

HRM Practices in Industrial Fishing Trawler Companies- A Case Study of Bangladesh Perspective

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Abstract

Human Resource management is the process of hiring and developing employees so that they become more valuable to the organization. Human Resource management includes conducting job analysis, planning personnel needs, recruiting the right people for the job (which is very essential for fishing vessel or motor vessel that is safe manning), orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes and communicating with all level of employees. Bangladesh is favored by large coastal and marine water resources with highly productive ecosystem of the world due to her geographical position and prevailing weather factors. Bangladesh is enriched not only in terms of its water areas but also with rich biological diversity including 475 fish and 36 shrimp species. One of the unique features of the coastal areas is the influence of the mangrove forests, which support a high number of fishes and other commercially important aquatic organisms. The biological and ecological values of the Bay of Bengal have been pointed out by many surveys. Marine fishing of Bangladesh is divided into industrial and artisanal sector. According to the progress report on Marine Fisheries Office (published in Sept'2016), 600000 tons marine fish captured in the year of 2014-2015 and 16.28% (approx) captured by 204 (two hundred and four) Industrial Fishing trawler. The coastal and marine fisheries have been playing significant role not only in the social and economic development of the country but also in the regional economic balance. If proper human resource management are implemented in industrial fishing fleet, it will help to earn more revenue as well as helps to more contribute at our national economy from marine resources.

Methodology

As I am working in a fishing vessel, closely observed 3 to 4 fishing organization. I have collected data both primary and secondary sources.

Primary Sources: Following are the primary sources

Face to face discussion with onboard officers and Skippers.

Telephone discussion with office management.

Secondary Sources: Following are the secondary sources

Internet, Journals, Websites.

Introduction

At a Glance of Marine Fisheries Resources of Bangladesh: Bangladesh has coast line of 710 km along the north and north-east part of Bay of Bengal. It has internal estuarine water area of 25124 sq. km, continental shelf of 8505.15 sq. km and Exclusive Economic Zone (EEZ) 140763.10 sq. km under national and jurisdiction. All these areas of Bay of Bengal offer potential sources specially fishes and shrimp for the country. The Bangladeshi part of the Bay of Bengal has four well defined and identified fishing grounds. There is the biggest fishing ground of Bay of Bengal named 'Middle Ground' covering the Exclusive Economic Zone area of about 4600 km². Another three fishing grounds are 'South of the South Patches' of an area of about 2538 km², 'South Patches' area of about 3662 km² and 'Swatch of no Ground' area of about 3800 km². The total number of industrial trawler are 247 (in the year of 2014-2015 operational vessel number was 204) according to the progress report on marine fisheries office. If HRM are properly implemented in the fishing trawler, it reduces the onboard personnel turnover which is beneficial for the organization as well as employee and checks accident as like as collision, grounding, flooding, firing, capsizing, reducing the missing of fishing gear (it's a common thing of fishing vessel) etc. as well as ensure the safe navigation.

Objective of the Research: The objectives of the Research "HRM Practices in Industrial Fishing Trawler Companies" are as follow:

To identify what type of HRM practices are done at Industrial Fishing Trawler.

To know the function of fishing vessel onboard personnel.

To identify the strengths and weakness of HRM practice of Industrial Fishing Trawler.

To know the performance appraisal system of Industrial Fishing Trawler.

To analyze compensation practice of Industrial Fishing Trawler.

To know the theoretical framework of training and development policy of Industrial Fishing Trawler.

To recommend necessary steps for overcoming problems.

Organization Details

Development of an organization depends on the proper use of human resource. Now a days, 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, and the necessity of HR specialist. Deep Sea Fishing in Bangladesh is considered a hazardous business proposition by many. For this research, I consider Sea Resources Ltd, FMC trawl Ltd and Amuse Deep Sea Fishing Ltd and Eden Fisheries Ltd. Due to the improper practice of HRM in Eden Fisheries Ltd, it's already dropped out from the fishing sector. The condition of FMC trawl Ltd and Amuse Deep Sea Fishing are not good enough due to the lack of proper and effective HRM practices.

The Sea Resources Ltd. is the pioneer of the business of deep-sea fishing in Bangladesh. Products of Sea Resources Ltd. acts as the alternative source of protein for the nation. Sea Resources Ltd has three sister concern fishing company namely Sea Fishers Ltd, Deep Sea Fishers Ltd. and Agro Food Service Ltd. Sea Resources Ltd incorporate in 1982 and engaged in deep sea fishing in the Bay of Bengal. It has full fledged radio facility for undisturbed communication with trawlers. The group has also established a joint venture with Danish partner for production of trawls and other equipments for fishing trawlers.

Vision of Sea Resources Ltd: The Company undertake the rigorous task to explore the hidden treasures of high sea, a challenging task for reward. Since inception the company pioneered the vast responsibility to give a shape of this industry in Bangladesh as it is now, it also strive hard to keep it environment friendly. Company places topmost priority on quality of products ranging from processing, packing, storing, preservation etc to commensurate with the ultimate satisfaction of the consumers both at home and abroad. In pursuance to that, cleanliness of man and materials and personal hygiene are also given equal importance under strict regulatory management of qualified personnel in various field. The Company undertook a very noble yet difficult task to protein distribution in the country having scarcity of dietary resources. A country with vast population where food of the people is a vital and scaring issue. Over the years, Company has succeeded people to be motivated on the alternative diet availability in seafood – enriched with protein and mineral contents. Company is destined to create employment opportunity directly and assist backward linkage to grow to widen the horizon of employment generation. A disciplined, efficient yet friendly working environment created by the company both at base and vessels has inculcated the feeling in each and everyone's heart that "The company is mine & quality is my motto".

Function of Onboard Personnel of Fishing Trawler: In general, the ranking system of fishing vessel personnel in mainly divided into following categories:

- . Deck Department
- . Engine Department

Deck Department: The Bridge of a vessel is fitted with navigational equipment for the safe navigation and watch keeping of the vessel. Owing to the advanced and specific nature of the bridge equipment, a requisite skill set is imperative for an individual to control all the equipment and thereby safely navigate the vessel. Seafarers under the deck department of the vessel are vested with the responsibility of managing ship navigation, along with handling fish cargo operations and berthing instruments present on the deck of the vessel.

Engine Department: Similarly, seafarers working in the ship's engine room fall under the engine department. This is mainly includes engineers and ratings responsible for operation and maintenance of ship's machinery. The engine room houses the part of the ship that propel the vessel altogether and needless to say, a specific set of skills is essential to the engine room personnel as well.

The Deck Department Ranks:

- Skipper
- Chief Officer/Mate
- Second Officer/Mate
- Third Officer/Mate
- Deck Cadets
- Deck Supervisor
- Helmsman (non-officers)
- Boatswain (head of the deck crew)

Skipper: The Skipper (or Master) of the vessel is the final authority of the fishing vessel and is the highest rank that one can achieve onboard. He is responsible for all aspects of health and safety, as well as crew and vessel management. This includes vessel navigation, the location and selection of fishing grounds, operation of fishing gear, selection of fishing method, fishing and fishing related decision issues during at fishing ground. All activities are done on board the vessel according to his direction and advice. **According to the Bangladesh Fishing Vessels and Deck Officers Certification Rules, 2003-**

- 1) The Skipper shall be liable to inform and make familiar with the materials and equipments on board the

- vessel, method of planning, regulations of the company and other arrangements to each newly appointed Deck Officer and the Skipper shall also keep record of those information in the official log.
- 2) The Skipper shall prepare the voyage planning of the vessel and keep ready for inspection of the competent authority.
 - 3) The Skipper shall assure and determine the safe Navigational watch keeping of the vessel while at sea voyage or at port premises or at anchor.
 - 4) The Skipper shall give direction to the Deck Officers to manoeuvre and operate the ship safely.

Chief Officer / Mate: Chief officer occupies the second responsible position after the Skipper of the vessel. He is the executive head of the deck department and executes the order of the Skipper at the operational level (although the rank itself is a more managerial position). In the unlikely event that the Skipper is not present on board, the Chief Mate is assumed to be interim in charge for on board operations. He supervises the vessels crew and looks after the various deck operations which include, but not limited to the daily on goings of the deck as per the work schedule as well as the other operations to be carried out while in harbor. The Chief Officer priorities the safe navigation, safe fishing and safe functioning of the vessel and is responsible for the welfare of crew on board. Additionally, the fishing gear, the life saving appliances and the fire fighting appliances is conducted by the Chief Officer. Radio communication is with other vessel which is very important during fishing time is done by chief officer. Also, he is the medical officer onboard responsible for the upkeep and administering of all medical related services onboard. Chief Officer, among all of his duties is the safe navigation of the ship for which he is an OOW (Officer of the watch) for the navigational watches between 0200-0600 hrs and 1400-1800 hrs.

Second Officer/ Mate: He is responsible for watch keeping, radio communication, maintenance of all vessel records and catch logs. He also ensures the Skipper that fishing gear handling and operation (during shooting and hauling time) work done correctly and the catch properly stored. The 2nd Officer is an OOW, the Navigational watch timings for him are 1000-1400 hrs and 2200-0200 hrs while at sea according to the instruction of Skipper. Absence of chief officer, he works as a chief officer.

Third Officer/ Mate: The 3rd Mate has to handle all the official documents (preparing and maintenance) for use and maintain the on board stock. Being an OOW, the navigational watch timings for him are 0600-1000 hrs and 1800-2200 hrs while at sea.

Deck Cadet: The deck cadet is the trainee officer onboard, fresh out of the academy or institute. His only job is to learn, comprehend and apply skills for the process of becoming a skilled officer in the future. Being a fresh candidate, a cadet is assigned tasks that give him a gradual understanding of the ship and her on goings which come to use when preparing for the "Certificate of Competency" examinations to assume responsibility as an OOW in the future. Aside from the deck work that he needs to assist an OOW in carrying out a safe navigational watch.

Deck Supervisor: After serving many years (it may be 10 or 15 or more) as a helmsman organization promote them as deck supervisor. This is the lower grade officer post.

Helmsman: Helmsman works as assistance of OOW (Officer of the watch).

Boatswain and other Deck Crew: Boatswain is the head of the deck crew and carries out the scheduled work of deck. He and his team work, includes shooting and hauling the net. While fish cargo on the deck, separate the fish according to their size and species and wash the fish properly. Then packing the fish. When packing completed, store the fish inside the fish hold (hatch) for freezing. Shooting and Hauling process normally continue every after four hours or short period (depends on the fish school). When freezing temperature becomes -25 degree to -30 degree centigrade (after 36 to 48 hrs), then separate the frozen fish for final storing. This process is going on until the voyage is completed. Beside this, they have to do the repair and maintenance work of nets and other fishing gear. They directly involve unloading the fish and act as a watchdog while vessel at the harbor.

Chief Cook & Assistant Cook: They are responsible for preparation of meals and general housekeeping for officer and crew. They are also in-charge of the food stores. The assistant cook assists chief cook in preparation of meals. The number of people of this department varies on the length of vessel as well as number of on board personnel. Generally they are three in number. In some cases, they are four in number. This department is controlled by Deck department or Deck officers.

The Engine Department Ranks

Chief Engineer
Second Engineer
Third Engineer
Engine Cadet
Fitter
Greaser

Chief Engineer: Chief Engineer is the head of the engineering department of a vessel. Chief engineer gives

orders for operation and maintenance of ship's machinery system and is responsible for the engine room department.

Second Engineer: He is associated with the day-to-day activities in the engine room, and he is accountable to the Chief Engineer. Duties include constantly supervising the proper functioning of all engine room machinery systems and also assigns jobs to the other engineer officers and engine department crew. All the engine room ratings report to the second engineer.

Third engineer: This is the next position after the Second Engineer, and is assigned jobs to look after machinery ordered by the chief engineer, along with daily watch keeping. He reports to the second engineer.

Cadet Engineer: Cadet Engineer is a trainee under the Second Engineer officer, and he assists and learns while observing and carrying out activities in the engine room. He would accompany a senior engineer officer during the watch duty. He just fresh out of the academy or institute. The Cadet engineer spends his time onboard with the chief objective of learning the requisite skills to become a competent engineer officer in the future (by clearing the requisite "Certificate of Competency examinations to obtain the license to be a certified engineer).

Mechanical Supervisor: After serving many years (it may be 10 Or 15 or more years) as a Fitter or Sr. Greaser organization promote them as mechanical supervisor.

Fitter: Fitter is responsible for daily maintenance and minor repairs of all mechanical equipment on board the vessel.

Greaser: Greaser (also called Oiler) is a worker whose main job is to oil machinery. He lubricates moving components of the engines and their auxiliary equipment and monitor the condition and oil level of the engine. They work as assistance of engineer officers during his watch.

A flow chart of Deck Officers, Engineer Officers and other Crew personnel on board the fishing vessel in the perspective of Bangladesh has given below

Fishing Vessel On board Personnel			
Deck Department		Engine Department	
Designation	Persons	Designation	Persons
Skipper	1	Chief Engineer	1
Chief Officer	1	Second Engineer	1
Second Officer	1	Third/Cadet Engineer	1
Third/Cadet Officer	2 or 1		
Total Deck Officer	5 or 4	Total Engineer Officer	3
Deck Supervisor/Helmsman	1 Or Zero	Engine Supervisor/Fitter	1 or Zero
Boatswain & Asst. Boatswain	2	Greaser	4 or 5
Chief Cook	2		
Assistant Cook	2 or 1		
Diver	2 or 1		
Other Deck Crew	25 to 28		

The number of Deck Officer and Engineer Officer other than Skipper and Chief Engineer depends on the size or length of the vessel. Number of Deck crew and Greaser are also depends on the length of the vessel. A mid water trawlers have 35 to 45 on board persons including Deck Officers and Engineer Officers.

Qualification of Chief Officer, Skipper and Chief Engineer of Bangladeshi Fishing Vessel:

Chief Officer: The Chief Officer must have "Fishing Vessel Mate" certificate (Certificate of Competency). Now a days, this certificate is not mandatory for the post of Chief Officer due to the lack of sufficient certificate. Requirements to sit for examination of fishing vessel mate certificate (**according to the Bangladesh Fishing Vessels and Deck Officers Certification Rules, 2003-APPENDIX-A**):

A candidate shall fulfill the following conditions-

- a) He shall be at least 20 years of age;
- b) He shall have a certificate of Pre-sea training as a cadet from the Marine Fisheries Academy, Chittagong, Bangladesh or equivalent pre-sea training as approved by the Director General;
- c) He shall have approved sea service of not less than 24 months on board a fishing vessel as Deck-cadet, of which at least 6 months must have been spent in the Bridge watch keeping;
- d) He shall have a certificate of attending preparatory course applicable for Fishing Vessel Mate and Fishing Vessel Skipper examination as approved by the Director General;
- e) He shall have completed the following courses-
 - 1) Proficiency in Medical Care(PMC);
 - 2) Advance Fire Fighting(AFF);
 - 3) Proficiency in Survival Craft and Rescue Boat(PSC-RB)
 - 4) Radar Navigation

- 5) Global Maritime Distress and Safety Signals(GMDSS) (Operation level);
- 6) Efficient Deck Hand (EDH)

f) He shall have a Certificate of Medical Fitness from any approved Medical Officer.

Skipper: The Skipper must have “Fishing Vessel Skipper” certificate (Certificate of Competency). After successfully completion of examination, Department of shipping of Bangladesh issued this Certificate of Competency. A person who has “Fishing Vessel Mate” certificate (Certificate of Competency), can appear at the “Fishing Vessel Skipper” examination who have 24 months approved sea-service on board a sea going fishing vessel and have a certificate of Medical Fitness to serve in the deck department, from any approved Medical officer. “F V Mate” examination contains seven written subject, Orals and Signals. Each subject contains 100 marks and Oral exam has three part – Multimedia, MCQ (Computer Test) and Viva Voce. Fishing Vessel Skipper” examination contains four written subject and Oral exam. Each subject contains 100 marks and Oral exam has three parts as like as “Fishing Vessel Mate” examination.

Chief Engineer: According to Bangladesh Fishing Vessel (Engineer Officers) Certification Rules, 1992-

There are three types of certificate of competency. Namely

Fishing Vessel Engineer Officer Class 3

Fishing Vessel Engineer Officer Class 2

Fishing Vessel Engineer Officer Class 1.

Examination condition of Fishing Vessel Engineer Officer Class 3: A candidate must have satisfactorily completed the course of Engineer cadet training approved by the department in Marine Fisheries Academy (MFA) at Chittagong and have completed six months of qualifying sea service in fishing vessel. Other than MFA cadets, a candidate shall hold a Secondary School Certificate (Science) and have satisfactorily completed 36 months approved training in engineering craft practice at an engineering workshop recognized by the Chief Examiner. It shall include one year “off the job” training in the use of tools and technique of general engineering craft practice. And additionally required six months of qualifying sea service in fishing vessel.

Examination condition of Fishing Vessel Engineer Officer Class 2: To qualify for appearing at the Fishing Vessel Engineer Officer Class 2 Certificate of Competency Examination, a candidate shall be in possession Fishing Vessel Engineer Officer Class 3 certificate and have not less than 12 months of approved watch keeping service in the engine room on fishing vessel.

Examination condition of Fishing Vessel Engineer Officer Class 1: To qualify for appearing at the Fishing Vessel Engineer Officer Class 1 Certificate of Competency Examination, a candidate shall be in possession Fishing Vessel Engineer Officer Class 2 certificate and have not less than 12 months of approved watch keeping sea service while holding the class 2 certificate in fishing vessel.

Literature Study

Human Resource Management: Human Resource Management is the management of an organization’s workforces or human resources. It is responsible for the attraction, selection, training, assessment and rewarding of employees, while also overseeing organizational leadership and culture, and ensuring compliance employment and labor laws (Wikipedia). Human Resource Management is the process of managing people in organizations in a structured and thorough manner. According to Price (2007)- “A philosophy of people management based on the belief that human resources are uniquely important to sustained business success. An organization gains competitive advantage by using its people effectively, drawing on their expertise and ingenuity to meet clearly defined objectives. Human resource management is aimed at recruiting capable, flexible and committed people, managing and rewarding their performance and developing key competencies”.

According to David A. DeCenzo and Stephen P. Robbins- Human Resource Management is consists of four basic functions-

1. Staffing
2. Training and Development
3. Motivation and
4. Maintenance.

1.Staffing Function: It includes activities in HRM concerned with seeking and hiring qualified employees. It has following functions-

· HR Planning: HR Planning is the process of determining an organizations human resources needs. It’s a process by which an organization ensures that it has the right number and kinds of people, at the right place, at the right time.

. Job Analysis: Job analysis determining the specific skills, knowledge, and abilities needed to be successful in a particular job and defining the essential functions of the job.

. Recruitment: Recruitment is the process of identifying and attracting a number of qualified applicants that is representative of all groups in the labor market.

. Selection: Selection is the process of assessing who will be successful on the job and the communication of information to assist job candidates in their decision to accept an offer.

2. Training and Development Function: Training is the process of increasing the knowledge, skill and ability of employees for handling the job effectively and efficiently. On the other hand, development seeks to prepare the employee for handling more responsible and challenging jobs and developing their hidden talents. Training and development includes activities in HRM concerned with assisting employees to develop up to date skills, knowledge and abilities. There are four phases of training and development. These are-

. Employee Training: Employee training is designed to assist employees in acquiring better skills for their current job. The focus of employees training is on current job skill requirements.

. Employee Development: Employee development is designed to help the organization ensure that it has the necessary talent internally for meeting future human resource needs. The focus of employee development is on a future within the organization for which the employee requires additional competencies.

. Organization Development: Organization development deals with facilitating system wide changes in the organization. The focus of organization development is to change the attitudes and values of employees according to new organizational strategic directions.

. Career Development: Many practitioners and scholars within human resource development (HRD) field have claimed that the utmost crucial aspect of the practices is career development. Career development programs are designed to assist employees in advancing their work lives. The focus of Career development is to provide the necessary information and assessment in helping employees realize their career goals. It is the responsibility of the individual not the organization.

3. Motivation Function: Motivation includes activities in HRM concerned with helping employees exert at high energy levels. Motivation has two parts: motivating individuals and motivating groups. The former one pays the attention on individual needs and the later one highlight the equity primarily. Some incentives played big roles in motivational process, for instance, the good communication between organization and employees, high job satisfaction, good payment and treatment and so on. Meanwhile, relating to the interesting issue on employee turnover often happened in the company, job satisfaction is one kind of factor that influences the turnover intent of employees. Managing motivation includes-

. Job Design: Job design is a core function of human resource management and it is related to the specification of contents, methods and relationship of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder. The aim of job design is to improve job satisfaction, to improve quality and to reduce employee grievances and absenteeism.

. Performance Management: The concept of measuring performance or managing performance within organizations is to strategize how firms can get the utmost benefits from their employees. The approach of measuring performance can be classified as a three-step approach that composed by objectives, appraisal and feedback. The first step is the setting of performance objectives that are quantifiable, easy to measure and simple to communicate throughout the organization. After that, the process of performance appraisal should take place. The management of performance includes design of work systems, facilitation of knowledge utilization, sharing and creation, and appraisal and reward systems. However, this phenomenon has been supported by different researchers claiming that performance appraisal is an outstanding process to determine and supervise employees output within the firm, so as it would be less complicating to assess and achieve maximum performance. It is an excruciating process to implement and evaluate a systemic approach that can accurately pinpoint employee who is responsible for results within an organization. However, outcomes of individual behaviors such as job satisfaction, employee turnover, absenteeism, motivation and commitment are proximal hence human resource processes are interconnected. In as much that the human resource practices are intended to achieve result in this area; there effect can also have a tremendous influence on the aforementioned outcomes.

. Compensation and Benefits: Compensation and benefits are vital for contemporary organization as it contributes to attract and retain high skilled workers with superior salaries, and it encourages a desired stakeholder behavior regarding recognition and legitimacy.

4. Maintenance Function: Maintenance function includes activities in HRM concerned with maintaining employees commitment and loyalty to the organization. It's includes-

-Healthy

-Safety

-Communication

-Employee assistance programs

Employee loyalty can be divided into active and passive loyalty. The former refers to the subjective staff loyal to the company with the desire. This desire is often due to a high degree of organization and employee goals and now there are consistent with organizational help for employees self-development and self-realization factors. Passive loyalty is when the employees themselves do not wish to remain in the organization, but due to some constraints, such as high wages and welfare, transportation etc. have to stay in the organization. Once these conditions disappear, the staff can no longer feel organizational loyalty. The basic elements of enterprise employees, their enthusiasm on behalf of corporate morale, awareness of their work reflected in the subtle

strength of enterprises.

Effective communication programs provide two way communications to ensure that employees are well informed and that their voices are heard.

Types of Industrial Fishing Trawler: A fishing trawler is a commercial fishing vessel designed to operate fishing trawls. Trawling is method of fishing that involves actively dragging or pulling a trawl through the water behind one or more trawler. Trawls are fishing nets that are pulled along the bottom of the sea or in mid water at a specified depth (according to the Wikipedia). Trawl net is large nets, conical in shape, designed to be towed in the sea. The activity of pulling the trawl through the water is called trawling. The trawl is pulled through the water by the vessel is called trawlers. This method is called trawl net fishing method or technique. According to International Regulation for preventing Collision at Sea in 1972, the term vessel engaged in fishing means any vessel fishing with nets, lines, trawls or other fishing apparatus which restrict manoeuvrability, but does not include a vessel fishing with trolling lines or other fishing apparatus which do not restrict manoeuvrability. In Bangladesh, two types of trawlers are using to catch marine fish. One is Shrimp Fish trawlers which are engaged for catching shrimp. Another is White Fish (other than shrimp) Trawlers. White Fish Trawlers are two types. One is Mid water trawler which are engaged for catching Pelagic fish (The fish live in the pelagic zone of sea being neither close to the bottom nor near the surface). Pelagic fishes are ranges from small sizes such as sardines, to large apex oceanic fishes, such as tuna and oceanic sharks. Many pelagic fish swim in schools weighing more than 50 tons which sometimes drift passively with ocean currents. These fishes are migrated fishes). Another is Bottom trawler which are engaged for catching Demersal fish (This fishes live and feed on or near the bottom of seas). They occupy the sea beds, which usually consist of mud, sand, gravel or rocks).

Analysis of Findings

Human Resource Management is the process of planning, acquiring, training, appraising, and compensation and retaining employees, and attending to their labor relations, health and safety. Different types of fishing organizations are doing business in Bangladesh. Most of these organizations have not proper idea or knowledge about human resource management. A few of companies such as Sea Resources Group (the largest industrial fishing fleet of Bangladesh) and some other companies perhaps 2 or 3 try to maintain human resource management but not fully. The average length of Bottom trawler are 26 to 35 meter (80% of this type vessel are wooden hull), average length of Shrimp trawler are 24 to 38 meter (all are steel hull), average length of Mid water trawler are 28 to 52 meter (all are steel hull) and Mid water trawler is the modern fishing trawler. The average capacity of Mid water trawler are 100 to 300 tons. Most of the fishing organization (having 3 or 4 vessel) except Bottom trawler has two office, local office (for operational activity) in Chittagong and head office in Dhaka. Local office are comprised of Administration, Operation, Accounts, Human Resource, Store, and Purchase department. Local office taking the approval of Head office in the important and major decisions areas. Most of the fishing company except a few have no separate HR department, in that case Operation department additionally maintain the HR department. Process of HRM practices in fishing trawler has described below-

Recruitment & Selection Process: Human resource management always deals with the proper utilization of human resources of the organization. No organization can run without human being. It is the only resource which has no alternative. When Skipper or Chief Engineer sends a requirement of respective departmental personnel it may be Officer or Crew to the office, then HR department or operation department search for the required personnel. HR department collect personnel (it may be Officer or Crew) from other vessel or from fresh personnel through a verbal interview. For qualified personnel, company has to spend more but management are often reluctant to do this. When candidates are many than the requirement, management select those candidate whose demand is comparatively low. As a result, vessel will not get the qualified work forces. Though qualified personnel is very much essential for the deep sea going fishing vessel. During the recruiting and selection process, unethical issues are practicing like nepotism and regionalism. These are practicing at the crews and officer rank entry level. These unethical things are not only practicing in the above mentioned fishing companies but also most of the fishing companies. It has negative effects on the organization and that's reason it is difficult to obtain the desired goal. In most cases, appointment letter are not provided to the crew. As a result, management terminated them without notice which has negative impact of the long term benefit of the organization.

Orientation & Training: Training programs provide the opportunity to improve the existing skills and acquire new ones. It is the employer's responsibility to make such opportunity available and it is the employees responsibility to take advantages from training. Normally no initial training programs are arranged in a vessel or office. If any types of orientation or training programs can be arranged for newly appointed personnel, it will helps them to understand their duty, responsibility, working procedure, rules and regulation of organization and state. In fishing trawler, all trainings are on the job training. Newly appointed crews are getting instruction or primary training from the experienced or skilled crews during the working period. Sometimes all the crews are instructed by the Skipper and Chief officer. Newly appointed Officer and junior rank officer always instructed

by the Skipper and Chief Officer. Beside this, when Officers are taking preparation for “Certificate of Competency” examination, that time they get the off the job training. Similarly, junior rank engineers are always instructed by Chief Engineers. On the other hands development programs should be arranged for existing employees following job rotation (transferring from one vessel to another vessel) or mentioned training methods. After training and development programs must evaluate the feedback for further requirements of using similar or alternative training and development.

Ensuring Safety, Security and Healthy Environment: It is very much important that to ensure safety, security and healthy environment in a fishing vessel. This includes navigational equipment for safe navigation, and the appropriate number of Life saving appliances (LSA) and Fire fighting appliances (FFA) for the survival of on board fishing vessel personnel during the period of any distress. LSA and FFA are provided in the vessel according to the requirement of Mercantile Marine Department (it is the subordinate office of the Department of Shipping responsible for controlling the shipping activities in accordance with the Merchant Shipping Ordinance 1983 for ocean going and coastal ships). The following navigational equipment, life saving appliances and fire fighting appliances must be on board the vessel-

Navigational equipment-

1. GPS (Global Positioning System)- 1 No
2. Echo Sounder- 1 No
3. RADAR (Radio Detection and Ranging)- 1 No
4. Magnetic Compass-1 No
5. Barometer-1 No
6. Clinometer-1 No
7. Telegraph-1 No
8. Techometer-1 No
9. SSB (Single Side Band)-1 No
10. VHF (Very High Frequency)-1 No (in some vessels have 2 or 3 VHF)

Life saving Appliances-

1. Life Jacket with light & whistle (Per person)- 1 No
2. Life Buoy- 8 Nos
3. Life Raft (20-25 person capacity each with HRU)- 2 Nos
4. Self Igniting Light- 2Nos

Fire fighting appliances (FFA)-

1. Fire Extinguisher (Foam, Dry Powder, CO2 type carries 5 to 8 ltr.)- 9 to 11 N0s
2. Fire hose pipe- 3 Nos
3. Fire Hydrant -3 Nos
4. Fire Nozzle-3 Nos
5. Fire man's outfit- 1 set
6. Emergency fire pump-1 No
7. Fire Bucket-4 Nos
8. Sand Box-1 No
9. Fire Axe-1 No
10. Fire Blunket-1 No
11. Smoke Signal-2 Nos
12. Rocket Hand Flare- 6 Nos
13. Parachute Hand Flare-4 Nos
14. First Aid Box (with various medicine)-1 No

Counseling & Motivation: Counseling helps people to identify issues, difficulties and problems caused by thoughts, feelings and emotions, and encourages them to respond and make progress towards resolution. At the time of introducing new policies, resolving disputes, crucial condition of organization, managing work pressures etc. also needs strong motivational counseling. Working in a fishing vessel is very hard job, specially for the crew. Counseling & motivation is very necessary and effective for the crew during excessive working hour (when huge amount of fish are captured at sea and the unloading time of fish cargo at harbor) and rough weather. Motivational counseling will not give the best output at all times. In that cases, reporting seniors must take strong action to get the better outcome. Beside this, entering (ETA) and leaving (departure) Chittagong harbor always depends on the tide. That's why, sometimes vessel has to sail in the early morning and even evening. Working and directing the onboard personnel is difficult without motivational change among the newly appointed personnel. Counseling is practicing in the fishing vessel due to the importance and effectiveness.

Maintaining Proper Personnel Records & Information: HRM department maintains a record file for each and every personnel educational qualification, personal information, achievements of different trainings, current employment conditions and benefits, 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, absenteeism, resigning by workforce with proper cause records, retirement etc. This helps an organization to find out personnel. Above mentioned records are maintained by office. Beside this, Crew list (on board work force of vessel), catch report, performance report, fish logs, voyage details (departure and ETA time) also maintained by office which is prepared by vessel. It is also important for the vessel to maintain and must on board some essential documents as like Sailing permission, Fishing license, Skipper and Chief Engineer's competency certificate, Radio license, Life raft certificate, Fire extinguisher certificate, Docking certificate, Port tax certificate, River tax certificate etc.

Performance Appraisal: Working capability, performance and quality of the workforces will not be the same due to the differences of basic knowledge, learning, training, morality, culture, perceptions, skills, initiative, coordination, punctuality, enthusiasm, self confidence, leadership quality etc. among the individuals within the organization. It must be different. It is very much necessary to appraise the performance of the workforce due to get better outcome from the workforce. Different department have different types of criteria for performance appraisal. Performance appraisal can be done using various Rating scales among different personnel. Honesty, hard-working, quality of work, behavior, ability and quality of fishing gear maintenance work, are consider at the crew personnel. Honesty, attitude, personality, watch keeping ability, hard-working, radio communication ability, officials and documentary works, are consider for the Deck Officer performance appraisal. Honesty, attitude, personality, safe navigation, safe handling of fishing gear and materials, maximum revenue that is sale value as well as profit maximization are considered for the Skipper performance appraisal. All types of mechanical problem solving ability with in very short time and efficiency are considered for the Chief Engineers performance appraisal. Beside this, unethical issues like nepotism and regionalism are also practicing for the performance evaluation. Fuel is the major input (cost) of fishing trawler. A mid water trawler burns 3500 ltr to 4500 ltr HSD oil (High speed diesel) per day (depends on the Engine BHP). The credit of capturing higher volume of fish as well as earning more revenue by consuming minimum amount of fuel goes to Skipper.

Remuneration, Rewards and Welfare of Work Forces: Human give his mental or physical labor to an organization for getting rewards and benefits. A basic expectation from an organization is salary. All personnel (Crew, Officers, Engineers and Skipper) in fishing trawler gets salary, sea allowance, catch bonus (share of profit or fixed). Salary structure of crews are not satisfactory level. Skipper and Chief Engineer gets telephone and commanding allowances. Beside this, all on board personnel get the targeted allowance (that is if sell value of a voyage exceed certain level such as 1 or 1.25 crore, they will get this bonus according to their designation). Provisions are also provided to the crew and Officers in regular basis (it is not provided individually). All crew get 5 to 8 kilograms fishes per head per month and Officers to Skipper get 10 to 25 kilograms fishes per head per month. All permanent personnel getting the opportunity of provident fund and gratuity (this is practicing in the Sea Resources Ltd). Beside this, if any crews injured during working period, get the medical facilities.

Team Work: Coordination is very important thing among the human resource management for the success of any organization. The total effort of human resource management goes towards achieving one goal. If goal differs then team work does not possible. All works in a fishing vessel are team work. While vessel at the harbor, coordination among different departments e.g. Administration & HR department, Operation, Accounts, Store & Purchase department is very much necessary. While vessel comes from the sea, Operations department arrange tendering and engage for the unloading of fish cargo, managing sailing permission, bunker schedule and maintenance work; Accounts department preparing and managing wages, salary, bonus, other remunerations, provisions and providing other financial support; Store & purchase department are responsible to on board fishing gear items, materials as per vessel requirement; HR and Administration department are monitoring that these things are going on accurately or not. After completing a voyage a fishing vessel (vessel more than 200 GRT), generally stays at harbor 4 to 5 days i.e. preparing for next voyage. If above mentioned work are not properly done due to the lack of coordination among those departments, it takes more time to prepare the vessel for the next voyage which has commercial negative effect on the organization. And while vessel at the sea, coordination of Deck and Engine department are also very much important. If any department show negligence to coordinate, then no result will come at the end. Above mentioned organization except Sea Resources ltd. are not maintaining the proper coordination among various department. As a result, these organization are failed to achieve their targeted goal.

Conclusion & Recommendation

Impact of globalization on each and every organization is increasing day by day. No organization can achieve it's goal without proper guiding of human resource. So if any organization are not able to manage Human Resource properly, it will not be able to recruit and retain the best qualified workforces and it has negative effect in the long run business. Regionalism and nepotism should not be considered in the recruiting and selection process. It is the Owners responsibility to steer the vessel by safe manning i.e. certified Skippers and Engineers. Training programs provide the opportunity to improve the existing skills and acquire new ones. So, it is the

Owners responsibility to conduct official training for the crews twice in a year or at least once at the starting time of fishing year (fishing year starts at the month of July). Generally, Crews get the poor wages, salary, remuneration and other benefits. So it is the Owners responsibility to ensure wages, salary, remuneration and other benefits at the satisfactory level that they can remove their financial incapability. The company which has more than 4 vessels, the management should encourage and provide the opportunity to the crews to establish a effective trade union (Sea Resources Ltd. has trade union but union leaders are not selected by the direct vote of members) through which crews can negotiate with management about their standard wage rate, job security, rights and interest. Physical fitness is the pre-requisite for the Seafarers. So Owners or management should not recruit the aged and incapable person for the vessel it may be Crew, Officers, Engineers or Skippers. The company has another great responsibility that strongly discourage the every Skipper not to fishing in the marine reserve zone (Lat 20°51'N-21°08'N and Long 091°21'E-091°32'E) and not to fishing above the 40 meter contour line which is strictly prohibited in the Bangladesh Marine Fisheries Ordinance in 1983.

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