Assignment of FIN-3103: Human Resource Management

Department of Finance
Jagannath University
A Report On

“Problem faced by HRM department & how they solve their problem”
Submitted to

Saud Ahmed
Course Instructor/ Lecturer,
Department of Finance,
Faculty of Business Studies
Jagannath University, Dhaka

Submitted by

Sultan Ahmed Khan
Representative of the group
Epimetheus
BBA 3rd Batch
Department of Finance,
Faculty of Business Studies
Jagannath University, Dhaka.
Group Name: Epimetheus

Group No:

Name of the members of the group:

<table>
<thead>
<tr>
<th>Serial No</th>
<th>Name of the members of the group</th>
<th>Roll Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Sultan Ahmed Khan</td>
<td>091597</td>
</tr>
<tr>
<td>02</td>
<td>Md. Mynul Islam</td>
<td>091633</td>
</tr>
<tr>
<td>03</td>
<td>Mamunur Rashid</td>
<td>07882747</td>
</tr>
<tr>
<td>04</td>
<td>Md. Mofazzal Hossen</td>
<td>091615</td>
</tr>
<tr>
<td>05</td>
<td>Sharjil Ahmed</td>
<td>091623</td>
</tr>
<tr>
<td>06</td>
<td>Md. Anik Mahmud</td>
<td>091636</td>
</tr>
<tr>
<td>07</td>
<td>Md. Mehedi Hassan</td>
<td>091590</td>
</tr>
<tr>
<td>08</td>
<td>Protiva Talukder</td>
<td>091602</td>
</tr>
<tr>
<td>09</td>
<td>Mohammad Didarul Islam Khan</td>
<td>091613</td>
</tr>
<tr>
<td>10</td>
<td>Mohammad Mahmudul Hasan</td>
<td>091534</td>
</tr>
</tbody>
</table>

Group Representative: Sultan Ahmed Khan.

Group Coordinator: Md. Mynul Islam.

Contact: epimetheus.jnu@gmail.com
October 31, 2011

The Course Instructor,

Saud Ahmed,

Lecturer,

Department of Finance,

Jagannath University, Dhaka.

Sub: **Thanks giving letter to the respective faculty member.**

Sir,

We are the student of Department of Finance (3rd batch) of Jagannath University, Dhaka & also from the group named “Epimetheus”. We are very much enthusiastic about our presentation. We are really happy to have such a presentation of challenging and interesting like this presentation & also thanks to you for making us worthy for corporate. Our presentation topic is “Problem faced by HRM department & how they solve their problem”. We have learned many things from this topic which will help us in future to conduct as a HR official in the organization. There were some obstacles we have faced at the time of collecting data about our topic. But we have overcome all the obstacles by the endeavor effort by each member of our group and tried our best to give an overview of our topic.

We the group “Epimetheus” tried our best to make this presentation attractive, impeccable, interesting, informative and enjoyable by the help of electronic and print media in association with our honorable teacher, mentor, counselor, instructor and advocate “Saud Ahmed”. We are really grateful to him. We had limitations at the time preparing presentation. So mistakes may occur in our demonstration of our presentation. We hope that, you will exempt our mistakes.

Thanking in anticipation,

Yours Fidel,

Sultan Ahmed Khan
Group Representative,
Group-“Epimetheus”
BBA 3\(^{rd}\) Batch
Department of Finance
Jagannath University,Dhaka.
First of all we would like to thank the Almighty for giving us the strength, and the aptitude to complete this report within due time. We are deeply indebted to our course teacher, mentor, and counselor, Saud Ahmed for assigning us such an interesting topic named “Problem faced by HRM department & how they solve their problem”. We also express the depth of my appreciation to our honorable course teacher for his suggestion and guidelines, which helped us in completing this report.
Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Actually HRD deals with the human being and it has no specific explanations because human is a complex being so the problem related to the employees are also complicated. But HRD tries to explain the problem related to the employees and solve the problem. Actually at present world, no organization can make their employees totally utilized without HRD. However, the basic task of HRD is to find out the problem and solution of employees into the organization. Actually, HRD works with the challenges of human being and study to solve it in a very logical manner. HRD solve the problem by practicing Workforce planning, Recruitment(Attraction & Selection), Career development, Induction, Orientation, Skill Management, Training, Development, Personnel administration, Power and influence, Compensation in wage or salary, Time Management, Travel Management, Payroll, Employee benefits administration, Personnel cost planning, Performance appraisal & labor relation. The basic motive of HRD is to develop employee’s performance and decrease turnover. There are a lot of problem related HRD such as recruitment, turnover, performances etc. Actually HRD solve their problem by maintaining some strategy. When they get the problem of performance they arrange training facilities in BIBM or change the department of the employees. When they get any unethical practice they maintain a punishment process both financially & non-financially as per their rules and regulations. The main task of HRD is quality management to improve the company’s performance, maintain low cost, and induce more output. In a sort Human Resource Department is one of the most discussed & influential department in the organization.
<table>
<thead>
<tr>
<th>NAME</th>
<th>Executive Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Chapter- 01</strong></td>
<td><strong>Introduction</strong></td>
</tr>
<tr>
<td></td>
<td>Introduction 01</td>
</tr>
<tr>
<td></td>
<td>Rational of the study 01</td>
</tr>
<tr>
<td></td>
<td>Objective of the study 02</td>
</tr>
<tr>
<td></td>
<td>Scope of the study 02</td>
</tr>
<tr>
<td></td>
<td>Methodology of the study 02</td>
</tr>
<tr>
<td></td>
<td>Limitations of the study 02</td>
</tr>
<tr>
<td><strong>Chapter- 02</strong></td>
<td><strong>Body of the term paper</strong></td>
</tr>
<tr>
<td></td>
<td>Human Resource Management 03</td>
</tr>
<tr>
<td></td>
<td>Nature of HRM &amp; HRM Practices 04</td>
</tr>
<tr>
<td></td>
<td>Scope of HRM 05</td>
</tr>
<tr>
<td></td>
<td>Objective of HRM 06</td>
</tr>
<tr>
<td></td>
<td>Function of HRM 07</td>
</tr>
<tr>
<td></td>
<td>HRM in Bangladesh 08</td>
</tr>
<tr>
<td></td>
<td>Major Challenges of HRD 09</td>
</tr>
<tr>
<td></td>
<td>Tools of interviews 10</td>
</tr>
<tr>
<td></td>
<td>Interviewed companies 11</td>
</tr>
<tr>
<td></td>
<td>Challenges &amp; solution conducted by HRD 12</td>
</tr>
<tr>
<td><strong>Chapter-03</strong></td>
<td><strong>Findings of the study</strong> 24</td>
</tr>
<tr>
<td></td>
<td><strong>Conclusion</strong> 25</td>
</tr>
<tr>
<td></td>
<td><strong>Bibliography</strong> 25</td>
</tr>
</tbody>
</table>
Chapter- 01

Introduction

“Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization”.

Fundamentally, HRM is based on the assumption that employees are individuals with varying goals and needs. Human resources should not be categorized with basic business resources (trucks, filing cabinets, etc.).

In this report we tried to show that how HRD faces the challenges in their field & how they solve it with completeness & how important it is for the organization.

Rationale of the study

The case study is assigned by our course teacher Saud Ahmed as a part of our “Human Resource Management” course. The topic of our report is “Problem faced by HRM department & how they solve their problem”. By conducting this report we can enhance our knowledge and skill to apply various research methods in professional life on higher educational life. The report has given us a chance to raise our quality in developing research instrument and its applications. By doing so, we can boost our acceptability in job market and develop our real life knowledge.

Objective of the Case Study

Primary objective

The main objective of the study is to know about the challenges faced by the HRD & how they solve it.

Secondary objective:

The case study has the following objectives:

- To know about Human Resource Management.
- To know the nature & practice of Human Resource Department.
- Relationship between the challenges and work performance.
- Causes behind the challenges & tools of solution.
Scope

There were huge scopes to work in the area of this Report. Considering the dead line, and exposure of the paper has been wide-ranging. The study “Problem faced by HRM department & how they solve their problem” has covered overall scenario of Human Resource Department of Bangladesh. It deals with the employees & measures their quality. We got a chance to work on the one of the top most departments in the organization which supplies the working force into the organization. By doing the assignment, we are able to know that the importance of HRD to assess how the employee of the organization working in. In the report we have showed how the HRD solves the problem inter-departmentally.

Methodology

We have used the concept of the course, information of the report.

Sources of Data

Here the secondary sources of information were used. The secondary sources are:

- Books.
- Website.
- Direct interviews.

Limitations

While conducting the report on “Problem faced by HRM department & how they solve their problem”, some limitations were yet present there:

- Because of time shortage many related area can’t be focused in depth.
- Website in different organization of Bangladesh contains poor information.
- Recent data and information on different activities conducted by HRD are restricted
- Non sharing tendency of HR officials.
Human Resource Management

Human Resource Management (HRM) is the management of an organization's employees. While human resource management is sometimes referred to as a "soft" management skill, effective practice within an organization requires a strategic focus to ensure that people resources can facilitate the achievement of organizational goals. Effective human resource management also contains an element of risk management for an organization which, as a minimum, ensures legislative compliance.

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Human Resource Management can also be performed by line managers.

HRM is the process of acquiring, training, apprising & compensating employees & of attending to their labor relations, health and safety & fairness concern.

The subject covers areas of work and employment as diverse as…

<table>
<thead>
<tr>
<th>➢ Equal opportunities</th>
<th>➢ Recruitment in work</th>
<th>➢ Career development</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Reward</td>
<td>➢ Motivation</td>
<td>➢ Employee relation</td>
</tr>
<tr>
<td>➢ Training</td>
<td>➢ Power and influence</td>
<td></td>
</tr>
</tbody>
</table>
Nature of HRM

Human Resource Management is a process of bringing people and organizations together so that the goals of each are met. The various features of HRM include:

- It is pervasive in nature as it is present in all enterprises.
- Its focus is on results rather than on rules.
- It tries to help employees develop their potential fully.
- It encourages employees to give their best to the organization.
- It is all about people at work, both as individuals and groups.
- It tries to put people on assigned jobs in order to produce good results.
- It helps an organization meet its goals in the future by providing for competent and well-motivated employees.
- It tries to build and maintain cordial relations between people working at various levels in the organization.
- It is a multidisciplinary activity, utilizing knowledge and inputs drawn from psychology, economics, etc.

HRM Practices

Human resources management involves several processes. Together they are supposed to achieve the above mentioned goal. These processes can be performed in an HR department, but some tasks can also be outsourced or performed by line-managers or other departments. When effectively integrated they provide significant economic benefit to the company.

<table>
<thead>
<tr>
<th>Workforce planning</th>
<th>Recruitment (Attraction &amp; Selection)</th>
<th>Career development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Induction, Orientation</td>
<td>Skill Management</td>
<td>Training, Development</td>
</tr>
<tr>
<td>Personnel administration</td>
<td>Power and influence</td>
<td>Compensation in wage or salary</td>
</tr>
<tr>
<td>Time Management</td>
<td>Travel Management</td>
<td>Payroll</td>
</tr>
<tr>
<td>Employee benefits administration</td>
<td>Personnel cost planning</td>
<td>Performance appraisal &amp; labor relations</td>
</tr>
</tbody>
</table>
Scope of Human Resource Management

Personnel aspect
This is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, layoff and retrenchment, remuneration, incentives, productivity etc.

Welfare aspect
It deals with working conditions and amenities such as canteens, crèches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.

Industrial relations aspect
This covers union-management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes, etc.
Objectives of HRM

- To help the organization reach its goals.
- To ensure effective utilization and maximum development of human resources.
- To ensure respect for human beings. To identify and satisfy the needs of individuals.
- To ensure reconciliation of individual goals with those of the organization.
- To achieve and maintain high morale among employees.
- To provide the organization with well-trained and well-motivated employees.
- To increase to the fullest the employee's job satisfaction and self-actualization.
- To develop and maintain a quality of work life.
- To be ethically and socially responsive to the needs of society.
- To develop overall personality of each employee in its multidimensional aspect.
- To enhance employee's capabilities to perform the present job.
- To equip the employees with precision and clarity in transaction of business.
- To inculcate the sense of team spirit, team work and inter-team collaboration.
**Functions of Human Resource Management**

In order to achieve the above objectives, Human Resource Management undertakes the following activities

- Human resource or manpower planning.
- Recruitment, selection and placement of personnel.
- Training and development of employees.
- Appraisal of performance of employees.
- Taking corrective steps such as transfer from one job to another.
- Remuneration of employees.
- Social security and welfare of employees.
- Setting general and specific management policy for organizational relationship.
- Collective bargaining, contract negotiation and grievance handling.
- Staffing the organization.
- Aiding in the self-development of employees at all levels.
- Developing and maintaining motivation for workers by providing incentives.
- Reviewing and auditing manpower management in the organization
- Potential Appraisal. Feedback Counseling.
- Role Analysis for job occupants.
- Job Rotation.
- Quality Circle, Organization development and Quality of Working Life.
HRM in Bangladesh

HR practice in Bangladesh is better than the past. In the past, HR role was concentrated to hiring firing and letter issuance-dispatching-filing stage. Now it has started to perform more than that. Such as Employee motivation, Employee development, employee retention, facilitating organizational development initiatives etc. and thus contributes to the achievement of organizational goals. These value added job has just begun in BD. For a good tomorrow, this is a starting point.

Employers have started to understand that the more they invest in human resources they more output is likely which lead them to emphasize on employee capability development. As such in many organizations, employee development is viewed as part of business plan. In these organizations, training budget is calculated as a percentage of total budgets of the organization.

Employer-Employee relationships are better than the past. Employers now recognize the importance of employee’s participation in business planning, major decision making and organizational change process. Many organizations now conduct employee opinion surveys for collecting employee feedback and improve employer-employee relationships.

Some HR actions have legal implications. But in the country context legal explanation does not seem to be adequate. There is lack of uniformity of the interpretation of law that lead to practice by organizations in different way. There is also ambiguity of existing legal policy or detailed policy framework on HR actions seems to be incomplete.

- In future the overall HR practice is expected to be brighter in Bangladesh because more are feeling the necessity of an established HR department in the organizational structure.
- Employer-employee relationship is expected to improve,
- IT will be part of HR practices which will make HR actions, decision making process faster and accurate.

In Bangladesh there is an institution named “Bangladesh Institute of Human Resource Management” which is the premier & international standard H.R.M professional education & training institute of Bangladesh, Established in 2003. BIHRM is a non political, non profitable and charitable autonomous foundation which is registered by the Government of Bangladesh, Ministry of Commerce, Registrar of Joint stock companies & firms under society registration Act, 1860. BIHRM is run by University teachers, H.R specialists, High ranking H.R Official of various esteemed organizations. BIHRM Maintains close relation with similar International Institutions and Associations especially Asia Pacific, UK & USA based H.R organizations.
**Major challenges of HRD/HR officials**

Human Resource Management faces the following challenges when they conduct major activities of HR. In Bangladesh their lies following challenges faced by Human Resource Department and HR as well.

- Human Resource Department faces challenges in respect of hiring the wrong person for the job. They also face challenges when they require person for a specific position.
- It faces challenges regarding experience high turnover.
- It faces problems when employees not doing their best.
- It is highly concerned about wasting time with useless interviews.
- It faces challenges regarding discriminatory actions of employees which led the company to court.
- It faces problems when employees started to think that their salaries are unfair relative to others in the organization.
- It faces problem when employees commit any unfair labor practices.
- It faces problem as par motivating sub-ordinates non-financially.
- It faces problem according to improving employees out-side Dhaka.
- It faces challenges in case of recruiting fresher.
- It faces challenges regarding conflicts among the sub-ordinates in the organization.
- It faces challenges in case of quality management of the employees in the organization.
Tools of interviews

1. How do you solve the problem regarding hiring a wrong person for the post in the organization?
2. How do you solve the problem of bureaucracy in the organization?
3. How do you motivate your subordinates non-financially (psychologically) in the organization?
4. What types of challenges do you face in punishment process? How do you determine intensity of that?
5. How do you improve employees outside Dhaka?
6. Do you face any challenges regarding age or religion? What are those?
7. What types of challenges do you face during distribution of work among the employees?
8. What types of challenges do you face in case of firing during recession?
9. What types of challenges do you face regarding high turnover?
10. Do you face any challenges regarding salary? What are those and how you solve it?
11. What types of challenges do you face in promotion process or reward?
12. What types of challenges do you face when you recruit freshers and top level management?
13. How do you avoid conflict among subordinates?
14. Which method do you use for quality management for your employees?
15. What type of challenges do you face regarding job performance of employees?
16. Do you face any problems regarding wasting time of employees by conducting unnecessary interviews with outsiders as well as internal persons
Interviewed companies

We have visited about ten Companies regarding banking industry and conducted personal interview with HR personnel. After that we asked them above questions and tried to find out the real challenges faced by HRD and the solutions of the problems. The name of the regarded companies is given below.

1. South East Bank Ltd.
2. AB Bank Ltd.
3. BRAC Bank Ltd.
4. Eastern Bank Ltd.
5. Dhaka Bank Ltd.
6. Uttara Bank Ltd.
7. Bank Asia Ltd.
8. EXIM Bank Ltd.
10. Mutual Trust Bank Ltd.
Challenges and solution conducted by the HRD of these organizations

Answer to the question no. 1

SEBL always tries to hire the right personnel for the post offered by SEBL. In general SEBL doesn’t face any problem regarding this. Actually they have some policy provided by the higher authority of SEBL to solve the problem. According to that they follow the following procedures.

a. They changes employees interdepartmentally such as marketing department to selling department to avoid such king of problem.

b. HRD of SEBL always tries to appraise individual performance thus wrong person can be a better person in near future.

c. Building employees’ commitment always proved as a better solution to make a better employee from a wrong person for the post.

d. SEBL provide training facilities for the wrong personnel to come into a track.

e. SEBL always tries to be fair with all employees so that wrong person get assurance for his job of his own department.

Answer to the question no. 2

There is no bureaucracy in SEBL so as our concern told by HRD of Southeast Bank Ltd. After that if they face any problem regarding bureaucracy we tried to solve the problem in legal manner then we hand over it to higher authority of SEBL such as MD, Chairman and other high officials.
**Answer to the question no. 3**

HRD of SEBL always tried to motivate subordinates as well as all the employees of SEBL financially and non-financially. In terms of non-financially SEBL provides following facilities for the employees. This are-

a. Better environment for the employees of the organization which brings high mental satisfaction.

b. Allow direct contact to the top level management for important topics or problems faced by his or her which provide satisfaction to the employees.

c. Provide power for a project or specific task.

d. Make the work transparent and moral for the employees of the organization.

e. Provide health benefits to the employees.

f. Transfer to another branch near his or her hometown.

**Answer to the question no. 4**

HRD of SEBL doesn’t approve punishment process. It always tries to avoid this kind of thing for the employees of the organization. In general their lies low challenges regarding this matter. The intensity of this is near about 0.0001 percent of total. Although it has a punishment process that is given below

If he/she does any task which affects company’s reputation then financial charge will be applicable on his/her.
Answer to the question no.5

Every skilled & meritorious employee try to perform their job in Dhaka at the same time want to live in Dhaka for better citizenship facilities. But the organizations try to serve all over the country through their branches to make profit from the entire economy. In these circumstances, it is tough enough for organizations to arrange skilled employees outside Dhaka. In this regard HRD perform some tasks such as:

a. Posting near home town
b. Accommodation facilities with utilities
c. Time limit of service at any branch of the organization
d. Employees outside Dhaka face low work pressure which satisfies employees psychologically.

As the employees outside Dhaka faces direct communication gap with their head office so HRD maintain some program for them such as

a. Workshop
b. Conference & video conference
c. Direct communication facilities with higher authority
d. Regular monitoring of performance
e. Transfer to metropolitan area after a specific time period.
HRD hasn’t face any problem regarding religion in their organization. HRD always do respect to the all religions in a same manner. They believe religion doesn’t impact any decision regarding improvement of the organization or any economic matters related to the organization and country.

HRD faces some sort of problem regarding age. Although the intensity of this is low but it has taken into concern by the HRD. The problems are:

a. Age discrimination problem

b. Decision priority of the senior employee rather than junior.

c. Performance related challenges among senior and junior.

d. Time management problems

e. Power and influencing problems.

HRD always tries to remove this sort of problems. They usually avoid all sort of discrimination problem regarding age by offering or arranging group work. Although they face some sort of problem regarding decision, they do same priority to the entire employee working in the organization at any age. They believe that performance comes from mental satisfaction rather than age. If any employee can’t cope with time management HRD switch his/her in another department appropriate for him/her & provide training about time management. In some case senior tries to dominate junior & misuse his/her power. In that case HRD alert him/her as per policy, threaten about reducing power & conduct regular conference regarding these activities.
**Answer to the question no.7**

Distribution of work is one of the major parts of the organization. Proper work distribution can bring a positive result for the organization where as improper distribution can hamper the whole business because of high turnover rate, low production, high cost, low satisfaction level of the employee, sky-scraping work load, low output regarding quality management & etc. HRD of these organization faces following challenges regarding this matter:-

a. Sometime it is difficult to find out skilled person for the post or for the work.

b. Experience employees always want a better position in the organization that provides a satisfactory level of output. On the other hand low experience employees provide low output which makes a challenge toward HRD to distribute the work between them.

c. Employees’ perception to the work creates challenges or obstacles toward HRD regarding distribution of work among the employee.

d. Employees personal conflict creates hindrance when HRD wants to distribute the work especially group performance or even combined task.

e. Employee’s personal satisfaction level toward the jobs creates challenges for HRD.

f. Ambiguity, untrustworthiness, haziness nature of the colleagues of the organization makes challenges for HRD.

g. Unwillingness to the work or specific task of the employee makes challenges.

HRD of these organizations solve the above problem/ challenges by the following way:

a. HRD find out the appropriate (skilled) persons for the required task according to the criteria provided by the authority.

b. They classified the whole task into two wheels that required both experienced & inexperienced employees. HRD recruit them according to their experience level required for the task.

c. HRD change employees’ perception toward the task & arrange conversation to remove conflicts among the employee. They also provide motivation for every task offered by the authority to make them willing to the work.

d. Remove haziness of the employees & make every employee reliable and trustworthy to the every single employee of the organization along with the officials. HRD always believes in equality so it distributes the task as per company policy in a equal manner.
Answer to the question no. 8

Global recession has created a vast impact on the employees worldwide but our country was almost out of that impact of recession specially the service oriented organizations such as bank, insurance etc. To make them safe on their place they provide low deposit rate, no advance for the regular account holder. They also maintain a high interest rate on the advance so that people are become unwilling to collect money from the bank. Thus banks overcome this situation very soundly. So during the recession banks didn’t cut their employees as per the impact of recession. Other industry cut a little bit but not at an alarming rate.

Answer to the question no.9

High turnover always proves as a curse for the organization. Turnover costs for many organizations are very high and can significantly affect the financial performance of an organization. If an unskilled person gets involved into an important task then the output of that work cannot be high so that it may create high turnover for the organization. HRM refers to the management of all decisions within an organization that are related to people. In this case HRD tries to find out the employee’s problem and make them skilled into the specific sector. The challenges faced by the HRD are given below-

   a. Reduced credit sales.
   b. Increased problem facing higher authority.
   c. Cost the company time in addition to money. Employee spends time conducting exit interviews, advertising the job, and interviewing.
   d. Get involved into corruption to make him/her rich in the society.
   e. Get psychologically frustrated for the job where HRD experience low level of output.
   f. The continuity of service to clients drifts to decrease.

The step taken by the HRD are given below-

   a. Hire the right people for the post or task
   b. Motivating the employees as per the task.
   c. Take the employee to the perfect place where he or she can perform their best.
   d. Train the employees perfectly in a needed aspect.
   e. Motivate employees financially and also psychology (stimulating workplace environment).
   f. Reduce boredom, communicate more with the employee.
   g. Increase satisfaction level by providing power & other benefits to the employee.
**Answer to the question no: 10**

Salary is an important fact for the employee. It psychologically motives the employees of the organization. Basically salary directly related with job satisfaction. The major challenges are given below-

a. Newcomers want more money.

b. Newcomers switch job frequently for money.

c. Losing extra ordinary employees in case of not so much caring to them.

d. Less money leads employees to the unethical approach.

e. Low salary makes the employee frustrated.

f. Low salary leads the employee to poor job satisfaction and poor performance.

HRD does the following step to face up the challenges regarding this matter. It is observed that this problem is so much consistent for the newcomers so HRD follow the restriction to avoid these unnecessary disturbances. The steps are given below -

a. Newcomers need to fulfill a bond.

b. Newcomers need to be more advised such as more consulted.

c. Expectation from newcomer should be lower.

d. Appraisal of the work should be higher.

**Answer to the question no.11**

SEBL has a promotion process for every post offered by SEBL. If one wanted to be promoted he or she have to fulfill all the requirements provided by SEBL authority for the post. SEBL follows the following factors for promotion process-

a. Better service quality at least two years in SEBL.

b. Conducting HR rating for promotion of the employees.

c. Educational criteria required for the post.

d. Proper recommendation.

e. Conducting viva vice.

f. HRD of SEBL makes a grade in case of same experience & educational background for the purpose of promotion process.
Answer to the question no.12

HRD faces some sort of problem regarding recruitment process. In general HRD doesn’t follow or observe any problem regarding top level recruitment because Board of Directors directly recruits them. Because the applicants of top level have high quality, experience, analytical ability, instant decision making power, corporately recognized. So the HRD doesn’t want to handle them because they are highly concern about their prestige. But up to the manager level HRD helps to recruit the employees for the organization. HRD directly involve to the recruitment process of fresher. Now our country faces a high inflation at the same time unemployment problem. Because the numbers of candidates are more than the opportunity, in this case HRD face following challenges regarding this matter-

a. The number of meritorious student is high.
b. The demand regarding salary is high.
c. Quick switching tendency.
d. Age limit 30 years.
e. Low influence of high authority recommendation.
f. Can’t cope with the environment of the organization easily.
g. Probability of low output or below maximum output
h. Manner related problems.
i. Introverted personality problems.

Basically HRD tries to employ meritorious and well skilled employee. If they find someone very useful for the organization then they offer him/her high salary & benefits. A new entrant always tries to switch the job. In this situation they try to motivate him/her & also offer high salary. HRD arranges counseling session for employees especially for new entrants to motivate him toward high performance & output. They also teach the employees organizational manner & sort out manner related problems & minimize the problem through discussion session. They also influence introvert to be extrovert through compromising environment.
Answer to the question no.13

HRD of these companies are always tries to solve out the problem regarding conflicts among the subordinates. Although sometimes conflicts bring some sort of good result for the organization, HRD doesn’t support this kind of affairs among the subordinates. To avoid conflicts among the subordinates HRD does the following work:-

a. Find out the topic for which conflict raised & solve it immediately as far as possible.
b. Shift among the departments or branches to terminate the problem.
c. Warning every regarded party financially and non-financially.
d. Conduct regular meeting/discussion session along with the subordinates to avoid future problem.
e. Arrange third party negotiator to provide personal satisfaction to each & every party.
f. Improve transparency, reliability & consistency of every aspect in the organization to avoid future conflicts among the subordinates.
g. Develop smooth working relationship.
h. Follow the following negotiation process
HRD especially works on quality of the employees. This department pays their utmost attention to the quality management into the organization. When the department feel that the employee is not perfectly suitable for the post or department then they act on the employee. The challenges are given below-

a. Employees can’t perform their best.
b. Employees get frustrated due to ill performances.
c. Employees are not much trained to do the tasks.
d. Employees don’t have any type of guidance to do the job perfectly.
e. Problems occur consistently.
f. Organization found low output from the employee, etc.

The steps taken by the department are given below-

a. Implementing a total quality management system has become the preferred approach for improving quality and productivity in organizations. TQM, which has been adopted by leading industrial companies, is a participative system empowering all employees to take responsibility for improving quality within the organization. Instead of using traditional bureaucratic rule enforcement, TQM calls for a change in the corporate culture, where the new work climate has the following characteristics:

- An open, problem-solving atmosphere.
- Participatory design making.
- Trust among all employees (staff, line, workers, and managers).
- A sense of ownership and responsibility for goal achievement and problems solving.
- Self-motivation and self-control by all employees.

b. Focus on company’s needs.
c. Focus on problem prevention, not correction.
d. Make continuous improvements: seek to meet the requirements on time, the first time, every time.
e. Train employees in ways to improve quality in a renowned institution like BIBM.
f. Apply the team approach to problem solving.
g. Change him in an interdepartmental way.
h. Offer different courses like GB, Money laundering, Vassel two, etc.
Answer to the question no.15

Performance is an extremely important criterion that relates to organizational outcomes and success. The lion’s share work of HRD is related with the job performance of employees. Actually they scrutinize performances and improve them in case of need. The major challenges faced by HRD are given below-

a. Lack of feedback from employees.
b. Lack of performance and goal into the employees.
c. Indentifying the appropriate training need.
e. Lack of growth of performance.

HRD does the following step to face up the challenges regarding this matter. The steps are given below-

a. Help the employees to provide feedback and guidance.
b. Consult the employees to set performance goals.
c. Identify those who need training.
d. Provide inputs for management of pay administration, rewards, and promotion. The steps involved in effective performance appraisal.
e. Identification of critical attributes for effective performance,
f. Periodic review of performance to improve themselves.
Answer to the question no: 16

Wasting time causes the low output of the organization. The time can be used for productive purpose which may bring low turnover rate, low cost, high rate of return along with sound reputation. The major challenges faced by HRD are given below-

a. Low output faced by organization
b. Unnecessary interviews make the employees feel disturbed by others attitude.
c. Get annoyed by staffs who talks a lot.
d. The talkative person is the ugly match for the environment.
e. Sometimes unwanted discussion creates conflict among these employees.
f. Tendency of accusing others without any reason.

HRD does the following step to face up the challenges regarding this matter. However, this problem is not so much consistent but HRD follow the restriction to avoid this unnecessary disturbances. The steps are given below-

a. Increase strictness and punishment process to reduce this practice.
b. Arrange enough free time for interviews especially after office hours.
c. Find out the ugly match for the department & try to solve out.
d. Build up strong monitoring process.
Findings of the study

The intension of this study is to know about Human Resource Management & HR Department. The major findings of the overall study are discussed below:

- Importance of Human Resource Department.
- The nature & practice of Human Resource Department.
- HRM field in Bangladesh.
- Objectives & functions of Human Resource Department.
- Types of challenges & tools of solving that.
- Methods of developing the employees.
Conclusion

After completing this study we have learnt that Human Resource Department is one of the most discussed & influential department in the organization. Authority cannot overlook this department. Although HRM in Bangladesh suffers a lot, they work as well as possible according to company policy. But, HRD is working with a very impressive way especially in recent days. They are working and improving day by day and developing the skill of the employees in a very suitable manner. They are facing a lot of problems but they are solving it with an impressing growth. In our country, the quality of the corporate sector is immensely depending on HRD.

Bibliography

Books


Web Sites

1. www.bb.org.bd
2. www.en.wikipedia.org