

Importance of HRM in Developing RMG Industrial Management of Bangladesh

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Abstract

Human Resource Management has been commonly used for about the last ten to fifteen years. Prior to that, the field was generally known as personnel administration. Personnel administration, which emerged as a clearly defined field by the 1920s (at last in the US) was largely concerned the technical aspects of hiring, evaluating, training and compensating employees and was very much of “staff” function in most organizations. The field did not normally focus on the relationship of disparate employment practice on overall organizational performance or on the systematic relationships among such practices; the field also lacked a unifying paradigm. The RMG industry of Bangladesh has expanded dramatically over the last three decades. Traditionally, the jute industry dominated the industrial sector of the country until the 1970s. Since the early 1980s, the RMG industry has emerged as an important player in the economy of the country and has gradually replaced the jute industry. At present Garment is the main industry of Bangladesh now. This sector have developed here rapidly because of it is a labor intensive industry, ordinary technology, cheap labor and small capital. Also at present situation Human Resource Management is very potential for readymade garments in Bangladesh. Human resource planning is likely to be seen not only as the thread that ties together all human resource practices, but also as the instrument for establishing and signaling when and how practices should change. In other words, human resource planners are likely to take on the role of organizational change agents. To be effective in this role, they will need to adopt a systems perspective for understanding how the behaviors of individuals influence and are influenced by the larger organizational context.

Introduction

The term ‘human resource management’ has been commonly used for about the last ten to fifteen years. Prior to that, the field was generally known as personnel administration. Personnel administration, which emerged as a clearly defined field by the 1920s (at last in the US) was largely concerned the technical aspects of hiring, evaluating, training and compensating employees and was very much of “staff” function in most organizations. The field did not normally focus on the relationship of disparate employment practice on overall organizational performance or on the systematic relationships among such practices; the field also lacked a unifying paradigm. HRM developed in response to the substantial increase in competitive pressures American business organizations began experiencing by the late 1970s as a result of such factors as globalization, deregulation and rapid technological change. These pressures gave rise to an enhance concern on the part of firms to engage in strategic planning a process of anticipating future changes in the environment conditions and aligning the various components of the organization in such a way as to promote organizational effectiveness. Industrial welfare was the first form of human resource management .In 1833 the factories act stated that there should be male factory inspectors. In 1878 legislation was passed to regulate the hours of work for children and women by having a 60 hours week. During this time trade unions started to be formed. In 1868 the 1st trade union conference was held. This was the start of collective bargaining. In 1913 the number of industrial welfare workers had grown so a conference organized by Seebohm Rowntree was held. The welfare workers association was formed later changed to Chartered Institute of Personnel and Development. Recruitment and selection started when Mary Wood was asked to start engaging girls during 1st world war. In the first world war personnel development increased due to government initiatives to encourage the best use of people. In 1916 it became compulsory to have a welfare worker in explosive factories. A lot of work was done in this field by the army forces. The armed forces focused on how to test abilities and IQ along with other research in human factors at work. In 1921 the national institute of psychologists established and published results of studies on selection tests, interviewing techniques and training methods. Consultation between management and the workforce spread during the war. This meant that personal departments become responsible for its organization and administration. Health and safety and the need for specialists to deal with industrial relations was recognized so that the personal manager became as spokesman for the organization when discussions were held with trade unions/shop stewards. In the 1970s industrial relations was very important. The heated climate during this period reinforced the importance of a specialist role in industrial relations negotiation. The personal manager had the authority to negotiate deals about pay and other collective issues. Flexibility and diversity in the 1990s a major trend emerged where employers were seeking increasing flexible arrangements in the hours worked by employees due to an increase in number of part-time and temporary contracts and the invention of distance working. The workforce and patterns of work are becoming diverse in which traditional recruitment practices are useless. In the year 2000, growth in the use of internet meant a move to a 24/7 society. This created new jobs in e-commerce while jobs were lost in traditional areas like shops. This meant an increased potential for employees to work from home. Organizations need to think strategically about the issues these developments raise. HRM manager’s role will change as changes occur. Information technology some systems where IT helps HRM are: Systems for e-recruitment; on-line short-listing of applicants; Developing training; Payroll system; Employment data; Recruitment administration; Reference; Pre-employment checks. IT helps HR managers offload routine tasks which will give them more time in solving complex tasks. IT ensures that a greater amount of

information is available to make decisions. Human resource management is a modern process that helps the industrial management to control their worker unrest and helps to take a right decision for workers also. RMG Industry must be highly technical and capital-intensive sector, although the role of employee in this sector has been neglected in Bangladesh. Without effort of the employee other factors of production of the industry cannot run. So utilization of employee's skill and capability is a must for the success of an organization. Basically performance of employees depends on their ability and will to work. Without motivational support they will not apply their full ability for achieving the goal of the organization. The history of introducing HRM in various industrial sectors of Bangladesh is not very old. After liberation war all private industries enterprises were nationalized. That time the government used to handle employee movement applying force, though this could not be able to mitigate employee unrest at all. In 1973 then the government formed Industrial Workers Wage Commission (IWWC) this added some facilities to the worker wage as an attempt to motivate them to work sincerely for their organization. At that time some multinational companies and they're after some private companies set a very good instance of employee motivation. They tried to do everything possible for their workers to motivate them. This helped those companies to increase their productivity significantly.¹

Statement of the Problem

Utilization of workers full working capacity depends on their ability and will to work. Without motivation they will not apply their full ability for the achievement of the goal of the organization. Some acute problems in managing workers dispute in garment industry have been marked; in fact the problems are the obstacles for the garment workers unrest. The problems are lack of efficient HRD of the industries, unutilized industrial worker motivational program, negative working environment and absence interpersonal relationships among workers, owners and management, and absence of HRM program and absence of ergonomics, lack of research in industrial HRD etc. Garment industries are earning foreign currencies for Bangladesh and creating job opportunities for its people. So this sector is a very important one for the economy of Bangladesh. But in recent time workers unrest is a very serious problem for garment industries as it lowers production rate, destroys costly goods of industries and damages good will of Bangladesh in the international market. All these highly affect our economy. So it is very important to find out the causes of developing garment management and take necessary steps to eradicate the problem. The present research is such an attempt.

Significance of the Study

In Bangladesh, some studies have been conducted on garment factories. Garment management and production are very closely related. HRM can control unrest among the employees and can increase the production of any industry. No research has been done on this issue as yet. So there is a need to investigate the relationship of HRD and production of any industry in Bangladesh. The present study is such an attempt. Moreover this research will help owners and management of garment industries to know the lack of developing garment management and the ways of their mitigation.²

Objective of the Study

1. To find out the lack of development garment industries management of Bangladesh;
2. To assess the effect of motivation on production of industries in our country;
3. To measure the level of motivation of the employees to every motivational factor;
4. To analyze the role of HRM in developing industrial management; and
5. To suggest steps or strategies to be taken to eliminate or alleviate employee dissatisfactions in Bangladesh.

Methods and Materials

The research methodology of the study was explanatory in nature and was based on documentary analysis. In this research, both primary and secondary data were collected. Most of the data used in the present study have been collected from a recent survey on the developing garment management'. This survey was conducted in 20 garments industries using a structured questionnaire. A total number of 20 managers and 200 workers' were interviewed out of which 100 were female and the rest totals 100 were male. In some cases data from another survey (BIDS) have been used to compare the development of garment management.

Source of Data

The main foundation of the study was based on primary source. Primary information necessary for the study were collected through open-ended written questionnaire and interviews of the selected respondents in the selected areas.

¹Source: Ahmed, S., and Schroeder, R.G. (2003) The Impact of Human Resource Management Practices on Operational Performance. *Journal of Operations Management*, 21 (1), 19.

² Source: BGMEA

Primary Sources

Primary information was collected by the researcher / investigator himself through field operations. For having a sound conception of the secondary source was very helpful but this research had special attention on the data and information has been collected from primary sources. The most important data and information have been collected directly from the respondent's HRD and non- HRD management of garment industry through the structured questionnaire. In addition to this the observations during the field visit have been incorporated in this research.

Secondary Sources

To conduct this research, secondary data were also collected from various sources including authentic writings, books, thesis, articles, documents etc. of eminent authors, journals, statistical reviews, academic papers, government documents, newspapers, magazines, souvenirs, published and unpublished research works, NGO reports, internet homepages etc. relevant to the main theme of the study.

Sample Size and Sampling Technique

The managers and employees of the selected garment industries were the universe of this research out of which, 20 managers, 100 female and 100 male workers were selected. That means total numbers of respondents were 220. Each subject was approached individually to ensure the quality of data. The methods of sampling were purposive incidental. The respondents of the study have been divided in to two groups; HRD management and non-HRD management. They were expected to have a higher livelihood in entering family, work place, frustration, unrest issue etc. Both purposive and random sampling techniques have been applied among the HRM and non-HRM management for questionnaire survey.

Survey Method

Survey Method involves a systematic and comprehensive study of a specific community with a view to the analysis of social problem and presentation of recommendations for its solution. In this research, the tools used for the survey were questionnaire survey, interview schedule and observation.

Questionnaire

Questionnaire is the structured set of questions which is given to the respondent either directly by hand or by courier service, by post, or by mail. It can be described as a document that contains a set of questions, to which the answers are to be provided by the respondent. In this survey the questionnaire has been developed. It was both open and close ended with an aim of having the in-depth information of the target respondents. The questionnaire developed for the garment management of the study area. The questionnaire used for two individual sides, at first the researcher tried to find out the some comments the management of the garment industry by the help of some questionnaires. Another questioner used in the study for the workers. There working condition, appreciation for good work, sympathetic supervision, job security, sympathetic, opportunity for creative thinking, right man in the right post, good will of the industry, wages, house rent, medical allowance, gratuity, group insurance, share of profit, bonus, promotion, transportation allowance, canteen subsidy, leave with pay, behavior of management etc. It is a straightforward question and answer method, but rather tried to collect data through informal discussion of several time by creating a report with the respondents so that the unhesitant could share with me.

In-depth Interview

Besides gathering information from the respondents from the 200 employees through structured questionnaire, in-depth interview technique has also been used to collect those kinds of information that cannot be asked directly, such as personal problems, in their life patterns; feelings about family members including their spouses, in-laws, and work place as well; their views/opinions about changes in their chain management and tried to find the answer some structured and unstructured answer of developing .

Data Processing and Analysis

After completing the field investigation, all the collected data were edited and some errors were detected and corrected accordingly. Output in the forms of the case study and narrative qualitative analysis were taken. The qualitative analysis has been made through narrative and analytical manner.

Type of the Research

The research has been done to explore, to describe and to explain the problems. The present research was an evaluative and descriptive and both qualitative and quantitative in nature.

A brief History of Human Resource Management:

The utilization of people, at least in a rudimentary form, can be traced to ancient times. Efforts to best use talents, even through informal in nature, were undertaken whatever people came together in a community. The change has been that during the course of the past century efforts to best manage human resources have become more formal and specialized. The history of HRM can be characterized as moving through four broad phases, his craft system, scientific management, the human relations approach, and the current organization science-human resource approach:

The Craft System

From the earliest times in Egypt and Babylon, training in craft skills was organized to maintain an adequate of craft workers. By the 13th century craft training became popular in Western Europe. Craft guilds supervised quality and methods of production and regulated conditions of employment for each occupation. The craft guilds were controlled by the master crafts worker, and the recruit entered after a period of training as an apprentice. The craft system was best suited to domestic industry, which the master operated on his own premises with his assistants residing and working in the same house.

Scientific Management

The Industrial Revolution and mass production emerged in the nineteenth and early twentieth century's and led to the deterioration of the craft guilds. The development of mass production transformed the organization of work in two important ways. First, tasks were subdivided, into very simple parts which could be performed by unskilled workers. Second, manufacturing grew to such extent that a large hierarchy of supervisors and managers became necessary. Along with mass producing came the assembly line and a scientific approach to an analysis of work in terms of its constituent parts.

The basis of scientific management is that there is one best way to do a job. The best way will be the most efficient and therefore the fastest and least expensive. The founder of this new field of scientific management was an American mechanical engineer, Fredrick W. Taylor (1856-1915). Two of Taylor's contemporaries, Farnk Bilbreth (1868-1924) and his spouse Lillian Moeller Gibreth (1878-1972), joined in becoming the proponents of scientific management or industrial engineering.

In the decade after 1910, the principles of scientific management were applied on a wholesale basis in the United States. Taylor and his disciples assumed that workers wanted to be used efficiently and were motivated by money. This philosophy provided to be incorrect because it ignored feelings and actual motivations. Workers were left dissatisfied with their jobs. Union opposition grew as union organizers condemned Taylorism for depriving workers of a voice in the conditions and functions of their work. One result was the emergence of welfare secretaries as organizational employees to oversee programs for the welfare of employees. These programs included recreational facilities, employee assistance programs, and medical programs. The welfare secretary position was the beginning of the welfare of the professional (now human resource) function.

Human Relations

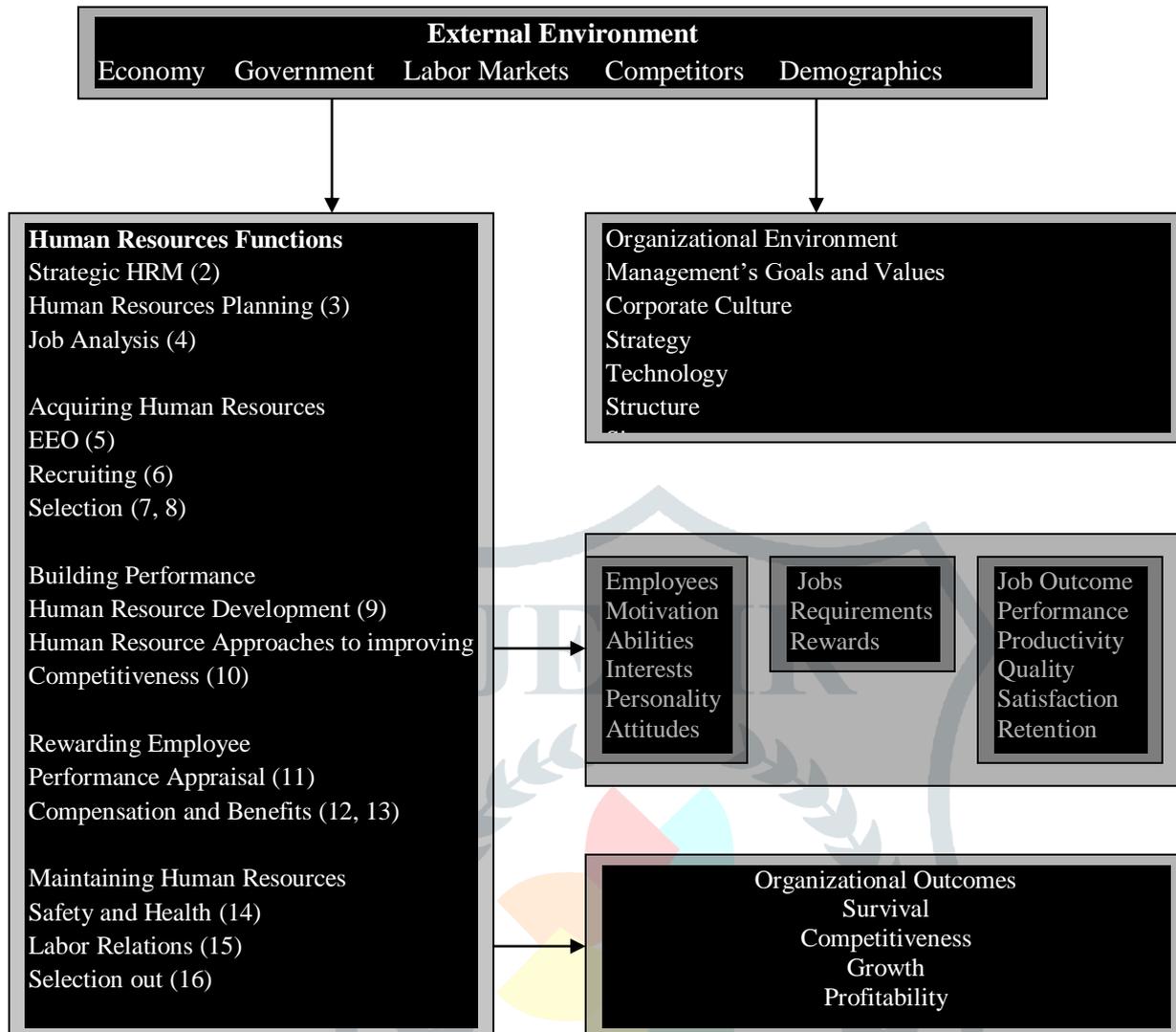
The first important discovery in the social context of mass production resulted from the famous experiments undertaken by U.S social scientists Elton Mayo (1880-1949) and Fritz Roethlisberger (1898-1974) between 1924 and 1932 at Western Electric's Hawthorne plant in Chicago. Mayo and his colleagues sought to study the effects that changes in illumination would have on productivity. The investigators chose two groups of employees working under similar conditions. The level of illumination was varied for the test group but kept constant for the control group. To Mayo's surprise, the output of both groups rose. Even when the researchers told the workers in one group that the light was going to be changed but then did not change it, the workers expressed satisfaction and productivity continued to increase. Mayo saw that the significant variable was not physical but psychological. The reason for the increase in productivity was the worker's attitudes toward their jobs and Western Electronic. Because their cooperation had been requested, the workers now felt themselves part of an important group whose help and advice were being sought by the company.

The discovery of the Hawthorne effect led to further research on the social factors associated with work. Results of these studies led to the human relations movement with its emphasis on the fact that employees need to be understood in order to be satisfied and productive. However, the idea that good human relations in and of themselves will increase productivity failed, to be consistently supported, and many of the movement's ideas were abandoned.

Organizational Science

Following the realization of the limitations of the human relations approach, academic researchers from various behavioral disciplines, such as psychology, political science, economics, and sociology, began studying organizations. The organizational science approach focuses more on the total organization and less on just the individual. HRM, as we currently know it, grew out of the organizational science trend and combines learning from the previous movements with current research in the behavioral sciences.

Figure 1: Human Management Model



Definition of Human Resource Management

Human resource management (HRM) involves all management decisions and practices that directly affect or influence the people or Human resources, who work for the organization. In recent years, increased attention has been devoted to how organizations management human resources. This increased attention comes from the realization that an organization's employee enables an organization to achieve its goals, and the management of these human resources in critical to an organization's success.

The term "world class", or ranking among the foremost in the world, is frequently mentioned as the aspiration of organizations. In the context of HRM, world class is indicated by an HR group with a shared vision as to its constituents and how best to serve them. Excellence in HRM is characterized by a service orientation and a willingness to be in partnership with constituents. Specific earmarks of world class HRM include:

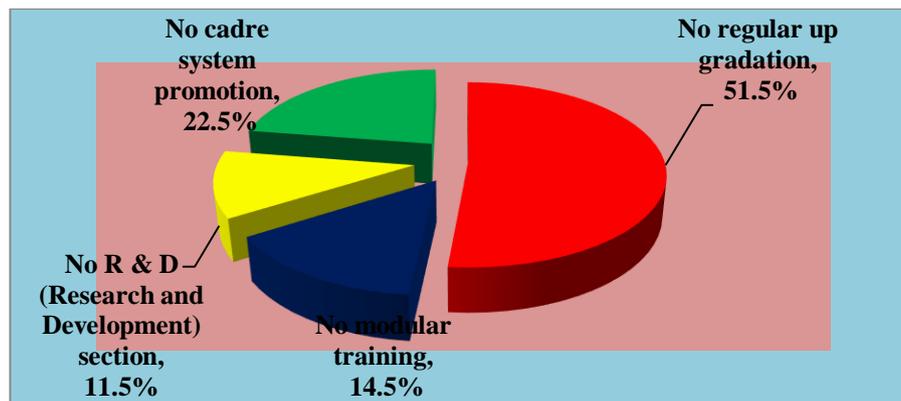
- Having an HR vision oriented to the strategic needs of the organization.
- Having a philosophy and values consistent with those of the organization.
- Being seen as a business unit within the firm and operating in the same way as other units: having customers and quality management and so forth.
- Being organization in a way that brings maximum services to the customer and maximum motivation to the HR staff.
- Having the best HR products available for the customers.
- Championing HR programs that fulfill the agendas of the HR group and the customer.
- Having an HR vision that is actively shared by the entire group.
- Being a proactive, not reactive, group.
- Being involved in the key business issue discussions.
- Being seen as successful creating a great place to work.

The number of activities involved in human resource management is potentially large, depending on the size of the organization and its needs. For the purposes of the present discussion, human resource (HR) activities are organized into six general areas that constitute the sections of this text.

Results and Discussion

Table 1: The main problem of Human Resource Management in this Industry

Main problem	Number of Respondents	Percentage
No regular up gradation	103	51.5%
No modular training	29	14.5%
No R & D (Research and Development) section	23	11.5%
No employment rules	0	0%
No service rules	0	0%
No cadre system promotion	45	22.5%
Others	0	0%
N=	200	100%



The Main Problem of Human Resource Management in RMG Sector has shown in above graph. The result shows that, 51.5% respondents said that no regular up gradation is the main problem of HRM. 14.5% respondents said that, no modular training is the main problem of HRM. 11.5% respondents said that the main problem of HRM is No R & D (Research and Development) section. 22.5% respondents said that no cadre system promotion is the main problem of HRM.

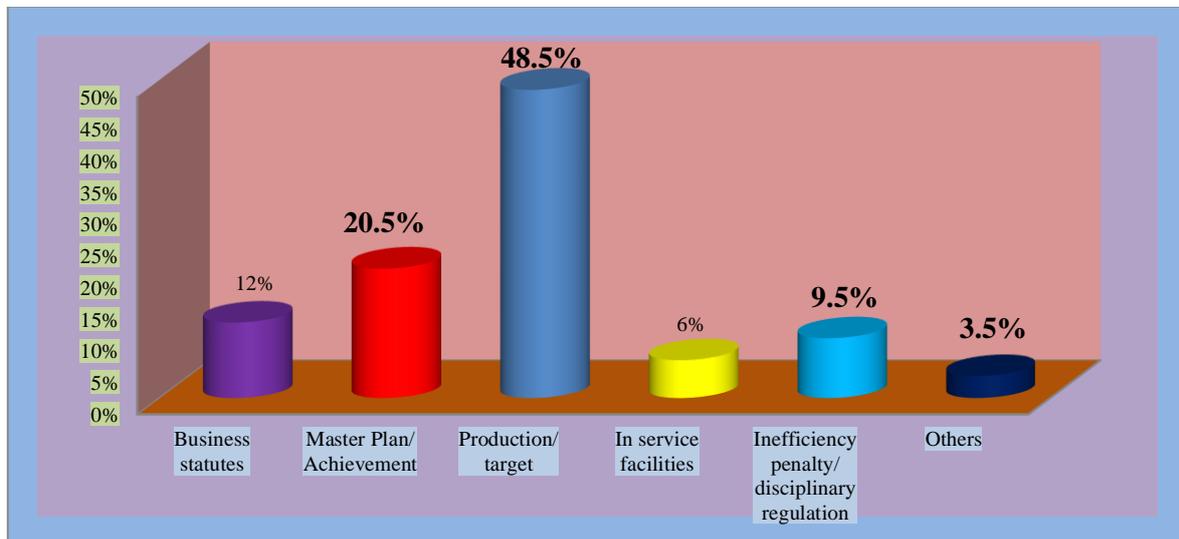
Table 2: The Main Problem of HR Administration in an Organization

Main problem	Percentage
No regular up gradation, No modular training, No cadre system promotion	61.5%
No regular up gradation, No modular training, No R & D (Research and Development) section	24%
No regular up gradation, No cadre system promotion	14.5%
N=	100%

The Main Problem of HRM in RMG has shown in above table. The result shows that 61.5% respondents said that No regular up gradation, No modular training, No cadre system promotion are the main problem of HRM. 24% respondents said that No regular up gradation, No modular training, No R & D (Research and Development) section are the main problem of HRM and 14.5% respondents said that the main problem of HRM are No regular up gradation, No cadre system promotion the main problem of HRM.

Table 3: The priority sources of problems of Human Resource Management

The priority sources	Number of Respondents	Percentage
Services rules		
Business statutes	24	12%
Master Plan/ Achievement	41	20.5%
Production/ target	97	48.5%
In service facilities	12	6%
Inefficiency penalty/ disciplinary regulation	19	9.5%
Others	7	3.5%
N=	200	100%



The priority sources of problems of Human Resource Management in RMG Industry have shown in above graph. The result shows that, 12% respondents said that Business statutes are the priority sources of problems of Human Resource Management. 20.5% respondents said that, Master Plan/ Achievement are the priority sources of problems of Human Resource Management. 48.5% respondents said that the Production/ target are the priority sources of problems of Human Resource Management. 6% respondents said that service facilities are the priority sources of problems of Human Resource Management. 9.5% respondents said that Inefficiency penalty/ disciplinary regulation is the priority sources of problems of Human Resource Management. 3.5% respondents said nothing about the priority sources of problems of Human Resource Management.

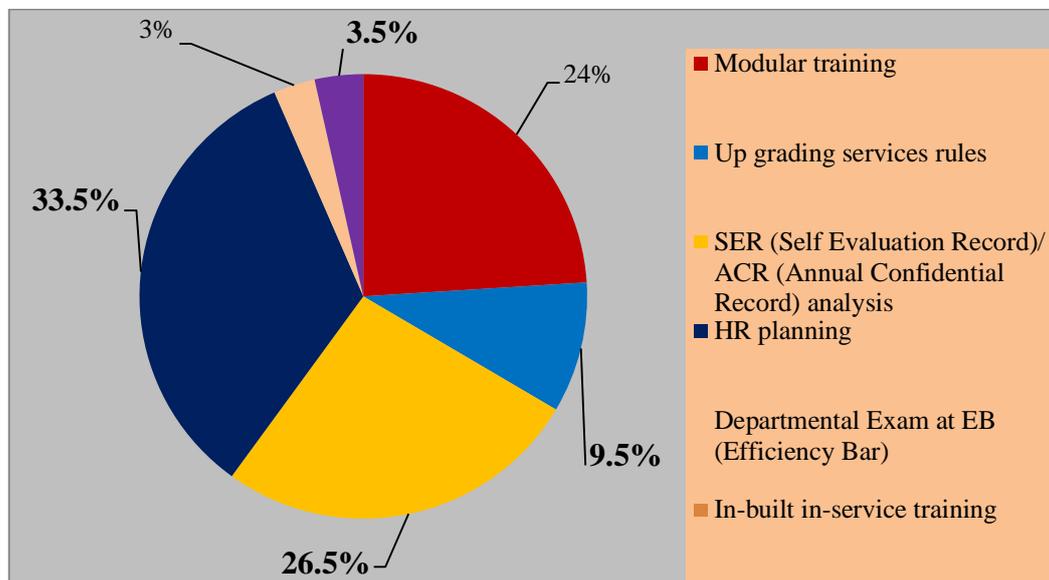
Table 4: The priority sources of problems of Human Resource Management

The priority sources	Percentage
Production/ target, Master Plan/Achievement, Business statutes	65%
Production/ target, Master Plan/ Achievement	19.5%
Production/ target, Business statutes	15.5%
N=	100%

The priority sources of problems of Human Resource Management in RMG Industry have shown in above table. The result shows that 65% respondents said that Production/ target, Master Plan/Achievement, Business statutes are the priority sources of problems of Human Resource Management. 19.5% respondents said that Production/ target, Master Plan/ Achievement are The priority sources of problems of Human Resource Management and 15.5% respondents said that the Production/ target, Business statutes are The priority sources of problems of Human Resource Management.

Table 5: The points to which we should give priorities

Priorities Points	Number of respondents	Percentage
Modular training	48	24%
Up grading services rules	19	9.5%
SER (Self Evaluation Record)/ ACR (Annual Confidential Record) analysis	53	26.5%
HR planning	67	33.5%
Departmental Exam at EB (Efficiency Bar)	6	3%
In-built in-service training		
Others	7	3.5%
N=	200	100%



The points to which we should give priorities have shown in above graph. The result shows that, 24% respondents said that Modular training is the points to which we should give priorities. 9.5% respondents said that, Up grading services rules are the points to which we should give priorities. 26.5% respondents said that SER (Self Evaluation Record)/ ACR (Annual Confidential Record) analysis is the points to which we should give priorities. 33.5% respondents said that HR planning is the points to which we should give priorities. 3% respondents said that Departmental Exam at EB (Efficiency Bar) is the points to which we should give priorities. 3.5% respondents said nothing about the points to which we should give priorities.

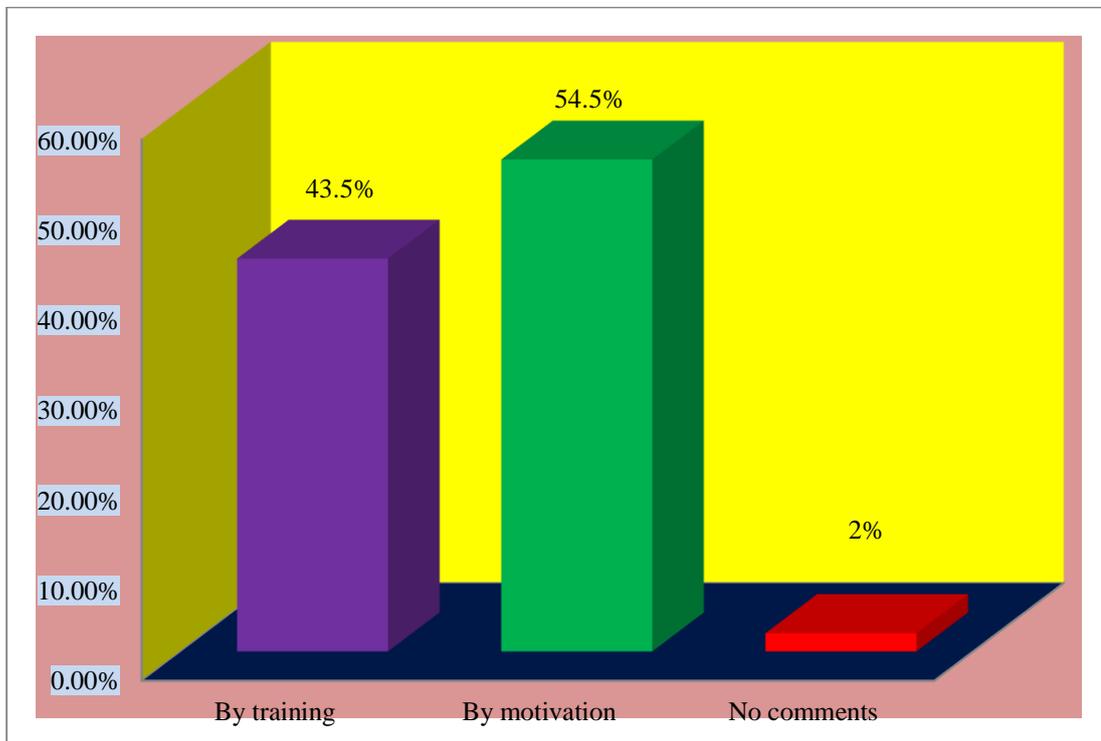
Table 6: The points to which we should give priorities

Priorities Points	Percentage
HR planning, SER (Self Evaluation Record)/ ACR (Annual Confidential Record) analysis, Modular training	57.5%
HR planning, SER (Self Evaluation Record)/ ACR (Annual Confidential Record) analysis	23.5%
HR planning, Modular training	19%
N=	100%

The points to which we should give priorities have shown in above table. The result shows that 57.5% respondents said that HR planning, SER (Self Evaluation Record)/ ACR (Annual Confidential Record) analysis, Modular training are the points to which we should give priorities. 23.5% respondents said that, HR planning, SER (Self Evaluation Record)/ ACR (Annual Confidential Record) analysis are the points to which we should give priorities and 19% respondents said that HR planning, Modular training are the points to which we should give priorities.

Table 7: Increase the productivity of Readymade Garment Industry

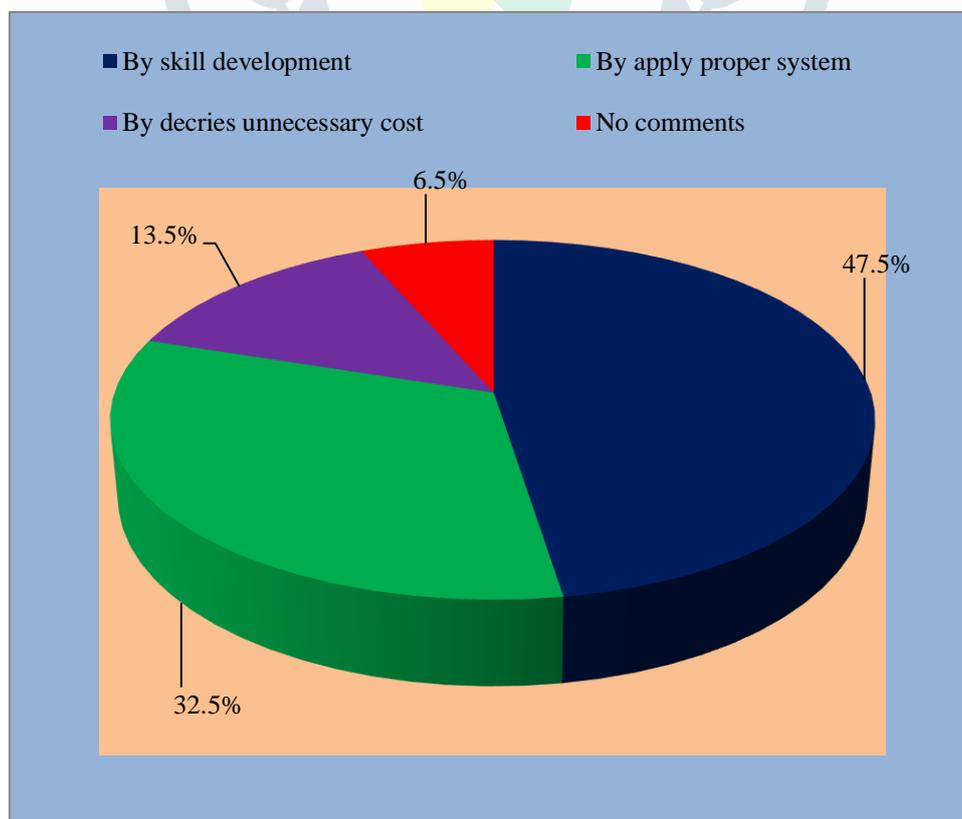
Increase the productivity	Number of respondents	Percentage
By training	87	43.5%
By force		
By motivation	109	54.5%
No comments	4	2%
N=	200	100%



Increase the productivity of Readymade Garments Industry has shown in above graph. The result shows that 43.5% respondents said that we increase the productivity of Readymade Garments Industry by training, 54.5% respondents said that we increase the productivity of Readymade Garment Industry by motivation, 2% respondents said nothing about increase the productivity of Readymade Garments Industry.

Table 8: Training will helpful for productivity

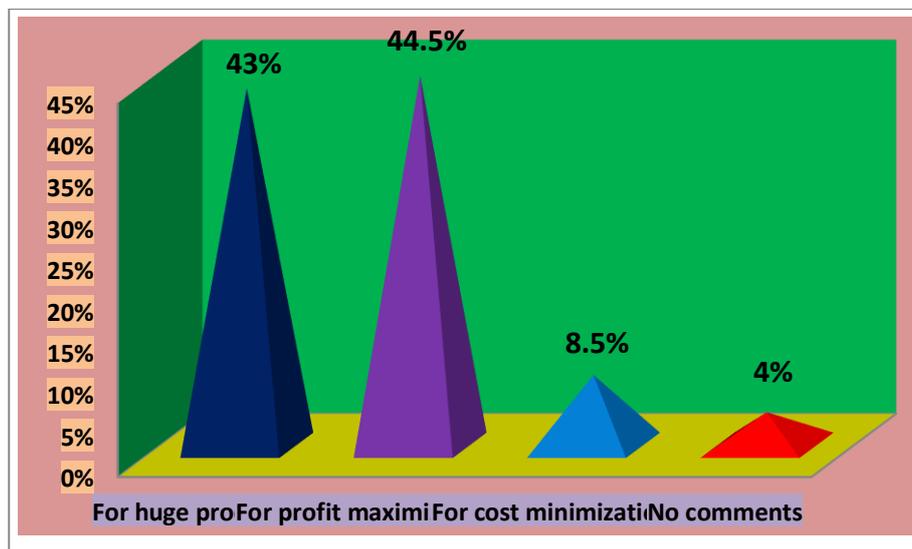
Development way of training	Number of respondents	Percentage
By skill development	95	47.5%
By apply proper system	64	32.5%
By decries unnecessary cost	27	13.5%
No comments	13	6.5%
N=	200	100%



Training will helpful for productivity in Readymade Garment Industry has shown in above graph. The result shows that 47.5% respondents said that Training will helpful for productivity in Readymade Garments Industry by skill development, 32.5% respondents said that Training will helpful for productivity in Readymade Garments Industry by apply proper system, 13.5% respondents said that Training will helpful for productivity in Readymade Garment Industry by decries unnecessary cost 6.5% respondents said nothing about Training will helpful for productivity in Readymade Garments Industry.

Table 9: Training & motivation is so much important for Readymade Garments Industry

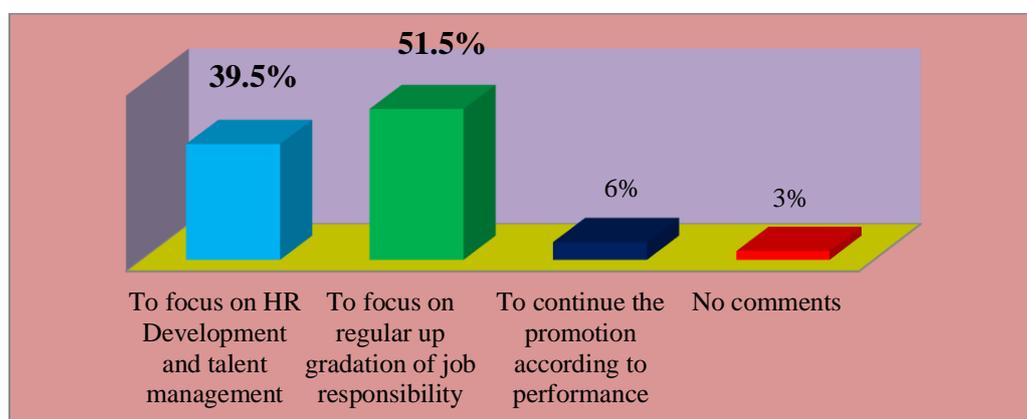
Importance of training and motivation	Number of respondents	Percentage
For huge production	86	43%
For profit maximization	89	44.5%
For cost minimization	17	8.5%
No comments	8	4%
N=	200	100%



Training and motivation is so much important for Readymade Garments Industry has shown in above graph. The result shows that 43% respondents said that Training and motivation is so much important for Readymade Garments Industry for huge production, 44.5% respondents said that Training and motivation is so much important for Readymade Garments Industry for profit maximization, 8.5% respondents said that Training and motivation is so much important for Readymade Garments Industry for cost minimization, 4% respondents said nothing about Training and motivation is so much important for Readymade Garments Industry.

Table 10: The role of HR department for Readymade Garments Industry

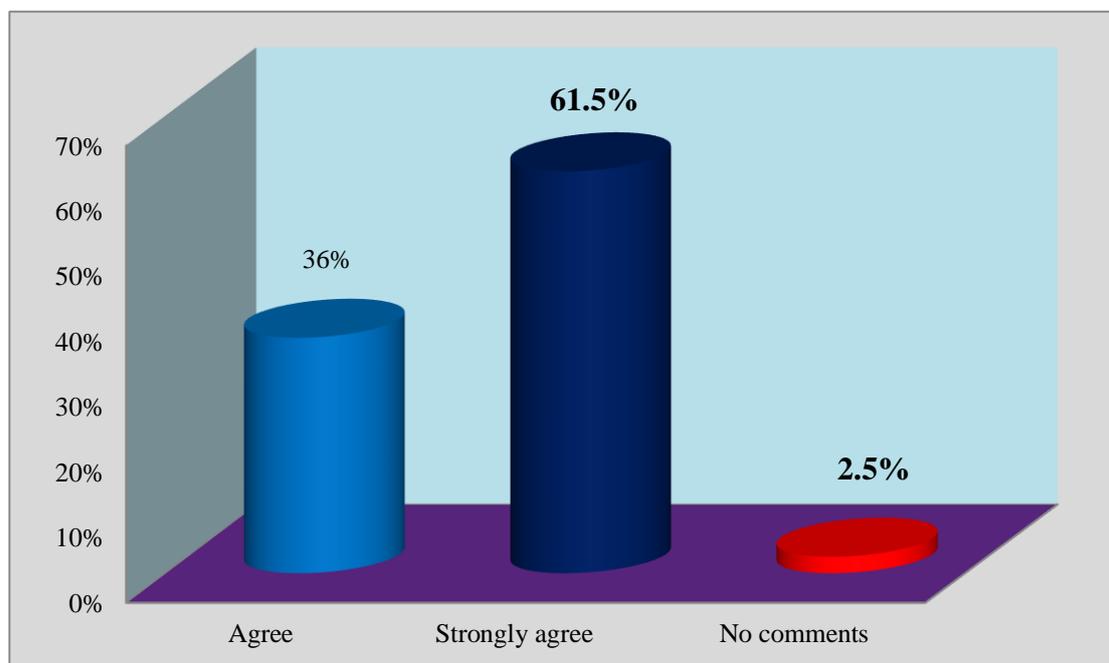
Role of HR department	Number of respondents	Percentage
To focus on HR Development and talent management	79	39.5%
To focus on regular up gradation of job responsibility	103	51.5%
To continue the promotion according to performance	12	6%
No comments	6	3%
N=	200	100%



The role of HR department for Readymade Garments Industry has shown in above graph. The result shows that 39.5% respondents said that the role of HR department for Readymade Garments Industry to focus on HR Development and talent management, 51.5% respondents said that the role of HR department for Readymade Garments Industry to focus on regular up gradation of job responsibility, 6 % respondents said that the role of HR department for Readymade Garments Industry to continue the promotion according to performance, 3% respondents said nothing about the role of HR department for Readymade Garments Industry.

Table 11: There is a positive relation between HRM and productivity

Positive relation	Number of respondents	Percentage
Agree	72	36%
Strongly agree	123	61.5%
Disagree		
Strongly disagree		
No comments	5	2.5%
N=	200	100%



There is a positive relation between HRM and productivity has shown in above graph. The result shows that 36% respondents agree with the positive relation between HRM and productivity, 61.5% respondents strongly agree with the positive relation between HRM and productivity, 2.5% respondents said nothing about the positive relation between HRM and productivity.

Conclusion

Human resource management becomes more complex as the time horizon for planning stretches further into the future, so it is not surprising that companies become involved in longer term planning activities only after becoming proficient in shorter term planning activities. An evolutionary pattern, going from mastery of techniques for short-term planning to development of long-term planning capabilities, is also evident in the related technical and scientific literatures on planning. Much of the research conducted by I/O psychologists has been directed at improving short-term outcomes such as attracting applicants, maximizing performance, and minimizing dissatisfaction and stress in order to retain valued employees. Currently, there is a growing awareness that these activities need to be clearly and explicitly linked to improving organizational productivity, quality, innovation, and employee satisfaction and involvement.

Recently, some organizations have moved toward having a completely integrative linkage between business planning and human resource planning. In these organizations, organizational effectiveness is facilitated by a human resource executive who is a fully participating member of the top management team. In this case business plans can be substantially modified by the human resource executive, and business results can be substantially improved. The relationships that were illustrated among human resource planning activities and those between human resource and business planning should become more common.

Because the purpose of human resource planning is to ensure that the right people are in the right place at the right time, it must be linked with the plans of the total organization. Traditionally, there has been a weak one-way linkage between business planning and human resource planning. Business plans, where they exist, have defined human resource needs, thereby making human resource planning a reactive exercise.

Companies often give lip service to the importance of human resources in achievement of business objectives, but rarely is detailed, thoughtful analysis performed. Personnel professionals, even human resource management specialists, often are not well informed regarding business planning processes and are thus ill-equipped to introduce linkages between human resource management and business strategic planning.

Many organizations now recognize that they can benefit from a two-way linkage between business and human resource management. With a two-way linkage, business plans are considered somewhat malleable in that they are influenced by human resource considerations, such as the cost and availability of labor. Such organizations realize that profitability requires that business objectives be linked to people-planning activities. If the right people are unavailable, performance goals cannot be met. "A two-way linkage is evident when astute managers no longer assume that every plan is doable".

It seems clear that human resource management in general and human resource planning in particular, will become more closely tied to the needs and strategies of organizations. As this occurs, human resource planning will be the thread that ties together all other human resource activities and integrates these with the rest of the organization. With the growing recognition that different types of organizations require different human resource practices, human resource planners are being challenged to develop packages of practices that fit the unique needs of their organizations and contribute to effectiveness.

Also needed is research on the change process. Organizations of the future are likely to be in a state of continuous change and uncertainty. Human resource planning is likely to be seen not only as the thread that ties together all human resource practices, but also as the instrument for establishing and signaling when and how practices should change. In other words, human resource planners are likely to take on the role of organizational change agents. To be effective in this role, they will need to adopt a systems perspective for understanding how the behaviors of individuals influence and are influenced by the larger organizational context.

As organizations change more quickly, so will the knowledge, skills, and behaviors needed from employees. This means that people working in organizations will be asked continually to adjust to new circumstances. Assessing and facilitating peoples' capacity for change are two activities that psychologists are likely to be called on to do, yet there is very little research available to consult for guidance. Whereas organizations are seeking changes from employees, employees will be demanding that organizations change to meet the needs of the increasingly diverse work force.

Thus a final challenge in human resource planning is balancing current needs-of organizations and their employees-with those of the future. The criterion against which this balancing act is measured is whether employees are currently at the right place doing the right things but yet are ready to adapt appropriately to different activities when organizational change is needed. Similarly, I/O psychologists involved in human resource planning can use the effectiveness of their current activities, increase productivity and their readiness to engage in the new activities needed to face the challenges of the future as the criteria against which they evaluate their own performance.

Recommendations

Based on the findings the Recommendations of the study are as follows:

1. Administrative control should be increased over employee to ensure their responsibilities.
2. To run a company smoothly, Human Resources Management should be systemic, dynamic, up to date and well organized.
3. Planning should be contemporary, need based, and accurately.
4. Company should follow strict and neutral process to select employees, nepotism and corruption should be avoided to select employees.
5. Training department should be very much experienced, there should have provision of time to time training of employees (on the job training) so that they can be up to date and be able to face the challenges of future.
6. Company should ensure proper facilities of employees; this should be increase each year otherwise unrest may be occurred which will cause revolution.
7. There should have a friendly environment among the employees in a company, there should not have any gap among senior and junior employees.
8. There should have incentive programmes to motivate the employees to work more.
9. There should have proper promotion and reward systems in company.
10. Companies should provide latest training including software for the management of office smoothly.

11. The penalties for not being correctly staffed are costly. Understaffing loses the business economies of scale and specialization, orders, customers and profits. Overstaffing is wasteful and expensive, if sustained, and it is costly to eliminate because of modern legislation in respect of redundancy payments, consultation, minimum periods of notice, etc.
12. To retain good staff and to encourage them to give of their best while at work requires attention to the financial and psychological and even physiological rewards offered by the organization as a continuous exercise.
13. The former demand better-educated, mobile and multi-skilled employees much more likely to be influenced by things like job satisfaction, involvement, participation, etc. than the economically dependent employees of yesteryear.
14. To provide an equitable method of linking payment to performance where there are no numerical criteria (often this salary performance review takes place about three months later and is kept quite separate from 1. and 2. but is based on the same assessment).
15. Advising top management of the principles and objectives of an appraisal system and designing it for particular organizations and environments.
16. Developing systems appropriately in consultation with managers, supervisors and staff representatives. Securing the involvement and cooperation of appraisers and those to be appraised.
17. Defining targets for achievement. Explaining how to quantify and agree objectives. Introducing self-assessment. Eliminating complexity and duplication.
18. Monitoring the scheme – ensuring it does not fall into disuse, following up on training/job exchange etc. recommendations, reminding managers of their responsibilities.

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