

A PROJECT REPORT

ON

**Impact of Human resource management on
Organizational performance within firms in
Bangladesh(Prospect as DBL Group)**

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Fall-2016**



Project Report on
“Impact of Human resource management on
Organizational performance within firms in Bangladesh” (Prospect as
DBL Group)

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Submission Date: 30/08/2020

Letter of Transmittal

To
Zahidul Islam
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Dhaka, Bangladesh

Subject: Submission of Project Report on “Impact of Human resource management on organizational performance within firms in Bangladesh”(Prospect as DBL Group)

Dear Sir,

With due respect, I beg to inform you that, I am a student of BBA, 41th batch & dept. of DBA at Uttara University. I am very glad to submit you my project report prepared on **“Impact of Human resource management on Organizational performance within firms in Bangladesh” (Prospect as DBL Group)**

I have given my best effort to prepare the report with relevant information that I have collected from various sources during my project program from 20st June to 25th August 2020.

I pray and hope that the mistake of the report may have, will be kindly excused. So I cordially request to you evaluating this report & enough kind to receive this report.

Sincerely yours

Name: Neyamul Mortoza
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Student DECLARATION

I, Neyamul Mortoza, hereby declare that this submission is my own work under the supervision of **ZAHIDUL ISLAM** towards the Bachelor of Business Administration (Human Resource Management) and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

Signature

Date

Neyamul Mortoza
(2163011053)

ZAHIDUL ISLAM
(Supervisor)

Supervisor's declaration

This is to certify that, Neyamul Mortoza is a student of BBA (Major in HRM) of the Department of Business Administration & ID no. 21630110153 has successfully completed Project on **“Impact of Human resource management on organizational performance within firms in Bangladesh”(Prospect as DBL Group) from 20st June to 25th August 2020.** On the basis of her successful completion of Project program, he has prepared the report under my supervision.

I wish his every success.

Zahidul Islam

Lecturer

Dept. Of Business Administration
Uttara University

ACKNOWLEDGEMENT

With God, all things are possible; for he has made it possible by giving me the ability and strength to carry out this study. I say thank you Almighty Allah.

Works like this kind cannot be carried out without the help and guidance of an experienced person. I therefore wish to express my profound gratitude to ZAHIDUL ISLAM my supervisor for her suggestions, support, patience and constructive criticism throughout the research period.

Not forgetting the Lecturers and staff in the Department of BBA, School of Business, Uttara University, Dhaka.

Lastly, to my parents, husband, children, brother and sisters who by their encouragement gave me the strength to carry on when all hope was lost. I say Allah Bless you all.

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Abstract

In current circumstance, organizations can increase solid upper hand through applying compelling and effective human asset rehearses. On the off chance that the HR are overseen appropriately, they can add to the accomplishment for the organization. The powerful administration of human asset is conceivable through the execution of sound HRM rehearses. The primary target of this examination is contemplating the effect of HRM rehearses on representative execution with regards to solidify industry in Bangladesh. For this reason the analysts have attempted to examine effect of the different segments of HRM rehearses on worker execution. The information were examined by a relapse examination to decide the effect of HRM rehearses on representative execution. The outcome shows that preparation and improvement and open door for vocation advancement have a critical positive effect on worker exhibitions. Then again, Performance evaluation, Compensation and Benefits, and Leadership Practices positively affect worker execution however the effect isn't critical with regards to solidify industry in Bangladesh. In addition, work life balance negatively affects representative's presentation. Besides, proficient administration of HR can expand the exhibition of the representatives of the concrete organizations in Bangladesh.

Keywords: Employees execution, HRM Practices, Performance Appraisal, work life equalization, Training and Development, administration rehearses, profession improvement.

1.1 Section-1: JUSTIFICATION OF THE STUDY

Human Resource Management is an indispensable function for the both the private and public sector organizations. The process deals with several operational objectives such as recruitment, providing proper training to the employee, selection of the employee, assessment of the employee, motivating and maintaining a proper relationship with the employee and maintaining welfare and health for the employees in the organization through laws created by the concerned state and country. The human resource management is a process through which the organization utilizes their limited skilled workforce. The main intension is make effective utilization of the existing human resource for the organization. Apart from this, human resource management works in the diverse area like conducting of jobs, planning the employee's needs and recruitment, determination of wages and salaries, resolving the disputes and creating better working and safety environment for the employees (Bowen & Ostroff, 2004). The organization uses their human resource management for the proper utilization of their resources. Furthermore, the department plays an important role in the overall development of the employees for encouraging personal and career growth. Alternatively, it helps in improving professional skills and knowledge of the employees. Human resource management provides quality work life for the employees. Therefore, the significance of the Human resource management with respect to the organizational performance is evident. Large number of organizations has established their human resource management department and they understand its need in today's world of business (Cooke, 2005). The role of the higher performance work practices in the realm of the Human resource management is important. Although literature provide evidence that the Human resource management is crucial for organizational enactment, the impact of effective human resource management on organizational performance is relatively less discussed area in the literature. Moreover, little research is available in Bangladesh perspective which sheds light on the role of the higher performance practices on the performance of the Bangladesh's organization. The higher performance work practices are human resource work practices that aimed at influencing and enhancing the organizational and employee performance. Therefore, the present study has also focused on the investigation of the impact of the higher performance work practices on the organizational performance of the Bangladesh firms. For that purpose, the bundle of higher performance work practices was evaluated. These higher performance work practices are feedback, performance appraisal, employee suggestion systems and affective job description and specification (Francis, 2015).

The one of the core objective of the human resource management in the organization is to provide quality work life for the employees. The quality of work life can be defined as the activities through which the employees dignity and growth in the organization is developed. It helps the employees to work together in the organization and the actions, changes, and improvements which are necessary for the achievement of goals and improving the quality of life and improving the effectiveness of the organization. In the recent times, the organizational are not only focusing on employees for the work related aspects but also focuses on the holistic well-being of an employee. It is the fact that, if the

employees life can't be compartmentalized and the disturbance in the life of the employee will disturb the professional life. Hence, the human resource management works for the overall development of the employee by reducing their stress and creating a healthy atmosphere in the workplace(Bowen & Ostroff, 2004).

The impact of these higher performance work practices will be evaluated on organizational performance on important grounds which are creativity and innovation, core employee retention, customer satisfaction and organizational productivity (Kaufman, 2011). These grounds are considered very important for the organizational performance. Bangladesh organizations are also focusing on the implantation of the HR departments in their organization and to change with the changing nature of the business environment. There is need to boost the organizational performance with the implantation of the higher performance work practices in the organization. Present study is quite significant in that regard. The study will enhance the literature on the higher performance HR work practice in local Bangladesh's perspective. The academicians and the researchers will also be in position to get benefit and understand from the study results. The study will evaluate the whether there is positive and significant relationship between performance appraisals and core employee retention in Bangladesh's organizations. Moreover whether there is positive and significant relationship between job descriptions and specifications and organizational productivity in Bangladesh's organizations. The study will also evaluate the impact of the performance appraisal on core employee retention in Bangladesh's organizations and the impact of affective job descriptions and specifications on organizational productivity in Bangladesh's organizations.

2.0 Section-2: OBJECTIVES OF THE STUDY

The aim of the present research study is to investigate the impact of the higher performance work practices on the organizational performance in Bangladesh perspective. The impact will be investigated in the realm of the Bangladesh firms. The specific intentions of the firms will be as follows;

To examine the impact of the feedback on organizational creativity and innovation in Bangladesh's organizations?

To investigate the impact of the suggestion systems on customer satisfaction in Bangladesh's organizations?

To investigate the impact of the performance appraisal on core employee retention in Bangladesh's organizations?

To investigate the impact of affective job descriptions and specifications on organizational productivity in Bangladesh's organizations?

Also this question is my mind about the impact of HRM in Bangladesh's business firm. So,I investigate all the HRM factors in online articles and collecting information in different source.

3.0 Section-3: METHOD

There is positive and significant relationship between high performance human resource work practices and its impact on organizational performances in Bangladesh's organizations. High performance human resource work practices exist in firms.

The scope of the research is restricted to the on the investigation of the impact of the higher performance work practices on the organizational performance of the Bangladesh's firms. The data can be collected in both form the primary and the secondary data. The present study will collect primary data to acquire the perceptions of the respondent's o high performance human resource work practices. The primary data provides more accurate and authentic up to date information about the topic under investigation. The use of the primary data is thus important and worth considering in order to evaluate the impact of the high performance human resource work practices on the organizational performances.

The roles and responsibilities of the human resource management are mainly oriented to the designing, planning, developing and management of the policies for effective utilization of the human resources of the organization. The major objectives of the human resource management are effective utilization; provide a productive environment and individual development. The functional areas of HRM are planning, staffing, and development of workforce and maintenance of the employees. Therefore, the human resource management of an organization has a broader area of functionality. The human resource planning is the most vital aspect of the management of human resources in an organization. The planning mainly involves designing and formulation of strategies to manage and control the workforce. The planning also determines the number and types of workforce require for the productive output. However, the major part of planning is dominated by the elements which develop the professional aspect of the employees. The professional development is essential for both employees and the organization. The human resources management provides educational programs and training for the workforce, which helps in understanding the task, profession, and career development prospect. Apart from this, the human resources management system provides opportunities for personal and professional growth such as individual higher education, training, and assistance. Apart from this, the HR management department takes initiatives in developing the communication system within the employees. The training programs and interaction in the workspace helps in developing the communication of the employees. In context with the business communication, employees are attains good communication approach which helps in professional development (Robertson and Morrison, 1996). The human resource planning is the most vital aspect of the management of human resources in an organization. The planning mainly involves designing and formulation of strategies to manage and control the workforce. The planning also determines the number and types of workforce require for the productive output. However, the major part of planning is dominated by the elements which develop the professional aspect of the employees. The professional development is essential for both employees and the organization. The human resources management provides educational programs and training for the workforce, which helps in understanding the

task, profession, and career development prospect. Apart from this, the human resources management system provides opportunities for personal and professional growth such as individual higher education, training, and assistance. Apart from this, the HR management department takes initiatives in developing the communication system within the employees. The training programs and interaction in the workspace helps in developing the communication of the employees. In context with the business communication, employees are attains good communication approach which helps in professional development(Werner, 2014). According to several scholars like Barney (1991) and Wilson (1994) management of human resources is much more difficult than capital management or technology management. The definition of Human resource management (HRM) evolved in the later period of twentieth century. In the current day world, survival of an organization depends on the development of new capabilities; as a result organizations are facing critical challenges in all over the world. New challenges like globalization, investment in human capital, growth, change management etc. are emerging and organizations from all over the world needs to manage and find opportunities through these challenges. Among these challenges the management of human capital has gained added importance, as organizations are realizing the importance of people or human resource as assets of strategic importance. According to Hartel, Fujimoto, Strybosh and Fitzpatrick (2007) Human resource management does not merely deals with the rational administration but looks after the job satisfaction of the employees and also focus on, how to motivate them for better results, as a result it is making the best utilization of each individual human power for achieving the objectives of an organization. Human resource management is also an important fact considered by organizations from all over the world, because human resource is the resource that has the capability of converting the other source like capital, technology, methods, material, machine etc. into product or service. So the need of a sound Human Resource Management system is very much necessary, in today's world.

Every work has a methodology. On the way of the formation of this report, it has a methodology. Due to CORONA Pandemic the study is mainly based on secondary data related to **“Impact of Human resource management on organizational performance within firms in Bangladesh”(Prospect as DBL Group)** system followed by firms in Bangladesh.

Secondary data and information have gathered from Books, Journals, research paper etc. This is an exploratory research based on – Data from Secondary Data Sources. Secondary data obtained through the Net, books and related journals including different publications:

- (i)Online portal.
- (ii)Articles.
- (iii) Different websites.
- (iv) Information from Internet.

In this report most of the information's are collected various articles. At first I selected some keywords such as what are e-recruitments, effectiveness, Reliability. I put these key words in Google and Google Scholars.

Than found many articles on my report from those articles I selected 10 important articles based on my topic. After collect articles numbering those articles from 1 to 10 which help me to preparing report appendixes. After collecting articles at first I read them very carefully and marked my important paragraph from those articles.

3.1 Organizational Overview

DBL Group is a diversified and integrated knit garments manufacturing & composite industry with strong backward linkage. It is one of the largest and 100% export oriented composite knit garments and textiles manufacturing industry in Bangladesh. We are supplying quality apparels across the world to the best of the retailers and the biggest brands of the fashion industry. Total export of the group reached USD 252 million in 2011. DBL Group currently employs about 15,700 people. DBL Group is using energy efficient machinery with less environmental impacts in all of its projects. DBL Group has a biological ETP (Effluent Treatment Plant) which has a capacity of 4000 cubic meters and is the largest ETP in the country. Moreover, the group is in process of installing another ETP with the capacity of 7500 cubic meters soon. DBL Group has a captive power plant of 35MW and is in the process of expanding its infrastructure. Our projected turnover would be USD 550 Million and we will employ over 37,000 people by year 2016. DBL Group is committed to conduct their business in such a way that demonstrates highest ethical standards. They believe integrity is our imperative utility to succeed in what they do.

3.2 History of DBL Group

DBL Group started its business in 1991 with a small garments factory named Dulal Brother Limited. It is now grown into a respected and trusted name in Bangladesh for our manufacturing operations with an ever contributing workforce of about 15,700. Currently it has facilities for spinning, fabric knitting, dyeing and finishing, garments, washing, packaging and printing. The Company supplying quality apparels across the world to the best of the retailers. The company embarked on a growth plan that is expected to truly transform the organization. In the next two years our home textiles, pharmaceuticals, and leather industry will be in operation. Vision 2020 aims to sustain the confidence which has been endowed on us by the society and grow further as a distinctive DBL Group for its customers, employees, associates and stakeholders.

3.3 Vision & Mission Statement

The vision statement of DBL Group is - "Extend our leadership through World Class Performance"

The mission of DBL Group is to develop a progressive, empowered and consumer focused corporate culture to enhance market leadership along with the passion of corporate social responsibility.

3.4 Nature of business

Garments, Spinning, Knitting, Dyeing, All Over Printing, Washing, Screen Printing, Packaging, Ceramics, Telecom.

3.5 Company Profile: At a Glance

Name of the Company : DBL Group

Date of Establishment : 1991

Group Management : Mr. A. Wahed, Chairman Mr. M. A. Jabbar,
Managing Director Mr. M. A. Rahim (Feroz), Director Finance Mr. M. A. QuaderAnu,
Director Operation Number of Group Business: 21 Target Turnover : US \$250
million (2013 -2014) Estimated Growth Rate : 15% per annum Number of
Employees : Over 15,000

Corporate Office:

BGMEMA Complex (12th Floor) 23/1, Panthapath Link Road, Kawran Bazar, Dhaka -
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Section-4

4.0: Discussion

The instructive analysis style are going to be followed within the gift research. The instructive analysis style assesses the causative relationship between the variables. The impact of the variable are going to be investigated on the dependent variable. the character of the current analysis study and its objectives additionally needs that the instructive research style is most fitted. The causative relationship between the high performance human resource work practices and its impact are going to be evaluated on the structure performance of the Bangladesh's companies. The quantitative information analysis are going to be used so as to assess whether or not the high performance human resource work practices has important and positive impact on organization performance. Thus, the quantitative analysis is best appropriate that supports the character and also the objective of the study therein instance.

Order to gather the perceptions of the respondents relating to the high performance human resource work practices and also the structure performances. The form is that the price affection and straightforward to succeed in technique that's essential for the collections of the correct responses from the respondents (Kothari, 2009).

4.1 Summery:-

Human resource management works for max utilization of the resources for the organization. Human resource management develops plans and applies policies and program for the use of the organization human resources. the main purposeful space of the human resource management for the organization is designing, staffing, and worker development and maintenance. The purposeful space that is targeted on the human resource department is that the quality of life, career designing and also the skilled development of the staff. Therefore, the human resources management plays a significant role in managing the work force with personal and skilled development that results in the general development of the organization and also the workforce.

4.2 Literature Review

According to many students like Barney (1991) and Wilson (1994) management of human resources is way tougher than capital management or technology management. The definition of Human resource management (HRM) evolved within the later amount of twentieth century. within the current day world, survival of a corporation depends on the event of recent capabilities; as a result organizations face vital challenges all told over the globe. New challenges like globalization, investment in human capital, growth, modification management etc. are rising and organizations from everywhere the globe must manage and realize opportunities through these challenges. Among these challenges the management of human capital has gained adscititious importance, as organizations are realizing the importance of individuals or human resource as assets of strategic

importance. in line with Hartel, Fujimoto, Strybosh and Fitzpatrick (2007) Human resource management doesn't just deals with the rational administration however takes care of the task satisfaction of the workers and conjointly concentrate on, a way to encourage them for higher results, as a result it's creating the simplest utilization of every individual human power for achieving the objectives of a corporation. Human resource management is additionally a very important truth thought-about by organizations from everywhere the globe, as a result of human resource is that the resource that has the aptitude of changing the opposite supply like capital, technology, methods, material, machine etc. into product or service. therefore the would like of a sound Human Resource Management system is extremely a lot of necessary in today's world.

4.3 Definition of Human Resource Management:

Human Resource Management is the part of the organization that is concerned with the 'people' dimension. Human Resource Management deals with the people working in the organization. It is a process of acquisition, development, motivation, and maintenance of human resources of an organization.

Human Resource Management is a management function that assists managers to recruit, select, train and develop members of an organization for achieving the goal effectively. Many authors and specialists define HRM in many ways: Dale Yoder has defined; Human Resource Management is the provision of leadership and direction of people in their working or employment relationship. Ricky W. Griffin has defined; Human Resource Management is the set of organizational activities directed at attracting, developing and maintaining an effective work force. According to Gray Dessler, The policies and practices one needs to carry out the „People“ or human resource aspects of a management position, including recruiting, screening, training, rewarding and appraising. Prof. Ataur Rahman has defined Human Resource Management as a set of activities which include acquisition, development, motivation maintenance and utilization of manpower for the purpose of effective and timely achievement of organizational goals. Finally, Human Resource Management is the set of activities reaching to procuring, developing, maintaining and utilizing a group of people for the proper functioning of organization activities and achievement of goals.

4.4 Characteristics of Human Resource Management:

There are several features of Human Resources Management. These characteristics pinpoint the nature of human resource management starting from acquisition to utilization of human sources which are briefly discussed below:

- Development of well – conceived policy: The first feature of Human Resources Management is to develop a well-accepted policy for the organization. The purpose is to practice Human Resource Management activities in a better way.
- Development of harmonious or cordial relations: Development of harmonious relation is aimed to achieve goal, for the fulfillment of the functions. All barriers to cordial relations should be removed.

- Establishing a chain of command: Human Resource Management must establish a chain of command without which discipline cannot be maintained. These include unity of command, unity of direction and scalar chain.
- Awareness of own nature of services: This is the fourth characteristics of Human Resources Management. By creating awareness promotion policy can be established; training policy can be implemented and other policy can be made well understood.
- Must be good communicating and effective leader: Human Resource Management must communicate and give proper guidance to the employees. Thus company policies and decisions can be properly interpreted and practiced

Finally, with these features and characteristics discussed above can pinpoint about the nature of Human Resource Management.

4.5 Importance of Human Resource Management

There are some points of importance of Human Resource Management in the industrial organization. Importance of Human Resource Management can be explained with these points. If all these things are properly managed, we can say that there is an importance of Human Resource Management. However, these points are briefly discussed below:

- Policy formulation: Importance of Human Resource Management can be understood if it can formulate human resource policies properly. It is the wisdom of Human Resource Managers.
- Policy Execution: Efficient Human Resource Management executes all human resource policies in accordance with goals and objectives for the achievement of which these were formulated.
- Review of employee needs: Human Resources Management reviews employees needs hopes and aspirations time to time an regularly.
- Utilization of human resources: It's a very tough function. Efficient human resource management can successfully utilize efforts and sincerities of employees. And thus, organization objectives can be achieved and all functions can be properly performed.
- Social welfare development: Employees are social beings. There have various needs and demands and deserve to be mitigated. Social welfare can enhance the involvement of employees which had to the satisfaction of top management
- Effective trade unionism: Trade unionism industrial disputes, conflict and all other hazards can be handled appropriately and peacefully by efficient Human Resource Management
- Overall development of organization: Ultimate, the overall development of an organization can be contributed by effective Human Resource Management because employees are properly utilized and managed by Human Resource Management.

4.6 Nature of Human Resource Management

Human Resource Management is a process of bringing people and organizations together so that the goals of each are met. The various features of HRM include:

- It is pervasive in nature as it is present in all enterprises.
- Its focus is on results rather than on rules.
- It tries to help employees develop their potential fully
- It encourages employees to give their best to the organization
- It is all about people at work, both as individuals and groups
- It tries to put people on assigned jobs in order to produce good results
- It helps an organization meet its goals in the future by providing for competent and well motivated employees.
- It tries to build and maintain cordial relations between people working at various levels in the organization.
- It is a multidisciplinary activity, utilizing knowledge and inputs drawn from psychology, economics, etc.

4.7 Concept of Human Resource Management:-

Before the evolving of the definition of Human Resource Management the management method handling the similar quite subject was called personnel management. It emerged throughout the Twenties. it absolutely was involved a couple of single department and its activities. The department it absolutely was involved concerning was the human administration department, and its main operate was enlisting and choice for the organization. the opposite functions allotted by this management were concerning development, grievance handling, registration, appraisal, reward, retirement etc. however the negative truth concerning this technique was that its formation was within the officialdom started and it gave importance to the organization and its administration. By the late Seventies organizations from everywhere the globe started facing increase in competitive pressures because of the factors like release, quick growing technological amendment and globalization. that the would like for a additional economical management system emerged and in response the Human Resource Management was developed. in step with Khatri (1999) Human capital is one among the key factors that give flexibility and flexibility to the organization. in step with crosspiece (1997) the folks or the human resource are the adaptive mechanism not the organization or firm that determines the response of the organization towards the competitive setting.

On current structural background Human Resource Management are often outlined as systematic method by that human capital or human resource are recruited and managed in such the simplest way that it helps the organization to realize its objectives. Human Resource Management worries about not solely the organization however conjointly about the well-being of the human capital concerned, thus it provides thought not solely towards enlisting and choice however conjointly towards the motivation factors, development and maintenance of human resources. Human Resource Management helps to pick the correct person, for the correct job, at the correct time and at right position in a very changeable close. in step with Schuler & Jackson (1987); Schuler & Macmillan (1984); and Wright & Snell (1991); Human Resource Management

includes of the activities of a corporation directed towards the management of the human resources and taking care of the facts that the resources are appointed at the correct place and time for the right purpose for the fulfillment of the goals of the organization. The performance of a corporation depends on the potency of the seven human resources attached the organization. so a scientific started for enlisting, coaching and development, motivation, workforce coming up with, performance analysis, industrial relation and remuneration management ought to be taken into thought. what is more Human Resource Management is additionally involved concerning the event of skills, ability and information within the no heritable human resources, in order that the tasks and responsibilities given by the organization are performed effectively and expeditiously. the most conception of Human resource management includes of 4 main functions - Acquisition, Development, Maintenance and Motivation of the human resource. These are the fundamental factors or key steps that facilitate a corporation to realize its goals.

4.8 Human Resource Management Practices:-

The management of human resources could be a method of managing and dominant the hands of a corporation that helps in enhancing the performance and potency of an organization. The effective and acceptable resources facilitate achieve a electric sander means of business operation and supply a property way of business development. the most objective or purpose of this report is to supply an summary however effective and victorious management of human resources influence the method of business development. during this context, the analysis of the management of the human resources within the organization of Kingdom of Bangladesh's helps in understanding the facts and influential parts in the method of resource management. a corporation develops and acquires their resources consistent with the wants and requirements of the business method. However, there are many limitations within the management of the resources which can describe later during this report.

4.9 Achievement and Selection:-

The job chance among a corporation includes an outsized style of job possibility for the peoples. In general, AN HRM recruits employs consistent with the advantage and ability of the candidates. except operational method, a corporation has many activities like promoting, maintenance, and monetary activities. moreover, a corporation involves many completely different positions adore in security, parking and work. HRM plays essential role in recruiting technical and unethical candidates for the various positions in a corporation. The achievement method could be a very important facet in any organization that in the main drives the output and potency of the organization. The achievement method of any organization in the main controls by the human management department of the organization. In general, the method of achievement depends on the advantage and talent of the applier. during this method, the CVs are sorted consistent with needs of the vacant position(Meagher, 2015). Then the chosen candidates got to face a face to face

interview, wherever the advantage, talent expertise and data of the candidate are checked. The face to face interview is controlled and structured by the human resources department. After, the rounds of interview, the chosen candidate got to pass a written spherical. within the written part of the take a look at, the overall ability and data concerning the precise job are checked. the ultimate spherical involves on job take a look at that involves in the main the standards like problem-solving ability, adaptability and adaptability of the candidates within the geographic point that is especially managed by the managers of the precise departments. the utilization contract is a very important facet of Human resource management. the most objective of the utilization agreement is to balance and safeguard the position of the organization and their staff. It helps in maintain sure laws and regulation among the organization. The organization and their staff are guaranteed to follow the sets rules or pointers within the agreement. The structure and therefore the quantities of the utilization agreement are designed consistent with essential wants of the employees(Eng, 2000). The agreement balances the necessities from each the side's staff and organization. the method helps in establishing a productive define with none obligation and doubts within the geographic point. the utilization agreement additionally provides info concerning the duty, responsibilities, and rights of the workers. it's terribly tough for any organization to style agreements that are fruitful for everybody. It offers many alternative info like what to try to to and what to avoid in a very productive approach. Therefore, the utilization agreement is incredibly very important in securing the position of the organization and therefore the staff.

4.10 Employability skills:-

In order win the required goal and objective there are employability skills destined with the position in a corporation. a corporation in Kingdom of Bangladesh's is way concern concerning their achievement process for choosing the correct candidate for the right position with effective employability ability to boost the method performance of the organization. the most important employability skills are as follow.

- The supervisor should have effective communication skills to coordinates with the opposite operating staffs of the organization(Green, 2003).
- The position should have the power to figure in a very team to encourage alternative staffs for productive outcome
- the power to investigate things is important for determination any issue within the organization
- The supervisor should be respectable and have the power of management the operating staffs
- The position should privy to the technical factor and laptop so as manage the technical resources within the eating place.
- the foremost very important factor is that the decision-making capability and therefore the supervisor should be assured enough to manage the vital choices among the organization

Apart from the employability ability, personal skills also are very important to managing the responsibilities and duties destined HRM. The candidates should remember of the various cultures of the operating peoples and will respect all cultural values.

- ought to be self-managed and well organization to require the duty load of the position
- ought to have artistic and innovative approaches in managing any problems among the eating place.
- The candidates should develop expertness so as to repay most for the organization or to realize the goal of profitable business
- should have the tolerating power to figure within the pressure setting.
- should have leadership quality, disciplined and is aware of time management.

Section-5:

5.0 FUTURE FORWARD

The compensation and advantages processes are among the foremost important human resource processes that are crucial for the trendy Human Resource Management system and organizations. This method is concerning managing the budget of personnel expenses, introducing engaging competitive advantages for the staff, setting compensation policies that are clear and setting the standards of performance. Effective compensation and profit helps a corporation to manage the performance of its workers, drive its personnel prices and to reward the wonderful and extraordinary performances. during this side transparency plays the key role, another issue which will build this method in is pleasing workers for his or her achievements and sensible performance. This department is answerable for the transparency within the compensation practices followed in the organization and to keep a transparent record of the whole money. This department is additionally answerable for the budget of the personnel expenses of the organization. The Compensation and profit department monitors the external job marketplace for setting the proper compensation policy. It forever develops new compensation parts to support the performance of the organization. It additionally modifies and styles new changes to the compensation strategy and policy, so the organization remains in its competitive advantageous position within the world job market. a number of the simplest practices regarding this method are, decisive regular payment levels and alternative advantages that meets the native law needs, and additionally seeking legal recommendation relating to this, if needed, documenting all system of regular payment determination and increment, total confidentiality concerning every individual workers relating to their salaries, documented systems additionally reduces the legal risks to the firm, consistency in providing compensations and advantages and maintaining confidentiality concerning health connected data.

5.1 Appraisal/Performance Management:-

According to grouping et al (2008); performance management is that the method that determines the standards, set the goals, measure and assign the works and distributes the rewards for achievements. Performance management effectively is employed to boost the individual also as team performance of a corporation answerable for achieving the goals and objectives of the organization. it's one amongst the foremost vital characteristics of effective and in organizations in today's world. consistent with Armstrong (2009:9) performance management could be a method or system for rising the performance of a corporation by developing the performance of people also as groups. As per Grind and Sliwa's (2007) review, performance management or appraisal is effective for numerous vital functions. It reviews the performance of workers, so to be told from expertise, it assists the staff in analyzing their strengths and understanding the necessity and space of development.

5.2 Ability and Innovation:-

There are many factors that facilitate or inhibit ability and innovation at the structure levels; a number of the foremost factors are size and structure of the organization, culture and climate, resources and reward. Consistent with Burns & Stalker (1961), the 3 major side of structure arrangement that influence innovation inside the organization are centralization, systematization and quality. the choice creating segments of a corporation has to effective and collateral innovation approaches. Centralization of a corporation obstructs the flow of knowledge that resists innovation and ability. but on alternative context centralization is important for promoting innovation. equally high systematization will impede innovation because it prevents new sources of knowledge or concepts. The quality or the degree of activity specialization enhances innovation but nine restricts new plan implementation. Therefore, the innovation and ability could be a multi- faceted approach and fluctuates with many variables. the scale of the organization will greatly vary the method of promoting innovation (Loewenberger, 2013). As larger size means that greater access to resources thus it will amplify innovation method. The structure climate and culture are the potential factors which might inhibit or promote innovation. consistent with Amabile (2005), the HRM encouragements plays essential role in developing innovation and ability. The structure encouragements in risk taking, truthful analysis of thoughts, recognition and pleasing, flow of cooperative plan and effective deciding of the HRM.

5.3 Involvement and Participation:-

The other potential contribution of HRM for innovation appreciate effective work style, job demand and physical resources ought to be effectively synchronous to boost innovation and ability. The effective synchronization of labor style with innovation and ability will influence the intrinsic motivating perspective and self-efficiency facet of an worker. This method directly or indirectly empowers the proactive behavior and versatile orientation of the men. consistent with Parker (2006), the proactive perspective will completely influence the motivation to innovation. The motivating perspective and self-efficiency facet will increase the tendency to be inventive whereas performing arts a task. The HRM helps in establishing effective internal communication system that improves the general operational method on innovation. Through ability and innovation, HRM will facilitate in sustaining a big equilibrium between preference, intricacy, and cooperation. consistent with researches a company ought to be versatile and malleable to manage the associated challenges to innovation and ability. Although, the priority for freedom to prefer new information, experimentation and search in work style provides necessary thrust for promoting ability and innovation.

5.4 Data Sharing and information Management:-

The Information Sharing and information Management are recognized thanks to success and will increase overall productivity or outcome. associate HRM needs exploration and exploitation characteristics for enhancing shared vision, enriched jobs, trust, culture, discipline and auxiliary leaders that are the essential parts needs for promoting innovation and ability inside the organization (Abernathy and Clark, 1985). The effective human

management, constructive analysis, no-hit leadership approach, effective feedback system and auxiliary co-workers effectively contribute in promoting ability and innovation across structure business operation. consistent with researches a company ought to be versatile and malleable to manage the associated challenges to innovation and ability. Although, the priority for freedom to prefer new information, experimentation and search in work style provides necessary thrust for promoting ability and innovation. The redoubled competition and intensive {globalization| globalization economic method} have effectively modified the prevailing process of business operation. The organizations during this competitive platform needs simpler and advanced information Management to earn profitable outcome and for property growth. during this regard, information Management plays major role and helps achieve additional advanced and effective strategic implementations. The innovation are often outlined because the method of implementing novel ideas and ability is that the process of conversion of ideas into helpful operational implementations (AMABILE et al., 1996). The information Management in business method helps within the transformation ideas and thoughts to supply distinctive combination and strategic implementation. the most significance of this report is to analyze and analyze the scope of ability and innovation over the structure platform. with the exception of this, the report can offer intensive analysis of promoting information Management over structure context and the way the approaches will influence the general organizational development method and property growth.

5.5 Organizational Implementation:-

If we have a tendency to take into account the approaches undertaken by the HRM, the ways or structured methodology utilized principally for promoting long run property growth. a company employs comprehensive programs to boost or enhance the standard of management and implementation for property growth. The organization has thought-about innovation and ability at each level of operational method like individual level, worker level, team level and structure level. Trained HRM champions at individual level helps in developing skills and generation of innovative concepts. The trained unit of time managers takes the responsibility at the team level and takes the effective leadership approach to guide the team member for innovative plan generation and helps to be additional artistic in completion of a task. The collateral management and inspiring management practices of HRM ensures the method of promoting innovation among the organization. The structure and size of the organization dead accompanies innovative work.

5.6 Human Resource Management – Performance Linkage:-

Human resource management is set to control the segment of managing the employees of the organization. Human resource management helps the organization in selecting the employees for the organization according to the demands of the business organization. It monitored the behavior of the employees in the organization and helps them to adopt the working atmosphere of the organization. Human resource management performs

functions from selecting the effective employees for the organization to maintain the work ethics in the business organization(Pratoom, 2010). Human resource management of an organization plays an important role in the business activities. The HRM of an organization makes a suitable working environment for the organization. The selection of the employees in the pizza hut is done through the Human resource management. The HRM follows ethical approach on selecting or promoting any employee in the organization. It helps the employees to understand their roles in the organization and clears the organization goals and perspective. Human resource management of an organization enhances the performance of the employee. The HRM of an organization plays vital role in designing structured methodology in order to eliminate the challenges oriented with the human resource management approaches. The HRM considers both elements exploration and exploitation which enables the organization to support effective human resource management for sustainable growth. The effective HRM practice at organizational level requires effective management, leadership approach of managers, constructive evaluation, effective feedback system and supportive co-workers. The HRM helps in making effective strategic implementations and supportive work culture of an organization enables the organization which helps in gaining enhanced revenue with cost saving and improved performance. Therefore, effective HRM is a potential factors which can inhibit or enhance performance of an organization. Apart from this, HRM encouragement plays essential role in developing innovation and creativity. The advanced feedback system through which employees can directly communicate with the management for their concern and ideas. It will also help in developing trust and definite vision for HRM within the organization.

HRM practices of rural banks and its result on structure overall performance of these banks with inside the Ashanti region. Responses from every managerial and non managerial body of staff imply comparable and during a few instances divergent views on HRM practices of rural banks. The studies has found out concretely that HRM practices have advantageous result on employee productiveness main to advanced structure overall performance, rural banks, from proof accumulated are however to learn from the correct management in their human sources or perhaps when they are doing, it's way merely minimally. It is clear from the studies findings that rural makes recruit from reassess; inner and outdoors reassess. Recruitment from outside reassess eleven though' terribly oft is given very little business or none in the slightest degree. External enlisting is achieved through personal suggestions from pinnacle management who generally choose candidates for his or her relationship and blood relationships. On the choice hand, inner enlisting that involves filling vacancies through promotions, transfers and upgrading is used by those banks as a technique of selecting personnel to fill vacancies. These sports are centralized and line managers have little or no perform to play within side the enlisting and selection system of these rural banks. the agricultural banks but, build it issue to own formal induction, orientation and familiarization system for innovative recruits which may be terribly essential and worthy practices. it's rather well value noting that maximum appointments are entirely} totally on advantage in those organizations. Managers claimed that as a exercise, personnel are

rewarded entirely} totally on overall performance, but the studies well-tried otherwise. get overall performance as a propulsion for advanced overall performance, is frequently oozy into the reimbursement and rewards practices of rural banks. analysis findings show that this has been enclosed into earnings sharing and bonus charge form of variety of these rural banks. This issue of time unit may be a centralized hobby carried positioned at the top workplace. Training and improvement packages are supposed to feature worth to personnel and enhance employee overall performance.

However, this studies observed that schooling practices of rural banks minimizes the blessings and as another creates damaging consequences on employee overall performance main to shriveled structure overall performance. Most rural banks do currently now not have schooling techniques and coherent schooling packages and consequently provide „wholesale“ schooling packages to their personnel and which implies schooling and improvement packages do currently now not comprise the hobby of person personnel. coaching wishes are neither recognized through formal overall performance appraisal nor mentioned with personnel and as a consequence schooling wishes recognized is within the main fantastic and currently now not entirely} totally on enterprise strategy.

Another essential time unit feature is overall performance appraisal and management. The exercise of critical personnel is not unusual place with rural banks; as a minimum it's way a once a year affair with all of the agricultural banks selected for the have a glance at. there's formal and written overall performance appraisal device that likable will currently now not supply personnel with comments and counseling. Appraisal has come back to be solely a formality and appraisal info isn't generally used for promotion, activity rotation, schooling, repayment, switch and discharge in rural banks. Performance management that has to boot however to advantage roots within side the HRM subject is fictional in rural banks and per se underperformance isn't given the wished interest for corrective measures. It is exciting that in this gift day and age, profession improvement is formed the duty of personnel alone. Avenues aren't created for personnel to talk concerning profession aspirations within the company with on the spot supervisors. It is now not the exercise of these rural banks to neither, set up for the profession and improvement of personnel nor match person and structure increase wishes. it's the maximum amount because the personnel to come back to be aware of personal skills, hobby, understanding, and collect facts just about prospects and alternatives to be ready to get profession-associated goals. Most personnel of these rural banks aren't aware of profession direction in those organizations. to embellish story and worker involvement, standard body of staff conferences are command. This exercise is equally boosted with the encouragement of personnel to indicate upgrades within side the style responsibilities and jobs are achieved. However, negating these sorts of is that the reality that personnel aren't allowed to create several alternatives and in most instances adherence to commands with very little space for empowerment within side the a lot of less essential problems. This exercise kills tasks and innovation. One worrying locating become that schooling wishes aren't mentioned with personnel of rural banks and there seem currently now not to be schooling techniques and coherent schooling application as indicated with the help of mistreatment the responses of every personnel and managers. The research worker will hopefully say that „wholesale“ schooling is further traditional in rural banks in preference to need specific schooling packages. this is often sponsored with the help of mistreatment

personnel" non-settlement as to if or not large schooling packages are supplied for personnel altogether components which personnel are selected for schooling packages that match their activity wishes. Employees created the influence that schooling will currently now not contains the pursuits of the corporate additionally to the person, schooling wishes recognized aren't realistic, and useful, and aren't entirely} totally on enterprise techniques. The researcher, as Associate in Nursing observer-player will say that personnel have common views of the schooling and improvement practices in their employers. it's a pinnacle-drawer exercise to commit budgets to schooling and improvement annually, however on whether or not or not the monies assigned to those HRM packages are completely used for its meant functions, the researcher couldn't say. Studies have appreciably evidenced that the correct management of human sources through sound and powerful time unit practices, tips and programs will undoubtedly enhance structure overall performance. This study determined nothing to the contrary. Ought to rural banks motor hotel to the correct management in their human sources and currently now not depart that feature to directors and non-HRM specialists, a extraordinarily smart result can be created on structure overall performance. Recruitment and selection that's the first system any well-which means that company inns to in getting human sources is important to structure overall performance. It become determined from the studies that when humans with the favored skills, understanding and attitudes are overall performance improves thanks to keeping a committed, motivated and excessive showing personnel. This hobby got to be sponsored with the help of employing a succession set up that's capable of accurately expect destiny abilities of gift human aid and destiny human aid needs.

5.7 Recommendations:-

It was found that out of the four banks only one had a department dedicated to HR functions and activities. As such it is recommended for rural banks to dedicate a department to the proper management of their human resources and employ the services of an HR expert to plan, implement and manage these HR functions. From

all indications, the implementation and the management of human resources by non-HR experts has damaging implications. It was found out that HR functions like recruitment and selection were left in the hands of directors and general managers and this opens the recruitment and selection processes up to nepotism, cronyism and favoritism. Starting with recruitment and selection, it is recommended that people HR expertise with the help of line managers are made to carry out these activities so that people with the appropriate skills, attitudes and knowledge are hired. This will ensure professionalism and institutionalism in the activities of rural banks. This research revealed that the „wholesale“ nature of training and development programs of rural banks do not permit the full realization of the benefits of the practice. It is therefore recommended that there should be coherent and strategic training and development that is planned to match both individual and organizational interests. To ensure that training needs identified is realistic and useful, the needs should be discussed with employees. „Wholesale“ training programs do not yield the desired results. Also, budgets for training and development should be solely dedicated to such purposes. To reap the full benefits of training and development programs, adequate monitoring and management of performances of employees should be instituted by management. Furthermore, the Research revealed that there is an overwhelming support for pay for performance from both employees and managers. It is recommended that management should endeavor to link pay to performance. This type of compensation structure is known to ensure fairness, eliminate conflicts and tension and propel employees to higher performance.

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Appendix I

Sl:	Article Title	Author(s)	Journal Name	Volume & Issue	Year	Publisher
1	Understanding HRM-Firm Performance Linkages	Bowen, D. E., & Ostroff	The Role of the "Strength" of the HRM System	29	2014	The Academy of Management Review
2	HRM, Work and Employment in China	Yuan Li, Yongbin Zhao and Yi Liu	Routledge	203-221. 2	2005	Routledge
3	Research Design: Qualitative, Quantitative, and Mixed Methods Approaches.	. Creswell, J. W.	-		2013	. SAGE Publications.
4	The Effects of Electronic Human Resource Management on Financial Institutes	Kadar Muhammad	Journal of Humanities Insights	2(1): 01-05	2018	www.jhumanities.net/article 61036 553
5	THE FIRM'S CHOICE OF HRM PRACTICES: ECONOMICS MEETS STRATEGIC HUMAN RESOURCE MANAGEMENT.	Kaufman, B.	Industrial and Labor Relations Review	, 64 (3), 526-557. 6. Kothari.	2011	Research Methodology . New Age Interna
6	HRM Practices, Intrinsic Motivators, and Organizational Performance in the Public Setor	David Giauque		42(2) 123-150	2013	SAGE

7	Human Resource Management Practices and Employees' Satisfaction Towards Private Banking Sector in Bangladesh		International Review of Management	Vol. 2, No. 1, 2012, pp.52-58	2012	https://econjournals.com/
8	Increasing Client Employability Through Skill Development.	BROWN, R. and KOTTLER, J.		16(3), pp.164-171	2016	Journal of Employment Counseling
9	Human capital disclosure practices of top Bangladeshi companies	Md Habib-Uz-Zaman Khan	HC disclosure practices	329	2000	emerald.com

Appendix II
Compilation of Objectives/ Purposes/ Questions/Hypotheses Addressed by the Articles

Article	Objectives/ Purposes/ Questions/Hypotheses
1.	Theory building has lagged on the intermediate linkages chargeable for the connection between HRM and firm performance. we have a tendency to introduce the construct “strength of the HRM system” and describe the meta-features of an HRM system that result in a strong organizational climate, analogous to Mischel's “strong situation,
2.	By adopting a broad notion of HRM, whereas remaining sympathetic to the robust stress on relationship management within the Chinese culture, Fang Lee Cooke builds on the foundations of ancient Chinese HRM observe and brings it right up to this point, together with analysis of presently under-explored problems adore diversity management, talent management, new pay schemes, and performance management.
3.	A process, and compositional approaches for designing a proposal for qualitative, quantitative, and mixed methods research in the human and social sciences.
4.	The purpose of the study is distinguishing the vital factors that contribute to adoption of e-HRM among banks in People's Republic of Bangladesh. Stratified sampling technique was accustomed take into account 265 respondents from twenty eight non-public industrial banks.
5.	Each theoretical approaches have value, the economic model appears superior in terms of generality, logical coherence, prophetic ability, and congruousness with empirical information.
6.	This article aims to determine the impact of human resource management (HRM) practices on public service motivation (PSM) and organizational performance
7.	Why most of the employees are dissatisfied with compensation package followed by reward and motivation, career growth, training and development, management style, and job design and responsibilities?
8.	Reports on the preliminary findings of an on-going project that aims to enhance employability employability skills of new graduates by means of improving the connection between higher education curricula and the demands of the labor market.
9.	The purpose of this paper is to examine the extent of human capital (HC) reporting in leading Bangladeshi firms using the HC reporting framework, thereby making a contribution to the body of knowledge in the area of HC reporting practice in a developing country context

Appendix III

Complication of Methods

Article	Methods
01.	- Data for the study collected both from the secondary and primary sources. - Secondary data has been collected from different books, journals, seminar paper, research reports, official reports.
02.	- The study has been conducted mainly on the basis of secondary information. - Some bank specialists have also been personally interviewed in order to collect some primary information used in this study. Besides this, internet has been used as another source of information
03.	Data for the study collected both from the secondary and primary sources.
04.	The study has been done mainly based on primary and secondary sources of data or information. The first is an exploratory research based on secondary data obtained through the Net, books and related journals
05.	This research paper is mostly based on secondary data in analytical in nature. Data is collected from report of annual reports, published articles, and internet is used extensively as a source of information
06.	Both quantitative and qualitative analysis has been done in this study. All the information has been collected from secondary sources like journal article, annual report, brochures, magazines and various articles
07.	The study has been done mainly based on secondary sources of data or information. This is an exploratory research based on secondary data obtained through the Net, books and related journals including different publications.
08.	This research has been done through desk study and primary survey.
09.	- The study has been conducted mainly on the basis of secondary information. - Some bank specialists have also been personally interviewed in order to collect some primary information used in this study. Besides this, internet has been used as another source of information.

Appendix IV

Complication of Conclusions

Article	Conclusions
01.	To make HR practices extra than remote acts, managers and HR experts must master the theory behind HR work; they need to be in a position to explain conceptually how and why HR practices lead to their outcomes. Regardless of the favored theory, managers and HR professionals should summary from it a greater level of reasoning for their daily work and for that reason better explain why their work accomplishes its desires.
02.	Resource-based theory and innovation theories have confirmed the importance of each HRM and technological innovation on a firm's performance. during this study, our contributions specialize in the building of a abstract framework that clarifies the relationship between HRM, technological innovation and firm performance, and we examine the results of hi-tech firm's HRM on technological innovation and firm performance in China. Drawing on resource-based theory and innovation theory, this study demonstrates that a Chinese hi-tech firm's HRM has a very important influence on technological innovation, that cause that firm's superior performance. Beyond providing an upscale description of the connection between HRM, technological innovation and performance, this study presents many vital findings.
03.	we have sought in this chapter to define mixed methods, to identify major advantages and drawbacks, to discuss key design considerations, and to illuminate these with examples from HRM mixed methods research. We hope that the opportunities that are made apparent by such comparisons provide the impetus for future HRM researchers to address some of those gaps.
04.	E-HRM practices used and adopted more in private service sectors and on the other hand, the E- HRM practices is not that popular within public service sector. However private service sector is more swing towards the adoption and usage of E- HRM practices than Public Sector in order to meet current business environment
05.	The paper examines the mediating impact of HRM outcomes on the connection between the HRM practices and structure performance. above all, it investigates the mediating role of worker retention on the higher than relationship. Therefore, four major propositions (Proposition 1: HRM practices have a positive influence on structure performance, Proposition 2: HRM practices have a positive influence on worker retention, Proposition 3: worker retention features a positive influence on structure performance and Proposition 4: worker retention mediates the connection between HRM practices and organizational performance) were advanced. As noted earlier, the many positive relationship between HRM practices and structure performance has been well documented. HRM practices are noted to

	considerably have an effect on structure performance to a bigger extent. Hence, it's a big predictor of structure performance.
06.	Employees form general perceptions about the intentions and attitudes of the organization toward them from the policies and procedures enacted by individuals and agents of the organization, attributing human-like attributes to their employer on the basis of the treatment they receive
07.	we regarded 9 main elements which represented most of the human sources management practices observed through special private banks. The find out about exhibits that all HRM dimensions exercised in the non-public banking zone of Bangladesh does now not at ease to the employees equally. Most of the employees are dissatisfied with compensation package followed by reward and motivation, profession growth, education and development, management style, and job design and responsibilities. It is apparent that HRM practices in the non-public banking sector of Bangladesh has not been entirely developed and there is the pressing need to rent the services of HR professionals, consultants and researchers to assist form and boost new directional focal point that will make certain an efficient and tremendous human useful resource practices.
08.	Based on the evidence in this paper, a set of concrete actionable measures is proposed in four areas: Anticipating rapidly changing skill needs and adapting policies accordingly; Reinforcing the role of training and work-based learning; Enhancing the adaptability of workplaces; and Promoting labor mobility.
09.	Bangladeshi firms disclose more information on such items as employee training, number of employees, career development, and opportunities that firms provide and employee recruitment policies, these items being reported by all of the sample, than other items.