

Sonargaon University (SU)

Dhaka, Bangladesh

Thesis Paper
on
"The Role of Effective HR planning in Bangladesh: A case study on Bangladesh University of Health Sciences"

Submitted by:

Nahida Islam Khan
ID No: EMBA2003021019

Program: Executive Master of Business Administration (EMBA)
Major: Human Resource Management (HRM)
Semester: Spring 2022

Submitted to:
Department of Business Administration
Sonargaon University (SU)
Dhaka-1215

Date of Submission:
Date: 25 April 2022



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Supervised by:

Md. Rasel Hawlader
Lecturer

Department of Business Administration
Sonargaon University (SU)

Date of Submission:
Date: 25 April 2022

Letter of Transmittal

Date: 25th April, 2022

To,
Md. Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University (SU)

Subject: Submission of the Thesis paper.

Dear Sir,

With due respect, I would like to inform you that it is a great pleasure and privilege to present the thesis paper titled **"The Role of Effective HR planning in Bangladesh: A case study on Bangladesh University of Health Sciences** "which was assigned to me as a partial requirement for the completion of EMBA program.

Throughout the study I have tried the best of my capacity to accommodate as much as information and relevant issues as possible and tried to followed the instructions that you have suggested. I put my best effort to make this report such as much detailed as possible. I sincerely believe that this report would satisfy and meet the requirements and will serve the purpose of my report.

I am grateful to you for your kind guidance and cooperation at every step of my endeavor during preparing this report. It would be a great help for if you kindly take some time to go through the report and evaluate this. It will be a big reward for my effort if it adds value to the research literature.

Sincerely Yours

_____

Nahida Islam Khan
ID: EMBA2003021019
Department of Business Administration
Sonargaon University (SU)

Student's Declaration

This is Nahida Islam Khan, a student of Executive Master of Business Administration, ID:EMBA2003021019 from Sonargaon University (SU) would like to solemnly declaration here that this report on **The Role of Effective HR planning in Bangladesh: A case study on Bangladesh University of Health Sciences** has been authentically prepared by me under supervisor of Md. Rasel Hawlader, Lecturer, Department of Business Administration, Sonargaon University (SU).

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,

_____

Nahida Islam Khan
ID: EMBA2003021019
Major: HRM
Semester: Spring 2022
Department of Business Administration
Sonargaon University (SU)

Letter of Authorization

This is to certify that the thesis paper on **"The Role of Effective HR planning in Bangladesh: A case study on Bangladesh University of Health Sciences"** has been prepared as a part of completion of the EMBA program from Sonargaon University, carried out by Nahida Islam Khan, ID No: EMBA2003021019, Program: EMBA, Major in HRM, Semester: Spring 2022 under my supervision.

The report or the information will not be used for any other purposes.

……

Md. Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University (SU)

Acknowledgment

Nothing can be accomplished alone. Without the help of the number of persons the success remains silent. I am very much fortunate to get the sincere guidance and supervision from a number of people. First of all, I am very much grateful of Almighty Allah who gave blessings, courage and ability to prepare this thesis paper.

I am very much grateful **Md. Rasel Hawlader,** Lecturer, Department of Business Administration, Sonargaon University (SU) for guiding me to complete my thesis report. I am also highly indebted to his for the scholarly and constructive suggestion, which was of much assistance to prepare this thesis paper on "The Role of Effective HR planning in Bangladesh: A case study on Bangladesh University of Health Sciences". I am deeply grateful to all concerned persons who provide valuable guidance, suggestions and advices in collecting information, analyzing and preparing the thesis paper. I am particularly indebted to them whose efforts and cordial cooperation of this thesis paper.

I would like to Special thanks to Md Mahmud Hasan, Executive Officer, Human Resources Unit, BUHS for his assistance while working in the concern.

I would like to convey my heartiest thanks to Md Shariful Islam, National Life Insurance Company Limited who gives me valuable cooperation, affectionate behavior and special guidance and several types of Information during my thesis work.

Finally, I convey my sincere thanks to my parents, sisters and friends who inspire in different ways to complete the report and the course as well.

Nahida Islam Khan
ID: EMBA2003021019
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Semester: Spring 2022
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Executive Summary

This report has been prepared as partial fulfillment of the requirements for the Master of Business Administration. As a part of my course, it is mandatory to get involvement with an organization for a certain period of time to acquire practical knowledge. The study aims at finding the application of Human Resources Planning (HRP) in the private universities of Bangladesh. The paper is based on primary data and secondary collected through structure questionnaire from the HR personnel of Private University of Bangladesh. A five scale Liker technique has been used to investigate the interviewees' opinion. The HR office of Bangladesh University of Health Sciences (BUHS) generates data and related support to their main campus. They maintain an integrative relation between local HR office and parents HR office to create any HR decisions. Basically, each of the Local HR decisions is finally taken by local HR manager in consultancy with head HR manager. Bangladesh University of Health Sciences (BUHS) is the private university of Bangladesh. They maintain a competency mapping to provide necessary training to their employees. Bangladesh University of Health Sciences (BUHS) usually forecasts their manpower for short time horizon. Bangladesh University of Health Sciences (BUHS) forecasts their manpower for the employees required in administrative work and for the manpower required in manufacturing plant. They sets some criteria like, employee attires, attitude, punctuality, sincerity, education, efficiency in achieving target, late stay, holiday job and mostly 360* evaluation etc. These criteria are pre-requisite to get the next hierarchical position. Basically, this report is the partial requirement of HRP course. The purpose of the report is to apply the practical knowledge that we learned from HR planning course. It's a very knowledgeable, resource able and a great pool of HR information.

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Chapter One
Introduction

1.1 Introduction

Human resource planning (HRP) is the continuous process of systematic planning ahead toachieve optimum use of an organization's most valuable asset quality employees. Human resources planning ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses. There are four key steps to the HRP process. HRP is an important investment for any business as it allows companies to remain both productive and profitable. Human resource planning allows organizations to plan ahead so they can maintain a steady supply of skilled employees. That's why it is also referred to as workforce planning. The process is used to help companies evaluate their needs and to plan ahead to meet those needs.

Human resource is the best resource in the organization and without human resource the organization is not possible to gain the success in the organization. Job satisfaction is very important for the employees and employees are the big assets among all assets in the organization. Human resources management activities are very important for achieving the organization’s goals and maintaining the competitive and cooperative advantage among the organization. HRM activities refer to organizational functions directed at managing, balancing, developing and maintaining the pool of human resource and ensuring that the human and physical resources and the organizational activities are aimed at employed towards the fulfillment of organizational goals and objectives and expectation. Human resource management activities are the essential tools for management of people within the internal environment of an organizations, comprises the activities, policies, strategy and practices are involved in planning, organization, leading, commanding and co-ordaining and cooperating, obtaining, developing, utilizing, evaluating, maintaining, balancing and retaining the appropriate numbers of workers and employees and skill mix of employees to attain the organization’s goals and objectives. Presently organizations are competing through implementing the unique HRM practices and due to the globalization and modern changing pattern the organizations adopt the most up-to-date HRM practices in order to accomplish the organizational goals. Best HRM practices are always helpful and advantageous for both employee and employers; it plays an important role in constructive growth of the organization.

1.2 Origin of the Study

In my EMBA course I have completed human resource related subject "**The Role of Effective HR planning in Bangladesh: A case study on Bangladesh University of Health Sciences".** This thesis is on the basis of the course requirement of Masters of Business Administration (MBA) Program of Sonargoan University (SU). Theoretical knowledge will be little important unless it is applicable in practical aspects. Some practical experience is required after the completion of MBA program from as part of course requirement. This provides an opportunity to the students to minimize the gap between theoretical and practical knowledge. As I am major in Human Resources Management, this topic is very important for me to study. The thesis report is an integral part of the MBA program of the university. So it is obligatory to undertake such task by the students who desire to complete and successfully end-up their MBA degree. Students are required to work on a specific topic based on their theoretical and practical knowledge acquired during the period of the thesis and then submit it to the respective authority. That is why I have prepared this report.

1.3 Objective of the Study:

- **Broad objective**
- **Specific objective**

1.3.1 Broad objective

The broad objective of this study is to describe the "**The Role of Effective HR planning in Bangladesh: A case study on Bangladesh University of Health Sciences".**

1.3.2 The specific objectives of the study are:

i. To find out the human resource planning in Bangladesh University of Health Sciences.
ii. To identify the training opportunities for the employees of Bangladesh University of Health Sciences.
iii. To identify the career opportunity of the employees in the Bangladesh University of Health Sciences
iv. To suggest measures to improve existing human resource Planning in Bangladesh University of Health Sciences.

1.4 Scope of the Study:

This study has been asked for preparing on "The Role of Effective HR planning in Bangladesh: A case study on Bangladesh University of Health Sciences". My scope is confident to Bangladesh University of Health Sciences. However relevant & necessary analysis of industry aspects and other organizational activities has been made. In spite of limitations I also got some facilities to complete my thesis paper.

1.5 Methodology of the Study:

Assuming that, HR Planning has no impact on the organizational Performance in relation to the sales and profit turnover. The independent variable considered were mainly factors of manpower planning namely employee turnover, human resource policies, technological change, performance appraisal and level of practice, compensation, human resource information system, HR in decision making, employee gap, Departmentation and HR plans and the dependent variables considered were sales and profit turnover. For completion of the practical orientation report both primary and secondary data has been used. Primary sources have consultation and interviews with the higher level, the internal guide. Secondary sources were available from the various statements, previous survey research, published documents and publication of Bangladesh University of Health Sciences. The overall procedure of methodology has been given as below-

1.5.1 Sources of Data:

This study is mainly based on primary and secondary data available from the various divisions of Bangladesh University of Health Sciences in addition to these other necessary information have been collected from the daily newspapers, relevant journals and annual reports.

1.5.1 (a) Primary sources of data:

The researcher himself collected some primary data from the studied organizations to answer the questions set for the research. To identify the level of satisfaction among the employees on different aspects of HR planning a structured questionnaire was used to conduct survey for required data

1.5.1 (b) Secondary sources of data:

The researcher spent considerable amount of time prior to administering survey questionnaires and conducting interviews, in order to review the literatures and documents which are pertained to the human resource management and job satisfaction. Due consideration was given to the reliable sources for the secondary information. The documents which were specifically reviewed included:

- Relevant books
- Journal articles
- Research reports
- Web pages of BUHS: https://www.buhs.ac.bd
- Annual reports and newspapers.

1.5.1 (c) Research Design:

This is an "Exploratory Research", which briefly reveals the "The Role of Effective HR planning in Bangladesh: A case study on Bangladesh University of Health Sciences "Data have been collected from both primary and secondary sources.

1.5.1 (d) Population of the study

Mainly, the information was collected from Bangladesh University of Health Sciences, Mirpur. There are almost huge employees working in the organization. As the study aims to draw a conclusion on all these employees, they are population for this study.

1.5.1 (e) Study Areas and Sampling

The study has obtained data from both primary and secondary sources. Primary data for the study has been collected using Survey Method including interviews and questionnaires. The questionnaire is composed of both close and mixed ended. The study has included close-ended questions so that relevant data can easily be arranged. Besides, some open-ended questions would have helped to get detailed answers to the question. The questionnaire has been administered to a total of 25 employees in the Bangladesh University of Health Sciences. The study has adopted Random sampling. Random sampling has been followed here in selecting employees from Bangladesh University of Health Sciences.

1.5.1 (f) Editing and Sorting of Data:

Different types of computer software are used for coverage the gathered information from analysis, such as Microsoft Word, Microsoft Excel and Data are analyzed using my own ruling.

1.6 Limitations of the Study

The major limitation factor for this report is primarily the reluctance and strict adherence to confidentiality maintenance attitude shown by the officials of Bangladesh University of Health Sciences (BUHS). Furthermore, some information was withheld to retain confidentiality of the organization. However the some of the limitations I have face while preparing this Report are listed as follows:

1. Small sample size was one of the major limitations of this study.
2. The study did not cover all the HR planning of the surveyed, only three major aspects such as compensation, training and retention of employees have been included.
3. Moreover, this study cannot produce the whole picture of HRM practices in the organization since it covered only their offices and employees and the respondents were not representative.
4. Lack of experiences: Lack of experiences has acted as constraints in the way of scrupulous exploration on the topic.
5. One of the limitations of the study was unavailability of information. The available information was not properly furnished and organized, though the University is large, it some disorganized in documentation.
6. I think preparing a thesis is a time-consuming work, because it needs detailed investigation and raw level observation. Despite my every effort I could not prepare this report as I expected because I could not manage sufficient time due to involvement in my work place.

Chapter Two
Profile of the Organization

2.1 Overview of BUHS

Bangladesh University of Health Sciences is a private university in Dhaka, Bangladesh. It is the first health sciences university in Bangladesh and was established by Diabetic Association of Bangladesh in 2012. Prof Dr Faridul Alam is the vice-chancellor of the University.

The Diabetic Association of Bangladesh wanted to create a medical institute based on the requirements of its hospital, BIRDEM in the mid-1990s. They named the proposed institute Bangladesh Institute of Health Sciences. The Government of Bangladesh donated 6 acres in Darus Salam, Mirpur, Dhaka for the proposed institute. The proposed university also received finance from the Health Care Development Project of Diabetic Association of Bangladesh and supported by monetary grants from the Dutch government. The association also received loans from a consortium of 12 banks. In 2007, the Bangladesh Institute of Health Sciences starting offering courses in public health under the University of Dhaka. It received further grants from the Rockefeller Foundation, University of Oslo, and World Diabetes Foundation based in Netherlands. The institute applied to the University Grants Commission to become a higher education degree providing university named Bangladesh University of Health Sciences. On 6 December 2012, the university received permission from the University Grant Commission to start functioning as a university

Year of establishment	2012
Present campus	125/1, Darus Slalam, Mirpur-1, Dhaka-1216, Bangladesh
Vice Chancellor	Prof. Dr. Faridul Alam
Treasurer	Prof. Dr. SK Akhtar Ahmad
Registrar	Prof Dr Md Zahid Hassan
Website	www.buhs.ac.bd
Email	info@buhs.ac.bd
Telephone / Mobile	+880-2-9010654; 9010952

2.2 Vision of the University:

To develop skilled, innovative and inquisitive human resources to meet the demand of the nation who will contribute towards the development of health of the community that they will live in.

2.3 Mission of the University:

(i) To develop competent health science graduates with human values and social responsibilities contributing for sustainable development of health sector.

(ii) To reinforce the theoretical, practical and ethical dimensions of the learning process by nurturing a culture of research and innovation among faculty members and students.

(iii) To promote collaboration among relevant Institutes/Universities in home and abroad for research, academic exchange, curriculum and its hands-on implementation.

(iv) To create multidisciplinary environment in biomedical research involving biological, social sciences as well as information technology as relevant to health.

(v) To generate evidence-based suggestions which can help the planners and policy makers to develop better health care programs in the country.

2.4 Aims & Objectives

There are four Faculties and 15 Departments in the University which 10 undergraduate and 15 postgraduate programs are being conducted. The aims and objectives of the University are:

- To develop qualified and skilled human resources in clinical, basic and allied health sciences, health engineering & technology with the overall goal for improving health of our population.
- To create multidisciplinary environment in biomedical research involving biological, chemical, clinical as well as social sciences as relevant to health.
- To generate evidence-based suggestions which can help the Planners and Policy Makers to develop better health care programs in the country.
- To faster interaction among relevant Institutes/Universities in home and abroad to improve the academic and research standards in biomedical fields.
- To create a Model for an ideal Private University in Bangladesh.

2.5 Department of BUHS

Undergraduate department

Faculty of Basic Sciences

- Biochemistry and Cell Biology BSS (Hons)
- BSc (Hons) in Microbiology and Immunology

Faculty of Public Health

- Community Nutrition (BPH)
- BPH (Hons) in Health Promotion and Health Education
- Reproductive and Child Health BPH
- Occupational health and safety
- Environmental health and safety
- BPAP Epidemiology and Biostatics (Hons)

Faculty of Health Engineering and Technology

- BSc in Radiology and Imaging Technology
- BSc in Laboratory Technology
- BSc in Biomedical Engineering

Postgraduate department

Faculty of Basic Sciences

- Biochemistry
- Microbiology
- Immunology

Faculty of Public Health

- Community Medicine
- Community Nutrition
- Health Promotion and Health Education
- Reproductive and ChildHealth
- Occupational Health and Safety
- Environmental Health and Safety
- Dentistry

Associate Faculty of Health Sciences

- Biostatics
- Health Information

Faculty of Health Engineering and Technology

- Applied Laboratory Science

2.6 Academic programs

1. Community Dentistry
2. No communicable Diseases
3. Community Nutrition
4. Occupational &Environmental Health
5. Community Medicine
6. Reproductive and Child Health
7. Epidemiology
8. Health Promotional &Health Education

2.7 Board of Directors BUHS

Chief Patron: **National Professor A K Azad Khan**
President, BADAS &
Chairman, Board of Trustee of BUHS

Chief Advisor: **Professor Dr Faridul Alam**
Vice-Chancellor, BUHS

Advisors:

Prof Dr. Md. Sharfuddin Ahmed
Vice-Chancellor, BSMMU

Prof Abul Bashar Mohammad Khurshid Alam
Director General, DGHS

Prof Dr. AHM Enayet Hussain
Director General, DGME

Prof Sk. Akhtar Ahmad
Treasurer, BUHS

Prof M A Hafez

Advisor, Department of Biostatistics, BUHS

Prof Begum Rokeya

Dean, Faculty of Basic Sciences, BUHS

Prof S M Muraduzzaman

Dean, Faculty of Basic Sciences, BUHS

Prof Sharmin Parveen

Dean, Faculty of Basic Sciences, BUHS

Prof Dr Md. Zahid Hassan

Registrar, BUHS

Prof Asirul Haque

Advisor, Department of Community Nutrition, BUHS

Prof Khurshida Khanam

Head, Department of HP&HE, BUHS

Prof Fazlur Rahman

Advisor, Department of Epidemiology, BUHS

Prof M S A Mansur Ahmed

Advisor, Department of NCD, BUHS

Prof Begum Rowshan Ara

Head, Department of Reproductive & Child Health, BUHS

Chapter Three
Literature Review

3.1 Literature Review

The term itself is a relatively new one, which is used interchangeable with older terms such as human resource planning, succession planning, and building bench strength. In the past workforce planning was predominantly known as HR Planning. Although still used occasionally, there has been a move away from this latter term due to its gender-unequal connotation and because it suggests a mechanistic quantitative approach to thinking about the workforce. HR planning is associated with a rather centralized, whereas workforce planning allows for a greater recognition of qualitative issues, especially concerning skills, and is appropriate in a variety of organizational setting.

Organization structure expresses managerial, administrative and operational relationship within the entity. It also embodies authority, responsibility, and accountability. Organization structure groups activities for the purposes of administration and control and combines duties and responsibilities into jobs. Entity structure is the result of and a tool for implementing operational, financial, human resource and strategic plans. It influences the entity's ability to communicate, coordinate its functions, and respond to environmental changes. The structure of an entity must simultaneously facilitate planning, problem solving policy-making, communications, operations, resource allocation and use, and performance assessment in order to meet the demands place upon it. Departmentation is the grouping of jobs according to some logical arrangement. It is the manner in which activities should be divided and formed into specialized groups in an organization. The crucial managerial consideration when creating departments is to determine the basis of grouping jobs. Departmentation is done to achieve similar advantages by different approaches.

Globalization has introduced tremendous impact on the ways in which human resource is managed and the ways in which the human resource management (HR) function is positioned. Because HR practices do not exist in a vacuum, understanding the context within which the role of HR in corporate decision making is affected contributes to better management of people. Such understanding is even more important as organizational borders are blurred by an increasing movement toward a more global economy where management entails managing organizations and people in geographic contexts different from one's own. This study examined the factors explaining HR involvement in strategic formulation and its consequences using three perspectives: resource-based view of the

firm, institutional theory and political approach. The results showed that HR involvement in strategy formulation did not necessarily translate into competitive advantage. However, if HR involvement in strategy formulation was an important goal by itself, it is interesting to note that organizational age was not a deterrent to its adoption. In addition, positioning HR so as to be involved in top-level decision-making also increased its level of involvement in strategy formulation.

On the other hand, as stated employees do not respond simply to financial incentives as other kinds of non-financial incentives such as trust, duty, reputation within peer groups and communities etc. are equally important. This could probably due to the fact that high powered, incentives such as from market transactions, and low powered, incentives found in bureaucratic setting, which could have contributed to this result. In the same vain, inventiveness was not found to moderate the relationship between HR practices and organizational behavior. This is most likely due to the fact that the willingness to perform and achieve better organizational performance is influenced by conformity to collectivity-oriented behavior, which is common in Asian countries. In addition, this finding is further supported by past researches affect-based trust behavior is associated with employees, enterprising behavior; hence incentives offered by the companies do not moderate the relationship between HR practices and their level of performance in the companies.

Education plays an important role in skills and personality developments of human beings and well as progress of any nation. It is an essential tool to direction ate the attitude and behavior of the individuals. In the process of education, people learn how they can better survive in the world and also progress very fast. The world has become very competitive where innovations and discoveries are being made every passing day. Thus, human beings are also expected to adapt themselves in order to meet the challenges of the future. Education is one of the most power fulinstruments that can bring changes in community, society and particularly in the future dusting of nation (Shami,1999). In this scenario, the role of higher education is especially vital in the economic development of the country.
As universities are human capital-intensive organizations, HRM practices of a university can be of great help inhiring and managing the highly skilled and competent teachers. Through research, new ideas and innovation can generate; which help us in promoting higher education in the development of human resources.

3.2 Steps for HRP:

HRP should precede a number of steps (Human Resource Planning- Dipak Kumar Bhattacharyya: Chapter-3, Page-52). Such steps are:

- **Job analysis:** Job analysis is done to differentiate one job to another. Job is defined as collection or aggregation of tasks, duties and responsibilities, which are assigned to an individual employee. Job analysis provides requisite information about a job. It is a process of determining the nature of a specific job through detailed and systematic study.
- **Job Description and Job specification:** Job description is the record of duties, responsibilities and conditions needed for satisfactory performance of a particular job. Job specification translates job descriptions into human qualifications, required for successful performance of a job.
- **Developing work rules:** Most of the organization after developing job description and specifications develop work rule, which are some pre-determined decision about certain course of action that may be taken when certain contingencies arise. Organizations develop such work rules in documented form and use the same as a control device to ensure predictability of behavior.
- **Application of Industrial Engineering Techniques:** Work study, method study and work measurement techniques are also applied as a preceding step for HRP. These techniques provide opportunity for effective use of plant of equipment, effective use of human efforts, measurement of human work, better way of doing things, developing predetermined standard.
- **Other factors:** other factor include layout design, statutory requirement, shifts and leave reserve that need to consider for human resource planning process.

3.3 Strategic HR add value to the planning for the organization:

If, as is sometimes the case, organization strategies and plans have been developed without any human resource input, the justification for the HR strategy may be more about teasing out the implicit people factors which are inherent in the plans, rather than simply summarizing their explicit "people" content.

An HR strategy will add value to the organization if it:

Articulates more clearly some of the common themes which lie behind the achievement of other plans and strategies, which have not been fully identified before;

And

Identifies fundamental underlying issues which must be addressed by any organization or business if its people are to be motivated, committed and operate effectively.

The first of these areas will entail a careful consideration of existing or developing plans and strategies to identify and draw attention to common themes and implications, which have not been made explicit previously.

The second area should be about identifying which of these plans and strategies are so fundamental that there must be clear plans to address them before the organization can achieve on any of its goals. These are likely to include:

3.3.1 Workforce planning issues

- Succession planning
- Workforce skills plans
- Employment equity plans
- Black economic empowerment initiatives
- Motivation and fair treatment issues
- Pay levels designed to recruit, retain and motivate people
- The co-ordination of approaches to pay and grading across the organization to create alignment and potential unequal pay claims
- A grading and remuneration system which is seen as fair and giving proper reward for contributions made
- Wider employment issues which impact on staff recruitment, retention, motivation etc.
- A consistent performance management framework which is designed to meet the needs of all sectors of the organization including its people.
- Career development frameworks which look at development within the organization at equipping employees with "employability" so that they can cope with increasingly frequent changes in employer and employment patterns
- Policies and frameworks to ensure that people development issues are addressed systematically: competence frameworks, self-managed learning etc.

The HR strategy will need to show that careful planning of the people issues will make it substantially easier for the organization to achieve its wider strategic and operational goals.

3.4 Types of Human Resource planning:

HR Planning is generally done on two different levels

- ❖ Aggregate Planning
- ❖ Succession Planning.

Aggregate planning anticipates needs for groups of employees in specific, usually lower level jobs and the general skills employees need to ensure sustained high performance.

Aggregate Planning follows two types of forecasting:

- ❖ Unit forecasting
- ❖ Top-Down Forecasting

In Unit Forecasting, each individual unit, department, or branch of the organization estimates its future needs for employees. These estimates are then presented to subsequent layers of management, who combine and sum the totals and present them to senior management for approval.

Top-Down Forecasting involves senior managers allocating a budgeted amount for employee payroll expenditures and then dividing the pool at subsequent levels down the hierarchy. Each manager receives a budget from his/her supervisor and then divides how to allocate these funds down to the next group of manager.

Succession Planning focuses on key individual management position that the organization needs to make sure remain filled and the types of individuals who might provide the best fit in these critical position.

Succession Planning serves two purposes:

- ✓ First, it facilitates transition when an employee leaves. It is not unusual to have a departing employee work alongside her/his successor for a given period prior to departure to facilitate the transition. Succession planning aids in this process.
- ✓ Second, succession Planning identifies the development needs of high potential employees and assists with their career planning.

3.5Training for Employees

Training is very important both in employee and organization perspective. Training helps employees develop their skills, know-how and technical expertise, on the other hand organization gets better performance and desired behavior from employees through imparting training and education to them. Every organization needs well-adjusted, trained, and experienced people to perform its activities successfully. The importance of employee education and training has increased since the works in today's dynamic organizations have become more difficult and complex. To be successful, every organization must train and develop its employees in the latest technologies and skills relevant to their current and future jobs (DeCenzo and Robbins, 2010).

Training is a learning experience for employees. It pursues positive change in employees that improves their job performance. Thus, training involves changing skills, knowledge, attitudes, or behavior (Duncan et al., 2002). So, the training is to change the knowledge of employees, way of their working, or their attitudes toward their works, colleagues, superiors, and the organization. Training in any organization includes both employee training and employee development. Employee training deals with the present oriented training that focuses on the current jobs of employees while employee development focuses on the future oriented training and personal growth (DeCenzo and Robbins, 2010). Employee development is future oriented and more concerned with education than job-specific training. Employee development activities aim to impart sound reasoning capacity among the employees so that they can understand and interpret knowledge. It emphasizes more on the personal development of employees (Duncan et al., 2002).

3.6 Recruitment & Selection:

Recruitment:

The recruitment practice is done mainly on two standard procedure of recruitment. They usually carry out in-house recruitment and/or post online job ad posting. They usually recruit fresh graduates and allow them to grow in the organization. Applications received are carefully filtered and usually call a handful of candidates for the post.

The Selection Process:

The selection process has two steps – firstly there is a written test. Candidates are tested basically on job related skills and their analytical ability along with some open-ended questions relating to their psychological behavior. Selected candidates are called up for an interview within a week. The candidates must appear in front of an interview panel usually consisting of four members: from the HR department as overseen by the MD, Chairman, General Manager and Admin Managers. The candidates are tested for their basic knowledge about the subject matter, their interpersonal and communication skills, and their abilities to work in a team environment. Candidates after final selection are offered jobs along with the contract, which they need to sign before joining the job.

3.7 Maintenance of Employees

Maintenance of employees includes the activities in HRM concerned with maintaining commitment and loyalty of employees to the organization and thus helps retain productive employees. Maintaining the commitment is very important for any organization when the job loyalty of employees declines tremendously (Miller, 2008). In order to maintain the loyalty and commitment among the employees, HRM must ensure a safe and healthy working environment; prove caring for employees' well-being; operate appropriate communication program and also establish job security and career assurance for employees. These programs and activities provide many benefits to the organization in retention of qualified employees. DeCenzo and Robbins (2010) highlighted two components of the maintenance function; safety and health issues and employee communications. These maintenance functions aim to help competent, adapted employees with up-to-date skills, knowledge, and abilities and maintain their commitment and loyalty to the organization.

3.8 Job Satisfaction

Job satisfaction of employees is very important for the success of any organization, because, the satisfied employees are the valuable assets to an organization whereas the dissatisfied employees are the biggest liabilities. It is not possible for an organization to achieve its goal and mission successfully if its employees are not satisfied in their jobs. In an organization, satisfied employees tend to provide their best efforts to produce higher-quality work than the dissatisfied cohorts. Many studies indicate that satisfied employees are more productive and that organizations having satisfied employees are more efficient. Moreover, satisfied employees are highly motivated to give better quality work performance and to have less absenteeism and their turnover rate is also very low (Bruce and Blackburn, 1992) Job satisfaction is a complex as well as important areas for HRM department to realize and deal with full attention and sincere efforts.

According to Locke (1976: 1304), job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Job satisfaction is also defined as the general attitude of individual about his or her job (Robbins, 1999). Mullins (1993) mentioned that motivation is closely related to job satisfaction. Job satisfaction refers the feeling of satisfaction on the job or a motivation to work. It is not the self-satisfaction, happiness or self- contentment but the satisfaction related with the job (Suri and Chhabra, 2000). Hoppock (1935) highlighted the term job satisfaction described it as the combination of psychological, physiological and environmental circumstances which forces an employee to express his or her satisfaction with the job.

3.9Performance of Organization

Human resource management is closely related with the performance of organization. The major responsibility of HRM is to develop the skills and enhance motivation of employees. Organizational performance depends on its quality and capacity of human resources to perform their job responsibilities effectively and efficiently. HRM is concern with four basic functions: selection of right person at the right place through its staffing functions; develop the required skills of employees through training and human resource development activities; encourage employees to perform better through motivation; and finally retain qualified employees through maintenance functions (DeCenzo and Robbins 2010). Highly motivated employees perform better and are potentially more productive than less motivated employees. HRM practices contribute employees' job satisfaction and thereby increase their productivity which ultimately results better performance of an organization.

Chapter Four
Data Analysis of the Study

4.1 Data Analysis of the Study

The study has included close-ended questions so that relevant data can easily be arranged. Besides, some open-ended questions would have helped to get detailed answers to the question. The questionnaire has been administered to a total of 25 employees in this industry. The study has adopted Random sampling. After finishing the survey all the questionnaires were gathered and put all the data from the questionnaires into Microsoft Excel.

4.1.1 Gender of Respondents

The total respondent of this survey is 25, because the survey respondents are the employees of the companies. The following chart reveals the gender frequency of the respondents.

Gender	Respondents	Percentage of Frequency
Male	17	68%
Female	08	32%
Total	**25**	**100%**

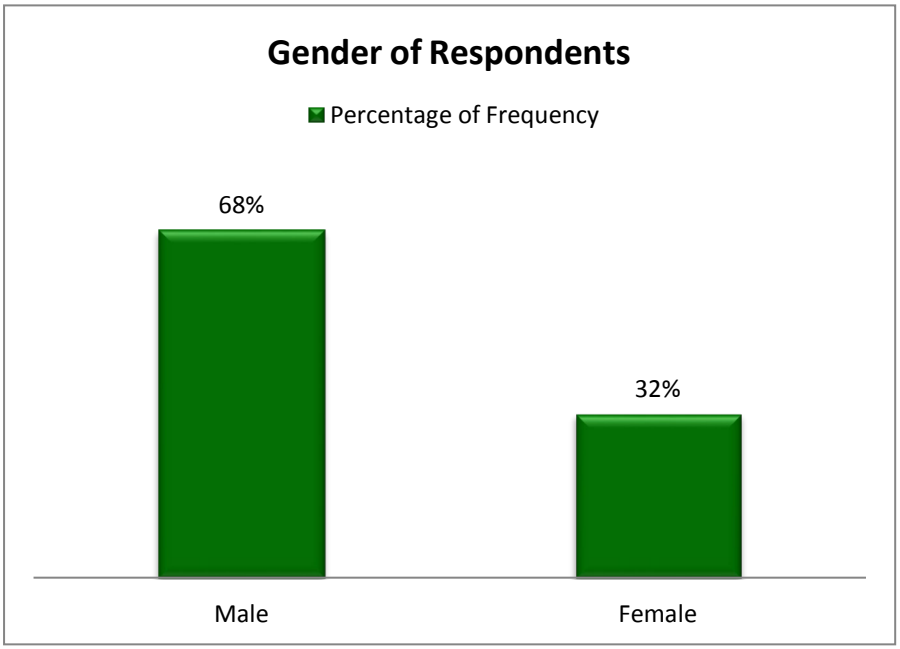


Figure-4.1: Gender of Respondents

Comments:

From the above figure it can show that most of the employees that are 68% are male and 32% are female in this survey.

4.1.2 Experience of Respondents

In this part of the survey, I asked to the officers of this university about Year of Experience. Then they give answer that is given below-

Year of Experience	Frequency	Percentage of Frequency
a) 3-5 year	11	44%
b) 5-8 years	07	28%
c) 8-10 years	05	20%
d) 10 and above	02	08%
Total	**25**	**100%**

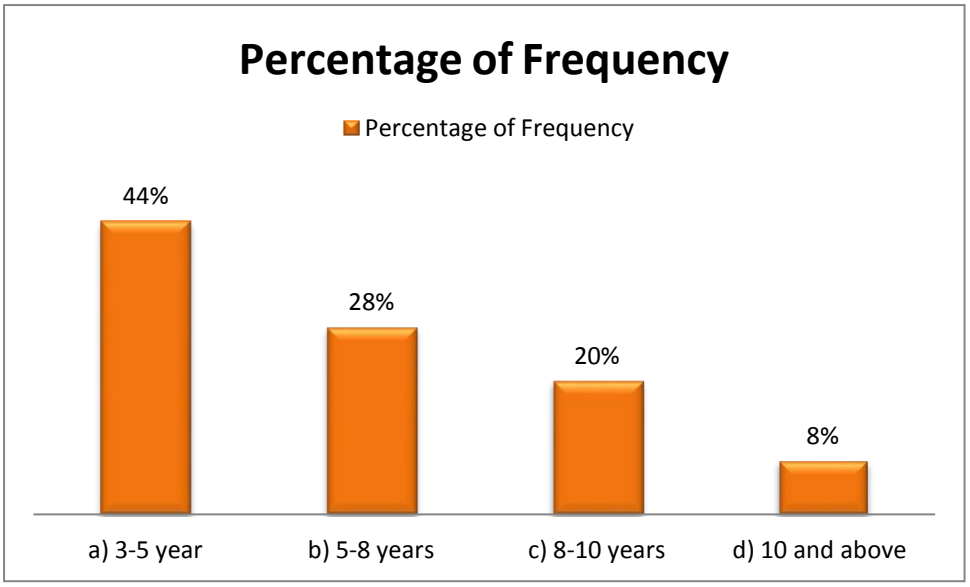


Figure-4.2: Experience of Respondents

Comments:

Form this figure we can see about Experience of Respondents. Here 44% respondents experience 3-5 years, 28% respondents experience 5-8 years, 20% respondents experience 8-10 years and 08% respondents experience 10 and aboveyears' experience in this study.

Q-01: Does the University communicate with the employees?

Communication is the process of exchanging information within the University. For organizational improvement, effective communication is highly important in every organization. Effective communication mostly helps to keep better connections among employees and executives. Employees asked whether their respective University maintains proper communication with the employee.

Response	Frequency	Percentage of Frequency
Strongly Disagree	0	0%
Disagree	04	16%
Neutral	02	08%
Agree	14	56%
Strongly Agree	05	20%
Total	**25**	**100%**

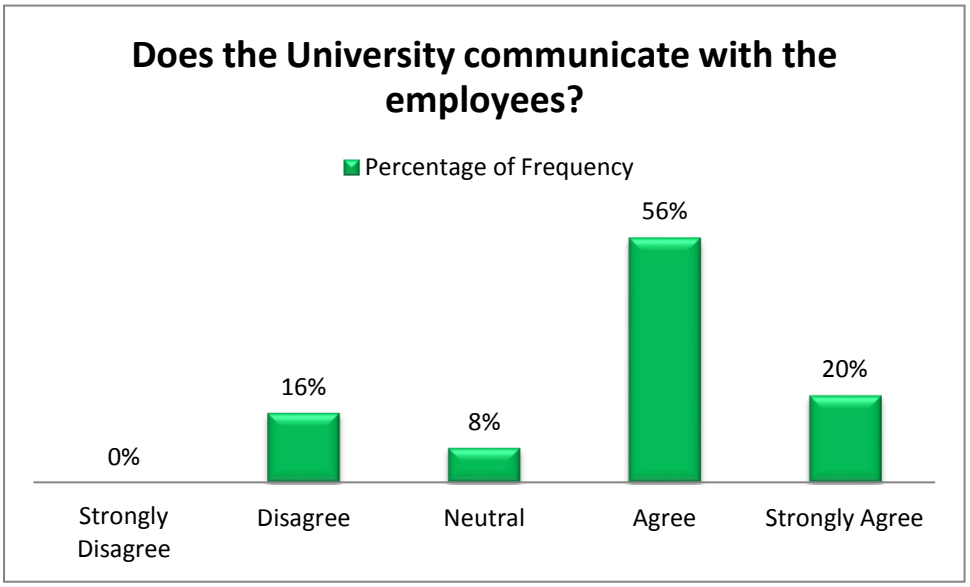


Figure-4.3:Does the University communicate with the employees?

Comments:

From this figure we can see about the University communicate with the employees. Here Majority respondents (56%) said better communicate with the employees and 20% respondents said strongly agreed the university communicate with the employees.

Q-02:Career opportunity of the employees

Career Opportunity Career development is an integral part of Human Resource Management. Without the flourishing career of the employees, the performance of the organization cannot be promoted easily. Employees have been asked whether there exists any career opportunity in your respective organization.

Response	Frequency	Percentage of Frequency
Strongly Disagree	0	0%
Disagree	11	44%
Neutral	02	08%
Agree	10	40%
Strongly Agree	02	08%
Total	**25**	**100%**

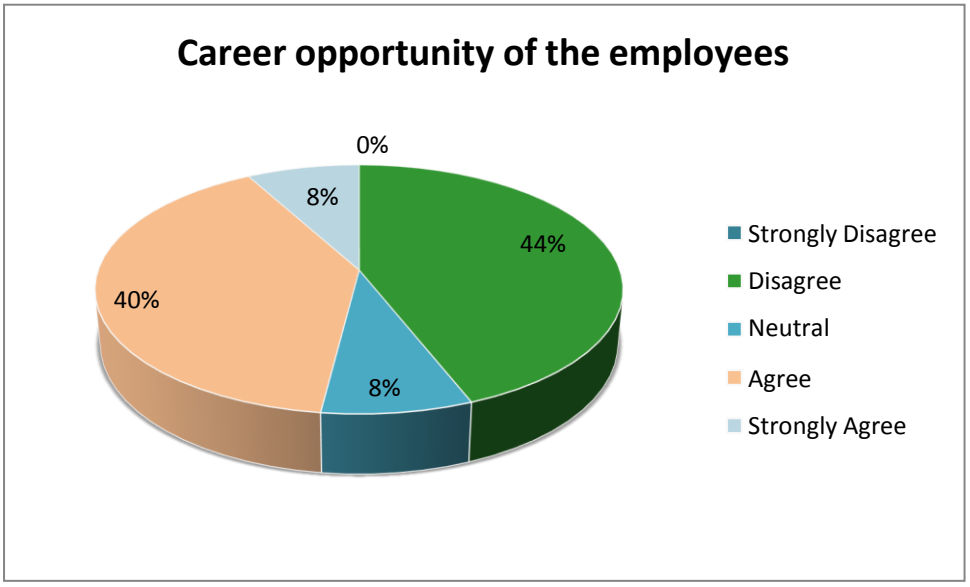


Figure-4.4: Career opportunity of the employees

Comments:

44% employees opined that career opportunity does not exist in the respective organization. They said that they received preliminary training while joining the organization. After that, the training session was hardly conducted. The rest of 40% viewed that they have the opportunity to promote their career.

Q-03:Support of the University to employees

To promote the career of the employees, the support of the organizations is highly important. Employees responded to what extent they receive support from the organizations.

Response	Frequency	Percentage of Frequency
Strongly Disagree	0	0%
Disagree	13	52%
Neutral	02	08%
Agree	10	40%
Strongly Agree	0	0%
Total	**25**	**100%**

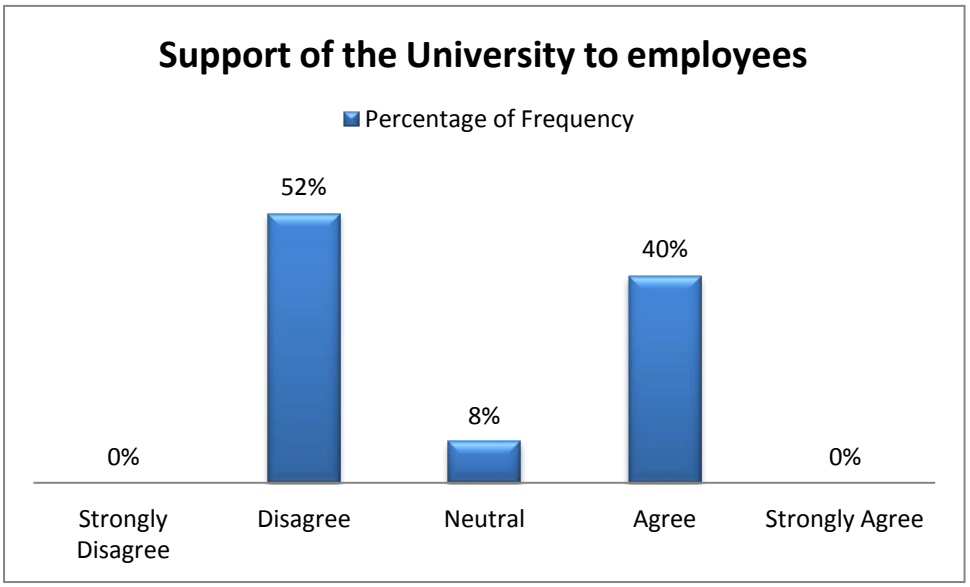


Figure-4.5Support of the University to employees

Comments:

Chart 4.5 shows that52% of employees got a disagreed level of support from organizations. 40% opined that they agreed level support from organizations. 08% opined that they had received neutral level support from organizations.

Q-04:Promotion opportunity of the employees

Promotion is an important issue to promote Human Resource Management. Employees were asked whether they got their promotion timely.

Response	Frequency	Percentage of Frequency
Strongly Disagree	0	0%
Disagree	15	60%
Neutral	02	08%
Agree	08	32%
Strongly Agree	0	0%
Total	**25**	**100%**

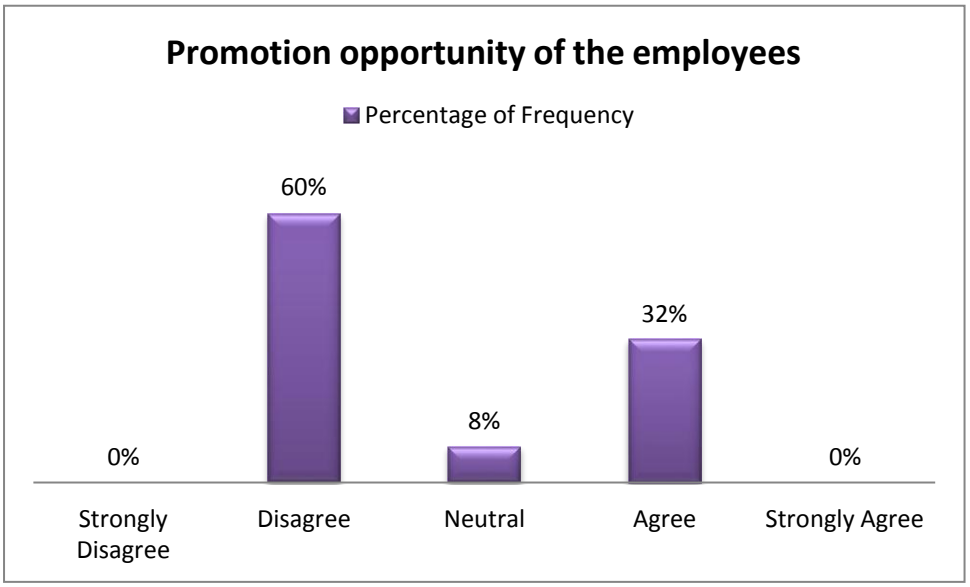


Figure-4.6:Promotion opportunity of the employees

Comments:

60% of employees replied that they did not get a promotion timely. According to them, various issues impede the smooth promotion process in the organizations like proper promotion guidelines, limited job vacancy, limited recruitment, etc. Only 32% opined that they got a promotion on time.

Q-05: Level of satisfaction of employees regarding remuneration.

Response	Frequency	Percentage of Frequency
Strongly Disagree	0	0%
Disagree	07	28%
Neutral	02	08%
Agree	14	56%
Strongly Agree	02	08%
Total	**25**	**100%**

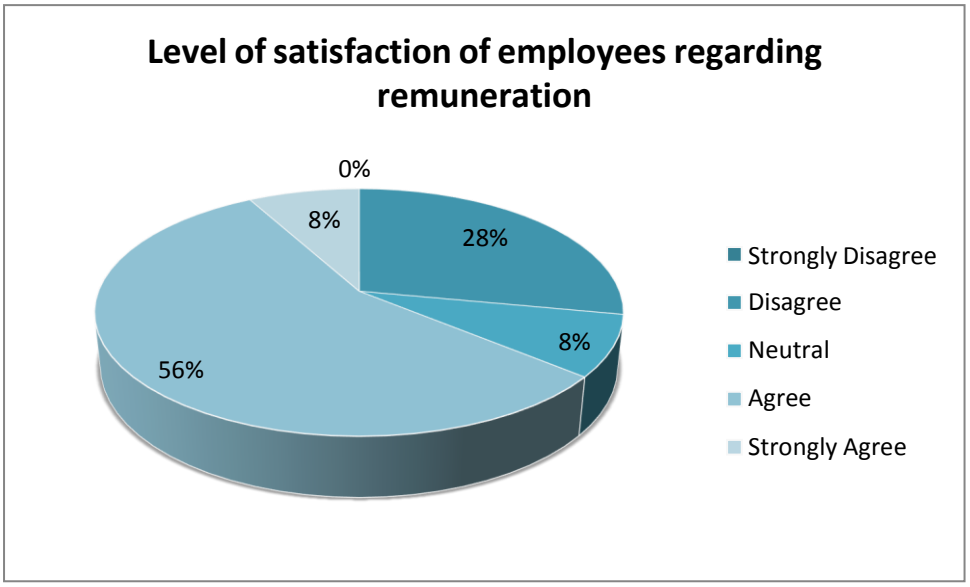


Figure-4.7:Level of satisfaction of employees regarding remuneration.

Comments:

Employees expect to get expected remuneration. Employees were asked whether they are satisfied with the remuneration provided. 28% of employees replied that they areDisagreed.56% are satisfied and 8% respondents said neutral level of satisfaction.

Q-06: Do BUHS follow Human Resource Planning?

Table-4.8: Do BUHS follows Human Resource Planning?

Response	Frequency	Percentage of Frequency
Strongly Disagree	0	0%
Disagree	04	20%
Neutral	01	04%
Agree	18	72%
Strongly Agree	02	08%
Total	**25**	**100%**

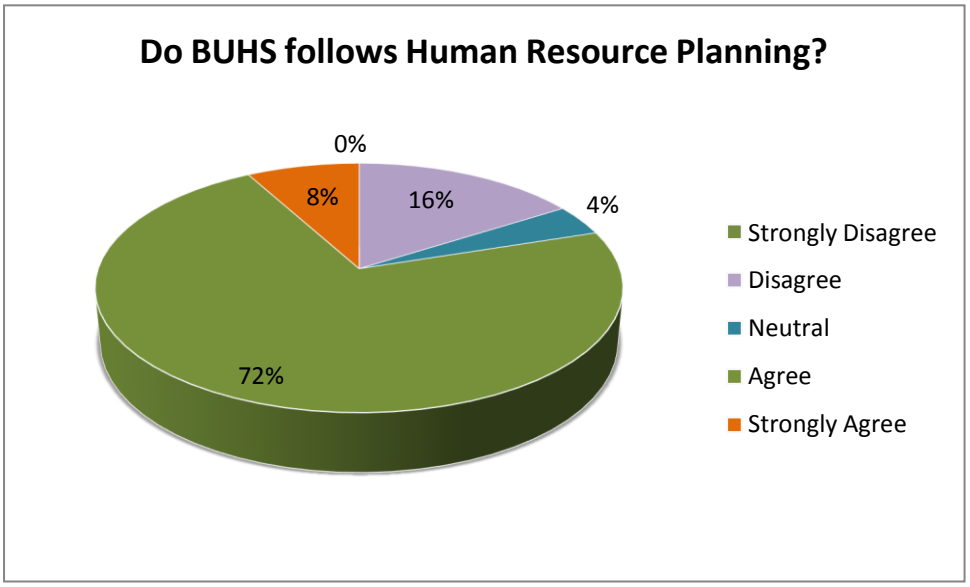


Figure-4.8:Do BUHS follows Human Resource Planning?

Comments:

From this table and figure we can see about follows Human Resource Planning. Here majority respondents 72% said agree the Bangladesh University of Health Science (BUHS) follows Human Resource Planning, 16% respondents said disagree this statement.

Q-07: Do you think BUHS strategic Human Resource Planning is proactive in anticipating and preparing flexible responses to changing HR requirements?

Response	Frequency	Percentage of Frequency
Strongly Disagree	0	0%
Disagree	05	20%
Neutral	02	10%
Agree	13	52%
Strongly Agree	05	20%
Total	**25**	**100%**

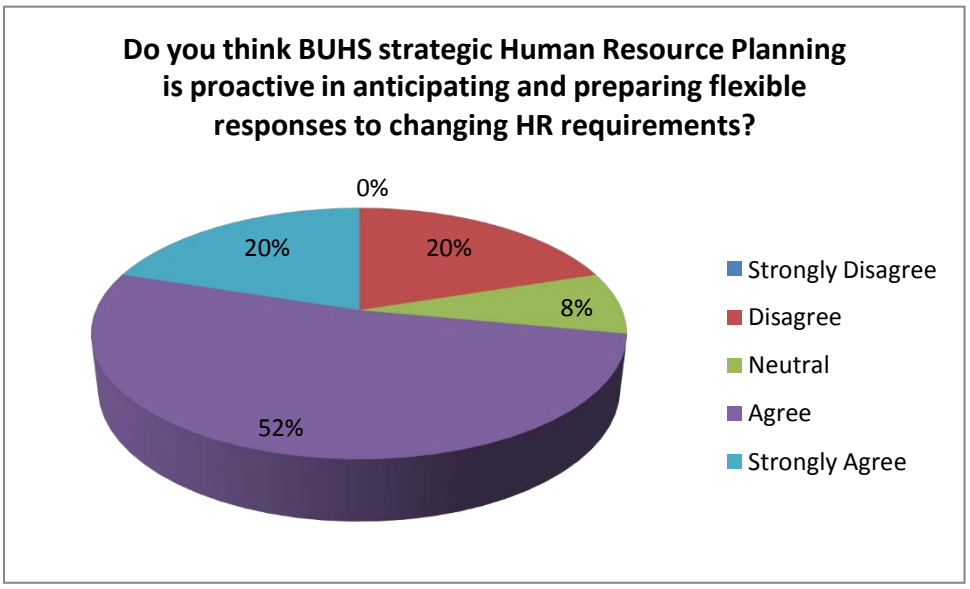


Figure-4.9:Do you think BUHS strategic Human Resource Planning is proactive in anticipating and preparing flexible responses to changing HR requirements?

Comments:

There are total 25 employees in their Human Resource Department. Among them 13 employees, which covers 52% thinks that the Strategic Human Resource System of BUHS is proactive in anticipating and preparing flexible responses to changing HR requirements. But only 05 employee, who covers only 20%, said that Strategic Human Resource Management of BUHS is not proactive. So, from the given statistics we see that BUHS Strategic Human Resource Planning is very proactive in anticipating and preparing flexible responses to changing HR requirements.

Q-08: Do you think the University have the right people with the right skills in the right places at the right time?

Response	Frequency	Percentage of Frequency
Strongly Disagree	0	0%
Disagree	04	16%
Neutral	03	12%
Agree	15	60%
Strongly Agree	03	12%
Total	**25**	**100%**

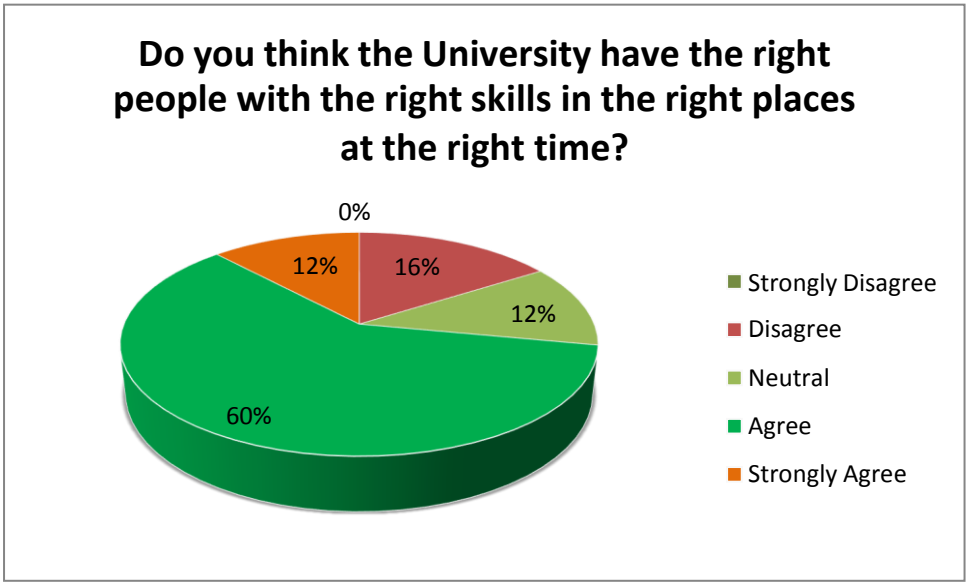


Figure-4.10:Do you think the University have the right people with the right skills in the right places at the right time?

Comments:

Out of 100% respondents of 60% respondents said Agreed they think the University have the right people with the right skills in the right places at the right time, 16% respondents said disagreed and 12% respondents neutral this statement.

Q-09: Do you thing the organization plan for the total workforce?

Response	Frequency	Percentage of Frequency
Strongly Disagree	0	0%
Disagree	05	20%
Neutral	02	08%
Agree	15	60%
Strongly Agree	03	12%
Total	**25**	**100%**

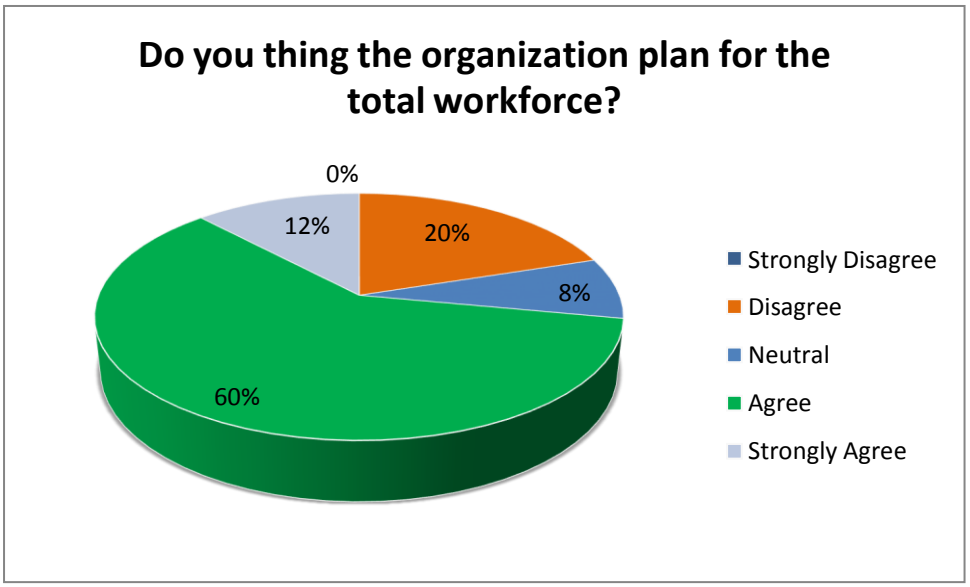


Figure-4.11:Do you thing the organization plan for the total workforce?

Comments:

Out of 100% respondents of 60% respondents said Agreed they thing the organization plan for the total workforce, 20% respondents said disagreed and 08% respondents said neutral this statement.

Q-10:Duration of Recruitment and Selection process.

Response	Frequency	Percentage of Frequency
0 to 1 month	12	48%
1 to 3 months	08	32%
3 to 6 months	05	20%
6 months to 1 year	0	0%
Total	**25**	**100%**

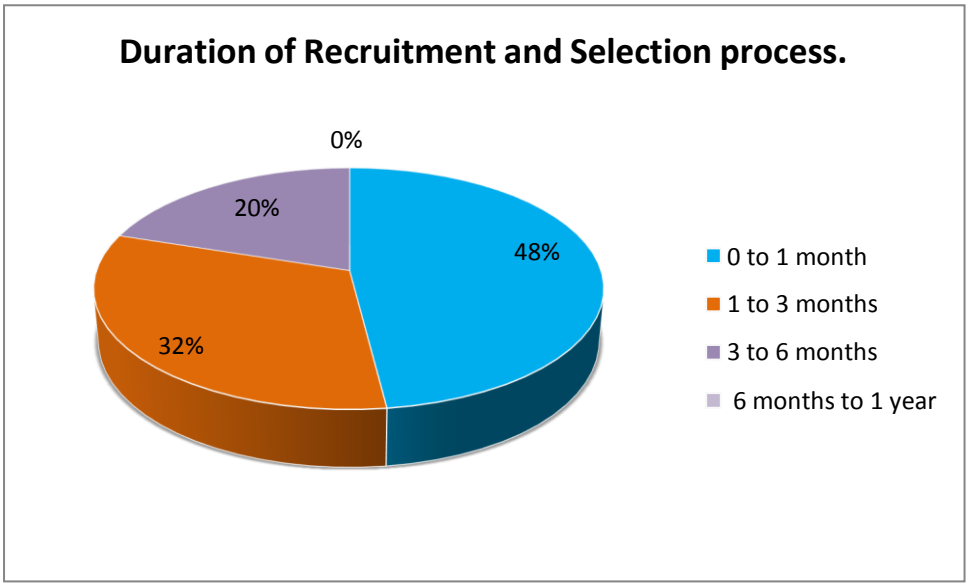


Figure-4.12Duration of Recruitment and Selection process.

Comments:

From this figure we can see about Duration of Recruitment and Selection process. In the above table it is found that majority (48%) of the employees are agreed that the recruitment and selection process of this organization is take 0 to 1 month and (32%) are agree with 1 to 3 months.

Q-11:Which of the following recruitment sources are followed for recruitment and selection in the organization?

Response	Frequency	Percentage of Frequency
a. Internal	12	48%
b. External	07	28%
c. Both	06	24%
d. Others	0	0%
Total	**25**	**100%**

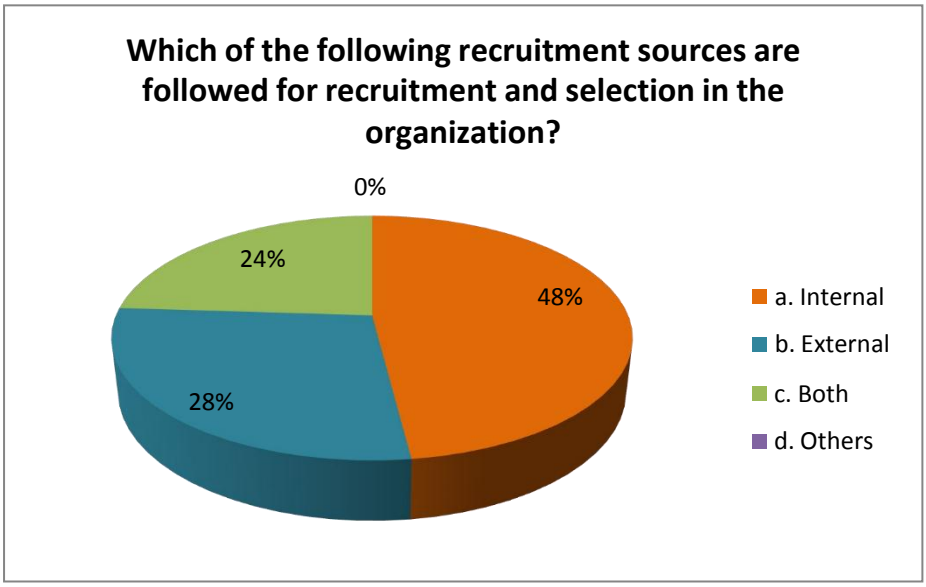


Figure-4.13:Which of the following recruitment sources are followed for recruitment and selection in the organization?

Comments:

From the Figure we can see about which of the following recruitment sources are followed for recruitment and selection in the organization? Here 48% respondents said Internal, 28% respondents said External and 24% respondents said both Internal and External recruitment sources are followed for recruitment and selection in the organization.

Q-12:The organization uses both interview and written test is selecting employee?

Response	Frequency	Percentage of Frequency
Strongly Disagree	0	0%
Disagree	05	20%
Neutral	02	08%
Agree	15	60%
Strongly Agree	03	12%
Total	**25**	**100%**

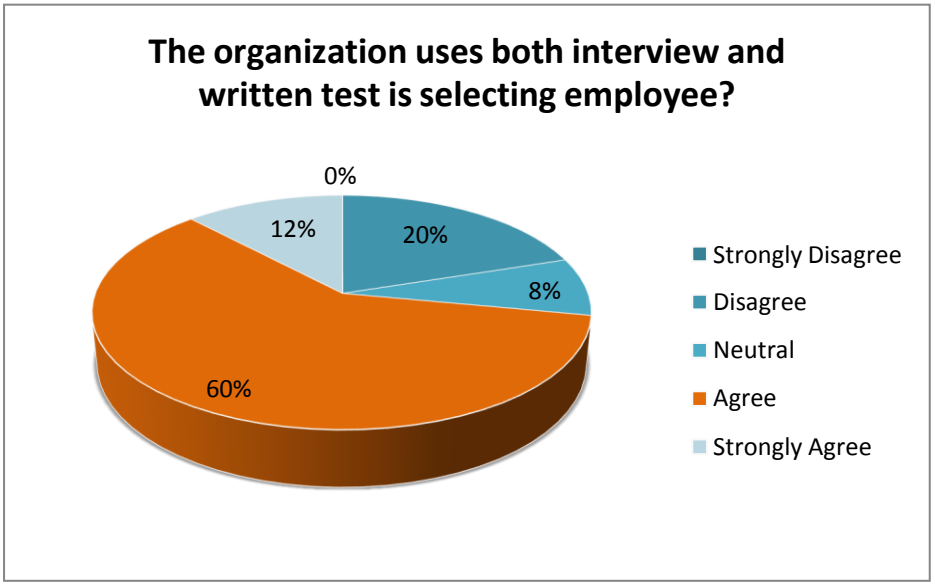


Figure-4.14:The organization uses both interview and written test is selecting employee?

Comments:

From the Figure we can see about the organization uses both interview and written test is selecting employee? Here 60% respondents said agree, 12% respondents said Strongly agreed, 20% respondents said Disagree and 08% respondents said neutral the organization uses both interview and written test is selecting employee.

Q-13: Evaluation of Training.

Response	Frequency	Percentage of Frequency
Learner's Reaction	01	04%
Knowledge Acquired	09	36%
Behavioral Change	0	0%
Measurable Results	15	60%
Total	**25**	**100%**

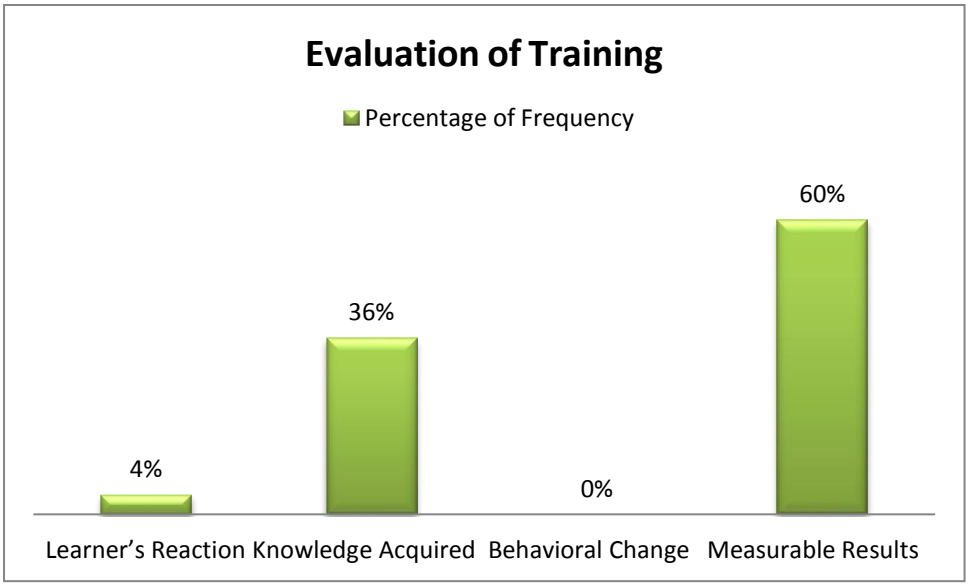


Figure-4.15:Evaluation of Training

Comments:

Out of 100% respondents of 60% of the employees under survey mentioned that by measurable result organization evaluate training program, (36%) mentioned about knowledge acquire and 04% are agree with learners reaction.

Q-14:Regarding training after recruitment.

Response	Frequency	Percentage of Frequency
Yes	18	72%
No	07	28%
Total	**25**	**100%**

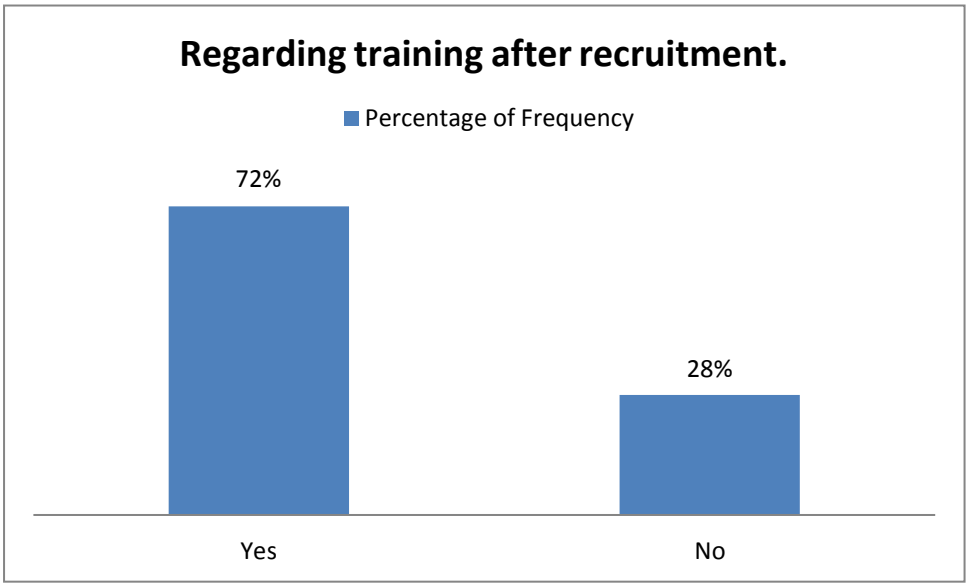


Figure-4.16:Regarding training after recruitment.

Comments:

From this figure we can see about regarding training after recruitment. Here majority (72%) of the employees under survey mentioned that organization give training after recruitment and (28%) are disagree with this statement.

Q-15:Conducts training and development program in regular basis.

Response	Frequency	Percentage of Frequency
Strongly Disagree	0%	0%
Disagree	03	12%
Neutral	02	08%
Agree	15	60%
Strongly Agree	05	20%
Total	**25**	**100%**

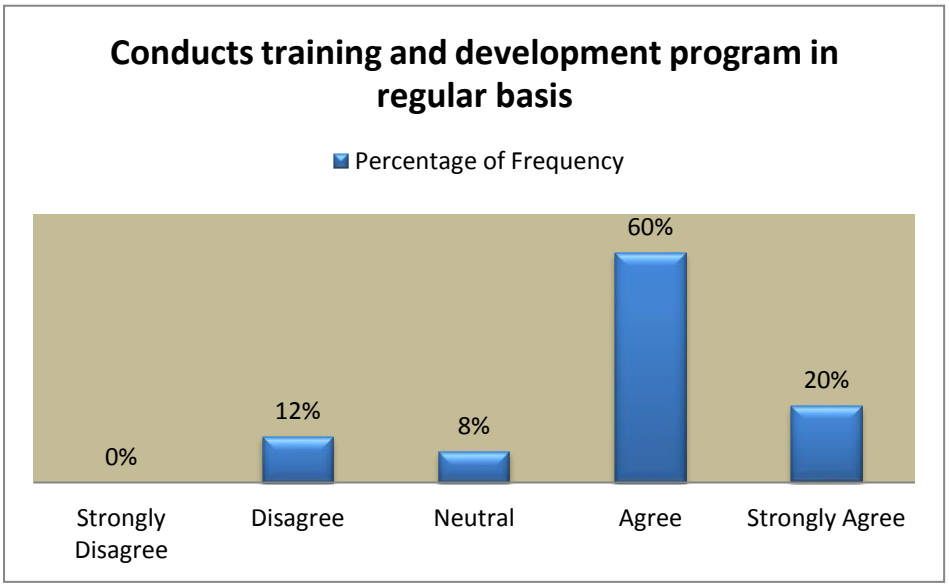


Figure-4.17:Conducts training and development program in regular basis.

Comments:

From the above figure it is observed that out of 100% respondents of 20% respondents said strongly agreed, 60% respondents said agreed, 08% respondents said neutral and 12% respondents said disagreed the training and development program in regular basis.

Chapter Five
Findings

5.1Findings of the Study

After analyzing the data the result of data findings are being summarize below:

- Most of the employees that are 68% are male and 32% are female in this survey.
- Out of 100% respondents of 44% respondents experience 3-5 years, 28% respondents experience 5-8 years, 20% respondents experience 8-10 years and 08% respondents experience 10 and above years experience in this study.
- About the organization communicate with the employees. Majority respondents (56%) said better communicate with the employees.
- Out of 100% respondents of 44% respondents opined that career opportunity does not exist in the respective organization.
- Out of 100% respondents 52% of employees got a disagreed level of support from organizations. 40% opined that they agreed level support from organizations.
- The majority 60% of employees replied that they did not get a promotion timely. According to them, various issues impede the smooth promotion process in the organizations like proper promotion guidelines, limited job vacancy, limited recruitment, etc.
- About follows Human Resource Planning. Here majority respondents 72% said agree the Bangladesh University of Health Science (BUHS) follows Human Resource Planning.
- Majority respondents 52% thinks that the Strategic Human Resource System of BUHS is proactive in anticipating and preparing flexible responses to changing HR requirements
- Out of 100% respondents of 60% respondents said Agreed they think the organization have the right people with the right skills in the right places at the right time
- Out of 100% respondents of 60% respondents said Agreed they thing the organization plan for the total workforce.
- About Duration of Recruitment and Selection process. In the above table it is found that majority (48%) of the employees are agreed that the recruitment and selection process of this organization is take 0 to 1 month.
- About which of the following recruitment sources are followed for recruitment and selection in the organization? 48% respondents said Internal, 28% respondents said External and 24% respondents said both Internal and External recruitment sources are followed for recruitment and selection in the organization.

- About the organization uses both interview and written test is selecting employee? 60% respondents said agreed the organization uses both interview and written test is selecting employee.
- Out of 100% respondents of 60% of the employees under survey mentioned that by measurable result organization evaluate training program.
- The majority (72%) of the employees under survey mentioned that organization give training after recruitment and (28%) are disagree with this statement
- Out of 100% respondents of 60% respondents said agreed the training and development program in regular basis.

Chapter Six
Recommendations and Conclusion

6.1 Recommendations

Following recommendations have been suggested on the basis of conducting this study in order to reduce the weaknesses of the organization.

- Though on Bangladesh University of Health Sciences Human Resource Planning is proactive in anticipating to changing HR requirements, still because of some old employees who cannot understand new changes at all, so the university lack behind. So, they should provide all computerized works to the new employees and only manual works to the old employees.
- Should introduce external Succession Planning. If they do so, then other employees will work more in order to get promotion. Because they will see, when someone is working very hard she/he is getting promotion, seeing that others will also work hard unless they get into a higher position.
- They need to introduce human resource audit on the basis of the HR plan developed to meet the unique need of the firm. Because HR audit identifies the potential HR problems and thus corrected actions can be taken in advance.
- Organization should introduce TNA (Training Need Analysis) Form so that they can understand which employee needs what training in which sector and for how long. They can even estimate their investment even, if the introduce this form.
- HR division should propose a reference library of training and Development material for employees use.
- Need to take proper step for Improve Training and Development process.
- All employees should familiar with the activities of different departments.
- They can improve their HR department by making it more efficient.
- There should be more team meeting in HR department to stay in track with everyone in the team to generate more good works. Because same dept. employee works are interrelated, so that if someone is not aware of something which creates a miscommunication. So to stay on track I think twice every week should be incorporated.
- Employees do not have any freedom to choose a particular job they want to do. Management should consider the matter so that employee get opportunities to choice any particular job based on his or her proficiency.
- To reduce employee turnover and to retain the more qualified employees it is an important part for the entire solution to the job satisfaction related problems.
- Performance evaluation should be positive and not punitive.

6.2 Conclusion:

Human resource planning is probably one of the most critical elements in linking the work of the human resources function to the business goals of the organization. “It is important to recognize that certain aspects of human resource management tend to have potentially high strategic consequences. “Especially in the areas of policy development and implementation it is obvious and difficult to refute advice that effective human resource policies require human resource planning, which in turn, requires effective integration with an organization’s strategic planning process. “It is evident that human resources planningare becoming more and more important in business circles. “Because business profits are squeezed by inflation and a weakened economy, management is also concerned withpersonnel costs and is seeking to achieve increased output with the same or fewer staff.” Many institutes still perceive a gap between their intended HR practices and the actualimplementation. Future studies could look at employee perceptions of the actual practices if we want to link HR practices to organizational performance and excellence. Againstudies could also be carried out to establish a set of HRM practices that has a positiveimpact on firm performance.

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Appendix
Questionnaire

Questionnaire Survey on
"**The Role of Effective HR planning in Bangladesh: A case study on Bangladesh University of Health Sciences".**

Dear Sir/Madam,

I am a student of EMBA program of Sonargoan University (SU). Currently I am preparing my thesis on the above-mentioned topic. I request you to spend some time to participate in my survey. All responses in this questionnaire will be confidential. I appreciate your effort to participate in this survey.

Thank you for your cooperation:

Name of the Respondent :

Name of the Department :

Designation : Years of experience :

Present Address :

The questions in this questionnaire concern characteristic related to "The Role of Effective HR planning in Bangladesh: A case study on Bangladesh University of Health Sciences". Using the key below, please indicate the extent to which you agree with each statement. Just put a tick mark against each statement.

1= Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5= Strongly Agree

Statement	SD	Disagree	Neutral	Agree	SA
01: Does the University communicate with the employees?					
02: Career opportunity of the employees					
03: Support of the University to employees					
04: Promotion opportunity of the employees					

05: Level of satisfaction of employees regarding remuneration.					
06: Do BUHS follow Human Resource Planning?					
07: Do you think BUHS strategic Human Resource Planning is proactive in anticipating and preparing flexible responses to changing HR requirements?					
08: Do you think the university have the right people with the right skills in the right places at the right time?					
09: Do you thing the University plan for the total workforce?					
10: Duration of Recruitment and Selection process.					
11: Which of the following recruitment sources are followed for recruitment and selection in the University?					
12: The University uses both interview and written test is selecting employee?					
13: Evaluation of Training.					
14: Regarding training after recruitment.					
15: Conducts training and development program in regular basis.					