

Development of Small Scale Industry in Rangpur Division of Bangladesh: Employee Perception

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ABSTRACT

The financial result of a business largely depends on the employees' satisfaction. When employees feel happy, then they contribute more attention to the work, show more sincerity. As a result, the production of the organization is increased, and finally, the profit is increased. The study has attempted to find out the perception of employees towards the growth and development of small scale industry in the Rangpur Division of Bangladesh during 2013-14 to 2017-18.

The study is empirical. An interview was taken for 400 small-scale industry workers from 16 Upazilas through a questionnaire. They were asked about their perception of the growth and development of this industry. The perception of the employee is measured by the Likert scale. The result shows that the participation in decision-making/ implementation perception contains the highest value of 51.0% satisfactory level and the excellent level of satisfaction holds the lowest value of 3.25%. Perquisites structure perception holds the highest value of 48% at a satisfactory level, health, and safety facility perception holds that 36.0% of employees are satisfied. On the other hand, 48% of employees are satisfied in job security perception and the bonus and incentive contain 56.0% of employees are satisfied. For day-care center facilities, 83.0% of employees are dissatisfied. The result concludes that employees show very poor satisfaction in perquisites structure, health, and safety facility, bonus and incentive, day-care center, termination policy, leave policy, and entertainment opportunities. It is mathematically proved that, if the employees are satisfied, then the growth of the organization will be increased. As a result, it is important to satisfy employees properly for the growth and development of the SSI. If that can be done properly, the sustainable development of small-scale industries is possible.

Keywords: Small Scale Industry, Employee Perception, Organizational Growth, Sustainable Development

INTRODUCTION

The success or failure of an organization largely depends on the satisfaction of its employees. When employees are happy then they contribute more attention to the work, show more sincerity. As a result, the production of the organization is increased, and finally the profit is increased. It is possible to measure the future image of the organization based on how the employees are behaving towards his organization and how happy they are. If an organization accelerates its development by satisfying its employees, then organizational development will be easy, smooth and long-lasting. By exploiting the employees, by making them dissatisfied,

the temporary development of the organization may be possible but it will lead the organization astray and endanger it. As a result, employee satisfaction of an organization is very important for the sustainable development of an organization. Employee satisfaction plays an important role in the actual dynamism of the organization and for a better future.

RATIONAL OF THE STUDY

National Industry Policy (2016) defines 'Small Industry (Manufacturing) means an industry in which the value replacement cost of durable resources other than land and factory buildings is in between 75 lakhs to 15 cores taka and employment generation is in between 31 to 120. Small Industry (service) means an industry in which the value replacement cost of durable resources other than land and factory buildings is between 10 lakhs to 2 cores taka and employment generation is in between 16 to 50.'

Table 1: Establishments and Total Persons Engaged (TPE) by Division, 2001 & 03 and 2013

Division	2001 & 03		2013		
	Total establishment	Average type of establishment	Total establishment	Total person engaged (TPE)	Average type of establishment
				Total	
Barishal	205263	2.5	368129	1044552	2.84
Chittagong	670544	3	1327629	4630495	3.49
Dhaka	1194644	3.6	2541033	9395688	3.7
Khulna	545918	2.4	997086	2502586	2.51
Rajshahi	905456	2.8	1160669	3396115	2.93
Rangpur	-	-	1022040	2501877	2.45
Sylhet	186327	2.9	401979	1029537	2.56
National	3708152	3	7818565	24500850	3.13

Note: Rajshahi division has been divided into Rajshahi and Rangpur in between the two economic censuses. Therefore, figures of Rajshahi division in 2001 & 03 are shown in Rajshahi and the corresponding figures of Rangpur division in 2001 & 03 are not available.

Source: Economic Census Report 2013, BBS

The above table 1 shows that, according to the last BBS Economic Census Report 2013 there are 78,18,565 establishment in Bangladesh, out of which Rangpur division of Bangladesh holds 10,22,040 establishments. So it can be said that, Rangpur division is very important for the economy as a contributor to employment generation.

The following table shows that 2,45,00,850 persons are engaged in the industry sector of Bangladesh in 2013. On the other hand, in the same year, 25,01,877 persons are engaged in the industry sector of the Rangpur Division in Bangladesh. The table also shows that 6,41,827 persons are engaged in 1,11,531 small scale industries at the Rangpur division.

Table 2: Establishment and Person Engaged in industry and SSI sector in Bangladesh and Rangpur division

Establishment/ Person Engaged	In Bangladesh	At Rangpur Division
Establishment	78,18,565	10,22,040
Person engaged in industry sector	2,45,00,850	25,01,877
SSI	8,59,318	1,11,531
Person engaged in SSI sector	66,00,685	6,41,827

Source: Bangladesh Economic Census Report 2013

The study shows that many people and their dependence depend on the SSI. Therefore, in this study, an attempt has been made to create a link between the employee perception and the growth and development of Small Scale Industries (SSI).

LITERATURE REVIEW

Boselie et al. (2001) state that a further research on the perception of the individual employee may reveals new insights in the effectiveness of HRM in organizations. The researchers have the opportunity to study the data of Dutch employment agency on individual employee level that provides a new insights in the perception of commitment oriented HR systems and their relationship with perceived job security and employee trust. The findings concludes a high scores on employee participation, payment system, training and development, information sharing, and support of the direct supervisor result in employee trust and high scores on perceived job security.

Jagdale & Bhola (2015) investigate the impact of employee perceived Entrepreneurial Leadership style on Organizational Performance. Study is conducted with reference to Rural Small Scale Engineering Industry in Pune District of India. A ten items scale developed by (Boltan 2012) was used to find employee perceived leadership styles of entrepreneurs. The data were collected from one hundred and forty four (144) entrepreneurs and two hundred eighty eight (288) employees of Rural Small Scale Engineering Industry in Pune District of India. They tested hypothesis. Study concludes no significant association between employees' perceived Entrepreneurial leadership styles and organizational performance.

Busatlic & Music (2018) analyzed the effect of employees' perception of performance appraisal on their work performance, affective organizational commitment and turnover intention. Data were collected from 154 employees of small and medium enterprises in Bosnia and Herzegovina, area of research that is poorly explored. The result of the study indicates that the relationship between employees' perception of performance appraisal and work performance, as well as affective organizational commitment, is positive with high to moderate degree of correlation, while the relationship with turnover intention is described as negative with moderate correlation.

Nzoka (2015) examined employee perceptions on HRM practices and employee job performance among Micro and Small Enterprises in the Manufacturing Sector in Kenya. The population of the study was 210 MSMEs listed at KEBS. A sample of 55 was drawn through systematic random sampling and a semi-structured questionnaire was used to collect data. The study found that the staffing function of SMEs was largely underdeveloped and that it has a statistically significant relationship with employee job performance. Most employees found pay and reward to be average with a positive and significant relationship with employee performance. Working conditions were found to be above average with no statistically significant relationship with employee performance among manufacturing SMEs in Kenya.

Wang et al. (2019) explored issues such as whether and how employees' idiosyncratic or collective perceptions of HR practices shape employee outcomes. They reviewed 105 articles from leading human resource management journals and find that employee perceptions of HR practices is not a monolithic concept. Finally they summarized extant literature on these three components of employee HR perception and propose future research directions, including enriching the theoretical foundations of HR communication, embracing cross-national contexts, and enhancing practical relevance.

Ali et al. (2018) examined the way the employee relations climate mediates the relationship between strategic HRM practices and organizational performance in Chinese banks. Senior employees of Chinese banks based in Shanghai provided data by responding to a survey questionnaire. The results indicate that strategic HRM has a significant positive relationship with operational performance. Finally, the hypothesized relationship was explored only for a specific sector (i.e., the banking sector).

Jain & Goyal (2020) proposed numerous initiatives aimed at growing public and private-sector industries with strong emphasis placed on SSI. They state that, employees are an important part of these SSI as these resources only determines the success or failure of these industries.

The study aimed at finding out the role of SSI's in the growth and development of their employees with special reference to Jaipur city. The analysis and hypothesis testing was done using several statistical tool to arrive at conclusion that small scale industries were playing a significant role for the growth and development of employees.

OBJECTIVES OF THE STUDY

The main objective of this study is to find out the perception of employees towards the growth and development of small scale industry in the Rangpur Division of Bangladesh during 2013-14 to 2017-18.

The specific objectives of the study are as follows:

- To assess the relationship between employee perception with the growth and development of small scale industry.
- To get an idea about the nature of the employee of this industry.

METHODOLOGY

The study is empirical in nature. Considering the number of small scale industries in eight districts of the Rangpur division of Bangladesh two good and two bad districts have been considered as population of this study. Similarly, two good and two bad upazilas have been selected in each district. An interview is taken for 400 small scale industry workers from these 16 upazilas. Through a questionnaire they were asked about the perception towards the growth and development of this industry.

The perception is measured by the Likert scale. Primary and secondary data have been used in the study. The secondary data are collected from some publications, journals, books and documents. Various statistical tools like Descriptive statistics, Chi-Square Test and Multiple Regression are used in this study. The analytical part is conducted by using of SPSS 16, IBM SPSS statistics 26 and excel.

FINDINGS AND DISCUSSION

Gender of the employee

Owner Information holds gender, age, educational qualification, experience, parental background with 400 samples. The table below shows many male workers and a few number of female working in this industry. In detail, the gender holds 93.2% (with frequency 373) is male and 6.2 % (with frequency 25) is female and also has transgender 0.5% (with frequency 2) that is shown in the Table 3.

Table 3: Gender of the employee

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	373	93.2	93.2	93.2
Female	25	6.2	6.2	99.5
Transgender	2	.5	.5	100.0
Total	400	100.0	100.0	

Source: Field survey

Age of the employee

In Table 4, 'Less than 30' age holds a major portion in the 'age of the employee' and the percentage is 66.5% (with frequency 266). At the age 30 to 35, the respondent is 24.8% (with frequency 99) and within 35 to 40 it holds 4.8% (with frequency 19). Again at the age 40 to 45, 45 to 50, and 50 to 55 holds quite a small number of employee.

Table 4: Age of the employee

Age	Frequency	Percent	Valid Percent	Cumulative Percent
<30	266	66.5	66.5	66.5
30-35	99	24.8	24.8	91.2
35-40	19	4.8	4.8	96.0
40-45	9	2.2	2.2	98.2
45-50	4	1.0	1.0	99.2
>50	3	.8	.8	100.0
Total	400	100.0	100.0	

Source: Field survey

Educational qualification of the employee

In Table 5, educational qualification of the employee contains 25.8% uneducated (with frequency 103), below SSC pass contains 42.2% (with frequency 169). The data also shows that, only SSC pass is 13.8% (with frequency 55), HSC pass is 12.2% (with frequency 49). Here a huge amount of value goes to under SSC pass and then uneducated sector. So, it can be stated that, there is a very little higher educated employee in this sector.

Table 5: Educational qualification of the employee

	Frequency	Percent	Valid Percent	Cumulative Percent
Uneducated	103	25.8	25.8	25.8
<SSC pass	169	42.2	42.2	68.0
SSC Pass	55	13.8	13.8	81.8
HSC pass	49	12.2	12.2	94.0
Graduate	20	5.0	5.0	99.0
Post graduate or above	4	1.0	1.0	100.0
Total	400	100.0	100.0	

Source: Field survey

Experience of the employee

Table 6 shows that, less than five years' experience employees are 36.4% (with frequency 146), 5-10 years experienced employees is 46% (with frequency 184). On the other hand, 10-15 years experienced and 15-20 years experienced is 10.8% (with frequency 43) and 5.2% (with frequency 21) respectively. The study also shows that, the category 20-25 years and 25-30 years experienced employee holds very small values. Here, most of the employees belong to 5 to 10 years' experience.

Table 6: Experience of the employee

	Frequency	Percent	Valid Percent	Cumulative Percent
<5 Year	146	36.5	36.5	36.5
5-10 Year	184	46.0	46.0	82.5
10-15 Year	43	10.8	10.8	93.2
15-20 Year	21	5.2	5.2	98.5
20-25 Year	4	1.0	1.0	99.5
25-30 Year	2	.5	.5	100.0
Total	400	100.0	100.0	

Source: Field survey

Parental background of the employee

Parental background holds businessman is 15.5%, govt. service holder is 6.8%, private service holder is 8.5% and farmer is 66.2%. In this section, the large percentage is covered by the farmer shown in the Table 7.

Table 7: Parental background of the employee

	Frequency	Percent	Valid Percent	Cumulative Percent
Businessman	62	15.5	15.5	15.5
Govt. Service holder	27	6.8	6.8	22.2
Privet Service holder	34	8.5	8.5	30.8
Farmer	265	66.2	66.2	97.0
Nothing	10	2.5	2.5	99.5
Others	2	.5	.5	100.0
Total	400	100.0	100.0	

Source: Field survey

Reviewing the financial condition of small and cottage industries

The table 8 shows the financial conditions, i.e., asset, liability and the profit of small scale industry. It reveals that, the average value of assets in the year 2013-14 is taka 98.49 lack, 100.36 lack taka in the year 2014-15 and the amount of taka is increased in the next 3 years. The average amount of asset for the 5years for the 400 industries is Tk 105.18 lacks. The average value of fixed assets is 47.30 lack taka in the year 2013-14, and in 2014-15 is taka 48.08 lack and the amount of fixed assets is increased in the next 3 years. Finally, the average amount of fixed asset is Taka 49.14 lack for 400 industries for 5years. Similarly the current asset, owner's equity, short-term liability, Long-term liability and others variables were also increasing in the year to year. In the table 8, assets are not equal to the liability and owner's equity because here fictitious assets are not accounted in the asset section.

Table 8: Financial condition of small and cottage industries

Clause	Amount					Average of the average
	2013-14	2014-15	2015-16	2016-17	2017-18	
A. Assets	98.49	100.36	104.69	109.48	112.86	105.18
a) Fixed Assets	47.30	48.08	48.68	50.46	51.18	49.14
b) Current Assets	51.19	52.28	56.01	59.02	61.68	56.04
B. Liability and Owner's equity	111.64	111.85	117.11	124.02	127.08	118.34
a) Owner's equity	75.63	74.88	78.34	83.16	84.84	79.37
b) Short-term Liability	16.94	17.39	17.90	18.73	19.00	17.99
c) Long-term liability	19.08	19.58	20.88	22.13	23.24	20.98
C. Profit						
a) Net sales/ total revenue	173.81	175.87	171.30	178.62	175.02	174.92
b) Total profit	94.08	91.93	92.13	92.75	92.87	92.75
c) Net profit	20.35	23.59	20.83	20.93	20.72	21.28

Source: Field survey

Employee Perception towards the growth and development of SSI

Table 9: Financial condition of small and cottage industries

	Excellent		Very good		Satisfactory		Marginal		Unsatisfactory	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
i) Participation in decision-making/ implementation	13	3.25	76	19.0	204	51.0	82	20.5	25	6.25
ii) Salary structure	4	1.0	107	26.75	222	55.5	44	11.0	23	5.75
iii) Perquisites structure	1	0.2	51	12.8	192	48.0	107	26.8	49	12.2
iv) Health and safety facility	3	0.75	22	5.5	144	36.0	163	40.75	68	17.0
v) Job Security perception	4	1.0	105	26.2	192	48.0	72	18.0	27	6.8
vi) Bonus and incentive	1	0.2	59	14.8	224	56.0	88	22.0	28	7.0
vii) Day-care center	2	0.5	8	2.0	18	4.5	40	10.0	332	83.0
viii) Tiffin, pure water and sanitation	8	2.0	35	8.8	88	22.0	96	24.0	173	43.2
ix) Infrastructure of working environment	7	1.75	105	26.25	206	51.5	57	14.25	25	6.25
x) Training and development facilities	5	1.25	21	5.25	87	21.75	161	40.25	126	31.5
xi) Recruitment and up-gradation policy	6	1.5	51	12.75	204	51.0	96	24.0	43	10.75
xii) Termination policy	2	0.5	88	22.0	189	47.25	80	20.0	41	10.25
xiii) Performance of the business	9	2.2	147	36.8	161	40.2	56	14.0	27	6.8
xiv) Equity and equality	43	10.8	219	54.8	89	22.2	25	6.2	24	6.0
xv) Leave policy	2	0.5	114	28.5	203	50.8	53	13.2	28	7.0
xvi) Entertainment opportunities	2	0.5	30	7.5	111	27.75	147	36.75	110	27.5
xvii) Relationship with the industry	10	2.5	72	18.0	268	67.0	26	6.5	24	6.0
xviii) Overall Perception	4	1.0	53	13.2	287	71.8	31	7.8	25	6.2

Source: Field survey

In this study, employee perception is measured for 400 employees for 400 small scale industries in the Rangpur division, Bangladesh. The Likert scale is used for the measurement technique of this employee perception. The result shows that, the participation in decision-making/ implementation perception contains highest value of 51.0% satisfactory level and excellent holds the lowest value by 3.25%. Perquisites structure perception holds highest value of 48% at satisfactory level, health and safety facility perception holds that 36.0% employees are satisfied. On the other hand, 48% employees are satisfied in job security perception and the bonus and incentive contains 56.0% employees are satisfied. For day-care center facilities 83.0% employees are dissatisfied. For the tiffin, pure water and sanitation facilities 43.2% employees are properly dissatisfied. 51.5% employees are feeling satisfied for the infrastructure of working environment. The employees show marginal feelings for the training and development facilities in their industry. For the recruitment and up-gradation policy 51.0% employees are satisfied. The result shows that the maximum employees are not happy with the termination policy. The satisfaction on equity and equality holds 54.8% employee feeling very good and 6.0% feeling dissatisfied. In the same time, maximum employees are happy with the leave policy. It is also found that, the entertainment opportunities of the SSI holds less satisfaction for the employees. The most important thing is, only 1% employees show the overall excellent satisfaction for the SSI. The detail other perception is shown in the table 9.

Average employee perception to the growth and development of SSI

Table 10: Average employee perception of small and cottage industries

Perceptions	Mean	Std. Deviation
Participation in decision-making/implementation	2.9250	.87824
Salary Structure	3.0625	.80325
Perquisites Structure	2.6200	.86746
Health and safety facility	2.3225	.84574
Job Security Perception	2.9675	.86794
Bonus and incentive	2.7925	.78485
Day-care center	1.2700	.68430
Tiffin, pure water and sanitation	2.0225	1.08856
Infrastructure of working environment	3.0300	.85201
Training and development facilities	2.0450	.92472
Recruitment and up-gradation policy	2.7025	.87802
Termination policy	2.8250	.90633
Performance of the business	3.1375	.92235
Equity and equality	3.5800	.97261
Leave Policy	3.0225	.84782
Entertainment opportunities	2.1675	.93361
Relationship with the industry	3.0450	.76448
Overall Perception	2.9500	.70622

Source: Field survey

To measure the perception of the employees we have sated 5 for excellent, 4 for very good, 3 for satisfactory, 2 for marginal and 1 for unsatisfactory. As such, if we average the given values of the 400 respondents of all the variables, it is possible to evaluate each of the employees' feeling as a whole. If we get the average value is 3, then conclude that the feeling is quite satisfactory and the less than that is bad and more is satisfactory for us. From table 10, we conclude that, employee perception regarding the participation in decision-making/implementation holds a mean 2.925 with a standard deviation of 0.87824. So, it holds a below the satisfaction. The mean of salary structure is 3.0625; that tells us the employees are satisfied with this structure but they are not highly satisfied. The mean of perquisites structure, health and safety facility, job security, bonus and incentive, day-care center, tiffin, pure water and sanitation is 2.6200, 2.3225, 2.9675, 2.7925, 1.27 and 2.0225 respectively. At a glance, the perception of employees regarding infrastructure of working environment, performance of the business, equity and equality, leave policy and the relationship with the industry holds above a mean value of 3. Conversely the perception regarding the day-care center holds very pooR-value of mean, i.e., the employees are very dissatisfied with daycare center of the industry.

Relationship between employee perception with the growth and development of small scale industry

Chi-Square test for owners' perception with Net sales 2017-18 and Average

Chi-Square (Pearson Chi-Square test) is conducted by 18 independent variables with two dependent variable 'net sales 2017-18 and average net sales'. From Table 11, for experiece, job security perception, day-care center, tiffin, pure water and sanitation, and overall perception also holds significant result with *p-value* <.005 with degrees of freedom 232 and those variables also have a great impact on small scale industry when 'net sales 2017-18' is dependent variables. Again, when the dependent variable is 'average net sales' then educational qualification, job security perception, tiffin, pure water and sanitation, and overall perception are insignificant. So they are not so important variables for small scale industry.

Table 11: Chi-Square test for owners' perception with the net sales 2017-18 and average

Variables	Pearson Chi-Square test (<i>P-value</i>)	
	Net sales 2017-18	Average
Perquisites Structure	0.106	0.015
Job Security Perception	0.001	0.286
Day-care center	0.000	0.000
Tiffin, pure water and sanitation	0.000	0.113
Overall Perception	0.005	0.038

Source: Field survey

R square and adjusted R square for owners perception with net sales 2017-18

Simple correlation is represented by R-value (Table 12), which indicates a weak correlation. The total variation 3.2% in the dependent variables is indicated by R square. The R square value is also known as goodness of fit test. So the R squared of 3.2% is revealed that 3.2% of the data fit the regression model and the model is not so good by R squared.

Table 12: Model Summary of owner's perception with the net sales 2017-18

R	R Square	Adjusted R Square	Std. Error of the Estimate
.180a	.032	.013	173.06830

Source: Field survey

The ANOVA table (Table 13) gives p -value = 0.113 which is greater than 0.0050 that concludes as, Overall, the regression model statistically insignificantly predicts the independent variables.

Table 13: ANOVA table for owner's perception with net sales 2017-18

ANOVA ^b					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	392275.620	8	49034.453	1.637	.113 ^a
Residual	11711480.350	391	29952.635		
Total	12103755.971	399			

Source: Field survey

R square and adjusted R square for owners' perception with average net sales

Simple correlation is represented by R-value (Table 14), which indicates a weak correlation. The total variation 3.1% in the dependent variables is indicated by R square. The R square value is also known as goodness of fit test. So the R squared of 3.1% is revealed that 3.2% of the data fit the regression model and the model is not so good by R squared.

Table 14: Model Summary of owner's perception with the average net sales

R	R Square	Adjusted R Square	Std. Error of the Estimate
.176 ^a	.031	.011	169.07929

Source: Field survey

The ANOVA table (Table 15) gives p -value = 0.134 which is greater than 0.005 concludes that as, Overall, the regression model statistically insignificantly predicts the independent variables.

Table 15: ANOVA table for owners' perception with average net sales

ANOVA ^b					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	357573.329	8	44696.666	1.563	.134 ^a
Residual	11177832.273	391	28587.806		
Total	11535405.601	399			

Source: Field survey

CONCLUSION

The aim of this study was to find the perception of employees towards the growth and development as well as to determine the relationship between the perceptions with the growth and development of small scale industry. The study concludes that only 10 percent of employees are feeling extremely happy on equity and equality. The result concludes that employees show the very poor satisfaction in perquisites structure, health and safety facility, bonus and incentive, day-care center, termination policy, leave policy and entertainment opportunities of which perquisites structure and day-care center holds significant relationship with sales of the SSI. The result also shows that, the growth and development of SSI depend on at least 6 items of satisfaction. So, it is mathematically proved that, if the employees are satisfied, then the growth of the organization will be increased. As

a result, it is important to satisfy employees properly for the growth and development of the SSI. If that can be done properly, the sustainable development of small scale industries is possible.

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