

## **Human Resource Management Practice and Necessities in Bangladesh Information Technology (IT)**

MdMonirul Islam Monir

Department of Human Resource Management, Faculty of Business Administration,  
Eastern University, Dhaka, Bangladesh.

---

**Abstract:** *This study will be performed to find out whether the IT sectors in Bangladesh are practicing the right process of HR functions and whether this sector is considering HR as an integral part of its business. Simple Random Sampling Method is applied in this study. The study will have both practical and academic value. It will lead anyone to get a clear idea about Human Resource Management Practices, its procedure and present scenario of Bangladesh IT and Software Company in comparison with BASIS rules and regulations. This study will also focus on the issues of functioning and relevant environmental factors in Human Resource Management Practices, and their guidelines in prevention. On the other hand the findings of the study will direct to think about appropriate actions and steps for the betterment of the existing practices.*

**Keyword:** *Training and development, Compensation, Management, HR.*

---

Date of Submission: 31-12-2019

Date of Acceptance: 15-01-2020

---

### **I. Introduction**

At present Information Technology (IT) is a subject of widespread interest in Bangladesh. There are around 100 software houses, 35 data entry centers, thousands of formal and informal IT training centers and numerous computer shops. The Government has declared IT as a thrust sector and that computer training center will be set up in each divisional and district headquarters of Bangladesh. Import of computer hardware and software is now duty free, VSAT is deregulated and high speed DDN (Digital Data Network) has been introduced. One fourth of the 45 recommendations of JRC report on software export has already been implemented; rest is in the process of implementation. A tremendous activity is going on in every sector including e-commerce, e-governance, computer networking, Internet, web browsing, web applications, multimedia product development etc. Considerable achievements in the IT sector have already been made over several years towards building a 'Digital Bangladesh' and more initiatives are coming. However, to fully capitalize on the opportunities offered by the worldwide IT expansion, Bangladesh should thrust heavily towards further developing the IT sector to draw the attention of foreign investors competing with other technologically advanced/well-invested Asian countries. At the same time, we should encourage our entrepreneurs to launch IT companies here. Both these efforts would create hundreds of thousands of IT jobs and, consequently, help Bangladesh become a middle-income country by 2021.

### **STATEMENT OF THE PROBLEM**

The report has been titled as "The Research on the Necessities of HR practices in the software industry and IT sector of Bangladesh". The research paper mainly synthesizes the overall idea about HRM Practices of IT factories according to the BASIS. It also describes various sorts of fraud and forgeries in relation with HRM Practices. In this regard organization employees' survey, workers survey, sector wise analysis are conducted. Finally some remedial measures have been suggested too.

### **OBJECTIVES OF THE STUDY**

The following objective of this paper:

- To provide accurate information about human resource and their functioning and relevant environmental factors of software industry and IT sectors of Bangladesh.
- To find out the pitfalls or problems associated with HRM Practices (if any).
- To provide relevant information.

### **JUSTIFICATION OF THE STUDY**

The study will have both practical and academic value. It will lead anyone to get a clear idea about Human Resource Management Practices, its procedure and present scenario of four repeated software company in comparison with BASIS rules and regulations. The report also focuses on Human Resource Information Systems Practices, and their guidelines in prevention. On the other hand the findings of the study will direct to think about appropriate actions and steps for the betterment of the existing practice. IT Industries are growing gradually in Bangladesh. There are many IT organizations are operating their work at Dhaka and Chittagong districts of Bangladesh. I have been assigned in Confidence Software Ltd, Alchemy Software Ltd, Radiance IT Solution and PanthoSoft Ltd it has given me the scope to be familiar with the software and IT industry environment for the first time indeed. I worked with those IT company office and I took interview of 15 employees of each company. Thus I had gathered experiences by working at different units of those company. The area of concentration of this report is confined in investigating different aspects of the Human Resource Management (HRM) Practices of those company's according to the BASIS. In fact, this report is on HRM, especially on Job analysis, HR planning, Recruitment and Selection of the employees, Training and Development, Compensation, and Promotion. Theory and application did become a reality.

## II. Methodology

Every research work requires its methodology without which any research will not be scientific and successful. Methodology is a system of explicit rules and procedures upon which research is based and against which claims for knowledge are evaluated. As methodology is generally concerned with data generation data presentation, data analysis following rules and methods are followed to ease the data collection procedure.

### Target Group

To gather the required information I have contacted with office and managers and taken interviews of their employees particularly who work in several units of the office. And I have taken into account 50 employees of offices randomly as sample for data collection.

### Sampling Design

The sample space projected for this report was 101 and 50 respondents constitutes the sample size. The respondents as of the sample size were the employees of Confidence Software Ltd, Alchemy Software Ltd, Radiance IT Solution and PanthoSoft Ltd. For clarification it is mentioned that "Simple Random Sampling Method" is applied. In this research it has chosen 50 as sample size out of 101 employees from office. So the sample size 50 will be the maximum potential. It will help me to find out and solve the problem practically.

### Source of Information

I have used the observational approach and interview approach as the primary sources of information for collecting our required data. A questionnaire is prepared to find out the Human Resource Management Practices in Confidence Software Ltd, Alchemy Software Ltd, Radiance IT Solution and PanthoSoft Ltd.

### Data Analysis

At each stage of survey, data is checked, edited & coded. By using Statistical techniques, data is summarized to find out expected result and presented that by graphical presentation. Data from various sources is coded entered into database system using Statistical Product and Service Solution (SPSS) and Microsoft Excel Software. Preliminary data sheets are compared with original coding sheets to ensure the accuracy of data entered.

## III. Analysis The Result

### Descriptive Statistic

Table-1: Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
You are satisfied with your current job	50	1	4	5	4.06	.240	.058
Bangladesh IT sector is best place for job	50	4	1	5	3.28	1.179	1.389
Management of Bangladesh IT sector is good	50	2	3	5	4.04	.450	.202
Bangladesh IT sector's recruitment and selection is fair	50	3	2	5	3.78	.840	.706
Management always motivates employees	50	3	2	5	3.80	.782	.612
Existing rules and regulations are							

equally followed by all	50	3	2	5	3.66	.939	.882
Training programs are arranged frequently for improving efficiency	50	4	1	5	2.40	1.030	1.061
Training has resulted improved efficiency compare to pre-training phase	50	3	1	4	2.34	.688	.474
Job stress in Bangladesh IT sector is very high	50	3	2	5	3.70	.974	.949
Job security is high in Bangladesh IT sector	50	1	1	2	1.80	.404	.163
Compensation which is being given are satisfactory or Your organization provides fair wages and salary	50	1	4	5	4.16	.370	.137
Working environment is healthy and safety	50	1	4	5	4.10	.303	.092
Promotions are fairly administered consistently	50	0	4	4	4.00	.000	.000
Management appreciates your consultative role	50	1	2	3	2.80	.404	.163

**Management appreciates your consultative role**

**Table-2: Management appreciates your consultative role**

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	6	12	12	12
Undecided	5	10	10	22
Strongly agree	8	16	16	38
Agree	13	26	26	64
Strongly disagree	18	36	36	100
<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>100.0</b>	

**From the above table-2:** it can be depicted that 26% employees agreed that management regularly appreciates their consultative role but on the other hand it's also been noticed that 10% incumbents were in neutral position to give their opinion. However 16% employees strongly agreed that management appreciates their consultative role, on the other hand 12% incumbents disagreed with above mentioned information while a large percentage which is 36% people strongly disagreed about the statement which is management appreciates the consultative role. However this scenario suggests that the organization is not appreciative regarding employee participation which will become a hindrance to create a sense of ownership in the mind of the employees.

**Promotions are fairly administered consistently**

**Table-3: Promotions are fairly administered consistently**

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	12	24	24	24
Undecided	10	20	20	44
Strongly agree	5	10	10	54
Agree	15	30	30	84
Strongly disagree	8	16	16	100
<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>100.0</b>	

**Table-3** shows that 30% employees believes that promotions are taking place fairly at a consistently basis in opposition to only 10% incumbents are very satisfied with the promotion policy of the organization. Accordingly 20% respondents kept their opinion as undecided consequently 16% employees felt that promotions are not taking place perfectly as they have cited strongly disagree about the statement. However 24% incumbents felt disagree with the statement. Since most of the employees are unhappy regarding the promotion strategy which suggest that Bangladesh IT sector promotion policy is not good enough to retain competent people

**Working environment is healthy and safety**

**Table-4: Working environment is healthy and safety**

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	7	14	14	14
Strongly agree	15	30	30	44
Agree	25	50	50	94
Strongly disagree	3	6	6	100
<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>100.0</b>	

**Table-4** represents the information about the working environment of the organizations. According to the information it can be summarized that 30% respondents highly agreed that their working environment is healthy and safety but on the other part of the corner we have also noticed that 50% of the employees declared that they were somewhat agree regarding the working environment of the organization is healthy and safety. Nevertheless 14% respondents disagreed that the working condition is not healthy and safety, in the same way 6% employees strongly disagreed about the above statement. However this information unleashes the fact that employees are positively satisfied regarding their work environment as the percentage in the agree side is much higher.

**Your organization provides fair wages and salary**

**Table-5: Your organization provides fair wages and salary**

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	10	20	20	20
Strongly agree	5	10	10	30
Agree	25	50	50	80
Strongly disagree	10	20	20	100
<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>100.0</b>	

**Table-5:** If I want to discuss about the fair wages and salary of the Bangladesh IT sector then it resemblance that 10% of the employee were very much happy with the salary structure in contrast to 50% respondents submitted their opinion by stating their agree salary and wages are fair. However 20% people were reluctant to give their opinion where as 20 % people declared that they are not happy with the existing salary and wages policy. The ultimate vintage of this information is that a little more than half of the total employee is happy or satisfied with the overall salary and wages structure but rest of them were either unhappy or not satisfied with the compensation package.

**Job security is high in Bangladesh IT sector**

**Table-6: Job security is high in Bangladesh IT sector**

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	15	30	30	30
Undecided	7	14	14	44
Strongly disagree	20	40	40	84
Agree	8	16	16	100
<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>100.0</b>	

It can be interpreted from the above **table-6.6:** that 40% employees do not believe that job security is high in Bangladesh IT sector whereas only 16% incumbents agree that Bangladesh IT sector job security is high .Similar to 14% respondents were undecided during their interviews to give their opinion in contrast to 30% people gave negative remark about the job security of the Bangladesh IT sector. It can be concluded that more than 70% people are unhappy about the job security in Bangladesh IT sector which is not a good sign for an organization to run competitively.

**Job stress in Bangladesh IT sector is very high**

**Table-6.7: Job stress in Bangladesh IT sector is very high**

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	11	22	22	22
Strongly agree	7	14	14	36
Agree	32	64	64	100
<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>100.0</b>	

It can be depicted from the above **table-6.7:** that 32% employees agree that job stress is high in Bangladesh IT sector in contrast to only 14% incumbents strongly agree that job stress exist high in the organization. However 22% people believe that job stress is not so high in Bangladesh IT sector. The ultimate conclusion that we can make which is Bangladesh IT sector is clearly carrying a highly job stress organization image within the organizations image.

**Training has resulted improved efficiency compare to pre-training phase**

**Table-6.8: Training has resulted improved efficiency compare to pre-training phase**

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	36	72	72	72
Undecided	8	16	16	88
Agree	5	10	10	98
Strongly disagree	1	2	2	100

<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>100.0</b>
--------------	-----------	--------------	--------------

The above **table-6.8**: represents that 10% people agrees that training has resulted increased efficiency to the employees performance but differ from only 2% incumbents strongly disagreed with the statement that training has resulted no efficiency for the employees .Never the less 16% employees were undecided about their opinion whereas a large number of employees shared that which is 72%, disagreed with the mentioned statement. It can be summarized that as only 10% agreed about the training efficiency but a mammoth number of people were unsatisfied which indicates that training was not done effectively, it may due to unskilled trainer who conducted the training program or the organizations were not focusing enough to get proper outcome from the training.

**Training programs are arranged frequently for improving efficiency**

**Table-6.9:** Training programs are arranged frequently for improving efficiency

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	26	52	52	52
Undecided	10	20	20	72
Strongly agree	3	6	6	78
Agree	4	8	8	86
Strongly disagree	7	14	14	100
<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>100.0</b>	

The above **table-6.9** represents the information that 52% employees disagreed about the statement which is training programs are arranged frequently for improving efficiency on the other hand 14% incumbents strongly disagreed about the arrangement of the training programs frequently for improving employees efficiency. It is also noted that 6% people strongly agreed about the efficiency of the arranging training programs by those organization whereas 20% respondents kept themselves way from giving their opinion. However it is crystal clear that employees are not happy with the training programs which are being arranged by the organizations employee as it is not perfectly administered for the employee efficiency.

**Existing rules and regulations are equally followed by all**

**Table-6.10:** Existing rules and regulations are equally followed by all

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	25	50	50	50
Strongly agree	7	14	14	64
Agree	8	16	16	80
Strongly disagree	10	20	20	100
<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>100.0</b>	

The above mentioned **table-6.10** represents the information that 50% employees disagreed that existing rules and regulations are equally followed by all even though only 14% respondents strongly agreed that the rules and regulations are equally followed by all. Nevertheless 16% of the people which is slightly more than 14% agrees that rules and regulations are equally followed by all even though 20% people completely had an adverse opinion about the above mentioned statement. However the remaking factor is that as we have already noticed mostly employees are unhappy about following the rules and regulations equally which indeed suggest that the management is not strong enough to implement all those rules and policies among the all levels of employees equally.

**Management always motivates employees**

**Table-6.11:** Management always motivates employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	20	40	40	40
Undecided	14	28	28	68
Strongly agree	4	8	8	76
Agree	12	24	24	100
<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>100.0</b>	

If we want to interpret the above **table-6.11** then we can depict that a large number of employees which is 40% disagreed with the statement that management always motivates the employees instead only a nominal number of respondents which is 8% strongly agreed that management always motivates employees. In the same way 28% people kept way themselves to give their opinion about the above statement on the other hand 24% incumbents agreed that the motivation system by the management is appreciate able. From this we can deduce that the management of Bangladesh IT sector is not good enough to motivate employees always as only 8% people agreed with the statement

**Bangladesh IT sector recruitment and selection is fair**

**Table-6.12:** Bangladesh IT sector’s recruitment and selection is fair

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	20	40	40	40
Undecided	2	4	4	44
Strongly agree	5	10	10	54
Agree	15	30	30	84
Strongly disagree	8	16	16	100
<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>100.0</b>	

The aforementioned **table-6.12** represents the information in sequence that 30% employees agreed that those organizations recruitment and selection is fair differ from 40% people which is a bit higher than 30% people disagreed with the issue of about the fairness of selection and recruitment procedure . Still a little percent of people which is 10% strongly agreed that selection and recruitment is fair in Bangladesh IT sector. But in contrast 16% incumbents completely disagreed with the statement that the recruitment and selection in Bangladesh IT sector is fair. In addition a tiny percentage which is 4% people was undecided to give their opinion about the statement. From the above information it can be said that more than 50% people were dissatisfied about the Bangladesh IT sector recruitment and selection procedure which simply indicates that HR people are not playing effective role within the organizations.

**Management of Bangladesh IT sector is good**

**Table-6.13:** Management of Bangladesh IT sector is good

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	18	36	36	36
Undecided	1	2	2	38
Strongly agree	6	12	12	50
Agree	20	40	40	90
Strongly disagree	5	10	10	100
<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>100.0</b>	

The above **table-6.13** depicts 40% people agreed that management of Bangladesh IT sector is good whereas 36% incumbents also disagreed about the statement that management is good .Even though similar number of percentage of the respondents given their opinion as strongly agree and strongly disagree which is respectively 12% and 10% .Interestingly only 2% employees gave no responses about the statement. From this analysis it can be concluded that there is a mixed type of feelings in the mind of the employees regarding the activities of the management.

**Bangladesh IT sector is best place for job**

**Table-6.14:** Bangladesh IT sector is best place for job

	Frequency	Percent	Valid Percent	Cumulative Percent
Undecided	8	16	16	16
Strongly agree	9	18	34	34
Agree	18	36	36	70
Strongly disagree	15	30	30	100
<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>100.0</b>	

From the above **table-6.14** it can be infer that 18% employees strongly agreed that Bangladesh IT sector is the best place for the job but on the other part of the corner 30% people strongly disagreed with the statement that Bangladesh IT sector is the best place for the job. Nevertheless 36% incumbents posted their opinion positively regarding the statement , in contrast to 16% people claimed that they are not agree with the above mention statement. Now we can sum up by stating that here is also mixed behavior found among the employees regarding the statement which is Bangladesh IT sector is the best place for the job. But one thing can be said that is employees do not conclusively thinks Bangladesh IT sector is not the best place for the job as the overall agree percentage is higher than the disagree percentage.

**You are satisfied with your current job**

**Table-6.15:** You are satisfied with your current job

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	15	30	30	30
Undecided	7	14	14	44

Strongly agree	6	12	12	56
Agree	10	20	20	76
Strongly disagree	12	24	24	100
<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>100.0</b>	

The above **table-6.15** depicts that 20% employees were agreed that they are satisfied about their job where as 24% incumbents strongly disagreed about the aforementioned statement that they are not happy with their current job. Nevertheless only 12% employees strongly agreed that they are satisfied with the current job even though 30% people were disagreed about the above mentioned statement. However 14% incumbents avoided themselves to give their opinion. The overall scenario of this pie chart is the people those who are working at Bangladesh IT sector are not satisfied as it can be judged from the above dates.

#### **IV. Findings**

The IT Industry was established before three decades in our country. At the beginning of this Industry Human Resource Management (HRM) was not introduced clearly. With the passage of time the owners of the IT Organizations become familiar with HRM practices and it plays an important role in organization development, growth of production and human resource development etc. The modern approach to supervision and HR Management engages more workers' intelligence, creativity, motivation and loyalty. It tends to reduce absenteeism and turnover, increasing productivity and problem solving ability. But it is matter of sorrow that all organizations do not follow the rules and regulations properly.

The actual scenario of Human Resource Management (HRM) of The IT Industry particularly Confidence Software Ltd, Alchemy Software Ltd, Radiance IT Solution and PanthoSoft Ltd are described below.

- At the beginning of this Industry Human Resource Management (HRM) was not introduced clearly but now it plays an important role.
- Now they try to do HRM practices but they do not follow properly.
- The recruitment and selection process is not so standard.
- In some cases rules and regulations are not performed by all.
- Compensation package covers minimum standard at mid and lower level but at top level it is standard.
- The employees do not get training facility but it is necessary to develop performance and productivity.
- The organization's attention is usually focused on the work to increase productivity. This is helpful to achieve the organizational goal.
- They always try to measure quantity with quality that is not standard.
- Less caring about their further career development.
- Lack of adequate, update and accurate information from the management information department (MIS)
- The pay and promotion decision are made based on the seniority although it should be related with performance and sometimes it is not provided properly. And sometimes nepotism works behind it.
- Lack of job description and job analysis procedure for the personnel so that sometimes lower label workers cannot identify their specific tasks.
- All the departments have not enough modern facilities like-computer & other technologies.
- Most of the employees feel job stress that does not always ensure productivity.
- Generally the organization does not provide advertisement in the media source such as the daily newspapers & the internet.
- Most of the employees do not feel job securities.
- Working environment is good but few employees are with this environment.

Considering the overall situation it can be said that Confidence Software Ltd, Alchemy Software Ltd, Radiance IT Solution and PanthoSoft Ltd practice Human Resource Management (HRM) like other Bangladesh IT sector organization and does not follow up date Human Resource Management practices.

#### **V. Conclusions and Recommendations**

At the conclusion of the report I would like to say that the Bangladesh IT sector has not practiced standard human resource management. Here I have some recommendations that identify avenues for improving the human resource management policies of Bangladesh.

1. The company should be prepared the standard human resource planning. Because the success and failure of organizations is highly dependent on the proper human resource planning.
2. The OMR process practiced in the organization is a very effective tool to fill probable vacancy. The in-house circulars within the group also act as a useful device to find the right person of the right job.
3. The manager training program of the company is a good way to groom to be manager for the probable vacancy in the future. The organization should regularly follow this procedure to build a productive and

valuable workforce. The selection tools and procedures used in this program have also provided to be very effective.

4. The HR Department should look into the matter of consuming more time in the process of calling the applicants after their responses very seriously. The organization could control the size of applicants' pool by using more clear and specific statements in the ad in terms of the minimum educational degree, preferred institutions and other necessary criteria based on which the initial screening of the applications were conducted.

5. The company should follow both on-the-job and off-the-job method training when they are training their employees.

6. Before appraising the performance of employees in the organization properly, the HRD manager should be established the standard. Here it is noticeable that the HRD manager should appraise the performance of all employees in the organization without showing any discrimination.

7. The HRD manager should prepare the standard promotion policy for the employees of the organization. Here it is very much important that the employees should get the promotion based on the performance not the nepotism, political influence and whatsoever.

8. The HRD manager should established the standard pay structure for the employees of the organization in order to reduce the high turnover of employees.

HRM practices in Bangladesh used to resemble those of personnel management practices in which the role of HRM managers was confined to administrative and legal issues, as happened in many other developing and emerging economies (Budhwar&Debrah, 2001; Mahmood &Baimukhamedova, 2013). In public sector organizations, HRM practices are still highly centralized and all practices

### Reference

- [1]. Griffin, R.W. (2002). Management. New York: Houghton Mifflin Company.
- [2]. Moyeen, A. F. M. A., &Huq, A. (2001). Human resource management practicesin business enterprises in Bangladesh. Journal of Business Studies, xxii (2), 263-270; Schuler, R. S. (1990). Repositioning the human resource function:Transformation or demise? Academy of Management Executive, 49-60;Werther, W. B., & Davis, K. (1996). Human resources and personnellmanagement. New York: McGraw-Hill, Inc.
- [3]. Weeratunga, L. (2003). Human resource management. Dhaka: Bangladesh OpenUniversity.
- [4]. Dessler, G. (2007). Human resource management. New Delhi: Prentice Hall ofIndia Private Limited.
- [5]. Werther, W. B., & Davis, K. (1996). Human resources and personnellmanagement. New York: McGraw-Hill, Inc.
- [6]. Becker, B. E., &Huselid, M. A. (1998). High performance work systems and firmperformance: A synthesis of research and managerial implications. Researchin Personnel and Human Resource Management, 16, 53-101.
- [7]. Budhwar, P. S., &Debrah, Y. A. (Eds.). (2001). Human resource management indeveloping countries. London: Routledge; Mahmood, M. H. (2004). Theinstitutional context of human resource management: Case studies ofmultinational subsidiaries in Bangladesh. Unpublished doctoral dissertation,University of Manchester, UK; Singh, K. (2004). Impact of HR practices onperceived firm performance in India. Asia Pacific Journal of HumanResources, 42(3), 301-317.
- [8]. Azim, T. (2008). Entrepreneurship education and training in Bangladesh: Aninput based assessment. Unpublished doctoral dissertation, University ofChittagong, Bangladesh.
- [9]. Leedy, P. D. &Ormrod, J. E. (2005). Practical research. USA: Pearson.Aswathappa, K. (2008). Human resource management: Text and cases. Delhi:Tata McGraw-Hill Publishing Company Limited; Noe, R. A., Hollenbeck, J.
- [10]. R., Gerhart, B., & Wright, P. M. (2007). Human resource management:Gaining a competitive advantage. USA: McGraw-Hill.
- [11]. Rab, A. (1991).Management pattern and problems of small enterprises ofBangladesh. Journal of Business Administration, 17(3&4).
- [12]. Taher, A. (1992). Personnel management practices in Bangladesh (A case studyof Khulna Hard Board Mills Ltd.). Management Development, 21(1), 69-82.30 MANAGEMENT DEVELOPMENT (ISSN 0378-7532)Volume 27 July – December, 2010, Number 3 & 4Bangladesh Institute of Management (BIM)
- [13]. Shelly, M. R. (1994). Human resource, infrastructure, and industrialization inBangladesh. Paper presented at the seminar on Private Sector Growth:Creating Conducive Environment, Dhaka, Bangladesh.
- [14]. Mohiuddin, M., & Mahmood, M. H. (2001). Personnel to human resourcemanagement: A developmental perspective analysis. Journal of BusinessStudies, xxii (2).
- [15]. Ahmed, F. (2001). Strategic human resource management: Linking humanresource management with corporate strategy. Journal of Business Studies,xxii(1).
- [16]. Moyeen, A. F. M. A., &Huq, A. (2001). Human resource management practicesin business enterprises in Bangladesh. Journal of Business Studies, xxii (2),263-270.
- [17]. Mamun, M. A., & Islam, M. A. (2001). Managing women work force: A case studyofready made garments (RMGs) in Bangladesh. The Chittagong UniversityJournal of Commerce, 16, 81-90.
- [18]. Akhter, N. (2002). Human resource management in Bangladesh: A study ofsome local private manufacturing industries. Unpublished doctoral dissertation, University of Dhaka.
- [19]. Islam, M. S. (2003). HRM Practices in the small business in Bangladesh: Someguidelines to follow. Dhaka Commerce College Journal, 1(2), 113-123.
- [20]. Haque, A. K. M. T., & Prince, S. A. (2003). Some aspects of human resourcemanagement in Bangladesh: A study on some private manufacturingindustries. The Chittagong University Journal of Business Administration,18, 81-96.
- [21]. Mahmood, M. H. (2004). The institutional context of human resourcemanagement: Case studies of multinational subsidiaries in Bangladesh.Unpublished doctoral dissertation, University of Manchester, UK.
- [22]. Hossain, D. M., Khan, A. R., & Yasmin, I. (2004). The nature of voluntarydisclosures on human resource in the annual reports of Bangladeshicompanies. Journal of Business Studies, XXV(1), 221-231.
- [23]. Akand, J. F. (2006). Personnel management in banks: 'A case study ofpersonnel management of Janata Bank'. Unpublished MPhil thesis,University of Dhaka, Bangladesh.
- [24]. Ernst & Young, & Metropolitan Chamber of Commerce and Industry (2007). HRpractices survey - Bangladesh. Dhaka: Author.



- [25]. Uddin, M. A., Habib, M. A., & Hassan, M. R. (2007). Human resource management practices in power generation organizations of Bangladesh: A comparative study of public and private Sector. *Journal of Business Studies*, III (2), 129-144. *MANAGEMENT DEVELOPMENT (ISSN 0378-7532)* 31 Volume 27 July – December, 2010, Number 3 & 4 Bangladesh Institute of Management (BIM)
- [26]. Huda, K. N., Karim, M. R., & Ahmed, F. (2007). HRM practices & challenges of non-government development organizations: An empirical study on Bangladesh. *Journal of Management*, 9(1), 35-49.
- [27]. Ahmad, I., & Khalil, M. I. (2007). Human resource planning in the banking sector of Bangladesh: A comparative study between public & private bank. *Journal of Business Administration*, 33(3&4), 23-42.
- [28]. Hossain, M. Z., & Ahmed, F. (1996). Human Resource Planning Practiced by the NGOs in Bangladesh: The CARE Experience. *The Dhaka University Journal of Business Studies*, XVII (2).
- [29]. Taher, M. A., & Arefin, K. (2000). Recruitment and selection process in human resource management - A case study of Bangladesh Open University. *Indian Journal of Open Learning*, 9(2), 179-190.
- [30]. Ahmed, S., Khan, E. A., & Uddin, M. A. (2004). Recruitment and selection practices in pharmaceutical industries of Bangladesh: A case of Square Pharmaceuticals Ltd. *Business Review*, 4(1&2), 92-100.
- [31]. Islam, S. (1982). Management development in public enterprises in Bangladesh. In I. H. Khan, S. Ali, & S. Mozina (Eds.), *Management training & development in public enterprises in developing countries* (pp.86-95). Yugoslavia : ICPE.
- [32]. Hoque, M. J. (1994). Human resource development and organizational effectiveness. In R. B. Talukder (Ed.), *Management of Change in South Asia* (pp.433-451). Dhaka: UPL.
- [33]. Ather, S. M., & Solaiman, M. (1995). Human resource development practices in Bangladesh - A study on some selected firms in Chittagong. *Chittagong University Studies*, XI, 19-37.
- [34]. Jahur, M. S., Absar, M. M. N., & Hossain, M. J. (2003). Human resource development through training: A comparative analysis of some select NGOs in Bangladesh. Paper presented at the conference on Human Resource Development in Asia: National Policy Perspectives, Bangkok, Thailand.
- [35]. Ahmed, P. (2006). Personnel training in public sector manufacturing corporations in Bangladesh. Unpublished doctoral dissertation, University of Dhaka, Bangladesh.
- [36]. Khan, M. A., & Jahur, S. (2007). Human resource development practices in some selected business enterprises in Bangladesh: An explanatory study. *Indonesian Management & Accounting Research*. 6(1), 16-32.
- [37]. Hamid, R., & Saifuddin, S. M. (1998). Performance appraisal: A case study of IFIC Bank. *Journal of Management*, 1, 2, 3, & 4(1), 1-25.
- [38]. Bhuiyan, S. M. S. U., & Taher, M. A. (1998). Performance appraisal - An analysis of challenges, myths, & realities. *The Chittagong University Journal of Management DEVELOPMENT (ISSN 0378-7532)* Volume 27 July – December, 2010, Number 3 & 4 Bangladesh Institute of Management (BIM) Commerce, 14, 95-110.
- [39]. Azim, T., & Haque, M. M. (2006). A survey on practices of performance appraisal in Bangladesh. Paper presented at the conference on Combating Management Challenges in a New Renaissance, Chittagong, Bangladesh.
- [40]. Absar, M. M. N., Hossain, M. J., & Alam, M. R. (2007). Employee performance appraisal in the banking sector of Bangladesh: The appraisees' perspective. *The Cost and Management*, 35(5), 81-86.
- [41]. Ahmed, J. U., & Sultana, I. (2007). Performance management in real estate business: A case study of ANZ Properties Ltd. *Journal of Business Studies*, III(1), 11-25.
- [42]. Khan, A. A. (1986). Industrial relations in Bangladesh—A study in trade unionism. Unpublished doctoral dissertation, University of Chittagong, Bangladesh.
- [43]. Rahman, M. M. (1989). Labor management relations in the Crescent Jute Mills, Khulna. In M. Ahmed & G. Mclean (Eds.), *Bangladesh business research reports* (pp. 81-87). Dhaka: UGC.
- [44]. Alam, M. F. (1989). Labor unrest in selected industries of Chittagong. In M. Ahmed & G. Mclean (Eds.), *Bangladesh business research reports* (pp. 111-119). Dhaka: UGC.
- [45]. Rahman, M. A. (1994). Labor management and productivity for development. In R. B. Talukder (Ed.), *Management of change in South Asia* (pp.107-119). Dhaka: UPL.
- [46]. Taher, M. A. (1994). State and industrial relations - Bangladesh as a case in the post-colonial third world context. Unpublished doctoral dissertation, University of Chittagong, Bangladesh.
- [47]. Ahmed, M. U. (1999). Globalization and industrial relations paradigm in Bangladesh: Implications for change and modernization. *Journal of Business Administration*, 25(3&4), 59-92.
- [48]. Taher, M. A., & Hossain, M. M. (1999). Labor-management relations in Bangladesh: An overview. *The Cost and Management*, xxvii (5), 15-20.