An Internship Report

on

Human Resource Management Practices at Ten Star Corporation

Submitted To

Department of Business Administration

Faculty of Business

Sonargaon University (SU)

Dhaka-1215

Submitted By

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ID: BBA1903018092

Program: BBA (Major in Human Resource Management)

Semester: Summer 2023

Department of Business Administration

Faculty of Business

Sonargaon University (SU)

Dhaka-1215

Date of Submission

September 05,2023

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Submitted To

Ashik Das
Lecturer
Department of Business Administration
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Sonargaon University (SU)
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Letter of Transmittal

To,

Ashik Das
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University

Subject: Submission of Internship report on **Human Resource Management Practices at Ten Star Corporation.**

Dear Sir,

I would like to take the opportunity to thank you for your guidance and support you have provided me during the course of this report. Without your help the report would have been impossible to complete. With deep gratitude, I would like to acknowledge the help provided by officials at Ten Star Corporation for providing utmost supervision during my period of internship in the organization.

To prepare this report I have collected what I believe to be the most relevant information to make my report as reliable as possible. I have concentrated my best effort to achieve the objectives of the report and hope that my endeavor will serve the purpose. The knowledge and practical expertise I have acquired during my internship period will help me in my future professional career.

Thank you again for your support and patience.

Sincerely yours

Abdul Al Ahad
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Preface

Today we are very much involved in the business era. Only book-based knowledge is not enough to cope with real business environment. Effective combination of theoretical knowledge with practical experience is the key to success. Considering this, internship program is included in the degree Bachelor of Business Administration (BBA) from the Department of Business Administration Sonargaon University

I have selected the audit firm as my field to conduct my internship program which runs for three months only. I tried my best to collect relevant and significant data as much as possible and prepare the report with my best effort. I regret for any undue mistakes in this report. If the report do little support to any student, teacher, researcher or analyst, I may consider my effort does not go in vain.

Declaration

I, **Abdul Al Ahad,** a student of BBA, Department of Business Administration,Sonargaon University, do hereby declare that the internship report titled **"Human Resource Management Practices at Ten Star Corporation"** is the outcome of three months practical work on the topic mentioned above under the supervision of **Ashik Das,** Lecturer, Department of Business Administration , Sonargaon University, Bangladesh.

I also declare that this report is an original work and no part of this report has been copied from elsewhere. In addition I would also like to mention that this report has not been published or submitted for being published or submitted for awarding any degree, diploma or recognition.

Sincerely Yours

Abdul Al Ahad
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Letter of Acceptance

I am enormously please to certify that **Abdul Al Ahad** is a student of the Department of Business Administration, ID No:BBA1903018092, Sonargaon University have been completed his Internship Program under my supervision as a part of partial requirement for obtaining Bachelor of Business Administration (BBA) degree in Human Recourse Management. He has completed his internship report titled on **"Human Resource Management Practices**" – **a study on "Ten Star Corporation**". He exploded the subject matter reviewed all the relevant literatures and examined the necessary sources for collecting relevant information.

I therefore certify and convinced to allow Abdul Al Ahad, to submit his report as I am pleased to declare that this report is solely completed under my supervision and has not been submitted elsewhere previously to any other institution. I wish him every success in his life.

Ashik Das

Lecturer

Department of Business Administration

Faculty of Business

Sonargaon University

Acknowledgement

In every scene of one's life there are some persons who make other's life precious. They provide inspiration support, and maximum effort to help in different way to make other's smile at the end of an event. In same manner to completion of this internship report, I cannot deserve all the praise. There were lot of people who helped me by providing valuable information, guidance and their valuable time.

At first, I would like to express my gratitude to almighty Allah for enabling me the strength and opportunity to complete the report within the schedule time successfully. It was a great pleasure to prepare internship report titled **"Human Resource Management Practices at Ten Star Corporation"**

I have benefited from the cooperation of many people during the preparation of the report.

First of all, I would like to tender my gratitude to my esteemed **Ashik Das, Lecturer, Department of Business Administration** for his sincere guidance about how to prepare the report. Without his guidance, it would very difficult for me to complete the report.

I express my deep gratefulness to to the HR Department of Ten Star Corporation for offering me the Internship training. My special thanks to the Muhammad Hasnat Mollah, General Manager for his great cooperation who has given me the practical knowledge about the HRM procedure.

There are also so some people who helped me during this period by their valuable speech, time, hospitality & co-operation. I like to mention their name also. I like to thank **Md. Harun Or Rashid** Senior Executive and **Pronojit Pal** (Head Of customs department), **Md.Tarek** Sir Executive & Sukumer Dey Junior Assistant of customs department . The Internship program cannot be successful without their proper guidance and kind co-operation.

Abstract

Ten Star Corporation already has a broad network across the boundaries. Ten Star Corporation Clearing and Forwarding Agency are committed to give high & timely performance of the tasks. The company has been marching forward showcasing immense potential for development. As a part of my post-graduation program, I have complicated my internship in this organization. Throughout the period of my internship, I had been working clearing and forwarding department.

Internship is must fulfill academic requirement. This internship report is based on practical experience at Ten Star Corporation. This internship report contains several parts. In the first part of this report contains some descriptions about Ten Star Corporation, origin of the study, objectives of the study, and limitations of the study. The next part is about the company. Here, history and background of the company. Their corporate mission, vision and values, operations, services, objectives and management structure, cleaning and forwarding procedures, Objectives, Functions of Clearing and Forwarding Agents. Then I described the, Human Resource Management Practices at Ten Star Corporation.

During my internship time at Ten Star Corporation I have found some lacking. I have tried to follow the right methodology for preparing this report. In this report effort has been given to disclose about organizations system and procedure step by step. Finally, organizational overview, condition of HRM practice in the clearing and forwarding sector of Bangladesh. At the conducting part I have focused the overall facts of this report.

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List of Abbreviation

HRM	Human Resource Management
TSC	Ten Star Corporation
HRD	Human Resource Division
C&F	Clearing and Forwarding Agent
MD	Managing Director
GM	General Manager
EO	Executive Officer

Chapter One

Introduction

1.1 Introduction

Human Resource Management (HRM) is vital part of any organization. HRM is the strategic and coherent approach to the management of an organization's most valued assets. Globalization has exposed the corporate business organization to worldwide competition, mobilization of professional manpower and modern quantitative management practice. With the increase in the size and complexity of business organization, man has become the most important factor in business. Organizations need people to make them operated. An organization is nothing without human resource. Of all the resources, the most important one is human resource, because human beings play a dual role- as resource, as well as a motive force for all other resources by manipulating them, by the way of developing, utilizing, commanding and controlling. The main concept is, the organization runs by the people or human resources not by the machine. So, it is important to maintain these human resources in order to gain long term success in Business.

Employees are the core resources of any organization, without them, one cannot run their organization. Human resource is conducted with the growth of development of people toward higher level of competency, creativity and fulfillment. It keeps employees become more responsible person and then it tries to create a climate in which they contribute to the limits of their improved abilities. It assumes that expanded capabilities and opportunities for people leads directly to the improvement of operating effectiveness.

Ten Star Corporation always determines what jobs need to be done. It determines how many and types of workers will be required. So, establishing the structure of the clearing and forwarding (C&F) agent assists in determining the skills, knowledge and abilities of job holders. To ensure appropriate personnel are available to meet the requirements, TSC sets a strategic planning process. Because TSC believes that the quality work comes from quality workers who are well motivated and ready to take challenges to provide better service.

1.2 Origin of the Report

Every business graduate student want to do the internship with the purpose of learning the practical knowledge by work in an organization as an internee. It is a great opportunity for every student to get practical experience which we gain as theoretical knowledge in our graduation life. As a student of BBA, it is mandatory to engage in an organization as intern to know more about the corporate world in order to increase business knowledge. In this internship program, I got the opportunity to do my internship at Human Resource Division, Ten Star Corporation, Head Office,314-Sheak Mujib Road, Agrabad, Chittagong. Which is one of the most renown clearing and forwarding (C&F) agent in Bangladesh. The topic of my report focuses on: HRM practices of Ten Star Corporation company. Which work as a clearing & Forwarding (C&F) agent for Brand new & Recondition cars importers, Manufacturing companies. Some times they all so work for pharmaceutical companies as their clearing & Forwarding (C&F) agent **.** During this internship program, I have to prepare a report on a specific topic related to the organization, which is assigned by my supervisor. My honorable supervisor has assigned me the topic **Human Resource Management Practices at Ten Star Corporation.** This report and internship program have familiarized me with the practical implementation of the knowledge which I have learnt during my BBA program. In this report I have written the HRM practices which are followed by Ten Star Corporation and on the basis of my theoretical knowledge and practical observation I have written the findings.

1.3 Objective of the Report

To make a research successful, it is very important to have few objectives. So from the beginning of the study, I tried my best to done my internship with achieve broad & specific objectives.

- **Board Objective**

The broad objective is to examine the challenges in clearing and forwarding activities in sea port authority.

- **Specific Objectives**

  - To know the HRM practices at Ten Star Corporation.
  - To assess the effectiveness of procedures on clearing consignments at the port.
  - To observe the process of clearing consignments at the port.
  - To gain the knowledge of clearing and forwarding process at the Port
  - Find out the acceptability of TSC to the employees.
  - Find out the existing problem of TSC related to human resource management.
  - To gain the experience of corporate life.

1.4 Scope of the Report

The scope for this report basically surrounded with Ten Star Corporation. This report has been prepared through extensive discussion with C&F Agent employees and practical observation. HR policy and annual report of the C&F agent also helps to prepare this report. As I was doing my internship at Human Resources Division, Ten Star Corporation, Head Office,314-Sheak Mujib Road, Agrabad, Chittagong, so at the time of preparing this report I had a great opportunity to know in depth knowledge of all the HRM activities practiced by Ten Star Corporation and also know how an C&F agent works, what types of challenges they are faces & the process of export-import freight forwarding activities. These will increase my ideas & knowledge about activities of C&F industries in Bangladesh.This report has emphasized with all the information and activities that I assigned by my supervisor. I have tried to collect all the HR related information from the employees of that particular division. When I started doing this report, I have focused on areas which are as follows:

- HR planning
- Recruitment and Selection process
- Performance Appraisal
- Rewards and Recognition Process
- HR training and development program
- Employee benefit program
- Employee separation process

1.5 Methodology

Every report is prepared by following a concrete methodology. The success of the report depends on the followed methodology in the major portion. The methodology of this report is different from the conventional reports. I have emphasized on the practical observation, though I need some primary and secondary data. Nevertheless, eventually almost the entire report consists of my practical observation.

Source of Data Collection

Most of the necessary information has been collected from the personal observation and one to one discussion with relevant officials. Throughout the tenure of my internship, I have to work in different areas of HR division and that gives me a great opportunity to collect information and learn more.

1.5.1 Primary Sources

Primary data collected from clearing and forwarding business. In addition, in some cases information also collected employees those who are doing working in clearing and forwarding Department.

- Informal interview with the AGM of TSC.
- Face to face conversation with the employees of the division.
- Direct discussion with the several officer of the departments to aid myself in learning more about the topic.

1.5.2 Secondary Sources

- Annual report of Ten Star Corporation.
- HR policy of Ten Star Corporation.
- Company's internal data.
- Some hard copy of report.
- Observing C&F activities of Ten Star Corporation.
- Office circulars and other published paper, documents and reports.

1.6 Limitation 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 Ten Star Corporation. 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 following are some limitations -

1.**Time constraints:** during conducting the study, there is a possibility of accessing other information and activities can be limited on team work in the organization because it is not easy to engage on ethnographic study.

2. For limited financial resources & time based limitation, most of the respondents are busy with their daily activities. This had draw backs the effectiveness of data collection process.

3.The main problem that doing this report is unavailability of information. Sometimes it was very difficult to find original information about past and current activities since these are confidential information.

- The main obstacle while preparing this report was time. As the tenure of the internship program was only three months, it was not possible to highlight everything deeply.
- As, I had more dependence on the primary sources, so there might be some level of inaccuracy with those collected 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.

- Preparing this report required lots of work. After doing fulltime office, it was tough to do the report. That was another limitation of the report.

Chapter Two

Industry Overview

2.1 Meaning of Clearing and Forwarding (C&F) Agent

Clearing and forwarding agents are experts who provide assistance to get goods cleared through customs formalities, coordinate with the carrier and handle shipping and delivery. The clearing and forwarding (C&F) agent is also known as third party who facilitates the receipt, customs clearance, and forwarding of international consignments to the Awardee at designated destinations.

Clear & forwarding/Clearing and forwarding agent is a company which has government license to release all the exported or imported goods from the customs, seaport or airport according to customs/port rules, regulations, policies and formalities. Their transportation services can be by land, air & sea vehicles. These clearing & forwarding companies are in fierce competition with other companies, which are currently established in Bangladesh.

2.2 History of Clearing and Forwarding (C&F) Agent

During 1980's and late 90's, clearing agent would earn handsomely from their expertise for provision of customs clearance services on imports and exports. They were identified as customs agent with key knowledge on commodity tariffs, computation of taxes, physical clearance of cargo and coordination of deliveries.

During the times, information technology and communication systems were not well enhanced. Clearing and forwarding tasks involved huge paperwork and movements between different government offices to accomplish the process. Little was known about the business. There were no clearly defined procedures through which one would follow up the process. If such procedures existed, then most importers were not well enlightened.

2.3 Activates of the Clearing and Forwarding (C&F) Agent

Clearing and forwarding (C&F) agents are experts when it comes to getting the goods cleared through customs formalities, coordinating with the carrier and taking care of all shipping and delivery related activities. A C&F company conduct export-import related freight forwarding activities for its client company.

There are basically two parts of the C&F activities; firstly the Imports activities and secondly the Export activities.

There are two parts of Import & export functions; firstly the customs house activities and secondly the port/off-dock customs activities. At the customs house, CHA is required to present the following documents for initiating the cargo clearance process :-

- The export permit is a legal document that is necessary for a company wishing to export its goods from one country to another. It is issued by the suppliers‟ local bank (after receiving L/C from buyer) vouching the right for the supplier to export goods to other countries. The company must have an export registration certificate which will certify that the company is eligible to export its commodities to foreign countries.

- HS Code stands for Harmonized Commodity Description and Coding System. This is the common standard worldwide for describing the type of commodity. Every commodity that enters or crosses most international borders has to be declared to customs by means of this code. This helps in standardizing the codes worldwide. VAT is paid against the HS code.

- Shipping bill is the most important document in the export of goods. It is the main document required by the Customs Authority for allowing shipment. Shipping bill contains all required details about the goods planed to export. It contains copies of the packing list mentioning the contents, quantity, gross and net weight of each package, copies of invoices which contains all relevant particulars like number of packages, quantity, unit rate, total F.O.B, correct & full description of goods, contract, L/C, Purchase Order of the overseas buyer.

It is a requisite for seeking the permission of customs to export goods. It contains a description of export goods by sea/air. It contains a description of export goods, number and kind of packages, shipping marks, and number numbers, value of goods, the name of the vessel, the country of destination, etc. On the other hand, importers have to submit copies of document called Bill of Entry for customs clearance. Later, a copy has to be given to the bank for verification.

2.4 List of Clearing & Forwarding (C&F) Agent

Currently, there are around 3,150 Clearing & Forwarding (C&F) Agent Companies in Bangladesh. And they still working under all the six Custom Houses (Chittagong, Dhaka, Mongla, ICD Kamalapur, Benapole and Pangaon) & two Customs Bond Commissionerates (Dhaka and Chittagong) in Bangladesh.

There are some top level Clearing and Forwarding(C&F) Agent companies in Bangladesh:-

I. PRAN BEVERAGE LTD
II. TAXMART INTERNATIONAL
III. TEN STAR CORPORATION
IV. UNITED TRADING CORPPRATION
V. UNIVERSAL PACIFIC TRADING
VI. Z.R. CORPORATION
VII. BISMILLA SHIPPING LINES
VIII. BLUE OCEAN LOGISTICS LTD
IX. BROTHERS & SONS
X. RANGS FASION WAR LTD

2.5 The roles of clearing and forwarding agent

- Play a vital part of chain supply logistics.
- Provide different range of services to exporters to ensure smooth and timely shipment of goods.
- Selection of mode and route of transport.
- Arranges for the customs clearances of the imported goods.
- Determining the correct harmonized tariff heading of the goods for customs duties,play a crucial role in the import and clearance of cargo.
- Timely documentation, submission of the appropriate paperwork to authorities, And related subsidiary activities such as arranging the specialized labour and transport, etc.
- Have a basic knowledge of law and accounting practices.

Chapter Three

Organizational Overview

3.1 Evolution of Ten Star Corporation

Ten Star Corporation established in 1984. Ten Star Corporation start their work as a Government authorized customs clearing and forwarding(C&F) agent under Chittagong customs house . From the beginning Ten Star Corporation was work for the steel companies to clear and forward their goods from customs and port authorities. After 1990 they also starting work with ceramic manufacturing industries. With the successful work with steel and ceramic industries in 1994 TSC start work with car imports companies. Frist time TSC only work for Japanese recondition cars clearing & forwarding from Chittagong customs house & port. As a demand of Japanese recondition cars increase day by day in Bangladesh. That's why recondition car business also wide day by day and importers are increase their car imports. With that demandable situation TSC grow their business with working in cars import companies. In 1997 TSC become a top Japanese recondition cars clearing & forwarding agent in all over the Bangladesh. After 2001 the importers of Japanese recondition cars also start import Brand new car from Europe and clear them from the Chittagong customs house with the Ten Star Corporation. In 2008 Ten Star Corporation got the best clearing and forwarding C&F agent Award from the Bangladesh Government. Now, Ten Star Corporation work with Ceramic, Tiles, Furniture, Clay, Machinery, Chemical , Ink , hospital equipment's and car imports companies.

3.2 Corporate profile of Ten Star Corporation

Features	Particulars
Name	Ten Star Corporation
Registered Address	Ten Star Corporation Building,314 Shek Mujib Road ,Agrabd, Chittagong.
Legal Status	Private Proprietor Company
Owner	MD. Imran Buhiyan
Date of Commencement	18 May, 1984
Authorized Capital	2,000.00 Million (BDT)
Number of Office	2
Phone	+880-3-1841587
E-mail	tenstar1587@gmail.com

3.3 Clients of Ten Star Corporation

Ten Star Corporation have a highly number of imports related business client. From them there are so major client list are below:-

1. Sal-Sabeel Cars
2. Car House Limited
3. Ovi Trading
4. K.K Automobiles Ltd
5. Big Automobiles
6. TBH CO Ltd
7. AS Trading
8. Dream Agent Car
9. Creative Automobiles
10. Excellent Ceramic
11. Excellent Tiles
12. Printocham Ltd
14. HTC Hospital Ltd
15. Sal-Sabeel Auto Furniture
16. Shovon group.
17. Rancon motors.

3.4 Contribution in Economy

Keep contribution in economic role as a clearing and forwarding agent, it is important to provide the method of loading and unloading of goods internationally by advanced carriage and then think an entirely diverse phase about carriage of goods globally. An understanding of advanced transport is required for a clearing and forwarding agent to uses this method of carriage to performing his duty. There is a difference between clearing and forwarding agent and combined transport operator. A clearing and forwarding agent is a both carrier and auxiliary entity, which work as a professional agent between the cargo interest and the carrier, who organizes the carriage of goods from departure to destination, but does not agree to take liability as a carrier. The economic role of the clearing and forwarding agent is related to the size and the scope of work and activities that it performs.

3.5 Vision, Mission & Succeed of Ten Star Corporation

Vision

It to become the foremost most-well liked one stop organization through the availability of final shipping solutions through long run relationship, to be the simplest, adorable, reliable clearing agents in Bangladesh for quick clearing and forwarding of card and merchandise through competitive rates and expertness.

Mission

Ten Star Corporation clearing and forwarding agency's mission is to produce quality and effective business through its gifted and economical employees. The organizations is additionally committed to giving valued recommendation to purchasers on shipping schedules, import export connected problems in addition as follows up and expedite clients load-Exim enterprise aim to high the business and become one amongst the foremost most-well liked clearing and forwarding corporations in people's rep.

Slogan of Ten Star Corporation— "Do it, Do it now. Tomorrow a new work comes "

SUCCEED

Know they succeed only when their customers, communities and environment succeed. They do business in an open, direct and sustainable way.

Chapter Four

Literature Review

4.1 Human Resource Management

"HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques." (Stirey, 2007). "HRM is a managerial perspective which argues the need to establish an integrated series of personnel policies to support organizational strategy." (Buchanan & Huczynski, 2004). "HRM is a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, program and practices." (Bratton & Gold, 2012).

Parameswari & Yugandhar (2015) defined, "Human Resource Management can be defined as a strategic approach to acquiring, developing, managing, motivating and gaining the commitment of the organization's key resource – the people who work in and for it." DeCenzo & Robbins (2004) defined, "Human Resource Management is concerned with the people dimension." Flippo (1980) defined, (planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved." Graham (1978) defined, "The purpose of HRM is to ensure that the employees of an organization are used in such a way that the employer obtains the greatest possible benefit from their abilities and the employees obtain both material and psychological rewards from their work." Mathis & Jackson (2011) defined, "Human Resource Management as the design of formal system in an organization to ensure the effective and efficient use of human talent to accomplish organizational goal." Dessler (2005) defined, "Human resource Management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns." Jucious (1959) stated that, "The field of HRM involves planning, organization, directing and controlling functions of procuring, developing, maintaining and utilizing a labor force." Yoder (1944) defined, "HRM is the provision of leadership and direction of people in their working or employment relationship." Griffin & Fleet (2013) defined, "Human Resource Management is the set of organizational activities directed at attracting, developing and maintaining an effective workforce." Milkovich

& Boudreau (1994) defined, “Human Resource Management is a series of decision that affect the relationship between employee and employer: it affects many constituencies and is intended to influences the effectiveness of employee and employer.”

4.2 Major Functions of Human Resource Management

DeCenzo & Robbins (2004) pointed out that, Human Resource Management is made of four activities. These are- (1) staffing, (2) Training and Development, (3) Motivation, and (4) Maintainance. Flippo (1980) defined that, the function of Human Resource Management is divided into two part. These are- (1) Managerial functions, and (2) operative functions. The managerial functions are: (a) Planning, (b) Organizing, (c) staffing, (d) Directin, and (e) Controlling. The operative functions are: (a) Procurement, (b) Development, (c) Compensation, (d) Maintenance, (e) Motivation, and (f) Integration. Dessler (2005) pointed out the major functions of Human Resource Management are- (1) Job analysis (2) Personal planning and Recruiting, (3) Employee testing and Selection, (4) Training and Development, (5) Performance management, and (6) Compensation.

4.3 Importance of Human Resource Management

Parameswari & Yugandhar (2015) stated that, the need for Human Resource Management are- (a) To provide, create, utilize and motivate employees to accomplish organizational goals. (b) To create opportunities, to provide facilities, necessary motivation to individual and group for their growth with the growth of the organization by training and development, compensation etc. (c) To employ the skills and ability of the workforce efficiently, i.e., to utilize human resources effectively. (d) To create a sense and feeling of belongingness team-spirit and encourage suggestions from employees. (e) To help maintain ethical policies and behavior inside and outside the organization. (f) To maintain high moral and good human relation within the organization. (g) To secure integration of individual and groups in securing organizational effectiveness. (h) To manage change to the mutual advantage of individuals, groups, the organization and the society. (i) To ensure that, there is no threat of unemployment, inequalities, adopting a policy recognizing merit and

employee contribution, and condition for stability of employment. (j) To increase to the fullest the employee‘s job satisfaction and self-actualization; it tries to prompt and stimulate every employee to realize his potential. They also pointed out 10 reasons for which Human Resource Department is important. These are: (1) Human Capital Value, (2) Conflict Resolution, (3) Budget Control, (4) Training and Development, (5) Employee Satisfaction, (6) Performance Improvement, (7) Cost Savings, (8) Sustaining Business, (9) Corporate Image, and (10) Reliability.

4.4 Human Resource Planning

Dessler & Varkkey (2009) affirmed that, ‘Personnel planning embrace all future positions and planning flows from the firm’s strategic plan.’ Cascio (2003) defined, ‘Workforce planning as a process in which an organization attempts to estimate the demand for labor and evaluate the size, nature and source of supply which will be required to meet the demand.’ Walker (2002) affirmed that, “Human Resource Planning is the process of identifying and responding to the issue of workers and charting new policies, systems and programs that will ensure effective human resource management under changing conditions.” Beach (1980) defined that,“Human Resource Management is a process of determining and assuring that the organization will have an adequate number of qualified persons available at the proper times, performing jobs which meet the needs of the enterprise and which provide satisfaction for the individuals involved.” Megginson (1985) defined, “Human Resource Planning is an integrated approach to performing the planning aspects of the personnel function in order to have a sufficient supply of adequately developed and motivated people to perform the duties and tasks required to meet organizational objectives and satisfy the individual’s needs and goals of organizational members.” Flippo (1980) defined that, ‘Human resource planning involves making an inventory of current human resources in order to determine the human resource status.’

4.5 Recruitment

DeCenzo, Robbins, & Verhulst (2013) defined that, “Recruitment is the process of discovering potential candidates for actual or anticipated organizational vacancies. Or from another perspective, it is a linking activity—bringing together those with jobs to fill and those seeking jobs.” Denerley & Plumbley (1968) defined, “Recruitment is a matching process and the capacities and inclinations of the candidates have to be matched against the demand and rewards inherent in a given job or career pattern.” Flippo (1980) defined, “Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.” Yoder (1944) defined, “Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting that the manpower in adequate numbers to facilitate effective selection of an efficient workforce.”

4.6 Selection

Yoder (1944) defined, “Selection is the process by which candidates for employment are divided into two classes those who will be offered employment and those who will not.” Jucious (1959) has defined**,** “The selection procedure is the system of functions and devices adopted in a given company for the purpose of ascertaining whether or not candidate possess the qualifications called for by, a specific job.” Koontz,Donnell, & Weihrich (1980) have defined, “Selection is the process of choosing form the candidates, from within the organization or from outside, the most suitable person for the current position or for the future positions.” Decenzo & Robbins (2004) have defined “Selection activities follow a standard pattern, beginning with an initial screening interview and concluding with final employment decision.” Flippo (1980) said, ‘The selection is the process of choosing the most suitable candidate for the vacant position in the organization. In other words, selection means weeding out unsuitable applicants and selecting those individuals with prerequisite qualifications and capabilities to fill the jobs in the organization.’

4.7 Training & Development

Jucius (1959) defined training as, “A process by which the aptitudes, skills and abilities of employees to perform specific jobs, are increased.” Flippo (1980) said, “Training is the act of increasing the knowledge and skills of an employee for doing a particular job.” Beach (1980) referred that, “Training is the organized procedure by which people learn knowledge and/or skills for a definite purpose.” Saiyadain (2009) defined, “Training is an activity aimed to improve the performance of the existing staff to meet the future needs of the organization.” Decenzo & Robbins (2004) stated training as, “A learning experience in that it seeks a relatively permanent change in an individual that will improve his or her ability to perform on the job.”

Graham (1978) has described three elements of training such as purpose, place and time. Mathis & Jackson (2011) stated that, ‘Training is related to improving upon the present job experience.’ Chris (2011) stated that, “Training is a process through which the skills, talent and knowledge of an employee is enhanced and increased. He argues that training should take place only when the need and objectives for such training have been identified.” Asha (2007) defined that, “The need for training and development can be emphasized in various work situations, such as in harnessing skills for existing jobs, planning out one’s future job profile, elevating employee’s performance and so on. The training and development function in an organization has gained a lot of importance due to advancement in technology and changes in market force.” Bates & Davis (2010) stated that, ‘Usefulness of training program is possible only when the trainee is able to practice the theoretical aspects learned in training program in actual work environment. They highlighted the use of role playing, cases, simulation, mediated exercises and computer-based learning to provide exposure to a current and relevant body of knowledge and real-world situations.’ Graham (1978) described training by graphical representation, training cost and business benefits are drawn on X and Y axis respectively. Four quadrants were identified to highlight (i) strategic (Lower training cost and higher business benefits), (ii)Payback (Higher training cost and higher business benefits) (iii) Think (Lower training cost and lower business benefits) (iv)Drop (Higher training cost and higher business benefits).

4.8 Performance Appraisal

Dessler (2005) defined “Performance appraisal as means of evaluating an employee’s current and or past performance relative to his or he performance standards.” Weather & Davis (1989) defined “Performance appraisal is the process by which organization evaluate individual job performance.” Beach (1980) defined, “Performance appraisal is systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development.” Huber & Schuler (1993) stated that, “Performance appraisal is a formal, structured system of measuring and evaluating an employee job, related behavior and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee, organization, and society all benefit.”Heyel (2012) defined that, “It is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed, for purposes of administration including placement, selection for promotions, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally.”Yoder (1944) defined, “Performance appraisal includes all formal procedures used to evaluated personalities and contributions and potentials of group members in a working organization. It is a continuous process to secure information necessary for making correct and objective decisions on employees.” Dessler & Varkkey (2009) pointed out several method of performance appraisals. These are: (a) Graphic rating scale method, (b) Alternation rating method, (c) Paired comparison method, (d) Forced distribution method, (e) Critical incident method, (f) Narrative forms, (g) Behaviorally anchored rating scale, (h) Mixed standard scale, (i) Management by objectives, (j) Computerized and web-based performance appraisal, and (k) Electronic performance monitoring. Megginson (1985) defined, “Performance appraisal is the process an employer uses to determine whether an employee is performing the job as intended.” Cascio (2003) defined, “Performance appraisal as the systematic description of an employee’s job-relevant strengths and weaknesses.”

4.9 Compensation

Flippo (1980) defines “The function of compensation is defined as the adequate and equitable remuneration of personnel for their contributions to the organizational objectives.” Yoder (1944) defines “Compensation is paying people for work.” Dessler (2005) defined employee compensation as “All forms of pay or rewards going to employees and arising from their employment.” Decenzo & Robbins (2004) stated, ‘Employee benefits as a whole have no direct effect on employee performance, however, inadequate benefits do contribute to low satisfaction level and increase absenteeism and turnover in employees.’ Cascio (2003) stated that, ‘Compensation provides competitive base salary levels necessary to attract and retain talent and compensates for day-to-day responsibilities performed at fully acceptable level and above.’ Milkovich & Boudreau (1994) stated that, “Compensation” is based on the symbols for logs and water; compensation provides the necessities in life.”

Chapter Five

Learning from Internship

5.1 My Job at HR Division in Ten Star Corporation

I have started my internship at HR Division in Ten Star Corporation, dated on May 15, 2023 and it will continue up to August 14, 2023. I glad to work with HR Division of Ten Star Corporation, which helps me to get familiar with corporate culture and the HRM Practices. This practical experience helps me to develop and prepare myself for the job market. During my internship I have learned following things:

- Meaning of responsibility
- Necessity of commitment
- Punctuality and regularity
- Communication with people
- How to face critical situation
- How to handle pressure
- How to follow the chain of command
- How to adopt with corporate culture

5.2 Responsibility as an Intern

Being assigned for the separation team of Ten Star Corporation, my core job was to complete the separation process of an employee. I have worked under my supervisor and assisted him to complete the separation process of resigned employee, terminate employee, retired employee and so on. I have tried my level best to assist my supervisor as well as to gather some practical knowledge about the task. Moreover, whenever I have enough time, I am assigned some task from the recruitment team. During this three month I have performed some other clerical work from several teams like promotion and up-gradation, disciplinary action, leave management etc. some time I have to communicate with several department for collecting information regarding particular employees. Moreover, they are cordial to support me at any inquiry. I have tried to accomplish all the tasks with full of responsibility and accountability.

5.3 Task with Separation Team

Basically, I am assigned as an intern for separation team. During this time, I have performed lots of tasks regarding separation process. These are:

- Receiving resignation from the employee
- Receiving approval from MD, Head of HR, Head of concern divisions or Manager.
- Mailing all divisions for audit and liability clearance regarding that particular employee.
- Receiving clearance and input data.
- Issuance of settlement notes
- Preparing release order
- Preparing experience certificate
- Preparing service benefit
- Taking exit interview
- Documentation all the papers
- Preserving photocopy or scan copy of needed document
- Other clerical task
- Proving pay order to the employee

5.4 Task with Recruitment Team

Although I am assigned for separation team whenever I have enough time, I have been assigned some task from the recruitment team. These are-

- Checking CV
- Call for interview
- Call for internship
- Find out needed information from CV
- Preparing short list for interview
- Documentation of needed information

5.5 Observation

I am very glad to work at HR Division in Ten Star Corporation. The working environment is so friendly and the employees are also cordial. They are always at my sight whenever I face any problem. They always assist me whenever I ask any question regarding my report or other issues. Though all the information is confidential, they support from their level best to fulfil my queries. During the internship program I have observed some practices that are given below:

- Accomplished the job on time.
- All the employees are connected with HR connection system.
- Information is communicated over e-mail.
- Every employee is accountable to supervisor for their responsibility.
- A good performance is always appreciated by other colleagues.

Chapter Six

Human Resource Management Practices at Ten Star Corporation

6. Human Resource Division at Ten Star Corporation

Human Resource Division of Ten Star Corporation exists to help employees and organization to reach their goals. Along the way, they face many challenges arising from the demands of the employees, the organization, the society. The domestic and international environments are the particularly turbulent because of the growing challenges also result from ever changing laws, especially laws that address the need for equal employment opportunity. Within these constraints, the Human Resource Division of Ten Star Corporation must contribute to the organization in ways that are both ethical and socially responsible.

6.1 Functions Performed by HR Division at Ten Star Corporation

Ten Star Corporation has a fully functional Human Resource Division (HRD) supported by manpower. The HRD of the Ten Star Corporation. performs the following functions-

- HR Planning
- Recruitment
- Selection
- Training and Development of Employees
- Performance appraisal of employees
- Compensation and Benefits Planning
- Promotion & Up gradation Planning
- Reward and Recognition
- Leave management
- Posting
- Separation & Resignation

6.2 HR Planning at Ten Star Corporation

Ten Star Corporation performs the HR Planning in order to identify current and future human resource need to achieve its goals. Human resource planning should serve as a link between human resources management and the overall strategic plan of an organization. In order to evaluate the requisition from branch or divisions with their job load they maintain a proper human resource planning. The HR division must have to give report about the current manpower to the top management in every month. It is a continuous process of systematic planning ahead to achieve optimum use of an organization's most valuable asset—quality employees.

6.2.1 HR Planning Process Followed by Ten Star Corporation

Ten Star Corporation. performs their HR Planning task by the following way-

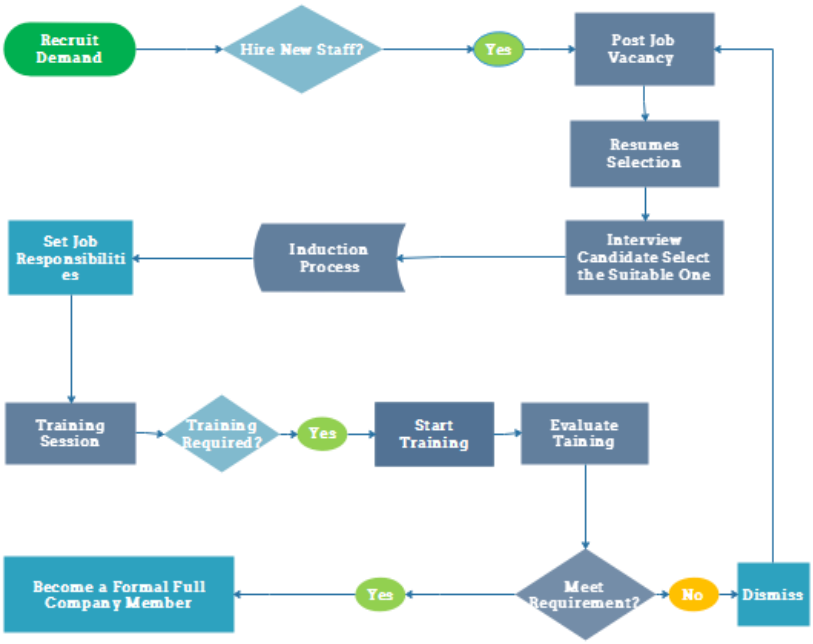


Figure 1: HR Planning Process

6.2.2 Job Analysis of Ten Star Corporation

Ten Star Corporation performs the job analysis in order to identify and determine in detail about the particular job duties and requirements and the relative importance of these duties for a given job. This is done by three functions-

- Job Description
- Job Specification
- Job Evaluation

Job Description: Ten Star Corporation. clearly states the essential job requirements, job duties, job responsibilities of a particular job. Job description provides the clear idea about the portfolio of an employee and his/her specific responsibility. Ten Star Corporation has used a written and specific job description for their each and every circular. In circular they try to clarify the following things like what would be-

- Job Title
- Job location
- Job Summary
- Reporting to
- Working Conditions
- Job Duties

Job Specification: Ten Star Corporation. defines the job specification to hire the right employee for the right position. In order to accomplish this task Ten Star Corporation. basically focus on educational qualifications, specific qualities, level of experience, physical, technical and communication skills required to perform a job. It also includes general health, mental health, intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, values and ethics, manners and creativity etc. The experience required for the employee may vary from position to position.

Job Evaluation: Ten Star Corporation. practices the job evaluation for determining the value/worth of a job in relation to other jobs in an organization. It tries to make a systematic comparison between jobs to assess their relative worth for the purpose of establishing a rational pay structure.

6.3 Recruitment Practice at Ten Star Corporation

The recruitment goals of Ten Star Corporation are to attract and retain highly qualified human resources who will perform best in their respective areas. The organization not only tries to attract well-qualified candidates but also tries to identify and recruit people who are really interested to work in the organization for an acceptable period of time.

- TSC usually promotes from within the organizations, but when the need arises, the organization also hires from outsides for vacancies at all levels.
- TSC always emphasizes on hiring for a long period of time. The organization tries to attract and select those candidates who will move through the organizational hierarchy to the senior level positions in the future.
- TSC has developed a corporate culture where employees are not treated as mere employees. They are treated as associates of the organization. Together, they form a family and all associates are the members of the families.

6.3.1 Types of Recruitment

Ten Star Corporation Practices two types of recruitment. These are-

- Yearly recruitment: This is done each year, according to the HR planning.
- Need-based recruitment: This is done when there is a sudden vacancy.

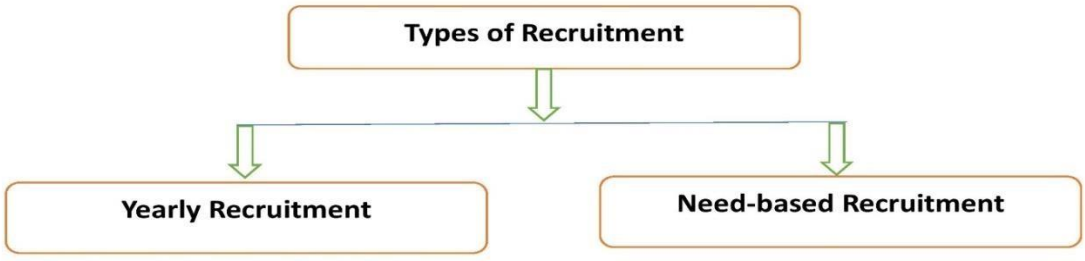


Figure 2: Types of Recruitment

6.3.2 Points of Recruitment

1. Hiring for Management Cadre (Entry level/ Fresh)

- Management Trainee (MT)

2. Hiring of Non-Management Cadre (Entry level/ Fresh)

- Trainee Assistant (Front Office)

3. Hiring Lateral Entrants for Regular Permanent Positions (Experienced)

- Experienced Banking Professionals
- Experienced candidates with Export & Import work
- Experienced on Computer operating
- Miscellaneous positions specialists

4. Hiring Fixed Term Employees

- Experienced Banking Professionals
- Experienced Candidates with Export & Import work
- Miscellaneous positions specialists

6.3.3 Sources of Recruitment

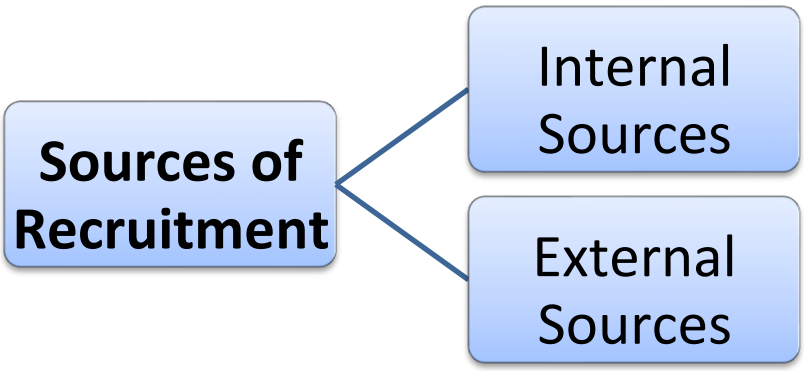


Figure 3: Sources of Recruitment

6.3.3.1 Internal Sources

Where appropriate, at the request of the hiring division, the organization will advertise vacancies internally as per criteria and other terms and conditions set by Management including but not limited to the following:

- As per the requirement of the position and posting will be executed considering the recommendation of the respective division/ department.
- Employees cannot use the internal job vacancy to change their current stream (e.g. shift from Front Office to Core Management Stream) and location. Job stream change must follow board approved policy.
- Up gradation, promotion and compensation would be as per broad banding Pay Structure policy.

6.3.3.2 External Sources

External sources are used both for fresher and lateral employees. The channels that may be used to source external candidates depends upon the time, job designation and cost of sourcing. Ten Star Corporation provides circular to many sources. These are given below-

- Online job advertisement
- Job portal
- Ten Star Corporation website
- Social Media/Network
- Print Media
- Executive search or recruitment agency
- Referrals (both internal & external)
- BD jobs

6.3.4 Recruitment Process of Ten Star Corporation

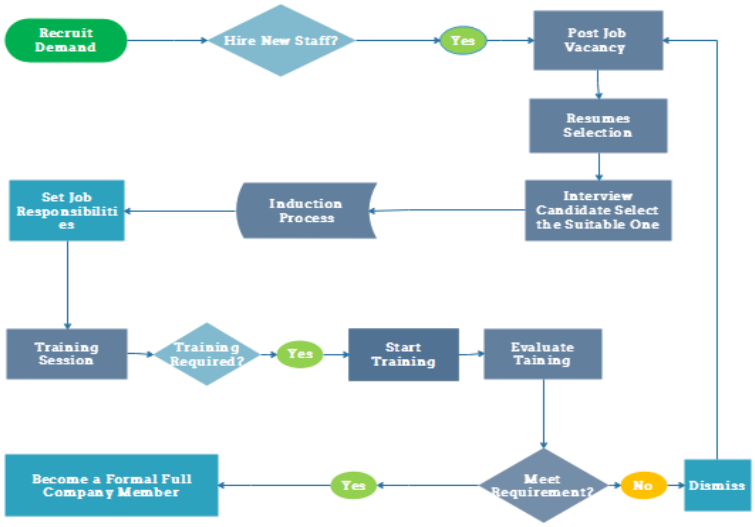


Figure 4: Recruitment Process

6.3.5 General Rules followed by Ten Star Corporation. for Recruitment

- Every recruitment should be as per manpower planning approved by the MD / Functional Heads.
- Employees who have been dismissed by any previous organizations on disciplinary grounds and/or have any pending charges or who are dismissed/ terminated will not be considered for hiring.
- No person shall be appointed to any post in the services of the organization unless he/she is a citizen of Bangladesh/or has valid work permit.
- At the time of joining, every incumbent must complete the necessary forms and documents and sign the declaration of fidelity and secrecy as part of joining formality as prescribed by the organization.
- In case of fresh entrants, candidates must not be over 30 years of age on the date of application closing for press advertisement or on the date of Written

Test for direct recruitment. In case of Lateral Entrants (other than Fixed Term employees), age limitation is not applicable but no full-time employee aged more than 57 years or have at least 3 years of service length before retirement shall be employed by the organization on regular service.

- No incumbent shall be appointed in the services of the organization unless he/she undergoes organization's prescribed pre-employment medical tests from enlisted Diagnostic Centers and is declared physically fit by a certified Medical Practitioner.
- Employees must submit a formal Release Order/ Acceptance or received copy of Resignation from the immediate past employer before accepting the Appointment Letter from Ten Star Corporation. If any certificate or supporting document submitted by the candidate as evidence in support of his/her candidature as mentioned in his/her CV is found fake/false/fabricated/forged, may necessitate disciplinary action or the employment contract of that employee shall stand cancelled and may lead to termination of contract.
- Candidates who have been convicted of any criminal or anti-social activity will not be considered for hiring.
- Internal source, where appropriate and if required, the organization will advertise vacancies internally
- Upon receiving approval for the vacant position, Human Resources Division may advertise the available position internally. All internal applicants should forward an "Application for Internal Vacancy" to the Head of HR for acknowledgement, consideration and processing.
- There should not be any conflict of interest in the recruitment of an employee. An employee must declare prior to joining the company if they have any blood or any relation in the company and they cannot be placed in the same division/department/branch.
- The organization reserves the right to amend or cancel any appointment letter issued to an employee at any time without stating any reason.
- Any Appointment letter is conditional upon background verification. Any adverse report against the employee may cancel his/her employment with the organization.

- **Documentation requirements**: Candidates are required to submit the following documents/papers and certificates in original photocopies duly attested by any First Class Gazetted Officer at the time of joining the organization (Originals will be returned after verification). However, Management has the discretion to change/modify the requirement of documents as and when necessary:

✞ All academic certificates.
✞ Training certificates (if any)
✞ National Identity card/ Passport/ Nationality certificate from Union Parisad/ Pourashava/ Ward/ City Corporation.
✞ Release Order/Experience certificate/acceptance or received copy of Resignation from present employer along with Experience Certificate and Last Salary Certificate (all in original) (if applicable).
✞ Copy of latest tax return (if any) / TIN certificate.
✞ 1 copy passport size photograph of nominee for Provident Fund, Welfare Fund and Gratuity benefits duly attested by themselves.
✞ A Medical Certificate from a well reputed registered Medical Practitioner relating to physical and mental fitness along the test reports as per the following list.

6.4 Selection Practice at Ten Star Corporation

Managing human resource is one of the priorities of Ten Star Corporation in which **'Selection'** receives critical attention. The success of business depends mostly on the quality of services rendered to the clients both internal and external. Quality depends on competency of the employees recruited and retained. So, Ten Star Corporation commitment is to handle all selection with fairness and objectivity. Ten Star Corporation ensures objectivity, transparency, diversity and also accountability in the selection and appointment process of all employees in the organization.

6.4.1 Selection process of Internal Recruitment

The selection process of internal recruitment starts with job analysis. The duties and responsibilities of particular post are identified by job analysis. They mostly select the experience employees. At first the recruitment team sorts out the database and summarized the curriculum vitae. Then they call those employees for interviews and select them who passed the interview session. As the internal recruitment TSC does not take any written test for the proposed post. After selecting the employees, TSC places the employees to the proposed post. Sometimes job rotation takes place to fulfill the particular division need.

6.4.2 Selection process of External Recruitment

The Selection Process of external recruitment consists of two types. They are-

A. For Fresher
B. For lateral

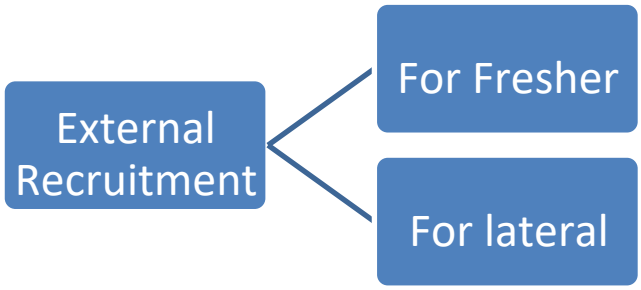


Figure 5: Types of External Recruitment

6.4.2.1 For Fresher

Ten Star Corporation has standard process for selecting fresher for the post. Mainly they follow this process for the Management Trainee Officer (MTO).

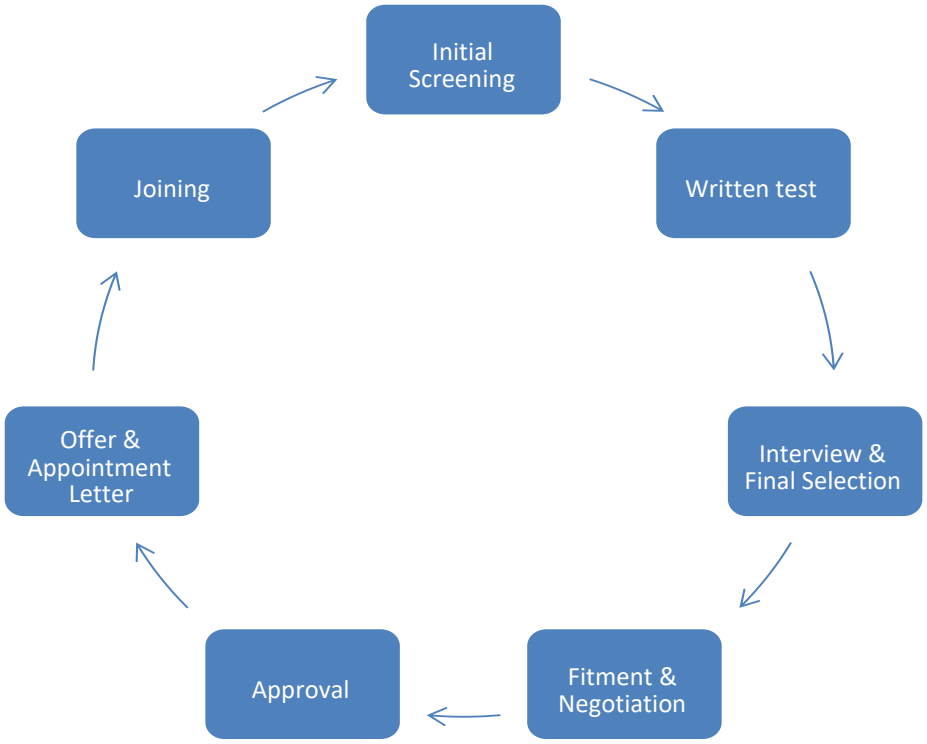


Figure 6: Selection Process of Fresher

1. **Initial Screening:** After collecting CVs from the applicants, they start sorting them. The screening process is mainly based on some criteria like educational background, skills, extra curriculum activities, age and so on. For example, For the MTO age limit is thirty years and the candidate should complete his/her graduation from a reputed university.

2. **Written test:** After screening CVs, they take written test of the applicants who survive through screening test. Based on the result of screening test they sort out few applicants and processed for taking interview.

3. **Interview & Final Selection:** Those who passed the written test are called for interview. Interview will be conducted by the Management Selection Committee. They take face to face interview of the applicants and the interview play crucial part as it helps the organization to know about the applicants. The personnel are selected based on the outcome of face to face interview.

4. **Fitment & Negotiation:** The appointed personnel have to submit medical report to the Ten Star Corporation. The organization assesses the medical report of personnel. Depending on the volume recruitment around 7 days' time is required for fitment and negotiation process of the candidates.

5. **Approval:** Upon completion of fitment, negotiation process if recommended by the management selection committee MD / Board approval is taken.

6. **Offer & Appointment Letter:** Offer letter, pre-employment, medical test, background test and finally appoint letter is issued.

7. **Joining:** The personnel join the Ten Star Corporation based on the appointment letter's mention date. As a fresher join to the organization, they have to pass probation period to recruit as a permanent employee of Ten Star Corporation.

6.4.2.2 For Lateral

Ten Star Corporation select experienced employee for specific purpose. In case of lateral entrants, the organization follows some steps, these are: inviting application, CV screening, face to face interview, selection and offer letter, medical examination and joining. The organization assesses the CV from the internal and external sources and direct call interview. As lateral entrants, the organization does not take any written test for the proposed post. Sometimes job rotation take place to fulfill the particular division need where few employees perform the operations from where abound of employee available in the department.

6.5 Training and Development at Ten Star Corporation

Ten Star Corporation upholds a learning environment and prepares the employee as future business leaders. In line with this, the organization shall develop required knowledge and skill-set of the employees by identifying the learning needs, providing the required learning interventions and assessing training effectiveness through standard process to perform their roles effectively and efficiently. Ten Star Corporation provides a basic training to all of their employees in the following areas-

- Documents learning
- Client Dealing
- Foreign Exchange
- Export Import rules in Bangladesh

6.5.1 Training Need Identification

All permanent employees of Ten Star Corporation are eligible to undertake any functional, general, soft skill and any other training initiative provided he/she has the own division's approval. There are four types of training need identification. These are-

1. Business need identification
2. Individual need identification
3. Policy or compliance need
4. Latest topic of regulator or other need



Figure 7: Types of Training Need Identification

Business Need Identification: The key development areas (General, Functional and soft-skill) of employees are being identified through the recommendations of the division / department (for some special cases), department heads/ Supervisors as per approved business strategy. Divisional head shall submit a 'Divisional Development Plan' / filled up training need requirement form to HR training and Development team by the described deadline each year.

Individual Need Identification: The identification of individual training need occurs through the annual performance process. The individual's need is identified in the line with the performance gap in the current role and future career aspirations. It is the primary responsibility of the line managers to identify

individual training needs for their employees with the agreement of the employees and the divisional head.

Policy / Compliance Need: Policy related training needs are identified according to assessment of different compliance issues or as per different regulatory body of the organization.

Latest Topic of Regulator and Other Needs: HR Training and Development arranges workshops on the latest Financial topics recommended by the regulator with the guidance of head of HR, MD and CEO as well as senior management.

6.5.2 Types of Training

In-house: The organization may initiate, Manage and provide training to the employees by using knowledge and skills of the employees of the organization or external resource personnel at HR Training and Development premises or any other venue of Chittagong city.

6.5.3 Training Planning, Designing and Implementation Process

Training Calendar and Budget preparation: Once training need identification is completed, HR training and development team then compile and prepare a yearly training calendar along with the budget and submit to the management for approval. If any change required to the training calendar, it requires to be done during approval.

Circulate Training Calendar: After management approval, training calendar will be circulated by HR training and development within the prescribed schedule.

Training Coordination Process: Once the training is designed and developed, the next stage will include coordinating other operational activities, executing the training and collecting feedback.

Training Implementation Process: Ten Star Corporation executes their training program by one way. They take decision about the training process on the basis of training need identification. The training process is-

- In-House training process

6.5.3.1 In- House Training Process

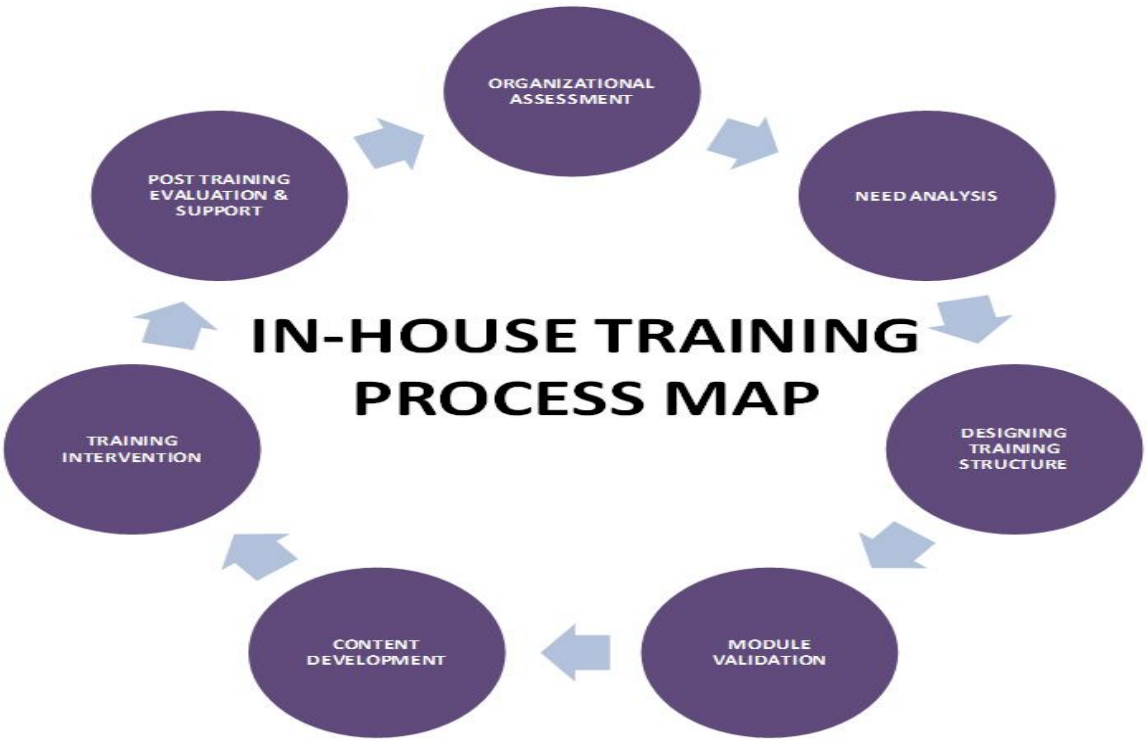


Figure 8: In-House Training Process

6.5.4 3Es Development Approach

TSC applies 3Es development approach for its employees. Once a skill development need has been identified, a number of options are available to the employee to actualize his/her respective competence development need, depending on the nature of the development initiatives. The 3Es of Development is a practical approach to people development which utilizes diverse initiatives. 3Es stand for: Experience- working on tasks and problems, increased responsibilities etc.; Exposure- feedback, coaching etc.; and Education- training, conferences, academic courses etc.

Following are a few examples of competence development initiative under 3Es Development Approach:

Experience	Exposure	Education
On the job learning	Feedback	External Training
Job rotation	Performance Appraisal Process	Internal Training
Increased Responsibilities	Talent Management Process	Employee Induction
New Position or Role (internal Transfer)	Leadership Profiling	Foundation Training
Acting Assignments	Coaching	Workshop/Conferences/ Seminars
Projects		E-Learning
		Self-Development

Performance Appraisal at Ten Star Corporation.

Ten Star Corporation conducts performance appraisal annually. In their performance appraisal they use the 360-degree performance appraisal method which is based on rating system. All the appraisal result is recorded as 'Annual Performance Appraisal Document'. On the whole, their objective is to shape outstanding performance in a competitive way to ensure sustainable profitable growth in business. Therefore, TSC appraisal system takes care of the following-

- Business performance (on the job accomplishment in terms of work plan)
- Depth of skill & knowledge
- Width of behavioral competencies
- Individual personal development plan

6.6 Ten Star Corporation's Performance Bonus policy

Performance bonus for sustainable profitable growth

- Providing TOP level reward to the Top performing team which meets or beats targets/work plan
- Setting SMART targets/objectives (WP) and holding the team leader accountable to deliver through the team
- Strong differentiation in rewards based on individual performance of the team members with a realistic performance appraisal system
- Valuing short- & long-term performance, leadership and team behaviors- people's development
- Aligning (a) employee's (b) customer's and (c) shareholder's interest- all party's interest

6.7 Reward & Recognition Policy of Ten Star Corporation

Ten Star Corporation's reward and recognition policy sets out the process by which employees are awarded for supporting organization's objectives in the performance of their duties. This policy provides a coherent and practical approach for both current and one-off payment to employee in order that individual contribution may be recognized and equitable way.

Eligibility

All employees employed except Managing Director and Deputy Managing Directors are eligible to be considered for the award one-off payments/award/recognition. The management utilizing the principles applied within this policy will determine the

appropriate award of the employee/s. The recognition and award process are accessible to all eligible employee, irrespective of their contractual status or length of service provided that they are in post on the effective date of the award.

6.8 Promotion and Up-Gradation policy

Promotion / Up-Gradation is the process through which an employee reaches to the next higher grade with additional responsibilities and enhanced competencies. Promotion / Up-Gradation is discretion of the management and not a right; but this can be achieved by performance and capability required for the next level of challenges and business goal.

6.8.1 Types of Promotion / Up- Gradation

- **Regular Promotion / Up-Gradation:** Takes place twice in a year; generally, March / April for all eligible candidates and October for exceptional cases.

- **Accelerated Promotion / Up-Gradation:** Takes place twice in a year; generally, March / April and October. However, based on the scenario it may take place any time during the year.

6.8.2 Accelerated Promotion / Up-Gradation

I. **Tenure**: Minimum 1 year in current grade

II. **Performance rating**: Very Good (VG) or above in the last year's performance appraisal rating

III. Any of the following reasons may be considered-

   a) Any special achievement / obtained any special certification
   b) Talent Management
   c) Hiring commitment
   d) Critical retention

6.9 Employee Compensation & Benefit at Ten Star Corporation

Ten Star Corporation provides highly attractive compensation package to their employee comparative to other organization in that industry. The elements of compensation are given below:

Earnings	Deductions
Basic Salary	Income Tax
House Rent	P.F. (own contribution)
Medical Allowance	Welfare Fund Contribution
Conveyance Allowance	Benevolent Fund Contribution
Leave Fare Assistance	

Moreover, Ten Star Corporation provides some other benefits to their employees. These are-

- ✞ Provident fund
- ✞ Gratuity benefit
- ✞ Death benefit
- ✞ Disability benefit
- ✞ Retirement benefit

6.9.1 Provident Fund

- Each member contributes to the fund a sum equal to 10% of the basic salary payable to him/her per month and such contribution is deducted by the organization from the salary of the employee at the time of payment thereof and is paid by the organization to the trustees account.
- The organization contributes to the fund equal to the contribution of each member and the total amount so contributed is deposited to the P.F. bank account.
- The account of each member is credited with interest every year at such rate as the trustees fix from time to time having regard to the income earned on investments from the fund and the market value of investment and the redemption period of investment and on the interest earned on the money deposited with the organization.

6.9.2 Gratuity Benefit

- All employees, who have been in the service of the organization for a minimum period of 5 years without break, are eligible to have the benefits under the gratuity scheme. It is equal to the 1 time of basic pay (drawn in last month) for each year of the service.
- For all employees who have completed more than 5 years of service but less than 10 years in this organization are entitled for 1.5 times of basic pay (drawn in last month) for each year of service.
- For all employees who have completed more than 10 years of service but less than 15 years in this organization are entitled for 2 times of basic pay (drawn in last month) for each year of service.
- For all employees who have completed more than 15 years of service but less than 20 years in this organization are entitled for 2.5 times of basic pay (drawn in last month) for each year of service.
- For all employees who have completed more than 20 years of service in this organization are entitled for 3 times of basic pay (drawn in last month) for each year of service.

6.9.3 Retirement Benefit

Every employee shall retire from the services of the organization at 60 years of age having mental or physical fitness or 35 years after commencement of active service in the organization whichever is earlier. Provided that the period of the service may be extended in the interest of the organization beyond 60 years of age or 35 years of service by the board. TSC provides the retirement benefit to the employees who will retire after normal service.

Category	Maximum Limit (Tk.)
MD	7,00,000
GM	5,00,000
EO	2,50,000
Driver	1,00,000

6.10 Leave Management at Ten Star Corporation

Leave policy enables employees of the organization to manage emergency situation in personal life and maintain healthy work balance. In addition, it will provide the employee with an opportunity to regain mental & physical fitness resulting greater productivity while back to the work.

6.10.1 Types of Leave at Ten Star Corporation

SL.	Type	Eligibility
1	Privilege leave/Earned leave	Every eligible employee is entitled to privilege/Earned leave for thirty calendar days per calendar year (January to December) on completion of 01-year continuous service of the organization. An employee who loins the organization during the year will earn such leave at the rate of 2.5 days per completed month of the service.
2	Casual leave	An employee shall be eligible for casual leave since joining the services of the organization.
3	Sick leave	Employees shall be eligible for sick leave on joining.
4	Study leave	An employee is entitled to study leave upon serving the organization for at least 3 years. Study leave shall not be granted to an employee who is due to retire within 05 years of the date on which he/she is likely to return from the study leave.
5	Maternity leave	A regular female employee shall be eligible for maternity leave upon joining the service of the organization. (06 months with pay)
6	Mandatory leave	All employees shall avail this leave each year continuous service in the organization and subsequently every completed year thereafter.
7.	Leave without pay	An employee shall be eligible for leave without pay since joining the service of the organization.

6.10.2 Privilege Leave/Earned Leave

(a) Every employee shall be entitled to privilege leave with full pay at a ratio of 30 days for each calendar year i.e. 2.5 days for every month and shall be credited to leave account on the first day of each calendar year, that is, on the first January every year subsequent to the employee's joining.

(b) The maximum period of privilege leave with full pay with can be taken at one time by an employee is 60 days.

(c) The unutilized balance of privilege leaves as of 31st December each year shall be carried up to a maximum 15 days to the subsequent year.

(d) A maximum of 120 days privilege leave can be accumulated.

6.10.3 Casual Leave

(a) Casual leave for not more than 10 days in a calendar year shall be granted to an employee provided that not more than 03 days leave can be taken at a time for this purpose.

(b) Casual leave cannot be taken 'in continuation of' or 'in combination with' holidays including weekends and if holidays and weekends intervene two spells of casual leave the entire period (including holidays) shall be reckoned as casual leave and it should not exceed 03 days.

(c) The employees who join the services of the organization in the middle of the year, casual leave shall be credited on a pro rata basis.

6.10.4 Sick Leave

(a) An employee will be entitled to sick leave with full pay and allowances for a total period of 14 days in a calendar year.

(b) The unutilized sick leave will not be carried forward.

(c) A maximum of 28 days of sick leave can be granted in an emergency situation as exception supported by a certificate from a certified medical practitioner acceptable to the organization.

(d) Sick leave less than or up to 03 days might not require any certificate from medical practitioners.

6.10.5 Study Leave

(a) Study leave may be granted to an employee without pay and allowances for a maximum total period of 02 years in the entire service length of the organization and will not be debit-able to his/her leave account.

(b) Such leave shall not count towards service length of the employee.

(c) The employee eligible to avail this leave has to provide detail document along with letter of enrolment/invitation letter from the pursuing institution abroad & student visa document.

6.10.6 Maternity leave

(a) Maternity leave for the female regular employees will be for a period of 06 months.

(b) During the period of maternity leave, an employee will get full salary and other admissible benefits as availed while in service.

(c) Such leave can be availed maximum twice during the entire period of service (only for the first two living children). However, it excludes multiple births from a single pregnancy.

(d) Probation of a female employee (MT/TA) will not be extended due to maternity provided she has fulfilled all the criteria required for confirmation.

6.10.7 Mandatory leave/HR Compliance Leave

(a) All permanent employees should avail 15 days of leave in a calendar year to ensure compliance with the Bangladesh organization guideline.

(b) Mandatory leave will be ducted from the privilege leave balance of the employees.

(c) This leave plan should be planned in advance and submitted to HR preferably at the beginning of the year for approval.

Chapter Seven

Findings, Recommendation and Conclusion

7.1 Findings

HR Planning: Ten Star Corporation performs HR planning in order to identify their current manpower number and the need of future manpower. The decision is taken against any requisition by comparing the portfolio and the current manpower of that particular department. The result of analysis is discussed with the head of department.

Recruitment: Ten Star Corporation practices two types of recruitment. One is yearly based recruitment and another is need based recruitment. They use both internal sources and external sources for their recruitment. They basically prefer lateral employees for recruitment.

Selection: In the case of lateral employees Ten Star Corporation does not take any written test. Employees are selected on the basis of interview / viva. TSC puts much importance on experience of an employee regarding banking & C&F industry. On the other hand, in the case of fresher they take viva for selecting the candidates.

Training & Development: Ten Star Corporation follows training need identification process in order to identify employees for training. They follow 3Es development approach for the development of employees.

Performance Appraisal: Ten Star Corporation conducts performance appraisal annually. They follow the 360-degree performance appraisal method which is based on rating system. They evaluate employees on the basis of 300 marks which are divided into three segments. They use the outcome of performance appraisal in payment of bonus, promotion & merit incentives and punishment.

Rewards & Recognition: All employees except MD are eligible for award at Ten Star Corporation.

Promotion & Up-gradation: Ten Star Corporation follows two types of promotion and up-gradation. These are – regular promotion and accelerated promotion. For regular promotion the employees must have a job experience with Ten Star Corporation not less than 2 years.

Compensation & Benefit: Ten Star Corporation provides highly attractive compensation package to the employees. They also provide provident fund, gratuity benefit and retirement benefit. Ten Star Corporation does not provide any provident fund benefit to employees unless his/her tenure of service is 3 years and does not provide any gratuity benefit unless his/her tenure of service is 5 years.

7.2 Recommendation

Firstly, Ten Star Corporation. should provide more opportunity for the fresher. Because every year a large number of students complete their graduation and post-graduation. They have no job experience to get entered as a lateral employee.

Secondly, Ten Star Corporation. should extend the scope of on the job training so that employee can develop skills from their day to day task. The organization should make an arrangement of training session about up-to-date technology and methods in order to make sure the customer satisfaction with high efficacy.

Thirdly, Members of training team should be increased so that the employee may take support whenever they required. There should start supervision span under the trainer in order to monitor the progress of employees.

Fourthly, In the case of promotion of JO to Officer, Ten Star Corporation Ltd. should take interview to justify employee's knowledge regarding their job. Because, without proper knowledge employee cannot give better service to the customers.

Finally, In the case of gratuity benefit and provident fund Ten Star Corporation Ltd. should comply with the “Bangladesh Labour Law, 2006”. Because, it ensures a better labour practice.

7.3 Conclusion

Now-a-days, C&F industry has become more competitive. HR division plays a vital role from the very beginning of operation of Ten Star Corporation. Human resource division of Ten Star Corporation. ensures their best services to all the employees. In order to keep pace with the global competitive environment, HR division of Ten Star Corporation. takes proper initiatives to make the employees a competitive work force. They believe by making the employees satisfied, it is possible to take the best output from the employee. As the C&F industry in our country are highly competitive so it is a great challenging for Ten Star Corporation to retain expert employees. HR division of Ten Star Corporation is much conscious about that. So, from my opinion HR division of Ten Star Corporation plays the vital role in the success of Ten Star Corporation Ltd.

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