An Internship Report

On

Human Resource Management practices in Bangladesh:

A Case Study on Surjer Hashi Network

Submitted by:

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ID No: BBA 2001019038

Program: Bachelor of Business Administration

Major: Human Resource Management (HRM)

Semester: Fall-2023

Submitted to:

Department of Business Administration

Sonargaon University (SU)

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Submitted for the partial fulfillment of the degree of Bachelor of Business Administration



Sonargaon University (SU)

Dhaka, Bangladesh

Date of Submission: 08th January, 2024

An Internship Report

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Lecturer

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Sonargaon University (SU)



Sonargaon University (SU)

Dhaka, Bangladesh

Date of Submission: 08th January, 2024

Letter of Transmittal

8th January, 2024

To,

Md. Rasel Hawlader

Lecturer

Department of Business Administration Sonargaon University (SU)

Subject: Submission of Internship Report on Human Resource Management Practices at Surjer Hashi Network.

Dear Sir,

With due respect, I would like to inform you that I have Successfully Completed the requirement to entitle myself for the internship report. This is a great pleasure and privilege to present the thesis paper titled **"Human Resource Management practices in Bangladesh**: **A case Study on Surjer Hashi Network''** which was assigned to me as a partial requirement for the completion of BBA program.

I have made every effort to provide as much material and pertinent concerns as I can throughout the research and have attempted to adhere to your advised recommendations. I made every attempt to include as much detail as feasible in this thesis. Sincerely, I think that my thesis will fulfill the standards and accomplish the goal of my thesis.

I am appreciative of your thoughtful advice and assistance during the entire process of helping me prepare this thesis. Please take a moment to review and assess the thesis paper; it would be greatly appreciated. If my work improves the body of study literature, that will be a huge payoff for my efforts.

Sincerely Yours,

_____

Sema Akter Shemo

ID No: BBA 2001019038

Program: BBA

Major: HRM

Sonargaon University (SU)

Student's Declaration

This is Sema Akter Shemo, a student of Bachelor of Business Administration, ID No: BBA 2001019038 from Sonargaon University (SU) would like to solemnly declaration here that this thesis paper on **"Human Resource Management practices in Bangladesh**: **A case Study on Surjer Hashi Network'** 'has been authentically prepared by me under supervisor of **Md. Rasel Hawlader,** 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.

_____

Sema Akter Shemo

ID No: BBA 2001019038

Program: BBA

Major: HRM

Sonargaon University (SU)

Certificate of Supervisor

I so attest to the veracity of the internship report entitled "**Human Resource Management practices in Bangladesh: A Surjer Hashi Network Case Study.**" It was made to complete the prerequisites for the BBA program at Sonargaon University's (SU) Department of Business Administration. Under my direction, Sema Akter Shemo (ID BBA2001019038) completed the report. I guarantee that neither the report nor its contents will be used for any other reason.

_____

Md. Rasel Hawlader

Lecturer

Department of Business Administration

Sonargaon University (SU)

Letter of Authorization

I, Mr. Md. Rasel Hawlader, Lecturer, Faculty of Business Administration, Sonargaon University (SU), hereby certify that Sema Akter Shemo, ID No. BBA 2001019038, Program: BBA, Major: HRM, Sonargaon University (SU), has prepared the thesis work entitled **"Human Resource Management practices in Bangladesh: A case Study on Surjer Hashi Network''** and submitted it in partial fulfillment of the requirements for the degree of Bachelor of Business Administration (BBA). To the best of my knowledge, the student completed the aforementioned tasks on his own. All options and/or suggestions presented in this research are solely the opinion of the thesis paper's author.

I hope he has the best possible life.

_____

Md. Rasel Hawlader

Lecturer

Department of Business Administration

Sonargaon University (SU)

Acknowledgement

You can't do anything by yourself. The success is quiet in the absence of the assistance of the number of people. I consider myself really blessed to have several people providing me with real direction and supervision. First and foremost, I am incredibly appreciative of Almighty Allah, who bestowed favors, bravery, and the capacity to write this thesis.

For helping me finish my thesis paper, Md. Rasel Hawlader, Lecturer, Department of Business Administration, Sonargaon University (SU), has my sincere gratitude. Additionally, I owe her a great deal for the insightful and helpful recommendation, which was really helped in the preparation of this internship report, which is titled " **Human Resource Management practices in Bangladesh: A case Study on Surjer Hashi Network''**." I sincerely appreciate all of the interested parties who offered insightful direction, recommendations, and counsel during the information gathering, analysis, and internship report preparation processes. I am really grateful to them for their efforts and friendly assistance with my internship.

I want to express my gratitude to every Surjer Hashi Network employee for their unwavering love and support. I'm always regarded as a team member by them. In addition, I would especially like to thank the resource person listed below for their assistance.

I am also appreciative of the high authorities, personnel, and cops for their kind demeanor, unwavering cooperation, and other services provided to me when I was a student.

Executive Summary

As I previously stated, this thesis paper is one of the requirements for partial graduation. It is quite frequent and somewhat trouble-free to produce an internship report on **"Human Resource Management practices in Bangladesh: A case study on Surjer Hashi Network,"** but this report is based on actual field activities. Practices in human resource management are one of the most often discussed subjects in enterprises these days. It is the procedure by which a company ensures that the appropriate amount of people will be hired for the appropriate role at the appropriate time. Human resource management techniques prepare ahead for all people management tasks, including determining the kind and quantity of workers that will be needed as well as the course of action.

The process of determining how many employees, both in terms of quantity and quality, are needed by a business is known as human resource planning. Human resource planning is the first step in all human resource management tasks. Thus, the main function of human resource management can be defined as human resource planning and practices. Although there is always a plentiful supply of labor, skilled and nimble workers are not always in high demand. Because of this, organizations now place a high value on human resource planning.

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Chapter - One

Introduction

1.1 Introduction

In any organization, including those that follow the Human Resource Policy (HRP) cycle, the training and development system is essential to accomplishing the mission, vision, goals, and objectives of the company. These days, businesses view the human resources department as a vital source of fostering employee growth in order to guide the company toward success.

This study explores the extensive training and development program that our prestigious organization has put in place. Through an examination of the several aspects of our HRP strategy, we hope to highlight the important part it plays in developing talent, boosting employee capacities, and consequently aiding in the accomplishment of our company's objectives.

This report's main goal is to give a comprehensive summary of our company's HRP initiatives, along with the techniques, equipment, and materials employed to support learning and skill development. Through the sharing of actual cases and triumphs, we hope to illustrate the favorable effects of our HRP initiatives on teamwork, individual career development, and overall organizational performance.

Being a vital member of the HRM team gave me the exceptional chance to observe directly the meticulous planning, carrying out, and assessment of our training initiatives. In order to offer a comprehensive report, I will utilize my observations and experiences thorough examination of our business's dedication to promoting a culture of ongoing learning and improvement.

Our organization recognizes the need of developing a workforce with the most up-to-date industry knowledge, technical experience, and leadership skills, and as such, invests in the growth and professional development of its personnel.

Our HRM program also seeks to maintain our workers' motivation, empowerment, and engagement so they can seize chances for both personal and professional growth.

1.2 Objective of the Study

Every research work is conducted to achieve some objective of this report to fulfil the requirements of the internship paper. The performance management system makes sure that.

The objective of this report there are two types of objectives:

• Main Objectives

• Specific Objectives

- **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 in Bangladesh: A case Study on Surjer Hashi Network'**". This report has been prepared primarily for the fulfillment of the BBA course of Sonargaon University (SU).

- **Specific Objectives**: Specific objective of this report are to know about the SHN.

1. To identify the training & development practices in organization.
2. To know about the HRM process of SHN &To know the recruitment policy.
3. Find out the existing problem of SHN related to human resource management.
4. To know the Compensation & Benefit management system.
5. To determine how SHN maintain recruitment & selection process.
6. To highlight the compensation & benefits provided by SHN
7. To identify strengths & weakness of Surjer Hashi Network.
8. To understand the functions done HR department of SHN.

1.3 Methodology of the Study

For completion of the report both primary and secondary data has been used. In order to make the report more presentable, 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 SHN,

1.4. Sources of Data

The sources of data were of two types:

The Primary Data:

- Personal observation.
- Mainly through a survey on questionnaire.
- Informal conversion with the supervisor and collogues.
- Through personal observation during internship period.
- Practical work exposure by taking part in the training process
- Face to face conversation with the employees and opportunities were given by the management to work in relevant fields in SHN.

The secondary data:

- The company's website.
- Relevant books, journals and printed materials.
- Annual report of Surjer Hashi Network.
- Relevant file study as provided by the supervisor.
- Various review journals were used as sources of relevant secondary data.
- Publications obtained from the internet and from the website of SHN.

1.5 Limitations of the Study

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

The study has suffered from a number of barriers:

- Time was a major limitation or factor while preparing the report.
- Only three months isn't enough to recognize the complete parcel of a department & HR Office is exceptionally extensive that's why I couldn't practice all my theoretical information.
- The secondary source of information was not enough to complete the report.
- Most of the time the officials were busy and were not able to give much time.
- Human resource department was reluctant to provide information, because of difficulty to accessing sensitive data and information.
- Confidentiality of information was another important barrier that was faced during the conduct of this study. Every organization has their own secrecy that cannot be revealed in publics.
- As the employees were busy with their own duty, they could give me little time for consultation.

Chapter: Two

Profile of the Organization

2.1 Overview

Surjer Hashi Network (SHN) has been operating a large number of clinics all over the country providing health and family planning services primarily to the low-income group and the ultra-poor people. The network's mission is to deliver high quality and affordable health services to all. SHN is providing maternal and child healthcare primarily to the poor, the poorest of the poor (Pop) and the lower-middle income groups, who cannot afford quality health services from the private healthcare facilities. The network aims to continue bridging this gap.

Initiated in 1997 and funded by USAID, Surjer Hashi Clinics continued to serve the poor for about two decades through several NGOs, who managed the clinics until 2018. The clinics were later consolidated and registered as Surjer Hashi Network in 2018 as a not-for-profit company with a vision to provide health services to all Bangladeshis. The organization has an explicit mandate of achieving a double bottom line i.e. health impact by providing quality health services to the low-middle income group and meeting financial sustainability goals.

The network has been consistently making positive impacts in the areas of safe delivery, maternal and newborn care, vaccination and family planning, among other services. SHN is now a trusted name in the communities where its clinics are located.

The network has been supporting the government in the Expanded Programmed on Immunization (EPI), Vitamin A, Measles-Rubella campaigns and TB screening Program. Clinics offered extensive support to the government in managing Covid-19 vaccination programs during 2021-22.

To ensure transparency and fairness in the workplace, SHN's activities are guided by standard policies in the areas of procurement, human resource and administration, finance and accounting, anti-trafficking, anti-sexual harassment, conflict of interest, code of conduct and clinic operation. SHN activities are managed by a highly dedicated and efficient management team, and governed by an expert voluntary Board of Directors, comprising public, development and the private sector experts, who are committed to advance the network further towards sustainability.



Figure 1: Surjer Hashi Network

- Advanced Clinics
- Basic with NVD Clinics
- Basic Clinics

2.2 Vision

Grow into a fully sustainable healthcare social enterprise dedicated to better human lives.

2.3 Mission

Provide high quality, customer oriented and affordable healthcare to all.

2.4 Value

Surjer Hashi Network (SHN) has a prescribed set of values that drive towards SHN Citizenship Culture.

SHN define the values as below:

- **Integrity** (Always trying to do the right thing. Uncompromising about honesty, trust and fairness)
- **Ownership** (Individuals to take ownership of their work and commit to perform at the very best)
- **Collaboration** (Believing in team work and appreciating each other's contribution towards successfully completing a task)

- **Excellence** (Relentless pursuit towards doing better each time all the time and not settle for mediocrity)

2.5 Goals and Objectives

To support USAID's development objective to improve health and human capital in Bangladesh, this activity will develop a sustainable, gender-sensitive, and pro-poor social enterprise — the Surjer Hashi Network— to advance progress toward universal health coverage. The Advancing Universal Health Coverage (AUHC) activity focuses on five results:

1. Develop and implement a program to transform the Smiling Sun network into a centrally managed, sustainable private social enterprise

2. Adopt proven innovative approaches to create new strategies to expand access to and uptake of essential service packages

3. Develop and implement sustainable financial systems to facilitate expanded coverage and ensure equitable access to health services

4. Improve the quality of care

5. Improve program strategies drawn from lessons learned (crosscutting).

2.6 Briefly History Surjer Hashi Network

Surjer Hashi Network (SHN) has been operating a large number of clinics all over the country providing health and family planning services primarily to the poor and the ultra-poor people. Funded by USAID since 1997, the clinics continued to serve the poor for about two decades through several NGOs. The clinics were later consolidated and registered as Surjer Hashi Network (SHN) in 2018 as a not-for-profit entity with a mission to provide quality and affordable health services to all Bangladeshis having mother and child health care in its focus. When SHN started its journey as a social enterprise, registered under the Companies Act 1994, it inherited 369 clinics from the USAID supported NGO Health Service Delivery Project. Most of those clinics were

established in locations where health services at that time were inadequate, characterized by lack of public as well as private healthcare providers. Over the decades, Gob service expansion and other NGO initiatives eventually necessitated the need for an optimization exercise by SHN, with the support of the Advancing Universal Health Coverage (AUHC) project of USAID. The exercise identified 134 clinics that could potentially help SHN to become financially sustainable in the future. SHN currently operates 134 clinics with an explicit mandate of achieving a double bottom line i.e. health impact by providing quality health services to the low-middle income group and meeting financial sustainability goals. To meet the growing demand for quality health care service among the urban poor, SHN has strategically realigned its focus to more of the low to middle income urban/peril urban population.

2.7 Organizational Structure

SHNs objectives of programmatic and financial sustainability require that it functions effectively as a social enterprise. the organizational and reporting structure and any future modifications to it must be approved by the board before implementation.

2.8 Employment Policy

2.8.1 It is the policy of SHN to appoint best qualified candidates to fill in vacant positions.

2.8.2 All recruitment is guided by fair competition No undue pressure, partiality, nepotism, or filial consideration shall influence the selection of candidates.

2.8.3 The Company subscribes to the policy of equal employment opportunity for all applicants irrespective of gender, race, color, sexual orientation, disability, religion, age, creed or ethnicity.

2.8.4 SHN intends to take affirmative action especially in recruitment, training.

2.8.5 Immediate relatives (spouse, parents, brother, sister, in lows) of a current incumbent are disqualified from employment consideration at the company during the tenure of the incumbent. Exceptions to this clause can be made with the approval pf the CEO.

2.8.6 All employment processing will be carried out by the HR department under the guidance and oversight of the HR Director and in Consultation with the departmental or divisional heads.

2.9 Classification of Employment

The employees of SHN shall be classified as follows:

2.9.1 Permanent Employee: (A permanent position is one that is not time bound and is likely to continue for as long as the company requires its Function.

2.9.2 Temporary / Contractual: (A temporary position is one that likely to continue for a specific period (less than a year).

2.9.3 Casual person / Daily staff: (Person who are hired on daily basis and paid a fixed daily wage as determined by the management from time to time.

2.9.4 Part- time Employee: A part- time employee is a temporary employee who is appointed to work for a specific number of hours that is less than normal working hours as determined by the Company from time to time.

2.10 Entry and Retirement Age:

No person less than 18 years of age or more than 60 years of age shall be appointed at SHN in a full time permanent position. However, the upper age bar shall not be applicable to recruitment for the position of CEO, or any position that been specifically approved by the Board.

2.11 Working Hours

2.11.1 The worker for SHN HQ staff and the Regional offices comprises of five working days, beginning Sunday and ending Thursday if each week. Each working day will be 8 hours which will exclude time for lunch break, and prayer time. Weekly working hours will be 40. Standard working hours are from 8:30- 5:30 pm with a one – hour lunch break.

2.11.2 The working for SHN Clinics comprises of six working days.

2.11.3 Some clinic staffs (paramedics, Nurse, lab Assistant etc.). who work beyond regular hours in clinics that provide C section and normal delivery services. Shall be paid extra hour.

2.11.4 All employees shall be at work at the time and place assigned to them.

2.11.5 It is the responsibility of each employee to ensure completion of his / her attendance / timesheets.

2.11.6 In case the non-management employees have worked in excess of the working hours ordinarily applicable to the non- management employees (48) this shall constitute as overtime. Employees shall be allowed to work for a period exceeding 10 hours a day and 60 hours in a week and 56 hours in a week on a yearly average.

2.11.7 If overtime is worked by an employee, he / she shall be entitling to overtime allowance, the rate of overtime shall be: (Monthly basic Salary *2) / 208 hours.

2.12 Dress Code

All employees are expected to dress appropriately conducive to a professional work environment and decency.

2.13 Ethics policy

The highest standard of ethical conduct, fair dealing and mutual respect is expected of each employee and all others associated with SHN. Company reputation is valuable asset, and all employees must continually earn the trust, confidence and respect of the fellow employees, vendors and the community. SHN depends on the basis honesty and good judgment of its employees, and their sensitivity to the way others see us and may interpret the actions. All employees are expected to report to their supervisor in case of violation of this policy.

2.14 Conflict of Interest

Employees must avoid any interest, influence, or relationship that might conflict or appear to conflict with the best interests of SHN and the country, or that might affect ones working judgment or loyalty. Examples of potential conflict situations include, but are not limited to:

2.14.1 Ownership or a significant financial interest in, or other relationship with, a supplier, vendor donor etc. to SHN.

2.14.2 Having a financial interest in any organization that conducts business transaction with SHN

2.14.3 Accepting gifts, entertainment, or other benefit from suppliers to SHN.

An employee with a conflict must disclose the conflicting interest, and remove themselves from any negotiations, deliberation, or decision involving the conflict. Employees may, however, state their position and answer question when their knowledge may be of assistance.

2.15 SHN Board of Directors



Prof. Rubina Hamid

Chairman, SHN Board; Professor, Department of Management Studies, University of Dhaka; Chairman, Bangladesh Thai Aluminium Ltd.



Mr. Muhammed Ali

Director, SHN Board ; Former Secretary to the GoB



Dr. Mihir Kanti Majumder

Director, SHN Board ; Chairman, Palli Sanchay Bank ; Former Secretary to the GoB



Ms. Rupali Haque Chowdhury

Director, SHN Board; Managing Director - Berger Paints Bangladesh Limited; Vice-President Bangladesh Economic Zone



Mr. Abbas Uddin Bhuiya

Director, SHN Board; Former Deputy Executive Director, icddr,b



Prof. Syed Abdul Hamid

Director, SHN Board; Professor and Director, Institute of Health Economics, University of Dhaka



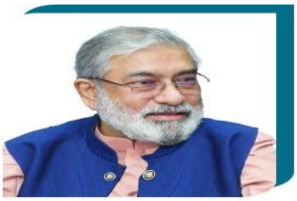
Mr. Mainuddin M. Reza

Director, SHN Board; Chief Technical Advisor, Planning Wing, MoHFW; Former Secretary to the GoB



Mr. A. K. M. Aftabul Islam

Director, SHN Board; Chairman, IOE (Bangladesh) Limited; Board Director, Bangladesh Bank; Former-President, AmCham; Dhaka Chamber of Commerce & Industry (DCCI)



Dr. Abu Jamil Faisel

Director, SHN Board; Senior Technical Director, Challenge TB

2.16 SHN Services

Surjer Hashi Clinics operate in 3 categories in a safe, hygienic, and friendly atmosphere, having mother and child health care in the focus. Services are offered at affordable prices including discounted and free services for the poorest of the poor. Inclusivity remains at the core of what SHN does. For most prices, there is a range, allowing flexibility to set prices in consideration of the economic state of the locality in which the clinics are located. The set prices are embedded in the electronic medical record system (EMR) connected centrally. SHN's yearly average service contacts in the recent years are over 5 million, while the average number of visitors per year is about 2 million.

- Consultation Service (Doctor/ Medical Assistant/ Paramedics)
- Delivery Service (Normal Vaginal Delivery)
- EPI (Extended Programmed on Immunization) service
- Vaccination service (Government and Private)
- Comprehensive Lab services
- USG service
- Pharmacy/ Dispensary
- Family Planning Service (Short acting/ Long acting/ Permanent method)
- Specialized Doctor service (OBS & Gyn, Pediatrician, Eye specialist)
- Ambulance service
- Essential Newborn Care
- Non-Communicable Disease (NCD) services
- Cervical cancer screening service (VIA test)
- TB screening & referrals service.
- Hormone Analyzer Service
- ECG service.



Surjer Hashi Advanced Clinics



Surjer Hashi Basic with Normal Delivery Clinics



Surjer Hashi Basic Clinics

PHARMACY OPERATIONS

Surjer Hashi Network procures medicines from reputed pharmaceuticals under strict central control and arranges to distribute the same to the clinics through local representatives of the pharmaceuticals. This has led to gaining a reputation among SHN clients for selling and dispensing quality medicines only.

SHN has 38 pharmacies housed inside the Advanced Clinics that originally meant to sell to the general public in addition to visiting clients and admitted patients. In-house positioning, however, blocked the visibility of the pharmacies from the public historically. The rest 96 clinics have dispensaries to sell only to visiting clients and admitted patients.

In the above context, SHN, having a network of 134 clinics in 54 districts, carry huge potentials to distribute quality and genuine medicines not only to visiting clients but also to the public who are being fooled with fake medicines by dishonest manufacturers and traders across the country. Taking this as a social responsibility, SHN has initiated the task of relocating its pharmacies outside the clinic buildings, where there is a scope, thereby creating access to quality medicines for the non-client general public.



Free Health Camps

To widen the coverage of free health services to the poor, Surjer Hashi initiated the concept of **free health camps** in November 2022. The initiative aimed to reach out to a bigger number of poor people with no ability to get consultation from a graduate doctor. In this initiative, SHN's core belief in inclusivity echoes with the requests from the local government to provide more free services from the clinics to the poor community, as Surjer Hashi used to deliver many years ago under the full financing by the donor. The free health camps are arranged periodically in clinics and other premises including the premises belonging to the local government. In limited capacity, the clinics arrange free medicines for common ailments from local donors and distribute among the visiting poor clients. The initiative is running on the commitment of SHN leadership without any donor support.



2.17 Overview of Market Landscape Findings

Customers

Clinic look and layout: clients want a clean and tidy space with waiting room with good sanitation and ventilation

Service providers: clients want doctors who can provide a range of services in reproductive, maternal and neonatal care. Appearance and attitude of the clinic staff was cited as an important factor. Moreover, clients preferred providers that would answer all of their questions in an understandable manner.

Operating hours: client's want clinics to be available 24 hours a day for labor and delivery services.

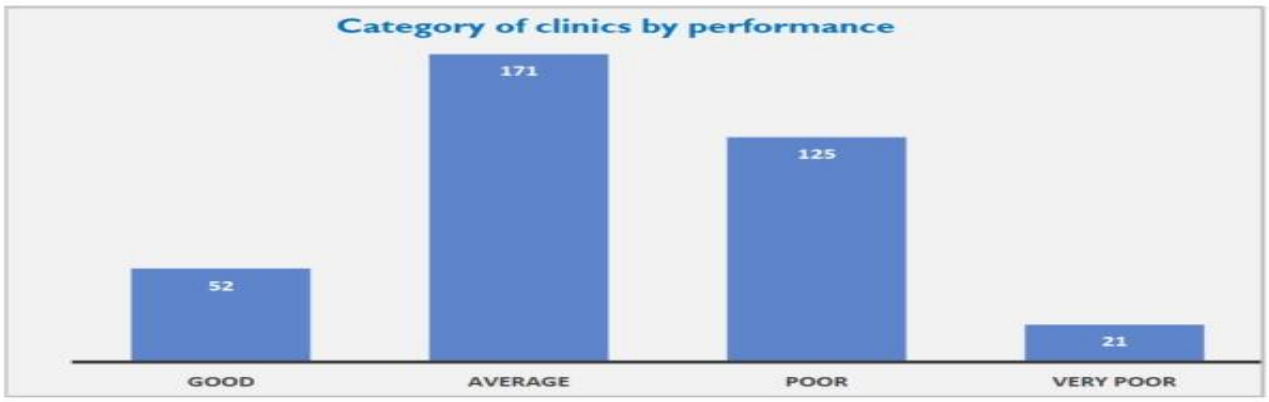
Clinic location: Proximity is major consideration for choice of a health service provider. SHN can build on its community outreach, particularly its

Providers

Pharmacies: Pharmacies all over the country are the closest competitors for the SHN, at the same time pharmacy network offer great opportunity for SHN to benefit from networking.

Pricing: Prices of almost all SHN are below the market price, however SHN doesn't seem to have stronger value proposition to clients compared to its competition. While it's possible to increase prices nominally in the short run, parallel efforts needed to offer better value from services in terms of service range, quality of provider and customer journey inside the clinic.

Operating hours: Many of the (between 42 percent -92 percent) competitor outlets, as in private clinics and hospitals, operate in the evening hours and on holidays.



List of Sample Clinics

Division	District	Thana/ Upazilla	Clinic Address	Clinic Type	Clinic Site	# of SP	# of CSP	Name of Clinic Manager	Cell/ Phone Number
Barishal	Bhola	Charfession	1 No. Word Charfassion Powrosava, Bhola	EMOC-B	Rural	6	72	Md. Shajhan	01716-490089
	Bhola	Monpura	Bhadherhat (Faize Uddin), Post: Hazirhat, Monpura, Bhola	Vital	Urban	2	26	Md. Jafar Ullah	01715-648050
	Barishal	Bakerganj	Vill: Charamoddi, Upazilla: Bakerganj, District: Barishal	Vital	Rural	2	20	Md. Sirajur Rahman	01711-020227
	Barishal	Wazirpur	Vill: Slok, PO: Damura Bandhor, Upazilla: Wazirpur, Barishal	Vital	Rural	2	20	Md. Mizanur Rahman	01717-488172
Sub- Toral	**2 District**	**4 Upazila**		**Vital: 3 EMOC- B: 1**	**Rural: 03 Urban: 01**	**12**	**138**		
Chattogram	Chattogram	Banshkhlai	Chechuria, Banskhali, District: Chattogram	EMOC-B	Rural	2	38	Md. Towhidur Raham	01812-425708, 01714-371414
	Cox's Bazar	Cox's Bazar	Main Road, Rumalirchara, Cox's Bazar	EMOC-C	Urban	2	28	Mohammad Isa	01818-604311, 0341-52128
	Chattogram	Patiya	Haji Jabbar Sawdagar Building, Bus Station, Boltali Road, Patiya, Chattogram	EMOC-B	Urban	2	20	Rupash Kumar Mutsuddi	01913-848469, 01819-915595
	Cox's Bazar	Ramu	Al-Mazidia Shopping Complex (1st floor), Ramu Bi-pass, Ramu Sadar, Cox's Bazar	EMOC-C	Rural	3	60	Khandaker Delwar Hossain	01813-256611, 01713-601987, 0342-556310
Sub- Total	**2 District**	**4 Upazila**		**EMOC- B: 2 EMOC- C: 2**	**Rural: 02 Urban: 02**	**9**	**146**		
Dhaka	Tangail	Kalihati	Tangail Road (Near Petrol Pump), P. O: & Thana: Kalihati, Tangail	Vital	Rural	3	42	Md. Mokhlesur Rahman	01716-104887
	Dhaka	Shewrapara	674/1 West Shewrapara, Mirpur, Dhaka	Vital	Urban	4	5	Ms. Shahadat Hossain	01727-242620
	Dhaka	Nawabgonj	Sadapur, Nawabgonj	Vital	Rural	1	26	Md. Mizanur Rahman	01729-902686
	Dhaka	Mirpur	City Corporation Building, Golartak (Near Shahid Budhijibi Kabarsthan), Mirpur-1, Dhaka	Vital	Urban	2	6	Tareq Sarwar	01819-838988
Sub Total	**2 District**	**4 Upazila**		**Vital: 04**	**Rural: 2 Urban: 2**	**10**	**79**		
Khulna	Bagerhat	Chitalmari	Borobaria, Chitalmari, Bagerhat	Vital	Rural	3	39	Md. Zahidul Hoque	01748-980377
	Bagerhat	Bagerhat	186 Main Road, Bagerhat	EMOC-C	Urban	4	8	Afsana Khatun	01712-212772
	Khulna	Khulna Sadar	47 South Central Road, Khulna	EMOC-C	Urban	3	4	Md. Anis Uddin	01711-065757, 041-730024
	Khulna	Botiaghata	Sachibuniya	Vital	Rural	2	22	Kumaresh Mondal	01769-935356

Division	District	Thana/ Upazilla	Clinic Address	Clinic Type	Clinic Site	# of SP	# of CSP	Name of Clinic Manager	Cell/ Phone Number
Sub Total	**2 District**	**4 Upazila**		**Vital: 02 EMOC C: 02**	**Rural: 2 Urban: 2**	12	73		
Rajshahi	Sirajgonj	Shahjadpur	Jhikira (West of Science Collage), Ullapara, Sirajgonj	Vital	Urban	2	6	Salam	01714-865889
	Rajshahi	Poba	Vill: Bayabhola Bari, P.O: Nawhata, Upazilla: Poba, Rajshahi	Vital	Rural	3	36	Md. Salah Uddin	01712-850543
	Sirajgonj	Ullapara	Jhikira (West of Science Collage), Ullapara, Sirajgonj	Vital	Urban	2	4	Shafiqul	01745762248
	Rajshahi	Naodapara	North Naodapara, Bypass More, Naodapara, Rajshahi	EMOC-C	Urban	2	9	Md. Ashikul Huda	01722-403306
Sub Total	**2 District**	**3 Upazila**		**Vital: 03 EMOC C: 01**	**Rural: 1 Urban: 3**	09	55		
Rangpur	Gaibandha	Sundargonj	Monmoth, Bamundanga, Sundargonj	EMOC-B	Rural	2	48	Poritosh Chandra Barman	01723-208009
	Rangpur	Pirgacha	Vill: West Debu (Matherpar), Union: Tambulpur, Post & Upazila: Pirgacha, Rangpur	EMOC-B	Rural	2	40	Md. Hossain Mondal	01714-600661
	Rangpur	Kaunia	Haquebazar, Haragach, Kaunia, Rangpur	EMOC-B	Urban	2	11	Rebeka Sultana	01796-004875-
	Rangpur	Rangpur Sadar	Mulatole Bazar, Rangpur	EMOC-C	Urban	3	24	Md. Abdus Salam	01914-145729
Sub Total	**2 District**	**4 Upazila**		**EMOC B: 03 EMOC C: 01**	**Rural: 2 Urban: 2**	09	123		
Sylhet	Sylhet	Balagonj	Kodomtala, Tajpur, Balagonj, Sylhet	EMOC-B	Rural	3	57	Md. Fozlu Miah	01712-683946
	Habigonj	Habiganj	Zakir Villa, Ramkrishna Mission Road, Habiganj	Vital	Urban	1	5	Motilal Das	01819-572304
	Sylhet	Sadar	46 Shopnil, Ramerdigirpar, Mirjajangal, Sylhet	EMOC-C	Urban	1	4	Sumon Sheikh	01710-707488
	Habigonj	Chunarughat	Ubahata, Chunarughat, Habigonj	Vital	Rural	1	5	Md. Amir Hossen	01718-837327
Sub Total	**2 District**	**4 Upazila**		**Vital: 02 EMOC B: 01 EMOC C: 01**	**Rural: 2 Urban: 2**	06	71		
Total	**14 District**	**27 Upazila**		**Vital: 14 EMOC- B: 07 EMOC- C: 07**	**Rural- 14 Urban- 14**	67	685		

Message from The Chairman SHN

It is a great pleasure to look back on the years of experience, successful development beginning with the establishment of Surjer Hashi Network (SHN) in 2018 and feel both proud and excited about the future. The network was established with a mission to provide quality health services to all Bangladeshis regardless of economic status or ability to pay. When SHN started, it inherited 369 clinics from the USAID supported NGO Health Service Delivery Project. A good portion of the clinics started the service delivery in 1997 when Bangladesh's health structure was very different from what it.

SHN has an explicit aim of achieving health impact by providing high quality health services while also meeting financial sustainability goals. SHN has been investing on improving quality of services and taking a patient centric approach to strengthening the network's value proposition and commitment to the target population, particularly for the poor and the poorest of the poor. As a growing healthcare provider, SHN aims to continue to innovate and keep its commitment to quality healthcare. SHN purposefully works on and prioritizes attracting highly motivated medical professionals that are willing to serve the unmet healthcare needs of the catchment population.

SHN keeps on securing the required medical equipment and ensures that our diagnostic laboratories consistently meet the standards for reliable and effective treatment of our patients. The dedication of over 2000 clinic staff is a testament to SHN's work environment that enables majority of them to continue to work for many years at a stretch in our clinics in their own communities.

I would like to take this opportunity to thank all our partners and stakeholders for their trust and wish them all the best.

Message from The CEO SHN

"I am always excited to continue this journey with Surjer Hashi Network (SHN) – a health care social enterprise. I feel proud deep inside to be a part of the 'SHN way' that delivers health services with care and in a friendly atmosphere across all clinics.

Over the decades, Sujrer Hashi Clinics have created a significant health impact across Bangladesh, especially in those days when public and private participation in this sector was limited. The network however struggled later in minimizing the huge gap between high expense and low income, a prerequisite to sustain without dependence, in the context of reduced donor funding. Since then SHN has embarked on a challenging journey, having its multiple commitments to provide quality service, give subsidy to the poor and still be financially sustainable. Thanks to the guidance and strong support of SHN's governing body and the dedication, strengths, and skills of our employees at the Head Office and across 134 clinics. They have been instrumental in achieving significant progress towards sustainability. A big 'thank you' to USAID for being with Surjer Hashi Network with their support either in the form of cost reimbursement over clinic income or milestone-based funding till Nov-2023. These are all blessings in and around SHN. By staying focused to our mission and by embracing our values of excellence, collaboration, integrity, and ownership, we are confident that one day SHN will sustain and continue to deliver high quality, affordable and customer-focused health services to all. As a leader, I commit to lay down an aspirational path with clear milestones that will take SHN to great heights, while inclusivity will still remain at its core."

2.18 SWOT Analysis

2.18.1 Strengths

The capacity of SHN's human resources to serve as a foundation for creating competitive advantage is one of its strongest points. For example: -

1/ Sturdy & Creative Management.

2/Goodwill is not just in Bangladesh; it is also present throughout the world; as other countries still house more clinic plant.

3/Talented labor and too skilled management.

4/ A complete and amazing service

Made use of the ultra-modern and modern period.

5/Day organizational development is boosted with the aid of day.

Always avoid engaging in unreliable activities. Constantly look for ways to give workers and employers significant advantages.

6/ Because the proper character must always be appropriate for the region, business endeavors undertaken by the SHN are extraordinary in their goodness, their ethical quality, and the intelligent, educated, and active Representatives inside the organization**.**

2.18.2 Weakness

- The staff is not trained properly
- Get insufficient time for recruitment.
- Lack of coordination within departments hindering the service flow.
- Workers are not highly skilled as per the clinic requirement in the post quota scenario.
- Difficult to coordinate interview in time.
- Sometimes it is not possible to recruit right/skilled/expert candidate because of salary structure.

2.18.3 Opportunities

Certain new prospects for SHN may be revealed by the environment study, including:

1/Corporate identity via commercials.

2/Group HR has to be involved in the planning of workforce.

3/It is recommended to conduct performance appraisals twice a year.

4/Increasing rewards based on achievement, including offering a gratuity or lunch facilities.

2.18.4 Threats

1. There is a lot of pressure to recruit.

2. Protracted approval procedure.

3/Receive a massive volume of hard copy resumes, which can be challenging to handle and make it challenging to identify the ideal applicants.

4. Restrictions on the employee's vacation time.

5/Discouraged communication amongst HR Department team members.

6/Restrictions on the use of social media by workers of third parties.

Chapter - Three

Literature Review & Theoretical Discussion

3.1 Literature Review:

Human resource management, or HRM, is a well-liked method of paying employees for their labor. It attempts to create an administration style that is more flexible, open, and caring so that workers will be incensed, industrialized, and managed in a way that They can give it their all to fulfill the department's objectives. Effective HRM procedures are used in the selection process to meet departmental goals and increase output. The process of organizing, attracting, and choosing staff members as well as giving them the right training and skill development is known as human resource management.

Human Resource is the most vital resource for any organization. It is responsible for each and every decision taken, each and every work done and each and every result. Employees should be managed properly and motivated by providing best remuneration and compensation as per the industry standards. The lucrative compensation will also serve the need for attracting and retaining the best employees (Patnaik & Padhi, 2012).

"Human resource planning is a planning process by which an organization can move from its current manpower position to its desired manpower position. Through manpower planning, an organization strives to have the right number and the right kinds of people at the right places at the right time (Bhattacharyya, 2006)

"Human resource planning helps to align human resource work contribution with that of the organization they support in order to schedule activities that would be more meaningful and productive and align with the mission of the organization it supports (Deb, 2006)"

"Human resource planning is a process in which an organization attempts to estimate the demand for labor and evaluate the size, nature and sources of the supply which will be required to meet that demand (Reilly, 1996)."

"Human resource management (HRM) is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations (Armstrong, Armstrong's Handbook of Human Resource Management Practice, 2009)."

"Human Resource Management is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2006)."

"Human resource management refers to the practices and policies you need to carry out the personnel aspects of your management job, specifically, acquiring, training, apprising, rewarding and providing in a safe, ethical and fair environment for your company's employees (Dessler, 2011)."

3.2 Theoretical Discussion

3.2.1 HRM History

Modern human resource management can be traced back to the 18th century. The British Industrial Revolution gave rise to large factories and created an unprecedented spike in demand for workers.

With many of these laborers putting in long hours -- often clocking 16-hour workdays -- it became apparent that worker satisfaction and happiness had a strong positive correlation with productivity. Seeking to maximize ROI, worker satisfaction programs were introduced. Factory conditions, safety concerns and workers' rights also began getting attention in the late 19th and early 20th centuries.

HR departments within organizations began appearing in the 20th century. They were often known as personnel management departments that dealt with legal compliance requirements and implemented worker satisfaction and safety programs. Following WWII, the U.S. Army's training programs were used as a model in some companies that started to make employee training a point of emphasis.

Personnel departments took on the *human resources* label in the 1970s. The primary factor that differentiates HR from personnel management is the way technology began to be used to improve communication and access to employee information.

3.2.2 Objectives of human resource management

1. **Societal objectives.** These are measures put in place to respond to the ethical and social needs or challenges of the company and its employees. This includes legal issues such as equal opportunity and equal pay for equal work.

2. **Organizational objectives.** These are actions taken to ensure organizational efficiency, including providing the appropriate training, hiring the right number of employees for a given task and maintaining high employee retention rates.
3. **Functional objectives.** These are the guidelines used to keep HR functioning properly within the organization. They include ensuring all HR resources are allocated to their full potential.
4. **Personal objectives.** These are the resources used to support the personal goals of each employee. They include opportunities for education and career development, as well as maintaining employee satisfaction.



3.3 Selection of HRM

Selection is an important process because hiring good resources can help increase the overall performance of the organization. In contrast, if there is bad hire with a bad selection process, then the work will be affected, and the cost incurred for replacing that bad resource will be high. The purpose of selection is to choose the most suitable candidate, who can meet the requirements of the jobs in an organization, who will be a successful applicant. For meeting the goals of the

organization, it is important to evaluate various attributes of each candidate such as their qualifications, skills, experiences, overall attitude, etc. In this process, the most suitable candidate is picked after the elimination of the candidates, who are not suitable for the vacant job. The organization has to follow a proper selection process or procedure, as a huge amount of money is spent for hiring a right candidate for a position. If a selection is wrong, then the cost incurred in induction and training the wrong candidate will be a huge loss to the employer in terms of money, effort, and also time. Hence, selection is very important, and the process should be perfect for the betterment of the organization.

3.3.1 Advantages of Selection

A good selection process offers the following advantages:

- It is cost-effective and reduces a lot of time and effort.
- It helps avoid any biasing while recruiting the right candidate.
- It helps eliminate the candidates who are lacking in knowledge, ability, and proficiency.
- It provides a guideline to evaluate the candidates further through strict verification and reference-checking.
- It helps in comparing the different candidates in terms of their capabilities, knowledge, skills, experience, work attitude etc.

A good selection process helps in selecting the best candidate for the requirement of a vacant position in an organization.

3.3.2 Steps in selection process

Step 1: Identifying Job Requirement

The first step in the process is to specify the duties and requirements of the position precisely. The basis for the entire selecting process is laid at this step. Candidates with the abilities and attributes required to succeed in the position will be drawn in by a job description that is written correctly.

Step 2: Sourcing Candidates

Now that you have the job specifications, it's time to contact possible applicants. Utilizing a range of resources, including social media, online job boards, networking, and even employee recommendations, is part of this phase. Casting a wide net is intended to guarantee a diversified field of applicants. Step

3: Initial Screening

Once the applications start rolling in, it's time to sift through them and identify the most promising candidates. Initial screening may involve reviewing resumes, cover letters, and application forms to ensure they meet the minimum qualifications.

Step 4: Conducting Interviews

The heart of the selection process lies in the interviews. Depending on the role, interviews can take various forms such as one-on-one interviews, panel interviews, or behavioral interviews. This step allows employers to assess a candidate's skills, cultural fit, and compatibility with the team.

Step 5: Skill Assessment

For roles requiring specific technical or practical skills, skill assessment tests come into play. These tests could range from coding challenges to practical exercises, offering a tangible way to evaluate a candidate's capabilities.

Step 6: Background Checks

Before extending an offer, it's crucial to verify the information provided by the candidate. Background checks help confirm a candidate's educational qualifications, work history, and any potential criminal records. This step ensures that the organization is making informed decisions.

Step 7: Making the Offer

Once the selected candidate passes all the assessments and checks, it's time to extend a formal job offer. This offer should include details about compensation, benefits, job responsibilities, and any other pertinent information.

Step 8: Onboarding

The final step in the selection process bridges the gap between selection and integration. Onboarding introduces the new employee to the organization's culture, values, and workflows. It sets the tone for a successful start to their journey with the company.

3.4 Recruitment of HRM

The process of finding, luring, interviewing, choosing, employing, and onboarding staff is referred to as recruitment. Put another way, it covers every aspect, from determining the need for staffing to meeting it. A variety of employees are in charge of recruitment, depending on the size of the company. Some smaller organizations may have one recruiter, whereas larger firms may have full teams of recruiters. The hiring manager may be in charge of hiring in small businesses. Furthermore, a lot of businesses contract out their hiring to outside companies. Employers hardly never use social media, job boards, marketing, or other methods to find applicants for open positions. A lot of businesses use recruiting software to find excellent candidates more quickly and effectively. In any case, recruitment usually functions alongside or as a division of HR.

3.4.1 Recruitment Involve

There are 15 crucial milestones in the hiring process, even if every organization's recruitment procedure is different. Although they have put them here, see the page on Hiring Process procedures: for a thorough examination of these procedures.

- Identify the hiring need
- Devise a recruitment plan
- Write a job description
- Advertise the position
- Recruit the position
- Review applications
- Phone Interview/Initial Screening
- Interviews

- Applicant Assessment
- Background Check
- Decision
- Reference Check
- Job offers
- Hiring
- On boarding

3.4.2 Types of Recruiting

There are several types of recruiting. Here's an overview:

Internal Recruiting: Internal recruiting is the process of using current personnel from within a company to fill open positions.

Retained Recruiting: There are various ways for an organization to hire a recruiting firm; one popular method is retained recruiting. An organization must pay a fee up front to a recruiting firm in order to fill a post. The company is in charge of recruiting people up until the post is occupied. Additionally, the organization commits to working only with the company. Put another way, businesses are unable to use several recruiting agencies to fill a single post.

Contingency Recruiting: Like retained recruiting, contingency recruiting requires an outside firm. Unlike retained recruiting, there is no upfront fee with contingency. Instead, the recruitment company receives payment only when the clients they represent are hired by an organization.

Staffing Recruiting: Staffing recruiters work for staffing agencies. Staffing recruiting matches qualified applicants with qualified job openings. Moreover, staffing agencies typically focus on short-term or temporary employment positions.

Outplacement Recruiting: Outplacement is typically an employer-sponsored benefit which helps former employees transition into new jobs. Outplacement recruiting is designed to provide displaced employees with the resources to find new positions or careers.

Reverse Recruiting: refers to the procedure wherein a worker is urged to look for work with another company that would be a better fit for their skill set. Reverse Recruiting Days are provided to employees to assist with this procedure. They examine resumes at the Reverse Recruiting Days,

emulate interviews and provide in-depth analyses of particular employment rolls. Go here to obtain additional details. Some pointers for successful hiring. Hiring is a complex process that needs careful planning, meticulous execution, and tact in order to consistently generate high-caliber personnel.

Look internally before externally: There's a good chance the best candidate for your position is already working for your organization. Internal candidates are already familiar with and contributing to your corporate culture and goals. Given their past success within your organization, it is reasonable to expect they will continue to excel in a new position.

3.5 Training and Development of HRM

Training and development is an organized program with various techniques created by experts in a certain field of work. The most frequent and ongoing duty in any organization these days is keeping employees' skills and knowledge up to date in light of the ever changing environment. Cost optimization with available resources has become a critical requirement for any organization. Can only be achieved by offering appropriate employee training.

Training & Development

- Training and development
- Employee Training Introduction
- Need and benefit of Training
- Advantages of Training Programmer
- Training Process
- On-the-job Methods
- Off-the-job Methods
- Sensitivity Training
- Management Development
- On the Job Methods
- Off the Job Methods
- Executive Development

The number of managerial employees will be much lower than that of technical employees because a manager with higher efficiency can oversee a larger workforce, which is a true manager's ability. However, technical jobs require a minimum of one skilled worker or more if high or large production is required. Employee growth eventually comes from learning by observation to gain information. Actually, management-level employees receive training as well so they can comprehend the nuances and type of work performed by the employees who report to them and eventually manage them.

3.5.1Training and Development Objectives

Ensuring that a business has a skilled and eager workforce is the main goal of the training and development division. The individual, organizational, functional, and societal aims are the other four.

Individual Objectives: Help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.

Organizational Objectives: Assist the organization with its primary objective by bringing individual effectiveness.

Functional Objectives: Maintain at the departments of the contribution at a level suitable to the organization's needs.

Societal Objectives: Ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

3.6 Strategic Importance of HRM

In today's enterprises, a company's performance can be significantly impacted by the proper management and approach taken with its personnel. In human resource management, a strategic strategy is essential, particularly for expanding businesses. beginning with appropriate staffing and continuing to perform personnel, HR management is essential to the growth of the entire company as well as its personnel.

In management, human resources cover a wide range. Starting with the appropriate workforce, an expanding business that depends on its current performance can sustain and grow. More personnel are required to meet the growing demands for the goods or services. The current workforce needs to be examined, but not just to see if they can meet the expectations; they also need to be sure they can maintain the standards and quality. Large orders or mass production shouldn't be used as a justification for lowering quality, which would raise customer unhappiness and reduce revenue. The standing and dependability of a business that is already well-known in its field and plans to grow should be preserved.

The leaders of the company can now focus on the products itself and expansion and let the HR Department handle the development of the organization. Keeping an eye on the company's long-term goals, mission and vision, the development of performance standards is essential to identify potential problems, non-performing employees and compliance to tasks and standards. Minor employee and performance problems should be seen immediately to avoid any future inconvenience and potential problems to the customers and thus become a liability to the company. HRM professionals can also identify the processes and the proper staffing for each of these activities, and in effect, the systems and approach in terms of the company's front-line operations can be improved to decrease manpower hours, improve quality, streamline processes, and elevate standards. The success and growth of a small company can be attributed to its culture.

Human Resources Management can amend this and become a bridge in establishing what the management wants from employees and vice-versa. In its continuous development, it is but imperative that the management or its owner be prepared for more arduous tasks in operations and leading the rest of the team towards continued success. Management should be equipped with the right skills in planning, leading, organizing and establishing standards. As they are the ones who will eventually be focused in developing the company instead of the operations and technical aspects, a higher understanding of this responsibility is essential, and this also plays a significant part once competition is put into the picture. Companies fail because number reasons, and mismanagement can be one of them.

3.7 Roles & Functions of HRM

An organization's personnel are managed through human resource management (HRM) in order to accomplish business goals. This entails keeping the best working environment and meeting the organization's staffing needs. Using HR strategies and procedures that center on the organization's personnel, the HR department achieves this. Human resource management draws on a number of academic fields, such as psychology, corporate management, analytics, and sociology, to accomplish its goals.

Recruitment and Hiring

Recruitment and Hiring is perhaps the most popular role associated with human resource managers. It involves finding, reviewing credentials, screening, and selecting candidates for a company. An effective recruitment process results in the hiring of employees who are tailor-fit for the position and not just candidates who have the best credentials.

Training Employee

Training is necessary when entering a new organization, even for the most experienced candidate. Employee training is to provide workers with the abilities and information needed to carry out their jobs well. Employers need to be ready to make a sizable financial commitment to the training of their staff members. This is advantageous not just for the business but also for the personal growth of the staff members.

Organizational development

The process through which an organization puts a plan into action to enhance its current workforce in order to satisfy its current and future requirements is known as organizational development. It entails enhancing systems and processes to increase an organization's effectiveness. In order to improve workplace circumstances, reinforce the current workforce, and increase its effectiveness, organizational development is essential.

Communication in the workplace environment

Human resources play a critical role in managing the workplace environment. They are the first responders for any workplace-related issues among employees. Effective communication makes it easier for employees to work for a single objective, the company's success. It is the role of the human resource department to promote better communication among individuals in the company**.**

Employee Benefits

Human resource managers are involved in disseminating information on employee benefits, assistance programs, and leaves of absence. This information is usually included in the HR manual. Human resource managers are tasked with orienting new employees about the several benefits offered by the company. They also play a role during employee benefit disputes.

3.8 New Trends in HRM

The practice of uniting individuals and organizations to achieve mutual goals is known as human resource management. The protective and screening role of the HR manager is giving way to a more planning and change-agent one. The new corporate heroes are personnel directors. Personnel is the key to success in today's corporate world.

These days, unless your staff relations are in order, it is impossible to present a strong financial or operating report. Over time, there has been a decline in low-skilled employment and an increase in highly skilled and knowledge-based jobs. Future skill mapping through appropriate HRM efforts is required for this. Because of their worldwide alignment, Indian firms are also seeing changes in their management cultures, philosophies, and processes. The development of multiple skills is necessary. HRM's role is getting increasingly significant. The following are a few recent patterns that have been noticed:

- ✓ The recent quality management standards ISO 9001 and ISO 9004 of 2000 focus more on people centric organizations. Organizations now need to prepare themselves in order to address people centered issues with commitment from the top management, with renewed thrust on HR issues, more particularly on training.

- ✓ To leapfrog ahead of competition in this world of uncertainty, organizations have introduced six-sigma practices. Six- sigma uses rigorous analytical tools with leadership from the top and develops a method for sustainable improvement. These practices improve organizational values and helps in creating defect free product or services at minimum cost.
- ✓ Human resource outsourcing is a new accession that makes a traditional HR department redundant in an organization. Exult, the international pioneer in HR BPO already roped in Bank of America, international players BP Amoco & over the years plan to spread their business to most of the Fortune 500 companies.

Hiring qualified workers is become harder as a result of increased worldwide job mobility, particularly in India. Thus, in addition to developing an enabling culture, firms must devise a plan for retaining their current pool of qualified employees.

3.9 New Trends in International HRM

In order to assist employees in adjusting to a new and distinct environment outside of their home country, international HRM focuses more emphasis on a variety of duties and tasks, including relocation, orientation, and translation services.

- When choosing personnel, a candidate's and his or her spouse's personal qualities must be carefully considered.
- Training and development extend beyond information and orientation training to include sensitivity training and field experiences that will enable the manager to understand cultural differences better. Managers need to be protected from career development risks, re-entry problems and culture shock.
- To balance the pros and cons of home country and host country evaluations, performance evaluations should combine the two sources of appraisal information.
- Compensation systems should support the overall strategic intent of the organization but should be customized for local conditions.
- In many European countries - Germany for one, law establishes representation. Organizations typically negotiate the agreement with the unions at a national level. In Europe it is more likely for salaried employees and managers to be unionized.

HR Managers today are focusing attention on the following

Policies-HR policies based on trust, openness, equity, and consensus.

Motivation-Create conditions in which people are willing to work with zeal, initiative, and enthusiasm; make people feel like winners.

Relations- Fair treatment of people and prompt redress of grievances would pave the way for healthy work-place relations.

Change agent- Prepare workers to accept technological changes by clarifying doubts.

3.10 Functions of HRM Practices

Choosing the right person for the job, training and development, pay and salary administration,

employee Welch slices, environment, health and safety, and employee discipline are the primary responsibilities of this department. In order to accomplish the department's purpose and the organization's objectives, HRM handles the following matters**.**

- Recruitment, selection, and placement of the employees.
- Promotion, transfer, demotions & disciplinary action of the employees.
- Leave of the employees.
- Lunch for the officer and staff.
- Maintenance of personnel records.
- Procurement, washing & repairing the uniforms.
- Arranging medical facilities for the employees.
- Induction of newly appointed employees.
- Government liaison.
- Job design and job analysis.
- Employee hiring and selection.
- Employee training & development.
- Compensation and benefits.

- Employee performance management.
- Managerial relations.
- Labor relations.
- Employee engagement and communication.
- Performance management.
- Learning & development.
- Succession planning.
- Compensation and benefits.
- Human resources information systems.
- HR data and analytics

Chapter: Four

Internship Responsibilities

4.1 Position, Duties and Responsibilities

As part of my academic curriculum, I have the opportunity to serve as an intern for three months, from October 1, 2023, to December 31, 2023, at Surjer Hashi Network (SHN). Since human resource management is my major, I gained knowledge of various Surjer Hashi Network HR methods while working as an intern in the HR department.

Position

Assigned to a three-month internship in Surjer Hashi Network's HR department.

Duties & responsibilities

1. Helping with the day-to-day HR function operations.

2/ Overseeing the paperwork, initial review of the employee's personal file, and supporting documentation for the joining procedure.

3/ Senior HR staff members are responsible for contacting applicants, reviewing their responses, and setting up interviews.

4/ Organizing the hiring and choosing procedure.

5/ Assisted during training of employees.

6/ I used to do clinic supervision.

4.2 Training

Get the opportunity to attend two training sessions throughout this time. For newly hired employees, there is a training program that covers the organization's basic overview, job duties, and corporate policies and laws. Online training sessions are an additional one. All things considered, the entire time is viewed as a training session since many things are learned by watching the team leader and other members.

4.3 Evaluation

Surjer Hashi Network Is a very organized and friendly organization where anyone get motivated to work and learning any things properly. The boss explains the work of the employees and cooperates.

4.4 Skilled Applied

- Communication Skills
- Experience of Work ·
- Teamwork Skills ·
- Software Education ·
- Networking.
- Teamwork and collaboration.

4.5 New Skilled Develop

Basically, this session helps to relate practical knowledge with the theoretical knowledge.

- ✓ Critical Thinking & Problem Solving Skills.
- ✓ Learning how to deal with applicants or employee over the phone call.
- ✓ Learning over all recruitment and selection process.
- ✓ Moreover, get chance to improve in practical aspect.

4.6 Application of Academic knowledge

Academic knowledge from advanced HRM courses proved useful in the workplace. This academic background will be very helpful in comprehending the assignment and the supervisor's instructions and achieving quality work.

Chapter - Five

Analysis of the study

5.1 Recruitment & Selection Process in Surjer Hashi Network

The Number of staffs to be recruited by SHN for its head office and clinic will be determined by senior management to ensure that staffing is fit-for- purpose, cost effective, and appropriate. All recruitment shall be made as per the structured positions of SHN Head Office, Regional office and Clinic as well**.**

The SHN will strictly follow, at minimum, the standard of qualification set forth for each position in ‘’Job Description ‘’ chapter of this manual. Exception can be made only by rational end proper justification and in consultation with SHN Board.

Before hiring of any staff, SHN will place advertisement in the newspaper and / or job – website. For hiring of regional and clinic –based staff, advertisement may be placed in local newspaper and different offices and public places to reach the appropriately qualified candidates.

The SHN will avoid gender discrimination and all gender will be given equal opportunity during recruitment.

Internal Recruitment

The most common enrollment procedure in SHN is within. When the head of the organization suggests that someone should be in a particular department, the proper recruitment procedures are almost entirely disregarded.

External Recruitment

External recruitment and choice manner is as follows:

- Created vacant.
- Provide advertisement.
- Receiving CVs.
- Make Short list.
- Arrange written exam.
- Arrange interview board.
- List the topers.
- Select the certified candidate for the process.

5.2 Selection Process

The HR department will be responsible for undertaking the following activities before the final selection and issuing the offer letter:

- Tally the score from the interview evaluation sheet signed by all members of the interview team and submit to the requisition manager department/ divisional had.
- Finalize the salary and benefit.
- Verify information with the at least two referees of the selected candidate.
- Conduct terrorist check and document finding, take actions if needed.
- Obtain clearance certificate from the previous employer.
- Issue Appointment Letter stating joining date, work station, salary and other benefits.
- All document related to selection and appointment of employees shall be kept on file with the HR department and duplicate copies with the respective divisional chief's/ clinic managers.

5.3 Training & Employee Development in Surjer Hashi network

Training is a process of learning a sequence of programmed behavior. It is application of knowledge. It gives people an awareness of the rules procedures to guide their behavior. It attempts to improve their performance on the current job or prepare them for an intended job. Development is a related process. It covers not only those activities which improve job performance but also those which bring growth of the personality; help individuals to the progress towards maturity and actualization of their potential capacities so that they become not only good employees but better men and women. In organizational terms, it is intended to equip person to earn promotion and hold greater responsibility.

There are many types of method practices in Surjer Hashi network. I try to discuss that method as below:

1. In – house Training.
2. On- the the job Training.
3. Internally designed course.
4. Refreshers course.
5. External Training.
6. In country Training.
7. Overseas Training.
8. Long-term Training.
9. Selection of Employees for Training.
10. Monitoring Training.

5.3.1 On the Job Training

On the job training is a training that shows the employee how to perform the job and allows him or her to do it under the trainer's supervision. On the job training is normally given by a senior employee or a manager like senior merchandiser or a manager. The employee is shown how to perform the job and allowed to do it under the trainer's supervision**.**

5.3.2 Feedback

After conduction of every training comments is measured. In SHN, peer checking and position playing is the commonplace method to get comments.

5.4 Employee Development

An employee development program is a process developed to help people manage their career, learn new things, and take steps to improve personally and professionally. Employee development programs are very important in today's organizations for two main reasons:

1) Succession planning is key to the success of organizations: An organization should always be concerned with the growth and development of its next generation of leaders. Because this development unfolds over many years, succession planning has to be a constant priority for HR managers. It usually takes 20 years to develop the CEO of a large organization, so one must start early and be very proactive to ensure that the pipeline of leadership talent for top positions is healthy.

5.5 Performance Evaluation System

Performance evaluation systems systematically examine how well employees perform based on their job responsibilities. This system helps ensure employees formally receive feedback. Typically, organizations document employee performance, determine their evaluation cycle, and conduct performance evaluations. This typically happens at least once a year. Some organizations might conduct this evaluation after an employee reaches the end of their probationary period. If the employee outperforms and meets expectations, managers remove them from the probationary employment status. This evaluation system varies depending upon the industry. Performance evaluation is essential for organizations and employees because it helps decide the employees' salaries, benefits and wages. It also evaluates an employee's skills and strengths. Organizations can use formal observations, performance tasks and self-assessment checklists. A portion of the evaluation system includes reviewing employees' performance against previously set and identified goals. For instance, a part of the performance review of a salesperson might depend upon the total sales generated in a year.

5.6 Compensation & Benefit

Compensation and benefit is the essential for all employer. Healthy compensation package is make the employee more interested to their work, so that DBL offer different types of compensation package as like:

Types of Compensation Provided via SHN: SHN gives both direct and indirect compensation

to their employees. They try to fit with the surroundings of the contemporary state of affairs and the needs of the employees.

Direct repayment: Direct compensation that SHN normally provide to their personnel is:

• Base Payment: Offer from SHN a set sum of money paid to the employee at the end of each month as compensation for their services to the company.

• Overtime Payment: A fixed sum of money awarded to the worker at the conclusion of each additional hour beyond the completion of the eight-hour workday. The formula for computing overtime is (Basic wages/208) * 2 * Hourly additional time charge.

• Car allowance: Based on undertaking the employees of SHN get automobile both from pool or rent it.

• Housing allowance: If people need to relocate due to paintings, SHN gives housing allowance to all level of personnel to facilitate the method of relocation.

• Medical allowance: SHN offers their employees scientific reimbursements for scientific claims protecting no longer handiest employees themselves, but also their own family individuals. SHN has a Hospital into their manufacturing facility with some specialist doctor.

• Merit pay: SHN gives benefit pay to their employees in terms of brings out critical hurdled job. Generally, those varieties of condition appear in base line survey whilst the personnel visit distant places to execute it.

• Festival Bonus: SHN also offers every year festival bonus that is given times in a 12 months Eid-ul-Fitr and Eid-ul-Azha. This bonus is given on the premise of primary revenue. Usually the rate of bonus is 100% of the fundamental revenue.

• Special Allowance: SHN additionally gives mobile smartphone and phone invoice to their employees for personal and legitimate use.

Indirect Compensation: SHN no longer best offers the coordinate reimbursement but moreover compensate their faculty circuitously. Company gives so numerous offices for the representatives to rise as a wonderful connection with the management and the employees.

• Transport facility

• Childcare middle

• Way better & loose environment inside the depictions location.

• Expansive, chirming & normal environment in add up to complex.

5.7 Leave Policy SHN

SHN employee are encouraged to avail leave in a planned manner. It is believed that enjoying planned leave will promote a health work-life balance and ensure that the company work does not suffer due to absence of many employees enjoy leave at the same time.

All leave request will be scrutinized and according communication to the employees.

The company provide the following types of leave:

- Casual Leave: SHN organization give Most extreme 10 days with pay as Casual Leave.
- Medical Leave: SHN bunch are offer Greatest 14 days with pay as clinical go away.
- Earned Leave: Every worker of SHN organization are get One day earned go absent for each fifteen working days.
- Maternity Take off (For Women): SHN organization give Maternity take off for all pregnant lady's staff as 16 weeks from to the statement of the employee.
- Hajj Leave: SHN institution offer the Hajj go absent for his or her Workers as Most extreme 15 days with pay.
- Leave without pay: Employees may not be in a pay status while receiving workers' compensation payments from the Department of Labor.

5.8 Employee Relation in Surjer Hashi Network

Employers and employees each have their own sets of needs and values, and successful relationship between these two sides requires that some sort of balance be struck. This balance often takes the form of a psychological contract, an understood agreement between employer and employees that defines the work relationship. This contract with or without support of a formal collective bargaining, agreement influence the outcome achieve by each side.

Surjer Hashi network the various into three channel categories those are:

1. Employee safety (SHN provides the employees safety. It ensures all kinds of job safety such as insurance of each employee not this it provide insurance to the labor.

2. Employee health (Free medical checkup, provide health insurance card and provide necessary medical facilities for each employee.

3. Employee working condition (The working condition of employees is very hygienic SHN

Chapter - Six

Findings of the Study

6.1 Findings

Regarding the company's promotion and progression opportunities, there is discontent. Of these, 25% are dissatisfied with this policy and practice, compared to 8% who are satisfied.

Survey indicates that respondents are not pleased with the exiting lunch facility provided by the company. 33 percent of the entire respondents are highly dissatisfied, 8 percent of them are dissatisfied and 8 percent of them are not satisfied with the facility where only 25 percent are satisfied with the facility.

Benefits are provided to employees in accordance with their employment obligations and responsibilities. When compared to their job obligations, 25% of them are unhappy with the package, and 33% are not satisfied. Only 25% of them are content, though.

In term of the annual appraisal of the company the employees are not actually satisfied. Here, 17 percent of them are satisfied but 33 percent of them are not satisfied with it.

Findings indicate that there is dissatisfaction among the manager, executive and non-executive level in term of opportunity for advancement and promotion. So, this practice needs to redesign and check and should be improved through adopting effective policy to satisfy employees.

Chapter: Seven

Recommendations & Conclusion

7.1 Recommendations

I have determined that the organization structure's scope of oversight is excessively broad based on my analysis of it. The General Manager is the direct supervisor of several departments. The organization's production and efficiency might rise if there were fewer. The quality control division should always be on time. It should work harder to maintain a specific standard in order to meet market demands and gain a larger share of the international market.

Succession planning can be introduced in the company before the retirement of any employee. This process will stop contract employment policy because through contract employment the employee is not allow getting all the facility and benefits from Square as other employees which lead to job dissatisfaction.

The company should revise the recruitment and selection policy for the executive level and also further research is needed to find out the reason of their dissatisfaction which will be easy in solving problems because the manager, non-executive and field forces are satisfied.

1) First and foremost, HRD needs to be set up correctly.
2) Professional employees should be hired.
3) Operation management should be more careful.
4) Take some necessary steps for retaining the expert & experienced employees.
5) Business development department should be built up.
6) Marketing department can be introduced for promotional activities.
7) Internet facilities should be introduced immediately.
8) HRM department should be organized with more carefully.

7.2 Conclusion

Any industry needs the combined efforts and cooperation of multiple partners to prosper. The macroeconomic, political, and social environments are crucial in this regard. Despite being a well-known ventured company in the surjer hashi network surjer hashi network deserves recognition for its impressive growth and expansion. It's making a variety of contributions to the country and helping it. It can serve as a role model for our nation if it can maintain its strong progress. SHN. is a prominent corporate enterprise? surjer hashi network is one of the leading business organizations. Through the report it is clear that Surjer Hashi Network is an established, significant and highly respected in term of the service quality and very much concerned about the satisfaction or motivation of the employees.

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