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## IMPACT OF COMMON FACILITIES PROVIDED BY INDUSTRIAL ESTATE AUTHORITY ON ENTREPRENEURS: A STUDY ON INDUSTRIAL ESTATES OF BSCIC INDUSTRIAL ESTATES OF SYLHET DIVISION

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### ABSTRACT

*The common facilities provided by the authority of industrial clusters are an important factor of attraction to that cluster. Providing such facilities by authority of any cluster like industrial estates, EPZ, or industrial area is more economical. This paper examined the impact of those facilities on entrepreneurship in the industrial estates of Sylhet division. From the research, it is revealed that the satisfaction level of entrepreneurs of the estates of more common facilities is higher. So, the authority should emphasize on increasing the facilities in the industrial estates to increase the attraction that result in entrepreneurial development.*

### KEYWORDS

Common facilities, industrial estates, entrepreneurship.

### INTRODUCTION

Industrial estates are expected to play significant role in creating, tract protecting and expanding entrepreneurship throughout the economy. To measure the impact of industrial estates on entrepreneurship, the number of units in the industrial estates may be considered as one of the factors but it is not sufficient. The generation of entrepreneurship does not guarantee the survival of these units because of sickness of industries. Most of the time, the sickness of industries may be diagnosed after some years of inception. Observing such sickness, many aspirant entrepreneurs may be discouraged. Such discouragement hampers the prospect of employment opportunities along with economic development of a country. Besides occupancy position of the estates, the health of the units is to be examined. As the impact of industrial estates cannot be measured in short term, so the ages of the estates should be considered also. The factors of attraction for the estates can be assessed by considering the reason for selecting the area and also the estate. The factors include population of the nearest town, area of the estate and the distance from the town, the evaluation of common facilities available in the estates, and the role played by the estates in generation and maintenance of entrepreneurship. These are also reflected in the opinion of entrepreneurs regarding the attribution of their success and failure to the industrial estates.

To foster the economic development through industrial activities, Bangladesh emphasized the small and medium scale industries for their very feature of low capital and high labor involvement. In order to achieve faster development by balanced industrial growth, the authority of Bangladesh Small and Cottage Industries Corporation (BSCIC) took industrial estates project as industrial cluster of SMEs throughout the country. Till to dates there are 74 industrial estates in operation and 9 in under construction. However, after a long period, performance of BSCIC has not yet proved satisfactory. Due to limitations of the estates, more than 70% of the industries of Dhaka, Chittagong, Khulna, Rajshahi & Narayanganj have been set up outside the industrial estates. (Haque, Penang Symp). Like other industrial cluster, industrial estates can provide the common facilities that is not possible for individual units to get such facilities in elsewhere. So, it is essential to measure the impact of common facilities of industrial estates on entrepreneurship development.

### OBJECTIVES OF THE STUDY

This study is structured on three objectives. Those are:

- (I) To develop an overview of distribution of common facilities available in different industrial estate.
- (II) To examine the impact of common facilities on satisfaction level of entrepreneurs of different estate.
- (III) To find out the relationship between performance record of estates and satisfaction level of entrepreneurs of respective estates.

### METHODOLOGY OF THE STUDY

The study covered all the industrial estates of the Sylhet division namely Gutatiker, Sylhet; Khadimnagar, Sylhet; Giasnagar, Moulabibazar; Dulaikhal, Hobigonj and Sunamgonj. Twenty enterprises have been selected conveniently from those estates.

Primary and secondary data have been collected for the study. A field survey with a structured questionnaire has been conducted to collect primary data. The secondary data have been collected from books, research paper, several published reports, records of Ministry of Commerce and Ministry of Industry. Simple statistical tools and techniques are used to analyze the data.

### ANALYSIS AND FINDINGS OF THE STUDY

To know whether the common facilities attract or repel the entrepreneurs to the estates, it is necessary to examine the common facilities available in the estates. The development and sustainability of the enterprise mainly depend on the proper locational facilities available in a particular location. The probability of becoming entrepreneurs would higher, if all common facilities are available and entrepreneurs are satisfied with those facilities. So it is important to know the satisfaction level of the entrepreneurs towards those facilities. Then the performance record of industrial estates in respect of number of developed, allotted, running, closed/sick estates is to be examined to know the exact picture of the estates under study. To find whether the common facilities influenced on the performance record of estates or not, it is necessary to examine entrepreneurs' reaction to the performance and correlation between the two. Therefore, to find out the influences of common facilities of the industrial estates, the analysis should be based on the following aspects:

**1. Common facilities available in the estates:** The entrepreneurs expect common facilities of the estates in better organized way. Common facilities include water, street lighting, watch and ward, post office, Bank, canteen, Dispensary, testing lab, boundary wall and police station etc. Though the size of the estates of Sylhet division is very small, it is not possible to provide all expected facilities in these estates. Size of the estates should be related to common facilities. The

larger the size, the larger number of enterprises may be involved and there are greater the scope to provide the common facilities. It is not economical to provide all the expected facilities where there is only limited number of units working.

**TABLE 1: DISTRIBUTION OF COMMON FACILITIES AVAILABLE IN THE INDUSTRIAL ESTATES**

Common facilities	Gutatiker	Khadimnager	Moulabibazer	Hobigong	Sunamgong	No of estates providing the facilities	Percent (%)
1. Water	√	√	√	√	√	5	100
2. Street lighting	√	√	√	√		4	80
3. Watch and ward	√	√	√	√	√	5	100
4. Post office	√					1	20
5. Bank	√					1	20
6. Canteen	√					1	20
7. Testing laboratory		√				1	20
8. Dispensary and hospital						0	0
9. Boundary wall	√					1	20
10. Police centre						0	0

(Source: Field Survey)

Common facilities are one of the advantages expected from industrial estates. The larger the size of an estate, the larger the number of entrepreneurs it attracts and greater is the scope for providing common facilities. However, the average size of the estates under study is 19.67 acres, whereas country average is 25.67 acres (MIS, 2009). The largest estate is khadimnagar (27.75 acres) followed by Gutatiker (24.89 acres). Almost all the facilities are available in Gutatiker estate and followed by Khadimnagar but the common facilities are fewer in other estates compared to the two.

**Assessment of common facilities by the entrepreneurs:** Entrepreneurs' evaluation of common facilities may be varied because of the individual view points. One entrepreneur may be thoroughly satisfied about facilities while other may not. The value of assessing the common facilities of industrial estate may bear little value but the entrepreneurs' opinion regarding it should be examined. In the following table there is an attempt to examine the entrepreneurs' assessment of common facilities in the five industrial estates of Sylhet division.

**TABLE 2: ENTREPRENEURS' ASSESSMENT OF COMMON FACILITIES IN INDUSTRIAL ESTATES**

Reasons	Entrepreneur's assessments				Total
	Thoroughly Satisfied	Satisfied	Not satisfied	Never seriously thought about this	
1. Gutatiker, Sylhet	1	3	1	1	6
2. Kadimnagar, Sylhet	1	3	1	1	6
3. Giasnagar, Moulabibazer		2	1		3
4. Dulaikhal, Hobigonj	1	1	1		3
5. Sunamgonj			2		2
Total	3	9	6	2	20
Percent	15	45	30	10	100

(Source: Field Survey)

As shown in the table 15% of the entrepreneurs showed their thorough satisfaction of common facilities. In addition 45% are satisfied. Thus, the percentage of entrepreneurs who are thoroughly satisfied or satisfied is 60%. Other entrepreneurs (30%) are dissatisfied or never think about the satisfaction (10%). It is apparent that entrepreneurs from Sunamgonj estate are dissatisfied with the availability of the common facilities as that estate is lack of those facilities. It is also apparent that the entrepreneurs who are at their hometown showed their satisfaction on common facilities but who have migrated from other district are very critical regarding the facilities. And in bigger estates entrepreneurs are critical about the facilities than in smaller estates. Thus there is a gap between the expectations of entrepreneurs about those facilities and consequently there may be a gap in the performance of the entrepreneurs because of the satisfaction level.

**2. Assessment of Estates' Performance records:** The impact of industrial estates can be examined by the basis of plot allotment, units running, sick or closed units etc. Here is an attempt to ascertain the comparative position of Sylhet division with other division in those respects. The following table illustrates it.

**TABLE 3: COMPARATIVE POSITION OF SYLHET DIVISION IN RESPECT OF ESTATES, RUNNING UNITS AND SICK UNITS**

Division	Estates	% of total	% of allotted plot	Industrial Unit	Active & ready units	%	Sick\closed	% of sick units
Barishal	4	5.41	0.78	192	111	0.58	39	0.20
Chittagong	17	22.97	0.89	880	634	0.72	64	0.07
Dhaka	24	32.43	0.91	2668	1113	0.42	89	0.03
Khulna	7	9.46	0.82	368	262	0.71	42	0.11
Rajshahi	17	22.97	0.92	907	749	0.83	36	0.04
Sylhet	5	6.76	0.72	253	162	0.64	25	0.10
Total	74	1.00	0.88	5268	3031	0.58	295	0.06

(Source: MIS 2010)

On the basis of industrial estate, Sylhet division has the portion of only 6.76% of total 74 estates over the country. It is just a slight percent higher than that of Barishal division. Industrially advanced region Dhaka and Chittagong have the lion share in this respect (32.43% and 22.97%). According to running units, the scenery of Sylhet division is the same as number of estates but the proportion of sick and closed industry is the second lowest in the overall country (only 9%) while in Dhaka and Chittagong it is 35% and 19% respectively. This represents positive scenery of Sylhet division in smoothly running environment of industrial units.

**Allotment, Activity and Utilization ratio as on 31<sup>st</sup> Dec. 2008: estate wise distribution:** The previous picture give a positive image of Sylhet divisional industrial estates' performance. Now it is necessary to examine the allotment, activity and utilization ration of industrial estates of that division under study. The following table gives a picture of performance of industrial estates in those regards:



TABLE 4: ALLOTMENT, ACTIVITY AND UTILIZATION RATIO AS ON 31<sup>ST</sup> DEC., 2008: ESTATE WISE DISTRIBUTION

Estates	Year	Industrial Plots	Allotted Plot	Allotment ratio	Industrial Unit	On Production & ready for Production	Activity ratio	Sick unit	Ratio of sick units
1. Gutatiker, Sylhet	1975	134	134	1.00	72	58	0.81	14	0.18
2. Kadimnagar, Sylhet	1995	121	119	0.98	78	57	0.73	05	0.06
3. Dulaikhal, Hobigong	2000	70	52	0.74	55	26	0.57	01	0.01
4. Giasnager, Moulabibazar	1995	70	58	0.71	52	21	0.46	05	0.06
5. Sunamgong	1995	116	16	0.13	13	3	0.23	00	0.00
Total		511	379	0.74	270	162	0.60	25	0.09
Dhaka		3813	3483	0.91	2668	1113	0.42	89	0.03

(Source: MIS, 2009)

The impact of estates on entrepreneurship in the region is assessed also on the basis of plot allotted, units functioning, proportion of plots functioning to plot developed, etc. the allotment ratio, i.e., the proportion of plots allotted to those developed is 74% (379 out of 511) for all the estates. In two estates namely, Gutatiker and Kadimnagar the allotment ratio is 100%. The allotment ratio is least in Sunamgong 13% and the ratio is 74% and 71% for Dulaikhal and Giasnager estates respectively. The activity ratio, i.e. the proportion of functioning units to the units that are allotted plots is 60% (162 out of 270 units) for all the estates. The utilization ratio, i.e. the percentage of plots utilized as an industrial unit to all of plots developed and running as industrial units is reported at 59% of all the estates. This ratio is the highest in Gutatiker (84.72%) followed by Kadimnagar 82% and Giasnager 59.62%. It is the lowest in Dulaikhal 23%. In the Sunamgong the ratio is less than that average for the entire region.

**3. Reaction of entrepreneurs to the performance of respective estates:** Existence and successfully running of an enterprise is also depending on the performance of industrial estate. If an industrial estate is successful in terms of running units and ready for production units then these more entrepreneurs confidence and satisfaction towards that estate. So the satisfaction level of the entrepreneurs toward the performance of the estate and the correlation between the two should be analyzed to find out whether industrial estates have any impact on the entrepreneurship development.

**i. The satisfaction level of the entrepreneur:** The satisfaction level of entrepreneurs towards the performance of industrial estates is classified as very satisfied, satisfied and less satisfied. To find out the weighted value, the researchers calculate by imposing 3 points for very satisfied, 2 for satisfied and 1 for less satisfied on the facilities. The result is shown in the following table:

TABLE 5: SATISFACTION LEVEL OF THE ENTREPRENEUR TOWARDS ESTATE PERFORMANCE

Estates	Entrepreneurs assessments			Weighted value
	Very satisfied (3)	Satisfied (2)	Less satisfied (1)	
1. Kadimnagar, Sylhet	3	2	1	14
2. Gutatiker, Sylhet	2	3	1	13
3. Dulaikhal, Hobigonj	1	2		7
4. Giasnagar, Moulabibazar		2	1	5
5. Sunamgongj	1	1		5
Total	7	10	3	44
Percent	35	50	15	

(Source: Field Survey)

In the above table it is apparent that 35% of the entrepreneurs are very satisfied with the performance of industrial estates and 50% are satisfied. Thus 85% of them are very satisfied and satisfied about the performance of the estates while 15% are less satisfied. The highest satisfaction level is found in Khadimnager and Gutatiker estates. It may be concluded that because of mismanagement and other reasons some enterprises were termed as sick industries and the entrepreneurs are not satisfied due to the failure.

**ii. Correlation between satisfaction of entrepreneur and estate performance:** This is another step to find out the reaction of entrepreneurs towards the performance of industrial units. If the entrepreneurs think that their success depends on the performance of the estate itself then it is said that there is a positive correlation between the satisfaction level and estate performance. Entrepreneurs' assessment level and activity ratio of the estates are shown below:

TABLE 6: CORRELATION BETWEEN SATISFACTION OF ENTREPRENEUR AND ESTATE PERFORMANCE

Estate	Entrepreneurs' assessment	Activity Ratio
1. Kadimnagar, Sylhet	14	0.81
2. Gutatiker, Sylhet	13	0.73
3. Dulaikhal, Hobigonj	7	0.57
4. Giasnager, Moulabibazar	5	0.46
5. Sunamgongj	5	0.23
Correlation	0.903	

The result shows that there is high correlation (0.903) between the entrepreneurs' satisfaction level and performance i.e. the activity ratio of the estates. It is found that the higher the activity ratio the higher the level of satisfaction. There may be frustration regarding the not achievement of targeted objectives but the entrepreneurs are proud of their enterprises and they expect in future they will be able to reach their target. They are emphasizing on expansion of their enterprise rather than getting richer by short term return. In the long run the impact of industrial estates to the economy will be rightly calculated.

**iii) Pointing out the reason for success or failure:** This is another step to find out the role of industrial estates in emergence of entrepreneurship. If the entrepreneurs are ready to attribute the success to the estate then it is right to term the estate role as positive. Entrepreneurs' attribution to the success or failure to the location of estates is shown in the following table:

TABLE 7: ENTREPRENEURS' ATTRIBUTION OF SUCCESS OR FAILURE TO THE LOCATION OF ESTATES

Estate	Entrepreneurs' attributing their success to estate	Entrepreneurs' attributing their failure to estate	Total
1. Kadimnagar, Sylhet	6	0	6
2. Gutatiker, Sylhet	5	1	6
3. Dulaikhal, Hobigonj	3	1	3
4. Giasnager, Moulabibazar	3	1	3
5. Sunamgongj.	1	1	2
Total	16	4	20
Percent	80	20	100

Such a large percent (80%) of entrepreneurs linking their success with the estates may mean that they are satisfied with the location, facilities and utilities of the estates. There may be frustration regarding the not achievement of targeted objectives but the entrepreneurs are proud of their enterprises and they expect in future they will be able to reach their target. They are emphasizing on expansion of their enterprise rather than getting richer by short term return. In the long run the impact of industrial estates to the economy will be rightly calculated. On the other hand 20% entrepreneurs opined that industrial estates are somehow responsible for their poor performance.

### RECOMMENDATIONS

The economic efficiency and overall performance of the entrepreneurs depends on the management expertise, availability of investible fund, industry specific technology, infrastructural support, proper policy and provision, and easy access to market. The study tried to make some recommendations for the development of proper environment in the industrial estates.

1. Common facilities available in an industrial location play an important role for the entrepreneurship development. Most of the estates (3 out of 5) lack the common facilities that are prerequisites for any enterprise development. So, the planners should be concerned about the lacking of facilities in the industrial estates while developing policies and provisions regarding small and cottage industries.
2. The number of sick units can be minimized through proper financial support, skill development, and technology improvement. The existing sick industrial units are to be re-allocated to successful entrepreneurs.
3. Not only the emergence of enterprise but also their growth and sustainability is important. The high growth potential industry should be declared as the thrust sector and the industrial estate should try to provide adequate incentives to those sectors on priority basis.

### CONCLUSION

The role of common facilities in creating attraction to the industrial estates has physical and psychological value. As it is the fact that, many enterprises are established outside the estates though the plots are remained vacant. So the attraction of estates is to be emphasized. The common facilities of estates are one of the important factors of attraction. It is also revealed from the research that lack of facilities creates dissatisfaction among entrepreneurs. So the authority must consider increasing the facilities of the estates and removing the dissatisfaction so that the entrepreneurs would attribute their success to the estates and failure (if happen) to their personal limitations.

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