

Review Article

Human Resource Management Practices in Bangladesh: A Review Paper on Selective HRM Functions

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Abstract: The focus of this study is to gain an insight into the current HRM practices in Bangladesh, as well as the future challenges the country faces. The data was collected from secondary sources such as, journal article, books, and websites. Based on secondary sources, we explain the organizational contexts of the four primary generic HRM functions: HR planning, recruitment and selection, training and development and industrial relations practices. Here, we too highlight recent advancements and future challenges with respect to HRM practices. Whereas valid research on HRM practices in Bangladesh is still uncommon, this study will be useful to researchers and HRM specialists curious about Bangladesh and other developing nations and, we trust, will empower future research.

Key words: HRM Practice, Recruitment and Selection, Training and Development, Performance, Motivation

1. INTRODUCTION

Human Resources Management (HRM) is concerned with the “people” measurement in management. Since each organization is made up of individuals, procuring their services, developing their abilities, persuading them to tall levels of performance, and guaranteeing that they proceed to maintain their commitment to the organization are fundamental to achieving organizational goals [9]. Human resources management is considered as vital issue in organization. The different perspectives of HRM are fundamental for any business to gotten to be successful. HRM is getting to be a developing issue for organizational advancement. In Bangladesh, at first it was welfare and discipline oriented personnel management and after that gradually came the concept of scientific management. The created countries have built up through different research

studies that the trained and developed manpower is considered as crucial asset for organization and the most concern of HRM is to guarantee the proper individual in right place. In spite of the fact that HRM practices are essential in upgrading organizational performance and competitive advantage, surprisingly exceptionally insufficient numbers of studies have been conducted on HRM practices in Bangladesh and other developing nations. This study strived to fill the crevice by showing a significant number of research studies conducted so distant in several aspects of HRM in context of Bangladesh. This study would advantage the researchers, professionals, policy makers, students, and different stakeholders by offering the status of research on HRM practices in Bangladesh. This study would unquestionably augment the current research and practice of HRM in developing nations by showing the modern scenario of HRM in Bangladesh.

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Human resource management (HRM) is considered a basic organizational resource that helps an organization maintain its successful operation. It is an vital zone that influences a number of employees' demeanors and behavior such as aim to leave, levels of work satisfaction, and organizational commitment [20]. Pfeffer proposed that delicate or high commitment human resource management practices are those that create trust in employees and these practices incorporate giving employees strengthening and involvement in decision making [24]; broad communication about working and performance of the employees service; designing training for skills and individual advancement of employees [27]; particular hiring; team-working where thought are pooled and imaginative arrangements are encouraged; rewards system that commensurate with effort; reduction of status between the management and staff and all laborers are valued regardless of their role. According to Macky and Boxall, the scientific writing assumes a causal interface streaming from HRM practices to organizational performance through the reactions of employees [21]. Organizations that don't pay impartially compared to others may lose their employee's since of the non-competitive remuneration package [3]. According to Lawler, society has entered a new period within the relationship between organizations and their employees [19]. In this modern time, individuals are the essential source for a company's competitive advantage and organizational success and survival depends on how employees are treated. The 'human' perspective of HRM is concerned with the relationship between manager and employee and is related with the human relations movement and the concept of high commitment work practices developed till the day [34].

According to Huselid exceedingly commitment human resource exercises increase organizational viability by progressing working conditions for workers to feel more secure in work & included within the achievement of the organization's goals [14]. Huselid proposes, after investigation over 900 organizations within the US that HR practices can be separated into two categories: first, skill enhancing HR functions including selection, training, and development are related with minimizing turnover and improving monetary performance and second, motivation enhancing pursuit including performance assessment and compensation activities are related with measures of productivity [28]; within the word of [10]. HRM is the method of getting, training, evaluating, and compensating employees, and keeping up labor compatibility, wellbeing and security, and fairness concern. In this respect, Haslinda, contends that HRM refers to the approaches, practices, and frameworks that

impact employees' behavior, attitudes, and performance [11].

The purpose of this article is to provide an outline of current status and future prospects of developing efficient and high-performing HRM practices in Bangladesh. Hence, different secondary sources and materials were utilized to review the situations. The sources comprised of articles in scholarly journals, professional magazines and newspapers on HRM practices in Bangladesh. We moreover utilized documents published by national and international organizations to evaluate the current situation and future challenges with respect to HRM in Bangladesh. In conclusion, we went to websites of public and private division organizations to gather relevant data of HRM practices in Bangladesh.

2. RESEARCH ON HR PLANNING IN BANGLADESH

Ahmad and Khalil compared the HR planning practices of two banks - Dutch Bangla Bank Ltd. and Agrani Bank [4]. They watched that none of the banks had any composed HR planning. They emphasized on appropriate recruitment, selection, and training to guarantee human efforts within the service of organizational objectives. Hossain and Ahmed moreover analyzed the HR planning practices of CARE, a leading universal organization having operations in Bangladesh [13].

3. RESEARCH ON RECRUITMENT AND SELECTION IN BANGLADESH

Taher and Arefin examined the recruitment and selection process of Bangladesh Open University [32]. They emphasized on appropriate recruitment and selection because it constitutes the foremost critical features of HRM and the cost of improper recruitment and selection is additionally exceptionally high. At last, they suggested that BOU ought to set a completely fledged HR department with experienced and competent individuals, formulate HR plans, and present computerized HR framework to progress the recruitment and selection process of BOU. A comparative study evaluated the recruitment and selection practices of Square Pharmaceuticals Ltd (SPL) [6]. SPL practiced both inner and outside sources of recruitment. Approximately 60% positions of SPL were filled remotely through newspaper promotions. The rest of the positions were filled internally by employee referrals, and references of rumored faculty and senior management. It did not utilize internet for this reason. SPL utilized distinctive tests such as written test, communication ability test, interview, alcohol/drug test, medical checkup,

reference check, and skill test in selecting right people for the proper posts.

4. RESEARCH ON TRAINING AND DEVELOPMENT IN BANGLADESH

For the public segment employees, the government, through the Ministry of Establishment, selects the learners and determines training programs singularly, without any discussion from the particular ministries [22]. The Ministry of Establishment decides the substance of the training courses and vests the obligation within the Public Administration Training Centre (PATC), which confers foundation training to all respectful service cadre officers [16]. In expansion to the PATC, there are training institutes in Bangladesh that prepare civil service officers and other authorities of the government's independent organizations. Most such training organizing as it were engage in orientation training, or foundation training, for distinctive categories of employees beneath the respective departments [22].

The primary restriction of government training programs is that training or capabilities don't benefit employees, as these exercises seem not to have any affect on their career way or promotion opportunities. In public segment organizations, promotion or career progression isn't connected with further skill development and qualification procurement, but or maybe depends on position and mediations from canvassers and peers. Employees have no scope to maintain a strategic distance from the entry-level position list to get promotions and career progression.

Training of human resources has however to rise from its dismissed position in private sector organizations in Bangladesh, which still don't see the require for training and development activities for both employees and supervisors [2,23]. In an economy with a colossal work overflow, training activities are considered a fetched instead of an investment for organizational development, and in private sector organizations, there are few precise training practices for employee development. In common, training is considered the duty of employees, in spite of the fact that a few companies, most outstandingly, pharmaceutical companies, are starting to understand its significance.

5. RESEARCH ON INDUSTRIAL RELATIONS IN BANGLADESH

Khan examined industrial relations in Bangladesh with extraordinary accentuation on exchange unionism [17]. The time frame of his study was from 1971 to 1984 with the impacts of two colonial periods -British and Pakistani periods.

Rahman examined the labor management relations within the Crescent Jute Mills, Khulna [26]. He found the presence of strain between workers and management, labor discontentment, threatening attitude of workers towards management and vice versa within the mill. He too observed that job dissatisfaction was exceptionally high among the workers of the mill. Generally labor-management connection was exceptionally poor. A comparative study too examined the labor apportions of a few selected industries of Chittagong [7]. Another study made by Rahman evaluated the influence of labor management relations on progressing productivity within the context of Bangladesh [25]. He described different aspects of labor legislation, labor practices, compensation, productivity, and labor relations of Bangladesh. Taher inspected the roles played by the different governments of Bangladesh in context of industrial relations amid 1972-1992 [31]. He moreover described industrial relations in two colonial stages – British and Pakistani periods. He found that government's totally different periods played critical roles in forming industrial relations of Bangladesh. Ahmed studied current features and trends of industrial relations (IR) system in Bangladesh and laid out long term challenges confronting the IR standards in context to globalization [5]. He specified that the exceedingly confrontational and unpleasant situation of IR in Bangladesh required to be changed to meet the necessities of modern world in arrange to heighten industrial productivity and business era. Taher and Hossain distinguished that the reasons for breaking down labor management relations in Bangladesh were: clashing government decisions, peculiarities of labor laws, delay in settling disputes and grievances, and states of mind of bosses [33]. They suggested a few measures to be taken for moving forward industrial relations such as democratic practices in society and within the industry; positive roles of the government; mutual trust and regard among state, laborers, and managers; non-interference of political parties; advancement of proficient and fair trade union authority; training and orientation for laborers; as it were one trade union in each venture; sensible pay structure and benefits; and favorable labor laws and policies.

6. PAY STRUCTURING AND JOB GRADING IN BANGLADESH

Pay structure of public sector is designed by National Pay Commission (NPC) and have 20 pay structure for public employees. NPC used backdated pay structured which were used by British earlier. There are four categories of employees: officers and executives, junior officers,

clerical/secretarial, and custodial. For wages pay structured is designed by National Wages and Productivity Commission (NWPC). Each commission gives 4 main parameter that is pay should serve basic needs, industrial wages is higher than rural or agricultural wages, wages and productivity must be linked, and also ability of enterprise is also considered. The latest pay commission is formed in 2014 which is (National Pay and Service Commission). This suggests pay raise up to 112.5% compared to 94% of 2005. It focuses on better recruitment pay grade reduced to 16. But in reality, expect few organizations none of the private institution has developed any pay structure. But pay structure for managerial and non-managerial employee's pay structure is almost similar as like public organization. Generally, the salary is declared by the head of the department. Moreover, non-managerial pay structure is determined by bargaining with (CBA), usually there is 8-12 pay scales. In private organization employee with high qualification can go for higher position but unfortunately, in Bangladesh 26% of workers are illiterate.

7. EMERGING TRENDS OF HRM PRACTICES IN BANGLADESH

In spite of the fact that HRM in Bangladesh still takes after traditional work force management practices, in recent years, analysts have distinguished changes that demonstrate progress in terms of strategic HRM practices [2,18]. First, the role and significance of HRM is expanding in organizations in Bangladesh. Numerous large organizations have as of now built up separate HRM divisions and contracted professional HRM work force with relevant education, knowledge and experience. Some organizations have indeed updated the status of HRM managers and consolidated the head of the HRM department on the corporate board. The development of professionalism and the foundation of professional associations and organizations may have provoked this rise of HRM roles, since it has changed the attitude and recognition of trade communities towards the significance of HRM practices [2]. The government, with offer assistance from the World Bank, built up the Bangladesh Institute of Administration, which offers specialized degrees and diplomas in HRM and related zones. Most public and private universities in Bangladesh presently also offer Bachelor of Business Administration (BBA) and Master of Business Administration (MBA) degrees, with specialization in HRM. In expansion to the educational institutions, two proficient associations, to be specific, the Institute of Personnel Management (IPM) and the Bangladesh Society for Human Resource Management (BSHRM), have been shaped by

recognized HRM pros to promote the HRM profession and advancement of HRM practices in Bangladesh. The BSHRM is organizing yearly HR conferences on regular premise and working to develop professionalism among the HRM managers of the nation [2]. The commitment of BSHRM is broadly recognized by the worldwide HR community, and it has allowed membership of Asia Pacific Federation of Human Resources Management (APFHRM) and the World Federation of People Management Association (WFPMA). Hence, further advancements in terms of HRM practices and acknowledgment HRM professions are anticipated in close future. Second, shifts in recruitment and selection practices are moreover obvious in Bangladesh [1,23]. Private segment organizations are starting competency-based approaches in their recruitment and selection practices. Organizations are moving absent from the traditional view of instructive qualifications and experience to one centered more on individual accomplishments and work-related competencies. Managers are changing their focus from "what" to "how" to utilize qualifications and knowledge criteria. Within the context of tremendous levels of unemployment, where in some cases more than 1000 candidates compete for a single position, educational achievement is still utilized to decrease the number of applications to a reasonable figure. In any case, since competencies are evaluated in a subjective manner, the control of such criteria may still happen. As the HRM profession picks up momentum and HRM managers become better prepared, the utilize of competency models shows up to be more widespread. The dissemination of competency-based practices from multinational enterprises and universal organizations is very apparent totally different segments [2,8]. Globalization has changed the scene of modern workplaces, and organizations are confronting continuous computerization and technological challenges within the changing nature of their trade. These innovative changes have set expanded pressure on organizations to upgrade employees' knowledge and abilities in arrange to compete within the global arena. The pace of industrialization in Bangladesh too has heightens the competition for talented employees among organizations. To manage with the competition, organizations are presently realizing the significance of investing in worker training and development activities, and are setting up partitioned human resource development (HRD) divisions, including specialized professionals and specialists. In a few cases, the appointment of a Human Capital Manager or Talent Development Manager shows the expanded presence of HRD activities in Bangladesh [2]. States of mind towards employees are changing. Instead of considering employees as a cost or irrelevant resources,

managers are realizing the potential esteem of highly talented employees and are investing in employee training and development activities. Certainly, this appears a bright future for HRD.

8. FUTURE CHALLENGES OF HRM PRACTICES IN BANGLADESH

In Bangladesh the equal employment opportunity is totally absent. Women participation in labor market is far behind and it quite non-existence. It is been blamed that HRM practice in Bangladesh is unethical and further have labor exploitations. Employers here do not find well skilled workers for their organizations. They complained there are many highly graduates how have lack of technical and vocational learning's. These create a huge gap in the labor market. Recently the organization with strong financial abilities is hiring talents with the help of free market economy. Further it is restricted for employer to initiate are recruitment without the approval of trade union. Labor law is quite complicated in Bangladesh. Many public organizations have over staff employees, we is resulting operational loss in the organization. Hiring a part time employee is bit complicated for organizations too. New generation of employees are much more well concern about their work life balance and work environment in Bangladesh. Along with man, women are also facing work life balance difficulties and carrier expansion in the traditional society of Bangladesh.

In spite of the fact that Bangladesh could be a country with inexhaustible labour, managers still complain about a deficiency of exceedingly talented employees in numerous professions, as well as a lack of competent senior level employees. Within the nonappearance of an integrated national education and HRD policy, educational institutes are creating thousands of non-technical and non-vocational graduates each year. This makes a tremendous imbalance within the labour market. Numerous highly educated graduates stay unemployed, on the one hand, whereas knowledge-intensive industries confront skill shortages on the other. In expansion, in recent years, the free-market economy has heightens competition in several industries, and companies presently face stiff competition in procuring and retaining skilled employees. Already, with limited options in terms of employment opportunities, work security and seniority based pay and promotion were utilized to persuade employees. However, the expectations of the unused generation are very different to those of prior generations, and traditional strategies of propelling employees are not successful within the new labour market. As a result, HR

supervisors are battling to attract and retain the talent required by organizations.

As Bangladesh is moving from being a developing economy to an emerging economy, people's desires and values are too changing. Within the last 20 years, since of globalization and the IT transformation, individuals are way better informed about the world, work and civic offices of modern life. Whereas previous generations stressed about savings and job security, the modern generation of employees is more concerned about relationships, a work-life adjust and meaning in their work. Women are joining the labour market in expanding numbers, and the number of working couples is expanding as well. Whereas women experts are moving towards higher-level employment positions, they face an overwhelming challenge to maintain a work-life balance and career advancement within the traditional Bangladesh society [15]. In Bangladesh, legislative issues determine or influences most trade decisions. It is troublesome to distinguish between a businessperson and a politician. Businesspeople ought to keep up contact with political leaders to get loans from banks or to induce essential support from the government or supporting agencies. As specified earlier, recruitment, promotion, trainee selection, compensation adjustment, management-union relationships and so on, are all affected by legislative issues and politicians. Political belief system got to be prominent in employee recruitment and selection, training and promotion activities in public segment organizations. Private segment trade owners also consider political links or the background of employees to realize their long-cherished political thought processes [8]. However, for long-term industrial improvement, businesses ought to separate themselves from national politics. In expansion, national policies have to be remain steady across changes within the government, and businesspeople ought to not be harassed for their political convictions. For HRM managers, moving beyond this tradition of political links, without the consent of owners, may well be a big challenge when executing the latest HRM practices [12]. The HRM managers in multinational enterprises too confront a dilemma in keeping up the balance between worldwide HRM prescriptions and the requirements of nearby subsidiaries in Bangladesh [29]. As globalization bring the world closer, HRM practices in Bangladesh are also impacted by multinationals and other dominant philosophies. Numerous multinationals have been operating in Bangladesh for a long time, and their monetary performance is better than that of the local competitors. MNCs are role models in developing precise HRM practices and driving local companies are trying to imitate their practices [8]. However, owing to social and

institutional contrasts, the viability of these practices for local companies remains in doubt.

9. CONCLUSION

Human Resource Management may be a modern phenomenon in cutting edge management. It is considered as rising part of organization. Organizations have numerous operational functions and HRM is one of them. In Bangladesh the ideas of HRM is planning to be well known to each sector. As a review paper, this study attempted to evaluate current scenarios and future prospects of HRM practices in Bangladesh. Based on the findings of the study, future analysts may investigate the following issues for advance development of HRM research in Bangladesh. First, while developments in HRM are obvious, but developments completely different functional regions of HRM are not even. For example, appropriation of different selection tests and performance evaluation frameworks appeared to be broader at that point employee development and strengthening practices [30]. HRM researchers advocated adoption of bundle of HRM practices instead of promoting separated practices. Future research might investigate adequacy of such particular HRM practices in Bangladeshi contexts. Second, both high commitment HRM practices and high performance HRM practices are presently emerging to a few extents in private segment organizations. Viability of those practices usually changes based on industry, segment, markets and competitiveness of the economy. Future research might find viability of those combinations of HRM practices in numerous sectors or industries within the economy as well as for distinctive levels of employees, and endorse more specific HRM practices for particular industries and segments of the nation. Too, the socio cultural contrasts in Bangladesh may require cautious adoption of universal best HRM practices. Future researchers may examine the viability of so-called best practices and discover different set of altered HRM practices compelling within the socio-cultural context of Bangladesh.

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