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RELATIONSHIP BETWEEN RESOURCES AND SMALL FIRM GROWTH IN  
BANGLADESH: THE MODERATING EFFECTS OF GOVERNMENT AND  
PRIVATE ORGANIZATIONS SUPPORT

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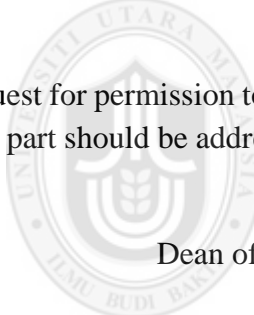
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## ABSTRACT

Firm growth has received profound attention due to its significant contributions towards the economy. Nonetheless, growth in the context of small firms is suffering from the absence of any unified theory or model. Based on the theory of Resource Based View (RBV), which argues that firms' resources have direct and indirect effects on firms' performance and growth, the study examined the relationship between resources such as finance, financial literacy of owner-managers, market orientation strategy, managerial capability, and small firm financial and non-financial growth in the context of Bangladesh. The study also considered the moderating role of government and private organizations support. A quantitative research approach was employed and a structured questionnaire was used as the research instrument. A survey design was adopted and the unit of analysis was small firms operating in Bangladesh and the owner-managers of the small firms were the respondents. The study employed non-probabilistic sampling technique, with a sample size of 407 small firms. The Partial Least Squares to Structural Equation Modelling (PLS-SEM) approach was applied for analysing the data. The findings of the study show that finance, financial literacy and market orientation are the strong predictors of small firm financial and non-financial growth in Bangladesh. Managerial capability is shown to have a positive significant relationship only with non-financial growth. The study also indicates that government support is not useful while private organizations play only a minor role in assisting small firm growth in Bangladesh. The novelty of this study is in pioneering the integration of tangible and intangible resources in a single domain with the moderating effect of government and private organizations support in explaining small firm growth. Based on the empirical evidences, practitioners and policy makers should pay more attention to the financial access, literacy development and marketing success of small firms in Bangladesh.

**Keywords:** Small firm, growth, government, private organizations, resource based view, Bangladesh.

## ABSTRAK

Aspek pertumbuhan sesebuah firma telah mendapat perhatian yang mendalam. Ini disebabkan sumbangan besar firma terhadap ekonomi. Walaubagaimanapun tiada satu model atau teori yang diterima dalam konteks pertumbuhan firma kecil. Teori “*Resource Based View*” (RBV) mengetengahkan pandangan bahawa sumber-sumber yang dimiliki oleh firma mempunyai kesan langsung dan tidak langsung kepada prestasi dan pertumbuhan firma melalui penjanaaan kelebihan daya saing. Oleh itu, kajian ini dijalankan untuk mengkaji hubungan antara sumber-sumber firma seperti kewangan, kadar kecelikan pemilik-pengurus terhadap kewangan, strategi orientasi pasaran, keupayaan pengurusan, dan pertumbuhan kewangan dan bukan kewangan firma kecil, dalam konteks negara Bangladesh. Selain itu, kajian ini juga mengambil kira peranan sokongan pihak kerajaan dan swasta sebagai moderator. Pendekatan penyelidikan kuantitatif telah diaplikasikan dan soal selidik berstruktur digunakan sebagai instrumen kajian. Satu kajiselidik kajian yang menggunakan pendekatan keratan rentas telah diaplikasi. Firma-firma kecil yang beroperasi di Bangladesh digunakan sebagai unit analisis dan pemilik-pengurus bagi firma kecil merupakan responden. Kajian ini menggunakan teknik persampelan bukan kebarangkalian dalam pengumpulan data, dengan saiz sampel sebanyak 407 buah firma-firma kecil. Pendekatan “*Partial Least Squares to Structural Equation Modeling*” (PLS-SEM) telah diaplikasikan untuk data analisis. Dapatan kajian menunjukkan bahawa kewangan, kadar kecelikan kewangan dan orientasi pasaran merupakan peramal yang kuat terhadap pertumbuhan kewangan dan bukan kewangan firma-firma kecil di Bangladesh. Keupayaan pengurusan didapati mempunyai hubungan positif yang signifikan hanya terhadap pertumbuhan bukan kewangan. Kajian ini juga mendapati bahawa sokongan kerajaan tidak memberikan sebarang impak manakala organisasi swasta hanya memainkan peranan kecil dalam membantu pertumbuhan firma-firma kecil di Bangladesh. Sumbangan kajian ini adalah sebagai peneraju integrasi sumber-sumber ketara dan tidak ketara ke dalam satu domain tunggal. Sokongan organisasi kerajaan dan swasta bertindak sebagai moderator dalam menjelaskan pertumbuhan firma kecil. Berdasarkan bukti-bukti empirikal, pengamal dan pembuat dasar perlu memberi lebih perhatian kepada akses kewangan, pembangunan kadar kecelikan kewangan, dan kejayaan pemasaran firma-firma kecil di Bangladesh.

Kata kunci: Firma kecil, pertumbuhan, kerajaan, organisasi swasta, *resource based view*, Bangladesh.

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## LIST OF ABBREVIATIONS

ADB	Asian Development Bank
AVE	Average Variance Extracted
BB	Bangladesh Bank
BBS	Bangladesh Bureau of Statistics
BDT	Bangladeshi Taka
BIBM	Bangladesh Institute of Bank Management
BSCIC	Bangladesh Small and Cottage Industries Corporation
BWCCI	Bangladesh Women Chamber of Commerce and Industry
CGS	Credit Guarantee Scheme
CR	Composite Reliability
DFI	Development Financial institute
FCB	Foreign Commercial Bank
FBCCI	The Federation of Bangladesh Chambers of Commerce and Industry
FI	Financial Institution
FY	Financial Year
GDP	Gross Domestic Product
GS	Government Support
HOM	Higher Order Model
HSC	Higher Secondary Certificates
IDA	International Development Association
IFC	International Finance Corporation
IMF	International Monetary Fund
MC	Managerial Capability

MIDAS	Micro Industry Development Assistance and Services
MITI	Ministry of International Trade and Industry
ML	Maximum Likelihood
MO	Market Orientation
NASCIB	National Association of Small and Cottage Industries of Bangladesh
NBFI	Non-bank Financial Institution
NBR	National Board of Revenue
NGO	Non-government organization
OD	Omission Distance
OECD	Organization for Economic Co-operation and Development
OLS	Ordinary Least Squares
PCB	Private Commercial Bank
PLS	Partial Least Square
POS	Private Organizations Support
RBV	Resource Based View
SAARC	South Asian Association of Regional Cooperation
SB	Specialized Bank
SCB	State-owned Commercial Bank
SCI	Small and Cottage Industry
SCITI	Small and Cottage Industry Training Institute
SE	Small Enterprise
SEM	Structural Equation Modelling
SFFG	Small Firm Financial Growth
SFNFG	Small Firm Non-financial Growth
SMCI	Small, Medium and Cottage Industries

SME	Small and Medium Enterprise
SMEF	Small and Medium Enterprise Foundation
SMESPD	SME & Special Programs Department
SPSS	Statistical Package for Social Science
TGF	The Theory of the Growth of the Firm
UN	United Nations
USAID	United States Agency for International Development
USFLEC	United States Financial Literacy and Education Commission
VAT	Value Added Tax
VIF	Variance Inflation Factor
WECCI	Women Entrepreneur Chamber of Commerce and Industry
WEAB	Women Entrepreneur Association of Bangladesh



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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

In perfect economies, most of the market players are private sector enterprises that contribute towards the economy through activities related to trading, manufacturing, agriculture, and services sectors (The Organization for Economic Co-operation and Development [OECD], 2004). In the private sector market, there are many types of enterprises including self-employed businesses, micro enterprises, small and medium enterprises, large businesses, and various multinational companies (OECD, 2004). Among all the market players, small and medium enterprises, by number, dominate the global business segment (Edinburgh Group, 2013).

The common feature of every economy in the world regarding the number of firms according to their sizes is that the number of large enterprises is very few, medium enterprises occupy the second highest position, followed by the greatest number of small and micro enterprises (Tarmidi, 2005; Young, 2015). In Bangladesh, the small firm sector occupies the highest position in terms of number among micro, small, medium, and large firms. According to the Bangladesh Bureau of Statistics [BBS] (2015), 10.66 percent of firms are micro, 88.07 percent are small, 0.73 percent are medium, and 0.54 percent are large firms among the total micro, small, medium, and large firms in Bangladesh. In terms of employment, among the categories, small firms rank the top with 58.25 percent, followed by large (30.59%), medium (6.23%), and

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## APPENDICES

### Appendix A: Common Method Variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.235	12.669	12.669	8.235	12.669	12.669	6.544	10.068	10.068
2	7.207	11.087	23.756	7.207	11.087	23.756	6.370	9.800	19.868
3	5.709	8.783	32.539	5.709	8.783	32.539	5.839	8.983	28.851
4	5.216	8.025	40.564	5.216	8.025	40.564	5.664	8.713	37.565
5	4.659	7.168	47.732	4.659	7.168	47.732	4.649	7.153	44.717
6	2.973	4.573	52.305	2.973	4.573	52.305	3.958	6.089	50.807
7	2.040	3.138	55.443	2.040	3.138	55.443	2.673	4.112	54.919
8	1.447	2.226	57.669	1.447	2.226	57.669	1.402	2.158	57.076
9	1.388	2.135	59.804	1.388	2.135	59.804	1.401	2.155	59.231
10	1.283	1.974	61.778	1.283	1.974	61.778	1.276	1.963	61.194
11	1.173	1.805	63.583	1.173	1.805	63.583	1.234	1.898	63.092
12	1.101	1.693	65.276	1.101	1.693	65.276	1.226	1.886	64.978
13	1.002	1.541	66.818	1.002	1.541	66.818	1.196	1.840	66.818
14	.978	1.504	68.322						
15	.928	1.428	69.750						
16	.874	1.345	71.095						
17	.871	1.341	72.436						
18	.853	1.312	73.747						
19	.812	1.249	74.996						
20	.796	1.225	76.221						
21	.746	1.148	77.369						
22	.721	1.109	78.478						
23	.711	1.094	79.571						
24	.696	1.071	80.642						
25	.639	.983	81.626						
26	.612	.941	82.567						
27	.606	.932	83.499						
28	.594	.914	84.413						
29	.565	.870	85.283						
30	.527	.811	86.094						
31	.507	.780	86.874						
32	.477	.734	87.608						
33	.466	.718	88.325						
34	.444	.683	89.008						
35	.431	.663	89.672						
36	.412	.635	90.306						

37	.408	.627	90.933
38	.382	.588	91.522
39	.355	.547	92.068
40	.349	.538	92.606
41	.332	.510	93.116
42	.328	.504	93.620
43	.319	.491	94.111
44	.297	.457	94.569
45	.283	.435	95.003
46	.263	.404	95.408
47	.251	.386	95.793
48	.246	.378	96.171
49	.232	.357	96.528
50	.225	.346	96.874
51	.219	.337	97.211
52	.216	.333	97.544
53	.205	.316	97.859
54	.186	.286	98.146
55	.184	.284	98.429
56	.166	.255	98.685
57	.153	.235	98.920
58	.147	.226	99.146
59	.132	.203	99.348
60	.126	.194	99.542
61	.096	.147	99.690
62	.085	.130	99.820
63	.058	.090	99.910
64	.030	.046	99.956
65	.029	.044	100.000

Extraction Method: Principal Component Analysis.

### Appendix B: Construct Correlations

		FINLIT	FIN	MO	GS	SFFG	SFNFG	APOS	AMC
FINLIT	Pearson Correlation								
	Sig. (2-tailed)								
	N	407							
FIN	Pearson Correlation	.005	1						
	Sig. (2-tailed)	.916							
	N	407	407						
MO	Pearson Correlation	-.010	-.237**	1					
	Sig. (2-tailed)	.837	.000						
	N	407	407	407					
GS	Pearson Correlation	-.007	-.016	-.091	1				
	Sig. (2-tailed)	.881	.749	.068					
	N	407	407	407	407				
SFFG	Pearson Correlation	.468**	.149**	.251**	.011	1			
	Sig. (2-tailed)	.000	.003	.000	.829				
	N	407	407	407	407	407			
SFNFG	Pearson Correlation	.374**	.158**	.173**	.044	.523**	1		
	Sig. (2-tailed)	.000	.001	.000	.374	.000			
	N	407	407	407	407	407	407		
POS	Pearson Correlation	-.057	.013	-.010	.008	.054	.045	1	
	Sig. (2-tailed)	.250	.797	.846	.872	.280	.366		
	N	407	407	407	407	407	407	407	
MC	Pearson Correlation	.087	.121*	-.038	-.029	.121*	.181**	.055	1

	FINLIT	FIN	MO	GS	SFFG	SFNF	APOS	AMC
Sig. (2-tailed)	.080	.014	.443	.561	.014	.000	.265	
N	407	407	407	407	407	407	407	407

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

\* . Correlation is significant at the 0.05 level (2-tailed).

### Appendix C: Item Correlations

#### Finance

		FIN1	FIN2	FIN3	FIN4	FIN5	FIN6	FIN7	FIN8	FIN9	FIN10	FIN11
FIN1	Pearson Correlation	1										
	Sig. (2-tailed)											
	N	407										
FIN2	Pearson Correlation	.497**	1									
	Sig. (2-tailed)	.000										
	N	407	407									
FIN3	Pearson Correlation	.504**	.393**	1								
	Sig. (2-tailed)	.000	.000									
	N	407	407	407								
FIN4	Pearson Correlation	.413**	.393**	.541**	1							
	Sig. (2-tailed)	.000	.000	.000								
	N	407	407	407	407							
FIN5	Pearson Correlation	.497**	.314**	.475**	.365**	1						
	Sig. (2-tailed)	.000	.000	.000	.000							
	N	407	407	407	407	407						
FIN6	Pearson Correlation	.398**	.548**	.526**	.494**	.506**	1					
	Sig. (2-tailed)	.000	.000	.000	.000	.000						
	N	407	407	407	407	407	407					
FIN7	Pearson Correlation	.454**	.463**	.554**	.501**	.355**	.492**	1				
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000					
	N	407	407	407	407	407	407	407				
FIN8	Pearson Correlation	.578**	.367**	.392**	.392**	.588**	.433**	.474**	1			
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000				
	N	407	407	407	407	407	407	407	407			

		FIN1	FIN2	FIN3	FIN4	FIN5	FIN6	FIN7	FIN8	FIN9	FIN10	FIN11
FIN9	Pearson Correlation	.527**	.417**	.385**	.409**	.520**	.384**	.537**	.651**	1		
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000			
	N	407	407	407	407	407	407	407	407	407		
FIN10	Pearson Correlation	.536**	.478**	.353**	.337**	.483**	.468**	.502**	.520**	.563**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		
	N	407	407	407	407	407	407	407	407	407	407	
FIN11	Pearson Correlation	.529**	.422**	.508**	.479**	.471**	.494**	.493**	.455**	.469**	.542**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	407	407	407	407	407	407	407	407	407	407	407

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

### Market Orientation

		MO1	MO2	MO3	MO4	MO5	MO6	MO7	MO8	MO9	MO10	MO11	MO12
MO1	Pearson Correlation	1											
	Sig. (2-tailed)												
	N	407											
MO2	Pearson Correlation	-.099*	1										
	Sig. (2-tailed)	.046											
	N	407	407										
MO3	Pearson Correlation	.349**	.152**	1									
	Sig. (2-tailed)	.000	.002										
	N	407	407	407									
MO4	Pearson Correlation	.426**	-.046	.448**	1								
	Sig. (2-tailed)	.000	.354	.000									
	N	407	407	407	407								
MO5	Pearson Correlation	.353**	.133**	.574**	.475**	1							
	Sig. (2-tailed)	.000	.007	.000	.000								
	N	407	407	407	407	407							
MO6	Pearson Correlation	.555**	.068	.566**	.416**	.492**	1						
	Sig. (2-tailed)	.000	.169	.000	.000	.000							



		MO1	MO2	MO3	MO4	MO5	MO6	MO7	MO8	MO9	MO10	MO11	MO12
MO7	N	407	407	407	407	407	407						
	Pearson Correlation	.372**	.171**	.619**	.406**	.599**	.540**	1					
	Sig. (2-tailed)	.000	.001	.000	.000	.000	.000						
MO8	N	407	407	407	407	407	407	407					
	Pearson Correlation	.343**	.281**	.561**	.387**	.528**	.472**	.575**	1				
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000					
MO9	N	407	407	407	407	407	407	407	407				
	Pearson Correlation	.416**	.123*	.573**	.637**	.532**	.509**	.558**	.543**	1			
	Sig. (2-tailed)	.000	.013	.000	.000	.000	.000	.000	.000				
MO10	N	407	407	407	407	407	407	407	407	407			
	Pearson Correlation	.296**	.148**	.799**	.328**	.385**	.552**	.513**	.440**	.468**	1		
	Sig. (2-tailed)	.000	.003	.000	.000	.000	.000	.000	.000	.000			
MO11	N	407	407	407	407	407	407	407	407	407	407		
	Pearson Correlation	.407**	.158**	.599**	.463**	.525**	.505**	.580**	.716**	.548**	.518**	1	
	Sig. (2-tailed)	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000		
MO12	N	407	407	407	407	407	407	407	407	407	407	407	
	Pearson Correlation	.420**	.150**	.676**	.631**	.513**	.585**	.585**	.514**	.747**	.540**	.583**	1
	Sig. (2-tailed)	.000	.002	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	407	407	407	407	407	407	407	407	407	407	407	407

\*. Correlation is significant at the 0.05 level (2-tailed).

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

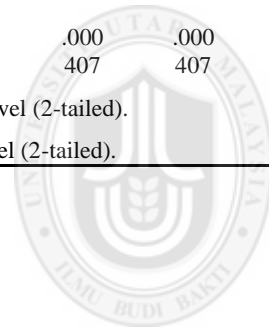
## Managerial Skills

		MS1	MS2	MS3	MS4	MS5	MS6	MS7	MS8	MS9	MS10	MS11	MS12	MS13	MS14
MS1	Pearson	1													
	Correlation														
	Sig. (2-tailed)														
	N	407													
MS2	Pearson	.596**	1												
	Correlation														
	Sig. (2-tailed)	.000													
	N	407	407												
MS3	Pearson	.543**	.540**	1											
	Correlation														
	Sig. (2-tailed)	.000	.000												
	N	407	407	407											
MS4	Pearson	.455**	.538**	.347**	1										
	Correlation														
	Sig. (2-tailed)	.000	.000	.000											
	N	407	407	407	407										
MS5	Pearson	.500**	.666**	.479**	.470*	1									
	Correlation				*										
	Sig. (2-tailed)	.000	.000	.000	.000										
	N	407	407	407	407	407									
MS6	Pearson	.543**	.540**	.458**	.649*	.505*	1								
	Correlation				*	*									
	Sig. (2-tailed)	.000	.000	.000	.000	.000									
	N	407	407	407	407	407	407								
MS7	Pearson	.255**	.264**	.439**	.234*	.284*	.276*	1							
	Correlation				*	*	*								
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000								
	N	407	407	407	407	407	407	407							
MS8	Pearson	.261**	.360**	.271**	.215*	.329*	.296*	.120*	1						
	Correlation				*	*	*								
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.015							
	N	407	407	407	407	407	407	407	407						
MS9	Pearson	.522**	.606**	.600**	.586*	.581*	.559*	.251**	.288**	1					
	Correlation				*	*	*	*	*						
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000						
	N	407	407	407	407	407	407	407	407	407					
MS10	Pearson	.429**	.518**	.379**	.494*	.489*	.561*	.233**	.172**	.547**	1				
	Correlation				*	*	*	*	*	*					
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000					

		MS1	MS2	MS3	MS4	MS5	MS6	MS7	MS8	MS9	MS10	MS11	MS12	MS13	MS14
	N	407	407	407	407	407	407	407	407	407	407	407	407	407	407
MS11	Pearson	.521**	.516**	.445**	.457*	.515*	.400*	.111*	.211**	.577**	.392**	1			
	Correlation				*	*	*								
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.025	.000	.000	.000				
	N	407	407	407	407	407	407	407	407	407	407	407	407		
MS12	Pearson	.502**	.429**	.450**	.296*	.410*	.435*	.248**	.211**	.346**	.349**	.391**	1		
	Correlation				*	*	*								
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000			
	N	407	407	407	407	407	407	407	407	407	407	407	407	407	
MS13	Pearson	.598**	.958**	.538**	.533*	.690*	.565*	.274**	.380**	.601**	.530**	.514**	.466**	1	
	Correlation				*	*	*								
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		
	N	407	407	407	407	407	407	407	407	407	407	407	407	407	407
MS14	Pearson	.184**	.195**	.290**	.357*	.153*	.182*	.227**	.298**	.197**	.391	.187**	.224**	.184**	1
	Correlation				*	*	*								
	Sig. (2-tailed)	.000	.000	.000	.253	.002	.098	.000	.048	.000	.067	.000	.012	.000	
	N	407	407	407	407	407	407	407	407	407	407	407	407	407	407

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

\* . Correlation is significant at the 0.05 level (2-tailed).



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## Managerial Knowledge and Experience

		MKE1	MKE2	MKE3	MKE4
MKE1	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	407			
MKE2	Pearson Correlation	.474**	1		
	Sig. (2-tailed)	.000			
	N	407	407		
MKE3	Pearson Correlation	.624**	.462**	1	
	Sig. (2-tailed)	.000	.000		
	N	407	407	407	
MKE4	Pearson Correlation	.591**	.503**	.510**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	407	407	407	407

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

## Government Support

		GS1	GS2	GS3	GS4	GS5	GS6	GS7	GS8
GS1	Pearson Correlation	1							
	Sig. (2-tailed)								
	N	407							
GS2	Pearson Correlation	.692**	1						
	Sig. (2-tailed)	.000							
	N	407	407						
GS3	Pearson Correlation	.775**	.687**	1					
	Sig. (2-tailed)	.000	.000						
	N	407	407	407					
GS4	Pearson Correlation	.619**	.732**	.605**	1				
	Sig. (2-tailed)	.000	.000	.000					
	N	407	407	407	407				
GS5	Pearson Correlation	.671**	.578**	.762**	.495**	1			
	Sig. (2-tailed)	.000	.000	.000	.000				
	N	407	407	407	407	407			
GS6	Pearson Correlation	.493**	.691**	.533**	.487**	.428**	1		
	Sig. (2-tailed)	.000	.000	.000	.000	.000			
	N	407	407	407	407	407	407		
GS7	Pearson Correlation	.630**	.753**	.632**	.635**	.701**	.577**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		
	N	407	407	407	407	407	407	407	
GS8	Pearson Correlation	.546**	.638**	.550**	.775**	.432**	.463**	.568**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	407	407	407	407	407	407	407	407

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

### Private Organizations Information Support

		POIS1	POIS2	POIS3	POIS4
POIS1	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	407			
POIS2	Pearson Correlation	.467**	1		
	Sig. (2-tailed)	.000			
	N	407	407		
POIS3	Pearson Correlation	.546**	.554**	1	
	Sig. (2-tailed)	.000	.000		
	N	407	407	407	
POIS4	Pearson Correlation	.472**	.484**	.592**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	407	407	407	407

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

### Private Organizations Training Support

		POTS1	POTS2	POTS3	POTS4
POTS1	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	407			
POTS2	Pearson Correlation	.469**	1		
	Sig. (2-tailed)	.000			
	N	407	407		
POTS3	Pearson Correlation	.616**	.523**	1	
	Sig. (2-tailed)	.000	.000		
	N	407	407	407	
POTS4	Pearson Correlation	.416**	.392**	.362**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	407	407	407	407

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

### Small Firm Financial Growth

		SFFG1	SFFG2	SFFG3	SFFG4
SFFG1	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	407			
SFFG2	Pearson Correlation	.494**	1		
	Sig. (2-tailed)	.000			
	N	407	407		
SFFG3	Pearson Correlation	.540**	.466**	1	
	Sig. (2-tailed)	.000	.000		
	N	407	407	407	
SFFG4	Pearson Correlation	.343**	.354**	.450**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	407	407	407	407

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

### Small Firm Non-Financial Growth

		SFNFG1	SFNFG2	SFNFG3
SFNFG1	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	407		
SFNFG2	Pearson Correlation	.270**	1	
	Sig. (2-tailed)	.000		
	N	407	407	
SFNFG3	Pearson Correlation	.399**	.535**	1
	Sig. (2-tailed)	.000	.000	
	N	407	407	407

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

### Appendix D: Descriptive Statistics of 65 Items

	N	Minimum	Maximum	Mean	Std. Deviation
FIN1	407	1	5	2.14	1.018
FIN2	407	1	4	2.49	.882
FIN3	407	1	5	2.43	1.026
FIN4	407	1	5	2.77	.888
FIN5	407	1	4	2.34	.964
FIN6	407	1	4	2.39	.930
FIN7	407	1	4	2.50	.952
FIN8	407	1	5	2.39	1.051
FIN9	407	1	5	2.42	.984
FIN10	407	1	5	2.44	1.020
FIN11	407	1	4	2.46	1.026
FINLIT	407	1	9	3.55	1.058
MO1	407	2	5	3.20	.629
MO2	407	2	5	3.49	.806
MO3	407	1	5	3.13	.727
MO4	407	2	5	3.16	.673
MO5	407	1	5	3.22	.649
MO6	407	2	5	3.28	.651
MO7	407	1	5	3.15	.668
MO8	407	1	5	3.15	.701
MO9	407	2	5	3.29	.651
MO10	407	2	5	3.11	.706
MO11	407	1	5	3.20	.688
MO12	407	2	5	3.33	.639
MKE1	407	2	5	3.13	.733
MKE2	407	2	5	3.19	.717

	N	Minimum	Maximum	Mean	Std. Deviation
MKE3	407	2	5	3.18	.709
MKE4	407	1	5	3.10	.725
MS1	407	1	5	3.18	.751
MS2	407	1	5	3.15	.787
MS3	407	1	5	3.09	.768
MS4	407	2	5	3.13	.760
MS5	407	1	5	3.15	.719
MS6	407	2	5	3.15	.765
MS7	407	2	5	3.04	.704
MS8	407	1	5	3.18	.751
MS9	407	2	5	3.10	.712
MS10	407	1	5	3.14	.759
MS11	407	1	5	3.09	.768
MS12	407	2	5	3.11	.706
MS13	407	1	5	3.13	.776
MS14	407	1	5	3.02	.842
GS1	407	1	5	1.96	.992
GS2	407	1	5	2.15	.957
GS3	407	1	5	2.12	1.033
GS4	407	1	5	1.97	.957
GS5	407	1	5	2.02	1.005
GS6	407	1	5	2.01	.932
GS7	407	1	5	2.06	1.034
GS8	407	1	5	2.02	.866
POIS1	407	1	5	2.28	1.038
POIS2	407	1	5	2.45	1.039
POIS3	407	1	5	2.47	1.021
POIS4	407	1	5	2.53	1.045
POTS1	407	1	5	2.51	1.073
POTS2	407	1	4	2.32	.957
POTS3	407	1	5	2.44	1.041
POTS4	407	1	5	2.42	1.033
SFFG1	407	2	5	3.37	.867
SFFG2	407	2	5	3.05	.788
SFFG3	407	2	5	3.46	.969
SFFG4	407	1	5	3.62	.860
SFNFG1	407	1	5	3.28	.816
SFNFG2	407	1	5	3.46	.966
SFNFG3	407	1	5	3.48	.933
Valid (listwise)	N 407				

## Appendix E: Cross Loadings

	FIN	FINL	GS	MKE	MO	MS	POIS	POTS	SFFG	SFNG
FIN1	<b>0.757</b>	0.012	-0.107	0.123	-0.101	0.073	0.03	0.063	0.109	0.152
FIN2	<b>0.674</b>	-0.021	0.021	0.134	-0.145	0.124	0.062	0.015	0.088	0.154
FIN3	<b>0.693</b>	-0.011	-0.045	0.037	-0.148	0.029	-0.062	-0.041	0.087	0.095
FIN4	<b>0.677</b>	-0.081	0.028	0.019	-0.099	0.056	0.081	0.074	0.103	0.178
FIN5	<b>0.718</b>	0.089	-0.057	0.174	-0.142	0.08	-0.094	-0.015	0.167	0.147
FIN6	<b>0.71</b>	-0.04	-0.037	0.138	-0.156	0.07	-0.008	-0.022	0.071	0.096
FIN7	<b>0.702</b>	0.004	-0.001	0.038	-0.188	0.091	0.031	-0.026	0.085	0.05
FIN8	<b>0.697</b>	-0.026	-0.028	0.19	-0.176	0.03	-0.016	0.074	0.016	0.029
FIN9	<b>0.737</b>	0.059	0.025	0.137	-0.192	0.046	0.039	0.093	0.128	0.123
FIN10	<b>0.76</b>	-0.007	0.03	0.174	-0.322	0.13	0.045	0.062	0.149	0.192
FIN11	<b>0.75</b>	0.053	-0.045	0.116	-0.125	0.052	-0.079	-0.089	0.137	0.113
FINL	0.01	<b>1</b>	-0.008	0.138	-0.01	0.046	-0.006	-0.106	0.471	0.373
GS1	0.02	0.014	<b>0.833</b>	-0.034	-0.092	-0.055	0.013	0.001	-0.014	-0.006
GS2	0.02	-0.014	<b>0.865</b>	0.004	-0.111	0.007	0.042	0.051	0.009	0.028
GS3	-0.004	0.018	<b>0.834</b>	-0.01	-0.067	-0.029	0.014	-0.014	0	0.023
GS4	-0.048	-0.061	<b>0.79</b>	0.073	-0.081	0.05	-0.02	0.018	-0.014	0.017
GS5	-0.009	0.02	<b>0.778</b>	-0.069	0.006	-0.068	-0.021	-0.059	0.048	0.042
GS6	-0.034	0.016	<b>0.799</b>	-0.063	-0.054	-0.051	0	-0.014	0.025	0.065
GS7	0.023	0.007	<b>0.874</b>	-0.059	-0.119	-0.053	0.046	0.022	0.004	0.027
GS8	-0.046	-0.059	<b>0.771</b>	0.066	-0.065	0.041	0.001	0.03	0.032	0.047
MKE1	0.091	0.113	-0.075	<b>0.85</b>	0.042	0.396	0.005	0.003	0.15	0.203
MKE2	0.141	0.112	-0.007	<b>0.744</b>	0.022	0.317	0.107	0.063	0.119	0.11
MKE3	0.138	0.042	-0.037	<b>0.803</b>	-0.036	0.309	-0.027	-0.048	0.054	0.127
MKE4	0.161	-0.173	0.038	<b>0.815</b>	0.029	0.358	-0.093	-0.087	0.176	0.254
MO1	-0.15	-0.032	-0.001	0.043	<b>0.64</b>	-0.055	0.086	0.052	0.199	0.209
MO3	-0.205	-0.074	-0.124	0.027	<b>0.77</b>	-0.069	-0.014	-0.085	0.077	0.053
MO4	-0.12	-0.001	0.021	0.041	<b>0.722</b>	0.045	-0.007	-0.037	0.255	0.195
MO5	-0.191	0.005	-0.074	0.028	<b>0.709</b>	-0.031	0.14	0.105	0.121	0.128
MO6	-0.065	-0.039	-0.096	0.022	<b>0.773</b>	0.003	-0.061	-0.056	0.245	0.22
MO7	-0.238	-0.031	-0.074	-0.029	<b>0.755</b>	-0.06	0.066	0.045	0.194	0.105
MO8	-0.279	0.107	-0.069	0.032	<b>0.728</b>	-0.058	0.036	-0.097	0.212	0.104
MO9	-0.192	0.04	-0.094	0.024	<b>0.813</b>	-0.022	-0.017	-0.047	0.232	0.172
MO10	-0.161	-0.062	-0.062	0.033	<b>0.657</b>	-0.085	-0.087	-0.125	0.115	0.073
MO11	-0.217	-0.02	-0.048	-0.026	<b>0.77</b>	-0.089	0.077	0.037	0.189	0.102
MO12	-0.159	-0.031	-0.009	-0.046	<b>0.831</b>	-0.04	-0.031	-0.07	0.19	0.145
MS1	0.043	0.067	-0.054	0.455	-0.057	<b>0.761</b>	-0.039	-0.037	0.019	0.064
MS2	0.075	0.044	-0.019	0.357	0.003	<b>0.856</b>	0.045	0.009	0.07	0.137
MS3	0.086	0.005	-0.105	0.308	-0.015	<b>0.701</b>	0.097	0.063	0.106	0.082
MS4	0.096	-0.004	0.013	0.267	-0.02	<b>0.731</b>	0.129	0.06	0.043	0.143
MS6	0.112	0.11	0.039	0.396	-0.054	<b>0.767</b>	0.051	-0.012	0.103	0.122
MS9	0.135	0.016	-0.035	0.28	-0.048	<b>0.811</b>	0.089	0.049	0.121	0.134
MS10	0.033	-0.046	-0.009	0.283	-0.054	<b>0.698</b>	0.01	-0.002	-0.01	0.046
MS11	0.075	0.026	0.001	0.238	-0.051	<b>0.691</b>	0.032	0.042	0.094	0.142



	FIN	FINL	GS	MKE	MO	MS	POIS	POTS	SFFG	SFNFG
<b>MS13</b>	0.078	0.074	-0.031	0.364	-0.022	<b>0.86</b>	0.036	-0.002	0.079	0.151
<b>POIS1</b>	0.039	-0.05	-0.044	0.015	0	-0.001	<b>0.773</b>	0.642	0.015	0.019
<b>POIS2</b>	-0.057	0.017	0.012	-0.035	-0.004	0.035	<b>0.778</b>	0.628	0.006	0.102
<b>POIS3</b>	-0.005	-0.004	0.023	-0.016	0.044	0.037	<b>0.846</b>	0.656	0.148	0.059
<b>POIS4</b>	0.046	0.017	0.024	0.02	0.025	0.13	<b>0.8</b>	0.675	0.058	0.028
<b>POTS1</b>	0.1	-0.055	0.055	0.029	-0.024	0.072	0.684	<b>0.824</b>	0.053	0.11
<b>POTS2</b>	-0.017	-0.127	0.027	-0.042	-0.118	-0.012	0.578	<b>0.764</b>	-0.017	-0.032
<b>POTS3</b>	-0.019	-0.101	-0.082	-0.044	0.032	-0.039	0.702	<b>0.828</b>	-0.021	0.007
<b>POTS4</b>	0.016	-0.044	-0.012	-0.018	0.01	0.052	0.54	<b>0.671</b>	0.075	-0.011
<b>SFFG1</b>	0.084	0.351	0.039	0.173	0.314	0.083	0.032	-0.037	<b>0.796</b>	0.604
<b>SFFG2</b>	0.093	0.418	0.041	0.017	0.142	0.09	0.092	0.064	<b>0.763</b>	0.517
<b>SFFG3</b>	0.21	0.315	0.028	0.114	0.201	0.061	0.096	0.075	<b>0.806</b>	0.591
<b>SFFG4</b>	0.111	0.358	-0.012	0.18	0.153	0.041	-0.002	-0.02	<b>0.681</b>	0.497
<b>SFNFG1</b>	0.021	0.261	0.163	0.183	0.12	0.068	0.025	-0.035	0.444	<b>0.646</b>
<b>SFNFG2</b>	0.239	0.292	-0.039	0.198	0.187	0.14	0.096	0.07	0.578	<b>0.822</b>
<b>SFNFG3</b>	0.148	0.317	0.049	0.136	0.161	0.127	0.021	0.011	0.652	<b>0.846</b>

FIN = Finance, FINL = Financial literacy, GS = Government support, MKE = Managerial knowledge and experience, MO = Market orientation, MS = Managerial skills, POIS = Private organizations information support, POTS = Private organizations training support, SFFG = Small firm financial growth and SFNFG = Small firm non-financial growth.

### Appendix F: Path Coefficient with Moderators

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )
FIN -> SFFG	0.225	0.231	0.041	5.535
FIN -> SFNFG	0.23	0.241	0.041	5.583
FINL -> SFFG	0.467	0.466	0.035	13.438
FINL -> SFNFG	0.362	0.359	0.035	10.396
GS -> SFFG	0.067	0.057	0.054	1.237
GS -> SFNFG	0.09	0.078	0.06	1.495
MC -> SFFG	0.068	0.068	0.042	1.626
MC -> SFNFG	0.142	0.141	0.044	3.268
MO -> SFFG	0.333	0.333	0.04	8.414
MO -> SFNFG	0.272	0.275	0.042	6.424
POS -> SFFG	-0.002	0	0.04	0.052
POS -> SFNFG	0.008	0.01	0.045	0.182

FIN = Finance, FINL = Financial literacy, GS = Government support, MC = Managerial capability, MO = Market orientation, POS = Private organizations support, SFFG = Small firm financial growth and SFNFG = Small firm non-financial growth.

## Appendix G: Research Questionnaire (English version)



### RESEARCH QUESTIONNAIRE

#### **Relationship between Resources and Small Firm Growth in Bangladesh with the Moderating Effects of Government and Private Organizations Support.**

Dear Respondents,

As a PhD student of Universiti Utara Malaysia (UUM), I am seeking your kind help and cooperation regarding the research on small business growth in Bangladesh. This is an academic research to examine the impact of various resources on small firm growth. It would be highly appreciated if you kindly and sincerely fill-up this questionnaire with honesty and utmost care. Your valuable answer will help me to derive some accurate results which will ultimately reflect true picture of the research objectives.

The questionnaire consists of five sections. It is my earnest request to go through every question to answer properly. It is important to note that the study will not mention any name of your business and all the information you provide solely use for the research purpose with high confidentiality. Please provide your honest opinion about you, your business and some kinds of external support.

Thank you for your time and willingness to participate in this survey.

Sincerely,

Md. Mosharref Hossain  
PhD student (95879)  
School of Economics, Finance and Banking  
College of Business (COB)  
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**Section A**

**Screening Questions**

1. Has your business used any external financing sources or tried to get access for any external source?  Yes  No
2. The age of your business is-  Less than 3 years  More than 3 years

**If your answer for first question is ‘Yes’ and for second question is ‘more than three years’, please go to the next section.**

**Section B**

1. Your position in Business:  Owner  Manager
2. Your gender:  Male  Female
3. Level of Education  
 Secondary or less  HSC  Diploma  Bachelor  Postgraduate
4. Age of your Business:  Years
5. Type of your Business:  
 Manufacturing  Trading  Service
6. Size of your business in terms of total fixed asset excluding land and building (in BDT): .....
7. Total number of employees:.....
8. Location of your business:  Rural  Urban  Semi Urban
9. Working experience related to this business (number of years)?  
 No  2 or less  2-5  5-10  More than 10

## Section C

### Firm Resources

This section presents some resources that may influence the growth of your firm. Please read each of the statement and put tick [ ✓ ] in appropriate box based on your knowledge and experience. You should only tick in one box for each statement.

### Finance

To what extend do you agree or disagree about the following issues related with financing in your business? Please rate the statements according to the following scale.

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

	Items	1	2	3	4	5
1	Capital was not the problem to start this business					
2	My business does not lack additional capital when necessary					
3	I can arrange loan from friends or relatives in my business.					
4	My business has access to commercial banks' loans including the refinancing scheme of government.					
5	My business can use alternative sources of finance (advances, deferred payments, second-hand equipment, leasing and factoring) when necessary					
6	Financial institutions do not require many conditions for financing my business					
7	Financial institutions do not require high collateral to get loan for my business					
8	Financial institutions do not charge high interest rate to get loan for my business					
9	Assess to finance in formal financial sector is not difficult for my business as financial institutions do not neglect to deal with small enterprises					
10	My business keeps proper financial record to attract lenders					
11	My business can control finance using proper financial record					

## Financial Literacy

Please read the following questions carefully and put tick [  ] in appropriate answer.

1.	The chance of winning a lottery in Dhaka international trade fare is 10 percent. If 1,000 people visit the fare and buy the ticket in one day, how many people are expected to win the lottery in that day?  (A) 100 (B) 10 (C) 11 (D) Do not know
2.	If 5 people have the equal share of BDT 2 million inheritance, how much will each of them get?  (A) BDT 400,000 (B) BDT 200,000 (C) BDT 40,000 (D) Do not know
3.	Suppose you have BDT 100 in a savings account and the interest rate is 2% per year. After 2 years, how much do you think you would have in the account?  (A) More than BDT 102 (B) Exactly BDT 102 (C) Less than BDT 102 (D) Do not know
4.	If you inherit BDT 10,000 today and your neighbour inherits BDT 10,000 three years from now, you are actually receiving more money than your neighbour.  (A) True (B) False (C) Do not know
5.	An investment with a high return is likely to have high risk  (A) True (B) False (C) Do not know
6.	Stocks and bonds have many similarities with each other.  (A) True (B) False (C) Do not know
7.	Diversification in investment is important because it usually increases investment return  (A) True (B) False (C) Do not know
8.	If you already have life insurance, you do not need medical insurance.  (A) True (B) False (C) Do not know
9.	Inflation can increase the real return of your investment.  (A) True (B) False (C) Do not know
10.	Which of the following normally has the highest risk?  (A) Savings account (B) Bonds (C) Stocks (D) Do not know

## Market Orientation

To what extent do you agree or disagree about the following issues related with market orientation in your business? Please rate the statements according to the following scale.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

	Items	1	2	3	4	5
1	My business seeks to create value-added customer product/service					
2	My business always tries to understand the needs of customers					
3	My business makes every effort to provide customer satisfaction					
4	My business has attempted to measure customer satisfaction					
5	My business provides after-sales services for customers					
6	Sales persons of my business share information about our competitors					
7	My business responses quickly to any actions of the competitors					
8	My business has a target to create the product /service competitiveness					
9	There is a good coordination across the inside of my business					
10	My business share business related information within every section/person					
11	In my business, there is cooperation between every section/person in formulating marketing strategy.					
12	Every section/person of my business participate in the creation of added value for customers.					

## Managerial Capability

What is the level of your managerial capability in terms of the following statements? Please rate the statements as per the following scale.

Very Low	Low	Moderate	High	Very High
1	2	3	4	5

	Items	1	2	3	4	5
1	My knowledge to run this business					
2	My experience to perform the business activities					
3	My ability to understand and learn quickly and easily					
4	My knowledge to produce useful ideas for my business					
5	My decision-making power backed by evidence					
6	My consideration and sensitivity in dealing with people					
7	My capacity to communicate business information effectively					
8	My creation of collaborative behaviours within a team					
9	My ability to motivate others					
10	My technical, cognitive and interpersonal skills that enable me to effectively coordinate and organise my team.					
11	My active participation and monitoring ability					
12	My connection with outside environment of the business					
13	My capacity to bring out the best in my employees and workers					
14	My inspiration to the people to be committed to my business					
15	My support to my team to accomplish the goal					
16	My capacity to encourage my team to generate and implement their own ideas					
17	My capability to encourage my staff to take responsibility for the team's performance					
18	My intention for long term development and progress of my team members					

## Section D

This section presents some external support either from the government or from private organizations that may influence the growth of your business. Please read each of the statement carefully and put tick [ ✓ ] in appropriate box based on your knowledge and experience. You should only tick in one box for each statement.

### **Government Support**

To what extent do you agree or disagree about the following issues related with the government support to your business? Please rate the statements as per the following scale.

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

	Items	1	2	3	4	5
1	Government provides adequate infrastructure (road, electricity, water, telephone, etc.) to run this business.					
2	Government is helpful with license application and registration process.					
3	Government gives tax incentives for this business.					
4	Government policy is favourable to run this business.					
5	Government helps to maintain law and order situation to this business.					
6	Government provides skill training programs where my business can participate					
7	Government provides relevant information/ knowledge to assist my organization					
8	Government bodies/agencies create a local business environment that encourages business development					



## Private Organizations Support

In Bangladesh commercial banks; some non-bank financial institutions; National Association of Small and Cottage Industries of Bangladesh (NASCIB); some business bodies like The Federation of Bangladesh Chambers of Commerce and Industry (FBCCI), Dhaka Chamber of Commerce & Industry (DCCI), Bangladesh Women Chamber of Commerce and Industry (BWCCI); Women Entrepreneur Association of Bangladesh (WEAB), Micro Industries Development Assistance and Services (MIDAS); Jubo Unnoyan Adidaptar, business consulting organizations, and others provide different kinds of support for developing small business sector. To what extent do you agree or disagree about the following issues related with the private organizations support to your business? Please rate the statements as per the following scale.

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

	<b>Items</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>From Private organization/s, I get</b>					
1	Information on the market of my products					
2	Information on capital sources					
3	Information on technologies to support my business					
4	Information on government regulations that is relevant to my business					
5	Training support to improve my technical job abilities.					
6	Training support to improve my interpersonal abilities.					
7	Training support to understand this business.					
8	Training support to enhance my personal productivity.					

## Section E

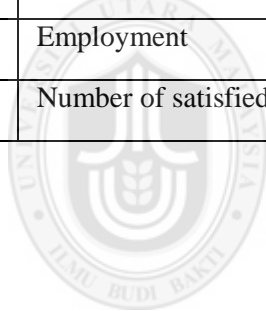
This section presents some growth measurement variables of small businesses.

### **Small Firm Financial and Non-Financial Growth**

How is the growth level of your business over the last two years (2013-2014) in terms of the following variables? Please rate the variables as per the following scale.

<b>Highly Decreased</b>	<b>Decreased</b>	<b>Neutral</b>	<b>Increased</b>	<b>Highly Increased</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

	<b>Items</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Sales volume					
2	Profit volume					
3	Total asset size					
4	Capital position					
5	Market size					
6	Employment					
7	Number of satisfied customers					



**UUM**  
Universiti Utara Malaysia

## Appendix H: Research Questionnaire (Bengali version)



বাংলাদেশে সম্পদ এবং ক্ষুদ্র ব্যবসায়ের প্রবৃদ্ধির সম্পর্কের উপর সরকারী এবং  
বেসরকারী প্রতিষ্ঠানের সহায়তার প্রভাব

### গবেষণার প্রশ্নাবলী

প্রিয় উত্তরদাতা

ইউনিভার্সিটি উত্তরা মালয়েশিয়ার একজন পি.এইচ.ডি ছাত্র হিসাবে বাংলাদেশে ক্ষুদ্র ব্যবসায়ের প্রবৃদ্ধির উপর গবেষণার ব্যাপারে আপনার সাহায্য ও সহযোগিতা কামনা করছি। ক্ষুদ্র ব্যবসায়ের প্রবৃদ্ধির উপর বিভিন্ন সম্পদের প্রভাব পরীক্ষা করার জন্য ইহা একটি একাডেমিক গবেষণা। এটা অত্যন্ত প্রসংশার দাবীদার হবে যদি আপনি আন্তরিকভাবে সততা ও পরম যত্নের সাথে প্রশ্নাবলীটা পূরণ করেন। আপনার মূল্যবান উত্তর আমাকে সঠিক ফলাফল বের করতে সাহায্য করবে যাহা উক্ত গবেষণার উদ্দেশ্যাবলী সঠিকভাবে প্রতিফলিত করবে।

প্রশ্নাবলীতে পাঁচটি বিভাগ আছে। সঠিক উত্তরের জন্য প্রতিটি প্রশ্ন পড়ার জন্য আপনাকে অনুরোধ করছি। এটা উল্লেখ্য যে, উক্ত গবেষণায় আপনার ব্যবসায়ের নাম উল্লেখ করা হবে না এবং আপনি প্রদত্ত সকল তথ্য গোপন রাখা হবে ও শুধুমাত্র গবেষণার উদ্দেশ্যে ব্যবহার করা হবে। আপনি আপনার ব্যবসা এবং ব্যবসা বর্হিত কিছু বাইরের সহায়তার উপর আপনার সঠিক মতামত পেশ করুন। আপনার সময় এবং এই জরিপে অংশগ্রহণের জন্য আপনাকে ধন্যবাদ।

বিনীত

মোঃ মোশাররেফ হোসেন

পি.এইচ.ডি ছাত্র (৯৫৮৭৯)

স্কুল অব ইকোনমিক্স, ফাইন্যান্স এন্ড ব্যাংকিং

কলেজ অব বিজনেস

ইউনিভার্সিটি উত্তরা মালয়েশিয়া, সিনটক, কেদাহ

ফোন ৪০১৭১৪৪৯৭১৩১

ইমেইল: mosharref04@yahoo.com

## বিভাগ 'ক'

### বাছাই করন প্রশ্ন

১। আপনার ব্যবসা কি কখনো প্রাতিষ্ঠানিক অর্থায়নের উৎস ব্যবহার করেছে অথবা প্রাতিষ্ঠানিক অর্থায়নের জন্য আপনি কখনো চেষ্টা করেছেন কি?  হ্যাঁ  না

২। আপনার ব্যবসায়ের বয়স -  তিন বছরের কম  তিন বছরের বেশী।

আপনার ১ম প্রশ্নের উত্তর যদি হ্যাঁ হয় এবং ২য় প্রশ্নের উত্তর যদি তিন বছরের বেশী হয় তাহলে দয়া করে পরবর্তী বিভাগে যান।

## বিভাগ 'খ'

১. ব্যবসায়ের আপনার অবস্থান:  মালিক  ম্যানেজার  উভয়।

২. আপনার লিঙ্গ:  পুরুষ  মহিলা।

৩. আপনার শিক্ষাগত যোগ্যতা:  মাধ্যমিক বা কম  এইচ এস সি  ডিপ্লোমা

স্নাতক  স্নাতকোত্তর।

৪. আপনার ব্যবসায়ের বয়স:  বছর।

৫. আপনার ব্যবসায়ের ধরণ:  ম্যানুফ্যাকচারিং  ব্যবসা  সেবামূলক।

৬. জমি এবং ভবন ব্যতিরেকে আপনার ব্যবসায়ের মোট স্থায়ী সম্পত্তি (টাকায় উল্লেখ করুন):

৭. আপনার ব্যবসায়ের মোট কর্মচারীর সংখ্যা: ----- জন।

৮. আপনার ব্যবসায়ের অবস্থান:  গ্রাম  শহর  আধা শহর।

৯. এই ব্যবসা সম্পর্কিত আপনার পূর্ব অভিজ্ঞতা (কত বছর):

নাই  দুই বছরের কম  ২-৫ বছর  ৫-১০ বছর  দশ বছরের বেশী।

## বিভাগ 'গ'

এই বিভাগে কিছু সম্পদের উপস্থাপনা আছে যাহা আপনার ব্যবসায়ের প্রবৃদ্ধিকে প্রভাবিত করতে পারে। আপনার জ্ঞান এবং অভিজ্ঞতার আলোকে প্রতিটি বিবৃতি পড়ে যথাযথ ঘরে টিক (✓) চিহ্ন দিন। প্রত্যেকটি বিবৃতির জন্য শুধুমাত্র একটি ঘরে টিক দিন।

**অর্থায়ন:** দয়াকরে নিচের মাপকাঠি অনুযায়ী প্রত্যেকটি বিবৃতিতে আপনার মতামত দিন।

দৃঢ়ভাবে ভিন্নমত	ভিন্নমত	নিরপেক্ষ	একমত	দৃঢ়ভাবে একমত	
১	২	৩	৪	৫	
<b>আইটেম সমূহ</b>					
১	ব্যবসা শুরু করার সময় আমার মূলধনের সমস্যা ছিল না।				
২	আমার ব্যবসা প্রয়োজনের সময় অতিরিক্ত মূলধনের যোগান দিতে পারে।				
৩	ব্যবসায়ের জন্য বন্ধু বান্ধব বা আত্মীয় স্বজনদের কাছ থেকে আমি ঋণের ব্যবস্থা করতে পারি।				
৪	সরকারের পূর্ণ অর্থায়ন প্রকল্পসহ বানিজ্যিক ব্যাংক গুলোতে ঋণের জন্য আমার ব্যবসায়ের প্রবেশাধীকার আছে।				
৫	প্রয়োজনের সময় আমার ব্যবসা বিকল্প অর্থায়নের উৎস সমূহ (যেমন- অগ্রিম গ্রহন, বিলম্বে অর্থ প্রদান, সেকেন্ড হ্যান্ড সরঞ্জাম, ইজারা, ফ্যাক্টরিং, ইত্যাদি) ব্যবহার করতে পারে।				
৬	আমার ব্যবসায়ের আর্থিক প্রতিষ্ঠান সমূহ থেকে অর্থায়নের সময় তারা খুব বেশী শর্তারোপ করেনা।				
৭	আমার ব্যবসায়ের আর্থিক প্রতিষ্ঠান সমূহ থেকে ঋণ নেয়ার ক্ষেত্রে তারা উচ্চহারে জামানাত চায়না।				
৮	আমার ব্যবসায়ের আর্থিক প্রতিষ্ঠান সমূহ থেকে ঋণ নেয়ার সময় তারা উচ্চ সুদের হার চার্জ করে না।				
৯	প্রাতিষ্ঠানিক অর্থায়ন আমার ব্যবসায়ের জন্য কঠিন নয় কারণ আর্থিক প্রতিষ্ঠান সমূহ ক্ষুদ্র ব্যবসায়ের ঋণ দিতে অপারগ নন।				
১০	ঋণদাতাদের আকর্ষণীয় করার জন্য আমার ব্যবসা যথাযথভাবে আর্থিক লেনদেনের হিসাব রাখে।				
১১	যথাযথভাবে আর্থিক লেনদেনের হিসাব রাখার মাধ্যমে আমার ব্যবসা ব্যবসায়িক টাকা পয়সা নিয়ন্ত্রন করতে পারে।				

আর্থিক স্বাক্ষরতা: দয়া করে নিচের প্রশ্নগুলো সতর্কতার সহিত পড়ুন এবং সঠিক উত্তরের পাশে টিক (✓) চিহ্ন দিন।

১	ঢাকায় আন্তর্জাতিক বানিজ্য মেলায় একটি লটারীতে জেতার সম্ভাবনা ১০ শতাংশ। একদিনে যদি ১০০০ জন মানুষ মেলায় যায় এবং লটারীর টিকেট কিনে উক্ত দিনে কত জন ব্যক্তি লটারীতে জিততে পারে। ক) ১০ জন। খ) ১০০ জন। গ) ১০০০ জন। ঘ) জানি না।
২	উত্তরাধিকারের ২ মিলিয়ন টাকায় যদি ৫ জন মানুষের সমান ভাগ থাকে তবে প্রত্যেকে কত টাকা করে পাবে। ক) ২০০,০০০ টাকা। খ) ৪০০,০০০ টাকা। গ) ৪০,০০০ টাকা। ঘ) জানি না।
৩	মনে করুন কোন সঞ্চয়ী হিসাবে আপনার ১০০ টাকা জমা আছে এবং বাৎসরিক সুদের হার ২ শতাংশ। ২ বছর পরে কত টাকা পাবেন বলে আপনি মনে করেন। ক) ১০২ টাকার বেশী। খ) ১০২ টাকার সমান। গ) ১০২ টাকার কম। ঘ) জানি না।
৪	আপনি আজ ১০,০০০ টাকার উত্তরাধিকারী এবং আপনার প্রতিবেশী তিন বছর পরে ১০,০০০ টাকার উত্তরাধিকারী হবে, আপনি প্রকৃত পক্ষে আপনার প্রতিবেশী থেকে বেশি পরিমাণ টাকা পাচ্ছেন। ক) সত্য। খ) মিথ্যা। গ) জানি না।
৫	বেশি লাভের বিনিয়োগে বেশি পরিমাণ ঝুঁকি থাকে। ক) সত্য। খ) মিথ্যা। গ) জানি না।
৬	শেয়ার এবং বন্ড একে অপরের সাথে অনেক মিল আছে। ক) সত্য। খ) মিথ্যা। গ) জানি না।
৭	বিনিয়োগে বহুমুখীকরণ গুরুত্বপূর্ণ কারণ ইহা সাধারণত বিনিয়োগে লাভের পরিমাণ বাড়ায়। ক) সত্য। খ) মিথ্যা। গ) জানি না।
৮	আপনার যদি ইতিমধ্যে জীবনবীমা থাকে তাহলে আপনার চিকিৎসা বীমার দরকার নাই। ক) সত্য। খ) মিথ্যা। গ) জানি না।
৯	মুদ্রাস্ফীতি আপনার বিনিয়োগের প্রকৃত লাভের পরিমাণ বৃদ্ধি করতে পারে। ক) সত্য। খ) মিথ্যা। গ) জানি না।
১০	নিচের কোনটায় সাধারণত সর্বোচ্চ ঝুঁকি আছে। ক) সঞ্চয়ী হিসাব। খ) বন্ড। গ) শেয়ার। ঘ) জানি না।

**বাজার পরিচিতিরূপ:** আপনার ব্যবসায়ের বাজার পরিচিতি সম্পর্কিত নিচের বিবৃতি সমূহে আপনি কতটুকু একমত বা ভিন্নমত পোষণ করেন। দয়া করে নিচে প্রদর্শিত মাপকাঠি অনুযায়ী আপনার অভিমত ব্যক্ত করুন।

দৃঢ়ভাবে ভিন্নমত	ভিন্নমত	নিরপেক্ষ	একমত	দৃঢ়ভাবে একমত
১	২	৩	৪	৫

আইটেম সমূহ		১	২	৩	৪	৫
১	আমার ব্যবসা সবসময় গ্রাহকের মানের পণ্য তৈরী করতে/সেবা দিতে চায়।					
২	আমার ব্যবসা সবসময় গ্রাহকের চাহিদা বুঝতে চেষ্টা করে।					
৩	আমার ব্যবসা গ্রাহকের সন্তুষ্টির জন্য সর্বাত্মক চেষ্টা করে।					
৪	গ্রাহকের সন্তুষ্টি পরিমাপের জন্য আমার ব্যবসা উদ্যোগ নিয়েছে।					
৫	আমার ব্যবসা গ্রাহকদের বিক্রয়োত্তর সেবা প্রদান করে থাকে।					
৬	আমার ব্যবসায়ের বিক্রয় কর্মীগণ আমাদের প্রতিযোগীদের তথ্য বিনিময় করে থাকে।					
৭	প্রতিযোগীদের যে কোন ধরনের কার্যাবলীতে আমার ব্যবসা দ্রুত সাড়া দেয়।					
৮	প্রতিযোগিতামূলক পণ্য তৈরীতে/সেবা দিতে আমার ব্যবসায়ের লক্ষ রয়েছে।					
৯	আমার ব্যবসায়ের ভিতরে সবার মধ্যে একটা ভাল সমন্বয় আছে।					
১০	আমার ব্যবসায়ের প্রতিটি সেকশন/প্রত্যেকে একে অপরের সাথে ব্যবসা সম্পর্কিত তথ্য বিনিময় করে।					
১১	আমার ব্যবসায়ের বাজারজাত করণ কৌশল তৈরীতে প্রতিটি সেকশন/প্রত্যেকে পূর্ণ সহযোগিতা করে।					
১২	গ্রাহকের মানের পণ্য তৈরীতে/সেবা প্রদানে আমার ব্যবসায়ের প্রতিটি সেকশন/ প্রত্যেকে অংশগ্রহণ করে।					

**ব্যবস্থাপকীয় দক্ষতা:** নিম্নের বিবৃতি সমূহ অনুযায়ী আপনার ব্যবস্থাপকীয় দক্ষতা কতটুকু ? দয়া করে নিচের মাপকাঠি অনুযায়ী বিবৃতি সমূহ পরিমাপ করুন।

খুবই কম	কম	মোটামুটি	বেশী	খুব বেশী
১	২	৩	৪	৫

	আইটেম সমূহ	১	২	৩	৪	৫
১	এই ব্যবসা চালানোর মত আমার জ্ঞান					
২	ব্যবসায়িক কাজকর্ম সম্পাদনের জন্য আমার অভিজ্ঞতা।					
৩	খুব দ্রুত এবং সহজে শেখা এবং বুঝার মত আমার সামর্থ্য।					
৪	ব্যবসায়ের জন্য গুরুত্বপূর্ণ ধারণা তৈরীতে আমার জ্ঞান।					
৫	প্রধান সাপেক্ষ সিদ্ধান্ত গ্রহণের ক্ষেত্রে আমার সামর্থ্য।					
৬	মানুষের সঙ্গে আচরণের ক্ষেত্রে আমার বিবেচনা ও সংবেদনশীলতা।					
৭	যথাযথ ভাবে ব্যবসায়িক তথ্য আদান প্রদানে আমার দক্ষতা।					
৮	একটি টিমের মধ্যে আমার সহযোগিতা মূলক আচরণ।					
৯	আমার অন্যদেরকে মতিভেটকরার যোগ্যতা।					
১০	আমার প্রযুক্তিগত, অন্তর্নিহিত জ্ঞান, এবং আন্তরিকতা সম্পর্কিত দক্ষতা যাহা আমাকে আমার টিম যথাযথভাবে সমন্বয় ও সংগঠিত করতে সক্ষম করে।					
১১	আমার সক্রিয় অংশগ্রহণ এবং ব্যবসা দেখাশুনা করার সামর্থ্য।					
১২	ব্যবসায়ের বাহিরের পরিবেশের সাথে আমার যোগাযোগ।					
১৩	আমার কর্মকর্তা ও শ্রমিকদের থেকে সর্বোত্তমটা আদায় করে আনার ক্ষমতা।					
১৪	ব্যবসায়ের প্রতি প্রতিশ্রুতিবদ্ধ করতে মানুষকে আমার অনুপ্রানিত করার ক্ষমতা।					
১৫	ব্যবসায়ের লক্ষ অর্জনে টিমের প্রতি আমার সহায়তা।					
১৬	নিজস্ব ধারণা সৃষ্টি এবং বাস্তবায়নের জন্য টিমকে উৎসাহিত করার মত আমার দক্ষতা।					
১৭	টিম পারফরম্যান্সের জন্য কর্মীদেরকে দায়িত্ব নিতে উৎসাহিত করার মত আমার সামর্থ্য।					
১৮	টিমের সদস্যদের দীর্ঘমেয়াদী উন্নয়ন ও অগ্রগতির জন্য আমার ইচ্ছা/অগ্রহ।					



বিভাগ 'ঘ'

এই বিভাগে ব্যবসায়ের বাহিরের সরকারী কিংবা বেসরকারী প্রতিষ্ঠানের কিছু সহযোগিতা তুলে ধরা হয়েছে যাহা আপনার ব্যবসায়ের প্রবৃদ্ধিকে প্রভাবিত করতে পারে। দয়া করে প্রত্যেকটি বিবৃতি যত্ন সহকারে পড়ুন এবং আপনার জ্ঞান ও অভিজ্ঞতার ভিত্তিতে যথাযথ স্থানে টিক (✓) চিহ্ন দিন।

**সরকারী সহযোগিতা:-** সরকারী সহযোগিতা সংক্রান্ত নিম্নের বিবৃতি সমূহের সাথে আপনি কতটুকু একমত বা ভিন্নমত পোষণ করেন। দয়াকরে নিচের মাপকাঠি অনুযায়ী আপনার মতামত দিন।

দৃঢ়ভাবে ভিন্নমত	ভিন্নমত	নিরপেক্ষ	একমত			দৃঢ়ভাবে একমত				
১	২	৩	৪	৫						
	<b>আইটেম সমূহ</b>					১	২	৩	৪	৫
১	সরকার এই ব্যবসা চালানোর জন্য পর্যাপ্ত অবকাঠামো (যেমন- রাস্তা, বিদ্যুৎ, পানি, টেলিফোন, ইত্যাদি) প্রদান করে।									
২	ব্যবসা নিবন্ধন কিংবা লাইসেন্সের প্রক্রিয়ার ক্ষেত্রে সরকার অত্যন্ত আন্তরিক।									
৩	সরকার এই ব্যবসার জন্য ট্যাক্স ইনসেন্টিভ দেয়।									
৪	এই ব্যবসা চালানোর জন্য সরকারী নীতি সমূহ অনুকূল।									
৫	এই ব্যবসা করতে সরকার আইন শৃঙ্খলা পরিস্থিতি বজায় রাখতে সাহায্য করে।									
৬	সরকার আমাদের দক্ষতা বৃদ্ধির জন্য প্রশিক্ষণ প্রদান করে থাকে যেখানে আমি অংশগ্রহণ করতে পারি।									
৭	সরকার প্রয়োজনীয় জ্ঞান ও তথ্য প্রদান করে আমার ব্যবসাকে সহায়তা করে।									
৮	সরকারী প্রতিষ্ঠান বা সংস্থা সমূহ স্থানীয় ব্যবসায়িক পরিবেশ তৈরী করে যাহা আমাকে ব্যবসা উন্নয়নে উৎসাহিত করে।									

বেসরকারী প্রতিষ্ঠানের সহায়তা :- বাংলাদেশে ক্ষুদ্র ব্যবসায়ের উন্নয়নে বানিজ্যিক ব্যাংক সমূহ, কিছু অ-ব্যাংকিং আর্থিক প্রতিষ্ঠান, বেসরকারী সংস্থা ( এন জি ও ), জাতীয় ক্ষুদ্র ও কুটির শিল্প সমিতি বাংলাদেশ (NASCIB), কিছু ব্যবসায়িক সংস্থা যেমন, দি ফেডারেশন অব বাংলাদেশ চেম্বারস অব কমার্স এন্ড ইন্ডাস্ট্রি (FBCCI ), ঢাকা চেম্বার অব কমার্স এন্ড ইন্ডাস্ট্রি (DCCI), বাংলাদেশ উইমেন চেম্বার অব কমার্স এন্ড ইন্ডাস্ট্রি (BWCCI ), বাংলাদেশ নারী উদ্যোক্তা সমিতি (WEAB), মাইক্রো ইন্ডাস্ট্রি ডেভেলপমেন্ট এ্যাসিসট্যান্স এন্ড সার্ভিসেস (MIDAS), যুব উন্নয়ন অধিদপ্তর, ব্যবসা পরামর্শদানকারী প্রতিষ্ঠান ও অন্যান্য প্রতিষ্ঠান সমূহ বিভিন্ন ধরনের সহযোগিতা প্রদান করে থাকে।

আপনার ব্যবসায়ে বেসরকারী সংস্থা কর্তৃক সহায়তা সম্পর্কিত নিচের বিবৃতি সমূহের সাথে আপনি কতটুকু একমত বা ভিন্নমত পোষণ করেন। দয়াকরে নিচের মাপকাঠি অনুযায়ী আপনার মতামত দিন।

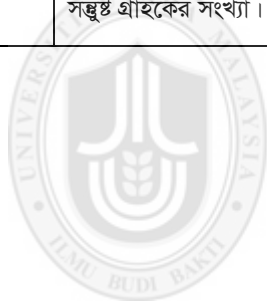
দৃঢ়ভাবে ভিন্নমত	ভিন্নমত	নিরপেক্ষ	একমত	দৃঢ়ভাবে একমত				
১	২	৩	৪	১	২	৩	৪	৫
আইটেম সমূহ								
বেসরকারী প্রতিষ্ঠান বা প্রতিষ্ঠান সমূহ থেকে আমি পেয়ে থাকি -								
১	আমার পণ্য বাজারজাত করন সংক্রান্ত তথ্য।							
২	মূলধনের উৎস সম্পর্কিত তথ্য।							
৩	ব্যবসা সহায়তা সংক্রান্ত প্রযুক্তি সমূহের তথ্য।							
৪	আমার ব্যবসা সম্পর্কিত সরকারী নীতিমালা সমূহের তথ্য।							
৫	আমার প্রযুক্তিগত কাজের সামর্থের উন্নয়নে প্রশিক্ষন সহায়তা।							
৬	আমার আন্তঃব্যক্তিগত সামর্থের উন্নয়নের জন্য প্রশিক্ষন সহায়তা।							
৭	এই ব্যবসা বোঝার মত প্রশিক্ষন সহায়তা।							
৮	আমার ব্যক্তিগত উৎপাদনশীলতার উন্নয়নের জন্য প্রশিক্ষন সহায়তা।							

বিভাগ 'ঙ'

এই বিভাগে ক্ষুদ্র ব্যবসায়ের প্রবৃদ্ধি পরিমাপক কিছু ভেরিয়েবল উপস্থাপন করা হল।

ক্ষুদ্র ব্যবসায়ের প্রবৃদ্ধি :- নিম্নের ভেরিয়েবল গুলোর সাপেক্ষে গত দুই বছরে (২০১৩-২০১৪) আপনার ব্যবসায়ের প্রবৃদ্ধি কেমন ছিল। দয়াকরে নিচের মাপকাঠি অনুযায়ী পরিমাপ করুন।

অনেক কমে গেছে	কমে গেছে	নিরপেক্ষ	বেড়েছে		অনেক বেড়েছে					
১	২	৩	৪	৫	৬	৭				
	ভেরিয়েবলসমূহ					১	২	৩	৪	৫
১	বিক্রয়ের পরিমাণ।									
২	লাভের পরিমাণ।									
৩	মোট সম্পদের পরিমাণ।									
৪	মূলধনের পরিমাণ।									
৫	বাজারে আপনার ব্যবসায়ের অবস্থান (মার্কেট শেয়ার)।									
৬	কর্মচারীর সংখ্যা।									
৭	সম্ভুষ্ট গ্রাহকের সংখ্যা।									



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