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BBA
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**STRATEGIC HUMAN RESOURCE
MANAGEMENT IN BIMAN**

01 March 2007

Students of Business Communication
BUS 498, fall 2006
Department of Business Administration
East West University, Dhaka



Subject: Letter of Authorization

Dear Student;

As a course requirement of Project Management (BUS 498), you have to prepare a detailed report and the topic is “Strategic Human Resource Management in Biman”.

This report must have an overview of Strategic Human Resource Management in Biman. The report is to be submitted to me on or before April 26, 2007 in my office.

Please feel free to consult me on the working days during my office hours regarding any further clarification and/or guidance.

Best regards.

Mr. Sayeed Alam
Senior Lecturer,
Department of Business Administration
East West University

April 26, 2007

Mr. Sayeed Alam
Senior Lecturer
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Subject: Submission of project.

Dear Sir;

As per your authorization on 25 February 2007, I am happy to submit my report on "Strategic Human Resource Management in Biman".

I have done an extensive survey for this project and did it as per as your instructions. I am encouraged and enthusiastic by collecting the details for the preparation of this report. Taking the direct assistance of the primary and secondary source, I prepared my project. Undoubtedly, I have learned a lot and have gained remarkable experience.

I strongly believe that the report contains comprehensive information that is required and asked by you. I will be very happy to provide any further clarification you need on this report whenever necessary.

Sincerely,



John Boiting
ID 2003-1-10-073

Acknowledgement

First of all, I would like to express my deep gratitude to all mighty God for keeping me physically fit and mentally alert to prepare this project report.

I would like to express my feelings and great affections with my heartiest appreciation to the most respectable and honorable faculty Mr. Sayeed Alam, Senior lecturer, for his kind co-operation. He inspired me to acquire our knowledge and apply them in my life effectively. Without his heart-felt care and help it would have been tough for me to prepare this report.

I would like to thank some professional who have informed us sufficient various technical information. I would also like to thank our senior brothers and friends who extended their helping hands to prepare this report more systematically and uniquely.

Last but not the least; I would like to thank the readers of this report who have given their valuable time. Besides, I have taken information from some books, news letters, newspapers, leaf lets and magazines.

TABLE OF CONTENTS

Serial No.	PART-A	Page No.
	Executive summary	IX
	PART-B	
1.0	Introduction	1
1.1	Origin of the report	1
1.2	Objective of the Study	1
1.2.1	General Objective	1
1.2.2	Project Objective	1
1.3	Background of the Study	1
1.4	Scope of the Study	2
1.5	Methodology of the Study	2
1.5.1	Research Design	2
1.5.1.1	Type of Research	2
1.5.1.2	Research Approach	2
1.5.1.3	Research Strategy	2
1.5.2	Sample Design Process	3
1.5.2.1	Identification of the Sample Population	3
1.5.2.2	Sample Technique and Sample Size	3
1.5.3	Data Collection and Analysis	3
1.5.3.1	Classification of Data	3
1.5.3.2	Data Collection Method	4
1.5.3.3	Data Analysis	4
1.6	Limitation of the Study	4
	PART-C	
2.0	Overview of BIMAN	5
2.1	Scenario of Biman	5
2.2	Cause and failure of Biman	6
2.2.1	Lack of Hr planning	6
2.2.2	Centralized management	6
2.2.3	Corruption	6

2.2.4	Corruption in purchasing aircrafts	6
2.2.5	Autocracy	7
2.2.6	Nepotism	7
2.2.7	Mismanagement	7
2.2.8	Lack of participative management	7
2.2.9	Lack of recruiting policy	7
2.2.10	Intentional mismanagement of distributing these resources	7
2.2.11	Defective leasing policy	8
2.2.12	Faulty compensation policy	8
2.2.13	Communication	8-9
2.2.14	Coordination	9
2.2.15	Gender discrimination	9
2.2.16	Customer centric policy	9
2.2.17	Promotion	10
	PART-D	
		11
3.0	Projected part	11
3.1	Strategic implementation	11
3.1.1	Strategic management	11
3.1.2	Strategic human resource management	11-12
3.1.3	Concepts and models	12-13
3.1.4	Dimensions of strategic human resource management	13
3.1.5	Human resource management practices and performance	14
3.1.6	Re-engineering and strategic human resource management	14
3.1.7	Leadership and Strategic Human Resource Management	14-15
3.1.8	Workplace learning and Strategic Human Resource Management	15
3.1.9	Trade unions and Strategic Human Resource Management	16
	PART-E	
4.0	Implementation of Strategic Human resource management	17
4.1	Human Resource Planning	17
4.1.1	Succession Planning	17-18
4.1.2	Turnover	18
4.1.2.1	External Factors	18
4.1.2.2	Internal Factors	18

4.2	Recruitment	18-19
4.2.1	Deciding on Terms of Appointment	19
4.2.1.1	Terms of Appointment	19
4.2.1.2	Guides to Appointment	19
4.2.2	Selection of Candidates	19
4.2.2.1	Advertising	19
4.2.2.2	Screening and Selection	20
4.2.2.3	Roles and Responsibilities	20
4.2.2.4	Flexibility	20
4.2.2.5	Probation	20
4.2.2.6	On-the-job training	20
4.2.2.7	Supervision and guidance	20-21
4.3	Performance Management	21
4.3.1	Motivation	21
4.3.1.1	Principle	21
4.3.1.2	Procedures	22
4.3.2	Performance Appraisal	22
4.3.2.1	Principles	22-23
4.3.2.2	Procedure	23
4.3.3	Promotion	23
4.3.3.1	Principles	23
4.3.3.2	Promotion Procedures	24
4.3.4	Guidance and Supervision	24
4.3.4.1	Principles	24-25
4.3.4.2	Procedure	25
4.3.5	Addressing Poor Performance	25
4.3.5.1	Principle	25
4.3.5.2	Procedure	25
4.4	Training and development	25-26
4.4.1	Training	26-27
4.4.2	Development	27
4.5	Staff Relations	27
4.5.1	Securing staff commitment	27-28
4.5.2	Consultation	28
4.5.3	Communication	28
4.5.4	Recognition	28-29
4.5.5	Resolving Disputes	29

	PART-F	
5.0	Research Questions	30
5.1	Hypothesis	30
5.2	Depth Interview	31
5.3	Results Analysis	30-32
	PART-G	
6.0	Conclusion and Recommendation	33
6.1	HR planning	33
6.2	Decentralized management	33
6.3	Proper Selection Policy	33-34
6.4	Succession planning	34
6.5	Training and Development	34
6.6	Participatory Management	34
6.7	Open book management	35
6.8	Customer centric management	35
6.9	Performance based reward system	35
6.10	Promotion	35
	Bibliography	36



EXECUTIVE SUMMARY

Strategic Human Resource Management is a long established task. However there is a new emphasis emerging and greater importance being placed on finding ways of managing staff better, so that they can and will continue to give of their best in these times of changing community needs and expectations. The challenge ahead in Strategic Human Resource Management is not to effect cultural change overnight, but rather to take initiatives which will lead to continuous improvement and show a more planned approach to managing people. It is our collective responsibility to motivate, develop and manage staff in such a way that their contributions to the service are maximized.

1. INTRODUCTION

Origin of the Study:

This program is a precondition for the completion of the Bachelor of Business Administration Program of East West University. Each student has to work on a research project over the period of three months. My assigned project is “Strategic Human Resource Management in Biman” The project has been assigned and approved by the organization’s supervisor.

1.1 Objective of the Study:

1.1.1 General Objective:

The general objective of preparing this report is to fulfill the requirement of Internship Program as well as completion the BBA Program through gaining the practical job experience and view the application of theoretical knowledge in the real life.

1.1.2 Project Objective:

The objectives of this report are the followings:

- 1) To describe Strategic Human Resource Management
- 2) Formation of Strategic Human Resource Management
- 3) Its importance and benefits
- 4) Impact of Strategic Human Resource Management In Biman

1.2 Background of the Study:

The traditional role of the manager may be blurred further as workers take a greater and greater part in planning work, doing it, and controlling it. This is direct departure from Taylor’s idea of scientific management. According to Taylor (19), planning should be separated from doing. Rigid management controls were introduced in place of craft pride and self discipline. Jobs were fragmented and simplified. In his opinion, managers are planners and workers are doers. Instead of improving productivity, these measures have created worker dissatisfaction and industrial unrest is accentuated and productivity has declined (Davis, 1996). Scientific management creates a positive distaste for work. It kills all interest in work. The human potential is not at all utilized, and organizations fail to make proper use of its most valuable resource, its men.

1.4 Scope of the Study:

The study initially focuses on the factors related with the Strategic Human Resource Management. Then the concentration was to identify the possible implementation of Strategic human resource Management

1.5 Methodology of the Study:

1.5.1 Research Design:

The research design is a framework for conducting any research. It specifies information on the type of information to be collected, the source of the data and the data collecting procedure.

1.5.1.1 Type of Research:

The research in this study can be considered as both exploratory and descriptive. Initially, exploratory research was performed since little knowledge about the problem area existed. In order to increase the knowledge about the reason behind the missing patients who registered but did not come through, the secondary data was studied, as well as literature regarding theories relevant for the problem area. Descriptive research was used when taking the interviews.

1.5.1.2 Research Approach:

When conducting the research, there are two different approaches to consider, the deductive approach and the inductive approach. The deductive approach implies that a conclusion is derived from a known premise or something known to be true. In this study a deductive approach was chosen. This since the research starts with a literature overview based on which the general ground for the study is prepared. In addition, qualitative research approach will be followed as the problem of the study deals with words and observations rather than numbers.

1.5.1.3 Research Strategy:

For the undertaken study or research, two strategies will be followed: Primary data analysis and Secondary data analysis. Primary data analysis will provide the existing situation of the current network as described by the data source or respondents. Secondary data analysis is a review of data collected for another purpose to clarify issues in the early stages of the research effort.

1.5.2 Sample Design Process:

A sample is a subset of population. During the sample design process the target population, the sampling frame, sampling technique, and the size of the sample are identified.

1.5.2.1 Identification of the Sample Population:

The target population is the specific group relevant to the research project, the group that possesses the information relevant to the researcher. In this study, the population for the study was not only limited to the customer of Biman But also management concern for the employees. Beside this, to get an overview about the features of the existing situation some experts were also interviewed.

1.5.2.2 Sample Technique and Sample Size:

In this research, random sampling technique is used in identifying the referral centers (Persons). The number of respondents was 38. Among the respondent 40 of them, 24 is fall in the customer, 10 falls in the general public, 4 falls in the management.

1.5.3 Data Collection and Analysis:

Under this issue the classification of data, data collection method and process of data analysis are discussed.

1.5.3.1 Classification of Data:

The data collection can be classified as primary data and secondary data. Primary data is gathered and assembled specifically for the research project at hand. The secondary data has already been collected for the purpose other than the problem at hand.

In this study, both primary and secondary data is used. For the primary data mixed method was followed to collect the information which includes a sample questionnaire survey at the enterprise level.

The secondary data about the inquired cases were collected from the published materials on these issues, helps to give a clear picture of finding out the problem of the existing model. The secondary data about overview of Biman had been collected from the external sources, such as website, Journals, local and international brochures and Newsletters.

1.5.3.2 Data Collection Method:

The following methods were used to collect the required information for the study:

- *Documentation:* Documentary information for the study includes written reports and administrative documents such as proposals, progress reports, and internal documents.
- *Interviews:* The primary data was collected through interviews. The nature of the interviews conducted was both open-ended and close-ended. These interviews were performed in a conversational manner and the respondent can answer in his or her own words.
- *Direct Observation:* Different issues related to the phase processing and phase extension had been collected through direct observation.

1.5.3.3 Data Analysis:

There are two types of analysis, the *within-case* analysis, and the *cross-case* analysis. The within-case analysis is performed within a case and the data collected is presented in relation to the theory. The cross-case analysis is performed through comparative analysis. In this study, both analyses are conducted since the study findings are visualized in the light of the research objectives and theory discussed.

1.6 Limitation of the Study:

The overall study was conducted considering a number of limitations. The major limitation factor for this report was primarily the reluctance and strict adherence to confidentiality maintenance attitude shown by the officials of Biman. Most of the relevant literature and study materials on the Biman were not updated, and no comprehensive in-depth study on the Biman could be found.



2.0 OVERVIEW OF BIMAN

Biman the national flag carrier of Bangladesh has started its journey from scratch virtually with no aircraft, no ancillaries. It came into operation immediately after the war of independence. Despite many odds on its journey towards a long and challenging way to progress, Biman has been able to establish its reputation as an airline of welcome smile and an ocean of hospitality.

Biman now carries the nation's flag to 8 South Asian destinations, 6 South-East and Far-Eastern destinations, 9 destinations to Gulf and Middle-East region and 6 Europeans and North American points. A steady progress has been made with better services ensuring increased passengers. To make Biman passengers feel "once Biman always Biman" the airline has recently brought in some qualitative changes in its service concept. Biman has been aiming in achieving the goal of being truly international commercially viable airline of the region with its warmth and friendliness, care, safety record, traditional hospitality and comfort of the services it offered.

Biman is now flying even higher with great pride around the globe with the bi-color, the nation's flag.

2.1 Scenario of Biman:

I have gone a through scan of the whole organization in each and every level. I have tried to identify the existing scenario and problems which need to be reconsider.

- Continues financial losses.
- Ten hours ling strike.
- Closed destination.
- Hitch relation with BPC.
- Privatization issue.
- Registration of Biman in charge.

2.2 Cause and failure of Biman

2.2.1 Lack of Hr planning:

Is the foremost cause behind the present turbulence in Bangladesh Biman. Most surprisingly we have found no separate HR department in the Biman that is invariably important for an international airline. As a consequence Biman has encountered several difficulties in its journey, internally and externally as well.

2.2.2 Centralized management:

Centralized management of Biman hampers decision making power of mid level management which is very crucial indeed to ensure participatory management.

As I have scan the scenario thoroughly the centralized management policy of Biman obstruct the future development as well as participative management tendency of its employees.

Captain Nasimun Haque has rightly addressed that, self empowerment and work team policy can change the entire scenario of Biman within a month.

2.2.3 Corruption:

Severe corruption, to us is the second aspect that fosters the presence mismanagement of Biman.

2.2.4 Corruption in purchasing aircrafts:

Corruption in purchasing aircrafts and its equipments has been identified as one of the foremost reason behind the present failure of Biman.

Lack of accountability again a core reason of this failure. Let's have look at the following example. There was time when Bangladesh Biman has got the offer to buy two DC-10 and get two DC-9 aircraft free, but they refused! Later they bought the same DC-10 the price three times more then the previous and got nothing free. But there was none to check back the reason, forget about accountability.

2.2.5 Autocracy:

Autocracy in top level management of Biman is very severe in nature. It resulting annoying atmosphere in Biman.

2.2.6 Nepotism:

The top level managers should be charged for the nepotism they did. Apthck aviation has got the authority to import an airbus from Crain Int of USA. This very airbus got 60 technical faults while it had been imported. And this Apthck aviation is own by the relatives of high officials of Biman.

2.2.7 Mismanagement:

Mismanagement is Bimans greatest deficiency. The very recent example of HAZZ airfare is the perfect one to cite here. The Biman authority refused to carry the non balloty HAZZ pilgrims. Upon their several request Biman later agreed to carry them with higher airfare. The entire scenario turned into a worst one when the whole non balloty HAZZ pilgrims decide to refuse the government offer and arrange aircrafts by themselves for their HAZZ.

This results huge loss to Biman as they borrowed one DC-10 for those non balloty HAZZ pilgrims.

2.2.8 Lack of participative management:

Apart from these core reasons we have identified Lack of participative management in Biman for this current Scenario.

2.2.9 Lack of recruiting policy:

Lack of recruiting policy especially for the top level managers has been derived from political influence and that is identified as one of the major organizational audacity. Again too much dependency on defense people for the top level management obstruct Biman prosper.

2.2. 10 Intentional mismanagement of distributing these resources:

Despite of having lots of human resource, their intentional mismanagement of distributing these resource acts as a hurdle in their prospect. As an Example, Biman outsource few foreign pilots, overlooking our national capable pilots.

2.2.11 Defective leasing policy:

Defective leasing policy led to severe nepotism in terms of allocating tenders for purchasing aircrafts and spare parts. And that's been the vital point for recent disaster of Biman.

Our journalist friend helps us to find out the leasing corruption thoroughly. Let's have a snapshot:

Particulars	TK
Boeing-737 Nos 2	70 crore
DC-10 Nos 2	60 Crore
ATP-6 Nos 2	6 Crore
F-28 Nos 2	2.60 Crore
Airbus-1 NOs 1	144 Crore

This above chart opens up our vision to feel the appeal of corruption occurred 3 years and resulting total 290 crore TK of corruption. If this is the situation of an airline company, obviously, it's going fail subsequently. And it happened too.

2.2.12 Faulty compensation policy:

Bangladesh Biman has practiced faulty compensation policy for its employees. The scenario become severe as it hasn't paid the due increment to its employees starts from 1972. And it is still due.

2.2.13 Communication:

Absence of lateral and upward communication has been identified as one of the major disappointment of Biman. As a consequence subordinates are not allowed to communicate to their supervisors, can't practice participatory management. And thereby number of times supervisors failed to receive correct feedback indeed.

The burning example in this case is that former deputy minister of Biman MR.Nasim wasn't aware about 10 hours long strike called by BAPA. He knew the incident on subsequent day. Deferentially it reflects the hurdle in upward communication in Biman.

2.2.14 Coordination

Lack of coordination among employees and management has caught our attention that need to be revised. Very recently, the 10 hours long strike in Biman makes the situation much severe in nature. Let's put some light on this strike issue.

The hidden reason behind this strike is the desire to have appropriate pay scale and to remove the eight defense personnel's from top management. Apart from adding to the sufferings of the passengers, the strikes dealt a significant blow to export trade, especially vegetable export, to many Middle Eastern destinations As a consequence of this strike export of some 55 tones of perishable products, mainly comprising of vegetables was hampered due to cancellation of scheduled Biman flights leading to losses worth US\$120,000. Apart from these Operations of some other international airlines including Emirates, Indian Airlines and Thai Airways were also affected by the strike.

2.2.15 Gender discrimination:

Gender discrimination has been practiced in Biman. They believe in a myopic ideology that, stewardess over 35 years of age lacks in smartness and efficiency.

2.2.16 Customer centric policy:

Customer centric policy of Biman is invariably an outdated one. It is very essential for an international airline and need to be take care by Biman authority. But I have found that it is almost absent in Bangladesh Biman.

I can quote an excellent example of this case from the history of 26th September 2005. Due the strike called by BAPA, two thousands passengers were stuck inside the airport for consecutive 10 long hours without any food and water provided by the authority. Despite of the several attempts by those passengers none of the Biman staffs were available there to help them out to return their luggage.

2.2.17 Promotion:

Promotion should be our key consideration indeed. I find out Biman that severe lacking in its promotional activities. Therefore, we would Re-engineer their entire promotional campaign. I would go for Print and broadcast media for its promotion. Developing a TV commercial should be our foremost jobs to do. Apart from this I would like to go for below the line Marketing, in the form of sponsoring event, brand ambassador and others forms as well. We would ensure sent present customer centric management to survive in this killer completion era.



3.0 PROJECTED PART

3.1 Strategic implementation:

Strategic planning allows agencies to put down on paper where they are, where they want to go, and how they plan to get there. But the best planning in the world does nothing for an organization if it does not act on those plans. Strategic implementation of human resources management means performing activities that support organization mission accomplishment and measuring how well those activities contribute to achieving agency strategic goals.

3.1.1 Strategic management:

The word 'strategy', deriving from the Greek noun *strategus*, meaning 'commander in chief', was first used in the English language in 1656. The development and usage of the word suggests that it is composed of *stratos* (army) and *agein* (to lead). In a management context, the word 'strategy' has now replaced the more traditional term – 'long-term planning' – to denote a specific pattern of decisions and actions undertaken by the upper echelon of the organization in order to accomplish performance goals. Wheelen and Hunger (1995, p. 3) define strategic management as 'that set of managerial decisions and actions that determines the long-run performance of a corporation'. Hill and Jones (2001, p. 4) take a similar view when they define strategy as 'an action a company takes to attain superior performance'. Strategic management is considered to be a continuous activity that requires a constant adjustment of three major interdependent poles: the values of senior management, the environment, and the resources available

3.1.2 Strategic human resource management:

The SHRM literature is rooted in 'manpower' (sic) planning, but it was the work of influential management gurus (for example Ouchi, 1981; Peters & Waterman, 1982), affirming the importance of the effective management of people as a source of competitive advantage, that encouraged academics to develop frameworks emphasizing the strategic role of the HR function (for example Beer et al., 1985; Fombrun et al., 1984) and attaching the prefix 'strategic' to the term 'human resource management'. Interest among academics and practitioners in linking the strategy concept to HRM can be explained from both the 'rational choice' and the 'constituency-based' perspective. There is a managerial logic in focusing attention on people's skills and intellectual assets to provide a major competitive advantage when technological superiority, even

once achieved, will quickly erode (Barney, 1991; Pfeffer, 1994, 1998a). From a 'constituency-based' perspective, it is argued that HR academics and HR practitioners have embraced SHRM as a means of securing greater respect for HRM as a field of study and, in the case of HR managers, of appearing more 'strategic', thereby enhancing their status within organizations (Bamberger & Meshoulam, 2000; Pfeffer & Salancik, 1977; Powell & DiMaggio, 1991; Purcell & Ahlstrand, 1994; Whipp, 1999).

3.1.3 Concepts and models:

In spite of the increasing volume of research and scholarship, the precise meaning of strategic HRM and HR strategy remains problematic. It is unclear, for example, which one of these two terms relates to an *outcome* or a *process* (Bamberger & Meshoulam, 2000). For Snell et al., (1996, p. 1996) 'strategic HRM' is an outcome: 'as organizational systems designed to achieve sustainable competitive advantage through people'. For others, however, SHRM is viewed as a process, 'the process of linking HR practices to business strategy' (Ulrich, 1997, p. 89). Similarly, Bamberger and Meshoulam (2000, p. 6) describe SHRM as 'the process by which organizations seek to link the human, social, and intellectual capital of their members to the strategic needs of the firm'. According to Ulrich (1997, p. 190) 'HR strategy' is the outcome: 'the mission, vision and priorities of the HR function'. Consistent with this view, Bamberger and Meshoulam (2000, p. 5) conceptualize HR strategy as an outcome: 'the pattern of decisions regarding the policies and practices associated with the HR system'. The authors go on to make a useful distinction between senior management's 'espoused' HR strategy and their 'emergent' strategy. The espoused HR strategy refers to the pattern of HR-related decisions made but not necessarily implemented, whereas the emergent HR strategy refers to the pattern of HR-related decisions that have been applied in the workplace. Thus, 'espoused HR strategy is the road map and emergent HR strategy is the road actually traveled' (Bamberger & Meshoulam, 2000, p. 6). Purcell (2001) has also portrayed HR strategy as 'emerging patterns of action' that are likely to be much more 'intuitive' and only 'visible' after the event. We begin the discussion of SHRM and HR strategy with a focus on the link between organizational strategy formulation and strategic HR formulation. A range of business–HRM links has been classified in terms of a proactive–reactive continuum (Kydd & Oppenheim, 1990) and in terms of environment–human resource strategy–business strategy linkages (Bamberger & Phillips, 1991). In the 'proactive' orientation, the HR professional has a seat at the strategic table and is actively engaged in strategy

formulation. In Figure 2.3 above, the two-way arrows on the right-hand side showing both downward and upward influence on strategy depict this type of proactive model.

At the other end of the continuum is the 'reactive' orientation, which sees the HR function as being fully subservient to corporate and business-level strategy, and organizational-level strategies as ultimately determining HR policies and practices. Once the business strategy has been determined, an HR strategy is implemented to support the chosen competitive strategy. a HR strategy is concerned with the challenge of matching the **Philosophy, Policies, Programmes, Practices and Processes** – the “five P’s”

In a way that will stimulate and reinforce the different employee role behaviors appropriate for each competitive strategy (Schuler, 1989, 1992). The importance of the environment as a determinant of HR strategy has been incorporated into some models. Extending strategic management concepts, Bamberger and Phillips' (1991) model depicts links between three poles: the environment, human resource strategy and the business strategy in the hierarchy of the strategic decision-making model the HR strategy is influenced by contextual variables such as markets, technology, national government policies, European Union policies and trade unions. Purcell and Ahlstrand (1994) argue, however, that those models which incorporate contextual influences as a mediating.

3.1.4 Dimensions of strategic human resource management:

In addition to focusing on the validity of the matching SHRM model and typologies of HR strategy, researchers have identified a number of important themes associated with the notion of SHRM that are discussed briefly here and, with the exception of leadership,. These are:

- HR practices and performance.
- Re-engineering organizations and work.
- Leadership.
- Workplace learning.
- Trade unions.

3.1.5 Human resource management practices and performance:

Although most HRM models provide no clear focus for any test of the HRM– performance link, the models tend to assume that an alignment between business strategy and HR strategy will improve organizational performance and competitiveness. During the past decade, demonstrating that there is indeed a positive link between particular sets or ‘bundles’ of HR practices and business performance has become ‘*the* dominant research issue’ (Guest, 1997, p. 264). The dominant empirical questions on this topic ask ‘What types of performance data are available to measure the HRM–performance link?’ and ‘Do “high-commitment-type” HRM systems produce above-average results compared with “control-type” systems?’ A number of studies (for example Baker, 1999; Betcherman et al., 1994; Guest, 1997; Hutchinson et al., 2000; Ichniowski et al., 1996; Pfeffer, 1998a) have found that, in spite of the methodological challenges, bundles of HRM practices are positively associated with superior organization performance.

3.1.6 Re-engineering and strategic human resource management:

All normative models of HRM emphasize the importance of organizational design. As previously discussed, the ‘soft’ HRM model is concerned with job designs that encourage the vertical and horizontal compression of tasks and greater worker autonomy. The redesign of work organizations has been variously labeled ‘high performing work systems’ (HPWS), ‘business process re-engineering’ and ‘high commitment management’. The literature emphasizes core features of this approach to organizational design and management, including a ‘flattened’ hierarchy, decentralized decision-making to line managers or work teams, ‘enabling’ information technology, ‘strong’ leadership and a set of HR practices that make workers’ behavior more congruent with the organization’s culture and goals (see Champy, 1996; Hammer, 1997; Hammer & Champy, 1993).

3.1.7 Leadership and Strategic Human Resource Management:

The concept of managerial leadership permeates and structures the theory and practice of work organizations and hence how we understand SHRM. Most definitions of managerial leadership reflect the assumption that it involves a *process* whereby an individual exerts influence upon others in an organizational context. Within the literature, there is a continuing debate over the alleged differences between a manager and a leader: managers develop *plans* whereas leaders create a *vision* (Kotter, 1996). Much of the leadership research and literature tends to be

andocentric in nature and rarely acknowledges the limited representation of ethnic groups and women in senior leadership positions (Townley, 1994). The current interest in alternative leadership paradigms variously labeled 'transformational leadership' (Tichy & Devanna, 1986) and 'charismatic leadership' (Conger & Kanungo, 1988) may be explained by understanding the prerequisites of the resource-based SHRM model. Managers are looking for a style of leadership that will develop the firm's human endowment and, moreover, cultivate commitment, flexibility, innovation and change (Bratton et al., in press; Guest, 1987). A number of writers (for example Agashae & Bratton, 2001; Barney, 1991; Senge, 1990) make explicit links between learning, leadership and organizational change. It would seem that a key constraint on the development of a resource-based SHRM model is leadership competencies. Apparently, 'most re-engineering failures stem from breakdowns in leadership' (Hammer & Champy, 1993, p. 107), and the 'engine' that drives organizational change is 'leadership, leadership, and still more leadership' (Kotter, 1996, p. 32). In essence, popular leadership models extol to followers the need for working beyond the economic contract for the 'common' good. In contemporary parlance, the 'transformational' leader is empowering workers. To go beyond the rhetoric, however, such popular leadership models shift the focus away from managerial control processes and innate power relationships towards the psychological contract and the individualization of the employment relationship.

3.1.8 Workplace learning and Strategic Human Resource Management:

Within most formulations of SHRM, formal and informal work-related learning has come to represent a key lever that can help managers to achieve the substantive HRM goals of commitment, flexibility and quality (Beer et al., 1984; Keep, 1989). As such, this growing field of research occupies centre stage in the 'soft' resource-based SHRM model. From a managerial perspective, formal and informal learning can, it is argued, strengthen an organization's 'core competencies' and thus act as a lever to sustainable competitive advantage – having the ability to learn faster than one's competitors is of the essence here (Dixon, 1992; Kochan & Dyer, 1995). There is a growing body of work that has taken a more critical look at workplace learning. Some of these writers, for example, emphasize how workplace learning can strengthen 'cultural control' (Legge, 1995), strengthen the power of those at the 'apex of the organization' (Coopey, 1996) and be a source of conflict when linked to productivity or flexibility bargaining and job control (Bratton, 2001).

3.1.9 Trade unions and Strategic Human Resource Management:

The notion of worker commitment embedded in the HRM model has led writers from both ends of the political spectrum to argue that there is a contradiction between the normative HRM model and trade unions. In the prescriptive management literature, the argument is that the collectivist culture, with its 'them and us' attitude, sits uncomfortably with the HRM goal of high employee commitment and the individualization of the employment relationship. The critical perspective also presents the HRM model as being inconsistent with traditional industrial relations, albeit for very different reasons. Critics argue that 'high-commitment' HR strategies are designed to provide workers with a false sense of job security and to obscure underlying sources of conflict inherent in capitalist employment relations (Godard, 1994). Other scholars, taking an 'orthodox pluralist' perspective, have argued that trade unions and the 'high-performance-high-commitment' HRM model cannot only coexist but are indeed necessary .



4.0 IMPLIMENTATION OF SHRM

- **Human Resource Planning.**
- **Recruitment**
- **Performance Management**
- **Training and development**
- **Staff relation**
- **Management Information Systems**

4.1 Human resource Planning:

Human resource planning enables a department to project its short to long term needs on the basis of its departmental plans so that it can adjust its human resource requirements to meet changing priorities. The more changing the environment the department is in, the more the department needs human resource planning to show:

- The number of recruits required in a specified timeframe and the availability of talent
- Early indications of potential recruitment or retention difficulties
- Surpluses or deficiencies in certain ranks or grades
- Availability of suitable qualified and experienced successors.

4.1.1 Succession Planning:

Succession planning assesses the likely turnover in key posts, identifies suitable candidates to fill these posts in future, and ensures that they have the right training and exposure for their future work. Given the effort and support required for undertaking succession planning, it is normally confined to the directorate and those ranks immediately below, plus any grades with high turnover or anticipated expansion.

Succession planning is a very important exercise because it minimizes the impact of turnover in these key ranks and gives a branch or department early warning of any skill shortages or likely difficulties in finding suitable candidates. Ideally a succession plan should cover 3 to 5 years. The succession plan should identify-

- key posts and possible successors
- causes of turnover
- competencies of successors and the training required for them

- posts for which no apparent successor exists and the remedial action planned

The information derived from the succession plan should feed into the training and development of the individuals concerned by ensuring that they attend the necessary training and are posted to jobs that will provide them with the experience for their intended role.

4.1.2 Turnover:

Turnover refers to retirement, resignation and redundancy. While a department cannot plan turnover because there are factors, such as resignation, which are beyond its control, it can monitor turnover carefully to ensure the department will have minimal difficulties in retaining staff. If such difficulties are envisaged or experienced, the department will find out the causes for them and take early steps to address them by improving, for example, motivation or training and development opportunities. When addressing the aspects of succession and turnover, the department also needs to consider other manpower planning factors:

- External factors
- Internal factors

4.1.2.1 External Factors:

A number of factors may affect whether talent is available in the market to fill posts in a department. These include the availability of the required personnel with the necessary qualifications, skills and experience at a specified time, the relative job opportunities in the private sector and the general outlook of the economy.

4.1.2.2 Internal Factors:

Departmental Plan: A department assesses the number of staff it requires at different levels, at specified timeframes, in the light of its present and planned future work commitments. This may lead to an increase or decrease of the current manpower.

4.2 Recruitment:

Before a department takes steps to employ staff, it should work out the type of staff it needs in terms of grade and rank, and the time scale in which the staff are required. The general principles underpinning recruitment within the organization are that recruitment should:

- use procedures which are clearly understood by candidates and which are open to public scrutiny;
- be fair, giving candidates who meet the stipulated minimum requirements equal opportunity for selection; and
- Select candidates on the basis of merit and ability.
- Recruitment of overseas officers is undertaken only when no or insufficient local candidates are available.

4.2.1 Deciding on Terms of Appointment:

4.2.1.1 Terms of Appointment:

Having decided on the grade and rank of the staff required, and the timing concerned, the department should consider what the most appropriate terms of appointment would be. This should take into account the nature of the duties to be performed and the overall manpower deployment of the department. The different terms of appointment that can be offered are -

- permanent and personable terms;
- agreement terms;
- temporary terms (month-to-month or day-to-day);
- part-time;
- non-civil service appointment; and
- consultants

4.2.1.2 Guides to Appointment:

Entry requirements of staff in each rank and grade are agreed between the Head of Grade/Department concerned and the Biman rules, taking into account the advice of the Standing Commission on Civil Service Salaries and Conditions of Service or other relevant advisory bodies. These requirements are periodically reviewed and laid down in Guides to Appointments.

4.2.2 Selection of Candidates:

4.2.2.1 Advertising:

Vacancies in the civil service are normally advertised in newspapers and through circulars.

4.2.2.2 Screening and Selection:

Departments screen applications to see if the applicants meet the specified qualifications and other requirements of the post. Suitable candidates are then short listed for subsequent examination and/or interviews. Not all grades/departments would require candidates to undergo examination, but candidates would normally be required to be interviewed by a recruitment board or an officer from the recruitment team.

4.2.2.3 Roles and Responsibilities:

The Biman authorizes recruits staff of some General Grades while Heads of Grades/Departments recruit staff of their own grade/department. For recruitment to middle and senior ranks, the advice of the Public Service Commission has to be sought before appointment is offered.

4.2.2.4 Flexibility:

To minimize recruitment difficulties as well as attract and retain the best people, there are flexibilities which include recruitment overseas, offer of agreement terms, lowering entry qualifications and granting incremental credit for experience.

4.2.2.5 Probation:

During probation staffs are introduced to the mission, objectives and values of the civil service and their departments. Probation is a serious process which provides regular feedback on performance and assesses suitability for employment in the civil service. It includes:

4.2.2.6 On-the-job training:

Staff should be exposed to the different duties required for their rank. In this way they can learn the skills expected of them and managers can verify their long-term suitability;

4.2.2.7 Supervision and guidance: staff should receive close and sympathetic supervision and guidance to enable problems and difficulties to be identified early and timely counseling or other action to be taken. Newly joined staff must be told the length of their probationary period, which varies with the requirements of each grade. If there are indications that staffs are not suitable for confirmation, they must be counseled and then warned in writing if the problem

persists. Confirmation is the step whereby a member of staff on probation is found suitable for the job and employed on permanent and personable terms.

4.3 Performance Management:

Performance management is a very important Human Resource Management function. Its objective is to improve overall productivity and effectiveness by maximizing individual performance and potential. Performance management is concerned with –

- improving individual and collective performance;
- communicating management's expectations to supervisors and staff;
- improving communication between senior management, supervisors and staff;
- assisting staff to enhance their career prospects through recognizing and rewarding effective performance;
- identifying and resolving cases of underperformance; and
- Providing important links to other Human Resource Management functions, such as training.
- guidance and supervision
- addressing poor performance

4.3.1 Motivation:

Motivation is in many ways the key to the success of Human Resource Management development. Managers should aim to increase performance through self-motivation, rather than having to use external motivation (i.e. the imposition of rules and continual improvements to conditions of service) to bring about higher standards of performance. The civil service has many formal programmes to enhance motivation, and these are discussed in the "staff relations" section of this booklet. However, even more important is the motivational impact that supervisors have on their staff.

4.3.1.1 Principle:

The basic principle underpinning motivation is that if staffs are managed effectively, they will seek to give of their best voluntarily without the need for control through rules and sanctions - they will eventually be self-managing.

4.3.1.2 Procedures:

Some of the most effective ways for managers to motivate staff include giving praise; recognition; and positive feedback; passing on feedback from more senior managers; and letting other staff know which staff have been responsible for praise worthy work and/or effort. Too often staff experience 'management by mistake', where most of the feedback received is corrective or punitive for mistakes they are perceived to have made. If staffs feel that their decisions are generally supported, and when genuine mistakes are made they will be guided in the right direction, they will be more positive, confident and prepared to take on responsibility and decision-making. When staffs are shown clear expectations, valued, trusted, encouraged and motivated, then they will be more likely to give of their best.

4.3.2 Performance Appraisal:

Performance appraisal assesses an individual's performance against previously agreed work objectives. It serves two functions. First, it enables management to evaluate an individual's performance in the current job to identify strengths and overcome weaknesses. Second, it provides information to assist management plan postings, transfers and promotions. In so doing, management is able to compare performance and potential between officers of the same rank.

4.3.2.1 Principles:

The basic principles governing performance appraisal are -

- Heads of Department/Heads of Grade have the flexibility to design their own appraisal system within the framework of these principles;
- Performance appraisal should be regarded as a multi-purpose management tool.
- Outcomes from staff appraisal should guide other Human Resource Management functions;
- It is a joint responsibility of the individual and the supervisor;
- It is a continuous and ongoing process;
- It should relate individual performance to departmental objectives;
- Checks and balances should be built into the system to ensure fairness and objectivity; and

- Outstanding performance at one rank does not necessarily indicate suitability for promotion to a higher rank.

4.3.2.2 Procedure:

Except for officers on probation, performance appraisal is normally carried out once a year. Different grades/departments may have their own performance appraisal form which enshrines the principles set out in the preceding paragraph. At the beginning of the reporting cycle, the appraisee should agree with the appraising officer on the main objectives or responsibilities over the reporting period. The list of objectives or responsibilities should be reviewed between the appraisee and the appraising officer during the reporting cycle to see if changes are necessary. At the end of the reporting cycle, the appraising officer will write his assessment. He will pass his assessment to the countersigning officer for the latter's views. To provide feedback to the appraisee, the appraising officer and the countersigning officer decide between them who should interview the appraisee to discuss with him/her the performance during the reporting period. The interviewing officer should show the entire report to the appraisee before the interview. A summary of the discussion at the interview and the points made by the appraisee should be recorded in the appraisal form. After the interview, the appraisal form is passed to the grade manager for his assessment.

4.3.3 Promotion:

Promotion denotes that an individual has the competencies, i.e. the skills, abilities, knowledge and attitudes, required to perform effectively at the next higher rank. The competencies reflect the knowledge and skills exhibited in observable behavior in the relevant areas of work. Promotion provides motivation to perform well and is an important part of performance management.

4.3.3.1 Principles:

The principle of merit or the best person for the job is key to promotion.

Ability, potential and experience are taken into account in the assessment. The process of assessment should be fair and transparent. It is kept separate from the day to day management of performance and from the annual performance appraisal. The former should be a continuous process, while the latter can be used to assist in determining suitability for promotion.

4.3.3.2 Promotion Procedures:

Heads of Department/Heads of Grade have flexibility to invite certain officers to apply for promotion, or allow officers to opt out of promotion.

As a general rule promotion boards are convened to -

- increase transparency and impartiality; and
- Provide an opportunity to consider eligible officers' potential and organizational succession planning.

Where necessary and appropriate, promotion interviews are held to assist in assessment to supplement information provided in staff reports. This will apply to situations where staff reports are insufficient and questionable in terms of fairness or consistency. The promotion boards should be aware of potential unfairness if some staffs are interviewed and others are not. It is good management practice to provide promotion feedback to the staff who were considered but were not selected after a promotion exercise, to enhance communication. Departments respond to enquiries from staff arising from promotion exercises. They are encouraged to take a proactive approach in giving promotion feedback to staff after the relevant exercise has taken place.

4.3.4 Guidance and Supervision:

Day-to-day guidance and supervision is necessary to provide direction and feedback to staff. It reinforces the annual performance appraisal, helps groom officers for promotion, and assists staffs who are not performing well.

4.3.4.1 Principles:

Guidance and supervision reinforces behavior that contributes to good performance and discourages behavior that blocks progress. Feedback should be -

- frequent - staff should not have to wait until formal performance review or appraisal for feedback;
- balanced - it should focus on good and bad performance;
- immediate - immediate feedback has much more impact than feedback given several weeks or months later;
- specific - staff should be in no doubt what actions feedback covers; and
- constructive - feedback should focus on overcoming difficulties or reinforcing



- Successful behavior.

4.3.4.2. Procedure:

Guidance and supervision is offered on a day-to-day basis as needed.

4.3.5 Addressing Poor Performance:

Poor performers need to be appropriately handled to ensure they will not persist in their adverse performance, and will give of their best to the civil service. Management must take action to tackle such performers; otherwise there may be an adverse effect on the morale of staff that is performing satisfactorily.

4.3.5.1 Principle:

When staffs are not performing at the level appropriate for their rank and experience, they should be told so, and be helped to overcome the poor performance through close supervision and counseling. When it is clear that these are to no avail, retirement in the public interest would need to be resorted to. The whole procedure needs to be handled in a sensitive, objective and fair manner.

4.3.5.2 Procedure:

Each instance needs to be handled in the light of circumstances. The normal sequence of action is as follows –

- Counseling - staff should be told the areas where they need to improve and how this
- Should be achieved; and
- Appraisal - if staffs do not respond to counseling their poor performance will be indicated in their annual appraisal.
- If no improvement is shown after counseling and appraisal, there is a formal process of dealing with non-performance involving written warning, stoppage of increment and retirement in the public interest.

4.4 Training and development:

The objective of training and development is to enable civil servants to acquire the knowledge, skills, abilities and attitudes necessary to enable them to improve their performance. Staff

training and development should focus on the department's objectives and goals and staff's competencies in achieving them. A strategic approach has the following characteristics:

- Commitment to training and developing people;
- Regular analysis of operational requirements and staff competencies;
- linking training and development to departmental goals and objectives;
- Skilled training personnel;
- Regular evaluation;
- A continuous learning culture;
- Joint responsibility between managers and staff for identifying and meeting training needs; and
- A variety of training and development methods for different circumstances and learning styles.

4.4.1 Training:

Departments manage their own training function and have varying levels of responsibility to do this effectively:

- Management formulates departmental training policies and draws up training and development plans to support departmental missions, objectives and values.
- Managers identify competencies and training needs, implement training activities and provide coaching and supervision to ensure staff development occurs.
- Staffs take responsibility to make the most of the opportunities provided to maximize their potential.

Various types of training are provided in the civil service –

- **Induction:** to familiarize new recruits with job requirements and procedures, departmental objectives and performance standards; and the values and norms of the department.
- **Management development:** to equip managers with the knowledge and skills required and to widen their perspective.
- **Vocational:** to provide staff with the professional or technical knowledge and skills required for work.

- **Language and communication:** to meet operational needs and to prepare for the future.
- **Computer:** to provide staff with basic computers skills.

4.4.2 **Development:**

The purpose of career development is to identify and develop the potential within staff, to build existing skill levels, and to prepare staff to take on greater responsibility during their career. Career development has to balance the needs and aspirations of the individual with the needs of the service - where these conflicts, the needs of the service should prevail.

4.5 **Staff relation:**

The purpose of staff relations is to ensure effective communication between management and staff, to secure maximum cooperation from staff, and to motivate staff to give their best by ensuring that they feel fairly treated, understand the overall direction and values of the Civil Service and those of their departments, and how decisions that affect them have been reached.

The principles that govern staff relations are that, where possible:

- management should communicate regularly and openly with staff;
- staff should be consulted on matters that affect them;
- problems and disputes should be resolved through discussion and consultation;
- the Government should uphold the resolutions of the International Labor Organization conventions; and
- Management should devise and encourage activities that contribute to staff's well being.

4.5.1 **Securing staff commitment:**

The public judges service by personal experience. This is largely determined by the staffs who handle individual cases - often front-line staff. Staff commitment is thus crucial to providing the quality of service that the public expects.

Front-line staffs have difficult jobs to do and should be fully trained to answer questions, to know the rules they must administer, and to be taught how to deal with unusual cases as well as the inevitable difficult customer. In short they need to know how to be positive, helpful and courteous - everyday. Managers are responsible for ensuring that programmes are in place for

this purpose. They must also lead by example, so that the principles of good service cascade through all levels of the department.

4.5.2 Consultation:

At the central level, there are four staff consultative councils: the Senior Civil Service Council, the Model Scale I Staff Consultative Council, the Police Force Council and the Disciplined Services Consultative Council. It is Government's policy that staff should be consulted on all significant changes to terms and conditions of service. At the departmental level, Departmental Consultative Committees provide a consultative channel between management and staff representatives, mainly on departmental matters.

Managers should listen to their staff, and encourage them to air their views or make suggestions. In addition to formal channels, this can be achieved through opinion surveys, suggestion schemes, working groups, and other informal discussions.

4.5.3 Communication:

Communication is a two-way process, for releasing staff's ideas, energy and ambitions.

Through communication, management helps staff understand the mission, objectives and values of the department, and staff can let management know their ideas and aspirations for giving their best. To achieve effective communication, managers normally consider the following -

- the message they intend to send
- who they need to communicate with
- the most effective form of communicating this particular message
- How the audience would be likely to receive the message.

Formal communication channels include the consultative machinery, meetings, briefings, newsletters and circulars. Informal channels include recreational and sports activities, and day-to-day contact.

4.5.4 Recognition:

Recognition of individual or group achievements and efforts will help promote the right attitude to work, and bring out the best in staff. Apart from pay increase, promotion and job extension, recognition is a good way to motivate staff. The following formal schemes help to motivate staff

- Commendation/Appreciation Letters
- Long Service Travel Awards
- Long and Meritorious Service Award
- Retirement Souvenirs
- Honors and Awards
- Staff Suggestions Scheme
- Staff Motivation Scheme

Informal schemes include competitions, prizes, and articles in newsletters.

4.5.5 Resolving Disputes:

Disputes between management and staff should be avoided if possible by prompt and constructive discussion between the two sides. Disputes are resolved at the departmental level as far as possible. Where they cannot be resolved by the department, or where they relate to issues of service-wide implications such as pay and conditions of service, the relevant policy branch and the Civil Service Branch would be involved.

There are also rules and guidelines to help staff in distress. In the unfortunate event that staffs encounter misfortune, they can approach their supervisor or departmental secretary to see what help can be given.

5.0 RESEARCH ANALYSIS

By using the specific objectives I have develop the research questions.

1. Does the wage have any impact on the satisfaction level of workers?
2. Does the job security have any impact on the satisfaction level of them?
3. Do they have to face any work stress?
4. Do they get proper promotion?
5. Do they have reward system?
6. Do they get well supervision?
7. Do they have specific task identity?
8. Do they have proper training facility?
9. Do they have proper working environment?
10. Do they get proper behavior?



5.1 Hypothesis:

From the research question we have develop the hypothesis.

- H1: HR planning has a great impact on increasing an organization performance.
- H2: Job security has an impact on increasing an organization performance.
- H3: Work stress has an impact on increasing an organization performance.
- H4: Promotion policy has an impact on increasing an organization performance.
- H5: Reward system has an impact on increasing an organization performance.
- H6: Supervision has an impact on increasing an organization performance.
- H7: Task identity has an impact on increasing an organization performance.
- H8: Training facility has an impact on increasing satisfaction an organization performance.
- H9: Working environment has an impact on increasing an organization performance.
- H10: Proper behavior has an impact on increasing an organization performance.

5.2 Depth Interview:

Expert's opinions

Factors	FARHAD	SHARIF	CHISTY	KAMRUL
1.HR planning	NO	YES	YES	YES
2.Job security	YES	NO	NO	NO
3.Work stress	NO	NO	NO	
4.Promotion Policy	SKILL BASED	SKILL BASED	NO	NO
5.Fair reward system	NO	NO	YES	YES
6.Supervision	YES	GENERALLY	YES	NO
7. Task identity	YES	YES	NO	NO
8. Training facility		YES	YES	YES
9.Working environment		NO	NO	MAY NOT
10. Proper behavior	YES	NO		

5.3 Results Analysis:

Most of the respondents are not well aware of the term SHRM. Even they do not hear the term. They are given an idea of SHRM. They are told about the factors that contribute to the SHRM. Then they are asked to express their views about the existence of these factors in their organizations. Most of the respondents (80%) are not adequately happy with the existing quality of SHRM. Their views and attitudes towards these factors of SHRM are discussed below:

Most of the respondents of the Air service industry feel that they are suffering from constant fear of losing job. Job security has become the most essential component in an organization. Employee commitment to increased productivity cannot be achieved without adequate job security. In response to a question about the amount of salary drawn by the employees, a good number of respondents opined that their pay was not enough at all to maintain a minimum standard of living.

Safe or non-hazardous working places for employees of Biman are their fundamental human rights. There are factory rules that workers must be provided with safe conditions while at work

and compensation for any physical or mental harm caused on them from breach of these rules. Safety is a major issue in Bangladesh today. But almost 100% of the respondents reported that they were not provided with a safe and congenial working environment. The employers manage the office of the chief inspector of factories on this issue. This hampers their performance. The responding workers give a vivid description about the prevailing safety and health conditions of their working places. Workroom is overcrowded.

Employees of Biman alleged that managers are not fair in their dealings with them. Managers play favoritism and partiality. As a result, they feel jealous to each other. The responding workers reported that they were heavily penalized for minor offences. They mentioned that they were not given enough opportunity to defend themselves. They have grievances against management. But managers are not sincere to resolving their grievances. Complaining to higher authorities sometimes rather brings additional troubles. On a broad range of issues, employees expect to be treated justly, fairly and with due process. This may minimize employee grievance and conflict. It is a fact that grievance handling is time consuming and costly.

Managers have little apathy for workers' welfare issues. Most of the employees reported that they were not provided with canteen facilities. As a group of employees point out, "We get up early morning and finish our ablutions hurriedly. We need good lunch and this must be less expensive and substantial.

Management is very little empowered. Top level Managers do not supply them with any relevant information. They have a tendency to keep information secret. This secrecy creates confusion and contradiction. Managers tend to believe them superior and thus underestimate employer's creative potentials. They do not allow them to express their feelings, emotions, and grievances. Communication is one-way, not two-way. Two-way communication is an important factor to build high quality of working life.

Employee's s has little scope to get promoted as a manager. Promotion from within is practiced up to a level. Beyond that, fresh employees are recruited. The close relatives of the employers usually hold top positions.

6.0 CONCLUSION & RECOMENDATION:

BY analyzing the whole situation relating to Biman I have some observation regarding the management of Biman. The present situation of Biman is really worse right now. I have come to some concrete recommendation for Biman but some of the facts which are very important to have competitive advantages. The core management practice like Pro-active attitude, empowerment, job enlargement, succession planning these practices have been observed fully absent in Biman. So in order to overcome the present scenario the whole management of Biman requires Re-structured, re-engineering, and re-formed their management practices.

6.1 HR planning:

If I were in the management of Biman, first of focus on the whole management structure of Biman, means I would like to focus on the reengineering aspect of the whole hierarchy. I have found the main problem arise in Biman from the top management, which reflect the unstable performance in the other associated staffs involve in Biman. Because they don't practice participatory management in the every level of the organization. Their management value is fully autocratic which is mainly determined by the ministry as a result of which the general staffs are deprived. So MY recommendation in order to solve or alleviate the present scenario would be reengineering the whole management and the two way communication should be predetermined.

6.2 Decentralized management:

Decentralized management should be my prime focus if I want to practice the participatory management practice in the organization. There should be a legal framework of the management in each and every sector of the organization. They should ensure practice pro-active management in each every level of the organization so that they can have competitive in the present market.

6.3 Proper Selection Policy:

There is severe biasness of recruiting the top level staffs of the organization. While they should recruit those people, who have the associated technical and industrial skill of the airline sector but they recruit defense officer in various top levels. But I have observed those top level staffs were not as competent as to the present airline industry. And they are not constructive in managing the staff's works under their supervision. I need to consider the bravery issue which

obstructs the right people in the right place. So selection policy should very transparent and structured in order to conduct the selection procedure in line with the organization.

6.4 Succession planning:

Biman's successful planning is based on experienced rather than that of quality and potentially. This becomes the severe problem for Biman especially for getting the right people in the right place for the Biman. The issue got serious as we can see the post of CEO is vacant for last night month. Being their I would like to reengage the succession plan fort the Biman.

6.5 Training and Development:

Biman lacks in planning in training and development. I have observed that, there are skill deficiency in the mid level employee of Biman especially in ADMIN and pilot. The root cause of this deficiency is that, there is no continues training and development. Basically we have found that mid level managers receive defective on the job training which need to be revised further. They could ensure coaching method for their development. In order to solve the situation there could be multiple solutions. If I were in the management of Biman, I would consider several methods like Business game, Discussion and case study and apply them in the appropriate situation. Apart from this they can sent top and mid level managers in abroad for specialized training in respective fields. And will be conduct on need basis.

6.6 Participatory Management:

Participatory management is the pre-requisite of industrial peace and harmony of any organization, which is completely absent in Biman. They don't take continuous feedback from the various level of the organization in order to analyze the present situation and take appropriate decision like purchasing aircrafts and its appliance. I would like to practice integrated linkage system while formulating strategy. I have observed Biman practices valueless outsourcing by ignoring the present competent pilots and the pilots they outsource from abroad, demand five times more compensation package in compare to the local pilots. Regarding training, Biman don't provide the training according to the necessity of the perspective employees. So in order to ensure the emergent strategy they always need to have the continuous flow of feedback from the various organizational levels.

6.7 Open book management:

I have found lacks of Open Book Management in Biman. If I were in Biman's Management; I would like to ensure Open Book Management in Biman .By doing so certainly, they could avoids the two problems occurred there.

One in the form that Top level management lost too much money in purchasing two aircraft to carry the Hazz pilgrims where only one was sufficient. And this very information could be ventilated by those staffs of BAPA.

Due to lack of performance sharing system which is the prime focus of Open Book Management Biman defectively outsource 08 pilots that we can avoid though our efficient Bangladeshi Pilots.

6.8 Customer centric management:

Differentiate or Die by Jack Trout can be the best advice for Biman. We, bunch of Young swingers would love instill several changes in the Biman's view on its prospects. We would love to delight our Customer offering value innovation to their lives. That would be their Management Value in this aspect.

6.9 Performance based reward system:

I would like to re- engineer the entire reward system of Biman. I found traditional reward in Biman that obstructs meritorious people to further re-enforce their performance. In Biman reward are given based on the nepotism and individual biasness in the organization which should be avoided in order to recognize and motivate the deserving employees.

6.10 Promotion:

Promotion is the corner stone of many air lines service providers. Most surprisingly I have found Biman is careless in this issue! Even the local airline like GMG and Air Parabat are very visible in the print and broadcast media. This make the whole scenario more complicate for Biman ever before. Its zero attempts have got no impact in the customers mind as well. As a result Biman drastically fail to create and retain its customers.



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