

Internship Report
On
The Significance Of Strategic Human Resource Management Practiced By
HR Consultancy Firms In Bangladesh To Ensure Proper
Organizational Growth And Employee Satisfaction.

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Letter of Transmittal

23th December, 2018

Suman Paul Chowdhury, PhD

Assistant Professor, &

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Subject: Submission of Internship Report.

Dear Sir, I would like to take the opportunity to thank you for your guidance and support you have provided me during the course of this report. Without your help the report would have been impossible to complete. With deep gratitude, I would like to acknowledge the help provided by Manzurul Haque Senior HR Associate, grow n excel for providing utmost supervision during my period of internship in the organization.

To prepare this report I have collected what I believe to be the most relevant information to make my report as analytical and reliable as possible. I have concentrated my best effort to achieve the objectives of the report and hope that my endeavor will serve the purpose. The practical knowledge and experience gathered during my report preparation will immeasurably help in my future professional life.

I would really be grateful if you enlighten me with your thoughts and views regarding the report. Also, if you wish to enquire about an aspect of my report, I would gladly answer your queries. Thank you again for your support and patience.

Yours Sincerely,

Riasat Ur Rahman

ID: 15364009

BRAC Business School,

BRAC University

Acknowledgements

I would like to express my profound gratitude to all those who have been instrumental in the preparation of this internship report. I wish to place on records, my deep gratitude for the support, direction, and supervision in every aspect from, grow n excel officials, my faculty, and friends.

I would like to express my deep sense of thankfulness to my organizational supervisor of this Internship Program, Manzurul Haque Senior HR Associate, grow n excel, Bangladesh Ltd. for his enormous help and endless support throughout the training period. To get accustomed with the nature of a very dissimilar industry was quite a challenge for me; without his guidance, it would not have been possible for me to continue and then end up with a successful internship.

I would also like to show my utmost gratitude to all the officials of grow n excel; especially the teams that I have worked in and all the others teams in the Executive Search. I would like to mention the name of Tania Rahman (HR Trainee) for facilitating me with all the internal information that helped me to prepare the company overview and industry analysis; the information that I as an intern had no access to. Finally and most importantly, I would like to concede the guidance of Suman Paul Chowdhury Assistant Professor, BRAC Business School, BRAC University, for his expert advice and help in preparing this report.

Executive Summary

“**grow n excel**” a leading Human Resources and Management consultancy firm situated in Gulshan -1, Road 33, Plot CWS (B)-6. Grow n Excel started its operation in 2008 with only 3 employees. The CEO Mr. Zulfiquar Hussain started this business in his home. From there within the span of 6 years now it has its own office with 20 employees and many MNC and local clients.

This report will take a closer look on the operations of grow n excel - the company's different functions, its Strengths, Weaknesses, Opportunities and Threats. The report will focus on the learning that I have had of the company, in my time there as an Intern in the Executive Search Division. The report will delve into studying the factors like the headhunting, their quality and affectivity that affect the customer loyalty. The main purpose of the report is to see the significance of strategic human resource management practiced by HR consultancy firms in Bangladesh to ensure proper organizational growth and employee satisfaction. Additionally the report will give an idea about what the talent placement process, talent demand and supply. The report will interpret the necessity, significance, appreciation and the future of HR firms in Bangladesh. A tactful conclusion will then be brought up to summarize the findings of the report as a whole. Based on the finding a list of recommendations has been stated majority of which are drawn from the suggestions of the consumers themselves. Last but not the least a few of my point of view as recommendations.

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Introduction:

In the literature of management studies, “human capital” has been termed as a vital factor to enhance the employees and human resources of an organization in order to increase productivity as well as gain competitive advantage (Becker, 1964; Schultz, 1971). Human Resource Management (HRM) is the function that deals with the recruitment of, management of, and providing direction for the people within an organization (Tomer, 2003; Chuang, 1999) it is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the higher company mission and the accomplishment of the organization's goals and objectives. (Rastogi, 2002; Mayo, 2001). Human resources are one of the most important features of many businesses, especially in an economy where there is an increasing shift towards service-based industries. Human resources account for a large proportion the costs incurred by most businesses and it is the people who invariably drive the business. Much of the research on Human Resource Management and organizational growth places an emphasis or assumes that each organization is pursuing an integrated set of business objectives and human resource practices. HR gives answers to questions such as 'where should we go for acquisitions, how to keep the company fabric intact,' and so on. Therefore, HR has a strategic role to play even in a company's inorganic growth path. (Gratton, 2000; Pfeffer, 1994).

According to Narayana Murthy, Chief Mentor, Infosys,

“HR is the most challenging task on hand for companies today and the profession needs strategic people. In today’s organizations, to guarantee their viability and ability to contribute, HR managers need to think of themselves as strategic partners. In this role, the HR person contributes to the development of and the accomplishment of the organization-wide business plan and objectives.”

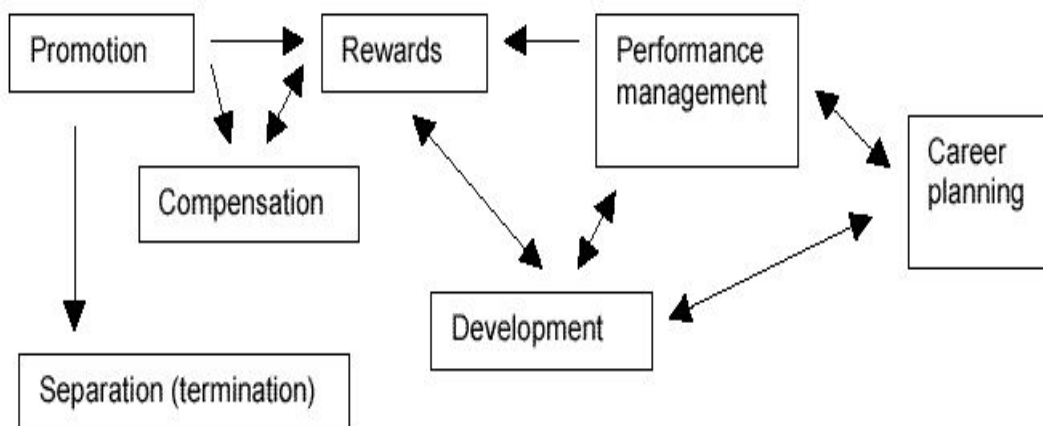
In Bangladesh ‘the concept of HR’ is not unknown at all. But within the last 7 to 10 years its practice has spread widely and now, most of the large companies keep a department of Human Resource Management. As we move into the 'new economy', the focus on people and knowledge has steadily increased. Today, companies face new challenges in dealing with issues such as the scarcity of talent, the value of ideas/knowledge and the changing preferences of the labour

market. Consequently, successful HR strategies are sought out more than ever for business success. (Hussain, 2012). The main challenge of HR professionals is to develop an effective HR Policy for their organization which will devise the strategic plan to maintain competitive advantage in the market. HR planning development is also a major task of HR professionals. (Tomer, 2003; Chuang, 1999). People like to have a clear understanding of their role in a company as well as the roles of others which is defined by the HR Policy. Every successful team should have well-defined and structured roles for its members. Everyone should be informed on what he or she is required to do, how to do it and how their performance can impact those around them. (Gratton, 2000; Pfeffer, 1994).

The role of the strategic HR has now become a significant part of a successful business. These organizations are becoming more adaptable, resilient, quick to change direction, and customer-centered. Within this environment, the HR professional is a strategic partner, an employee sponsor or advocate and a change mentor. Many organizations in Bangladesh have now come to understand that HR must be a part of the organization. Without HR a business organization cannot be the successful one.

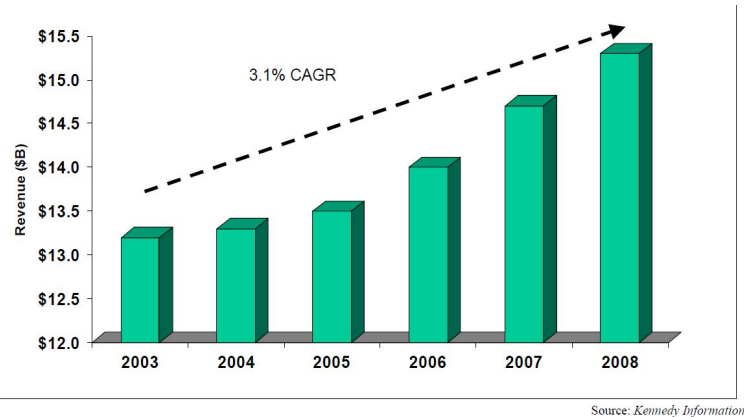
Investing in Human Resource Development & Performance

Developing & reinforcing competence and performance in individual groups and teams in the organisation's total workforce



Globalization, new technology, growth of multinationals, mobility of labor, capital and technology and competition has questionably led to convergence of managerial and HRM practices (Brwestart and Tregaskis, 2001; Dowling Welch and Schuler 1999; Edwards 1998).

In Bangladesh, every MNC and almost every local organizations, whether public or private are now outsourcing their HR practices fully or partially to HR consultancy firms. The industry has observed a huge increasing demand and more people are thinking of getting into this industry.



The concept of Human Resource Consultancy firm is relatively new but growing as an industry in Bangladesh. The country's corporate sector is facing fierce competition at the moment. HR consultancy firms in Bangladesh have already created the faith that they are efficient enough to find the right job for the right person and vice versa. HR consultants who have the business acumen to contribute to business strategy at the highest organizational levels are leading the shift in the HR profession from merely administrators to the vital strategic advisors. Most of the companies now have both their own HR department and also they outsource part of their functions to these consultancy firms.

One of the factors behind this has been a shift towards using consultants to provide specific skills that clients don't have in house. Despite having their own HR department, most of the local as well as multinational companies now outsource part of their HR initiatives to these consultancy firms. HR consultancy firms have specialised in-depth knowledge about HR rules and policies. Most of the employees have studied vastly in this field as well as have deep knowledge regarding HR.

In recent times therefore, in Bangladesh, the relationship between HR and management is becoming more collaborative. HR executives are beginning to earn a seat at the management

table. HR offices are becoming more consultative and involved in day-to-day line management activities. Nevertheless, there is still a long way to go if HR is to become a strategic partner at all levels. In order to do so, HR needs to build its own internal competencies to deal with organizational issues, educate itself on agency and program missions, and find ways to offer creative and innovative solutions to organizations on widespread issues.

About the Organization:

“**grow n excel**” is a leading Human Resources and Management consultancy firm situated in Gulshan -1, Road 33, Plot CWS (B)-6. Grow n Excel started its operation in 2008 with only 3 employees. The CEO Mr. Zulfiqar Hussain started this business out of his home. From there within the span of 6 years it now has its own office with 20 employees and many MNC and local clients.

About the founder

M. Zulfiqar Hussain is the CEO and Lead Consultant of Grow n Excel. He has more than 12 years' experience as Human Resources Director/Head of Human Resources in Citycell and Nestle. He was a key driver behind various change management initiatives while in Citycell. Prior to joining Citycell, he was the Human Resources & Corporate Affairs Director of Nestle Bangladesh Ltd. (a fully owned subsidiary of Nestle S.A. Switzerland) where he worked as Head of Human Resources for more than a decade. He is also taking part in teaching at many top business schools (North South University, BRAC University) of Bangladesh. Mr. Hussain enjoys conducting training programs on a regular basis.

Grow n Excel has a number of highly motivated and dynamic young professionals in the area of HR Services, Resourcing, Learning & Development to deliver premier services to its clients.

Mission and Vision

With a mission to help individuals and organizations, **grow n excel** is engaged in providing wide range of HR & Management consulting services. The employees have in depth knowledge and understanding of best in class HR practices which help **grow n excel** to successfully deliver customized services to the clients. **grow n excel** aspires to be the premier Human Resources & Management consultants in the country and is strongly driven by its core values - Professionalism, Passion and Client focus.

Considering the enormous potential of our country and its the transformation it is going through, we all have an important role to play in unleashing the potentials of individuals and developing the nation's human capital. Towards this direction, this organisation assists its clients in enhancing organizational capabilities to meet tomorrow's challenge.

Objectives & Strategies

grow n excel aspires to be an active contributor in the transformation of our economy by unleashing individuals' potential and developing human capital. Considering the enormous potential of our country and its transformation, together we all have a role to play in unleashing individuals' potential and developing human capital. Towards this direction, grow n Excel assist its clients in enhancing organizational capabilities to meet tomorrow's challenge.

grow n excel has a strong and dedicated pool of resources with diverse background and insights to support its clients' needs relentlessly. In addition, we also engage professionals and industry experts who have valuable experience as well as deep industry knowledge to ensure quality outcome. We constantly update ourselves with best practices which we implement pragmatically to match our clients' expectation.

grow n excel follows an inclusive project approach. While we expect to drive projects, we are also committed to building a fruitful partnership with our clients that oversees the transfer of skills, knowledge and experience between the organizations.

grow n excel maintains a strong professional network across the nation and even internationally to share skills & expertise to support its clients' growing needs.

Organizational Structure

grow n excel has a strong team which is a combination of professionals with expertise, experience and dynamism to address a wide range of outsourced services. We also have a number of highly motivated and dynamic young professionals in the area of HR Services who

- CEO
- SENIOR HR ASSOCIATE
- { EXECUTIVE SEARCH}
- JUNIOR HR ASSOCIATE
- { EXECUTIVE SEARCH}

- HR ASSOCIATE
- { EXECUTIVE SEARCH}
- JUNIOR HR ASSOCIATE
- { EXECUTIVE SEARCH}

- INTERN

- HR ASSOCIATE
- {LEARNING & DEVELOPMENT}
- HR TRAINEE

- INTERN

- HR ASSOCIATE
- {OUTSOURCING}

- HR ASSOCIATE
- {CONSULTING}

- HEAD OF BUSINESS EXCELLENCE & AUTOMATION
- INTERN

- HR ASSOCIATE
- {OPERATION}

provide excellent support to their clients.

Services by Grow n Excel

With a strong platform to assist you in meeting your diverse HR needs, Grow n Excel is working towards excellent HR services relentlessly. We offer total HR solutions to our clients through customized HR services & programs broadly categorized in the following areas-

- **Consulting-** In the consulting sector, we help organizations to gain competitive advantage through our carefully tailored services. In order to ensure proper focus based on organizational priority, Grow n Excel has segmented its services in several broad categories, which are HR Planning & Strategy, Attraction & Change, Organizational Development, Rewards & Retention, Compliance & Relationship.
 - ✓ **Compliance & Relationship**
 - ✓ **Vision – Values Framework**
 - ✓ **HR Planning & Strategy**
 - ✓ **Employment Value Proposition**
 - ✓ **Comprehensive HR Processes:**
 - ✓ **HR Audit**
 - ✓ **Organizational Restructuring**
 - ✓ **Compensation Survey**
 - ✓ **Compensation & Benefit Management**
 - ✓ **Job Evaluation:**
 - ✓ **Employee Engagement Survey:**
- **Executive Search-** Grow n Excel, with its unique and exclusive Executive Search ensures wide mapping of professionals in the industry, enabling its clients to hire the right talents and engage them in the right manner in driving outstanding business performance.

Grow n Excel provides

- ✓ **Establish structured process and tools for particular recruitment and selection**
- ✓ **Develop role profile**
- ✓ **Design advertisement/job posting for relevant media**
- ✓ **Short-listing of candidates based on criteria**

- ✓ **Conduct Aptitude and written test**
- ✓ **Competency based preliminary interview**
- ✓ **Assessment center (where applicable)**
- **Training-** Our cutting edge and customizable training programs are focused on continuously upgrading knowledge, skills and competencies of executives on three broad areas-management, leadership and functional development.
- **HR Outsourcing-** Grow n Excel offers a wide range of HR outsourcing solutions (both full and partial outsourcing) encompassing various critical transactional, administrative and strategic functions and processes in a rapid, cost effective and efficient way.

Grow n Excel provides HR operations support and outsourcing to clients to help them run their business at a reasonable cost and smoothly along with increased efficiency in the following areas:

- ✓ **Payroll & final settlements**
- ✓ **Taxation advices and services**
- ✓ **Managing provident fund and other form of end of services benefit provisions**
- ✓ **Payroll Accounting and related services**

- grow n excel
 - Executive Search Consulting
 - Training
 - HR Outsourcing
 - Consulting

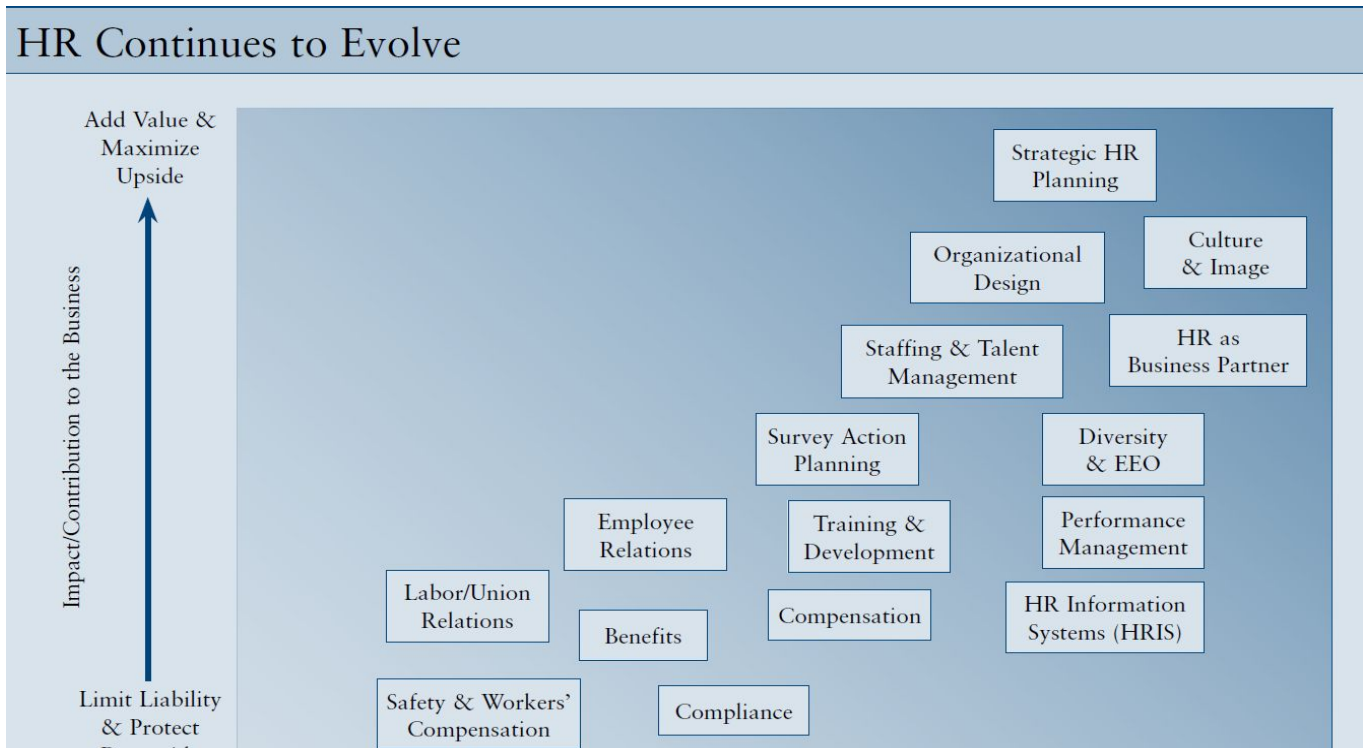
Client list of Grow n Excel			
Bata Shoe	Grameenphone Ltd.	IDLC	BRAC
Nokia Siemens Networks	Axiata Bangladesh Ltd.	Standard Chartered Bank	Citibank, N.A.
Pendekar Energy	(Robi)	Bank	Lankabangla
Rahimafrooz	Marico	United Commercial Finance Ltd.	
Cairn Energy	Asian Paints Bangladesh	Bank Ltd.	BEOL
Arla Foods	Mutual Trust Bank	HSBC	ProthomAlo
New Zealand Dairy	Limited	Walmart	Youngone
Oriental Real Estate	Reckitt Benckiser	Bangladesh	Novo Nordisk
Gsk	Suvastu Development	Unilever	Lafarge
DHL	Coats	BAT	Tesco
Novartis	Rohto-Mentholatum		

What is Strategic Human Resources Management?

HR continues to evolve itself from general HR to strategic human resource management. Strategic HRM can be regarded as a specialised approach to the strategic management of the human resources in accordance with the mission and vision of the organization on the future direction it wants to take. Strategic Human Resource Management (SHRM) has gained popularity over the past decade, specifically with respect to the debate on HRM and performance (for example, overviews of Delery and Doty, 1996; Guest, 1997; Paauwe and Richardson, 1997 and Boselie et al., 2001)

Thompson and Strickland (1987) define

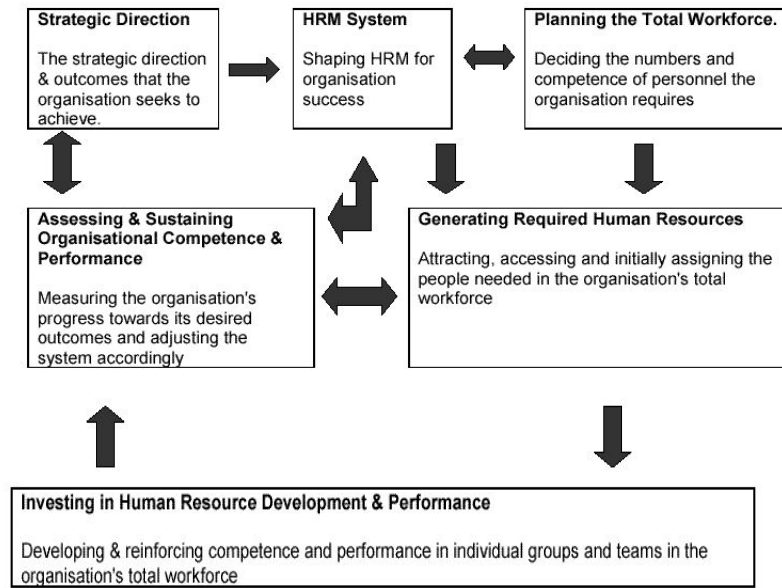
“Strategic management as the process whereby managers establish an organization’s long-term direction, set specific performance objectives, develops strategies to achieve these objectives in the light of all the relevant internal and external circumstances and undertake to execute the chosen action plans.”



Source: A Strategic Human Resource Management System for the 21st Century. Naval Personnel Task Force, September 2000, <http://www.workinfo.com/free/downloads/176.htm>

“All those activities affecting the behavior of individuals in their efforts to formulate and implement the strategic needs of business.” (SCHULER, R.S., 1992) The pattern of planned human resource deployments and activities intended to enable the forms to achieve its goals. (WRIGHT, P.M. and MCMAHAN, G.C. (1992) the specific approach will vary from one organization to another. This following approach identifies six specific steps in developing an HR Strategy:-

1



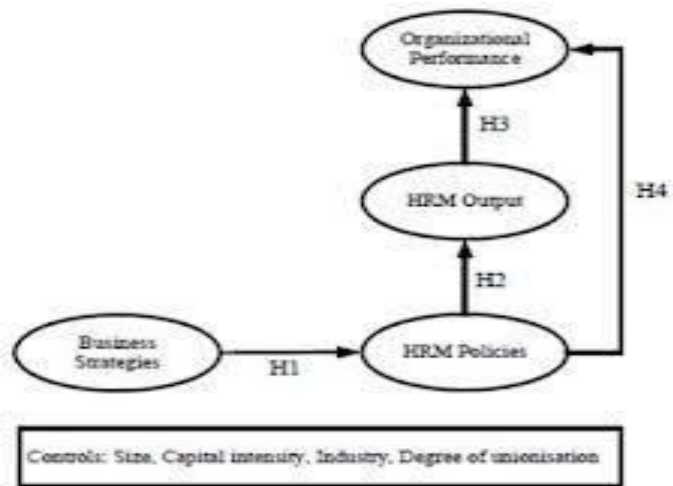
A Human Resource Strategy plays a vital role in the achievement of an organization's overall strategic objectives, ensuring that:-

- it has the right people in place
- it has the right mix of skills
- employees display the right attitudes and behaviors, and
- Employees are developed in the right way. (Erdil&Günsel, 2004)

What is HR Policy?

¹Source: A Strategic Human Resource Management System for the 21st Century. Naval Personnel Task Force, September 2000, <http://www.workinfo.com/free/downloads/176.htm>

Human resource policies are the formal rules and guidelines that businesses put in place to hire, train, assess, and reward the members of their workforce. These policies, when organized and disseminated in an easily used form, can serve to preempt many misunderstandings between employees and employers about their



rights and obligations in the business place. (WRIGHT, P.M. And MCMAHAN, G.C. 1992)Moreover, when issues concerning employee rights and company policies come before federal and state courts, it is standard practice to assume that the company's human resource policies, whether written or verbal, are a part of an employment contract between the employee and the company. Without clearly written policies, the company is at a disadvantage.

A Human Resource Policy is the expressions of shared values of relationship-building skills& knowledge for action on employee-related business issues.

Relationship-building skills	Knowledge of organization's missions, values, and strategic goals	Employment and labor law
Knowledge	Regional, functional, or line knowledge	HR content and operations

Relationship between Strategic Human Resources Management and HR Policy:

According to Narayana Murthy, Chief Mentor, Infosys

“Whatever your approach, the key to success is to devote the time and resources it takes to develop a policies and practices strategy for your business before the need arises. It's

an investment that can pay large dividends in increased productivity and minimized litigation. And it's an essential component of your comprehensive people strategy."

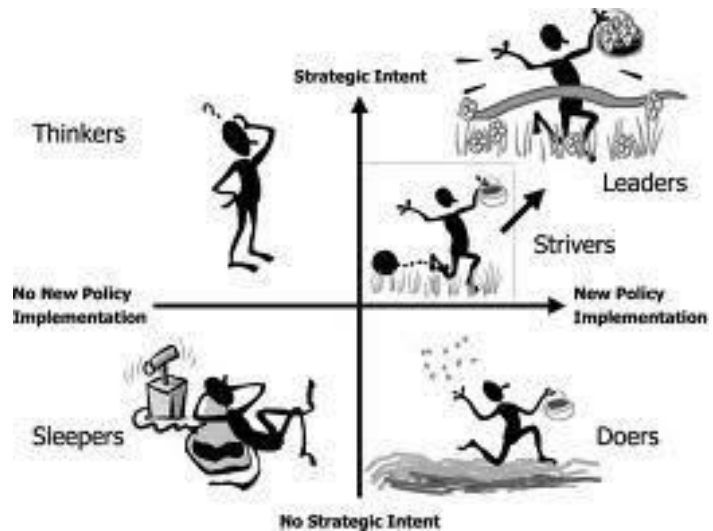
The need of having proper HR policies aligned with strategic goal and objective of the organization is linked with organizational growth. It's important to clearly state consequences for violations of behavioral standards so that employees know what to expect and have fair warning of those expectations. (Allen et al., 2003).

Strategic human resources management is basically used for organizational growth. For ensuring organizational growth it is important for the organization to know categorized knowledge and skill they want first. A strong HR Policy (a set of well-defined skills, knowledge, and attributes that describe a highly successful performer) can help to increase

organization's efficiency and cost-effectiveness. Proper HR policies like the rewards and opportunities should be available and it will attract employees if they perform well. Proper human resource development (HRD) programs that employees receive motivate them to work harder. (Pfeffer, 1995, p. 57)

It is important to establish a standardized way of doing things in a workplace. HR, or human resource, policies make it possible for employers to set ground rules for employee behaviors, ethics and professionalism so that there is consistency in the workplace. (Brwestart and Tregaskis, 2001; Dowling Welch and Schuler 1999; Edwards 1998).

HR Policy decides when an employee needs training and what kind of training. Organizations are recognizing that a workforce with a proper training and recruitment procedure aligned with its organizational goal will have sustainable organizational growth. In order to align training efforts with the strategic goals of an enterprise and create effective instruction, organizations need to link strategic goals with training delivery goals and methods. (Kapp, 2010) The more



alignment between the organizational goal and training and development program, the more efficiency and effectiveness will be outputted which will bring more competitive advantages.

So all of these theories prove that, HR Policy and Strategic Human Resource Management are connected with each other very intimately.

HR Policy in Bangladesh:

The concern for policy and action planning guideline for human resources development in Bangladesh is struggling for establishment and recognition. As the HR concept is totally new here in Bangladesh, so HR Policy has also become a new issue in the business world. The role of the Strategic Human Resource Management is evolving with the change in competitive market environment and the realization of the need of HR Policy must play a more strategic role in the success of an organization.

HRM System

Shaping HRM for organisation success

HRM plans, policies, procedures & best practices

The quality of strategic human resources in Bangladesh seems to be very low because of the fact that HR Policy does not exist for many of the organizations. But to develop strategic human resources HR Policy is the first and foremost way. With the increase in competition, locally or globally, organizations must become more adaptable, resilient, agile, and customer-focused to succeed. And within this change in environment, the strategic human resource has to evolve to become a strategic partner of the organization and use HR Policy as a change mentor within the organization.

In Bangladesh, strategic human resource development programmer's touch on individual organizations, but the integrated approach has not yet been generally adopted. There is currently no single unified policy or plan for the development of human resources. Thus, the essential element of integration is generally absent at the conceptual stage of policy making and planning.

The starting of full-fazed HR Policy has been initiated by the multinational companies of Bangladesh. Since last few years many multinational companies have been invested in business in our country. This kind of organizations must have a well-defined and fully efficient HR Policy to practice strategic Human Resource Management. For the policies employees are getting direct and clear concept of the rules. It has become very précised what should be done and what not. Moreover, they are fully informed about their benefits and compensation. Nevertheless, sometimes policies take companies at stake on the fact of trade union. Because in our country collective bargaining is very popular which very usually turn into chaos and violence .Many companies like HSBC, Unilever, Citi N/A, Nokia etc have their own HR policies made for Bangladeshi employees.

By the entrance of the multinational companies different kinds of local organizations also have begun to understand that in order to succeed, strategic Human Resource Management must be a business driven function with a thorough understanding of the organization's big picture and use HR Policy as a influence key . As a result some influential local organization initiated to have own HR Policy. But still much production houses does not have any HR manual for their labor.

Problem arises when local organizations sometimes want to break laws for the profitability of organizations. At times they do not want to provide proper benefits and compensation to the employees. Work hour is an important issue here. Most organizations in Bangladesh do not follow the perfect work hours neither for management nor the labor. Overtime issue is another one.

Many organizations now appreciate that a successful policies and practices strategy does more than draw boundaries; it also recognizes and addresses people's needs. There are many different types of people, and not surprisingly, they react differently to the need for policies and practices. For example, some people prefer there be a written policy for everything, while others favor having no policies at all and would leave everything open to interpretation as situations arise. Neither of these extremes contributes to a work environment that's conducive to high productivity levels. The answer is found in between, with the right number and types of policies

and practices that are focused on a primary goal--improving individual performance in the workplace.

In Bangladesh, now HR consultancy firms create the HR policies of their client organization. In today's competitive world, many companies are outsourcing their HR policies for better result. The main reason behind it is to increase the efficiency level of the organization which will impact the long term growth of the organization. (*Achieving effectiveness in HR Outsourcing*, 2009). HR strategies are essentially plan and programs to address and solve fundamental strategic issues related to Human Resource Management. That is why HR strategies and HR programs are used interchangeably in the framework. "Human resource policies motivate behaviors that allow individuals to assume roles consistent with organization's strategic objectives." (Elliott, 1992)

Necessity of HR Policy for Strategic Human resources Management in Bangladesh:

Elliot (1992) said,

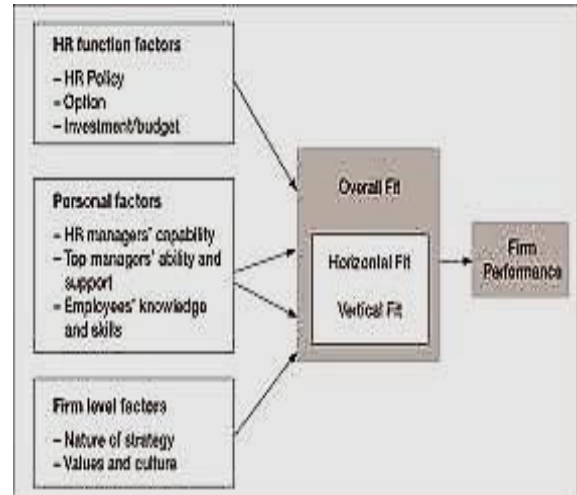
"Building a great company has a lot to do with how people work together. Policies and practices can improve the way your employees interact, while minimizing the personnel obstacles that often arise in today's workplaces."

As a third world developing country Bangladesh has to be smart in business and highly adaptable with the world's new trend of business. HR Policy is tremendously important for this country to motivate the employees as well as to secure the organization.

In the past, one of HR's primary roles has been to ensure compliance with laws, rules, and regulations. Although this is still, and will always be, a necessary function, many recent developments have led to a strong emphasis on results. With human nature being what it is, employees will test limits and act "creatively" in workplace situations, so organizations need a strategy for developing, communicating and enforcing a set of policies and practices that reflect standards of acceptable behavior.

Essentiality of HR Policy in Bangladesh:

- ❑ **Framework for Setting Standards:** Clear and specific behavioral standards in the form of rules establishes a framework for spotting and addressing violations of those standards. If employees rely on loosely defined general standards that aren't properly documented, then violations become subjective and open to interpretation. By nature, people are complex beings .And except for violations that warrant



immediate firings, it's usually a wise, compassionate and financially prudent course to help people strengthen their character by overcoming their weaknesses.

- ❑ **Overtime Policy:** Overtime issue is one of the critical issues in concerns of Bangladesh. Most of the organizations do not even know about the overtime laws in the Bangladesh Labor Law. In an HR Policy an organization can take total quick look of the overtime problem. So HR Policy can easily make them easily understand. Moreover, employees also can have a better idea of the amount of overtime they can have.
- ❑ **Leave Policy:** There is no definite leave policy in organizations of our country. Basically there are some policies which are followed but it is not upgraded in al organizations. But it is highly necessary for an organization to have an effective leave policy. A leave policy can restrain an employee from unethical absence. On the other hand, it also motivates employee to take their rightful leave. HR Policy contains a full fazed leave policy which helps the organization as well as the employees.
- ❑ **Trade Union Concern:** Trade union is the legal entity consisting of employees or workers having a common interest for their welfare in the organizations. In today's world trade union has become a permanent issue for the business people. In Bangladesh the scenario is not different. Here, unions are too much active in some cases that organizations are now afraid of it. But as Bangladesh follows the rules of International Labor Organization's(ILO) law business organizations are at grate stake that whether

they should support it or not. HR Policy helps organizations to take discussion on this topic.

❑ **Performance Appraisal:** In our country maximum local organization do not have any kind of performance management system. HR Policy provides the guidelines to have a perfect performance appraisal system. Performance management is a holistic process bringing together many of the elements that make up the successful practice of people management including, in particular, learning and development. This performance management guidance relates to the management of employee performance (i.e., planning, developing, monitoring, rating, and rewarding employee contributions).

❑ **Manager can lead easily and Employees can understand easily:**Managers are often disappointed in an employee's performance even though the manager never clearly communicated his or her expectations to that employee .Managers and employees need to share a clear understanding of what is and what is not acceptable behavior within the company. Unfortunately, in today's workplace, an employer can be held liable for the bad behavior of an employee, especially when that bad behavior affects other employees, clients or individuals. This is extremely important because an employee who feels they've been treated unfairly can create a great deal of liability. In many cases, the key issue is not whether they were actually treated unfairly but whether the employee feels or perceives that they were treated unfairly.

❑ **Alignment between the organization and employees goal:** In Bangladesh employees are not motivated to their work .They think their performance goal and organization's goal differs. A proper HR Policy can align this two points. With everyone working together towards the same objectives, company can execute strategy faster, with more flexibility and adaptability. Company's productivity and profitability can be directly traced to the performance of employees working to achieve individual goals, which in turn, should be directly aligned to support broader company goals.

Finally I like to include here one example of necessity of HR Policy. According to, G. Dyer McKay,(2009),HR Policy is necessary because it contains:

Legal and Regulatory Compliance	<ul style="list-style-type: none"> ● Adhere to regulatory requirements and legal obligations, including those specific to certain industries (e.g., Sarbanes Oxley, the Bank Secrecy Act at banking organizations) ● Educate employees about possible sources of risk
Business Operations and Performance	<ul style="list-style-type: none"> ● Address practices specific to an organization's unique culture, operating model, industry ● Drive profitability via established operating procedures and performance standards ● Drive employee productivity through known procedures and performance standards ● Provide leaders/managers with tools to govern effectively ● Drive ability to compete with organizations in a similar industry
Employee Preference and Engagement	<ul style="list-style-type: none"> ● Maintain consistent practices of importance to employees ● Provide equitable privileges and benefits across the employee population ● Define performance and behavioral expectations for employees ● Enhance employee relations and engagement, thus driving performance and retention

So we can say that HR Policy is highly essential for Bangladesh to improve its management system with organizational betterment and employee satisfaction.

grow n excel's offers for HR Policy

grow n excel provides all services related with human resources management. It prepares human resources policy for various organizations. HR Policy is one of the main services because these policies, when organized and disseminated in an easily used form, can serve to preempt any misunderstandings between employees and employers about their rights and obligations in the business place.

Grow n Excel offers customized fully lawful HR Policy in an effective cost within an efficient time period. There are expertises in Grow N Excel to write HR Policy.

grow n excel and its HR Strategy

grow n excel strictly follows the rules and regulations in preparing a HR Policy. Bangladesh labor law 2006 and other related laws are followed for writing a policy. Grow n Excel has law experts to ensure every step is followed according to law. It never prepares anything which goes against the existing labor law of Bangladesh of context of Bangladesh. Grow n Excel focuses on both organization development and employee satisfaction in preparing of HR Policy.

grow n excel has a team dedicated to prepare an HR Policy. It consists of senior and junior consultants and law expert. Grow n Excel takes HR Policy so seriously so that all the process is closely monitored by the CEO of the organization himself.

Here, there is brief description of the strategies in writing a HR Policy by grow n excel for a reputed local organization. The whole procedure can be divided by three steps. They are:

1. Initial Stage
2. Operational Stage
3. Final Stage

By completing these three steps Grow n Excel finished the HR Policy.

Initial Stage:

grow n excel prepared the HR Policy of a leading local organization of Bangladesh. The organization belongs to the cement industry and it is a leading company in cement industry. The organization had two parts. One the factory and other was the organization. That organization had a previous HR Policy but that policy was not up to the mark. They had two policies: one for the management part and another one are for the labor. The clauses of that policy were complex and very descriptive. There were some inexplicit clauses too.

When that organization wanted to introduce a new HR Policy they called for proposal from several HR consultancy firms. Then they choose grow n excel as most eligible.

After the approval the HR Head of that organization had a meeting with the CEO of grow n excel and the HR Policy making team. Both the parties made them clear there. The organization was very co-operative and friendly all the way. They provided all the information without any delay or hesitations.

A dedicated two member's team under the consultancy department of grow n excel started to prepare the HR manual. Grow n Excel gave really close attention to it and the CEO himself was monitoring it.

Operational Stage:

The organization had a HR manual previously. As it was told earlier that was descriptive and complex. There were some violations of labor laws too. So it was needed to be revised. The team worked hard and produced a revised a revised version.

Strategy by Grow n Excel:

Trade Union: In the company's previous manual there was a clause of prohibition of trade union. It was said that no employee or worker can do trade union or even support trade union. Trade union was extremely prohibited in the organization. But according to ILO and also the labor law of Bangladesh no organization can restrict its employee to form or participate in a trade union. The management of the company was stubborn on their point as they believed formation of a trade union might cause anarchy.

Then grow n excel used its strategically solution. There will be no written guideline or restriction about the trade union but management will always discourage to make any union verbally. Employees who will not be included in any union will be appreciated and rewarded.

Working hour: In the previous HR Policy of the organization the working hours of the both management and labor was too much. It had 6 working with half an hour break. First of all labor rule cannot be applied for management .Moreover, even for the labor this long working hours was not perfect.

Grow n Excel made the lunch break for two hours and two days of holidays. And for labor the system was same. Another point was the “Women Worker”. By law women worker’s has a definite time for work. But the management did not consider all the facts. They were okay with the management part but not for the labor. They also did not consider the women working time limitation. Grow n Excel its level best to make them understand but the situation was not solved.

Disciplinary Action: In the previous HR Policy of the organization disciplinary actions were very much aggressive which sometimes were embarrassing for the employees as well as for labor also.

Grow n Excel strategically changed all the actions. They made different for management and labors. Disciplinary actions for management employees were very much strategic that no employee would be harassed. And for labors disciplinary action was quite perfect for them. After its implementation labors were quite free to act but not uncontrolled.

Overtime Policy: According to the Bangladesh law no employee can be given more than 56 hours overtime in a month. If it’s given then it is out of law. But problem arose when the employees of the organization were doing much more than the limited hours. Situation got more complicated when it was the time for the payment of overtime. Moreover, it’s not a good practice to give overtime to management employees. Overtime should be given to only labor of the organization. And that should also be given by the law. But the organization had problem with it. They wanted to give overtime to all and over 56 hours.

But Grow n Excel made it different by its strategy. It said to give overtime to only blue collar employees and not more than 56 hours according to the law. And for the management employee there were no overtime. But management employees will be given other facilities like leave for their extra time of work. Management of the organization agreed to make some compromises.

Compensation and Benefit: In the previous policy there were no hints about the compensation and benefits for the employees and the labor. It was very necessary to have a proper rule for compensations. Because this kind of rules motivate employees a lot and for labor it is highly necessary also. The reason behind is if anything happens to the labor by any machinery or in the

duty time, it's the organization's responsibility to compensate them. There is a specific act in Bangladesh Labor Law about this compensation. Not only is the rule available but also the amount of Taka labor must be compensated if all conditioned are approved.

Grow n Excel totally followed the law for the compensation part. Management of the company took it as a employee satisfactory factor.

Leave policy: Leave policy is one of the major concern for the HR Policy. Suitable leave policy can save the organizations from unexpected absence and grow its productivity. Moreover, employees will be also motivated to by having a clear and concise idea of leave. Leave can be four type of in Bangladesh. They are:

- Earned Leave
- Annual Leave
- Sick Leave
- Maternity leave (Applicable only for women Employee)
- Other leave

In the previous HR Policy of the organization the leave policy was so much unethical and imprecise. It was very unsatisfactory for the employee. For example, employees only used to get 5 days of sick leave in a whole year. It was highly against the law .In Bangladeshi Law it is clearly defined about 14 days leave for sick in a year. Other leave facilities were also very shortened which was not lawful.

Final Stage

grow n excel efficiently finished the HR policy and handed it over to its client within the due time. The client cheerfully accepted it. Grow n excel tried its level best to follow the regulations strictly into the whole process. When the policy was applied in the client's organization it was appreciated by all sorts of employees of the organization. The management was satisfied with it. All the labors and employees considered it as a good HR Policy since the environment became friendlier and motivating.

Tough grow n excel always tried to follow the rules but sometimes the management of the organization interfered. They were stubborn to some issues and eventually they forced Grow n Excel to include policies non supportive to the existing rules. This interference was not a good practice certainly. But it always tried to figure out the most suitable solution of each issue.

We can hope that in future Human Resource Activity will be more independent. No interference will make the future of Human Resource Management more active and professional.

Findings and Analysis

All the data gathered from primary and secondary data collection there are some findings and analysis. They are:

- i. **Emergence Of HR Policy:**Human resources Policy is one of the most important features of many businesses, especially in an economy where there is an increasing shift towards service-based industries .A successful policies and practices strategy does more than draw boundaries; it also recognizes and addresses people's needs. If a policy is well developed and clearly written, it will enhance communications with employees, clarify expectations, and assist with consistency of application. So it has now become an emergence for our business world to have proper HR Policy.
- ii. **Deficit In Of Experienced and Qualified HR Consultancy Firm:**In Bangladesh as the concept of Human Resource Management is very new. As we move into the 'new economy', the focus on people and knowledge has steadily increased. HR consultants who have the business acumen to contribute to business strategy at the highest organizational levels are leading the shift in the HR profession from administrators to strategic advisors. But there is a huge deficit of qualified and experienced consultant who can contribute in the industry.
- iii. **Unethical Interference:**As noted earlier,here in Bangladesh HR consultancy firm is a very new thought. As a result many of the organizations do not have any idea about the work of the firms. Problem arises when local organizations sometimes want to break laws for the profitability of organizations. When an organization gives the responsibility of making HR Policy to any consultancy firm. that firms' first and foremost duty is to write

a fully law supportive HR Policy. But unethical interference happens which is quite embarrassing for the both parties.

- iv. **Lack of Training:** There is no training system available in Bangladesh for understanding people about the necessity of strategic human resource and its relationship with organizational success and employee satisfaction.
- v. **Lack of Government Initiative.** While the government says it supports human resource development it does not provide adequate funding. There is no nation-wide research regarding the strategic Human Resource Management and HR Policy.
- vi. **No National HR Policy for Government Offices:** No national HR Policy or standard is available in Bangladesh. There must be a standard for the government offices for having a common HR Policy. When government offices would have a HR Policy then may be all the private university will process.
- vii. **Lack of Quality Organizations.** The quality of the organizations' is very uneven. Some do not provide quality executives or other resources needed for SHRM or policy to succeed. Some are not interested at all about HR when it has become an integral part of success. All of these factors lagging behind our image in the international business society.
- viii. **Lack of Co-ordination.** Human resource development activities are not well coordinated in Bangladesh. There is no coordination among the primary, secondary, and tertiary levels. Organizational leaders even do not understand the impact of a developed strategic Human Resource Management. The quality of work is not satisfactory.
- ix. **Lack of investment.** Both the government and private sector provide few resources for HRD in Bangladesh. All the plans are lacking of funds. Government has not concentrated in this factor yet. That is the reason in government offices there is no area of budget for strategic Human Resource Management.
- x. **Lack of trained instructor.** Experienced, efficient, and trained instructors are a rarity in Bangladesh. The lack of funding makes it difficult to hire qualified instructors. More instructors can arrange more training which may make organizations as well as

employees more concerned about their HR Policy and strategic Human Resource Management.

- xi. **Lack of Facilities.** Technologies to support of learning (Multi media, OHP, Internet, Computerized program, and other audiovisual devices) are almost absent in Bangladesh. This lack of facilities constrains the development of HR programs.
- xii. **Lack of Communication.** HRD programs are not evaluated in Bangladesh. Because of this there is little communication between educators and students and little opportunity to make improvements to the programs or course.

Result:

After the finding and analysis it is proved that Strategic Human Resource Policy is highly necessary for Bangladesh and it hugely practiced by the HR Consultancy Firms of Bangladesh. This Strategic Human Resource Management is linked with HR Policy for which without HR Policy in an organization Strategic Human Resource Management cannot be applicable. The HR strategy will make substantially easier for the organization to achieve its wider strategic and operational goals with the assistance of HR Policy. Now-a-days, many organizations have taken steps for making their own HR Policy. HR Policy which brings Strategic Human Resource Management in an organization is related with organizational growth and employee development.

Recommendations

Taking some constructive steps we can try to develop the skills of the human resource pool and develop strategic Human Resource Management. We can consider the following issues in guiding policies and planning for human resources development:

- i. **Highest Concentration** Of private sector: the uppermost significance should be given by the private sectors to initiate SHRM for better performance. If they do not have qualified

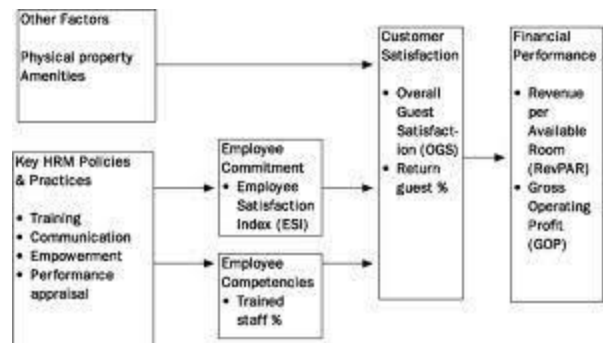
man resources they can g for HR consultants.HR consultants are the appropriate solution for the beginning. They can contribute to the success of the business sector.

ii. **Government initiatives.** To develop his human resources to compete locally and globally; the government has to take major steps to create institutions, increasing the infrastructure, and make additional financing available.

iii. **Proper planning and coordination.** Effective planning and proper coordination is for a requirement for the development of human resources. Effective planning and coordination is equally significant for both the private and public sectors in Bangladesh. The educational infrastructure should be updated.

iv. **Ensuring adequate levels of resources:** Modern equipment & infrastructure facility is always a need for any kind of improvement.. Organizations need modern equipment and facilities. Given the rapid pace of technological development, these facilities and technologies must be monitored frequently to keep them up-to-date.

v. **Sequential and long-term approach:** To ensure the quality, consultancy firms should take sequential and long term strategy to make the business organization understand the necessity of HR Policy. Different approaches with effective result can drive organization to the way of strategic human resource development. Assessment of the efficacy of formal and non-formal approaches will add value to the approach.



vi. **To invest in Human Resources Development.** Government and non-government policymakers should emphasize and invest more in HRD programs and encourage others to also make such commitments. Moreover, they have to provide some “soft financing” in the form of tax or VAT exemptions, tax credits and loan facilities.

vii. **More Coordination should be given:** Creating and financing such institutions or programs is not enough. Everyone involved in HRD must work together and coordinate their efforts to ensure the ongoing quality of education and training in Bangladesh.

Top-down rather than bottom-up development policy and planning appeared to continue to be the general rule.

- viii. **To create more institutions and training centre.** Presently, the institutes for educational, technical, professional, vocational and other specialized training institutions are too few to meet the overall demand or need in Bangladesh. Additional institutions should be established for the sake of human resource development.
- ix. **To recruit trained instructors.** Financial and other incentives should be provided to recruit and retain well-qualified trainers and instructors
- x. **Broad cross section of People:** For a human resources development strategy to be effective, direct participation of a broad cross-section of the people in the formulation of the pertinent policies and plans will be necessary. The people should, therefore, be provided every opportunity to participate in human resources development policy and programming decisions as well as in the feedback processes.

Limitations of the Study:

- It is a HRM project and people generally hesitate to give honest information in disclosing these confidential issues about their HR policies and practices
- For this confidentiality I did not get any financial data of the firm .So all the financial analysis is approximately done.
- As the HR consultancy firms are competitive to each other, they are not interested to share information as they think it will be used against them later.
- Time constraint can be a big issue, as I have to do this report along with my regular office work.

Conclusion

The observation that the American inventor, Douglas Engelbart, made in 1970 was

"Today's environment is beginning to threaten today's organizations, finding them seriously deficient in their nervous system design.... The degree of coordination, perception, rational adaptation, etc., which will appear in the next generation of human

organizations will drive our present organizational forms, with their clumsy nervous systems, into extinction."

Competitive and dynamic human resource department are the most valuable department in an organization. In the present business environment, human resource are now being viewed as the most valuable mean for gaining advantages over other. Competitive advantage can only be achieved by building up highly motivated and skilled employees with the practice of HR policies. However, even with various challenges in Bangladesh, HR Firms try to good contribution in organizational development. Not only Multinational companies, local companies in the country are receiving enormous economic benefit from companies in other regions that are continuing to outsource their information technology, customer service and manufacturing needs. Such global economic realities, along with the political developments that influence them, require decisive, ethical and visionary local leadership to quickly and effectively navigate and manage change. HR professionals in Bangladesh, as elsewhere, need to be sensitive to external conditions as well as to their own commitment to achieve organizational goal.

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