

Activities of HR Manager to Face Environmental Changes: A Study on the Telecommunication Sector of Bangladesh

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Abstract

The paper endeavors to show the activities taken by the mobile phone operator companies (HRM) in Bangladesh to face the different changes in environment. What are the consequences of changing environment to the telecommunication industry and the steps to recover of these was thought to be found out in this study. Using both primary and secondary sources of data, a descriptive analysis has been conducted. The major findings show that different variables i.e. external and internal environment (Capital inadequacy, unavailability of quality employee, lack of skilled manpower, changes in fiscal and tax policy, price level change, political and legal changes, technological changes, corporate rightsizing etc.) affect the telecommunication industry in different way. Upon the findings based on analyses some specific recommendations has been suggested.

Keywords: HR, Consequences, External environment, Internal environment, Corporate rightsizing

1. Introduction

At its simplest, the environment is anything outside an organization which may affect an organization's present or future activities. Thus the environment is situational – it is unique to each organization. In this study two terms has been focused i.e. environmental change and activities of HRM and finally how HR manager deals with different environmental change. HR manager deals with external as well as internal environment. External environment is uncontrollable in nature and in that case HR manager has nothing to do but only adjust with this environment.

The activities of HRM are- *Planning, resourcing and retention*- Managers need to know how many staff they will need in order to achieve the organizational goals. They need to identify where the staff will be needed, how many and at what times.

Recruitment and selection- When the need for people has been ascertained, the next task is to find them, and ensure that the right people are selected and recruited for the organization. If the wrong people are recruited then there could be difficulties in achieving organizational goals and business could suffer.

Training and development- In order to get the best from employees they need to be trained. Training is done to fill gap between the skills and knowledge they have at present and the skills and knowledge the organization wants them to have in order to fulfill set goals. It ensures that employees are able to perform to the required standard.

Remuneration and reward- Employees need to be paid so that they are able to live. Pay needs to be adequate and equitable. Money is not the only reward and may not motivate employees to be more productive; other benefits also need to be looked at.

Employee relations-Healthy relations need to be maintained with employees to ensure a productive workforce. In the event of disputes and conflict arising, managers need to be able to manage the situation successfully in order to ensure win-win outcomes.

2. Objective of the study

2.1 General objective:

The main objective of the study is to know the activities of HRM to face the environmental changes.

2.2 Specific objectives:

Besides the main objective, the study focuses on specific objectives as following-

- i. To find out the activities of HR Manager considering external environmental changes
- ii. To find out the activities of HR Manager considering internal environmental changes
- iii. To draw some recommendations based on findings.

3. Methodology of the study

The study is qualitative and descriptive in nature and to serve the objectives of the study both primary and secondary sources of data have been used. Data have been collected from five (05) mobile phone Operator Companies operated in Bangladesh. To collect the primary data the offices of the companies was visited directly and data collected through face to face conversation with the respective officers, face to face conversation with the clients, taking interview, through a open ended questionnaire. Secondary sources of data comprises different circular issued by the Head Office of the companies, relevant papers and different books, official web site of

telecommunication companies, previous research papers and published annual reports of the companies. To analyze the study the common tabular format has been used.

4. Literature reviews:

SWOT model (Strengths, Weakness, Opportunities and Threats) represents the established instrument used to analyze the internal and external environment, which a company functions in. Based on this model, the company's strategies can be formulated by combining internal environment factors, which are: strengths and weaknesses, with external environment factors: opportunities and threats. (Gasparotti, C., 2009)

The findings of "A Study On HRM Practices And Its Impact On Globalisation Of Indian Business" where he emphasize on the following-The rapidly changing business environment in India and abroad brings many challenges and some top of the mind business issues for companies. Today work force is undergoing radical change as a result of powerful global forces. This research paper aims to help companies to understand the global and regional talent trends (Dr. C. Jothi Baskara Mohan, 2013).

A research on "Impact of External Environment Factors on Human Resource Management Function, a Generic Model study with reference to Multi-National Companies in India" where they emphasize on the following-

- Economical Crisis has severally impact business and hence has created a void and instability among majority of Indian MNC Employees,
- Work pressure and Stress are very high for companies (group) and individuals to continuously aim for higher productivity.
- Economy and uncertain polity has resulted in confusion and reduced energy to accept challenges.
- Transformation in Indian MNC and services sectors are happening at a high fast rate, hence there are huge skills and expertise gap in Human Resources management because of boom of unorganized sector and SLOW pace of implementation and gap widening between transformations from un- organized sector to organized sector (Ramesh et al., 2014).

A prior study on "Importance of Internal and External Factors when Adapting to Environmental Changes in SME Sawmills in Norway and Finland:The Manager's View" where they emphasize on the following- The competitive landscape of the sawmill industry is changing rapidly. Increasing global competition, accelerating technological change, substitutes, and expanding customer expectations are creating a turbulent environment for small- and medium-sized (SME) sawmills. Managers are thus forced to look for new sources of competitive advantage and formulate business strategies that utilize their core advantages (Husso, M and Nybakk, E, 2010).

A research on "External and internal factors affecting the product and business process innovation" where they emphasize on the following-Technological opportunity is the most important factor of product and process innovations. For large organizations, this means that they should have an organizational research and development department. Such a unit has central role in product innovations, in cooperation with other functions in an organization and outer stakeholders. For small organizations, partnerships and networks present the best way of avoiding limitations (due to the lack of R&D department, resource and other limitations). In the case of process innovations, the role of R&D department is a bit smaller but the participation of employees in the process that is the subject of change is greater (Zakić, N et al., 2008).The study revealed significant difference on adoption of new HRM practices between public and private sector industrial enterprises of Bangladesh. Employees in the private sector organizations appeared to be more satisfied than public sector organizations with organizational HRM practices (Mir Mohammed et al., 2011). Previous work on banking sector revealed that Mutual Trust Bank Limited already has a strong image in the minds of people in Bangladesh as well as the financial resource is growing faster. This bank can be the pioneer in retaining its employees for a long time by utilizing its resources in a successful way. They should also position seminars and training programs about to retain customers and to provide the best customer service (Aliya P. and Shaifuzzaman S., 2016). These HRM practices include human resource planning, recruitment and selection, induction, training, performance appraisal, employee development, compensation plan, etc. This discussion has provided the opportunity to analyze the HRM practices of a business organization and to find out the facts which are creating barriers to effective HRM. In the last part of this paper some recommendations are provided for Square to gain competitive advantages through HRM practices (Jashim Uddin Ahmed, Ph.D. et. al., 2006). The evidence from the literature review is that the key success factor of business innovative and motivated human resource. Top management is responsible for creating a positive organizational environment by intervening cooperative relationship within functional departments for innovation and creativity in organizational interfaces. Everything can be imitated but competent and innovative workforce cannot be imitated and it becomes a distinctive resource regarded as a competitive advantage (Md. Hasebur Rahman & Md. Abdullah Al Mamun, 2013).

As on Nadia Newaz Rimi's paper, The present study develops a HRM model suggesting that bank management should link HRM practices to use bank employee capabilities for improving and innovating green banking services in their green strategies. Furthermore, the review on extant literature on green banking across the

globe provides evidences of financial sector responses to global ecological concern. This study addresses future empirical study on the proposed model to justify green HRM impact on green services in banking industry and other industries within and beyond Bangladesh (Nadia Newaz Rimi, 2015). Tests results at this level senses opportunities and threats existing and potential success factors of field work. Analyzing thus two types of environment, (meso and macro environment) can be identified strategic directions for action or policy options (Voiculet, A and Belu, N, 2010).

Despite the above studies, there was no such study regarding Bangladesh Telecommunication industry. For this reason the mentioned study has been conducted.

5. Analyses and Findings

In completing research work, Grameen Phone, Banglalink, Robi, Airtel, and Teletalk telecommunication limited are taken into consideration as a sample size for conducting research findings. To look out findings activities of HRM relative to both internal and external environmental factors changes of those telecommunication companies are measured. In the following stages environmental changes and activities of HRM of five telecommunication companies is shown.

Changes of capital and effect of HRM activities:

Company Name	Strongly Affect	Moderately affect	Less Moderately affect	No affect
Grameen Phone	√	-	-	-
Banglalink	√	-	-	-
Robi	√	-	-	-
Airtel	√	-	-	-
Teletalk	√	-	-	-

The above graph shows that the capital adequacy or inadequacy strongly affects the activities of HRM. In general situation capital inadequacy does not exist.

If capital inadequacy exist then HR manager meet up this situation by the following sources:

Company Name	Issuing Stock	Debt /Loan	Retained Earnings	Reserve Capital
Grameen Phone	√	-	-	-
Banglalink	-	√	-	√
Robi	-	√	-	-
Airtel	-	√	-	√
Teletalk	-	√	-	-

Unavailability of quality employee and effect of HRM activities:

Company Name	Strongly Affect	Moderately affect	Less Moderately affect	No affect
Grameen Phone	-	√	-	-
Banglalink	-	√	-	-
Robi	-	√	-	-
Airtel	√	-	-	-
Teletalk	√	-	-	-

The above graph depicts that 60% of telecommunication companies moderately affected with the availability or unavailability of quality employee and 40% strongly. When quality is unavailable then they increase quality by proper training.

Activities of HRM to ensure quality employee:

Company Name	Activities of HRM
Grameen Phone	To give employee selection responsibility to other institution
Banglalink	After appointing any employee, they take training and finally become qualified.
Robi	Upgrading employee testing and selection procedure
Airtel	Improvement of testing procedure
Teletalk	Training them to be qualified

Changes of price level and effect of HRM activities:

Company Name	Strongly Affect	Moderately affect	Less Moderately affect	No affect
Grameen Phone	-	√	-	-
Banglalink	-	-	√	-
Robi	-	-	√	-
Airtel	-	√	-	-
Teletalk	-	√	-	-

From the above figure, it is clear that Grameen Phone, Airtel, Teletalk are moderately affected by the changes of price level and Banglalink, Robi are affected less moderately.

Steps taken by the HRM for price level changes:

Company Name	Activities of HRM
Grameen Phone	When price level high, level of operation high and vice versa
Banglalink	Focus on level of operation
Robi	Through input output price
Airtel	Affecting the remuneration of employee
Teletalk	Through input price- employee remuneration

Changes in fiscal and tax policy of government and effect of HRM activities:

Company Name	Strongly Affect	Moderately affect	Less Moderately affect	No affect
Grameen Phone	√	-	-	-
Banglalink	-	-	√	-
Robi	-	√	-	-
Airtel	√	-	-	-
Teletalk	-	√	-	-

The above graph depicts that 40% of telecommunication companies moderately affected with the changes of fiscal and tax policy of government and 40% of telecommunication companies strongly affected with the changes of fiscal and tax policy of government and 20% less moderately.

Steps of HRM dealing with changes of fiscal and tax policy of government:

Company Name	Activities of HRM
Grameen Phone	Focus on industrialization
Banglalink	Changes per minute call rate
Robi	Reduction of Agency cost
Airtel	Reduction of Agency cost
Teletalk	Changes per minute call rate

Political and legal environment changes and effect of HRM activities:

Company Name	Strongly Affect	Moderately affect	Less Moderately affect	No affect
Grameen Phone	-	√	-	-
Banglalink	-	-	√	-
Robi	-	√	-	-
Airtel	-	-	√	-
Teletalk	-	√	-	-

The above graph depicts that 60% of telecommunication companies moderately affected with the changes of political and legal environment and 40% less moderately.

Steps of HRM dealing with changes of political and legal environment:

Company Name	Activities of HRM
Grameen Phone	Increasing later period time
Banglalink	No step
Robi	No step
Airtel	No step
Teletalk	Encouraging employees to work in holiday

Technological environment changes and effect of HRM activities:

Company Name	Strongly Affect	Moderately affect	Less Moderately affect	No affect
Grameen Phone	√	-	-	-
Banglalink	√	-	-	-
Robi	√	-	-	-
Airtel	√	-	-	-
Teletalk	√	-	-	-

The above graph shows that the technological change strongly affects the activities of HRM.

Steps of HRM dealing with changes of technological environment:

Company Name	Activities of HRM
Grameen Phone	Adaptation with new technology
Banglalink	Adaptation with new technology
Robi	Adaptation with new technology
Airtel	Adaptation with new technology
Teletalk	Adaptation with new technology

Cultural and social environment changes and effect of HRM activities:

Company Name	Strongly Affect	Moderately affect	Less Moderately affect	No affect
Grameen Phone	-	√	-	-
Banglalink	√	-	-	-
Robi	√	-	-	-
Airtel	√	-	-	-
Teletalk	√	-	-	-

The above graph shows that the 80% companies strongly affected with the changes of social and cultural environment and 20% moderately.

Steps of HRM dealing with changes of social and cultural environment:

Company Name	Activities of HRM
Grameen Phone	Employee training for providing service
Banglalink	Emphasize on CSR activities
Robi	Emphasize on customer's perception
Airtel	Providing differential package
Teletalk	Emphasize on CSR activities

Skill requirements changes and effect of HRM activities:

Company Name	Strongly Affect	Moderately affect	Less Moderately affect	No affect
Grameen Phone	-	√	-	-
Banglalink	-	√	-	-
Robi	√	-	-	-
Airtel	-	√	-	-
Teletalk	-	-	-	√

The above graph depicts that 60% of telecommunication companies moderately affected with the changes of skill requirements, 20% strongly affected, 20% has no affect.

Steps of HRM dealing with changes of skill requirements:

Company Name	Activities of HRM
Grameen Phone	Training and motivation
Banglalink	Training
Robi	Training and motivation
Airtel	Conducting participative approach in case of skill developments
Teletalk	Not necessary

Corporate rightsizing and effect of HRM activities:

Company Name	Strongly Affect	Moderately affect	Less Moderately affect	No affect
Grameen Phone	√	-	-	-
Banglalink	√	-	-	-
Robi	-	√	-	-
Airtel	-	√	-	-
Teletalk	√	-	-	-

The above graph depicts that 60% of telecommunication companies strongly affected with the corporate rightsizing, 40% moderately affected.

Steps of HRM dealing with corporate rightsizing:

Company Name	Activities of HRM
Grameen Phone	Retrenching unqualified employees and emphasize on skill
Banglalink	Specific person with specific work and measuring performance
Robi	Estimating layers of management
Airtel	Estimating organizational requirements and according to these requirements finding work force.
Teletalk	More emphasize on efficiency

Re-engineering and effect of HRM activities:

Company Name	Strongly Affect	Moderately affect	Less Moderately affect	No affect
Grameen Phone	-	√	-	-
Banglalink	√	-	-	-
Robi	√	-	-	-
Airtel	-	√	-	-
Teletalk	√	-	-	-

The above graph depicts that 60% of telecommunication companies strongly affected with the re-engineering, 40% moderately affected.

Steps of HRM dealing with re-engineering:

Company Name	Activities of HRM
Grameen Phone	Training to deal with radical change of technology
Banglalink	Delegation of employee about re-engineering and creative culture about participative management
Robi	To talk with employee about radical change of technology
Airtel	Preparing employees for dealing with change
Teletalk	Dealing with change

6. Recommendations

Upon completion of analyses, the followings can be given as the recommendations of the respective company-

For Grameen Phone:

- The HR manager need to more emphasize on selection procedure for gathering quality employee at reasonable remuneration and arranging regular training program.
- Grameen Phone maintains centralized decision it often creates problem to know individual customers perception. They should sometimes take decentralized decision.

For Banglalink:

- Since candidates are recruited from diverse subject so training for them is essential. Existing training facilities should be improved.
- They should issue stock or debenture to meet capital inadequacy.

For Robi:

- Although political and legal environment is inevitable, HR manager need to take proper step for uncertainties so that work can be increased.
- Work pressure of the employees should be reduced by hiring more people and distributing work among them.

For Airtel:

- HR manager need to improve motivational activities for job satisfaction.
- Technological innovation is important for increasing employee efficiency.
- The importance linking rewards to performance, compensation and benefit administration and how to handle problem of employee are reviewed.

For Teletalk:

- a. Supplying proper equipment and promoting right conditions of work,
- b. Capital should be funded regularly in case of inadequacy.
- c. Providing working condition that employee's belief are necessary in order to maintain employee's commitment to the organization.

7. Conclusion

The success of an organization highly depends upon the activities taken by the human resource manager to face the anomalies regarding the changes in internal and external environment. Any organization is an open system between itself and its external environment up to a series of relationships that influence each other. Organization influence the external environment primarily through its products and services, but also that it is socially responsible, is geared to various relationships with other organizations make their mark on the social community to which they belong. In turn, the external environment affecting the organization's work available in market information, input supply, the looming trends, new organizational and managerial changes.

Elaboration: HRM= Human Resource; MNC= Multi-National Corporation; SME=Small and Medium Enterprise.

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