



An Evaluation of Human Resource Management Practices in Electronic Industry of Bangladesh

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Abstract

The objective of the study was to evaluate overall Human Resource Management practices of an Electronic Manufacturing Industry of Bangladesh. The study is basically a case study which is descriptive in nature. The study findings revealed that employees hold a good perception on the existing performance appraisal system of the surveyed organization. It has been recommended that, the present system may be made simple and supportive of the employees' personality development and learning, it may provide a basis for factual feedback for the future development of the existing employees. The appraisal needs to be developmental and not just evaluative. It may not be confined just to the examination and analysis of the past performance, rather, it may identify the weaknesses and strengths as well as the opportunities for improvement and skill development of the employees so that he can develop as a better performer in the future and may make a career for himself in the industry.

Key Words: Human Resource Management, Electronic Manufacturing Industry

1.0 Introduction

HRM is management function that helps managers to recruit, select, train and develop members for an organization. Obviously HRM is concerned with the people's dimensions in organizations. HRM refers to set of programs, functions, and activities designed and carried out. HRM is concerned with the people dimensions in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational



objectives. This is true, regardless of the type of the organization – government, business, education, health, recreational, or social action

It has been revealed from the website of The Bangladesh Garment Manufacturers and Exporters Association (BGMEA) that “the readymade garments industry acts as a catalyst for the development of Bangladesh. The "Made in Bangladesh" tag has also brought glory for the country, making it a prestigious brand across the globe. Bangladesh, which was once termed by cynics a "bottomless basket" has now become a "basket full of wonders." The country with its limited resources has been maintaining 6% annual average GDP growth rate and has brought about remarkable social and human development. The industry that has been making crucial contribution to rebuilding the country and its economy is none other than the readymade garment (RMG) industry which is now the single biggest export earner for Bangladesh. The sector accounts for 83% of total export earnings of the country. However, the post-MFA era is another story of success. Proving all the predictions wrong, we conquered the post-MFA challenges. Now the apparel industry is Bangladesh's biggest export earner with value of over \$27.9 billion of exports in 2019-20 financial year” (BGMEA, 2023). **It has also been revealed from the website of the Bangladesh Knitwear Manufacturers & Exporters Association (BKMEA)** that “Bangladesh’s RMG sector contribution in terms of GDP is highly remarkable; it has reached 13 percent of GDP, which was only about 3 percent in 1991. The contribution of Bangladesh Knitwear sector on GDP is 6.92% and the backward linkage sector has another 2% contribution on GDP of Bangladesh. It also plays a pivotal role in promoting the development of other key sectors of the economy like banking, insurance, shipping & Logistic industries, etc.” (BKMEA, 2023).

2.0 Objectives of the Study

The objectives of the study are:

- I. to observe and evaluate overall Human Resource Management practices of Super Star Group Limited;



- II. to find out the problems in practicing Human Resource Management of Super Star Group Limited; And
- III. to suggest recommendations to improve the current problems in practicing Human Resource Management of Super Star Group Limited.

3.0 Scope and Limitations of the Study

Super Star Group Limited is one of the private company in Bangladesh. But it was my great pleasure that during the time of preparing this report, I got cooperation to discuss each and every aspect of the HR related activities in depth of the company which includes some confidential data of the employee. So, the scope of the report was very vast from my end. As an intern I got kind of facility to study and work on each and every area of human resource department and an extensive discussion with the current employees made it easier for me to lead me an effective conclusion.

Limitations of the Study:

During my internship period I faced some limitation to accomplish this report. Such as:

- Time Limitation of the program. Time period was the other limitation for collecting information, which was only three month long.
- The one of the main limitations of the research paper was company's internal information is found not easily.
- Deficiencies in data required for the study.
- Hard to access to information

Lack of in-depth knowledge and analytical ability for the writing these types of report.

4.0 Literature Review/Background of the Study

5.0 Methodology of the Study

5.1 Research Design



The present study is qualitative in nature which falls under descriptive study.

5.2 Sources of Data

Sources of Data Collection

There two sources of data have been used to compare this study those are:

- a) Primary Sources
- b) Secondary Sources

a) Primary Sources

A primary source provides direct or firsthand evidence about an event, object, person, or works of art. Primary sources includes historical and legal documents, eyewitness accounts, and results of experiments, statistical data, pieces of creative writing, audio and video recordings, speeches, and art objects. Primary Sources are below:

- Face to face conversation with the respective staff and officers. '
- Sharing practical knowledge of official activities'
- From study of selected topic.
- Direct supervision of the work in organization.
- Practical knowledge through desk work

b) Secondary Sources

Secondary data refers to data that was collected by someone other than user. Common source of secondary data for social science includes censuses, information collected by government departments, organizations records and data that's was originally collected for other research purposes. Those are below:

- Website of Super Star Group Limited.
- File and Folders.
- Different Books, Journal, Article, Newspaper, Magazine etc.

5.3 Data Analyses and Presentation



As the present study is descriptive in nature, so data has been analyzed by using common descriptive statistical tools like percentage, horizontal and vertical comparison and presented by using tables, figures and graphs

6.0 About the Surveyed Organization

The surveyed organization in this study is Super Star Group Limited which is a leading electrical and electronic conglomerate operating from the last two decades. Super Star brand has become synonymous with lifestyle and household electrical products from lighting solution to electrical accessories, fans to engineering products, and properties to renewable energy, substation to lift and generators. In addition, SSGL is the exclusive marketing partner for Kawamura – Japan, Federal – Turkey. The quality of Super Star products & services is guaranteed and its durability is unquestionable. At present it has more than 5000 employees (www.ssgbd.com). SSGL also involved in a good number of CSR activities as a good corporate citizen and maintain a very good credit rating. SSGL striving for brighter future.

7.2 Findings

After analyzing the whole organization activities and HR function. I have found some positive and negative things about the Super Star Group Limited. Those are given below:

- i. Super Star Group Limited has a structured HR department and team.
- ii. Super Star Group Limited has a standard systematic HR planning, they follow four steps for HR planning process which are current HR supply, future HR demand, demand, forecast HR sourcing strategy and implementation.
- iii. Job analysis process is very short and evaluation system of Super Star Group Limited is not satisfactory. There is no peer checking for more accuracy.
- iv. Their recruitment process is standard and they follow both internal and external sources for recruitment, such as company's own website, employee reference (internal), BD jobs, linden page (external). Also, they have recruitment authority and committee.



- v. HR Division is very alert for selecting candidates and also the process is very transparent so that they can choose the best candidates among applicants.
- vi. When they select entry level candidates then they concentrate more on proactiveness, creativeness, ideas which related with the post. HR selects candidates from a pull of application so that they can choose most suitable candidates.
- vii. The orientation program does not conducted in very details way but they arrange it in a formal way which is good. Though conducted in organization grab the change easily and make employee adjusted with it. But the socialization of Super Star Group does not arrange a standard way.
- viii. Super Star Group Limited is now using training and development programs as an incentive to retained, motivate their employees and executives. They programs arranges the necessary training for enhancing the skills and knowledge. They follow in house training program, orientation training, external training method.
- ix. Super Star Group Limited doesn't provide proper concentration on before and after training assessment. Their training method are not enough clarified and structured.
 - x. They follow monitoring and seminar activities for development.
 - xi. The company follow team basis work system but some of employees wanted to be recognized as individual.
 - xii. In performance appraisal they follow Graphic rating scales method for non-management staff and follow HRIS for management staff performance appraisal.
- xiii. Manager always observe their employee's performance but sometimes they are not found their proper performance.
- xiv. They offer attractive compensation for their employees. New Employees have a salary cap of 8,000 BDT starting of entry-level employees and 15,000 BDT starting salary of mid-level employees. Also, they provide 60% basic and 40% allowances, overtime etc.



- xv. They offer each and every employee for their service benefits. They provide bonus, medical allowance, lunch & canteen facilities, house rent allowances and so on. They also have leave management policy.
- xvi. Their disciplinary action system is well and good. They take actions which included warning, suspension, show cause, punishment transfer, dismissal.
- xvii. Super Star Group Limited provides an attractive career development opportunity for their employees. They treat every employee with dignity and respect in a supportive environment of trust and openness where people of different backgrounds can reach their full potential.
- xviii. The relation between employee and management level are very good.
- xix. Environment is so much friendly to work cordially.

Following are findings of this study:

- i. Human Resource Inform System should be utilized effectively and efficiently.
- ii. Though Super Star Group Limited has a structured HR team and has standard systematic HR planning, they should more focus on well HR Planning.
- iii. Job analysis system of Super Star Group Limited is not satisfactory; they should develop more the job analysis process. They should adopt job analysis method such as review, checklist and so on.
- iv. Their recruitment process is standard and they follow both internal and external source for recruitment which is very well. Also, they have recruitment authority and committee which is also very good. They should keep continuing recruitment process this standard way. The company could participate in the job fairs in their recruitment.
- v. Although HR Division is very alert for selecting candidates and also the process is very transparent so that they can choose the best candidates among applicants. They should more focus for selecting best candidate.
- vi. The orientation process is good. They follow many steps for their orientation process. But they can adopt more steps or method for develop orientation.



- vii. Their training method should be more clarified and structured. Different types of training method such as job rotation, quantitative method, counselling, coaching, task force, conference and soon can be introduced.
- viii. More intensive training program should be introduced to increase employee performance. Employees need more training to improve their performance to achieve their KRA targets.
- ix. Performance appraisal system of Super Star Group Limited the HRIS may followed for non-management staff.
- x. Based on performance, one employee from each SBU can be awarded “employee of the year”. They should categorize their employees according to performance and year of employment. To give security to their employees, they can give awards to the best employee of each category.
- xi. They offer attractive compensation for their employees. So, they should continue this.
- xii. They offer each and every employee for their service benefits. They provide bonus, medical allowance, lunch & canteen facilities, house rent allowances and so on. They should continue this.
- xiii. As their disciplinary action system is well and good so they should keep continuing this system.
- xiv. Super Star Group Limited provides an attractive career development opportunity for their employees which is really good for employee so they should keep focus on it.
- xv. Super Star Group Limited should give scholarship or financial support for education/diploma to potential employees. It will help employees to be loyal to them.
- xvi. Transport facility should be introduced for employees.
- xvii. The relation between employee and management level is very good. They should keep linkage smooth and transparent continuously.



xviii. Super Star Group Limited should provide enough information in their organizational website.

xix. For being working friendly, they should redecorate their office and manage an effective relaxation space (like Google) for employees. This will add a new wing to their HR.

8.2 Conclusion

Human Resource Management system is gradually developing all over the world. In Bangladesh the human resource management concept is also developing and the organizations re-shuffling the existing human resource management system. In this perspective the Super Star Group Limited is also trying to follow human resource management and regulate the human resource planning in its operation. At present every organization is trying to setup a separate human resource management department in organizations, as buyers and global consumers are concern. In this regard Super Star Group Limited is also trying to follow the human resource management system.

Super Star Group Limited has been leading and successful manufacturer, importer and marketer of electrical accessories and equipment company of Bangladesh. The last few years they have grown themselves massively. The number of employees is growing day by day. For its diversity and customized service, it gets a wide publicity to the foreign clients. Super Star Group Limited has started earning profit from the very first to still now. Now they make high profit. The report is aimed in Human Resource management practice of Super Star Group Limited. Super Star Group Limited has the ambition of making their benchmark high. So that now they're focusing on the client satisfaction and the employee satisfaction as well. Therefore, in conclusion, Super Star Group Limited should continuously strive to improve their employee perception by improving the human resource management practice in order to retain their employees and ultimately boost the profitability of the company.

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