Sonargaon University (SU)

Thesis Paper

on

Human Resource Practices in Bangladesh: A Case Study on Walton Group

Submitted by

Md. Arafat Islam

ID: MBA2401031018

Program: Master of Business Administration (MBA)

Major: Human Resource Management (HRM)

Semester: Fall 2024

Submitted to

Department of Business Administration

Sonargaon University (SU)

Dhaka-1215

Date of Submission

07/01/2025

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Supervised by

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Date of Submission

07/01/2025

Letter of Transmittal

05 January, 2025

To,
Shakila Yesmin
Lecturer
Department of Business Administration
Sonargaon University (SU).

Subject: Submission of Thesis Paper on "Human Resource Management Practices in Bangladesh: A Case Study on Walton Group".

Dear Ma'am,

With due respect, I would like to inform you that it is a great pleasure and privilege to present the Thesis paper titled "Human Resource Management Practices in Bangladesh: A case study on Walton Group" which was assigned to me as a partial requirement for the completion of MBA 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 thesis such as much detailed as possible. I sincerely believe that this thesis would satisfy and meet the requirements and will serve the purpose of my thesis.

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

Sincerely Yours

Md. Arafat Islam
ID No: MBA 2401031018
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Student's Declaration

This is Md. Arafat Islam, a student of Master of Business Administration, ID No: MBA 2401031018 from Sonargaon University (SU) would like to solemnly declaration here that this thesis paper on **"Human Resources Management Practices in Bangladesh: A Case Study on Walton Group"** has been authentically prepared by me under supervisor of **Shakila Yesmin,** Lecturer, Department of Business Administration, Sonargaon University.

I didn't breach any copyright act internationally. I am further declaring that I did not submit this thesis anywhere for awarding any degree, diploma, or certificate.

_____

Md. Arafat Islam
ID No: MBA 2401031018
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Letter of Authorization

I, **Shakila Yesmin**, Lecturer, Faculty of Business Administration, Sonargaon University (SU) hereby certify that the Thesis work entitled as **"Human Resources Management Practices of Walton Group"** has been prepared by Md. Arafat Islam, ID No: MBA 2401031018, Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of Master of Business Administration (MBA) with major in HRM.. To the best of my knowledge, the above-mentioned work has been conducted by the student himself. Any option and/or suggestion made in this study are entirely that of the author of this thesis paper.

I wish him every success in life.

_____

Shakila Yesmin
Lecturer
Department of Business Administration
Sonargaon University (SU).

Acknowledgement

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 to **Shakila Yesmin,** Lecturer, Department of Business Administration, Sonargaon University (SU) for guiding me to complete my thesis paper. I am also highly indebted to her for the scholarly and constructive suggestion, which was of much assistance to prepare this thesis paper on "Human Resource Management Practices in Bangladesh: A case study on Walton Group". 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.

I would like to thank all the employees of Walton Group for the unconditional love and support they have shown to me. They always treat me as a member of their team. Besides I have special appreciation towards following resource person for helping me.

I am also grateful to high officials and all the officials and staffs and officers, for their friendly behavior, heartiest cooperation and other services during my studies.

Executive Summary

Walton Group is very common and for some extent trouble-free, but this report is prepared on real practices on the field. Human resource Management practices is one of the widely cited topics for the organizations nowadays. It is the process by which one organization makes sure that it would get the right number of people for the right position at the right time. Human resource Management practices anticipates not only the required kind and number of employees but also determine the action plan for all the functions of personnel management. Human resource planning can be defined as the process of identifying the number of people required by an organization in terms of quantity and quality. All human resource management activities start with human resource planning. So we can say that human resource planning and practices is the principle/primary activity of human resource management. It has been said that supply of labor is always abundant but the supply of competent and dexterous workforce is not always available. Hence, today the organizations are giving a strong weight in human resource planning. The majority 52% of employees got a disagreed level of support from organizations. 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. Employees expect to get expected remuneration. Employees were asked whether they are satisfied with the remuneration provided. 28% of employees replied that they are disagreed. 56% are satisfied and 8% respondents said neutral level of satisfaction. About Duration of Recruitment and Selection process. They can improve their HR department by making it more efficient. During the method of new recruitment, a screening mechanism must be introduced to select the best candidate who will work with the respective branch for a longer period. Performance evaluation should be positive and not punitive. To provide lunch facility. If it not possible. Therefore, company delivers special lunch one times in a month (at the middle of a month) for motivation. Walton group should develop a market analysis group formally for national and international market. This group will be responsible for searching new prospective market and also analysis the present market problems.

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Chapter One

Introduction

1.1 Background of the Study

Walton is the latest multinational electrical, electronics, automobiles and other appliances brand with one of the largest well equipped R & I facilities in the world carried out its production through different subsidiaries under the banner of Walton group headquarters in Bangladesh. Today, Walton has a workforce of more than 30000+ in total 22 production bases under 700+ acres of factory area. The capacity of yearly production is
10 million units based on the market demands. Walton is the giant professional manufacturer in the relevant industry and has gained high reputation in terms of its unbeatable capability for producing Electrical and Electronics goods in the most competitive way in aspect of quality, cost, design and innovation. Walton Hi-Tech Industries PLC. was incorporated as a private Limited company on April 17, 2006 under the Companies Act of 1994, vide registration certificate no. C-61272 (3281)/06 andstarted its business operation from 2008. Subsequently, the company was registered as a "Public Limited Company" on May 14, 2018. Walton Hi-Tech Industries PLC. is now the listed company in two stock exchanges of Bangladesh called Dhaka Stock Exchange Limited & Chittagong Stock Exchange PLC. since September 14, 2020 with a view to ensuring continuous expansion of its business in a sustainable manner.

My thesis paper is about **"**Human Resource Management Practices in Bangladesh: A Case Study On Walton Group". Human resources management is a very important function in every organization. Without human resources management, companies would not be able to effectively recruit and retain employees, improve and enhance the organization, and they wouldn't be able to maintain a healthy, accepting workplace culture and environment. Human resources management is so important to organizations that many call this department the heart and soul of a business. Every organization develops and maintains a unique Organizational culture, where Human Resource department provides guidelines and boundaries for the behavior of the members of the organization. Also in the company Human resource department maintain all of the aspect on the organization. Every company has its own unique personality, just like people do. The unique personality of anorganization is referred to as its culture. In groups of people who work together, organizational culture is an invisible but powerful force that influences the behavior ofthe members of that group. Moreover, it also has a strong influence on employee's job satisfaction. So if the employee can get their best satisfactory culture from the Human resource department in the organization this is why we want to develop the study and thenwe can find out the various types of activity of Human resource department of Walton Group.

1.2 Objective of the study

1.2.1 Main Objective

The main objective of this thesis paper is to fulfill the requirement of the thesis paper. The secondary objective of the thesis is to evaluate the **"Human Resource Management Practices of Walton Group".** This report has been prepared primarily for the fulfillment of the MBA course of Sonargaon University (SU).

1.2.2 Specific Objective

The Specific objectives are given bellow-

- To understand the functions performed by HR department of Walton Group.
- To determine how Walton Group maintain recruitment & selection process
- To highlight the compensation & benefits provided by Walton Group.
- To identify strengths & weakness of Walton Group.
- To recommend necessary steps for overcoming problem.

1.3 Methodology of the Study

For completion of the thesis paper 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 annual reports and publication Walton Group.

1.3.1 Data Collection Tools and Techniques

Sampling

I adopted the survey type of research in which a sample from the target population has been used for the study. For the convenience sampling method I have select one of the leading Organization in Bangladesh for this study. Details of the sample are as follows-

Sample Size

I have been used convenient sampling method among the Walton Group and 25 sample size.

1.3.2 Sources of Data

The sources of data were of two types-

Primary Data

The primary data are-

- Questionnaire & Survey
- Manuals/Reports

- Official forms
- Short Interview

Secondary Data

The secondary data are

- Official papers of Walton Group.
- Annual report of Walton Group.
- Websites of Walton Group.

1.3.3 Data Processing

After collecting the data and information I process them by Microsoft Word and Excel.

1.3.4 Data Processing Method

Primary and secondary research has to be conducted in the study. Before the actual data collection, I have collected introductory letter from the Walton Group. The initial visit to these institutions are therefore be to introduce himself, familiarize himself with those institutions as well as seek their consent for the study.
A structured questionnaire has to be developed and is used as the survey tool for the study. Most of the questionnaire was the closed-ended type.

1.4 Limitations of the study

On the way of my study, we have faced some problems that termed as the limitations of the study. In all respect following limitation and weakness remain within which we failed to escape by any means. These are follows-

- **Confidentiality of data:** Because of some divisional and confidential problem, I could not get enough information. Every organization has their own secrecy that is not revealed to others.

- **Data Insufficiency**: Especially there is a lack of information about the determination of the companies applying different costing method and the level of costing applications in these companies. Sufficient books publications, fact and figure are not available. These constrains narrowed the scope of accurate analysis.

- **Lack of experiences:** Lack of experiences has acted as constraints in the way of meticulous exploration on the topic.

- **Budgeted Time Limitation:** It was one of the main constraints that hindered to cover all aspects of the study.

- Employees are not allowed to provide sensitive and depth information.

Chapter Two

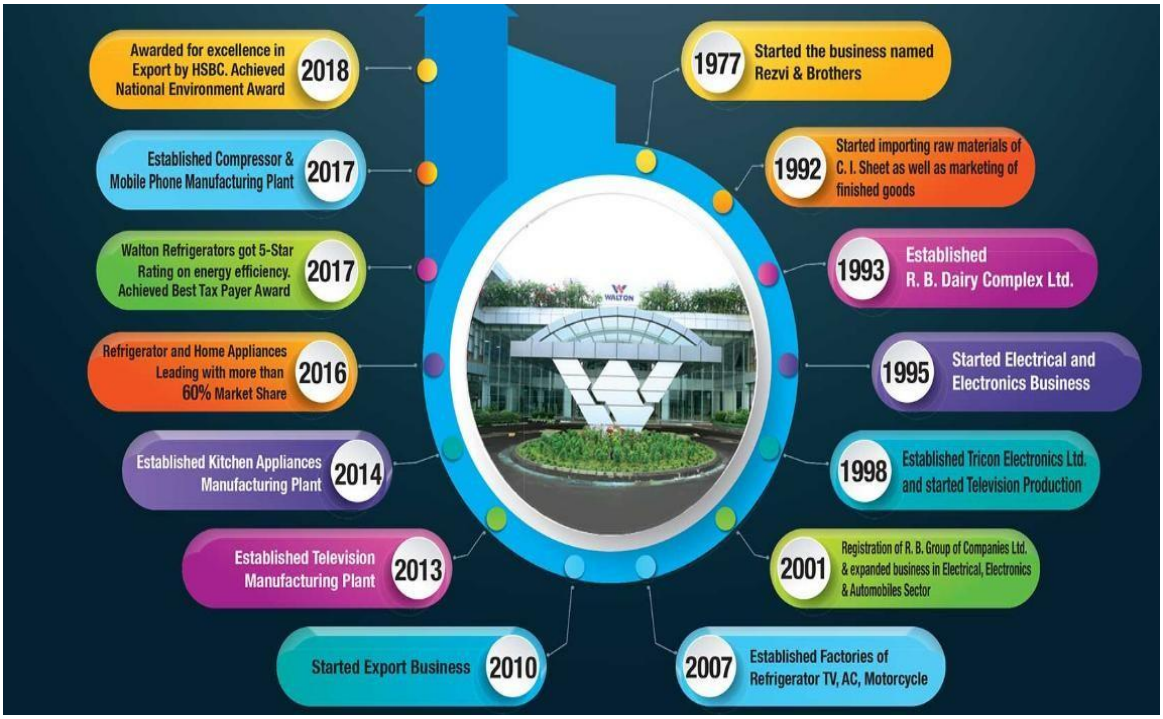
Profile of the Organization

2.1 Brief About Walton Hi-Tech Industries PLC

Walton Hi-Tech Industries PLC. was incorporated as a private Limited company on April 17, 2006 under the Companies Act of 1994, vide registration certificate no. C-61272 (3281)/06 and started its business operation from 2008. Subsequently, the company was registered as a "Public Limited Company" on May 14, 2018. Walton Hi-Tech Industries PLC. is now the listed company in two stock exchanges of Bangladesh called Dhaka Stock Exchange Limited & Chittagong Stock Exchange PLC. Since September 14, 2020 with a view to ensuring continuous expansion of its business in a sustainable manner. Walton is the latest multinational electrical, electronics, automobiles and other appliances brand with one of the largest well equipped R & I facilities in the world carried out its production through different subsidiaries under the banner of Walton group headquarters in Bangladesh. Today, Walton has a workforce of more than 30000+ in total 22 production bases under 700+ acres of factory area. The capacity of yearly production is
10 million units based on the market demands. Walton is the giant professional manufacturer in the relevant industry and has gained high reputation in terms of its unbeatable capability for producing Electrical and Electronics goods in the most competitive way in aspect of quality, cost, design and innovation.
Walton is the first ever company in Bangladesh, mostly reliant on Research & Innovation (R&I) for the production of Electrical and Electronics Appliances in Bangladesh, a resounding factor that differentiates Walton from all of its local competitors. The company has broken the heavy consumer dependence on imported Electrical & Electronics (E&E) products and brought the locally produced Electronic Appliances within the reach of the masses through its innovation, use of advanced technology and incredibly affordable pricing for people of all income classes.
Refrigerator & Freezer, Air Conditioner, Television, Elevator, Home, Kitchen & Electrical Appliances, Compressor, Mold, Die, Fasteners and Automobiles. WHIPLC. has vertical integration facilities requiring only some basic raw materials to procure.

2.2 History

Business started since 1977 and early 2008 WHIPLC started manufacturing of Refrigerator, Freezer, Air Conditioner, Compressor and now onward expanding its operation in Television, Home & Electrical Appliances. Walton & Marcel have become the most trusted and prestigious Brand in the E&E industry in Bangladesh through it strong manufacturing base, quality products, competitive price, extensive market coverage and last but not the least, the prompt after sales services. As a result, within a very short period of time, both the Brands have captured substantial market share and positioned itself as the most dominant performer in the E&E sector in Bangladesh. Product portfolio of WHIPLC includes Refrigerator (Frost & Non-Frost), Freezer, Air Conditioner, Compressor and Television.



2.3 Walton Corporate Office

The corporate office is situated at Bashundhara Residential Area, Dhaka. This is a 3 storied modern office building having 4 stairs, space for 2 lifts and allied facilities with a space of 189,539 sq. ft. There is one pair of Escalator in the building. There are also some other structures, namely a sub-station building, a car wash shed, a parking shed and a guardroom. The sub-station is a single storied building. This is built with burnt bricks and R.C.C. This was reportedly built in the year 2017. The car wash shed is built with burnt bricks & GI sheet walls with roof of pre-fabricated steel sheets on steel frame having pucca floor. This was built in the year 2017. The parking shed and guardroom are built with burnt bricks & Gl sheet walls with roof of pre-fabricated steel sheets on steel frame having pucca floor. This was built in the year 2017. This building is fully used for office purpose. There is also a helipad in the parking area adjacent to the building. The building is surrounded by boundary wall and decorative steel fence.

2.4 Vision of the Company

Along the way, Walton has earned domestic and global recognition for its experience and proven track record in a variety of electronics fields. Walton is the pioneer of developing state of the art designs and modern technology having leading market share specializing in Multi-Stored Refrigerators, Freezers, Air Conditioners, LED/ LCD televisions, Motorcycles, Smart Phones and Home Appliances. Walton is working on carrying the flag of red and green into the global market presence from the present 40 countries to more than 200 countries to dominate Go Global and the top five Electronics Brand of the Globe within 2030.

2.5 Corporate Culture

- **Respect your teammates**

Walton has created a platform for human capital with diversified

backgrounds and developed a culture of mutual respect with the slogan „ Respect your teammates"

- **Be creative & intuitive, own what you do in full**

Their main strength is innovation & creativity of our human capital. Walton has a strong creative team who own their job and work for development.

- **Empathy and go hand in hand**

Walton encourages its employees to feel others" emotions to build a humanistic & mature human capital.

- **Never be another grapevine, work for progress, & be positive**

They always believe in positivity and encourage their human resources to beoptimistic & progressive and avoid being creepers.

- **Be socially responsible**

Walton embraces a robust corporate social responsibility culture to improve surrounding communities, environment & stakeholders as well as benefit its own employees.

- **Count your contribution**

Walton offers a very employee-friendly work environment. They are very responsible and loyal to the company. Their contribution is well-counted which is the spunk to our value creation process.

2.6 Core Values



2.7 Production Facilities

The Manufacturing Plant & Headquarters of WHIPLC is located at Chandra, Kaliakoir, Gazipur, Bangladesh. The plant is treated as one of the sophisticated manufacturing plants in Bangladesh as well as in South Asia. Walton innovates to build a more advanced, sustainable and environment friendly society through the combination of sophisticated technologies and expertise. The manufacturing plant of WHIPLC is approx. 5,000,000 sft. of working space consisting of 19 Buildings and Shades.

2.8 Brand of Walton



2.9 Technologies of Walton

The technology-dependent world and its people's needs and tastes are changing every day. Considering this fact, Walton always comes with cutting-edge Research and Innovation (R&I) facility. Through its world class R&I system, Walton is relentlessly working on bringing unprecedented changes in the quality and designs of its products. Recently and remarkably, the tech-giant has set up a Research and Innovation Center in South Korea expecting to master the global market with Bangladesh made E&E products.

For effective market analysis and product development, positioning, product launching and marketing, Walton has successfully managed to set up an overwhelming product management system. This team of trailblazers analyzes and understands customers‟ needs and tastes, develops solutions and sometimes exceeds their expectations.

Aiming to be one of the top five global E&E brands, Walton is steadfast in products quality management. This super brand is committed to ensuring top class product to its valued

customers. It has a premium quality control department and finely tuned testing labs.



2.10 Exploring Beyond Boundaries

The Company played a vital role in reducing import dependency and simultaneously started exporting since 2010 to various countries like; Hungary, Germany, Italy, Denmark, Ireland, Spain, Croatia, Poland, Romania, Greece, Georgia, Austria, Slovakia, Slovenia, Mexico, Senegal, Mali, Ghana, Djibouti, Tunisia, Libya, Tanzania, Kenya, Uganda, Seychelles, Togo, Nigeria, Turkey, Bhutan, Maldives, Iraq, Yemen, Nepal, Sri Lanka, Timor-Leste, UAE, Myanmar, Egypt, Lebanon, Malawi and India. Moreover, we are already in the process of penetrating the markets of Australia, Europe, USA, South Africa, Singapore, Poland, Romania, Saudi Arabia, Sri Lanka and the CIS Countries considering the global economic situation and Walton's strategic position.

2.11 Market Positioning of Walton

Walton had been incorporated in 2006 and commenced its business in 2008. It primarily manufactures Refrigerator, Freezer, Air Conditioner, Television & Compressor and subsequently expanded its operation in Electrical Appliances including Elevator, thereby catering in to the foundation for nearly every aspect of modern life. Walton has become the most trusted and prestigious national brand in the consumer Electronics and Electrical industry in Bangladesh through its strong manufacturing base, quality products, competitive price, extensive market coverage and last but not least, responsive after sales services. As a result, within a very short time span, Walton has captured substantial market share and has positioned itself as the most dominant player in the electronicssector of Bangladesh.

2.12 Board of Directors

Name	Designation
S.M Nurul Alam Rezvi	Chairman
S M Shamsul Alam	Vice Chairman
Golam Murshed	Managing Director
Ashraful Alam	Director
S M Mahbubul Alam	Director
S M Rezaul Alam	Director
SM Monjurul Alam Ovee	Director
Tahmina Afrose Tanna	Director
Raisa Sigma Hima	Director
Dr. Ahsan H. Mansur	Independent Director
Samsul Alam Mallick FCA	Independent Director
Prof. M. Sadiqul Islam, PhD, FCMA	Independent Director

2.13 Global Partner of Walton



2.14 Local Partner



2.15 Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) is a self-regulating business model that helps a company be socially accountable to itself, its stakeholders and the public at large. Walton is conscious of the kind of impact, it is having on all aspects of society, including economic, social and environmental by practicing corporate citizenship. Our Corporate Social Responsibility (CSR) initiatives are guided by our CSR Policy („Policy") as adopted by the Board of Directors of Walton Hi-Tech Industries PLC. Our CSR activities are encompassed with various initiatives in context of education, health, water, livelihood, rural and urban infrastructure etc.

CSR Focused Areas of Walton

- **CSR and Employee Wellbeing**

Walton authorities firmly believe that it is imperative to ensure the overall developmentof the factory workers, their families, the people living around the factory area, and above all the country as a whole, which will play a leading role in maintaining the overall productivity of the factory. We have undertaken various developmental programs to ensure the overall advancement of the employees and the community as well as the people of the country. We will continue to do so in the future.

- **CSR to Natural Disasters**

To deal with various natural disasters and their aftermath, Walton Authority is always at the forefront of serving the common and under privileged people of the country. In order to deal with the post-disaster situation, various Governmental and Non-Governmental organizations including the Government of Bangladesh, Bangladesh Army and Bangladesh Police are provided with financial assistance and necessary equipment.

- **CSR to History & Culture**

The history and culture of Bangladesh are glorious due to its unique features. Walton Management conducts a variety of activities, including financial aid to preserve thecountry's history and culture Donation to Religious Institutions. We donate to religious institutions as part of our social responsibility.

- **Monthly Stipend and Old-Age Allowance Program**

Walton's management manages a monthly stipend and old-age allowance program to contribute to the socio-economic upliftment of the people of the country. This activity was carried out under the supervision of the factory's own CSR Committee.

2.16 Awards

Walton is the No. 1 Manufacturer and Exporter of Refrigerator, Air Conditioner, LED TV, Mobile Phone, Walton has achieved many international & national awards and recognitions like some recent prestigious and best business awards are: The Golden Globe Tiger Award 2015 in the category of Excellence & Leadership Brand, DHL-Daily Star Bangladesh 15th Business Award 2014 for Best Enterprise in Bangladesh, Asia Best Employer Brand Awards in 2015, Six times 1st Prize for Highest VAT Payer at DITF-2015, 2014, 2013, 2012, 2011 & 2010 respectively, Second Prize for Premier Pavilion Category at DITF-2015, Best Refrigerator Brand Award-2014, Best Television Brand Award-2014, Best Local Brand Award-2014, 1st Prize for Premier Pavilion Category at DITF-2014, The Global Brand excellence Award in 2014 for brand excellence in consumer electronics, 1st Prize for Premier Pavilion Category at DITF-2013, Best Sponsor Award-2012, Creative Media Ltd. BABISAS Award-2012, Best Brand(Refrigerator) Award-2011, 2nd Prize for Premier Pavilion Category at DITF-2010 & 2011.

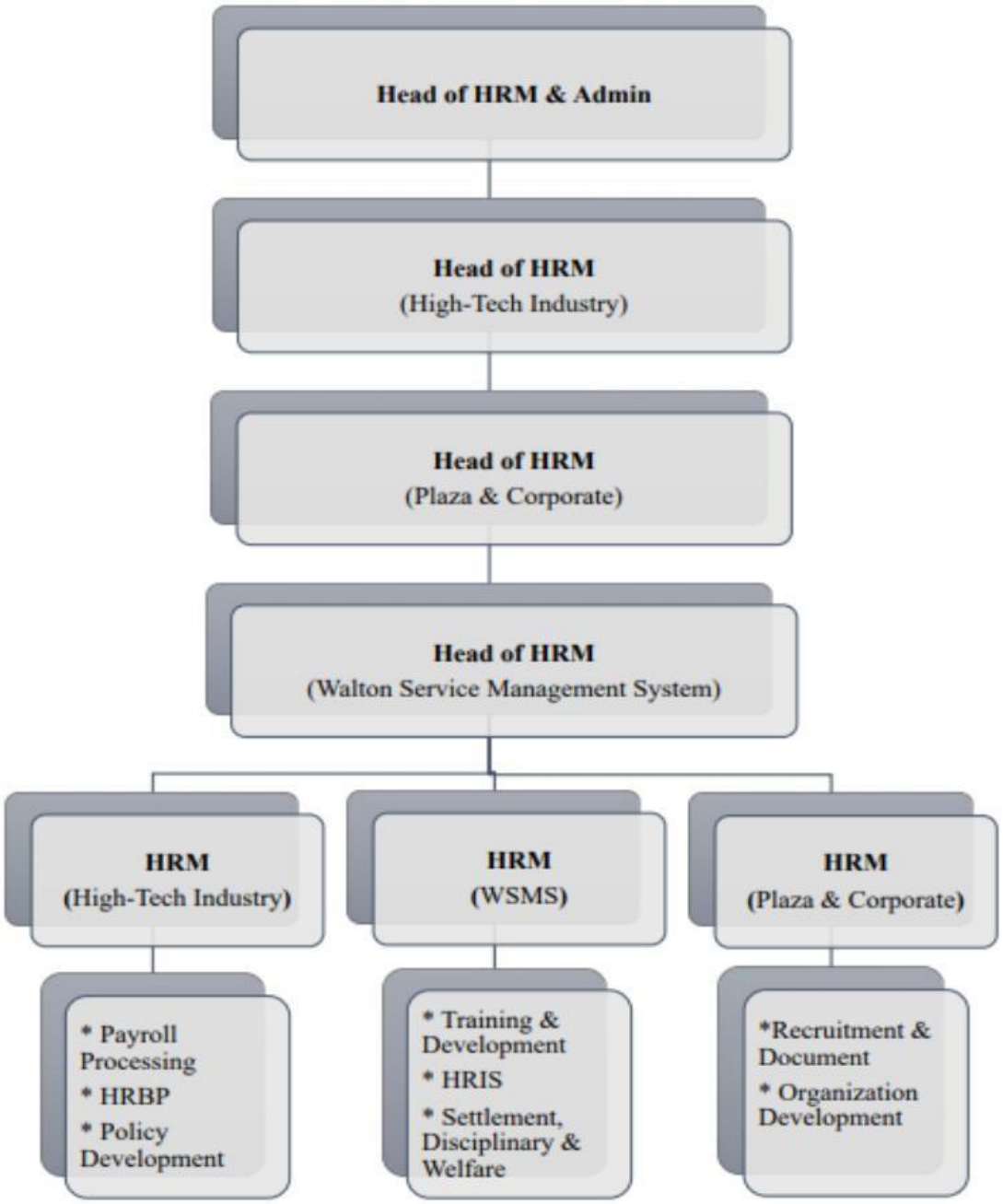


Best Refrigerator Brand Award-2019 | HSBS Export Award | 2nd Prize for Highest VAT Payer, DITF-2019 | Best VAT Payer DITF-2019 Award from NBR



INTERNATIONAL AWARDS | LOCAL AWARDS | SPECIAL AWARDS AND SOUVENIR

2.17 HR Organogram of Walton



Chapter Three

HRM Practices of Walton Group

3.1 Human Resource Management (HRM)

As a subset of the study of management Human Resource Management (HRM) is concerned with the people dimension of an organization and focuses on how to attract, hire, train, motivate, and maintain employees (De Cenzo and Robbins, 2010). According Dessler (2007), HRM is the policies and practices including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal,training and development, and labor relations. HRM can also be defined as the management of the employees in organization (Foot and Hook, 2008). Every organization needs people who are the key resources and driving forces in achieving goals and objectives. The role of HRM department is to effectively manage the people working in the organization in order to extract their best performance, to develop their skills through quality training, to retain the best employees through competitive and attractive compensation package and to ensure satisfying working environment.

According to Kianto (2012) the functions of HRM include staffing, remuneration, performance evaluation, and training and development. The ultimate goal of HRM is hiring the best people, and by appropriate remuneration, training and evaluation mechanisms bring the best out of them. DeCenzo and Robbins (2010) argued hiring and keeping good people is critical to the success of every organization. HRM plays key role in this regard. They also proposed four basic functions of HRM: staffing or hiring people; training and development or preparing them; motivation or stimulating them, and maintenance or keeping them. The goals of HRM are achieved through these four functions which are also influenced by external factors such as labor relations, management practices, government legislation, and globalization.

3.2 Compensation Administration

One of the topmost motives people work is to fulfill needs and the major needs are compensation and benefits (DeCenzo and Robbins, 2010). Compensation includes all types of pay or rewards which are provided to employees against their employment (Dessler, 2007). Salary or wage is the most important part of compensation package. Bangladesh Labour Act 2006 defines wages as follows:

"Wages means all remuneration, expressed in terms of money or capable of being so expressed, which would, if the terms of employment, expressed or implied, were fulfilled, be payable to a worker in respect of his employment or of work done in such employment, and includes any other additional remuneration of the nature aforesaidwhich would be so payable"

Managing the issue of compensation is one of the most critical areas for HRM since money is very much important for employees. One of the main reasons for which people work is financial gain. Therefore, money should be the most crucial factor for motivation and job satisfaction of employees. But contradictory findings are revealed in different studies and research works. In a study Safiullah (2015) found pay and other incentives as least important motivational factor (ranked 6th) while Hossain & Hossain (2012) and Linder (1998) in their study ranked 1st and 2nd consecutively. Kovach (1987) argued that, when

the income of employees increases, money gets less importance as a motivator.Two factor theory of Herzberg also argued in similar way that salary and benefits are the hygiene factors for preventing employee‟s dissatisfaction only but do not necessarily motivate them.

Types of compensation include

- Base pay (hourly or salary wages)
- Sales commission
- Overtime wages
- Tip income
- Bonus pay
- Recognition or merit pay
- Benefits (insurances, standard vacation policy, retirement)
- Stock options
- Other non-cash benefits

Types of compensation graphic

- **Base pay**

Base pay is the initial pay we give the employees. The base pay rate is essentially the minimum amount an employee can expect to receive before taxes and other deductions. Base pay includes an employee's base salary or hourly wages. It also includes shift differentials and pay for special assignments.

- **Base salary vs. total compensation**

An employee's base pay does not include compensation that might raise the wages above the base level. For example, bonuses, overtime, and commissions are not part of base pay.These types of pay are included in the employee's total compensation.

- **Is base pay gross or net wages**

Gross pay is the amount an employee earns before taxes and other deductions are subtracted. Net pay is the amount the employee takes home after everything is subtracted.An employee's base compensation is part of both gross and net wages. But, gross and net wages might include other compensation too, such as overtime wages. An employee's base pay might be their gross wages if there are no other compensation types to add.

- **How to determine compensation of employees**

There are many ways to determine an employee's compensation. No matter how we determine employee wages, we should consider internal equity. Internal equity is whenwe compare the positions in the business to ensure fair pay.

1. Research

Research on what other businesses pay their employees. Compare the business to other businesses in the area. What are other employees paid in the area? Also, make sure we pay attention to employees who have similar job titles and duties that the employees have.We can survey other businesses that are similar to the business. We can also check websites where employees self-report their wages.

2. Accomplishments

If a particular employee excels at their job, we can pay them increased wages. Or, we might pay an employee more if they received more education or advanced training related to their job.

3. Previous wages

We base an employee's wages off their wages at their previous job. We might match the previous wages or offer an increase.

4. Available funds

What does compensation mean for the bottom line? We need to calculate carefully how much we can spend on employees. When determining how much an employee costs, remember the costs of taxes and benefits. Before we offer a job or pay raise, make sure the compensation plan will fit in the budget.

5. Benefits

By offering desirable benefits, we might be able to offer a lower base pay to employees. We need to know what benefits are the most desirable in the area and industry. Employees often heavily consider employee benefits packages when looking for a job.

Employee benefits typically refers to retirement plans, health life insurance, life insurance, disability insurance, vacation, employee stock ownership plans, etc. Benefits are increasingly expensive for businesses to provide to employees, so the range adoptions of benefits are changing rapidly to include, for example, flexible benefit plans.

Benefits are forms of value, other than payment, that are provided to the employee in return for their contribution to the organization, that is, for doing their job. Some benefits, such as unemployment and worker's compensation, are federally required. (Worker's compensation is really a worker's right, rather than a benefit.) Walton Group uses several systems to determine the compensation and benefit packages for its employees.

3.3 Training 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).

3.4 Different Types of Training of Walton Group

Orientation Instructions

Walton organizes a new staff orientation event for the plaza. This training program gives new workers a quick and accurate overview of the firm and familiarizes them with the company's culture. Employees can learn how to fulfill their position in their sector as well as the organization's norms and regulations during the training. Before executing their work obligations, each new employee must successfully finish this training session. They will be fully capable of doing their duties on a regular basis after completing the orientation session.

Product Knowledge Training

Walton group provide product knowledge training to their each and every employee working at their plaza including plaza manager, assistant manager, sales officer and sales executive. The main objective of product knowledge training is to providing a clear knowledge about the products of Walton so that they can easily provide the accurate information about the product to the customers.

Behavioral Training

Walton believes that, to satisfied the customers well behave with them is as important as providing good quality products. Cause in this competitive stage to attract the customers and made them loyal customer good behave help the satisfied the customers. For that reason, Walton group arrange behavioral training for their every plaza manager and staff. The main objective of behavioral training is to speak in a good way with the customer and handle the customer with respect.

Anger Management Training

There are some customers whom are getting aggressive within a short period of time. That is why Walton provides anger management training so that the staffs can easily handle that kind of customers with proper manner. In anger management training the staffs can learn how to deal with the aggressive customers and fulfill their needs properly. This training helps to satisfied all kinds of customers of Walton.

Soft skill training

Soft skill development focuses on social and professional skills such as personal characteristics, communication abilities, and personality traits. Walton provides soft skill training to their stuff so that they can learn how to communicate with the customer, and maintain them with a proper dress code and also made a good environment in their plaza. Several soft skill training areas are:

- Leadership and Management.
- Team Building.
- Business Etiquette.
- Emotional Intelligence is a term used to describe the ability to understand and manage emotions.
- Managing your time.
- Communication Ability.
- Ability to Solve Problems

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 company. 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 Walton Recruits and Hires

Recruitment is the process through which businesses locate and recruit people to fill open positions. Most firms are always recruiting contemporary workers to replace individuals who are starting or progressing, to secure modern skills, and to enable organizational growth. When unemployment is low and the economy is growing at a rapid pace, recruitment becomes even more important as businesses struggle to get the competent employees they need to prosper. Walton puts a unique, cutting-edge method in place for recruiting and determination. Begin with the work order and work your way to the appointment. As a result, Walton offers a variety of training and development programs to help representatives grow their skills. In some ways, Walton is modeled after a recruiting process designed to choose the appropriate people for the right job.

3.8 Walton's Basic Recruiting Function

Walton HR follows a set of guidelines when it comes to hiring. The office of human resources establishes these standards to ensure outstanding recruiting and selection. The guidelines are as follows:

- WALTON's recruiting strategy aims to find the appropriate people in the right places, picking them after a successful screening of a group of applicants on the job market.
- A regular or contracted employee of another business may not engage into a normal or long-term contract with WALTON under any circumstances. The HRD might follow suit and set a budget and recruitment plan for the coming year.
- HRD will publicize specific enrollment requirements on the internet and in publications.

3.9 Recruitment and Selection Steps

The process of discovering applicants for a vacant post and encouraging them to apply is known as recruitment. The term "selection" refers to the process of selecting the best candidate from a pool of candidates and extending an offer of employment to them. Recruitment is a positive procedure aimed at recruiting a growing number of job applicants. The following figure illustrates the recruitment and selection process at Walton.

- Manpower Requisition
- Result
- Joining Formalities
- Selecting candidates
- Verification

- Letter
- Interviewing
- Evaluation
- Compile Interview
- Training

3.10 Types of Recruitment at Walton

Walton ensures that the correct talent is hired at the right time. It recruits people from all walks of life, irrespective of their socioeconomic or cultural background, gender, or religious beliefs, morals, or other variables. Walton thinks that those who can effectively meet the company's recruitment requirements will be chosen as employees. A written test,a computer test, and an HRM viva are all required of candidates in order to be considered for any post. Candidates are chosen for the management viva if they pass all three areas independently. Selected individuals are eventually eligible to work at Walton as an employee after receiving final permission from the management body. In addition, the academic background, job profile, experiences, knowledge, abilities, and conduct of the candidate are all important factors in the selection process.

3.11 Sources of Employment

These are two options for finding a job one of them is Internal source (within the organization) and another one is External source (outside the organization).

3.11.1 Within the Organization

Personal recommendation: Existing employees are likely to know friends, family, or coworkers who may successfully replace the vacancy. Approaching it can be a very efficient recruitment tactic, but it will almost likely irritate other workers who would wish to be considered for job. To keep workers happy, make sure that those who could be reasonable are informed about the opening so that they can apply.

Trainee: The Company hires a limited number of interns and assigns them tasks according on their specialty and venture accessibility. The organization will be able to establish relationships with its academic partners as well as a mutually beneficial connection with the commercial or technical universities.

3.11.2 Outside the Organization

Collecting CVs from outside the company is referred to as "external source." It will be accomplished.

Advertising: Newspaper advertisements are a frequent formal recruitment method. The advertisements put within the daily paper are available to everyone and therefore, do not separate against any group when they spread data around work opening. Advertisements for recruiting have a clear goal: to attract job seekers to apply for positions in a particular

organization. Newspaper ads, in any case, reach a much more extensive group of onlookers.

A well-designed enlightening advertisement can offer assistance convince individuals who are not fascinated by applying for a job to consider the company afterward when they are curious about unused work

Work-related websites on the internet: In recent years, internet recruiting has advanced at a breakneck speed. Companies recognize that Internet recruitment is far less expensive and faster than traditional methods. It is by far the most cost-effective method of reaching a national or international audience of candidates for the post. Human resources directors and investigators believe that Internet-based negotiating will become increasingly prominent.

University: Large and medium-sized firms that require highly qualified vital workers frequently use campus recruitment. Campus recruiting may be extremely advantageous for a company since it allows them to meet a large number of qualified individuals in a short period of time and in one location.

Job Fair: On the university campus, this is yet another excellent source of recruiting.

Examining your CV: Candidates will be chosen on the basis of their qualifications for opening, execution, and the ability to execute in the vacant job. Interview scheduling must be a top priority for human resources personnel. If the application opposes temporary or official publication, it will be rejected, short CVs will be summoned for a written exam. In any event, the written test is not necessary for applicants seeking for the job of senior officer or higher; nevertheless, it is up to the Human Resources Division's decision to take it. To advance in the selection process, candidates who have taken a written exam must score 45 percent on it.

3.12 Interview Those who pass the written exam will be invited to an interview

At least 48 hours prior to the meeting, the time and date of the interview must be communicated to candidates with location. All discussions with candidates, including scheduling the meeting, determining the job and remuneration package, and so on. A minimum of three people should participate in an interview meeting.

3.13 Final Permission is Required

The Human Resources Manager approves all permanent and temporary appointments, the HR must be approved. After pay discussions, chosen candidates will be given a position, and if the job offer is accepted, the individual will be sent for a medical test based on the bank's diagnosis. For the temporary employee, there will be no pay negotiations. A six-month trial period will be in place for those who will be joining as officers.

3.14 Acceptance Letter or Job Offer

HR issues the offer letter to the candidates after the nominees' ultimate approval. You can include the letter's whole set of conditions of use an appointment. Applicants must distance themselves from the standpoint of human resources.

3.15 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.

3.16 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.

Job satisfaction is a very complex and at the same time significant issue for any organization. It is quite difficult to make an employee fully satisfied, since it depends on multidimensional factors related to the employee as well as the organization. HRM department is mainly responsible for dealing with such critical and crucial issue in the organization. Best practices in HRM activities can have a great influence on job satisfaction of employees.

3.17 Performance 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 employee's job satisfaction and thereby increase their productivity which ultimately results better performance of an organization.

Chapter Four

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.

Table-4.1: Gender of Respondents

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

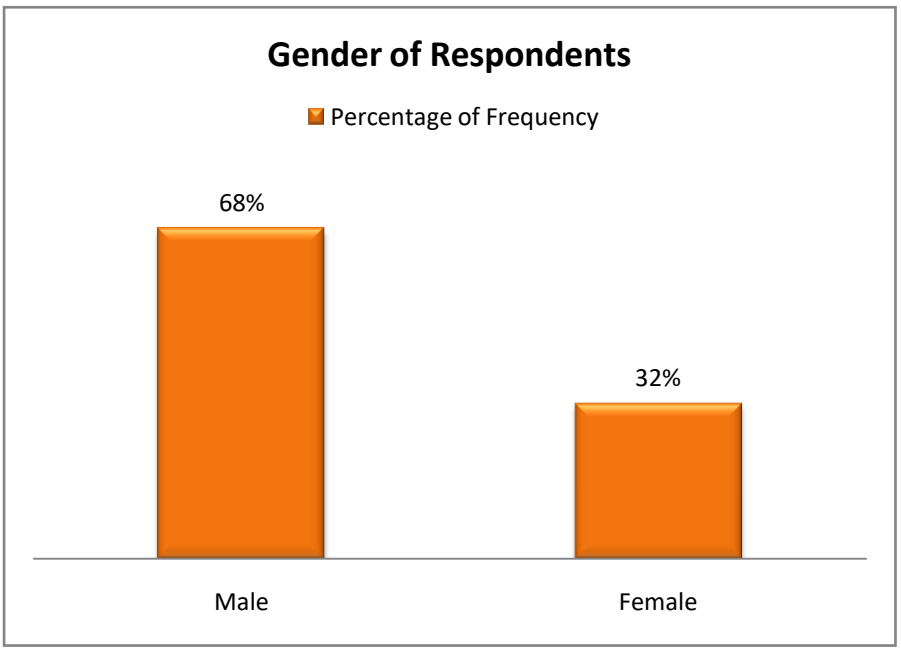


Figure-4.1: Gender of Respondents

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 Educational Qualification of Respondents

The range of education of the respondents of is given in the below chart:

Table: 4.2Educational Qualification of Respondents

Qualification	Frequency	Percentage of Frequency
a) Master degree	14	56%
b) Bachelor degree	09	36%
c) Others	02	08%
Total	**25**	**100%**

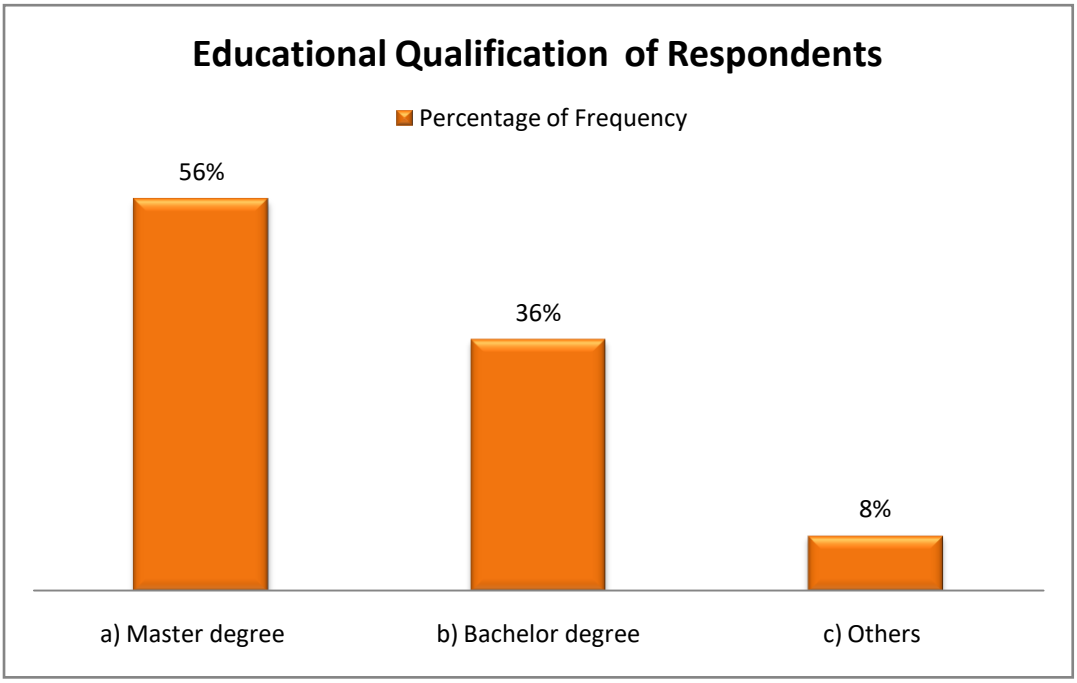


Figure: 4.2 Educational Qualification of Respondents

Comments

Form this figure we can see about Educational Qualification of Respondents. Here 56% respondent's educational qualification Master degree, 36% respondent's educational qualification Bachelor degree and others said 08% respondents.

4.1.3 Experience of Respondents

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

Table-4.3: Experience of Respondents

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%**

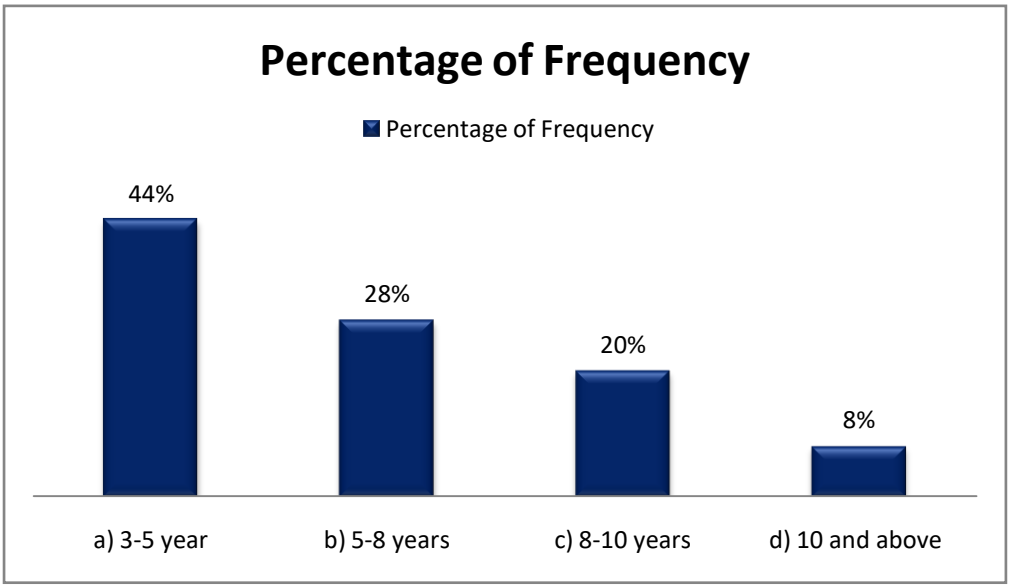


Figure-4.3: Experience of Respondents

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 above years' experience in this study.

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

Communication is the process of exchanging information within the organization. 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 organization maintains proper communication with the employee.

Table-4.4: Does the company communicate with the employees?

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%**

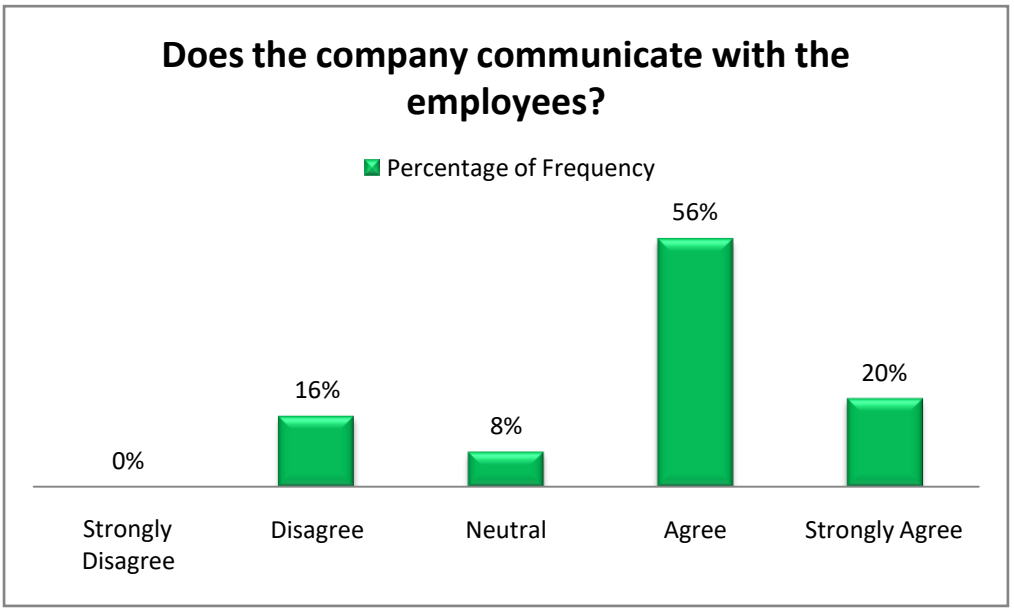


Figure-4.4: Does the company communicate with the employees?

Comments

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

Table-4.5: Career opportunity of the employees

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%**

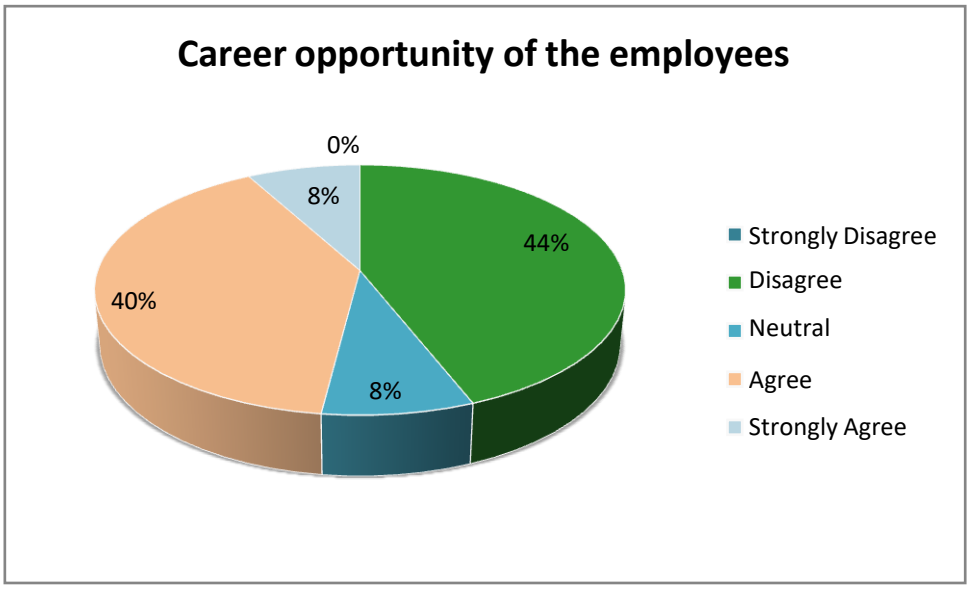


Figure - 4.5: Career opportunity of the employees

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 organizations 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.

Table-4.6: Support of the organizations to employees

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%**

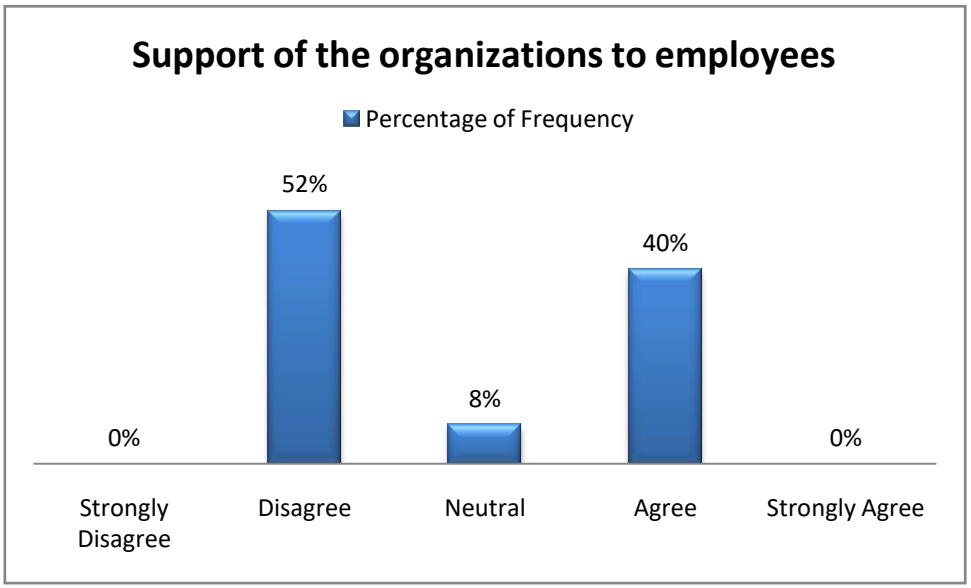


Figure-4.6Support of the organizations to employees

Comments

Chart 4.6 shows that 52% 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.

Table-4.7: Promotion opportunity of the employees

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%**

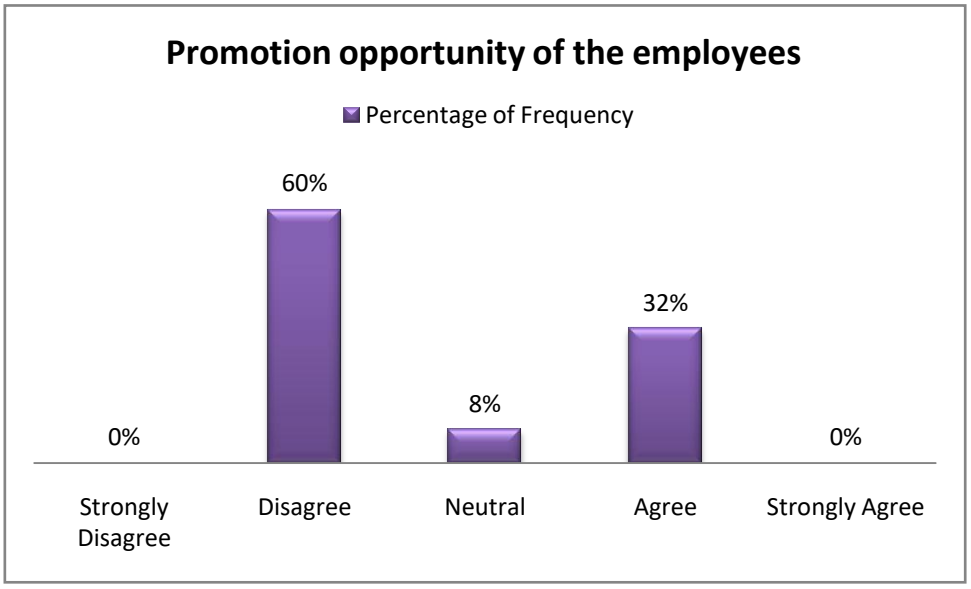


Figure-4.7: Promotion opportunity of the employees

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?

Ans: The level of employee satisfaction regarding remuneration varies greatly depending on several factors, including:

Industry: Different industries have different average salaries. Employees in high-paying industries like technology or finance may be more satisfied with their remuneration than those in lower-paying industries like retail or hospitality.

Company culture: Some companies prioritize employee well-being and offer competitive salaries and benefits, while others may not. This can significantly impact employee satisfaction.

Table-4.8: 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%**

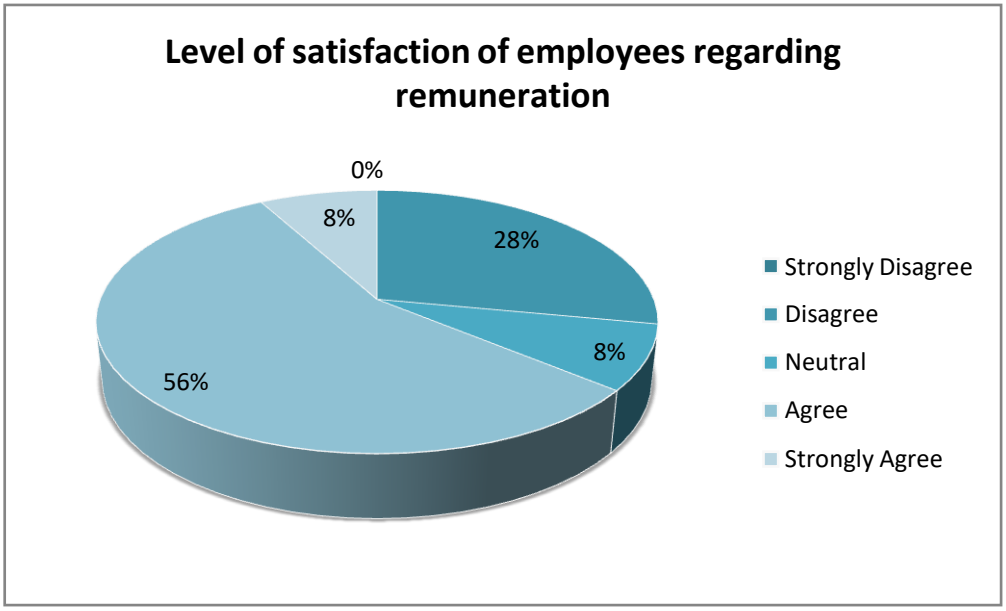


Figure-4.8: Level of satisfaction of employees regarding remuneration.

Comments

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

Q-06: Duration of Recruitment and Selection process?

Ans: The duration of a recruitment and selection process can vary significantly depending on several factors, including:

Job Level and Complexity: Higher-level positions or those requiring specialized skills often take longer to fill due to the more rigorous selection process involved.

Company Size and Structure: Larger organizations may have more complex hiring procedures, which can extend the process.

Table-4.9: 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%**

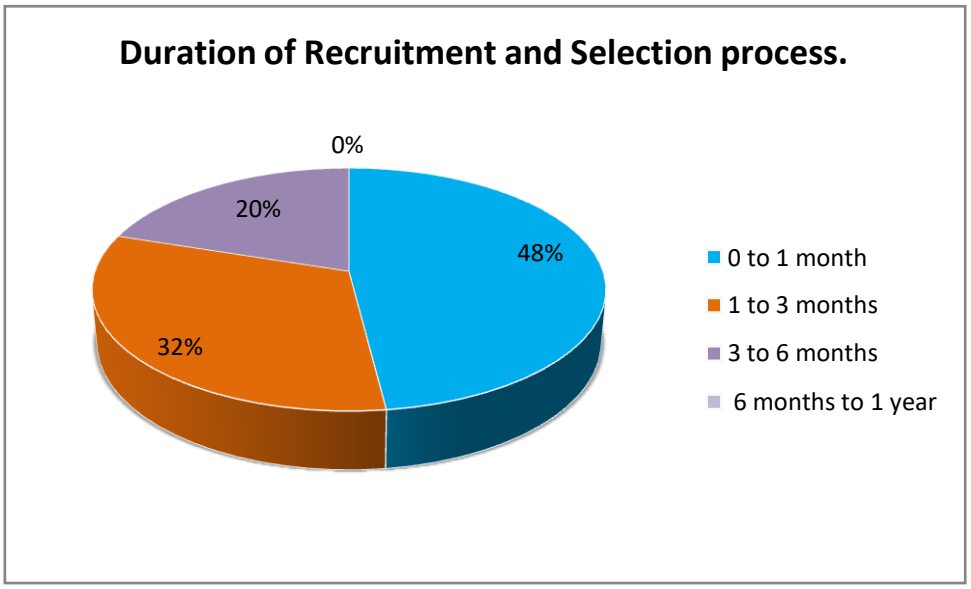


Figure -4.9 Duration of Recruitment and Selection process.

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-07: Which of the following recruitment sources are followed for recruitment and selection in the organization?

Ans: Organizations typically utilize a variety of recruitment sources to find qualified candidates. Here are some common methods:

Internal Sources:

Employee Referrals: Encouraging current employees to refer qualified candidates from their networks.

Internal Job Postings: Advertising open positions within the organization to current employees.

External Sources:

Online Job Boards: Posting job openings on online platforms like LinkedIn, Indeed, and specialized job boards.

Social Media Recruiting: Utilizing social media platforms like LinkedIn, Facebook, and Twitter to reach potential candidates.

Table-4.10: 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%**

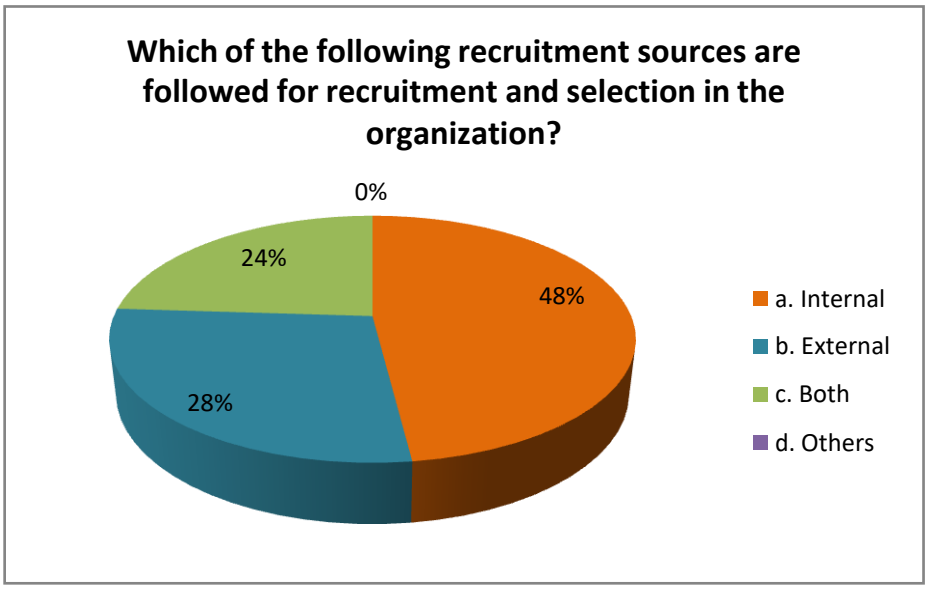


Figure-4.10: Which of the following recruitment sources are followed for recruitment and selection in the organization?

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 theorganization.

Q-08: The organization uses both interview and written test is selecting employee?

Ans: Yes, many organizations use a combination of interviews and written tests in their employee selection process. This approach provides a more comprehensive assessment of a candidate's suitability for a role.

Interviews allow organizations to evaluate a candidate's:

- Communication skills
- Interpersonal skills
- Problem-solving abilities
- Cultural fit
- Motivation and enthusiasm

Written tests can assess a candidate's:

- Technical skills
- Knowledge of specific subjects
- Analytical and problem-solving abilities
- Cognitive abilities

Table-4.11: **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%**

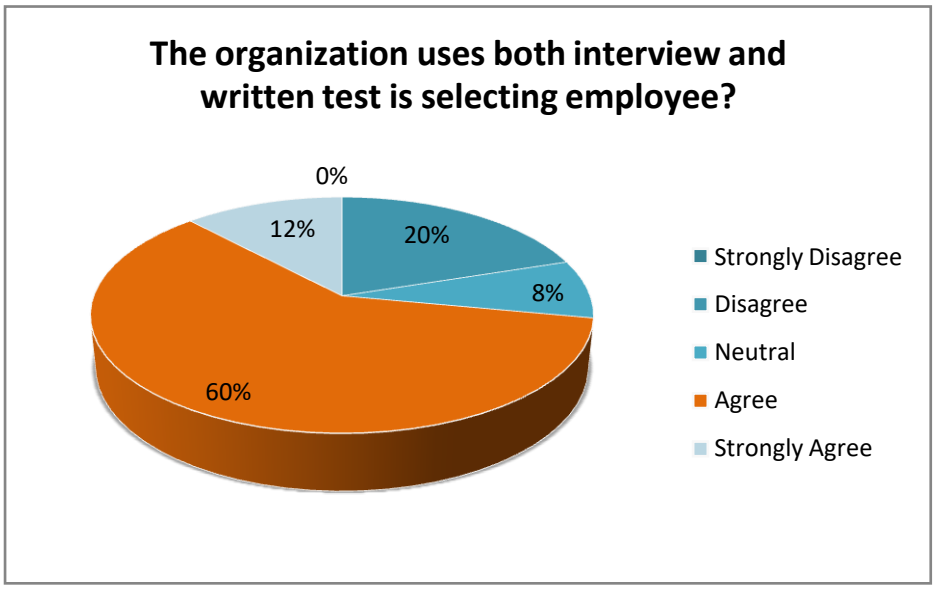


Figure-4.11: The organization uses both interview and written test is selectingemployee?

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-09: Evaluation of Training?

Ans: Training evaluation is a crucial step in determining the effectiveness of any training program. It helps organizations understand whether the training achieved its intended objectives and if the resources invested were worthwhile

Table-4.12: 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%**

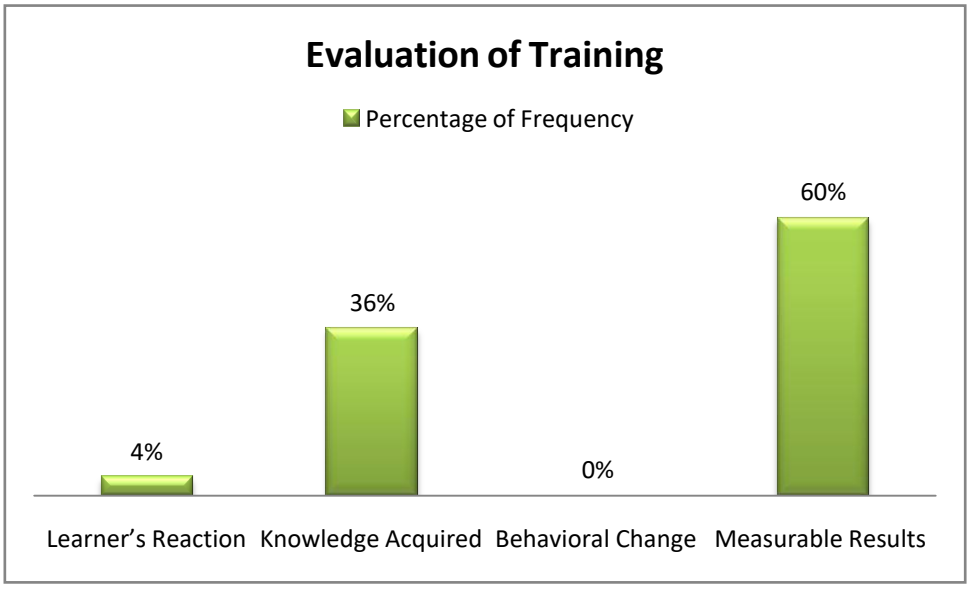


Figure-4.12: Evaluation of Training

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-10: Regarding training after recruitment?

Ans: Training after recruitment is a critical step in ensuring new employees are successful and productive members of the organization. It's more than just an orientation; it's an investment in the employee's long-term **growth and development**

Table-4.13: Regarding training after recruitment.

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

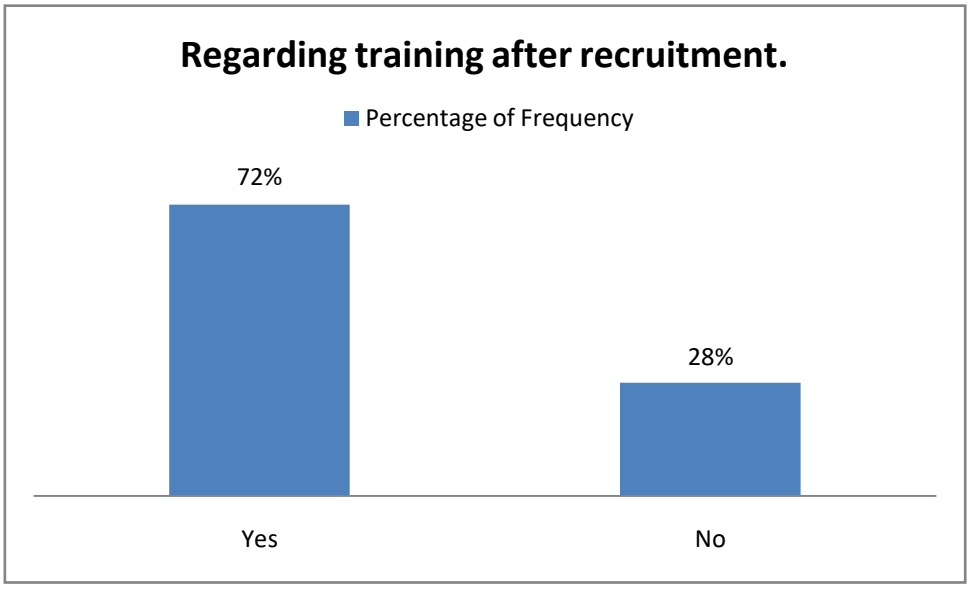


Figure-4.13: Regarding training after recruitment.

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-11: Conducts training and development program in regular basis?

Ans: Adaptability and Innovation: The business world is constantly evolving. Regular training helps employees adapt to new technologies, industry trends, and changing customer demands.

Skill Enhancement: It allows employees to enhance existing skills and acquire new ones, leading to increased productivity and improved job performance.

Employee Growth and Development: Training programs provide opportunities for employees to grow professionally, advance their careers, and reach their full potential

Table-4.14: 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%**

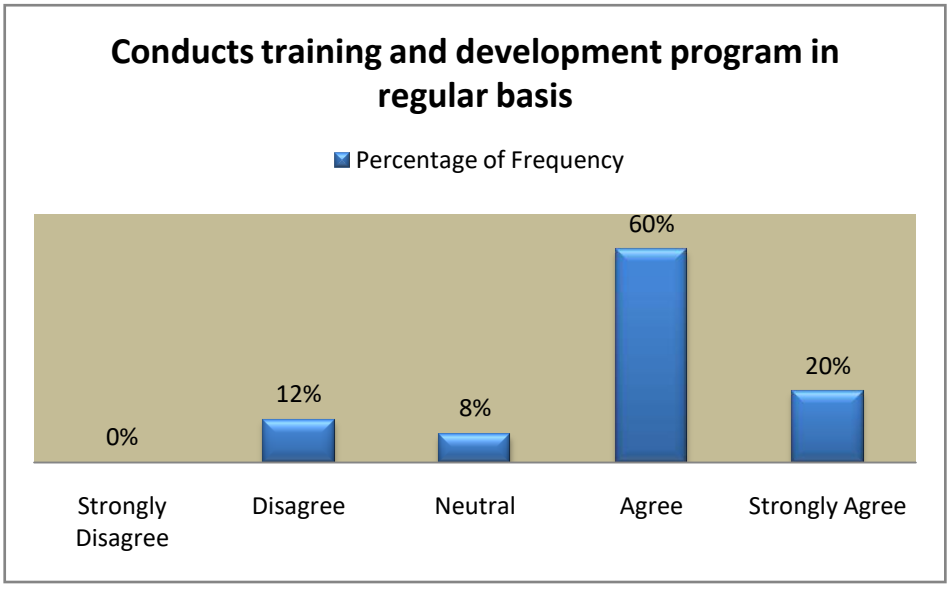


Figure-4.14: Conducts training and development program in regular basis.

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.

Q-12: Company provides better compensation and benefit Package?

Ans: Yes, many successful companies strive to provide competitive compensation and benefits packages to attract, retain, and motivate top talent.

Key benefits of offering a strong compensation and benefits package:

- **Attracting Top Talent:** Competitive salaries and attractive benefits packages can help companies attract highly skilled and qualified candidates in a competitive job market.
- **Retaining Top Talent:** By offering valuable benefits, companies can reduce employee turnover and retain their most valuable employees.
- **Boosting Employee Morale and Motivation:** A strong compensation and benefits package can significantly boost employee morale and motivation, leading to increased productivity and job satisfaction.

Table-4.15: Company provides better compensation and benefit Package

Response	Frequency	Percentage of Frequency
Strongly Disagree	0	0%
Disagree	06	24%
Neutral	0	0%
Agree	15	60%
Strongly Agree	04	16%
Total	**25**	**100%**

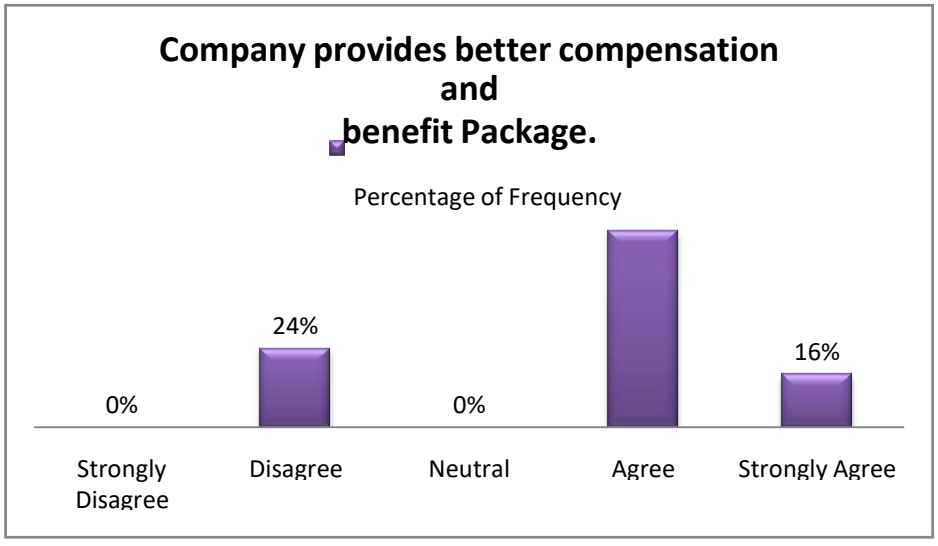


Figure-4.15: Company provides better compensation and benefit PackageComments

Compensation and benefit package are important factors for employees. Majority of the employees Strongly agreed 20% and agree 60 % under survey mentioned that company provide better compensation and benefit package and24% employee is disagreed this statement.

Q-13: I am satisfied with the leaves given in the organization?

Ans: Employee satisfaction with leave policies is a complex issue with varying perspectives.

Factors influencing satisfaction:

- **Type and Amount of Leave:** The types of leave offered (annual, sick, maternity/paternity, bereavement, etc.) and the amount of leave available significantly impact satisfaction.
- **Leave Policies:** Clear, flexible, and easy-to-understand leave policies contribute to positive employee perceptions.
- **Ease of Leave Application and Approval:** Streamlined processes for requesting and approving leave requests enhance employee satisfaction.

Table- 4.16: I am satisfied with the leaves given in the organization.

Response	Frequency	Percentage of Frequency
Strongly Disagree	0	0%
Disagree	03	12%
Neutral	0	0%
Agree	17	68%
Strongly Agree	05	20%
Total	**25**	**100%**

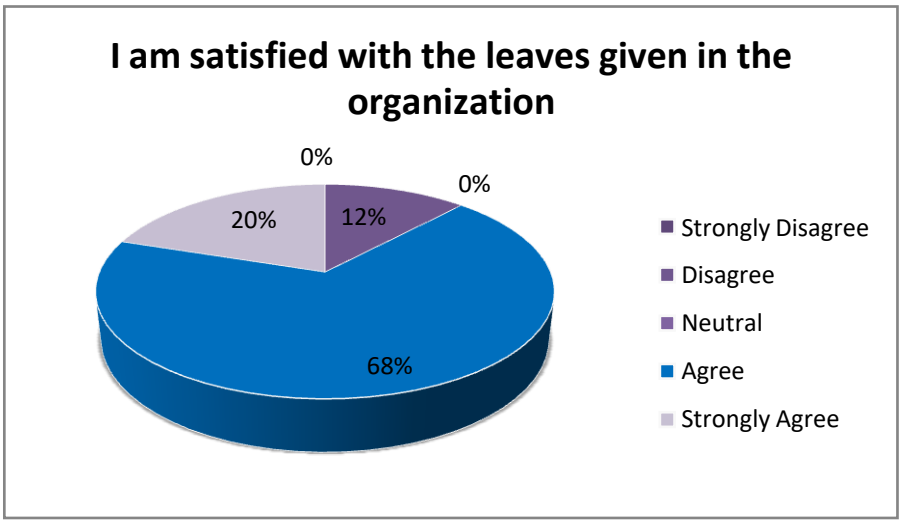


Figure-4.16: I am satisfied with the leaves given in the organization.

Comments

Out of 100% respondents of 68% said agreed satisfied with the leaves given in the organization, 20%respondents said strongly agreed and 12% respondents said disagreethis statement. The company provide better policies for leaves & holidays.

Q-14: I am satisfied with the level of bonus I receive?

Ans: Employee satisfaction with bonuses is a complex issue with no single answer. Here's a breakdown of factors that influence it.

Factors influencing bonus satisfaction:

- **Bonus Amount:** The size of the bonus is a major factor. Employees are generally more satisfied with larger bonuses.
- **Bonus Structure:** How bonuses are calculated and awarded can significantly impact satisfaction. Transparent and fair bonus structures that are tied to individual and team performance are often viewed more favorably.

Table- 4.17: I am satisfied with the level of bonus I receive

Response	Frequency	Percentage of Frequency
Strongly Disagree	0	0%
Disagree	15	60%
Neutral	02	08%
Agree	07	28%
Strongly Agree	01	04%
Total	**25**	**100%**

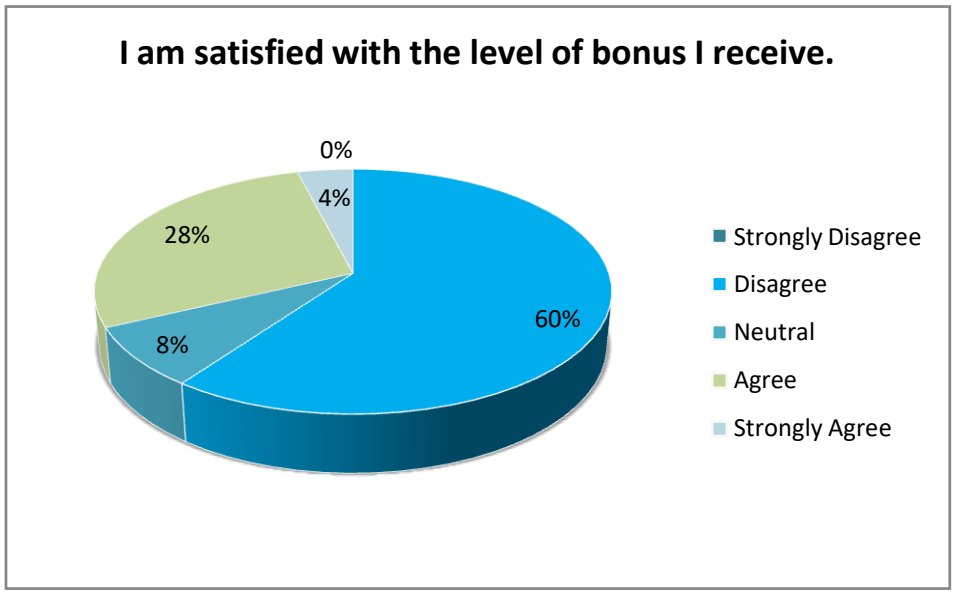


Figure-4.17: I am satisfied with the level of bonus I receive.

Comments

In table, it is found that among all the employees of Walton group. Here 60% respondents are disagreed for level of bonus they receive and only 28% respondents agreed this statement.

Q-15: Which composition and benefit system you prefer most?

Ans: Compensation and benefits packages vary greatly, and what one person prefers may differ significantly from another. It's important to consider your individual priorities and needs when evaluating different options.

Table- 4.18: Which composition and benefit system you prefer most.

Response	Frequency	Percentage of Frequency
Non-monetary Compensation	03	12%
Direct Compensation	18	72%
Indirect Compensation	04	16%
Total	**25**	**100%**

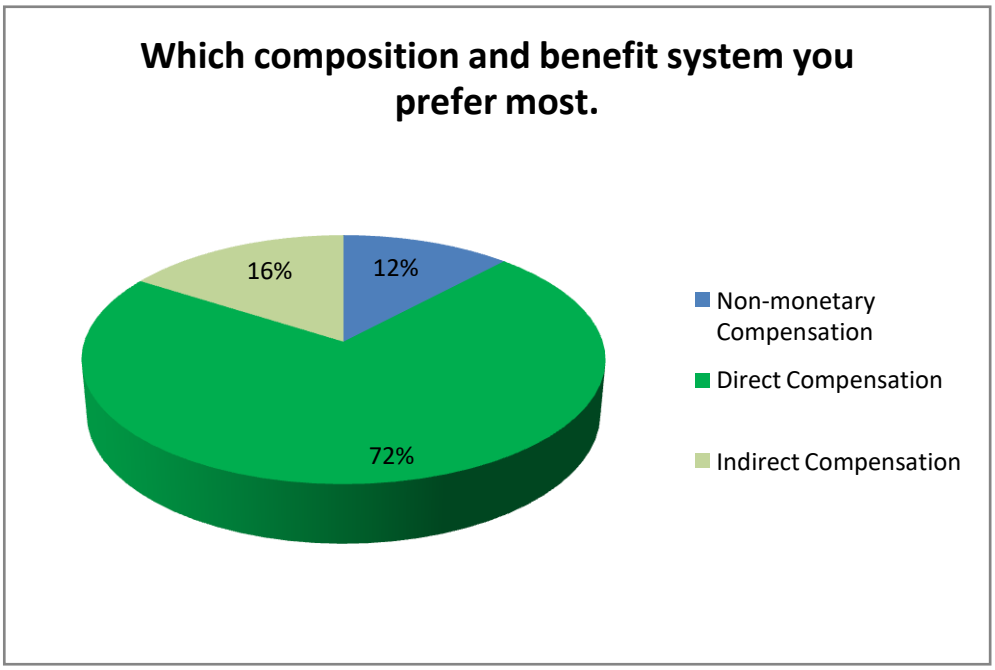


Figure- 4.18: Which composition and benefit system you prefer most.

Comments

In the above table it is found that majority 72% of the employees are prefer direct compensation and 16% of the employees are prefer indirect compensation and 12% of the employees are prefer non-monetary compensation in the company composition and benefit system.

4.4 SWOT Analysis of Walton Group

After having the experience on "Analysis of Human Resource Management Practices of Walton Group". I have found some strengths, weakness, opportunity and threats of this company and from this point of view I can do a SWOT analysis of Walton group. SWOT analysis is a simple framework for generating strategic alternatives from a situationanalysis. SWOT analysis means analyzing Strengths, Weaknesses, Opportunities and Threats of an organization; it includes all internal and external aspects of the organization.

Strengths

- **a)** Walton group has good market reputation by providing quality products to the buyer within required time.
- **b)** They have expert management system
- **c)** Efficient and experienced management at all levels from home and abroad.
- **d)** Good brand identify and strong bargaining power over the buyer.
- **e)** Dedicated recruitment and selection team.
- **f)** Have access in CV of different job site.
- **g)** Sufficient recruitment tools.
- **h)** Expert HR Personnel.

Weaknesses

- **a)** Get insufficient time for recruitment.
- **b)** Lack of coordination within departments hindering the production flow.
- **c)** Workers are not highly skilled as per the market requirement in the post quota scenario.
- **d)** Difficult to coordinate interview in time.
- **e)** Sometimes it is not possible to recruit right/skilled/expert candidate because of salary structure.

Opportunities

- **a)** Availability of skilled manpower.
- **b)** Location support advantage and government support.
- **c)** Learning opportunity.
- **d)** Career growth/Opportunity to build career in Talent Acquisition.

Threats

- **a)** Huge amount of recruitment pressure.
- **b)** Lengthy process of approval.
- **c)** Receive huge amount of hard copies of CV which is difficult to manage and sometimes it is difficult to find out right candidates.

Chapter Five

Findings of the Study

5.1 Major Findings of the Study

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

- Majority respondents (56%) said better communicate with the employees and 20% respondents said strongly agreed the company communicate with the employees.

- The majority 52% of employees got a disagreed level of support from organizations.

- 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.

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

- 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.

- 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.

- Out of 100% respondents of 60% respondents said agree 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, (36%) mentioned about knowledge acquire and 04% are agree with learners reaction.

- 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 20% respondents said strongly agreed, 60% respondents said agreed the training and development program in regular basis.

- Compensation and benefit package are important factors for employees. Majority of the employees strongly agreed 20% and agree 60 % under survey mentioned that company provide better compensation and benefit package.

- Out of 100% respondents of 68% said agreed satisfied with the leaves given in the organization, 20% respondents said strongly agreed and 12% respondents said disagree this statement. The company provide better policies for leaves & holidays.

- 60% respondents are disagreed for level of bonus they receive and only 28% respondents agreed this statement.

- The Majority 72% of the employees are prefer direct compensation and 16% of the employees are prefer indirect compensation and 12% of the employees are prefer non-monetary compensation in the company composition and benefit system.

- 72% respondents said 360 Degree Appraisal Method, 08% respondents said Ranking Method, 08% respondents said Forced Distribution Method and 12% respondents said all of the above used in these organizations.

Chapter Six

Recommendations & Conclusion

6.1 Recommendations

There are some improvements which can be taken for the betterment of Walton's HRM Department. These can definitely change the internal and external environment of Walton HRM Department. They have so many highly qualified people in the HR section who can definitely bring a good change in the HR sector. My suggestions for HRM Department of Walton would be-

- 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.
- During the method of new recruitment, a screening mechanism must be introduced to select the best candidate who will work with the respective branch for a longer period
- To provide lunch facility. If it not possible. Therefore, company delivers special lunch one times in a month (at the middle of a month) for motivation.
- Walton needs to provide more offline training than online training program.
- Sign digitalization is an ongoing process in WALTON, which will definitely increase the work output.
- To reduce the absenteeism company should give more importance to the worker health issue by providing proper mask, hand gloves, gum boot, helmet etc. not only before buyer coming but for the permanent use when this will required.
- Special training and seminars can be arranged for the employee as well as for the floor manager to practice the corporate culture in the office.
- Walton group should increase the expertise in human resource department for the proper performance appraisal analysis, which provide the power to Walton group for retain the expert qualified, skillful personnel's also increase the overall performance of the employee, increase the service quality of the employee's, also raise the market share of the International Market.
- Provisions of the related Act to provide for participation of workers in the companies should be included. It must work to retain competent workers and create belongingness loyalty to the company.

6.2 Conclusion

Walton group has a strong role in a brand-new competitive market. Walton group continually updates itself to be competitive and remain the chief inside the high-tech area. This statement is properly set up those realistic conditions constantly differ from the cortical explanation. At some point in my life with Walton group, almost all the desks were determined. The officials have been ordinarily polite, friendly, and keen to assist no matter the fantastic workload. An extremely good working environment remained in Walton group all through the sensible orientation, I discovered the role of the human resources department of Walton group, so one can significantly assist me to expand my expert career inside the subject of human sources management in the future. Out of doors of the dialogue above, an end may be drawn after declaring that the modern-day customernegotiation manner is pretty precise at the moment. The automatic transaction makes the system green and powerful. From the sensible implementation of the negotiation method with clients at some point of the length of my sensible orientation to Walton group, I havereached a solid and urban end in a totally at ease way. The technique of recruitment and selection of Walton group over the last decade has shown that with strong preference and strength of mind you could acquire any purpose. Nearly all main organizations in our have different tactics within the recruitment and selection procedure in comparison to Walton group. However, he managed to make the person more applicable than many different competitors. This changed into only viable because of strong recruitment and an excellent selection procedure.

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Survey Questionnaire

Brand Perception

1. How familiar are you with the Walton brand?
   a) Very familiar
   b) Somewhat familiar
   c) Not very familiar
   d) Not at all familiar

2. What is the first thing that comes to your mind when you think of Walton?
   a) Quality
   b) Affordability
   c) Innovation
   d) Reliability
   e) Other (please specify)

3. How would you rate the overall reputation of Walton?
   a) Excellent
   b) Good
   c) Average
   d) Poor
   e) Very poor

Product Development Feedback

1. Which additional feature would you like to see in Walton products?
   a) Smart technology integration
   b) More color options
   c) Eco-friendly materials
   d) Extended warranty
   e) Others

2. How important is energy efficiency in your purchase decision?
   a) Very important
   b) Important
   c) Neutral
   d) Not very important
   e) Not important at all

3. How would you rate the durability of Walton products?
   a) Excellent
   b) Good
   c) Neutral
   d) Poor

Market Research Survey

1. Which brand do you prefer for home appliances?
   - **a)** Walton
   - **b)** LG
   - **c)** Samsung
   - **d)** Sony
   - **e)** Others

2. What factors influence your purchase decision for electronic products?
   - **a)** Price
   - **b)** Quality
   - **c)** Brand Reputation
   - **d)** After-Sales Service
   - **e)** Others

3. How frequently do you purchase electronic appliances?
   - **a)** Once a year
   - **b)** Every 2-3 years
   - **c)** Every 4-5 years
   - **d)** More than 5 years

4. Which feature is most important to you when choosing a product?
   - **a)** Energy efficiency
   - **b)** Warranty period
   - **c)** Design
   - **d)** Brand value
   - **e)** Price

5. How do you rate Walton's product variety?
   - **a)** Excellent
   - **b)** Good
   - **c)** Average
   - **d)** Poor

Customer Feedback Survey

1. How satisfied are you with Walton products?
   - **a)** Very satisfied
   - **b)** Satisfied
   - **c)** Neutral
   - **d)** Dissatisfied

2. Which Walton product(s) do you own?
   - **a)** Refrigerator
   - **b)** Television
   - **c)** Air Conditioner
   - **d)** Mobile Phone
   - **e)** Others

3. How would you rate the price of Walton products compared to competitors?
   - **a)** Very affordable
   - **b)** Affordable
   - **c)** Neutral
   - **d)** Expensive
   - **e)** Very expensive

4. How likely are you to recommend Walton to a friend or colleague?
   - **a)** Very likely
   - **b)** Likely
   - **c)** Neutral
   - **d)** Unlikely
   - **e)** Very unlikely

5. Where did you hear about Walton products?
   - **a)** Social Media
   - **b)** TV/Radio Ads
   - **c)** Friends/Family
   - **d)** Retail Stores
   - **e)** Others