

## Human Resource Management Practices in Bangladeshi Private Organization: A Case Study

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### Abstract

The system which has the power to direct its human resources properly towards the goal has the possibility of generating success. It is only possible when it practices proper Human Resource Management. But it is completely ignored in Bangladeshi organizations. Some organizations have so called Human Resource Department but that really performs the responsibility of Personnel Management. The most interesting thing is that those divisions are partially or fully accountable to the production department. A non professional person also gets chance in those so called Departments due to nepotism, favoritism or undue influence from production or other departments. Some organizations appoint professional personnel but they do not receive the exact freedom of working due direct intervention of the proprietors. Absence of Human Resource Manual, Proper Hierarchy Diagram, Standard Operating Procedure, Coordination with Human Resource Department, Rights to establish and join in Trade Union, etc. are remarkable. Creating awareness for practicing proper Human Resource Management and Human Resource Information System can show the brighter future.

Keywords: Human Resource Management, Trade Union, Human Resource Information System

### The objective of this study, called

01. Helping the reader to interpret what can be the perfect practice of Human Resource Management in a constitution
02. Creating awareness about Human Resource Management Practice for organizational growth

### Field methods in the study of social dialects

Some entrepreneurs believe that they know about HRM but actually they are not. Thus they have not been able to satisfy his or her workforce. Ultimately the organization suffers in long runs. Dissatisfaction always negatively driven entire workforce towards non-productive assets. This article is based on naturalistic observation on an organization where proper HRM is not followed.

### Introduction

Human Resource Management is the process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health and safety and fairness concerns (Gary Dessler 2006). Different types of organizations are doing business in Bangladesh. Most of those are made by some entrepreneurs who have not proper idea or knowledge about HRM. It is no matters that they have not proper knowledge about it but they do not have willingness establish proper HRM. A common matter they consider that it is unnecessary to furnish and establish HRM rather keeping more concern to production. No matter how the organization is going on but if production is well then the profit is certain. Crystal Fisheries Ltd. is one of those companies. It has been doing fishing business since last ten years. It has four fishing vessels. Each vessels average capacity is 100 to 120 tons. Each vessel has averaged 35 to 45 workers and 8 to 10 staffs. Vessels are centrally monitored from head office. In central office more than 20 persons are working in different department named Administration, Operation, Accounts, Finance, Human Resource Department, Store, Purchase department. Administration and HRM departments are performing the personnel management of the organization. Top authority has not clear idea about HRM. Any initiative taken by HR departments to establish proper HRM then is opposed by top authority and operation department. Top authority and Operation department are busy with short term profit ignoring the long term benefits of the system. Thus dissatisfaction rises among the total workforce. Workers and staffs are also flirting with their short term benefits and nothing thinking better about the organization's future. Workers and employees are not working for long tenures. Sailors, staffs and personnel are often leaving the organization. Thus organization always facing workforce problem and again and again starting from the same spot. So ultimately the system is just dragging towards development.

### Results

One can declare an organization is trying to follow proper Human Resource Management (HRM) system, procedure and policy if he or she uncover that there top authority has good knowledge about HRM and willingness to walk with HRM by giving scope for research and development, capability of proper man power planning, recruitment and selection system, harmonic arrangement of induction, training and development

programs, ensuring proper health, safety, security and welfare of entire workforce, counseling of employee in different critical situation for motivating them for getting positive results, effective and timely performance appraisal, having culture of competitive remuneration & rewards, keeping the proper personnel records of entire staffs, ability of maintaining the sound industrial relation among workers, staffs and government regulations, bearing morality and superior ethics by top to bottom whether he or she is the owner or a lower level worker.

## Discussion

Observing for six months got that concerned organization has not the proper idea about HRM. Some activities it performs in the name of HRM actually that is personnel management. Why it is following this type of HRM? Because other relate organizations are also following the same manners. Beside this top authority is not concerned about HRM. They have no idea about the responsibilities and functions of HRM. Based on real coated situation suggestion with for the concern organization to abide by the bellows:

### 01. Acquiring Knowledge About Human Resource Management

*"Owners think HRM is the responsible for disbursing salary, forcing sailors complying dictatorship by owners, monitoring censure against owners or others, helping owners getting all department information, clerical works, appointment personnel's and sailors according to their choice."*

Development of an organization depends on the proper use human resource. Now a day human is considered as the most important resource of the organization. To operate an organization its top authority should have a clear idea about Human Resource Management. They should know the specific HR functions, HR Culture, Strategic aspects of HRM, positive effects of a good HR Policy, roles and responsibilities of HR department, necessity of HR specialist.

### 02. Keeping Proper Personnel Records And Statistics

*"Different time government law enforcing agencies want to get information from personnel files but don't get those due to inaccurate maintenance record keeping in that file. Proper information never comes from the file due to maintain those by non professional staffs. One page CV is his file and that act as appointment letter. "*

The most important part of practicing HRM is maintaining a record file for each and every personnel whether he or she is a staff or worker including current employment conditions and benefits, family background. Institutional educations, achievements of different trainings, previous job experience, type of job responsibilities etc. Not only keeping personnel records is necessary but also records keeping about accidents, injuries, illness, holiday records, night shift working, absenteeism, balance workforce, response of employees after any incentives or training programs, demands for extra workers in any specific seasons, being access of workers in any period or crisis moments, resigning by workforce with proper cause records, retirement etc. This would help an organization to find out personnel or labor turnover rate, stability index, forecasting future labor requirement etc.

### 03. Effectively Forecast, Recruitment And Selection of Optimum Workforce

*"When need sailors are collected from the other ships or costal area not informing to the office. Sometimes terminated them without notice. But they withdraw salaries on request of skippers. As no records in the office so they bound to follow the instruction of Ship's skippers. Sometime skippers cheat with company by showing more sailors."*

Clearly without human being no organization can run. It is the only resource which has no alternative. The machine can lessen its requirement but cannot diminish its claim. To operate an organization it must have an optimum level of the workforce. But it is not so simple to find out the optimum number and maintain that level accuracy. Proper calculation based on experience can forecast the necessary workforce. On the other hand having the proper recruitment and selection policy and effective use of those can maintain an optimum level. Another way to maintain the optimum level of workforce by making them fully responsible towards his work applying motivational encouragement. If any organization wants to increase its branch or new concern then must analyze the human requirement based on parent organization and using management of science. HR specialist or concern bodies must systematically examine the organization's structure, procedures of going upwards, methods of hiring and firing, overall management practice and equal employment opportunity policy at the time of planning, appointing and retaining workforce.

### 04. Ongoing Induction, Training and Development

*"Induction or training never done in ship or head office. Every person and sailors are work according their knowledge. Sailors are fully biased by Captain. Sometimes sailors sail full of ships in an illegal way to satisfy their captains."*

A man having a lot of experience in related fields must provide induction at the beginning of work in a new organization. Induction should include business type, cross culture, market position, expansion ability and facility, entire workforce, rules and regulation, business and human ethics of the

organization. A printed copy with a short detail can ease the induction by the HR department. At the time of induction HR personnel try to understand the special or general training requirement for specific person(s). Training programs should be provided within 7 to 10 days for fresh young personnel although they have gone through a proper induction program. The training program can be the following one or combination of more than one: Specific job training, apprenticeship, coaching, specific projects and task forces, presentations, lectures, seminars, discussions, workshop activities, case study, field trips, interactive models, computer models, hands-on activities, industry placement, role playing. If any or combination of many training programs can be arranged then it will be very easy for newly appointed personnel to understand the working procedure within the organization and bearing a possibility of better contribution from his beginning. On the other hand, development programs should be arranged for existing employees following job rotation or mentioned training methods. After training and development programs must evaluate the feedback for further requirements of using similar or alternative training and development.

05. Ensuring Proper Health, Safety, Security And Environment For The Entire Workforce

*"No medical facility in ships. Some common medications like paracetamol, antacid, caffeine are used to cure of sailors. In rolling sea captains force sailors for fishing. No personal protecting equipment is given to the sailors. Throwing used non-recyclable products, fuel, tar, tear-nets etc. causes harm to the environment."*

Healthy working environment, certainty of health's safety and security, environment friendly business are a major concern of toward motivating workers and staffs for positively giving long tenure and good contribution to an organization. When one finds that those factors are reverse of them then they have intention to go for more secure place. Fear of earthquake and fire burns, working in chemical fume, working on rolling sea, working at sea or coastal area when cautionary signal is going on, accidents occur due to hurry by supervisors, not providing the necessary personal protecting equipment, undue influence by the supervisors for breaching any rules

06. Employee Counseling, Motivation And Leadership Style

*"No idea about employee counseling or motivation. If any employee fallen in any occupational problem then management forces him to solve himself in an urgent basis. Always autocratic and self oriented management or leadership style used."*

It is certain that people resist changes. It is very natural thinking by personnel because they have a perception that the new policy or culture may be the thread for their current job security. They may not be able to adapt to new situations. Like, introducing thump punch machine for reading work attendance. It is a positive and a very fruitful step for the well being of an organization. But some people may oppose it due to their own fault like late attendance, using of new machine etc. In this type of changing situation motivational counseling is necessary. Like this at the time of introducing new policies, handling any disputes, critical organization condition, managing work pressures etc. also needs strong motivational counseling. One thing must consider here that all the time positive motivational counseling will give the best result this is not true sometimes based on situation seniors must go on hard lines. Because some personnel recruited on the basis nepotism, favoritism or having a specific political view generally do not want to follow the order of top authority due to having special power of being favors of some persons. In these situation leaders play the best roles. Leaders should be concerned about both the autocratic and democratic management styles. The basis of his experience he should find the personality of a person to apply his management style whether he or she needs positive motivation or negative or hard behaves. Leaders should be very tricky to find out the perfect management style otherwise wrong application of it has deadly effects of human minds and as well as overall organization also.

07. Effective Performance Appraisal

*"No criteria for performance appraisal have been selected. Who can keep better relation with top authority is evaluated as good performers."*

It is very common that working in the same organization, department, situation and constraints two or more people will show different results in their performance. It happens due to their basic knowledge, leanings, training, morality, bearing culture, perceptions, different skills, spirit of coordination, dependability to others, punctuality, enthusiasm, self confidence, leadership quality etc. It is very much necessary to appraise the performance of the workforce due to get better results from them. If it is not done then one cannot be able to find out the growth of a person and as well as organization. But performance should make in a systematic way. Different department should have different types of criteria for performance appraisal. Performance appraisals can be done using Rating Scales, Checklist, Forced Choice Method, Forced Distribution Method, Critical Incidents Method, Behaviorally Anchored Rating Scales, Field Review Method, Performance Tests & Observations, Confidential Records, Essay Method, Cost Accounting Method, Comparative

Evaluation Method (Ranking & Paired Comparisons), Management By Objectives, Psychological Appraisals Assessment Centers or 360-Degree Feedback Method. Using which method(s) performance appraisals are done but one thing must be concerned that it should be done once or twice in a year following systematic manner and must reward according to the priority. Promotion should be made proper performance appraisal basis.

08. Remuneration, Rewards And Welfare Of The Entire Workforce

*“Very poor salary as remuneration. No reward system for performing good jobs. Nothing mentionable for employee welfare. Sometimes provides some sea fish 7-10 kilograms per head”.*

Human are not like machine. Human give his mental or physical labor to an organization for getting some benefits. A basic expectation from an organization is salary. He or she not only expects salary but also rewards for better performance, lifetime insurance, share of the company, duly promoted with honor, recognition for any achievement, job security, after job some financial benefits, humanistic behavior from the bosses and colleagues etc. An organization must have the proper guidelines and a written policy with a view to well being of the entire workforce.

09. Industrial Relation

*“No trade union exists. Always sailors are deprived. Sailors are controlled by Skipper of the ship, whoses salary is very high and get catch bonus. Thus they always try to speak according as owners. Always conflicts arise and most of the day sailors leaves and join without any specific appointment letter. Thus experts gone and unexpert enter.”*

Industrial relation can depict as the harmonious relationships among workers, staffs, owners and government regulations. From the workers side they want to establish trade unions, elect their collective bargaining agent to get their own from the owners. On the other hand for keeping pressure on owner's personnel create Staff Associations. HR personnel should be very much careful about both of two groups. Consultation between worker or personnel side and owner side should maintain a balance condition thus no industrial disputes can arise which can hamper the production. Different types of awareness programs should arrange a monthly basis thus no suspension can arise between labor force and the owner. Continues relation must keep with government labor ministry and law enforcing agencies to being updated about labor law and handling awkward situations. HR department must keep data relating to labor disputes, keep up with dating records mandated by the Labor Ministry.

10. Learning Organization With A Better Morality And Ethics

*“Profit maximization with minimized cost is the motto so no chance of morality and ethics. Everything is acceptable to cost minimized and profit maximization. Misbehavior is very common to getting extra works done. Anytime dismissal of workforce without notice if they do not perform expected by skippers”*

An organization should be a learning organization where entire workforce will bear morality and superior ethics from top to bottom whether he or she is the owner or a lower level worker. Misbehavior is a very bad thing. Its affects lasts for a long time. No person does not want to learn anything who always behaves rudely. If anyone behaves positively to all then willingly everybody try to learn something from him.

11. Coordinated work

*“Three owners and one director are providing direction as they want without coordinating each other. Everyone thinks himself as boss and having the authority of commands. They are collecting information from the different persons thus absence of coordination is everywhere.”*

Coordination is a necessary thing for the success of human resource management. The total effort of human resource management goes towards achieving one goal. If goal differs then team work does not possible. Coordination among different departments e.g. Administration, Operation, Accounts, Finance, Human Resource Department, Store, Purchase department is very much necessary. If any department show unwillingness to coordinate then the coordinated chain will break down. No result will come in the end. For proper coronation accurate direction and following the chain of command is needed. If the chain of command follows the proper chain then every person will work voluntarily towards the achievement of goals.

Conclusion

Day by day increasing the impact of globalization on each and every organization. Workforce are being diversified. Government is enforcing new rules and regulation. Variety of business are emerging. So properly guiding human towards achieving goal achievement become tougher. So if any organization do not be able to practice Human Resource Management properly then it will not be able to hire and retain the best qualified personnel and in the long run it will lose its business. So the organization who wants to get growth and sustain in the market has the willingness to practice proper Human Resource

Management.

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