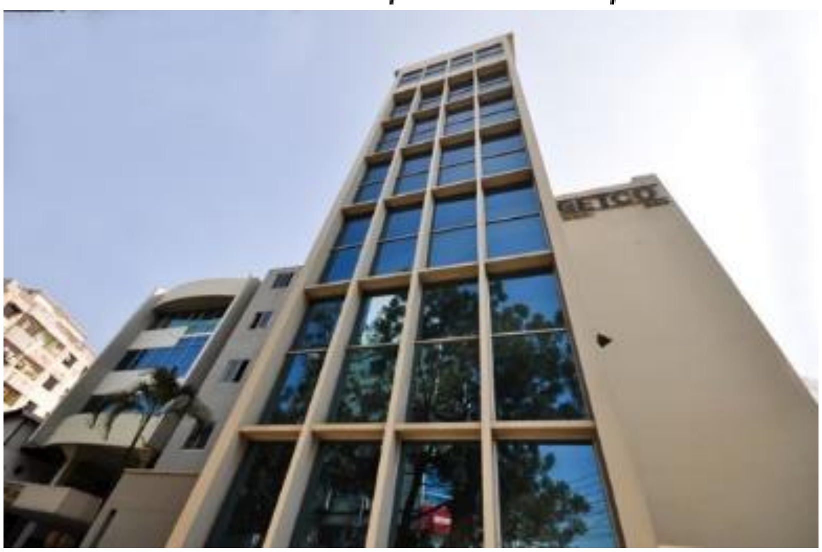
Greenland Technologies Limited

A Concern of GETCO Group



INTERNSHIP REPORT

Submitted on:31st December 2020

NAME: MD. SHAZZADUL AZIZ
ID: 111161019
School of Business and Economics
Bachelors of Business Administration

UNITED INTERNATIONAL UNIVERSITY

Internship Report on HRM Practices of Greenland Technologies Limited (Concern of GETCO Group)

Course Code: INT 4399

Submitted to:

Dr. Mohd. Hasanur Raihan Joarder

Professor & Director of IBER

School of Business and Economics

Submitted by:

Md Shazzadul Aziz

ID: 111 161 019

Department- Bachelors of Business Administration (BBA)

Major- HRM & MIS

Date of submission: 31st December 2020

Contents

Letter of Transmittal

31st December, 2020
Dr. Mohd. Hasanur Raihan, Joarder
Professor & Director of IBER
School of Business and Economics
United International University

Subject: Internship Report on HRM Practices of GREENLAND TECHNOLOGIES LIMITED (A Concern of GETCO Group)

Dear Sir,

With due respect, I am submitting my report on the following date regarding my experience of Internship at GREENLAND TECHONOLOGIES LIMITED. During the specific period of my INTERNSHIP time I have gained the opportunity to gain huge amount of experience in the corporate field. The following experience at the corporate level will help me immensely to achieve my career goals as the experience mainly encompasses the practical work of an HR employee. I was positioned at the Human Resource Department thanks to my knowledge and major in Human Resource.

My Internship started on **6th August 2020** and ended on **5th November 2020**. In the following report I will try my best to narrate my experience and relate it to the theoretical field of Human Resource Management. The 3 month working experience has vastly enriched my knowledge of the corporate career life and I am sure of it that this experience will help me immensely in my future. I hope my report is of good quality to merit your approval. If there is any queries regarding the report please don't hesitate to ask.

Sincerely yours,
Md. Shazzadul Aziz

Shazzadul Aziz

Acknowledgement

First of all I would like to thank the Almighty Allah and his blessings which have given be the strength and have granted me the ability to complete my report with a safe and sound mind and within specific amount of time.

I would like to express my sincerest gratitude to my supervisor of my Internship report, **Dr. Mohd Hasanur Raihan, Joarder; Professor & Director of IBER** at United International University. Joarder Sir offered me continuous guidance and many significant and constructive observations throughout the study. His support, encouragement and availability to discuss ideas and problems have contributed much in completing my report. Here I am acknowledging that I am submitting the report on due time with the required information needed to complete the report. Any kind of problems if raised faced by any other readers should be directed to me. I would also like to thank the reference of the websites from which we extracted some vital information regarding my report. I am happy for being able to submit the report in due time.

Executive Summary

Over my specific period of time as an Intern I learned a lot. Not just as an intern but as a permanent employee of Greenland Technologies Limited. I did not only perform the tasks of HR but I also completed some tasks of Audit department as well as Administration department. It was a part of my learning experience and decision by the management of the company. Working for the following 3 months has helped me to gain an insight on how the corporate career life works. It has helped me to be more punctual, experienced and think outside the box when one faces challenges. Since Internship is a broader category of work experience many subjects of HRM comes in relation to my Internship report. I was not treated as an Intern in GTL but rather as a permanent employee of the company. I was treated more like a Junior Executive under the Human Resource Department. I handled almost all the information of all the existing employees of the company. I performed the role of Interview Coordinator as well as did take interviews of some other Interns when there was a recruitment process going on. Starting from Interview up until the point if they were selected for a permanent position; I handled all these information. Documentation process was also handles by me. I also dealt with existing employees. If they faced certain kind of problems they would call me from their designated post about the problem. One of the typical problem was that their SIM had crossed the CEILING/LIMIT for which they could not make official calls to customers or suppliers. From our end we had to deal with this my increasing their CEILING/LIMIT. I also handled their VISITING/ID Card issues. 3 Months of Work Experience has overall taught me that practical work and theory; both are different. Yes in many cases some companies tries their best to maintain the theoretical perspectives as said by the writes in the books we were taught. But in many companies it does not seem so. Company policies also vary from one to another. Where in one company the fixed duration may be 8 hours where in another company the fixed duration be lower or higher than that. In any case we will get to that we dive deeper into the report. I hope my report will satisfy my readers and I am also apologizing in advance for any sort of mistakes. If required please direct it to me so that I can rectify it for correction and better marks. Thank You.

Chapter One
Introduction & Company Overview

1.1 Background of the Study

The main background of the study is to provide an insight of how I completed my INTERNSHIP period in the following 3 month. It contained practical work as well as relating to theoretical work during my academic studies in my university UNITED INTERNATIONAL UNIVERSITY. I was taught many corporate routines and work during my time at the company. The following report will summarize what I was taught there.

1.2 Statement of the project issue

The first most important task was to find the company which I wanted to complete my Internship from. I started applying to various organizations and corporate giants to start my Internship in. Some of the companies were GrameePhone, Bangalink, GrownnExcel, Augmendix, InterContinental Dhaka etc. Out of many companies I was confirmed as a finalist for two companies. One of them was EDUEXPRESS which was located in GULSHAN and another one was GREENLAND TECHNOLOGIES LIMITED (A concern of GETCO group). I selected GTL as it was primarily near my home and the company had a good reputation and was a renowned corporate giant which I thought had a vast opportunity for learning. Thus I started my Internship there on 6th August 2020.

1.3 Significance and rationale of the study

The major contribution and focus of this report was to point and focus on how the practicality of corporate work in the company is done. How it may differ from the theoretical perspective of HRM studies. A lot of the work I have done during my internship period can be related to the theoretical studies however some cannot at all. Such as the behavioral perspective. No matter how much positive minded a person is money plays a crucial role to make the employees of the company positive. More over at least in my opinion I felt the field level employees were given more priority due to which motivation to perform well was lacking in the head office.

1.4 Overall objectives of the study

The primary objective of the internship was to gain an insight into the corporate work culture. Every company may be difference in this case. In some companies management may focus on a overworking work ethics where as in another company they may focus more on employee flexibility benefits. It will always vary. Since I was new to the corporate structure; the internship has allowed me to experience the practical work of an HR in GREENLAND TECHONOLOGIES LIMITED.

1.4.1 Specific Objectives of the Study

- How the core HR works in an organization

- How performance appraisal is done
- What are the steps of performance appraisal (duration, criteria's, approvals)
- How are interviews coordinated
- How does a headhunter select employees for interviews
- How does HR finalize candidates for joining
- How is salary negotiated
- How is salary distributed and on what basis and proportion

1.5 Scope and Limitations

As said before the scope of this report is to primarily focus on what I have seen, learned and experienced during my stay in the company. It was a vast experience and I will always remember what I learned here. Very few people are lucky to work in their desired field of study. That is why I will always be thankful to this company and my supervisors in charge.

Like always there are bound to be some limitations. Some of the limitations might be criticizing but in reality it is not but rather I am pointing out the problems I faced. The main problems I faced during my Internship is that:

- Time constraint and Work and Social Life Balance (6 days week office, 11hrs office time. The following duration was problematic as it did not allow me to complete my report during my internship but rather after it was completed I started to work on the report. I also faced difficulties to give time to myself and my family).
- HR did the work of other departments such as ADMINISTRATION. We were told to keep record of what assets and semi-fixed assets were given to employees (New and Old).
- HR was undermined in terms of authority and power over other departments. HR is a policy maker. In terms of GTL it was like the other way around.
- The company did not follow the usual Labor Law Practices as we were taught in our academic studies at the University. Such as Leave could not be encashed if not availed. Maternity leave had no separate packages as taught in book.

1.6 Company Profile

Greenland Technologies Limited a concern of GETCO has successfully concluded business in various sectors. Experienced, efficient, and dynamic leaderships are at the helm of the company's management hierarchy. A group of overseas-educated young persons is supporting the management. Greenland Technologies Limited provides sales, services, after market support, consultancy services, etc. to government, semi-government, and private organizations. Our company deals with various world class manufacturer, distributors and services provider in the fields of Material Handling, Cleaning Equipment, Air Compressor, Tractor, Racking system and etc industrial products.

Currently we are working on following divisions:

- Demag Overhead Crane
- Jungheinrich Material Handling Equipment
- Noveltek Forklifts
- Karcher Cleaning Equipments
- Nilkamal Racking System
- Boge Air Compressor

Demag Cranes & Components have the world's largest installed base of overhead cranes and hoists including bridge cranes, traveling cranes, freestanding cranes, workstation cranes, electric chain hoists and rope hoists.DEMAG is one of the world's leading suppliers of industrial cranes, crane components and complementary services under TEREX Corporation.

Jungheinrich is a German company was started out as a small workshop with thirty employees in the district of Barmbek has developed over the succeeding decades into a company that boasts annual revenue in excess of two billion euros (2013). This makes us one of the top three firms in the world for industrial truck engineering and warehouse and material flow technology.

Noveltek is a leading company of manufacturing electric powered material handling equipment in Taiwan. Noveltek produce all series electric forklift, power pallet truck, power stacker, counterbalance reach truck, lift table, semi-power stacker and hand pallet truck, pallet jack.

Alfred Kärcher makes his breakthrough into cleaning technology in 1950 with the development of the first European hot-water pressure washer (the DS 350 steam blaster). The worldwide leader in cleaning technology will continue to distinguish itself in future with its inventive spirit, top-class performance and innovative solutions. BOGE has over 100 years of knowledge and engineering expertise to provide you with the perfect quality compressor formula.

BOGE has over 100 years of knowledge and engineering expertise to provide you with the perfect quality compressor formula. BOGE manufactures a complete range of oil lubricated and oil free screw and piston compressors from 1 to 450 HP. BOGE can assist you in creating sustainable compressed air related energy savings.

Nilkamal Limited was founded by first generation entrepreneurs, the corporate leadership of Nilkamal Limited is young and poised to lead the Company to greater heights. Maintaining leadership in its market segments through core values and hard work is a basic tenet driving the Company.

New Holland has been serving the needs of farmers and ranchers across North America for more than 110 years. New Holland manufactures a wide range of equipment, including a full line of tractors; hay and forage equipment; and harvesting, crop production and materials handling equipment.

1.7 Mission & Vision

To reach our mission, we have taken the below characteristics as our mission:

- **Transparency:** We never sacrifice honesty for profit. We are transparent in all our business dealings. We are accountable to our team members, customers and shareholders for achieving our goals while protecting our reputation and assets.
- **Veneration:** We provide a safe and healthy environment for our team members. We treat all people with dignity and honour. We value the differences in people's thinking, backgrounds and cultures. We are committed to team member development.
- **Headway:** We continuously search for new and better ways of doing things, eliminating waste and continually improving. We work in teams across boundaries to achieve common goals.
- **Customer Service:** We work to serve the needs of our customers, investors and team members. We nurture a culture of "chain of support" versus "chain of command." We ask what we can do to help.
- **Valor:** We have the personal and professional courage to do the right thing and take risks that may cause us to win as well as to fail periodically. We make decisions and take action. We don't tip off failure, only failure to learn.

Our Vision is our commitment is to provide the easiest solution to make and feel life easier. Our company philosophy has always focused on customer satisfaction with uncompromising integrity. Customer is the first priority in any case.

We aspire to foster a culture that values perseverance and consistent development towards the future goal of the company. To make green our country is our vision 2020.

1.8 Company Address

- Corporate Office:26 Shyamoli, BirUttam A. W. Chowdhury Road (Mirpur Road) Dhaka 1207, Bangladesh
- Executive Office: House-74/75, Hazi Building, City Gate, Chittagong.
- Warehouse : Dhaka &Jessore
- Showroom & Service Stations: Jessore, Bogra, Dinajpur, Comilla, Habiganj, Rangpur, Gazipur, Lalmonirhat, Thakurgaon.

Chapter Two
Literature Review

2.1 UNDERSTANDING HRM

The Meaning- The purpose of this study is to dig deeper into the idea of HRM, how it positions over personnel management and its importance in the current scenario. In this "Think and communicate" era, the role of HRM has changed with the advent of tools like Linkedin, Facebook and Twitter leave aside the influence of globalisation ,technology, change in demography and human values. For many years , academicians and practitioners have been involved in a debate which aims at demonstrating the way by which human capital resources are managed is crucial to organization performance . Recent studies indicates that HRM practices influence HRM outcomes like turnover, stress and burnout etc which in turn influences organization performance indicators like reputation , sales per employee , sales growth, return on investments etc. Human Resources Management is a set of practices that businesses use to ensure that they have an effective workforce in place to meet operational needs. Successful organizations are those which value, develop and nurture their human capital to achieve their organizational goals and objectives. Human Resource Management Practices is a term used by many organizations which describes the combination of traditionally administrative personnel functions with performance, employee relations and resource planning. The objective of Human Resources is to maximize the return on investment from the organization's human capital and minimize financial risk. It is the responsibility of human resource managers to conduct these activities in an effective, legal, fair, and consistent manner. Although there is a number of HRM definitions, the common factor tying these definitions together is that they emphasise the importance of linking HRM policies and practices to organizational performance. 1.2 HISTORY OF HRM By the end of the 20th century, the managerial philosophy that defined the personnel function has undergone radical changes. Over the past 100yrs, the scientific approach and the human relations approach appeared and then disappeared too. Pre- World War II- The personnel function was limited to a "caretaker" function, mostly involved in record keeping of employee information. The prevailing management was "Scientific approach", the central thrust of which was to maximize employee productivity with tools like piece rate systems. As a result of a very few government influences in employment relations ,employee abuses such as child labour and unsafe working conditions were common which resulted in setting up labour welfare and administration department by the some employers.

2.2 UNDERSTANDING HRM

Because this section has been devoted to HRM definition, it is logical to start with the Definitions given by the founding fathers of the human resource management school, namely Beer et al. (1984) and Fombrum et al. (1984). Beer et al. (1984) defined HRM as involving all those management decisions and actions that affect the nature of the relationship between the organization and the employee. Important to note about this definition is the inclusion of the phrase "action'. This has made Beer and his colleagues the first to declare that conducting effective HRM practices is the responsibility of line managers (Blyton and Turnbull,1996; Armstrong, 1998). A particular definition of HRM which this study has found very interesting, is the one provided by Miller (1987) when he defined HRM as "those decisions and actions which concern the management of employees at all levels in the business and which are related to the implementation of strategies directed towards creating and sustaining competitive advantage". This definition of HRM is interesting because it encompasses the main parts involved in the relationship between HRM practices and aspects of organizational performance. We can see that this definition stipulates the availability of HRM practices, performance standards or strategies, and a way of linking the two issues together in order to have these combinations work. To give further elaboration on the comprehensiveness and clarity of this definition, hospital management, for instance, can develop and implement comprehensive HRM practices but it cannot claim that organizational performance will improve without having performance strategies or standards established and an approach to manage these two issues together. Edwin Flippo defines HRM as "planning, organizing, directing, controlling of procurement ,development, compensation, integration , maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved." "HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques." Storey (1995: 5). Although there is no consensus on the definition or the characteristics of HRM it can be seen from the above definitions that HRM is a combination of people-oriented management practices that views employees as assets, not costs; and its main aim is to create and maintain a skilful and committed workforce to gain competitive advantage. Differences in the interpretation of HRM have created two different schools of thought: soft and hard variants of HRM (Storey, 1992). Soft and hard HRM are also often defined as two main models of HRM. Soft HRM focuses on employee training, development, commitment and participation. It is used to define HR functions aimed to develop motivation, quality and commitment of employees; hard HRM, on the other hand, concentrates mostly on strategy where human resources are used to achieve organisational goals. It is also associated with cost control and head count strategies, especially in business processes like downsizing, lowering the wages, shortening comfort breaks, etc. (Beardwell and Claydon, 2007). Although HRM is a relatively new approach, this should not imply that it does not have its own roots in the old perspectives relevant to the management of human resources. When we start reviewing the HRM models, we will see that the HRM School has links with other management schools such as the Human Relations School and the Scientific Management School.

2.3 HRM Models

This section reviews some of the HRM models which have been recognised as sources in adopting HRM practices which could be linked with aspects of organizational performance. 1. The Harvard Business School HRM Model; 2. The Michigan Business School HRM Model; and 3. The Best Practice HRM Model 1. The Harvard Business School HRM Model The Harvard school suggested that HRM had two characteristic features- Line Managers accept more responsibility for ensuring the alignment of competitive strategy and personal policies Personnel has the mission of setting policies that govern how personnel activities are developed and implemented in ways that make them. It emphasizes on the importance of proper management of the human assets of an organisation to promote harmony and hence promote the output. The Harvard model of HRM sees employees as resources. With respect to how these HRM models view the management of human resources in relation to organizational performance each has its own view. Starting with the Harvard Business School Model and the Michigan Business School Model, the core theme of the first is to use the talents of employees to enhance aspects of organizational performance .The latter uses employees to achieve organizational goals (Hendry and Pettigrew,1990).There is a significant difference between the two views. For example the Harvard Business School Model stresses the human aspect of human resource Management while the Michigan Business School is considered as instrumental in the implementation of organizational performance (Sparrow and Hiltrop, 1994).Thus ,the Harvard Business School Model is widely recognized as drawing its academic lineage from the school of human relations while the Michigan Business School Model seems to follow the line of the Scientific Management School and other approaches which ignore the importance of questions about culture and non-economic factors in the management of human resources(Poole, 1990).Jeffery Arthur (1994,p :6 72) pointed out that, "The goal of control human resource systems is to reduce direct labor costs ,to enforce employees to comply with specified rules and procedures and to base employee rewards on some measurable output criteria. In contrast, the goal of the commitment human resource systems is to shape desired employee behavior and attitudes by forging psychological links between organizational and employee needs". The best practice tool of HRM is based on Universalism. The assumption here is that asset of practices aimed at high commitment or high performance will benefit all organisations regardless of context. The elements of best practices identified by Pfeffer (1998) are now widely recognised, if not widely accepted: Employment security/Job security Sophisticated selection / Selective hiring Team working and Decentralisation High Wages linked to Organisation performance Extensive training Narrow status differentials Communication and Employee involvement.

2.4 HRM Forms

European HRM management thinkers, particularly in the UK, have focused more on the contrast between soft" and "hard" forms or versions of HRM. As Truss et al., who conducted eight in-depth case studies in the UK, suggested, "Two of the most widely adopted models of human resource management are the hard and soft versions .These are based on opposing views of human nature and managerial control strategies. The soft model emphasizes individuals and their self-direction and places commitment, trust, and self-regulated behavior at the center of any strategic approach to people. In contrast, the hard model stresses the rationalism of strategic fit and places emphasis on performance management and an instrumental approach to the management of individuals. The hard model is based on notions of tight strategic control while the soft model is based on control through commitment. A thorough examination of the definitions of these two forms of HRM indicates that the former is similar to the view of the Harvard Business School Model while the latter resembles that of the Michigan Business School Model; both have been defined in the previous section. This section and the previous one reveal that there are two distinct HRM models, each of which consists of a number of views which have been used to categories approaches to managing people according to developmental-humanist or utilitarian-instrumentalist principles. The Harvard Business School Model and the soft version of HRM are represented by the former approach, namely the developmental-humanist Principle while the Michigan Business School Model and the hard version of HRM are represented by the latter approach, the utilitarian-instrumentalist principle. Although these two views, which have been used to categorizes approaches to the management of human resources, are clear in the literature, it is not easy in practice to identify either form of HRM. Truss et al. reported, 'We found that no pure examples of either form existed". This may be due to the fact that organizations pursuing certain strategies tend to adopt HRM practices, whether they are based on the developmental-humanist principle or the utilitarian-instrumentalist principle, conducive to achieve such strategies. Guest and Storey in their definition of soft- hard models of HRM view the key distinction as being whether the emphasis is placed on the human or the resource. Soft HRM is associated with the human relations movement, the utilization of individual talents and McGregor‟s Theory Y perspective on individuals (developmental-humanism). This has been equated with the concept of a "high commitment work system", "which is aimed at eliciting a commitment so that behaviour is primarily self regulated rather than controlled by sanctions and pressures external to the individual and relations within the organizations are based on high level of trust. Soft HRM is also associated with the goals of flexibility and adaptability (which themselves are problematic), and implies that communication plays a central role in management. Hard HRM ,on the other hand, stresses „the quantitative , calculative and business-strategic aspects of managing the "headcount resource" in as "rational" a way as for any other factor of production‟ (utilitarian –instrumentalism).Hard HRM focuses on the importance of strategic fit

, where human resource policies and practices are closely linked to the strategic objectives of the organization (external fit) and are coherent among themselves (internal fit) with the ultimate aim being increased competitive advantage.

2.5 HRM Perspectives

Despite the growing body of empirical HRM research and theory development the field has been criticized for lacking a solid theoretical foundation .David Guest, a researcher has called not only for a theory about HRM but one for performance as well as one for how the two issues are linked in order to gain a clear understanding of the impact of HRM on organizational performance. David Guest in 2001 reported, 'Unless we can develop our own more precise theory, there is a risk (or the promise) that the field will be colonized by economists As industry increasingly recognizes the value of human resources and social assets we can expect a significant stimulus to HRM theory coming from economy theory„. In an extensive review of the literature, Delery and Doty identified three categories of researchers and the perspectives that they have adopted in theorizing HRM. They tagged the first group of researchers `universalists' , the second one as „Contigency‟ and the third as „Configurational‟. Guest has named these modes as descriptive, strategic and normative theories of HRM respectively. Delery and Doty tagged the first group of researchers `universalists' largely because of their interest in identifying `best practice' HRM policies. Delery and Doty note that "these researchers posit that some human resource practices are always better than others and that all organizations should adopt these best practices." Through this approach, researchers interested in exploring the relationship between HRM practices and organizational performance indicators, have to map the field and capture and classify the reality of both issues. Pfeffer argued that greater use of HRM practices (e.g., employment security, promotion from within, and training and development) results in higher productivity and profit across organizations .Similarly, Osterman argued that a number of HRM practices (e.g., teams job rotation, quality circle, and total quality management) result in organizational performance improvements. Thus, the assumption is that the adoption of certain HRM policies is likely to result in increased organizational performance. The second strand of theorizing identified by Delery and Doty comprises those researchers adopting a contingency approach. In keeping with the early foundation of the contingency perspective within organizational theory, these researchers argue that the success of HRM policies is contingent upon the achievement of a match between human resource policies and other aspects of the organization. For example, researchers adopting this perspective have demonstrated that different human resource policies may be required at different stages in an organization's life cycle. This group has argued that key environmental factors influence the effectiveness of HRM practices. Thus, a fit between these environmental factors and HRM practices, this group argued, has to take place so organizations can improve aspects of organizational performance. Some of the best-known research in this category was conducted by Hendry and Pettigrew. Their main concern was to identify key environmental influences on HRM. They treated HRM practices as the dependent variable while the environmental context was treated as the independent variable. Thus, their immediate aim was to find out the extent to which HRM practices fit the context. Their ultimate aim, therefore, was to explore whether a good fit will be associated with a good organizational performance. Delery and Doty identified a third group of HRM theorists as adopting a `configurational' approach. Delery and Doty noted that this approach is more complex and consists of researchers who seek to `` . . . identify configurations, or unique patterns of factors, that are posited to be maximally effective." This category of researchers are also said to approach their subject from a more theoretical perspective and many of the phenomena they identify may not necessarily be empirically observable. This group of researchers argue that there are specific HRM practices (e. g., promotion from within, information sharing, decentralization, and coherent employee relations) which have characterized organizations that are especially effective in achieving improvements in aspects of organizational performance. Thus, configurational theorists have argued that, in order to achieve improvements in aspects of organizational performance, an organization must develop an HRM system that achieves both horizontal and vertical fit. The former fit refers to the internal consistency of the organization's HRM policies and practices while the latter fit refers to the congruence of the HRM system with other organizational characteristics, such as total quality strategy. A consistent theme in all three theoretical perspectives of HRM is the assumption that HRM is linked to organizational performance. However, while the literature is rich with claims that both HRM are linked to performance, there is little empirical evaluation of this and the theoretical foundations upon which these links are based have been described as inadequate. Accordingly, a better understanding of the role of the implementation of human resources management in creating and sustaining organizational performance and competitive advantage should be achieved through further theoretical development and empirical evidence.

Chapter Three
Methodology

3.1 Defining Methodology

The report/research methodology is a science of studying how research/report is going to be carried out. Here it will show the process how I have collected my data and have described them in the best way possible. So in a more sophisticated manner the methodology is described as explaining and predicting phenomena. In an easier way is said to be the study of methods by which knowledge is gained.

3.2 Sources of Data

Usually the data can be collected in two ways but since the report is plainly based on my experience as an Intern. I collected all my data from the primary source. The description of Primary and Secondary data Source is given below.

- 3.2.1 Primary Source: It can be said as a direct source of information. It is completely raw data which needs to be processes and analyzed. Primary source of information for my Internship was direct observation and experience during my work period in the Company as an Intern.
- 3.2.2 Secondary Sources: It can basically be defined as readymade information which is already published and can easily be accessed given prior history and information. I have taken Secondary Information from my academic text books, research papers and articles and all my previous related Human Resource related topics and subjects I have studied upon.

3.3 Data Processing and analysis method

3.3.1 Data Processing: It is a set of methods that are used to input, retrieve, verify, store, organize, analyze or interpret a set of data. Data processing enables information to be automatically extracted from data, and could be used in computational biology and bioinformatics to organize a large set of data. As an Intern I processed the data using my observational skills and how it can be used in my work as an Intern. There were many factors in place which could not be computed due to my lack of experience in which case I had to take help from my supervisors in charge at work.

3.3.2 Data Analysis**:** It involves actions and methods performed on data that help describe facts, detect patterns, develop explanations and test hypothesis. After collecting data we ensured that it is correct and used properly in my report. At certain times 1 person was not enough to analyze the data. A certain incident prompted me to analyze statements from various sources regarding a robbery which took place at a district. I was assigned to take statements of the employee, their supervisor and witnesses of the incident to find out what exactly happened on that day.

Chapter Four
Theoretical Perspective of HRM

4.1 Training & Development Management

4.1.1 LEARNING & TRANSFER OF TRAINING

Reinforcement Theory says that people are willing to perform using positive manner which has resulted positive outcome and avoid negative behavior which has resulted negative outcome.

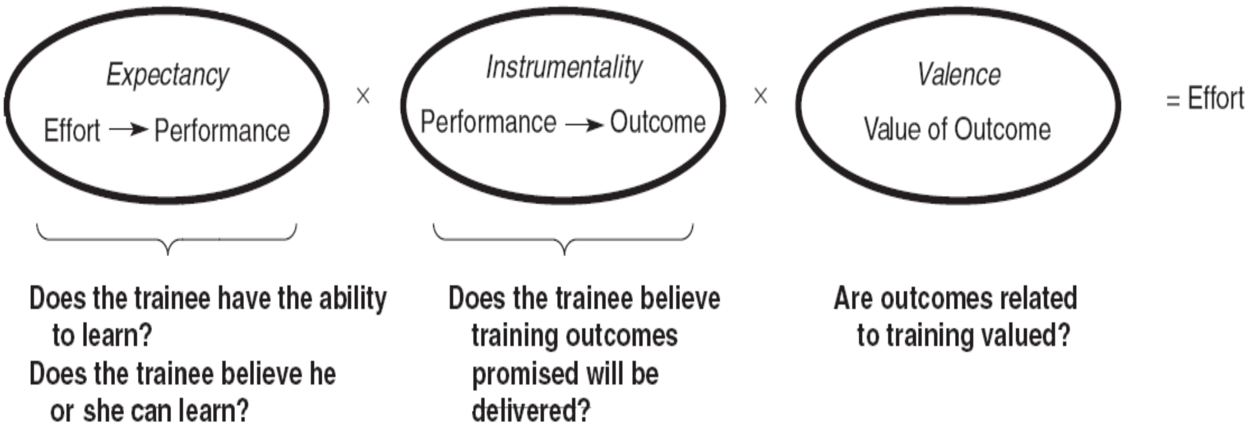
Social Learning Theory dictates that people learn by observing others from a work environment. It is normally done from someone we trust and have verified knowledge. They might have been successful in previous work due to which they are trusted and their teachings are followed by others. The manager needs to find out who is the role model for social learning. Social Learning can only be successful if an employee uses the observed technique and is successful by using it in the work. Example of Social Learning can be such as in the case of UIU Junior faculty/new faculties are allowed to attend senior faculties lecture and classes.

Goal Setting Theory dictates that behavior and learning results from a person who has an aim to achieve something consciously. A goal enables a person to strive towards something resulting in energy and attention towards its. However the goal should be attainable so that the employee does not become demotivated and can make strategies on how to achieve it. Also attaining the goal which results from behavior varies from one person to another. Goal Setting can be used to design training programs such as providing employees challenging tasks and objectives to complete. Goal Orientation is goals targeted by a trainee in a learning situation. It serves as a motivation purpose. Learner who want to learn rather than perform well will give more attention to learning and the one with performance orientation will be vice versa.
Learning Orientation is trying learn something new an increase competency to perform a task. Performance Orientation is for learners who target performance by trying to do better than others

Need Theories states that a person who lacks in need of any particular factor. A manager must be able to find the need an employee lacks in and thus in turn make them understand how the training will help them to fulfill their needs and how in fulfilling needs beforehand will also help them to complete the training. Need can be said as the prerequisite of training. This can be found out from Maslow Hierarchy of needs. Alderfers need theory says that employee who cannot fulfill higher level needs will focus on the lower levels and McClellands need theory says that and employee mainly focuses the need for achievement, affiliation and power.
Expectancy Theory states that a person's behavior is based on 3 factors.

- Expectancies which is the link between wanting to perform well and actually doing well such as trying to get GPA 3.95 but actually getting 4

- Instrumentality is the belief that an employee has that if he/she does perform certain behavior certain outcome can happen such as for as student believing if he wakes up early to study then he will do good in exams.
- Valence is the important value that an employee places on the result. Such as placing importance on good CGPA will make a person think that he/she will get a good job.



Transfer of Training Theory states that training is only transferred to an employee who has both Open Skills (general learning) and closed skills (skills related with job directly and to be produced in realistic situations). High Transfer of Training leads to more productivity for an employee and vice versa. Transfer of training is only effective when the appropriate and specific training is given to an employee which has a high rate such as training for Sales service; also for TOT to be effective an employee needs to show and use the skills learned in a training in realistic Situations and job.

Features of Instruction and Work Environment which facilitate learning and TOT

- Training Objective
- Training should have meaningful content
- Trainees should have opportunities to practice learned skills in realistic situations
- Training methods need to be appropriate
- Proper coordination during training and feedback after training should be given

Characteristics of a good training objectives

- State clearly what an employee can do after the end of the training
- State and include how the training can be measured and evaluated
- State and include the resources needed by an employee to complete after the training

- State the environment in which they are required to perform ex-angry customer, day shift vs night shift

Three Types of Instructional Interaction

1. Learner to Content- This states what a trainee is expected or learns from the content of a training alone. This is the most difficult task as he/she requires self-motivation and self-willingness to learn something new. Ex- Self-study courses in UIU
2. Learner to Learner- This states what a trainee learns from their peers and colleagues. Social learning is best suited here and the peers already know how to share and spread information to the present learners. Ex- Group study
3. Learner to instructor- This states what a learner learns from a trainer or professional. This is mainly done in training environments which includes training materials and resources provided by the trainer or by the supervising coordinators of the training program.

Learning Process

The learning process contains coordination of activities of learning and training before, during and after the program. It must make sure that-

- Employees understands the importance of the programs and communicate with them
- Appropriate employees are registered to take the course and programs
- Prepare and processing the required materials needed to complete and do the program
- Testing and distributing necessary equipment as well as Having necessary backup equipment
- Arranging and preparing the program environment and giving support during the program
- Ensuring communication during the program between trainee and trainer and recording the whole program for later access by the trainee.

Self-Management can be defined as a person's willingness and trying to manage his/her behavior and action to decide and result in certain outcome. It helps a person to evaluate his/her need for support and how to deal with negative situations in a working environment. It also helps them to apply learned skills and abilities and set goals by using them. Positive outcome for self-management re-enforces their behavior and action and helps them to constantly monitor their behavior.

Examples of Obstacles in Work Environment that hinders TOT

Obstacle Work Conditions Description of Influence	Description of Influence
Time pressures Inadequate equipment Few opportunities to use skills Inadequate budget	Trainee has difficulty using new knowledge, skills, or behavior.
Lack of Peer Support Peers discourage use of new knowledge and skills on the job. Peers are unwilling to provide feedback. Peers see training as waste of time.	Peers do not support use of new knowledge, skills, or behavior.
Lack of Management Support Management does not accept ideas or suggestions that are learned in training. Management does not discuss training opportunities. Management opposes use of skills learned in training. Management communicates that training is a waste of time. Management is unwilling to provide reinforcement, feedback, and encouragement needed for trainees to use training content.	Managers do not reinforce training or provide opportunities to use new knowledge, skills, or behavior

4.2 Performance Appraisal Management

4.2.1 Implementing a PM System

Implementing the PM includes some steps which are going to be explained below.

Step 1-: Communication Plan

-It includes question like to say what is PM? How is it implemented by other ORG and what kind of goals does it help to achieve for the ORG.

-How does the PM help to establish a link between the strategic goals of an ORG and how are the strategies implemented to achieve those goals.

-A good communication plan will show what kind of benefits one will get by implementing a proper PM system and for all the stakeholders involved in it.

-It will show how the PM system is working such as how many review to be done, how many meetings to be conducted, type of appraisal method etc.

-A good communication plan should show roles and responsibilities of each employees at each state of the PM such as who is rating whom and on what basis.

-A good communication plan should show and relate to other functions of an HR practice such as training and development initiatives for employees in an ORG.

Cognitive biases which affect Communication

- Selective Exposure can be described as already agreeing to an idea which we know and are aware of and like. Employees who think a good PM will help will engage in communication activities and those who do not vice versa.
- Selective Perception can be defined as getting used to an idea of what we normally think whereas the idea can stand for something else entirely.
- Selective Retention can be defined as what and employee retain and remember information which they normally like.

Solutions to reduce Cognitive biases

- Consider employees and their perceptions and their point of view. Listen to them and let them participate to create the PM system. It will ease the process for them to accept the PM system more easily.
- Emphasize the positive side of PM system before negative situations occur. Provide realistic communication system and give realistic goals one which can be achieved. Discuss the con sides of PM system before brought up by others.
- Repeat, document and be consistent in spreading the information to make sure employees can retain all the info as much as they can.

Step 2-: Appeals Process

The appeals process enable an employee to accept the PM system more easily. It enables and employee to question the PM system in regulation. Mainly they can question two types of issues. The first one is the **Judgmental Issue** which is if the employee believes the way he/she was rated does not reflect their actual performance and second one is **Administrative issue** which shows that the rules and procedure such as an employee may say that the supervisor did not meet up with them to show corrections and improvements.

There are Two Levels who deal with the conflicts and issues of Appeals Process.

Level one consist mainly of HR people they review facts, policies and procedures, if they were followed by the rater. They check them and if they find any kind of conflicts they report the finding to the one at fault which is either the rater or the employee. Finally they try to negotiate a settlement between the rater and employee to come to a conclusion and understanding.

Level two consist of the directors and executives of a company who are in the organization but are a 3rd party. Level 2 is only used when level one fails to contain the situation. They check reports and witness and often may ask question regarding the problem. When everything is reviewed a final decision is made either by votes or by sending the final draft to the Vice president who makes the final decision.

Step 3-: Training Programs

In this step training for the raters must be provided. The training programs should include some features such as information of the training itself, how to measure and evaluate performance by identifying, observing and recording appropriate behavior of performance of an employee. How to behave and interact with employees etc.

Choices of Training Programs to Implement-

1. Content of the Rater Training should include why the rater is being trained and how it will help serve PM. It should include the perquisite skills and info regarding the training program and how participating it will enable a rater to identify, observe and evaluate effective performance of an employee. It will also teach them how to interact with employees who are being reviewed.

2. Rater Error Training-

   Intentional Rating Errors consist of Leniency (inflating rates), Severity (deflating rates) and Central Tendency (giving average score regardless of performance to all).

   Unintentional Rating Errors contain the following-:

   - Similar to Me
   - Halo Effect (based on only one characteristics)
   - First Impression
   - Contrast Effect (opposite of similar to me)
   - Stereotype (old ways applied)
   - Primacy (info from the first review period)
   - Recent (info from the very recent review period)
   - Spillover (impact of previous preview affecting present review)
   - Negativity (rater focusing only on negative information)
   - Attribution (When a supervisor attributes poor performance to an employee's dispositional tendencies instead of feature of the situation.)

3. Frame of Reference Training- The main focus of this training is to make sure that raters are familiar with all the performance dimensions of the performance management. It helps a rater to focus on more than one dimension and not just on one specific criteria. Behavioral issues is very critical in FOR training. Raters should develop a common frame for observing and evaluating. There are 6 steps in FOR training.

   - Develop Separate performance dimensions for separate jobs
   - Definition of each job should be clear
   - Create a common performance dimension and level of effectiveness
   - Use a prototype to train the raters
   - Raters need to share their rating with other group members and clarify discrepancies if any

- Provide feedback

3 things should must be considered when using FOR. They are job duties, dimensions of performance and justification of steps and problems with other rates. FOR will help the rater to maintain a consistent ratings across all employees. It will also help raters to design a good development plan for the employees.

4. Behavioral Observation Training- The main purpose of this training is to record, observe and evaluate behavior in an appropriate manner. Using this training a rater's skill will be developed. They can observe performance in a better manner, store and recall information regarding performance and use information about the performance itself. The main focus of this training is to reduce unintentional rating errors.

5. Self-Leadership Training- The main purpose of this training is that to increase the rater's confidence to manage performance and rate employees with confidence on their own. It's done to enhance their self-efficacy and clear their mental process by building up their self-esteem and confidence. It is mainly for top level employees. 5 steps need to be appointed to implement effective SL training.
    - Observe and record existing assumption and imaginary pattern
    - Analyze functionality and constructiveness
    - Identify and develop more functional and constructive beliefs and assumptions and mental images to substitute for dysfunctional ones.
    - Experiencing actual situation
    - Continuous monitoring

Step 4-: Pilot Testing

Pilot Testing can be done via testing the whole PM system using a sufficient amount of people who will represent the whole organization. Keep in mind that Pilot testing should include steps from the very beginning to the last. The only difference is that the evaluation results should not be kept in the employee files. The main benefits of Pilot Testing is that it helps to-:

- Gain info for potential participants
- Learn about difficulties/obstacles
- Collect feedback on how to improve before problem are irreversible
- Understand personal reactions
- Get higher rate of acceptance

To implement a Pilot testing we will follow the following steps which are-: At first we need a sample group of similar jobs and represent the ORG overall. Then we implement the planned system from top to bottom and keep records of all the issues faced by the samples and collect their input and thirdly we must not keep appraisal scores in the pilot testing.

Step 5-: Ongoing Monitoring & Evaluation

When the testing phase is over and the PM is implemented then we have to monitor, evaluate and check for the results to see if the expected results if being achieved or not. To do this we can do the following measurements.

- Number of individuals evaluated
- Distribution of performance ratings is to distribute scores of the performance according to how they are performing their related tasks
- Quality of information is to check how much information has been provided in the forms such as how did the employee score high or low and how has the rater described it
- Quality of performance discussion meetings. This can be checked by doing a follow up meeting with the participants to check if the supervisors are doing their meetings with employees appropriately and providing necessary resources to them for development
- System Satisfaction can be done to check the overall efficiency of the PM if both the rater and rate are satisfied with the PM system.
- Cost/benefit ratio is done to check the overall cost and benefits return from the system. It can done on certain individuals by asking their situation regarding their job and his/her ORG unit
- Unit-level and ORG-level performance. Check the performance at org and unit level such as customer satisfaction and financial gain in the organization.

4.3 Compensation Management

4.3.1Incentive Pay

Incentive Pay can be defined as the type of pay given to employees one time as way to motivate them. It is generally known in advance and has no connection to base pay. Incentive pay generally is paid when an employee meets certain criteria or reaches objective within certain deadline. Also incentive pay helps employers to save cost.

Incentive pay has 3 assumptions-:

- There is a difference between how the contribution of individuals and work teams helps organizations. The way of how they complete a task and what they do is important.
- Orgs overall performance mainly depend upon the performance of the work teams and the individuals as well who are working within the company.

- Org needs to give incentive pay fairly to employees with relative performance to attract retain and motivate them.

Difference between Traditional Pay & Incentive Pay

Traditional Pay	**Incentive Pay**
Increases according to the length of service and supervisors appraisal	Reward incentive employee or the whole company
Permanent increase of the base pay periodically	One time increase
Fixed % increase in base pay	No fixed %
Measurable and objective	Only measurable
Supervisors do not communicate in advance	Supervisors communicate in advance
Subjective evaluation	Objective evaluation
Exempt based management	Data based management

Types of Incentive Pay

Individual Incentive Pay- This type of incentive is given to employees who completes required objective alone. 3 conditions must be met for individual incentive to be given they are: When and employee can measure objective work, have sufficient control over work output and do not create unhealthy competition. Within Individual Incentive Pay Plan the following types of pay are given they are-: Piecework plans, Management Incentive plans, Behavior Encouragement plans, Referral plans and Spot bonuses.

- Piecework Plans states two criteria One which is that employees to be paid individually for the quantity of goods produced by a required amount of time more than the standard objective and second that and employee is given the reward based on both objective standard which is units produced and subjective standard which is employers judgement for the quality of the products they produced. Piecework plans is mostly used in manufacturing industries such as garments. However when an employee does not meet the objective standard then still they are given the base pay. It can best be explained with the table example below.

	Guaranteed Hourly Base Pay ($)	**Piecework Award (No. of Garments Stitched Above the Piecework Standard × Piecework Incentive Award)**	**Total Hourly Earnings ($)**
First hour	4.50	10 garments × $0.75 per garment = $7.50	12.00
Second hour	4.50	Fewer than 15 stitched garments, thus piecework award equals $0	4.50

Two advantages of Piecework plans is that employees are given the money when they produce quantity of goods more than the objective so thus they gain money which is an Incentive. Another advantage is the shorting effect which is if the employers does not meet the general standard then they leave the job in which case the compensation is saved by the organization which can be invested in somewhere else.

- Management Incentive Plan states that employees mainly in the mid-level positions to be awarded if they achieve and exceed objectives based on profit, sales, production etc. for their divisions or departments. Difference with this and Piecework is that they have more than one goal to achieve as it is department and division related. The best know MIP is known as MBO.
- Behavioral Encouragement Plans states that employees are awarded for specific type of behavior performed at work such as high attendance allows MNC's to award their employees. It encourages others to perform similar behavior which drives ORG output.
- Referral Plans states that employees are awarded for referring and recruiting highly skilled workers which are always welcome in any organization. However the highly skilled worker needs to accomplish result and improve ORG out by showing action and use their talented skill. They also need to stay in the ORG for a substantial amount of time. If these objectives are met then the referrer receives the monetary benefits.
- Spot Bonuses states that and employee to be rewarded on spot for their noteworthy accomplishment on spot or within very short period of time.

Advantages of IPP

- Helps to motivate workers as pay is only guaranteed if performance increases
- Helps to pay equal pay to employees who can only be paid incentive pay if they achieve required objective. This enables ORG to retain best performers.

Disadvantages of IPP

- Increases inflexibility such as if employees become highly skilled they still won't perform beyond extended objective as they won't be getting extra benefit for over performing
- Unrealistic standards set by employers may demotivate employees and lead to underperformance.
- Setting Individual Incentive pay plans for each employee or division will be very time consuming.
- May lead to undesirable behaviors such as employee can only focus on quantity of output where as other dimensions such as quality and service may decline.

Group Incentive Plan-: This type of incentive is given to groups of people who have shown performance by doing group work and contributed individually to goal attainment. Group Incentive works best when there is a strong team work, coordination and interpersonal relationship among team members. There are two types of group Incentive Plans They are:

Team Based/Small Group- Here each member of the team receives financial reward for their contribution towards goal attainment. Some of the types of Teams are explained below.

- Work teams- In this team members are multi skilled as if one member is absent then the gap of activity can be closed by another member. They members in this team are often permanent and often work on an ongoing basis Example customer service.
- Project Teams- In this team people are assigned to complete a one-time project and have specified roles for specific parts of the projects which usually requires them to work full time.
- Parallel teams- In this team members of the group are one sort of task force. They are given specific task along with normal responsibilities. This is usually for a short period of time and they work on improving existing situation or evaluate systems at work.

Gain Sharing- Gain achieved by an ORG due to increase in productivity of employees. When the ORG achieves gain then that gain is shared among the employees equally. The main purpose of ORG using gain sharing is to increase overall productivity of the organization in turn as well as the employee's productivity and participation. Also Gain sharing should only be used when the usage of technology does not create conflict for the production process.

Gain Sharing Programs includes 3 major components. They are:

- Leadership philosophy explains the type of leader who implemented the gain sharing and who provided a working environment so that participation and employee engagement is easy.
- Employee involvement system ensure that employee are engaging and participating in the gain sharing program which can be measured in terms of performance and productivity improvement.
- Bonuses can encourage an employee to take more challenging and opportunistic situations which is the result of motivation to gain bonus. Bonuses should also enable an employee to increase their skill level and thus In turn should help them achieve goals more than their standard

Gain Sharing Plan:

1. Scanlon Plan- It was developed by Joseph Scanlon in 1935 that is based on employee involvement. Here the concept is that employee will exercise self-direction and self-control. The Leadership strategy is based on Theory Y. They have 3 assumptions which are higher pay to workers, generate increased profit to stockholders and lower price to customers. The main purpose of Scanlon Plan is to lower labor cost. There are also 2 committees in Scanlon Plan discussed below.

Production-level committees mainly take in suggestions from employees which are manageable and deals with the production process. They may also reject the suggestions however they have to explain why it was rejected so that employees are not discouraged later to make suggestions.

Screening committee selects the best suggestion and implement them and also gives bonus to the employee who made the suggestion.

Formula- **(Labor Cost/Sales Volume of Production)**

Sales Volume of Production (SVOP) - Sales Revenue + Value of the goods in inventory

2. Rucker Plan- It was developed by Alan W Rucker in 1933 and places importance in employee involvement. It primarily focuses on value adding activity and how much value we are adding on product. The ratio will vary with the value adding activities on products. The higher the value of the product the greater the rewards.

   Formula- (**Value added/Total employment cost**)

   Total Employment Cost- Value of Sales price of a product-Value of material produced to make the product

Reward Allocation Methods

Reward must be allocated and given to employees fairly. It must be fair and justifiable why the amount of compensation given and to whom and why is it given. Compensation given to employees should be different according to the amount of contribution made by each employee for attaining goals. The base pay and incentives given both should be separate as well.

3. Improshare- Developed by Micahel Feine in 1973. The aim of this is to produce more products with fewer labor cost. Focuses mainly on labor hour ratio formula and finished product. Productivity must be increased to distribute bonus to the employees. The benefits is given weekly. Extra units produced continuously are sold and later at a time the extra money gained is given as a onetime payment to the employees from the reserve.

Comparison of Key Features among the 3 Group Incentive systems

Feature	Scanlon	Rucker	Improshare
Program goal	Productivity improvement	Productivity improvement	Productivity improvement
Basis for savings	Labor costs	Labor costs/raw materials costs/services costs	Completing work at or sooner than production standard
Employee involvement	Required	Required	NA
Type of employee involvement	Screening and production committees	Screening and production committees	NA
Bonus payout frequency	Monthly	Monthly	Weekly

Advantages of Group Incentives-:

- Companies find it easy to develop incentive plans for groups rather than individuals
- Helps to create group synergy

Disadvantages of Group Incentives

- Increase of turnover due to free-rider effect
- Employees may feel uncomfortable with the fact that others performance influences compensation level

Company-Wide Incentive Plans- This incentive plans states that reward will only be given to the employees if the company achieves certain performance such as value or image of the company increased. There are two types of company-wide incentive plans.

1. Profit Sharing Plans- Profit is shared among employees by giving them a portion of the company profit which is separate from base and COLA pay. This is **Current profit sharing plans**. **Deferred profit sharing plans** is giving cash rewards on the employee's accounts which they will receive later at a certain time.

   Fixed first-dollar-of profits- Certain % of corporate profit given to employees.

   Graduated first-dollar-of-profits- Certain % of corporate given at certain profit level and if that limit is crossed then the % increases.

   Profitability threshold formula- Incentives given when an employee achieves greater then minimum level less then established maximum level. Cannot change the level.

Distributions Methods of profit sharing of company-wide must be equal in nature to everyone and proportionate payments based on the annual salary of employees and also proportional to the contribution they made to the profit.

Advantages

- Enable employees to share companies' profits
- Allows companies greater financial flexibility

Disadvantages

- Undermines the economic security of employees
- Can fail to motivate employees if there is no link between effort and profit.

2. Employee Stock Options- Companies grant employees the right to purchase a share of company. Company stock is the total equity of the company. Company stock shares shows the value of each share. Stock Options enables and employee to purchase the stock at reduced price for a certain period of time.

Incentive Pay Considerations

- Incentive must be based on individual or group before planning the incentive plan
- Identify the risk level associated with incentives. More risk = more gain but certain risk cannot be crossed.
- Replace traditional pay. How much traditional pay can be replaced?
- Performance criteria must be identified.
- Incentive must be given within a certain time.

4.4 Human Resource Planning

4.4.1 HR Planning Process

HRP process outline is not a rule of thumb. It is a general idea to plan HR for organizations. However we must keep in mind that the way how HRP is done varies from one organization to another. The general ideas and stages are-:

1. Assessing Current HR capacity-: At start before even recruiting HR in an organization they must first assess how much existing supply of HR they have and how much exactly do they need based on skills and number of employees. We have to do this as if we recruit employees with same skilled employees then resources are being wasted. So we can make a skills inventory to measure which employee has which skills set. We can also do performance reviews/measurement & appraisal.
2. Forecasting- Here we have to forecast the number of employees we currently need which is generally known as Demand Forecasting. We can forecast the demand of employees by using some formulas such as ratio analysis and trend analysis. Then we can also do a Supply Forecasting to check what kind of employees exist in the organizations and how

many applicants r dropping CV for the job. We can do this via market analysis. Then finally we have to match the demand and supply and create an appropriate HRP process.

3. Develop Talent Strategies- Talent management is a vital factor in HRP as not every talent is available everywhere and they are rare to find and takes lot of time to develop over time so here we have to find out especially how many people to hire for talent management, then we have select the right applications and hire them officially after probation, then we need to train and develop them in a right way and also set a healthy compensation package for them. Finally we must evaluate by checking their results. We must make sure to keep in mind the strategies in each step of the way.
4. Review and evaluation- Once the planned HRP is implemented we must check the result whether it is yielding the result the organization want. If not we must make corrections where necessary and if forecasted results are gained then we must re-enforce them for future success.

Time Scale of HRP Forecasts-:

Time Frame	**Requirement basis**	**Availability**	**Possible Action Plans**
Less than a year	Annual Budget (Operational Plans)	Existing + Contractual Manpower	Overtime, contractual terms, restructuring strategy, lay offs
1-2	Forecasted Budget (Business Plans)	Current manpower less projected attrition (overtime for a short time)	Promotion, Training & Development, Restructuring strategy
2-5	Long-term plans	Projected Manpower (how many employees required)	Succession planning, T & D, Restructuring strategy
5+	Perspective Plans	Labor Market, Education System	Succession Planning, Org development, restructuring

Analysis of Workload factors-:

1. Classification of work- Here we have to analyze and classify work based on many contents such as time needed to complete a task, work type, size of the job, materials required to complete the job etc. Each factors of one job will vary from one another However analyzing all these factors will consume lot of time and resources also as it is time consuming with time a lot of things may change such as technological process and how some jobs cannot

be quantifiable using monetary approach such as customer service. There this whole classification of work is a dynamic process.

2. Forecasting the number of jobs- In this step we have to find out how many jobs are there for a particular time period. This is based on demand projection. We can find the results here by trend analysis such as-: 100 units to produce, 20 min required per job, (100/20=5 jobs in a day).
3. Converting the projected jobs in man hours-: Here we multiply the time required for each job with the number of projected jobs to calculate the man hours. Such as (100*20min)/60min/hr.=33.33 hr. needed to complete the total work in a day.
4. Converting the man hours into manpower requirement-: Considering an employee is given 8hrs of work time however an employee does not work complete 8hrs. In these 8hrs they have a 20% fatigue time and 20% break time so we can say that they work exactly (40% - 8hr =4.8hr.) in a day so to convert the following into the manpower needed we will do the following calculation. 33.33hrs/4.8hrs. = 7 employees are needed to complete the work per day. (**SEE PG 100 for a better calculation**)

Time Series Analysis-: It is based on past data for required manpower and demand projections. When we observe employment levels over a time period we must check 5 things. They are-

1. Trend: It is fluctuations in the level of employment over a period of time.
2. Cyclical Effects: It is change in the employment level due to some particular event like recession, technological change etc.
3. Seasonality- It is change in the employment levels due to particular season such as in winter more employees are required who can make sweaters.
4. Step- It is a very sudden change in employment levels due to sudden change in factors such as economic sudden recession or sudden technological involvement replacing labors
5. Random fluctuations- It is fluctuations in the level of employment randomly but not drastic like Step. It does not depend on a factor.

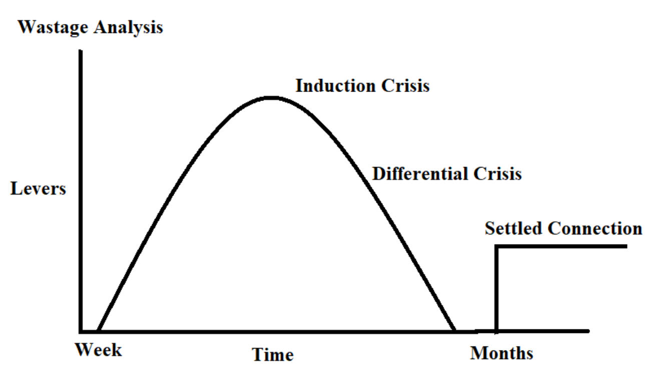
Difficulties in manpower forecasting-:

- Increase in productivity may lead to employers and ORG to think that HR is working well but in reality technology may have increased productivity rather than HR. HR skill may still be lacking.
- When calculating the manpower we do not consider the skill of the labors to make quality goods and products rather only the amount of labors needed.
- There is no perfect relationship between output and manpower as skill of certain employees may lack behind than others.

- HRP does not consider investing in existing employees to increase productivity such as by giving better compensation or to train and develop them.
- When organizations increase compensation to motivate employees to increase productivity that does not mean that every employee will do so. The relation is not linear.
- Plans does not always work as the future is uncertain. Change can happen easily.
- If an ORG does not maintain a proper HR information system then information can be lacking which will lead to a bad forecasting for HR.
- If there is not a proper or poor coordinated effort and link up between corporate strategy and HR strategy then there will be problems in forecasting.

Analysis Manpower Supply (Please see the Diagram) **-:**

- Wastage analysis is all about the employee turnover. When an ORG is currently hiring large number of employees. Then it can be deduced that they are facing high turnover. This is called induction crisis. When some employees finally join the ORG as permanent members then there is a stage of differential transit as during this time employees learn about the organization and how to work and perform their task. When they get settled in the work and have stayed for a considerable amount of time then they have fallen into the state of settlement connection state.



Differential Methods of Wastage Analysis-:

- Labor Turnover- In this method at the beginning of year an organization checks and see how many employees exist and work in the organization and how many at the end. By checking these two they calculate how many employees have exactly left the ORG. The formula to calculate is-: (No of employees leaving/Average no of employees employed) * 100
- Stability Index- This method shows how many employees are actually staying in the organization for more than one year period. Using this method we can easily calculate the

wastage rate. The formula applied here is-: (Stayed more than one year/Employed one year before) * 100

- Cohort Analysis- Using this method we are analyze homogenous people who have same KSA. This is done for a small group of people and these people should have been working for more than one year.
- Census Analysis- It is similar to Cohort analysis but it is done for a large group of people and this is mainly done for long term basis to calculate wastage.
- Skill Inventories- It is when organizations maintain a proper HRIS and use them to create a skills inventory for employees. If HRIS is not there then HR are not efficiently put to use in the appropriate places then it will create wastage.

Manpower Planning Models-:

- Markov Models- Using this model we fill out vacant positions existing in an organization. We do this promoting the lower level position to the vacant one up top and so on and so on. New recruitment is not done. The promotion is known as Markov.
- Renewal Models- This model can be used for future recruitment of employees. It checks the flow of employees within an organization who are coming in and going out. Basically they check how many employees are retained within the ORG.
- Optimization Models- This model basically is used to check the optimization of employees and to see their skills and how much demand there are in the organization and how much supply. Then we match them and hire the right amount of candidates with right suited skill.
- Cambridge Models- This model is used to check the age of employees which are appropriate for certain work. When they find the appropriate age then they hire groups of employees of that particular age.
- Simulation- It can be said as an off the job training method for employees which simulates a real job experience. This is done mainly to see how an employee can perform in a real scenario. It can also be done if the job is too risky so they check beforehand. It can also be used to develop manpower.
- Replacement theory- Here the organization decides to replace certain positions for a long term or a short term depending on the situation. Replacement can be permanent if certain employees have left the organization permanently.

4.5 Industrial Law & Labor Relations

4.5.1 Conditions of Employment and Service

Conditions of Service-:

They are rules and regulations which have to be followed by every employees in an organization given in this book when providing service or selling goods. Organizations can have their own rules and service but they have to be favored by everyone in the organization. If an organization wants to create its own rules and regulations then they need approval from the government by submitting an application to the Chief Inspector of labor law. They would respond within 90 days. After approval is done the rules can be applied but if they are unfavorable then the employees can re-apply within 30 days after first approval. Government will then again respond within 45 days which will be final. The rules and regulations however which fall under this book is not applicable to any government institution.

Classification of workers and probation period-:

They are workers employed currently in any establishments. Some of the workers class are-:

- Apprentice- They currently are not employed in the ORG but are learning from them. In the future they may be hired by the ORG Ex- mechanic helper.
- Substitute Worker- When the primary worker is absent they are temporary replacement for them with the same skills. They normally stay for 1-2 days.
- Casual Workers- They are workers hired for sudden irregular activities. They are recruited based on ad hoc basis.
- Temporary workers- They are contractual workers who will work for certain time.
- Permanent Worker- They do regular work and have a permanent position in the organization.
- Probationary worker- They are workers who are recruited for a permanent role but often have to go through a probationary period to check if they can perform their task well.
- Season Worker- They are workers who do specific jobs based on season. They are often hired for 2-3 months to make season goods.

Probation period for clerical nature work such as accounting and finance are given a probationary period of 6 months whereas all the rest have to continue for 3 months.

If during the probation period the organization finds out that the worker is underperforming then they can increase the probation period for 3 more months. In case of clerical workers it’s the same. If in any case the worker is terminated during the probation period and then again rehired then they have to complete the remaining probation time left after termination. After probation period is complete a confirmation letter should be provided. In any case if it’s not provided the worker will still be treated as a permanent worker. The letter is only a formal practice. After permanent hiring if the worker works for 3 years and after that time is underperforming then the organization can send the worker for probation again for 5-6 months. If any worker is currently in a department and is shifted to a new department related to new work then they have to do complete a probationary time again depending on that sort of work. If again he is shifted to the old department then they don’t have to complete the probationary time.

Appointment letter and identity card-:

Any person being recruited in the ORG must be given an appointment letter and when they are recruited permanently they must be given an identity card and photograph so they can identified as a member of the ORG.

Form of Service Book-:

Service book is where the personal information of workers are stored. Some of the information are address, date of birth, work history and experience, skills inventory etc. Everything relating to the job and personal info is stored and generally this information is recorded by the employer in charge of those employees. (CHECK BOOK TO MAKE A SERVICE BOOK IN EXAM)

Service Book (Rules and Regulations of Service Book) -:

Since the employer is recording the information and handling them that means they have to bear the cost of maintaining the service book as well. When an employee is joining a new organization and has previous work experience in another organization then the employee have to get the service book from the previous ORG and submit it to the new one. When the new owner in the new ORG receives the service book from the employee than there should be an acknowledgement by giving a receipt to the employee.

If in any case the old ORG did not maintain a service book than the new employer should provide a new service book by bearing its cost. If the employees wants a duplicate copy of that service book then the employee have to bear the cost. Also if for some reason the employee has lost the service book after their job termination or the duplicate copy even then they have to bear the cost for a new service book.

Service Book are not applicable for any apprentice, substitute or casual workers.

Payment of Wages for Unveiled leave-:

Suppose we are considering an employee has 21 days annual leave in a year of working days. They have taken a leave of 2 days only. If for some reason the employee is terminated from the ORG then they have the right to be paid for the left 18 days unveiled leave. The ORG must pay them for that 18 particular days.

Procedure for leave (must maintain order) -:

- When an employee wants leave then at first they have to apply for the leave with valid reason and for how many days they will not be coming in the organization. All these will have to be written down in a written document and submitted to the employer.
- Within 7 days of submission the employer will respond and if not they will respond 2 days before the leave starts. This conditions are for the general leave.
- If the leave is for an urgent purpose and the employee requires at that instant or very soon then the employer will respond within 3 days or in ASAP.
- The employee can only leave when the leave is acknowledged and granted by the employer.
- If the leave is not granted then the reasons have to be said and documented along with how many leave the employee asked for.
- If the employee while on the leave requires and extension on the leave then they have to notify their employer via a letter which can be sent via the nearest post office & the employer have to respond before the leave ends or the extended leave will not be valid.

Stoppage of Work-:

Stoppage of work normally can happen when organization shuts down for a temporary amount of time due to lacking in raw materials, machinery breaking down or power lacking. If the stoppage of work happens after every employee have left the organizations for the day then a notice should be posted on the notice board where it is visible for every employee to see in the organization the next working day. In the notice it should be mentioned for how many days work will be suspended and if employees should stay in the organizations or not.

If the stoppage of work happens during working hour then the employee should be notified by the employers ASAP and should be told to exit the facility in a calm manner. They should also be notified for how many days the stoppage of work will continue and if they should stay in the organization or not.

If the employees are told to stay in the working building then for 1hr stay they will not be paid any wages but after 1 hour exceeds they have to be compensated for the 1hr stay and oncoming hours of the stay. If the stoppage of work does not exceed 1day then in that case the employee won’t be paid wages. If the stoppage of work does exceed 1 day then other than casual and substitute works everyone is entitled to be paid wages. If the stoppage of work exceed 3 days then the organization

should announce it as a lay off which has already started from day 1.
Since for the first 3 days wages were paid and after lay off a final amount need to be paid based on piece rate basis which will be adjusted by deducting the averaged amount of pay of the first 3 days. This is for the general works who were only paid for the first 3 days. For any employee who were effected due to the lay off and might not have been paid then for them their previous month's average daily income will be considered as their final pay.

Retrenchment-:
Any workers can be retrenched on the grounds of redundancy. Retrenchment is mainly applicable for those workers who have given service to the organization for at least 1 year. To retrench a worker we must give them at least 1 month advance notice before the retrenchment. If we do not give the notice then we have to pay them a 1 month salary. If a specific person is being retrenched he/she may be being retrenched due to personal reason so due to this unethical practice occurring the employer who retrenches employee must submit a retrenchment document with reasons for retrenchment and submit one copy to the Chief Inspector of labor law and one other to the CBA who is representing the employee. IF any employee has completed more than one year or 1 year at least then they have to be compensated for 30 days of salary or gratuity whichever is highest.
If there is a current layoff of 45 days and as an employer if I think that an additional 15 days there will be layoff then we can retrench employee on the ground of retrenchment. No notice need to be given for the retrenchment but we have to pay for the 15 days at layoff rate and addition with any extra benefits if any. The employee who are retrenched then are the ones who have joined recently or at the last recruitment process.

Discharge of Service-:
It the same as retrenchment but retrenchment is being done due to a person being physically or mentally sick and may not be able to perform their task.

Punishment for misconduct and conviction-:
Here employees are said to be terminated if they perform or are related with any kind of criminal offense or misconduct. When terminated they are not going to be provided any notice or compensation. Some organizations give punishment rather than terminating. Some of the punishment are-:

- Removal from any post
- Reduction to a low post (but not for more than one year)
- Stoppage of promotion (should not exceed 1 year)
- Withholding Payment (not raising salary) should not exceed 1 year.

- Fined
- Suspension without wages or subsistence allowance (for 7 days)
- Warning and scolding's

If an employee is dismissed for small misconduct then they have to be provided some small benefits. For each year of completed service they have to be paid 15 days of benefits. Benefits for misconduct will not be given under section (b) and (g). Some of the misconducts are-:

a. Willful disobedience
b. Theft, fraud, dishonesty in running business
c. Taking or giving bribe
d. Habitual absence
e. Habitual late attendance
f. Habitual breach of law, rules and regulations
g. Disorderliness, arson, riot or breakage in work environment
h. Habitual negligence in work
i. Habitual breach of rules and regulations relating to employment
j. Altering, forging signature

If any employee is found guilty and dismissed but later found innocent then that employee has to be compensated by the organization for the amount of days he/she was dismissed. An employee can also appeal for innocence when charged for misconduct.

Termination of employment of worker by an employee otherwise than by dismissal-:

This law is applicable for both permanent and temporary workers in an organization. Some workers are paid in monthly basis while some are weekly or daily. The ones paid in months are known as monthly rated workers while the rest are other rated. If we dismiss an employee other than the four types of dismissal we have learnt so far then the time to give them notice before termination are different than the rest. The reason for termination should be based on ORG law not on labor law. The notice should be given to Permanent and Temporary workers before termination based on the table below.

Worker Type	Monthly rated	Other rated
Permanent	120	60
Temporary	30	14

If the termination is instant and without any notice then the ORG should compensate for both type of workers for the number of notice period said above in the table. If the permanent workers has been working for more than one year then the rule of gratuity will be applied.

Termination of employment by workers-:

Employees can also voluntarily resign from the organization. When a permanent employee wants to resign then they have to provide and advance notice of 60 days before leaving the organization. In the case of temporary workers they have to give a notice of 30 days for monthly rated basis and 14 days for other rated basis. If for any reasons the employee fails to give the notice then he/she will in turn have to pay the organization for the following days of notice.

If any employee is absent for 10days without notice then they will be given an additional 10 days to provide an explanation why they did not come to the organization and if for second consecutive 10days they were also not present then they will be given an additional 7 days to defend themselves why the organization should not fire them. If in total for 27days the worker does not show up then the organization has to conclude they already resigned from the organization.

If a permanent worker did follow procedure and gave notice or not but did not work for 5 years in an organization then they are entitled to 0 benefits from the ORG. Also following will be applied if-5>10 years = 14days*no of completed years*latest wage rate
10years+ = 30days*no of completed years*latest wage rate

Retirement of the Workers-:

The average age for retirement is 60 years of age. To send an employee to retirement the ORG has to know the correct date of birth of that particular employee. It must be know from approve sources and legal entities. Retirement workers have to be paid gratuity or 30days*no of completed years*latest wage rate whichever is highest. Before retirement time begins the ORG should provide the benefits at least 1 month before as these employees will not be coming in the ORG anymore. Any employee can be kept in the ORG after retirement but that work will be a contractual worker.

Procedure for making Complaint (must maintain order) -:

This law is for employees who want to complain regarding their termination (4 types) if they think they are innocent. If the Organization accepts the complaint then no further procedure is required.

- The Employee must complain to the employer within 30 days of termination through a registered post
- The employer then must respond to the complaint within 30 days to the employee
- The employer however may not respond within the 30 days and even if they did then the decision might be unfavorable to them.
- If the decision is unfavorable and if the employer does not respond then the employee may again complain to the LABOR COURT next after the 30th day (final day) of complaint or after submission of unfavorable decision within the next 30 days again.
- Labor Court will then call both the parties to come to a decision. There is no specified time when they will call or how long will it take to finalize a decision.
- The response can be anything ranging from replacing the employee, hiring with or without pay etc.
- The employee however can again become dissatisfied with the decision in which case they can complain again within the next 30 days after LABOR COURTS decision. But this time the complaint will be to the TRIBUNAL. Their decision will be final and they also don’t have any specified time to which they will respond.

If any employees complains under this procedure then they will not have to pay any kind of court fees. But if any employee was involved with any criminal act such as murder then their complaint will not be taken by anyone and they have to do what the organization decides. If any employee is terminated under “**Termination of employment by workers**” law then they cannot go for this complain procedure. They can only go if the benefits was not given to them and if the employer terminated that particular employee to weaken the trade union.

Chapter Five
Discussion & Conclusion

5.1 Experience Narration & Details

My Internship started on **6th August 2020**. Primarily as per recruitment and interview screening and JD I knew that the company was hiring Interns for the AUDIT department. But due to my interview conversation and how I explained things logically as well as checking up on my education and experience background the people at interview board was quite impressed with me. I gave the interview for around 45minutes. This was the initial screening process. After which I was told that I will be notified by the HR of the company in a few days. Due to the company's reputation and corporate culture I was looking quite forward to working there. On **27th July 2020** I was asked to come to the company for a final screening as I was one of the finalist of the previous interview. Overall 300 applicants applied for the position and two people were the finalist. I was one of them. On the final screening day I gave a written exam of 1.30 hour then gave half hour of computer exam. In afternoon we were provided lunch and then pre-evening we were interviewed by the companies HR and Department Heads. Later on we were again told that we would be informed when to join. On **3rd August 2020** I was finally asked to join the company on **6th August 2020** under Human Resource Department.

The first One and a half week I was not assigned any tasks. Just that I was told to observe what the employees were doing. In my department there were in total 5 employees of HRD. I will list their names and designation.

- Moin Uddin Ahmed- Head of Human Resource Department & Audit
- Sudip Goswami- Sr. Executive/ Executive (performed two roles alone)
- Anik Saha- Jr Executive
- Nabid Shad Bin Karim- Jr. Executive
- Md. Shazzadul Aziz- Intern

Anyway after around One and a Half week of training I was called by supervisor in charge "Sudip Goswami". He called me in to his room to personally assign me some projects and also give me ssome vital information that one of his employees under HRD is being terminated due to lack of standard performance. Along with additional Projects I have to learn his duties and responsibilities and catch up to his tasks. Let me first say in details what my roles were not as an INTERN but rather as a **JUNIOR EXECITIVE HRD** under the company. I performed several tasks. The most surprising thing was HRD did the work of other departments. Especially **ADMINISTRATION**. My roles as a Jr. Executive of HRD is listed below.

- Head Hunter
- Initial Screener
- Interview Coordinator
- Invigilator of Interview Exams
- Recruiter (New Joiners)
- Handled information of New & Old Joiners
- Updated Daily information of employees (Field and Head Office employees)

These were only some of the tasks I did under HRD. While I was around I recruited around 45+ employees at certain positions. Some of them were **Assistant General Manager, Senior Marketing Officer, Area/Regional Sales Manager, Junior Marketing Officer, Marketing Officer Junior Service Engineer, and Delivery Assistant & Interns** for other departments. While selecting them for interview I had to pre-verify their reference and affiliations with other companies. On the interview day I took their exams and on many occasions I also sat on the interview board with the department heads to assess their performance. After the interview was done I was asked to give my opinion if the candidates were suitable and they also gave their opinion and selection of certain candidates. Based on my answers and the answers of department heads I could have moved forward with the recruitment process. When certain employees were selected I also had to do another verification of their reference and chosen salary and if they had any problems regarding it. Since the company recruited many employees outside Dhaka I had to warn the employees that they could be transferred anywhere at any time and if they were ok with the decision. After joining they were provided some documents which I prepared. They were also given corporate sim from the company and as per my supervisors instructions I also assigned the **SIM limit and ceiling.** Some of the documents are given below.

First and Foremost was the Interview Evaluation Form. AS you can see in the sample file given in the next page. On certain occasions I was asked and allowed to sit in the interview board to assess and evaluate the interviewee. I evaluated him/her based on certain criteria such as appearance, punctual skills, body movement while talking, knowledge on interviewed area, prior experience etc. Certain psychological questions were put into place to put pressure on the candidate such as a certain question was "What if competitive company provided better salary than us; would they leave the company then?" HR had this role as a interviewer. After the interview was done the department which was recruiting the employees from the pool of candidates first asked me what my opinion is regarding specific employee they liked to offer a job. Based on my opinion as a HR executive they would go for the process for offering a job letter to the favored candidate.

Afterwards I was asked to give an offer letter to the selected candidate and negotiate certain terms mainly salary on the phone with them. If they liked the offer they were given certain date to join the Head Office to bring in certain documents for the joining and we would provide them certain documents as well during Joining. Some of the documents we collected were:

- NID, Passport, Birth Certificate Photocopy
- 4 Passport Size Picture
- Clearance Form of Previous Company
- Resignation Letter of Previous Company
- Fresh Updated Curriculum Vitae
- Blank Security Cheque

These were some of the main documents we asked of the employee during joining. In turn we would require him to sign and take certain documents. Two of the most important documents were **Joining Letter** and **Appointment Letter**. These two documents were given to the employee as well as we kept a copy of it for future purposes and salary disbursements during clearance period. The Joining Letter mainly is given and completed to state that the employee have joined the company on that specific day and the solaria calculation is going to be done form that day onward. On certain exceptional cases sometimes the employee signs the JOINING LETTER on that day but actually has to leave Dhaka and join their specified territory on another day. So sometimes the dates do jumble in which case I had to keep track of that day by calling the showroom executives and also inform my supervisor in-charge.

Appointment Letter on the other hand contained a variety of information. Primary important information was on the first two pages. It contained the Employees full details such as name, address. It also contained their designated posting and location of posting. Whom they will be reporting to. Their duties and responsibilities. Their ID number which would be recorded in the VANGUARD software for attendance purpose. In the second page there is a breakdown of their salary which is the most important information for them. Other than these information other information includes company policy such as violating which rules may be discouraged for them. Their probation period which is 6 months. Along with Probation period comes changes of the number of leaves they can take. During Probation Period they can take maximum number of leave which is 5. After they have completed their probation period their casual leave increases to 10 and are introduced with sick leave with is 14. After they have completed 1 year of extra service after probation period they are again introduced new annual leave of 18 along with casual leave of 10 and 14 days sick leave. Other than the assigned leaves national holidays and weekly one day holidays were given normally to all the employees in the company. Company leave policy is also given such as an employee is required to give 1 month of advance notice if they want to leave the company and if the company decides to terminate the employee without any notice then the company is required to pay 2 months advance salary. Handing over any assets or documents is also crucial for the employee who wants to leave the company. Before signing they are given the document to check if everything is fine. Afterwards they are allowed to sign when my supervisor and Head of HR have signed the document. While leaving for their work for the first time they are given the corporate sim for company work purpose.

Aside from this I also worked on some addition tasks such as there were some employees who resigned a long time ago. Their clearance form was not complete due to which I was assigned this task to cooperate and coordinate with my colleague to finish the tasks. Some clearance form of these employees were sent to their designated Reporting Heads. Two of the forms were sent. One format was of Head Office and another was of Field. After Field Employees Reporting Head clears them then the Department Heads at Head Office checks for any dues left by the resigned/terminated/separated employee. If left then the remaining salary is adjusted with that. The following forms below are those Clearance Forms. Some of the long term additional projects which I mentioned earlier were done and completed by be as well. One of them was to create a complete employee database from the ground up since the establishment of the company. Another project was to create another database which contain all the documents of new and old joiners submitted to the company and which the company has given to them. A partial work of it is given below in the following pages.

I also worked very partially on another small work which was Performance Appraisal Management of Employee. I was told on certain occasions to calculate the increment of employees who are going to get promoted or have a revised/increased salary in their specific period of time. Some of the Administration Work I performed were to keep record of Assets and Semi-Fixed Assets given to the employees of GTL at the HEAD OFFICE. I followed up with existing and new joiners to keep record of that information and I verified that by getting their signatures on the roster book after they have actually received them. This helped the company to keep record of it in case of any miss-allocations or to keep record of un-necessary financial expenses. The Performance Appraisal is given in the upcoming pages. My Main responsibility with the Performance Appraisal was to verify that the dates that were given were correct as it will allow the company to disburse the increment/increased salary to specific employees.

5.2 Interview Evaluation Form

GREENLAND TECHNOLOGIES LIMITED

Name:	**Position interviewed for:**
Department:	**Experience on relevant field:**

INTERVIEW EVALUATION FORM

Written test marks:	**Present Salary:**
Computer test marks:	**Expected Salary:**
Typing speed:	**Currently working area:**
Interview date:	**Territory choice:**

Criteria	Out of-5	Remarks
Appearance & Attitude		
Convincing Skills		
Self Confidence		
Professional Knowledge		
Verbal Skills		
Written Skills		
Maturity		
Dedicated		
Cooperation		
Related work experience		
Responsible		
Takes Initiative		
Team Skill		
Decision Making Skill		
Adaptibility		
Total Points		

Proposed designation:	**Proposed Area:**
Proposed salary:	**Expected date of joining**

Interviewer's Name:	**Signature:**
Designation & ID:	**Department:**

Interviewer's Comment (if any):

Approved Designation:
Approved Salary:
Approved date of joining:
Approved work station/Area:
Approved Probation period:
Approved Mobile Ceiling:
Will Report to:

Human Resource Department (HRD)	**Chief Executive Officer (CEO)**
Comments:	Comments:

5.3 Clearance Form (Head Office)

Greenland Technologies Limited

Employee Exit Clearence Form

A) Employee Information (To be filled up by Employee concerned)

Name of Employee: **Job ID No:**
Department: **Place:**
Date of Joining :
Name & Designation of immediate Supervisor:

Reason for Leaving Service (Please Tick Mark)	Voluntary	Resigned	Separation	Termination	Any Other

B) No Objection (To be filled up by authorites mentioned table below)

The undersinged here by confirm that the above employee has completed his/her handing-taking and does not have any outstanding balance/dues in office as on ....under the respective division.(If there is any outstanding balance/dues , please mention in the Subject of Clearence coloumns.

Sl No.	**Respective Division**	**Subject of Clearence**						**Signature**
		Laptop	**Mobile/Tab**	**SIM CARD**	**Head Office Petty Cash**	**Outstanding balance/Dues**	**Any Other Things**	
1	Sales Dept							
2	Service Dept							
3	SCM							
5	Accounts & Finance							
6	Receivable Dept.							
7	Recovery Dept.							
8	HRD							
9	Admin Dept.							
10	IT Dept.							
11	Audit Dept							

C) Above the form duly signed by Head of authorized Dept. and then submit to the HR department as soon as possible.

Sudip Goswami
HRD

Moin Uddin Ahmed
Head of HRD

5.4 Employee List

GREENLAND TECHNOLOGIES LIMITED (A Concern of GTECO Group) Employee List Partial Work

Sl	ID	Employee Name	Designation	Department	Joining date	Blood G	Salary	MOBILE	LIMIT	CEILING	Off/Show/Location
CEO Office/Corporate Affairs Department											
7	604	Golam Arham Kibria	CEO	GTL Management	##########	O+	Confidential	Confidential	Confidential	Confidential	Indrira Road
8	1059	Md. Shahadat Hossain	CBO	GTL Management	06-Jul-19		Confidential	Confidential	Confidential	Confidential	HO
9	623	Md.Rashedul Islam	Sr. Manager Business Coordinator & Development	AED Sales & Service	4-Nov-2014	B+	Confidential	Confidential	Confidential	Confidential	GTL HO
123	729	Md. Aminul Hasan Sagar	Assistant General Manager	AED Sales	14-Oct-2020	O+	Confidential	Confidential	Confidential	Confidential	HO
10	876	Saddi Al Mehedy	CBO/Sales Coordinator	AED Sales	1-Jun-2017	O+	Confidential	Confidential	Confidential	Confidential	GETCO
11	1079	Kazi Refayet Rahman	Sr.Executive	C&IED	20-Oct-19		Confidential	Confidential	Confidential	Confidential	HO
Human Resources Department (HRD)											
12		Moin Uddin Ahmed	Head of HR & Audit	HRD & Internal Audit	01-Nov-17		Confidential	Confidential	Confidential	Confidential	HO
13	840	Sudip Goswami		HRD	06-Mar-17	B+	Confidential	Confidential	Confidential	Confidential	HO
14	123	Md. Shazzadul Aziz	Intern	HRD	06-Aug-20	A+	Confidential	Confidential	1550	775	HO
15	1036	Nabil Shad Bin Karim	Jr. Executive	HRD	11-Jul-20	B+	Confidential	Confidential	Confidential	Confidential	HO
Administration											
16	647	Mehedi Hasan	Senior Executive	Administration	12-Jan-15	A+	Confidential	Confidential	Confidential	Confidential	HO
17	690	Md. Mosharrof Hossen	Executive	Administration	07-Jul-15		Confidential	Confidential	Confidential	Confidential	HO
18	811	Md.Abdul Salek	Purchase Officer	Administration	01-Dec-16	A+	Confidential	Confidential	Confidential	Confidential	HO
19	909	Md.Hanif	Office Assistant	Administration	07-Dec-17		Confidential	Confidential	Confidential	Confidential	HO
20	1137	Md. Mizanur Rahman	Office Assistant	Administration	01-Oct-20	A+	Confidential	Confidential	Confidential	Confidential	HO
21	987	Md. Al Amin	Peon	Administration	01-Aug-18	O+	Confidential	Confidential	Confidential	Confidential	HO
22	1096	Md. Nasir Uddin	Peon	Administration	17-Feb-20	B+	Confidential	Confidential	Confidential	Confidential	HO
23	669	Shree Ramchhari	Cleaner	Administration	10-Dec-14	O+	Confidential	Confidential	Confidential	Confidential	HO
24	1060	Tangety Codington	Cleaner	Administration	01-Oct-19		Confidential	Confidential	Confidential	Confidential	HO
25	1015	Raju Sheikh	Cook/Chef	Administration	20-Nov-18	O+	Confidential	Confidential	Confidential	Confidential	HO
26	980	Hasan Motiur Rahman	Cook Assistant	Administration	01-Jul-18		Confidential	Confidential	Confidential	Confidential	HO
27		Alauddin (Driver)					Confidential	Confidential	Confidential	Confidential	
28		Jolil (Driver)					Confidential	Confidential	Confidential	Confidential	
IT.Design and Software											
29	1043	Md. Mohammad Muinul Islam	System Administrator	IT department	14-Jul-2019	B+	Confidential	Confidential	Confidential	Confidential	HO
30	653	Rana Biswas	Designer	IT & Graphics Design	##########	B+	Confidential	Confidential	Confidential	Confidential	HO
Accounts & Finance Department											
31	817	Bijan Bhowmick	Assistant General Manager	Accounts and Finanace	1-Feb-2017	O+	Confidential	Confidential	Confidential	Confidential	HO
32	1069	Magharul Islam	Deputy Manager	Accounts and Finanace	19-Oct-2019		Confidential	Confidential	Confidential	Confidential	HO
34	1132	Md. Amir Hamza	Sr. Executive Accounts Payable	Accounts and Finanace	01-Oct-20	B+	Confidential	Confidential	Confidential	Confidential	HO
35	900	Md. Babul Karim	Executive Accounts Payable	Accounts and Finanace	07-Nov-17	B+	Confidential	Confidential	Confidential	Confidential	HO
36	1111	Dilip Das	Executive Accounts	Accounts and Finanace	15-Mar-20	A+	Confidential	Confidential	Confidential	Confidential	HO
37	982	Md. Jonayed Kabir	Junior Executive	Accounts and Finance	15-Jul-18	AB+	Confidential	Confidential	Confidential	Confidential	HO
	125	Amjad Hossain	Executive (Tally)	Accounts and Finance	05-Sep-20		Confidential	Confidential	Confidential	Confidential	HO
	126	Al- Amin	Executive (Tally)	Accounts and Finance	05-Sep-20		Confidential	Confidential	Confidential	Confidential	HO

5.5 Employee Important Document File

Employee Main File Important Documents

Serial	ID	Name	Designation	Department	Mobile No	Security Cheque	Clearance Form	Declaration From	Joining letter	Appointment letter	Certificates	NID/BC/Passport	CV	Photograph
1	1112	Md. Mosharaf Hossain Bhuiyan	Sr. Area Sales Manager	AED (Sales)	Confidential	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2	1114	Md. Nur Nobi	Regional Sales Manager	AED Sales	Confidential	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3	1115	Prince Roy	Sales Officer	AED Sales	Confidential	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4	1117	Md. Muraduzzaman	Sr. Marketing Officer	AED Sales	Confidential	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
5	1119	Ismail Hossain	Territory Manager	AED Sales	Confidential	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
6	1120	Md. Jubayar Hossain	Trainee. C.R.E	Acc. Receivables	Confidential	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
7	1122	Md. Monwar Hosaain	Territory Manager	AED Sales	Confidential	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
8	1123	Md. Ibrahim	Sales Officer	AED Sales	Confidential	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes
9	1124	Md. Amanullah Bahar	Sr. Area Sales Manager	AED Sales	Confidential	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
10	1125	Besankar Biswas	Territory Manager	AED Sales	Confidential	Yes	Yes	No	Yes	No	Yes	Yes	Yes	Yes
11	1126	Md. Shakil Ahmed	Marketing Officer	AED Sales	Confidential	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
12	1127	Md. Ashraful Islam	Trainee Mechanic	AED Service	Confidential	No (underage)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
13	1128	Md. Munna Khalifa	Trainee Mechanic	AED Service	Confidential	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
14	1129	Md. Naimur Rahman	Trainee Workshop Engineer	AED Service	Confidential	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
15	1130	Md. Sujon Ali	Trainee Workshop Engineer	AED Service	Confidential	Yes	Yes	No	Yes	No	Yes	Yes	Yes	Yes
16	1131	Md. Shariful Islam	Territory Manager	AED Sales	Confidential	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes
17	1132	Md. Amir Hamza	Sr. Executive A/P	Accounts	Confidential	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes
18	1133	Mostofa Nahidul Haque	Territory Manager	AED Sales	Confidential	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
19	1134	Md. Al Amin	Mechanic	AED Service	Confidential	No	Yes	No	Yes	No	Yes	Yes	Yes	Yes
20	1135	Md. Manirul Islam	Territory Manager	AED Sales	Confidential	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
21	1136	Kazi Aktaruzzaman Sujon	Mechanic	AED Service	Confidential	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
22	1137	Md. Mizanur Rahman	Office Assistant	Administration	Confidential	No (no need)	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
23	1138	Khokon Chandra Sarkar	Credit Recovery Officer	Accounts Receivables	Confidential	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
24	1139	Md. Zafor Iqbal	Sr. Marketing Officer	AED Sales	Confidential	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes
25	1140	Faruk Khan	Office Assistant	SCM	Confidential	No (no need)	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
26	1141	Md. Nazmul Hasan	Mechanic	AED Service	Confidential	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
27	1142	Ananta Kumar Mitra	Marketing Officer	AED Sales	Confidential	No	No	No	Yes	Yes	Yes	Yes	Yes	Yes
28	1143	Golam Mostofa	Sales Officer	CM	Confidential	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
29	729	Md. Aminul Hasan Sagar	Assistant General Manager	AED Sales	Confidential	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes
30	127	Peu Das Dewan	Intern	Internal Audit	Confidential	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
31	128	Syed Aiman Ahmed Akash	Intern	Accounts Receivables	Confidential	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
32	905	Samol Rajbangshi	Showroom Executive	SCM	Confidential	No	No	Yes	Yes	No	Yes	Yes	Yes	Yes
33	1144	Md. Mehedi Hasan	Jr. Service Engineer	Karcher Service	Confidential	No (no need)	No	No	Yes	Yes	Yes	Yes	Yes	Yes
34	1145	Md. Kamrul Islam	Jr. Service Engineer	Karcher Service	Confidential	No (no need)	No	No	Yes	Yes	Yes	Yes	Yes	Yes

5.6 Performance Appraisal Form

GREENLAND TECHNOLOGIES LIMITED

PERFORMANCE APPRAISAL FORM -101 (MANAGEMENT)

Date: //2020

A)	Personal:		
APPRAISEE NAME:		**APPRAISER'S NAME:**	
DESIGNATION:		**APPRAISER'S DESIGNATION:**	
EMPLOYEE ID:		**DATE OF CONFIRMATION:**	
DEPARTMENT:		**REVIEW DATE FROM & TO:**	
COMPANY & LOCATION:		**PRESENT SALARY:**	
DATE OF JOINING:		**LAST PROMOTION DATE:**	
QUALIFICATION:		**LAST INCREMENT AMOUNT:**	
SCORE(RESULT):		**PROPOSED INCREMENT & DESIGNATION:**	

B) Reason behind Appraisal: Insert (✓) for applicable section

( ) Annual; ( ) Quarterly; ( ) End of Probation Period; ( ) Salary raise; ( ) Unsatisfactory Performance
( ) Promotion; ( ) Confirmation (Specify the duration of work) - 6 months; ( ) Other______________.

F) Apraisee's Requirement

Promotion: N/A

Increament: As her previous department Head had given commitment, she requested for 25000taka salary.

D) Immediate Supervisors: Insert () for applicable section

Excellent	Workable ✓	Workable with Training	Need Replacement

Specify reason: To buid up Instittiuional Sales Team we need her. She has the potentiality and if we keep her then we can prepare her as we want. She hs the ability to carry forward her role will be.

F) What Special Results Has He/ She Achieved During probation period:

The Previous Tender we won in BLRI was a great achievement and we have also participate in some tenders basis on different products

Immediate Supervisor's Sign

Head of Department

Human Resource Department

approved by

Chief Executive Officer (CEO)

5.7 Resignation Letter & Internship Certificate

Date: 27th October 2020
To,
Head of Human Resource Department
Greenland Technologies Limited (a concern of GETCO group)
26 Shyamoli B.U.A.W Chowdhury Road, Dhaka-1207

Subject: Internship Completion Application

Dear Sir,
With utmost respect I am informing you that I; **Md Shazzadul Aziz**, a student of **United International University** bearing ID **111161019** of **Bachelors of Business Administration (BBA)** Department would like to give a heartfelt "Thank You" to Greenland Technologies Limited for providing me the opportunity to work as an intern under the Human Resource Department.
I have joined the company on **6th August 2020** and have been working here for almost 3 months. In this short course period of time I have been able to gain huge knowledge and experience working as an Intern. During the beginning of my internship period I have faced a lot of difficulties but was guided and advised by my reporting sir In-Charge "**Sudip Goswami**". Working here as an intern as granted me the opportunity to experience the corporate work culture. It has helped me greatly to understand how work related to Human Resource is done practically in a person's career life. Sudip Sir as well as my senior colleague Nabil Sir has guided me and provided me constant support over the 3 months. I would like to thank them for their immense support and guidance.
My Internship would be ending on **5th November 2020**. Which is why I am writing this application in accordance with my company policy to narrate my experience. As I am almost done with my internship I am kindly requesting my internship completion letter by the end of my contract period. Also it would be hugely beneficial to me if the company would clear my Salary during my internship period time before the end date.

Sincerely Yours
Md. Shazzadul Aziz
ID 123
Designation: Intern

To top it all my Greatest Experience would be to handle and maintain the entire Human Resource Department of Greenland Technology for 1 whole month (October 2020) in the absence of my supervisor & colleague due to them being affected by COVID-19. This was my greatest challenge and opportunity to see if I could actually handle the department alone which I did. I maintained a lot of work in those times. I did the work of Admin as well as the primary work of Human Resource Department. In my following work time I took my allocated leave of 3 days. The leave I took was on **19th September** and **October 3rd and 4th**. After I was done with my internship I gave my resignation letter (shown in previous page) as required per company policy and later on I received my Internship Completion letter as well which is given below.

Greenland
Technologies Limited

Ref: HRD/ CC/2020/01
Date: 16th November 2020

CERTIFICATE

of

INTERNSHIP COMPLETION

This is to certify that **Mohammad Shazzadul Aziz,** Father's name: Mohammad Azizul Mawla, Mother's name: Shamima Akhter, worked as an Intern in the Human Resource Department of our company- Greenland Technologies Limited (a concern of GETCO Group) from 06th August, 2020 to 5th November 2020. During his service period he has been found very sincere, reliable, trustworthy and open to challenges.

We wish him all the best in his future endeavor.

Very Truly Yours,

16/11/20

Moin Uddin Ahmed
Head of Human Resource Department
Greenland Technologies Limited

5.8 Conclusion

Overall I would like to say that the opportunity and challenges I faced here was a great deal. But I succeeded in completing my internship contract period time exactly as said. My internship began on 6th August 2020 and ended on 5th November 2020. It was tremendously a great and huge experience for me which will surely enrich my career life. In my personal opinion I don't think any intern have faced a situation like me where as a young student like me have managed to maintain and handle an entire department for one whole month without any prior working experience.

I would like to thank personally my University supervisor who have guided me along the path of my internship period and also would like to thank my Supervisor In-charge and my colleague for the tremendous support they have given me during my work time. Their knowledge and experience has helped me vastly to work there as well as they will help me in my future career path. I hope the following report will suffice my knowledge and experience to the readers. If there is any problem please direct it to me.

Chapter Six
Bibliography

- Becker, B. E., & Huselid, M. A. (2006). Strategic human resource management: Where do we go from here? Journal of Management, 32(6), 898–925.
- Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). The HR scorecard: Linking people, strategy, and performance. Boston: Harvard Business School Press.
- Beckers, A. M., & Bsat, M. Z. (2002). A DSS classification model for research in human resource information systems. Information Systems Management, 19(3), 41–50.
- Bussler, L., & Davis, E. (2001/2002). Information systems: The quiet revolution in human resource management. Journal of Computer Information Systems, 42(2), 17–20.
- Greer, C. (1995). Strategy and human resources: A general managerial perspective. Englewood Cliffs, NJ: Prentice Hall.
- Haiyaf Salih Al- Amri (No 2001).Human Resource Management practices and Performance Indicators in Hospitals
- Huselid, M. A., Becker, B. E., & Beatty, R. W. (2005). The workforce scorecard: Managing human capital to execute strategy. Boston: Harvard Business School Press.
- Huselid, M. A., Jackson, S. E., & Schuler, R. S. (1997). Technical and strategic human resource management effectiveness as determinants of firm performance. Academy of Management Journal,40, 171–188.
- Kavanagh, M. J., Gueutal, H. G., & Tannenbaum, S. I. (1990). Human resource information systems. Boston: PWS-Kent.
- Lawler, E. E., & Mohrman, S. A. (2003). HR as a strategic business partner: What does it take to make it happen? Human Resource Planning, 26(3), 15–29.
- Lengnick-Hall, C. A., & Lengnick-Hall, M. L. (2006). HR, ERP, and knowledge for competitive advantage. Human Resource Management, 45(2), 179–194.
- Martinsons, M. G., & Chong, P. K. C. (1999). The influence of human factors and specialist involvement on information systems success. Human Relations, 52(1), 123–152.
- Ngai, E. W. T., & Wat, F. K. T. (2004). Human resource information systems: A review and empirical analysis. Personnel Review, 35(3), 297–314.
- Porter, M. E. (1990). The competitive advantage of nations. Boston: Free Press.
- Roberts, B. (1999). Calculating return on investment for HRIS. HR Magazine, 44(13), 122– 127.
- Roehling, M. V., Boswell, W. R., Caligiuri, P., Feldman, D., Graham, M. E., Guthrie, J. P., et al.(2005). The future of HR management: Research needs and directions. Human Resource Management, 44(2), 207–216.
- Smith, A. F., & Kelly, T. (1997). Human capital in the digital economy.