



জ্বলে উঠুন আপনার শক্তিতে



The Impact of Human Capital Management on Organizational Performance

A Research Report for Internship

Prepared for course instructor

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May 08, 2019

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Subject: Submission of Internship Report on “The Impact of Human Capital Management on Organizational Performance”

Dear Miss,

This is to inform you that I have completed my internship report on “**The Impact of Human Capital Management on Organizational Performance**” as required for the BUS 400 course purpose.

It was a great experience to work in a multinational organization, Robi Axiata limited for their Human Resources division. To conduct this research I have gained knowledge on various issues of human capital management also discussed with the respective organizational leaders of Robi Axiata Limited. I have tried my best to bring out an accurate result of this research.

In addition, every instructions and feedback of yours have been followed to prepare this paper as an informative report. Therefore, I hope this research paper fulfills all the requirements as asked for.

Sincerely,

Maisha Farzana
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Letter of Endorsements by the Supervisor faculty

This is to certify that Maisha Farzana, ID: 14204019, BRAC Business School, BRAC University has done the report on “**The Impact of Human Capital Management on Organizational Performance**” for the purpose of completing BBA internship program under my guidance. I accept the report as her final internship report.

Following my instruction, she successfully developed the report. I wish her every success and prosperity in career and life.

Tania Akter

Lecturer

BRAC Business School

BRAC University



Acknowledgement

This long run report could not be a success unless people come to me with their helping hands. My special gratitude goes to my respectful supervisor faculty Tania Akter, Lecturer of BRAC Business School, BRAC University, who is the only guideline for me to complete and turn this study a successful one and much of the credit goes to her for enabling me to work in the right way. However, without the help of the Human Resources team of Robi Axiata Limited this research would not be possible. I am grateful to them to let me conduct the primary data analyses within their organization. Without every one of you, this research would not be possible to come out as a fruitful one. Thereby, thank you all for respect each others' thought while taking decisions.



Executive Summary

The report on “The Impact of Human Capital Management on Organizational Performance” talks about the different segments of human capital management which play a vital role in an organization's overall performance. It starts with a brief overview of the organization, Robi Axiata Limited and a brief discussion on their business as well. Later, it identifies the problems and mentions the objective of the report. Different researchers thought as well as opinions on this particular topic have been mentioned too in the later part of this report. Next, it has described the variables of the research model and point out the hypotheses for the analyses. Then, the report explains where and how the data get collected and explains all the findings of the analyses. After analyzing all the findings of the result recommendations have been given based on the analyses and objective of this report. Lastly, a conclusion has been drawn for the report which can help to get the insight of this topic in a deeper way in the future.



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Chapter 1: Organizational Overview

1.1 Profile of the organization

With 46.88 million subscribers Robi Axiata Limited has earned the second largest position in the telecommunication industry of Bangladesh. Mainly it is the subsidiary company of Axiata Group Berhad, which is the largest telecom company in all over Asia and its headquarter is in Malaysia. Bharti Airtel International (Singapore) Pte Ltd and NTT DOCOMO Inc. are also the shareholders of Robi. Earlier, Robi Axiata Limited known as 'Aktel' (brand name) when they started their operation in 1997 as Telekom Malaysia International (Bangladesh). However, in 2010 they rebranded as Robi and changed their company name to Robi Axiata Limited.

Robi has also marked the biggest merger of Bangladesh by merging with Airtel Bangladesh in 2016. In addition, it is the first ever merger in Bangladesh telecom industry.

Among all the mobile operators of Bangladesh, Robi is the first one to offer 4.5G network in all over 64 districts. It is also the first telecom company to offer 3.5G network as well as GPRS (General Packet Radio Service). At present, about 7,400 sites of Bangladesh which covers 99 percent of thanas can avail 4.5G network service of Robi.

1.2 Description of the total business of the Organization

As Robi Axiata Limited belongs in the telecommunication industry, its main business is being a mobile network operator. Though Robi offers mobile network service to its subscribers, it also offers many of their digital services. Among them, Robi-10 Minute School is a significant one. It provides educational contents via digital media to millions of students all over the country and most importantly they can have this service free of cost. Robi-10 Minute School has also achieved many national and international reward such as GSMA Glomo award in the category named Connected Life Awards at MWC 2017 (Mobile World Congress) for best mobile innovation for education.

Robi also provides mobile applications for various lifestyle purposes like *Noor* for Islamic lifestyle. Noor mobile application provides Islamic features such as Holy Quran with Bangla



translation, schedule of the holy month of Ramadan as well as Tarawih. Robi users can also find the nearest mosque around them via this mobile application. Ninety-nine names of Allah, Hajj information, Islamic event videos, etc. are available in this application.

For sports information, Robi provides another service named *My Sports*. It is mainly an SMS, WAP (Wireless Application Protocol), IVR (Interactive Voice Response) based service. One needs to subscribe for this service to enjoy from any channel of Robi.

Other than entertainment Robi also takes care of their subscribers by implementing *My Health* application. This is an application of Robi and Milvik's famous mobile health service as well as insurance brand. Robi users can unlimitedly call and chat with doctors 24*7 hours via this app. Users can find the nearest hospital as well as ambulance service around them. They can also book for doctor's appointment with Robi network partner doctors and can get discounts on medical tests as well for partner centers and diagnostic centers. Also, like all other services, Robi subscribers can ask any health-related question on common health topics via this mobile health application.

In addition, Robi provides an application to their users to manage all their Robi accounts both products and services, called *My Robi app*. With help of this application, a user can create his/her own profile to avail the features of this app like, they can pay their phone bill, do online mobile recharge, can transfer the balance to other Robi prepaid accounts, manage all the offers and can also find nearest Robi stores via Robi store locator.

Robi has also an e-commerce site for gadgets, named as *Robishop*. Users can find various offers (like discounts, pre-booking discount offer, etc.) on different gadgets in this app. There are also other digital services which offer by Robi Axiata Limited such as, digital advertising solution, IoT based vehicle tracking solution, easily approachable solution for digital gadgets for the remote parts of the country, a platform for entrepreneur via mobile application-all these services branded as *AdReach*, *Robi Tracker*, *DigiRed* and *bdapps.com*, respectively. All these services are available to all the subscribers of Robi from every corner of the country.

However, Robi is the only and first mobile operator in Bangladesh which has conducted a trial run of 5G and Voice over LTE (Long Term Evolution) technology on the 4.5G network system.



It also provides the widest range of international roaming service over 182 countries all over the world. Also, in 29 countries Robi subscribers can avail their 4G network roaming coverage with 40 operators.



Chapter 2: Introduction to the Report

2.1 Rationale of the study

Jamal (2011) says nothing happens unless a human being makes a conscious decision to act. Human beings are in the behind of all innovations of this planet (Jonson, 2002). Whether it is about business or about the economy all of these systems are controlled by people. Therefore, there would be no structural capital without intellectual capital and intellectual capital remains incomplete without a human. As Drucker (1992) has said people are the greatest assets. Thus, the topic has been chosen because of the importance of intellectual capital over the organizational overall performance.

2.2 Statement of the problems

Human capital management is a broad concept and behind this there are many factors such as leadership practices, workforce optimization, learning capacity and employee engagement. Most of the time all of these factors do not take into practice equally on organizational performance but all of them are the core factors of human capital management. Without providing the same amount of quality time for nurturing each of these factors in an entity, an organization cannot be able to achieve its goal.

2.3 Scope of the study

The present study is based on a limited number of variables which affects the impact of human capital management on organizational performance. Therefore, researchers can use different variables such as, knowledge access ability, innovation capital, process capital, the success rate in new product launches, customer capital, etc. to explore the impact of human capital management on organizational performance.

Further studies can be conducted on a large scale as considering two or more organization in the same industry or in different industries. Thus, researchers can get an idea that which variables work for a particular industry and which variable does not work. By considering these aspects it may be possible to provide deeper insight into the factors where the employers can



emphasis more to develop their human capital management so that, their core business get benefitted.

2.4 Delimitation of the study

Like every other research studies, this research study has also gone through some limitations. First of all, having a limited time to conduct the study is one of the major issues of not having a hundred percent accurate result. Secondly, the sample size of this study was small but still managed to keep the research relatable to provide a perfect result. Finally, due to time limitation, a pre-test of the survey questionnaire could not be conducted.

2.5 Objectives of the report

The objective of this study is to enhancing all the factors of human capital management by ensuring the same quality and to provide the same amount of time to nurture them all. In this way, each of these factors can have an equal impact on organizational performance.

2.6 Research Question

The main research question which drives the study is, “What explains the impact of human capital management on organizational performance?” Though the topic needs a few more research to understand the bigger picture, this research study will be able to represent the objective of this study in spite of all the limitations.



Chapter 3: Review of Related Literature

This study explains the relationship between an organization's human capital management and its organizational performance. However, many of the researchers have already researched on this topic with different variables. An organization's goal can be achieved by employees' knowledge, skill as well as their ability (Hamid, 2017). He also mentioned that all these capabilities of employees can be enriched if an organization provides proper training and maintain a process for development. Training sessions have an immense impact on organizations productivity as well as overall performance (Cheem, 2017). Training programs are organized for the employees so that, they can learn and introduce themselves with new information because knowledge is a base of development of an organization (Rizwana, 2017). However, to achieve the vision organization should train those employees who can lead people in the right direction (Zeb, 2018).

According to Becker's human capital model (1962), an organization invests only on those skills and techniques which are required for their firm's development. An organization can perform well and sustain in the future if it makes the best use of its human resources (Sharma, 2003). A research study was conducted by World Bank in 192 countries to assess global wealth, where they found physical and natural capital is about 16% and 20% of global wealth, respectively. Whereas, both human and social capital has the highest share in the total global wealth, which is 64%. Thus, Weatherly (2003) has said human capital management is the most important thing in this era.

Researchers like, Torraco and Swanson (1995) have also mentioned that human capital management and organizational performance has a positive relationship with each other. When a firm provides its employee's various learning opportunities, employees can develop their skills and expertise in their respective fields. Thus, employees can perform well and organizational performance can be achieved (Yaseen, 2017). A study conducted by researcher Sing (2004) in India with 82 companies where the study says HR practices like, compensation and training, leadership practices, workforce optimization has a positive relationship with firm's performance.



An organization can be ahead in its industry competition if it has a strong interest in the business and the development of its people (Boxall, 1998). According to Pfeffer (1994), human capital is the strongest capital of any organization. He also suggested that human resource should be treated as an everlasting resource. A firm must utilize the benefits of its human capital management to ensure its well balanced organizational performance (Pfeffer, 1994).



Chapter 4: Conceptual Framework and Hypotheses

4.1 Leadership Practices

Leadership refers to an action which encourages others to achieve their goal (Goldsmith, 2010). It creates a shared vision as well as motivates people to work for the same destination (Punnett, 2009). Leadership Practices (LPP) differs from culture to culture, country to country like, Redpath and Nielsen (1997) has said that leadership practice does not affect not only by cultural differences but also by various actions of leadership such as-reaction and behavior.

Leadership practice (LPP) helps to motivate the employees in a positive way so that they can all work together to fulfill the objective of the organization (Jain, 2017). This way both the employees and employers can bring out a fruitful organizational performance. Also, in Robi Axiata Limited every group leaders not only motivates their teammates to work hard but also listen to their ideas and opinions as well while making a decision. The top leaders also known as the Management Committee of this organization frequently communicate with their respective divisions' employees to ensure the sustainability of their organizational performance. Thus, it can be said that,

H1: Leadership practices of human capital management positively influence on organizational performance

4.2 Workforce Optimization

Workforce optimization (WOO) refers to an effective and efficient process of an organization so that, employees can get their work done at the right time (Jamal, 2011). It can also be explained as a series of business strategies which helps to improve employees efficiency (Stringfellow, 2018). Overall, it is a process which can enhance organizational performance to make the best out of it (Russell, 2017).

According to Techopedia, in an organization workforce optimization (WOO) conducts smoothly when employees get the support of proper technologies, can work in a diversified work process and have a shared vision of the organization. Employees of Robi Axiata Limited



get proper technical tools like, over two hundred employees have access to Lynda.com (An online learning course website for professionals) so that, they can keep updated themselves for the upcoming challenges in the workplace. Also, the organization makes its best use of their resourcing team to find the next leaders-the Graduate Trainee (GT) for their organization by implementing an interactive and international standard assessment test and as a payback all these investments have paid well for the business as well.

H2: There is a positive influence of workforce optimization on organizational performance

4.3 Learning Capacity

An organization's learning capacity (LCC) refers to the learning process of the firm by which employees get the chance to develop the organizational performance (Alerga and Chiva, 2008). It defines that learning capacity of an organization enhance its employee knowledge, skill and ability (KSA) so that they can apply to their respective work role and brings fruitful result for the organization (Aydin and Ceylan, 2009).

Learning capacity helps an organization to remain competitive in the industry market (Ologbo, 2013). The telecommunication industry is becoming more of a digital service than just a mobile operator. Thus, to remain competitive in the field Robi Axiata Limited continuously introducing their employees to new upcoming digital topics such as, IoT (Internet of things), Block Chain, AI (Artificial Intelligence) Machine, etc. In fact, they not only train their employees but also evaluate every training session so that, they can keep track whether all these investments are working on to do well as organizational performance.

H3: Learning capacity has a positive impact on organizational performance

4.4 Employee Engagement

The process to value employees time for the organization as well as to maintain the commitment towards the employees from the employer's end is known as Employee Engagement (EEE) (Jamal, 2011). Employee engagement can be developed by utilizing employees skill, knowledge and ability in a cross-functional manner (Robinson, 2006). In an organization employee engagement ensures when an employee gets the opportunity to explore

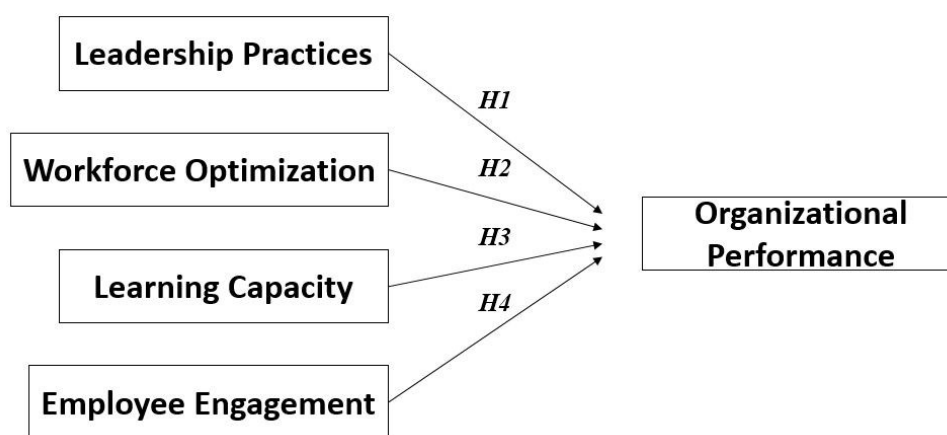


different task areas so that, they can understand the challenges of the business and prepare themselves in a well-balanced way (Vance, 2006).

In terms of employee engagement impact on organizational performance, when employees get the chance to do more for the organization they feel confident and motivated and their input comes out as a great output for the organizational performance (Wellins and Concelman, 2005). Here, Robi Axiata Limited ensures their employees can engage themselves in much more activities for the business purpose. For that, they arrange meetings with the top management committee as well with different division units. However, Robi believes employee engagement does not limit to the loyalty of employees to the organization, employers or the organization should also maintain their commitments to their employees as well.

H4: Employee engagement has a positive impact on organizational performance

Figure 1: Research Model





Chapter 5: Methodology of the Study

5.1 Research Design

Both primary and secondary sources have been used to conduct this research. Secondary sources have been used to explain the variables of the research model and primary data were collected to conduct the survey, where the respondents were the employees of Robi Axiata Limited. Therefore, this process helped to identify the key factors which describe the impact of human capital management on organizational performance.

5.2 Measurement

The questionnaire provided for collecting employees responses on the human capital management of Robi Axiata Limited was to evaluate their opinions on the facilities, benefits and service they get served by the organization. The questionnaire was set in Likert scales which was rated on five points. Each scale started with number 1 which represents as “Strongly disagree” and ended with number 5 expresses as “Strongly agree”. Also, the questionnaire consisted with demographic data of the respondents, independent variables and the dependent variable of the research model-both of which reflects the impact of human capital management on organizational performance.

5.3 Sampling

Researchers like, Harrison, Hoskisson, Hitt and Summers (1994) mentioned that a firm can achieve competitive advantage in the competition if they nurture and develop their human capital with a long term learning process and creative culture. Thus, every employee of Robi Axiata Limited was considered for conducting this research. This research study is a non-probability sampling which is known as convenience sampling. All the primary data were collected through an online survey questionnaire.

The survey questionnaire was a self-structured questionnaire, where the principal component analysis was conducted with 100 respondents. Other than the demographic information section, respondents were able to provide their opinion through a five-point rating Likert scale (where Strongly disagree means ‘1’ and Strongly agree presents ‘5’). All the primary data were



analyzed through the Statistical Package for Social Science (SPSS). Factor analysis has also been used to analyze the primary data. The first portion of the questionnaire consisted with demographic information and the later parts consisted with the independent variables (Leadership Practices (LPP), Workforce Optimization (WOO), Learning Capacity (LCC) and Employee Engagement (EEE)) and the dependent variable (Organizational Performance (OPP)). In brief, the demographic characteristics of this survey are given below:

Table 1: Demographic Characteristics of the Respondents

VARIABLES and CATEGORIES	(N=100)	%
SEX		
Female	53	53%
Male	47	47%
AGE		
25-35 years	98	98%
36-45 years	-	-
46 years and above	2	2%
DESIGNATION		
Specialist	49	49%
Manager	45	45%
General Manager	4	4%
Vice President	2	2%
Others	-	-
Income (Per Month)		
30,000-50,000 tk	41	41%
50,001-80,000 tk	5	5%
80,001-100,000 tk	24	24%
100,001-500,000 tk	28	28%
500,001 tk and above	2	2%
Source: Primary Data		



Chapter 6: Analyses

The analyses of this study has been conducted by varimax rotation as variables were known. The *Eigenvalue* was greater than one. Also, there was no missing data in this study. Other factors of analyses of this study are following.

Table 2: Missing Data

		Statistics																							
		D1	D2	D3	D4	LP1	LP2	LP3	LP4	WO1	WO2	WO3	WO4	LC1	LC2	LC3	LC4	EE1	EE2	EE3	EE4	OP1	OP2	OP3	OP4
N	Valid	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
	Missing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

6.1 Reliability

Reliability refers to an assessment of the degree of consistency within multiple items of a variable. Reliability gets checked with Cronbach alpha (α). Cronbach alpha should be more than 0.7, which means the degree of consistency within the items of the same variables. Here, Cronbach alpha of Leadership Practices (LPP) is 0.893.

Table 3: Cronbach Alpha (α)-Leadership Practices (LPP)

Reliability Statistics	
Cronbach's Alpha	N of items
.893	20

Cronbach alpha (α) of Workforce Optimization (WOO) is 0.875, which means the items of this variable are reliable.

Table 4: Cronbach Alpha (α)-Workforce Optimization (WOO)

Reliability Statistics	
Cronbach's Alpha	N of items
.875	20



Learning Capacity's (LCC) items are also reliable to this variable because its Cronbach alpha is 0.759.

Table 5: Cronbach Alpha (α)-Learning Capacity (LCC)

Reliability Statistics	
Cronbach's Alpha	N of items
.759	20

Cronbach alpha of Employee Engagement (EEE) is 0.831, which explains that items are reliable to this variable.

Table 6: Cronbach Alpha (α)-Employee Engagement (EEE)

Reliability Statistics	
Cronbach's Alpha	N of items
.831	20

Lastly, the dependent variable Organizational Performance (OPP)-its items are also reliable because its Cronbach alpha (α) is 0.819.

Table 7: Cronbach Alpha (α)-Organizational Performance (OPP)

Reliability Statistics	
Cronbach's Alpha	N of items
.819	20



6.2 Validity

Validity indicates that the items conform to its conceptual definition. Here, convergent validity measures of the same variables are considered. Such as, from the following table it has shown that the first (LP1) and second (LP2) item of Leadership Practices (LPP) are correlated with each other and their relation is high (0.332). Same as for Workforce Optimization (WOO)-first (WO1) and fourth (WO4) item are correlated and the relation is very high (0.590), Learning Capacity (LCC) variable-third (LC3) and fourth (LC4) item correlated and the relation is 0.216 and lastly the second (OP2) and third (OP3) item of Organizational Performance (OPP) variable are correlated with each other and their relation is very high (0.610).

Table 8: Correlations

	LP1	LP2	WO1	WO4	LC3	LC4	EE3	OP2	OP3
LP1	1								
LP2	.332**	1							
WO1	0.015	0.157	1						
WO4	.262**	.382**	.590**	1					
LC3	.239 [†]	0.193	0.175	0.087	1				
LC4	.398**	.206**	0.119	0.024	.216**	1			
EE3	0.071	0.579	.365**	.242 [†]	.729**	.548**	1		
OP2	0.02	0.035	.833**	.285**	0.146	0.075	.228 [†]	1	
OP3	.343**	.304**	.316**	0.091	.328**	.274**	0.971	.610**	1

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).



Chapter 7: Results

Regression analysis was used to test the model for human capital management impact on organizational performance. The full model was found to be F-statistics ($P \leq 0.05$). The four factors have a significant effect on the impact of human capital management on overall business performance. From further analyses, we can get the idea of various significance of the variables as well as the items of the same variable of this research model.

7.1 KMO and Bartlett's Test

It is a statistical test for the presence of correlations among variables. This test provides statistical significance that the correlation matrix has significant correlations. A statistical significant Bartlett test of Sphericity is less than 0.05. This study shows the KMO and Bartlett's test's significance is 0.000.

Thus, it provides statistical significance that the variables have significant correlations among other variables.

Table 9: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.232
Bartlett's Test of Sphericity	Approx. Chi-Square	1449.816
	df	45
	Sig.	.000



7.2 Communalities

While deriving factors and assessing fit communalities should be 0.5 or more. In this study, we have almost every value more than 0.5 in communalities by using Varimax.

Table 10: Communalities

	Initial	Extraction
LP1	1.000	.949
LP2	1.000	.984
LP3	1.000	.867
LP4	1.000	.897
WO1	1.000	.927
WO2	1.000	.971
WO3	1.000	.847
WO4	1.000	.958
LC1	1.000	.934
LC2	1.000	.948
LC3	1.000	.858
LC4	1.000	.970
EE1	1.000	.926
EE2	1.000	.967
EE3	1.000	.928
EE4	1.000	.949
OP1	1.000	.955
OP2	1.000	.804
OP3	1.000	.944
OP4	1.000	.908

Extraction Method: Principal
Component Analysis.



7.3 Cumulative

In the cumulative percentage of variance explained should be more than 60%, which explains a good correlation among the factors. In this research, the cumulative value is 92.441% which have found by using Varimax rotation technique.

Table 11: Total Variance Explained

7	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.384	31.920	31.920	6.384	31.920	31.920	4.541	22.707	22.707
2	4.643	23.215	55.135	4.643	23.215	55.135	4.435	22.173	44.880
3	3.683	18.417	73.552	3.683	18.417	73.552	3.684	18.419	63.299
4	2.512	12.562	86.114	2.512	12.562	86.114	3.463	17.316	80.615
5	1.265	6.326	92.441	1.265	6.326	92.441	2.365	11.825	92.441
6	.572	2.859	95.300						
7	.401	2.004	97.304						
8	.300	1.498	98.802						
9	.195	.975	99.777						
10	.045	.223	100.000						
11	4.410E-15	2.205E-14	100.000						
12	2.696E-15	1.348E-14	100.000						
13	1.389E-15	6.945E-15	100.000						
14	2.433E-17	1.217E-16	100.000						
15	-2.056E-17	-1.028E-16	100.000						
16	-1.932E-16	-9.658E-16	100.000						
17	-7.792E-16	-3.896E-15	100.000						
18	-1.847E-15	-9.236E-15	100.000						
19	-2.739E-15	-1.370E-14	100.000						
20	-4.372E-15	-2.186E-14	100.000						

Extraction Method: Principal Component Analysis.



7.4 Rotated Component Matrix

Here, items of the same variable have been added in one column together. Like, items of Leadership Practices (LP1, LP2) variable is in column one, items of Workforce Optimization (WO1, WO4) variable is in column two, items of Learning Capacity (LC3, LC4) is in column three, item of Employee Engagement (EE3) variable is in column four and items of Organizational Performance (OP2, OP3) variable is in column five.

Table 12: Rotated Component Matrix^a

	Component				
	1	2	3	4	5
LP1	.996				
LP2	.797				
WO1		.941			
WO4		.986			
LC3			.939		
LC4			.829		
EE3				.899	
OP2					.948
OP3					.954

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

7.5 Regression Analysis

Here, R square shows (Table 13) that total variability of the dependent variable (Organizational Performance, OP) is explained 17.8% by the independent variables (Leadership Practices-LPP, Workforce Optimization-WOO, Learning Capacity-LCC, Employee Engagement-EEE).

Table 13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.422 ^a	.178	.144	2.40895

a. Predictors: (Constant), EEE, WOO, LPP, LCC



Table 14 shows whether the whole model is significant or not. The F-statistics is significant at 95% confidence interval. If $\text{sig} \leq 0.05$, then it implies that the whole model is significant. Thus, this research model is significant.

Table 14: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	119.700	4	29.925	5.157	.001 ^b
	Residual	551.290	95	5.803		
	Total	670.990	99			

a. Dependent Variable: OPP

b. Predictors: (Constant), EEE, WOO, LPP, LCC

Beta shows (Table 15) the strength of the relationship between the dependent and independent variables. It provides whether the relationship between the dependent and independent variable is significant at 95% confidence interval. In short, $\text{sig} \leq 0.05$. Here, in this research study, Workforce Optimization (WOO) and Learning Capacity (LCC) variables have more strength with Organizational Performance (OPP) more than the other two independent variables.

In addition, t-statistics (95% confidence interval, $\text{sig} \leq 0.05$) explains whether the variable is statistically supported or not for the research model. Thus, Leadership Practices (LPP) and Employee Engagement (EEE) are not statistically supported (which means, Hypotheses 1 and 4 are statistically not supported to the research model) but Workforce Optimization (WOO) and Learning Capacity (LCC) are statistically supported (which refers, Hypotheses 2 and 3 are statistically supported to the research model).

Table 15: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.756	.566		1.335	.184
	LPP	.168	.108	.140	1.555	.123
	WOO	.231	.060	.348	3.867	.000
	LCC	.616	.283	.529	2.175	.032
	EEE	.061	.098	.054	.626	.533

a. Dependent Variable: OPP



Chapter 8: Findings of the Study

The study tested the model of “The impact of human capital management on organizational performance”. The result suggests that this model satisfactorily explains human capital management’s impact on the overall performance of an organization and organization should focus on four major elements-leadership practices, workforce optimization, learning capacity and employee engagement because all of these variables are important for an organization to perform well.

However, from the analyses it can be determined that the Learning Capacity (LCC) variable is the strongest variable among others. Learning capacity (LCC) variable has more strength (0.529) with Organizational Performance (OPP) variable than other variables, which means proper training and other learning opportunities are important for an organization. Also, in terms of Robi Axiata Limited every now and then they train their employees on various segments such as, building up teamwork quality, enhancing leadership practice, etc. They also train their employees on upcoming IT factors i.e. IoT, AI tools, Blockchain, etc. because they believe to lead the telecommunication market Robi needs to keep up with the updated world as well.

Also, Workforce Optimization (WOO) variable has the second highest strength number (0.348) among other variables. Thus, to do good performance organization should also provide proper facilities and services to their employees so that they can run the business in an effective as well as efficient way. Like, a bunch of talent pool can bring a good result for a firm and to find that talent pool organization needs to provide proper resources to their resourcing team. Resourcing team of Robi not only spend money but also research to prepare the selection process as an effective one because these investments create a huge impact on being a market leader for an organization. Also, Robi provides their employees travel allowance to keep their employees energetic and a sound mind and health so that, when they come back to their workplace they give pull out their best shot.

In addition, hypotheses of both of these variables ($H2$ and $H3$) are significant in t-statistics. This shows that $H2$ and $H3$ are statistically supported to this research model. Therefore, to



address the research question of this study “What explains the impact of human capital management on organizational performance?” – it can be said that Workforce Optimization (WOO) and Learning Capacity (LCC) both have a positive impact on organizational performance.



Chapter 9: Recommendations

Although from the analyses it shows that only two variables (Workforce Optimization-WOO and Learning Capacity-LCC) impact as factors of human capital management on organizational performance, the objective of this study is to enhancing all the factors of human capital management by ensuring the same quality and to provide the same amount of time to practice them all. Thus, based on the findings and objective of this report a brief suggestion would be an organization needs to document updated information about all their human capital management and in this way, they can track all their activities whether they are giving proper time to all of the sectors.

Later, to ensure the effectiveness and efficiencies of these activities every units head (department wise) should sit in a meeting in every month to discuss their respective employee performance whether they are doing good or not.

Most importantly, the annual report of the overall business performance should be shared with the human capital management of the organization. In this way, they can identify their practices which creates an impact on organizational performance.



Chapter 10

The present study is based on a limited number of variables which causes the impact of human capital management on organizational performance. Therefore, researchers can use different variables such as, knowledge access ability, accountability, profit, industry leadership, etc. to explore this topic. Further, studies can be conducted by taking into account a larger geographical area i.e. respondents from different organizations of Bangladesh. Even conducting this study in abroad can also help researchers to compare the impact of human capital management on organizational performance as well as the differences of human capital management practices around different regions. By considering these aspects, it may be possible to provide deeper insight into the factors that human capital management of every organization.



Chapter 11: References

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Chapter 12: Appendix

Survey Questionnaire:

Demographic Information

1. Sex
 - Female
 - Male
 - Others
2. Age
 - 25-35 years
 - 36-45 years
 - 46 years and above
3. Designation
 - Specialist
 - Manager
 - General Manager
 - Vice President
 - Others
4. Income (Per Month)
 - 30,000-50,000 tk
 - 50,001-80,000 tk
 - 80,001-100,000 tk
 - 100,001-500,00 tk
 - 500,001 tk and above

Leadership Practices

1. Team leader translates the company strategy into concrete actions
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
2. The team leader takes team members' ideas and opinions into account while making decisions
 - Strongly Disagree
 - Disagree



- Neutral
 - Agree
 - Strongly Agree
3. Team leader helps team members resolve work-related problems
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
4. Team members have easy access to approach the team leader
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree

Workforce Optimization

1. Proper technical tools (e.g.: Wi-Fi, Adobe Illustrator software, Access to various paid online courses, etc.) are available in the workplace
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
2. The workplace is safe, secure and includes full of fun activities to break the monotony of the employees
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
3. I try to achieve my assigned task objectives even when faced with obstacles and challenges
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree



4. The hiring process has helped effectively to find potential candidates for the business
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree

Learning Capacity

1. Proper training facility provides to every department whenever it needed
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
2. Learning facilities are provided not only to achieve the organization's goal but also to develop employees professional skill and knowledge
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
3. New and innovative ideas for employees learning process are often presented
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
4. All learning process and training are evaluated to improve the system in the future
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree

Employee Engagement

1. Employees can work on different functional sectors according to the job design
 - Strong Disagree
 - Disagree



- Neutral
 - Agree
 - Strongly Agree
2. Employees get the appropriate amount of information from other departments in time to make correct decisions about his/her work
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
3. According to the employer's commitment, employees get proper benefits and allowances in time
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
4. Team members inspire each other to do the best work
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree

Organizational Performance

1. Robi Axiata Limited is the leader of the telecommunication industry in Bangladesh
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
2. The revenue stream of Robi Axiata Limited has increased than previous years after the merger with Airtel Bangladesh
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree



- Strongly Agree
3. In every quarter, sales growth increases at the same rate in every territory of Robi in Bangladesh
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
4. Overall business performance is competitively successful than other competitors
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree