

# A Project Report on Challenges of Human Resource Management of Bangladesh during COVID-19





**Submitted to**

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## Letter of Transmittal

26<sup>th</sup> November, 2021

Md. Kazimul Hoque

Assistant Professor,

School of Business & Economics United International University.

Subject: Submitting project report on “Challenges of Human Resource Management in Bangladesh during COVID-19”.

Dear Sir,

I am a regular student of United International University, School of Business and economics. I am glad to let you know that I have completed my project report on “Challenges of Human Resource Management during COVID-19 in Bangladesh”. I would like to submit my project report to fulfill a requirement for my BBA degree.

I have tried my best to prepare a quality report based on the information I have collected. I request you to accept my report and I will be forever grateful to you.

Yours' Sincerely,

Mehedi Hasan Khan

ID: 111162062

## **Student Declaration**

I am Mehedi Hasan Khan, My ID- 111162062; I am a student of BBA, major in Human Resource Management from United International University. I am announcing that the project report on “Challenges of Human Resource Management during COVID-19 in Bangladesh” is entirely prepared and formulated by me and no one has submitted this report before me.

## **Acknowledgement**

First of all, I would like to express my gratitude towards my Most Merciful, Most Gracious Allah for granting me the wisdom, health, patience and strength to complete my report successfully.

I especially appreciate and express my love to those who have guided me in making this report in different ways at different times.

Finally, I would like to say thank you and gratitude from the bottom of my heart to my supervisor Md Kazimul Hoque, Assistant Professor, School of Business and economics, United International University for guiding me towards successful preparation of this report. Who assisted me in writing quality reports and helped me with all kinds of valuable information. I would not have been able to complete this report without his guidance and help. The only reason I got to write this report is because of his advice, eminence support and guidelines.

## **Executive Summary**

In November 2019, the novel corona virus which is occurred due to severe acute respiratory syndrome (SARS, COV-2) at first detected in the city of Wuhan, China. When Covid-19 struck Bangladesh, the immediate response was to shut down the economy to protect people by achieving some kind of isolation. This report is written on the challenges faced by human resource department in the organizations of Bangladesh. For COVID-19, companies and firms in many other countries have suffered severely, both qualitatively and quantitatively. Consequently, Organizations around the world are adapting new policies and new techniques to achieve organizational goals. During this pandemic, The HRM department are affected directly because this department works with human capital. On this article I have tried to focus the challenges that arise due to this pandemic and how the entire HRM adapts new techniques such as “Work from Home”, remote work and also the processes of HRM activity which are being done via online such as recruiting, training, evaluation of employees etc.

This data report aims to provide a descriptive analysis of survey that has been done by me through online questionnaire and the detailed information of each questionnaire, also, the detailed information of sampling procedure, summary of the key findings and recommendations. I tried to cover an overview of the Challenges of human resource management posed by the COVID-19 pandemic.

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# Chapter One

## Introduction

### 1.1 Introduction

The department of Human Resources is a thriving sector in the modern era of business. By many large corporation HRM was overlooked previously. The present situation of HRM department has shifted. Now, most organizations are putting effort to strengthen the HRM practices. HRM works with the human resources. An organization or company run not only by the technology but also by the human capital. Human resource management includes a continuous process. Any disruption in this process can damage an organizations profitability. This study will look into how Bangladeshi HR professionals are dealing with the COVID-19 pandemic. The goal of the project is to look at how organizations responded to the COVID-19 crisis from the perspective of people management in order to better understand how HRM can help with crisis management.

### 1.2 Background of Study

The purpose of submitting this report is to complete the requirement of a project to accomplish of Bachelor of Business Administration degree in United International University. This report is based on the information gathered during the project program. The pandemic which is caused by the COVID-19 virus is the burning issue now in the whole world because it



almost hit every sector in a country. On the basis of that situation the theme of this report has been chosen. In this report I try to focus the challenges faced by the HRM department in Bangladesh. And this was my great opportunity to prepare this report.

### 1.3 The Scope of Study

The covid-19 pandemic has hit everywhere. This report will focus on the challenges which have been faced by HR's in Bangladesh.

### 1.4 The Objectives of Study

Main objective of this project is to provide an intensified analysis on HR challenges during Covid-19 in the organizations of Bangladesh. How organizations focusing on different processes of HRM activities and how is being managed the HRM department, this report will reveal this.

#### Broad Objective

- ✓ To discover how organizations or companies have survived with the help of HRM department during pandemic.
- ✓ To enhance my experience

#### Specific Objective

- ✓ To analyze the covid-19 impact on HRM department
- ✓ To discover the state of the world business damaged by pandemic.
- ✓ To identify the overall HR practices practiced by different organization during Covid-19.
- ✓ To understand the strategies of managing work during crisis.

- ✓ To meet BBA degree requirement.

## 1.5 Methodology

This project aims to gather insights from HR practitioners. Consequently, I have only contacted HR (or human resources) professionals from some organizations of Bangladesh designated by me. I have chosen this criterion for confirmation Respondents to this survey work within the HR domain.

- ✓ **Topic Selection:** This topic is chosen by me for the purpose of exploring the challenges of HRM in epidemic disasters. And the topic is confirmed by my supervisor “Md. Kazimul Hoque”.
- ✓ **Sample Size:** 60 respondents.
- ✓ **Target organization:** I have done 360-degree investigation analysis of various multinational companies, various eCommerce websites and some small and medium organizations.
- ✓ **Data Collection Method:** Both primary and secondary data has been collected by me to complete this project.
  - **Primary Data:** Because of the pandemic situation face to face conversation could not be done. However, video meetings have been held with some HR employees. And the rest of the primary data is collected by questionnaire. These questionnaires distributed with the help of google form.

- **Secondary Data:** sources of the secondary data are-
  - ✚ Official websites of organizations
  - ✚ From different survey reports
  - ✚ Suitable newspaper articles
  - ✚ Journals related to this topic
  - ✚ Internet
  - ✚ Related Books

## 1.6 Limitations

- ❖ The pandemic situation made difficult to communicate with respondents.
- ❖ Authentic information is not obtained from the respondents.
- ❖ Insufficient sources of secondary data.
- ❖ Authentic information is uninformed by some employee.
- ❖ Articles on the topic that are not up to the mark.
- ❖ Pandemic situation was the major obstacle to distribution questionnaire.
- ❖ Respondents did not respond in time in google form.

# Chapter two

## Literature Review

### 2.1 Literature Review

The whole world is economically devastated by the corona virus. Consequently, millions of people have lost their job. The pandemic has severely damaged the survival of Organizations as well as on people of different professions. At present, the managers of human resource management are under a lot of strain, because of the recent outburst of the pandemic. The pandemic has brought about a dramatic change around the world. According to the situation, Businesses must respond and modify, as well as manage their employees. (arnevale, 2020).

Pandemic outbreaks have driven the whole world into modernization. The “Lockdown” approach is aimed at isolating people from the outbreak of COVID-19. As human health takes precedence over everything else, various health rules have to be followed, such as maintaining social distance, using masks and frequently sanitizing hands to get rid of the virus. In this situation, there is no other way for the companies except to provide a flexible working system. On the contrast, working from home and remote working are being new normal.

Jessica Li stated in their editorial board article that, the pandemic has posed a number of problems that have never been seen before in human history.

Sudden changes in the workplace, feelings of alienation and disconnectedness, pandemics will undoubtedly change work styles in the future, and modern changes to business organizations are the key challenges. Special skills, available internet facilities etc. are required during work from home. (Li, 2020)

Approximately 52% of people are remotely working around the world, according to remote work statistics. ([http://Remote work statistics](#) , 2021).

More than half of employees are now working by staying at home to maintain the safety protocols to protect against pandemic. Only remote work or work from home can assure the safety against the COVID-19 virus. Despite of pandemic challenges many people are claiming that the productivity of them is high on working at home rather than work at workplace. During pandemic, all the educational institutions are physically shut down. Consequently, classes, exams and other faculty works are now being held via online.

The type of work, the way of working has entirely changed for the COVID-19. Now employees have to manage the home and office work both at home. Harmonizing with the new changes are quite difficult for employees. The rate of work rate is so high because of this pandemic many employees are losing job. So, the work stress is high of employees while accomplishing office work. Also, for the lack of online tool knowledge working is being difficult to the employees.

Isolation has impacted negatively on mental health, causing depression and disruption. People are resilient when it comes to staying connected, particularly when it comes to information and technology (Li, 2020).

During this pandemic everything is changed overnight. Especially dramatically changes are visible in human resources management practices. Recruitment, hiring, selection, training every process is being changed during this pandemic. Employees selection, hiring and recruiting are now being done through live meeting, recorded video or through zoom meeting. Training is being given through online. During this pandemic recruitment of employees has reduced. Organizations are not so intending to hire new employees. But skill-based hiring employees are being new normal to fulfill the ongoing projects. For example, during this pandemic hospital needs skilled and experienced doctors rather than high academic back grounded doctors. So, in this situation the skilled and experienced employees are needed the most because if the emergency implantation.

The company that focuses more human capital will improve more. In this pandemic most of the company has shut down physically. Now adaption of new technology, changes in the company's traditional policy, modern strategy and employee's well-being are the keynote to survive for an organization.

# Chapter Three

## Covid-19's effects on Bangladesh

### 3.1 COVID-19 in Bangladesh

Covid-19 was confirmed a global pandemic by the World Health Organization on March 11<sup>th</sup>. As per frequent reviews from the Directorate General of Health Service, Bangladesh has also been certified COVID-19-infected, with 48 positive samples and 5 deaths ascribed to community transmission as of March 28, 2020. The Bangladesh government declared a 'general holiday' for the first time on March 23 last year to control the infection. Initially, a 'holiday' was declared from March 26 to April 4, but later it was extended several times. At that time offices, courts, mills, educational institutions were closed and all types of vehicles were banned from operating in the whole country. The situation where everything is closed during the holiday's is seen as a 'lockdown'.

But for a long time, this holiday in Bangladesh has hit the economy hard. And that's why the lockdown is gradually decreasing. The rate of re-infection is increasing in that country year after year.

The second wave of COVID-19 has hit Bangladesh. In Addition, due to mutations COVID-19 has become more dangerous. And that's why the lockdown has been announced again.

### 3.2 COVID-19's effects in Bangladesh Economy

COVID-19 has put the global economy under siege today. The Great Depression is about to strike. It's possible that the Great Depression would be much worse than the Great Depression of 1920. On the heads of governments of the world's largest and most powerful economies, there is a distinct black mark of concern.

The question of whether human life or the economy should be given more importance has been under discussion for a long time. The world bank declares Corona could reduce Bangladesh's economic growth by two to three percent. However, the government has set a growth target of 7.2 percent at the beginning of the financial year. In the meantime, there has been a negative impact on employment in the country. Workers are being laid off on various pretexts. Activities in various informal sectors including hotels, restaurants and day laborers did not become normal. According to a study by Dhaka University, the economy has lost more than Tk 1 lakh crore in a month from March 26 to April 25 due to the lockdown. At that time, the loss in agriculture, industry and services sector in the country was 3,300 crore rupees per day.

Bangladesh's economy can be divided into two categories. One is the agricultural sector, while the other is non-agricultural. The non-agricultural sector is referred to as the superstructure, while the agricultural sector is referred to as the basic structure. Paddy and wheat, the two most important agricultural crops, were not affected. It was, on the contrary, well-made. However, some industries, such as milk processing and poultry farms, have been seriously impacted during pandemic.



### 3.3 Effects of COVID-19 in Informal Employment and Livelihood

Most of the Bangladeshi workers depend on diverse informal employment. The large proportion of urban informal laborers, on the other hand, is connected with severely low-wage jobs like building industry, manufacturing and transportation; salesperson in various small shops and small merchants. There are far too many housekeepers and domestic workers, street vendors, garbage collectors, small restaurant employees, and market and stall retailer are all examples of people who work in the service industry. Clearly, these jobs and their families have been the hardest hit by the recession. Especially retail trade, transport, hospitality-sectors affected by COVID-19. Unexpected shocks of the size of COVID-19 leave no space for informal staff and businesses to cope. Although the poor have been hit hard by increasing food prices, many informal workers in the center of the income distribution have seen significant declines in earnings due to the pandemic situation. Just a small percentage of unemployed persons are compensated by social security, have savings, or have access to credit.

The lack of livelihoods has manifested itself in the migration of migrant workers from metropolitan areas. Workless migrants who have decided to return to their communities are struggling a lot to survive with their dependents in the nonappearance of any support programs directed at these vulnerable groups.

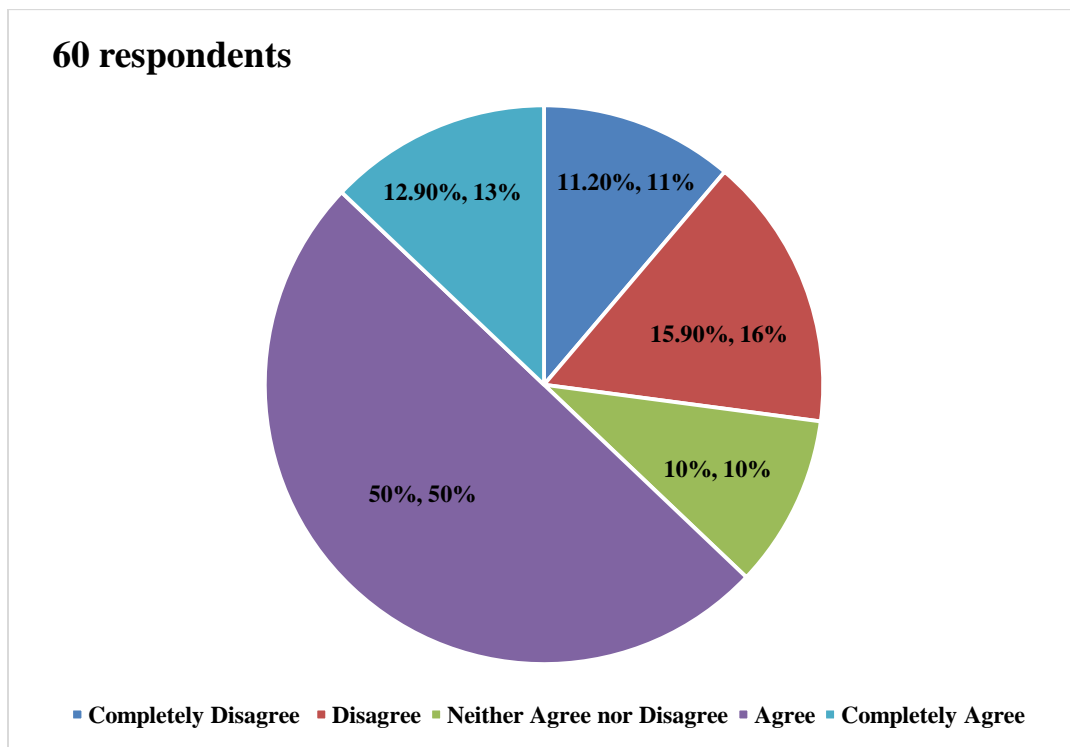
The majority of the 52 million informal workers have experienced a loss of income as a result of the economic downturn. The lockdown has had a huge impact on this style of job. For many, the loss of income could be permanent.

# Chapter Four

## Descriptive Analysis

### 4.1 Descriptive Statistics

1. “COVID-19 has a negative effect on the organization as a whole”.

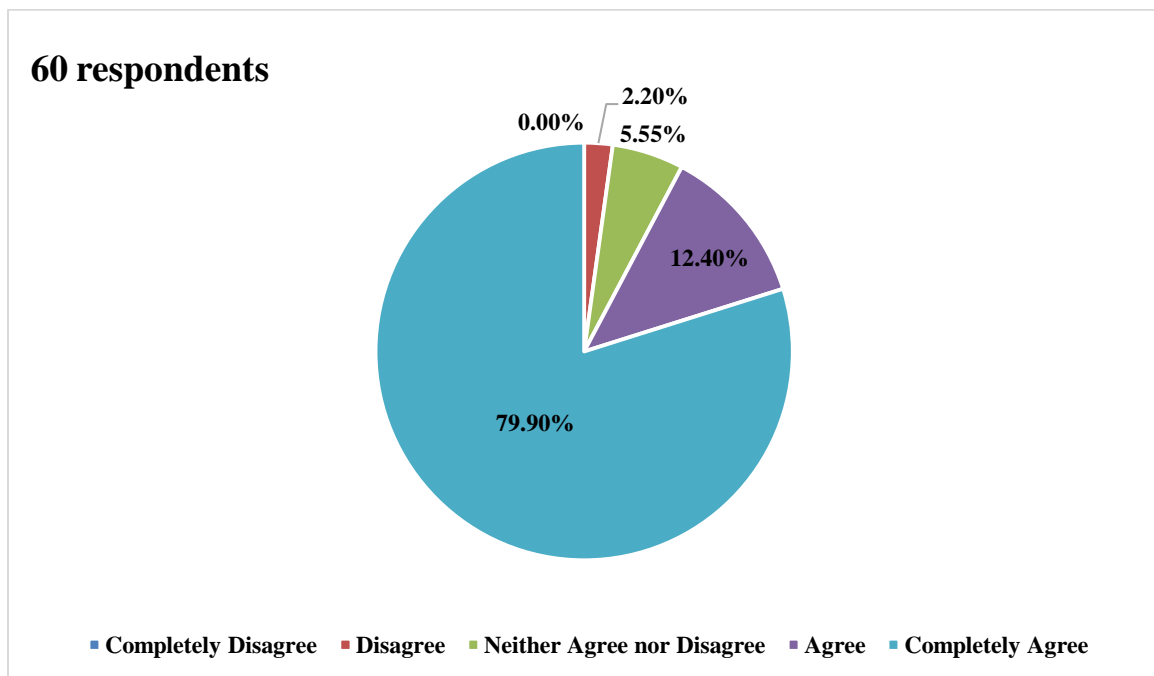


#### Assessment:

Participants were asked to evaluate how much they agreed or disagreed with the statement ‘COVID-19 has a negative impact on the organization’ and 50% of respondents among them are agree with that statement. 12.9%

respondents are completely agreed, 10% neutral while 27.1 % respondents are on the side of disagree & completely disagree with that statement. According to the average respondents it can be easily said that the pandemic has a negative affect on the organization as a whole.

2. The COVID19 pandemic was conveyed explicitly and effectively by the executive board.

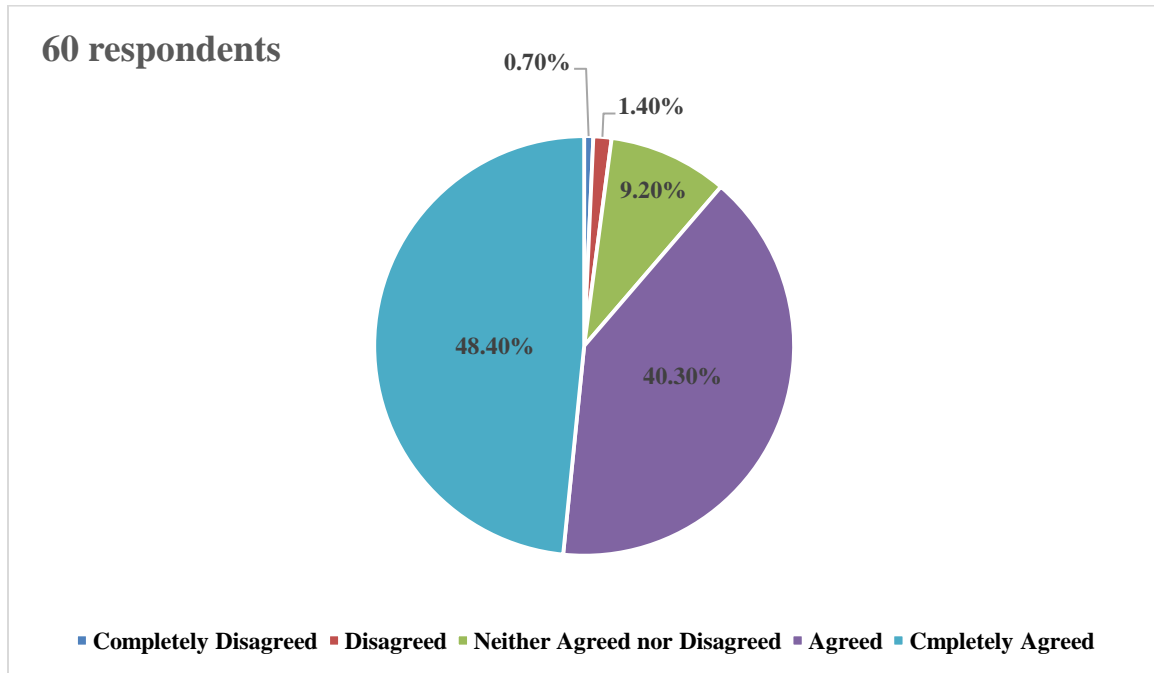


### Assessment

According to this distribution of answers, 92.3% of the respondents agreed and completely agreed with their statement that their executive board has explicitly contacted them on the COVID-19 epidemic. Only 2.2% disagreed and 5.5% of respondents were neutral about the statement. This result

indicates that the pandemic was conveyed explicitly and effectively by the executive board.

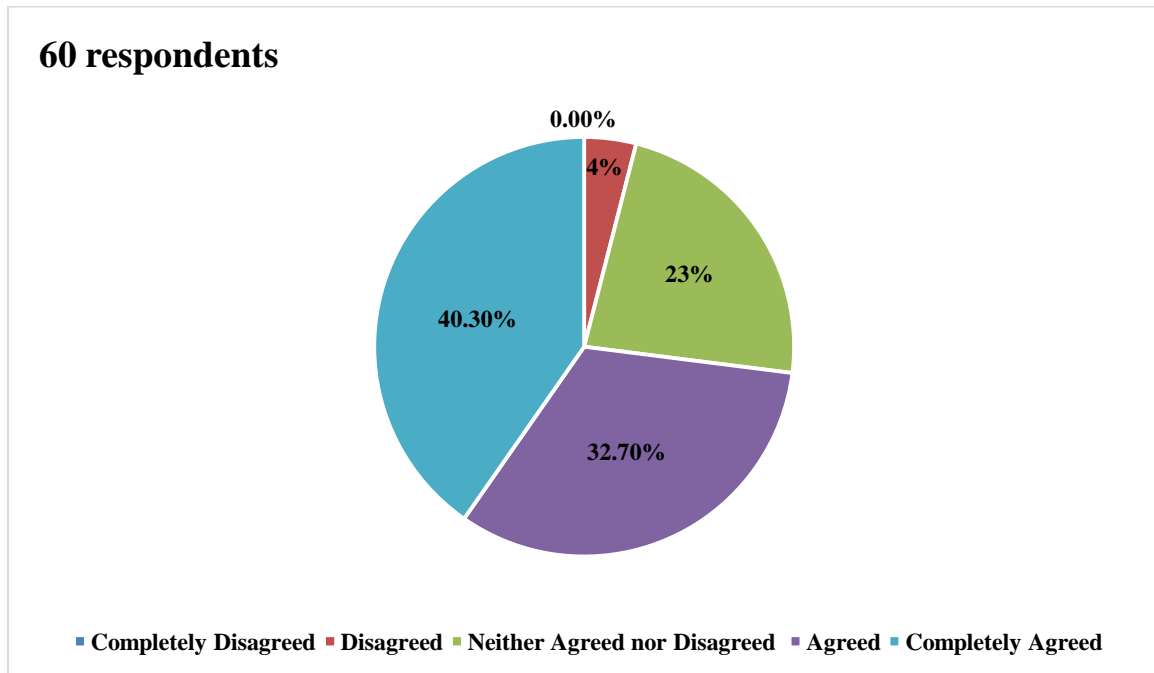
3. There is satisfactory management in the workplace against Pandemic.



**Assessment**

According to the average respondent, 48.4% of respondents choose the answer that agrees unanimously and 40.3% choose in favor of consent and 9.2% neutral and the rest of the respondents choose the answer in disagreement and strongly disagree. This clearly indicates that there is satisfaction in the way pandemics are managed by organizations.

#### 4. Experienced a change in the nature of work.

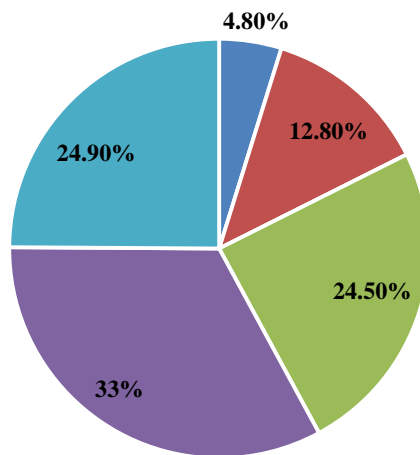


#### Assessment

Among the 60 respondents, 40.3% and 32.7% are choose the answer completely agreed and agreed respectively while 23% respondents are in the favor of neutral option and 4% respondents are with the disagreement. It clearly shows that during this pandemic the nature of the work has entirely changed.

#### 5. Changes in job responsibility.

**60 respondents**



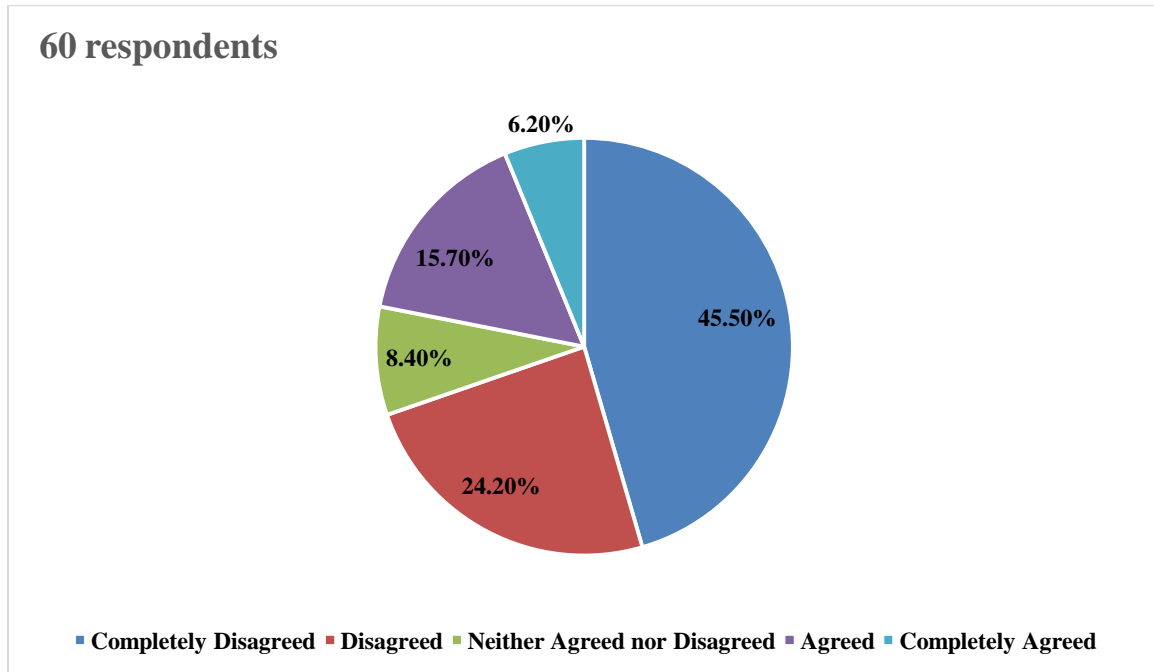
■ Completely Disagreed ■ Disagreed ■ Neither Agreed nor Disagreed ■ Agreed ■ Completely Agreed

### **Assessment**

Almost quarter of the respondents 24.9% are strongly agreed with the statement and 33% of the respondents agree. 24.8% respondents are on the favor of neutral option. 12.8% and 4.8% respondents choose answer which indicates the level of disagree and strongly disagree with the statement.

It shows that, during this pandemic the responsibility of work has changed.

## 6. Reduction in working hours

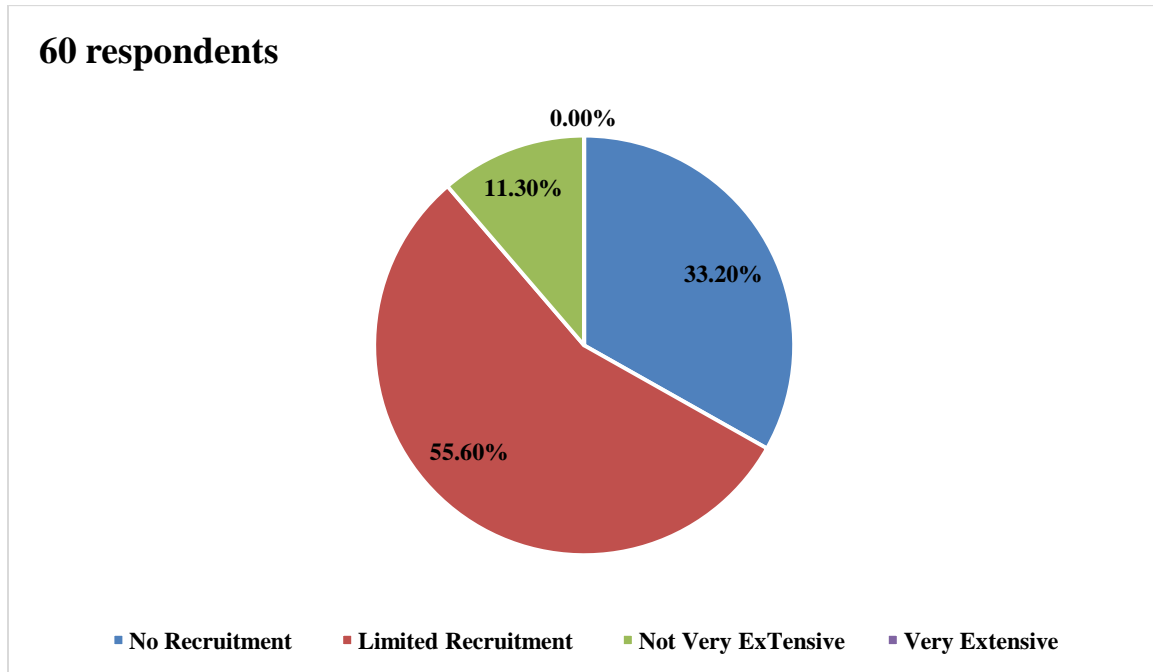


### Assessment

The distribution of answers to the question appears almost half of the participants completely disagreed with the statement while quarter of the participants 24.2% are disagreed with statement. Among the respondents, 15.7% agreed and 6.2% respondents strongly agree with the respondents.

This result indicates that most of the respondent's work hour has not reduced in this pandemic.

7. New personnel recruitment and selection was place during COVID-19.



### Assessment

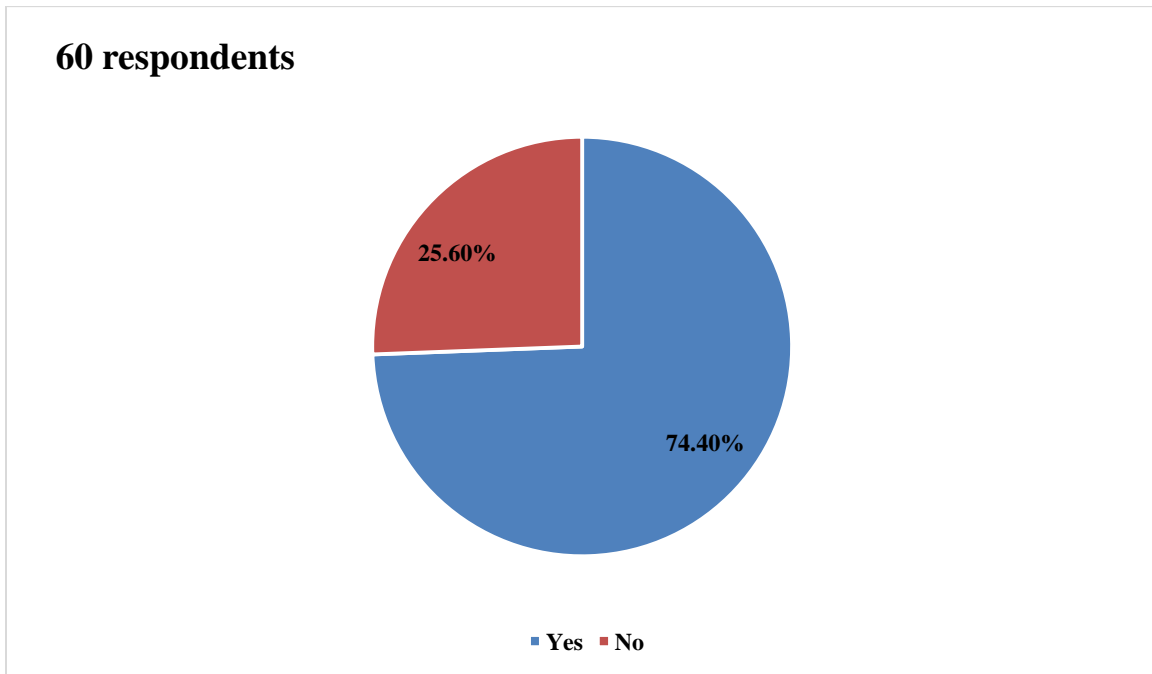
Respondents were asked regarding their experience of whether during this pandemic any recruitment and selection has taken place or not and the options are given to them was no recruitment, limited recruitment, not very extensive or very extensive.

A little more than half of respondents (55.6%) are Choose the ‘limited recruitment’ option. A little more then quarter quarter (33.2%) respondents choose “no recruitment” and 11.3% among the respondents choose not very extensive.



This result shows that the recruitment process in organization during pandemic has taken place is very limited. For example, amazon Facebook, Microsoft and many other worldwide renowned firms are recruiting employees. In Bangladesh square company limited, mobile network operator companies and many other companies are hiring employees during this pandemic.

8. The recruitment process has changed.

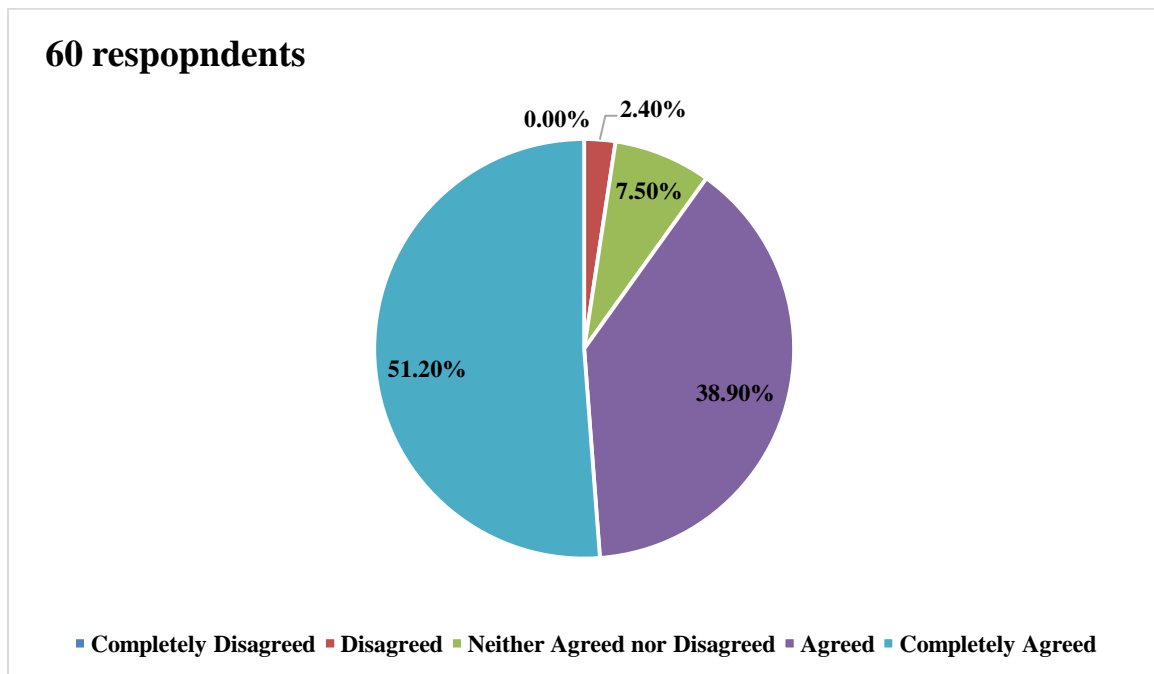


**Assessment:**

The respondents were asked during this pandemic whether the recruitment process has changed or same as before. The respondents had to choose answer between the option 'yes' or 'no'. Among them 74.4% respondents

choose 'yes' and 25.6% choose 'no'. According to this, it can be said that the recruitment process has changed during this pandemic.

9. Most employees are recruited through online interviews.



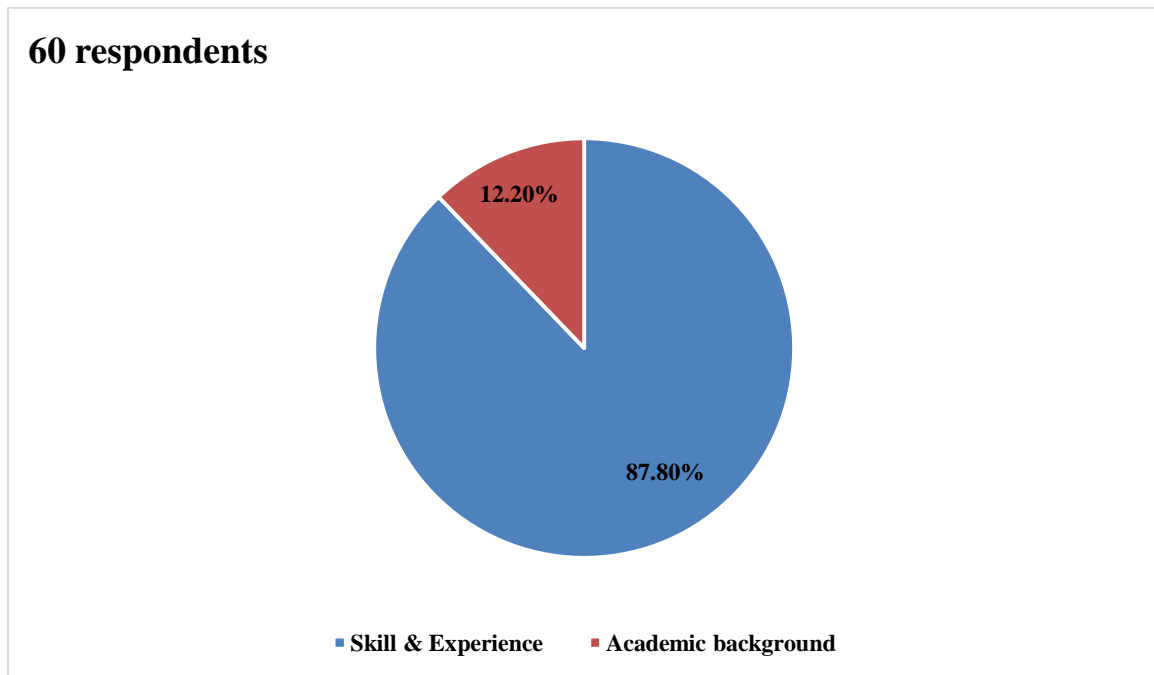
**Assessment:**

About half of the respondents (51.2%) respondents strongly agreed with the respondents and 38.9% respondents agreed while 7.5% are neutral and the disagreement level are 2.4%.

According to this, it can be clearly said that online interviews has taken place during this pandemic. Employees are hiring through online video meeting or recorded video interviews or via live video. During this

pandemic for the sake of safety almost every organization has changed traditional face-to-face interviews to online interviews. For example. Rabi Axiata limited is the second largest mobile network operator in Bangladesh hiring employees through online interviews during this pandemic.

10. During pandemic, which qualifications are being given priority in the recruitment process?

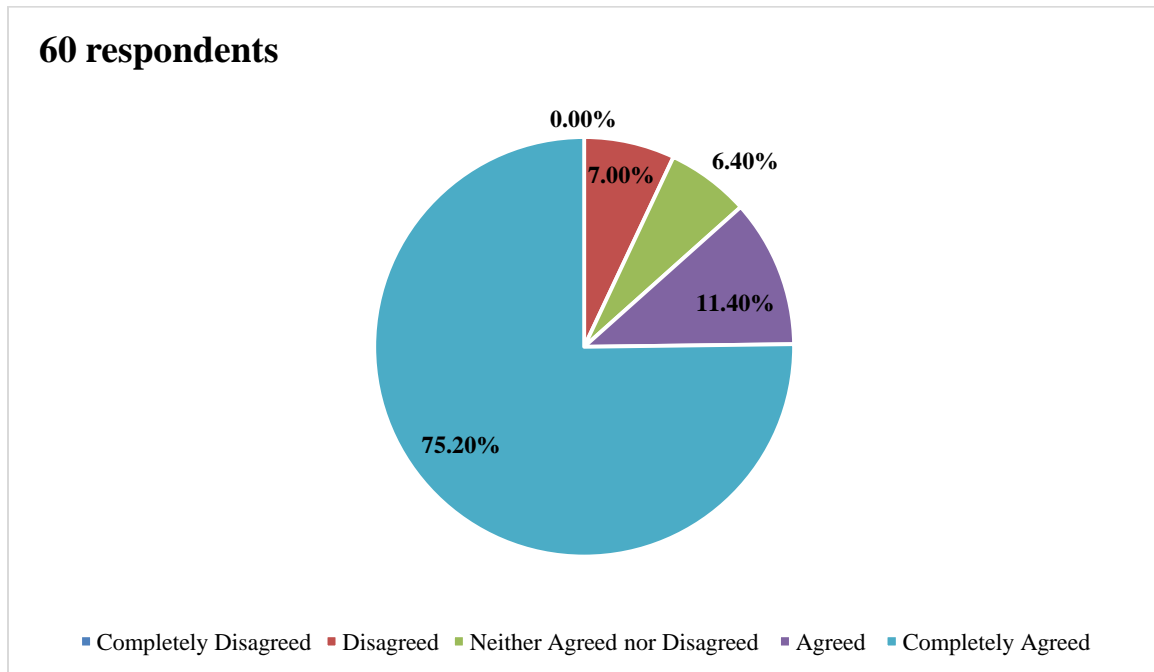


**Assessment:**

Between the two options “skill & experience” and “academic background” about 87.8% respondents responded on skill and experience and 12.2% are responded on academic background. During pandemic most of the organization recruiting employees on the basis of skill and experience.

Because Skilled and experienced employees are more efficient and efficient worker increases profit of the organization.

11.The salary is being paid in full by the company.



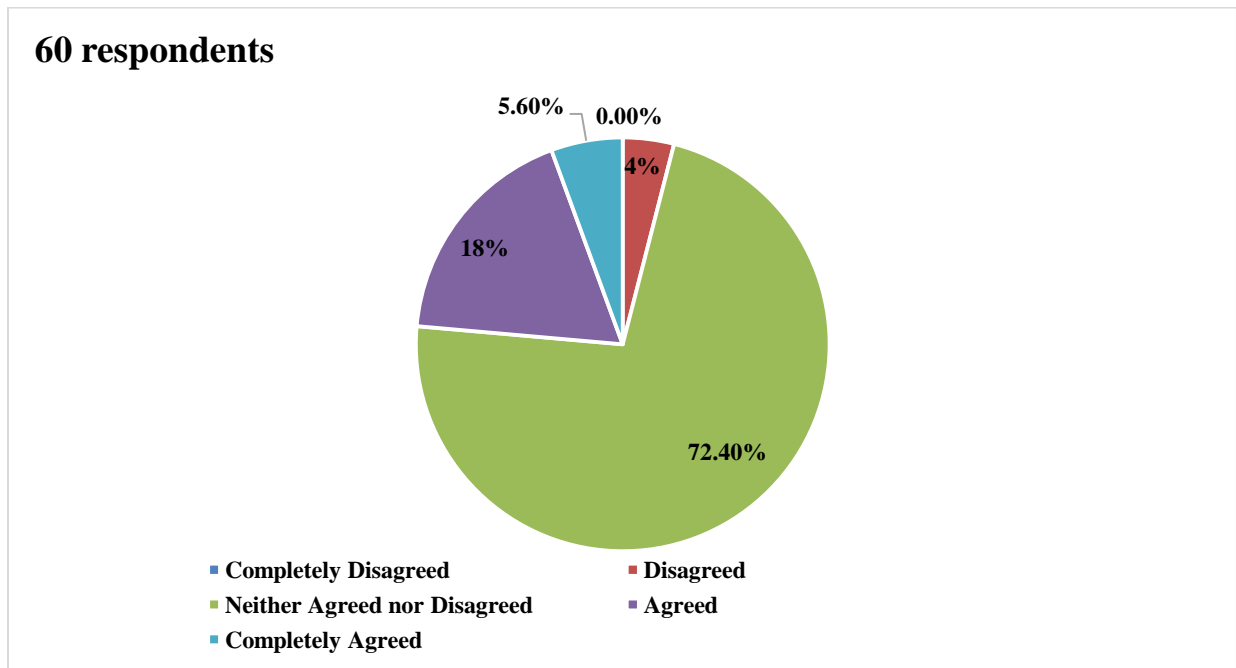
**Assessment:**

Among the respondents 75.2 % respondents completely agreed with the statement. 7% respondents are disagreed, 6.4% are neutral and 11.4 % are agreed with the statement.

According to this data it can be said that, most of the company paid full salary to the employees. In Bangladesh the banking organization have decided to reduce the wages of their employees by a certain amount.

However, for this survey only handful of bank officials have been able connect which is Grameen Bank and Islami Bank Bangladesh Ltd. Most of the participants are from multinational companies such as Unilever Bangladesh Ltd., Nestle Bangladesh Ltd., Grameenphone Leading Multinational Telecom Company etc. And some of the respondents are from e-commerce such as Rokomari, Foodpanda etc.

12.The Company has given bonuses In the Pandemic.

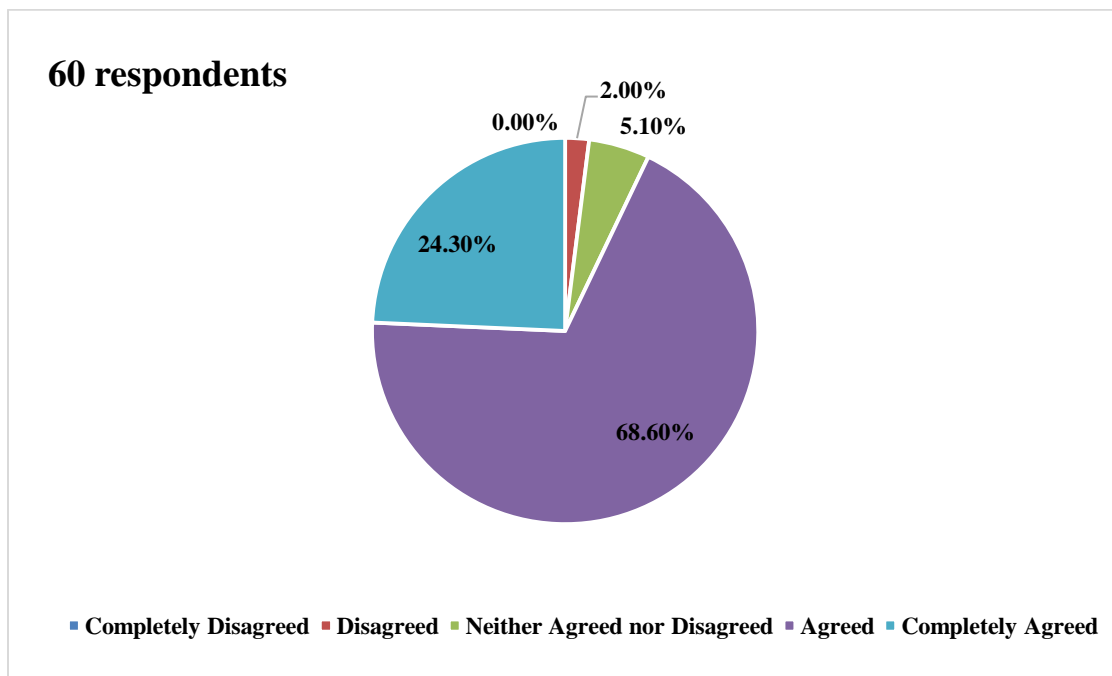


**Assessment:**

About 72.4% respondents remain neutral regarding this statement. 18% are agreed with the statement. So, based on this information and information from a few other sources, it can be assumed that most companies did not pay

bonuses in the pandemic. But still there are few organizations which did pay bonuses. For example, Square company has given Pohela Baishakh festival bonus.

13. There are other financial benefits besides salary have been provided by company.

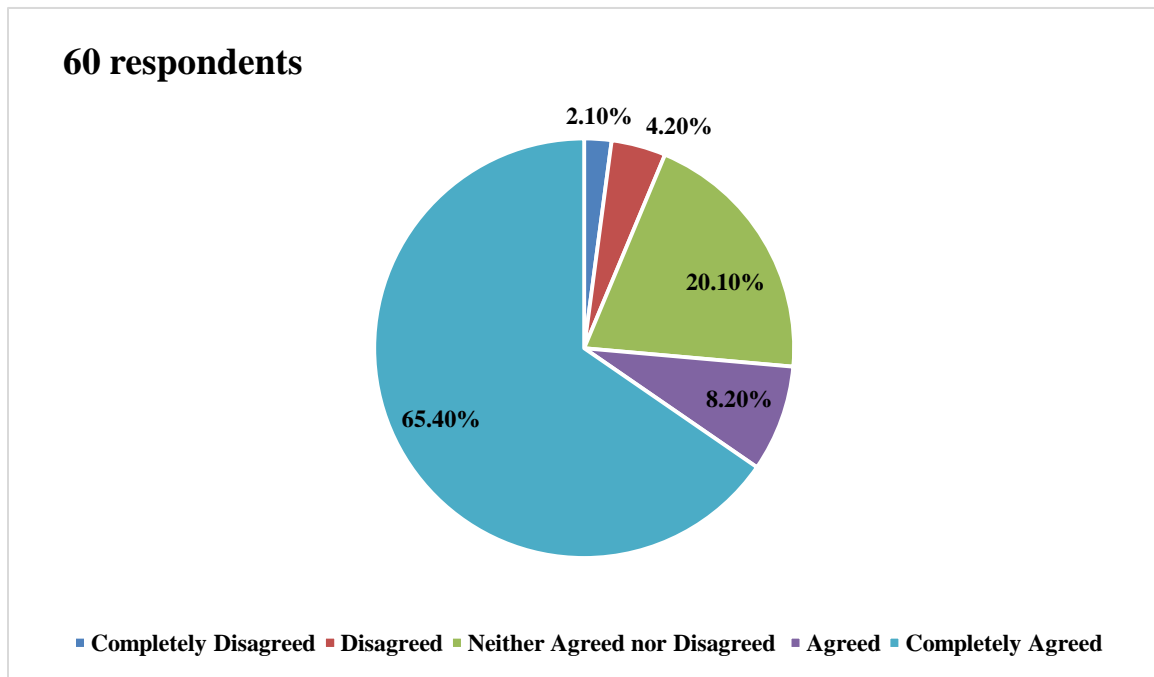


**Assessment:**

68.6% are agreed and 24.3% are completely agreed with the statement and 2% are disagreed and 5.10% remain neutral. According to this data and other sources information it can be assumed that most of organizations in Bangladesh has given other beneficial benefits. However, still there are few

organizations which are not able to paying other financial benefits because of the pandemic crisis.

14.The evaluation process occurs on a regular basis.



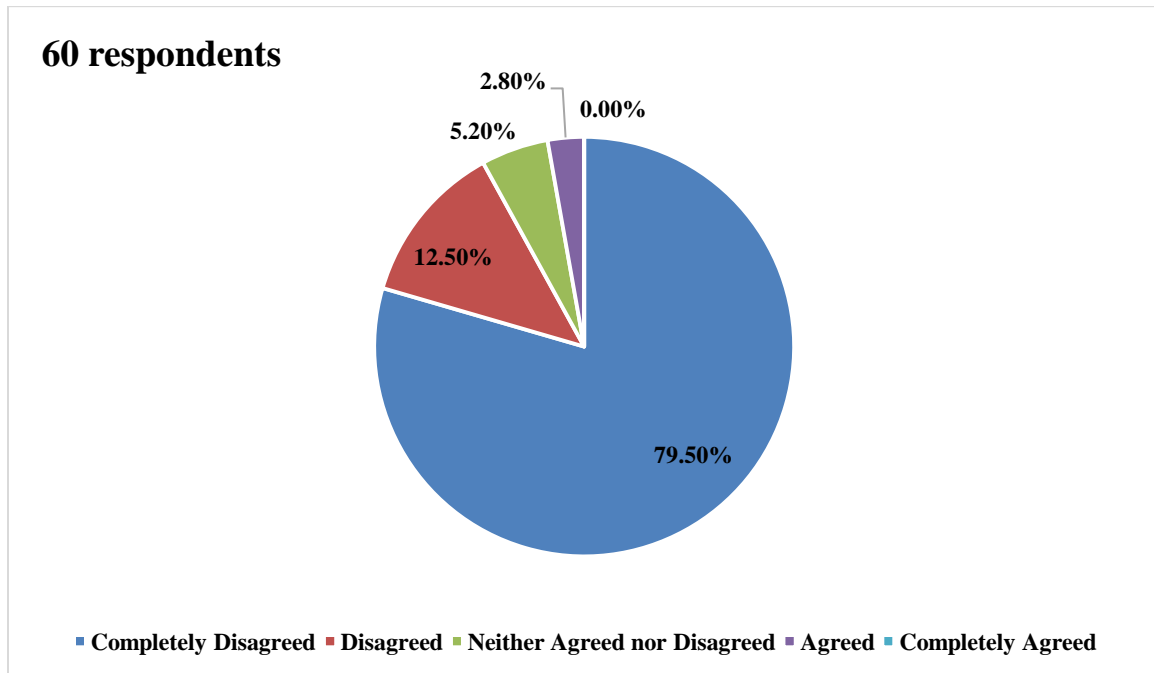
**Assessment:**

During pandemic, every organization has to adopt new normal which is “work from home”. For the pandemic lockdown, employees have to work from home. So, the other HRM process also turns into online base from traditional process. If the evaluation process has not done on regular basis then employees will be discouraged to do their work.

More than half respondents (65.4%) stay strongly agreed with the statement that, “Evaluation process occurs on regular basis”. 8.2% are agreed. According to this it can be assumed that most of the company’s evaluation process occurs on regular basis.



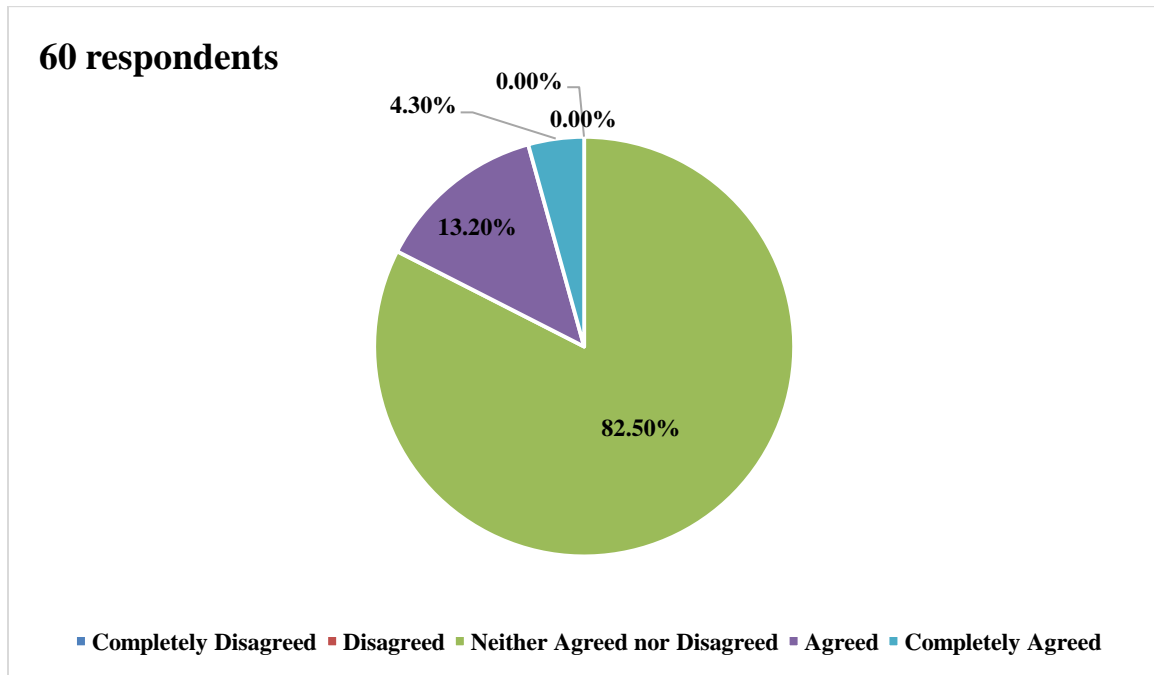
15. The evaluation Process is the same as before.



**Assessment:**

During pandemic most of the companies' work are done through online to maintain safety protocols. So, it is obvious that evaluation process also has been changed. In this data 79.5% are strongly disagreed and 12.5% are disagreed with the above statement. According to this information it can assume that most of the companies' evaluation process has been changed.

16. Performance Appraisal is being done on the basis of productivity.

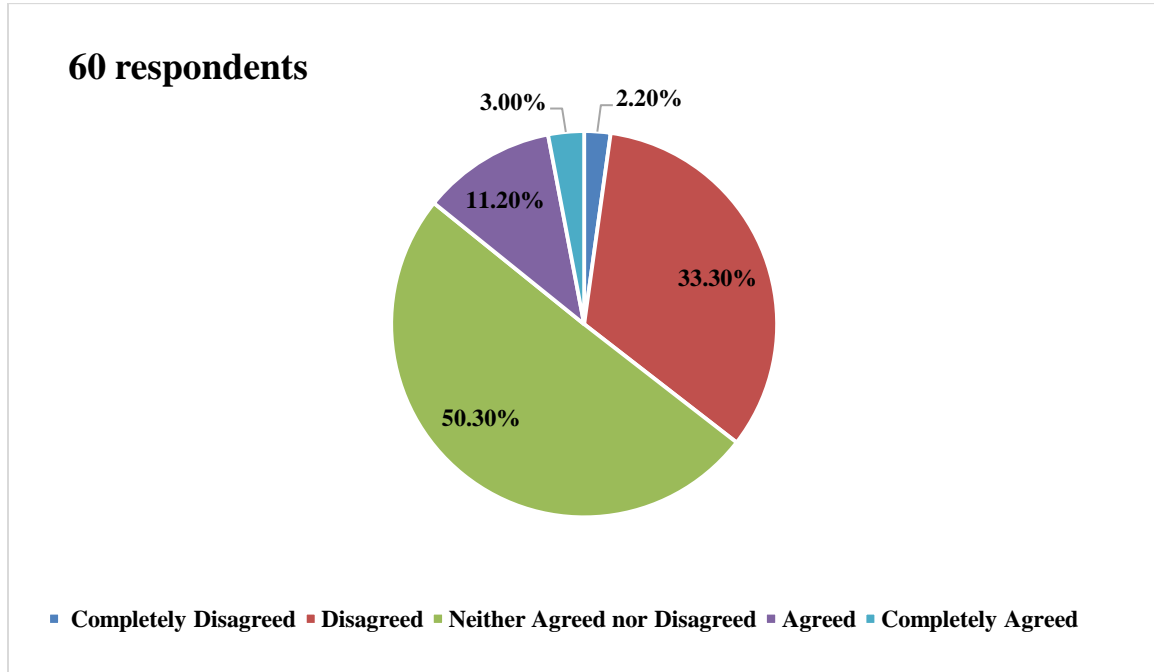


**Assessment:**

Employers are working through online during this pandemic so the online assessment process is a bit complicated. It will be more sensible if the performance appraisal process is being done according to the productivity.

82.5% among the respondents are neutral with the given statement. And 13.2% are agreed.

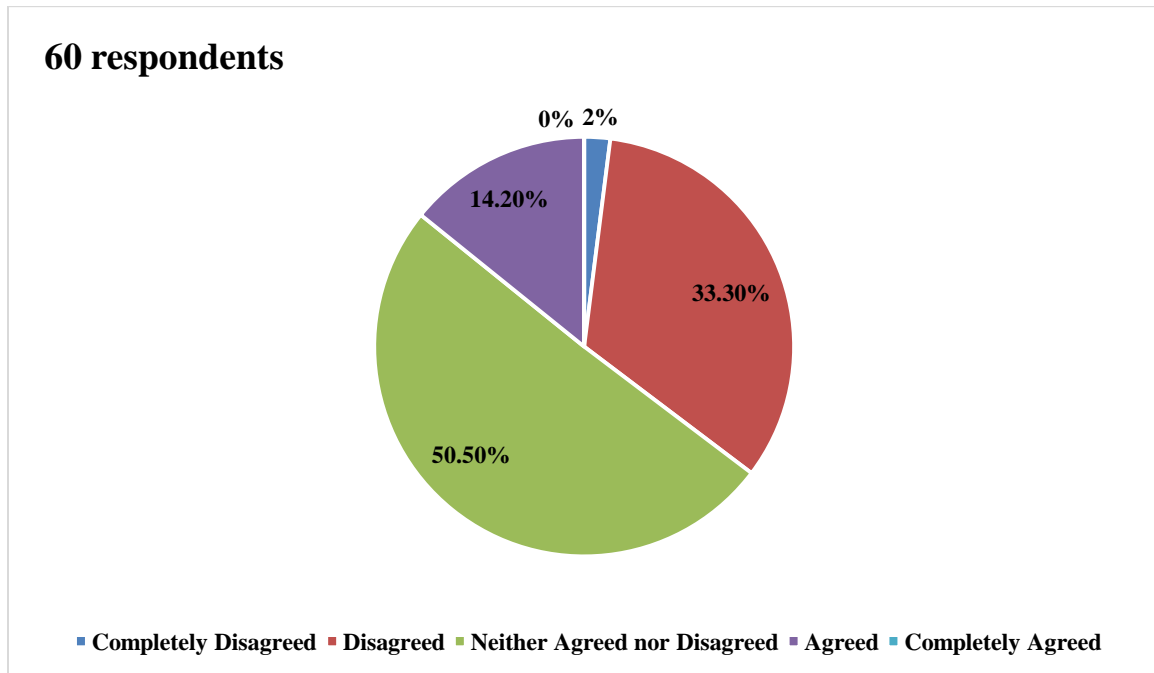
17. Performance Bonus is being provided during this pandemic.



**Assessment:**

Performance bonus is dependent on the organizations financial condition. According to this report 50.3% respondents are remaining neutral, more than quarter (33.3%) are disagreed. Only 11.2% are agreed with the statement. After this survey it can be assumed that most of the organization are not following the performance bonus practice in their organization.

18. Pay raises/promotions based on performance are available.



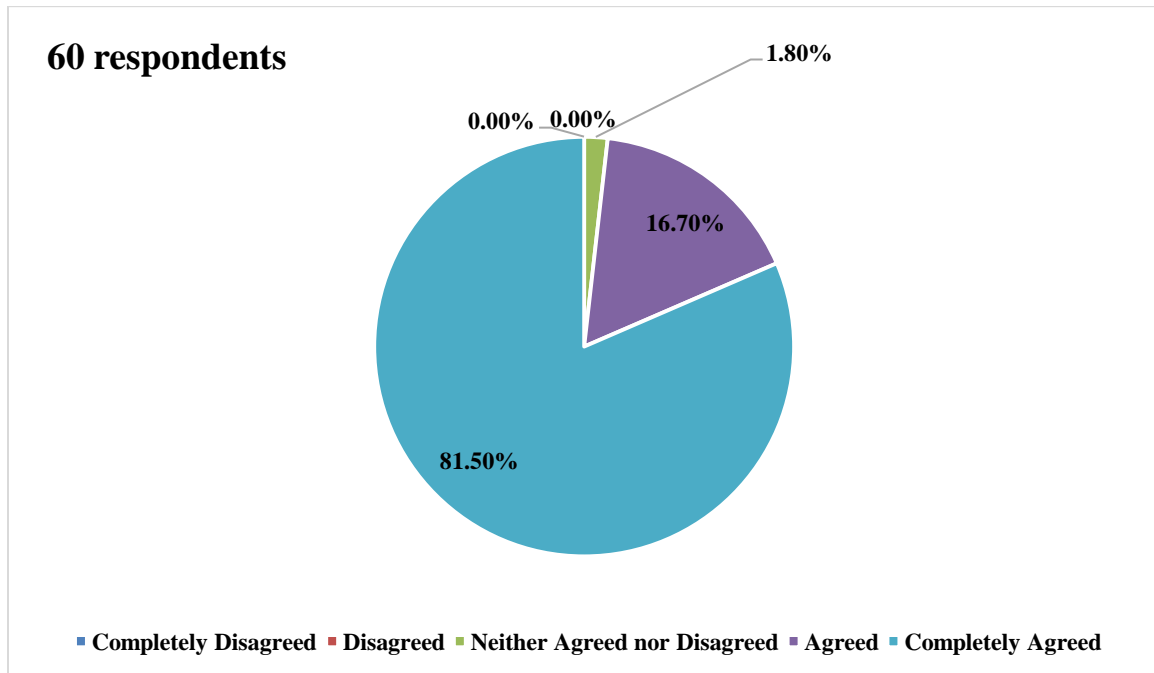
**Assessment:**

Throughout pandemic, workers are working from home. If performance-based promotions or pay rises are not be available then it will be very discouraging to the workers & difficult for organizations to reach their goal or make profit.

Half of the respondents (50.5%) are neutral and more than quarter are on the side of the disagree. According to this data and other more secondary data information most of the organization are not following this HRM practice

during this pandemic. Only some of the company are providing promotions or raising pay on the basis of the workers performance.

19. Companies are facing difficulties to evaluate workers through online.

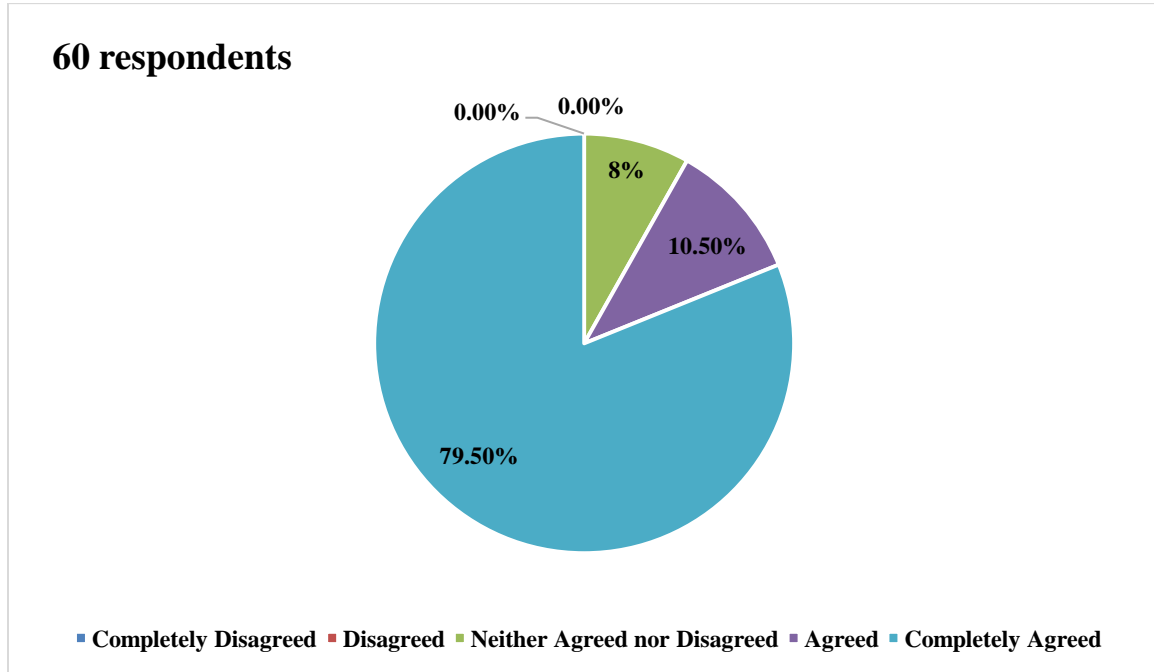


**Assessment:**

Work is done from home at a certain time during this pandemic. On that time to evaluate the workers through online is kind of “Mission Impossible”. Evaluation through online, there is no doubt it is a difficult task.

On that given statement 81.5% respondents are stayed with completely agreed option. 16.7% are agreed with the given statement.

20. Effective Online training is being provided by the company.

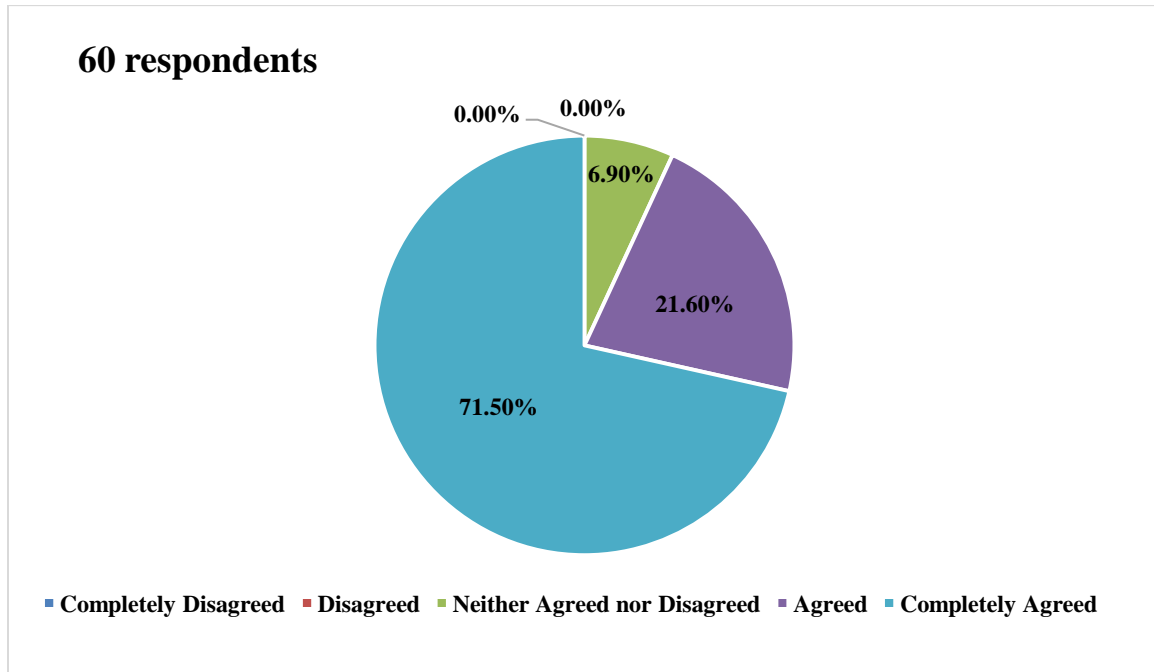


**Assessment:**

Training is the basic schooling or learning process to prepare workers for any kind of adaptation. During this pandemic many new processes took place instead of the conventional ones. The staff of each organization should be given effective training to quickly transform this “new normal”.

79.5% of the respondents strongly agree with this statement. 10.5% agree. As a result, it can be assumed that most of the company is training their employees effectively through online.

21. For the company, online training is cost-effective.



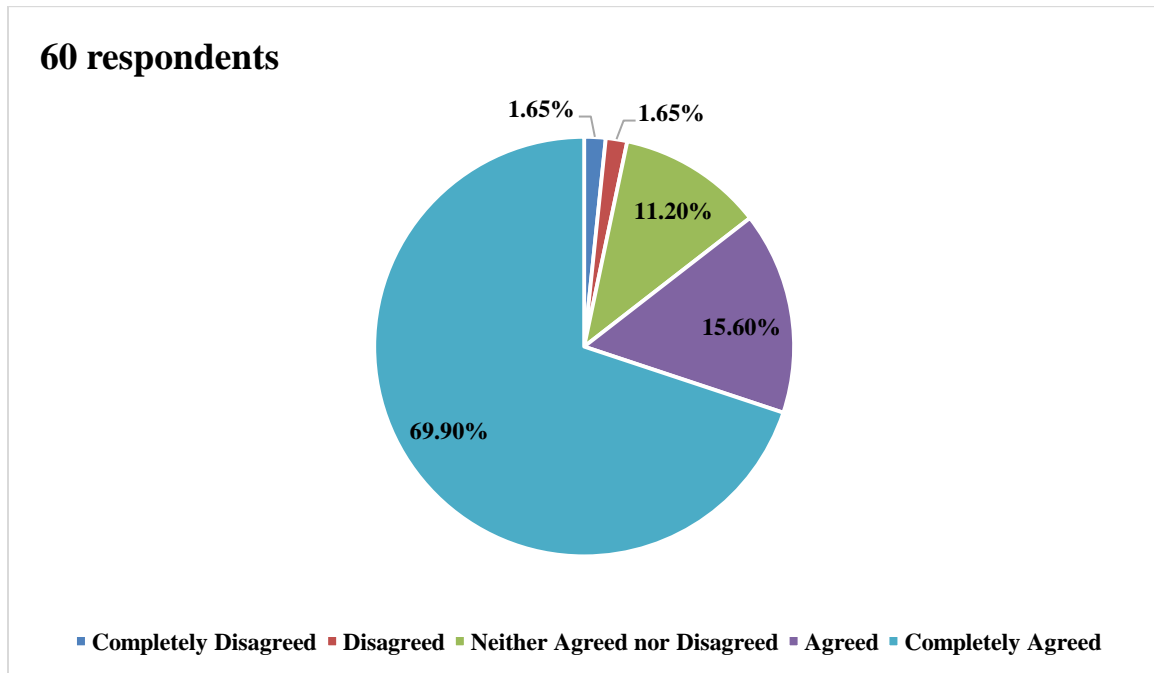
**Assessment:**

There is no doubt that online training is cost-effective. Because for any training session there need to be a platform, different equipment's, extra hour from office workers and many more things. But through online none of these are needed also session also not so time consuming.

71.5% are agreed with the statement that online is cost-effective. 21.6% are agreed with that statement. It is a cost cutting term for an organization.



22. The company offered everything required to do ‘work from home.’

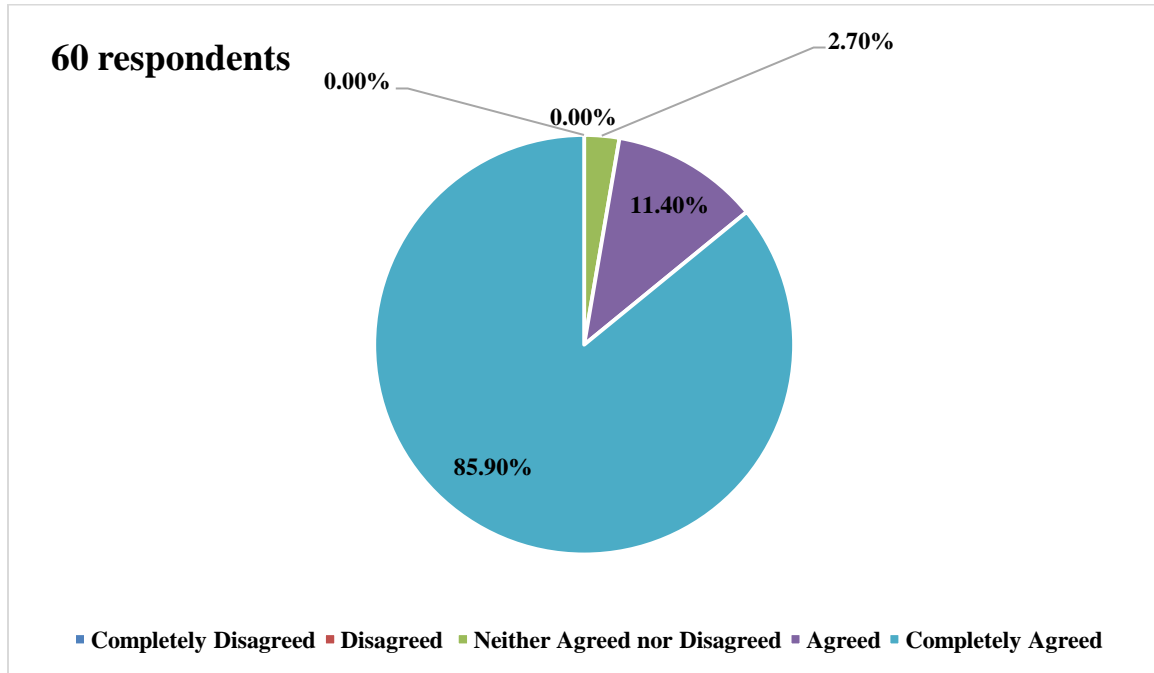


**Assessment:**

During this pandemic, workers home turns into their office. For office work many things are required such as internet access, devices, software access, online office suits etc.

More than half respondents (69.9%) are strongly agreed with the given statement. 15.6% respondents are on the side of agree. According to this it can be assume that most of the company are providing the everything requires for the home-office.

23. The company is taking adequate precautions to stay safe from COVID-19.



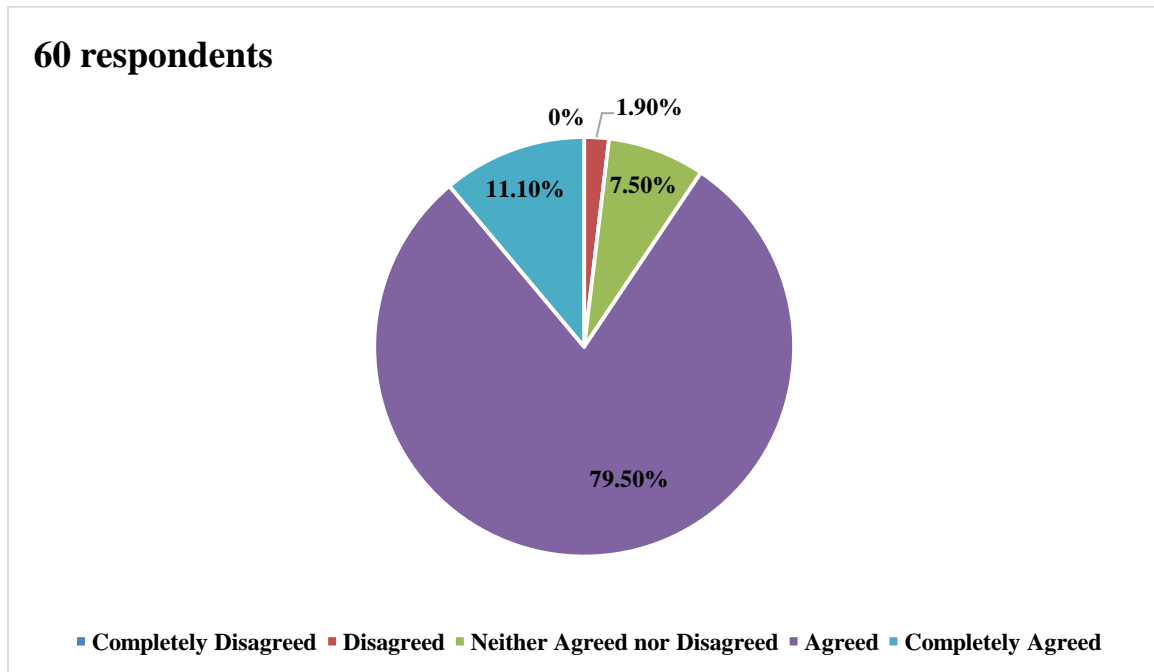
Assessment:

During this pandemic, the first priority is health from anything. To achieve safety protocols various processes has been taken such as work from home, no mask no service, sanitation service etc.

In this data 85.9% are strongly agreed that the company is taking precautions to stay safe from CODID-19. According to this data and other secondary data information it can assume that almost every company are taking precautions such as washing and sanitizing company, providing gloves,

masks, hand sanitizer to the employees and as a rule, seating is arranged at a distance.

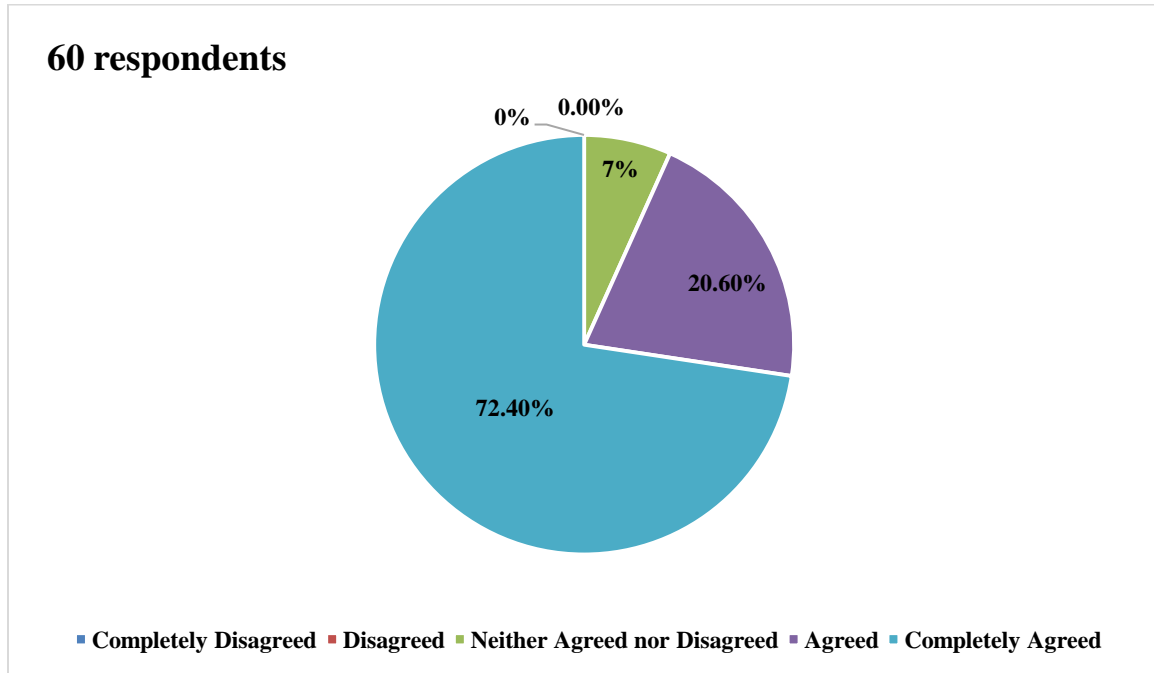
24. Workplace sanitation is being done regularly.



**Assessment:**

This statement falls within the safety protocols. During this pandemic, Workplace must be cleaned & sanitized on regular basis. It is every organizations responsibility to ensure the health safety of their workers. According to this data 79.5% are agreed with the statement. But in this time, this should be agreed by 100% respondents. Still some respondents are neutral and also disagreed which is alarming for them.

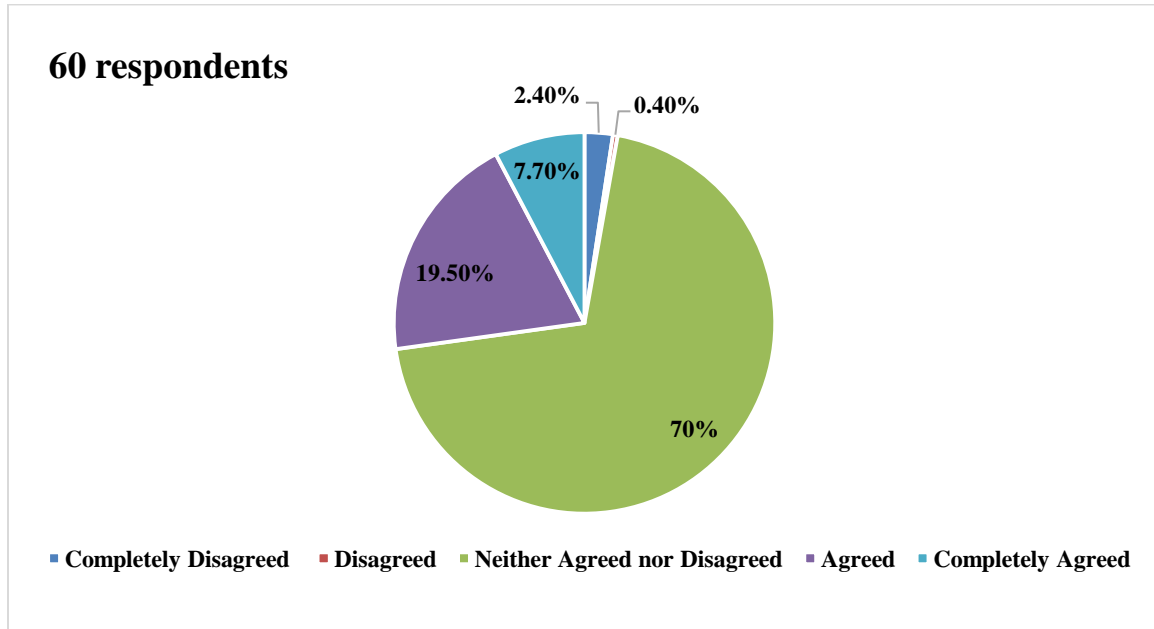
25. In case of illness the employees are getting leave as required and their problems are taken into consideration.



**Assessment:**

People are more prone to frequent illness due to pandemic. Every organization should consider health care from everything. In the response on given statement maximum respondent (72.4%) strongly agreed with the statement and agreed 20.6% responded. Yet, a small portion of respondent remain neutral which must not be done.

26. Additional medical support and benefits are being provided by company.

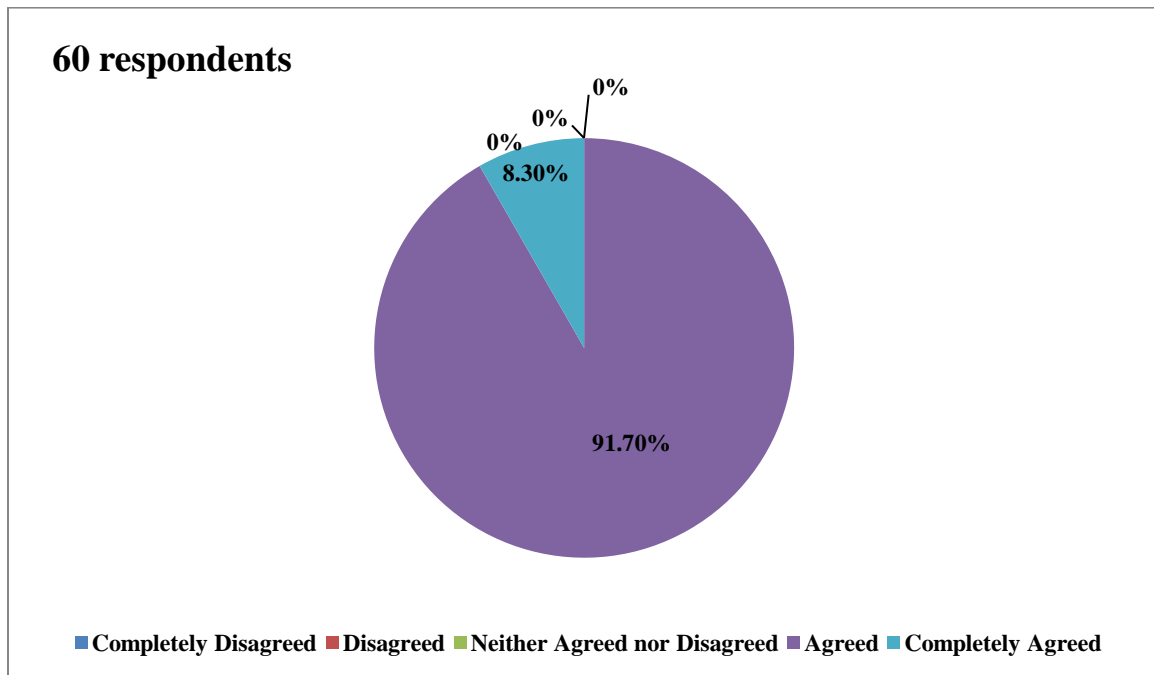


**Assessment:**

According to the information obtained in Bangladesh the additional medical support is not providing by any organization. Employees doing test on their own expenses and at their own risk. Also, some of the organization demanded the test result report and employees are being allowed to work based on that report. But in many countries' organization are facilitate their employees by providing additional medical support.

70% of the respondents are remain neutral regarding this statement. Only 19.5% are agreed. Small portion of respondents are even disagreed with the fact.

27. All kinds of meetings and events are being held in compliance with all safety protocols.

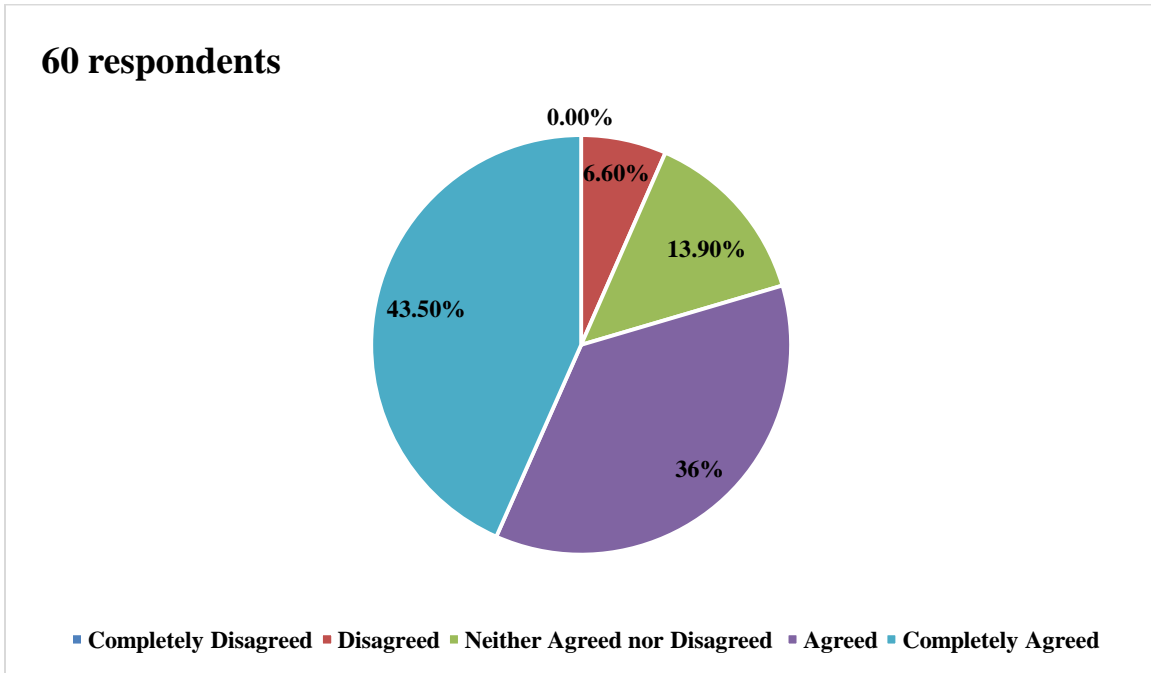


**Assessment:**

It is a matter of relief that 91.7% respondents strongly agreed on that statement.

Meetings and events are being held with safety in mind. Such as, meetings while maintaining proper distance, using mask, meetings held on sanitized place or zoom meeting has become quite popular during this pandemic.

28. Employee experience and/or HRM activities have received full support from top management.



**Assessment:**

Most of the participants agreed with the statement that their top management were supportive during pandemic.

# Chapter 5

## Findings, Recommendation & Conclusion

### 5.1 Findings

COVID-19 has hit all sections of an organization. But most of all, the challenges of HRM are greater, because HRM works with human capital of an organization.

This pandemic has had a negative impact on almost all organizations and this negative impact will linger with the company for a long time though this pandemic outbreak maybe short-lived.

The HR personnel are quite pleased with the executive communication during the crisis. There is also present a strong sense of satisfaction among the workers of how their organization handling the pandemic situation.

The type of work has changed completely, such as how the work is being done and how the workplace is being managed and integrated. The job responsibility also changed during pandemic. But working hours did not reduced during this pandemic.

This pandemic outbreak has changes the entire HRM process. The traditional HRM process has been replaced by Online. During pandemic most of the work are being done via online. The biggest change has come in recruitment and selection. Instead of face-to face interviews, online-based approaches are now being adopted.



During this pandemic skilled and experience-based worker are hiring by many organizations. To increase the company profitability organizations are giving more priority to the experienced one instead of just having a good academic background.

Evaluation process are being done on regular basis in some organization via online. But some of the organization are not following regular basis evaluation. Although doing evaluation through online seem little bit tough and complicated.

Effective training is being provided by the organization. Because there are many new things now have been included during this pandemic such as “work from home” to achieving these types of new normal employees are being training via online. Training through online also seems cost-effective for organizations. Yet there are some organizations which are not following the training practice.

Salary has not been so lessened by the organization but the compensations, incentives and bonuses are lessened by many organizations. Also pay rises or promotions based on performance are not being done by many organizations. Performance appraisal, many organizations do not follow this practice during pandemic crisis. Employees and HR department get full support from top management during pandemic crisis. However, there are still some organizations which top management do not encourage workers to embraced the HRM practice in their organization.

By almost every organization, the thing that is being looked at again and again is the issue of safety. Almost every organization are providing masks, hand sanitizers, soaps for washing hand during this crisis. Workplace are

being sanitized and washed on regular basis. Almost every organizations are following safety protocols. The meetings are held by the organizations in compliance with all safety protocols. But there are so many organizations where the additional medical help is not available. However, a huge impact has fallen on HRM, with which the entire HR department are struggling.



## 5.2 Challenges Caused by the Pandemic

### Challenges to

Organization	Employees	HRM
<ul style="list-style-type: none"><li>➤ Organizational cultural and values.</li><li>➤ The corporate brand or image that a company carries.</li><li>➤ The management for the pandemic crisis</li><li>➤ Financially stagnant.</li><li>➤ Modernization.</li><li>➤ The policies and laws.</li><li>➤ Annual loss, Down to a percentage of profit.</li></ul>	<ul style="list-style-type: none"><li>➤ Working stress.</li><li>➤ Adapting new technology.</li><li>➤ Coping with remote work.</li><li>➤ Leaving job without salary.</li><li>➤ Lack of knowledge about the tool of online.</li><li>➤ Balance of work-personal life.</li></ul>	<ul style="list-style-type: none"><li>➤ New safety protocols.</li><li>➤ Changes in policies.</li><li>➤ Lack of crisis managerial skills.</li><li>➤ Lack of technological knowledge.</li><li>➤ Remote work management.</li><li>➤ Unaccustomed on Online base practices.</li><li>➤ Retaining staff.</li><li>➤ Avoiding employees' dismissals.</li><li>➤ Panic in managing work.</li></ul>

## 6.3 Recommendations

- i. Every organization should create and activate an emergency trained and crisis management team. This team will be established schedule meetings and discuss updates, initiatives and communication strategies.
- ii. Information should be updated about the new developments and employment laws to the employees.
- iii. Need to communicate more and more with employees and concerns should be shared with them to encourage them during this pandemic crisis.
- iv. COVID-19 examination system should be under the organization and the reports have to be confidential. The affected worker must be given necessary support.
- v. Remote working practices need to be followed to a greater extent.
- vi. If working remotely is an option, HR should collaborate with IT to ensure a seamless transition to a remote work environment.
- vii. Safety is basic and essential. Organization have to encourage social distancing by encouraging employees to avoid handshakes, embraces, and other physical contact in addition to limiting travel and large group gatherings.
- viii. Modification of the policies, controls and practices according to emergency situation during pandemic is needed.
- ix. Self-improvement should be a top priority for the workforce. Companies must create a process improvement strategy, expand available resources and talents, create flexible systems, embrace developing technologies, and generate business process continuity options.

- x. It's worth mentioning that emotional intelligence should be emphasized in HRM in order to make rational decisions from the perspective of management dealing with a sudden crisis, as well as from the perspective of workers dealing with their own needs or difficulties brought about by the pandemic.

## 6.4 Conclusion

In addition to the above-mentioned findings it can be demonstrate that the entire human resource department is fighting in the face of huge challenges. From the workplace to the way of working the entire process has been changed. There is no doubt that the COVID-19 negatively impacted in HRM department. But also, there is a saying that, New creation is invented from destruction. For this pandemic situation entire HRM processes has drifted towards digitalization. It can be called a new era that has started by the pandemic.

The second wave of COVID-19 has started in Bangladesh. This time the strain of COVID-19 has become stronger than before and the lockdown is extending. In this context the country's health security protocol are being more strengthen. In this situation, HRM employees will become accustomed to the new process which has been created during this pandemic. Therefore, HRM challenges will turn into opportunities if these newly created challenges can be tackled efficiently

## Appendix

Questionnaire about “Challenges of Human Resource Management in the organizations of Bangladesh”

1. “COVID-19 has a negative effect in the organization as a whole”.
  - Completely Disagreed
  - Disagreed
  - Neither Agreed nor Disagreed
  - Agreed
  - Completely agreed
2. “The COVID19 pandemic was conveyed explicitly and effectively by the executive board.”
  - Completely Disagreed
  - Disagreed
  - Neither Agreed nor Disagreed
  - Agreed
  - Completely Agreed
3. There is satisfactory management in the workplace against Pandemic.
  - Completely Disagreed
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
4. Experienced a change in the nature of work.
  - Completely Disagreed

- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

5. Changes in Job Responsibility.

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

6. Reduction In working hours.

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

7. New personnel recruitment and selection was place during COVID-19.

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed



8. The recruitment process has changed.
- Yes
  - No
9. The recruitment process has changed
- Completely Disagreed
  - Disagreed
  - Neither Agreed nor Disagreed
  - Agreed
  - Completely Agreed
10. Most employees are recruited through online interviews
- Completely Disagreed
  - Disagreed
  - Neither Agreed nor Disagreed
  - Agreed
  - Completely Agreed
11. During pandemic, which qualifications are being given priority in the recruitment process?
- Skill & Experience based
  - Academic Background based
12. The salary is being paid in full by the company.
- Completely Disagreed
  - Disagreed
  - Neither Agreed nor Disagreed
  - Agreed
  - Completely Agreed

13.The Company has Given bonuses In the Pandemic.

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

14.There are other financial benefits besides salary have been provided by company.

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

15.The evaluation process occurs on a regular basis.

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

16.The evaluation Process is the same as before.

- Completely Disagree
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

17. Performance Appraisal is being done on the basis of productivity.

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

18. Performance Bonus is being provided during this pandemic.

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

19. Pay raises/promotions based on performance are available.

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

20. Company are facing difficulties to evaluate workers through online.

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

21. Effective Online training is being provided by the company.

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

22. For the company, Online training is cost-effective.

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

23. The company offered everything required to do 'work from home.'

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

24. The company is taking adequate precautions to stay safe from COVID-19.

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed

- Completely Agreed

25. Workplace sanitation is being done regularly.

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

26. In case of illness the employees are getting leave as required and their problems are taken into consideration.

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27. Additional medical support and benefits are being provided by company.

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- Agreed
- Completely Agreed

28. All kinds of meetings and events are being held in compliance with all safety protocols.

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

29. Employee experience and/or HRM activities have received full support from top management.

- Completely Disagreed
- Disagreed
- Neither Agreed nor Disagreed
- Agreed
- Completely Agreed

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