

HUMAN RESOURCES PROFESSION IS VERY CHALLENGING IN BANGLADESH

Chapter-1 INTRODUCTION

The role of the Human Resource Manager is evolving with the change in competitive market environment and the realization that Human Resource Management must play a more strategic role in the success of an organization. Organizations that do not put their emphasis on attracting and retaining talents may find themselves in dire consequences, as their competitors may be outplaying them in the strategic employment of their human resources.

The new millennium has brought about new challenges for human resources departments and practitioners around the world. These new challenges raise questions about the nature HR practices and the role of HR professionals, and imply new approaches for the HR function in product and service delivery. Organizations recognize the critical importance that human capital means for competitiveness, and ultimately survival in the modern era.

In Bangladesh 'the concept of HR' is not very old. But within last 7 to 10 years it is widely practiced and now maximum large company keeps a department of Human Resource Management. As we move into the 'new economy', the focus on people and knowledge has steadily increased. Today, companies face new challenges in dealing with issues such as the scarcity of talent, the value of ideas/knowledge and the changing preferences of the labour market. Consequently, successful HR strategies are needed more than ever.

With the increase in competition, locally or globally, organizations must become more adaptable, resilient, agile, and customer-focused to succeed. And within this change in environment, the HR professional has to evolve to become a strategic partner, an employee sponsor or advocate, and a change mentor within the organization. In order to succeed, HR must be a business driven function with a thorough understanding of the organization's big picture and be able to influence key decisions and policies. In general, the focus of today's HR Manager is on strategic personnel retention and talents development. HR professionals will be coaches, counselors, mentors, and succession planners to help motivate organization's members and their loyalty. The

HR manager will also promote and fight for values, ethics, beliefs, and spirituality within their organizations.

Chapter-2. PROFESSIONAL RESEARCH ON THE TOPIC

A. Origin of the Report

This report was authorized in writing by the course instructor Mr. Md. Musharof Hossain to write an assignment on the course Human Resource Management as a part of MBA program (Spring 2007) of IIUC. This is written by Bhuiyan Group, composed of five members. The report was submitted on 19th April, 2007.

B. Objective

The objective of this report is to study and identify the challenges face to Human Resource professionals in Bangladesh. This paper also highlight on how a HR professionals can meet the challenges and try to analysis how to motivate employees through proper planning, organizing, leading and controlling their human resources.

C. Scope

Since the entire Challenging matters are very much diverse, this paper is kept limited to study major challenges.

Chapter-3 METHODOLOGY

The study is theoretical in nature based on desk study method. We use qualitative approach with supporting and relevant research studies are reviewed and evaluated. We take help from research articles, papers, text books, publication and web sites.

The study are limited in the following area:

1. Challenges that face HR professional in Bangladesh
2. The importance & functions of HR professionals
3. Recommendation to meet the challenge and better performance of HR

Chapter-4. DATA FINDINGS ANALYSIS & INTERPRETATION

Looking at successful HR practices today, we see a number of areas where HR professionals can make an important contribution to the overall success of their organization. HR expert and author has identified some issues that are key if the HR

function is to add measurable value, deliver business results, enact professionalism, and demonstrate new competencies. Briefly these challenges are:

1. Proper HR Policy & HR Planning Development

The main challenge of HR professionals is to develop an effective HR policy for organization which will part of strategic plan to maintain competitive advantage. On the basis of HR policy, HR planning development also a major task of HR professionals.

2. Managing Knowledge workers

Management is not what it used to be. In Bangladesh, we are looking at different kind of people who does not obey the principles of management for the traditional group. In facing new groups of employees, many seasoned managers have found their traditional style of management slightly out of date. This group included higher educational qualifications, taking up responsibilities at a lesser age and experience, high bargaining power due to the knowledge and skills in hand, technically high profile and some others where clear difference is seen in terms of organization career commitment to individualized career management. Managing this set of people is essential for the growth of any industry but especially the IT and other knowledge based sectors.

3. Change management

It represents a particular challenge for HR professionals, as this expertise has generally not been a consistent area of focus for training and development. This challenge arises by organization expansion and shifting management. When organization expands from their original work i.e. a garments factory expand to composite knitting then HR professional face some challenge. In shifting the work keeping smoothness is very much challenging.

4. Attracting and Retaining the best

Business organizations of the future will compete aggressively for the best people, and the successful organizations will be the ones that are able to attract good people, use them effectively, develop them and retain their skills within the organization.

5. Challenges of Workplace Diversity

The future success of any organizations relies on the ability to manage a diverse body of talent that can bring innovative ideas, perspectives and views to their work. The challenge and problems faced of workplace diversity can be

turned into a strategic organizational asset if an organization is able to capitalize on this melting pot of diverse talents. With the mixture of talents of diverse cultural backgrounds, genders, ages and lifestyles, an organization can respond to business opportunities more rapidly and creatively, especially in the global arena (Cox, 1993). More importantly, if the organizational environment does not support diversity broadly, one risks losing talent to competitors.

6. Managing Globalization Effect

This is the period of globalization, so HR professionals must master global operating skills and the HR function must build global capabilities for the organization such as the ability to move talent, ideas, and information around the world.

7. Leadership Development

It also proves to be a big challenge. HR professionals continue to wrestle with understanding the best ways to keep people in the pipeline and develop leaders for future succession planning. HR professionals are expected to provide the essential frameworks, processes, tools, and points of view needed for the selection and development of future leaders.

8. Managing the Value Chain for Business Competitiveness

HR needs to refocus practices more on the value chain and less on activities within the firm. This is important because by shifting the focus from firm to value chain, all HR activities become defined according to customer criteria.

9. Profitability Through Cost and Growth

Revenue growth is a key component of the profitability equation. The main paths to growth include through leveraging customers, leveraging core competencies and mergers, acquisitions or joint ventures. Each of these has HR implications and requires co-operation between management and HR professionals to design and deliver new organizational practices.

10. Capability Focus

Managers and HR professionals should constantly seek the capabilities necessary for success. Whilst general management must identify and foster what capabilities they need to increase organizational competitiveness, HR professionals must frame what they do in terms of these capabilities at an organizational level.

11. Fostering Organizational flexibility

'The only thing that is certain is change'. The rapidly changing business environment has increased the need for organizational flexibility and, instead of thinking in terms of job positions, HR needs to think in terms of projects and tasks. By doing this, the HR department can organize the workforce around specific assignments - and change them when necessary.

12. Benefit plan designs

The days of putting a benefit plan in place and leaving it undisturbed for a number of years are quickly vanishing. Today's marketplace for talent, coupled with changing lifestyles, requires more frequent customization in order to remain a competitive tool for attracting and retaining employees. Let's not forget the need to hold down costs.

13. Creative Compensation Schemes

Not unlike benefit plans, there is a growing need to find more creative ways to motivate and reward employees, at all levels. The demographics of your particular work force are critical factors to be considered when attempting to redesign incentives, pay structures, etc. How do you properly motivate the right group of people without losing the rest?

14. Managing Technological Challenge

Managers and HR professionals need to be able to redefine work to maximize the value of technology in the organization. This means making technology a viable and productive part of the work setting, and requires that HR professionals keep ahead on the information curve.

15. Transforming the Organization

Over the past decade, organizations have gone through one change initiative after another including downsizing, consolidations and restructurings. Unlike many of these turnaround efforts, transformation goes to the heart of the organization changing the fundamental image of the business, as seen by customers and employers. HR has to play a leading role in organizational transformation.

16. Mergers, Acquisitions and Restructuring

These will continue as long as companies strive for increased economies of scale, greater productivity and market share. The changes we have been reviewing are largely driven by one or more of these activities. The potential employee problems associated with combining differing work cultures, restructuring hurdles can offset

the intended benefits of the changes. If well managed however, the results can be very rewarding. Is your game plan in place?

17. Good Working Environment

To solve any type of harassment in the work-place is very much challenging for HR Professional. Personal liking or disliking of boss, sexual harassment or any type harassment spoils the working environment and tend to decrease the productivity.

18. Ongoing Legal/Regulatory compliance

Laws and other government regulatory requirements tend to be very dynamic, subject to constant change. So regular updating of regulation and ensuring legal compliance as per current requirement is also a challenge for HR professional in Bangladesh. Moreover in the country legal explanation does not seem to be adequate. There is lack of uniformity of the interpretation of law that lead to practice by organizations in different way. There is also ambiguity of existing legal policy or detailed policy framework on HR actions seems to be incomplete.

19. Partnering with the business

HR's role is purely an administrative function as a true strategic partner within the organization. Being in touch with the needs of the organization and understanding how you can assist with the fulfillment of its strategic directives is paramount. In fact, a critical future issue for HR will be organizational effectiveness – again supporting HR's critical role as a strategic partner to management.

20. To Outsource or Not

Hiring from outside technician for service is the question on many minds in many organizations. Since all departments within an organization should be the optimization of resources toward the core business objectives. Companies do not exist, for example, to support the HR department. As with the frontline employees dealing directly with external customers, levels of internal service from the HR department should be continually evaluated as well.

21. Facilitating Professional and Personal Development

A growing number of employees see their professional and personal development as going hand in hand. More and more companies are therefore taking a holistic view of the development of their employees. At the same time, employers are realizing they can no longer assume the responsibility for

designing development plans for each member of staff. This initiative is rapidly being transferred to the employees themselves and HR must therefore find tools to facilitate the mass customization of individual development.

22. Performance Appraisal & Evaluation System

A good performance evaluation system verifying that there is a performance deficiency and determining whether that deficiency should be corrected through training or through some other means (such as transferring the employee). So effective performance appraisal will motivate the employee which is a big task of HR professional.

Other important issues that are facing of HR professional in Bangladesh included organizational effectiveness, recruitment policy & selection process, availability of local labor, motivational initiatives and succession planning.

Chapter-5 SUMMARY CONCLUSION & RECOMMENDATION

The role of the HR professionals in Bangladesh must parallel the needs of the changing organization. Successful organizations are becoming more adaptable, resilient, quick to change directions, and customer-centered. Within this environment, the HR professional must learn how to manage effectively through planning, organizing, leading and controlling the human resource and be knowledgeable of emerging trends in training and employee development.

Our recommendations are:

1. Establishing & computerizing Human Resource Information System (HRIS)
2. Applying motivational approach
3. Planning a mentoring program
4. Organizing Talents Strategically
5. Leading the Talk
6. Control & Measure result
7. Gain Sharing
8. Appropriate Training & development program.
9. Proper rewarding system developed
10. Good image development about organization to ensure compliance, fairness, justice and impartiality.

However, even with various challenges in Bangladesh, HR professionals try to good contribution in organizational development. Not only Multinational companies, local companies in the country are receiving enormous economic benefit from companies in other regions (such as companies in USA, EU or SAFTA) that are continuing to outsource their information technology, customer service and manufacturing needs. Such global economic realities, along with the political developments that influence them, require decisive, ethical and visionary local leadership to quickly and effectively navigate and manage change. HR professionals in Bangladesh, as elsewhere, need to be sensitive to external conditions as well as to their own commitment to achieve organizational goal.