

Report On
Compliance in Action: Observing Labor Law Practices at
HRPOOL

By

Sk. Md. Muntasir
23164056

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

BRAC Business School
BRAC University
August 2025

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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:

Sk. Md. Muntasir
23164056

Supervisor's Full Name & Signature:

Md Arif Hossain Mazumder, PhD
Assistant Professor
BRAC Business School

Letter of Transmittal

Date: 3rd August, 2025

Md. Arif Hossain Mazumder, PhD
Assistant Professor
BRAC Business School
BRAC University

Subject: Submission of Internship Report

Dear Sir,

It is my great privilege to have submitted the internship report titled “**Compliance in Action: Observing Labor Law Practices at HRPOOL**”, that is prepared as part of the fulfillment of my MBA programme at BRAC Business School.

I am proud to have worked with you and it has been fulfilling. I would like to thank you so much for your constant support, guidance and valuable inputs all through the internship period.

This report describes my internship at HRPOOL, in terms of conscious observation with regards to labor law compliance in relation to human resource consultancy. In putting up this report, I have made my best effort in preparing findings and providing the same to the best of my ability and with integrity and diligence.

I do hope the report will be satisfactory to you, and that it may be useful in guiding you in the course to be pursued.

Once more thank you very much for your general kindness.

Sincerely yours,
Sk. Md. Muntasir
ID: 23164056
MBA Program
BRAC Business School
BRAC University

Executive Summary

This report is a summary of my three months internship experience with HRPOOL, a Dhaka-based HR consultancy firm that deals with recruitment services, labor law compliance services, and HR advisory services. My roles were to coordinate clients, assist in digital marketing, assist with recruitments and helped in compliance audits and policy documentation. The internship has given me an opportunity to put various theories of HR into practice in a real-life consultancy environment and excel in terms of multitasking, communication, as well as HR documentation.

It is also discussed whether HRPOOL has a structure, what practices do they employ in the HR, what is their financial performance and do they use some HRIS tools such as BambooHR. The case study particularly pays attention to labor law compliance, i.e., how HRPOOL arranges its operation and delivery of services to its clients so that to be in conformance with the Labor Act, 2006, of Bangladesh. The thematic analysis of the interviews identifies similar omissions related to such areas as maternity benefits, and termination practices, prevalent among SMEs in particular.

The report rounds off with strategic recommendations to improve the compliance support activities with the clients, digital tool support, and ethical consultancy practices towards a more sustainable HR environment in Bangladesh.

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Chapter 1 - Overview of Internship

1.1 Student Information

Name: Sk. Md. Muntasir

Student ID: 23164056

Programme: Masters of Business Administration (MBA)

Specializations: Human Resource Management

Department: BRAC Business School

Session: 2022-2025

1.1.1 Internship Information

Period: 3 Months (March 10, 2025 – June 10, 2025)

Company Name: HRPOOL

Function: HR consultancy and service

Department: Human Resources

Corporate Head Office Address: House - 82, Road - 23 , Banani, Dhaka, 1213.

Supervisor

Name: Md Shahidul Islam

Designation: Managing Director and CEO

1.2 Job Description

In my internship at HR POOL, the duties assigned to me were meant to provide me with practical experience in as many HR tasks as possible, especially in the consultancy sector that caters to the needs of many clients. A major role that I played in our company included familiarizing myself with the particular HR needs of our current clients and smooth and timely delivery of our services. This implied that frequently, I had to liaise effectively with our internal recruitment teams in order to make sure that client hiring objectives were being achieved in an efficient manner.

My constant communication also meant a lot in my field of work because I had to ensure that the clients were informed concerning the proceedings in the services they paid us to do, and any changes or developments in our HR services. In addition to servicing existing clients, I have also

been given an opportunity to help the company grow by bringing at least ten new clients on board every month by prospecting and coming up with an interesting manner of selling the HR POOL consultancy services to them.

I have maintained a well organized list of potential clients and contacted them regularly to maintain long-term relations. The second significant aspect of my duties was the cooperation with the Digital Marketing Team in maintaining the regularly updated social media presence of HR POOL on Facebook, LinkedIn, and Instagram with the interesting and potentially leading to the business inquiries content.

Besides the digital outreach, I assisted the team in formulation and use of strategies aimed at creating leads on HR services using social media networks. There was also the possibility to participate in the internal HR activities of client businesses, including aid to the HR audit, work on compliance-related documents, and workplace policy formulation. Further, I was involved in HR training program arrangements, facilitating payroll management, and promoting employee engagement programs.

Lastly, my duties were to keep the HR records, databases and reports organized as per the specific client requirements and make sure that all records were correct, timely and at a place where one can refer to at any time.

1.3 Internship Roles According to My Educational Learning

Academic courses equipped me with the main concepts and terminology of HR such as recruitment, onboarding, employee engagement, HRIS, job description, job specification, and internal communication. But, at HRpool internship, I did not only gain theoretical knowledge but had a chance to apply the educational experience to real life. The fact that I had to work under a consultancy company that provides its services to a wide range of clients exposed me to the entire recruitment cycle both locally and globally. I was able to have practical experience in job advertisement, selection of CVs, interview arrangements, and availing of onboardings, things that I learned in books.

Administrative tasks such as taking inventories, tabulation of reports, or keeping databases bringing attendance allowed me to gain insight into how people operations run in a practical organizational environment. On one hand, my curriculum provided me with a sufficient base, on the other hand being an intern helped me realize that HR work in a consultancy firm can be very fast paced and dynamic. Real life experience with management of people, multi-tasking and communication within the organization has a lot of importance to my career growth.

1.4 Self-Reflection

My HRpool experience gave me a solid background of personal and career development. The atmosphere supported and presented learning and contribution opportunities. These are some of the reasons I have always felt motivated during the internship:

- A caring team culture that boosted my learning curve and made me feel that I belonged.
- Experience at various HR functions which enhanced my useful knowledge of recruiting, engaging, and internal communication.
- Experiences to engage in both front and back customer-related roles, which boost my confidence.
- Transparency and availability of resource materials that made me aware and up to date.
- Work atmosphere that promoted timeliness, personal commitment and mental awareness.
- Great colleagues around me, who were helpful and supportive at all times, thus allowing me to fit neatly into the group.
- These experiences have taught me how to handle actual responsibilities in ownership and accountability and this experience will assist me a great deal throughout my future HR life.

1.5 Difficulties

As a straight-out first-hand experience in a consultancy setting, I had to take time to cope with the fast-paced and multi-tasking demands. At HR POOL I was working both with the internal staff and external customers at the same time which is always hard.

One major issue that I had to overcome was the awareness that the client needs variations and adjusting communication regarding recruiting strategies. Managing to schedule various international candidates (and in various time zones) was daunting to learn at first. Moreover, the lack of resources sometimes implied doing several tasks under strict time limits, preserving records, publishing jobs, and running recruiting funnels.

The other aspect I had challenges with was updating and maintaining databases in a consistent and traceable way. Initially, it was hard to track the advancement of a recruitment process in Excel, especially when there are several entries and constant changes. I did not have enough time to learn the usage of structured formats and formulas to keep the data correct and visible to the team.

The other skill that I had to learn rather fast was sacrificing speed and learning to balance it with accuracy. In the light of unceasing coordination among internal departments and external clients, I learned how critical attention to details and structured workflow management in HR is.

1.6 Recommendations

Through my personal engagement experience in HR POOL, I have been able to identify certain areas that the organization should solidify its operations and service delivery. The given recommendations are directed at increasing the efficiency, client satisfaction, and expansion opportunities as well as at solving more problems and innovating.

- Invest more in digital technologies and AI applicant tracking systems in order to increase efficiency of the recruiting processes and candidate assessments.
- Enter into alliances with additional companies in other regions to provide HR services that are suited to the local markets.
- Promote the establishment of organised internship programs with novel rotational assignments that expose the interns to different verticals of HR.
- Have learning groups or mentorship programmes on a regular basis to guide the interns and new workers about the HR strategies, and the trends in the market.
- Deliver employer marketing and professional branding services to customers to improve strategies of attracting candidates.
- Use the feedback of the clients in a far more systematic way to innovate HR service deliverables and establish relationships over the longer term.

Chapter 2 - Organizational Part

2.1 Introduction

HR POOL is one of the leading HR consultancy firms, a subsidiary of the fortune 2020 group based in Bangladesh, that focuses on delivering the end-to-end human resource solution to the business on various realms. Ever since its establishment in 2015, HR POOL has been focused on assisting organizations in managing their workforce properly through high-quality consultancy, recruitment, labor law observance, training, and payroll solutions. Based on its excellent understanding of the labor market and legal environment in Bangladesh, HR POOL assists the companies in adopting HR practices that are not only legal-compliant, but also meet the employee engagement and productivity needs.

2.2 Organization Overview

2.2.1 Brief about the Organization

HR POOL is a reliable HR consultancy firm serving organizations or individuals who aspire to hire expert HR consultancy services in Bangladesh. Its main services are outsourcing, advisory in labor law, talent acquisition, payroll management, training, and employee relations services. To enhance client relationships, HR POOL also believes in providing tailor-fit HR solutions depending on the business needs and compliance to regulations. The company is concerned with maintaining the regulations of the local labor laws with the aim of assisting companies to avoid risks and establish sustainable work places. Experience of HR POOL in the entire range of requirements of start-ups to large businesses and enterprises gives it the ability to offer the complete package of HR requirements, using the vibrant business environment of Bangladesh as its guideline.

2.2.2 Mission

The mission of HR POOL is to equip organizations with the expert HR consultancy and compliance services, which streamline HR processes, build the skills of the available workforce, and help the organizations to work within the labor laws. The company aims at becoming the leading HR partner within Bangladesh, which will result in the organizational development using the methods of ethical, transparent, and efficient management of human resources.

2.2.3 Vision

The vision of HR POOL is its role and process of becoming the most recognized principles in the HR consultancy in Bangladesh due to being an excellence in labor law compliance, innovativeness of HR services, and creating workplaces where workers and organizations flourish in harmony. One of the goals the firm has is to influence the future of HR management in the country through the supply of pragmatic, scalable, and compliant HR services.

2.3 Management Practices

Management practices are the way an organization plans, organizes, leads and controls its activities in order to accomplish strategic objectives. Good management brings about the effective role alignment, accountability, and coordination among the departments. Embarking on HR Pool, hierarchical leadership, effective organizational structure, and strong human resource management keep operational efficiency in place to provide quality services of HR consultancy. These ensure employee growth, adherence and a good work culture.

2.3.1 Leadership Style and Organizational Structure

The organizational structure of HR POOL is centralized and the hierarchy is well defined so that it is able to make decisions effectively and thus improve the organizational flow. The Chairman is at the top and he is providing the strategic oversight and establishes the overall vision of the company.

Under the Chairman are the Directors who report directly to the Chairman, assist in formulation of company policies and manage top level operations. The next level below the post of Director is that of Managing Director (MD) who will run the daily activities and coordinate various departments. MD can be a crucial actor between the internal teams as well as with the client-servicing functions to ensure operational efficiencies.

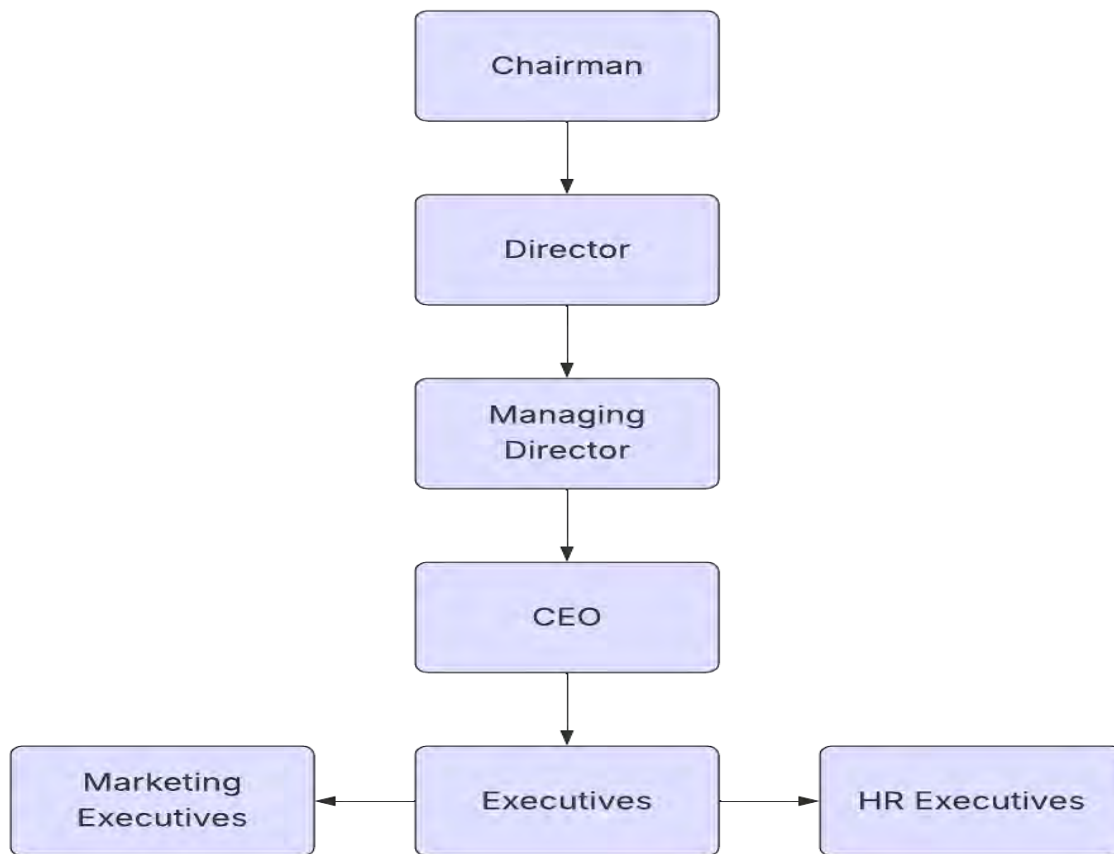


Fig 1: Management Hierarchy of HRPOOL

The CEO reports to the MD and is in charge of converting strategic plans into operational plans and making all departments converge towards the main goals of the company.

Below the CEO are the Senior Executives who heads individual areas of operation such as Consultancy, Recruitment, Payroll & Compliance, Training and Client Services. Executives facilitate the activities of these teams through activities like documentation, project implementation as well as coordination of clients.

In this structure there are two very necessary support departments:

1. The Human Resources Department, which is in charge of internal recruitment, and staff development and makes sure that the labor law is followed.
2. The Marketing Team which will focus on branding, working with social media outlets, maximizing content, and moving external communication efforts.

This distinct, tiered design contributes to effective communications, clarity of roles and accountability at every level- this enables HR POOL continue producing high quality HR solutions on the one hand and remain operationally efficient throughout all its levels of operation

2.3.2 HR Department

The HR department of the HR POOL firm is the pillar of the firm as its role is to ensure internal human resource and also to align the internal human resource to corporate objectives and organizational culture. The department carries out the recruitment, onboarding, training, and employee development, so that HR POOL itself exemplifies the best practices which it promotes among clients. The HR department is also given the responsibility to see that there is labor law and organizational policy adherence within the company thus making it a good working environment.

The major functions of the department include:

- Talent Acquisition and Retention
- Labor Law Compliance and Advisory
- Training and Capacity Building
- Payroll and Compensation Management
- Employee Relations and Welfare
- Performance Management and Appraisals
- Administration and Coordination

This area of focus helps HR POOL to have a skilled, motivated and legal compliant workforce to leverage on the reputation of the firm as a leader in the HR consultancy.

Another aspect of the HR department is the administration team also referred to as the administrative team; they are highly involved in the induction and orientation of new employees. During the induction, new recruits are issued with identification cards, business cards, and the equipment they need to ease the work. The group provides an effective orientation process so the new worker does not feel like a stranger but is ready to be incorporated into the corporate culture of the business.

The HR POOL also celebrates employee milestones such as monthly birthday parties where all employees, team executives and interns are in attendance; and this helps in building a community feeling among the employees. It is also the role of the administrative team to see through daily logistic activities including scheduling, official events, managing relations with outside vendors, and traveling arrangements.

2.3.3 Recruitment & Selection

Human resource Recruitment and selection are very important roles of the human resource measurement taken to attract, evaluate and appoint the most appropriate individuals to do a job. Recruitment is the process of individual sourcing and motivating potential candidates to apply to available positions and selection is the process of evaluating and picking the correct candidate among the applicant group. At HR Pool, a proper and multi-phase recruitment and selection process sees to it that the firm employs capable professionals that support its mission to offer industry-leading HR consultancy services. It is a method that keeps the talent acquisition standards high by using a mixture of both contemporary technology, such as Applicant Tracking System (ATS), and personal interviews and client evaluations.

Step 1: Job Advertisement and CV Screening

At HR POOL, the recruitment process starts by placing an ad on different channels e.g. used LinkedIn, Facebook, Bdjobs etc. Internal sourcing can also be done by referral of employees. Moreover, there are means which can be used to recruit people at some jobs depending on the needs of customers, and one of these ways is called Headhunting. There are different sources of applications, which include online applications, and direct referrals. HR POOL has adopted the use of an Applicant Tracking System (ATS) which automatically narrows down and sifts through the CVs once the candidates have been fed into the system using predefined criteria like education level, job experience, and skill sets. Nevertheless, there is also the situation whereby, depending on the job position, at certain times, CV is vetted manually by the HR Pool also. Filtered resumes are thoroughly read with the aim of short listing the candidates meeting the job requirements and short listing the candidates.

Step 2: Preliminary Interview

The shortlisted job candidates are then offered a form of pre-interview where the department manager of the concerned department together with a representative of the recruitment team holds a preliminary interview with the job candidate. The first interviews were made via the internet in the case of higher positions and international ones. In the case of junior posts or executive level jobs, direct appearance was a requirement. The purpose of this interview is to assess whether the candidate is fit for the position in relation to his or her competencies, experience, and cultural

suitability. In some cases, writing tests or assessment of skills has to be taken on paper and then submitted by the candidates prior to the second stage.

Step 3: Final Review and Selection

Candidates who pass the first stage interview are invited to the final interviews with the top management (in internal recruitment) or the clients (in case of external recruitment). In the case of internal hiring, the last interview takes the form of the main selection process. In external recruitment processes, there will always be an executive of HR POOL who will act as an official representative of the organization. At times, they are required to take medical tests and are also required to provide the relevant documents, such as educational certificates and experience letters as per the requirements of a client. The clients provide jobs to the most suitable people after thorough assessment of their qualification based on the standards and values of the firm (external recruitment).

Such a strict and multi-stage recruitment process means that HR POOL will hire professionals that will be able to compliment the mission of the firm as providing industry leading HR consultancy services.

2.4 Marketing Practices

Marketing is essential for organizations to build visibility, connect with their target audience, and establish a strong brand presence. For HR Pool, effective marketing helps attract potential clients, engage HR professionals, and share valuable industry insights, ensuring the organization stays relevant and trusted in the competitive HR landscape.

HR Pool is also on social networks like LinkedIn, Facebook, and Instagram to create brand awareness and reach the business-targeted audience. They use these platforms to post job circles, labor laws and best practices in HR, training programs promotion and industry knowledge. The target audience characteristic of HR Pool comprises a wide range of viewers, namely, HR professionals who want to develop professionally, corporate customers who want to use consultancy and recruitment services, and job candidates searching the option of employment.

The company works out a wise approach of content, which is dependent on each platform: LinkedIn should post with professional or thought-provoking information and offer updates related to the company, Facebook should interact more with the audience by the means of questionnaires, webinars, and interactive sessions; Instagram should share the company culture, fragments of the training program, and stories.

HR Pool proactively communicates with its target audience via the resource of strategic campaigning, webinars, online workshops and interactive sessions, pursuing the goal of establishing a powerful online rapport and establishing business leads. Nerd performance continuously examines the format using the measures of reach, engagement, click through, and conversion; and the content strategy remains updated, according to audience feedback and analytics, to guarantee relevancy and strategy incentives.

Further, HR Pool utilizes the power of influencers and industry partnerships along with employee referencing to increase further visibility and credibility. Social media approach is in line with the business goals, with the aim of not only educating and engaging the agenda but also positioning HR Pool as thought leader in the HR consultancy arena.

2.5 Financial Performance Overview

Understanding financial performance is essential in understanding the growth, sustainability and positioning of a company in the market. In the case of HR Pool, an examination of its financial position shows that strategic expansion and diversification of services has helped it enhance its revenue, profitability and the overall stability of the business.

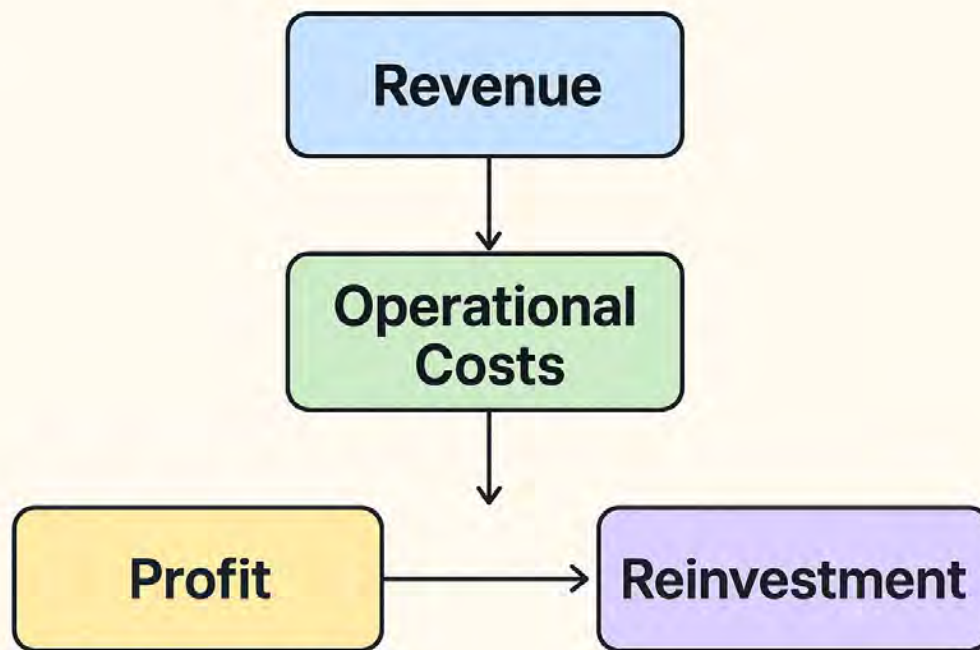


Fig 1: Operational Flow Diagram

As a new HR consultancy company, HR Pool started as a company with small revenues and investments. Over the years, it has experienced the growth of its customer base and an increase in geographical coverage of its services which led to an upward trend in operational income and profitability. The company produces revenue based mainly on consulting fees, Labor law compliance advisory, training programs as well as client retainers. The highest share of income generated is under the consulting fees, with the training services and retainers as major contributors in generating steady yet recurring streams of income.

The operational cost of the company would involve salaries of employees, marketing and promotions, maintenance of offices, technology, training materials and administration costs. Profit will be determined by dividing the income by subtracting the costs incurred leaving behind a sustainable and increasing net income. Previously encountered issues like shortage of finances and a deficiency in equity are now resolved by a relatively autonomous business model that is now witnessing increased returns on consulting and training services.

In 2025, HR Pool will be financially viable and liquid since it projects the annual revenue of BDT 40 lakh and the net income of BDT 23 lakh. The trend indicates a great demand for the services of labor law consultancy and compliance advisors. Nonetheless, possible obstacles like taxation

requirements, legal matters in Bangladesh may affect profitability when they are not addressed attentively. In general, HR Pool is financially stable and strives to expand in a responsible manner by boosting its responsiveness to compliance support among client companies and investing the profits in the expansion of its activities.

2.6 Operations Management and Information System Practices

HR Pool uses an in-built HR application called BambooHR to facilitate the internal functioning of the organization and the services to its clients. The system can retain critical information in regards to employee profile data, client compliance logs, recruit and training schedules as well. The HRIS (Human Resource Information System) provides well-organized monitoring of the labor law commitments, administration of benefits to employees, and service delivery reporting.

The software facilitates numerous applications like attendance, client on boarding, compliance tracking, documentation of performance and project management. It is also the key to the production of compliance reports and audit summative reports to client organizations. Scalable and secure, the system will allow HR Pool to process increasing amounts of consultancy-related data without compromising data protection levels. This technological framework enables the company to carry out informed decisions and effective decisions at appropriate time and provide effective HR and legal services.

2.7 Industry and Competitive Analysis

2.7.1 PORTER'S Five Forces Analysis

The Porters Five Force tool is a strategic framework used to evaluate a competitors environment in business by looking at 5 important forces: the threat of entry, supplier power, buyer power, threat of substitutes, and industry competition. This model assists the organizations to appreciate the dynamics that contribute to the competitive environment, the local possibilities that can arise and devising tactics to enhance their competitiveness. Using the Porters framework in the case of HR POOL will enable us to evaluate how the company navigates the competitive nature of the HR consultancy sector, how effective it is in dealing with clients and applicants, and the challenges associated with entry or substitution offered by new players or substitutes. Through analysis of these forces, HR POOL will be able to make prudent decisions that will help sustain its competitive advantage, maximize service provision, as well as fore sighting regarding the patterns experienced in the industry. This discussion also outlines the points that the firm can use their advantages to maximize on their challenge in an evolving business environment and reduce risks.



Fig 2: Porter's Five Forces Model of HR POOL

1. Risk of New Entrants:

HR consultancy and headhunting business has very low capital entry requirements in the Bangladesh environment. But the actual issue is to develop a good brand image, increase networks and earn the goodwill of the clients. Well established companies including the HR POOL, Munshi HR and Bangladesh Human Capital have the advantage of having established networks, extensive corporate interrelations as well as experience in dealing with the industry. Barriers are moderate since new entrants have to provide innovative services or prices to create a market share.

2. Bargaining Power of Suppliers:

In this regard, the players that can be recruited are referred to as the suppliers. The big and expanding workforce in Bangladesh means that there will be a lot of prospective employees and this dilutes the bargaining power of candidates. The same happens especially with the entry level or less specialized jobs, with lots of unemployed graduates competing in them, lessening their personal weight in the job market.

3. Buyer Bargaining Power:

Bargaining power of clients of HR consultancies, which largely comprises companies seeking talent or compliance services, is significant. There are many service providers in the market and as a service provider, a client can make a switch or move when he/she feels dissatisfied or he/she gets a better offer. Online networks and work boards have made things more transparent and laid out some form of standard service further giving the buyer a better opportunity to bargain.

4. Threat of Substitute Services:

The threat is medium because the corporate human resource (HR) departments and online employment sites are substitutes of the headhunting and consultancy services. Nonetheless, the practice is increasingly done by HR consultancies such as HR POOL, which have special knowledge, consultation on following labor laws, and personalized recruitment services that digital platforms cannot provide in full. Nevertheless, the development of AI recruitment can potentially be a competitive threat in the future.

5. Industry Rivalry:

There is a stiff competition among the HR consultancies of Bangladesh. Established players such as HR POOL, Munshi HR, Ikigai HR solutions among others are in a close cut-throat competition to get main customers amid the pressure of rates as well as ever-increasing innovation in services. Firms compete on delivery of quality services, service provision compliance professionalism and services that add significant value to customers through training and employee participation scheme.

2.7.2 SWOT Analysis

A SWOT analysis is a strategic planning instrument that provides an answer to what can or cannot be achieved by an organization along with its internal strengths and weaknesses, external opportunities and threats. Through a systematic analysis of these factors, HRPOOL will be in a good position to have a clear view regarding its competitive positing as well as its areas of improvement. Such analysis can be used to make decisions, develop growth strategies, and minimize the risks at the consultancy market. The next part outlines the SWOT analysis of HRPOOL when we look at the area of expertise and labor law compliance in terms of business operation.

S	W	O	T
1. Strong expertise in Bangladesh labor law and compliance. 2. Established local presence and client connections. 3. Personalized, client-focused services	1. Developing brand awareness. 2. Limited scalability due to low digital adoption.	1. Growing demand for labor law compliance services. 2. Potential for tech-based solutions and digital expansion. 3. Scope for end-to-end HR outsourcing services.	1. Economic uncertainties may reduce client spending. 2. Competition from traditional and tech-oriented firms.

Fig 3: SWOT Analysis of HR POOL

- **Strengths:**

HR POOL also possesses a very solid domain of Bangladesh labor law and labor law compliance expertise which is a winning-factor in the consultancy market. It has good local presence and client connections as a stable base. The company is known to provide personal and client-focused services and work experience in the local context.

- **Weaknesses:**

Brand awareness of HR POOL is developing in comparison with some of their competitors that have a much longer history. There may be a slow operational scalability due to a lack of digital technology and automation in the delivery of HR services.

- **Opportunities:**

The complexities in regulatory matters are also growing in Bangladesh necessitating more labour law compliance and consultancy services. HR POOL can grow through the incorporation of technological-based solutions, strengthen digital sites, and provide end-to-end HR outsourcing services.

- **Threats:**

Economic uncertainties and debt limits can force the companies to reduce their expenditures on HR consultancy. Increased stakes between traditional companies and new tech-oriented platforms may challenge the operations of HR POOL and its market share as well as pricing.

2.8 Recommendations

Considering the observations, HRPOOL should make strategic moves; this move will enhance its market stance and promote the quality of consultancy services provided by the company. Recommendations involve the need to improve digital presence, partnership relationships, compliance, and diversify services in ensuring long-term growth and competitiveness.

In order to attract the best clients and candidates, HR POOL will need to improve its digital presence and its employer branding using specific social media campaigns, client endorsements, and success stories. Research and compliance management will enhance efficiency and scope and at scale and should be invested on.

Developing Strategic partnership with institutions of learning, IT companies and associations in the industry can help in obtaining access to latest recruitment tools and training facilities. Improving the service will be enhanced with the active employee skills in most learning-in-the-process programs.

Prudent financial management is essential growth investments should be balanced with good resource management and this will reduce risk. Diversification of revenue streams through value-added services such as training services, employee engagement programs, and auditing of the compliance can help enhance client retention.

2.9 Conclusion

As one of the major stakeholders in the HR consultancy market in Bangladesh, HR POOL provides professional support in matters of labour laws compliance as well as recruitment services to suit the local business requirements. Although the company has a competitive edge and struggles to survive in the marketplace, good relationships with its customers, the applied experiences and possibility to transform itself digitally can favorably affect its sustainable growth.

Embracing new, innovative technologies, brand building, expansion and diversification of the services offered, HR POOL can further strengthen its leadership position and hence enable

organizations to create compliant productive workforces in the dynamic Bangladesh business environment.

Chapter 3 - Project Part

Compliance in Action: Observing Labor Law Practices at HRPOOL

3.1 Introduction

Labor law has now become an important aspect of good human resource management especially in the context of Bangladesh and its intricate and fast-changing nature of labor. With the expansion of the economy of the country and the expansion of industries to be more diverse, ensuring fair treatment, statutory compliance, and ethical workplace policies have not only become a statutory fundamental but has become a strategic necessity. The regulations of labour exist with properly established and controlled labour laws, most often the Bangladesh labour Act, 2006 (as in amended) serves as a guide to control the labour and work behaviour, rights of the employees and to generate harmonies in industry. In the case of organizations that are involved in human resource services, they are not only being compliant because of the legal requirement, but compliance makes them credible, trustworthy and committed to sustainable employment practices.

HRPOOL is a leading Human resource consultancy company in Bangladesh which deals with strategic level human capital management as well as statutory compliance. The business operates in the sectors of recruitment, training, outsourcing, and advisory services, all of which involve labor law being applied in the most careful manner. Consequently, the way in which HRPOOL views and applies the most important labor conditions such as working hours, remuneration complex, maternity benefits, occupational health and safety, and the rights of employees is significantly important in terms of both the internal management and the client advisory.

Recent empirical studies underscore the significance of sound compliance measures in not only augmenting the welfare of employees but also employee sustainability. Industrial growth and globalization in Bangladesh have overtaken labor law compliance, leading the country to suffer such industrial accidents as the Tazreen fire (2012), the Rana Plaza collapse (2013), and the recent factory fires/explosions (Roy, 2022; Syed & Ikra, 2022)¹². Additionally, Syed (2023) noted that international labor standards have also not been very well aligned with labor laws in Bangladesh, and enforcement systems, in general, have been very weak and disjointed.³ What he explains is

¹ Roy, S. K. (2022). Implementation of safety measures under labor law in a factory established in Bangladesh, 1-16

² Syed, R. F., & Ikra, M. (2022). Industrial killing in Bangladesh: state policies, common-law nexus, and international obligations. *Employee Responsibilities and Rights Journal*, 1–18.

³ Syed, R. F. (2023). Compliance with and enforcement mechanism of labor law: cost-benefits analysis from employers' perspective in Bangladesh. *Asian Journal of Business Ethics*, 12(2), 395–418. <https://doi.org/10.1007/s13520-023-00179-0>

that compliance is much enhanced when the legal calculation of the cost of non-compliance as compared against its benefits becomes entirely disproportionate (Syed, 2023a). Equally, Islam et al. (2025) established the direct relationship between availability of welfare facilities namely medical care, daycare services and overtime benefits and employee satisfaction though its application across industries varies.⁴

Additional research of the sector, which occurs out of the formal setting, e.g. fish farming, demonstrates a troubling absence of observation and control. According to Ferdous and Bhattacharjee (2018), a lot of employers are not covering the minimum legal requirements because of the weak institutions, absence of a specific inspection agency, and low knowledge of employers and employees.⁵ This underscores the importance of consultancy firms such as HRPOOL to contribute in filling the compliance gap not only in policy at the firms but also by advising the firms on how to comply with the labor expectations nationally and internationally.

This paper will aim at analyzing the working of HRPOOL in implementing the labor law compliance in its operation and consultative perspective. It explores how the company can convert the statutory requirements into workable policies in the workplace regarding the firm and its clients. In particular, the report examines the approaches used by the HRPOOL to interpret the labor provisions, create training modules, carry out the monitoring of the compliance, and raise awareness among the stakeholders. Finally, the paper will evaluate whether the actions of HRPOOL display the propensity to be proactive, stable and ethically driven towards Bangladesh work regulations as well as the ideals of good work.

3.1.1 Objectives of the Paper

The study sets out to explore the role of HRPOOL in ensuring compliance with labor laws in its consultancy practice. The specific objectives are -

- To study how HRPOOL addresses the compliance with the most significant brands contained in the Bangladesh Labor Act, 2006 (as amended) in the course of its consultancy activities.
- To delve into the implication of labor laws in the areas of service of HRPOOL including recruitment, outsourcing and advisory services.

⁴ Islam, M. R., Hossain, M. T., Mallik, S. K., & Rahman, M. A. (2025). Bangladeshi Garment Industry Welfare Policies and Employee Satisfaction: An Empirical study. *International Journal of Research and Innovation in Social Science*, IX(XV), 334–346.
<https://doi.org/10.47772/ijriss.2025.915ec0020>

⁵ Ferdous, S., & Bhattacharjee, N. (2018). *Compliance with Labour Law in the Fish Farming Industry in Bangladesh: an Empirical Analysis*.
<https://essuir.sumdu.edu.ua/handle/123456789/68147>

- To evaluate the inner mechanisms of strategies, training, and monitoring that HRPOOL has to achieve labor law awareness and compliance.
- To establish the issues and constraints that HRPOOL encounters on ensuring compliance of labor laws under various client situations.
- To examine the overall organizational implications of compliance to law in terms of credibility, effectiveness as well as employee relations of HRPOOL.

3.2 Literature Review

This discussion is an overview of the current media on the subject of Bangladesh labor law alongside its usage in an organizational and consultancy setting. It shows the change of the legal framework, implementation problems and the way HR consultancy firms such as HRPOOL can foster compliance. Also, theoretical backgrounds and international viewpoints are explored so that the study has a full-fledged base.

1. Overview of Bangladesh Labor Law (especially 2006 Act and Amendments)

The BLA 2006 has replaced the 25 existing laws, and now Bangladesh labor law applies to all concerned. This is observed through the presence of the Bangladesh labour law framework being dominated by the Bangladesh Labour Act of 2006 (BLA 2006), which unifies substantial protection through a single code that governs the employment status, dispute compensation, wage, health and safety, and social security rights (Chowdhury, 2022).⁶ In 2013 and 2022, major amendments were made in keeping with the international developments so as to bring the national level in line with the international standards and especially after the world saw the Rana Plaza collapse with a lot of negative criticism.

Chowdhury (2022) argues that the Labor Act 2006... addresses virtually all fundamental rights of workers such as their working hours, leave, and trade union rights.⁷ Procedures are further explained and implementation is modernized in the Labour Rules 2015 and the SRO No. 284 Law/2022 (LegalSeba, 2023).⁸

⁶ Chowdhury, M.S. (2022). *Compliance with Core International Labor Standards in National Jurisdiction: Evidence from Bangladesh*.

⁷ Chowdhury, M.S. (2022). *Compliance with Core International Labor Standards in National Jurisdiction: Evidence from Bangladesh*.

⁸ LegalSeba (2023). *Labour Law in Bangladesh*. Retrieved from <https://legalseba.com>

All these legal tools are intended to ensure that the overall codes of conduct in relation to ILO conventions are met by 85-90 percent (Chowdhury, 2022).⁹

2. Labor Law Compliance in Practice (especially in HR and Consultancy Contexts)

There are some provisions of the legal framework, which are fairly complete, but there is patchy practice in terms of compliance. The HR plays a pivotal role in the interpretation and enforcement of labor standards in the organizations. According to Islam (2015), HR consultancy firms e.g. HRPOOL play an intermediary role since they lead the clients on what compliances approaches to pursue that are not only national/legal compliant but also may apply to the global standards.¹⁰

As the experience of RMG industry indicates, there is partial compliance on matters like working conditions, wages, and child labor, and compliant factories receive superior orders and earn more profits (Manik et al., 2023).¹¹ Nonetheless, non-compliance is still present through loopholes, particularly, in such aspects as the allowances, payment on time, and job security.

The HR professionals/firms input in the consultancy scene is to bridge this knowledge gap by conducting audits, training and the alignment of HR policies with the labor law (Sodales, 2024).¹²

3. Challenges to Labor Law Implementation in Bangladesh

The implementation challenges have a multidimensional and very structural and systemic issue of origin. These include:

- **Weak enforcement and inspection systems:** The Department of Inspection for Factories and Establishments (DIFE) suffers due to a lack of manpower resources and employer non-cooperation (Chowdhury, 2022)).¹³
- **Multiplicity and inconsistency of laws:** There may be a multiplicity and inconsistency of laws, which makes many laws compete to define key terms, thus lowering the authority of

⁹ Chowdhury, M.S. (2022). *Compliance with Core International Labor Standards in National Jurisdiction: Evidence from Bangladesh*.

¹⁰ Islam, M.S. (2015). *Promoting Bangladesh Labor Law to Managing Human Resources in Enterprises—Perspectives & Challenges*.

¹¹ Manik, M.R.I. et al. (2023). *Implementation of Bangladesh Labor Law in Garment Industries: A Case Study*.

¹² Sodales Solutions (2024). *Navigating Compliance in Labor and Employment Laws for HR Professionals*.

¹³ Chowdhury, M.S. (2022). *Compliance with Core International Labor Standards in National Jurisdiction: Evidence from Bangladesh*.

- **Limited coverage:** The informal sector workers, the EPZ workers, and even the managerial employees are not usually bound by any ethical protection (Uddin et al., 2022).¹⁵
- **Weak trade unions:** Membership requirements and entering a trade union are great, political influence, and employer resistance weaken its formation (Uddin et al., 2022).¹⁶
- **Discriminatory practices and forced labor:** Gender wage discrimination, arbitrary firing, and the imposition of overtime are still common.

Such problems lead to a high level of “decent work deficit” (Chowdhury, 2022).¹⁷

4. Role of HR Consultancy Firms in Promoting Compliance

Firms that deal in HR consultancy such as HRPOOL are becoming key players in enhancing compliance. Shariful Islam (2015) argues that these types of firms have a bridging role in that they assist the client organizations to transform legal requirements into practical HR processes. These services usually touch on checking policy, compliance auditing, employee training, and legal advisory.¹⁸

The compliance of firms with the practices of a client with international codes of conduct and the expectations of buyers in the commodity of exports it deals with also helps eradicate the risk of labor violations (Islam, 2015).¹⁹ Such platforms as Sodales and Ricago also focus on the

¹⁴ Chowdhury, M.S. (2022). *Compliance with Core International Labor Standards in National Jurisdiction: Evidence from Bangladesh*.

¹⁵ Uddin, M., Islam, M.Z., & Uddin, M.S. (2022). *The Implementation of the Core International Labour Rights Regime in Bangladesh Garments Industries and Its Challenges*.

¹⁶ Uddin, M., Islam, M.Z., & Uddin, M.S. (2022). *The Implementation of the Core International Labour Rights Regime in Bangladesh Garments Industries and Its Challenges*.

¹⁷ Chowdhury, M.S. (2022). *Compliance with Core International Labor Standards in National Jurisdiction: Evidence from Bangladesh*.

¹⁸ Islam, M.S. (2015). *Promoting Bangladesh Labor Law to Managing Human Resources in Enterprises—Perspectives & Challenges*

¹⁹ Islam, M.S. (2015). *Promoting Bangladesh Labor Law to Managing Human Resources in Enterprises—Perspectives & Challenges*

application of HR technology and outsourcing compliance partners (Sodales, 2024; Ricago, 2024)²⁰²¹.

Nonetheless, the direct measurement of the effect of HR consultancy to the level of compliance rates is still missing which shows that there exists a gap that might be partly filled with your internship report.

5. Theoretical and Empirical Findings on the Impact of Compliance on Employee Well-being and Business Outcomes

Empirical research indicates that abidance of labor laws will improve the morale and retention of employees and their performance. To give an example, Islam et al. (2025) identified a positive correlation between welfare provisions and employee satisfaction but it is still implemented unnervingly.

Manik et al. (2023) stated that the productivity and profitability in compliant garment factories are also greater since the factors of buyer confidence and employee motivation also tend to improve.²²Non-compliance, on the other hand, causes labor unrest, high turnover, and increment of production costs (Chowdhury, 2022).²³

Theoretically, cost benefit models reveal that cost of non-compliance can be increased, e.g. via penalties and reputational costs, and in this way lead firms to comply with labor standards (Syed, 2023).²⁴

6. International Perspectives (International Labor Organization (ILO) Conventions or Global Standards)

Bangladesh has signed 7 out of the 8 core ILO conventions, and, therefore, it is an active participant in the circle of global labor rights activists. These include:

- **C087** (Freedom of Association),

²⁰ Sodales Solutions (2024). *Navigating Compliance in Labor and Employment Laws for HR Professionals*.

²¹ Ricago (2024). *The Role of HR in Ensuring Labour Law Compliance*

²² Manik, M.R.I. et al. (2023). *Implementation of Bangladesh Labor Law in Garment Industries: A Case Study*.

²³ Chowdhury, M.S. (2022). *Compliance with Core International Labor Standards in National Jurisdiction: Evidence from Bangladesh*.

²⁴ Syed, R. F. (2023). Compliance with and enforcement mechanism of labor law: cost-benefits analysis from employers' perspective in Bangladesh. *Asian Journal of Business Ethics*, 12(2), 395–418. <https://doi.org/10.1007/s13520-023-00179-0>

- **C098** (Collective Bargaining),
- **C029 & C105** (Forced Labor),
- **C138 & C182** (Child Labor),
- **C100 & C111** (Equal Remuneration and Discrimination) (Uddin et al., 2022).

Nonetheless, there is still poor practical conformity to ILO standards. Enforcement is compounded by the fact that many export buyers sideline national law and make their own codes of conduct (Chowdhury, 2022). The ILO has maintained its support of incorporation of these standards in the national systems within its Decent Work Agenda and assistance of our institutions through the technical services such as DIFE.

Conclusion

This is evidenced in the literature that a distinct gap exists between law and practice at the ground level in Bangladesh. There is a potential to eliminate this compliance gap through companies such as HRPOOL, which represents an opportunity to conduct interventions, although their effectiveness has not been studied well yet. Through the practical experience that you record in the course of your internship report of your engagement with labor law compliance at HRPOOL, you can therefore make a viable empirical contribution to this flourishing area.

3.3 Methodology

The research approach used in the paper has been a qualitative research method with the aim of examining how the HRPOOL monitors and administers labor law compliance on its HR consultancy practice. The study is aimed at grasping the practices involved, internal processes and obstacles encountered by the firm in trying to comply with Bangladesh Labour Act, 2006 (as amended) in reality. To put everything into perspective both primary and secondary sources were used.

In the case of secondary research, the study had consulted the available literature such as academic journals, government labour reports, HR policies, and past research on labor law compliance and HR practices in Bangladesh. These were the sources who gave the required legal, theoretical, and contextual background to the study.

Two interviews were also conducted with three stakeholder groups that are involved with or affected by the labor law compliance at HRPOOL: (1) personnel within HR, (2) consultants who worked directly with the clients, and (3) employees on a contract or outsourced basis. In this case,

each group was composed of 2 to 3 subjects, and so a total of about 8 interviewees were used. The interviews were guided with a semi structured questionnaire in which they were open-ended and permitted free flow of response and discussion of emerging themes in order to give the interviews a free spirit.

The qualitative approach was selected due to the ability to get a more in-depth perspective into personal life stories, impressions of what the practice entails, and how it is practiced on an organizational level. This approach can be applied especially when interpreting such matters of compliance behavior and how the decisions have been made in their pattern. It also allows the researcher to follow and adjust according to the answers provided by the participants and hence richer and meaningful data.

Thematic analysis was utilized to analyze the obtained data. The technique includes the coding and classification of the interview text to extract the presence of the same theme, pattern, and new findings on labor law compliance. Thematic analysis was chosen because it can be aligned with the interpretivist research paradigm and helps to develop a detailed picture of the social and legal dynamics to exist in the operations of HRPOOL (Peterson, 2017).

On the whole, this methodology will assist in making sure that such a study brings out both the theoretical and practical insight in the research, therefore presenting the overall picture of how the laws on labor are interpreted, applied, and experienced in a real life scenario at a consultancy environment.

3.4 Findings & Discussion

3.4.1 Findings

The section provides a discussion of study findings with reference to the research objectives. It explains why HRPOOL fulfills the demands of the Bangladesh Labour Act, the difficulties that have been faced, the aspects least understood by client companies, and how the organization is involved in spreading awareness, working with legal professionals, and acting ethically in HR.

Research Objective 1. How do HR POOL Ensure Compliance with the Bangladesh Labor Act in Its HR Practices and Client Consultations?

HR POOL is able to illustrate that it considers it vital to adhere to the Bangladesh Labor Act, 2006 (as well as its 2013 and 2018 amendments), presenting quite strong internal compliance systems. The organization has put in place a special compliance unit that constantly tracks changes in labor laws and any changes in any HR policy must be made to reflect the latest requirements of the law. The second best practice is the scrupulous service books and employee records as required by Section 6 and 7 of the Labor Act, which requires keeping of employment background, employment

period, leaves, disciplinary action among others to create transparency and safeguard the interest of employees as well as the company²⁵.

Also, every new employee is offered a formal appointment letter by HR POOL, which indicates the terms of employment, remuneration, and service conditions in accordance with section 5 and prevents any forms of disagreement and creates specific contractual obligations. The company is very strict in its implementation of its maternity leave protocols as detailed in Section 45 by providing female workers with the entitlement to 16 weeks of paid maternity leave and protection of rights during pregnancy and after the baby is born. In addition, overtime work and working hours are monitored to be in line with Section 100 by ensuring that the employee adequately earns anything above the normal working hours.²⁶

In addition to its own activities, HR POOL also provides advice to its client organizations in which it assists organizations to integrate their HR practices with the Bangladesh Labor Act. This involves helping the clients to create or revise HR policies that are legal in relation to recruitment, wage payment, leave, dismissal, occupational safety and employee welfare. The consultancy is also carrying on quality legal audits to ascertain how client organizations are abiding by the labor laws and carrying out risk assessments as well as advising remedies.

In order to raise awareness regarding compliance, HR POOL conducts training sessions and workshops with the employees of the HR teams, managers, and workers of a client company on a regular basis. Such sessions discuss critical issues such as rights of labour, obligations of employers, complaints procedure and regulation changes, which creates a culture of legal and ethical management of HR. Moreover, the HR POOL continues to support its customers with the implementation of compliance monitoring systems, reports, and checklists, which allows the clients to avoid committing the violations and get ready for the inspections by the government. The consultancy is also instructing its clients on how to create proper grievance redressal procedures that fall in line with labor laws and union acts so that the grievances of the employees can quickly be addressed and harmonious coexistence in the workplace can be created.

Research Objective 2: Has HR POOL Faced Any Challenges in Implementing or Advising on Labor Law Compliance?

Yes, HR POOL has faced some few obstacles in the way it implements the labor law compliance within itself and advises it to the clients, especially when dealing with diverse scope of organizations.

²⁵ Bangladesh Labor Act, 2006

²⁶ Bangladesh Labor Act, 2006

Among the most prominent problems, there is the issue of the lack of awareness by SMEs and startups, as well as their financial constraints. Most of these businesses are ignorant of their legal responsibility or intentionally non-compliant in an attempt to cut down on costs. To give an example, there are mandatory clauses concerning wages, bonuses, and social security that can be regarded as economic costs. Also, there are certain startups where it is hard to introduce a formal, legally-compliant HR system because they are reluctant to abandon informal employment trends.

One more significant obstacle is the need to comply with all the regular changes in Bangladesh Labor Act and relevant policies. Such a rapid evolution of information necessitates HR POOL to pay significant attention to the developments in legislation and be able to immediately understand the repercussions of new regulations on clients serving various industries. The process of the development of specialized compliance policies and checklists with the conditions of satisfying the demands of clients within a limited time period usually introduces the matter of conflict between the needs of speed and the fidelity of law application, particularly in the instances where laws are less straightforward and may be interpreted in different ways.

Documentation and compliance management are also the problems of HR POOL internally. Making sure that statutory benefits like earned leave or Section 118 festival bonuses are processed in time is especially challenging at peak-time periods of service. This is because the maintenance of accurate records (service books, appointment letters, and wage documentation) involves sync work processes and properly trained personnel not to fall into unintentional non-compliance.

Moreover, HR POOL has diverse clients who are in different industries and each industry involves different legal systems and operational problems. There are certain industries under the influence of other or industry-specific labor regulations and most of the informal or semi-formal organizations are short of basic HR frameworks. The impossibility of cross-cultural application of the standards of compliance is also complicated by cultural opposition or different attitudes to work rights, which is why HR POOL has to tailor their strategy against the background of the particular cases of its clients.

Finally, there are also general external influences that affect compliance endeavors. Poor enforcement systems and a low level of government inspection also decrease the need of the firms to comply with labor legislation of the country. Also, organizations can end up prioritizing other things other than compliance due to political or economic instability. Inexplicable or little late guidance of the regulators further adds to the difficulty of HR POOL to offer a concrete timely recommendation.

Nevertheless, HR POOL still lobbies for good HR practice with regard to law and ethics and it also strives to develop compliance awareness and capacity within its operations and in its clients.

Research Objective 3: What Labor Law Areas Are Most Commonly Misunderstood or Neglected by Client Companies?

HR POOL consultants observe that a large number of client organizations, particularly those which are startups, SMEs, and fast-growing, and companies tend to ignore or misunderstand significant stipulations in the Bangladesh Labour Act, 2006 (with modifications in 2013 and 2018). These can find their cause in the lack of specific HR experts, systems, or law assistance.

An area that has been most neglected is that of maternity benefits enshrined under Sections 45-50. Most employers are ignorant that the Law expects them to give 16 weeks of paid maternity leave (eight weeks prior to and after delivery) or they do not compute the applicable wage benefits depending on an employee's average wages of the last three months. Legal provisions are violated when some employers force women into quitting their jobs before pregnancy or some employers refuse to give contractual laborers such benefits which is against the law. HR POOL can solve this through policy auditing and training so employers can obey the schedules and eligibility to the benefits.

The second type of situation that is often dealt with improperly is with regard to the termination practices and compensation policies in Sections 26-31. Customers also do not observe reasonable notice clauses, default on payments of severance or vacation payments and terminate employment with no official reasons given. This way of doing things poses legal threats to companies. The following risks may be reduced with the help of HR POOL, which will prepare the compliant exit policy, comment on disciplinary procedures and create the proper documentation templates.

Even working hours and overtime laws (Sections 100 and 108) can be disregarded, at least in some areas such as retail, logistics and IT. Employers can go over legal WORKING hours that are 8 hours a day and 48 hours a week without payment of overtime. In most situations, the attendance record is not properly kept and employees do not get their weekly holidays and rest periods. Some of the services that can be offered by HR POOL to its clients include audit, shift scheduling, and management training on how to calculate wages in case of overtime.

Employers may often shortchange their employees by not declaring annual paid holidays or by replacing them with unpaid leave in terms of festival holiday entitlements which fall under section 118. Other companies force employees to work on holidays without paying them an appropriate amount of doubled pay or compensatory holidays. To be fair, HR POOL helps to draw calendars of statutory holidays and make adaptations in regard to leave policies.

Child labor and adolescent working standards (Sections 34-44) are largely broken in situations where client organizations are less uptight or are not regulated with such laws. This is encompassing hiring of children under 14 years or not keeping proper records and medical

certification of adolescent employees (14-18 years). HR POOL combats these practices by creating awareness during training programs, revising the recruitment policies to make them compliant with the law.

The underlying causes of such compliance gaps are lack of HR knowledge, the strain associated with expanding quickly, use of various loosely-based procedures, and ineffective regulation by the authorities. In order to fill such gaps HR POOL offers such customized services like compliance audits of the company, development of policies, a set of training workshops, and employee handbook that explicitly defines legal standards and worker rights.

Research Objective 4: How Does HR POOL Educate or Raise Awareness of Labor Law Among Employees and Clients?

The approach to labor law promotion used by HR POOL is proactive and two-fold, including the staff education and support of the clients. Internally, regular legal training programs are two to three meetings that take place on a monthly basis to cover vital areas of law, including termination, maternity benefits, and minimum wages. When there is a new amendment on the labor laws, staff are updated on the same during sessions. Along with this, all new staff members are given legal orientation as they start being employed at a company, which makes them aware of the compliance requirements and ethical duties of HR POOL.

In the case of clients, HR POOL provides customized training programs depending on a particular industry and needs of the organization. These involve on-site training, online courses as well as industry specific handbooks. One of the regular events of the company is webinars on such high-risk topics as lawful termination or child labor laws, and legal experts are often invited to partner with the company. HR POOL is also able to provide HR compliance handbooks in Bangla and English, highlighting the international and domestic legal obligations, as well as providing useful support tools such as checklists and templates.

Upon completion of compliance audits, HR POOL will offer descriptive action plans coupled with explanation sessions that are aimed to make the clients comprehend and fill the legal gap. Regular clients are served by compliance officers who provide periodic updates, trainings, and consultation to the long-term clients. It is this thorough process that has led to the enhancement of the legal awareness, minimisation of the violations as well as the establishment of robust culture of compliance in both HR POOL and its clients.

Research Objective 5: Does HR POOL Collaborate with Government Agencies or Legal Professionals for Compliance Matters?

Although HR POOL is an independent consultancy, it pays close attention to its integration with legal practitioners to ensure that its internal practices as well as its services to clients meet labor laws requirements. The company has a pool of labor law professionals that offer legal interpretations, design HR documents that satisfy the laws and give advice on contentious issues like employee firing, misbehaviors and salary grievances. In such complicated cases, HR POOL refers directly to such professionals in order to exclude the risk of the case becoming legal.

HR POOL also draws upon official government sources, including not only the Bangladesh Labour Act (2006) and further amendments of that act, but also government gazettes and circulars brought out by the Ministry of Labour. It updates its policies and client templates with reference to these documents on a regular basis through its compliance team. Employees present at seminars and webinars organized by labor officials and law institutions to be aware of the changes in the regulatory environment.

HR POOL is not an actual part of the government agencies, but it aligns its practice with the guidelines by its predecessors such as the Department of Inspection of factories and establishments (DIFE), and, at times, gives advice to clients on how to avoid or overcome the labor tribunals. In the future, the organization will establish official relationships with bar associations and faculties to facilitate its assistance to SMEs and increase the level of legal literacy in HR as a whole.

Research Objective 6: What Steps Are Taken to Ensure Ethical and Fair Employment Practices in Line with Labor Law at HR POOL?

HR POOL focuses on ethical and legally correct HR policies so that to create a fair and open workplace is what HR POOL strives to create. The business implements a zero-tolerance approach on discrimination, harassment and retaliation to terms as per Sections 332 333 of the Bangladesh Labour Act, 2006. These are done by well stipulated internal policies and disciplinary actions.

In order to promote the well being of the employees, HR POOL has set up a confidential redressal system of grievance that is not biased in investigation and solution. This system adheres to the ILO Conventions, freedom of expression and protection against unfair employment practices. There is also a strict Code of Conduct to be observed by the employees, which includes ethical behavior, legal entitlements, and Professional standards.

The HR POOL swears by the recruitment attrition of equal opportunity under both national and international laws. The actual practice of hiring employees is based on merit and not biased in any way but is backed by organizational evaluation procedures. In order to further entrench the desired

conduct in respect to this issue, all employees must undergo anti-harassment training which must be repeated periodically through refresher courses.

The company is very much obligated towards the leave entitlements and benefits as prescribed by the Bangladesh Labour Act such as maternity leave, festival bonuses and earned leave encashment. These are addressed by automating payroll systems to make them consistent and transparent.

Highest standards are also followed in the employee documentation like issue of appointment letters and keeping of service books. To the clients of HR POOL, HR audit of ethical HR practices including approaches to fair hiring and grievance procedures and application of labor benefits applies.

To sum it up, HR POOL comes to look at labor law principles through every day work, stimulating accountability, trust, and legal security among the employees and client base.

Research Objective 7: What Is the Perception of Employees at HR POOL Regarding Labor Law Enforcement Within the Organization?

HR POOL has a general perception among the employees that indicates that the organization is deeply concerned with the implementation of labor laws and ethical HR practices. According to most employees, formal appointment letters are issued giving them appointments, their jobs, salaries and employment conditions. Service books should be maintained and paid slips should be issued on a regular basis as per the Bangladesh Labour Act, 2006, which will inject some form of transparency and trust among the company.

Thanks to the sustained internal communications and training sessions, staff members also illustrate the awareness of their labor rights such as maternity benefits, festival bonuses, earned leave, among others. One of the features of the firm that is greatly enjoyed by female employees specifically is the ultrastringent policy of maternity leave employment.

Although certain junior employees complain of high working hours during peak times, they believe that their job is safe because of a clear HR planning, an approach to grievances, and a decent working atmosphere that are present in the company. On the whole, the employees consider HR POOL to be a leader in working out labor demands of compliance with legislation in the HR consultancy industry since they are certain that the company infrastructure and practices set its examples of the implementation of the standards in an internal and external environment of its operational clients.

Research Objective 8: What Improvements Can Be Made in Promoting Labor Law Compliance Among Clients?

HR POOL consultants outlined a number of issues on how they could optimize the promotion of compliance with labor laws in the clients, particularly SMEs and startups. First, when bringing the client on board, include the education about labor laws and initiate them at the beginning of the services to introduce some of the major legal requirements, therefore, instilling compliance systems at the introductory level.

Second, it may be possible to create digital compliance tools such as checklists or software that will make it easier to track the deadlines and keep the records and leave the management of it to clients with insufficient HR.

Third, widespread training about labor laws should be encouraged by training not only the HR team but also senior management, supervisors and finance units to enhance the knowledge base of the organization regarding the labor laws.

Fourth, sectoring training and making it customized helps it to be relevant to industry issues like occupational safety by manufacturing or contracting by the IT industry.

Fifth, continuous post-engagement would include follow-ups, refresher workshops and monitoring of compliance on what was happening so as to maintain the gains in the long run.

Lastly, establishing collaborations between the governmental agencies and labour rights networks might enhance the awareness campaigns and give access to supplementary resources.

Such measures would assist HR POOL in enhancing the legal adherence of its clients and affecting positive change in the form of healthy, viable working conditions across Bangladesh.

3.4.2 Discussion

In this section, I will explain the value of the HRPOOL in the area of compliance with labor laws and I will mention the possibilities and difficulties in practice. It muses on the advantages of the compliance, the constraints that are experienced, and the overriding effects on client organizations, especially SMEs in Bangladesh.

Compliance with labor laws in the practice of HR consultancy is both an opportunity and a challenge to a firm such as HRPOOL. The study has explained the dynamics of the internal workings of compliance that HRPOOL regulates, but it is in the process of helping client

organizations align themselves with the Bangladesh Labor Act, 2006. The key areas were the areas of working hours, rights of the employees, management of contracts, process of termination and knowledge about legal requirements. According to the results, it can be stated that observance of compliance not only guarantees legal security but also establishes credibility and ethical practices in HR activities.

The primary benefits of effective labor law observance that can be observed in the practice of HRPOOL refer to such outlined practices as structured employment practices, increased employee satisfaction, and the minimization of the threat of legal claims. On the internal front, the regular application of employment contracts, appropriate handling of leaves and concern with the provisions regarding working hours are but some examples of ethical corporate practices by HRPOOL. The systematic way also aids in transparency and fairness in the employer employee relation. Moreover, through observing the rules of labor law, HRPOOL can affect its image and credibility, and thus it may become a trustful partner of the organization which needs HR consultancy services.

In a strategic light, the consultancy services offered by HRPOOL to the client companies are vital in ensuring that the client companies, particularly SMEs comply to labor law. Most of the smaller corporations do not have either a HR or a legal department and they are uninformed of the specifics of the Labor Act. HRPOOL comes in by offering compliance training, policy manual, contract templates. Consequently, client organizations stand a better chance of avoiding employee bickering and revamping of their HR governance.

Nevertheless, there is also the limitation of the compliance process. Full scale labor auditing and documentation is one of the challenges that require a substantial cost and use of resources. Most of the client companies are not ready to spend money on the long-run compliance as they do not have enough budget. The others relate to insufficient awareness and training of the line managers or supervisors who come directly into contact with the workers but are not conversant with the legal standards which eventually can result in unintentional breach of the law.

In addition, certain details of the Bangladesh Labor Act are not always easy to implement among all companies, particularly, in unregulated industries or high-paced startups. Put in perspective, although HRPOOL encourages the provision of appointment letters and the justifiable termination letters, not every client organization would always comply since the hiring process is informal. Also, in most companies, digital infrastructure is not extensive enough to enable the monitoring of employee attendance, overtime, and even festival leave records.

There are also concerns with regards to employee awareness. On the inside, the HRPOOL makes sure that the employees are taught about their rights during the onboarding process and in written policies. But at least in certain listed client companies, the employees are not aware of their access to maternity benefit, minimum wage cover or weekly leave facilities. It shows that more training or awareness of the employees is necessary.

On the whole, it seems that HRPOOL is determined to prioritize labor law compliance in its work and services as consultants. Still, a larger use of digital tools, more training, and enforcement are required by client organizations. With the gradual maturation and regulation of the labor market in Bangladesh, companies such as HRPOOL can become pioneers in the HR practices that are legal, ethical, and sustainable. Moving forward with the balance between legality and business necessities, HRPOOL will be able to reaffirm itself as a responsible and progressive company with an HR consultancy service.

3.5 Recommendations

Considering my findings during the internship, I think that HR POOL can further consolidate its position as an HR consultancy firm by paying attention to the labor law compliance and ethical conduct. The recommendations here are important areas that need improvement in training, monitoring, communication and consultancy services.

1. **Strengthening Labor Law Awareness and Training**
HR Pool can improve their continuous training on their HR consultants and the client organizations to make sure no one is left behind with the current laws of Bangladesh people. Frequent workshops and orientation will facilitate non-compliance enforcement and encourage the establishment of a culture of legal adherence at every workplace of the clients.
2. **Improving Compliance Monitoring and Reporting Mechanisms**
HR Pool has the potential to design industry-standard compliance check-lists and audit tools to be used in Bangladesh labor regulations. The continuous audit and report to the clients on status of compliance will assist in closing the gap in time and suggest corrective measures thus limiting legal risks to the companies requesting the audit.
3. **Enhancing Communication and Support for Worker Rights**
HR Pool ought to develop effective mechanisms through which workers will report on issues that touch on the violation of labor rights in a confidential manner. Giving the employees awareness on their rights and availability of an efficient grievance system will enhance better relationships in the workplace and follow the laws of labor.
4. **Promoting Ethical HR Consultancy Practices**
As the liaison between employers and their employees, HR Pool must have an excellent ethical conduct in giving advice to clients on the treatment of labor law. This includes giving counsel on reasonable practices in the areas of employment such as hiring, working conditions, wages, leave entitlements and dispute matters according to the laws.

3.6 Conclusion

The article on actions of the company in labor law (HR Pool) illuminates the significant role of the firm to avoid violation of the labor law by their client bodies in Bangladesh. HR Pool is actively involved in helping companies manage intricate labor laws through consultancy and practical ways of meeting compliance needs.

Nevertheless, the firm still faces challenges like the non-uniform background on the rights of labor amongst employers and workers, and more vigorous monitoring mechanisms of compliance. enhancement of training, audit and grievance mechanisms will play a pivotal role towards boosting the general labour law compliance.

Finally, in summary, it should be mentioned that the HR Pool aim at ensuring adherence to labor law through education, monitoring, and ethical consultancy contributes greatly to labor compliant and safer working environments. Nevertheless, the next level of enhancement is continuously needed to make labor law enforcement in Bangladesh complete in terms of communication, openness, and regular review of compliance.

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