

Social Security Programs in Ready-made Garment (RMG) Sector on Bangladesh Experience

Md. Roni Mridha¹

Abstract : *Social security in RMG Sector is a vital and burning issue and the present study aimed to investigate social security and welfare program's in ready-made garment sector in Bangladesh. The present study has been conducted on the basis of specific objectives and those are- to know the socio-demographic status, general welfare provision and facilities, health amenities and working environment, social protection and human rights provisions for female worker in RMG sector. In-depth Case Study has been applied as main method and Focus Group Discussion also applied as supportive method. Study location has been randomly chosen at Narayanganj and Bhaluka Upazila of Bangladesh where located a lots of ready-made garment industry. The real condition of social security is quite satisfactory but not very standard. A strong monitoring team need to form where expertise members need to involve like professional social workers. Longe scale garment factoryrie's maintain social security and physical animates better than the small and medium factories. So, compliance must be ensured for all size of factory.*

Key words: *social security, garment sector, provisions, services, facilities etc.*

1. Introduction

In the last decades, the concepts of social protection, social security, social insurance etc. were a theoretical concept of books in developing countries like Bangladesh. But now those concepts are practicing in every sectors. Welfare states are very much aware about its citizen protection. Among all kind of protection and security, social aspect is very important. Social security also very much liked with psycho-economic development. Labour in garment sector is very vital of citizen with their huge contribution in economic growth and development. But they need proper social security in both work station and family life. In the perspective of Bangladesh, most of the garment workers are

¹ Md. Roni Mridha, Lecturer, Institue of Social Welfare and Research, University of Dhaka, Dhaka-1205

women. Ensuring women garment workers social security is vital aspect. This study has been conducted on those issues and generated some new knowledge about this aspect. However, Social security is a human right which retorts to the universal essential for protection against certain emergency situation of life and social needs (ILO, n.d.). This fulfillment of need and risk time support ensure workers productivity and job satisfaction. Without ensuring minimum social security in garment sector the ultimate development of this sector is quite impossible. Every country all over the world including Bangladesh should establish and strengthen their social protection systems to ensure that all workers benefit from social protection coverage and insurance programmes should cover a broader range of contingencies (ILO, 2016).

2. Problem Statement

Social security is a program of protection provided by the society against those contingencies of modern life- sickness, unemployment, old age dependency, industrial accidents and individualism against which the individual cannot be expected to protect himself and his family by his own ability or foresight (Friedlander, 1968). It can be stated that social security provisions are very essential for garment industry on concern of ley-off, workplace accident, funds, allowances and insurances. Socio-economic insecurity in ready-made garment is notable problem that resulted labour dissatisfaction, unrest, instability and low productivity. Developing country like Bangladesh is experiencing a lot of problem created form the issue of social insecurity that need to address properly. This study mainly systematically investigated on those problems on focusing policy formulation.

Social security is universal human rights and for the betterment of individual group or society as whole. Investment for the social security system to industrial worker is braining question. But problem regrading this social security and social protection is proper policy making and programme execution. In the context of social security, it mainly pays to enlightening productivity and employability, and to economic development. For garment labour and enterprises, social security ensures and established proper productive environment and labour satisfaction. Social peace, inclusive societies and a fair globalization is high discussion problem statement in the world (ILO, n.d.).

3. Justification of the Study

Ensuring social security in ready-made garment sector is broad challenges. Theoretically social security encompasses a lot of social benefit and facility package that may be quite difficult to fulfill from holistic perspective. Developing country like Bangladesh is striving to develop the industrial sector with a lot of socio-economic, political and national and international legal problems. To identify the real scenario of social security condition, its challenges and prospects in ready-made garment sector is main rationale of this study. Beside that, this study has aimed to make some new knowledge about social security in the experiences of Bangladesh. From the policy point of view this study has made some realistic recommendations. On those systematic and scientific justification this study has been conducted.

4. Methodology

This study is qualitative in nature and In-depth Case Study (ICS) method has been applied as main method. To support case study method this study also applied Focus Group Discussion (FGD) as supporting study method. Fifteen cases from different representative locations have been studied. Purposive sampling technique has been applied in choosing cases. Face to face interview guideline and FGDs checklist has selected to gather primary data from respondents. Interview and observation methods of data collection has been applied in this study. Study location has been randomly chosen at Narayanganj and Bhaluka Upazila of Bangladesh where located a lots of ready-mate garment industry. Data from both primary and secondary sources have been analyzed, classified, interpreted and presented properly.

Cases From fifteen different sectors of 5 garment location has been interviewed. Four FDGs has been conducted with the managements and employees. Two FDGs have arranged with management body and two with the employees. Electronic recording devices and note tacking strategy has been followed in collecting data. Collected data has been interpreted, analyzed and presented properly by following study objectives and tools.

5. Findings and Discussion

This study has categorized its results on the basis of study objectives. To create new information and ideas, this segment has analyzed study findings and discussed related matters with some relevant literature support. The findings and discussion of this study are given below-

i) Socio-Demographic Status of Garment Workers

Socio-Demographic Status of Garment Workers indicates the accommodations, age of the workers, marital status, where they come from, garment sector, workers' salary and educational qualifications, opinion on salary structure, family conditions etc. This status also includes their satisfaction with their industry and job.

A) Migration, Accommodations and Positions

This study found that about 90% of garment workers are accommodated near to the garment industry and come from village areas of Bangladesh. In most cases, it was found that the cost of accommodation is not provided by the garment industry. They are bound to share their room with other 7-10 workers. Push factors from the village area and pull factors of garment locations are quite clear from the responses of workers. Workers have to come to the ready-made garment sector to earn money and provide financial support to their families. Most of the workers in the garment industry are female. But in management and executive positions, most of them are male. Positions like Team leader, Supervisor, Monitoring officers, managers, executives' directors are held by male persons. In most cases, women in the ready-made garment industry are working as labor. Women workers can only be promoted to team leader and supervisory posts. Women's position in management by getting promotions is rare. Job permanency is not fixed in all cases. Frequently, garment workers are laid off from their work without any pre-notice. Sometimes, workers also change their factory for their own interest.

Table 01: Socio-demographic status of garment workers

Socio-Demographic Variables						
Case No.	Age	Marital Status	Education Grade/ Class	Home District	Salary (BDT, With overtime)	Job Satisfaction (Scale)
1	21	Unmarried	8	Chandpur	10000	Not satisfied
2	22	Married	10	Mymensing	11000	Satisfied
3	25	Unmarried	10	Barisal	10000	Satisfied
4	23	Unmarried	8	Noakhali	80000	Satisfied
5	20	Unmarried	7	Rajbari	7000	Satisfied
6	22	Married	8	Madaripur	7000	Very Satisfied
7	26	Married	6	Mymensing	12000	Very Satisfied
8	27	Unmarried	5	Barisal	15000	Not satisfied
9	18	Unmarried	5	Netrokona	7000	Not satisfied
10	20	Unmarried	10	Bhola	11000	Not satisfied
11	19	Unmarried	10	Rongpur	8000	Not satisfied
12	23	Married	10	Shariatpur	12500	Satisfied
13	24	Unmarried	5	Rajbari	12000	Not satisfied
14	20	Unmarried	9	Barisal	12000	Satisfied
15	26	Married	10	Comilla	13000	Not satisfied

Table no 01 has designed with the demographic variables named-age, marital status, their home districts, salary and job satisfaction. Respondents of this study opined that, they not getting enough salary according to their performance and skill. They cannot afford their expenses and support to family within this small amount of money.

Most of them are earning only 7000-12000 taka. But their experience is more than that. That's why this salary is too less to lead their life.

B) Salary or Wages

At the joining time workers only get 5000-7000 BDT that is too less to lead their life in urban area. But to get a job without high educational qualification and skill, workers have to select this sector with less remuneration. In some garment factory workers get chance for overtime income. From overtime work, workers can get more than 3000 taka per month. This kind of earnings may be called worked remuneration not formal salary.

Chart-01: Salary of Workers

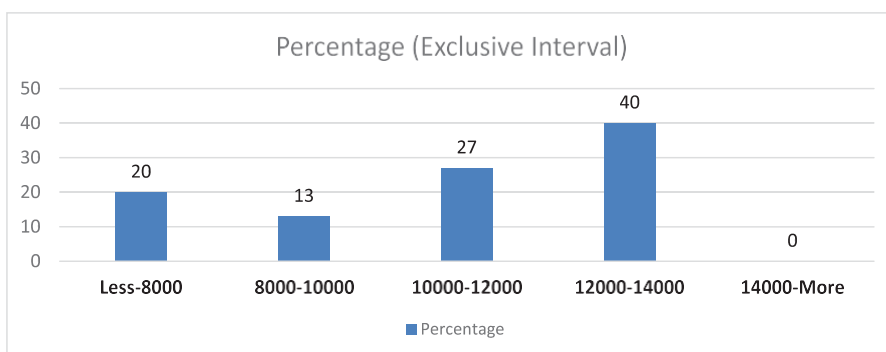


Chart 01 show that about 20% of workers salary amount is less than 8000 BDT and 13% workers get salary within the exclusive range of 8000-10000. 17% of them got salary from 10000 to 11999 BDT. From 12000 to 13999 BDT, about 40% workers are given salary because of their experiences. Present study did not find any workers, who were given with more than 14000 or more amount of BDT.

About this salary issue one respondent said,

"I can afford only food and house rent cost by using this 80% of my salary amount and another 20% have to send to my family. By expending 80% of my salary amount, I cannot fulfill all of my basic needs. On the other hand, 20% send money to my family is too little to lead my family at village. Most of the time, I cannot fulfill my recreational and medical expenses. It is so pathetic to me!"

C) Workers Educational Qualifications

Most of the worker came from the poor family and their education qualification is poor. Most of the workers did not complete grade 10. Workers cannot completed at least SSC certificate because of family crisis. In most of the causes, present study found that workers are upset for dropping up from school and they show example of others Scholl friends who is in better position.

About the education one respondent said,

“I could not continue my study because of my family condition, my eldest sister was working in a garment, she like to engage me at this sector for supporting my family. After failed in SSC examination my sister force me to join this sector and my family wish so. Because of poverty, I was bound to join garment as workers”

D) Causes of Working at Garment Sectors

Workers in garment sector engage in in their ready-mate garment factory because of family. Present study found some reason of choosing this sector. Those all reasons are inter-related with each other. Most of the reasons create another problem and that’s is why they have to join in garment industry at their early age with less salary.

Figure 01: Causes of joining at Garment Sectors

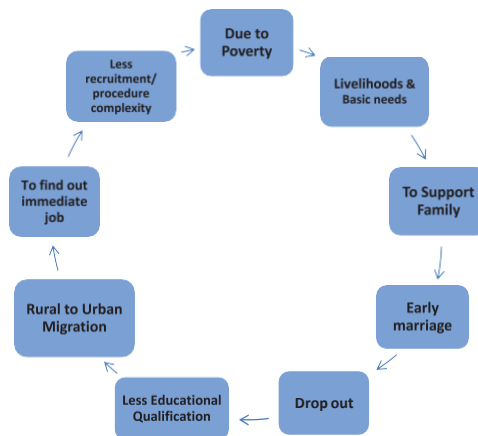


Figure no 01 presented the reasons for joining at ready-made garment sector of workers. Workers are joining in that sector because of- Poverty, family financial crisis, early marriage and family management, lack of self-employment opportunity, more secure for women, failure in continuing education, flexibility in case of educational qualification and experiences, elderly sister or brother work this sector they want, less skill and experience requirements, less procedure complexity and time and to lead a happy life with family.

E) Job Satisfactions

Workers are not highly satisfied with their job and job facilities. They think that, by join these sector workers got only money not others remarkable benefit. Following chart showed their satisfaction level.

Chart 02: Workers Job satisfaction

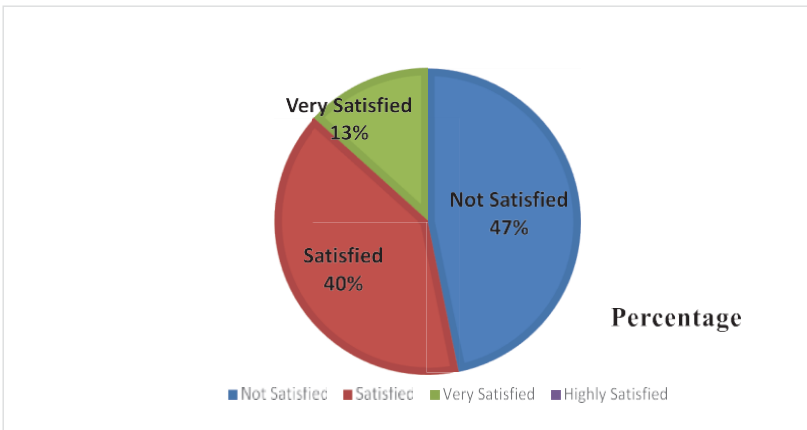


Chart no 02 shows that only 13% workers are very satisfied with their job and 40% cases are only satisfied. 47% workers are not satisfied with their job and it's because of salary, services and social security. No one is highly satisfied with their job. To satisfy highly the workers, organization need a strong social security provision. Workers wants smart salary with a strong social security network.

ii) General Welfare Provision and Facilities

General welfare facilities and social scurrility at garment sector included the quality and quantity service. In included safety record book, canteen services, food allowances, rest room, washroom, newspaper and other conveniences.

A) Safety Record Book

In ready-mate garment sector, a safety record book maintenance is very essential. This study found that a compulsory safety record book is maintained and a safety information board is exhibited in front of garment factory. But about the update of daily information, workers have no idea. A data entry officer is appointed for this work

B) Accommodation and Transportation Facilities

From case study it has found that 90% garment workers do not get any accommodation and transportation facilities from this industry or company. But they are provided with a little amount of money for transportation, said by 10 cases out of 15 cases.

One female worker said,

“I need to wait for long time for public transportation name Auto. But it needs to share the one side seat of with 2 others passengers and this is embarrassing for me. I like to demand to g garment authority for a common bus service for female workers.”

C) Provisions for Entertainment

At workplace workers can listen song, but they have to play songs from their mobile phone. There is no provision for television, sound system, newspaper and indoor game at garment. Annually workers can participate at picnic program organized by the garment authority. There is a good provision for pure and safe drinking water at workplace.

About Recreational program one worker exclaimed,

“We eagerly wait for our annual picnic; we enjoy it a lot. This picnic

inspires us a lot and refresh our mind.”

Another respondent said,

“At our annual picnic we enjoy it a lot and spend a quality time with other sections also and it makes a good relation with each other.”

D) Canteen Services

Canteen room is available at every garment factories. Food Menu is determined by the management body. Food Menu is quite standard and different from one day to another. But most of the worker carry food from home and use only canteen to eat their meal. Only a few workers eat from canteen. The hygienic condition of canteen is satisfactory.

About the canteen facilities one respondents claims,

“We have good structural arrangement for canteen services but the quality and taste of cooking is not ok.”

Another worker desires,

“If garment provide quality food from the canteen, that will be better for them .We are ready to pay for the food. I think they will one day arrange food services from the canteen. Without providing any quality and clean food canteen facilities are useless.”

In some factory there is no food supply system from canteen. The present study found some reason for not arranging any provision for food at canteen. Those reasons are found from the FGDs with management’s body. Those reasons are-

- Most of the worker likes to carry food from home
- Management Body found more than 90 % worker like to eat their own food
- They do not like to pay for food
- A huge gathering at the meal time or break time
- Food arrangement for a lot of workers is difficult to manage

E) Food Allowances

In 5th December 2013 Bangladesh government has published separate wages structure for the RMG sector's workers. According to the gazette every factory will pay BDT 200 only per month as food allowance. It is not enough for the workers. So, maximum workers are highly dissatisfied toward the meal allowance provided by the RMG factories. On the other hand most of the garment ignore this meal allowances. Present study found that workers have no idea about the food allowances provision, on the other hand management body said that money of food allowances are included in their salary.

F) Rest Room Facilities

According to the Bangladesh Labour Act, 2006, "every establishment where more than 50 (fifty) workers are ordinarily employed, adequate and suitable number of rest rooms is provided and maintained for use of the workers, and a suitable lunch room with arrangement for drinking water, shall also be provided and maintained in that establishment so that the workers may eat their meals that they may have brought with them." But present study found that there is no separate room for rest of workers. Workers have to rest in their work section and sometime on floor.

About restroom facilities at workplace one worker said,

"I can not enjoy my rest time at my work place. There is no seating opportunity at my section, it will be better if they (garment management body) arrange a room for rest"

G) Washroom and Toilet Facilities

Washroom and toilet are insufficient in small factory but sufficient in the large garment factory. Washroom and toilet room is separate for male and female workers, and they are properly cleaned. Toilet is separated for male and female, so privacy is ensured. Workers think that they had a huge gathering at break and closing time of factory. The following chart showed the percentage of satisfaction about their workplace washroom and toilet.

Chart 03: Satisfaction about Washroom and Toilet Facilities

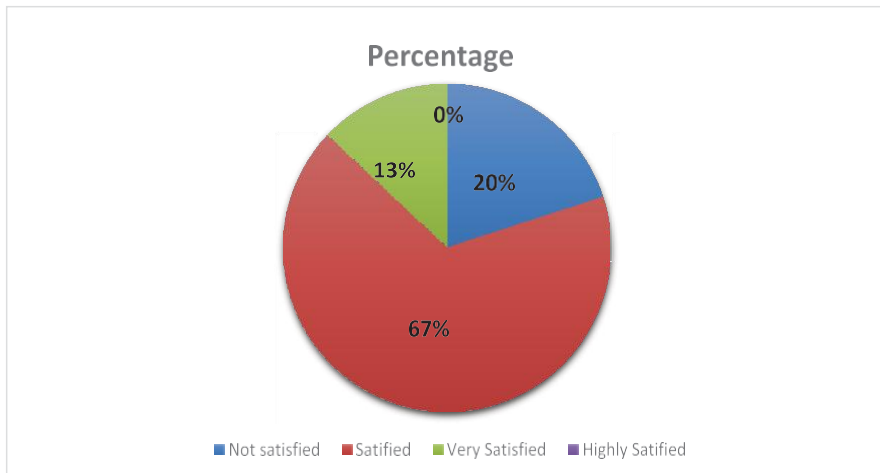


Chart 03 showed that about 67% of workers are satisfied with their washroom and toilet facilities and no one is highly satisfied. About the 20% of workers are not satisfied with the washroom and toilet facilities. But now a days 80% of garment & textile workers get sanitation. Here main problem is sharing of a toilet; about 15-20 persons normally use one toilet which create not only problem but also unhygienic. Maximum workers want a toilet for every 10 persons. Water supply is a very big issue, now they are very much struggling for clean water supply.

iii) Health Amenities and Working Environment

Health amenities and working environment included first aid box, Medicare, personal hygienic facilities, maternity benefit, sexual harassment, mental or physical torture, workplace environment, emergency exit and alarm, lighting, ventilation etc. In garment factory, Workers can get Medicare from mini hospital. An emergency doctor and few nurses are appointed for workers treatment. They also satisfy with this good service provided by the authority.

A) First-aid box and Health Support Cupboard

At garment factory, the first-aid box or cupboard equipped with the contents is available during all working hours. In case of emergency and accident workers can get first aid appliance for the worker and this aid box situated at every room. The treatment of a worker or an employee suffered from professional disease or work-time accident is continued by a competent or specialist medical practitioner at the expense and responsibility of the employer until such worker or employee is fully cured of such disease, hurt or sickness.

About first-aid services one respondent said,

“Once, I had an accident and I got immediate support by this first-aid box, it is very much essential and at every floor there is a good provision for first aid. I think authority will appoint an expert to use it.”

B) Drinking Water

Pure drinking water is ensured in every garment industry, there is good provision of water filter in every floor. Workers generally use personal water bottle to drink water. One respondent claim that their water filter is not working. Some filters at workers floor are not cleaned regularly.

About safe drinking water she said,

“I drink the water without any doubt. Because they procedure of making pure water is known to all. We have our own water purification machine at our garment.”

C) Maternity Benefit

There is good Provision for maternity benefit at her garment and management body permit maternity leave for 112 days and provide 3-month salary with all kind of benefit. Maternity leave is a basic and humanitarian right of the female garment workers but all the garment factories are not giving maternity leave to their workers with pay. According to Maternity Benefit Act 1950, the maternity leave was of 12 weeks. The new BLA 2006 increases the maternity leaves to 16

weeks from 12 weeks and the maternity benefit which is payable under section 48 of this act shall be payable at the rate of daily, weekly or monthly average wages and such payment shall be made wholly in cash.

- Maternity leave for 112 days
- Maternity benefit with salary for 3 month

Maternity benefit is given at garment sector with maternity leave. But they did not experience any incident related to maternity leave. Most of the women after becoming pregnant resign from job. Female worker used to go village and spend life with her parents in lows or parents. Female workers think that pregnancy is an illness.

D) Personal Hygiene and Sanitations

Women in the workplace are not aware about their personal hygienic issue. Garment authority does not provide any hygienic materials. During menstruation period, women need immediate support and hygienic material like sanitary napkins. Aktaruzzaman and Irin (2018) showed in their study that 69.5% did not use clean materials and less than one third (30.5%) used clean materials during menstruation. 78.5% had used old cloths and 20.5% had used sanitary pads for maintaining cleanliness during menstruation.

iv) Social Protection and Industrial Benefits

Social Protection and Industrial Benefits included life or accident insurance, welfare fund, provident fund, gratuity fund, pension, promotions, awards, training and other industrial benefits.

A) Social Insurance for Life and Industrial Accidents

Social insurance is offered in ready-made garment sectors. Most of the workers are not interested about the insurance scheme. There was a good provision for group insurance. At their group insurance the insurance personnel motivate them to be listed in their company. Most of the workers like to deposit only 200-500 taka for this insurance.

About insurance one worker said,

I give 500 taka monthly to agent of bank but I have no clear idea about this insurance scheme. One of relative who is work for a bank tell me about this savings. But garment authority did not tell us about any insurance aspect.”

There is a good arrangement for training at garment for management’s body but not for workers. But in some big garment, they have some provision for workers training.

B) Provident fund, Gratuity and bonus

About provident fund labour law said that every permanent worker shall, after completion of 1 (one) year of his service in the establishment, where the provident fund is constituted, subscribe to the provident fund, unless otherwise agreed upon, in every month a sum, not less than seven percent and not more than eight per cent of his monthly basic wages; and the employer shall contribute to it an equal amount. But there is no provision for Provident fund, Gratuity and bonus for workers in garment sector.

About bonus one Hindu worker said,

“We eagerly wait for our bonus. On Eid-ul Fitor and Eid-ul-Azha we got bonus from the factory. We did not get any other bonus. I wish to get bonus at Durga Puja. If they provide bonus at our puja, I will be able to offer some gift for family for puja.”

D) Re-habitation and Pension

There is no provision for re-habitation and pension for workers in garment industry. Government has some provision related to this point but due to formal appointment and job permanency, garment authority ignores this issue. On the other hand, workers have no idea about re-habilitation and pension facilities. Some workers think that it is high time to start rehabilitation and pension facilities at ready-mate garment sector, because they are shocked from Rana Plaza accident.

Recommendations

To ensure social security in ready-made garment sector, professional social work is inevitable. Expertise social workers can ensure quality social services and opportunity to the garment workers. Government and non-government organization must conduct relevant research on that sector to take proper action. The present study has made some recommendation. Some general recommendation of this study is following-

1. Social welfare administration managements should be ensure in every garment sector to re-design social protection package;
2. A holistic policy and plan should be formulated as guide for providing social security provisions. In making this policy all stakeholders must be given priority and incorporate their opinion in policy.
3. To formulate and execute social security programme's, proper expert like professional social workers or welfare officers must be appointed and provide them with connect authority;
4. Management should make lobby and liaison with bank, insurance and other financial institution for ensuring social insurances of all garment workers;
5. Job environment must be more hygienic and safer for the female workers and compliance report may be sought for sustainable development of the industries;
6. Fulltime medical facilities and first aid treatment with female doctor should be ensured;
7. Complain box system should be introduced at every garment industry. This box should be fixed in a place where no one will be able to see the complainant; and
8. Seminars, workshops and symposium should arrange on social security issues to motivate and aware all type of workers along with management team.

Concluding remark

Ready-made garment industry and social security as this section is interrelated for the advancement of our country. Social security

ensures the standard life of the garment workers. By getting this security workers become more morale, motivated and influenced. Social security at the garment sectors is to ensure the workers' rights and social justice. Garment sector maintain the social security provision to ensure a happy and prosperous life of workers. Without the worker and their good performance, garment industry will be in the way to loss. That's why garment authority and government should overrate on the workers security, worker rights for the holistic social welfare of Bangladesh.

References

- Absar, S.S. (2001). Problems Surrounding Wages; The Readymade Garment Sectors in Bangladesh, *Journal of LMD Labour and Management in Development*, Volume 2, p. 7.
- Ahamed, F. (2011). *Working conditions in the Bangladesh Readymade Garment Industry: Is Social compliance making a difference?* Ph.D Thesis, La Trobe University, Australia.
- Alam M.J., Mamun, M.Z. and Islam, N. (2004). Workplace Security of Female Garment Workers in Bangladesh, *Social Science Review*, Volume 21, No. 2, pp. 191-200.
- Friedlander, W. A. (1968). *Introduction to Social Welfare* (3rd ed.); Englewood Cliffs, New Jersey: Prentice-Hall, Inc.
- ILO (2016). *Non-standard employment around the world: Understanding challenges, shaping prospects*; International Labour Office – Geneva. [Available At https://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms_534326.pdf]
- ILO (n.d.). *International Labour Standards on Social security*. [Available at <https://www.ilo.org/global/standards/subjects-covered-by-international-labour-standards/social-security/lang--en/index.htm>]
- Islam Md. Shafiqul (2014). Informal Labor Incentives and Firm Performance: A Case Study of RMG Industry in Bangladesh (a PhD thesis), *The journal of International Business and Management*, Vol. 8, No. 2, 2014, pp. 19-27, DOI: 10.3968/4534, ISSN 1923-8428 [Online].
- Juwel Rana (2016). *A Study on Labor Welfare Center and Its Implications for Labor Welfare in Selected Areas of Dhaka*, Masters of Social Sciences (M.S.S.) thesis, University of Dhaka. Dhaka.
- M. M Aktaruzzaman and Hossain Irin (2018). Menstrual Hygiene Practices of Female Garment Workers; *Texila International Journal of Public Health*, Vol-06; Issue 02. [Available at https://www.academia.edu/36966022/Menstrual_Hygiene_Practices_of_Female_Garment_Workers]

- Mahmood, Monowar and Nurul Absar , Mir Mohammed (2015). Human Resource Management Practices in Bangladesh: Current Scenario and Future Challenges. *South Asian Journal of Human Resources Management*. [Available at https://www.researchgate.net/publication/287198053_Human_Resource_Management_Practices_in_Bangladesh_Current_Scenario_and_Future_Challenges/link/56728a4908aecc73dc0c659a/download]
- Majumder, P.P. (1998). *Health status of the Garment workers in Bangladesh; Findings from a survey of employer and employees*, Bangladesh Institute of Development Studies (BIDS), Dhaka, Bangladesh.
- Mollah, Mohammad Mainuddin and Zaman, Sawlat Hilmi (2007). *Socio-economic Security of Female Garment Workers in Bangladesh: an Empirical Study*. [Available: at http://www.academia.edu/30466841/Socioeconomic_Security_of_Female_Garment_Workers_in_Bangladesh_An_Empirical_Study and Accessed on 21 Aug 2017].
- Nasir Uddin (2012). *A Study on the Work place Environment in Garment Industry: Challenges and opportunities*, Institute of Social Welfare and Research, University of Dhaka. Dhaka-1205.
- Nishat Farzana and Mahfuzul Haque (2013). *Price of Blood and Sweat: Garment Worker Safety in Bangladesh*, Dhaka.
- Robayet Ferdous, Syed (2014). *Security & Safety Net of Garment Workers: need for Amendment of Labour Law*; National Human Rights Commission, Dhaka, Bangladesh.
- S Akhter and *et al.* (2010). Health and Occupational Safety for Female Workforce of Garment Industries in Bangladesh; *Journal of Mechanical Engineering*, Vol. ME 41, No. 1.
- Salma Chaudhuri and Zohir Pratima Paul-Majumder (2007). *Garment Workers in Bangladesh: Economic, Social and Health Condition* by; Bangladesh Institute of Development Studies (BIDS), Dhaka, Second Print December, 2007.
- Shashi K. Gupta and Rosy Joshi. (2004). *Human Resource Management*, Kalyani Publishers, Ludhiana, 2004, pp. 26.
- Uddin, Mohammad Nazim. (2013). Role of Ready-Made Garment Sector in Economic Development of Bangladesh. *Journal of Accounting, Business & Management*. Vol-03. Page-26.