

**Report On**  
**HRM Practices of Robert Bosch Bangladesh Ltd.**

By

Ashraful Islam Reshad  
ID: 20164089

A case study report submitted to the BRAC Business School (BBS) in partial fulfillment of the requirements for the degree of Master of Business Administration

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BRAC University  
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# Declaration

It is hereby declared that

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

**Student's Full Name & Signature:**

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**Ashraful Islam Reshad  
20164089**

**Supervisor's Full Name & Signature:**

---

**Dr. Md. Mizanur Rahman  
Assistant Professor, BRAC Business School  
BRAC University**

# Letter of Transmittal

Dr. Md. Mizanur Rahman  
Assistant Professor,  
BRAC Business School  
BRAC University  
66 Mohakhali, Dhaka-1212

**Subject:** Regarding Submission of Case Study Report.

Dear Sir,

This is my pleasure to display my case study report on the topic ‘**HRM Practices of Robert Bosch Bangladesh Ltd.**’ which I was appointed by your direction that was included of BUS 699. I am thankful for your guidance and instruction.

Your insightful suggestions, counsel, and assistance have made it easier for me to produce the report. I've completed the research completely and I have tried my best to cover the topic effectively, and wish that this report meets your expected standard. I will be available at any time convenient to you for clarification of any point of this report. I trust that the report will meet the desires.

I appreciate your thoughtful considerations. Working with you has always been a joy for me. I have faith that the report will fulfill expectations.

Sincerely yours,

---

Ashraful Islam Reshad  
20164089  
BRAC Business School  
BRAC University  
Date: 5<sup>th</sup> August 2023

# **Non-Disclosure Agreement**

BRAC and the signatory student at BRAC University have agreed into this agreement. As I reflect back on my internship experience, I am aware that I was granted access to sensitive data, documents, and other information pertaining to the organization's numerous business processes. I want to make it clear that I will not include any information in my case study report that might compromise the company's ideals or reputation if it were to become public knowledge.

# Acknowledgement

First and foremost, I would want to thank God for enabling me to finish my report successfully and for finish my report by the deadline. Also, I want to thank Dr. Md. Mizanur Rahman, a lecturer at the BRAC Management School, who oversaw my case study because without his continuous support and guidance, I would not have been able to complete my report. In addition, he supported me and taught me many strategies, ideas, practices, and values during my case study report. My supervisor and co-supervisor provided me with a plethora of knowledge, which helped me to comprehend general investing methods. I also appreciate BRAC University for starting the case study since it gives me a great chance to obtain practical job experience that is related to my academic interests.

This report has been prepared as an integral part of the course BUS699. I tried the best of my ability to complete all the requirements of this report that the BRAC University guidelines have asked for and incorporated what I had learned relating to case study and the chosen topic in a correct manner. I hope this report meets the standard of your expectation.

# Executive Summary

This report is based on the internship program, partial requirement for the Master of Business Administration in BRAC University. The main objective of this report is to know the Human Resource Management Practice followed by Robert Bosch Bangladesh Limited (RBBL). As the requirement of the internship (BUS699), I have to prepare a case study and I have chosen titled **“HRM Practices of Robert Bosch Bangladesh Limited”**. Because, Human Resource is the most important resource for any organization and it is the source of gaining competitive advantage. Managing human resources is more challenging than managing technology or capital. For its effective management, the organization needs an effective HRM system. The report focuses on the HRM practice of Robert Bosch Bangladesh Ltd. Also, this report seeks to show how Robert Bosch Bangladesh Ltd. conducts training, recruitment and selection process, they offer to retain their employees, how they perform their performance appraisals to teaching staff and administrators, and Overall HR functions.

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## **1. Introduction**

The emphasis on how businesses manage their human resources has grown in recent years. The growing emphasis on managing an organization's human resources is a clear indication of its importance in driving performance. An organization's workforce plays a vital role in achieving its goals and objectives. Human resource management is responsible for all managerial decisions and actions that directly impact or influence an organization's human resources. To achieve optimal results from our workforce, it is imperative to implement new methods for completing work tasks and processes. Human Resource Development (HRD) focuses on improving the current system by enhancing requirements, training, control measures, and abilities. Also, the field of human resource management has evolved from its origins in personnel management, industrial relations, and industrial psychology, becoming an increasingly vital area of study (iedunote, n.d.). These details are crucial for enhancing the efficiency of the workforce. Robert Bosch Bangladesh Ltd. consistently strives to improve its work environment and HR policies on a daily basis.

Human Resource Management (HRM) plays a strategic role in controlling the culture and environment of the workforce and workplace. The administration of human resources addresses concerns such as pay, performance management, organizational growth, safety, wellness, benefits, employee motivation, training, and other related topics. Due to their new roles in human resources management, they require fresh skills. As a result, their status within the company has risen, and their title has changed. It is important to keep in mind that the terms "personal" and "human resources management" may be used interchangeably, but they actually have distinct meanings.

The Human Resources Function is not the sole focus of the HR Management Philosophy. Rather, it involves the senior management's leadership style, the current corporate culture, and the company's principles. It is closely tied to the vision of the organization's leaders, and the human resources department collaborates with employees to achieve this vision. The workers collaborate with the human resources department of the organization. To maximize the organization's assets, it is important to ensure that the right people are in the right positions.

## **2. Background of Robert Bosch Ltd.**

Proper human resource management is crucial for the success of any business. Without effective management, businesses cannot grow, improve their operations, retain top talent, or maintain a positive work environment. Managing human resources is essential for businesses, and therefore, this department is often regarded as the "lifeblood" of an enterprise (techfunnel, 2023). Robert Bosch Bangladesh Ltd. always believes that Human Resources are the backbone of their organization.

As an employer, there are various aspects of human resource management that need to be considered. These include acquisition, which involves recruitment, confirmation, and re-contracting of employees. Compensation and benefits, such as salary and bonuses, and leave encashment are also important factors to consider. Development through training and utilization through evaluation and performance management are crucial for employee growth and success. Additionally, employee relations, including grievance handling and counseling, and employee services, such as ID card, business card, and email address provision, are important for maintaining a positive work environment.

Robert Bosch Bangladesh Ltd. has some objectives for its employees. If they fulfill those objectives, they can achieve their business success. It is important to make sure that human resources are being utilized to their fullest potential and expanded upon. The objective of managing human resources is to use the workforce efficiently by providing appropriate guidance within the organizational sector. The methods and rules necessary to handle the human resources or personnel aspects of a management role are known as human resource management. The objectives of HRM in Robert Bosch Bangladesh Ltd. can be described as follows:

- To find the best candidate for the job by reducing employee turnover.
- Motivating staff to perform at their best.
- Avoiding unnecessary interviews.
- Eliminating unethical practices, and promoting a positive workplace culture.
- Attract and retain top talent, and meet the needs of individual employees.
- Conducting job analysis.
- Selecting the right candidates, training, and onboarding new hires.
- Managing compensation, and offering incentives and bonuses.
- Engaging employees through training and development.
- Communication (interviews, counseling, and discipline).

At Robert Bosch Bangladesh Ltd., competent HR professionals follow specific measures to ensure the mentioned objective. These are:

## **Employee Handbook**

Robert Bosch Bangladesh Ltd. has an employee handbook that contains important information about the company's personnel policy, rules and regulations, benefits, and facilities. Any of these may be subject to change or elimination at the company's discretion, depending on tactical needs. The handbook also includes the organization's code of conduct to provide employees with a basic understanding. Only executives are authorized to distribute the handbook within the company. If additional information is required, employees may contact the HR Department. In order to avoid any confusion, the HR department will provide updates on any modified or altered terms.

The handbook is owned by the Company and should be kept confidential. Its contents cannot be copied, in part or in whole, without prior written consent from the Human Resources Department.

### **Working Days and Hours:**

Robert Bosch's operating hours are from 9:30 a.m. to 2:00 p.m. every Thursday and from 9:30 a.m. to 6:30 p.m. on all other days from Saturday to Thursday. The head office and construction sites operate on identical schedules for working days and hours.

### **Attendance:**

- Staff attendance is tracked via a card-punching method.
- To record attendance, employees are required to physically punch their ID cards when entering and leaving the office.
- It is mandatory to wear an ID card while on duty.
- If an employee fails to punch their card upon entering the office, they must do so later and inform the administration department verbally.

- If you are going to conduct official business outside of the office, you must inform the HR/Admin Department before 9:15 a.m.

### **Employee Record:**

To maintain accurate employee records, any updates to an employee's personal information must be communicated to the human resources department. They must fill out and deliver a Change Request in Updated Employee Information Form to the Human Resources Division along with copies of any supporting documents that may be necessary.

### **Equivalent Rights**

As an Equal Opportunity Employer, Robert Bosch Ltd. Accessories is dedicated to treating all job candidates and employees fairly, without regard to their age, marital status, race, color, or national or cultural origin.

### **Career Development**

The corporation would make an effort to keep its top performers and those with potential by carefully managing their careers. The Company would not bribe workers to stay in opposition to their desires and motivations.

### **Worker Contribution**

The organization will appreciate employee contributions to corporate goals achieved using ethical means in line with its commitment to honesty and teamwork.

### **Employee's Reward**

Our incentive programs would be designed to make it easy to tell the high-achieving staff from the others. Promotions are an acknowledgment of talents and consistently outstanding performance, and they also heavily depend on the needs of the organization.

### 3. List of Questions & Answers to the Case

Here is a collection of crucial inquiries pertinent to the case that surfaced during the investigation for the report's particular subject and the concentrated case study regarding Robert Bosch's HRM actions.

<b>Context</b>	<b>Major Area</b>	<b>Specific Theory</b>	<b>Broad / Focused based</b>	<b>Questions</b>
Human Resource Management (HRM) practices of Robert Bosch Bangladesh Ltd.	HRM	1. Recruitment 2. Training 3. Performance Management 4. Compensation & Benefits	Focused	1. What is the recruitment process at Robert Bosch Bangladesh Ltd.?  2. How RBBL develop their employee through training?

				<p>3. What are the employee motivation process in RBBL through compensation?</p> <p>4. What are the leave management process of RBBL?</p>
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**Figure 1: List of Questions to the Case**

**What is the recruitment process at Robert Bosch Bangladesh Ltd.?**

An essential component of human resource management (HRM) is the hiring procedure. Each and every hiring and selection procedure is carried out following the submission of the manpower request by the relevant department. The workforce of Robert Bosch is key to the company's success. No matter how much money a firm invests in other resources, if its human resource doesn't have the necessary skills, the business will collapse. Companies have numerous challenges just choosing which fixed assets to invest in; when it comes to human resources, they must be even more vigilant.

To determine its people's needs, an organization first undertakes human resource planning. A job analysis is then carried out after these demands have been identified, which defines the tasks being performed and the personal attributes required to carry them out successfully. Then, a pool of qualified candidates is recruited in accordance with this information. The best candidate for the position must be chosen as the following phase, which is the main goal of the selection process.

To describe the criteria that will be used for new hires and the procedures that will be followed during the recruiting and selection process. This policy's guiding principle is that hiring should only take place when a specific business requirement, such as an open position, must be filled. The right applicant will then be chosen based on their qualifications, performance, potential, and aptitude.

### **The Process of Recruitment and Selection at Robert Bosch Bangladesh Ltd.:**





**Figure 2: Recruitment and Selection Process**

**Advertising:**

Robert Bosch Ltd. places advertisements in reputable employment sites, national media, and professional publications. The commercial mostly consists of two things:

- Job Specification
- Job Description

**Shortlists:**

Robert Bosch Ltd. can evaluate how the interview seems. Interpersonal, structural, and interactional decision-making issues. A succession of one-on-one interviews may follow a single one. A panel of interviewers, for example. the connection between inquiries about your personal life and inquiries about your career. Candidates that meet the requirements will conduct a thorough interview with the Human Resource Panel. The interview panel might consist of:

- The candidate may be interviewed by a potential coworker.

- The interview was conducted by the personnel department with the executive within the company.

### **Candidates Ability Check:**

The focus of the ability checks is to evaluate the candidates:

- The ability to communicate both orally and in writing
- Sales prowess
- Analysis and decision-making
- Initiative for Creativity
- Tolerance
- Conflict resolution abilities
- Organizational awareness of
- Resistant to stress

### **Human Resources Panel Interview:**

The applicants who have so far made it through all of the examinations at this stage will meet with the Human Resource Panel and be required to participate in a thorough interview. The candidate may be interviewed by one or more of the following:

- Personnel department interviewers, executives from within the company,
- A possible supervisor, potential coworkers, or a mix of these.
- Candidates are most likely to be asked about their previous employment, career objectives, specific area of expertise, and favorite courses taken in high school or college.
- Expectations for the company, and
- Reasons for choosing that particular organization.

This interview is intended to go into topics that the application form and exams are unable to cover. These include evaluating a person's motivation, capacity for working under pressure, and capacity for "fitting in" inside the business.

**References:**

Employers could be asked for information regarding a candidate's knowledge by current or former employers as well as other "significant" applicants. References are often requested later in the hiring process, either before or after the job offer is made, and is "subject to satisfactory reference."

**Hiring as a probationary employee:**

The time frame is known as the probationary period. The employment will only become permanent for the newbie if they are successful in proving their abilities and work ethic. This is done to see whether the employee can handle the atmosphere and culture of the company as well as satisfy the criteria of the position. Every employee at Robert Bosch Ltd. has a 3-month probationary term. First-time hires at RBBL were subject to inspection. If the employee makes that decision, he will be given a deadline to demonstrate his eligibility.

**A candidate is appointed as a permanent staff:**

The RBBL has a policy of hiring people in one of three classifications: Permanent, Contractual, or Casual. Permanent workers must complete their probationary period with adequate performance, as decided by the hiring authorities.

### **How RBBL develop their employee through training?**

Both staff development and staff development have standardized on the RBBL approach. Training is a crucial and fundamental factor that RBBL takes very seriously. Training is a process of learning that equips individuals with the abilities, concepts, attitudes, and information necessary to further their objectives. Training and development are done for a variety of reasons. A current trend in our nation is employee training. Organizations place a high priority on training. There are several chances for training at RBBL. The program for training and competition is excellent. When training and development are necessary, the entire process is overseen by the HR director.

Some of the objectives for training and development management include the following:

- Training for new employees.
- Company understanding of the RBBL business's client relationships.
- Personal development of the worker.
- To assure loyalty, be faithful.
- Adopt the culture of the company.
- Company understanding of corporate policies.
- Labor decreased turnover of the workforce.
- Produce more to become more productive.
- Boost the caliber.
- Employee changes in employees' attitudes.
- To aid the business in preparing for future development.

**Training Approach used by RBBL:**

The four-step training approach is used by RBBL.

**Step 1:** First, RBBL does a need analysis to determine the precise knowledge and abilities needed for the position and contrast them with those of the potential employee.

**Step 2:** The second step is instructional design, which involves creating precise, quantifiable knowledge and performance training objectives, reviewing potential training program material (workbook, exercises, and content), and estimating the training program's budget.

**Step 3:** Implement is the third process of the training approach. Conduct the training for the targeted employee group using the appropriate approaches.

**Step 4:** Final step is training evaluation. Evaluate the program's performance to determine its success (or failure).

### **Methods of training and development of RBBL:**

Some training techniques are typically used in RBBL. The primary person in charge of training and imparting instructions to the subordinates is the immediate supervisor. PowerPoint presentations, meetings, conversations, and other techniques are some of the training approaches. Time management, computer upkeep, customer service, and other specialized topics were listed for the training.

### **What are the employee motivation process in RBBL through compensation?**

Employers may effectively inspire staff by offering fair and competitive pay and benefits. It demonstrates their worth and appreciation as well as the organization's appreciation for their contributions and hard work. Every Organization has two types of Compensation, such as direct compensation and indirect compensation. RBBS has the same type of benefits. These are called:

Direct Employee Benefits and Indirect Employee Benefits. This kind of benefits always attract their current employees and new joiners (hrmhandbook, 2023).

### **Direct Employee Benefits**

The term "direct employee benefits" describes a financial payment made to an employee. Under direct compensation, there are four primary categories of remuneration:

**Eid Bonus:** Eid-ul-Fitr and Eid-ul-Azha are the two festivals for which RBBL awards an annual festival bonus. This bonus is distributed in accordance with gross pay. Typically, bonuses are given at a rate of 50% of gross pay.

**Annually Increment:** Based on their total annual performance, employees may receive an increase of 10% to 30% of their basic wage. Additionally, their base income can be increased by a minimum of two times to a maximum of four times. The administration department keeps track of each employee's individual performance, and the authority has the reports.

**Mobile Allowance:** RBBL additionally provides its staff with mobile phones and phone charges for both personal and professional use.

**Merit compensation:** In order to encourage staff to complete difficult tasks, RBBL gives merit pay to its workers. When staff do baseline surveys in remote locations, these kinds of situations frequently occur (darwinbox, 2023).

### **Indirect Employee Benefits**

Indirect compensation is another significant form of remuneration. Even though they might not get paid directly, employees might nonetheless benefit monetarily from various forms of indirect

compensation. Other forms of indirect compensation, in contrast, do not include any particular cash advantages. Some examples of indirect remuneration are as follows:

**Transportation Allowances:** Conveyance Allowance is owed to every employee. The amount of this allowance is predetermined and depends on the employee's job and grade. The conveyance allowance for general workers is Tk. 300 per month, whereas it is 10% of the base salary for management staff and engineering staff. Engineering employees may occasionally be paid where they really work outside of Dhaka.

**Group Insurance:** Life insurance services are provided to every person who works at the corporate headquarters. Group insurance is what it is called. Unfortunately, the employee will receive compensation for their good health if they have an accident because of this insurance coverage.

**Provident Fund:** The business immediately contributes. With a trustee of the Provident Fund, the employee has joined the firm permanently. The management of the Provident Fund is governed by separate rules. The three-year PF maturity phase. Members of the Provident Fund must be a permanent employee of the firm. To the Provident Fund, both the employer and the employees each contribute 5% of their base pay. To qualify for both employee and employer contributions, a worker must work for the firm for a minimum of three years.

**Entertainment Payments:** Every worker is eligible for an entertainment allowance. The amount of this allowance is determined by the employee's position and grade at a predetermined rate (darwinbox, 2023).

They follow this compensation policy only for their employees not for interns or contractual workers. For example:

<b>Description</b>	<b>Contractual</b>	<b>Permanent</b>
• <b>Probation Period</b>	In probation period an employees can be terminated with a prior notice.	After successfully completion of 6 (six) months probation period ; an employees can be a regular employees of the organization
• <b>Festival Bonus</b>	An Employees can be treated as an contractual employees whose appointment less than one year no festival bonus is allowed to them After two years it may be renewed for the further contractual or be permanent by the management	And Employees; whose Appointments Are For More Than One Year. Then employees will get the festival bonus.
• <b>Provident Fund</b>	No provident fund allowed for the employees	Employees will get the provident fund benefit (Agreement for three years will get the 70% Benefit and Agreement for five years will get the 100% benefit)
• <b>Gratuity</b>	No gratuity is allowed to them	If it is over 15 years; will get the gratuity.
• <b>Insurance coverage</b>	No coverage	As organizational policy
• <b>Organizational Leave</b>	In according to the "Bangladesh Labour Law" <b>Section-115: Casual Leave</b> No casual leave & <b>Section -116: Sick Leave</b> should be entitled to 10 days in every calender Year. & <b>Section-117: Annual Leave</b> should be entitled to 10 days in every calendar Year.	In according to the "Bangladesh Labour Law" <b>Section-115: Casual Leave</b> should be Ten (10) Days in every calender Year. & <b>Section -116: Sick Leave</b> should be entitled to 10 days in every calender Year. & <b>Section-117: Annual Leave</b> should be entitled to 04 days in every calendar Year.

**Figure 3: Contractual and Permanent Compensation Policy**



### **What are the leave management process of RBBL?**

According to current business policy, all permanent workers of RBBL are eligible to take time off. At the start of the year, managers urge employees to BU/CD, which helps to ensure efficient operation while the employee is away. The only RBBL employees that are entitled to take the following leaves are those who work there permanently.

Types of Leaves:

**Annual Leave Policy:** Yearly 14 Days

**Casual Leave Policy:** Yearly 10 Days

**Sick Leave Policy:** 14 Days a year but based on the situation

**Maternity Leave Policy:** 6 months

**Other Leaves Policy:** According to the Bangladeshi government's calendar, if an employee skips work or leaves the office without first getting permission from the appropriate authorities, or without notifying the company in advance, his gross compensation would be reduced accordingly.

### **Annual Leave Policy**

Annual Leave is available to permanent workers. The management employee is entitled to four days of annual leave each year, which must be scheduled with the supervisor's permission. The annual leave must be used no later than December 31st of the year in which it is accumulated. Without the company's prior written authorization, yearly leave that is not used by this date is forfeited and there is no longer any possibility of receiving compensation. For the first two years and then 14 days every year after that, non-management employees are entitled to 4 days of annual leave. A person can only accrue 30 days' worth of annual leave.

### **Casual Leave Policy**

All permanent workers are eligible to take advantage of casual leave. For absences from work that are exclusively caused by emergencies, casual leave is allowed. Each employee is granted 10 days of paid casual time each year. Even during the probationary term, this is acceptable. A maximum of 3 consecutive days may not be spent on casual leave. For the following reasons, a casual leave is not a casual leave:

<b>Ground</b>	<b>Maximum days allows at one time</b>
Own Marriage	3 days
Marriage of near relatives	2 days
Death of family member	2 days
Birth of own child	1 day
Sickness of spouse/own child	2 days
Attending examination( 1 day for each day of exam up to a maximum of 3 days)	1 day
Essential private work at office hour	1 day
Non-gazette religious holiday	1 day

**Figure 4:Casual Leave Distribution**

### **Sick Leave Policy**

Every employee has the right to use sick time. Ten days of paid sick time are set aside each year. It may only be accumulated for a total of 14 days. The management must be notified the same day of an illness-related absence. Information is provided in writing within three days if there is no means or opportunity to do so. More than three days of sick time require a doctor's certification. This document, which must include the diagnosis and the length of leave, must be filed within a

week of the absence. Absence without a certificate shall be regarded as unlawful absence without leave starting on the fourth day.

### **Maternity Leave Policy**

Every woman who has worked for a minimum of nine months before the due date is entitled to twelve weeks of maternity leave, of which six weeks will be taken before and six weeks after the birth.

### **Leave Without Pay**

When on unpaid leave, the employee is entitled to leave without pay that is set aside for the designated number of days. Resignation Procedures:

Step 1: Leave Balance Statement

Step 2: Completing the Leave Form

Step 3: Ask the supervisor for leave

Step 4: HOD's approval

Step 5: Maintaining Leave Records by HR

## **4. Proposed Solutions and Changes**

- RBBL can use Green Recruitment and Selection process for their company. Green Recruitment and Selection process is very new for any organization, which considers personality traits including green consciousness, conscientiousness, and agreeability to accomplish corporate environmental objectives, is built on candidates' understanding of

the environment. The typical new graduate seeking employment is evolving. They are not only youthful, opportunity-seeking, confident, and sociable, but they also have a wealth of information regarding the most pressing political, social, and environmental concerns of the day. The green recruiting process collaborates with businesses to identify the talents, abilities, knowledge, and skills of top performers and to manage the entire process from beginning to end to assure its future viability. Businesses are under pressure to hire environmentally conscious individuals in order to enhance both their operational and environmental performance.

- RBBL Recruitment and Selection has many steps, if they use Artificial Intelligent (AI) for CV sorting they can save their time comparatively by one-by-one CV sorting.
- RBBL use different types of face-to-face training. This type of training is time-consuming and costly. So, RBBL should arrange Online Training for their valuable employees because it is really minimizing their cost and also saving their time.
- RBBL gives many benefits for their employees to motivate their employees. They are trying to add other benefits such as gratuity, Lunch benefits, Pool Car benefits etc.

## **5. Response to Questionnaire**

The 54 employees were given a prepared questionnaire to complete in writing using multiple-choice answers. After finishing the questionnaire, all participants (100%) submitted it. For completing the questionnaire, no tips or suggestions were offered. Simply said, it should be filled up. We focus on the issue of what conditions and demands are more appealing to an employee. A better working environment, a larger wage, a mixture of the two, or one with the other and vice

versa might be the cause. Additionally, it was forbidden for workers to talk to or advise with elderly. The response is provided with the available choices. This is what the questionnaire asked:

**Do you feel pleased with your pay?**

Yes 72%

No 28%

**Do you consider your work in this RBBL to be honorable?**

Yes 98%

No 2%

**Do you consider yourself to be a vital component of the business?**

Yes 92%

No 8%

**Do you believe that the management correctly evaluates you?**

Yes 73%

No 27%

**The most important thing, why you are working in this organization?**

Working Culture 30%

Working Conditions 60%

Package of Pay 10%

## **6. Findings**

- RBBL management should pay a competitive salary, bonus, and increment in time.
- The RBBL management should immediately update its pay scale to reflect the market.
- RBBL management should assess all of its advantages, both financial and non-financial.
- The RBBL management should provide every amenity to the staff.
- Employees should be evaluated by management based on their merit, experience, and productivity.
- RBBL management should constantly monitor the workplace to improve it.
- All staff should receive quality training from management.
- Events should be planned by management to promote employee contact.

## **7. Conclusion**

The study's objectives were to determine the organization's overall HRM operation and track various employee-related conditions. Salary, recruitment process, training and development and leave policy of the company were the main contributing elements to the condition.

According to the study, employees desire a competitive salary, a comfortable working environment, good management with top management's support and interaction, the ability to express one's own opinions, cooperative coworkers, future safety, a company on the right track, regular merit-based promotions, increments, and bonuses, company growth, an increase in goodwill, management's support and services, management's values for the employees, and

management's participation in personal or social activities. On the other side, management seeks for good people who are eager to learn new things. The management wants all of its workers to be productive, courteous, obedient, loyal, true, committed to their jobs, sincere, honest, and satisfied. Employees are unhappy with low pay and wish to switch to jobs with poor work environments, according to the report, but they are content with high pay and a good working environment.

However, despite receiving an average income, this company's employees are extremely pleased and content simply because of the improved working atmosphere. This is the overall conclusion of the entire research project.

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