Report

On

The Role of Human Resource Management in Developing and Implementing Occupational Health and Safety Policies and Programs

at

Robi Axiata Limited

By

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ID: 20104162

An internship report submitted to the BRAC Business School in partial fulfillment of the

requirements for the degree of

Bachelor of Business Administration

BRAC Business School

BRAC University 17th September, 2023

Declaration

I hereby formally declare that the internship report I/we have submitted is a product of my/our original endeavors while pursuing my/our degree at BRAC University. I/we affirm that this report does not incorporate any material previously published or written by a third party, unless it has been appropriately cited with full and accurate referencing. Furthermore, it is confirmed that the content of this report has not been accepted, nor is it under consideration for any other degree or diploma at any university or other educational institution. Additionally, I/we have duly acknowledged all primary sources of assistance and support that were instrumental in the completion of this report.

Student's Full Name & Signature:

_____

Tamanna Hossain

20104162

Supervisor's Full Name & Signature:

_____

M. Nazmul Islam Ph.D.

Assistant Professor, BRAC Business School

BRAC University

Letter of Transmittal

17th September, 2023

M. Nazmul Islam Ph.D.

Assistant Professor, BRAC Business School

BRAC University

66 Mohakhali, Dhaka1212

Subject: Submission of Internship Report

Dear Sir,

It is my pleasure to inform you that I have completed a report entitled "The Role of Human Resource Management in Developing and Implementing Occupational Health and Safety Policies and Programs" after completing my internship at Robi Axiata Limited, where I was given the opportunity to work in the Admin and Modern Facilities Department under the HR Division.

I have made every effort to complete the report with the essential data and proposed solution as concisely and comprehensively as feasible within the deadline.

I am confident that the report will meet the criteria, and therefore I pray and hope that you will accept it and comply.

Sincerely,

_____

Tamanna Hossain

20104162

BRAC Business School

BRAC University

Date: 17th September, 2023

NonDisclosure Agreement

This agreement is made and entered into by and between AkijBashir Group and the undersigned student at BRAC University.

      _____

Tamanna Hossain

ID: 20104162

Acknowledgement

I would like to express my profound gratitude to Robi Axiata Limited for allowing me to participate in this internship. This experience has significantly contributed to my academic and professional development.

Special gratitude to my onsite supervisor, Shanjida Habib Shormi (Specialist, Administration and Modern Facilities, Human Resources, Robi Axiata Limited), for her unwavering guidance, invaluable feedback, and constant encouragement throughout the duration of this internship. Not only has her guidance improved my practical abilities, but it has also molded my perspective on Human Resources.

I am also appreciative to the entire Admin and Modern Facility Team for their gracious hospitality, camaraderie, and willingness to share their knowledge. Working with such an accomplished and devoted group of professionals has been both a privilege and an inspiration.

I would like to express my sincere appreciation to M. Nazmul Islam Ph.D., Assistant Professor, BRAC Business School, BRAC University, for providing guidance, supervision, and constructive advice during the report's preparation.

My deepest appreciation goes to my family and friends for their unwavering support, understanding, and forbearance throughout my internship experience. Their unwavering confidence in my abilities has been the impetus behind my efforts.

The internship has been a significant turning point in my career, and the acquired knowledge and experiences will unquestionably impact my future endeavors. Thank you once more to everyone who contributed to this transformative journey.

Executive Summary

This report analyses in depth the crucial role that Human Resource Management (HRM) plays in the formulation and implementation of Occupational Health and Safety (OHS) policies and programs. Originating from an exhaustive internship at Robi Axiata Limited, this report provides a comprehensive overview of the company's operational and administrative aspects, highlighting the HR department's indispensable role.

The first chapter concentrates on the student's internship, providing an overview of the student's duties, responsibilities, accomplishments, and insights. Robi Axiata Limited can use this feedback to improve future internship opportunities based on the difficulties encountered during this internship.

In Chapter 2, Robi Axiata Limited is thoroughly examined. It begins with an introduction and then reveals the company's vision, mission, and market share. The chapter describes the company's financial practices, management practices, organizational structure, divisions, and departments. The comprehension of the company's position in the industry is shaped by tools like Porter's Five Forces and SWOT Analysis.

The undertaking is the focus of Chapter 3, the core of the report. Starting with a review of the literature, the focus rapidly shifts to the role HRM performs in OHS at Robi Axiata Limited. Methodologies such as primary and secondary data acquisition unravel the HR landscape of an organization. The findings suggest that OHS policies are supported by a robust legal and regulatory framework. OHS training, incident management, audits, and employee communication are prioritized, reflecting HR's proactive approach to establishing a safe and productive workplace.

In conclusion, the connection between HRM and OHS cannot be denied. This report demonstrates how effective integration of HRM and OHS frameworks can foster a culture of safety and productivity. The provided recommendations will unquestionably aid companies like Robi Axiata Limited in establishing OHS practices benchmarks.

Keywords: OHS policies, Incident management, Legal and regulatory framework, Employee communication, Safety culture.

Table of Contents

List of Tables

List of Figures

List of Acronyms

HRM…..Human Resources Management

EB……..Entrepreneurial Business

CRL.......Corporate Regulatory Affairs and Legal

CSR…....Corporate Social Resposibilities

BTRC….. Bangladesh Telecommunication Regulatory Commission

BRAC…..Bangladesh Rural Advancement Committee

OSH…….Occupational Health and Safety

DIFE…..Department of Inspection for Factories and Establishments

DFO …..Directorate of Factory Inspection

Chapter 1: Overview of Internship

Student Information

Name	Tamanna Hossain
ID	20104162
Program	Bachelors of Business Administration
Major	HRM and Finance

Internship Information

Duration	4 Months
Company Name	Robi Axiata Limited
Department	Admin and Modern Facilities, Human Resources
Address	Robi Corporate Office, 53 Gulshan Ave, Dhaka 1212

Internship Company Supervisor Information

Name	Shanjida Habib Shormi
Designation	Specialist, Admin and Modern Facilities, Human Resources Division

Job Scope – Job Description/Duties/Responsibilities

The primary responsibility as an Admin and Modern Facility Intern is to provide functional support to the admin team with their daytoday admin functions and responsibilities. The responsibilities I had in the Robi Axiata Limited while pursuing my internship follows below:

- Assess workplace environments, equipment, and practices for compliance with safety standards and government regulations
- Prepare presentations for projects
- Develop procedures to safeguard employees from workplace hazards
- Keeping Floor Marshal list of Robi updated
- Keeping fire license, fire extinguisher data
- Preparing monthly inspection checklist
- Scheduling trainings and programs
- Preparing communications
- Planning Robi Safety Week

Internship Outcomes

Student's contribution to the company

During my internship as an Admin and Modern Facility Intern at Robi Axiata Limited, I was instrumental in bolstering the company's administrative infrastructure, with a focus on workplace safety and compliance. Several of the company's fundamental operations ran without problems as a result of my diligent efforts, both independently and in conjunction with the larger administrative team.

The majority of my responsibilities centered on safety conformance and regulation. By meticulously evaluating workplace environments, equipment, and practices, I ensured that the company not only met but frequently exceeded government regulations and safety standards. This continuous surveillance and evaluation ensured the safety of the employees and minimized Robi Axiata Limited's potential liabilities.

In addition, I was heavily engaged in the preparation of presentations for a variety of initiatives. Concurrently, I assumed responsibility for composing crucial communications, which proved instrumental in expediting the organization's information dissemination.

Developing procedures to protect employees from workplace dangers was another significant contribution of mine. By championing this proactive approach, I contributed not only to reinforcing the company's overarching commitment to safety, but also to fostering an environment and culture characterized by vigilance and readiness.

The meticulous character of my responsibilities extended to data management. Robi was always prepared to respond to emergencies due to the consistent maintenance of the Floor Marshal list, as well as the meticulous documentation of fire licenses and fire extinguisher information. This precision was reflected in the monthly inspection checklist I created, which became an invaluable instrument for evaluating the company's compliance with safety measures on a regular basis.

My responsibilities also included the scheduling of trainings and programs to ensure employees' expeditious skill and knowledge advancements, a task vital to their personal development and the company's operational efficiency. The organization of the Robi Safety Week was among the more significant endeavors. This required coordination across multiple departments, and I played a crucial role in ensuring the event's success, making it both informative and entertaining for the entire team.

In conclusion, my internship at Robi Axiata Limited was marked by numerous contributions. From enhancing workplace safety to enhancing team communication and training, I believe my commitment to the role contributed significantly to the company. In addition, this experience has greatly enriched my comprehension of the intricate nuances and demands of modern administrative positions in today's swiftly evolving business environment.

Benefits to the student

My tenure in the internship program presented an invaluable opportunity to immerse myself in the realworld corporate environment. The handson experience enhanced my professional and personal growth in numerous ways:

Time Management: The plethora of tasks assigned to me throughout the last 3 months taught me the essence of prioritization. Balancing multiple responsibilities concurrently, I honed my skills to efficiently manage time and adhere to deadlines.

Communication Skills: Initially, as an ambivert, I often hesitated to engage in professional discussions. However, my role demanded frequent interactions with diverse people of the company. Representing the HR Division and Admin and Modern Facilities Department at Robi Safety Week, I could overcome my reservations and significantly enhance my communication prowess.

Network Building: My involvement in the administrational activities exposed me to numerous platforms. This not only facilitated my professional interactions but also expanded my network, introducing me to many seasoned professionals whose insights and guidance can be monumental in my career trajectory.

Improved Confidence: From being a novice at the commencement of this internship, I transitioned into a more informed individual, aware of my capabilities and areas of improvement. Encountering reallife scenarios bolstered my selfconfidence, equipping me to explore more challenging roles in the future.

Problemsolving Abilities: Encountering unforeseen challenges was a routine affair during the internship. Such instances cultivated my analytical skills and fostered a proactive approach, enabling me to devise effective solutions even under pressure.

Teamwork and Collaboration: Working alongside a diverse group of individuals, I learnt the significance of collective effort. Embracing different perspectives and aligning them towards a common objective, I realized the potential of synergistic collaborations.

Adaptability: The dynamic nature of the corporate world necessitated adaptability. Frequently introduced to new tools, platforms, and methodologies, I became more receptive to change, adapting swiftly and ensuring seamless execution of tasks.

Ethical Understanding: Interacting with teammates and ensuring transparency in the work reinforced the importance of ethics in professional settings. I became more aware of the

implications of my actions and decisions, ensuring they were always in line with the company's values and ethical standards.

In summation, this internship was more than just a professional stint. It was a holistic journey of growth, learning, and evolution that has aptly prepared me for the competitive corporate landscape.

Recommendations (to the company on future internships)

Structured Internship Programs: Develop structured internship programs with clear objectives, learning outcomes, and milestones. These programs should be designed to provide students with handson experience and exposure to various facets of the organization. Consider offering specialized tracks in areas such as HR, marketing, or technology to align internships with the company's needs.

Mentorship and Guidance: Assign dedicated mentors or supervisors to guide and support interns throughout their internship journey. These mentors should provide regular feedback, set goals, and help interns connect their academic knowledge with realworld applications. Mentorship programs can enhance the learning experience and foster longterm relationships with potential future talent.

Feedback and Continuous Improvement: Establish a feedback mechanism to gather input from both interns and supervisors regarding the internship experience to use these feedbacks to use it for the continuous growth and refine the internship program. Regularly assess the impact of internships on the organization's goals, and adjust internship offerings accordingly to align with evolving business needs and educational trends.

Chapter 2: Organization Overview

Introduction

This chapter provides an indepth analysis of Robi Axiata Limited, a prominent provider of telecommunications services. We will examine its guiding principles, including its vision and mission, as well as its market share in the telecommunications industry. Through its organizational hierarchy and departmental divisions, a summary of its management structure will be provided. In addition, an evaluation of the company's marketing strategies, financial performance, and accounting procedures reveals its business acumen. Operational management and information

system practices illuminate the technological and process driven backbone of the organization. Using tools like Porter's Five Forces and SWOT analysis, we will place Robi Axiata within the context of its industry and rivals. The chapter concludes with a summary, followed by suggestions for enhancing its strategic positioning, particularly in Human Resource Management and Occupational Health and Safety Policies related areas.

Overview of the Company

Robi is a renowned mobile service provider in Bangladesh. It was created in 1997 as Telekom Malaysia International (Bangladesh) with the goal of offering superior telecommunications services to Bangladeshis. In 2010, Robi merged with Axiata Group to establish Robi Axiata Limited.

Robi has always been a trailblazer in mobile services and the introduction of new digital goods to customers. Robi is committed to expanding Bangladesh's internet access. They invest in network expansion to reach the country's farthest areas.

Robi is presently one of Bangladesh's leading mobile service providers in terms of user base. With its broad network coverage, excellent technology, and wide range of digital services, it is a vital player in Bangladesh's digital revolution. Robi Axiata Limited is dedicated to improving the future by expanding connection and digital empowerment among Bangladeshis.

Vision

The vision statement of Robi Axiata Limited is "to be the country's digital experience leader." Robi Axiata Limited's vision statement outlines the company's ambition to be a leader in designing and driving Bangladesh's digital future. The company aims not only to provide telecommunication services but also to foster an environment of digital inclusivity. Robi envisions playing a pivotal role in transforming Bangladesh into a technologically advanced nation by empowering its citizens through innovative digital solutions. In short, Robi's vision is to be at the forefront of the digital revolution in Bangladesh, connecting people, fostering growth, and paving the way for a digitally enriched future for the country.

Mission

Robi Axiata Limited's mission revolves around its commitment to empower Bangladeshis through the seamless integration of advanced communication technologies and services. Their mission emphasizes providing quality customer experiences, bridging digital divides, and creating value for their stakeholders. In essence, Robi's mission is to champion the potential of the Bangladeshi people by providing unparalleled connectivity and digital services that resonate with their needs and aspirations. Remember, mission statements can evolve over time, so you may want to refer to Robi's official publications or website for the most uptodate and specific wording.

Market Share

Robi commands an 18% share of Bangladesh's telecom market when evaluated by its subscriber count, ranking third in consumer volume. Yet, considering revenue, the sizable clientele of Robi positions it in the second spot.

Management Practices

Organizational Hierarchy of Robi Axiata Limited

Below is a diagram of Robi Axiata Limited's whole organogram. This organogram was taken from Robi's 2022 annual report.

Figure 1: Organizational Hierarchy of Robi Axiata Limited

Divisions and Departments of Robi Axiata Limited

Robi Axiata Limited is divided into nine divisions, each of which is further subdivided into several departments. In addition, these departments are subdivided into distinct teams and channels.
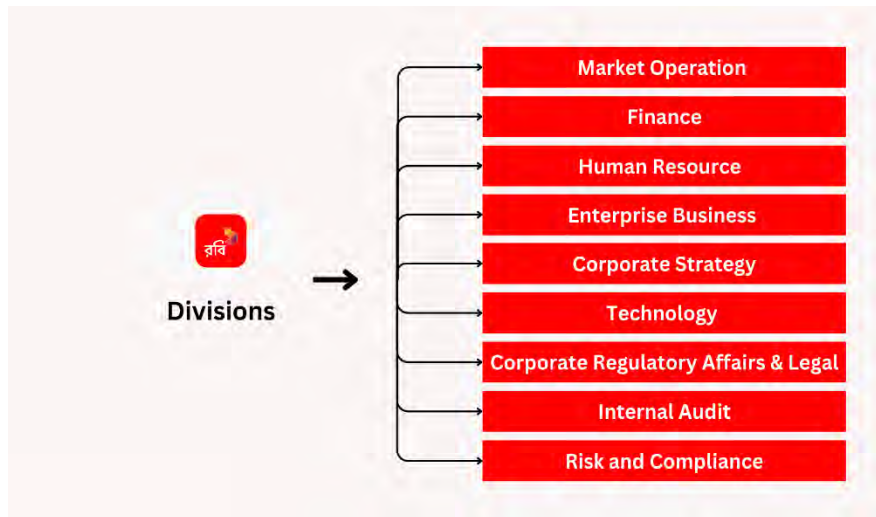
Figure 2: Divisions of Robi Axiata Limited

Market Operation

This department is responsible for securing the monthly sales goals set by the upper management. Its responsibilities encompass brand and market messaging, selling of business and corporate offerings, overseeing the customer service center, and contributing to the formulation of pricing plans for new products.

Finance

Financial management is crucial to all business operations as it oversees budgeting. The finance department of Robi Axiata Limited plays a pivotal role in allocating funds for diverse initiatives, business partnerships, and pioneering product creations. Besides managing financial statements, this department takes care of payroll processing, ensures regulatory adherence, and also manages supply chain finance and corporate financial matters.

Human Resource

HR refers to the sector in a company tasked with recruiting new talent, offering training to existing team members, processing employee remuneration, boosting morale, and promoting company advancement. Another essential responsibility of HR is to ensure harmonious relationships between all staff members.

Enterprise Business

The top executives and the enterprise Business work closely together on the creation of various managerial endeavors. The EB sets the company's aims, targets, and guidelines and assists in carrying out different initiatives in conjunction with the Corporate Strategy department.

Corporate Strategy

The main tasks of the corporate strategy department involve crafting fresh business proposals for Robi and examining monthly progress, earnings, and key performance indicators. This division also oversees plans for the company's growth.

Technology

This department collaborates with every unit and sector within Robi to offer IT assistance. Its primary tasks encompass overseeing local IT functions, establishing BTS, central network oversight, ensuring tech adherence, providing staff with the essential hardware & software, and aiding contact centers. Furthermore, overseeing the Robi website and managing internal division and department sites are also crucial roles of the technology department.

Corporate Regulatory Affairs & Legal

Referred to as CRL, this department oversees the endorsement of all CSR initiatives, event coordination, and evaluation of sponsorships, media engagement, and addressing government legal issues, among other duties. Two of the most distinguished individuals helm this section.

Internal Audit

The internal audit department of Robi Axiata Limited, typically ensures the company's operational and financial integrity. They focus on risk management, ensuring the effectiveness of internal controls, promoting operational efficiency, and guaranteeing compliance with regulations. This department provides critical feedback to senior management and collaborates with other

departments to address and rectify identified concerns. For specific insights on Robi Axiata Limited's internal audit functions, one should consult the company's official resources.

Risk and Compliance

The Risk and Compliance division of Robi Axiata Limited is tasked with identifying, assessing, and managing potential risks that could hinder the achievement of the company's objectives. Additionally, the division ensures the company adheres to all external regulations and internal policies. Their primary role is to safeguard the company's assets, reputation, and sustainability by proactively addressing any potential threats and ensuring adherence to both local and international standards.

Finance Performance and Accounting Practices

Finance Performance

The following ratio analysis was performed using data from the fiscal years 2019–20, 2020–21, and 2021–22 in order to assess the financial performance of Robi Axiata Limited.

Current Ratio			
Fiscal Year	**Formula**	**Calculation**	**Result**
2022-2021	Total Current Assets ÷ Total Current Liabilities	14270357/69498669	0.20
2021-2020		15635500/76302663	0.20
2020-2019		19536739/73800355	0.26

Table 1: Current Raio

The current ratio serves as a measure to assess a company's ability to settle its shortterm obligations using its immediate assets. For Robi, in the consecutive years 2020, 2021, and 2022, the current assets stood at TK. 0.20, TK. 0.20, and TK. 0.26 against a TK. 1 in shortterm liabilities. Suppliers often scrutinize the financial statements to ensure the company has sufficient assets to meet its financial commitments.

Quick Ratio			
Fiscal Year	**Formula**	**Calculation**	**Result**
2022-2021	(Total Current Assets – Inventories) ÷ Total Current Liabilities	(14270357-503914)/69498669	0.19
2021-2020		(15635500-350814)/76302663	0.20
2020-2019		(19536739-155881)/73800355	0.26

Table 2: Quick Ratio

During the financial year 2019-2020, the firm had 0.26 taka in liquid assets for every taka of liability. This ratio decreased to 0.20 taka in 2020-2021 and dipped a bit more to 0.19 taka in 2021-2022. This indicates that over these three financial periods, the company's available cash to settle immediate obligations was limited. This situation warrants attention.

Earnings Per Share	
Fiscal Year	**EPS (in Taka)**
2022-2021	0.35
2021-2020	0.34
2020-2019	0.33

Table 3: Earnings Per Share

In the financial year 2019-2020, the company reported earnings per share of 0.33 taka, which increased to 0.34 taka in 2020-2021 and further to 0.35 taka in 20212022. This shows a consistent upward trend in their earnings per share. The growth, although slight in 2020-2021 and 2021-2022, is beneficial for the company.

Return On Ratio			
Fiscal Year	**Formula**	**Calculation**	**Result**
2022-2021	Net Profit after Tax ÷ Shareholders' Equity	1705887/67126541	3%
2021-2020		1658488/66207563	3%
2020-2019		1553315/65956131	2%

Table 4: Return On Equity

In 2019-2020, the company managed to secure a respectable 2% return on equity for its shareholders, highlighting their objective of efficiently using shareholder funds. This return increased to 3% in 2020-2021 and then stabilized at that rate in 2021-2022.

Net Profit Margin			
Fiscal Year	**Formula**	**Calculation**	**Result**
2022-2021	Net Profit after Tax ÷ Revenue	1827199/85859740	2.13%
2021-2020		1803352/81424640	2.31%
2020-2019		1553315/75642696	2.05%

Table 5: Net Profit Margin

During the financial year 2019-2020, the firm recorded a net profit margin of 2.05%. This margin experienced a notable rise in 2020-2021 but saw a downturn in 2021-2022.

Total Asset Turnover			
Fiscal Year	**Formula**	**Calculation**	**Result**
2022-2021	Sales ÷ Total Assets	85859740/197274601	0.44
2021-2020		81424640/207594366	0.39
2020-2019		75642696/199464858	0.38

Table 6: Total Asset Turnover

In the financial year 2019-2020, the firm reported a total asset turnover ratio of 0.38. This figure saw a slight rise to 0.39 in 2020-2021 and further climbed to 0.44 in 2021-2022. This means for each taka of assets, the business can produce 0.44 taka. The gradual increase suggests the company's evolution and potential adjustments to their purchasing and sales approach.

Equity Multiplier			
Fiscal Year	**Formula**	**Calculation**	**Result**
2022-2021	Total Assets ÷ Shareholders' Equity	197274601/67126541	2.94
2021-2020		207594366/66207563	3.14
2020-2019		199464858//65956131	3.02

Table 7: Equity Multiplier

In the financial year 2019-2020, the firm's equity multiplier stood at 3.02. It rose to 3.14 in 2020-2021 but then declined to 2.94 in 2021-2022. Initially, nearly half of their funding came from debt. There was a surge in this reliance the subsequent year, but a slight decrease was observed in 2021-2022. This suggests a reduced dependency on debt, which can be attractive to potential investors.

Accounting Practices

Robi Axiata Limited's accounts department documents its daily financial activities. The staff adheres to relevant standards in crafting the financial reports. Every transaction is meticulously logged into the ledger by the team, a trial balance is then drawn up, adjustments are made at regular intervals, and ultimately, they produce the balance sheet and the yearly report.

Operations Management and Information System Practices

Axiata Group Berhad from Malaysia owns a 61.82% stake in the listed company, Robi Axiata Limited. Meanwhile, Bharti Airtel from India possesses 28.18% of the shares, with the remaining 10% held by the public. On December 24, 2020, Robi Axiata Limited launched its most extensive initial public offering (IPO) on both of the nation's stock exchanges situated in Dhaka and Chattogram.

Industry and Competitive Analysis

Porter's Five Forces Analysis

Robi Axiata Limited, being a player in the telecommunications sector, faces competition from other Bangladeshi providers such as Grameenphone, Banglalink, Robi, and Teletalk. The subsequent Porter's five forces model offers a comprehensive examination of the industry landscape and Robi Axiata Limited's competitive positioning:
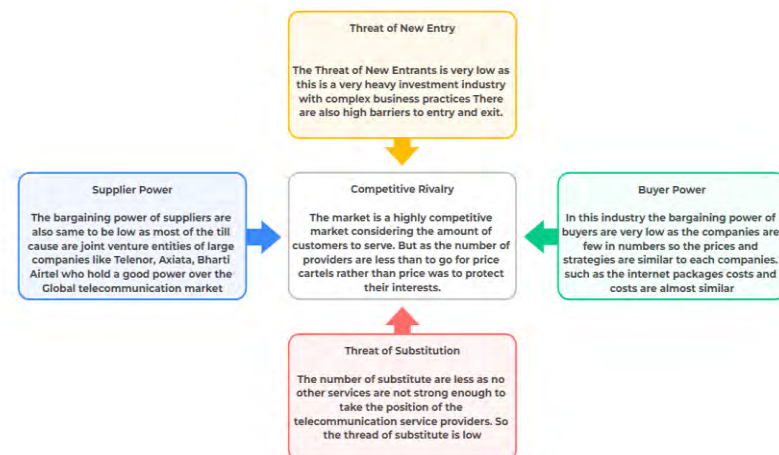

Figure 3: Porter's Five Forces Model

Threat of new entrants

The presence of entry barriers in the market often dictates how potential new entrants might impact the sector's dynamics. One pivotal element of these barriers is brand loyalty. The longstanding trust and rapport big brands have built with their customers over the years is a significant asset. This trust makes it relatively simpler for these established brands to launch a new product or service, as they are more likely to succeed and be wellreceived by their loyal customer base. Therefore, the stronghold of brand loyalty can pose a formidable challenge to new market players. In the context of the Bangladeshi mobile sector, with intense competition and abundant resources at the disposal of existing companies, it becomes quite challenging for newcomers to carve a niche. Moreover, the BTRC's regulatory requirements further complicate the process of securing a license, leading to a reduced likelihood of new companies venturing into the telecom industry.

Threat of Substitutes

In the past, alternatives to telecom services included wireless and landline telephones. But, as the last decade and a half have shown, these devices are now obsolete, consolidating the standing of telecom companies. While services like wifi might be prevalent, they haven't been potent enough to dethrone established telecommunication services, largely because of the vast dependency people have on traditional telecom providers. Additionally, there are minimal viable alternatives to current mobile service providers.

Bargaining power of Buyers

Telecom companies tend to offer services that are quite similar in nature, with each firm attempting to differentiate through addedvalue features. This similarity in core services means that buyers don't have much room to negotiate. In Bangladesh, the limited number of mobile telecom providers implies that if an individual discovers a better and more costeffective service, they might switch providers. However, this doesn't give them much leverage, so the overall negotiation strength of buyers remains relatively weak.

Bargaining power of Suppliers

Those supplying essential components to the telecom industry, like transmission cables or sim card producers, don't hold a strong negotiating position. The limited number of telecom providers skews the power balance. With just a handful of mobile operators in the country, the supplier base is also limited. Given the scant competition in Bangladesh's telecom sector, suppliers find themselves with minimal negotiating power.

Competitive Rivalry

The Bangladeshi telecom landscape is largely under the influence of a select few major players. Due to the regular introduction of new products and services, customers who are pricesensitive have the flexibility to shift their loyalty. For companies, the significant capital required to penetrate the market combined with a deeprooted commitment from their stakeholders makes exiting the industry a challenging proposition. Each telecom provider strives to maximize its market share and profits by delivering topnotch services at competitive rates, leading to fierce competition among them.

SWOT Analysis

Figure 4: SWOT Analysis of Robi Axiata Limited

Strength

Rigorous Talent Selection: Prior to welcoming any candidate into the Robi family, the company meticulously screens potential hires. This process involves a multifaceted approach, including written exams, engaging case study discussions, panel interviews, and practical demonstrations. In instances of a large candidate pool, they may even conduct multiple rounds of interviews. By leveraging these diverse recruitment methods, the HR team consistently identifies exceptional individuals to join the company.

Financial Stability: Robi's robust financial foundation positions it as a formidable competitor among telecom providers in Bangladesh. This financial strength not only fortifies its position in the market but also fuels its capacity to create a unique niche and increase profitability.

Leading the 4.5G Revolution: Robi proudly leads the way in offering 4.5G network services across the nation, setting new standards in the industry.

Resilient HR Management: The department of human resources at Robi is exceptionally resilient and efficient. It is divided into a number of specialized divisions, each of which is manned by specialists in their respective disciplines. These HR professionals play a crucial role in the organization's efficient management. They provide invaluable direction for the administration of human resources within the organization, employing a variety of strategies to motivate employees to perform at their best. Consequently, this promotes greater commitment and loyalty among employees.

Exclusive Employee Perks: Robi offers its employees a variety of enticing benefits and perks. This strategy ensures that current employees have little inclination to seek employment elsewhere, as they recognize Robi's unique advantages.

Weakness

Network Challenges in Rural Areas: Despite Robi's extensive market presence, numerous residents in rural Bangladesh continue to face networkrelated issues. Customers encounter problems such as call drops, sluggish internet connections, and disruptions in calls. These challenges have hindered Robi's ability to provide seamless services in these areas.

Limited Intern Benefits: Interns at Robi are considered temporary team members. However, their compensation is minimal, and they receive no additional perks. I personally experienced this during my time there. In contrast, Grameenphone and Banglalink go the extra mile by offering transportation and meals to their interns, in addition to compensation. As a result, many students prefer Grameenphone and Banglalink for their internships over Robi.

Sluggish Career Advancement: Career progression for employees at Robi tends to be slow. During my internship, I encountered an employee who had remained in the same entry level position for four years. This stagnation is often attributed to the generous compensation received by Executive Vice Presidents, resulting in limited vacancies at the top. Consequently, professional advancement opportunities are limited, which sometimes leads employees to seek opportunities elsewhere.

Opportunity

Expansive Customer Reach: Robi has significantly expanded its customer base through its merger with Airtel, positioning it as a formidable competitor alongside Grameenphone and Banglalink. The company's current profitability further enhances its capacity to expand and thrive in the market.

Empowering Employee Development: Robi possesses a robust HR department that empowers the company to innovate and create fresh avenues for employee learning and growth. This department is dedicated to fostering a culture of competitiveness and skill enhancement among the workforce.

Threats

Fierce Competitive Landscape: Robi faces significant challenges from its competitors, and in the telecom industry of Bangladesh, rivalries are a constant concern. The ease with which one telecom company can impact another's market share intensifies the competition. Moreover, the prospect of higher call rates makes it more likely for customers to switch providers, potentially affecting Robi's business.

Regulatory Uncertainties: Companies are susceptible to substantial disruptions due to sudden shifts in regulatory policies. Such regulatory uncertainties can pose considerable challenges for

businesses. For instance, when Robi merged with Airtel, it encountered substantial regulatory hurdles. The consequences of regulatory issues can even lead to the shutdown of a company, underscoring the gravity of this threat.

Conclusions

Given the limited number of telecom companies in Bangladesh, the telecommunications sector is highly competitive. However, each player in this field employs a unique set of skills and strategies to respond to their competitors' actions. Robi, which initially operated as Aktel, has undergone substantial evolution. Its core strengths lie in providing costeffective data, voice, and bundled service packages. Leveraging the transitional provisions of these offerings, Airtel also competes in this arena.

Focusing on niche market segments is a viable approach for emerging telecom brands, especially when they possess significant advantages as part of their core strategy. However, it is crucial to strike a balance between niche and broader market strategies to avoid limiting growth opportunities. In an industry marked by fierce competition, the sustained survival of any company, including Robi, remains a pertinent question.

Chapter 3: Project Part

Introduction

This report serves as a fulfillment of the prerequisites for my Bachelor's Degree in Business Administration under the auspices of BRAC Business School, BRAC University. The core objective of this threemonth internship program is to provide students with practical exposure and the opportunity to apply their academic knowledge, culminating in the preparation and submission of a comprehensive report to the relevant department.

During this period, I engaged in an internship with Robi Axiata Limited within the HR department, operating under a contractual arrangement for the duration of three months, commencing on May 17, 2023, and concluding on August 17, 2023. Following consultations with my supervisor, the chosen topic for this internship report is "The Role of Human Resource Management in the Development and Implementation of Occupational Health and Safety Policies and Programs." I

Literature Review

Occupational health and safety (OHS) holds a pivotal position within organizations, safeguarding both employees' wellbeing and overall business performance (Barratt & Bowie, 2019). HRM plays a crucial role in developing and implementing OHS policies and programs. This review analyzes how HRM contributes to workplace safety and promotes a culture of health and safety.

HRM plays a crucial role in shaping OHS policies. It is tasked with crafting comprehensive policies that not only comply with legal requirements but also align with industry best practices (Brewster & Hegewisch, 2017). Collaborating with legal experts and industry specialists, HRM ensures these policies are robust and effective in addressing workplace hazards.

Efficient program implementation is essential to translate OHS policies into action. HRM leads in this endeavor by actively participating in employee and supervisor training for OHS protocols (Shirey, 2018). Through structured training initiatives, HRM contributes significantly to fostering a culture of safety awareness, thereby reducing the incidence of accidents and injuries (AbuTineh & AlDebei, 2019).

HRM's involvement extends to ensuring OHS compliance and enforcement within organizations. It monitors adherence to OHS regulations and administers disciplinary actions when necessary (Zohar, 2010). By overseeing safety audits and investigations, HRM reinforces the organization's unwavering commitment to OHS.

Engaging employees in OHS initiatives is crucial for their effectiveness. HRM assumes a pivotal role in promoting active employee involvement through mechanisms such as safety committees, feedback channels, and open communication (Floyd et al., 2017). These HRled efforts empower employees to participate actively in identifying and mitigating workplace risks.

Cultivating a safetycentric organizational culture is a significant achievement. HRM plays a central role in driving this cultural shift (Clarke, 2016). By aligning hiring practices, performance

evaluations, and recognition programs with OHS values, HRM reinforces the importance of safety across all organizational levels.

During crises such as pandemics or natural disasters, HRM's role in OHS becomes paramount. HR professionals are responsible for developing contingency plans, ensuring remote work safety, and supporting employees facing unique challenges (Sas, 2020). Their swift response can minimize disruptions and safeguard employee wellbeing.

In conclusion, HRM assumes a multifaceted role in the development and implementation of OHS policies and programs. Through policy formulation, program execution, compliance monitoring, employee engagement, cultural transformation, and crisis management, HRM significantly contributes to creating safe and healthy workplaces. As the OHS landscape continues to evolve, HR professionals must remain adaptable and proactive in their efforts to safeguard employees while enhancing organizational performance.

Objective(s)

The objective of the Report is to:

- Assess HRM's contribution to OHS policy development and implementation.
- Measure the impact of HRM on workplace safety and employee wellbeing.
- Examine HRM's role in shaping organizational culture and promoting employee engagement in OHS.
- Extract lessons and best practices for enhancing OHS through HRM involvement.

Significance

The topic, "The Role of Human Resource Management in the Development and Implementation of Occupational Health and Safety Policies and Programs," holds immense significance as it addresses the core principles of employee welfare, legal compliance, and organizational sustainability. Understanding HRM's pivotal role in creating a safe work environment directly impacts employee wellbeing, job satisfaction, and productivity. Moreover, it ensures compliance with evolving regulations and industry standards, minimizing legal risks and associated costs. Organizations that prioritize occupational health and safety gain a competitive edge, reduce expenses, and contribute to public health by preventing accidents. HRM's involvement is crucial

during crises, securing employees' health, and fostering a culture of safety. Ultimately, this topic underscores the holistic importance of harmonizing HRM practices with occupational health and safety, promoting a safer, more ethical, and resilient workplace.

Methodology

The preparation and completion of this report have drawn upon a combination of primary and secondary data sources. Primary sources encompass firsthand experiences and meticulous observations gathered during my internship at Robi Axiata Limited. These insights have been further enriched through indepth conversations with the HR personals and my on site supervisor, who generously shared valuable insights. In contrast, secondary data sources comprise information obtained from the company's official website, perusal of its annual report, analysis of pertinent newspaper articles, and the review of scholarly journal publications.

Overview of the Human Resources Department of the Company

The HR Department of Robi Axiata Limited is central to the organization's operations, focusing on recruitment, development, engagement, and retention of its workforce. They employ a rigorous hiring process, partner with educational institutions for talent, and conduct training programs. Performance management aligns individual goals with organizational objectives. They manage compensation, benefits, and foster employee engagement through initiatives. Occupational health and safety are a priority, with comprehensive policies in place. Diversity and inclusion efforts create an inclusive workplace. The HR Department manages employee relations and has a strategic role in long-term planning. Complying with labor laws is crucial. HR is crucial for Robi's success, shaping its culture and supporting growth.

Findings and Analysis

Legal and Regulatory Framework

The OHS framework has helped enhance Robi Axiata Limited's OHS policies and programs. This section demonstrates how legal and regulatory conformance enhanced the company's workplace safety.

Compliance with National Laws: Robi Axiata Limited has complied with Bangladeshi laws and regulations pertaining to workplace safety. These statutes guarantee a safe and wholesome workplace. The company observes the Bangladesh Labor Act, which lays out the legal responsibilities of employers to protect their employees' wellbeing (Bangladesh Labor Act, 2006). The foundation of Robi's OHS initiatives is compliance with national labor laws. These laws guarantee the protection of the workplace and ensure that company policies comply with legal requirements.

Regulatory Bodies: The DIFE and DFO supervise and enforce OHS regulations as Regulatory Bodies. Robi interacts with authorities on a regular basis by participating in inspections and audits to ensure compliance with the Department of Inspection for Factories and Establishments in Bangladesh. Regulating agencies such as DIFE and DFO are essential for accountability. Robi routinely engages in proactive OHS interactions and inspections in an effort to meet and exceed regulatory requirements.

Safety Committees: This committee is mandated by law to be founded within businesses to address OSHA issues. Robi has established robust Safety Committees composed of both managers and employees. These committees conduct routine reviews of workplace safety protocols (Bangladesh Labor Rules, 2015). Safety Committees are mandated by law to encourage employee participation and empowerment in OHS matters. Robi's Safety Committees facilitate communication between management and employees in order to identify and eliminate potential hazards.

Training and Education: OSHA training is required by law for all employees. Robi provides its employees with training sessions and seminars on OHS policies and practices. The legal requirement for employee awareness (Bangladesh Labor Rules, 2015) motivates this commitment to education. Robi closely observes the legal requirement for employee training and education. Continuous learning emphasizes occupational safety and health policies and best practices, thereby making the workplace safer.

In conclusion, the legal and regulatory framework in Bangladesh has significantly improved Robi Axiata Limited's OHS policies and programs. The company's emphasis on compliance, engagement with regulations, employee participation, and continuing education emphasizes the

positive effects of these legal requirements. By adhering to the legal framework, Robi has enhanced workplace safety and fostered a culture of vigilance and responsibility for OHS matters. This demonstrates the company's dedication to the well-being of its employees and broader social responsibilities.

OHS Policy Development

OHS regulations are essential for workplace safety. Developing these policies has significantly enhanced Robi Axiata Limited's overall OHS programs. Robi, the foremost telecom company in Bangladesh, places a premium on the health and safety of its employees.

Robi's OHS policy formulation procedure is exhaustive. Policies establish a firm basis for a safety culture. (Robi Axiata Limited, OHS Policy) The organization is committed to safeguarding its personnel and has guidelines for identifying workplace hazards, assessing risks, and promptly reporting incidents.

This process has involved personnel from various departments and at every level. Inclusion has increased employee awareness and engagement with OHS policies. Employees comprehend policies better, allowing them to contribute to a secure workplace. They can recognize dangers and proactively reduce risks, thereby enhancing safety.

The impact of policy development extends to risk mitigation and prevention. OHS policies mandate regular risk assessments and the implementation of controls to eliminate or minimize workplace hazards. These measures have led to a notable reduction in incidents and accidents within the organization. The policies' focus on prevention, rather than merely response, has been pivotal in ensuring employee safety (Robi Axiata Limited, OHS Manual).

Customization of policies to suit the unique needs of different departments is another remarkable aspect of OHS policy development at Robi. While adhering to overarching OHS standards, individualized policies have been crafted to address the specific risks and challenges within various sections of the organization. This tailored approach enhances the relevance and effectiveness of OHS measures, ensuring that they resonate with the specific work environments and tasks of different teams (Robi Axiata Limited, Department specific OHS Policies).

A commitment to continuous improvement underpins the policy development process at Robi. The policies are not static documents but living guidelines that evolve to reflect changing workplace dynamics. Regular reviews and feedback mechanisms solicit input from employees and stakeholders, ensuring that OHS policies remain adaptive and responsive, aligning with evolving industry standards and best practices (Robi Axiata Limited, OHS Policy Review Process).

Furthermore, Robi's approach to OHS policy development aligns closely with legal and regulatory requirements in Bangladesh. The organization is dedicated to full legal compliance, ensuring the safety of its employees and safeguarding the company from potential legal liabilities. Policy development is important for meeting legal obligations and maintaining safety standards (Bangladesh Labor Act, 2006).

In summary, the Occupational Health and Safety policies at Robi Axiata Limited have brought about significant changes. These policies show the company's commitment to employee safety and wellbeing. They are comprehensive, engage employees, manage risks, can be customized, continuously improve, and comply with the law. Robi has created policies that prioritize safety, promoting a healthier work environment for everyone.

OHS Training and Education

HRM at Robi Axiata Limited is integral to OHS policies and initiatives, such as training and education. This section explains how OHS training and education have significantly increased the efficacy of OHS Policies and Programs within the organization.

Robi Axiata Limited, a leading telecom company in Bangladesh, places a premium on employee safety and health. HRM has contributed to the accomplishment of this objective by investing in OHS training and education.

Robi's OHS training and education programs are comprehensive and targeted. They teach workers how to identify, prevent, and manage workplace hazards. (OHS Training Program) Robi Axiata Limited has inclusive programs that encompass multiple levels and departments.

These initiatives have substantially increased employee awareness and participation. Employees now understand OHS policies, practices, and their importance. They are aware of and able to

manage the hazards. Increased awareness has resulted in a workforce that is more vigilant and actively contributes to a safer workplace.

One of the critical impacts of OHS training and education has been the substantial reduction in workplace incidents and accidents. Employees are better equipped to recognize potential hazards and take proactive measures to address them. They have a clearer understanding of emergency response protocols and first aid procedures, contributing to a safer working environment (Robi Axiata Limited, OHS Manual).

Moreover, OHS training and education at Robi extend beyond general awareness programs. The organization tailors training to the specific needs of different departments. This customization ensures that employees receive training that is not only relevant but also practical for their specific work environments. It enhances the applicability and effectiveness of OHS measures (Robi Axiata Limited, Department specific OHS Training).

A culture of continuous improvement underpins these initiatives. OHS training and education programs are regularly reviewed and updated to align with emerging industry standards and best practices. Feedback from employees is actively sought and incorporated, ensuring that training remains adaptive and responsive (Robi Axiata Limited, OHS Training Evaluation).

In addition, one of HRM's primary responsibilities has been to ensure that OHS training and education meet legal and regulatory requirements. Robi Axiata Limited is dedicated to complying with all Bangladeshi OHS regulations, and its training programs reflect this dedication. This not only protects employee safety, but also supports the organization's legal compliance (Bangladesh Labor Act, 2006).

Finally, OHS training and education have considerably improved Robi Axiata Limited's Occupational Health and Safety Policies and Programs. These programs have made the workplace safer and healthier due to their comprehensiveness, inclusiveness, and influence on employee awareness, incident reduction, customisation, ongoing improvement, and legal compliance. The role of HRM in assisting these activities emphasizes the critical link between successful OHS training and education and the construction of an organization-wide OHS framework.

Incident Reporting and Investigation

To increase their performance, Robi Axiata Limited's Occupational Health and Safety (OHS) Policies and Programs depend significantly on incident reporting and investigation. This part investigates how the installation of comprehensive incident reporting and investigation processes has led to a safer and healthier work environment inside the business.

Robi Axiata Limited, a well-known Bangladeshi telecommunications firm, recognizes the need of incident reporting and investigation in upholding OHS standards. These processes indicate the company's commitment to employee safety.

At Robi, the process for reporting incidents is open and transparent. Employees are urged to report any workplace incidents as soon as they occur, including near misses, accidents, and risks. According to Robi Axiata Limited's OHS Incident Reporting Procedure, this policy promotes a culture in which employees are both aware of the need of reporting incidents and feel at ease doing so.

This proactive reporting culture has a significant impact. It enables the quick identification of potential dangers and hazardous actions, enabling prompt corrective action. Robi Axiata Limited's OHS Incident Reporting and Investigation Manual In order to assess OHS risks and take data-driven steps to prevent recurrence, incident reports are helpful tools.

Robi conducts attentive and comprehensive investigations. Numerous studies have been done on the underlying causes and contributing factors of events. This research focuses on examining the systemic causes that may have caused the incidence rather of just placing blame.Cross-functional teams, including HRM representatives, undertake these investigations (Robi Axiata Limited, OHS Incident Investigation Process).

Incident investigations have resulted in major improvements to OHS policy and practices. Robi has been able to make targeted adjustments to its policies and procedures by identifying recurring patterns and systemic vulnerabilities. These modifications are intended to prevent future incidents and make the workplace safer (Robi Axiata Limited, OHS Policy Enhancement Process).

In addition, the organization places a high priority on learning from incidents. Through training and awareness programs, the lessons learned from investigations are communicated to the entire organization. This knowledge sharing ensures that all employees gain from the incident analysis insights (Robi Axiata Limited, OHS Lessons Learned Workshops).

Legal and regulatory requirements are closely aligned with incident reporting and investigation. Robi is devoted to complying with all Bangladeshi OHS regulations, as evidenced by its incident reporting and investigation procedures. This not only ensures employee safety, but also reinforces the organization's compliance with legal requirements (Bangladesh Labor Act, 2006).

The establishment of comprehensive incident reporting and investigation processes has greatly boosted Robi Axiata Limited's Occupational Health and Safety Policies and Programs. Because of their openness, proactivity, thoroughness, focus on systemic improvement, and compliance with legal requirements, these processes have led to a safer and healthier workplace. The commitment of HRM and the whole company to incident reporting and investigation demonstrates their involvement in building a culture of safety and continuous improvement inside the business.

Workplace Inspections and Audits

The deployment of workplace inspections and audits has greatly enhanced Robi Axiata Limited's Occupational Health and Safety (OHS) Policies and Programs. This section investigates how these proactive efforts have led to a safer and better work environment inside the business.

Robi Axiata Limited, a leading telecommunications company in Bangladesh, understands the crucial need of frequent workplace inspections and audits in maintaining excellent OHS standards. These rules indicate the company's commitment to employee safety.

Robi conducts thorough and regular workplace inspections. Thorough inspections of work places are conducted by trained inspectors, including HRM team members, who look for potential dangers, risky behaviors, and improvement possibilities. Robi Axiata Limited's OHS Inspection Procedure contains documentation and analysis of the findings from these inspections.

Inspections in the workplace have two results. To begin with, they make it possible for the quick identification of hazards and hazardous situations, enabling prompt corrective action. Secondly,

these audits encourage a proactive safety culture where employees are aware of the business' ongoing commitment to their safety. Workers are able to report issues with workplace safety (Robi Axiata, OHS Inspection and Reporting).

Robi audits improve inspections by evaluating all of the company's OHS Policies and Programs. The efficacy of the present policies, procedures, and OHS compliance are evaluated during these audits, which are normally carried out by independent experts (Robi Axiata Limited, OHS Audit Framework).

The findings of workplace inspections and audits have considerably enhanced OHS Policies and Programs. Robi has been able to make specific adjustments to its rules and procedures by identifying areas of noncompliance, process flaws, and opportunities for improvement. Axiata Limited's OHS Policy Enhancement Process These enhancements are intended to lower risks, prevent accidents, and provide a secure workplace.

Throughout this process, the organization emphasizes transparency and communication. Employees and stakeholders are kept up to date on the results of workplace inspections and assessments, ensuring that all relevant parties are aware of the findings and remedial measures. This open communication fosters confidence and emphasizes the organization's commitment to safety (Robi Axiata Limited, OHS Audit Communication).

Workplace inspections, audits, and subsequent improvements must adhere to strict legal and regulatory criteria. Robi is dedicated to complying with all OHS rules in Bangladesh, and these proactive actions indicate the company's commitment to going above and beyond legal standards (Bangladesh Labor Act, 2006).

Finally, workplace inspections and audits have considerably improved Robi Axiata Limited's Occupational Health and Safety Policies and Programs. These proactive initiatives have contributed to a safer and healthier workplace via their methodical approach, openness, focus on improvement, and compliance with regulatory requirements. Participation in these procedures by HRM and the whole business displays their commitment to building a culture of safety and continual improvement inside the organization.

Employee Engagement and Communication

Employee engagement and communication have greatly improved Robi Axiata Limited's Occupational Health and Safety (OHS) Policies and Programs. This section investigates how these elements have contributed to the organization's safe and healthy workplace.

Robi Axiata Limited, a well-known Bangladeshi telecommunications business, understands the value of actively involving workers and cultivating open communication channels in enhancing occupational health and safety.

Employee involvement at Robi goes beyond just adhering to OHS standards to include active participation in the safety process. Employees are urged to take responsibility for their personal well-being as well as the well-being of their colleagues. They are authorized to detect risks, report accidents, and make recommendations for OHS improvements (Robi Axiata Limited, OHS Employee Engagement Program).

This increased engagement has resulted in a more vigilant workforce. Employees are aware of OHS policies and actively partake in their implementation. They are aware of the significance of safe work practices and are motivated to follow OHS regulations, thereby contributing to a secure work environment (Robi Axiata Limited, OHS Engagement Initiatives).

Robi's OHS strategy relies on effective communication as a linchpin. To disseminate OHS information, updates, and best practices, lucid and accessible channels of communication are established. (Robi Axiata Limited, OHS Communication Framework) The organization ensures that employees receive regular training and awareness programs on OHS-related matters, thereby reinforcing the significance of safety.

One of the significant impacts of robust communication and engagement practices is the timely dissemination of critical safety information. During emergencies or safety incidents, employees are well informed about procedures and protocols. This ensures a swift and coordinated response, minimizing the potential impact of incidents (Robi Axiata Limited, OHS Emergency Response Training).

Moreover, the organization actively seeks feedback from employees on OHS matters. Employee input is valued, and their concerns are addressed promptly. This twoway communication fosters trust and a sense of ownership among employees, making them more invested in the success of OHS Policies and Programs (Robi Axiata Limited, OHS Feedback Mechanism).

The alignment of employee engagement and communication with legal and regulatory requirements is evident in Robi's commitment to compliance. The organization ensures that all communication and engagement practices adhere to OHSrelated laws in Bangladesh, reinforcing its dedication to safety (Bangladesh Labor Act, 2006).

In conclusion, employee engagement and communication have emerged as powerful drivers in enhancing Occupational Health and Safety Policies and Programs at Robi Axiata Limited. These initiatives, marked by active participation, transparency, responsiveness, and alignment with legal requirements, have contributed to creating a culture of safety within the organization. The involvement of HRM and the entire organization in promoting these practices underscores their commitment to ensuring the safety and wellbeing of employees, ultimately fostering a safer and healthier work environment.

Limitations

Below given are the limitations that has been faced during writing the report:

Scope and Generalizability: The report primarily focuses on the specific case of Robi Axiata Limited. While it provides valuable insights into HRM's role in OHS policies and programs in this context, the findings may not be entirely generalizable to other industries or organizations with different structures, cultures, or regulatory environments.

Data Availability: The report relies on available data, including company documents, interviews, and employee feedback. The completeness and accuracy of the data could be limited by factors such as data availability, the willingness of employees to participate in surveys or interviews, and potential biases in the data collection process.

Time Constraints: The report covers a specific period, and the analysis is based on data available up to a certain point in time. Changes or developments in OHS policies and programs at Robi Axiata Limited beyond this timeframe may not be fully captured in the report.

External Factors: The effectiveness of OHS policies and programs can be influenced by external factors such as changes in government regulations, economic conditions, or technological advancements. Some of the external factors are not under control of HRM and it might impact the implementation of OHS policies.

Language and Cultural Barriers: Language and cultural differences in a diverse workforce can pose obstacles to effective OHS communication and training. The report may not completely address the nuances of addressing these obstacles in a multicultural organization such as Robi Axiata Limited.

Organizational Changes: Organizations, including Robi Axiata Limited, may undergo organizational alterations, mergers, or reorganization. Such changes can impact the continuity and effectiveness of OHS policies and programs, and the report may not cover the potential implications of these changes comprehensively.

Future Developments: The report is written based on the current state of OHS policies and programs. It may not anticipate or address potential future developments or emerging trends in OHS management and HRM's role in these evolving areas.

Subjectivity: The assessment of the impact of HRM on OHS policies and programs may involve some degree of subjectivity in interpreting qualitative data, including interviews and surveys. Different individuals may have different perspectives on the same issues.

Conclusions

Robi Axiata Limited's Occupational Health and Safety (OHS) Policies and Programs were developed and implemented with the assistance of Human Resource Management (HRM). The HRM department's multifarious responsibilities highlight their indispensable role in nurturing a safer and healthy work environment within the organization.

Robi's HRM has not only assembled a competent workforce but also instilled a culture of safety and accountability through rigorous recruitment processes, strong management teams, and strategic HR planning. Employees are empowered to actively partake in OHS initiatives through initiatives such as employee engagement, open communication, and comprehensive training.

The report highlights the transformative effects of incident reporting and investigation, workplace inspections and audits, and OHS education and training. In addition to mitigating risks, these practices have led to continuous advancements in OHS Policies and Programs, bringing them in line with legal requirements and industry best practices.

In addition, the report highlights the significance of HRM's role in fostering a workplace that values diversity and inclusion while managing employee relations and conflicts effectively. Robi's OHS practices remain compliant and ethical due to HRM's dedication to compliance with legal and regulatory requirements.

In essence, the findings of this report emphasize that HRM's involvement in OHS at Robi Axiata Limited goes beyond administrative tasks. It encapsulates a holistic approach to employee wellbeing, integrating safety practices into the organizational culture. As a result, Robi Axiata Limited stands as a testament to how HRM's proactive involvement can drive a culture of safety and contribute to the longterm success and sustainability of an organization.

Recommendations

Here are SOME recommendations based on the findings of the report on "The Role of Human Resource Management in the Development and Implementation of Occupational Health and Safety Policies and Programs" at Robi Axiata Limited:

Continuous Improvement in Training and Awareness: Robi Axiata Limited should prioritize continuous improvement in OHS training and awareness programs in order to increase workplace safety. Although the organization already invests in extensive training, continuous evaluation and revisions should be a top priority. Assess the efficacy of training modules on a regular basis, solicit employee feedback, and modify programs to address emergent hazards or shifting industry standards. Robi can ensure that its employees are consistently well-informed and equipped to manage evolving safety challenges by fostering a culture of learning and adaptability.

Employee Engagement and Participation: Robi should actively encourage increased employee participation and engagement in safety initiatives. While the organization has made progress in this area, it can do more to empower employees to assume responsibility for their own and their coworkers' safety. Establish forums where employees can discuss safety concerns, suggestions, and successes. Recognize and reward proactive safety contributions to instill in the workforce a sense of ownership and accountability. Strengthening employee engagement fosters a culture in which safety is a shared responsibility, resulting in increased vigilance and compliance with OHS guidelines.

Data Driven Decision Making: When it comes to OHS policies and programs, Robi should continue to prioritize data-driven decisionmaking. Utilizing information from incident reports and investigations, the organization can identify incident patterns and root causes. Robi can make intelligent, targeted enhancements to its OHS initiatives by systematically analyzing this data. This strategy minimizes risks, prevents incidents, and continuously improves workplace safety. Review and revise OHS policies and procedures on a regular basis based on these data-driven insights.

Integration of Emerging Technologies: Robi should investigate possibilities for incorporating emerging technologies into its OHS practices. To improve workplace safety, consider implementing wearable devices, Internet of Things (IoT) solutions, and real-time monitoring systems. These technologies can provide proactive alerts, facilitate quicker responses to potential hazards, and provide insights into the health and well-being of employees. Robi can remain at the vanguard of OHS innovation by incorporating technology, thereby assuring a safer and more productive work right.

Diversity and Inclusion Initiatives: Within its workplace safety initiatives, Robi should continue to promote diversity and inclusion. Recognize that diverse teams contribute multiple perspectives and insights to safety programs. Ensure that all OHS programs, communications, and training are accessible to all employees regardless of their background, gender, or ethnicity. A diverse and inclusive approach to safety not only fosters innovation and problem-solving, but also ensures that safety measures are effectively communicated and accepted by all employees.

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