Sector	0.58	12th
11	Sports and Tourism Sector	0.75	3rd
12	Transportation Sector	0.67	10th

Source: Author, 2019.

The figure below was derived from the table above.





**Figure 0-4: Relative Importance Index (RII) for Chinese Companies performances across Various Sectors in Bangladesh**

Source: Author, 2019.

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

- The performances of Chinese companies across various sectors varies accordingly and that they have a very good performance across eight sectors namely Agricultural Sector, Banking & Financial Sector, Construction Sector, Defense and Security Sector, Education Sector, Energy and Power Sector, ICT Sector, and Sports and Tourism Sector. They performed satisfactorily / fair across four sectors namely Health Sector, Manufacturing Sector, Natural Resources and Mining Sector, and Transportation Sector.
- It clearly shows that their performance is from satisfactory / fair to very good across all sectors; which is very encouraging as there was no below satisfactory nor poor performances in all the outlined sectors.
- The top most highly ranked sectors in terms of readiness for collaboration are Agricultural Sector (1<sup>st</sup>), Banking & Financial Sector (2<sup>nd</sup>), Sports and Tourism Sector (3<sup>th</sup>), and ICT Sector (4<sup>th</sup>). These clearly indicates that Chinese companies have performed considerably very good in these sectors.
- The middle ranked sectors in terms of performances are Education Sector (5<sup>th</sup>), Defense and Security Sector (6<sup>th</sup>), Energy and Power Sector (7<sup>th</sup>), and Construction Sector (8<sup>th</sup>). The Chinese companies, techniques, expertise and approaches in

construction projects especially in energy (hydropower) and power sectors is well known globally and this has given them an edge across the BCIM partners. Such projects has led to educational exchanges and scholarships to thousands of Bangladesh students to study in China; which invariably contributes to the education of Bangladesh as a whole.

- The least ranked sectors in terms of performances are Manufacturing Sector (9<sup>th</sup>) whose performance was also deemed very good; but Transportation Sector (10<sup>th</sup>), Health Sector (11<sup>th</sup>), and then Natural Resources and Mining Sector (12<sup>th</sup>) were all deemed satisfactory / fair in terms of performance. These sectors with satisfactory performances involve investment through projects that are costly and take larger duration to ascertain the actual performances, and their related positive or negative impacts.
- These performances shapes the perception of the Bangladeshi people, government and country towards the Chinese companies in terms of confidence in the companies; the desirability to work for such companies. Also, any good performance by Chinese companies boost their knowledge about the requisite requirements and culture of the Bangladesh people and how to manage and approach them as their local human resources

***Testing the Statistical Significance of the performances of Chinese Companies in Various Sectors of Bangladesh.***

The values of the mean item scores for all the questions structured with the Likert scales were used to calculate the T-test statistics as detailed in the methodology. The result is based on the values for mean item scores in table 5-9 above; the results is shown in the table below.

**Table 0-8: Hypothesis testing for the Performances of Chinese Companies across various sectors of Bangladesh**

Performances of Chinese Companies across various sectors of Bangladesh	Mean	Standard Deviation	Standard Error	N DF	Alpha (level of Significance)	P value	T calculated	T table 0.05, 11	Significance
Bangladesh Sectors Readiness	3.55	0.32	0.09	11	0.05	0.00	38.84	1.80	yes

Source: Author, 2019

With 11 degrees of freedom (DF) and 5% level of significance, the T-test calculated ( $T_{cal} = 38.84$ ) which is greater than T-test tabulated ( $T_{tab_{0.05, 11}} = 1.80$ ); the significance level ( $\alpha = 0.05$ ) is greater than the Probable value ( $P_{value} = 0.00$ ). As such, the null hypothesis was rejected and the alternative hypothesis was accepted. These also clearly indicates, “*The performance of Chinese companies operating in various sectors within the Bangladesh business environment is significant.*”

### ***Summary of Research Key Findings and Discussions***

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

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

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

611 number of questionnaires were distributed, out of which 228 number (37.3%) were not returned; while 383 number (62.7%) were returned. This shows that the response rate was good. From the total of 611 number of questionnaires distributed, 322 number of questionnaires were electronically distributed and 289 number of questionnaires were manually distributed. A total of 197 number of questionnaires electronically distributed

were responsive which represents 61.2%; whereas 186 number of questionnaires manually distributed were responsive representing 64.4% of the total number in this regard. In the overall, both have good responsive rate.

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

The evaluations and assessment show that the performances of Chinese companies across various sectors varies accordingly and that they have a very good performance across eight sectors namely Agricultural Sector, Banking & Financial Sector, Construction Sector, Defense and Security Sector, Education Sector, Energy and Power Sector, ICT Sector, and Sports and Tourism Sector. They performed satisfactorily / fair across four sectors namely Health Sector, Manufacturing Sector, Natural Resources and Mining Sector, and Transportation Sector.

It clearly shows that their performance is from satisfactory / fair to good across all sectors; which is very encouraging as there was no below satisfactory nor poor performances in all the outlined sectors. The top most highly ranked sectors in terms of readiness for collaboration are Agricultural Sector (1<sup>st</sup>), Banking & Financial Sector (2<sup>nd</sup>), Sports and Tourism Sector (3<sup>th</sup>), and ICT Sector (4<sup>th</sup>). These clearly indicates that Chinese companies have performed considerably very good in these sectors.

The middle ranked sectors in terms of performances are Education Sector (5<sup>th</sup>), Defense and Security Sector (6<sup>th</sup>), Energy and Power Sector (7<sup>th</sup>), and Construction Sector (8<sup>th</sup>). The Chinese companies, techniques, expertise and approaches in construction projects especially in energy (hydropower) and power sectors is well known globally and this has given them an edge across the BCIM partners. Such projects has led to educational exchanges and scholarships to thousands of Bangladesh students to study in China; which invariably contributes to the education of Bangladesh as a whole. The least ranked sectors in terms of performances are Manufacturing Sector (9<sup>th</sup>) whose performance was also deemed very good; but Transportation Sector (10<sup>th</sup>), Health Sector (11<sup>th</sup>), and then Natural Resources and Mining Sector (12<sup>th</sup>) were all deemed satisfactory / fair in terms of performance. These sectors with satisfactory performances involve investment through projects that are costly and take larger duration to ascertain the actual performances, and their related positive or negative impacts.

These performances shapes the perception of the Bangladeshi people, government and country towards the Chinese companies in terms of confidence in the companies; the desirability to work for such companies. In addition, any good performance by Chinese companies boost their knowledge about the requirements and culture of the Bangladesh people and how to strategically manage them as their local human resources. The performance is influenced by the levels of collaborations of Bangladeshi people, government and country towards the Chinese companies across various sectors. Altogether, and over some time will lead to better understanding of each other's work habit, culture,

barriers and differences that may will boost the performances of the Chinese companies in future collaborations.

The data presented and analyzed was used for testing the research hypotheses; from which the null hypothesis was rejected; Alternative Hypothesis was accepted which clearly indicates, “The performance of Chinese companies operating in various sectors within the Bangladesh business environment is significant.” This implies that Chinese companies perform significantly in Bangladesh and that this perception is a precursor to the Chinese investments and the level of collaboration between Bangladesh and China into these outlined sectors, which are very welcome in Bangladesh.

These results concur with those of Hui Li, et al., (2019), Ahi et al., (2018), Piening et al., (2016), Zhang et al., (2015), Mudambi et al., (2014), Michailova and Zaidah (2012), Williams and Lee (2011), Hallin et al., (2011), Hong and Nguyen (2009), Andersson et al., (2001). In addition, the results further buttressed the arguments, discussions and concepts brought by Cemal Zehir et al. (2016); Jofre (2011); Yousofpourfard (2010); Tsui *et al.*, (2007); Boxall *et al.*, (2007); Adler (2002); Dalton & Daily (2000); Jehn *et al.*, (1999); McMahan *et al.*, (1999); Chadwick & Cappelli (1999); Wright & Sherman (1999); Lumpkin and Dess (1996); R. C. Hoffman & Gopinath (1994); Wright & McMahan (1992); Black and Mendenhall (1990).

Their works reflect the effects, impacts and perceptions of globalizations, cross-cultures, human resource management, professional expatriates, multi-national companies, their respective operations that influences their performances in different environments and countries.

## CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

### *Conclusions*

This study is about the performances of Chinese Companies across Various of Bangladesh. The study evaluated the performances of Chinese Companies across Various of Bangladesh. It also provides a summary of the main findings in line with the research problem and the research aim. The literature reviewed led to identification of the twelve sectors. These outlined twelve sectors paved the way to the evaluations and the summary of the results follows.

The evaluations and assessment show that the performances of Chinese companies across various sectors varies accordingly and that they have a very good performance across eight sectors namely Agricultural Sector, Banking & Financial Sector, Construction Sector, Defense and Security Sector, Education Sector, Energy and Power Sector, ICT Sector, and Sports and Tourism Sector. They performed satisfactorily / fair across four sectors namely

Health Sector, Manufacturing Sector, Natural Resources and Mining Sector, and Transportation Sector. It clearly shows that their performance is from satisfactory / fair to good across all sectors; which is very encouraging as there was no below satisfactory nor poor performances in all the outlined sectors. The top most highly ranked sectors in terms of readiness for collaboration are Agricultural Sector, Banking & Financial Sector, Sports and Tourism Sector, and ICT Sector. These clearly indicates that Chinese companies have performed considerably very good in these sectors. The middle ranked sectors in terms of performances are Education Sector, Defense and Security Sector, Energy and Power Sector, and Construction Sector. The least ranked sectors in terms of performances are Manufacturing Sector whose performance was also deemed very good; but Transportation Sector, Health Sector, and then Natural Resources and Mining Sector were all deemed satisfactory / fair in terms of performance. These sectors with satisfactory performances involve investment through projects that are costly and take larger duration to ascertain the actual performances, and their related positive or negative impacts. In addition, the data presented and analyzed accepted the Alternative Hypothesis, which clearly indicates, “The performance of Chinese companies operating in various sectors within the Bangladesh business environment is significant.” The performance is influenced by the levels of collaborations of Bangladeshi people, government and country towards the Chinese companies across various sectors. Altogether, and over some time will lead to better understanding of each other’s work habit, culture, barriers and differences that may will boost the performances of the Chinese companies in future collaborations.

### ***Limitations of the Research***

The limitations of the study are as below:

- First, organisations do operate in different sectors and different business environment. For example, Banking Sector, Information and Telecommunication sector, Oil and Gas Sector, Health Sector among others. The results were drawn from the data collect based on responses from mostly human resource managers, professionals, and stakeholders. All sectors have their peculiar performance challenges.
- Second, during the research questionnaire and interview pre-test period, some Bangladesh employees working with major Chinese organisations with huge operations and size refuse to indicate their readiness to provide useful information to this research work. They complained about sensitive questions. This they claim may divulge sensitive information regarding their careers with these companies.
- Lastly, Some organizations also were not ready to allow their staff to be formally interviewed, these limits the number of the research questionnaire and excludes



interviews. All efforts to conduct telephone interviews in some cases were rejected by these organizations.

### ***Recommendations for Further Study***

The suggestions for further research begin from the limitations highlighted in the study enabling considerations and future evaluation. To advance the present research field on the international developments and collaborations and multi-national corporations (MNC) performances; further studies will be needed in various aggregates such as sector-by-sector microanalyses within the host countries; in this case, Bangladesh context. These will shed more light on the effectiveness of the MNCs, international developments and collaborations based on the similarities and differences in priorities between governments and private investors. Finally, future studies may consider other relevant models and approaches, which this research would not be able to incorporate them due to scope constraints.

### **ACKNOWLEDGEMENT**

This research article is part of my PhD research thesis and as the first Author; i wish to acknowledge and appreciate the relentless efforts and guidance of Professor Tang Zhen in conducting independent research works and for all the career advices given.

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