

Original Paper

Name is Sheikh Hasina (HPM): The Power of Motivation & Ability for Political Maneuvering Thru Psychological Behaviors as Foundations

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Abstract

HPM Sheikh Hasina having served as Prime Minister of Bangladesh for over 19 years. It has secured her to be the longest serving PM in Bangladesh-history. Thus, this study examines whether the power of motivation and ability in political maneuvering through psychological behaviors have served it effectively. It conducted SWOT and PEST analyses of HPM's power of motivation and ability for political maneuvering that secured the long-term. The SWOT analysis here examined political Strengths (S), Weaknesses (W), Opportunities and Threats (T) that a leadership can review. The PEST analysis here examined the Political (P), Economic (E), Social (S), and Technological (T) issues involved with the power of political maneuvering for getting things done. For psychological behavioral assessment in politics, few prepared speeches were in review, which indicates HPM's propensity for strategies of cooperation and risk-taking orientation in most cases where conflicting strategy is found rarely. Here the power of motivation and ability has transformed how a government provides effective services in any developing country like Bangladesh. This political-maneuvering skill is named as Akim's Model, which can ensure success in political arena with a reward of long-term leadership in a country like Bangladesh. HPM has set an example in the 21st century business-driven world.

Keywords

Motivation & ability for effective maneuvering in politics, psychological behaviors, HPM Sheikh Hasina, SWOT & PEST analyses, over 19 years' time-period in office

1. Introduction

Honorable Prime Minister (HPM) Sheikh Hasina, having served for a combined total of over 19 years, has secured her to be the longest serving Prime Minister in the History of Bangladesh. As of August 26, of 2023, she is also the world's longest-serving female head of government in history (Wikipedia.org, 2023).

HPM Sheikh Hasina served her first term as Prime Minister of Bangladesh from June 1996 to July 2001. Since January 2009, Sheikh Hasina has been serving as the Prime Minister of Bangladesh in her second term. In 2018, she was one among Time's 100 most influential people in the world (Wikipedia.org, 2023). Today people are enjoying the facilitations of Padma Bridge, Metrorail services, Dhaka elevated expressway and then the benefits of the establishment of Union Digital Centers, a visionary creation aimed at connecting every corner of the country to the digital network. These Union Digital Centers promise villagers, besides residents of cities, the ability to obtain birth certificates, access government services online etc. by saving their precious time and resources. It has facilitated digital banking including mobile-banking services and bank-led digital banking services from any corner of Bangladesh. Just recently, Bangladesh Bank granted initial approval for eight digital banks of which the new two digital banks are—Nagad Digital Bank PLC and Kori Digital Bank PLC. These new two received letter of intent (LoI) from BB on the day (Dhaka Tribune, October 23, 2023).

Bangladesh has also reached a unique height in the last 12 years through the maximum and efficient use of information technology. Besides this, the establishment of high-tech parks is a time effective initiative. Accordingly, Bangladesh high tech park authorities have been setting up thirty-nine high tech parks software technology parks in various parts of the country where Janata Tower Software Technology Park, Sheikh Hasina Software Technology Park, Jessore and Sheikh Kamal IT training and incubation center, Natore are now operational.

This accomplishment both in Bangladesh and beyond raises question: how did HPM do that?

This study takes on the challenges answering the question posed.

Accordingly, it advances with setting up specific objectives of the study in Section 2 and in Section 3, it spells out the methodologies that are used here to accomplish the objectives. Section 4 starts with Background in two folds: HPM's life in politics and political-tranquility & economic-development over last two-decades. Section 5 leads to research-framework that uses the SWOT and the PEST analyses (Ha and Coghill, 2006), for cross examining whether HPM's magical power of motivation and ability for effective political maneuvering have facilitated the HPM in two folds. They are a) today's growth-trends of economy in Bangladesh and b) secured the HPM to be the longest serving Prime Minister in History of Bangladesh. Discussion and analyses of the SWOT and PEST framework are presented in Section 6. Finally, this study concludes the paper with a discussion of the implications of this work and potential future research in Section 7.

2. Objectives of the study

Underpinning the trends of today's economic development and political status of Bangladesh, the goals of the current study are as follows.

- i) To explore the factors of economic growth trends that have linkages to the success of today's Bangladesh, which has facilitated the Hasina Administration in office for a lengthy period.
- ii) To cross-examine whether qualities of leadership such as the power of motivation and abilities of utilizing psychological behaviors as foundations in politics of Bangladesh have facilitated the success.
- iii) To explore whether self-less any efforts have significantly contributed to the success.

3. Methodology of the Study

This study explores factors that might have linkages to today's economic growth trends in Bangladesh, which has facilitated HPM Sheikh Hasina a lengthy period in office.

To reach the goal, this study used secondary information sources. Apart from the secondary sources, a Focus Group Discussion (FGD), in the form of discussion with some experts as primary sources was completed. The secondary information including data statistics were collected from various relevant publications, annual reports of government, the daily newspapers and through navigation of websites and other publications published by different leading NGOs such as Center for Research and Information (CRI) and developing agencies such as IMF etc. On information & data statistics collection, *both primary & secondary* aspects, the Social and Economic Research Institute (SERI), a nonprofit organization was assigned and completed the tasks effectively.

Finally, this study has carefully covered the current growth trends and performance of the leadership, which leads to the analysis for a more meaningful and logical conclusion. Here is the secondary data we carefully scanned *prior* to using them in this study. Finally, statistical information we analyzed, sorted, and represented through SWOT, PEST analysis, and Confrontation matrix model to represent the findings and then arrived at a logical conclusion.

4. Background

4.1 HPM's Life in Politics of Bangladesh: Historical Background

HPM Sheikh Hasina graduated from University of Dhaka (DU) in 1973. During her early student life, she was the Vice-President of Students Union at the Eden College between 1966 and 1967(Wikipedia, 2023) At the University level, she participated in the politics of the Student League and was elected as the General Secretary of the women's unit in Rokeya Hall at the DU. She is one of the daughters of Bangabandhu Sheikh Mujibur Rahan, the founding father of the nation.

After assassination of the founding father of the nation, Sheikh Hasina along with survived other members of Mujib-family were struggling for survival. In 1981 she was elected as the President of

Bangladesh Awami League. In 1986, she was the Leader of the Opposition in Parliament, Govt of Bangladesh and played crucial role in establishing democracy in Bangladesh (CRI, 2023).

HPM Sheikh Hasina led the historic mass movement of the 1990s in Bangladesh. In 1991, she became the Leader of the Opposition in the country's 5th Parliament. In leadership she steered all the political parties in the parliament towards changing the Presidential system of government into the Parliamentary one.

In 1996, Sheikh Hasina first became the Prime Minister of the People's Republic of Bangladesh. In 2001, she was the Leader of the Opposition in parliament. In 2009, she again became the Prime Minister. In January of 2014, she became Prime Minister for the third time and since then she has been Prime Minister of Peoples' Republic of Bangladesh as of today.

4.2 Establishment, Political Tranquility and Economic Development Over Last Two Decades

The movement for restoration of democracy could not make any further headway until the middle of 1990. It was only the month of June and July of 1990 that some sorts of unity and understanding were restored within the three main opposition alliances. The various cultural and professional groups became united and urged the opposition political alliances to formulate a basis program for removing the army-driven dictator from power in the shortest possible time. It is now well recognized that the major two political parties namely Awami League and BNP played significant roles in completion the tasks in multi-faucets and the country observed a neutral democratic election, as per demands.

After winning in 1991 general election, the Bangladesh Nationalist Party (BNP) formed a government with the support of the Islamic party Jamaat-e-Islami, and on the 20th of March Khaleda Zia sworn in for her first term as Prime Minister of the People's Republic of Bangladesh.

In 1996, Sheikh Hasina first became the Prime Minister of the People's Republic of Bangladesh. In 2001, she was the Leader of the Opposition in parliament where Khaleda Zia served as elected Prime Minister in the period of 2001-2006. In 2009, Sheikh Hasina again became the elected Prime Minister of Bangladesh. In January of 2014, she was elected as Prime Minister for the third time and since then she has been Prime Minister of Peoples' Republic of Bangladesh as of today through general elections.

In this political journey, factors such as personal skills in convincing people and selflessness quality directly or indirectly contributed to it, which has resulted in today's success in this 21st Century business-driven world where no mother feeds baby unless baby cries. For further clarity, when a baby cries, the mother gets hurt because of foundational bonding. To overcome this pain, the mother acts maneuvering the child's actions for the greater interest of the child and for the family in Mujib nation. The presence of this premise can be seen in assessment of psychological behaviors of HPM Sheikh Hasina in multi-faucets.

4.2.1 Ability of Political Maneuver

In 1996, as the results of effective efforts of political maneuvers, then Jatiyo Party Chair, Ershad extended support to the AL for forming a coalition government and the AL won the election and formed the government where Her Excellency (HE) Sheikh Hasina became the Prime Minister for the first time.

Despite losing in the election for the period of 2001-2006 with BNP and after army-driven political turmoil, in year 2009, the AL was again won in the general election and HE Sheikh Hasina became the Prime Minister. Since 2009, she has been PM through democratic process of general election in Bangladesh where the nation has been safe from earlier political *chaos* and military *dilemmas* in profession. It has positively been serving to establish tranquility and improving economic conditions of Mujib nations slowly but steadily in multi-faucets.

4.2.2 Political Tranquility

In this political journey, HPM Sheikh Hasina's administration signed the Chittagong Hill Tracts Peace Accord in December of 1997. Accordingly, it has facilitated ending the insurgency in the Chittagong Division for which Hasina won the UNESCO Peace Prize. Her government has established the Ashrayan-1 Project while bilateral relations with neighboring states improved (Ref). Overall, it has facilitated establishing harmonious relationships among neighboring countries and beyond for mutual interests of economic development country-wise.

In domestic politics arena, one thing can clearly be said that the nation has not witnessed any military coup since the end of the Ershad-ism era (). It can further be said that besides turmoil period (2007-2008) in politics, HPM Sheikh Hasina came to power again in 2009 and arranged for letting the criminals, who were behind the political turmoil situation, escaping punishment and leave the country. It would not be overstated that the reality of this longest serving capability obviously drives HPM Sheikh Hasina's capability of political maneuvering efforts in multi-faucets in Bangladesh and beyond.

4.2.3 Economic Development

As reported, under the tenure of Sheikh Hasina as prime minister, Bangladesh has achieved spectacular development in various sectors including economy, administration, education, and information technology that the country is enjoying today without discrimination whether its people are residing in city areas or in rural areas.

Recently a local newspaper, the Dhaka Tribune (Bidwell, 2023) reported that the Commonwealth Trade and Investment Forum highlighted the growing global interest in Bangladesh and its fast-growing economy. Hundreds of international businesspeople globally country-wise flocked to the nation's capital in aim to attend the recent conference to seize on the opportunities presented by modern Bangladesh.

Bangladesh is set to become the ninth largest consumer market globally by 2030 where Dhaka has seen considerable infrastructure investment in recent years, including the new Dhaka Metro and a new third terminal at Dhaka Airport. At the same time, the city maintains the lowest electricity and water usages costs in the region, with as much as 55% savings on electricity costs compared to cities such as Karachi and Beijing (Bidwell, 2023).

Citing examples of recent years in few areas, in 2022, the country saw top-line economic growth of 7.1%, with projected growth of 5.5% in 2023, and 6.5% in 2024 (Dhaka Tribune, Sept 17 of 2023).

4.2.4 Gross Domestic Product (GDP)

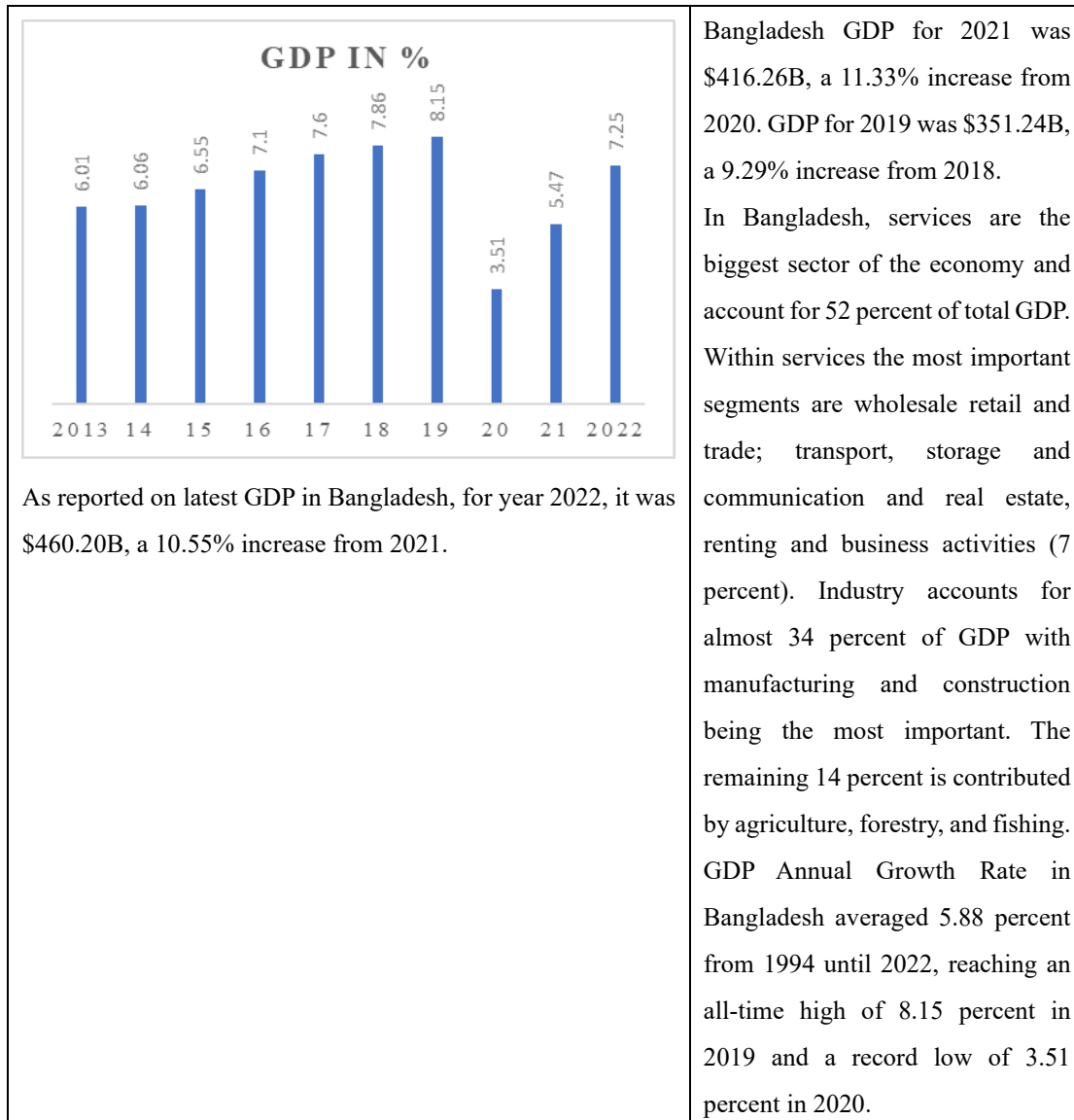


Figure 1. GDP Trends in Bangladesh

Bangladesh GDP for 2022 was \$460.20B, a 10.55% increase from 2021. Bangladesh GDP for 2021 was \$416.26B, a 11.33% increase from 2020. Bangladesh GDP for 2020 was \$373.90B, a 6.45% increase from 2019. Bangladesh GDP for 2019 was \$351.24B, a 9.29% increase from 2018.

4.2.5 Infrastructure Improvement

It involves improvement of the quality of the various components of infrastructure, such as roads, bridges, power, ICT, water, and sanitation etc.

It is a key factor in promoting economic growth and attracting foreign investors for sustainable production and productivity. At the same time, it enhances the popularity of the party or leadership under whom the progression takes place. *Conversely*, inadequate levels of infrastructure constrain economic

growth, a situation developing countries in general find themselves in. This requires the government to invest in infrastructure supplemented by external financing. On this aspect, the Premiership of HPM Sheikh Hasina (1996-2001, 2009-present) has contributed significantly. Its focuses are on road transport infrastructure and its impact on economic growth. Here government's attempts are to plan & prioritize development of infrastructure, roads, and bridges to create a culture of maintenance are targeted at raising the country's competitiveness & attractiveness to foster growth of all sectors of the economy. It can also generate government revenues as toll from these bridges for the greater interest of the Mujib nation, the Bangladeshi.

Economically most important bridges in Bangladesh

For any nation, infrastructure is something that shapes a country's foundation for economic growth. There is no denying that a bridge occupies a great position in the economic development of a country. Because of their direct connections to other locations, bridges have played a distinctive role in the transportation system. These structures serve to manage the highway's traffic loads while navigating obstacles and performing efficient communication between two locations. Furthermore, it helps generate revenues as tolls. On this aspect, Bangladesh is no exception. So, these are few important bridges that are making an impact on Bangladesh's economy.

Padma Bridge

At the top of our list, we have the Padma Bridge, which is the most influential infrastructure in the country. The Honorable Prime Minister of Bangladesh, HPM Sheikh Hasina, inaugurated the much-awaited Padma Bridge in June 25th of 2023.

Bangabandhu Sheikh Mujibur Rahman Tunnel

The Bangabandhu Sheikh Mujibur Rahman Tunnel or Karnaphuli Tunnel would be the first underwater tunnel in South Asia. The main tunnel is 3.32 kilometers long. Each tunnel tube is 2.45 kilometers long and 10.8 kilometers in diameter. Four lanes total and it includes two in each tube in the tunnel.

Jamuna Bridge

One of the main water streams in Bangladesh, the Jamuna River, physically divides the country into two halves, eastern and western regions. The Jamuna Bridge, which Bangabandhu dreamt of, was completed in 1998 by the government.

Khan Jahan Ali Bridge

The Khan Jahan Ali Bridge is one of the largest bridges built over the Rupsha River and is also known as Rupsha Bridge. The Rupsha bridge construction started in 2001 and was completed in 2005. The distance of the bridge from Rupsha Ghat in Khulna city is 4.60 km. Khan Jahan Ali (KJA) Bridge was constructed to promote industrial and commercial activity and improve the livelihood and employment rate for local people.

Payara Bridge

The Payara Bridge was built over the Payara River at Lebukhali in the Patuakhali district. The bridge was inaugurated in 2021 after construction began in 2016. Longjing Road and Bridge Construction, a Chinese contractor, is conducting the project.

4.2.6 Poverty Level Improvement

Amidst many positive achievements, a key area of concern for Bangladesh economy is the rise in inequality in income distribution. The dream of economic emancipation through alleviation of economic inequality was one of the driving forces of our liberation war. Regrettably, there has been an increase in the degree of inequality in income distribution from the mid-1980s. As per the latest Household Income and Expenditure Survey (HIES) of Bangladesh Bureau of Statistics (BBS), the country's Gini coefficient, which is the economic measure of equality, stood at 0.482 in 2016, up from 0.458 in 2010, in a worrying development.

Bangladesh had a plan to halve the rich-poor gap by 2015 as part of the Millennium Development Goals. It is the one of the MDGs that was overachieved and before time. Macroeconomic and social indicators show that Bangladesh economy is growing significantly. However, the primary goal of alleviating economic inequality is still struggling. Here growing income-inequality needs to be addressed soon by geographically relocating employment opportunities in multi-faucets. As reported, the Hasina administration has been working to reduce the magnitude of the problem.

4.2.7 Reduction of Homeless Level

On rehabilitation program, which was initially started by the Father of the Nation in 1972, Prime Minister Sheikh Hasina revitalized the program in 1997 and providing ownership of houses & lands to homeless & landless people through the Ashrayan Project. Since 1997, a total of 7, 71,301 homeless families or 38,56,505 homeless people scattered across the country have been rehabilitated under two Ashrayan projects (Dhaka Tribune, Sept 27 of 2023).

4.2.8 Food Subsidy / Rationing System

Poverty alleviation, economic emancipation and women's empowerment might be considered as glaring examples of HPM Sheikh Hasina's leadership. In this effort, the IT revolution, satellite projection, nuclear power plant, and numerous megastructures like the Padma bridge, Metrorail services became a symbolic of good governance & success. It has been marked as the beginning of the country's development and successive transmigration to a middle-class income generating country from the list of LDCs.

4.2.9 Government Administration

Since activities of government administration participate in controlling a country, city, group of people, etc., HPM Prime Minister Sheikh Hasina has tried establishing stronger political foundation based on theme "One Package" of Government Officials. This has been well recognizable in today's Hasina administration of Bangladesh.

However, some people, particularly politicians and experts in political science believe that this has been done by offering incentive(s) directly or indirectly in multi-faucets. It includes, employee promotion,

suitable place in choices for transferring, offering facilities in multi-facets such as buying a car through government based on monthly basis deduction from salary, international trips with government expenses etc. and what not. As reported, a new initiative has been taken to buy cars for Deputy Commissioners (DC) and Upazilas Nirbhay Officers (UNO). Here the government justifies this effort for the seamless organization of the upcoming parliament election for the (Prothom Alo, October 09 of 2023).

From a welfare economics perspective, it might be questionable. But it has been working well in maneuvering domestic & international politics. In this administration dynamic-ism—quick service—capacity building, motivation efforts, skill transfer-ism etc. are going well with HPM Sheikh Hasina's leadership.

4.2.10 For Ensuring Quality & Modern Higher Education Facilitation in Bangladesh

HPM Sheikh Hasina has emphasized quality and time-befitting education to further consolidate the country's position in the fast-changing & competitive world. This effort has facilitated establishing a higher number of educational institutions of diverse levels in both private and government sectors (Dhaka Tribune, February 25, 2018). Currently there are fifty-two public universities and 110 private universities in Bangladesh. As per the UGC annual report, in year 2020 there were 43,62,187 students studied at 46 public universities and 3,28,689 students at 107 private universities in Bangladesh (New Age Bangladesh, 2023). In the year 2022, the number of students at 50 public universities was 41,31,610 and at 108 private universities 3,10,107. Besides this, HPM Sheikh Hasina emphasizes medical research to achieve excellence and urges specialist physicians of Bangladesh to spend more time on health research (Dhaka Tribune, 2022).

Overall, it was one of the major efforts of putting importance on building a skilled workforce to establish a hunger and for ensuring poverty-free prosperous Bangladesh. Accordingly, HPM Sheikh Hasina commented on this advancement that the expected workforce could bring economic freedom for the people and develop the country socially and flourish culture. She further added "the country will advance further with dignity and honor if such a workforce is built" (CRI, 2023).

4.2.11 Information Technology

HPM Sheikh Hasina's leadership has made a dream come true by transforming Bangladesh into a digital country, which has paved the way for the people to get their necessary services digitally. People are now getting their desired services through digital platforms. Students get exam results online; farmers can know the prices of their ag-produce thanks to the country's digitization. Besides, digitization has created huge job opportunities for the youths. Mobile banking is the gift of digital Bangladesh, and it is increasingly getting popular among the people.

Internet service facilitations in Bangladesh

There were 66.94 million internet users in Bangladesh in January 2023. Bangladesh's internet penetration rate stood at 38.9 percent of the total population at the start of 2023. Kepios analysis indicates that internet users in Bangladesh increased by 691 thousand (+1.0 percent) between 2022 and 2023. This digital

progression obviously is out of HPM Sheikh Hasina's enormous enthusiasm, which has made it to be possible (Ibrahim, 2023).

For perspective, these user figures reveal that 114.5 million people in Bangladesh did not use the internet at the start of 2022, meaning that 68.5 percent of the population remained offline at the beginning of the year.

Kepios is a consultancy-strategy that helps organizations all over the world to make sense of people's evolving digital behaviors and understand what these changes mean for ongoing success.

Digital banking services

Bangladesh has been enjoying both mobile-banking and bank-led digital-banking services where bank-led digital-banking service-growth rate is slower than that of the mobile-banking services. With this ongoing progression, the Bangladesh Bank, *the Central Bank of Bangladesh*, recently approved two digital banks for operating exclusively online without traditional physical branch networks (Salekeen Ibrahim, 2023... The Daily Star). In Bangladesh digital banking service-market, this development is obviously a milestone.

4.2.12 Foreign investment in Bangladesh

On foreign direct investment in economy, in recent years it has been up and reached to \$2.9 billion in year 2022, while the country remains the second largest exporter of apparel in the world. Furthermore, the Commonwealth Trade & Investment Forum, held in Dhaka in September 2023, highlighted the growing global interest in Bangladesh and its fast-growing economy. Hundreds of international businesspeople, from as far away as Africa and the South Pacific, flocked to the nation's capital to seize on the opportunities presented by modern Bangladesh. As reported by the Dhaka Tribune, international businesses & investors count Bangladesh amongst the most promising nations in the world today where HPM Sheikh Hasina's political contribution is undeniable.

What does Newspapers say about HPM Sheik Hasina?

HPM Sheikh Hasina, the most dynamic and versatile political leader and policy maker from Bangladesh, has set a series of long-term goals for the country to ensure more prosperity alongside some short-term strategies like the five-year plans (The Daily Star, September 8, 2022).

5. Research Framework

This study briefly uses secondary data and government material to portray the context in which the SWOT and PEST analyses are used to conduct the study (Ha et al., 2006; Rahman, 2018, 2020). To have long term sustainability, the efforts for motivation & ability for political maneuver must concentrate its future objectives on its strengths, while averting its weaknesses. In addition to respond to internal strengths and weaknesses, HPM Sheikh Hasina, like any other high officials have team-members in multi-faucets for meeting the needs to be familiar with the opportunities and threats resulting from the external environment. Such recognition of the strengths and weaknesses, along with the evaluation of the opportunities and threats, takes place based on a SWOT analysis. The SWOT analysis is a strategic

planning tool used to evaluate Strengths (S), Weaknesses (W), Opportunities (O) and Threats (T) involved in efforts for political maneuver for project(s) or policy(s) implementation.

In today's world, the SWOT analysis has become a common means of developing strategies concerning the suitability between external situation where an agency or leadership faces (threats and opportunities) and its own internal qualities (strengths and weaknesses) (Quansah et al., 2010). In practice, the SWOT analysis allows for an enumeration of factors which influence the motivation & ability for political maneuvering strategies internally & externally such that each can be visually & thematically compared. It is clear here that the SWOT is a simple & practical tool, which can lead to more critical & detailed thinking on the subject matter discussed here. On limitation aspect, it is well recognized that the meaningful statistical inferences can be derived from SWOT analysis, like in this case. But SWOT is a tool, which is useful when ideas & thinking on a subject are talented (Pickton & Wright, 1998).

Underpinning the limitation of the SWOT analysis and for the purpose of this study, the SWOT is used as a tool to assess the HPM Sheikh Hasina's power of political maneuvering for success in multi-faucets. Besides SWOT analysis, the PEST (Law, 2006) factors that refer to Political (P), Economical (E), Social (S) and Technological (T) variables are assessed accordingly in case of assessing the power of HPM Sheikh Hasina's power of motivation & ability for political gain (Ha & Coghill, 2006). Here each factor of the SWOT analysis is additionally studied according to PEST factors.

SWOT and PEST Analyses Framework

Table 1. Framework of Evaluation of HPM Sheikh Hasina's Motivation & Ability for Political Maneuver

	Internal Factors	External Factors
Supportive factors for motivation & ability for political maneuver → HPM's skills in convincing people and in utilizing friendship as an asset overcoming dilemma caused by other countries.	<i>Strengths</i> Programs /policies that can effectively be utilized achieving objectives → relate to better-ness of politics, economic, social, and technological progression → vision, objective and strategic frameworks are cross-examined with PEST determinants.	<i>Opportunities</i> Favorable conditions in the external environment relates to HPM's political party strength, weakness, opportunities, and threat → probable actions are cross-examined under the SWOT analysis.
Unsupportive Factors → sector-wise expenses of taxpayers' money not for the benefit of taxpayers.	<i>Weakness</i> A limitation or fault that makes it to be difficult to achieve objectives → cannot convince majority of political parties even issues are national interests.	<i>Threats</i> Any unfavorable situation that is potentially damaging to strategies in achieving something → western countries particularly US threats

even the issues are Bangladesh internal → recent intervention on election issues.

The conceptual aspects of the SWOT framework are shown in Table 1 (Quansah et al., 2010). For better understanding, I here use both approaches for having comprehensive understanding of the issues. It is recognized here that using both analytical techniques or approaches in a single paper allows the researcher to develop further comprehensive understanding of the issues that is taken for studying by any researcher (Ha & Coghill, 2006).

6. Analysis and Results

I here present a detailed discussion of the components of the SWOT analysis and PEST determinants on HPM Sheikh Hasina's maneuvering ability in 21st Century political arena in Bangladesh and beyond where nothing comes free.

SWOT and PEST analyses jointly

Here the SWOT analysis facilitates looking at HPM Sheikh Hasina's internal strength & weakness as well as its external treats and opportunities in case of her efforts for political maneuvering as needed. Similarly, the PEST looks at the political, social, economic, and social aspects that may affect the power of HPM Sheikh Hasina's motivation & ability for political maneuvering in political arena of Bangladesh and beyond. In the results discussion, for each SWOT item, each PEST determinant is discussed as follows:

6.1 On overall Strength Aspects

Flourishing or putting it on as a show "protected democracy" is the key determinant of the PEST for countries such as Bangladesh that had many coups many times in the past. By so doing, besides voting forgery as claimed by opposition(s), the leadership in office may justify the existence of good electoral policies and readiness of political parties to accept election results endorsed by electoral commission (Langdon, 2011). On this aspect, HPM's efforts are no exception where despite oppositions' claims, the observers from other countries welcome the results. This power of motivational effort & ability for political maneuver through psychological behaviors serve as a foundation in Bangladesh politics and beyond where the current HPM has been in office continuously for over 15 years.

Furthermore, HPM Sheikh Hasina's power of motivation and ability have ensured prompt accomplishment in multi-faucets. As reported by the Center for Research and Information (CRI), these accomplishments have been well recognized globally (CRI, 2023). They are:

- a. HPM Sheikh Hasina took a fast decision to give refuge to over a million Rohingya refugees.
- b. HPM has been an unconditional endorser of UNs' Sustainable Development Goals (SDG)
- c. HPM has taken a 'let your work show' approach to human rights.
- d. HPM is a staunch advocate of universal health coverage.

- e. HPM is a long-standing proponent of women's empowerment through income generation opportunity creation.
- f. HPM realized that climate-leadership can make a mark on the map for Bangladesh.
- g. HPM's policymaking wisdom sees Bangladesh performs in Fourth Industrial Revolution (4IR).
- h. HPM has kept Bangladesh's commitment to peacekeeping and peacebuilding.

6.2 On Social Strength Aspects

The HPM's digital facilitations in Bangladesh has become human assets in multi-faucets in trade institutions for businesses and for universities for educational purposes. Besides this, on women advancement aspects, the current government established the National Policy for Women's Advancement which sought to ensure equality between men and women. The policy aimed to guarantee security and employment, create an educated and skilled workforce, eliminate discrimination and repression against women, establish human rights, end poverty, and ensure participation in socio-economic development. The government introduced three reserved seats for women in all Union Parishad election in December 1997. Hasina's cabinet approved the National Plan of Action for Children in 1999 to ensure rights and improved upbringing.

These are particularly important as a social determinant in the PEST analysis.

6.3 On Economic Strength Aspects

Bangladesh enjoys strong track-record of growth & development, even in times of elevated global uncertainty. A robust demographic dividend, strong ready-made garment (RMG) exports, resilient remittance inflows, and stable macroeconomic conditions have supported rapid economic growth over the past two decades.

Accordingly, Bangladesh is doing better in case of GDP, residences, which is an economic determinant on the PEST analysis. On recent infrastructure development aspects, Bangladesh is now enjoying the fruits of this development in multi-faucets including transport, energy, information, and communication technology (ICT), water supply and sanitation, buildings, embankments, and cyclone shelters etc. These are contributing significantly to accelerating today's development in Bangladesh (CRI, 2023).

6.4 On Opportunity Aspects

HPM Sheikh Hasina has been the head of government of Bangladesh for 20 years. She first became the premier in 1996, and then returned to serve for three successive terms since 2009. She is among the most veteran states-people and history's longest-serving female head of government. Under Hasina's leadership, Bangladesh transformed into an emerging market economy, with its best growth and economic progress indicators. Investment and research bodies (like HSBC, Goldman Sachs, World Bank and Boston Consultancy have taken note of the changing trend because Bangladesh often appeared on the performing/future-economies list throughout and after the 2010s. Accordingly, HPM Sheikh Hasina's political career spread over 4 decades.

6.5 On Weaknesses Aspects

As reported, the US government's current steps are destabilizing HPM Sheikh Hasina's ability in political arena, particularly in politics of Bangladesh for some time now, particularly during this parliamentary election (UNB, 2023). Accordingly, as reported, the Indian Government has expressed concerns on overall security of India as a neighboring country and South Asia as a whole (Ananda bazar Patrika, August 19, 2023).



On this issue, India's external affairs ministry (the South Block) thinks that if Bangladesh Jamaat-e-Islami is given 'political concession', Dhaka will be taken over by fundamentalism soon. Accordingly, the prevailing liberal environment will no longer exist (Ananda bazar Patrika, August 19, 2023).

6.6 On Threat Aspects

If Sheikh Hasina loses upcoming January election, Bangladesh could face prolonged political and economic instability, as reported by Sharma Pranay (Sharma Pranay, 2023) in the Frontline.thehindu.com. Departure of Awami League from power would not only worry India but also raise concerns about regional unrest and violence in South Asia.

Meanwhile, the Joe Biden administration in the US has announced a series of punitive measures to check Bangladesh's "democratic backsliding" and ensure the parliamentary election is free and fair. In addition to the threat of imposing visa sanctions against anyone who engages in election rigging, the US State Department has imposed sanctions on several serving and retired officials of the Rapid Action Battalion (RAB), a paramilitary force that has been accused of helping HPM Sheikh Hasina's party, the Awami League, win past elections (Sharma, 2023).

Table 2. Summary Results of SWOT and PEST Analyses Jointly

PEST 		SWOT 		
	Strengths	Weaknesses	Opportunities	Threats
Political	*Flourishing democracy *Power of political maneuvering *Skilled in politics & internal locus of control, *Elevated expectations of success.	Cannot convince majority of political parties → the ongoing <i>scenario</i> of upcoming parliamentary election	*Investment in ICT progression can be an asset eventually.	*Global economic crisis →
Economic	*Economic growth	*Lack of funding	Remittances in	Global

	trends → higher Infrastructure → well set-up *New bridges → *New express ways → * Metrorail services →	for research project addressing domestic issues *Higher % of digital users. Digital banking leads lower operational cost	Bangladesh increased to 1977.56 USD Million in October of from 1334.35 USD Million in September of 2023.	economic crisis → slow down growth trends
Social	*Higher number of users of digital *ICT incorporation in multi-faucets including academic arena.		*Young generation is motivated. *Citizenship in Govt operation	*Lack of citizenship in govt
Technological	*Rapid development of mobile, SMS, mobile & bank-led digital-banking The educational system benefits more.	*Data security and data privacy problems *Lack of national data on citizens	*Smartly managed law enforcement, army etc.	

7. Did Motivation, Ability and Efforts in Getting Things Done Play Significantly in Success of HPM Sheikh Hasina?

Bangladesh is a Republic, Parliamentary system, and a Unitary state where the Constitution of Bangladesh constitute the government. It comprises with the executives represented by the president, prime minister, and the cabinet. But currently, the position of the president holds de jure importance. Its de facto powers are ceremonial. The Constitution allows the president to act only upon the advice of the Prime Minister who is the leader of the majority members of Cabinet (Parliament). The Cabinet oversees the formulation and execution of policies of the government.

It requires the leadership and Cabinet Members institutional motivation and ability to overcome the political barriers for the greater interest of the Bangladeshi-society. As psychologists mentioned, the leadership and the members of the Cabinet must find motivation within themselves (Ryan et al., 1985) for ensuring stability & tranquility in providing services to people where their motivations and their ability can be vital for adopting policies that can be win-win for the parties involved in the system.

Figure 2 clearly shows that HPM Sheikh Hasina's ability and efforts in overcoming political barriers have served well in getting things done in office.

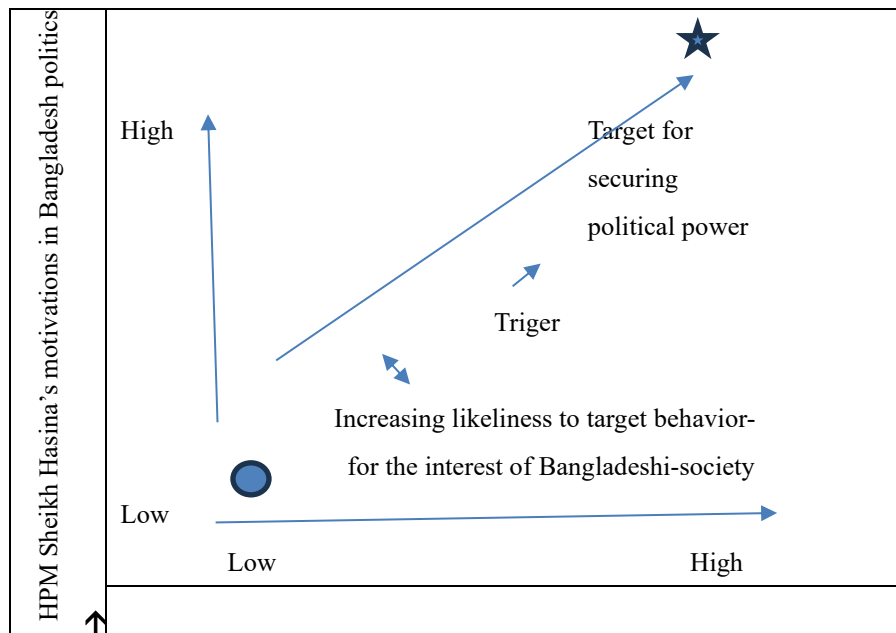


Figure 2. HPM Sheikh Hasina's Ability & Efforts to Overcome Political Barriers → (Source: Author)

During her time in office, many bridges including the Padma Bridge and many expressway-roads in Dhaka City beyond were opened for operation. Besides this, the Metro Rail System is now in operation.

8. Direction for Future Study

Future research could examine HPM's other roles & efforts to see whether they have been successful or not. Additional plausible research could be to examine specific government services or roles that have been implemented in the nation. Also, research could examine citizens and government officials and corporate leaders on their attitudes towards HPM being in office for lengthy period in Bangladesh political history. Lastly but not least, a cross-examination of HPM motivation & ability for political maneuvering through Consumer Choice Theory Lens can be important for better understanding & for efficiency measurement in multi-faucets.

9. Conclusion

The study presents a SWOT and PEST analyses of HPM Sheikh Hasina's power of motivation and ability for political maneuvering in Bangladesh and beyond that has secured her in office for a lengthy period in political history. The SWOT analysis here examined political Strengths (S), Weaknesses (W), Opportunities and Threats (T) that a leadership in a country, like Bangladesh can review as it considers

to be serving the nation for a lengthy period. The PEST analysis examined the political (P), economic (E), social (S), and technological (T) issues involved with the power of political maneuvering for getting things done. For psychological behavioral assessment in politics, HPM's few prepared speeches were reviewed. It indicates that HPM's propensity for strategies of cooperation and risk-taking orientation in most cases where conflicting strategy is rarely found. Here the power of motivation and ability has transformed how a government provide effective services to citizens, businesses, and other government agencies in any developing country like Bangladesh. Therefore, it is now known that effective political maneuvering skills, known as Akim's Model, can ensure a successful political arena that can reward a lengthy-period in leadership-power of a democratic country, like Bangladesh. Here the HPM Sheikh Hasina has set an example in today's 21st century business-driven work.

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