A Thesis

on

Human Resource Management practices of Construction Industry in Bangladesh: A case study on Nascom (Pvt.) Limited

Submitted To

Department of Business Administration

Faculty of Business

Sonargaon University (SU)

Dhaka-1215

Submitted By

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ID: EMBA2103024017

Program: EMBA (Major in Human Resource Management)

Semester: Spring 2023

Department of Business Administration

Sonargaon University (SU)

Dhaka-1215

Submitted for the partial fulfillment requirement of the degree of Executive Master of Business Administration (EMBA)

SONARGAON UNIVERSITY (SU)

Date of Submission: 11th May, 2023

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Submitted To

Ashik Das
Lecturer
Department of Business Administration

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Moves around with global technology sustainability at

Nascom (Pvt.) Limited



A report

on

HRM Practices of Construction Industry in Bangladesh : A case study on Nascom (Pvt.) Limited.

Letter of Transmittal

11th May, 2023

Ashik Das
Lecturer
Department of Business Administration Sonargaon University

Subject: Submission of thesis report on **"Human Resource Management practices of Construction Industry in Bangladesh: A case study on Nascom (Pvt.) Limited".**

Dear Sir,

With due respect, it is my great pleasure to submit the thesis Report. The report entitled "Human Resource Management practices of Construction Industry in Bangladesh: A case study on Nascom (Pvt.) Limited" which is a partial requirement for the completion of EMBA degree. I have left no stone unturned to collect data about the procedures of cash incentive scheme and find out its role in the Construction Industry in Bangladesh. I hope that this reportwill meet the standards of your judgments. I have tried my best to make this report interesting, informative and better one. Any mistake or shortcoming in this report would be apologetically considered as my fault.

I, therefore, pray and hope that you would kindly accept my report and oblige there by.

Sincerely your

Dabu Proshed Nandi

EMBA2103024017

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Preface

While searching for a suitable topic for EMBA thesis, I came across an interesting term Human Resource Management practices of Construction Industry in Bangladesh: A case study on Nascom (Pvt.) Limited". The topic having aroused my curiosity, discussion was held with my thesis supervisor and many other people working in Human Resource Management Department of various sector, to understand the importance and effectiveness of human resource management (HRM) practicespractices of Construction Industry in Bangladesh in solving the real-life issues.

All these aspects then resulted in the development of the thesis report titled Human Resource Management practices of Construction Industry in Bangladesh: A case study on Nascom (Pvt.) Limited". It is strongly hoped that this report covers not only the common approaches but also the new potential way of application of Human Resource Management.

Declaration

I am **Dabu Proshed Nandi**, a student of Executive Masters of Business Administration (EMBA)**, ID: EMBA2103024017** from Sonargaon University would like to solemnly declare here that this dissertation on " **Human Resource Management practices of Construction Industry in Bangladesh: A case study on Nascom (Pvt.) Limited** " has been authentically prepared by me. While preparing this report, I didn't breach any copyright act internationally. I am further declaring that, I did not submit this report anywhere for awarding any degree, diploma or certificate.

Sincerely Yours,

Dabu Proshed Nandi
ID: EMBA2103024017
Program: Executive Masters of Business Administration (EMBA)
Department of Business Administration Major: HRM
Semester: Spring 2023
Sonargoan University (SU), Dhaka

Letter of Authorization

This is to certify that **Dabu Proshed Nandi**, ID No: EMBA2103024017, Department of Business Administration, has completed his thesis report titled on **"Human Resource Management practices of Construction Industry in Bangladesh: A case study on Nascom (Pvt.) Limited"** under my supervision as a part of partial requirement for obtaining Executive Masters of Business Administration(EMBA) degree in Human Resource Management(HRM) Major. This report can be accepted forevaluation.

Ashik Das
Lecturer
Department of Business Administration
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Acknowledgement

At the very outset, I am very much thankful to almighty God for giving me strength, courage and ability to accomplish the information collection report in a scheduled time in spite of various complications. I would like to evolve my implicit gratitude to all those who have been instrumental in the preparation of this information collection report. I wish to place on records, my profound devoir for the support, supervision, and direction in every aspect from, Nascom (Pvt.) Limited officials, my faculty, and friends.

I would also like to express my deepest sense of thankfulness to my organizational supervisor of this information collection Program at Nascom (Pvt.) Limited HR Division. To get accustomed with the nature of a corporate culture was quite a challenge for me; without his guidance, it would not have been possible for me to continue a successful information collection.

I would also like to show my utmost gratefulness to all the officials of Nascom (Pvt.) Limited especially the separation team that I have worked in and all the others teams. I would like to mention the HR Associates for facilitating me with all the internal information that helped me to prepare the company overview. Finally, and most importantly, I would like to concede the guidance of my supervisor for the helpful support throughout the whole period to complete the report successfully at a proper manner.

Last but not least, I am fortunate to have had the guidance of all the faculties and mentors throughout my 18 months Executive Master of Business Administration program at Department of Business Administration, Faculty of Business, which helped me to shape my perception and understanding for facing the real-world career challenges. It also helped me to prepare a fruitful report.

ABSTRACT

Now-a-days Construction Industry is going through an intense competition. In order to gain competitive advantage Construction Industry must have to focus on customer satisfaction as well employee satisfaction. Because employees are the direct service provider to the customers. So, the success of any Construction Industry largely depends upon the service of employees. It is a great challenge for any organization how efficiently they manage their human resource. This report has emphasized the human resource management practices at Nascom (Pvt.) Limited. Nascom (Pvt.) Limited performs several tasks in order to properly manage its employees. They start their HRM practices with HR planning by which they define their current manpower and future need of manpower. They select employees both from internal sources and external sources. Most of the cases they prefer to recruit lateral employees. Nascom (Pvt.) Limited has its own HR training and development center to train up the employees. Sometime they hire trainer from IEB and other training institutions. In the case of foreign training they maintain training bond. Nascom (Pvt.) Limited follows 360-degree performance appraisal method which is based on ratings system. They use the appraisal result for promotion, incentives, and punishment. They score the appraisal on 300 marks. Nascom (Pvt.) Limited follows two promotion and up-gradation system. These are done on the basis of performance appraisal. Nascom (Pvt.) Limited follows data base leave management system. They have their own policies regarding transfer and posting. In the cases of resignation, the employee must have to resign with 01-month notice. Along with the highly attractive compensation package Nascom (Pvt.) Limited provides some other benefits like, provident fund, gratuity, death benefit, retirement benefit and so on. By properly performing these tasks HR division of Nascom (Pvt.) Limited plays a vital role on the progress of Construction Industry.

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LIST OF ABBREVIATION

HRM	Human Resource Management
HRD	Human Resource Division
RCM	Resident construction Manager
QHSD	Quality, Health and Safety will be under one department.
NPL	Nascom (Pvt.) Limited
HR	Human Resource
EMBA	Executive Master of Business Administration
MBO	Management by objectives
SMART Goals	goals that are Specific, Measurable, Actionable, Relevant, and Time-bound

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Human Resource Management (HRM) is vital part of any organization. HRM is the strategic and coherent approach to the management of an organization's most valued assets. Globalization has exposed the corporate business organization to worldwide competition, mobilization of professional manpower and modern quantitative management practice. With the increase in the size and complexity of business organization, man has become the most important factor in business. Organizations need people to make them operated. An organization is nothing without human resource. Of all the resources, the most important one is human resource, because human beings play a dual role- as resource, as well as a motive force for all other resources by manipulating them, by the way of developing, utilizing, commanding and controlling. Employees are the core resources of any organization, without them, one cannot run their organization. Human resource is conducted with the growth of development of people toward higher level of competency, creativity and fulfillment. It keeps employees become more responsible person and then it tries to create a climate in which they contribute to the limits of their improved abilities. It assumes that expanded capabilities and opportunities for people leads directly to the improvement of operating effectiveness. Nascom (Pvt.) Limited always determines what jobs need to be done. It determines how many and types of workers will be required. So, establishing the structure of the industries/consultant firm assists in determining the skills, knowledge and abilities of job holders. To ensure appropriate personnel are available to meet the requirements, Nascom (Pvt.) Limited sets a strategic planning process. Because this construction industries/consultant firm believes that the quality work comes from quality workers who are well motivated and ready to take challenges to provide better service.

1.2 Origin of the Report

As a student of Executive Master of Business Administration (EMBA), it is mandatory to engage in an organization as intern to know more about the corporate world in order to increase business knowledge. In this information collection program, I got the opportunity to do my information collection at Human Resource Division, Nascom (Pvt.) Limited, head office, Dhaka. During this information collection program, I have to prepare a report on a specific

topic related to the organization, which is assigned by my supervisor. My honorable supervisor has assigned me the topic Human Resource Management Practices at Nascom (Pvt.) Limited. This report and information collection program have familiarized me with the practical implementation of the knowledge which I have learnt during my Executive Master of Business Administration (EMBA) program. In this report I have written the Human Resource Management (HRM) practices which are followed by Nascom (Pvt.) Limited and on the basis of my theoretical knowledge and practical observation I have written the findings.

1.3 Objective of the Report

The objective of the study can be broadly be classified into two branches as General objectives and specific objectives. Achievement of the specific objectives will automatically lead to the achievement of general objectives.

• General Objective

The main objective is to compare the theoretical knowledge with the practical aspects of HRM practices.

• Specific Objectives

- To know the HRM practices at **Nascom (Pvt.) Limited**.
- To know about Construction Industry system of **Nascom (Pvt.) Limited**.
- To get idea about the Construction & Maintenance Industrial scenario of Bangladesh.
- To know the training and development practice of **Nascom (Pvt.) Limited** to the employees.
- To know the Recruitment and Selection practice of **Nascom (Pvt.) Limited**
- To gain the experience of corporate life.

1.4 Scope of the Report

Human Resource Policy is the guideline for any organization. It sets directions and procedures sothat it's easier to get the best of any employee. HR helps maintain rules and regulations which clearly draw the boundaries of employee behavior.

The core items of the report are briefly described below:

1) Human Resources Planning Process of Nascom (Pvt.) Limited
2) Employment Policy
3) Staff Development & Training
4) Compensation package and benefits
5) Leave Management Policy
6) Performance Management System and
7) Disciplinary Procedures
8) Recruitment process (External and Internal)
9) Selection Process

1.5 Methodology

The methodology of this report is different from the conventional reports. I have emphasized on the practical observation, though I need some primary and secondary data. Nevertheless, eventually almost the entire report consists of my practical observation.

Source of Data Collection

A review on the Human Resource Policies of Nascom (Pvt.) Limited has carried on. A questionnaire was made to get information on HR practice in Nascom (Pvt.) Limited. The questionnaire contains questions to find out the required information on the whole HR functions of the companies.

1.5.1 Primary Sources

- ✓ Providing discussions with HR executive and manager of HR to collect information
- ✓ Performing own task as intern
- ✓ Observing as an employee of the organization
- ✓ Taking interview of employees

1.5.2 Secondary Sources

- ✓ HR policy of Nascom (Pvt.) Limited
- ✓ Manuals, circulars & other records from company archives
- ✓ Regular Discussion of the supervisor
- ✓ Official Prior reports of the office

- ✓ Websites of Nascom (Pvt.) Limited
- ✓ Annual of Organization

1.6 Data Processing Method

a. Cross checking of all the gathered information
b. Putting the information in various statistical charts to get the gap between policy andpractice.

1.7 Limitation of the Study

The report is written mainly on the basis of face to face conversation with the officials and little practical experience in the Nascom (Pvt.) Limited. So, no perfect study is conducted to measure the viability of the report. Though I try my level best to make this report based on facts and complete information available, there are some limitations that are unavoidable. The following are some limitations:

- The main obstacle while preparing this report was time. As the tenure of the information collection program was only three months, it was not possible to highlight everything deeply.

- As, I had more dependence on the primary sources, so there might be some level of inaccuracy with those collected information.
- Confidentiality of information was another important barrier that was faced during the conduct of this study. Every organization has their own secrecy that cannot be revealed in publics.
- Preparing this report required lots of work. After doing fulltime office, it was tough to do the report. That was another limitation of the report.

CHAPTER TWO

INDUSTRY OVERVIEW

2.1 Meaning of Construction Industry

Construction is a general term meaning the art and science of forming objects, systems, or organizations. Construction is an industry that includes the erection, maintenance, and repair of buildings and other immobile structures and the building of roads and service facilities that have become integral parts of structures and are essential to their use.

The construction industry in Bangladesh is expected to grow steadily over the next four quarters. The growth momentum is expected to continue over the forecast period, recording a CAGR of 10.0% during 2022-2026. The construction output in the country is expected to reach BDT 3,415.1 billion by 2026.

2.2 Key Bangladesh Construction Market Sectors

The key sectors in the Bangladesh construction market are commercial construction, industrial construction, infrastructure construction, energy and utilities construction, institutional construction, and residential construction.

2.2.1 Commercial construction:

The project types in this sector include leisure and hospitality buildings, office buildings, outdoor leisure facilities, retail buildings, and other commercial construction. The sector's growth over the forecast period will be supported by an improvement in consumer and investor confidence amid the progress in the vaccination drive, an improvement in tourism activity, and the government's focus on easing visa application procedures for foreign tourists.

2.2.2 Industrial construction:

The project types in this sector include chemical and pharmaceutical plants, manufacturing plants, metal and material production and processing plants, and waste processing plants. The sector's output will be supported by a rebound in manufacturing and export activities and investment in the Bangladeshi garment and textile sector.

2.2.3 Infrastructure construction:

The project types in this sector include rail infrastructure, road infrastructure, and other infrastructure projects. The sector's output over the forecast period will be supported by investment

in the development and modernization of Bangladesh's road, rail, and airport infrastructure. In its latest budget, the government increased its allocation to the transport and communication sector.

2.2.4 Energy and utilities construction:

The project types in this sector include electricity and power, oil and gas, telecommunications, sewage infrastructure, and water infrastructure. The growth of the sector will be supported by public and private sector investment in the development of energy infrastructure to meet the country's energy needs. Furthermore, the government signed a loan agreement with the World Bank to support rural electrification projects in Bangladesh.

2.2.5 Institutional construction:

The project types in this sector include educational buildings, healthcare buildings, institutional buildings, research facilities, and religious buildings. Over the forecast period, the sector's expansion will be driven by public and private sector investment in education and healthcare construction projects.

2.2.6 Residential construction:

The project types in this sector include single-family housing and multi-family housing. The sector's output will be supported by public and private sector investments in the construction of new residential buildings in order to meet the demand for housing. The government allocated a budget for Housing and Community facilities.

CHAPTER THREE

ORGANIZATIONAL OVERVIEW

3.1 Overview of Nascom (Pvt.) Limited in Bangladesh

Nascom (Pvt.) Limited is a not-for-profit industry association, is the apex body for the latest modern technology industry in Bangladesh, an industry that has made a phenomenal contribution to Bangladesh's GDP, exports, employment, infrastructure and global visibility. In Bangladesh, this industry provides the highest employment in the private sector.

Established in 1983 and ever since, Nascom (Pvt.) Limited relentless pursuit has been to constantly support the technology industry, in the latter's continued journey towards seeking trust and respect from varied stakeholders, even as it reorients itself time and again to remain innovative ,without ever losing its humane and friendly touch.

3.2 Organizational Location of Nascom (Pvt.) Limited:

Nascom (Pvt.) Limited's corporate office building is situated at

Green Delta Aims tower (8th Floor)

51-52, Mohakhali C/A, Dhaka-1212

3.3 Organizational Profile:

-

Name of Company	: **NASCOM (PVT) LIMITED**
Name of the Chief Executive	: Mr. Nasiruddin Ahmad Choudhury, CEO & MD
Address	: Green Delta AIMS Tower (8th Floor), 51-52, Mohakhali C/A, Dhaka-1212
Telephone	: +880-2-222-281171, Ext. 221,222,224
Cell	: +880-1711-562894
Fax	: +880-2-985 1124
E-Mail	: nascom@link3.net
Company Status	: Private Limited Company
Name of Chairman &	: Mrs. Khurshida Choudhury, Chairman
Director	: Mr. Waqar Ahmad . Choudhury, Director
	: Ms. Farzana Chowdhury, Director
Activities (in brief)/Line	: NASCOM (PVT) LIMITED have been in service since 1988.

Of Business:

From the beginning NASCOM (PVT) LIMITED started all activities in its own following well-known machine manufacturers in Western Europe such as:

Railway Sector: Supply, maintenance, service & operation

Hegenscheidt MFD, Germany	: Wheel Lathe Machine (Railway)
GEZ, Germany	: Electrical Coupler (Railway)
Plasser & Theurer, Austria	: Track Maintenance Equipment of Railway
RITES Ltd. India	: Railway Locomotives & Coaches

Security Paper/Printing: supply, maintenances , service & operation etc.

Giesecke & Devrient, Germany: Bank Note/Passports/ Prize Bond/ Automation Bank Note Processing Machines supply, maintains & service etc.

Papierfabrik Louisenthal : Security Bank Note Papers machineries etc. , Germany.

3.4 LISTED IN CATEGORIES

* Business Services / Overseas Business / Import and Export Agents
* Manufacturing & Industry
* Construction & Consultancy Industrial Work
* Manufacturing & Industry / Industrial Equipment
* Shopping
* Shopping / Textile

3.5 Vision, Mission, Objective and Core values of the organization

3.5.1 Vision

To be regarded as the most trusted technology industry service and manufacturer in Bangladesh.

3.5.2 Mission

To help the technology products and services industry in Bangladesh to be trustworthy and innovative across the globe.

3.5.3 Objective

Nascom (Pvt.) Limited is focused on building the architecture integral to the development of the technology sector through policy advocacy, and help in setting up the strategic direction for the sector to unleash its potential and dominate newer frontiers.

3.5.4 Core values of the organization

1. Safety

The safety of our employees and the traveling public is everyone's responsibility. Plan safety into every aspect of our work and do not deviate from that plan. Strive for zero incidents.

2. Integrity

Our business conduct will include the highest level of honesty, ethics, and moral correctness. We will not compromise employees, customers, or our company.

3. Respect

Respect is the basic rule of behavior that guides every employee in all of his or her actions: respect for oneself and respect for other employees, customers, third parties, the trade unions, society at large, the Group's principles, laws and regulations, the environment, fairness and ethics in the broadest sense.

4. Teamwork

Our culture of teamwork allows us to work together within the Company, and with our customers to deliver better solutions and collectively accomplish our goals.

5. Entrepreneurship

Each employee should show initiative and be motivated by a desire to win, to commit, and to succeed.

6. Transparency

Our actions must match our words. Each day we must strive to earn our reputation rather than simply manage it. To that end, we must operate in a manner in which our integrity and values cannot be questioned – that is, we must be authentic.

7. Leadership

Each day, every employee is expected to give the best of themselves, to strive constantly for quality and to demonstrate the highest level of professionalism – and to lead by example.

8. Accountability

Each individual is fully accountable for his or her decisions and actions.

9. Trust

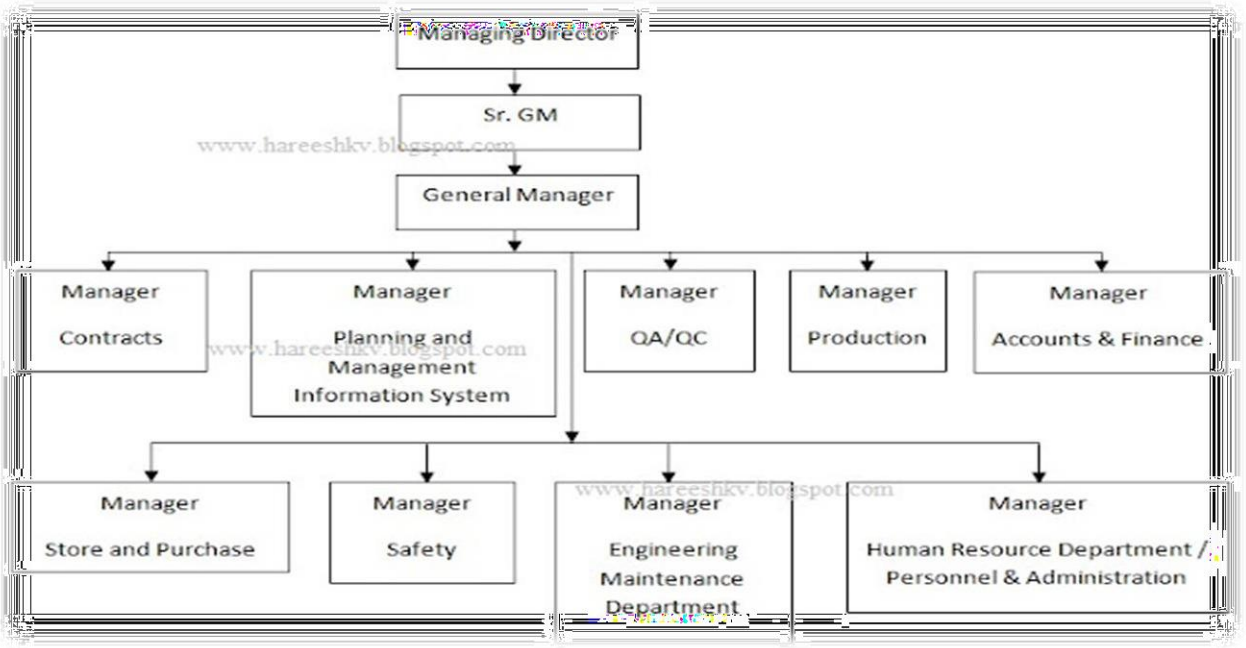
Relations within the company are based on trust, which is the cornerstone of autonomy, frankness and authenticity. It is for each person to establish and develop his or her trustworthiness and for each person to extend trust to others.

3.6 Contribution to the National Economy

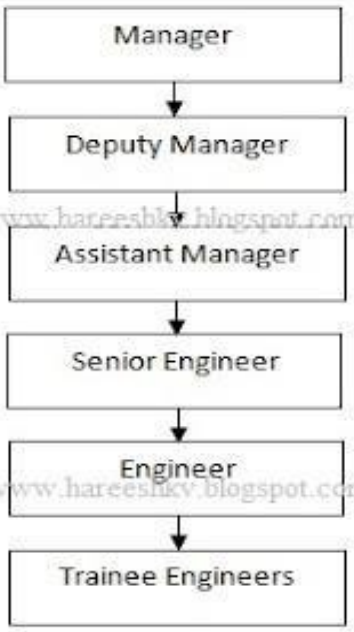
Nascom (Pvt.) Limited members, 1000+, contribute to the industry's revenue and have enabled the association to spearhead initiatives at local, national and global levels. In turn, the technology industry has gained recognition as a global powerhouse.

3.7 Organization Structure of Construction Industry

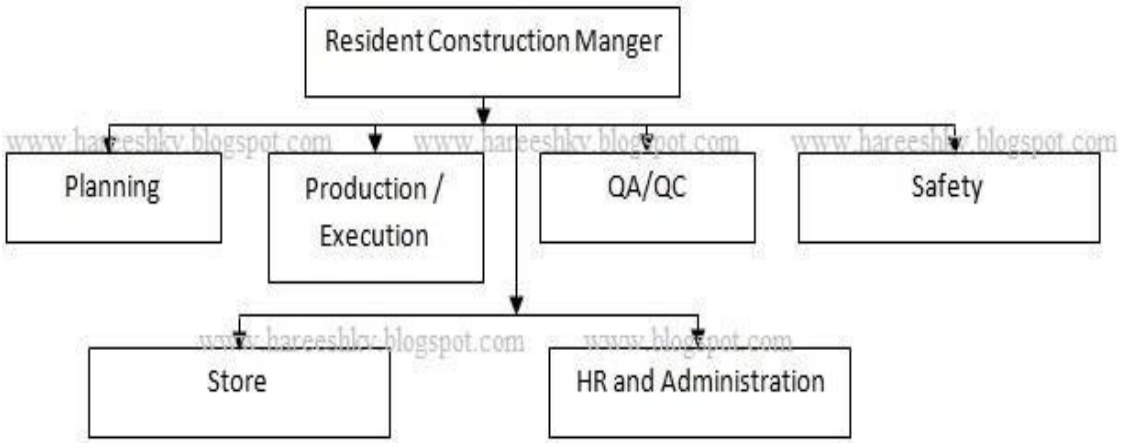
The common organization structure in a medium sized mechanical construction industry in Bangladesh is as follows.



Under each manager the organizational structure will be as follows.



The common organization structure followed in the construction sites are as follows.



Under each department there will be a Lead engineer. Engineers, trainee engineers and supervisors will report to the lead engineer of their corresponding department.

All the Lead engineers will report to Resident construction Manager (RCM). In big projects, it will be divided in to small projects and each small project will have one RCM. All the RCM will report to the Project Manager.

There will be difference in site and office organogram but we can see that all these functions are executed in one department or the other. For example in some organizations, Quality, Health and Safety will be under one department (QHSD). The decision of the organization structure will be done by the top level management of an organization in such a way that managing the entire system is easy for the top level management.

Department wise responsibilities are discussed below.

Planning Department:

As the name reflects this department is responsible for the planning of the job. Planning department is the center axis of a site team. The proper and smooth execution of work depends on proper planning of each activity and co-ordination of the same with other departments.

What are all planned by the department? Below are the some of the main activities that are planned by this department.

Progress Planning:

How much is to be done will be reflected in this plan. There will be macro and micro schedule for the progress plan. Considering the overall completion date macro planning will be done. Mostly this will be on a week basis. This Week base macro plan is further divided in to day wise micro plan.

The planned work is monitored against the actual and necessary adjustments will be done for meeting the completion schedule. This adjustments is done by adjusting the time and resources for the completion of work.

What are the activities generally planned? For a piping project the Ischia fit up and welding, Inch meter erection, Tonnage of pipe support erection, equipment erection, Hydro-static test loops, Box-Up loops etc. For a structural project tonnage of fabrication, tonnage of erection, tonnage of alignment and tonnage of final acceptance. Planning for painting, NDT etc. will also be there in the progress plan.

Progress plan is the document the top management of a organization will use to monitor and control of project. The most important thing is the work executed in terms of money can also be roughly estimated from a good progress plan.

There planning is done on software such as Microsoft Project, Primavera etc. The simplest and most popular method is using MS Excel.

After the award of contract of the job, progress planning activity is done. This will be reviewed by top management and will be evaluated whether it is in line with the management plan of the organization.

The progress plan will consider the seasonal matters (Rainy season, summer season etc.), the holidays/festivals etc.

After finalization and approval of the progress plan the resource planning will be started.

Resource Planning:

For achieving the progress resources are needed. What are the resources required for achieving the progress? Manpower, Material, Machinery and Money are the resources required. Each of the resource to be planned for achieving the required progress.

Manpower Planning:

No project can be completed without manpower. What are the manpower categories required? Managers, Engineers, Supervisors, Fitters, Welders, helpers, gas cutters, grinders, foreman, drivers, machinery operators, electricians, NDT technicians etc.

Each and every category of manpower will be planned in micro level for achieving the required progress.

Material Planning:

Materials are required for executing the required work. So that is to be available in required quantity, quality and of category. The material planning will be done in line with the approved progress plan.

The materials required will be of client supplied materials or own materials or a ix of both. The own materials and client supplied materials are to be planned separately.

The planning engineer need a good knowledge of the job that is to be executed and the sequence of operations, so that only a proper and effective planning can be made. This planning will be done along with the stores in-charge.

Machinery Planning:

Machines are required for converting materials in to the required form. Some of the machines are cranes, welding machines, lifting tools and tackles, tools etc. The quantity and capacity of the machinery will be in line with the manpower planned and planned progress.

The planning of crane requires specialized experience and good understanding of area of usage, capacity required, movement possible etc. Sometimes survey of area for contours, other buildings, constructions available etc are to be understood. Sometimes some constructions may be blocked for the movement of crane until the completion of erection works.

Financial Planning:

For executing all the works money is required. It is the responsibility of management to make arrangement for the money required for manpower, materials and machinery. Money will be planned in many ways the running bill payments obtained, Over Draft from banks etc.

Money is the critical parameter which always hold the first place in the progress of a project. There will be financial and expert managers to manage and control the money in every project.

CHAPTER FOUR

LITERATURE REVIEW

4.1 Human Resource Management

Human resource management (HRM) is the practice of recruiting, hiring, deploying and managing an organization's employees. HRM is often referred to simply as human resources (HR). A company or organization's HR department is usually responsible for creating, putting into effect and overseeing policies governing workers and the relationship of the organization with its employees. The term human resources was first used in the early 1900s, and then more widely in the 1960s, to describe the people who work for the organization, in aggregate.

DeCenzo & Robbins (2004) defined, "Human Resource Management is concerned with the people dimension." Flippo (1980) defined, (planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved." "HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques." (Stirey, 2007). "HRM is a managerial perspective which argues the need to establish an integrated series of personnel policies to support organizational strategy." (Buchanan & Huczynski, 2004). "HRM is a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved througha distinctive set of integrated employment policies, program and practices." (Bratton & Gold, 2012). Griffin & Fleet (2013) defined, "Human Resource Management is the set of organizational activities directed at attracting, developing and maintaining an effective workforce."

4.2 Major Functions of Human Resource Management

DeCenzo & Robbins (2004) pointed out that, Human Resource Management is made of four activities. These are- (1) staffing, (2) Training and Development, (3) Motivation, and (4) Maintenance.

Flippo (1980) defined that, the function of Human Resource Management is divided into two part. These are- (1) Managerial functions, and (2) Operative functions.

The managerial functions are: (a) Planning, (b) Organizing, (c) Staffing, (d) Directing, and (e) Controlling.

The operative functions are: (a) Procurement, (b) Development, (c) Compensation, (d) Maintenance, (e) Motivation, and (f) Integration.

Dessler (2005) pointed out the major functions of Human Resource Management are- (1) Job analysis (2) Personal planning and Recruiting, (3) Employee testing and Selection, (4) Training and Development, (5) Performance management, and (6) Compensation.

4.3 Importance of Human Resource Management

Parameswari & Yugandhar (2015) stated that, the need for Human Resource Management are-

(a) To provide, create, utilize and motivate employees to accomplish organizational goals. (b)To create opportunities, to provide facilities, necessary motivation to individual and group fortheir growth with the growth of the organization by training and development, compensation etc.

(c) To employ the skills and ability of the workforce efficiently, i.e., to utilize human resources effectively. (d) To create a sense and feeling of belongingness team-spirit and encourage suggestions from employees. (e) To help maintain ethical policies and behavior inside and outside the organization. (f) To maintain high moral and good human relation withinthe organization. (g) To secure integration of individual and groups in securing 27 organizational effectiveness. (h) To manage change to the mutual advantage of individuals, groups, the organization and the society. (i) To ensure that, there is no threat of unemployment,inequalities, adopting a policy recognizing merit and employee contribution, and condition forstability of employment. (j) To increase to the fullest the employee‘s job satisfaction and self-actualization; it tries to prompt and stimulate every employee to realize his potential.

They alsopointed out 10 reasons for which Human Resource Department is important. These are:

(1) Human Capital Value, (2) Conflict Resolution, (3) Budget Control, (4) Training and Development, (5) Employee Satisfaction, (6) Performance Improvement, (7) Cost Savings,

(8)Sustaining Business, (9) Corporate Image, and (10) Reliability.

4.4 Human Resource Planning

Human resource planning is a process that identifies current and future human resources needs for an organization to achieve its goals. Human resource planning should serve as a link between human resource management and the overall strategic plan of an organization. Ageing workers population in most western countries and growing demands for qualified workers in developing economies have underscored the importance of effective human resource planning.

As defined by Bulla and Scott, human resource planning is 'the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements'.

Flippo (1980) defined that, 'Human resource planning involves making an inventory of current human resources in order to determine the human resource status'.

Dessler & Varkkey (2009) affirmed that, 'Personnel planning embrace all future positions and planning flows from the firm's strategic plan.'

4.5 Recruitment

Recruitment as a human resource management function is one of the activities that impact most critical on the performance of an organization. Recruitment refers to the process of attracting, screening, selecting, and onboarding a qualified person for a job. At the strategic level it may involve the development of an employer brand which includes an "employee offering". The stages of the recruitment process include: job analysis and developing some person specification; the sourcing of candidates by networking, advertising, and other search methods; matching candidates to job requirements and screening individuals using testing (skills or personality assessment); assessment of candidates' motivations and their fit with organizational requirements by interviewing and other assessment techniques. The recruitment process also includes the making and finalizing of job offers and the induction and on boarding of new employees.

DeCenzo, Robbins, & Verhulst (2013) defined that, "Recruitment is the process of discovering potential candidates for actual or anticipated organizational vacancies. Or from another perspective, it is a linking activity—bringing together those with jobs to fill and those seeking jobs."

4.6 Selection

A process of selecting the best candidates and offering them the job. “Selection is the process by which an organization chooses from a list of screened applicants, the person or persons who best meet the selection criteria for the position available.”- By Keith Davis.

Filippo (1980) said, ‘The selection is the process of choosing the most suitable candidate for the vacant position in the organization. In other words, selection means weeding out unsuitableapplicants and selecting those individuals with prerequisite qualifications and capabilities to fill the jobs in the organization’.

i.e. The difference between recruitment and selection is important to understand. Recruitment refers to the process where potential applicants are searched for, and then encouraged to apply for an actual or anticipated vacancy. Selection is the process of hiring employees among the shortlisted candidates and providing them a job in the organization.

4.7 Training & Development

Training and development in Human Resource Management (HRM) refers to a system of educating employees within a company. It includes various tools, instructions, and activities designed to improve employee performance. It’s an opportunity for employees to increase their knowledge and upgrade their skills. Flippo (1980) said, “Training is the act ofincreasing the knowledge and skills of an employee for doing a particular job.” Decenzo & Robbins (2004) stated training as, “A learning experience in that it seeks a relativelypermanent change in an individual that will improve his or her ability to perform on the job”.

Purpose of training and development in HRM

1. Increase company productivity
2. Improve product or service quality
3. Lessen employee turnover
4. Decrease costs and errors

4.8 Performance Appraisal

A performance appraisal is a systematic and periodic process of measuring an individual's work performance against the established requirements of the job. It's a subjective evaluation of the employee's strengths and weaknesses, relative worth to the organization, and future development potential. Dessler (2005) defined “Performance appraisal as means of evaluating an employee’s current and or past performance relative to his or he performance standards.” Weather & Davis (1989)defined “Performance appraisal is the process by which organization evaluate individual job performance.”

4.9 Compensation

Compensation refers to any payment given by an employer to an employee during their period of employment. In return, the employee will provide their time, labor, and skills. This compensation can be in the form of a salary, wage, benefits, bonuses, paid leave, pension funds, and stock options, and more.

There are four perspectives of compensation:

1. Society, 2. Stockholder, 3. Manager, and 4. Employee.

Each perspective creates a different idea of what compensation means to them and the organization.

CHAPTER FIVE

Human Resource Management Practices at NASCOM (PVT.) LIMITED

5.1 Human Resource Division at Nascom (Pvt.) Limited

Human Resource Division of Nascom (Pvt.) Limited exists to help employeesand organization to reach their goals. Along the way, they face many challenges arising from the demands of the employees, the organization, the society. The domestic and international environments are the particularly turbulent because of the growing challenges also result fromever changing laws, especially laws that address the need for equal employment opportunity. Within these constraints, the Human Resource Division of Nascom (Pvt.) Limited. must contribute to the organization in ways that are both ethical and sociallyresponsible.

5.2 Functions Performed by HR Division at Nascom (Pvt.) Limited

Nascom (Pvt.) Limited. has a fully functional Human Resource Division (HRD) supported by manpower. The HRD of the Nascom (Pvt.) Limited. performs the following functions:

- Recruitment
- Selection
- Training and development of employees
- Performance appraisal of employees
- Employee Compensation & Benefit
- Promotion & up gradation planning
- Reward and recognition
- Leave management
- Transfer & posting

5.3 Recruitment Practice at Nascom (Pvt.) Limited

The recruitment goals of Nascom (Pvt.) Limited are to attract and retain highly qualified human resources who will perform best in their respective areas. The organization not only tries to attract well-qualified candidates but also tries to identify and recruit people who are really interested to work in the organization for an acceptable period oftime.

- ❖ NPL usually promotes from within the organizations, but when the need arises, the organization also hires from outsides for vacancies at all levels.
- ❖ NPL always emphasizes on hiring for the long term. But also short-term appointments are made when needed. The organization tries to attract and select candidates who will move up the organizational hierarchy to senior-level positions in the future.
- ❖ NPL has developed a corporate culture where employees are not treated as mere employees. They are treated as associates of the organization. Together, they form a family and all associates are the members of the families.

5.3.1 Sources of Recruitment

- ❖ Internal Sources
- ❖ External Sources

5.3.2 Internal Sources

Where appropriate, at the request of the Recruiting Department, Nascom will advertise vacancies as per the criteria and other conditions prescribed by the Management including but not limited to the following:

- As per the location requirement of the position, transfer and posting will be executed considering the recommendation of the respective division/department/branch.
- Employees cannot use the internal job vacancy to change their current stream and location. Job stream change must follow board approved policy.
- Up gradation, promotion and compensation would be as per broad banding PayStructure policy.

5.3.3 External Sources

External sources are used both for fresher and lateral employees. The channels that may be used to source external candidates depend upon the time, job designation, and cost of sourcing.Nascom (Pvt.) Limited provides circular to many sources. These are given below-

- Nascom (Pvt.) Limited website
- Referrals (both internal & external)
- Online job advertisement Social Media/Network
- Job portal
- Print Media
- Executive search or recruitment agency
- Campus recruitment
- BD jobs

5.3.4 Selection Practice at Nascom (Pvt.) Limited

Managing human resources is one of the priorities of Nascom (Pvt.) Limited in which 'Selection' receives critical attention. The success of the business depends mostly on the quality of services rendered to the customers both internal and external. Quality depends on the competency of the employees recruited and retained. So, Nascom (Pvt.) Limited commitment is to handle all selections with fairness and objectivity. Nascom (Pvt.) Limited ensures objectivity, transparency, diversity, and also accountability in the selection and appointment process of all employees in the organization.

5.4 Training and Development at Nascom (Pvt.) Limited

Nascom (Pvt.) Limited maintains a learning environment and prepares employees for future technical skill development and business leaders. In line with this, Nascom (Pvt.) Limited will develop the required knowledge and skill-set of employees by identifying learning requirements, providing necessary learning interventions and evaluating training effectiveness through standardized processes to perform their roles effectively and efficiently. Nascom (Pvt.) Limited provides basic training to all its employees in the following areas-

- Technical skill Development
- General Production
- Production Management
- Import / Export Management

5.4.1 Training Need Identification

All permanent employees of Nascom (Pvt.) Limited are eligible to undertakeany functional, general, soft skill and any other training initiative provided he/she has the owndivision's approval. There are four types of training need identification. These are:

1. Business need identification
2. Individual need identification
3. Policy or compliance need
4. Latest topic of regulator or other need

5.4.2 Types of Training

- ❖ In-house(Training Center, Project site)
- ❖ Outreach (BTAC)
- ❖ Other Institute
- ❖ Foreign
- ❖ E- Learning (Web side & Zoom)

5.4.3 Training Planning, Designing and Implementation Process

Training Calendar and Budget preparation: Once training need identification is completed,HR training and development team then compile and prepare a yearly training calendar along with the budget and submit to the management for approval. If any change required to the training calendar, it requires to be done during approval.

Circulate Training Calendar: After management approval, training calendar will be circulated by HR training and development within the prescribed schedule.

Training Coordination Process: Once the training is designed and developed, the next stagewill include coordinating other operational activities, executing the training and collecting feedback.

Training Implementation Process: Nascom (Pvt.) Limited executes their training program by four ways. They take decision about the training process on the basis of training need identification. The training process are-

- In-House training process
- Other institute training process
- Foreign training process
- E- Learning (Web side & Zoom)

5.5 Performance appraisal of employees at Nascom (Pvt.) Limited

Nascom (Pvt.) Limited performance appraisals performing employees and rewards them for their dedication and good work. They also prepare a list of underperforming employees and give them constructive feedback and suggestions to improve their work. This brings in healthy competition in the workspace and motivates employees to give better work results. In their performance appraisal, they use the MBO (management by objectives) performance appraisal method which involves setting objectives for the employees on the job, which they have to accomplish and are further appraised on that basis. SMART Goals (goals that are Specific, Measurable, Actionable, Relevant, and Time-bound) are set so that biased can be prevented.

Use of Performance Appraisal System-

- Payment of incentive bonus
- Promotion & Merit incentives
- Punishment

5.6 Employee Compensation & Benefit at Nascom (Pvt.) Limited

Nascom (Pvt.) Limited provides highly attractive compensation package to their employee comparative to other organization in that industry.

The elements of compensation are given below:

EARNINGS	DEDUCTIONS
Basic Salary	Income Tax
House Rent	P.F. (own contribution)
Medical Allowance	Welfare Fund Contribution
Conveyance Allowance	Benevolent Fund Contribution
Leave Fare Assistance	

Moreover, Nascom (Pvt.) Limited provides some other benefits to theiremployees.

These are-

- Provident fund
- Gratuity benefit
- Disability benefit

5.7 Promotion & Up gradation Planning at Nascom (Pvt.) Limited

Promotion / Up-Gradation is the process through which an employee reaches the next higher grade with additional responsibilities and enhanced competencies. Promotion / Up-Gradation is the discretion of the management and not a right; but this can be achieved by performance and capability required for the next level of challenges and business goal.

5.7.1 Types of Promotion / Up- Gradation

- **Regular Promotion / Up-Gradation:** Takes place twice in a year; generally, March / April for all eligible candidates and October for exceptional cases.

- **Accelerated Promotion / Up-Gradation:** Takes place twice in a year; generally, March / April and October. However, based on the scenario it may take place any time during the year.

5.8 Leave Management at Nascom (Pvt.) Limited

Leave policy enables employees of the Nascom (Pvt.) Limited to manage emergency situation in personal life and maintain healthy work balance. In addition, it will provide the employee with an opportunity to regain mental & physical fitness resulting greaterproductivity while back to the work.

5.8.1 Types of Leave at Nascom (Pvt.) Limited

SL	TYPE	ELIGIBILITY
1	Casual leave	An employee shall be eligible for casual leave since Joining the services of the Nascom (Pvt.) Limited.
2	Sick leave	Employees shall be eligible for sick leave on joining.
3	Maternity leave	A regular female employee shall be eligible for maternity leave upon joining the service of the Nascom (Pvt.) Limited. (06 months withpay)
4	Mandatory leave	All employees shall avail this leave each year continuous service in the bank and subsequently every completed year thereafter.
5	Leave without pay	An employee shall be eligible for leave without pay since joining the service of the Nascom (Pvt.) Limited.

5.8.2 Casual Leave

- ❖ Casual leave for 10 days in a calendar year shall be granted to an employee.
- ❖ Casual leave cannot be taken ‘in continuation of’ or ‘in combination with’ holidays

including weekends and if holidays and weekends intervene two spells of casual leave the entire period (including holidays) shall be reckoned as casual leave and it should not exceed 03 days.

- The employees who join the services of the Nascom (Pvt.) Limited in the middle of the year, casual leave shall be credited on a pro rata basis.

5.8.3 Sick Leave

- An employee will be entitled to sick leave with full pay and allowances for a total periodof 14 days in a calendar year.
- The unutilized sick leave will not be carried forward.
- A maximum of 28 days of sick leave can be granted in an emergency situation as exception supported by a certificate from a certified medical practitioner acceptable to the Nascom (Pvt.) Limited.
- Sick leave less than or up to 03 days might not require any certificate from medical practitioners.

5.8.4 Maternity leave

- Maternity leave for the female regular employees will be for a period of 06 months.
- During the period of maternity leave, an employee will get full salary and other admissible benefits as availed while in service.
- Such leave can be availed maximum twice during the entire period of service (only forthe first two living children). However, it excludes multiple births from a single pregnancy.
- Probation of a female employee (MT/TA) will not be extended due to maternity provided she has fulfilled all the criteria required for confirmation.

5.8.5 Mandatory leave

- All permanent employees should avail 15 days of leave in a calendar year to ensure compliance with the Company's guideline.
- Mandatory leave will be ducted from the privilege leave balance of theemployees.
- This leave plan should be planned in advance and submitted to HR preferablyat the beginning of the year for approval.

5.8.6 Leave Without Pay

- ❖ In cases of leave without pay no basic pay will be paid but all allowances including utilities, house maintenances, car maintenances, etc. shall be paid in full, provided the leave without pay period does not exceed 60 days in a calendar year.
- ❖ If the leave without pay exceeds 60 days in 24 months from the first spell of leave taken,no salary & allowances shall be paid for the entire period of leave which was granted as leave without pay.
- ❖ In case of an employee who has not completed 05 years of continuous service, the duration of leave without pay at any one time shall not exceed 90 days.

5.9 Transfer and Posting

Transfer is a condition of employment. During the course of employment Nascom (Pvt.) Limited takes the assurance of employees that he/she will be posted at any branches and divisions of head office to gather knowledge about the various working conditionsand the necessity of the company. Nascom (Pvt.) Limited practices three types of transfer system. These are-

- Transfer at the company's requirements
- At the employee's request
- Job rotation

CHAPTER SIX

FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

6.1 Findings

Recruitment: Nascom (Pvt.) Limited practices two types of recruitment. One is yearly based recruitment and another is need based recruitment. They use both internal sources and external sources for their recruitment. They basically prefer lateral employees for recruitment. However, they recruit as a fresher also.

Selection: In the case of lateral employees Nascom (Pvt.) Limited does not take any written test. Employees are selected on the basis of interview / viva. Nascom (Pvt.) Limited puts much importance on experience of an employee regarding construction industry. On the other hand, in the case of fresher they take written test as well as viva for selecting the candidates.

Training & Development: Nascom (Pvt.) Limited follows training need identification process in order to identify employees for training. Employees are provided in- house, outreach, other institute, foreign and e-learning training. Nascom (Pvt.) Limited has its own HR training & development center at Motijheel. But the numbers of trainers are not sufficient enough to train up employees. For that reason, they hire trainer from other institution. Moreover, they follow on-the-job-training development approach for the development of employees.

Performance Appraisal: Nascom (Pvt.) Limited conducts performance appraisal annually. They follow the MBO (Management by objectives) performance appraisal method which is based on rating system. They use the outcome of performance appraisal in payment of bonus, promotion & merit incentives and punishment.

Promotion & Up-gradation: Nascom (Pvt.) Limited follows two types of promotion and up-gradation. These are – regular promotion and accelerated promotion. For regular promotion the employees must have a job experience with Nascom (Pvt.) Limited not less than 2 years.

Compensation & Benefit: Nascom (Pvt.) Limited provides highly attractive compensation package to the employees. They also provide provident fund, gratuity benefit, disability benefit . Nascom (Pvt.) Limited does not provide any provident fund benefit to employees unless his/her tenure of service is 2 years and does not provide any gratuity benefit unless his/her tenure of service is 3 years.

Transfer & Posting: In Nascom (Pvt.) Limited transfer is the condition of employment. Must have a work-anywhere mentality as per job requirements.

6.2 Recommendations

Firstly, Nascom (Pvt.) Limited should provide more opportunity for the fresher. Because every year a large number of students complete their graduation and post-graduation. They have no job experience to get entered as a lateral employee.

Secondly, Nascom (Pvt.) Limited should extend the scope of on the job training so that employee can develop skills from their day to day task.

Thirdly, Nascom (Pvt.) Limited should make an arrangement of training session about up-to-date technology and methods in order to make sure the working satisfaction with high efficacy.

Fourthly, In the case of promotion, Nascom (Pvt.) Limited should take working experience & also written exam/interview to justify employee's knowledge regarding their job. Because, without proper knowledge employee cannot give better service.

Finally, In the case of gratuity benefit and provident fund Nascom (Pvt.) Limited should comply with the "Bangladesh Labour Law, 2006". Because, it ensures a better labour practice.

6.3 Conclusions

Now-a-days, construction industry has become more competitive. The success of a construction company highly depends upon the work satisfaction as well as employee's satisfaction. HR division plays a vital role from the very beginning of operation of Nascom (Pvt.) Limited. Human resource division of Nascom (Pvt.) Limited ensures their best services to all the employees. In order to keep pace with the global competitive environment, HR division of Nascom (Pvt.) Limited takes proper

initiatives to make the employees a competitive work force. As the construction industry in our country are highly competitive so it is a great challenging for Nascom (Pvt.) Limited to retain expert employees. HR division of Nascom (Pvt.) Limited is much conscious about that. So, from my opinion HR division of Nascom (Pvt.) Limited plays the vital role in the success of Nascom (Pvt.) Limited.

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