

Report On
“Employee Training and Development and
Human Resources Policy and Practices in The Daily Star.”

By
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An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration

BRAC Business School
BRAC University
2026

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Declaration

It is hereby declared that:

1. The internship report presented is my own personal original work as a student pursuing a degree at BRAC University.
2. No material has been included in the report that has been published or written by a third party unless this is duly referenced through full and proper references.
3. No content of the report has been accepted for any other degree or diploma at any university or other institution.
4. I have recognized all the major sources of assistance.

Student's Full Name & Signature:

MD. Zulkar Naeen Protik

21304021

Supervisor's Full Name & Signature:

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Letter of Transmittal

10 June, 2026

Fabiha Enam

Senior Lecturer, BRAC Business School

BRAC University

Kha 224 Pragati Sarani, Merul Badda, Dhaka 1212, Bangladesh

Subject: Submission of Internship Report

Dear Ma'am,

I am pleased to submit my internship report titled "Employee Training and Development and Human Resources Policy and Practices in The Daily Star." After successfully completing my internship in the HR & Admin department of The Daily Star, I have endeavored to complete this report with critical data and suggestions within the required time. The report covers both the employee training and development practices and the broader human resources policies and practices of the organization.

I am confident that the report complies with the requirements set by BRAC Business School, and I hope it will be received favorably. I remain available to address any queries you may have.

Sincerely,

MD. Zulkar Naeen Protik

21304021

BRAC Business School, BRAC University

Date: 10 June, 2026

Non-Disclosure Agreement

The parties that make and enter into this agreement are The Daily Star and the undersigned student of BRAC University.

MD. Zulkar Naeen Protik

ID: 21304021

Acknowledgement

First and foremost, I express my deepest gratitude to the Almighty for providing me with the strength and patience to complete this internship and report.

I would like to thank my supervisor Fabiha Enam, Senior Lecturer, BRAC Business School, BRAC University, and co-supervisor Fairuza Mehreen, Lecturer, BRAC Business School, BRAC University, for their guidance, supervision, and constructive advice throughout the preparation of this report.

I am also deeply grateful to Kamal Hossain, Senior Executive, Administration of The Daily Star, and his entire HR team for their cooperation, mentorship and for providing me with invaluable practical experience during my four-month internship. Their willingness to share knowledge of both training and development and the broader HR policies and practices of the organization made this combined report possible.

Finally, I thank my fellow students and colleagues who offered support and helpful guidance throughout the process.

Executive Summary

This is an internship report that has been written on the basis of a four months internship experience in the Daily Star, the biggest circulation English daily newspaper in Bangladesh, published on 14 January 1991. The report overlaps on two interwoven aspects of an organization employee training and development and the human resource policies and practices of the organization. The entity was first established by people such as Syed Mohammad Ali and Mahfuz Anam and is now a major multimedia organization comprising about 500 staffs in various roles like editorial, production, HR, finance, sales and marketing.

The first section of the report outlines the work experience, role, my input and findings from my job placement in the HR & Admin Department. The second part offers a quick introduction to the organization, its vision, mission, management structure, recruitment and selection system, compensation system, training and development programs, performance appraisal system, HRIS and its competitive positioning.

The last part concentrates on employee training and development practices and HR operations in general. The overall vision of low-level employees (n = 45), Drafters from 7 departments, is that they felt very confident in their editorial competency (4.92) and very competent in their multimedia competency (4.48). Knowledge of compliance standards (2.56), tools for workflow organization (2.64) and the digital adaptability (3.22) were each areas of identified gaps. The top three training requirements were crisis management (4.64), communication skills (4.58) and AI tools (3.60). The report suggests that HR practices at the organization can be enhanced by introducing systematic TNA processes, increasing AI and digital learning modules, making compliance training mandatory, and enhancing the training evaluation process.

Keywords: Employee Training; Development; HR Practices; Recruitment; Compensation; Performance Appraisal; HRIS; Needs Assessment; Upskilling; The Daily Star.

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Chapter 1: Overview of Internship

1.1 Information of the Intern

Name	MD. Zulkar Naeen Protik
Student ID	21304021
Program	Bachelor of Business Administration
Major	HR & Marketing

1.2 Internship Information

Duration	4 months (10 January – 10 May 2026)
Company Name	The Daily Star
Department	HR & Admin
Address	64-65, Kazi Nazrul Islam Avenue, Dhaka-1215

1.3 Internship Company Supervisor's Information

Name	Kamal Hossain
Designation	Senior Executive, Administration

1.4 Job Scope — Duties and Responsibilities

Within The Daily Star I worked as HR Intern where HR Manager, Training and Development Coordinator and other members of the HR team had to rely on me for their daily tasks, focusing mainly on the training and development of employees and monthly audit of the administration storeroom. My four months internship was filled with different tasks and responsibilities, the list below is primary:

1. Helped design, arrange and implement in-house training and workshops and orientation sessions with new and current staff.
2. Assisted with the organization and management of training sessions such as the setting up of venues, training materials, attendance and issuing of certificates.
3. Kept and set up training records in the HRIS (PeopleDesk).
4. Synchronized with external resources persons (3rd party), when external training was needed.
5. Helped with the Training Needs Assessment (TNA) including the distribution of survey forms, collation of returned forms and summary report.
6. Assisted with the onboarding and induction training for freshers.
7. Prominent training notices and reminders around the school, in emails and on noticeboards.
8. Invigilated for Recruitment and In-House promotions in written tests, English proficiency tests & skills assessment tests.

9. Planned interview/examination schedules, setting up the question paper and retrieval of answer booklets and tallying the results.
10. CVs & Application Forms to aid in the recruitment process.
11. Drafted offer letters, letter of rejection emails and other HR related correspondence.
12. Kept staff records of training attendance and evaluation forms – both paper and on computer.
13. Supported the department to keep minutes and follow up on action items of meetings.
14. Created documentation and paperwork associated with training documents and records of new employees.
15. Helped complete monthly HR & Admin Audit review attendance, leave accountings, payroll information and compliance documentations to ensure that these are accurate and complete.

1.5 Internship Outcomes and Student's Contribution

During my four months at The Daily Star, I contributed meaningfully to the HR department's training and development operations. Key contributions included:

- Planning and organizing internal training programs, workshops, and induction sessions.
- Conducting Training Needs Assessments for operational and administrative departments.
- Supporting operations on the Keeron online learning platform.
- Facilitating the onboarding of approximately 30 new employees.
- Maintaining training databases and updating employee learning records in the HRIS.
- Participating in in-house assessment processes, including invigilating exams and preparing reports.

1.6 Benefits of the Internship Program

The Internship Program has a number of benefits. The internship experienced was to get hands on experience for various professional competencies:

- Improved Organizational and Multitasking Skills: Working under a huge pressure and managing a number of projects at a time this sharpened my organizational and multitasking skills.
- Improvement in Communication and Presentation Skills: I interacted with various levels of staff of the company from news reporters to senior reporters which gave me confidence in speaking and written communication.
- Greater understanding of What affects learning – working closely with Training and Development Coordinator, I gained practical understanding into TNA and designing training programs as well as evaluation of training using the Kirkpatrick model and ADDIE model.
- Improving Interpersonal & Coordination Skills: Organizing both internal & external training courses involved a high level of coordination with the department heads, trainers, IT

department and participants, all of which led to a prolific professional network within one of the top media organizations.

- More confidence and being more professional: Being given more responsibility – for instance, arranging for a two-day course on digital journalism for 40 staff members plus some came out with much stronger levels of confidence and professional maturity.

1.7 Difficulties Faced During the Internship

- Managing Multitasking: Simultaneously doing recruitment, arranging seminars, keeping records of training attended and helping out in the recruitment evaluation was a bit tricky to get right.
- Limited opportunities for Training Administration Resources – Feedback collection and reporting was slow, as many processes were paper-based with limited manpower in the HR department to handle them.
- "Closing Deadlines in a 24/7 News Environment" – Training sessions sometimes occurred around similar times as the breaking news events and at times, had to be rescheduled.
- Online Learning Resistance: Some older staff were less at ease with online learning, and so needed extra patience to ensure that they had completed the required e-learning.

1.8 Future Internship Program Recommendations

- Have a feedback system installed during the internship period mid-way through the internship to provide opportunity for minor changes to role, workload or support.
- Provide or contribute some financial support (small allowance or budget) for interns to cover at least one additional training workshop and/or seminar related to HR and training and development or any other outside the intern's home organization.
- Do a small project unit under the direction of the intern whereby the intern plans and delivers a minimum of one complete project training unit (from Needs Assessment up to the post training evaluation) for a selected department

Chapter 2: Organization Overview

2.1 Introduction

This chapter is an in-depth description of Bangladesh's leading English language Daily Newspaper, The Daily Star. This talks to the history of your organization, their vision, their mission, their management development program, and so on. Practices, leadership style, recruitment and selection process, compensation system, training and development program, etc. development programs, performance appraisal, marketing and financial practices, HRIS and competitive landscape.

2.2 Overview of the Company

The Daily Star was launched on January 14, 1991 when Bangladesh was moving out of military rule to civil government. Syed Mohammad Ali and Mahfuz Anam's 'to parliamentary democracy', which was funded by the support of such eminent business people as Azimur Rahman, A.S Mahmud, Latifur Rahman, A., No: 11946, January 4, 2014. Rouf Chowdhury & Shamsur Rahman. The newspaper had from the beginning made up its mind to be a representative of the voice: Committed to People's rights" — proves it. It's motto "Committed to People's rights" proves it, and it is all the more so if one knows its history and understands its hard work in an independent and credible English language journalism. Its principle "Right to Know" has been its motto. The Daily Star is jointly held by Media World Limited – Latifur is a large shareholder. The Rahman's Transcom Group also owns Prothom Alo, one of the most popular Bangla newspapers, a large number of people read in Bangla. newspapers. It has expanded to become a multi-platform media company with a modern newspaper, online news site, app, social networks, podcast, video content, along with branded events. The head offices are located in Dhaka and Chittagong with principal offices being in Supervisory Boards members from Germany, as well as from the rest of the country and the world. the company currently has around 500 people, comprised within the editorial, production, circulation, HR, finance, sales and The Daily Star is one of the newspapers in Bangladesh that earns more than Tk 500 crore from marketing annually. The most financially empowered media in Bangladesh. It's always adapted with change in its Media trends, such as the fast expansion and mutation from analogue to digital, which was speeded up by the pandemic.

2.2.1 Vision of The Daily Star

The Daily Star's vision is to become a top multi-platform news brand for Bangladesh and Students with the skills to engage the world via creative reporting, independence and digital transformation uphold the press freedom and national interests, at the same time secure the information of citizens to be reliable.

2.2.2 Mission of The Daily Star

The Daily Star's mission is to enable the people to be empowered with objective and fearless journalism. The organization's job is to practice accountability journalism, to engage in investigative reporting and to include human-interest material. stories and stories with visual and auditory elements that encourage the fostering of a democratic debate, transparency, human rights, Gender equality, Rule of law. It is based on the recognition of excellence in education, business, sustainability, and women's empowerment.

2.2.3 Organizational Structure and Major Departments

The Daily Star is organized into Main Sections and Supplements:

Main Sections	Supplements
1. News, Opinion and Editorial	1. The Star Forum
2. Star Business, Star Sports	2. Lifestyle
3. Arts and Entertainment	3. Star Literature
4. National and Metropolitan	4. Law & Our Rights
	5. Shout, Star Insight
	6. Science and Life

Table 1: Structural Breakdown of Editorial Sections and Supplements

Organizational structure for conducting the business follows a hierarchy as follows: Managing Director going all the way up to Head of Operations, General Manager, Deputy General Manager, Manager, Assistant Manager to Senior Executive / Executive. In this, a structure used in journalism, E. stands for the Editor and C. for the Circumstances.

Publisher oversees operation, which is managed by the Executive Editor, Chief News Editor and News Director. Numerous positions such as editor, reporter, multimedia and photography.

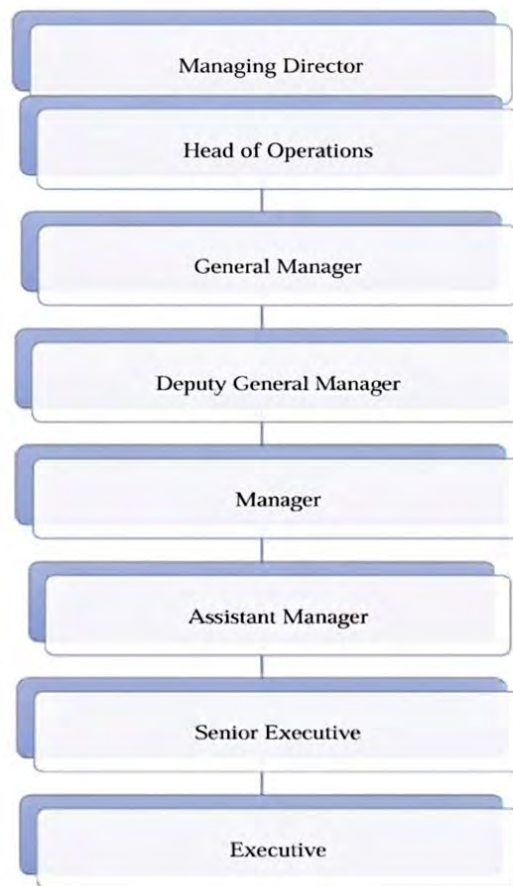


Figure 1: Hierarchy of the Organization (Based on Business Operation)

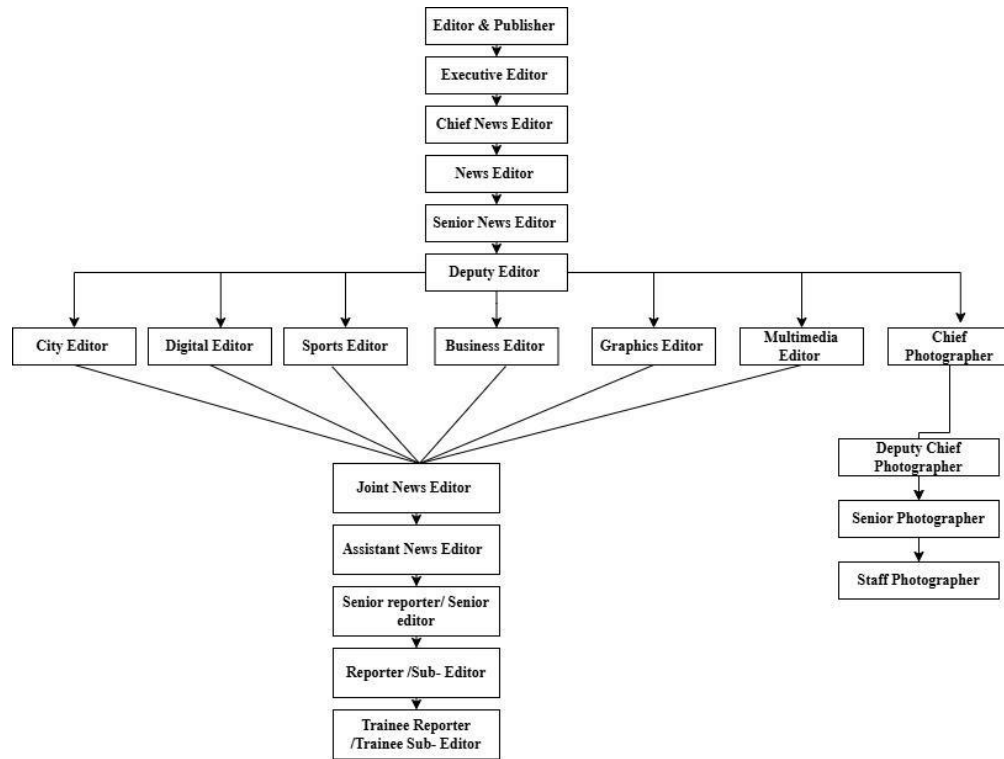


Figure: Hierarchy of the organization based on Journalism (The Daily Star, 2025)

Figure 2: Hierarchy of the Organization (Based on Journalism)

2.3 The Management Practices

The culture of the daily star management system is oriented towards the provision of an efficient system, quality content delivery and pleasant working environment. The organization is based on good communication, team working and regular check-up of performance, training and development programs, online education and strict adherence to ethical standards. Data-based, structured decision making takes place on a regular basis through the meeting of an editorial board, weekly reporting team meetings as well as reviews at management level, leading to accountability and innovation in the organization.

2.3.1 Leadership Style

The Daily Star has a combination of four leaders who work synergistically to bring journalistic innovation, teamwork, and adaptability to the newspaper:

- **Transformational Leadership:** Editor Mahfuz Anam exemplifies this kind of leadership by persuading staff to go beyond their self-interest and pursue high standards of journalism and press freedom, a leadership that is pushing the newspaper's digitalization and international stature.

- Transactional Leadership: Quality control for operation as department heads set measurable content and advertising sales goals tied to revenues and penalties.
- Charismatic Leadership: Under the leadership of Mahfuz Anam, press freedom is being strongly defended, fostering loyalty and unity, especially in times of crisis like COVID.
- Democratic Leadership: Regular town halls, surveys gain input from journalists, designers and other support staff in key decisions, ranging from improvements to the digital platform to training priorities to keep employees highly engaged.

2.3.2 Recruitment and Selection Process

The Daily Star uses a systematic, but flexible, procedure for recruiting and selecting its employees:

1. A department notices a new position and requests the HR staff to complete a new job description and send it in for a requisition.
2. They receive applications via the career website BDjobs.com, LinkedIn, Facebook and university contacts directly. Referrals are also enabled.
3. The HR team filters the applications according to the job requirements. The candidates who make the short list go on to a preliminary phone/online interview and the final in-person interview at the Headquarters.
4. A written examination and/or a practical test (news writing/editing test) is required for editorial and reporting positions. There can be skills-based assessments for technical positions.
5. The interview panel includes relevant department heads and HR personnel. Careers in senior format include a final stage with the Editor/senior management team.
6. After an interview, there is a "reference check" and a negotiation of salary, and then an "offer" letter is issued to the applicants. Approved candidate takes the job contract and the formalities of enrolment.

The entire recruitment process (requisition, advertisement, short-listing, written test, reference check, medical check and appointment letter process) will be completed within 25 – 30 days.

2.3.3 The Compensation System

The Daily Star is in compliance with the 8th Wage Board Award announced by the Ministry of Labor and Employment, along with some extra benefits, to attract and retain talent in Bangladesh's competitive media environment.

Pay Structure

Grade	Pay Scale (BDT)	Category
Special Grade	35,875—1,400—56,875	Senior Editorial/Management
Grade I	31,850—1,200—49,850	Senior Staff
Grade II	24,106—1,050—39,856	Mid-level Staff
Grade III	15,925—900—29,425	Staff
Grade IV	12,600—700—23,100	Staff
Grade V	10,938—600—19,938	Support Staff
Grade VI	9,275—450—16,025	Support Staff

Table 2: Pay Structure (8th Wage Board)

The gross salary of the wage board employees consists of basic salary at 30 per cent and house rent at 70 per cent of the basic, a fixed Tk 2,500 (with an additional Tk 7,000 for field reporters) conveyance allowance, Tk 1,500 medical allowance and Tk 850 charge allowance and technical allowance. The company pays the income tax of the Wage Board employees. Other perks include the two festival bonuses which equals to one month's salary each (before Eid ul Fittar and Eid ul Azha), Provident Fund contribution of 8% from employee and employer, gratuity on resignation/retirement, O.T., night duty, group life insurance scheme and medical benefits.

The training and development programs are shown as follows.

The Daily Star provides systematic and dynamic staff training and development, which is regarded as an important key to their success in the fast-changing media industry.

2.3.4 Training and Development Programs

1. Strategic Capability Building: Training programs are geared towards sustainable organizational development like digitalization, diversification of revenue streams, excellence in editorial, etc.
2. Competency Framework Development: the HR team keeps developing competency frameworks for the variety of job positions, technical, behavioral and leadership etc.
3. Training Needs Assessment (TNA): Needs are picked up with the employee's annual review meeting with his/her supervisor, by supervisors' nomination, by employee self-nomination or by ad hoc requests from new projects or observed needs.

4. Curriculum Design and Content Modernization: With an internal or 3rd party development of content with an emphasis on compliance, soft skills, and digital skills (Google Analytics, SEO, CMS).
5. Learning Pathways and Career Progression Mapping: Informal learning plans that are set up for high-potential employees using a combination of classroom learning, online courses, job rotation and mentoring.
6. Training Delivery: Through in-house seminars and workshops, outsourced/sourced certification training, peer mentoring between the senior colleagues, and online training using LinkedIn Learning, Coursera, and in-house “Keeron” platform.
7. Leadership Development Pipelines: Mid- and senior-level staff are provided access to special programs designed to equip them with knowledge and skills on leadership, team management, decision making and strategic thinking.
8. Training Governance: HR have a rudimentary layer of training schedule, budget, attendance and certificates. Any training costs must be approved by the HR Manager and Finance department. Level 1: participant reaction sheets; Level 2: pre and post assessment of technical training (evaluation and ROI measurements).
9. There is currently no formal ROI calculation; post-training impact is assessed informally, by observing the impact made by the trained employees on the work of their direct supervisors at 2–3 months after training.
10. Post Training Reinforcement: This involves feeding back reading, giving practical homework, having refreshers after 6–12 months and introducing the learning outcomes into the next appraisal.



Figure 3: Training Needs Assessment Framework



Figure 4: Evaluation and ROI Framework



Figure 5: Post-Training Reinforcement Mechanisms

Types of Training and Delivery Methods

SL	Training Program	Target Audience	Type	Duration
01	Orientation & Induction	All new hires	On-the-job + Classroom	3–7 days
02	Newsroom Training	Reporters, Sub-editors	On-the-job + Workshop	10–30 days
03	Data Journalism	Reporters, Data team	Hands-on workshop	5–7 days
04	DW Training (Deutsche Welle)	Journalists, Editors	Online + Off-the-job	7–15 days

05	Elevate Video Skills (WAN-IFRA)	Video journalists, Multimedia	External trainer	3–5 days
06	SEO Training & Workshop	Digital team, Editors	Lecture + Practical	2–4 days
07	Social Media Operation	Digital & Marketing	On-the-job + Workshop	5–10 days
08	Excel for Financial Analysis	Finance, Accounts	Hands-on	2–3 days
09	Labor Law & Labor Act Training	HR, Admin, Dept. Heads	Seminar	1–2 days
10	5S Methodology	Admin, Production, Facilities	Off-the-job + Site	2–3 days
11	AI in Journalism	Editorial & Digital	Lecture + Tools Demo	2–4 days
12	Mobile Journalism (MoJo)	Field reporters	On-the-job + Workshop	5–7 days
13	Time Management Training	All departments	Interactive session	1 day
14	Compliance & Awareness Training	All levels	Workshop/Seminar	1–2 days
15	Leadership Development	Section heads, Senior editors	External programs	Varies

Table 3: Major Training Programs at The Daily Star

2.3.5 The Daily Star Performance Appraisal System

The Daily Star conducts annual performance appraisals to evaluate employee contributions, reward high performers, identify development needs, and link individual performance to organizational goals.

Purpose of the Performance Appraisal System

- To assess an employee's annual performance.
- To find out the good and bad performers.
- To discuss the improvement of efficiency with the appropriate staff member.
- To pinpoint where in the coming year training and development needs are identified.
- To spot potential candidates for more responsibility, leadership positions.
- To produce a report to management on the performance of the department.

Appraisal Process

The Daily Star has two different types of staff bonuses based on grade:

1. For Assistant Manager and onwards, KPI/MBO Based Appraisal which is Management by Objectives (MBO) based is used in the beginning of the year. The other organization goals are determined by the top management and then broken down into concrete measurable Key Performance Indicators (KPIs) for each person (consultant with top executive – Chief Human Resource Officer). Progress will be assessed quarterly and there will be an in-depth annual review to be discussed with immediate supervisor. Performance directly translates to: pay raises, promotions.
2. Form Based Appraisal: Appraisal is based on a printed form, in which each criterion, such as quality of work, punctuality, teamwork, initiative, discipline, has a range of five levels (1, 2, 3, 4, 5) and weightage. The total score will be the basis for scoring the performance rating, increase (or decrease) for that year and training / development recommendations for improvement.

Confirming staff (completed 1 year or more) only eligible for annual appraisal cycle. High performers are treated better, and it is given to them first when it comes to promotions. Individuals who are average to non-average are identified and put on a performance improvement plan and training

2.4 Marketing Practices

The Daily Star's marketing plan is geared towards urban professionals, businesses, as well as diplomats, youth and the diaspora community, including print marketing, online marketing and high-profile event marketing. Some of the main marketing activities are lifestyle supplements that bring retaining readers every week, distribution channels that emphasize high quality, aligning web content with search-engine requirements, engaging with readers via social media platforms like Facebook, YouTube and Instagram, organizing high-profile events such as the DHL-The Daily Star Bangladesh Business Awards, Blender's Choice Digital Content Awards and O&A Level Academic Awards, roundtables, seminars and partnerships, which support the positioning of the newspaper as a force of thought.

2.5 Financial Performance and Accounting Practices

The Daily Star has clearly demonstrated financial control and discipline to successfully transition it from an old school organization to a new school digital media organization in the UK. Importantly key financial ratios for fiscal 2023-25 show continuously improving liquidity (the current ratio went up from 1.49 to 1.56), higher net profit margin (8.72% to 9.31%) as well as a greater efficiency in the way assets are used, (rising total asset turnover from 0.84 to 0.89) and conservative and improving leverage position (declining debt-to-equity ratio from 0.75 to 0.67). The company's accounting practices are consistent with International Financial Reporting Standards (IFRS) and regular impairment testing of the

long-term physical assets is in line with the IAS 36 and the specific tax-related activities are conducted in accordance with IAS 12.

2.6 Human Resource Information System (HRIS) Practices

To bridge all HR and payroll related activities, consolidate, automate and streamline, the Daily Star facilitates a cloud-based HRIS commercialized as (PeopleDesk) commercially. Currently, the following active modules are in the system:

- Employee Database and Self-service Portal: Every verified employee would have their profile and would be able to get their pay slips, request leave, update their personal details and get tax certificates without having to visit HR.
- Payroll Management: The attendance module is integrated with the payroll module which automatically counts the gross salary, deductions (tax, provident fund), overtime and festival bonuses. No longer will a week's work be required for monthly payroll processing.
- Time and Attendance: Office workers will have a biometric fingerprint clock-in/clock-out system while field workers will have a location clock-in/clock-out system in the mobile application.
- Leave Management: All kinds of leaves – annual leave, compensatory leave, casual leave, sick leave, maternity/paternity leave etc. are being maintained with an e-application/automatic applicable supervisors leave/approvals and automatic deduction from leaves calculation balances.
- Recruitment / Applicant Tracking: Job requirements are published, and applicant information is captured, interview schedules are sent out and offer letters and joining formalities occur online.
- Training and Development Module: Completely records training data for each employee such as training sessions attended, certificates obtained, feedback ratings earned and any outstanding nominations. HR makes use of built-in reports to show compliance with required training, and to generate annual TNA data.
- Performance Management: Goes around sending KPI form to Assistant Managers and above + five dimensions rating form to juniors for completion in the annual appraisal cycle.
- Reporting and Analytics: With a single click you can get standard reports on the headcount, turnover, ratio of men to women, absenteeism, training coverage and the payroll costs. Senior Management is now being given real-time staff metrics with the development of custom dashboards.



Figure 6: PeopleDesk HRIS Software Interface (Dashboard View)

2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Forces Analysis

An analysis of the external environment of business organizations using Porter's Five Forces.

- **Threat of New Entrants (Moderate):** Low entry barriers for capital to create a Digital-Only news portal, but it's very difficult to meet credibility and readership loyalty benchmarks. The Daily Star's brand and reputation for independent newspapers are good acts of deterrence for new entrants in print.
- **Bargaining Power of Suppliers (Low):** Newsprint producers, ink suppliers and international wire services (AFP, Reuters) are all key suppliers. The newspaper has a reasonable bargaining power as there are more than one supplier, with low switching costs.
- **Bargaining Power of Buyers (High)** Advertisers have many alternative platforms like Bangla newspaper, Television and Digital platform (Facebook, Google, YouTube). Users are able to access news for free online. These are factors that make it imperative that brands are constantly innovating in terms of content to cater to their high buyer power.
- **Threat of Substitutes (Very High):** Other media can be strong substitute options: Bangla newspapers, online media, international media, TV News, and social media influencers are all examples of substitutes that are becoming increasingly relevant among younger audiences as they push towards consuming more shorter formats of video content and content from social media.
- **Rivalry Among Existing Competitors (High):** The other direct competitors in English language are The Financial Express, New Age and The Business Standard newspaper. There

is a lot of competition on the metrics of speed; competition on exclusive pieces; competition on investigation; and digital engagement metrics.

2.7.2 SWOT Analysis of The Daily Star

Strengths

- Most reputable and read newspapers in English in Bangladesh.
- A strong brand identity with respect to independent and credible journalism.
- Experienced and well-established journalistic team and editorial team.
- Good institutional knowledge and archiving.
- Different Portfolio segments and programs for growth.

Weaknesses

- Getting too much income from conventional print advertising.
- More slowly adapting to the short format video than the pure Digital players.
- There is a high cost of operation (Newsprint printer, printing, distribution).
- Low reach and penetration with the younger demographic who prefer to speak Bangla.
- New digital monetization and paywall mechanism.

Opportunities

- Quickly increasing the spend of the digital advertising industry of Bangladesh.
- Subscription / Paywall prospects.
- Expansion to cover the podcasts, video journalism and local language coverage.
- International media organizations and technology platforms collaborations.

Threats

- Rapid expansion of the social media and video first platforms.
- Slowdown in print circulation both in an industry and local sense.
- Great rivalry of new solely digital English portals.

2.8 Summary and Conclusion

Daily Star was founded in the time of transition in Bangladesh's democratic process in 1991 and is now Bangladesh's leading English language multi-platform media outlet. With Editor Mahfuz Anam in charge, it has a strength of over 500 people, an annual turnover of over Tk 500 crore. The leadership of the organization consists of a mix of transformational, transactional, charismatic and democratic elements and there is a clearly defined recruitment, compensation, performance appraisal and training and development system. Its HRIS (PeopleDesk) is cloud-based, and it has helped a lot in the streamlining of HR processes. The company's financial position is strong, and improving, they balance revenues coming from print and digital. The Daily Star is in the midst of a critical window for digital technologies, which may provide new outlets for its content, but also presents a strong challenge to compete with these new players, yet the brand credibility and journalistic excellence can help it hold on to its market leadership, and build on it.

2.9 Recommendations

- Bring in more high-quality staff with digital journalist and multimedia skills for training and development to support training.
- Take advantage of the integration of Google Workspace (Google Drive, Google Forms and Google Meet) with PeopleDesk to make it easier to track training records and collect feedback.
- Regularly undertake systematic TNA cycles incorporating survey data, performance appraisal data and consultation with departments in an active way as an alternative to basing training decisions on ad hoc factors.
- Review the less effective capacity of underperforming training programs at root cause level and redirect resources to emerging priority training areas such as data journalism, AI in the newsroom and creating digital content.

Chapter 3: Project Part

3.1 Introduction

This chapter constitutes the project component of the internship report, fulfilling the requirements of the Bachelor of Business Administration degree at BRAC Business School, BRAC University. The chapter presents an in-depth analysis of the employee training and development practices and the broader HR policies and practices of The Daily Star, drawing on primary experience gathered during the four-month internship in the HR & Admin department and a Training Needs Assessment (TNA) survey conducted with 45 employees across seven departments.

The chosen topic, "Employee Training and Development and HR Practices at The Daily Star," was selected in discussion with my supervisor Fabiha Enam and co-supervisor Fairuza Mehreen, both of BRAC Business School, BRAC University.

3.1.1 Theoretical Background

Training and development is a most vital of human resource management processes. It involves systematic processes for the upgrade of knowledge, skills and competencies of Human resource/managerial staff to improve the performance of their job. Training generally offers skills that are an immediate requirement for the job; development is geared to the long-term growth; and education widens the greater knowledge base of employees. In the fast-digitalizing era, in which the media browses on which "The Daily Star" operates, the need for in-service and pre-service training have become increasingly greater. more generally Human Resource Management (HRM) is about an effective The handling of people in an organization for purpose of giving the business a competitive advantage. HR departments play a role in creating employee benefits, recruiting, training and development, performance appraisal; and reward management. As HR's job is also handling human issues in the organization, it should also be involved with organizational change, employee relations and abidance to the labor law. HRP is a process to make sure that the adequate number and type of employees are available at the proper time and place to accomplish an organization's goals. It involves manpower planning, job designing and placement, as well as training. An analysis, recruitment and selection, training needs analysis, performance management, Compensation management, and leave management.

3.1.2 Objectives

The main aim of this chapter is to analyze the training and development practices and the broader HR policies and practices of The Daily Star and identify areas for improvement. The specific objectives are:

- To describe the training and development and HR practices in place at The Daily Star.
- To identify the correlation between academic HRM concepts studied in the BBA program and the actual HR practices of The Daily Star.
- To identify potential barriers in the training and HR processes and provide practical suggestions for improvement.

3.1.3 Significance

Analysis is important to point out the inherent weaknesses of existing HR practices and suggest the applicability of modern HRM practices. The results will also benefit the researchers and practitioners with interests of HR practice in the media sector of Bangladesh as well as When it comes to using AI and digital tools in training and development.

3.2 Methodology

Both primary and secondary data were used in preparing this report. Primary data were collected by personal observation and experience during the internship and by a detailed discussion with the HR Director and the Training Coordinator of The Daily Star and by administering a Training Needs Assessment (TNA) survey. Secondary sources comprise materials such as the company website, HR documentation and annual reports, newspaper articles, and academic journal articles which discuss HRM practices in the media.

3.3 Overview of the Human Resource Department

As a progressive organization, Daily Star's Human Resource Department (HRD) considers its human resources as its most valuable assets. It strives to provide an efficient and customer friendly work place with transparency, fairness and the development of its staff as key values.

HRD has four distinct wings:

- **Recruitment and Selection Wing:** This wing is responsible for the planning and forecasting of manpower, preparing job advertisements, posting, collection of CVs, screening, conducting written test and interview, academic verification & reference check for short listed candidates, arranging medical checking for shortlisted candidates and issuing offer letters to shortlisted candidates and their induction.
- **Training and Development Wing:** To hold orientation for new staff, conduct assessment to ascertain training needs based on performance audit, organize training, organize soft skills workshop based on job post requirements, coordinate with internal and external training providers, organize overseas training (if required) and conduct evaluation of trainings and maintaining individual training record.
- **Compensation and Performance Management Wing:** Manage salary scales, increments, benefit policies, conduct the Annual Performance Appraisal Process (KPI based as well as form based), process promotion, salary increments, festival bonuses, ensure adherence to labor law and tax situation of the employees and manage the employee welfare and insurance arrangements.

HRIS and Administration Wing – Ensure smooth functioning of Cloud based HRIS (PeopleDesk) Employee Database, preparation of Monthly Payroll and reporting; Office Administration; Deal with employee grievances; Maintain Industrial peace by coordinating with labor union as per the requirement.

3.3.1 Analysis of Employee Training and Development Practices

The Daily Star's training and development is systematic but mostly reactive, using an in-house online learning platform (Keeron) as well as a variety of workshops and external training. There is a current training and development process in the flowchart below:

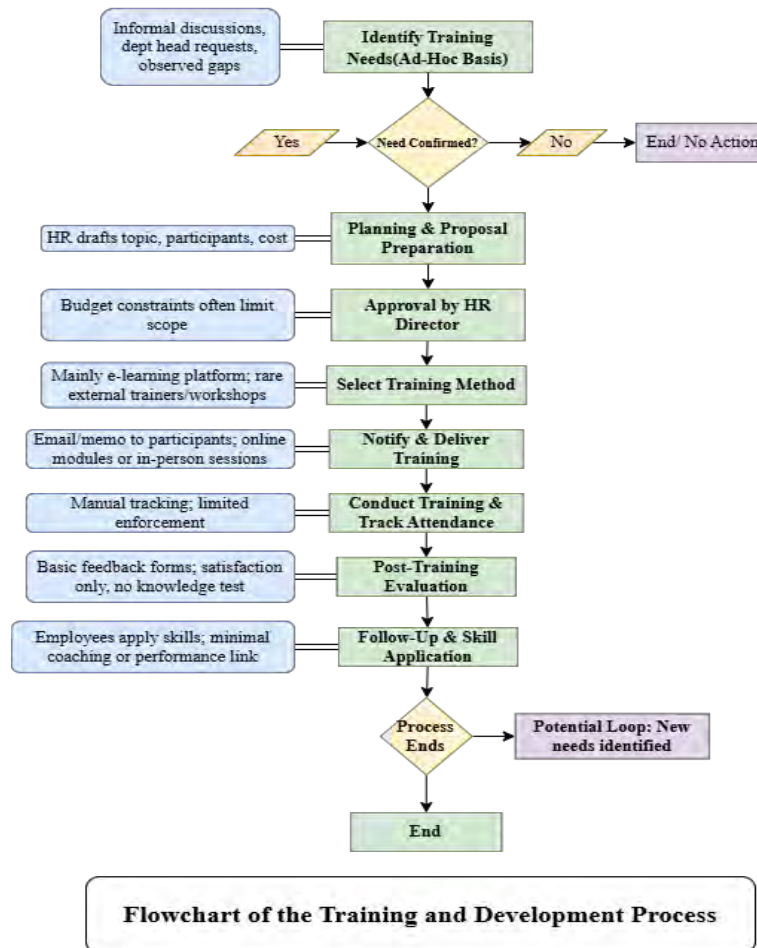


Figure 7: Flowchart of the Training and Development Process

The process follows six broad stages:

1. Identification: Training needs are determined on an ad hoc basis during performance reviews, focus group meetings, and/or during organization-wide surveys. Not based upon a formal annual TNA but based on supervisor feedback, or business requirements process.

2. Planning and Approval: A simple proposal such as a topic, the participants, the cost is A question bank that was created by the HR Director. The financial considerations may result in opting for less costly/faster internal solutions.
3. Method Selection: Mainly on Keeron e-learning platform, with addition of external Workshops or trainings on a specific topic will be offered.
4. Delivery: Delivered by email and / or memo. Training is delivered in an e-learning (virtual) or face-to-face manner and attendance will be manually taken.
5. Evaluation: Basic feedback forms are collected; no evaluation is done on the participants' satisfaction. Coding of the knowledge retainment, behavior change, or business impact in a systematic manner.
6. Follow-Up: Employees are expected to use the skills learnt, not much organized follow-up or linkage between the learning and performance appraisal systems exists

3.3.2 Purpose and Methodology of the TNA Survey

A systematic assessment of training and development practices as they are being applied was made using a Training Needs Assessment.

During the period of internship 2025-2026 Needs Assessment (TNA) Survey was done. The aim of the primary objective was to identify the current competencies, gaps and priorities for the areas to be covered. priority intervention. The survey included 20 items measured on the Likert scale ranged from 1, 2, 3, 4, 5 which were, "Strongly Disagree, Disagree, Undecided, Agree, Strongly Agree" respectively. Agree) about competency areas pertinent to a media organization:

1. Writing, proofreading and content development.
2. Adoption of digital tools/technology.
3. Communication and presentation skills.
4. Handling, analysis and visualization of data.
5. Distinctive highlights include AI capabilities and digital efficiency.
6. Proficient use of multimedia and creative tools.
7. Compliance / Ethics / Professional standards.
8. |Pressure decision making / crisis management.
9. Digital interaction – social media management.
10. Time management and organization of workflow.
11. General readiness and self-evaluation of value of further training.

There was also an open-ended qualitative question. The 45 was completed anonymously.

Distribute to the employees from different departments via Google Forms. 45 suitable answers were obtained and Tech & Startup (5) Business Development (6), Accounts and Finance (10), HR & Admin (8) Star Multimedia (7), Digital Desk (5) and Arts & Entertainment (4). The data analyzed as follows: Mean scores calculated by item and comparisons across different departments were conducted in Microsoft Excel performed.

3.3.3 Key Findings: Quantitative Results

No.	Statement (Abbreviated)	Type	Average Score (n=45)
1	Confident in writing/editing news for print & digital	Confidence	2.92
2	Comfortable using digital tools/software for daily work	Confidence	3.22
3	Need more training to improve communication skills	Need	4.58
4	Can adapt quickly to new technologies/workflow changes	Confidence	3.2
5	Need stronger problem-solving and decision-making capabilities	Need	2.6
6	Can manage time effectively and meet deadlines under pressure	Confidence	3.72
7	Need more training on data handling/Excel/visual reporting tools	Need	4.32
8	Comfortable using multimedia/creative tools (image/video editing)	Confidence	4.48
9	Need more training on AI tools for work efficiency	Need	3.6
10	Understand compliance, labor law, and workplace policies	Confidence	2.56
11	Confident managing social media/digital engagement	Confidence	3.36
12	Need training in customer service/stakeholder management/teamwork	Need	4.24
13	Comfortable presenting/speaking in front of audience/camera	Confidence	3.40
14	Need more training to handle crises/sensitive info/high pressure	Need	4.64
15	Understand/apply basic workflow organization tools (e.g., 5S)	Confidence	2.64
16	Can effectively analyze data/information for decision-making	Confidence	3.50
17	Need more training on ethics, professionalism, info management	Need	4.44

18	Confident using the organizational e-learning platform	Confidence	4.60
19	Possess technical/functional skills needed to excel	Confidence	4.68
20	Additional training would enhance job performance and career growth	Need	4.62

Table 4: Quantitative TNA Survey Results (n=45)

Table II of the survey indicates that employees are very confident with the core technical and non-technical skills. The functional skills (4.68) and acceptance of the in-house e-learning platform (4.60) were both good. Multimedia The level of attainment in the area of readiness to learn is also good (4.48). But there is relatively low confidence in compliance Knowledge of the labor law, workflow organization tools and adaptability of digital tools, (3.22). High perceived training needs were found in regards to crisis management (4.64), overall career (4.33), and environmental awareness (4.08) were evaluated as very good. Development (4.62), communication skills (4.58), ethics and professional information management (4.33) and environmental awareness (4.08) were assessed as very good. Handling and visual reporting of data (4.32) as well as (4.44).

3.4 Department-wise Comparison

Department	Digital Tools (Q2)	Data Analysis (Q16)	Communication Need (Q3)	AI Training Need (Q9)	Presenting Confidence (Q13)	Overall Training Benefit (Q20)
Accounts & Finance	3.63	3.63	4.50	4.25	3.88	4.38
Business Development	4.80	4.80	4.70	5.00	4.80	4.80
HR & Admin	4.33	5.00	5.00	5.00	5.00	4.83
Tech & Startup	3.90	4.10	5.00	5.00	3.50	5.00
Star Multimedia	4.33	5.00	4.50	4.00	4.90	4.40
Digital Desk	4.20	4.60	3.75	4.04	4.50	4.60
Arts & Entertainment	4.00	4.20	4.50	5.00	3.70	4.30

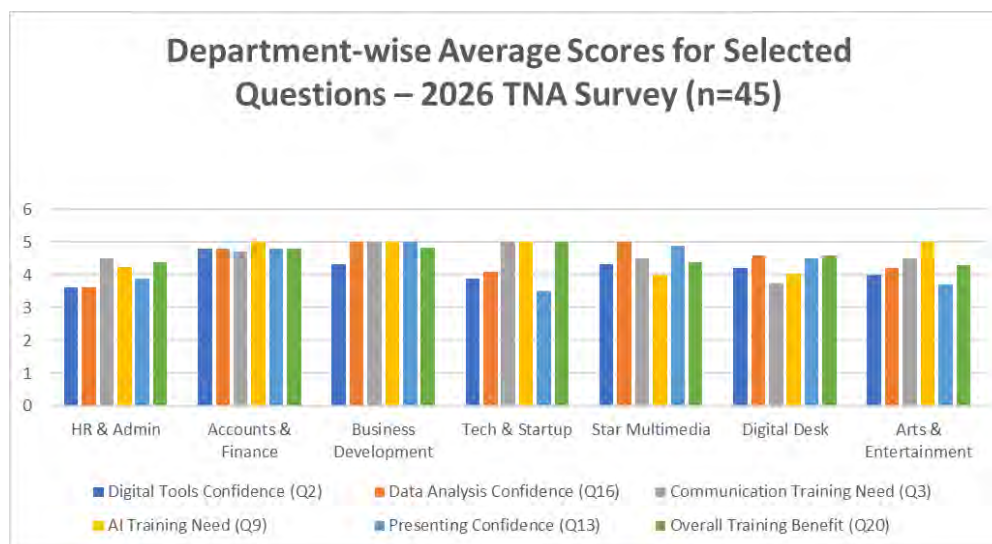


Figure 8: Department wise Average Scores for Selected Questions — 2026 TNA Survey (n=45)

Moderate results are obtained when comparing the department-wise competencies key observations are: HR & Admin shows moderate result. A high level of confidence in using digital tools (3.63) and data analysis (3.63), indicating a need for beginning to intermediate programs to help build digital confidence. The following is a joint production of Business Development and Star Multimedia. The highest confidence scores were obtained by those who expressed the greatest need in the areas of AI and communication upskilling. In terms of presenting confidence, Tech & Startup and Arts & Entertainment have the lowest scores (3.50 and 3.70). (5.00) despite the high demand for AI training, signaling a need for soft-skills program along with training. technical AI training. Overall a balanced and moderate profile, Digital Desk'; specific' rather than general, found general AI improvement to be most appropriate than. Contrary to common belief, training benefit scores are relatively high in the whole organization (4.30 – 5.00), indicating organizational wide support for departmental training initiatives.

3.5 Analysis and Findings

The findings of this study can be summarized as follows:

- **Good Job Analysis & HR Planning Policy:** Daily Star has jobs well-structured Descriptions and specifications drawn up and HR planning done at the beginning of each year. This Provides you with the right person in the right place at the right time.
- **Effective Training and Development System:** The organization systematic training is given in various digital journalism, multimedia, SEOs, compliance and Leadership, through internal and external provision. The Keeron online Platform is an accessible e-learning solution.

- **Standard Performance Appraisal System:** The dual appraisal approach (KPI-based for PIs/CSs and traditional for Global PIs/CSs). KPI based appraisal for PIs/CSs and traditional appraisal for the Global PIs/CSs. The procedures of mentoring by seniors and mentoring by form-based (junior staff) is effective and transparent and has direct linkage relationship between performance results and pay raises and promotions.
- **Daily Star's 8th Wage Compliance – Competitive compensation structure.** With respect to the Bangladeshi national, it's a competitive employer because of the board and the supplementary benefits media market. The payment liabilities include regular payment, festival bonuses, provident fund, gratuity etc. consistently maintained.
- **Training Needs Identification:** existing is reactive to pro-active TNA process. The process is reactive and ad hoc, and dependent on performance reviews or on-the-spot working.ad hoc basis, according to the needs instead of on a systematic and scheduled yearly TNA cycle. This limits the proactive response to meet new skills gaps as they develop.
- **Limited Training Evaluation Depth:** Evaluation is primarily at a level of 1 (participant) and up to, but not including Level 2. Partially at Level 2 (knowledge acquisition) and partially satisfied. Systematic measurement of Currently, behavioral change (Level 3) and business impact (Level 4) is not tackled. Confirm that there are low levels of confidence in: compliance and knowledge of labor law (2.56) and tools for the organization of work flow (2.64). Are indicative of risk of non-conformity and inefficiency.
- **There is a high need for AI and Crisis Management Training,** for people in all sections of the business. show substantial need for AI training (3.60–5.00) and crises management training (4.64), in line with the rapidly changing media environment.

3.6 Limitations

The survey sample included 45 respondents and was representative of key departments, but did not cover the full workforce of The Daily Star. The level of participation at the departmental level may be unequal which could constrain the extent of participation overall, organizational representation. Also, the availability of comprehensive training history of the units and budget the following factors otherwise limited these allocations, as well as the qualitative impact of them on performance. These allocations were otherwise limited by organizational confidentiality and the qualitative impact assessment of these allocations on performance, requirements. Since the information contained in the survey was self-reported, the answers might be prone to some response errors. bias. There is consequently need to exercise proper caution in interpreting the findings.

3.7 Conclusion

The Daily Star has a well-organized and continually developing HR practices system. recruitment and selection systems, an incentive pay system, and a systematic underpinned by a developing function of training and development and an emerging system of performance appraisal. Leaving no stone unturned, the Keeron e-learning platform is utilized. high level of self-confidence in basic editorial skills (4.92) and Case multimedia skills (4.48) is an indicator of effectiveness regarding the development of capacities in the organization on the one hand. areas of main activities.

However, the current TNA process is reactive, evaluation of the needs for training is superficial and Ascertained areas of non-compliance, digital tool limitations and crisis management preparation and skills deficits. show obvious areas the organization needs to broaden or enhance in areas of HR and training. With the media industry is rapidly undergoing digital transformation, more structured, forward looking, having a performance- and data-informed training and HR practice will play a crucial role in sustaining the leadership role of Daily Star's.

3.8 Recommendations

The result of the TNA survey and analysis of HR practices at The Daily mail, London were used to determine and select the evaluations. Based on the responses from Star, the following suggestions are made:

- Institutionalize the Annual Training Needs Assessment (TNA) Process: The organization conducting the TNA identify the organization's training needs. Should carry out a formalized TNA every year on an organization-wide basis which incorporates survey findings. through performance appraisal information, competency mapping and consultation with their respective department. This will Phase out one-off decisions about the training plan in favor of a systematic approach based on data that is proactive Establishes staff training needs and integrates employee training with the organization's strategy.
- Scale up AI Focused Learning modules and Digital Upskilling, with moderate confidence. The skills to work in a digital environment (3.22) and the ability to keep up to date with new technology (3.20). Across departments, AI training (3.60–5.00) should be significantly expanded on at The Daily Star to fully reach its potential. e-learning services to encompass AI-powered media reporting, data visualization Digital workflow management capabilities, advanced capabilities for Excel/reporting.
- Put in place structured soft skills and crisis management training, which has high perceived value: Based on the score delivered for need for crisis management training (4.64) and communication skills (4.58), it is known that coaches are aware of the importance of communication. critical gaps. Specific workshops, simulation crisis drills and "how to" speech training

- Introduction of should be made, especially to the editorial and content staff. Pre- and post-training Change should be measured with the use of assessments. The need to comply and ethics training has been identified as a low confidence level: Worker Policies (2.56) suggests possible regulatory and ethical concerns. Modernization" is provided. Mandatory training is provided around labor law, data privacy, newsroom ethics and modernization of the company annually.
- A policy should be implemented and subjected to certification audit to assure its accountability.
- Adopt a Comprehensive Training Evaluation Model: The organization should have a comprehensive training evaluation model in place: Not using multi-level evaluation approach (Kirkpatrick levels 1-4) to measure not only participant reactions but also learning outcomes, behavior change on the job and eventual business impact. Tightening of training with performance alignment and promotion decisions will make it sure that the application of the learned skill is reinforced.
- Fixing Mobile Application for Training Need Analysis/ Follow Up: Android based Mobile Application to assess training needs, their follow up etc. It is possible to lobby for use of that application particularly in the training needs analysis and implementation of that application. process. This would allow for a regular review of the development progress of the employees, adding in HR training module completion, and remind the employees when they need the review.
- Retrofitting the modules with the latest technology to better aid compliance and engagement with features to track HR training module completion and send reminder notifications for new or updated modules, significantly improving compliance and engagement.

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