

Report On
Linkage between Strategic Human Resource Management and Operational Aspects
of Human Resource Management

By

Farzana Meher
Student ID: 18164064

An internship report submitted to the MBA department in partial fulfillment of the
requirements for the degree of

Master of Business Administration

MBA
Brac University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Farzana Meher
Student ID: 18164064

Supervisor's Full Name & Signature:

Dr. Dewan Niamul Karim
MBA
BRAC University

Letter of Transmittal

Dr. Dewan Niamul Karim,
MBA Department
BRAC University
66 Mohakhali, Dhaka-1212

Subject: *Submission of Internship Report on Linkage between Strategic Human Resource Management and Operational Aspects of Human Resource Management*

Dear Sir,

This is a pleasure to inform you that I am presenting my internship report on the subject "Linkage between Strategic Human Resource Management and Operational Aspects of Human Resource Management of BRAC IT Service limited". I would like to inform you that I have finished my report, and I have made each effort to set up this proposal and attempted my level best to collect important and relevant data. I have tried to make this proposal clear and far-reaching inside the planned time and limited assets.

I sincerely hope this report will satisfy the necessities recommended by you. If there should be an event of any further explanation of my work, I would welcome the opportunity to consult with you.

Sincerely yours,

Farzana Meher
Student ID: 18164064
BRAC Business School
BRAC University
Date: October 19, 2021

Non-Disclosure Agreement

This agreement is made and entered into by and between [BRAC IT] and the undersigned student at BRAC University Student ID-18164064

Acknowledgement

I'm obliged to everyone for their help and direction, without which I was unable to have finished this report. As a matter of first importance, I might want to thank the Almighty for giving me the steadiness, strength, and boldness to complete my entry-level position report on schedule. Besides, I would thank my manager, Dr. Dewan Niamul Karim, for his massive help, support, and management, which empowered me to chip away at an expert level. My folks likewise assisted me with beating every one of the obstructions and gave me legitimate direction to do the responsibility. They gave me motivation and unequalled attempts to rouse me to wrap up the entire job as per rules. Guardians consistently assume a fundamental part in anyone's life. I am grateful to my line manager, Md. Aminul Islam, who helped and supported me to collect the necessary information and gave me the opportunity to work with him. I am feeling thankful for those people who help me a lot to complete this work. People who gave their lots of time and guidance to me are taking a loving and honored place in my heart. Without their helping hand, it's not possible for me to come here. I am also grateful to my friends and classmates who are hardly supporting me to complete this internship report.

Executive Summary

The main purpose of the internship report is to find an explanation of the connection between Strategic Human Resource Management and Operational Aspects of Human Resource Management. The report covered my current position in BRAC IT and describe my professional skills, knowledge, and learning. Also, I tried to reflect on my daily activities. I have covered my organization's BRAC IT records and different department information to present their activities. With the answer from BRAC IT employees, this report tries to find out how the organization is operating day to day these days. In their operating day to day activities, it is important to follow HRM practices.

Several journal research papers invented the result by surveying in a different field that how important for an organization to make Strategic Human Resource Management. Different papers highlighted separated same elements to build strategic human resource management. In the Paper "*linking the people with the strategic needs of the business*", Randall (2015) collected all the elements of constructing strategic human resource management. However, Organizational structure is the linkage that could be added in the 5p model of SHRM.

By inspiring the above-mentioned paper, I surveyed several employed people who are working in this organization and can connect the HRM prospects with their day-to-day operations. The Data Analysis part of this report shows that most of the employees can connect their activities with Strategic Management. They enlightened that Strategic Human Resource Management is important to reach the goal.

In the Major findings part, it is explained the 5p model of Randall. With the present survey and with the different papers on Strategic Human resources, I tried to connect HRM and Strategic Management. Organizational structure is the connector between these two. Basic elements that an organization must exercise to build strategic human resources in the organization are described in this part as well. In this part, I also explained the process how to construct strategic human resource management. Lastly, in the major findings part, I covered how to present data is showing strategic performance to connect the HRM aspects on daily basis.

At last, I concluded the report with some recommendations which BRAC IT should follow to improve their HRM. The modern organization is now considering strategic human resource management instead of following traditional Human resource management. Thus, Strategic Human resource creates a road for success for an organization.

Contents

Declaration	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary	vi
List of Tables	xi
List of Figures	xii
Chapter 1 Overview of Internship	1
1.1 My Information	1
1.2 Internship/ Work Information	1
1.2.1 Period, Company Name, Department/Division, Address.....	1
1.2.2 Internship Company Supervisor’s Information: Name and Position	1
1.2.3 Job Scope – Job Description/Duties/Responsibilities	2
1.3 Internship Outcomes	3
1.3.1 Student’s contribution to the company.....	3
1.3.2 Benefits to the student	3
1.3.3 Problems/Difficulties (if any faced during the internship period).....	4
1.3.4 Recommendations	5
Chapter 2 Organization Part: Overview, Operations, and a Strategic Audit	5
2.1 Introduction	5
2.1.1 Introduction	5

2.1.2 Objective	5
2.1.3 Methodology	6
2.1.4 Source of Data.....	6
2.1.5 Limitation.....	6
2.2 Overview of the Company	7
History:.....	7
Mission:	8
Vision:	8
Clients:	8
Current Project & Products	8
2.3 Project Management Department.....	9
2.4 Design School & Business Analysis Department	9
2.5 Financial & Accounting Department.....	9
2.6 Procurement Department	10
2.7 Administration Department	10
2.8 Human Resource Department	10
2.8.1 Role of HR	10
2.8.2 Recruitment Process flow.....	11
2.8.3 Recruitment sourcing platforms and process of BRAC IT.....	12
2.8.4 Training and Development Process and type.....	13
2.8.5 Separation Process of BRAC IT.....	14

2.8.5.1 Separation through Resignation.....	14
<i>Process of Separation</i>	14
2.8.5.2 Separation through Retirement.....	16
2.8.5.3 Separation through Termination:.....	16
2.8.5.4 Separation through Discharge.....	17
2.8.5.5 Separation through Death.....	18
Final Settlement.....	18
2.8.6 Leave Benefit of BRAC IT.....	18
2.8.7 Reward Management & Benefit Management of BRAC IT.....	19
2.8.7.1 Reward Management.....	19
2.8.7.2 Benefit Management.....	19
2.8.7.3 Compensation and Benefit.....	19
2.8.7.4 Performance Parameters:.....	20
2.8.7.5 Necessity of Performance Appraisal.....	20
2.9 Industry and Competitive Analysis.....	21
Strength:.....	21
Weakness.....	21
Opportunity.....	22
Threat.....	22
Chapter 3 Project Part.....	23
3.1 Introduction (Background, Objective(s) and Significance – for chapter 3).....	23
3.2 Literature Review.....	24
3.3 Theoretical Orientation.....	27
3.3.1 Human Resource Management:.....	27
3.3.2 Strategic Human Resource Management:.....	27
3.3.3 Strategic Needs:.....	28

3.3.4 Human Resources Philosophy:	28
3.3.5 Human Resources Policies:	29
3.3.6 Human Resource Practices:	30
3.3.7 Human resource Program	30
3.3.8 Human Resource Process:	30
3.3.9 Organizational Strategy:	31
3.3.10 Strategy is a Long-Term Plan	31
3.3.10.1 Strategy is a Road-Map:.....	31
3.3.10.2 Organizational Structure.....	32
3.3.10.3 Change Management:.....	33
3.3.10.4 Job Analysis:	34
3.3.10.5 Job evaluation:.....	34
3.3.10.6 Job description:.....	34
3.3.10.7 Job specification:.....	35
3.4 Methodology	36
3.5 Findings and Analysis	37
3.5.1 General Findings/ Data Analysis.....	37
Data Analysis	37
3.5.2 Major Findings	46
3.5.2.1 Introduction:.....	46
3.5.2.2 Organizational Structure and 5p Model:	49
3.5.2.3 The process of constructing SHRM in an organization:.....	52

3.5.2.4 Present data survey and relation with Strategic Human Resource Management:	55
.....
3.6 Summary and Conclusions.....	57
3.7 Recommendations	57
References.....	59
Appendix A.	60

List of Tables

Table 1: Job Responsibilities.....	3
------------------------------------	---

List of Figures

Figure 1: HR Role.....	11
Figure 2: Talent Source Platforms and Process	12
Figure 3: Training and Development.....	13
Figure 4: Organization has clear vision mission statement.....	37
Figure 5: Organizational structure is following organization’s vision.....	38
Figure 6: Does your organization have HR policy?.....	38
Figure 7: Are these HR polices written in the guideline book properly so that everyone can follow it?.....	39
Figure 8: To solve people related business issues, what does your organization follow?.....	39
Figure 9: If it is instant feedback, is it culturally focused to improve business performance in your organization?.....	40
Figure 10: Is there any human resource department?	40
Figure 11: If yes, do they arrange any HR programs to reveal any changes?.....	41
Figure 12: Do you have defined roles for your designed activities?.....	41
Figure 13: Are those roles connecting to the goal of the organization?	42
Figure 14: Do your responsibilities explain in a structured way?.....	42
Figure 15: What do think about responsibilities explained by organization? Are those explained well?	43
Figure 16: By whom the goal of the organization is known?	43
Figure 17: Can you connect your day-to-day activities to organization’s goal?.....	44
Figure 18: The core functions of HRM the organization have in Bangladesh	44
Figure 19: What is your organization’s culture orientation for managing Human Resources?	45
Figure 20: Randall's structure of 5p Model	47

Figure 21: 5p Model with Organizational Structure.....49

Figure 22: Process of constructing SHRM.....52

Chapter 1

Overview of Internship

1.1 My Information

Name, ID, Program and Major/Specialization

1.2 Internship/ Work Information:

1.2.1 Period, Company Name, Department/Division, Address

BRAC IT unite business challenges, design, and engineering to pursue purposeful innovation that delivers a great experience.

They pursue purposeful innovation to deliver a great experience. Its mission is to ensure customer happiness through a human-centered approach, future-proof technology, and best practices.

- ✓ **Joining Period:** 17-Jan-18 to till date
Joined in Project Management Team on 1-Dec-20 to till date (Duration: 10 months) (before worked as Support Engineer in Shared Service department)
- ✓ **Company Name:** BRAC IT
- ✓ **Department:** Project Management
- ✓ **Address:** Humaira Bhaban
House 115, Road 5, Block B, Niketan, Gulshan 1
Dhaka 1212, Bangladesh

1.2.2 Internship Company Supervisor's Information: Name and Position

I am very much honored that I am able to work with someone who is very hardworking passionate, kind, helpful and guided me in each and every time.

My supervisor information is below:

Name: Md Aminul Islam,
Designation: Project Manager, BRAC IT
Email: md.aminulislam@bracits.com

1.2.3 Job Scope – Job Description/Duties/Responsibilities

Sl.	Duties & Responsibilities
Planning	
1.	Planning project management, including setting deadlines, prioritizing tasks, and assigning team members to various deliverables.
2.	Identifying and coordinating resource needs within multiple departments and lines of business.
3.	Anticipates organizational issues and proposes applicable resolutions to leaders and stakeholders.
Leading	
4.	Building biTS reputation through developing effective business relationships with clients and contracted partners.
5.	Emphasizing and enforcing the mission, vision and guiding principles of biTS within the department.
6.	Representing the project management team at meetings and in other areas as required/requested.
7.	Leading initiatives to improve departmental efficiency, productivity & quality.
Managing	
8.	Identifying initiatives to improve departmental efficiency, productivity & quality.
9.	Continuously evaluating projects to ensure they are meeting company standards, adhering to budgets, and meeting deadlines.
10.	Managing, developing, and mentoring employees so they become contributing members of the team and reach their full potential.
11.	Providing support to the recruitment of new team members, through planning and participation in interviews.
Monitoring	
12.	Continuously monitoring progress of the projects from portfolio/program level to make sure internal and external customer commitments are aligned and delivered.

13.	Monitoring problems/issues/risks, providing solutions (where necessary engaging CxO/Product owner), and implementing changes as necessary to ensure projects are in track and all stakeholders are up to date.
14.	Work closely with other functional departments (i.e. sales, development, QA, BA, HR, admin, procurement, Finance, etc.) as and when required to build unity in pursuit of company goals and strategic objectives.
15.	Facilitating by providing required information to prepare Budget.
Communication/Reporting	
16.	Preparing and circulating fortnightly program/portfolio reporting status to CXO in assistance with respective project specific PM/PC.
Process Improvement	
17.	Drafting new and improving existing project management office policies and processes.

Table 1: Job Responsibilities

1.3 Internship Outcomes

1.3.1 Student's contribution to the company

In this long journey, I learned so many things and tried my best to contribute my learning and expertise in company's daily activities.

- Contributed to design the process flow of Project Management Policy
- Learned and contributed to setup Project Management Information System (PMIS) - Atlassian JIRA tool
- Successfully delivered one project to client within timeline

1.3.2 Benefits to the student

In these 10 months journey in Project management department got many advantages and benefits. Learned so many new techniques, strategies, working process, Project management related studies and improve my communication skill, facilitation skills, problem solving,

interpersonal relationship, negotiation skill, team bonding, teamwork, leadership, training. Moreover, organization gave the opportunity to take free Coursera courses also.

- **Coursera Courses –**
 1. Mind Control: Managing Your Mental Health During Covid-19
 2. Leadership & Emotional Intelligence
 3. Introduction to Software Product management

- **Project Management Lifecycle training –** My supervisor took classes on Project management lifecycle one day per weekly. So that we can relate the theoretical knowledge with real life experience.

- **End-End Project Manage –** Successfully delivered one BRAC Project – BRAC Learning Leadership Dashboard.

- **Received training on JIRA –** Atlassian JIRA is one of the known and useful tools used by many organizations to track down every activity. I received training from my supervisor on it and currently provide support any JIRA related activities.

1.3.3 Problems/Difficulties (if any faced during the internship period)

Below are the difficulties I faced during the current position is Project management team. Though my team lead, and team members helped me to face those situations and provide proper guidance to improve my side.

- Communication
- Conflict Management
- Adopting Project Manager's mindset
- Managing projects with following not finalized PM policy
- Frequent change in Management Expectation

1.3.4 Recommendations

I will highly recommend doing internship in the BRAC IT organization. However, below two points need to be taken required steps to make it easy for all.

- Project Management Policy Finalization
- Using one central tracking tool

Chapter 2

Organization Part: Overview, Operations, and a Strategic Audit

2.1 Introduction

2.1.1 Introduction

BRAC IT is an IT solution and service company to manage the IT operations using the best technology solutions and services. The main objective is to help the customer of biTS to perform their jobs timely as well with use of innovative technology.

With joint venture of BRAC and BRAC Bank Limited, BRAC IT solution and service has become the one of the best IT based servicing organizations in Bangladesh.

This IT service also includes:

- ↪ Software Solution Development and Deployment Services
- ↪ Technology Outsourcing Services
- ↪ Consultancy Services
- ↪ Infrastructure Management
- ↪ System Integration Services to the clients

BRAC IT have also some sectors to provide its best focus on. These are financial sector, educational sector, development sector, SME's, Manufacturing & Service sector.

2.1.2 Objective

Understand the activities of Human Resource department how they functions their day-to-day activities in BRAC IT. HR department plays a vital role in any organization. They help to

connect employees with the organization's goal and give proper guideline to maintain organizational environment.

2.1.3 Methodology

From point choice to final report readiness, the review requires methodical methodology. The information sources should be discovered and gathered from not many workers. After that, arranged, continued, assessed, and introduced methodically, with critical focuses chose.

2.1.4 Source of Data

Primary Data

- Face to face meeting with employees
- Official records will be used to acquire primary data

Secondary Data

- Official site of BRAC IT.

2.1.5 Limitation

Different department:

As I am working in Project management team and preparing report on Human resource management it was hard to collect correct information from department. As per policy they usually don't share anything.

Time constraints:

As I have collected data from various departments it was hard to match their free time and collect data. Also, they did not want to share information as they felt it will e somehow against the HR department.

A scarcity of records:

The scope of reliable analysis was limited due to lack of yearly report, publications and fact and statistics.

2.2 Overview of the Company

History:

BRAC IT is a proud member of the famous BRAC family. BRAC IT is one of the main IT arrangement and specialist organizations in Bangladesh specializing in practical experience in giving a wide scope of programming arrangements and start to finish innovation administration to the executives. At first, it was established as Documenta™ Limited, a computerized chronicling organization possessed by BRAC back in 1999. Documenta™ Limited began its excursion into the domain with two or three abroad programming improvement projects and executed them with extraordinary achievement and consumer loyalty. Later in 2013 BRAC Bank Limited took more than 51% of the organization and blended it with its IT Division renaming it BRAC IT Services Limited (biTS).

In October 2017, BRAC has assumed control over the larger part portions of BRAC IT Services Limited, and the organization has become one of the BRAC's auxiliaries. The thought was to solidify and rethink most of the IT elements of the gathering acquiring cooperative energy and effectiveness while making it a productive endeavor serving outside clients too. Since the beginning, biTS has been giving quality IT answers for different associations and taking care of their concerns of adjusting IT to business bearings. They offer programming arrangement improvement and sending administrations, innovation rethinking administrations, consultancy benefits, and oversaw its administrations which incorporate framework the board, organization, and framework combination administrations to the customers. They presently center around the monetary area, schooling area, improvement area, SME's, fabricating, and administration areas of Bangladesh. Pieces are one of the biggest IT-based assistance giving associations in Bangladesh, exceptionally qualified, productive, and creative representatives hand-picked by the administration of the association. They focused on quality administration according to ISO/IEC 9001 QMS rule. The master assets offer types of assistance for the plan, advancement, and sending of any redid programming or application.

In 2021, BRAC IT Service Limited (biTS) changed their logo, symbol, and organization name to BRAC IT. The company updated their mission, vision and also recently have new clients to provide support.

Mission:

Our mission is to ensure customer happiness through human centered approach, future proof technology and best practices

Vision:

- Co-creating Solutions with direct business impact
- Prioritizing customer happiness
- Embracing uncertainties through experience and knowledge

Clients:

- ❖ BRAC
- ❖ BRAC University
- ❖ BRAC Bank
- ❖ Aarong
- ❖ Aarong Dairy
- ❖ SAJIDA Foundation
- ❖ Pedrollo
- ❖ BRAC James Grant
- ❖ Mercantile Bank Limited
- ❖ The Daily Star
- ❖ bKash

Current Project & Products

- ✓ Meeting AtWork
- ✓ myProcure
- ✓ SmartMF
- ✓ iVAT
- ✓ eRecruitment
- ✓ myAudit

2.3 Project Management Department

In today's competitive environment, organizations are progressively becoming outcome situated and are working on their workspace and culture. They urge workers to gain from their encounters and offer them through a corporate information base with the goal that others can profit from their examples learned. In projectized associations, associations orchestrate their exercises into projects or portfolios and execute them through the activities.

Project management is the discipline and tools of planning, organizing, motivating, and controlling resources to achieve. Here, the project manager is in charge of his project, and he has full authority over it. Everyone in his team reports to him. The projectized organization structure is opposite to the functional organization structure. Most of the resources are utilized in the project work. BRAC IT is interested in the project work which they get from external clients. Usually, they have other departments such as Admin, Accounting, and Human Resources to support the project management activities.

2.4 Design School & Business Analysis Department

The department has the responsibility to understand the requirement of clients. They will sit with clients to collect information and understand requirements. They visit to client's office and prepare design and provide feedback to make the project or product for user friendly and flexible. In this team, they design UI/UX and present it to client. Without visualization client cannot connect their requirements to build the exact product. The team prepare design business transactions, design model and documentation and ensure client's stakeholders solution requirements.

2.5 Financial & Accounting Department

Both departments are responsible for keeping track of various transactions, prepare invoices, income statements, balance sheets, types of vouchers, prepare paying employee salaries, account payable & receivable, revenue tracking, payroll, reporting, financial statements and other financial tasks.

2.6 Procurement Department

The Procurement Policy of BRAC IT has been detailed to guarantee that the best expectations of straightforwardness and great administration are kept up with inside the organization. Severe adherence to the Procurement Policy and its subsidiary techniques will likewise guarantee that responsibility, reasonable contest, proficiency, economies of scale, and the best incentive for cash are accomplished by the BRAC IT. Procurement Policy sets out expansive rules concerning obtainment, practices to be trailed by the organization, and it is the obligation of the executives to foster nitty-gritty methodology and cycles that are agreeable with the policy, dependent upon update and correction occasionally as directed by need. Recently the company launched new product myProcure to do procurement related activities in the system.

2.7 Administration Department

The Administration department manage the employee's travel logistics, working environment management, inventory control, staff facility (life and hospitalization insurance), communication facility and sim card services, maintenance of office equipment's, transport, business card, stationary requisition.

2.8 Human Resource Department

The HR department's responsibilities to manage employees inside the company. The department is in charge of employing workers and overseeing their performance. The HR department oversees coordinating personnel across the company. They also handle calculating wages and pay, hiring workers, define employee's performance targets, job analysis and recruitment progress, separation process.

2.8.1 Role of HR

As per below chart this the role of HR. there are four management –

- Strategic Partner
- Change Agent
- Administrative partner

- Employee champion



Figure 1: HR Role

2.8.2 Recruitment Process flow

- Line Managers sends RRF attached with Job Description and Approved Organogram with HoD's signature to Recruitment Officer
- Recruitment Officer takes Approval from HoHR and CEO (2 Days)
- Recruitment Officer posts Job Advertisement at Recruitment Sources Platforms based on RRF (10 Days)
- HR completes the preliminary screening of the CVs from recruitment sources (5 Days)
- HR sends the screened CVs to Line Manager for short listing
- Line Managers send shortlisted CVs to HR for written test Call
- HR initiates written test and completed the Process
- HR sends the written test copies to Line Mangers for check
- Line Managers send the checked copies to HR for Preliminary interview
- HR Officer will call for Preliminary interview
- HR officer does the Preliminary Interview Initiation & Completion
- HR Officer compiles the Preliminary interview results
- HR Officer calls Candidates for Final Interview
- HR Officer compiles the report on Final Interview

- HR calls the Final selected candidates for sending Payslip, Salary Certificate
- HR Officer completes the reference check
- HR Officer calls candidates for health checkup
- HR Officer prepare a recruitment report Send to Final Interview Panelist
- Based on Result, HR Officer prepares Salary Offer and Offer Letter for joining

2.8.3 Recruitment sourcing platforms and process of BRAC IT

BRAC IT has process of Talent Sourcing Platforms and Talent Sourcing Process which they follow while recruit the candidate for any positions. Below are the figures to understand those process-

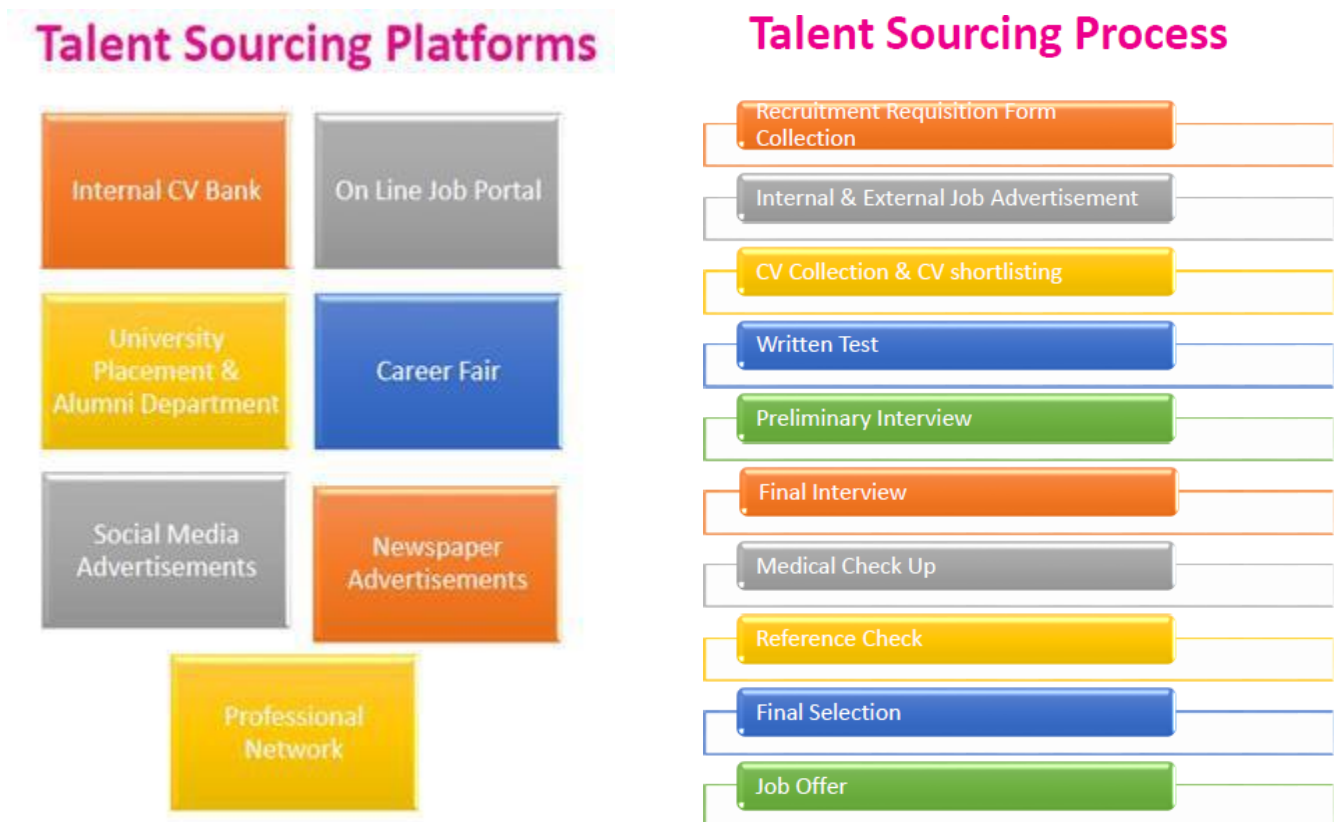


Figure 2: Talent Source Platforms and Process

2.8.4 Training and Development Process and type

Training and Development is one of the main elements of Human Resource the board in any organization. The goal of this Training is to upgrade employees' abilities conduct, and capacity by placing them into learning new methods of taking care of business.

Employees' Training and Development helps in refreshing representatives' abilities and information for playing out a Job, which toward the outcome in expanding their work effectiveness and increment the usefulness of an association. It guarantees that employees' unusualness or erraticism are diminished, and learning or social change should happen in an extremely organized organization. Preparing improvement or learning and advancement are continuous instructive exercises intended for objective satisfaction and upgrade the exhibition of representatives.



Figure 3: Training and Development

2.8.5 Separation Process of BRAC IT

There are following means through which Separation is performed in BRAC IT:

1. Separation through Resignation
2. Separation through Retirement
3. Separation through Termination
4. Separation through Discharge
5. Separation through Death

2.8.5.1 Separation through Resignation:

A resignation is a formal notice placed to an organization by an employee writing termination of employment as a formal document. The employee needs to define the accompanying information :

Name:

PIN:

Department:

Division:

Last Working Day:

Process of Separation:

1. Confirmed employee can apply for resignation from BRAC IT Services Limited by giving 1 (one) month notice period to Line manager.
2. Contractual or Probationary employee can apply for leave/ resignation from BRAC IT Services Limited by giving 2 (two) month notice period to Line manager.
3. Line Manager accepts and forwards the letter to Head of department.
4. If Line Manager does not accept the letter, he will arrange a meeting & inform employee about the decision.
5. Head of department accepts and forwards the letter to HR within 3 working days.
6. If Head of department does not accept the letter, he will arrange a meeting & inform employee about the decision.
7. HR check the resignation letter if it goes against the policy and organization need.
8. HR recommends the resignation letter by checking the policy & forwards to CEO
9. If HR finds policy violation, HR will inform the Head of Department about the decision and relevant justification.

10. CEO reviews the resignation letter.
11. CEO approves the resignation and provide to HR.
12. If CEO did not approve the letter, he will call a meeting with HOD & Head of HR and provide the decision with justification.
13. HR sends email to all the department to disable all kind of access on last working day.
14. HR provides the clearance form & handover form to resigned employee.
15. Resigned employee submits the complete form to HR on last working.
16. HR forwards the clearance from to Head of HR for final approval.
17. HR forwards the clearance from to Com & Ben Officer.
18. Com & Ben Officer checks the outstanding of salary benefit, training bond, loan dues etc.
19. Comp & Ben Officer notifies the resigned employee about the stated outstanding & advise to clear within 7 working days.
20. Employee clears the outstanding issues and takes Release & Experience letters.
21. All the benefits (LFA, Performance bonus, Appraisal) entitled stops when an employee submit the resignation letter.

Role of HR in the separation process

1. Be aware of the policy and related procedures
2. Notify the Helpdesk to disable the IT Access by mentioning the details of the employee
3. Provide relevant documentation and make payments by employees who have resigned or retired from their employment
4. Maintain separate files to keep records for all resigned employees as the following:
 - Resignation Letter
 - Final Settlement Statement
 - Clearance Form
 - Release Letter & Experience Letter copy
 - Exit interview Form.
5. Insert the copy of the Handover Form into the Personal files of the resigned employees.

2.8.5.2 Separation through Retirement:

A representative resigns at 60 years old or 27 years of service in BRAC IT Services Limited. The retirement might be sorted in after ways:

Voluntary Retirement

A representative might resign purposely following 27 years of performance or 60 years of age. He/she presents an application to the Head of HR in regard to voluntary retirement before preceding 60 days (2 months) from the date of his/her expected retirement. CEO will have the thought to acknowledge or refuse the request for such Optional retirement.

Normal Retirements

A representative will resign on accomplishment at 60 years old years. HR gives a letter to the resigning worker 2 months preceding the retirement date perceiving his/her commitment.

Employment on Contractual basis after Retirement

The resigning worker, wishing to proceed with work in BRAC IT Services Limited, may submit the composed application to the Head of HR through Department Head and Divisional Head. The management may at its sole preference consider authoritative assistance with updated agreements passed the period or age expressed previously.

Clearance / Handover Process & Final Settlement:

Resigning representative will comply with the provision will complete all the responsibility and handover process and submit to HR. HR processes his/her last settlement installment and finishes the installment to him/her at the appropriate course of time.

2.8.5.3 Separation through Termination:

Termination is a certain game-plan that ought to be viewed, as just when less exceptional activity won't fill the need. It is the judgment of BRAC IT Services Limited's Management, to choose which strategy will warrant the end of any worker. If any worker displays execution which may straightforwardly influence the stakeholders, internal or external, then, at that point,

the Line Manager, in the presence, of the Divisional Head needs to inform the Head of HR of such deviation.

The HR Department will give the interim evaluation form appropriately after the common assent of the Line administrator and the Divisional Head. The Management will, at last, give the choice of end in the wake of dissecting the seriousness of the decaying execution and its inconvenient effect. During the probation period (assuming any) or after the affirmation of the help, the business might be ended through Interim Assessment by giving one month's notification or pay instead of such notification without allotting any explanation at all. Besides, if any case(s) emerges, for example, to disregarding the BRAC IT Services Code of Conduct; in the most remarkable case according to the disciplinary approach, the Management can fire the work with/without appointing any explanation at all.

BRAC IT Services Limited can fire a customary affirmed representative whenever without appointing any reason at all by serving (120 days) notice or pay instead of such notification while the trial representative will be ended with practically no notification or pay'.

The Terminated representative necessities to hand over the obligations and complete the clearance process by the Last working Day of BRAC IT administrations. HR will handle his/her last settlement installment and give him/her at the appropriate time of time as expressed.

2.8.5.4 Separation through Discharge:

A worker might be discharged from BRAC IT Services Limited, for reasons of physical or mental insufficiency or proceeded with infirmity or different reasons not adding up to wrongdoing. The release isn't expected to the lack in the worker's presentation. A medical board involving 2-3 enrolled clinical professionals will be assigned to examine the employee's ailment and present their suggestions. In view of the board's proposal,' a release choice will be made. The release of any classification of representative will be confirmed by the Head of HR also, endorsed by the CEO. HR will deal with his/her last settlement installment and give him/her in due course of time as expressed.

2.8.5.5 Separation through Death:

Any worker who is lost to BRAC IT Services because of being announced dead will be isolated from BRAC IT Services after getting of Death Certificate and fruition of important activities by HR, Line Supervisor, and Finance and Accounts. In the interest of the perished representative, his/her line chief will dominate his/her authority obligation and authoritatively advise HR about any educated or actual harm caused (if any). Money and Accounts check their extraordinary IOU, transport bills, and so on, and advise remuneration official, remuneration official speaks with his/her authority replacement or chosen one for settlement of monetary extraordinary issues. From that point forward, HR will give a letter to the expired family composing the successful date of detachment.

Final Settlement:

A worker needs to clear and finish every one of the systems, of Separation before starting the Final settlement. The remuneration and Benefit official will handle the final settlement. The Final settlement Amount will be delivered as an Account payee check within 2 months from the last working day.

2.8.6 Leave Benefit of BRAC IT

- ✓ **Annual Leave:** An employee have 24 Days per year annual leave.
- ✓ **Casual Leave:** An employee have 14 Days per year casual leave, employee can take sick leave from it.
- ✓ **Maternity Leave :**A female employee can take 6 Months (twice in a service year).
- ✓ **Paternity Leave:** A male employee can take 5 Days which is part of casual leave. (Twice in a service year)
- ✓ **Leave during probation period:** For probationary employees two days casual leave per month can be granted on medical or urgency ground.
- ✓ **Leave without Pay :** Based on Managements' decision, employee can take leave without pay.
- ✓ **Compensatory Leave:** Minimum eight working hours will be considered for one (1) compensatory leave.

- ✓ **Study Leave:** Study leave of maximum 2 years can only be granted to an employee without pay and allowances.
- ✓ **Leave for contractual employee:** A contractual employee shall have 12 days leave for a contract period of 6 months.

2.8.7 Reward Management & Benefit Management of BRAC IT

2.8.7.1 Reward Management

A. Job Grading System depends on the following:

- Core Competencies
- Skillset
- Expertise
- Experience & Educational Qualification
- Trainings acquired

B. Performance Assessment Driven Reward System

C. Monthly Remuneration for Performance

2.8.7.2 Benefit Management

- Festival Bonus
- Performance Bonus
- Provident Fund
- Insurance
- Gratuity
- Mobile Allowance
- Car Allowance (for defined Grades)
- Welfare Fund
- Night Shift Allowance
- Overtime

2.8.7.3 Compensation and Benefit

1. Basic Salary

2. Medical Allowance
3. House Rent
4. Conveyance Allowance

Total= **Monthly Gross Salary**

- A. Eid Bonus= 2 Basic salary per year
- B. Contributory Provident Fund= 10% of Basic(After Confirmation)
- C. Gratuity= Latest Basic* No of Years served(5 or more than 5 years)
- D. Mobile Allowance= As per Policy

2.8.7.4 Performance Parameters:

1. All regular employees are eligible for the performance Appraisal
2. KPI of the previous year and exhibited achievements
3. Adhere biTS Mission, vision and values
4. Demonstrate mutual respect and contribute towards creating excellent team environment
5. Understand the significance of customers and put into practice excellent customer Services
6. Explore business opportunities etc.
7. Exhibit dedication, commitment towards work and have tremendous sense of accountability and responsibility about his or her work

How do we Rate Performance:

- Outstanding
- Excellent
- Superior
- Proficient
- Unsatisfactory

2.8.7.5 Necessity of Performance Appraisal

1. Facilitation of communication: Allowing employees to know how they are doing and organizational expectations.

2. Basis of employment decisions:
 - Promotions
 - Increments
 - Warning for Low performance
 - Regularization
 - Transfers etc.
3. Determination of Training needs
4. Performance improvement
5. Goal Setting & Desired Performance reinforcement
6. Documentation for aiding in keeping track record
7. To guide & monitor employee career development.
8. To aid in work motivation through the use of reward systems.

2.9 Industry and Competitive Analysis

Strength:

- ✓ Part of BRAC Brand family
- ✓ Excellent customer service
- ✓ Strong relationship with BRAC family
- ✓ Getting great opportunity to work new projects of BRAC
- ✓ Financially strong position in market
- ✓ Present of High Technical Experienced resources
- ✓ Opportunity to work in different products and portfolios
- ✓ Strong Project management team
- ✓ Strong Developer and QA Team
- ✓ Learning & Training opportunity for resources

Weakness

- ❖ Nepotism (in top management)
- ❖ Only focus on BRAC family project
- ❖ Lack of qualified staff
- ❖ Not work in diversity portfolio
- ❖ Frequent Change in Top management

- ❖ Qualified resources resign frequently
- ❖ Weak and less experienced resource of Business analysis Team

Opportunity

- Develop different products which can be used in different company
- Work in Diversity Portfolio
- Need to hire experience and qualified resources
- Adding Value to products & services

Threat

- Resource Turnover rate high
- Different organization use new techniques which we don't follow
- Market is getting more competitive

Chapter 3

Project Part :

3.1 Introduction (Background, Objective(s) and Significance – *for chapter 3*)

Human Resource Management and strategic human resource management the executives both are basic interrelated issues. In a quickly changing competitive climate, human asset the board is the center component to make the association more serious. It is a significant wellspring of the upper hand to foster a firm-explicit procedure. The connection up of human assets, the board, and the system bring key Human Resources.

The background of this report comes from a paper titled *Strategic Human Resource Management: Linking the people with the Strategic Needs of the Business* prepared by Randall S. Schuler. The paper is written on how the activities of human resources can be unified in a framework to help organizations handling strategic change.

As per Randall S. Schuler (2015), Strategic Human Resource Management has various parts that link and incorporate each level of the association. Hence, the association interfaces its everyday exercises to explicit strategic necessities. Strategic necessities that show the organization technique, in type of system destinations, drag the issue of strategic HRM exercises. Inward and outer attributes impact the requirements of system. In the 5P model of Strategic human resource management, components are human resource's philosophy, human resources policies, human resources programs, human resources processes.

With this idea, this report shows how these 5ps are associated with the HRM through Organizational design. It shows that the linkage between strategic human resources management and human resource management by adding new featured parts in the 5P model. The new part is Organizational Structure.

In this internship report, Organizational construction assumes the part of a connector between human resource management and strategic human resources management. The impacts of inward and outside qualities shape an underlying organizational development. The organizational structure mirrors the necessities and standard technique with the goal that a

sound and dynamic strategic human resource movement happen to improve consistent human asset exercises on day-to-day basis.

The broader objective of the study:

- To find out linkage between Strategic Human Resource Management and Operational Aspects of Human Resource Management.

The specific objectives of the study:

- to study about the HRM activities those relate to SHRM
- to find out which component links between strategic human resource management and Human Resource Management
- to identify components in 5p model of strategic human resource management to improve business performance
- to determine how organizational structure defines as a connector of SHRM and HRM

3.2 Literature Review

SHRM's 5p model is based on the concern of 3 major things:

1. Human resources (HR) management is fully integrated with the strategy and the strategic needs of the firm
2. HR policies follow both across policy areas and hierarchies
3. HR practices are adjusted, accepted, and used by line managers and employees as part of their everyday work.

So, it says about some elements for SHRM. These elements are separately focused to know the influence of individuals and groups.

Strategic needs that show the organizational system, which is strategic destinations drag the question of strategic HRM activities. Interior and outer qualities impact the necessity of the strategy. Human Resource theory is the main part that decides the job of HR in the general accomplishment of the business.

In the company, how individuals will be managed with human **resource philosophy** makes that assertion. Human **resource philosophy** brings not just the chances for the representatives,

they will get yet additionally specifically tells about the environment of the company. Model: PCI centers around leadership and greatness.

In this paper, **Human Resources Policies** are not marked as rule books or policy manuals. It is taken as guidelines that solve people-related business issues, and these issues must be solved for future success. Policies may differ from country to country according to the demanding standard of the market. As a technique to simply manage performance, instant feedback creates a positive impact on solving issues. It is not a culturally focused tool though there are different reactions to instant feedback. Instant feedback focuses on the improvement of business performance.

HR programs are shaped by HR policies, HR programs are coordinated with HR efforts, HR efforts leave a question that is associated with HR strategies. Suppose you want a change to handling the challenges of the organization. HR programs are conducted to reveal the changes to all the members.

HR Practices include the roles of the organization. People are engaged in different roles, leadership, managerial & operational.

To match the practice and roles, responsibilities must be aligned first with the roles. After that, HR practices are cued accordingly to develop.

HR process is a significant activity of SHRM. It depends on the participation. In any case, the participation of related groups varies will result in directing different motives.

The process of HR practices needs consistency and a systematic orientation like Strategic human resource management.

According to the paper on *the impact of strategic human resource management on an organization*, people of an organization are the priority as like asset. Managing and aligning them becomes a means of competitive advantages. The rapid change of the Economic environment creates changing impact on the market. The competition level is increasing. Strategic human resource management involves the people and focuses on the alignment of the competitive advantage.

According to Porter, environmental determinants affect the performance of the firm. However, the success of any organization to gain competitiveness depends on human resources. The reason for achieving success is only through human resources, which is its sources it is not visible if they are managed effectively. In this paper, Part 3 explains about the How strategic HRM is related. **It goes on by following a process** - Personnel management to human resource management and human resource management to strategic human resource management. To increase organizational performance, human resource management must link up with organizational performance.

According to the Matthew Walker (2014), in his paper *Organizational Structure*, which explains organization structure is for handling various operations. Proper organizational structure can increase an organization's performance so different organizations follow different structures. Organizational functions depend on the organizational structure. Organizational design, functions, and structure can serve an organization effectively to reach its goal.

According to the John Bratton in this book *Strategic human resource management (2010)*, he mentioned the external forces that affect the organizational structure. An organizational structure that links up HRM and mission strategy. The firm consists of these elements. Sustained competitive advantages develop a firm's resources and capabilities (value, rarity, inimitability, non-substitutability), and these elements shape strategies. SHRM dimension focuses on HR practices & performance, re-engineering organizations, work, leadership, workplace learning, and trade union.

Feng-Hui Lee, Tzai- Zang Lee, and Wann – Yih Wu (2010) described the relationship between HRM practices, business strategy, and firm performance. He found out in his paper "*The relationship between HRM practices, business strategy and firm performance: evidence from the steel industry in Taiwan*" that the relationship between these elements builds a firm's characteristics. The firm sets employee number and firm age based on element.

Dr. Revenio C. Jalagat. Jr objectifies that a high-performance working system and organizational performance are the basis of competitive advantages. A high-performance working system is considered the main component of strategic human resource management. The strategic human resource brings organizational performance (financial outcome) and organizational outcome (employee).

Stříteský, M., Quigley, M. J. D described organizational structure designing hr organizational structures in terms of the hr business partner model principles from the perspective of czech

organizations. HR structure within the organization creates an impact on the HR departments concerned. Improved quality of HR services, higher efficiency, and standardization of HR processes affect the organizational goals.

Gary Rees and Paul E. Smith describe the relationship between culture, strategy, and structure. HR needs to play a critical role in decisions made around the organizational direction, organizational design, organizational policies procedures, and practice. It all helps to shape and develop the culture of the organization. A different level is built by different contexts aligning with business strategy and HR strategy to make the structure. All make strategic human resource management.

3.3 Theoretical Orientation

In the recent Organization, Human is not treated as resource. HRM has serious implications in organizations. This realization is creating differences among the organizations. It is simply called Competitive advantage which is usually an organization tries to establish to seek the road of success.

3.3.1 Human Resource Management:

The best way to understand strategic human resources management is by comparing it to human resource management. Human resource management (HRM) focuses on recruiting and hiring the best employees and providing them with the compensation, benefits, training, and development they need to be successful within an organization.

3.3.2 Strategic Human Resource Management:

Strategic Human Resource Management is the summation of HR Philosophy, HR Policies, and HR Practices. SHRM is an Umbrella under which these three components work consecutively. , strategic human resource management takes these responsibilities one step further by aligning them with the goals of other departments and overall organizational goals. HR departments that practice strategic management also ensure that all of their objectives are aligned with the mission, vision, values, and goals of the organization of which they are a part.

Strategic human resource management is the practice of attracting, developing, rewarding, and retaining employees for the benefit of both the employees as individuals and the organization

as a whole. HR departments that practice strategic human resource management do not work independently within a silo; they interact with other departments within an organization in order to understand their goals and then create strategies that align with those objectives, as well as those of the organization. As a result, the goals of a human resource department reflect and support the goals of the rest of the organization. Strategic HRM is seen as a partner in organizational success, as opposed to a necessity for legal compliance or compensation. Strategic HRM utilizes the talent and opportunity within the human resources department to make other departments stronger and more effective.

3.3.3 Strategic Needs:

Strategic business needs reflects management's overall plan for survival, growth, adaptability and profitability. Strategic needs include internal and external characteristics. Internal consists of the culture, the nature of the business. External consists of the political, economic, governmental factors. There are also some social factors that pressure the organization to create the strategy accordingly. Acquisition or merger is considered to set the strategic needs.

3.3.4 Human Resources Philosophy:

HR **philosophy** revolves around management's beliefs and assumptions about people – their nature, needs, value and their approach to work. These beliefs and assumptions, then determine how people should be treated. This philosophy also explains how the organizational culture and values are. Google is always being employee focused organization. It differentiates itself by giving the employees the best opportunities. Square also works on employee benefits. Thus, they have built strong HR philosophy. To build linkage in between SHRM and HRM, building HR Philosophy is the first step.

HR Philosophy involves a set of interrelated policies with ideological and philosophical orientation and forms a business – focused approach to manage people for competitive advantages. The starting point for HRM is to define philosophical orientation which helps in defining visionary long – term concept of organization. Philosophy in the context of management of an organization consists of an integrated set of assumptions and beliefs about the way the things are the purpose of the activities and the way these should be. These assumptions and beliefs of those who create an organization (owners) and those who manage it (managers, specially the key decision makers) become base for defining vision of the

organization. These assumptions and beliefs are sometimes explicit, and occasionally implicit, in the minds of the decision makers.

The philosophy of a person has its origin in two premises – fact premises and value premises. Fact premises represent our descriptive view of how the world behaves. They are drawn from research findings and our experiences value premises represent our view of the desirability of certain goals and activities.

HR philosophy revolves around management's beliefs and assumptions about people – their nature, needs, value and their approach to work. These beliefs and assumptions, then determine how people should be treated. There are three approaches for treating people:

- a) Commodity approach,
- b) Machine approach
- c) Humanistic approach in commodity approach

A person is treated like as commodity that can be bought or sold at a price as was the practice in old slavery system. In machine approach, a person is treated as a part of the machine that can be fitted like any other part. Both these approaches treat a person as physiological human being. In humanistic approach, a person is treated as human being having physiological.

3.3.5 Human Resources Policies:

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. Having policies written is important so that it is clear to all what the policies are and that they are applied consistently and fairly across the organization. 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

Human Resource Policies are the guidelines for action on purpose related business issues and HRM program. These policies are directly regulating the organizations' activities. It reflects

on the organization's day to activities. Policies are collected as a written form. In many organizations it is obeyed by all members as the organization has strict rules to follow it.

3.3.6 Human Resource Practices:

Human Resource Practices includes the role of the management. It motivates the needed role of the organizations. The role behavior includes leadership, Managerial and Operational roles.

Human resources practices are strategic in nature. They represent a vital guidance system that coordinates with executive business plan. HR practices form the foundation supporting the way company's human capital will operate on behalf of the organization. For example, HR practices include formulating a method for measuring and analyzing the effects of a particular employee rewards program. Other examples include the creation of a program to reduce work-related injuries and building a framework to ensure employment laws are adhered to.

According to **Randall S. Schuler**, Strategic Management must include more P's to link the people with the strategic Needs of the Business. Randall added *Human Resource Programs and Human Resource Processes*.

3.3.7 Human resource Program:

Human Resource Program is shaped by the policies. HR Programs are directed by the HR Department. It represents the effort of HR. Through the HR Program, HR activities are heading towards goals. HR Program is the valuable way of delivering knowledge and skill to the Human of the organization. These programs make the human capital for the organization. Programs are organized for many reasons. Organizations those are imposing changes in future, call these programs for better understanding of organizational goals. Human Resource Programs drive business growth. **Employee training and development** also increases organization's productivity. **Talent Development** is happened to empower those who design and deliver a company's talent management training program. **Human Resource Program** focuses on developing and implementing successful learning strategies, Human Resource Programs increase employee retention rate.

3.3.8 Human Resource Process:

Human Resource management is the implementation part. This is the most important part. It defines how these activities are carried out. HR process depends on the participation.

Each organization works towards the realization of one vision. The same is achieved by formulation of certain strategies and execution of the same, which is done by the HR department. At the base of this strategy formulation lie various processes and the effectiveness of the former lies in the meticulous design of these processes.

The following are the various HR processes:

1. Human resource planning (Recruitment, Selecting, Hiring, Training, Induction, Orientation, Evaluation, Promotion and Layoff).
2. Employee remuneration and Benefits Administration
3. Performance Management.
4. Employee Relations.

Apart from the above-mentioned topics, this thesis includes some of the related terms as a theoretical perspective.

3.3.9 Organizational Strategy:

An organizational strategy is the sum of the actions a company intends to take to achieve long-term goals. Together, these actions make up a company's strategic plan. Strategic plans take at least a year to complete, requiring involvement from all company levels. Top management creates the larger organizational strategy, while middle and lower management adopt goals and plans to fulfill the overall strategy step by step.

3.3.10 Strategy is a Long-Term Plan:

Most companies choose three to five-year strategic plans. This allows for greater certainty than, for example, a twenty-year plan. But why not make the time frame even shorter than three years? The reality is that strategic planning takes a lot of time and effort. Much in the way of results to progress from, shorter plans become meaningless.

3.3.10.1 Strategy is a Road-Map:

Most strategic planning initiatives begin by asking the question: "Where are we now; and where do we want to be?" It covers everything from the identity of the company to its reason

for existing. There are those who believe that “impressive sounding” vision, mission and values statements are the way to go. But if these statements are just there to impress customers, they won’t benefit the business. Instead, vision, mission, and values statements are there to define who the organization is, what it wants, and how it will achieve that. If vision doesn’t inspire staff – why work towards it? All members of the organization should be able to identify with the direction the organization is taking.

3.3.10.2 Organizational Structure:

An organizational structure is a system that outlines how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles, and responsibilities. The organizational structure also determines how information flows between levels within the company. For example, in a centralized structure, decisions flow from the top down, while in a decentralized structure, decision-making power is distributed among various levels of the organization. Having an organizational structure in place allows companies to remain efficient and focused. Businesses of all shapes and sizes use organizational structures heavily. They define a specific hierarchy within an organization. A successful organizational structure defines each employee's job and how it fits within the overall system. Put simply, the organizational structure lays out who does what so the company can meet its objectives.

This structuring provides a company with a visual representation of how it is shaped and how it can best move forward in achieving its goals. Organizational structures are normally illustrated in some sort of chart or diagram like a pyramid, where the most powerful members of the organization sit at the top, while those with the least amount are at the bottom. Not having a formal structure in place may prove difficult for certain organizations. For instance, employees may have difficulty knowing to whom they should report. That can lead to uncertainty as to who is responsible for what in the organization. Having a structure in place can help improve efficiency and provide clarity for everyone at every level. That also means each and every department can be more productive, as they are likely to be more focused on energy and time.

- ***Centralized Versus Decentralized Organizational Structures***

An organizational structure is either centralized or decentralized. Traditionally, organizations have been structured with centralized leadership and a defined chain of command. The military

is an organization famous for its highly centralized structure, with a long and specific hierarchy of superiors and subordinates. There has been a rise in decentralized organizations, as is the case with many technology startups. This allows companies to remain fast, agile, and adaptable, with almost every employee receiving a high level of personal agency.

- ***Types of Organizational Structures***

Four types of common organizational structures are implemented in the real world. The first and most common is a functional structure. This is also referred to as a *bureaucratic organizational structure* and breaks up a company based on the specialization of its workforce. Most small-to-medium sized businesses implement a functional structure. Dividing the firm into departments consisting of marketing, sales, and operations is the act of using a bureaucratic organizational structure.

The second type is common among large companies with many business units. Called the *divisional or multidivisional structure*, a company that uses this method structures its leadership team based on the products, projects, or subsidiaries they operate. A good example of this structure is Johnson & Johnson. With thousands of products and lines of business, the company structures itself so each business unit operates as its own company with its own president.

Flatarchy, a newer structure, is the third type and is used among many startups. As the name alludes, it flattens the hierarchy and chain of command and gives its employees a lot of autonomy. Companies that use this type of structure have a high speed of implementation.

The fourth and final organizational structure is a *matrix structure*. It is also the most confusing and the least used. This structure helps employee across different superiors, divisions, or departments. An employee working for a matrixes company, for example, may have duties in both sales and customer service.

3.3.10.3 Change Management:

Change management is the discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes. Change management is a structured approach to transitioning individual, teams and organizations from a current state to a desired future state. This is a process during which the

changes of a system are implemented in a controlled manner by following a pre-defined framework/model with reasonable modifications. It refers to the process of managing the evolution of change over time. Change Management consists of four basic definitions:

1. The task of managing change
2. An area of professional practice
3. A body of knowledge
4. A control mechanism

3.3.10.4 Job Analysis:

A job analysis is a process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job. It needs as much data as possible to put together a job description, which is the frequent output result of the job analysis.

3.3.10.5 Job evaluation:

A job evaluation is a systematic way of determining the value/worth of a job in relation to other jobs in an organization. It tries to make a systematic comparison between jobs to assess their relative worth for the purpose of establishing a rational pay structure. Job evaluation needs to be differentiated from job analysis. Job analysis is a systematic way of gathering information about a job. Every job evaluation method requires at least some basic job analysis in order to provide factual information about the jobs concerned. Thus, job evaluation begins with job analysis and ends at that point where the worth of a job is ascertained for achieving pay equity between jobs and different roles.

3.3.10.6 Job description:

A job description or JD is a written narrative that describes the general tasks, or other related duties, and responsibilities of a position. It may specify the functionary to whom the position reports, specifications such as the qualifications or skills needed by the person in the job, information about the equipment, tools and work aids used, working conditions, physical demands, and a salary range. Job descriptions are usually narrative,^[1] but some may comprise a simple list of competencies; for instance, strategic human resource planning methodologies may be used to develop a competency architecture for an organization, from which job descriptions are built as a shortlist of competencies

3.3.10.7 Job specification:

Also known as employee specifications, a job specification is a written statement of educational qualifications, specific qualities, level of experience, physical, emotional, technical and communication skills required to perform a job, responsibilities involved in a job and other unusual sensory demands. It also includes general health, mental health, intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, values and ethics, manners, and creativity, etc.

3.4 Methodology

This report expects to recognize the key component that should be available to connect up the HR practices and Strategic HRM in the association. Information has been gathered through an organized poll. Information has been gathered from individuals who are working in various situations in the BRAC IT organization. We need to get access to an enormous combination of information to guarantee a truer measurable examination.

b. Phase- I:

In the first phase theoretical study has to be carried out to understand the organizational HR practices in the organization. For that reason, published paper, journal helped to clear the concept. The first phase was to collect literature reviews.

c. Phase-II: Data Collection Tools and Techniques:

Sampling:

For the report, sample was the working people who work in different position of the organization.

Sample Size:

The sample size for the study was not large one. The sample size was around 30.

Sampling Scheme:

Having fixed up sample extent, sample size and sample units, it took at least 09 working days to complete the task of collection information.

Source of Information:

Both primary and secondary data both has been used to reach a convincing result.

Primary Data:

Primary data has been collected through Structured Questionnaire.

Secondary Data:

Secondary data for this report has been various papers, journals etc. relating to the topic.

3.5 Findings and Analysis

3.5.1 General Findings/ Data Analysis

The Linkage between Strategic Human Resource Management and Operational Aspects of Human Resource Management requires a formal practical analysis. To understand the HR practices of Bangladesh's organization, my current organization participate few questions answer. Questions are based on the topic. That proves the sustainability of strategic human resources in the organization. Every question is taken from the employees of the organization. Human resource management is a regular practice based on the present human resource philosophy. It ensures human resource programs, human resource practices, processes. Gradually, these activities of any organization step forward to Strategic human resource management. An organization must connect all the HR-related activities accordingly so that it reaches the organization's vision-mission.

Data Analysis:

To establish Strategic Human resource management, it is important to have clear vision mission. According to the responses from employees, the organization (90%) have clear vision mission. Recently organization updated the vision mission with more which is more attractive and clearer to achieve the goal. That describes positive movement from the organization. Employees have the clear understanding of the organization's future and present activities.

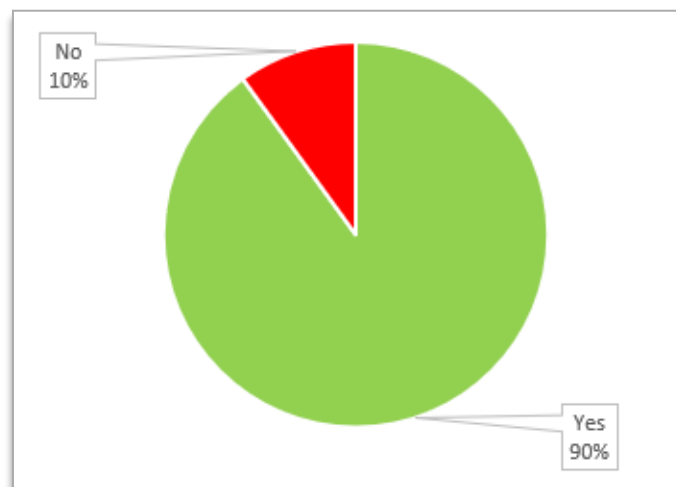


Figure 4: Organization has clear vision mission statement

An organization's structure is important to link HRM and SHRM. According to the responses from the different recipients, they said affirmatively (82.8%) that organization has been following a structure according to their vision mission.

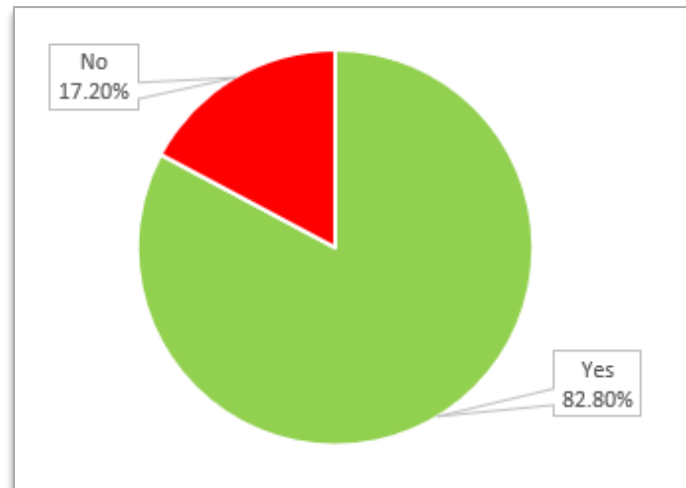


Figure 5: Organizational structure is following organization's vision

HR policies are established to ensure proper handling the human related activities. Those organizations that have HR policies maintain their Human accordingly. According to the responses, the organization is abiding by their HR policies 96.6%.

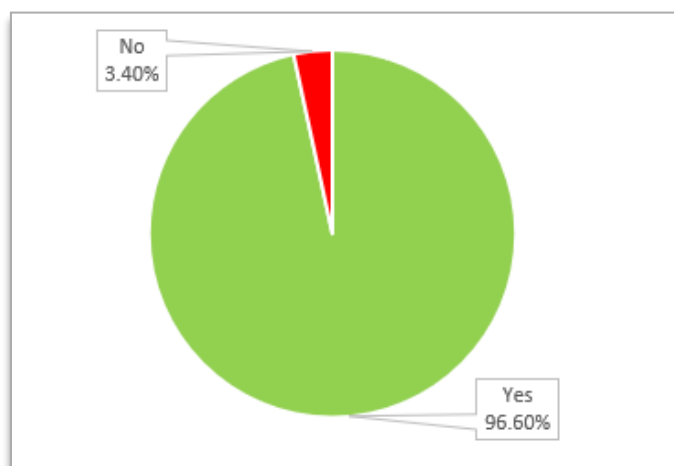


Figure 6: Does your organization have HR policy?

It is important to have written HR policies so that everyone can follow them properly. BRAC IT has a written HR policy and employee's response (79.3%) that they follow guidebook to maintain HR policies.

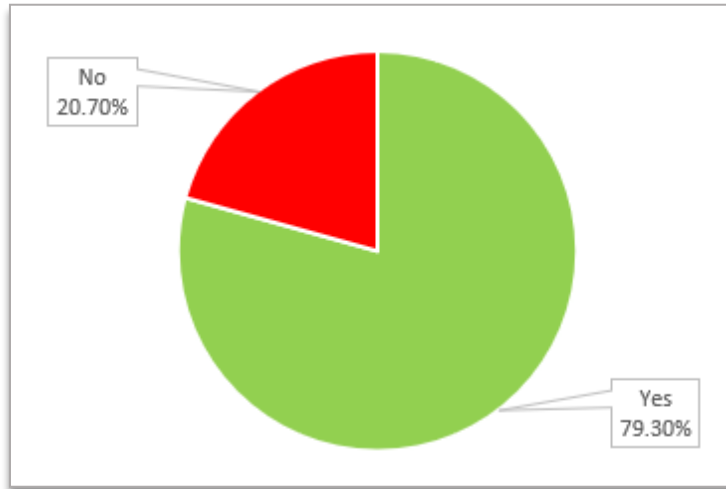


Figure 7: Are these HR policies written in the guideline book properly so that everyone can follow it?

Business issues are elements. The majority of the organizations have rules that are tracked by the representatives when in rule book. It assists with following the HR Philosophy. To arrive at the HR rehearses, have organized HR strategies. It assists the entire organization with having an unmistakable arrangement, that what necessities to do or whatnot.

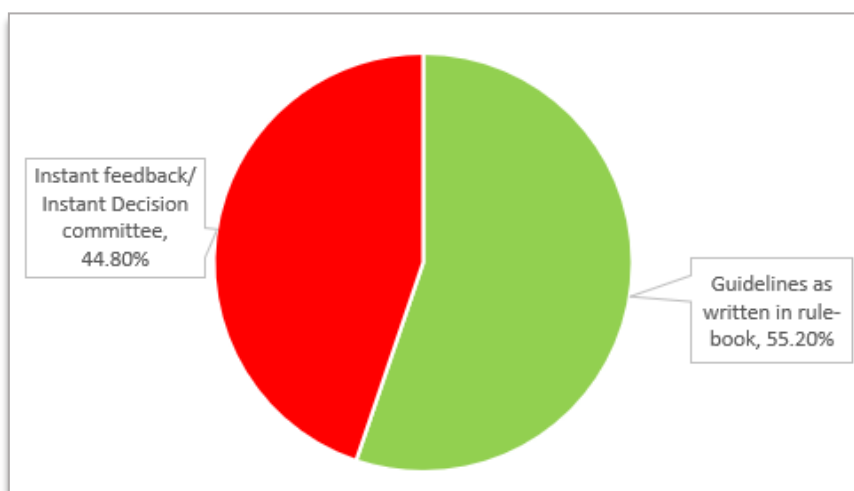


Figure 8: To solve people related business issues, what does your organization follow?

Instant feedback also can be used in different organizations to solve any human-related issues. However, instant feedback will be acceptable if it follows the culture of the country. Otherwise, it can create chaos. According to the responses, instant feedback is culturally followed by the organization.

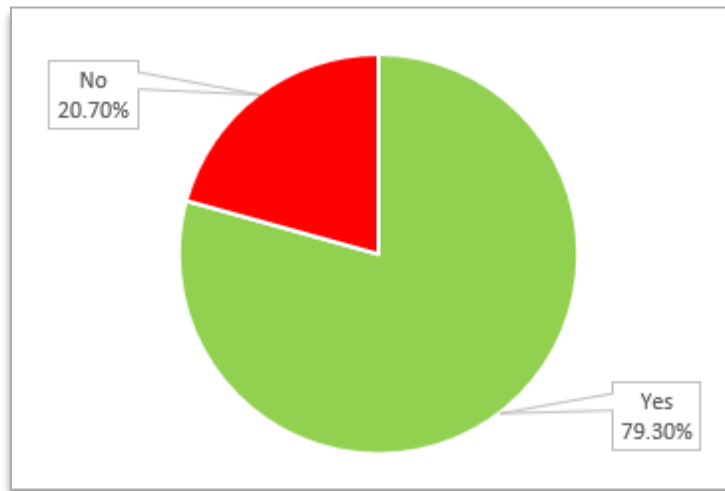


Figure 9: If it is instant feedback, is it culturally focused to improve business performance in your organization?

In Bangladesh, a large portion of the associations doesn't have a legitimate Human asset Department. To discover the appropriate response, whether the company has a particular division that handles HR this inquiry has been set. Notwithstanding, through the reaction unmistakably HR division exists on this company to execute human-related exercises.

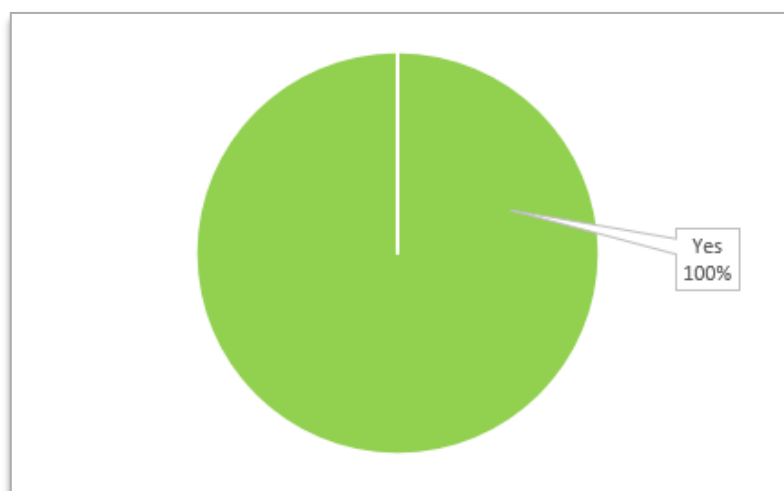


Figure 10: Is there any human resource department?

HR program for all purpose is important to conduct. According to the survey, most of the organizations need to provide opportunities of HR program to settle down organization's changes. In this organization, most of the employees respond that management do not arrange any HR program while they bring any changes. They only send an official email to inform the decision or change.

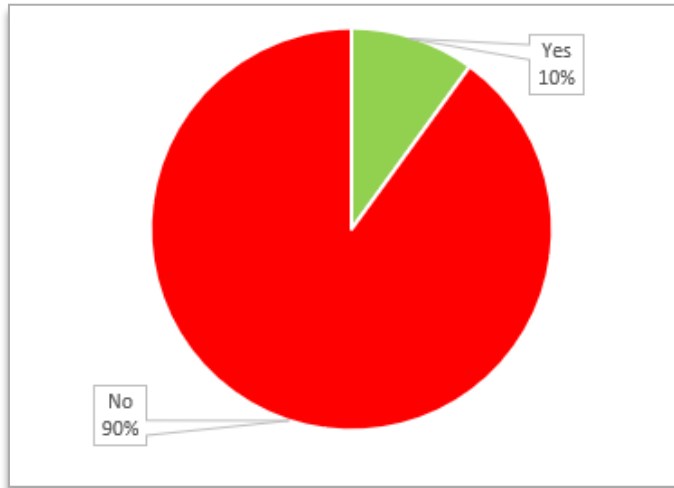


Figure 11: If yes, do they arrange any HR programs to reveal any changes?

The company chooses the job for each position. The job for each position should be cleared to the representatives as well. The reactions show that every job of a position is defined in an organized practice.

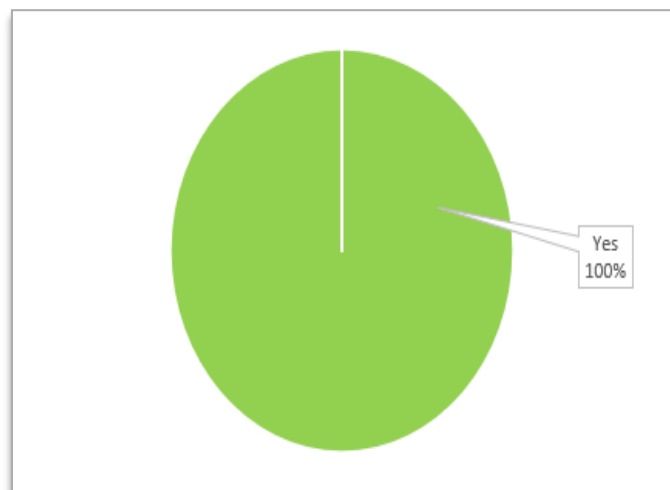


Figure 12: Do you have defined roles for your designed activities?

According to the survey, Organization's goal is connected to the roles. Thus, organization and employees can go to the same direction. Strategic management requires combining the efforts that go to the direction of success. Some participators think that their role is connected with organization's goal, few think there is no connection between their roles and organization's goal. It is quite difficult to match the expectation.

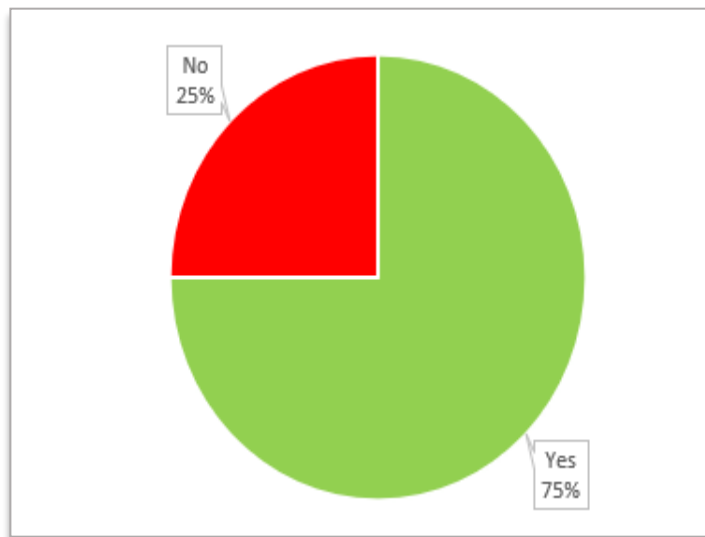


Figure 13: Are those roles connecting to the goal of the organization?

Most of the respondents agree that their responsibilities are explained well. The formatted way helps them to recognize their responsibilities and implement it correctly.

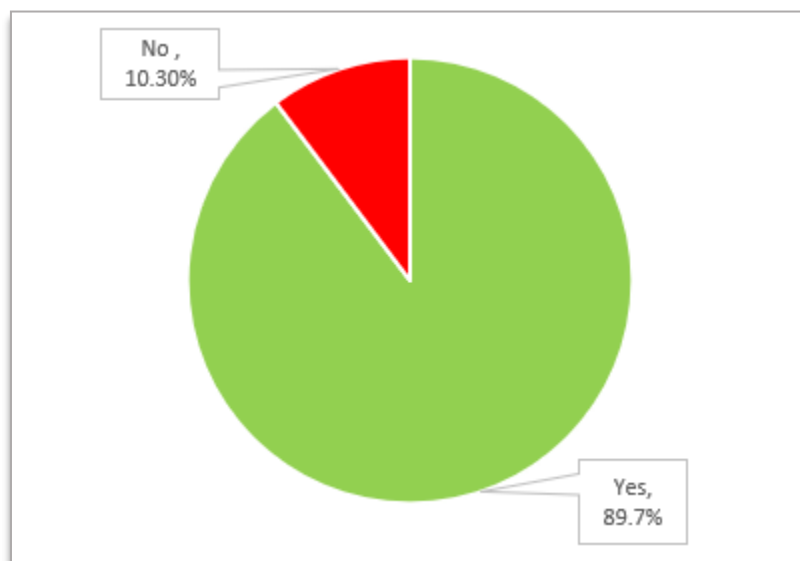


Figure 14: Do your responsibilities explain in a structured way?

According to the employees of this organization, they are neither satisfied nor dissatisfied. However, satisfactory employees is 71.5%,

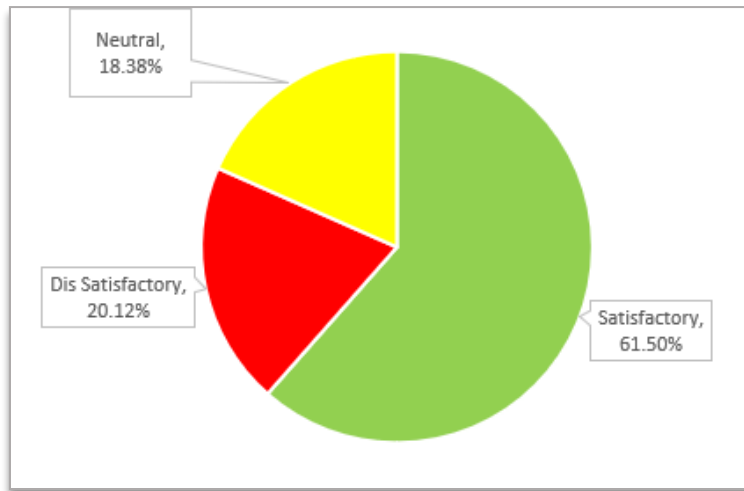


Figure 15: What do think about responsibilities explained by organization? Are those explained well?

According to the survey on this question, the organization’s goal is known by every stockholders, top

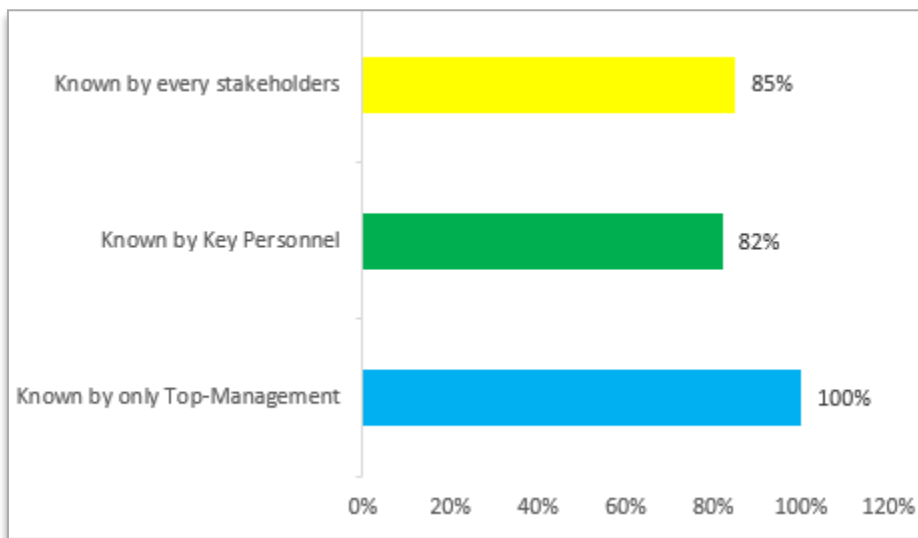


Figure 16: By whom the goal of the organization is known?

In this inquiry, the respondents imagine that their assigned everyday exercises are associated with the organization's goal. 82.8% have concurred that everyday exercises are associated with the organization's goal.

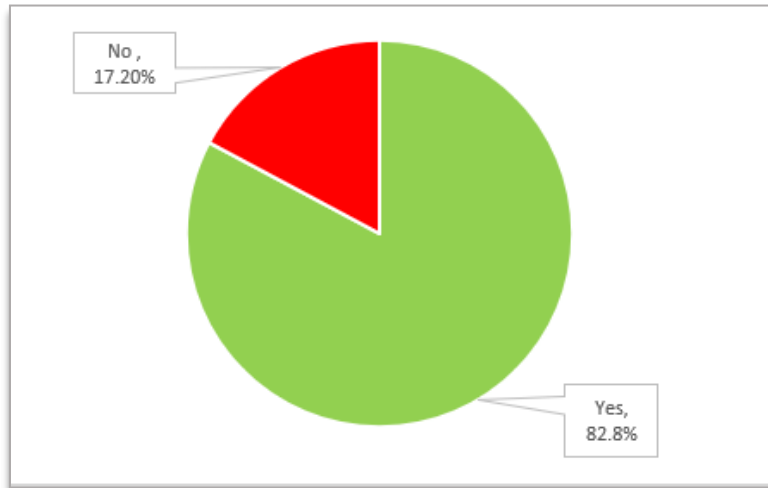


Figure 17: Can you connect your day-to-day activities to organization's goal?

In Bangladesh, organization has some of the basic activities of HR that must follow in their practices. Recruiting is happened to be the major activity one of them. Labor relations comes the lowest function of HR. The practices of Labor relations come to the light after 2013. It is

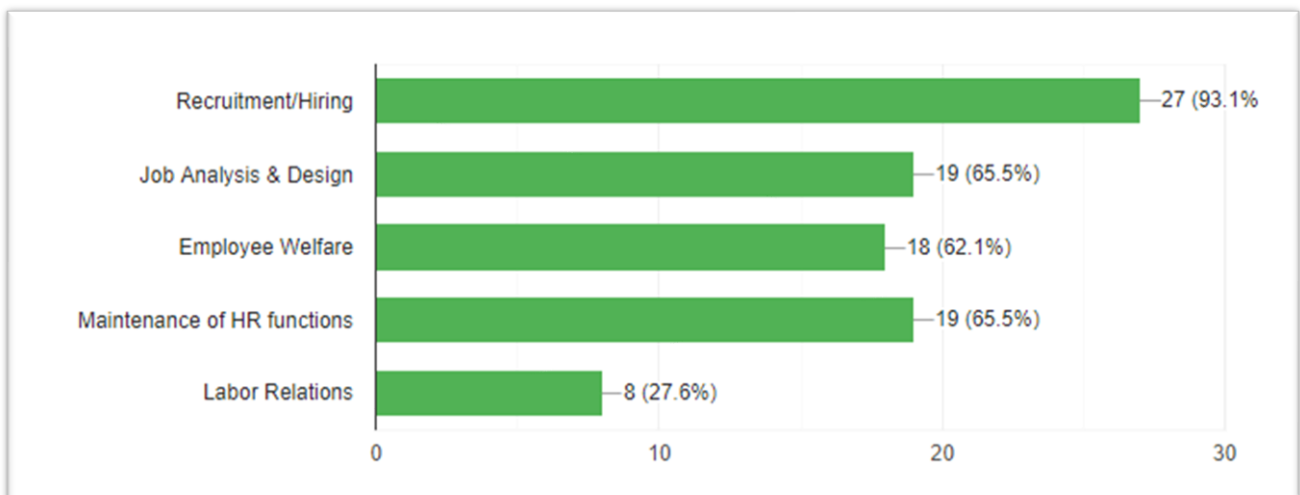
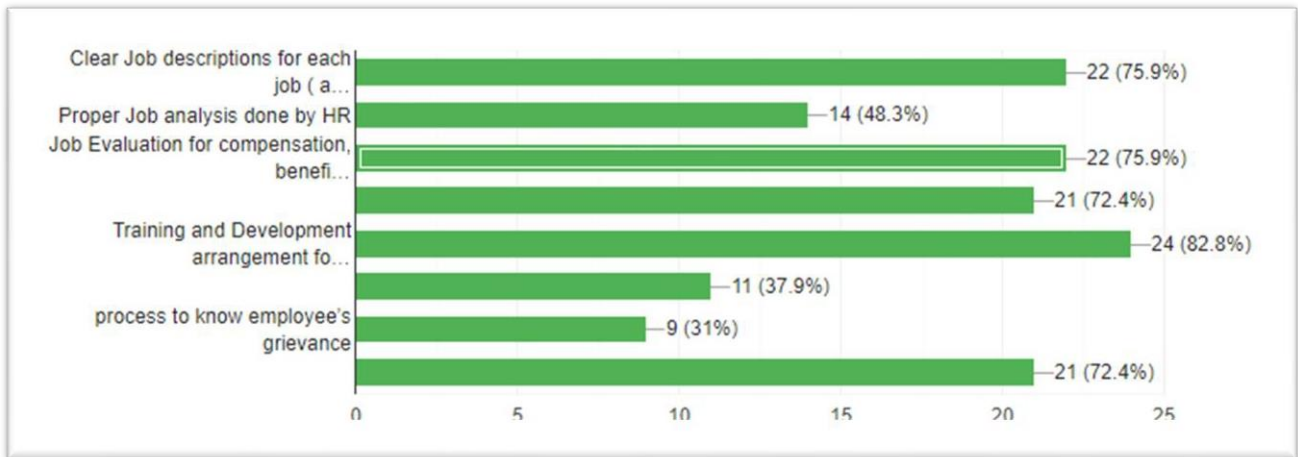


Figure 18: The core functions of HRM the organization have in Bangladesh

Training and Development arrangement for improvement of performance gets the highest point as a practice of HRM. The core and clear function in HR activities is followed by most of the organization is preparing employees for the benefit of the performance.



It is important to maintain modern practices of HRM. According to the survey, it is shown that SHRM is the critical role that organization can follow to ensure the success. In the practice of Bangladesh, most of the organization has started to relate their HRM to the vision mission of the

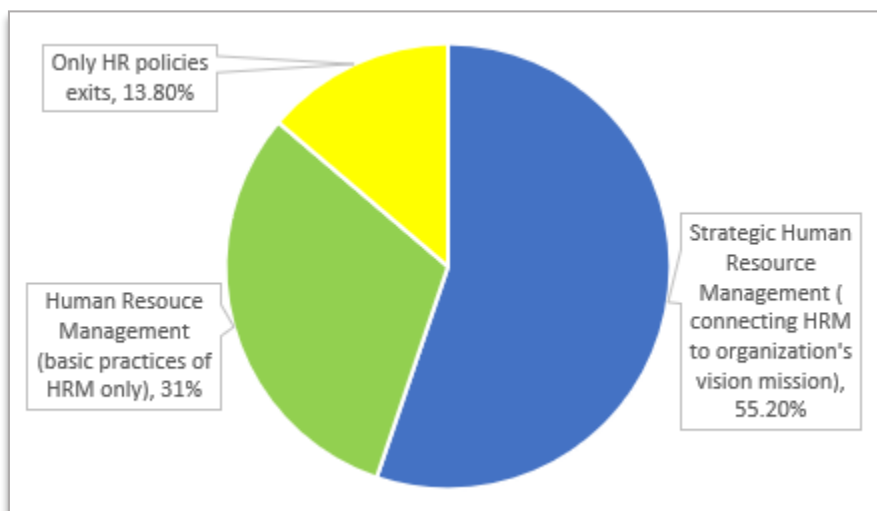


Figure 19: What is your organization's culture orientation for managing Human Resources?

By analyzing the collected data on the topic, it is understood that the organization constructs the responsibilities of the positions. The modern organization sets the responsibility by

evaluating the job. Going through the job analysis process, they write the job description and job specification for each job. According to the survey, the employees also discover the relation between, what they are doing and what they are supposed to do. It creates strong human resource management in this organization.

Also, the participants were asked about the changes which are needed for the organization to follow how they initiate the change. HR department comes forward to establish the change and other departments of the organization come forward by themselves with suggestions. The company CEO, COO, and CTO also played a role to communicate the change. This initiative brings importance to the organization. Internal meetings are taken place on how to implement it in the organization and find out the process to introduce the change to the employees. The organization allows each employee to discuss or share their thoughts regarding the change and contact the top management. Organizations that want change in the process conduct seminars, training, and meetings to prepare for the upcoming change in the organization.

3.5.2 Major Findings

3.5.2.1 Introduction:

After the data analysis of the organizations and studying various papers on the strategic human resource managements, linking up the day-to-day operations and strategic human resource management is the modern approach to set different quality in the competitive market. According to Randall, Strategic needs drive this change in the organization. He set a model of 5p that put unorganized activities into organized activities. 5p models show the interrelated activities that explained separately in the literature earlier.

According to the paper “*Linking the people with the strategic needs of the business*”, strategic needs is created by the management when any internal or external characteristics influence the organizational activities. Organizational effort to make a change creates new strategy. However, this new strategy must maintain 5p’s to align the HR to the organizational strategy.

The structure that Randall described is given below:

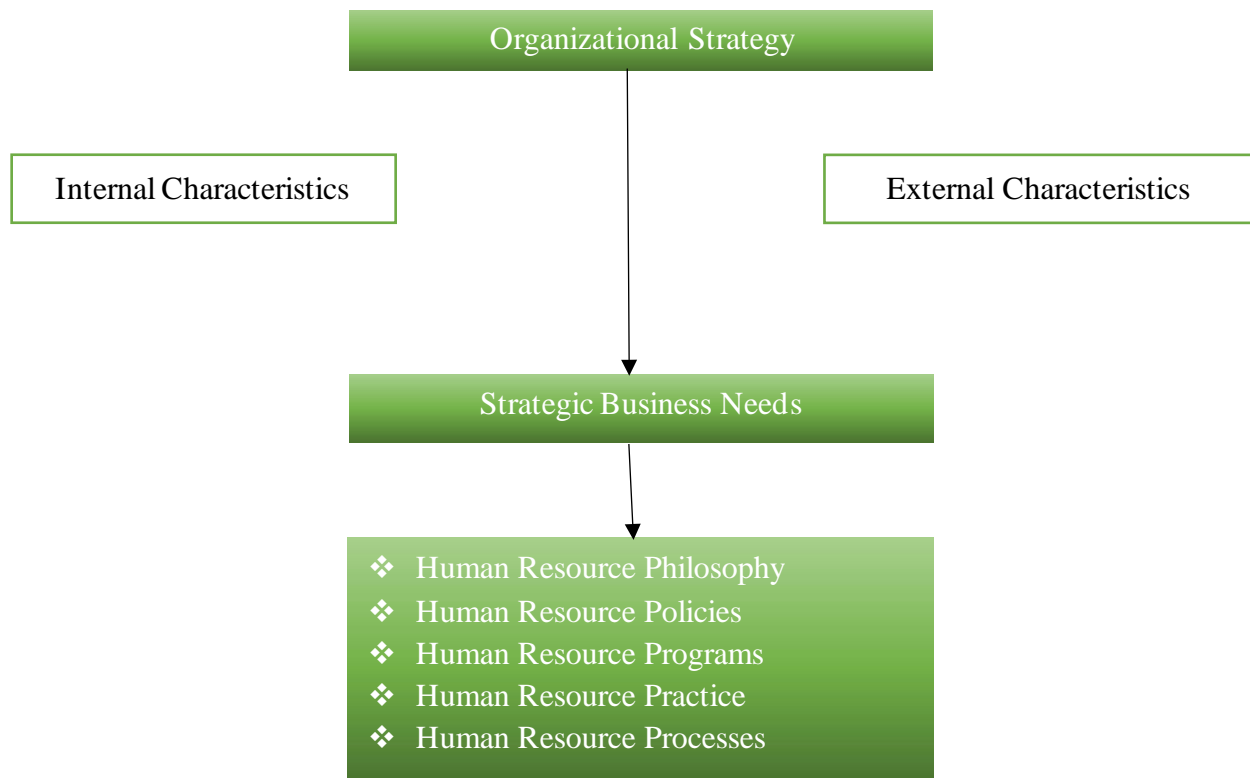


Figure 20: Randall's structure of 5p Model

Strategic management works like an umbrella. At first, it requires the setting of strong philosophy from the HR. It decides that what must be done if any incidents happen related to the human resource. This philosophy accordingly fixes the programs, practices, and processes. For an instant, if the organization has the intention to help the employees any of the time, he gets injured. Then, the practice will be begun by adding blood group, the phone number to the ID card, and the organization must make it mandatory to wear it coming to the office all the time. When an employee gets injured, HR helps its highest to bring the highest facilities to the injured. This is the process.

As per the overview, a large portion of the organization shows the essential administration is the way into the authoritative exhibition. Execution builds the result in even the difference in the association. Human resource management has vital commitments in the field of effective organizations.

From the *resource-based* view, human is considered as an uncommon asset that can't be replicated without any problem. In this way, human is a competitive advantage for the organization. If the human is nourished in a better manner, they most certainly develop as a resource for that association. The human additionally values it as difficult to substitute. Any item has a substitute by the day's end. Nonetheless, it is hard to bring any substitute for HR.

From the contingency perspective, it is an effective perspective from the HRM to increase the performance in the differentiation strategy. High performance promotes more beneficiaries to the differentiation strategy rather than the low-cost strategy. Thus, Human is treated as capital, not as an only resource. From the *human capital theory*, Human becomes capital in the organization, when gets able to provide benefit to the others and the organization. The organization allows growing and developing the talent for the sake of the organization's development. Gradually, with the effort of the organization, that Human becomes powerful with the skill and becomes capital for the organization that no organization is afraid to lose.

There is another perspective known as *behavioral perspective*. This perspective is driven by the organization too. Google popularly fixes the environment of behavioral perspective that creates some kind of positive attitude of the employee towards the organization. Employees become committed, loyal to the organization. The organization also gives them the most priority. At the end of the day, the employees send innovative ideas to the organization and stay forever in the organization because of the organization's highest support.

These perspectives bring out the necessity of building the relationship between the strategic management and day-to-day activities of the organization. The 5p explains all the possible elements that the department of HR must build to reach the organizational strategy. However, the structure of the 5p constantly focused on the steps any organization follows to build them, separately mentioned elements of the strategic human resource management.

There is a key point “*Organizational Structure*” that must mention to fully construct the model of 5p.

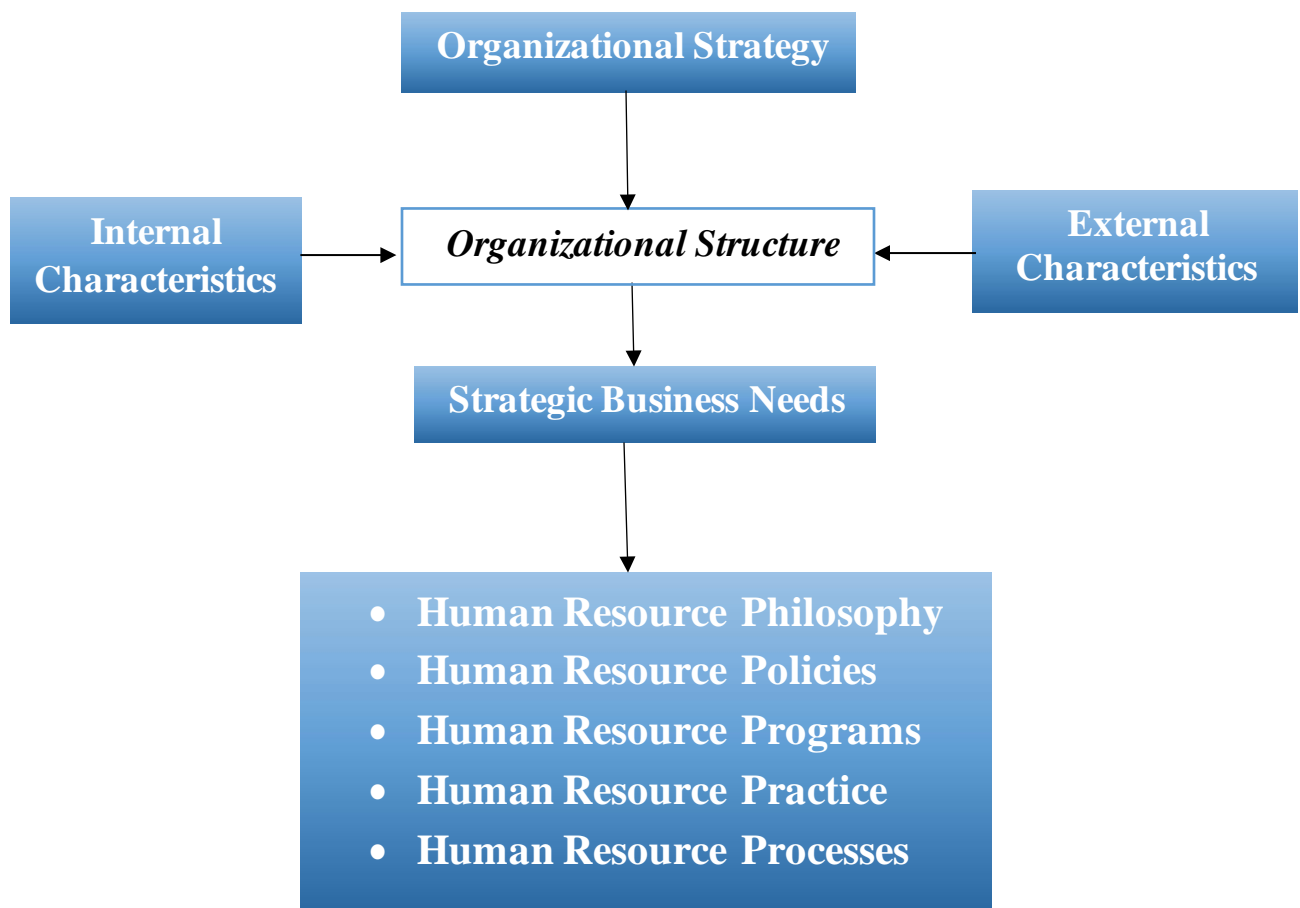


Figure 21: 5p Model with Organizational Structure

3.5.2.2 Organizational Structure and 5p Model:

Strategic HRM must facilitate the formulation and implementation of corporate and business levels. The history of HRM says that HRM is considered as personnel management. The human was treated like a machine that had to come in the morning and got the money at the end of the month. However, this situation gradually changed. Human resource management is counted,

as the right person at the right place in the organization. Therefore, the core functions of HRM are coming to a very strong position in today's organization.

Basic element of 5P model with organizational Structure:

- **Stating Vision-Mission (Strategic Management)**

Strategic management incorporates the vision-mission of the association. Vision is the eventual fate of the association and mission in the present. The company should have a long-term objective, so the motivation behind building up the association has been accomplished by at least five years- where the mission is little exercises that workers need to perform regular premise. The objective of the organization is extremely calculative. The objective is the arrangement of estimations to run functional exercises of the organization.

- **Organization strategy:**

To start a journey of the organization, the process of setting an organization's step-by-step framework initially build by setting the strategic management first. According to the vision-mission, an organization starts formulating *organization strategy*. This strategy has to face internal and external forces to reshape it into a new form of strategy.

- **Organizational Structure:**

The different organization has different types of structure. This structure has changed decades to decades due to the forces. Structural-based change, technological-based changes are named internal change. These can directly affect the organization's structure. In the case of external forces, an organization can barely handle the effect on the structure. They have to change the organizational structure according to external forces. For example, Government's deregulation system can restrict any industry. This industry possesses a different structure due to the rules and regulations.

- **Strategic Business needs:**

Day to day activities of the business creates the different situation of change. In need of that change, the organization has to build a strategy that must follow the organizational structure.

- **Human Resource Management:**

At this point, human resource management has some important implications for the organization. It has core functions to execute the operational activities of the organizations. However, this application is done on the HR day-to-day basis. They have to recruit/hire based on the HR demand supply. Through the process of job analysis, they design the job description and job specification. After that selection, maintain employee relations are basic work to do in the organization.

- **Strategic Human Resource Management**

The organization's vision mission is the first step to build any policies programs of the organization. HR completely aligns every activity of the department, so that the right people reach the right place at the right time. The whole organization can go in the same direction if the organizational structure is made up by keeping in mind the HRM implications which must meet the organization's long-term goals.

3.5.2.3 The process of constructing SHRM in an organization:

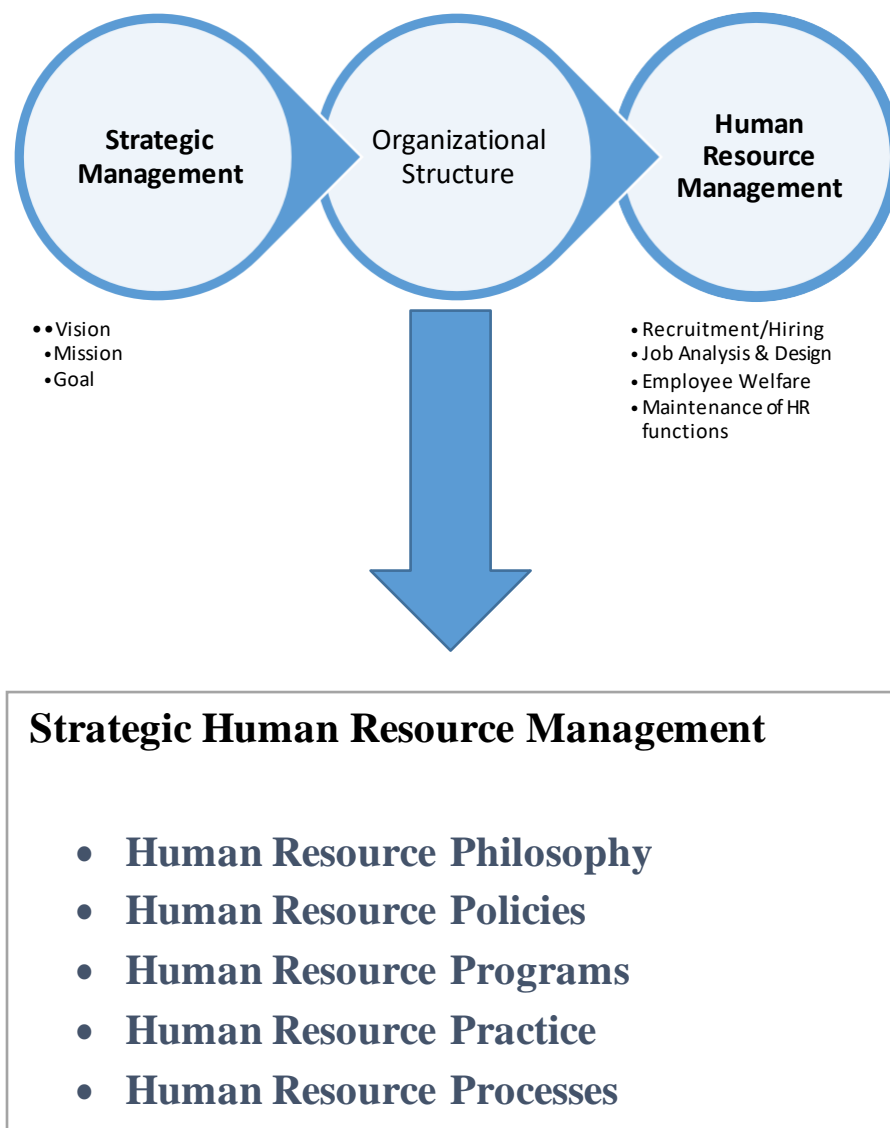


Figure 22: Process of constructing SHRM

To build strategic human resource management, the first step is to plan strategically. A strategic plan describes that how any organization will achieve the targets, to which direction it will head on, set the performance targets.

Step 1: Set the strategic planning process:

The strategic planning process incorporates the foundation of the mission, vision, and qualities. As indicated by the mission vision, the destinations of the work plan are likewise made by the organization. This set the departmental goals as well. In the third period of this progression, dissecting the climate is fundamental to know the effect on essential administration. To set up a competitive advantage, this stage is concerned to make a significant methodology for the association's system. It must be remarkable, which creates differentiation in the market. The following stage is to set up an incentive to guarantee a major state. Carrying out the methodology to build up strategy management is a significant stage. Assessment of the performance is to make any revision of the arranged cycle.

Step 2: Organizational Structure:

Developing an organizational structure involves defining the framework around which a business operates. By defining how the organization works, more effectively choose leaders and make effective decisions. A clearly established structure helps employees resolve disputes and work together to achieve strategic goals. There are important contents to keep in mind while setting proper organizational structure:

- Outline Governance Plan
- Establish Rules for Operation
- Distribute the Work
- Allow for Changes Over Time
- Make Communication Easy Among Divisions

Organization structure must align the strategic management with HRM. It is a breeze to establish strategic human resource management.

Step 3: Human Resource Management:

Human Resource Management includes all human-related activities. According to the survey, the HR department makes the easiest form of the working environment in the organization for the employee. The work of HR department starts from the job analysis. The job evaluation that creates job descriptions and specifications for any position is essential work. HR department arranges the recruitment and selection process. HR department ensures the employee welfare and maintains each of the matters of the employees' benefits. Functioning HR activities smoothly in the organization is the major work for the HR department.

Step 4: Combination of strategic management, organizational structure, and Human resource management

The combination of strategic management, organizational structure, and human resource management makes strategic human resource management. Firstly, the HR philosophy makes the intention of the organization. HR policies, programs, and processes are made according.

3.5.2.4 Present data survey and relation with Strategic Human Resource Management:

The purpose of doing survey is to find out what links the SHRM and activities of HRM. It also gives answer of how today's organization is functioning. Traditionally, the upper management is too responsible to decide and execute the activities on their own. The employees are there for following the order of the upper management. At the end of the month, employees get their salary and live a life which is not a concerned. This traditional practice still not becomes a history yet because some of the organization is still taking employees as machine, not concern about their living.

At this point, with the result of the questionnaire, this report tries to find out how the organization is performing in terms of Human related activities. This defines the organization's action when it comes to relate with their vision mission. So that, it can make Strategic Management, as well align its HR with their strategy and make Strategic Human resource management. Most of the responses shows that modern organization is concerned about the Strategic Human resource management. How the organization connects to Strategic human resource management.

- **Human Resource Philosophy:**

According to the Randall S. Schuler, Human resource philosophy is the statement that shows the values and culture of the organization. It clearly describes the organization's concern about treating and valuing people. In the future, the coordination that the organization needs to reach success will fail as they cannot be able to connect them. Strong HR philosophy triggers the other employees to do the day-to-day activities according to the organization's philosophy. 90% agree on how the organization's goal is connecting to their day-to-day activities. It is important that based on the philosophy, the organization is arranging day to day schedule to perform strategic management. Strategic needs nowadays push the organization to create change. HR has the responsibility to communicate the change in the organization, according to most of the responses. Responses are also saying that instant feedback on any change is the method that organizations follow. It is also a philosophy an organization has built as the organizational strategy.

- **Human Resource Policies**

Initially, the organization must have an HR division to meet the requirements of the human. This division has the responsibility to arrange recruitment, compensation benefits, employee welfare, etc. 100% are positively responding that HR department of the organization handles a situation like this. Randall S. Schuler's description of the policies is to build rules that must be followed by the employees. 96.6% responded that their organizations have HR policies. The exact definition of Randall S. Schuler, 79.3% of HR policies are written in the guideline book properly so that every employee can follow them. HR department helps to maintain all the policies for the whole organization. It is essential to have written HR policies to establish strategic management. Also, notify if there is any update or change in HR policy.

- **Human Resource Programs:**

HR programs are shaped by HR policies which are initiated by the HR department. According to the *Randall S. Schular*, HR programs are associated with HR strategies. Survey shows that an organization's strategy can be changed for any further change. 90% of the employees mentioned that the organization arranges HR programs to reveal any change. Different strategies require HR programs to orient the upcoming changes. It connects the employees with the future and present state of the organization.

- **Human Resource Practices**

Human resource programs for changes can lead to new HR practices. HR practice is the implementation stage for the organization. For this stage, a concrete HR strategy can make a framework of roles. According to several research papers, practices must be effective if employees know about their roles. HRM functions are to mention the roles of each job, so that candidate knows about it before applying for the job. The new survey says that 75% agree to have structured responsibilities. Roles are defined for the designated activities in most the organization. 89.7% said about the right practices from their organizations. These practices are also happening on daily basis.

- **Human Resource Processes**

Human resource processes rely upon participation. It changes with the support of the employees. Randall expressed that the interaction ought to keep up with consistency. HR exercises are randomly changing to coordinate with the approaching necessity for the organization. HR measure brings strengthening, proprietorship, and cooperation. HR measure needs to follow day by day. Representatives likewise acknowledged the way that their organization is following their goals in their everyday activities. 82.8% can interface the organizational goal to their everyday exercises. The organization's culture is orienting strategic human resources.

3.6 Summary and Conclusions

From the literature review and the survey, it is clearly stated that strategic human resource has an absolute connection to bring organizational activities together. Strategic human resource is the new way of achieving goals for the organizations by including a full performance of the employees. The operational activities of the organization have to match with the mission vision. For that reason, it is important to establish a structured philosophy that any organization follows clearly. The organizational value must state the philosophy in a way that employees also practice it daily. The practice must follow the rules and regulations based on the recent laws. From Bangladesh's perspective, it is important to collect the rules in one book so that employees learn about them easily. In addition to that, the special focus is on the HR department. HR is the key personnel that connects each department with strategic management. Thus, it is important to build strategic management and align it with human resource management.

3.7 Recommendations

The recommendation part is for the organization which they to follow to establish strategic human resource management.

1. The organization's strategic management must be clear to all the people, who are related to the organizational activities.

2. It is necessary to identify the strategic needs to build connections with the business need. So the organization can follow one goal of its life cycle.
3. A strong human resource philosophy must be established by the organization. The organization must create it in a way that reflects the organizational culture.
4. To build SHRM, the organization must set an intention that whether they want to work for the employee welfare, or they go for only traditional ways.
5. It is very important to play a major role in the HR department to ensure the better practice of HR philosophy in operational activities.
6. Arranging an HR program is also a main responsibility of the HR department. However, the content and the concept of the HR program must be related to the organizational goal.
7. Long-term strategies for organizational growth lead the stakeholders towards success. It depends on the HR department how to connect others with it.
8. It is found that organization structure is the bridge that links up the strategic human resource and human resource management. Therefore, BRAC IT should share a strong authentic structure which is made by the management that not only follows the vision mission but also by keeping the strategic management it develops the HRM activities.

The organization needs to change to face internal external forces. In such cases, introducing the change to the employees is a challenging task for the HR department. HR programs must focus on that type of change by keeping in mind how the employees are going to react.

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Appendix A.

Questionnaire on Linkage between SHRM and HRM

Organization's Name:

Designation

1. Does your organization have clear vision mission statement?
 - a) Yes
 - b) No
2. Does your organization have HR policy?
 - a) Yes
 - b) No
3. Are these HR Policy written as a rulebook?
 - a) Yes
 - b) No
4. To solve people related business issues, what does your organization follow?
 - a) guidelines as written in rulebook
 - b) Instant feedback
5. If it is an instant feedback, is it culturally focused to improve business performance?
 - a) Yes
 - b) No

6. Is there any Human resource Department?
 - a) Yes
 - b) No
7. If yes, do they arrange any HR programs to reveal any changes?
 - a) Yes
 - b) No
8. Do you have defined roles for your designed activities?
 - a) Yes
 - b) No
9. Are those roles connecting to the goal of the organization?
 - a) Yes
 - b) No
10. Do your responsibilities explain in a structured way?
 - a) Yes
 - b) No
11. What do think about responsibilities explained by organization? Are those explained well?
 - a) Satisfactory
 - b) Dissatisfactory
 - c) Neutral
12. Name three responsibilities that are mentioned in job description?
 - I.
 - II.
 - III.
13. My organization's goal is
 - a) Known by only management
 - b) Known by key personnel
 - c) Known by every stalk holders
14. Can you connect organization's goal to your day-to-day activities?
 - a) Yes
 - b) No
15. Does your organization follow all the functions of HRM?
 - a) Yes

b) No

16. Please put a tick mark if your organization has following HRM functions:

- Clear Job descriptions for each job
- Proper Job analysis done by HR
- Job Evaluation for compensation, benefit and salary structure
- Performance Management System/ Performance Appraisal
- Training and Development arrangement for improvement of performance
- Career Development for future growth
- process to know employee's grievance
- rules and regulations of termination

17. What is your organization's culture orienting?

- a) Strategic Human Resource Management (connecting HRM to organization's vision mission)
- b) Human Resource Management (basic practices of HRM only)
- c) Only HR policies exists

18. Is your organizational structure following organization's vision mission?

- a) Yes
- b) No

19. Who communicate with each of the department to make any changes for the organization?

20. If any other process is applied to communicate changes, please explain below.