

Report On

**The effectiveness of HRM in managing employees and implementing
change management strategies of Sheltech Engineering LTD.**

By

Md Raisul Islam

17204048

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

BRAC Business School
BRAC University

October, 2021

Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing a 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 have acknowledged all main sources of help.

Student's Full Name & Signature:

Md Raisul Islam

Student Full Name

17204048

Supervisor's Full Name & Signature:

Ms. Tanzin Khan

Supervisor Full Name

Lecturer, BRAC Business School

BRAC University

Letter of Transmittal

Ms. Tanzin Khan

Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Internship Report Submission

Dear Madam,

I am delighted to exhibit my experience being an intern at **Sheltech Engineering Ltd** and findings of the Study of dispute regarding resistance to change and the effectiveness of HR practices of Sheltech Engineering ltd, by presenting this report to you.

I have tried my level best to reflect my overall experience in the report and meet all the desired data with your graceful guidance. I hope this report meets all the necessary requirements.

Sincerely yours,

Md Raisul Islam

17204048

BRAC Business School

BRAC University

3rd October, 2021

Non-Disclosure Agreement

This confidential agreement is made and entered into by and between **Sheltech Engineering Ltd** and the undersigned student at BRAC University **Md Raisul Islam, 17204048**. The agreement is made to ensure that no confidential data about the organization will be disclosed by the intern student or the institute.

Acknowledgement

I am delighted to convey my gratitude to my internship supervisor, **Tanzin Khan** ma'am for helping and guiding me continuously from the very first day of my internship journey and also considering my limitations. Thank you for being continuously active on WhatsApp and giving us the opportunity to explain our queries through WhatsApp whenever needed.

Along with that I am also grateful towards Sheltech Engineering Ltd and my onsite supervisor, **Mohammad Atiqur Rahman** sir for cooperating with me and providing all the necessary information that were allowed to disclose.

Abstract

Sheltech Engineering Limited is one of the pioneers in the real-estate construction industry, who started its journey in 1988. Within this short period of time, they managed to create Sheltech group which is composed of multiple other wings. Getting the opportunity to work as an intern here was delightful as I have learned a lot of practical things which I have mentioned in the first chapter of this report, which will benefit throughout my career. Moreover, this report contains an exhaustive overview about Sheltech along with its HR, Marketing, Operational and Information management system of the organization. However, the main focus is on the research on the complications and challenges of Human resource management that act as a fundamental issue in almost every organization. Likewise, Sheltech also faces some management issues which were exhibited in this report. To validate the developed issue, a special interview with a Head of HR had been conducted. Furthermore, to give this report a 360-sight survey of random employees were regulated which were later compared and analyzed with other opinions of industry experts to validate the statement. Lastly, this report only tries to enhance some comparatively weaker part of Sheltech and this industry by providing necessary advice.

Keywords: Changing market; Human Resource Management; Disagreements; Real-Estate; Sheltech Engineering Ltd

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List of Acronyms:

HRM: Human Resource Management

HR: Human Resource

SEL: Sheltech Engineering Limited

R.C.C: Reinforced Cement Concrete

ERP: Enterprise Resource Planning

EPZ: Export Processing Zone

ISO: International Organization for Standardization

Chapter 1

Overview of Internship

At BRAC university, it is mandatory as a business student to do an internship under an organization for 3 months to graduate. Similarly, I had to do an internship for the completion of my degree. Therefore, I was appointed as an intern of the HR & Admin department at Sheltech Engineering Ltd; operated by Sheltech group. Throughout my journey of 3 months, I have encountered abundant experiences which I have shared thoroughly hereinafter.

1.1: Student's Information

Md Raisul Islam

Id: 17204048

Program: Bachelors of Business Administration

Major – Human Resource Management and Accounting

1.2 Information regarding Internship:

1.2.1: Internship Organizational Information

Period- 16th June- 15th September

Company Name: Sheltech Engineering Ltd

Department: HRM and Admin

Address: Sheltech Tower, Sheikh Russel Square, West Panthapath, Dhaka-1207

1.2.2: Supervisor's Information

Mohammad Atiqur Rahman

Sr. Asst General Manager, Head of HR & Admin

1.2.3: Job Scope & Job Description

Duties and responsibilities during my internship period are as follows:

- ❖ As I was an intern my job description was quite vague, this is because I was given all types of HR related tasks so that I could learn and gather more practical experience in all the possible areas.
- ❖ I have worked in almost all the aspects of the HR department including on field and off field.
- ❖ I was given a desk so that I can do the necessary excel work.
- ❖ My primary duty was to assist the HR Manager and the deputy manager with their task, by arranging the necessary documents they needed to complete their work.

1.3 Internship Outcome:

1.3.1: My contribution in the organization

My work and contribution in the organizations as an intern are given below:

- I believe I worked as an all-rounder at my department. I worked with the head of HR and also with other lower position employees there such as assistant manager, deputy manager and junior executive officer. Here I have helped everyone with their own work by rechecking them to see whether there were any silly mistakes or not.
- During the lockdown period my job was to shortlist all the employees of Sheltech Engineering Ltd on an excel sheet based on their covid-19 vaccination, if someone did not get vaccinated or did not complete registration then I had to call them for a reminder.
- At the end of each month the HR department prepares the salary sheet of all the employees where my task was to recheck the whole document and ensure everyone's salary is provided evenly based on their attendance and punctuality.
- I maintained all the documents of employees according to their Id number. In some cases, a lot of employee's necessary documents were missing such as emergency contact, NID, blood group etc. I was assigned to collect them and update the portfolio based on the new information they provide.

- The HR of Sheltech Engineering also handles the maintenance of all the cars the company owns. I contributed there by taking the cars for regular checkup and servicing. The renewal of car documents was also done by me at BRTA.
- Sheltech recently sold 5 flats and to handover those flats holding tax were needed to be updated. I went to the South City Corporation to pay the tax papers. In this way I have also gained some in field official work.
- Moreover, whenever a requisition came regarding shortage of employees, I helped the HR by gathering candidates through different Facebook groups such as when a requisition came to hire a senior executive of Finance, I had to post the advertisement on the fb groups and collect the CV on my email. Later on, I had to skim them based on the organizational requirement and submit those CVS to the head of hr.
- Recently I have also worked on credit realization where I had to enter the amounts and records based on the agreement done by the client and the organization. Here a format was already given on Excel, I had to enter the amount due and paid based on individual projects.

1.3.2: Benefits of working at Sheltech Engineering Ltd

- Being an undergrad student at BRAC University, I have gathered a lot of experience from the faculties of different courses. Each faculty and each course taught me different new things which enhance my knowledge regarding the business world. Although all this knowledge and studies done are theoretical, I don't have the experience how these strategies and studies work in real life practical corporate world.
- However, BRAC's requirement of working as an intern at Sheltech Engineering Ltd turned out to be a great exposure for me to explore how the real-life corporate world works. After I started working at Sheltech I got to know about different policies an organization follows to maintain their employees. Moreover, I got a full overview of how a human resource department works, which could relate a lot with the knowledge I have gathered at my university studying HR courses.

- Although for the organization's rules, I couldn't visit all the departments but staying at the HR department I got a glimpse of all the other departments as the Human Resource department gets involved with all the other departments too.
- This internship not only helped me gain practice it also taught me how to deal with employees at different positions. As being an introvert, I used to think that the colleagues and bosses are always rude and not friendly in a corporation but Sheltech proved it wrong as they all stay here as a family and also be informal whenever needed.
- Moreover, I was also lucky to experience recruitment and selection of an employee live, which is one of the key tasks of HRM. Here I have learned how and job vacancies are advertised and then a large pool of candidates is gathered from which few were interviewed. I personally believe being a part of this process will help me a lot as now I have an idea how a candidate is interviewed and what are the expectations of the interviewer.
- To add more, along with the organizational internal works I have also worked outside the office such as maintaining the corporate cars and handling their official documents and renewing by going to BRTA and also got exposure to government offices with other co officers at HR, to pay the holding taxes of flats hold by Sheltech engineering at Dhaka South City corporation. This was a great opportunity for me indeed as government offices are by far different from the corporate ones so I had experienced a glimpse of a difference between both of them.
- Last but not the least, every day after office hours I had an opportunity to sit with the HR manager and discuss different topics where he shared his experience about how an organization actually works and how to build a strong career. I believe his everyday short lessons will help me a lot to grow in the future.

1.3.3: Difficulties faced at Sheltech Engineering Ltd

- In this pandemic situation everyone is facing some difficulties in their life, so did I face some difficulties working in this organization during covid as it was highly risky to get affected by coronavirus anytime as a lot of colleagues turned out to be positions during my tenure.
- Due to covid crisis interns were not allowed to visit any other departments for which I have very little knowledge regarding their practices in other departments.
- As I was an intern for a few months, I was not provided with a personal pc as a result I had to carry my laptop every day from home for which I faced some difficulties.
- Based on the organization's policy any information regarding the finance and marketing department were not shared as they keep it confidential.
- Working days at Sheltech were six days a week which is difficult for an intern to cope up with the internship report mostly if someone is also doing a course beside internship.
- Interns were not provided with any organizational Id card as a result I had to face difficulty at the security check, every day while entering the building.
- The HRM at Sheltech uses a lot of upgraded software for recording their data and maintaining everything. Being an intern, I was not shown their functionality as they want to keep it confidential.
- People at my department were cooperative. However, at some point of time every month they become very busy with payroll and compensations and bonuses etc. As a result, they could not give me enough time to teach so I had to sit idle which wasted my time.

1.3.4: Recommendations for Sheltech Engineering Ltd

- To deal with covid-19 situation the organization should make it mandatory for the employees to get vaccinated and allow those who are vaccinated. The employees who are not vaccinated can work from home. In these ways the organization will be much safer from being affected by coronavirus.
- The organization should allow the interns to visit every department so that they can get enough knowledge about other departments to have a reflection at the internship report.
- Working days for an intern should be 5days a week as an intern student also needs to focus on the internship report. After working 6days a week it's very difficult to focus on the internship report and that's also when a student is doing a course too.
- An intern should be provided with a personal pc even though they are given less computer work, as carrying a laptop from home every day is very difficult.
- Sheltech can keep a specific supervisor to guide the internships program, this will help the intern to learn even when other people in the department are in a rush.
- Moreover, functions of HRM software should be shown thoroughly as in future the intern is going to work with that software as a result skipping that part would be a great loss for the person learning.
- Last but not the least an intern who is working in an organization should be provided with an identity card as it is a proof of his employment no matter how short their tenure is.

Chapter 2

Organizational part: *About Sheltech Engineering Limited.*

2.1 Introduction:

Internship plays a crucial part in a student's life while completing their undergrads. As it is mandatory for a student to work in an organization as an intern and prepare a report based on their learning. In order to complete my bachelors, I had to work as an intern too. Internship is very important as it gives a reality check of all the theoretical knowledge one gathers through their university life and in most cases, this is the first time a student is getting exposure to the world of business and corporations practically. Moreover, I joined Sheltech Engineering limited as an intern at the Human Resource & Admin department. Which deals with all the documents related to their employees, official documents such as contracts between clients or government, different license of validity awards such as ISO etc. The HR department is also responsible for hiring new employees, providing necessary training to all the employees and appraising them regularly.

Sheltech Engineering Ltd is a real estate construction company which is sister concern Sheltech Pvt Ltd. It is one of the top real estate businesses in Bangladesh established in 1988. Sheltech Engineering limited deals with the construction part of Sheltech Pvt Ltd.

2.1.1: Objective

For every internship to be completed a report needs to be prepared. Which actually reflects the learning of the intern in the internship based on their experience and observation. In this internship report I am going to focus on the core areas of my organization, and the HR department of Sheltech Engineering Ltd. Moreover, this report will give a thorough discussion about their HR practices such as recruitment, selection, appraising, evaluation etc. Additionally, this report also contains a project part which focuses on the change in the industry and the employee's resistant behavior towards the change made by the organization and the effectiveness of HRM in solving this issue adequately.

2.1.2: Methodology

The methodology of my internship is based on two types of data. These data are primary data and secondary data.

The primary data:

- The primary data is the one that I have gathered going to the organization practically. Such as observing the work at the HR department, having a discussion with the head of HR at the end of office hour, interviewing other colleagues etc.

Secondary data:

- The collection of secondary data was collected from the official website of Sheltech Engineering Ltd, surveying different articles, online news portals and reports.

2.1.3: Scope

Though I did not have much scope to explore the full organizational activities such as their marketing practices, financial data and different HRM software which they use, due to their policy of not letting an intern interfere in other departments other than the one they are hired for. However, there were a lot of other scopes for me to learn and enhance my capabilities by doing an internship in this organization. Such as being a student of HRM I got to learn major functions and practices of HRM in real time. Being present at an interview session taught me what an interviewer actually wants in a candidate. This will help to improvise and prepare myself for future interviews. Moreover, working in this organization allowed me to meet different successful business entrepreneurs and know their experience of being successful. Last but not the least this internship taught me to deal with different corporate individuals and how to behave with everyone accordingly. Therefore, I believe this will help me throughout my career.

2.1.4: Limitations

Knowing and sufficiently extracting information about an organization is very difficult in 3 months' time period. That's too during lockdown, where I could not visit the organization for about a month and I had to do work at home.

However, due to the company's policy other than the software's confidentiality, visiting other departments and getting any information about those departments were forbidden which made it very difficult to complete the requirements of the report such as including the company's financial data and marketing practices etc. As Sheltech Engineering is a private company they do not share their data anywhere as a result these data were also not available anywhere on the internet including their website.

2.2 Overview of Sheltech:

Sheltech was first established in 1988 with an aim of developing themselves as a real-estate developer. However, within 25 years they have expanded dramatically to other businesses such as Construction and Consultancy companies along with the real estate. Today Sheltech is one of the pioneers of the Real estate and Housing related industry of Bangladesh. Now Sheltech has over 500 highly qualified engineers who are very advanced technically and have great management skills. A total of 5000 skilled workers are working at various projects of Sheltech, making it one of the top Real Estate construction companies of Bangladesh.

Sheltech strongly focuses on the quality and design of construction. They build all the buildings based on Bangladesh National Building code. To enhance the quality of construction and to achieve high performance rating and highest possible standard, they separated their construction part onto a new wing called Sheltech Engineering Ltd.

Sheltech Engineering was established during 2011, which acts as a construction management company for Sheltech group. At that time, it was established with strong objectives such as managing the construction work for all the residential and commercial buildings, implementation of all types of RCC piling, shore piling and joint driving works. Since its separation the company has progressed dramatically and strengthened its profitability. So far Sheltech Engineering Ltd has completed a lot of large commercial and residential projects and has several ongoing government projects such as BGB headquarters in different districts. The current team of Sheltech includes highly skilled engineers, architects and other skilled professionals who are needed to run the construction and managerial works accurately. Sheltech Engineering focuses strongly on the quality of its services. Maintaining the highest level of technical standard and the outline mentioned by the Bangladesh National Building Code (BNBC), which are precisely followed in all the construction projects. Because of having high quality management assurance, they were awarded ISO 9001: 2000 certificates in 2015 for having an internationally recognized quality control management.

2.2.1: Mission & Vision Statement

Vision Statement- *“Their vision is to provide beautiful and quality homes for the residents of Dhaka led by Sheltech to develop over 3700 apartments all over the city, transforming Sheltech into a symbol of excellence in the real estate industry of Bangladesh.”*

Mission Statements- The current mission of SEL is divided into small targets such as: *“To construct structure with quality along with safety within time and budget. For successful implementation of proposed projects, prepare appropriate construction plans, project specifications and other documentations. To understand professional and ethical obligations and strive to work accordingly and perform with a team of diversified professional skills and techniques using modern technologies in the construction industry. Moreover, our target is to renovate old structures in a limited budget and shortest possible time while maintaining quality construction.”*

2.2.2: Brand & Associations

Slogan of SEL: *“The Ultimate of Construction”*

Business Associates:

Textiles (Rope Denim Manufacturer):

- ❖ Envoy Textiles Limited

Manufacturer and Export of RMG:

- ❖ Envoy Garments Ltd
- ❖ Cosmopolitan Industries Pvt Ltd
- ❖ Green Textiles Ltd

Real Estate and consultancy:

- ❖ Sheltech (Pvt) Ltd

Hotel Chain:

- ❖ Platinum suites
- ❖ Platinum Grand
- ❖ Platinum Residence

Financial Institution:

- ❖ Sheltech Brokerage Ltd

Security Solution:

- ❖ Sheltech Protection Service Ltd

Food Processing:

- ❖ Bengal Meet Food Processing Ltd

Freight Forwarding:

- ❖ Aero Speed International Ltd

2.3 Management practices:

Leadership style- Even after having a tall organizational structure, SEL follows **Democratic** leadership style which means allowing the other members of the organization to participate in the decision-making process. However, the final decision is taken by the leaders by taking advice from others. At SEL all the individual departments have their own manager who acts as a leader of their group and can discuss or take advice from their juniors such as deputy manager or assistant manager and other personnel. Moreover, this leadership is not followed at departments only it is also followed at the corporate level as well.

As such, at the end of every month the board of directors have a meeting along with the department heads. Here, the department heads are allowed to give their opinion in the discussion and after the discussion the final decision regarding any change or implementation is made by the board of directors alone.

Following the democratic leadership style helps the organization to keep a clear communication between all the employees as their words are valued here unlike autocratic style. This helps an organization to deal with problems effectively and take decisions at department levels to enhance their service. Moreover, as SEL aims to provide the top-notch quality to their customers, it is only possible if decision making power is decentralized. For the sake of ensuring quality, SEL gives some decision-making powers to each project which are taken by the appointed leaders.

The list of board of directors of Sheltech Engineering Ltd are as follows:

1. Engr. Kutubuddin Ahmed (Chairman)
2. Engr. Chowdhury Jamal Ashraf (Senior Vice-Chairman & CEO)
3. Engr. Sk. Bashir Ahmed (Vice Chairman)
4. Tanvir Ahmed (Managing Director)
5. Dr. Saamiya Seraj (Director)
6. Architect Choudhury Nowrin Jamal (Director Development)

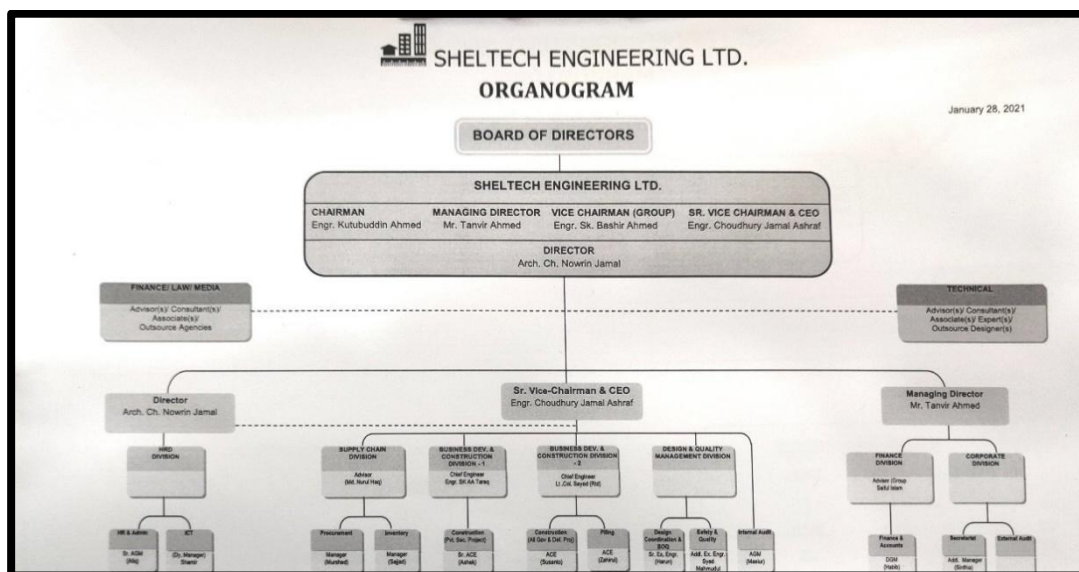


Figure 1: Organogram

2.3.1: Human Resource Management & Admin Practices

A large successful organization without a HR department is very rare to find. This is because HRM has a vital role in the success of large organizations where a lot of personnel are needed to be managed. Similarly, Sheltech also believes that having a strong HR department at each of their business wings will keep their business growing continuously. As a result, they have a separate HR department for all their business associates. However, there is a central Human resource team also, who will look after all the individual HR departments. Moreover, working in the HR department at Sheltech Engineering Ltd made it easier for me to have a broad understanding about their HR practices.

2.3.2: All about Recruitment and Selection at SEL

Human Resource Planning

The first thing a HR needs to do for hiring new employees is to initiate a Human Resource Planning. In other words, it is to prepare a structured budget of the employees and workers that are needed at Sheltech Engineering Ltd each year or based on each project they are operating. Moreover, there are different types of budgeting that are done to fill the vacant place with an effective person. For example, at the starting and middle of each year the organization prepares a budget of the employees, they need to supply in their new projects for the next six months and they also count those who will be leaving in this period so that they can fill the vacant position. However, it is very common that many changes are made other than the budgeted need of manpower. For example, if someone is not performing well or they violate any condition made to them then they are terminated and at times they leave the organization on their own so in this situation the company needs immediate recruitment out of the budget.

Steps in recruitment and selection of Employees:

- The first step of HR after getting requisition of hiring an employee is to create a **Job Specification & Job description**, where all the details regarding the duty, role, qualification required are mentioned in detail.
- After that the organization's first preference is to find any suitable candidates within the workplace. Who can succeed to work in the vacant position?

- When the organization sees that there are no chances for succession then they move on hiring people outside the organization. For hiring external employees, they advertise the job specification and description to gather a pool of suitable candidates. To gather candidates the job specification is advertised in two ways, one way is by giving this responsibility to any other recruiting firm who will help to gather candidates or by directly posting on LinkedIn, SEL website, Facebook Groups and on BD jobs.
 - To proceed further suitable candidates are called over phone and initiate an initial interview. Afterwards, if the HR gets impressed by the candidates' approach, then they are called for the final interview.
 - The interview panel includes the head of HR and deputy manager of HR departments, head of related department and a representative from the director's body. All the interviewer scores the candidate based on certain parameters.
 - However, when they hire 4th level workers such as drivers, curing men or line men. Practical demo of their task is asked to show. To see the skill of that employee.
 - Moreover, when the candidate is selected all the necessary documents are taken and passed on to another team to get verified about its authenticity.
 - Pre appointment letter is passed to the selected candidate mentioning their designation and department
 - The finalized candidate now goes through medical examination and if passed then they are hired as a temporary employee for 1year. After 1 year if the performance of the newly hired employee is suitable then they get permanently appointed and increment is given.
 - Whenever the employee gets hired the 1st month is considered an orientation period where they learn about the rules and regulations of the organization and know more about their job.
- **What interviewer look for other than job related skills on a candidate:**
- Knowledge about the organization
 - Critical thinking ability
 - Adequate behavior to fit in this position
 - Discipline and punctuality

- Adaptability
 - Potentiality
 - Leadership quality and pressure handling
 - Communicating approach
 - Goal and future planning
 - Maturity Attitude
 - Judgement
- **File of a newly appointed employee contains:**
- Appointment letter
 - Offer letter stating the salary and job specification and responsibilities
 - Employment contract signing by the employee
 - Medical fitness certificate
 - CV/ Resume and Cover letter
 - Photocopy of educational certificates.
 - Police clearance certificate
 - Experience certificate from previous workplaces
 - Photocopy of personal information such as NID, Passport, Birth certificate
 - Emergency contact person and their details

These files are stored both as a softcopy on HRMS and a hardcopy on HR department

2.3.3: Compensation System at SEL:

To retain employee compensation is a mandatory thing that an organization has to provide their employees. If the compensations and extra benefits are not given properly employees will leave the organization and the employees turnover rate will increase. Similarly, to retain the talented pool of workforces, SEL is very serious about their compensation system and provides them on time. Moreover, salary is negotiated at the time of hiring but no one is allowed to disclose their salary so it is kept confidential. Preparing the salary sheet and distributing the salary is a fundamental job of HRM which they have to get done by 28th of every month. To prepare the salary they use the payroll software where overtime and absenteeism are also taken into action. However, the total salary is divided into a few parts which are given below.

Division of Salary									
Name	Basic	House Rent	Medical Allowance	Conveyance	Special Allowance	Mobile Allowance	Overtime	Food Allowance	Gross Salary
Mr. X	BDT 25,000	BDT 10,000	BDT 4,000	BDT 700	BDT 0	BDT 300	BDT 2,000	BDT 3,000	BDT 45,000
Mr. Y	BDT 45,000	BDT 15,000	BDT 5,000	BDT 1,000	BDT 1,000	BDT 800	BDT 2,200	BDT 5,000	BDT 75,000

Figure 2: Example of division of salary

Apart from the basic salary there are a lot of other monetary benefits that are given. Such as House rent, medical allowance, Conveyance, Special allowance or bonus, Mobile allowance, Food allowance and Overtime allowance. Adding all together the gross salary is given 60% at bank account and 40% on hand.

The Organization also provides some other benefits apart from salary which are given below:

- **Paid leave benefits:**
- The employee will be subscribed to a provident fund scheme
- Any employee who completes 5year of service will receive Gratuity

- Maternity leave for permanent female employees will be granted for 3 months paid leave.
 - Employees are entitled to sick leave with full wages for a total period of 15 days in a year.
 - Due to spreading diseases or any other serious illness employees are allowed to have quarantine leave which can be for 3 months at max.
 - Employees who have completed a period of 12 months continuous service shall be allowed to take 20 days paid leave in the following month in extra.
 - An employee can take 10 days of casual leave in a year.
 - About 11 days of paid leave are given on both the EID festivals
-
- **Attendance bonus-** if an employee does not use their allowed paid leave at the end of the year, then there is a policy in SEL that they can withdraw 50% salary of those remaining paid leave.
 - **Gifts** – For new born babies of employees, gifts are sent
 - **Medical facility-** Sheltech is affiliated with a hospital where the employees can get treatment at a discounted price.
 - **Overtime bonus-** based on the job level and extra working hour, overtime bonuses are paid.
 - **Provident fund-** at the end of every month 2.5 percent of employees salary goes to a fund account which they can claim while leaving. However, employees who work for 4 years or above are eligible to claim this fund only.

2.3.4: Training and Development Programs

Sheltech believes in giving continuous training programs to maintain and enhance their employer's performance. As a result, they keep on giving different types of training to all every level of the workforce according to their need. Moreover, they want their employees to succeed in their career for which they give them the opportunity to develop themselves into a better position. This helps to keep employees motivated and encouraged as they can achieve their goals and objective along with performing the job

- **Purpose of operating Training & Development program:**
 - ❖ To need the market requirements- There are many changes in the market and organizations have to change accordingly to sustain in the industry. Hence training and development of employees are done.
 - ❖ Adopt new technologies- Technologies keep on changing with time. As Sheltech is a construction-based company it needs to adopt the upgraded technologies so that they can grab customers' attention.
 - ❖ Upgrade performance- Yearly training is done to keep employees on tracks if they are not doing well. To utilize their potential, these training are given.
 - ❖ New equipment- whenever any new equipment or machinery is introduced, an introductory training is conducted to educate employees about the new thing.
 - ❖ Consumer satisfaction- As Sheltech is a consumer-oriented business they always keep their customer at top in their priority list. As a result, they train their employees to meet customer requirements.
- **SEL conducts a lot of training programs according to their needs. Some of them are:**
 1. Orientation program for new employees
 2. New project handling orientation
 3. Usage of HRMS
 4. Communication skills
 5. Waste management
 6. Leadership enhancement
 7. Pressure handling
 8. Introduction to new equipment

9. Performance focused training

10. Introduction to financial procedure and formats

○ **Training Need Analysis at workplace:**

- Recognizing the gap where a training is needed immediately based on the observation
- Assessing the result of performance appraisal of employees and which worker needs training in which department.
- Discussing with the employees and pointing their recommendations
- Training is also planned based on customer recommendations
- Recommendations from the department head and immediate supervisors.
- Determining the ways and type of interview

○ **Steps of implementing a training program:**

- Finalizing the duration of the training program which usually takes place for 3 to 7 days.
- Selecting the exact date and time for training.
- Type of training; on the job training or of the job training.
- Shortlisting the employees who need to be trained.
- Creating an estimated budget and getting approved by the audit & finance department.
- Managing time for those employees to be present at the training session
- Finalizing trainer is taken from the workplace or hires a suitable trainer if it is outsourced.
- After training is done an initial evaluation assessed to the employees to see the changes.
- Feedback of the employees are also taken regarding the training session.

- **Categories of trainers used by SEL** - To train the employees, SEL uses both internal and external trainers so that they can actually serve the purpose for which the training is being conducted. Internal trainers are those who are already working at SEL and have sound knowledge about the topic. This method is cost efficient as well as effective because the supervisor knows their employees more than anyone.
External trainers are hired for critical topics so that the training can be turned into an effective one. Though this is more costly, it is the most effective one as specialized people are hired and new ideas are being generated in the workplace. Moreover, successful entrepreneur, motivational trainers are also hired to share their experience. This turns out to be very useful as employees carefully listen to them and try to relate.

2.3.5: Performance Appraisal System at SEL

It is very important to evaluate the performance of all the employees of an organization. Even if they are working there for years and are well known for their performance. It is necessary to apprise them to know their current performance efficiency rate. Performance appraisal is a crucial duty of the Human Resource department because without evaluating the employed it's hard to judge their performance and identify whether they are actually contributing in the success of the organization or they are now a burden for them. By performing the appraisal of employees, the HR categories them into 5 stages. The stages are promotion, demotion, remaining unchanged, warned and terminated.

Promoted-Promotions are given to those employees who have an excellent performance through the time period and have contributed effectively in the success of the business.

Warning stage- Warnings are given to those who were doing good previously but now their performances are not up to the mark and they are warned to rectify their mistakes and make a positive change in their performance.

Unchanged- Employees in unchanged stage have a performance like previous year. This means there are no positive or negative changes in their performance. However, the organization always wants the employees to perform better than previous years as market requirements are also increasing with time.

Demoted- Employees are demoted to a lower position or their job is rotated into a less challenging role when they are warned before about their performance but no positive outcome comes from there.

Terminated- termination is a very harsh decision which is not usually applied initially. Termination takes place when the employee is already warned on several appraisal results and was demoted before but still there is no change in their performance. These kinds of employees are terminated because they are not efficient for the company and can work as a load for them.

Steps in appraising the employees:

1. In the first step of performance appraisal, the employees are asked to evaluate themselves stating their positive sides and the negative ones along with a rating out of 5.
2. After self-evaluation, the employees are then rated by their immediate supervision.
3. Rating from the colleagues is also counted as they observe them closely working together.
4. After taking evaluation from everyone the scores are averaged to prepare a performance sheet with a remark of good, bad, satisfactory and dissatisfactory.
5. Based on their performance they are either kept unchanged, incremented, warned or transferred
6. People who are warned are given related training so that they can improve their performance. Suggestion is also given so that they can work in a specific sector.
7. If the performance stays the same after trying all these alternatives, then the HR team will give a notice of 2 months to leave the job or terminate immediately by giving 2 months advance salary.

Exit interview:

Exit interviews are taken for employees who are leaving the organization permanently. Here the employee is asked to fill up a form where several questions were asked related to their experience at SEL. This also includes the reason for leaving, behavior and support from colleague and supervisor, recommendation for SEL for upcoming future etc.

2.4: Marketing practices

Starting from the sole traders to conglomerates, marketing is a very vital element in any business that exists in this modern era. Without marketing it's very difficult to create customer awareness. Marketing gives an organization the recognition for which they belong in the market and helps to build up a brand that audiences are willing to pay for. To add more, marketing required a lot of different activities to get a positive outcome as a whole. Branding and advertising are a common part of marketing activities which is necessary for all the businesses to create awareness into customer's minds. We all know how much an organization gives effort into marketing. This is because everyone wants their organization to get recognized in the market by performing different marketing activities such as launching promotional campaigns with discounts, sponsoring different events and facilities, and direct advertisement in different modes.

Similarly, the marketing department of Sheltech gives a lot of effort in performing different modern day marketing activities, to hold a strong position in the industry. The marketing department works for the group as a whole, this action was taken so that all Sheltech can market all their associates equally and have a strong whole on it by operating it under one department. Although, as per Sheltech's policy disclosure of any information regarding marketing activities are forbidden due to competitive issues. However, based on my observation of working 3 months at Sheltech and research, a glimpse of their usual marketing practices are as follows:

Television advertisements: The most common way of marketing for them seems to be television advertisements where they show their running projects and its facilities in 10-20sec ads.

Billboard: Billboard is commonly used as a mode of advertisements by every real-estate company including Sheltech. It's very cost effective and efficient in terms of creating awareness about new projects.

Campaigns: Every year at a point of time Sheltech offers special discounts to attract more customers and increase their revenue. They also help to get home loan and EMI facilities to those who want to take their service. Moreover, Sheltech participates at fairs organized by REHAB every year to promote themselves.

Social media: When it comes to marketing, Sheltech is very active at social media such as Facebook, Instagram, LinkedIn along with their personal website. To inform customers about

their projects and associated facilities. It is very common to see advertisements regarding Sheltech on Facebook news feeds especially when someone has interest in searching about apartments or related services.



Figure 3: Facebook Marketing

Sponsorship: Sheltech sponsored many successful events such as becoming the premium sponsor for Dhaka Half Marathon for the year 2020. To add more they become the chief co-sponsor for the year 2021. Moreover, they often arrange blood donation campaigns to support them to return some favor back to the community. To add more, Sheltech organizes science fairs at schools and universities and also participates by giving presentations based on the level of audience.



Figure 4: Sponsoring Dhaka Half Marathon

2.5: Financial Performance and Accounting Practices

To comment on the financial and accounting position of the organization, it can only be said that the company's revenue has declined from previous years due to lockdown and the effect of coronavirus people's financial conditions are not well so they are less willing to spend on purchasing assets. Other than that, the organization's financial position is strong and solvent. This information was extracted from the Head of HR. However, no further information was shared due to the restricted policy of the organization to share any financial information with anyone within the organization and outside. So, I believe their policy regarding confidentiality should be respected.

2.6: Operation management & Information Management Practices

Sheltech Engineering Limited was awarded ISO certificate in 2015. Maintaining an ISO certificate is an easy task to do. This is because ISO certification requires certain parameters to be fulfilled. One of the requirements of an ISO certificate is to maintain each and every information and process both on a hardcopy and a softcopy. As a result, Sheltech uses their own information system to store and process their data in an efficient manner. Sheltech developed their own Human Resource Information System named as HRMS. HRMS was developed by their own IT department, as a result they can easily modify its usage as per the need without spending much. HRMS is a complete package of storing data, containing all the facilities needed to run a HR department. Such as billing of small expenditures, preparing monthly salary such as payroll according to their attendance, calculation of transferring any employee to other wing of Sheltech Group, Calculation of Separation, preparing yearly bonus and incentives, sharing documents within the organization, sending message to any individual of the workforce and storing all the information related to employees such as name, id, contact details, NID, family details, etc. Moreover, the company uses Microsoft Office which includes Excel, PowerPoint, Outlook, Word etc. These help the organization to record day to day activities, and prepare for weekly meetings among the department heads. Furthermore, SEL recently started using ERP software which will develop their data storing practice. This is because ERP helps to store data in a more efficient way, it keeps an accurate record of the

inventory management of the company and also looks after the time and date of attendance of the workforce. This data is later linked with the HRMS to enhance the credibility.

However, the Finance & Accounts departments use a different software named Tally. It is used to record all the transactions such as Ledger, Trial Balance, Journal Entries, Expense Sheet, Income statement, Balance sheet, etc. This helps to keep all these records into one software and reduce the chances of occurring error. Moreover, it helps to keep everything organized and documented as a result they also reduce the use of paper by a large margin.

2.7: Industry Competitive Analysis

Competitive industry analysis works as a measuring tool for the organization to test the position it holds along with the competitors in the same industry. Using these techniques enables an organization to know their strong and weak sides and where change is needed immediately. Moreover, this is also done by the organizations to how their alliances are treating them and their potentiality in the market. Although there are various ways of running the analysis from which organizations choose the best ones which fits them. Furthermore, Sheltech uses SWOT analysis to assess their external market position and internal situation by measuring strength, weakness, opportunity and threats. Therefore, the SWOT analysis for Sheltech are as follows:

Strength:

- Having a bunch of loyal customers who repeat purchasing from SEL because of their excellent quality and service.
- SEL's workforce includes 200 highly skilled engineer and consultancy professional who are known for their quality of work
- Having a strong hold on the supplies due to the backward integration they have done.
- SEL is very renowned for their work due to their quality and service as a result they have a strong goodwill in the market.
- Being affiliated with government tenders such as constructions of BGB headquarters in different districts.

- SEL has a structured HRM team that uses the potentiality of employees to enhance companies' overall performance.
- They are financially very solvent with less liabilities as a result they are most likely to handle any pressure or changes in the market.

Weakness:

- SEL has a policy of not sharing their financial and accounting information with their own employees of another department too. This is because they want to keep it confidential within the directors and the members of those respective departments. I believe this is one of their major weaknesses because if the company is not aware about their financial performance, then they will not be encouraged to increase the company's performance.
- The organization has an organized HRM department but they do not follow Strategic Human Resource Management (SHRM). This is a weakness because their management practices do not include the goal and strategies that the organization is willing to obtain.
- Basic project employees are unaware of the company's upcoming goals or strategies as a result they cannot relate many things happening in the organization.
- High turnover rate in the workforce resulting in losing human resources who were trained by the company to serve them but after a while they leave the job and join other competitors.
- Fluctuations in construction labor who work on a daily basis. This often becomes a prime reason for the delay of project completion.

Opportunities:

- The government of Bangladesh has selected 74 locations to build develop as EPZ which will attract new foreign investors and a lot of construction opportunities will be enabled. Sheltech is trying to grab those construction projects on their side.

- Sheltech Engineering have a lot of opportunities to develop their marketing activities and engage more into marketing their brand to attract new customers. Such as attracting more government tenders.

Threats:

- Sheltech has a workforce of skilled professionals, at home they invest a lot for training and developing them. However, there is always a threat of skilled employees leaving the organization after being trained by the organization. This will be a huge loss for the organization.
- There is always a threat of employees being hired by competitors, who can use confidential information taken from the employee to surpass SEL.
- Threat of increase in employees' turnover rate because of the new policy of working 7days per week for the next 8 months due to previous lockdown. Because of these policies a lot of employees are facing health and family issues which give a rise in threat of employees leaving the organization.
- There is no strong entry barrier for the new businesses to enter the industry as a result the number of competitors is increasing day by day which is a threat for SEL as, if they do not match their competitors level customers will switch to others.

2.8: Summary & Conclusion

Sheltech has been working in the construction industry for many years, one by one they have successfully started all types of construction related businesses under Sheltech group. They have got remarkable management and professionals who expanded the business in such a short period of time. Sheltech has been operating for over 33 years and in these years, they have become one of the prime reasons for the change in design of modern-day constructions we see now. Comparatively Sheltech Engineering Limited is a new operation of Sheltech group but it is no less than the other successful wing of the conglomerate. Because of their excellent management team, the company solely completed more than 200 projects within 10years. SEL has a well-organized HRM department who has been leading the organization from the front and being involved in the day-to-day activities, unlike other construction companies who do not believe in keeping a strong separate HRM department. Moreover, their marketing, accounting, finance and information management team are also well planned, organized and executed based on the needs of the organization as a result they have a strong goodwill and market share in this industry. However, they also have some shortcomings which can be rectified if taken care of.

2.9: Recommendations

Overall Sheltech Engineering Ltd is doing really well despite being new compared to the other wing of the group. However, there are some loopholes in these organizations that should be rectified to enhance their quality more. Such as:

- Increasing promotional campaigns by modifying their marketing strategies such as advertising and being more actively promoting the projects so that people get interested in purchasing a plat or reconstructing their old home etc.
- Decreasing the pressure on the HR team by eliminating the responsibilities which are non-HR tasks such as maintenance of cars, maintenance of the equipment and assets owned by Sheltech. Moreover, the HR team is also responsible to take care of the licenses obtained by SEL. These are works which are not related to HR but still they are given to the HR team to look after. As a result, at times the HR management loses their focus on their primary responsibility.

- The workplace for the HR & admin department is very small and compact which hampers the productivity of this department as they have to deal with a lot of paperwork that requires enough space.
- Currently the organization is following the HRM method which should be converted into Strategic Human Resource Management so that all levels of the workforce are well aware of the company's strategy, mission vision and values. This will enable the employees to relate more with what the organization actually wants in their performance.
- Recently the organization has made it mandatory for employees of all levels to be present all 7days of a week for next 8months because they did not have to work during lockdown. However, this made the employees more frustrated and less productive and this might also force the employees to leave the organization. So, I believe they should stop this practice immediately.
- SEL should share their financial and accounting information with the corporate level employees so that they can relate and perform accordingly. Keeping this information confidential with the employees will demotivate them as they are unaware about the progress of the organization where they are participating.
- Last but not the least SEL should only appoint interns if they are ready to disclose a minimum level of information regarding all of their departments. This is because an intern student has to write an internship report where it is mandatory to provide information regarding all the departments of the organization.

Chapter 3

Project Part

“Effectiveness of HRM in managing employees and implementing change management strategies”.

3.1: Introduction

This clearly indicates that this research is about the efficiency of human resource management and the clash or resistance of workers to adopt the changes made in an organization. In today's world change is a very common thing but it's not very easy to adopt all types of change. Therefore, an employee's unwillingness towards change can become a barrier to make a change according to the market.

Problem Statement

The problem that this report is going to raise is the dispute among the employees regarding the unwillingness to adopt and change made by the human resource department or the organization in order to go in line with the industry. The report also focuses on the effectiveness of the human resource department to solve this kind of resistance made by the employees.

The problem is very critical because in this modern era nothing is permanent, every technology or strategy is continuously being upgraded every next day. The organizations who manage to adapt to change according to the environmental demand are the only ones who succeeded. Failing to adopt change can lead to ultimate business failure like the tech giant Nokia (Rao,2018).

In the real estate or engineering industry innovation and change is a very common requirement as their technology, design, style, pattern changes continuously so their employees also need to change accordingly. Employees who resist to contribute in this change will have no benefit in this industry as the total concept of this industry is to keep upgrading. Moreover, effective human resource practice is necessary as this industry's key assets are their manpower. Continuous training and monitoring are needed in any industry to improve and evaluate the workers' performance. Without an effective human resource practice, we cannot expect a favorable outcome from the employees (Pribanic, 2019).

This study not only for this particular industry but this will help all the other industries of Bangladesh. This is because this research is going to show the problem a company faces when they try to adopt change according to the changing market. We all know Bangladesh is an emerging country with continuous change in technology and its market preferences. To go in line with that companies need to change their strategies and activities regularly, a company failing to adopt change will simply go out of track (Rao, 2018). To do so organizations face a lot of difficulties to adopt the change according to the market need. This study will help to identify one of the main problems employers faces to adopt change and what should be done by an effective human resource department to solve these issues.

3.1.1: Objectives

Broad Research objective:

The broad research objective of this study is to investigate the effectiveness of Human Resource Management in convincing employees and implementing change management strategies.

Specific Research objectives:

- ❖ A comfortable relationship between the employees and the HRM helps an organization to adopt new changes accordingly.
- ❖ The role of HR generally makes employees feel they are being targeted by HRM
- ❖ To figure out whether lack of effective communication can act as a barrier for implementing changes in an organization.
- ❖ To find whether a HR practice is capable enough to solve any disputes by the employees.

Specific Research Question:

- ✓ Does a good relationship between the employees and the HRM team help an organization to implement change accordingly?
- ✓ Does the job of HRM naturally make the employees feel they are targeted personally?
- ✓ Can communication gap be a barrier for implementing change in an organization?
- ✓ Are the human resource practices effective enough to solve any dispute from the employees?

3.1.2: Background / Literature review

The term human resource management is very new in this corporate world, compared to others. It is a strategic planning and management of a firm's human assets. This does not only mean managing them but also training, developing and also motivating them and taking care of them as well. HRM was previously operated in the name of personnel management during the 1920s where it only focused on hiring, evaluating, training and compensating the employees. However, this practice did not take into account the relationship of employees with the organization, their mental health, their motivation etc.

Human resource management officially came into action during 1970-1980. In response to the rise in competitive approaches in the industry. Human resource was established to create a strong working force in the organization that will be efficient enough to go in line with the organization's competitive strategies effectively (Swatshree, n.d.).

However, for Bangladesh human resource management is very new and most of the time human resources are managed by the other departments such as the marketing operations department. This is because they had a tendency that rather than spending extra money on a separate department, they can do that work with the existing people. But slowly they realized how important it is to have a separate Human resource management department. Human resource management gives long term benefits to the organization. Large organizations have a very organized human resources department to control their workforce and many of them also enhance the role of Human Resource by including the Human resource head on the corporate board.

Even after establishing the Human resources department properly there are still many problems that arise in an organization that acts as a barrier to having a smooth business operation. One of the main problems that an organization faces while operating is employee's resistant behavior towards any change the organization wants to make to go in line with the market.

Uncomfortable relationship within employees hampering the organization:

Poor relation with the HR and the other employees of the organization can lead resistance to change or failure to adopt market change. Because of not having a comfortable understanding between the management and the employees it becomes difficult for the organization to cope up with new things. Even after having a creative and innovative workforce, businesses fail to

change or have a culture to resist change because they don't have mutual understanding or trust between them. (Juneja, 2021). If a business wants to grow for the long term, it needs to resolve the conflict between the employer and the human resource department as soon as possible so that they can work together and focus on their main objective. If they do not support each other, they will lead the business backward (Chartered Institute, 2015). Although, some argue that having an effective human resource department can easily implement new changes among the employees and resolve the conflict they have. However, even after having strong management. If the employee's relation is not good with the HRM then it will reflect on their work and whatever changes they make for the betterment of the organization employees will think that HR is implementing the change due to personal grudges.

Duty of HRM naturally create insecurities among employees:

Starting from recruiting an employee till termination, a HR is responsible for deciding everything an employee will get such as duty, responsibilities and compensation. The HR acts as a representative to the employees and also implements the change on them. This is because the role of HR is to manage the human resource of an organization (Chai, 2020). Listening too much from the same person again and again, an individual gets pissed off because of the repetition. This exactly happens with the relationship between the HRM and the employees as they had to listen to almost everything from the HRM. Moreover, an HR also has to evaluate and take actions against the employee which the employee might not take positively (US. Department of Labour, n.d.). The responsibilities and position of human resource management make employees feel that HR don't support them and they are taking their position by targeting the employees. This occurs naturally as, due to the job structure of an HR they have to be strict against the employees for the betterment of the organization which the employees take personally at times (Taylor, 2018). However, some people say that HR sometimes take advantage of their position and make biased decisions against the employees they do not like or who do not favor them. This can seriously create a biased culture in the organization and create trust issues between the employees and the HR (Horward, 2017). Although HR have the ability to misuse their position to take unfair decisions against certain employees, this is not possible when the management is strict in the organization and HR is accountable and has to give proper justification for any decisions, they take against someone (Ulrich, 1998). This not

only promotes unbiased culture in the organization but keeps transparency throughout the workplace.

Communication gap turns into a barrier for implementation of change in an organization:

Lack of communication can make the employee feel less confident towards the management, as a result they feel targeted when any changes are made. As per researchers many successful organizations become incompatible compared to their competitors because of their failure to keep their employees in control of them and winning their trust (Choi & Ruona 2011). Moreover, it is also added that employees are not always resistant to change but they are resistant to the way the change is imposed or communicated towards them. As a result, they ultimately do not feel comfortable with that change and resist. This proves that lack of communication is a major factor that creates clashes between the HRM and the employees and forces them to resist change. However, it is also argued that it is the Human resource management's duty to make employees understand the importance of change and make them agree to the change, failing to do so questions the effectiveness of the human resource department as its their duty to control the employees. Although controlling human resources proves the efficiency of human resource management, it is one of the key roles they are supposed to play in an organization. However, this is not always in their hands as managing employees sometimes becomes very difficult when they start thinking that the Human resource department is targeting them personally by implementing the change. Whereas they do it only for the benefit of the organization.

Are the human resource practices effective enough to solve any dispute from the employees?

Minimum standard to judge an HRM's effectiveness is increasing day by day. The benchmark we used to evaluate previous HRM effectiveness cannot be used as a standard of today's performance of HRM. This is because workplace problems are becoming more complex by time. So, to meet the new challenges and complications continuous improvement in HRM is needed (Page, 2017). Moreover, depending only on HR is not an effective solution as HR will not be able to solve every conflict alone. To solve problems effectively other management and

departments also need to participate in the conflict resolution processes such as while implementing any change the management should come forward and convey the message of change to the employees so that they will not misunderstand the HR for implementing the changes that are not encouraged by the employees (Muller, 2017). Although, some might argue that continued training and development of HRM practices will make them capable enough to resolve any problems in the organization. However, even if we train the HR and enhance their capability, it's still not possible for them to solve everything all by themselves because the role of HR sometimes creates a negative image on the employees so they do not try to understand HR's perspective and think HR is using their power on them. So, when any other management gets involved in this the perspective of employees changes and they trust more.

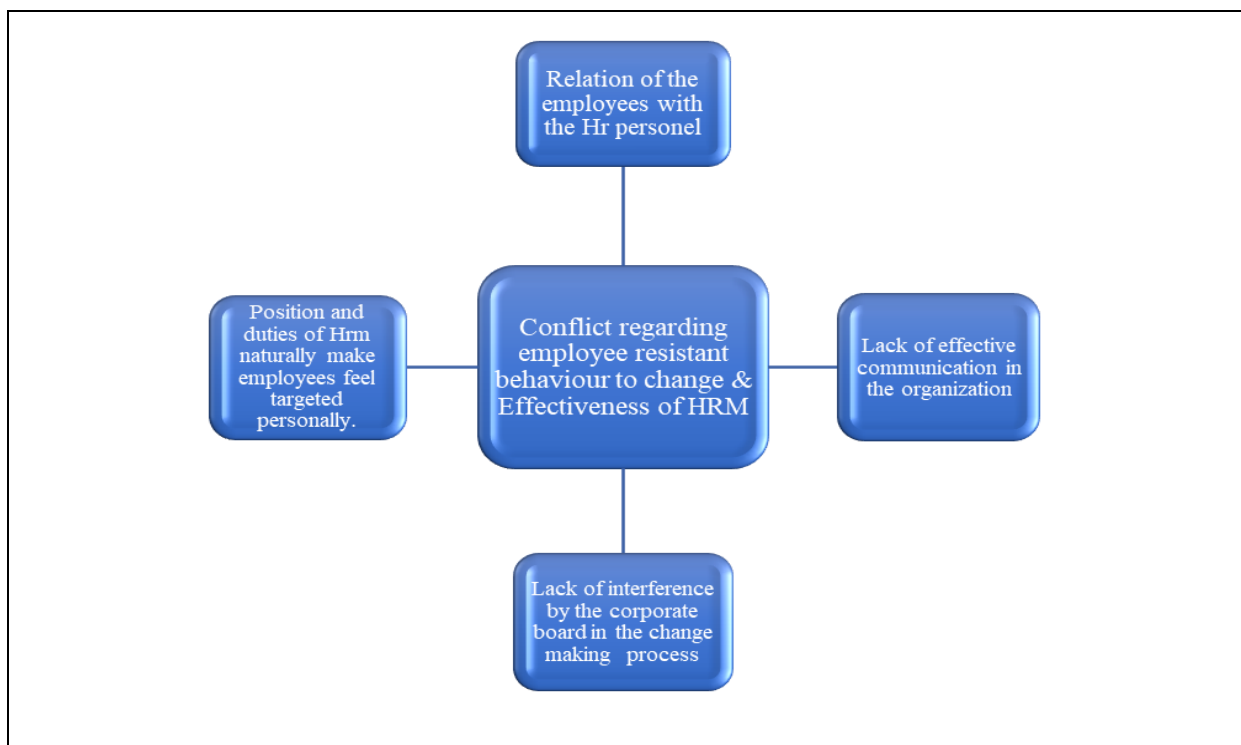


Figure 5: Conceptual Framework

3.1.3: Significance

In the past we have seen that the role and importance of Human Resource were limited to recruit, select and compensate the employees according to the organizational need. Although, in this modern service era HR is considered to be the father of an organization as it controls the population of the whole organization with effective HR practices. However, despite having

modern day HR practices, some problems are still left out unsolved by the HRM management. This mainly occurs due to continuous change in the pattern of work and the market condition. As previously the economy was solely based on industrial sectors but gradually it is turning out to be service based which means more interaction with service employees in the workplace, which increases pressure on HRM. Therefore, among all the other problems this research manifests the problem that occurs due to the employee's resistant behavior towards implementation of changes in the workplace.

This issue which is being addressed in this report is not a new problem. Changes in an organization are taking place for years, for the betterment of the organization. Still, it's very common to see resistance to change by the employees of almost every organization. Although the human resource department and its methods have increased a lot throughout these years, these kinds of problems are still common in the corporate world which sometimes become the core reason to destroy a successful organization. Moreover, this report gives a 360° overview of this issue in a broader aspect with proper judgements and valid evidence. To enhance the effectiveness of this report and detailed interview with an HR specialist has been exhibited. Last but not the least this report will not only help the people of Sheltech Engineering limited but also the people affiliated in this industry as we work in a rising economy where change is taking place every now and then.

3.2: Methodology

Methodology plays a crucial part in a research report, as it gives adequate information about the type of research that has been conducted and the medium of data collection. Therefore, the research types used in this project are both Descriptive and Explanatory. Descriptive researches describe a problem on the basis of observation, which I am doing in my research by observing the Human resource practices at SEL and identifying the reasons behind disputes. Along with that I am providing a detailed explanation on the causes of disputes and the importance of effective HR practices to solve them. Which is done in explanatory research.

Moreover, the targeted audience of this research is going to be the corporate leaders and the Human resource management personnel in Bangladesh, especially the management of Sheltech engineering limited. So that they have a thorough understanding about the problem going on

in their workforce. To justify this report, I am using a convenient sampling technique to survey the best suited person who is specialized in this sector. To add more, the data collecting method for the entire report was based on primary and secondary data, where Qualitative data has been used by interviewing the HR head of Sheltech Engineering Limited. The reason behind choosing an HR head for a sample of this report is because this report is based on a problem that HR persons face the most and he is the most experienced person whom I had the access to discuss with. Furthermore, I have also surveyed 10 more random employees without mentioning their name to get a clear vision in this research.

The Primary and Secondary data collections are given below:

Primary data:

- Having a discussion with the HR persons and other co-workers at the end of the working hour.
- Having a formal interview session with the Head of HR regarding the problem.
- Observing the practices done by the human resource department.
- Observing the communicating style between management and employees

Secondary data:

- Reading articles, journals, open editorials, previous researches, and old reports.
- Taking information from the official website of SEL and Sheltech Group.
- Reading the official documents of SEL such as the policy book, rules & regulation book etc.

3.3: Findings and Analysis

The problems regarding the effectiveness of HRM which I have developed in the literature review are going to be justified using experts' opinion regarding this issue. It is showcased by comparing the problem in relation to the practices of SEL. Moreover, as Sheltech Engineering Limited is a part of this industry, using their problems as an example of the research topic will justify and further clarify the overall research objectives. Their activities were noted by having detailed observations and discussion for 3 months. Furthermore, interviews were conducted to enlighten the overall project issue.

3.3.1: Interview with Mohammad Atiqur Rahman, Sr. Assistant General Manager, HR & Admin, Sheltech Engineering Ltd. Regarding the effectiveness of Human Resource Management in convincing employees and implementing change management strategies.

The questions asked during the interview and the statement of the Head of HR is given below:

1. Does an uncomfortable relationship between HR and employees hamper the organizational activities?

Answer: After asking this question, Mr. Rahman replied, *“Yes if there is an uncomfortable relation between the HR management and the employees this creates a negativity in the organization which has a bad impact on their performance. Moreover, this will not only impact their performance but also hamper all the activities and they cannot share things freely for not having a positive relationship. Furthermore, not only the relationship between employees and HRM but this also happens if there is an unpleasant understanding with any other department or management of the organization. However, as the HRM is more affiliated with all the other employees, a poor relation will cause more damage in the organization compared to others as most of the messages are conveyed from here”.*

2. Does the role of HRM naturally make other employees feel they are targeted even if HR does not have any intention like that?

Answer: According to him, *“The job of a HR is not an easy task, it is very challenging to deal with different minds and the challenges are increasing gradually. As our position is to deal with everyone so it is not possible to make everyone happy at a time. Moreover, sometimes even if we think for their benefit and implement anything, they might believe that it will create hurdles for them and due to our position, we are forcing it on them. For instance, recently we took an initiative to digitize our transaction records completely by using ERP. However, some employees did not agree to this change as they feel manual recording is more comfortable and as this proposal was conveyed by us some of them gossiped that we are doing it to create extra pressure on them. On the other hand, we always think professionally and decide that going to benefit both the organization and the employees”.*

3. Can communication gap act as a barrier for implementing change in an organization?

Answer: He replied, *“Lack of communication can provide instability in the organization as, if a message is not delivered successfully then there are high chances of misunderstanding are likely to occur. This is because when a new change is about to be implemented there are certain causes and effects of the change that need to be shared with the employees so that they can relate why the change is actually taking place and how they are going to be benefitted from the new technology being an individual. As our organization is very big, we have to face these issues often because it is very difficult to reach everyone personally and sometimes the department representatives fail to deliver the message just like we would deliver it to them personally. For example, like I said about the employee’s denial for accepting the EPR system. This occurred because of a miscommunication as the importance and benefits of EPR were not well explained to them”.*

4. Can human resource management alone resolve disputes in the organization?

Answer: He added, “Like I have said before, the challenges of HRM are increasing day by day as activities in a workplace are becoming more complex by time. It is not possible for a HR person to solve all the disagreements alone. This is because employees might misunderstand us and because of too much interference they might want confirmation of other departments also. So, the more management involvement increases the less chances of dispute occurring. Whenever the board gets involved in solving a dispute it gets solved very easily because employees get a 360-degree feedback when other parties also give their opinion regarding the problem and it becomes easy for them to understand and trust the changes. Likewise, the ERP matter was also solved when the board of directors got involved in this matter and explained about the new change in a conference. Moreover, relying on only one department to solve something is not an effective plan; rather involvement of other departments enhances clarity in the organization”.

3.3.2: Opinion of employees

To clarify more, I have surveyed 10 more 4 random employees of Sheltech Engineering Ltd regarding the issue without disclosing their identity due to the restriction of the organization. Their answers are converted into charts which are given below with proper interpretation.



Graph 1

When they were asked this question, the majority of them said yes and agreed that a bad relationship actually hampers the activities of the organization which was also agreed by the HR manager.



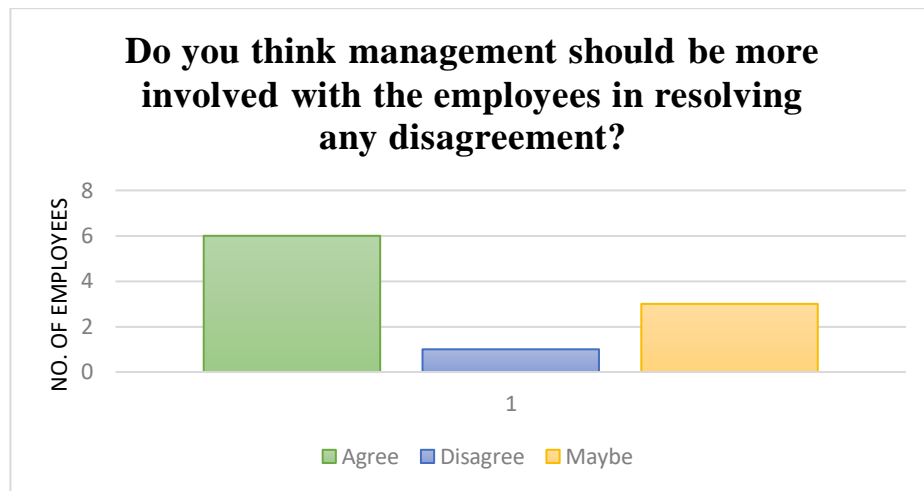
Graph 2

Here 40% of the employees have agreed and 40% of the employees disagreed that an HR can missus their power to target someone and some of them were not sure about it. This proves that the position of HR is a bit complex and it naturally gives rise to some issues with the employees which I have mentioned in my research.



Graph 3

Upon asking this question all the respondent agreed that effective communication is needed in an organization and it helps them to adopt to a new change which also justifies my argument that **employee's** denial behavior towards a change occurs because of lack of communication.



Graph 4

Most of the employees voted for more involvement of management with the employees to reduce the amount of disagreement and resolve any issue. This was also agreed by the Head of HR while justifying my research statement that they rely more when the management convinces them or gets involved in a matter.

3.4: Summary & Conclusion

Throughout this chapter I have dealt with the effectiveness of HRM management and some issues related to that. These issues were developed using articles and of authors and other different published reports. Overall, this part also justifies the research objectives that I have developed throughout the project. A detailed interview with the HR head shed light on my thoughts agreeing to my questions which says that good employee and HR relation, effective communication and management involvement is needed to run a smooth operation through the organization and create an environment to easily adopt changes according to the need. Moreover, for more clarification I also surveyed 10 employees of Sheltech Engineering Limited to know their opinion regarding this matter. After comparing all their statements, it is quite clear now that my developed points were valid.

3.5: Recommendations

- ❖ Communications should be clearer and more specific so that any problem does not arise due to lack of communication. While implementing any changes a detailed overview should be communicated to each and every employee to avoid disagreements.
- ❖ Sheltech must split the extra workload of HRM to other departments so that they can focus more on their primary issues.
- ❖ SEL should solve all the problems with the employees so that negativity in the organization is reduced, to do so they can organize a training program where employees can work with their issues with coworkers in the workplace.
- ❖ Moreover, more employee involvement is needed in decision making of any new changes and management should convey this change.
- ❖ Project associated employees should also be a part of strategic planning and know about the upcoming steps that are going to be taken. This will help them to relate more in this organization.

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