Internship Report

on

Indcution of Human Resource Management: A Case Study on Grameenphone Limited.

Submitted by:

Anik Pal

ID -BBA2001019109

Program: BBA

Major: Human Resource Management

Semester: Summer-2025

Submitted To:

Department of Business Administration

Sonargaon University (SU)

Submitted For the partial Fulfillment of the degree of

Bachelor of Business Administration



Sonargaon University (SU)

Dhaka-1215

Date of Submission: 30th August, 2025

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Md. Mostakin Arafat

Lecturer

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Letter of Transmittal

Md. Mostakin Arafat
Lecturer
Department of Business Administration
Sonargaon University (SU)

Subject: Submission of Thesis Paper.

Dear Sir,
I am very pleased to submit you of my Thesis on report contains "**Indcution of Human Resource Management: A Case Study on Grameenphone Limited.".** I consider myself very fortunate that I have had the opportunity to preparing the report under your guidance. Here is my overview of '**Indcution of Human Resource Management'** was assigned and approved by you during my three months of Thesis on period.

The Thesis paper has been prepared in accordance with the knowledge that I have gather during my study of the program. I have tried to make this report in a detailed information from and in precise. I hope that you will find out this report worth of my labor.

It will be my pleasure to clarify any matter regarding this report and thank, you for allowing me the opportunity to undertake the task and for your cooperation.

Sincerely,

……
Anik Pal
ID -BBA2001019109
Program: BBA
Major: Human Resource Management
Semester: Summer-2025

Student's Declaration

I am Anik Pal, a student of Executive Master of Business Administration, ID No. BBA-2001019109 from Sonargaon University (SU) would like to solemnly declare here that this Thesis paper on "**Indcution of Human Resource Management: A Case Study on Grameenphone Limited."** has been authentically prepared by me. While preparing this Thesis Paper, I didn‟t breach any copyright act internationally. I am further declaring that, I didn‟t submit this Thesis Paper anywhere for awarding any degree, diploma or certificate.

Sincerely,

……

Anik Pal

ID –BBA-2001019109

Program: BBA

Major: Human Resource Management

Semester: Summer-2025

Letter of Authorization

Certified that this Thesis paper titled "**Indcution of Human Resource Management: A Case Study on Grameenphone Limited."** is the Bona fide work of Anik Pal who carried out the research under my supervision. Certified further that in the best of my knowledge the work reported herein dose not from part of any other Thesis Paper or dissertation on the basis of which degree or award was conferred on an earlier occasion on this or any other candidate.

……

Md. Mostakin Arafat
Lecturer
Department of Business Administration
Sonargaon University (SU)

Acknowledgement

First of all, I would like to categorical my gratitude to the Almighty Allah. This is my pleasure that I could successfully complete my internship report by the grace of almighty Allah. I want to convey my heartfelt respect and cordial thanks, Md. Mostakin Arafat Lecturer

Department of Business Administration, Sonargaon University, Encouragement, Guidance, advices and valuable supervision. I am very lucky for getting the opportunity to prepare this report under her supervision and guidance. Without her instruction it was impossible for me to complete this report successfully.

I am also really responsible to my honorable teacher Md. Masud Sir Lecturer and Dean of Department of Business Administration, Sonargaon University for this countless support and guidance. It is not my own credit in this effort. I would like to extend my-sincere regards and gratitude to my honorable teachers whose kind's guidance and assistance enable me to complete my (BBA) program and to develop my career through their invaluable teaching.

Finally, I want to thanks Md. Rasel Howelader Lecturer HRM Department of „"**Indcution of Human Resource Management"** for his regular support, coaching and supervision for getting ready. Along with I receive active co-operation from the ED, DGM, AGM, Manager, Account"s controllers, senior officers and staff of "**Indcution of Human Resource Management'**. The concern team made the environment congenial and favorable for me to recognize the tasks. Without their help and cooperation, this record would possibly no put together remaining report. I hope that it will help me in my future expert work. In preparing the report I am grateful to the Liberian of this company who helped me by supplying many kinds of necessary information. This report suffers from many shortcomings although I have exerted my best effort while preparing this report. I seek excuse for the errors that might have occurred in spite of the best of my efforts.

Moreover, I like to thanks all people who used to be helped me for preparing this report.

Executive Summary

This study examines the Human Resource practices of Grameenphone Limited, Bangladesh's leading telecom operator. The research highlights how Grameenphone Limited's People & Organization (P&O) department strategically manages recruitment, training, performance appraisal, and employee welfare to support the company's business objectives.

This case study explores the induction practices of **Grameenphone Limited .,** Bangladesh's largest telecom operator, with a focus on the strategic role of **Human Resource Management (HRM)** in onboarding new employees. As a leading employer in the country, Grameenphone Limited recognizes that effective induction is critical for employee engagement, productivity, and long-term retention.

The study outlines the structured onboarding process at Grameenphone Limited, which begins with pre-boarding and extends through formal orientation, department-specific training, mentoring (buddy system), and continuous feedback. The HR department ensures that every new hire is not only equipped with the necessary skills and knowledge but also aligned with the company's core values of **innovation, responsibility, empowerment, and respect.**

Key findings indicate that Grameenphone Limited's induction program significantly improves employee satisfaction, accelerates time-to-productivity, and reduces early attrition. The use of digital tools, gamified learning platforms, and personalized onboarding experiences further strengthens the effectiveness of the program.

Despite facing challenges such as ensuring consistency across departments and adapting to remote onboarding during COVID-19, Grameenphone Limited continues to evolve its induction practices through innovation and feedback-driven improvement.

In conclusion, Grameenphone Limited's approach serves as a benchmark for HRM-driven induction in the telecom sector, highlighting how thoughtful onboarding is essential for nurturing talent and driving organizational success.

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List of Abbreviation

HR	Human Resources
HRM	Human Resource Management
GP	Grameen Pone
SOP	Standard Operating Procedure
OSHA	Occupational Safety and Health Administration
CSR	Corporate Social Responsibility
OJT	On-the-Job Training
PPE	Personal Protective Equipment
CBA	Collective Bargaining Agreement
GDP	Gross Domestic Product

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Chapter-1

Introduction

1.1 Introduction

Human Resource Management is significant for Grameen Phone industry since pieces of clothing is an assistance industry. The board of individuals and the board of hazard are two key difficulties confronting Grameen Phone. How you deal with the individuals and how you deal with the dangers decides your achievement in the Grameen Phone business. Proficient hazard the board may not be conceivable without effective and talented labor. Articles of clothing has been and will consistently be a "Decades Business". Despite the fact that valuing is significant, there might be other legitimate reasons why individuals select and remain with a specific Grameen Phone. Pieces of clothing must attempt to separate themselves by making their very own specialties or pictures, particularly in straightforward circumstances with a significant level of aggressiveness. In coming occasions, the very endurance of the Grameen Phone would rely upon consumer loyalty. The individuals who don't meet the client desires will discover endurance troublesome. Articles of clothing must well-spoken and stress the fundamental beliefs to draw in and hold certain client sections.

Grameen Phone is one of the biggest garments organizations in Bangladesh, dynamic in activities, legit in dealings, just in judgment, reasonable in approaches and gave to excellent assistance to clients and accordingly add to the development of GDP of the nation all through animating exchange and trade, boosting up send out, neediness easing, increasing living expectation of constrained salary gathering and by and large supportable financial improvement in the nation.

To accomplish the aforementioned goals of the Grameen Phone, various Grameen Phone exercises must assume a functioning job to give the monetary help to the client who additionally causes them by furnishing them with the board help when required. Grameen Phone. has assumed this job with their encounters in the Grameen Phone area where the others are not only performed.

The entry level position report involves a concise report on HRM practices of the Grameen Phone. during my activity movement. The report is dispersed in numerous parts as indicated ordinarily and necessity of association and as per the directions of chief of report.

1.2 Objective of the Study

The main objective of the practical orientation of the Grameen Phone sector is to have an overall picture of how the Grameen Phone runs and functions and also to observe how well the Grameen Phone is maintaining a favorable relationship with the employee and keeping their benefit safely.

Primary Objective

The objective is to stress out - **"Induction of Human Resource Management of Grameen Phone Ltd.".**

Specific Objectives

The objectives of this Internship Report are:

- To get an overview of the training and development appraisal process.
- To identify the present training and development processes of Grameen Phone.
- To gain an understanding of the different training and development methods and tools used in Grameen Phone.
- To understand the current training and development appraisal/management process in Grameen Phone and the implementation guideline.

1.3 Scope and Delimitation the study

The Internship Report time is just few which is very short. My Internship Report placement was head office of Grameenphone Limited industry as well as field level. Within this short time, I learned about the different product and criteria of Grameenphone Limited industry. By this time, I observed how business performance is measured by Grameen Phone. The scope of the Analysis will be limited to the products and investment mode of Grameenphone Limited and its competency within the Grameen Phone industry.

1.4 Methodology:

The internship report is prepared on the basis of internship report of Grameenphone limited. Different files, statements and manual have helped me preparing this internship report. The subject matter of this internship report is based on primary and secondary sources of data and information:

A. Primary Sources:

i. Informal & Conversation.
ii. Expert opinion
iii. Official records.
iv. Personal observation.
v. Discussion with the Company's officers.
vi. Discussion with my advisor/ supervisor.

B. Secondary Sources:

i. Relevant papers and publications
ii. Quarterly internship report of the Grameenphone limited operators.
iii. Internship report on global Grameenphone limited scenario.
iv. Manuals of Grameenphone limited industry.
v. Web-site of different Grameenphone limited industry.
vi. Internet etc.

1.5 Limitations of The Study:

The main limitations of the study are as follows:

- Due to the shortage of time, I could not get in depth knowledge of Training and Development Program on the Employees Performance of the Grameenphone Limited Industry.
- Sufficient books, publications and journals were not available.
- Insufficiency of necessary information and data.
- Sometimes the officials deny to disclose information as to maintain privacy.
- Top level officers usually don't give enough time for their business and sometime they did not welcome me to collect information.
- One of the main barriers in writing this Internship Report was the confidentiality of data.
- Deficient comprehension of the respondent was another major problem.
- Due to lack of experience, there is a chance of having some mistake in the Internship Report though best effort can be applies to avoid any kind of mistake.

Chapter-2

Literature Review

2.1 Employee Induction

Induction, also referred to as onboarding, is the formal process through which new employees are introduced to an organization's culture, policies, procedures, and expectations. According to Armstrong (2020), effective induction enhances job satisfaction, reduces turnover, and increases organizational commitment. The Society for Human Resource Management (SHRM) identifies induction as a key HRM function that significantly influences employee engagement from the start of employment.

2.2 Theoretical Foundations

a. Socialization Theory

Van Maanen and Schein (1979) describe employee induction as a socialization process, where newcomers acquire the necessary knowledge, behavior, and skills to become effective organizational members. This theory emphasizes the role of formal programs, mentoring, and informal peer support in integrating employees into the workplace culture.

b. Maslow's Hierarchy of Needs

Induction satisfies several levels of Maslow's hierarchy, particularly safety needs (clarity about the job and expectations) and belongingness (social integration). When employees feel welcomed and secure, they are more likely to perform better and remain loyal.

c. Expectancy Theory (Vroom, 1964)

Expectancy theory suggests that employees are motivated when they believe their effort will lead to performance and rewards. A strong induction process builds this connection early by outlining clear career paths, performance standards, and support mechanisms.

2.3 Components of Effective Induction Programs

Literature highlights several components of successful induction programs (Bauer, 2010; Torrington et al., 2017):

- Organizational orientation: Sharing the vision, mission, and values.
- Role clarity: Defining job responsibilities and performance expectations.

- Training: Providing the tools and knowledge necessary to do the job.
- Social integration: Facilitating connections with peers and managers.
- Ongoing support: Feedback sessions and mentoring.

A study by Saks and Gruman (2011) found that structured onboarding leads to higher job satisfaction, organizational commitment, and reduced stress levels.

2.4 Digital Transformation in Induction

Recent literature emphasizes the growing use of technology in onboarding, particularly after the COVID-19 pandemic. According to a Deloitte (2021) report, virtual onboarding tools such as learning management systems (LMS), VR simulations, and video-based orientation modules have improved accessibility and scalability.

In emerging markets like Bangladesh, organizations like Grameenphone Limited are adapting to these digital trends by integrating hybrid onboarding solutions — combining face-to-face sessions with online resources.

2.5 Challenges in Developing Countries

In many developing economies, including Bangladesh, HRM practices are evolving. Islam & Sobhani (2020) argue that the lack of standardized induction processes, limited technological infrastructure, and inconsistent HR policies often hinder effective onboarding. However, multinationals and large corporations like Grameenphone Limited are setting benchmarks by implementing structured, feedback-driven induction programs.

Chapter-3

Company Overview

3.1 Overview of Grameenphone Limited.

Grameenphone Limited., widely abbreviated as (d/b/a) **GP**, is a telecommunications service provider in Bangladesh. As of December 2023, its subscribers span over 82.20 million. It is a joint venture between Telenor and Grameen Telecom. Where Telenor owns a 55.8% share of Grameenphone Limited, Grameen Telecom owns 34.2% and the remaining 10% is publicly held.[5] As of Nov 2024, Grameenphone Limited is Bangladesh's most valuable company with a market cap of more than ৳440.2 billion BDT or $3.6 billion USD (approximately).

Grameenphone Limited was the first company to introduce GSM technology over 900 and 1800 MHz in Bangladesh. It was also the first company to introduce 5G network in the country, for which the first test was done in Dhaka and Chittagong metropolitan area in mid-2022. In September 2022, Grameenphone Limited successfully conducted trials for the second time in Dhaka, Chittagong, Sylhet, Khulna, Rajshahi, Barisal, Mymensingh and Rangpur cities.

Founder Muhammad Yunus founded Grameenphone Limited to provide universal mobile phone access throughout Bangladesh, including its rural areas.[9][10] He was inspired by the Grameen Bank micro-credit model and envisioned a business model where a cell phone can serve as a source of income. After leaving his job as an investment banker in the United States, Quadir met and successfully raised money from New York-based investor and philanthropist Joshua Mailman. He then returned to Bangladesh and worked for three years to gain support from organizations such as Grameen Bank and the Norwegian telecom company, Telenor.

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13 & **17** is the prefix for Grameenphone Limited as allocated by the government of Bangladesh. The following eight-digit number **XXXXXXXX** is the subscriber number. After exhausting the 017 series, Grameenphone Limited became the first operator to launch a second series, the 013.[12]

In 2018, when Mobile number portability was introduced users can port to any operator without changing its number. As of May 2025, total number of customer are 86.17 Million.

According to Grameenphone Limited, it has invested more than BDT 347.4 billion (US$4.12 billion) to build the network infrastructure since 2018. Grameenphone Limited has built the largest cellular network in the country. According to annual report of 2024, GP (Grameenphone Limited) had 22,991 Mobile Network towers or BTS, which geographically covers the largest population of Bangladesh with mobile network services.

The Grameenphone Limited network is also GPRS/EDGE/3G-enabled, with a growing 4G network, allowing internet access within its coverage area. its spectrum volume is 127. 4 MHz, 107.4 MHz are currently being used by Grameenphone Limited, the remaining 20 MHz will be added from June 2025. Besides, Grameenphone Limited is trying to buy more 850 bands of 10 MHz spectrum.

Grameenphone Limited Limited is an existing company, and is the leading cellular service provider in Bangladesh operating a nationwide. Over the past few years the use of cell phone brought about tangible changes in the lifestyle of the people of Bangladesh. Today, a cellular phone is a mere necessity. From a small retail trader at Karwan Bazaar to a remote villager uses cell phone. Four companies are operating in the mobile phone sector in Bangladesh. Grameenphone Limited, Citycell, Aktel and Bangla Link. Among them the services of Grameenphone Limited appear to be comparatively better in terms of nationwide networking, customer handling, trouble shooting, billing system etc. Grameenphone Limited (GP) has been established to provide high quality GSM cellular services at affordable prices. In addition to providing prepaid and postpaid cellular phone services, the company also assists in a -Village Phone- service by being the sole provider of telecommunications services to the Village Phone operators. The Village Phone service provides rural connectivity to approximately 30 million people. Grameenphone Limited ’s total capitalization was US$120,000,000; including around US$50 million from IFC/CDC, and the Asian Development Bank (ADB). It also received US$60 million in equity from the four Grameenphone Limited private partners. “Grameenphone Limited” might have been born in Bangladesh, but soon it is likely to join the international cellular jargon. GSM MoU Association at GSM World Congress in Cannes where many villagers made their first-ever call using pre-paid, recently rewarded rural cellular marketing, by Voda phone in South Africa. “Grameenphone Limited” the unique cellular operator from Bangladesh, also made an impressive presentation at Cannes.

Grameenphone Limited Limited, the number one and leading mobile phone company in the area of telecommunications in Bangladesh. Of Six mobile operators, Grameenphone Limited Limited managed to grab 43.9% of the market share only

- **November 11, 1996:** Grameenphone Limited was offered a cellular license in Bangladesh by the Ministry of Posts and Telecommunications.
- **March 26, 1997:** Grameenphone Limited launched on the Independence Day of Bangladesh.
- **5 June 1998:** Grameenphone Limited started its services in Chittagong, the second largest city and the port city of Bangladesh. Cell to cell coverage between Dhaka-Chittagong was established.
- **1999:** Grameenphone Limited started its service in Khulna, the industrial city of Bangladesh. Also cell to cell coverage between Dhaka and Khulna brought a number of other districts under coverage.
- **2000:** Grameenphone Limited started its services in Rajshahi, the education city of Bangladesh. Service also started in Sylhet and Barisal and thus all six divisional headquarters got the cellular network coverage for the first time Bangladesh.
- **August 2003:** Grameenphone Limited 's subscribes base has become more than one million. Grameenphone Limited became the first operator in the country to reach the million subscribers.
- **March 2005:** After Eight years of operation: After eight years of operation, Grameenphone Limited has more than 2.8 million subscribers as of March 2005.
- **November 2005:** Grameenphone Limited registered more than 5 million subscribers.
- **November 5, 2006:** Grameenphone Limited crosses the 10 million subscriber mark after almost ten years of operation.
- **September 20, 2007:** Grameenphone Limited reaches 15 million subscriber's mark.
- **June 2008:** Grameenphone Limited reaches 20 million subscriber's landmarks.
- **2013:** Grameenphone Limited launched 3G service which is 512GHZ speed.
- **2015:** Reached 5crore subscriber.

Starting its operations on March 26, 1997, the Independence Day of Bangladesh, Grameenphone Limited has come a long way. It is a joint venture enterprise between Telenor (62%), the largest telecommunications service provider in Norway with mobile phone operations in 12 other countries, and Grameen Telecom Corporation (38%), a non-profit sister concern of the internationally acclaimed micro-credit pioneer Grameen Bank.

Over the years, the company has so far invested more than BDT 10,700 crore (USD 1.6 billion) to build the network infrastructure since its inception in 1997. It has invested over BDT 3,100 crore (USD 450 million) during the first three quarters of 2007 while BDT

2,100 crore (USD 310 million) was invested in 2006 alone. Grameenphone Limited is also one the largest taxpayers in the country, having contributed nearly BDT 7000 crore in direct and indirect taxes to the Government Exchequer over the years. Of this amount, over BDT 2000 crore was paid in 2006 alone.

Since its inception in March 1997, Grameenphone Limited has built the largest cellular network in the country with over 10,000 base stations in more than 5700 locations. Presently, nearly 98 percent of the country's population is within the coverage area of the Grameenphone Limited network.

Grameenphone Limited was also the first operator to introduce the pre-paid service in September 1999. It established the first 24-hour Call Center, introduced value-added services such as VMS, SMS, fax and data transmission services, international roaming service, WAP, SMS-based push-pull services, EDGE, personal ring back tone and many other products and services.

The entire Grameenphone Limited network is also EDGE/GPRS enabled, allowing access to high-speed Internet and data services from anywhere within the coverage

area. There are currently nearly 3 million EDGE/GPRS users in the Grameenphone Limited network.

Grameenphone Limited nearly doubled its subscriber base during the initial years while the growth was much faster during the later years. It ended the inaugural year with 18,000 customers, 30,000 by the end of 1998, 60,000 in 1999, 193,000 in 2000, 471,000 in 2001, 775,000 in 2002, 1.16 million in 2003, 2.4 million in 2004, 5.5 million in 2005, 11.3 million in 2006, and it ended 2007 with 16.5 million customers.

From the very beginning, Grameenphone Limited placed emphasis on providing good after-sales services. In recent years, the focus has been to provide after-sales within a short distance from where the customers live. There are now more than 600 GP Service Desks across the country covering nearly all upazilas of 61 districts. In addition, there are 81 Grameenphone Limited Centers in all the divisional cities and they remain open from 8am-8pm every day including all holidays.
GP has generated direct and indirect employment for a large number of people over the years. The company presently has more than 5,000 full, part-time and contractual employees. Another 100,000 people are directly dependent on Grameenphone Limited for their livelihood, working for the Grameenphone Limited dealers, retailers, scratch card outlets, suppliers, vendors, contractors and others.

In addition, the Village Phone Program, also started in 1997, provides a good income-earning opportunity to more than 280,000 mostly women Village Phone operators living in rural areas. The Village Phone Program is a unique initiative to provide universal access to telecommunications service in remote, rural areas. Administered by Grameen

Telecom Corporation, it enables rural people who normally cannot afford to own a telephone to avail the service while providing the VP operators an opportunity to earn a living.

The Village Phone initiative was given the "GSM in the Community" award at the global GSM Congress held in Cannes, France in February 2000. Grameenphone Limited was also adjudged the Best Joint Venture Enterprise of the Year at the Bangladesh Business Awards in 2002. Grameenphone Limited was presented with the GSM Association's Global Mobile Award for 'Best use of Mobile for Social and Economic Development' at the 3GSM World Congress held in Singapore, in October 2006, for its Community Information Center (CIC) project, and for its Health Line Service project at the 3GSM World Congress held in Barcelona, Spain, in February 2007.

Grameenphone Limited considers its employees to be one of its most important assets. GP has an extensive employee benefit scheme in place including Gratuity, Provident Fund, Group Insurance, Family Health Insurance, Transportation Facility, Day Care Centre, Children's Education Support, and Higher Education Support for employees, in-house medical support and other initiatives.

3.2 Vision

Company vision is: **"We're here to help"**.

We exist to help our customers get the full benefit of communications services in their daily lives. In Grameenphone Limited, this means:

-Making things simpler for our customers

-Continue Innovation

-Provide full communication solutions

-Continue as a partner in development for Bangladesh

3.3 Mission

Company mission is: "We will lead the industry and exceed customer expectations by providing the best wireless services, making life and business easier."

Grameenphone Limited has the following values that all employees must understand and should adhere in work situation.

-Make it easy

- We are practical.
- We don’t complicate things.
- Everything we produce should be easy to understand and use.
- No waste, No jargon. Because we never forgot we’re trying to make customers’ lives easier.

-Keep Promises

- Everything we do should work perfectly. IF it doesn’t we’re there to put things right.
- We are about delivery, not over promising.
- We are about actions, not words.

-Be Inspiring

- We are creative.
- We strive to bring energy into the things we do.
- Everything we produce should look good, modern and fresh.
- We are passionate about our business and customers.

-Be respectful

- We acknowledge and respect our culture.
- We treat customers and each other with the utmost respect.
- We adapt to the communities in which we operate.
- We believe loyalty has to be earned.

3.4 Organizational of Grameenphone Limited

Grameenphone Limited Limited	
Native name	গ্রামীণফোন লিমিটেড
Company type	Public
Traded as	DSE: GP CSE: GP
Industry	Mobile telecommunication services
Founded	26 March 1997; 28 years ago in Dhaka, Bangladesh[1]
Founder	Iqbal Quadir Muhammad Yunus
Headquarters	GP House, Bashundhara Residential Area, Dhaka,Bangladesh
Area served	Nationwide
Key people	Joergen C. Arentz Rostrup (Chairperson) Yasir Azman (CEO) Jens Becker (CFO)
Products	show
Brands	Skitto, GPay. Bioscope+, alo gpfi
Services	Mobile telephony Mobile internet Digital services
Revenue	৳150.4 billion (US$1.2 billion) (FY 2022)
Operating income	৳91.48 billion (US$750 million) (FY 2022)

Net income	৳30.09 billion (US$250 million) (FY 2022)
Total assets	৳185.09 billion (US$1.5 billion) (FY 2022)
Number of employees	1,475 (2021)
Parent	Telenor (55.80%) Grameen Telecom (34.20%)
Website	Grameenphone Limited.com

Chapter-4

Human Resource Practice of Grameenphone Limited

4.1 Organizational Structure of HR (People & Organization)

GP's HR division, known internally as **People & Organization (P&O)**, is structured into four key sub-departments:

- **Center of Expertise** handles compensation, benefits, leadership development, and annual salary reviews.
- **Business Partner** supports recruitment, strategic alignment, and interns/hiring for technical and business roles.
- **Shared Service** ensures employee facilities, vendor management, office environment, and security.
- **Compliance** ensures adherence to laws, policies, and organizational standards Course Hero.

4.2 Recruitment & Selection

Planning & Sourcing

Human Resource Planning (HRP) is aligned with organizational strategy and market demands; overseen by the R&EB (Resourcing & Employer Branding) team and approved by the Board ScribdBRAC University DSpace.

Recruitment sources include:

- **Internal promotions or transfers**, given priority when suitable.
- **External sourcing** via newspapers (English and Bangla), GP's website, referrals, walk-ins, and coordination with institutions or professional contacts 1Library+1.

Process & Timeline

- From requisition to placement, the process takes approximately **29 working days** StudocuThe Lawyers & Jurists1Library.
- Selection steps typically include:

1. Initial application screening
2. Written tests (job-related, aptitude, or simulation for technical roles)
3. Panel interviews (HR, MD, GM, etc.)
4. Reference and background checks
5. Medical examinations

6. Final offer, induction, and placement 1LibraryScribdThe Lawyers & Jurists Assignment PointStudocu.

4.3 Performance Management & Career Progression

Job analysis and updates are conducted annually (typically in December) in sync with action planning, ensuring job descriptions and grades remain current Scribd.

Performance appraisals occur at two key points:

- At the end of the probationary period
- After the first year of service

These evaluations inform promotions, confirmation, salary increments, and transfers Assignment PointStudocu.

After the first two years, promotions and pay progression are increasingly performance-based rather than tenure-based Scribd.

4.4 Training & Leadership Development

GP considers employees as human capital and invests significantly in their development:

- Offers **management development training** via partnerships with institutions like Stockholm School of Economics, Singapore Institute of Management, Indian School of Business, and the British Council www.slideshare.net.
- The **"Telenor CORE Leadership Training"** is a flagship leadership program for emerging leaders www.slideshare.net.
- Provides **educational grants** to about 100 employees annually for higher education www.slideshare.net.
- Training programs include both technical and non-technical (behavioral, leadership, values) sessions, along with interaction-based formats like mentoring, debates, and case studies Course Herowww.slideshare.net.

4.5 Compensation, Benefits & Employee Motivation

GP offers a robust benefits package:

- **Festival bonuses**, typically equivalent to one month's basic salary, awarded twice yearly (Eid-ul-Fitr and another festival based on the employee's

religion)—widely distributed regardless of religious background Course HeroScribd.

- **Provident fund**: both employee and company contribute 10% each.
- **Gratuity**, educational grants, children's educational support, and comprehensive **medical insurance** (self, family, group) are provided StudocuCourse Hero.
- Additional perks include free lunch, gym facilities, daycare services, recreation centers, and accident/death benefits Studocu.
- Motivational schemes: profit-sharing, performance-driven bonuses (e.g., meeting sales targets), job security, corporate outings, and likeminded benefits Studocu.

4.6 Strategic Planning & HR Systems

- Strategic planning integrates **3-year scenarios and annual action plans**, with involvement across all levels. GP uses **key performance indicators**, benchmarks, surveys, and competitive data in its HR strategies www.slideshare.net.
- The **Business Intelligence Team** collects market and operational data to guide planning and compensation decisions www.slideshare.net.
- A **sophisticated HRIS (Human Resource Information System)** supports efficient HR operations and data-driven decision-making

Chapter-5

Finding

5.1 Human Resource Planning

Humans are asset when they arranging is a procedure of anticipating the further need of human in the basis of association. The reasons for HR arranging are to empower associations to envision their future HRM needs and to recognize rehearses that will assist them with meeting those necessities. HR arranging might be done on a short-or long haul (at least three years) premise. Its point is to guarantee that individuals will be accessible with the fitting qualities and aptitudes when and where the association needs them. The utilization of HR arranging empowers organizations to oversee their future by getting ready for likely occasions. That is, they can envision change and devise fitting approaches. At the point when organizations figure out how to gain by future occasions, their own future improves.

At the point when occupied with human asset arranging, an organization infers its human asset needs by first gauging its interest for HR (i.e., the number and kinds of individuals expected to complete crafted by the association at some future point in time), and afterward its stockpile (i.e., the places that are relied upon to be as of now filled). For instance, if a firm gauges that it will request 12 bookkeepers during the following monetary year and hopes to hold its stockpile of nine who are as of now on staff, its HR need is procure three extra bookkeepers. Following is a more critical take a gander at how an organization can decide its HR needs and devise intends to meet them.

Human Resources Planning

Human resources planning can be described as a process of ascertaining the manpower requirements of an organization which should be aligned with the strategic goals of the organization. According to E.W. Vetter, human resource planning is “the process by which a management determines how an organization should make from its current manpower position to its desired manpower position”. Some of the features are:

- Well defined objectives of human resource planning.
- Human resource plan needs of the organization.
- Manpower planning in advance.
- Creating Proper Work Environment.

Planning is the first step for determining the success of any strategic initiative and ensuring achievement of pre-defined goals as it establishes a road map for realization of several action plans. Effective planning begins with information gathering, defining or establishing objectives and implementing sound decisions for ensuring achievement of organizational goals. HR Planning answers the following questions of number of employees in the organization, skills and knowledge of the employees a company possesses, proper utilization of the resources and motivational tools required for the employees.

Human Resources Practitioners who plan HR program assist the organization to manage its employees strategically by facilitating the career planning of the employees and achieving the objectives as well. In the present scenario of fast changing business environment which is characterized by more volatility, cut throat competition and global approach, organizations have started to give increasing importance to effective Human Resource Planning for gaining a competitive edge through appointment of the right talent in the right position. Not only in Staffing, but HRP plays a crucial role in the areas of Training & Development, Compensation Determination as well as planning and implementing various motivational initiatives for the employees. In the era of Strategic Alliances, Globalization of economies, Mergers and Acquisitions, HRP can play a very critical role in determining organization's competitiveness.

5.2 Training & Development and HRIS Applications:

HRIS is a systematic process of compiling different information for easily accessing them further. HRIS helps in training and development issues within a business. It facilitates performance evaluation of an employee understanding proper training methods, utilizing the knowledge imparted to employees in an accessible manner.

Training and Development - Strategic Implications and Learning Organization:

The organizations in the present scenario give a lot of importance to effective knowledge acquisition and knowledge sharing, continuous improvement by evolving as learning organizations. As a result of which, Training & Development function play a strategic role in improving the overall productivity and steering organizational

growth as well. Rather, it would be appropriate to say that the T&D strategies are implemented in alignment with the overall corporate strategies for realizing pre-defined organizational goals. For staying ahead of the competition, responding to the environmental changes proactively, T&D is considered as an integral function by the organizations in the present scenario. Research shows that mostly organizations have a formalized approach to learning. Learning organizations provide continuous learning opportunities to reach organizational goals as well as individual performances.

5.3 Recruitment & Selection Process:

To recruit a new officer (Research & Analysis). The company follows the following steps:

Finding out the vacant position:

This is done by the job analysis of that position. Moreover as business is growing and diversifying in different fields the company needs more (Research & Analysis). To handle the responsibilities of different fields. This has been identified through job analysis. At the moment the Company is having officers (Research & Analysis).Within next year they will need two officers (Research & Analysis). to handle the increased pressure of the project as well as from the customers.

Attracting the field:

To attract the prospective candidates for the position company will advertise through the following sources: Online job advertisement in different job searching websites like bdjobs, prothomalo jobs, jobsa1, including and company's own websites. Newspaper adds in leading national and local daily newspapers like prothomalo/ dailystar including sylheterdak etc. A notice will be hung in the company notice board in the company premises. Company will bear the cost to attract the candidates that's why candidates don't have to pay anything for making an application.

Short listing:

Candidates are short listed by scrutinizing the application forms that are received from the different candidates. There will be some basic criteria's to short list the candidates. For instances: The candidate must be a marketing graduate and he must be computer literate and of course should match experience criteria. If any candidate does not fulfill any of the above criteria will not be short listed. Candidates who are short listed must possess fulfill all three criteria. On the basis of best match 50% of the applied candidates will be short listed.

Selection test:

The short listed candidates will be called for a selection test. The test will contain 50marks. The selection test will divide into two parts. First part is for testing basic marketing concepts and knowledge (out of 40); while another one will evaluate candidates' computer literacy (out of 10). For this test each candidate has to perform some tasks practically sitting using computer within a time frame. At a ratio5:3(attendees: passed) the top scorers will be asked for employment interview.

Employment interview:

Candidates who score highest in the selection test will be selected and called for a formal interview. Each candidate will be given a similar kind of situation where they have to make decision and prove their ability to handle the situation. During that process the candidates will be tested for the following competencies:

- Customers services
- Team work
- Flexibility
- Achievement
- Communication skill

Selection decision:

On the basis of the performance in written test and interview 5 candidates will be selected chronologically starting from the highest scorers. The company will have provision for another 3 candidates in case if any selected candidates do not accept offer.

Job Offer:

Top two candidates will get our formal appointment letter by currier. In the appointment letter the basic terms of the employment, policies, compensation and their benefits will be briefly mentioned.

Evaluation & Employment Contract:

Those who will accept our job offer will be given the final contract letter after successful completion of their six months probationary period. Each employee will have a line manager to whom they will Internship Report. After six months every line manager will sit with higher management to do the formal evaluation of each candidate. Then the successful candidates will be given the permanent employment contract letter. After signing this letter the employee will become a full time permanent staff member of the organization.

5.4 Guidelines for Developing a Human Resource Management Strategy:

Faced with rapid change organizations need to develop a more focused and coherent approach to managing people. In just the same way a business requires a marketing or information technology strategy it also requires a human resource or people strategy.

In developing such a strategy two critical questions must be addressed.

- What kinds of people do you need to manage and run your business to meet your strategic business objectives?
- What people programs and initiatives must be designed and implemented to attract, develop and retain staff to compete effectively?

In order to answer these questions four key dimensions of an organization must be addressed. These are:

- Culture: the beliefs, values, norms and management style of the organization
- Organization: the structure, job roles and Internship Reporting lines of the organization
- People: the skill levels, staff potential and management capability
- Human resources systems: the people focused mechanisms which deliver the strategy – employee selection, communications, training, rewards, career development, etc.

Frequently in managing the people element of their business senior managers will only focus on one or two dimensions and neglect to deal with the others. Typically, companies reorganize their structures to free managers from bureaucracy and drive for more entrepreneurial flair but then fail to adjust their training or reward systems.

When the desired entrepreneurial behavior does not emerge managers frequently look confused at the apparent failure of the changes to deliver results. The fact is that seldom can you focus on only one area. What is required is a strategic perspective aimed at identifying the relationship between all four dimensions.

If you require an organization which really values quality and service you not only have to retrain staff, you must also review the organization, reward, and appraisal and communications systems.

The pay and reward system is a classic problem in this area. Frequently organizations have payment systems which are designed around the volume of output produced. If you then seek to develop a company which emphasizes the product's quality you must change the pay systems. Otherwise you have a contradiction between what the chief executive is saying about quality and what your payment system is encouraging staff to do.

Employee education, training and development:

In general, education is 'mind preparation' and is carried out remote from the actual work area, training is the systematic development of the attitude, knowledge, skill pattern required by a person to perform a given task or job adequately and development is 'the growth of the individual in terms of ability, understanding and awareness'.

Within an organization all three are necessary in order to:

- Develop workers to undertake higher-grade tasks;
- Provide the conventional training of new and young workers (e.g. as apprentices, clerks, etc.);
- Raise efficiency and standards of performance;
- Meet legislative requirements (e.g. health and safety);
- Inform people (induction training, pre-retirement courses, etc.);

From time to time meet special needs arising from technical, legislative, and knowledge need changes. Meeting these needs is achieved via the 'training loop'. (Schematic available in PDF version.)

The diagnosis of other than conventional needs is complex and often depends upon the intuition or personal experience of managers and needs revealed by deficiencies. Sources of inspiration include:

- Common sense – it is often obvious that new machines, work systems, task requirements and changes in job content will require workers to be prepared;
- Shortcomings revealed by statistics of output per head, performance indices, unit costs, etc. and behavioral failures revealed by absentee figures, lateness, sickness etc. records;
- Recommendations of government and industry training organizations;
- Inspiration and innovations of individual managers and supervisors;
- Forecasts and predictions about staffing needs;
- Inspirations prompted by the technical press, training journals, Internship Reports of the experience of others;
- The suggestions made by specialist (e.g. education and training officers, safety engineers, work-study staff and management services personnel).

Designing training is far more than devising courses; it can include activities such as:

- Learning from observation of trained workers;
- Receiving coaching from seniors;
- Discovery as the result of working party, project team membership or attendance at meetings;
- Job swaps within and without the organization;
- Undertaking planned reading, or follow from the use of self teaching texts and video tapes;
- Learning via involvement in research, Internship Report writing and visiting other works or organizations.

So far as group training is concerned in addition to formal courses there are:

- Lectures and talks by senior or specialist managers;
- Discussion group (conference and meeting) activities;
- Briefing by senior staffs;

- Role-playing exercises and simulation of actual conditions;
- Video and computer teaching activities;
- Case studies (and discussion) tests, quizzes, panel 'games', group forums, observation exercises and inspection and Internship Reporting techniques.

Evaluation of the effectiveness of training is done to ensure that it is cost effective, to identify needs to modify or extend what is being provided, to reveal new needs and redefine priorities and most of all to ensure that the objectives of the training are being met.

The latter may not be easy to ascertain where results cannot be measured mathematically. In the case of attitude and behavioral changes sought, leadership abilities, drive and ambition fostered, etc., achievement is a matter of the judgment of senior staffs. Exact validation might be impossible but unless on the whole the judgments are favorable the cooperation of managers in identifying needs, releasing personnel and assisting in training ventures will cease.

In making their judgments senior managers will question whether the efforts expended have produced:

- More effective, efficient, flexible employees;
- Faster results in making newcomers knowledgeable and effective than would follow from experience;
- More effective or efficient use of machinery, equipment and work procedures;
- Fewer requirements to implement redundancy (by retraining);
- Fewer accidents both personal and to property;
- Improvements in the qualifications of staff and their ability to take on tougher roles;

Better employee loyalty to the organization with more willingness to innovate and accept change.

Corporate Cultural Awareness Training and Assignment Performance:

Manpower planning:

The penalties for not being correctly staffed are costly. Understaffing loses the business economies of scale and specialization, orders, customers and profits. Overstaffing is wasteful and expensive, if sustained, and it is costly to eliminate

because of modern legislation in respect of redundancy payments, consultation, minimum periods of notice, etc.

Very importantly, overstaffing reduces the competitive efficiency of the business. Staffing level planning requires that an assessment of present and future needs of the organization be compared with present resources and future predicted resources. Appropriate steps then be planned to bring demand and supply into balance.

Thus the first step is to take a 'satellite picture' of the existing workforce profile (numbers, skills, ages, flexibility, sex, experience, forecast capabilities, character, potential, etc. of existing employees) and then to adjust this for 1, 3 and 10 years ahead by amendments for normal turnover, planned staff movements, retirements, etc, in line with the business plan for the corresponding time frames.

The result should be a series of crude supply situations as would be the outcome of present planning if left unmodified. (This, clearly, requires a great deal of information accretion, classification and statistical analysis as a subsidiary aspect of personnel management.)

What future demands will be is only influenced in part by the forecast of the personnel manager, whose main task may well be to scrutinize and modify the crude predictions of other managers. Future staffing needs will derive from:

- Sales and production forecasts
- The effects of technological change on task needs
- Variations in the efficiency, productivity, flexibility of labor as a result of training, work study, organizational change, new motivations, etc.
- Changes in employment practices (e.g. use of subcontractors or agency staffs, hiving-off tasks, buying in, substitution, etc.)
- Variations, which respond to new legislation, e.g. payroll taxes or their abolition, new health and safety requirements
- Changes in Government policies (investment incentives, regional or trade grants, etc.)

What should emerge from this 'blue sky gazing' is a 'thought out' and logical staffing demand schedule for varying dates in the future which can then be compared with the crude supply schedules. The comparisons will then indicate what steps must be taken to achieve a balance.

That, in turn, will involve the further planning of such recruitment, training, retraining, labor reductions (early retirement/redundancy) or changes in workforce utilization as will bring supply and demand into equilibrium, not just as a one–off but as a continuing workforce planning exercise the inputs to which will need constant varying to reflect 'actual' as against predicted experience on the supply side and changes in production actually achieved as against forecast on the demand side.

5.5 Concept of Training & Development

The quality and variety of the employee training provide is key for motivation. Reasons for employee training range from new-hire training about operation, to introducing a new concept to a workgroup to bringing in a new computer system.

Reason for conducting an employee training session, need to develop the employee training within the framework of a comprehensive, ongoing, and consistent employee training program. This quality employee training program is essential to keep staff motivated about learning new concepts and department profitable.

Program with an overview of the job expectations and performance skills needed to perform the job functions. A new hire training program provides a fundamental understanding of the position and how the position fits within the organizational structure.

A training program begins with the creation of an employee training manual, in either notebook format or online. This manual acts as a building block of practical and technical skills needed to prepare the new individual for his or her position. In order for the department to understand current policies and procedures, a manager must ensure the department manuals or online employee training are kept current. This includes any system enhancements and/or change in policy or procedure.

Another of training includes having the new associate train directly next to an existing associate. Some call this On the Job Training (OJT) or side-by-side training. This type of employee training allows the new associate to see firsthand the different facets of the position.

OJT allows the new hire the opportunity to develop a working relationship with an existing associate. This type of employee training reinforces concepts learned in the initial training and should be used to reinforce and apply those same learned concepts.
A continuing education program for a department is just as important as the new hire training. When training a new associate, I have found that they will only retain approximately 40 percent of the information learned in the initial training session. Therefore, a continuous effort must be placed on reminding the staff about various procedures and concepts. This continuing education can be formal or informal. The author's preference is always with a more informal approach.
The formal or traditional approach, to employee training often includes a member of management sending a memo to each associate. The informal, and often more appealing approach to a visual learner, is to send a one-page information sheet to staff. This information sheet, called a training alert, should be informative and presented in a non-threatening manner. Therefore, if the policy or procedure changes the informal approach would better prepare the department to receive this presentation.

5.6 Types of HRM concept:

i. One Time HRM Clinic Concept

The one time clinic concept is perfect for those leagues that want to offer some type of programming but are limited to space and or volunteers. The concept is as follows:

- Select a date that is following regular season but before other sport seasons are starting.
- Find a number of volunteers that can commit time for that date.
- Send home flyers to all players during the regular season and inform them of this clinic date.
- Find a site, a field, a local gymnasium or cage.
- Organize the agenda which should have instructional components as well as a game or contest component to create some fun.
- Determine if participation awards are needed.
- Identify players who are "natural leaders" and utilize them as mentors for younger / more inexperienced players.

ii. Regular HRM Clinics Concept:

The regular TAD clinic concept is arranged around a number of set dates throughout the late summer and/or fall. It is designed to provide numerous opportunities for instruction through a specified time frame. The concept is as follows:

- Select the dates to operate the concept.
- Find a number of volunteers to assist in the training.
- Send home flyers during the regular season announcing the fall program.
- Organize your instruction.
- Interlinguas play could possibly be arranged with surrounding leagues.
- Determine if participation awards are needed.
- Introduce baseball or softball related skill game.
- Identify players who are "natural leaders" and utilize them as mentors for younger, more inexperienced players.
- Determine the number of volunteers needed

iii. Informal League Play HRM Concept:

The informal league play HRM concept is designed for those leagues that strictly want to play extra Determine Number of players needed to form teams

- Inform players during the regular season of the Fall Ball availability
- Determine length of Fall Schedule
- If more than one team and not Interlingua playing, determine draft method.
- Determine if participation awards are needed.
- Alternate managers and coaches between teams so players are exposed to varying leadership / teaching methods.
- Identify players who are "natural leaders" and utilize them as mentors for younger / more inexperienced players.

5.7 Purpose of Human Resource Management

While some people think of training objective as a waste of valuable time. The counterargument here is that resources are always limited and the training objectives actually lead the design of training. It provides the clear guidelines and develops the training program in less time because objectives focus specifically on needs.

It helps in adhering to a plan. Given bellow the objective of training & development

i) Information:

At its most basic form, a piece of information about something is a "unit of awareness" about that thing. (A field of philosophy, epistemology, includes analysis of what is really information and what isn't. This field might visit the question: "If a tree falls in the forest, does it make a sound?") Some people think that this awareness occurs only in the brain and, therefore, usually comes from some form of thought. Other people also accept information as a form of realization from other forms of inquiry, e.g., intuition.

Training provides many kinds of information for the employee:

- What's kind of job
- What's to be doing to hear?
- Position to the organization.
- Competitor to the organization.

ii) Knowledge:

Knowledge is gleaned by organizing information. Typically, information evolves to knowledge by the learner's gaining context, perspective and scope about the information. Gathering knowledge for employee is the most important objective to organization.

Many kinds of knowledge gather to be hear such like:

- Job knowledge.
- Know to be organization.
- Know to be competitor

iii) Skills:

Skills are applying knowledge in an effective and efficient manner to get something done. One notices skills in an employee by their behaviors. When employee skill will be developed then organization will give better output.

- Employee will be gendered professional skill
- In this sector employee will know to the organizational environment.
- Employee will know to how facing to organizational situation.

- Organization build quality employee.

iv) Task:

A task is a typically defined as a unit of work, that is, a set of activities needed to produce some result, e.g., vacuuming a carpet, writing a memo, sorting the mail, etc. Complex positions in the organization may include a large number of tasks, which are sometimes referred to as functions.

- What is the organizational objective it will know to the training & development.
- Organization known to who a perfect to which sector.
- Organization finds out the best employee.

v) Job:

A job is a collection of tasks and responsibilities that an employee is responsible to conduct.

- Employee finds out the best carrier.
- Organization finds out the best employee.
- Employee gander that kinds of knowledge that is suitable for carrier.

vi) Role:

A role is the set of responsibilities or expected results associated with a job. A job usually includes several roles.

- Organization maintains proper rules & regulation.
- Employee knows to organizational maintaining role.
- Organization can find out to rules breaker.

vii) Learning:

Typically, learning is viewed as enhancing one's knowledge, understanding or skills. Some people see learning as enhancement to one's knowledge, awareness and skills. It's important to note that learning is more than collecting information — more than collecting unredeemed books on a shelf. Depending on the needs of the learner, knowledge is converted to skills, that is, the learner knows how to apply the knowledge to get something done.

Ideally, the skills are applied to the most appropriate tasks and practices in the organization, thereby producing performance — results needed by the organization.

- Employee learn to how to doing work.

- Employee know to how maintained rules & regulation.
- Employee learn to job responsibility

viii) Continuous Learning:

Simply put, continuous learning is the ability to learn to learn. Learning need not be a linear event where a learner goes to a formal learning program, gains areas of knowledge and skills about a process, and then the learning ceases. If the learner can view life (including work) as a "learning program", then the learner can continue to learn from almost everything in life. As a result, the learner continues to expand his or her capacity for living, including working.

- When training will be continuing than employee will be learn many things.
- System wise gander knowledge.
- Provide best learning things.

Training & Development:

The formal or traditional approach, to employee training often includes a member of management sending a memo to each associate. The informal, and often more appealing approach to a visual learner, is to send a one-page information sheet to staff. This information sheet, called a training alert, should be informative and presented in a non-threatening manner. Therefore, if the policy or procedure changes the informal approach would better prepare the department to receive this presentation

5.8 Training program for Grameenphone Limited sector: Long-term impact:

Vocational training programs aimed at rapidly growing sectors have the potential to reduce skills gaps and improve firm productivity. Training may also improve the likelihoods of individuals who are disadvantaged by various socioeconomic conditions. However, vocational programs enhancing skills have often been unsuccessful, because they are not driven by industry-demand and market-linkages, and because they are not well targeted.

In a rigorous RCT-based impact study, Shonchoy et al. (2019) show that a training-program offered to women and men from poor rural households in northwest Bangladesh has significant effects on employment in garment factories in the greater Dhaka area. In the initial project, eligible individuals were randomly selected into four

different treatment arms and a control: a group provided information about employment only; a group provided with information plus training in sewing; a group provided information and training plus a stipend while attending training; and a group provided the training, stipend, and a month-long paid internship in a factory. Data from a follow-up six months later shows a statistically significant and large employment effect of the training program when it is combined with the stipend or internship.

This project builds on the initial project and aims to expand that study into two important dimensions:

- First, the project will extend the previous study to measure the long-term impact of the training program on households and individuals. Researchers measure not only the impact on household food security, savings, and borrowing, but also the effect of industrial employment on individual physical and mental health and general well-being.
- Researchers conduct a comprehensive survey on the entire sample of the current study (2,210 individuals) 30 months and 42 months following the initial intervention. This health and well-being component of the study builds on important IGC-supported work by Blattman and Dercon (2019) on health effects of factory employment in Ethiopia.

5.9 Training women for management in the GP sector:

Last year, Bangladesh reached an important milestone when it left the World Bank's list of low-income countries, and gained lower-middle-income status. This advancement is the result of three decades of GDP growth of nearly 6%. The rapid expansion of the ready-made garment sector, which accounts for 80% of exports and around one-eighth of economic activity, fuelled this sustained growth.

The Grameenphone Limited sector has transformed the labor force, too, by drawing women into the wage-labor market in large numbers. Around two-thirds of the sector's 4.5 million workers are female. On the sewing floor, 80% of production workers are female, but 95% of managers are male.

Over the past five years I have worked with a diverse set of partners to understand why women have not moved into management. Managers typically responded to this

issue by explaining that they do not invest in women's training because women drop out of the labor force when they marry and have children. Our survey data, which now include information from several thousand production workers, indicate that this is not the case. Around 80% of female production workers are married, and half of those who are married have children. These women continue to work in the sector.

Together with colleagues, I evaluated a project to train women to be supervisors, comparing the performance of the female trainees with that of similarly trained men. We worked with the German bilateral aid agency GIZ and a training programmers they developed several years ago. Working with more than 80 factories, we trained female and male workers selected by the factories as potential supervisors.

Our research reveals several barriers hindering the advancement of women into management. The first is that workers at all levels of the factory hierarchy believe that men make better supervisors. Workers expect men to outperform women in each of eight key traits we identified as characteristic of effective supervisors. The largest gap concerns technical skills, with men almost universally viewed as having better knowledge of machines and production processes. You may not find it surprising that these beliefs do not always match reality: in an extensive diagnostic, we find no gap in technical knowledge between the female and male trainees.

One area where we do find a gap concerns self-confidence. Male trainees expect themselves to perform at a level equal to a typical supervisor in their factory within three months of promotion, while female trainees expect themselves to perform significantly worse. Perhaps the most important outcome of the training is that it closes this confidence gap.

How do workers respond to the trainees once they return to the factory as supervisors-in-training? Surveys of and detailed production data from factory administrative records show the same pattern: in the first two months, operators rate male trainees as equal to other supervisors, and female trainees as significantly worse. Productivity data also show an initial outperformance by the male trainees. But four months later, the female trainees have caught up in terms of both the production data, and the opinion of operators under their direction. A series of exercises we conduct with the trainees indicates that women's initial underperformance reflects not a gap in skills,

but a gap in beliefs of the production workers they supervise. Female supervisors face resistance, especially from male operators working for them.

Participating factories responded to the trial in various ways. Several factories decided not to promote any of the female trainees. But some made radical changes. One set up an all-female production line with the trainees as supervisors. When that line became the second-most-productive line out of 60, managers decided to promote more women, and to create more female lines. Now 10% of supervisors are women. Given their performance, we are optimistic the barrier is broken, at least in this factory.

The ILO/IFC Better Work program took note of the results, and asked us to develop a more compact and scalable version of the training. Together with ODID alumna Hannah Uckat, now a DPhil student at Oxford's Economics Department, I am working with 30 factories and Better Work to design and implement a new version of the training program.

Bangladesh's Grameenphone Limited sector has generated its share of negative press in recent years. But the sector has also played a fundamental role in nearly three decades of rapid growth. It has transformed both the economy and the role of women in the labor force. This project has given us an insight into the ongoing evolution of the industry. As the economy continues to grow, competition for talent in local labour markets will increase. Our work demonstrates that a key overlooked pool of future talent exists in the factories themselves.

5.10 Enterprise-based training of Grameenphone Limited industry:

The readymade garment (Grameenphone Limited) sector is one of the economic lifelines of the country, but a bottleneck hampers the efficiency and productivity of the industry significantly. It is a hard fact that the industry has been suffering from a lack of skilled workforce. Enterprise-based training (EBT) is a must for development of the Grameenphone Limited and textile sector. It is a process of teaching or learning particular skills, knowledge or attitude on the premises of the enterprise and at the company level.

Experts have worked out the following reasons that could be responsible for the under-performance of the Grameenphone Limited sector in Bangladesh:

- Low efficiency/productivity at workplaces

- Acute shortage of skilled workforce at all levels
- High turnover of employees and poor record-keeping
- Lack of implementation of national skills standards
- Coordination and capacity challenges in the delivery of effective and consistent training
- Absence of research and development for the apparel sector
- Low standards for working condition and safety in factories and lack of compliance
- High underemployment and unemployment, low wages and therefore high level of working poor

"The shortage of skilled hands is a major challenge which adversely affects the efficiency, quality and productivity of the industry. The Grameenphone Limited industry faced a shortage of about 25 per cent of the total skilled individuals required to efficiently run the industry," said KM Rezaul Hasanat David, Chairman and CEO of Viyellatex Group. At present, a few thousand expatriate workers from Sri Lanka, India, Pakistan and other countries are employed in the apparel sector.

The Grameenphone Limited sector, being the employer of around 4.4 million workers, needs continuous supply of skilled machine operators in thousands, but off-the-job training centers in Bangladesh do not have the capacity to supply this large number of workers. So, the Centre of Excellence for Bangladesh Apparel Industry (CEBAI) has come up with the concept of enterprise-based training, through which factories can produce their own operators and do not have to depend on outside labor. The CEBAI is a joint initiative of the International Labor Organization (ILO) and the Bangladesh Garment Manufacturers and Exporters Association (BGMEA), funded by H&M and Swedish International Development Cooperation Agency with a view to establishing a replicable model of industry-driven training and support services for the Grameenphone Limited sector of Bangladesh.

Why EBT is needed: It is not possible to fill the gap of skilled workforce, 25 per cent of the skilled labor, through off-the-job centers. Though there has not been any research on the available training centers that provide training to the people in the Grameenphone Limited sector, the number of such providers is extremely low,

according to the stakeholders. Hence, enterprise-based training follows structured competency-based training, assessment and certification where factories are able to develop their own human resources, thus building a learning culture within the business entities. Following are the major rational explanations why EBT is useful and effective:

- Reduces dependence on others to get supply of skilled workforce
- Customization of programmers is easy as the training is under the factory control
- A certified pool of trainers under the factory payroll who can positively influence the production floor
- Reduces the overall cost as EBT helps reduce helpers from the floor
- Beneficial for workers, as they get a certificate, enhance their competencies and get motivated to improve further
- Beneficial for employers, as trained workers demonstrate positive behavioral changes as well as attitude towards work and the industry
- It provides firsthand entry of working helpers to operators' grade
- EBT can be linked to apprenticeship program therefore tax incentive can be achieved

Flexibility of EBT: There could be various types of EBT. It depends on the factory and the management as to how they want to implement it. However, enhancing only technical skills is no longer a requirement for the sector. Rather, improving the knowledge and attitude has become equally important so the workers are motivated at the workplace and they take pride in where they work for. Therefore, a dedicated training space separated from commercial floors has become imperative to impart knowledge, skills and attitude to the workers altogether. Rest depends on the factory while a guideline is already available from BTEB that is willing to conduct competency-based training and assessment. Factories can have the flexibility to adopt their requirements as per their desire.

According to Miran Ali, Managing Director of Bitopi Group, "The initiative is inevitable not only for my factory, but also for Grameenphone Limited sector and as this is a new framework of skills development, it needs time so that it could deliver to

its full potential."

Atiqul Islam, President of CEBAI, who was the immediate past president of BGMEA, has emphasized the vital importance of EBT. He firmly believes that this training opportunity will have a great impact on the future of the Grameenphone Limited industry.

Current Status of EBT: Currently 10 factories have established EBT facilities with dedicated training spaces of varied capacities. The factories are:

- Russel Grameenphone Limited, Narayanganj
- Knit Concern, Narayanganj
- Fakir Apparels, Narayanganj
- Remi Holdings, Narayanganj
- Hoplun, Savar
- Comfit Composite, Mirzapur
- Beacon Textiles, Gazipur
- Mohammadi Group, Gazipur
- Genesis Fashions, Gazipur
- Tarasima Apparels, Manikganj

Using effective EBT, these 10 companies produced over 3,500 candidates in-house as of March 2021, who have now been contributing positively to their respective companies.

Benefit of EBT: As the training takes place inside the factory, the trainees have the option to take on-the-job training. Factories can allocate a required number of machines for the training centers. Moreover, the factory-based training Centre can easily adopt a change in design, competency, process and operation as per the production floor requirement or buyers' demand. The skilled workforce in the factory can act as technical trainers. As the training Centre is meeting the requirement of the factory, the management doesn't have to depend on floating workers coming at the factory gate. The training Centre can be used for other training purposes as well like fire safety, occupational safety and health, compliance, wet management and efficiency, supervisory skills development etc. Factories are aware of the better way

of applying the learning techniques; its trainers have the knowledge about competency-based training and assessment.

5.11 Findings of the Analysis:

- **Comprehensiveness of the HR Strategies and Policies:** From, the study, we have found out that, the HR policies and strategies are comprehensive enough to manage the workforce of the company. The policies are well defined and widely explained to ensure an all-encompassing HR management.
- **Access of the employees to HR Strategies and Policies:** The HR policies and strategies are disclosed to the full among the employees and management body for better understanding and practice. The employees have sufficient access to them in case of any need felt.
- **HR Strategies and Policies in practice:** My working experience with Grameenphone Limited shows that, the HR manual of the company is practiced in full and without any bias and deviation. The policies are also helping the company to get a better managed working environment.
- **Acceptance among the employees:** The employees of Grameenphone Limited are satisfied with the HR policy as they are fully disclosed and neutrally practiced. The policy's comprehensiveness and implementation procedure are working as a moral support in this regard.
- **HR Strategies and Policies and human rights issues:** From our study, we have found out that, the HR policies and strategies are conforming the ILO standards for the employees. The policy also follows the rules and regulations of the Ministry of Labor and Human Resource of the Govt. of Bangladesh.

Chapter-6

Recommendations & Conclusion

6.1 Recommendations:

- Introduction of an 'Employee Welfare Association: In many cases, the need for an employee welfare association is felt. This association can take different constructive efforts for the welfare and benefits of the employees in an organized way. Despite continuous criticism for the 'Labor Unions' for their misleader activities, the need of this kind of association still remains indispensable.
- **Creation of an 'Employee Welfare Fund**: An employee welfare fund can be created from the contribution of the employees and donations from the owners and outside sources. This fund would be very handful in time of any emergency of the workers. Such fund can be centrally managed for fair practice.
- **Training and Development issue:** More intensive training program should be introduced to increase the employee performance to the optimum level. The HR policy could include certain provisions regarding to a reutilized and modern training.
- **HR counseling cell:** An HR counseling cell can be established by the HRD to provide counseling and information to the employees regarding to HR issues. This will certainly increase the motivation and confidence level of the employees.
- **Continuous modernization and revision:** Modernization and revision of the HR policies and strategies are indispensable for any organization as the world is getting more diversified day by day. The HRD of Grameenphone Limited limited. should continuously monitor the changes happening around and adjust the policies to match the changed scenario.
- Provide sound Compensation Package
- Provide appropriate Motivation
- Making Work environment more friendly to work happily under pressure
- Orientation Programs needed by immediate superiors not with much broader side.
- Communication should be always with immediate superior who will recommend his/her superior. That means maintaining hierarchy.

- Provide transport facility for technical employees or provide housing facility.
- Making people understand that they are part of the production process, so they are very important to Organization & Economy of Country for taking from them the best performance.

6.2 Conclusion:

Grameenphone Limited's HR practices reflect a strategic, structured, and employee-focused approach aimed at building a high-performing, innovative, and inclusive organization. The HR department—organized into distinct functional units—effectively manages talent acquisition, development, performance management, and employee engagement in alignment with the company's vision and market demands. Through modern recruitment strategies, performance-based evaluations, comprehensive training programs, and competitive compensation & benefits, Grameenphone Limited ensures it attracts and retains top talent. The integration of technology, global leadership development initiatives, and employee well-being programs demonstrate a forward-looking HR model rooted in both local relevance and global standards. Overall, Grameenphone Limited's HR practices not only support business growth but also foster a culture of empowerment, accountability, and continuous improvement, positioning it as a model employer in Bangladesh's telecom industry. From above discussion we can see that today multinational company's competitor increases and to achieve competitive advantage they need to expand their business and then they use malleable cheap rate employees. Though it's a larger contributing sector of our economy, we find it very lower tolerances for their employees, so these things should be taken care of for the betterment of our Grameenphone Limited Industries productive development as well as their people's improvement of livelihood & increase efficiency & effectiveness.

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Website and Links:

- **Grameenphone Careers** — https://www.grameenphone.com/about/career Grameenphone
- **Vacant Positions / Job Openings** — https://www.grameenphone.com/about/career/vacant-positions Grameenphone
- **Why Join Us (Employee Benefits & Culture)** — https://www.grameenphone.com/about/career/why-join-us Grameenphone