

Does Ob Matter On Organizational Change? Evidence From Depz, Bangladesh

Md. Zohurul Islam* Sununta Siengthai**

Manufacturing enterprises at Dhaka Export Processing Zone (DEPZ) are playing a vital role for employment generation, export and foreign direct investment. Mostly, organizational behavior (OB) has a role for implementing organizational change and organizational growth in DEPZ. Thus, we have undertaken this study to investigate the relationship and impact between OB and organizational change in DEPZ. An in-depth interview and questionnaire survey was conducted for this study that covered 53 manufacturing enterprises in DEPZ with 216 respondents by using simple random sampling method. Formulated research hypotheses were tested by using higher level statistical methods. KMO and PCA were run to validate the independent variables, item consistencies and reliability for this study. The results indicate that there is a positive and significant relationship between OB components and organizational change. Also, there are some high loading factors among the OB variables. The results show that organizational culture, organizational learning, communication and employee motivation have direct relationship with organizational change.]

*Mr. Md. Zohurul Islam, PhD Candidate, School of Management, Asian Institute of Technology, Thailand
E-mail: st104844@ait.ac.th; zohur68@gmail.com

**Dr. Sununta Siengthai, Associate Professor, HRM/IR, School of Management, Asian Institute of Technology (AIT), Thailand, s.siengthai@ait.ac.th

1. Introduction

Export Processing Zones (EPZs) have become an important factor for economic enclaves particularly in employment generation, export diversification and investment creation. One of the important objectives of Industrial Policy of Bangladesh is employment creation and investment in export-oriented industries. In continuing to that policy EPZs are playing a prime role as an economic instrument for attracting foreign direct investment, generating employment earning foreign exchange and doing technology transfer. In the age of globalization the concept of EPZ has become more significant for economic growth. The numeric result shows that it has a dramatic increasing trend from 1975 with 25 countries and the number of EPZs was 79, now in 2003 it has covered 116 countries with more than 3000 zones. As a result, 42.0 million are employed within those zones (Aggarwal, 2005).

The concept of EPZ in Bangladesh is an economic growth in terms of free trade, foreign investment, exchanges of goods manufactured with a reduction in duties and or minimal intervention by custom officials (World Bank, 1999). Many developing countries have taken this concept since, 1960 for promoting industrialization (Amirahmadi & Wu, 1995). In particular, Bangladesh joined in the popular territory of EPZ in the 1980s. In particular, Dowla (1997) had shown in his paper that there is a positive impact of establishing Chittagong EPZ in employment generation. This study found that there were 85% of the workers are female and most of them are floor workers, whereas male are account for administrator, managers, accountants and some other superior post. This survey study has also found (in Chittagong EPZ) that there is poor labor management relationship. In Dhaka Export Processing Zone (DEPZ), Zohir study (2007) has identified some of the issues. They are trade union allowed outside EPZ not inside EPZ, worker facilities like transport is inadequate, female workers are facing sexual harassment by their colleagues, and labor law as a safeguard for the worker is not in practice. More female workers are in garment industry rather than other types of industrt. On the other Jayanthakumaran, (2002) has found in his study that EPZ has a positive economic impact for the citizens of host country in terms of cost benefit analysis. However, later on, Amirahmadi and Wu (1995) argued that the impact of EPZ is largely on economic and mostly in employment generation. Eusuf et al. (2007) and Aggarwal (2005) have confirmed Amirahmadi and Wu (1995) findings. Some studies have been carried out exclusive for DEPZ, in terms of empowerment prospects and problems; workers' socio-economic issues; Foreign Direct investment (FDI) opportunities and constraint; gender balance in DEPZ and so on. This study will be a unique study to investigate the

organizational behavior practice and its impact in DEPZ enterprises for organizational change as sustainable business environment.

Therefore, the specific objectives of this study are to identify the organizational behavior components at managerial level in respect to implement organizational change at DEPZ enterprises to keep congenial business environment.

2. Literature Review and hypotheses development

Organizational Behavior

Organizational behavior illustrates employees' values, assumptions, legends, rituals and stories that all about artifacts, values and assumption in organization (Keller, 2007). These set of behavior attributes guide the employee's attitude and behavior in organization for better performing (Davis, 1984; Kotter & Heskett, 1992). Organizational behavior is vast field, over the last 60 (1940-2000) years it has been generalized into six areas: 'definition of the field'; 'perspective on organizations'; 'perspective on person'; 'human resource management'; 'change process'; and 'management education' (Osland et al. 2001). Widely organizational behavior is now not concern only with employee's job satisfaction, mostly on organizational change and improvement.

Organizational Culture

Organizational culture can be understood by adaptability, achievement, clan and bureaucratic tradition. More specific, these are all about customer value; flexibility for serving the customers; high value on employees like family atmosphere and rigidity with rule oriented culture (Daft, 2003). Business organizations are facing many challenges for change. The process of change is unique in each organization, as they have different nature of organization. In the global business, change has been accepted for the best way to do business (Lewis et al. 2001). Where, organization culture plays an important role and guides the employees towards organizational change. Therefore, we hypothesize:

H1: Organizational change has relationship with organizational change.

Organizational Learning

Organizational learning is another important variable for organizational change. However, organization learning is a combination of four processes: information acquisition; information distribution; information interpretation; and organization memory (Huber, 1991). Mainly organizational learning falls into two broad categories: one is cognitive perspective and other one is social perspective. These two are based on psychology and individual learning; and sociology and relationship oriented (Argyris & Schon, 1978; Marshall, 2008). Organizational

learning refers to the process of acquiring new knowledge adjusts with sustain in turbulent external and internal changes in order to successfully adapt with changing business environment (Chen, 2005). Thus, we hypothesize:

H2: Organizational learning has relationship with organizational change.

Communication

Communication has an effect on implementing organizational change. Organizational information, work direction and instruction disseminated to employees by communication, are called upward communication, downward communication and lateral communication (Elving, 2005). The role of organizational communication are mainly to inform employees' about their task, policy and other organizational issues; and secondly to create community within organization. Communication reduces uncertainty, increase job security within organization. Organizational change requires encouragement for more participation of employees and addresses their concern in change program. Thus, we hypothesize:

H3: Communication has relationship with organizational change.

Employee Motivation

Employee motivation at workplace is extremely important for managers to implement changes in organization. To be with sustaining development, business enterprises are kept on changing. Rao (2005) has stated that motivation scheme has positive effect on firm performance in manufacturing enterprises. Employees' motivation and their commitment are crucial for organizational change. Moreover, employees' motivation depends upon many factors such as organizational culture, managerial leadership style, structure of organization, HR policies and practices, job design as well as employees' skills, knowledge and attitudes (Raymond, 2002). Those organizational and personal attributes help employees work better (Karatepe & Uludag, 2006). Thus, we hypothesize:

H4: Employee motivation has relationship with organizational change.

Organizational Change

Change is a constant factor in a rapidly expanded business world. The external forces are more challenging, and to combat with external forces, efficient and effective strategic approaches are required for organizational change (Chew & Choo, 2008). However, in today's competitive business environment organizational change is being driven to make better use of knowledge, technology and human resources. Strategic business thinking has been shifted from products, plants and inventory towards employees, information, communication, knowledge and skills. Thus, it requires a greater demand for

multiskilling, upskilling, and re-skilling of the labor force for organizational change. That is the reason why organizations are adopting new HR strategies and policies, which drives organizational change throughout the enterprise (OECD, 2001).

3. Research Methodology

A. Pilot survey

We did a pilot survey for questionnaire testing (Vogt, 1999; Babbie, 2004) to detect error, validity and scale reliability. We used a 5 point- scale ("1" for Strongly Disagree to "5" for Strongly Agree) developed by Likert (1932). The pilot survey was done during in the month of January-February, 2008 with 30 respondents from 6 enterprises. A total number of 20 HRM items were used for this study. The sample size was 30 at managerial (mid level) jobs and simple random was used to obtain feedback and the scale validity of the survey. The calculated Chronbach's alpha (α) value is 0.9063, which indicates the high reliability of the instrument.

B. In-depth Interviews

The second stage of our research method was in-depth interviews with the 12 executives. Semi-structured open-ended questionnaire was used for in-depth interviews. A simple random sampling method was used at this stage. The questionnaire was distributed to the executives to get feedback.

C. Full-scale survey

Full scale questionnaires were administered in the month of April, May and June 15, 2008 within 53 manufacturing organizations out of 103 (BEPZA statistics, May, 2008) organizations in economic zone, DEPZ. That covers 216 respondents from the total of 512 in the surveyed enterprises with the response rate of 42.18% (26.18% of 825 total entire populations). A simple random sampling method was used for selecting the enterprises. From the pilot survey and in-depth survey finding and suggestion, questionnaire was modified and surveyed for this stage.

D. Sample

For the survey, a random sampling was chosen for selection enterprises from the A, B and C category of DEPZ organizations. A total number of 53 enterprises were selected from 103 and that covered 216 respondents. The demographic characteristics of respondents are presented in Table 1.

Table 1: Respondents demographic profile

| Employee | Number | % |
|--------------|--------|--------|
| Male | 189 | 86.1% |
| Female | 27 | 13.9% |
| Age: below | - | - |
| 30 | 36 | 16.67% |
| 31-35 | 154 | 71.30% |
| 36-40 | 26 | 12.03% |
| 41-45 | 0 | 0 |
| Above 45 | | |
| Education: | | |
| Bachelor | 3 | 1.4% |
| MBA | 43 | 19.9% |
| Master's | 170 | 78.7% |
| Training: | | |
| Home | 123 | 56.9% |
| Yes | 93 | 43.1% |
| No | | |
| Training: | | |
| Foreign | 30 | 13.9% |
| Yes | 186 | 86.1% |
| No | | |
| A: foreign | 33 | 62.27% |
| own | 7 | 13.20% |
| B: joint | 13 | 2.53% |
| venture | | |
| C: local own | | |
| Trade union: | 31 | 58.49% |
| Yes | 22 | 41.51% |
| No | | |

Note: Field survey, 2008.

Survey findings showed that among the respondents, 86.1% were male and 13.9% were female. Age sample is majority above 35 years old (71.30%), below 35 and 40 are quite similar (16.67% and 12.03%). In this study it was found that 78.7% are with Masters Degree, while MBA (Business graduate) are of 19.9%, having only Bachelor degree is only 1.4%. Respondents having local skill oriented training are 56.9% and not having training experience are 43.1%. In case of foreign training received 13.9%, without any foreign training or orientation 86.1%. This study shows that the enterprises from foreign ownership are 62.27%, joint venture are 13.2% and local own enterprises are only 2.53%. Among the surveyed enterprises, practicing trade unions for welfare of workers right are 58.49%, while not having any welfare association for worker are about 41.51%.

Variables Measurement

Organizational Culture: organizational culture factor (Parker and Bradley 2000; Robbins 2003; Andrew 1998; Koskosas et al. 2008; Schein 1992) was measured with nine (9) items: employee’s creativity an asset; risky-task behavior is awarded by management; employees idea was given important; employees’ like to work in team; information is distributed; equal employment opportunity; customer is valued; and cooperative labor-management relations. The response formats were measured by five-point Likert-scale (Stroch et al. 1996) ranging from ‘1’ Strongly Disagree to ‘5’ Strongly Agree.

Organizational Learning: Organizational learning factor was measured with eight (8) items. These were: team learning; committed with continuous learning; team solved problems and generate new ideas; team autonomy for decision making; knowledge required continuous learning, training and teaching; employees desire to learn new skills; employees competent to come up with good ideas; and employees keep update with current issues. The response format were measured by five-point Likert-scale (Stroch et al. 1996) ranging from ‘1’ Strongly Disagree to ‘5’ Strongly Agree.

Communication: Organizational communication factor was measured with six (6) items. These were: organizational policy clear to all; employees comfort with changing and uncertain environment; task identified for all; and open-door policy for all. The response format were measured by five-point Likert-scale (Stroch et al. 1996) ranging from ‘1’ Strongly Disagree to ‘5’ Strongly Agree.

Employee Motivation: Employee motivation factor was measured with six (6) items. These were: employees like to work in team; career path for professional staff; wages determined by market forces; autonomy for innovation; HR policy satisfy employee; employees asset rather cost and compliance organization. The response format were measured by five-point Likert-scale (Stroch et al. 1996) ranging from ‘1’ Strongly Disagree to ‘5’ Strongly Agree.

Reliability

For this study, OB is consists of 29 items, under the 4 subscales such as ‘organizational culture’; ‘organizational learning’; ‘communication’; and ‘employee motivation’. Cronbach’s alpha was calculated to identify the coefficient of questionnaire items and its consistencies. The reliability testing of the questionnaire item is presented in Table 2.

Table 2: Variables Reliability

| Variables | Items | Cronbach’s Alpha value |
|-------------------------|-------|------------------------|
| Organizational culture | 9 | 0.6383 |
| Organizational learning | 8 | 0.7050 |
| Communication | 6 | 0.6518 |
| Employee motivation | 6 | 0.5763 |

4. Data analysis and findings

Regression Results

Organizational change construct and OB variables (culture, learning, communication and motivation) relationship (Hypotheses H1-H4)

To test Hypotheses (H1 to H4) a simple regression model was run for all enterprises (N=53) in DEPZ at the managerial level job using organizational change as dependent variable with the four independent variables. Table 3 provides results of Regression Model. Regression result reveals that there is positive and significant relationship with organizational culture, learning, communication and employee motivation on organizational change (Table 3).

Table 3: Regression Model Summary/ANOVA

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | F value | Sig. |
|-------|---------|----------|-------------------|----------------------------|---------|------|
| 1 | .713(a) | .509 | .499 | .22967 | 54.606 | .000 |

a Predictors: (Constant), EM_OB, OC_OB, OL_OB, COM_OB

Analysis of variance (ANOVA) shows that organizational change has a significant relationship with overall organizational behavior at managerial level in DEPZ enterprises. It has high correlation (+.713) and the variance explained adjusted R-square was 49.9% of total variance. This high variance indicates that organizational behavior variables are much important for organizational change in DEPZ enterprises.

Impact of OB components on Organizational change

Table 4: Coefficient for OB variables organizational change

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.100 | .229 | | 4.804 | .000 |
| | OC | .183 | .067 | .178 | 2.709 | .007 |
| | OL | .190 | .060 | .211 | 3.171 | .002 |
| | COM | .240 | .060 | .288 | 3.984 | .000 |
| | EM | .153 | .057 | .175 | 2.712 | .007 |

a Dependent Variable: CHANGE

b. Independent variables: OC (organizational culture), OL (organizational learning), COM (communication) and EM (employee motivation).

The coefficient Table 4 reveals that organizational change is highly positive and significant relationship with organizational culture and it has explained 17.8% of total variance. Organizational learning has a positive and significant relationship and it has explained 21.1% of total variance. Similarly, communication has highly and positively significant with organizational change that explained 28.8% of total variance. Even employee motivation has positive and significant relationship with organizational change that explained 17.5 % of total variance. In all cases the significant level was at .05.

Table 5: Summary results of hypotheses H1 to H4

| | Hypotheses statements | Result |
|----|---|----------|
| H1 | Organizational culture has relationship with organizational change | Accepted |
| H2 | Organizational learning has relationship with organizational change | Accepted |
| H3 | Communication has relationship with organizational change | Accepted |
| H4 | Employee motivation has relationship with organizational change | Accepted |

*Significant at $p < 0.05$

From the above hypotheses testing result (Table 5) is indicated that all the hypotheses (H1 to H4) high significant OB variables have high influence to execute organizational change in DEPZ enterprises.

Impact of organizational behavior in DEPZ enterprises managers on organizational change

Result of Factor Analysis

Principle component analysis (PCA) with VARIMAX rotation, four factors concerning organizational behavior organizational learning/team learning, organizational culture, employee motivation and communication are extracted. PCA reduced organizational behavior characteristics from 29 to 12 items. VARIMAX ROTATION is extracted (identified) with 4 factors, having total variance 42.77% over Eigenvalue 1. Table 6 is representing the extracted factors eigenvalue, KMO, factor loading range, communality and its variance.

Table 6: Goodness of data fit for PCA

| Measure | Items | Factor loading | Communality | KMO | Eigen-value | Variance explained |
|-------------------------------|-------|----------------|-------------|------|-------------|--------------------|
| <i>Independent Variables:</i> | | | | .850 | | 44.772 |
| Organization learning | 5 | 0.359-0.708 | 0.257-0.568 | | 6.986 | 14.925 |
| Organization culture | 3 | 0.349-0.621 | 0.303-0.485 | | 2.277 | 11.075 |
| Employee motivation | 2 | 0.536-0.655 | 0.485-0.628 | | 1.664 | 9.448 |
| Communication | 2 | 0.331-0.457 | 0.383-0.417 | | 1.480 | 7.331 |

Organizational learning/team learning

The first factor (PC1) is organizational learning/team learning that has the highest variance in the data (14.92%). The Eigenvalue of this factor (PC1) is 6.98. There are high significant loadings. This includes that 'teams are encouraged to learn together from one another' and 'employees are committed to continuous learning' with significant loading magnitude value of 0.708 and 0.665 respectively. The higher level of factor loading (Table 6) indicates that these items are highly correlated to this factor.

Organizational Culture

The second important organizational behavior factor (PC2) is organizational culture. Organizational culture is having with 11.07% variance and Eigenvalue is of 2.277. There are high significant loading factors, these are included in customers are highly valued and equal employment opportunity. The significant magnitude loading (Table 6) value is of 0.621 and 0.542 respectively. The higher level of factor loading indicates that these items are highly correlated to this factor.

Employee Motivation

Factor component (PC3) 3 is related to employee motivation. The third important factor of organizational behavior is employee motivation with an Eigenvalue 1.664 and total variance is 9.448. There are high significant loading factors, these include 'wages determined by market forces' and 'career path for professional staff', the significant magnitude loading value (Table 6) are of 0.655 and 0.536 respectively. The higher level of factor loading indicates that these items are highly correlated to this factor.

Communication

The fourth important factor related to organizational behavior is communication with an Eigenvalue of 1.480. The variance of the factor communication is 7.33%. Communication is also a significant factor, with an Eigenvalue is more than one (1). The significant loading factors are of 'open-door policy' and 'tasks identified', the significant magnitude loading value (Table 6) are of 0.457 and 0.331 respectively.

5. Results Discussion

In this study, regression/Model Summary/ANOVA results demonstrate that organizational behavior factors have strong significant relationship with organizational change. Computed organizational behavior items are account for 0.509 R-square, where the adjusted R-square is account for 49.9% of total variance explained on the overall impact of organizational behavior on organizational change. The correlation of coefficient is 0.713. The coefficient indicates that all the formulated hypotheses are accepted at the level of 0.05. Thus, organizational variables are highly significant with organizational change.

In DEPZ, though the manufacturing enterprises are bound to follow the BEPZA rules, still there are some differences in employment conditions among the foreign, local and joint venture enterprises. Some factories have expatriates, who are working at different levels of job and there prevailing facilities are better than those for host country personnel. This suggests the existence of discriminating treatment as a whole in DEPZ. Bangladesh is verily suffering from fatal poverty disease, according to Gini-coefficient poverty is about 0.31 (World Bank, 2009) for the year 1992-2007, where employment generation is major (Aggarwal, 2005; Eusuf et al. 2007) than inequality. In response to this suggestion, DEPZ enterprise plays a positive role for employment, especially reducing the gap of women employment. But in our study results confirmed that organizational culture has positive and significant ($\beta=0.178$, $p<.05$) impact on organizational change. Thus, **H1** which hypothesizes that organizational culture is related with organizational change (**H1**) is accepted.

For this study, organizational learning is measured by acquiring and sharing knowledge, commitment to continuous learning, team autonomy (Senge, 1990; Stata, 1989; Huber, 1991) in the decision making towards behavioral change in a competitive business. Managers are the key drivers of organizational change and their managerial approach to nurture organizational learning like as shared vision, personal mastery, mental models, team learning, and system learning (Senge, 1990; DiBella et al. 1996). Gravin (1993), Senge (1990), Dumphy et al. (1997), Alas, et al. (2009) have considered organizational learning as outcomes. This study result confirmed the measuring items ($\alpha=0.70$) (Nunnally, 1978; Hair et al. 2006) and supported those findings, also confirmed that it has positive and significant relationship with organizational change ($\beta=0.211$, $p<.05$). Thus, **H2**

which hypothesizes that organizational learning has a positive relationship with organizational change is accepted.

Organizational effectiveness is integrated to all individual talent and their initiatives. To some extent communication in DEPZ is mostly bureaucrat, partly participative (Eusuf et al. 2007). Organizational change requires positive link with communication, and role of communication is vital for implementing organizational change (Elving, 2005; Robertson et al. 1993). This study result supports these findings and has association with organizational change ($\beta=0.288$, $p<.01$). Thus, **H3** which hypothesizes that communication has a relationship with organizational change is accepted.

Motivation is important for employees' work satisfaction. The result of this study provides empirical evidence to the theoretical concept. Thus, organizational effectiveness depends on employee satisfaction and commitment on work (Rao, 2005; Karatepe & Uludag, 2006). Kaya (2006) has confirmed that incentive enhanced positive attitude and motivate employees' towards firm's growth as well organizational change. Elian (2009) found in his study that motivation has an employees' commitment as a mediator for organizational change. In this study, it is observed that DEPZ provides incentives for lower level workers (Zohir, 2007). Moreover, in our study employee motivation has shown significant ($\beta=0.175$, $p<.05$) impact on organizational change. Same results are found in this study. Thus, **H4 which** hypothesized that employee motivation has a relationship with organizational change is accepted.

Bartlett's and Kaiser-Meyer-Olkin (KMO) sampling adequacy test results also support this regression coefficient results and found all the variables and sampling are high level of significant consistencies.

PCA result has confirmed the organizational behavior items have high significant relationship. VARIMAX rotation has extracted four principal component (PC) factors having more than one eigenvalue. Those factors are lies with regression model independent predictor factors. Each factor is dominated at lest two variables items. In the Factor 1 (PC1) has high significant loading, includes team are encouraged to learn from each other (.708); committed to continuous learning (.655); and teams are utilized to solve problem and generate new idea (.359). Factor 2 (PC2) has high significant loading, includes customers are highly valued (.621); equal employment opportunity (.542); employees' are like to work in a team (.532); distribution information across work unit (.372); and employee ideas are important (.349). Factor 3 (PC3) is reasonably significant loading on employees' wages are determined by market forces (-.655) and career path for professional staff (.536). Factor 4 (PC4) has significant loading on there is an 'open-door' policy for employees (.457) and employees' tasks are identified (.331).

6. Conclusion

This study has described the organizational behavior variables. Organizational behavior variables are measurement with 29 items, with the four sub-heads namely, 'organizational culture'; 'organizational learning'; 'communication'; and 'employee motivation'. Simple regression and later on PCA was run to find out the impact and significant magnitude loading of organizational behavior variables on organizational change. The aim of this study is explore OB variables those are impact on organizational change in DEPZ. The coefficient result shows that 'organizational culture'; 'organizational learning'; 'communication'; and 'employee motivation' are positive and significant impact on organizational change. Therefore, the major factors those are matter on organizational change, are identified 'organizational culture'; 'organizational learning'; 'communication'; and 'employee motivation'. For this study data were collected from Dhaka Export Processing Zone. All the 216 respondents were from mid level managerial position. Managerial views have given emphasis on organizational behavior characteristic for organizational change in DEPZ.

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