



Project Report
On
**The Impact of Human Resource Planning on Organizational
Performance in Paramount Textile Ltd. (Head Office)**



PARAMOUNT TEXTILE LTD.

Submitted To:

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LETTER OF TRANSMITTAL

Date: August 18, 2020

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Subject: Submission of Project Report

Dear Madam,

I am hereby submitting my Project Report, which is a part of the BBA Program curriculum. It is great achievement to work under your active supervision.

This report is based on “The Impact of Human Resource Planning on Organizational Performance at Paramount Textile Ltd.”

This project gave me both academic and practical exposures. First of all, I learned about the organizational culture of a prominent Textile organization of the country. Secondly, the project gave me the opportunity to develop a network with the corporate environment.

I shall be highly obliged if you are kind enough to receive this report and provide your valuable judgment. It would be my immense pleasure if you find this report useful and informative to have an apparent perspective on the issue.

Sincerely Yours

Mashura Akther
ID: 2161011251
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LETTER OF AUTHORIZATION

This is to certify that Mashura Akther, 39th Batch, ID:2161011251, is an intern of BBA program. She has completed her project successful on “The Impact of Human Resource Planning on Organizational Performance at Paramount Textile Ltd.” The report has prepared as a partial requirement of BBA program. No part of this report has been published in any journal before or copied from any report.

I wish his every success.

.....

Farhana Mitu
Senior Lecturer
School of Business
Uttara University

ACKNOWLEDGEMENT

First of all, I wish to express my gratitude to the almighty ALLAH for giving me the strength to perform my responsibilities as an intern and complete the report within the stipulated time.

I am deeply indebted to my Faculty Advisor Ms. Farhana Mitu, Senior Lecturer, School of business, Uttara University for her whole-hearted supervision during my organizational attachment period. I am also grateful to Mr. Robiul Islam, as my organizational supervisor. It would have been very difficult to prepare this report up to this mark without their guidance.

My gratitude goes to entire School of Business, Uttara University for arranging such program that facilitates integration of theoretical knowledge with real life situation.

Moreover, I would also like to express my gratitude to my Paramount Textile Ltd fellows, seniors and colleagues who gave me good advice, suggestions, inspiration and support. I must mention the wonderful working environment and group commitment of this organization that has enabled me to deal with a lot of things.

ABSTRACT

Human Resource Planning is one of the growing areas of academic research. Organization regard human resource as their core competency that can give them competitive advantage because it leads to better organizational performance. The objective of this study was to examine the impact of human resource planning on organizational performance at Paramount Textile Ltd. Head office, Dhaka. The data was collected top managers, middle level managers and support staff through the use of questionnaires. Collected data was analyzed by using statistical formula mean and interpreted in view of the objectives of the study. The findings of the study indicated that there was no significant evidence that effective HRP was being undertaken at PTL. The study therefore concluded that the impact of HRP on organizational performance at PTL was to a very small extent. The research also reveals as the determinants of Human Resource Planning like selection, training, compensation and safety are having a significant and positive relationship with organizational performance measures which are job satisfaction, employee motivation and efficiency. The study recommends that the PTL should aim at optimal staffing levels satisfaction to further improve the system of PTL, modern technology should be utilized for strategically planning and developing HR. Moreover, a training and management development program should be implemented to enhance the capabilities of employees in PTL. Investing in the improvement of the knowledge and skills of employees would allow PTL to develop more productive and effective employees. Safety and security are a major concern to the employees in PTL, the management should pay more attention to play the all rules and regulations regarding this issue.

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Section: 01

JUSTIFICATION OF THE STUDY

1.1: Introduction

The study has significance for both policy formulation and academic reference. The HR practitioners as well as the line manager at the PTL may use the study findings to formulate sound human resource policies and regulations. This supports the use of HR best practices with regard to matching supply of labor with forecasted demands based on the strategies of the organization. The recommendations made by the study may be useful to the PTL in ensuring that the succession management challenges are properly addressed. The organization will be able to maintain optimal staffing levels, ensure critical positions are filled at all times and ensure requisite competences and skills are maintained for proper execution of the mandate of the PTL.

Academically, other students who want to do research particularly in the field of HRM can be benefited from this study. It contributes to the existing body of academic knowledge. This research sought to provide the needed information that would guide the management to better align their planning strategies with their staff performance measurement system for optimum staff performance. There are no other known studies that have been carried out in the PTL on HRP. The study can form the basis for further studies in the area of HRP.

I am interested to do this research to explore either there has a positive relation between HRP and Organizational Performance or not. In most of the private and public organizations in our country HRM practice has not been taken seriously yet as result most of the time they don't reach the expected output from all elements of the organization. I think now the time is to take this study and reveal the message to all organization to pay more attention to the proper HRM practice in our country. And as a student of HRM this study will also help me to understand and realize the present scenario of HRM and the impact of HRP on the organizational performance.

1.2: Human Resource Management

Human Resource Management is an indispensable function for the both the private and public sector organizations. It is a set quantity of work in an organization that focuses on the management of staffing, giving direction to the people who work in the organization and issues related to the people such as hiring, employee motivation, remuneration, communication, wellness, safety administration and training. Human resource management also focuses on the personal management and organizational development. It is mandatory for every organization to have a formal human resource department in their organization and now a day's human resource management is seen strategically by the top management.

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 along with effective planning 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.

The key objective of HRM is to increase employee performance and improve organizational performance through investment in HR (Craft, 2000). This is achieved through several key functions of HRM including planning for the quantities and qualities of required employees, acquiring service of employees, developing them, motivating them and making sure that they continue to maintain higher performance standards. The human resource planning (HRP) thus becomes a very essential component of human resource practice.

1.3: Major Issue and Problem of HRM in the organizations

The human resource management practice has been changing rapidly in private sector of almost all over the world. Results of those practices compel managers to have sufficient reasons to be aware of the employee behavior and methods which can enlarge their performance. That is why I am taking the private sector as its focal point of research as the work on HR issues in Bangladesh (BD) is very low. The value of human resource management is not fully accepted up till now among the private sector of BD. It is realized that there is a big cause to check the availability of modern human resource practices and its influence on the organizational performance in BD.

1.4: Human Resource Planning (HRP)

“The process by which organization find that it has the right people, who are capable of completing those objectives that can help the organization to reach its objectives.” (Guidelines on HRP). Human resource planning was introduced because at previous times there was no suitable system of managing people within the organization and certainly while following the human resource management, top managers realized that the efficiency of work has increased and certainly there were some techniques and processes developed which can increase the organizational

performance, then gradually the whole layout of human resource management was made and it was concerning the staffing needs, its demand and supply.

HRP aims to ensure a suitable workforce is accessible to the organization to facilitate and improve organizational performance (Mathis,2003). Through HRP organizations are able to maintain a desirable human resource position while projecting future needs so as to have the correct quantities and qualities of employees as needed. HRP is therefore a strategy for the organization to acquire, utilize, development and retain its workforce by forecasting prospective workforce needs, reviewing current human resource needs and making plans to fill any anticipated manpower gaps. Reilly (2003) 4 argues that the HRP function enables an organization to approximate its need for labor, calculate the numbers and supply source that will satisfy the demand.

1.5: Rational of the Study:

During the last ten years, there has been an enormous increase of major private companies in Bangladesh. In addition to this, there has been a realization that the true strength of an organization lies with its human resources. It is considered that how well an organization is equipped with the tools and techniques of the art of hiring the best people, and developing and retaining them, determines which organization is going to lead the market.

In most of the private and public organizations in our country HRM practice has not been taken seriously yet as result most of the time they don't reach the expected out put from all elements of the organization. I am interested to do this research to explore either there has a positive relation between HRP and Organizational Performance or not. I think now the time is to take this research and reach the message to all organization to pay more attention to the proper HRM practice in our country. And as a student of HRM this research will also help me to understand and realize the present scenario of HRM and the impact of HRP in the organization.

1.6: Statement of the Problem:

In this research I will identify those determinants that can improve the organizational performance like selection criteria, hiring, training, and giving benefits and if they would follow those tools of human resource planning it would be easy to manage employees and in return it will increase the organizational performance.

Section: 02

OBJECTIVES OF THE STUDY

2.1: Objectives:

The objective of the report can be viewed in two forms:

1. General Objective
2. Specific Objective

1. General Objective:

This project report is prepared primarily to fulfill the Bachelor of Business Administration (B.B.A) degree requirement under the Faculty of Business School, Uttara University.

2. Specific Objective:

This study is taken to measure to determine how HRP impacted on organizational performance at PTL. Major focus was first to check the continuation of formal human resource planning and identifying the variables which can increase the organizational performance.

Furthermore, it has some sub-objectives which are as follows:

- To determine the extension of HRP impact on organizational performance.
- To investigate the practice of HRM in the organization.
- To establish how employee motivation impact the PTL performance.
- To help the organization in managing their staffing problems.
- To ensure effective utilization and maximum development of human resources.

2.2: Scope of the Study:

The scope of the study is restricted to the investigation of the impact of the HRP practices on the organizational performance of the PTL. The data has been 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 performance and satisfaction on 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 HRP practices on the organizational performances.

2.3: Significance of the Study

Human resource planning has its real significance in the private and public organizations as it is a key driver towards building and maintaining organizational performance in BD. This study will support the use of HR best practices with regard to matching supply of labor with forecasted demands based on the strategies of the organization. The recommendations made by the study may be useful to the PTL in ensuring that the succession management challenges are properly addressed.

Section: 03

LITERATURE REVIEW

3.1: Human Resource Management

Now a day's the Human Resource management is considering one of the most important tools for all HR specialists and to gain high performance and achievement. In past HRM there was not much value that employees treated as labor only, and then managers realized that by proper management of staff they can gain efficient control on staffing progress. But as the businesses changed their thinking of taking into considering employees as an expense and find out that if Human Resource practices are follow than those employees can bring a positive change in the organization in terms of profitability, success and growth in the market (Steven J. 2008).¹

3.2: Role of Human Resource Planning in PTL

There are significant and positive relationship between HR planning and organizational performance. In a study by M Arsad (2012) manpower planning effect on organizational performance and have a positive relationship between manpower planning an organizational performance. HRD of PTL does different functions to improve their work environment and employees' satisfactions, they perform their planning from requisition to development and safety and security functions. They perform performance analysis and give incentive and promotion based on merit and capabilities.

3.3: Effect of HRP on Organizational Performance

According to Hiti (2000), HR planning have a positive relationship with organizational performance. In another study by M Arsad (2012) manpower planning effect on organizational performance and have a positive relationship between manpower planning an organizational performance. Study by Chand and Katou (2007) in their study in the Indian hotel industry were also found out that manpower planning has strong relationship to productivity, and productivity impact on organizational performance.

Organizational performance can be measured through financial stability and productivity, but when we have to relate human resource planning with the organizational performance, then we consider some of other variables like efficiency and effectiveness, employee motivation, job satisfaction, trust on employees.

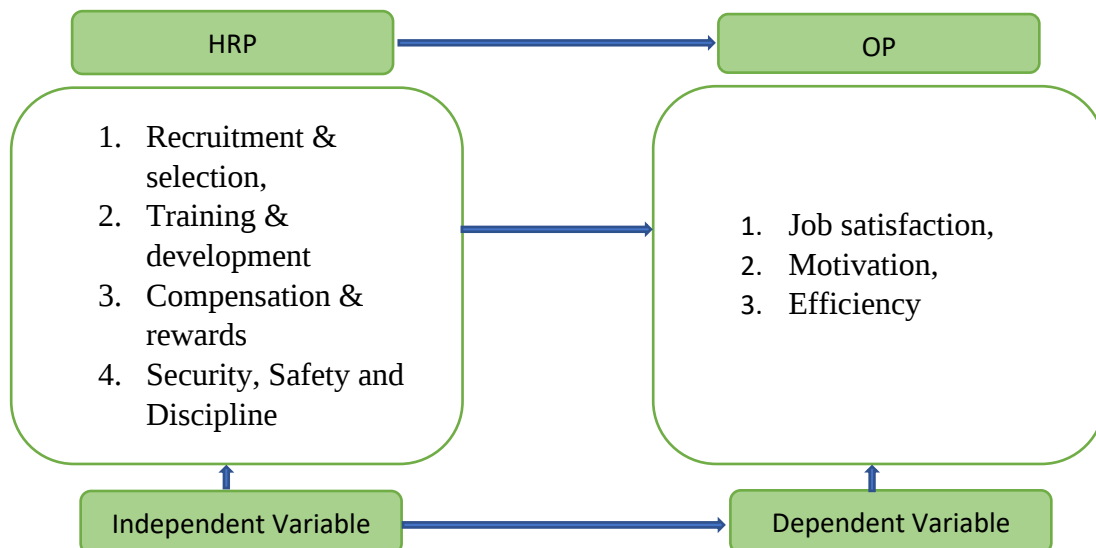
Human resource planning is surrounded by three basic level practices which can increase the organizational performance:

- To increase the knowledge, skills and abilities among employees.
- To enhance their empowerment like giving them employment security and organize some participation programs for employees.
- To give them motivation through both incentive means like giving them compensation and benefits, and also through internal promotion like promoting them with their job status.

3.4: Conceptual Framework

In this study the independent variable is HRP, whose latent indicators include recruitment & selection, training & development and compensation & rewards these are our independent variables of research.

The dependable variable is organizational performance (OP) which is depicted by three latent factors which are job satisfaction, motivation, efficiency.



3.5: Hypotheses

As this study is investigative in nature and I had to check the availability and existence of Human Resource Planning and some of its tools along with impact in the PTL, there are some hypotheses which I developed:

Alternative Hypotheses:

- H1: HRP has a significant relationship with job satisfaction
- H2: HRP has a significant relationship with employee motivation
- H3: HRP has a significant relationship with job efficiency

Section: 04

OVER VIEW OF THE ORGANAIZATION

4.1: Paramount Textile Limited (PTL)

Paramount Group of companies which established in 1986 has been always praised for their professionalism, code of conduct and quality products. The idea of the textile was embraced in 2004 and its inception was possible in 2006.

The journey started from the year 2006 and within 2 years, commercial production was in full swing. Now, Paramount Textile has produced and exported more than billion yards of fabrics all over the world. Moreover, capacity has grown rapidly ever since and Paramount Textile has now emerged as one of the leading fabrics manufacturer in Bangladesh with the help of latest machineries and equipment, efficient workforce and more than 30 years of extensive experience. Just last year Paramount Textile exported almost USD 67 million worth of merchandise worldwide.

Paramount manufactures a diversified range of yarn, solid dyed and printed woven fabrics. And only in these short of 11 years has become one of the top companies of Bangladesh on which the international clientele can rely. As recognition of performance, Paramount Textile has been awarded the “National Export Trophy” for several years since its inception and for ensuring governance within the company; the company has been awarded “3rd and 5th ICSB National Corporate Governance Award” from the Institute of Chartered Secretaries of Bangladesh. Apart from these, the company has been awarded the International Trophy for Quality from Global Trade Leaders’ Club, Paris in recognition of its commitment to Quality and Excellence of its Services. In this industry the vision has emerged from the years of experience and expertise in this industry.

4.2: Company Information

Sl	Particulars	Descriptions
	Name of the Company	Paramount Textile Limited
	Type of Organization	Public Limited Company
	Established	June 12, 2006
	Legal Form:	A Private Limited Company incorporated in Bangladesh on June 12, 2006 under the Companies Act, 1994 and converted into Public Limited Company on September 19, 2010. The Company was listed with Dhaka Stock Exchange Limited & Chittagong Stock Exchange Limited on November 06, 2013 & November 10, 2013 respectively.
	Nature of Business	Manufacturing & Marketing High Quality Yarn & Solid Dyed & Printed Woven Fabrics
	Total Human Capital	4018
	Authorized Capital	BDT 2,000 Million
	Paid up Capital	BDT 1,476.95 Million
	Yearly Turnover	USD 67 million
	Corporate Office	House No.22, (Level 2, 5-7) Road No. 113/A Gulshan 2, Dhaka 1212, Bangladesh, Telephone: +88-02- 55049833-37 & 39, Fax: +88-02-55049838
	Factory Address	Gilarchala, Sreepur, Gazipur, Bangladesh.
	E-mail Address	info@paramountgroupbd.com
	Web Address	www.paramountgroupbd.com

4.3: Board of Directors

Ms. Anita Haque	: Chairman
Mr. Shakhawat Hossain	: Managing Director
Mr. Alock Kumar Das	: Director
Ms. Anita Das	: Director
Mr. A H M Habibur Rahman	: Nominated Director of Paramount Holdings Limited
Mr. A.H.M Abdur Rahman	: Nominated Director of Paramount Spinning Limited
Mr. Yahya A Z Khondker	: Independent Director
Mr. Md. Jahangir Yahya	: Independent Director

4.4: Milestones of the company



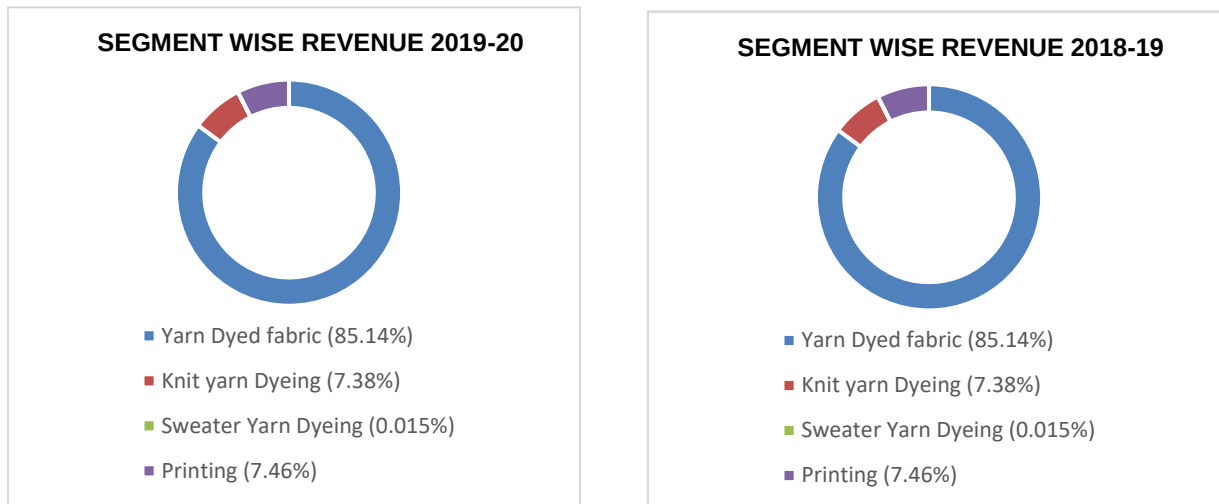
4.5: Employment Practices

PTL considers its human resources as its assets. It is committed to offering competitive compensation, benefits, training and development, congenial working environment to bring dynamism and growth in business. Its Human Resource Strategy is designed to attract, retain and motivate the best people in many ways:

- Merit based Recruitment
- Fair Remuneration Policy
- Positive Working Environment
- Recognize Reward and Reinforce the Right Behavior
- Training and Development
- Equal employment opportunities
- Zero tolerance policy on sexual harassment

4.6: PTL Performance

The segment Wise Performance of the Company Are Given Below:



4.7: Recognition & Awards

Picture of National Export Trophy 6 years

To the greater contribution of the National Exports of the country Paramount Textile Ltd. awarded the National Export Trophy for the financial year 2010-2011, 2011-2012, 2013-14 , 2014-2015, 2015-2016 & 2016-2017.

In recognition of its commitment to quality and excellence of its services Paramount Textile has been awarded the International Trophy for quality from Global Trade Leaders Club, Paris.

For ensuring good governance within the company; the company has been awarded “3rd, 5th & 6th ICSB National Corporate Governance Award” from the Institute of Chartered Secretaries of Bangladesh in Textile & RMG Companies sector.

4.8: Human Capital

Human capital is the economic value of the abilities and qualities of an employee that influence productivity. PTL consider its employees as capital, the Company is to assist its employees to improve their skills, knowledge and overall abilities in order to enhance both their personal growth and contribution to achieve the vision, mission, goals & objectives of the organization.

4.8.1: Total Employees:

The company’s total employees are mainly spread over head office to factory and the segregation is given below:

Total Employee Distribution

Particulars	2019-20
Head office	176
Factory	3,838
Total	4,014

4.8.2: Employee Turnover:

Particulars	2019-20
Head office	4 percent
Factory	12 percent

4.8.3: Employee Training & Development:

Particulars	2019-20	
	No. of participants	Total Hours
In house training	200	1500
Training by other institutes	0	0
Total	200	1500

4.8.4: Gender position of Employee:

Particulars	2019-20	
	Male	Female
Head office	165	11
Factory	3540	302
	3705	313

4.9: Corporate Social Responsibility

The area of corporate social responsibility of the PTL in society:

- Minimizing the environmental impact of our operations
- Supporting charitable ventures, relief operations and environment protection.
- Coming to the aid of the poor and the needy people of the society.
- Maintaining high compliance standard in regard to all relevant laws and regulations of all regulatory bodies.
- Supporting art, education, sports, culture, health-care etc
- Supporting development of the women community.
- Offering competitive pay package and career path to the employees and creating a congenial workplace.

- Enhancing shareholder value by optimizing financial performance at a competitive cost.
- Implementing policies rendering people responsible and accountable
- Continuously improving our CSR performance
- Donating various Govt recognized organization
- Employment to disable person
- Providing fabric to Anjuman Mofidul Islam.

Chapter: 05

METHODOLOGY

5.1: Kind of Research

This study is about human resource planning in PTL, and find out different ways how can help to increase the organizational performance of PTL. For this purpose, I had checked firstly the field of human resource management and its planning, weather the modern practices of human resource management are following by the PTL or not. I also checked the effect of determinants of HRP like selection, training and incentives on the measures of organizational performance like efficiency, job satisfaction, employee and motivation in the PTL.

5.2: Research Statement

The topic of the study is “The Impact of Human Resource Planning on Organizational Performance at Paramount Textile Ltd.”. Based on the topic I will identify those determinants that can improve the organizational performance like selection criteria, hiring, training, and giving benefits and if they would follow those tools of human resource planning it would be easy to manage employees and in return it will increase the organizational performance.

5.3: Research Design

I have designed this study by conducting a questionnaire in which I include HRP’s some constructive information and of course the organizational performance which can help to prove the hypothesis of this study. Secondly, I also conducted interviews with top and middle level managers, in which I asked some questions about implementation of human resource planning and some questions based on likert scale as the determinants of HRP and their constructs like recruitment & selection, training & development and compensation & rewards.

Variables	Required Information	Source of Information/ Respondents	Methods	Researcher	Timing	Place
<u>Dependent Variables:</u> Efficiency, Employee motivation and Job satisfaction.	Gender of the respondent Age Designation	30 Employees of PTL	Quantitative & Qualitative Survey	Mashura Akther	During the office hour	PTL Head Office
<u>Independent Variables:</u> Recruitment & selection, Training & development and Compensation & rewards. Safety, security and discipline.	Years of work experience at PTL Department <u>Level of satisfaction regarding:</u> -Selection -Training -Salary and benefits -Leaves -Safety and Security -Discipline -Over all					

Table 01: Research Design

5.4: Variables

As this research is about the measurement of organizational performance so for this purpose, I have two variables of the research which are follows.

5.4.1: Dependent Variables

In this research dependent variables are organizational performance measures such as efficiency, employee motivation and job satisfaction.

5.4.2: Independent Variables

As this research is based on qualitative data, so there are some independent variables, which are the basic determinants of human resource planning such as recruitment & selection, training & development and compensation & rewards.

5.5: Data Collection Tools

Data were collected through survey. Both the qualitative and quantitative data were collected through the questionnaire. The questionnaire consisted of two parts, Part A- The questionnaire asked for some personal information like age, gender, designation, years of experience at PTL and Department of their working in. Part B- The questionnaire was detailed in such a way so that the employee can express their satisfaction level regarding every aspect. Moreover, the questionnaire form also included some questions out of which a qualitative conclusion can be drawn. The options are assigned on a Nominal scale. The Questionnaire is attached in the report later in the Appendix.

The data collection is very important in research as it brings output. So there are two basic data collection tools\which can be very helpful throughout this research. And those sources are:

5.5.1: Primary Sources of Data

The Primary source of data is called first hand data which subject collect directly. So In this research's primary sources of data are Questionnaires and Interviews, which help to give the exact format of information and definitely in findings of research.

5.5.2: Secondary Sources of Data

Which data collect from some other sources is known as secondary source of data. In this research secondary sources of data are research articles regarding this topic.

5.6: Sample Size

The survey is done on 30 employees in the PTL head office. The questionnaire is prepared regarding this research topic which was covering almost all of the above mentioned tools regarding human resource planning. That questionnaire was made for managers which are directly involved in the implementation of Human Resource Planning (HRP) and also for middle level HR managers and lower level staff of the Organizations.

5.7: Expect of Results and Analysis

In this research, I had checked the effect of Human resource planning on organizational performance. In this chapter of his research, I had checked that human resource planning determinants are affecting the performance of PTL.

5.8: Quantitative Analysis

Analysis based on some statistical tools including some HRP variables and some qualitative variables to measure the organizational performance in the results which explain the relationship of one variable with another and those numerical values proves our hypothesis. I had done qualitative analysis to show the importance of Human resource planning.

Section: 06

DISCUSSION

6.1: Data Analysis

I have used statistical formula Mean to check the effect of dependent variables with independent variables. As I have three latent factors of organizational performance which are job satisfaction, motivation and efficiency. In analysis I took performance measures as dependent variables and the latent factors of human resource planning such as recruitment & selection, training & development, compensation & rewards, Security, Safety and Discipline these are our independent variables of research.

This study adopted a five-point Likert scale to answer the items in the questionnaire, with 5 denoting “strongly agree” and 1 denoting “strongly disagree.” Mean scores less than 2.33 were considered weak, mean scores between 2.76 and 3.94 were considered moderate, and mean scores of more than 3.67 were considered high.

Gender:

The survey was done on 19 male (63.3%) and 11 females (36.7%).

Age of the Respondents:

In the survey it was found that 20 employees (66.7%) are between the age of 20-30 years of age. 8 (26.7 %) of them are between the age of 31-40 years of age. Lastly only 2 (6.7%) of them are above 40 years of age.

Years of Work Experience at PTL:

2 of the respondents have experience of 1 year, which is 6.7%.

2 of the respondents have the experience of 2 years.

6 of them have the experience of 3 years, which is 20 %.

4 of the respondents have the experience of 4 years, that 13.3%.

1 of them has the experience of 5 years, which is 3.3%.

4 of them have the experience of 6 years.

1 of them has the experience of 7 years.

1 of them has the experience of 8 years.
 1 of them has the experience of less than 1 year.
 1 of them has the experience of more than 1 year.
 1 of the respondents has the experience of more than 3 years.
 2 of them have the experience of more than 4 years.
 3 of them have the experience of more than 5 years.
 1 of them has the experience of more than 6 years.

6.2: Item statistics of Recruitment & Selection practice in PTL

Sl	Recruitment & Selection	Mean Score	Mean of All items
1	Appointments in this organization is based on merit.	3.50	3.34
2	Applicants are fully informed about the qualifications required to perform the job before being hired.	3.22	
3	Advertisements are used by the PTL to recruit.	2.50	
4	HRM in the PTL is committed to planning for human resource.	3.42	
5	There is formal induction, orientation and familiarization process designed to help new recruits understand the organization.	2.80	
6	Selection system selects those having the desired knowledge, skills and attitude.	3.33	
7	Vacancies are filled from qualified employees internally.	3.65	
8	Effective recruitment processes ensure good employee in the organization.	3.79	
9	Effective HRP regarding recruitment process motivates employees.	3.95	

Table 02: Item statistics of Recruitment & Selection practice in PTL

Table 02 represents the item statistics of recruitment and selection practices according to respondents. A mean of 3.50 shows that respondents agree that appointment in their organizations is based on merit. Respondents agree that applicants are moderately informed about the qualifications required to perform the job before being hired, this is represented by a mean of 3.22. Most of the cases of short number of vacancy advertisements are not used by PTL to recruit. Often it is happened on recommendations mostly from top management and internal means of filling vacancies that also express the mean 2.50. A mean of 3.42 indicates that PTL also committed to HRP on an average level. Respondents also agree that there is a lack of formal induction,

orientation and familiarization process designed to help new recruits understand the organization. This is shown by a mean of 2.80. Represented by a mean of 3.33, employees agreed that their organization's selection system selects those having the desired knowledge, skills and attitudes. Asked on whether vacancies are filled from qualified employees internally, employees respond warmly this practice is widespread among PTL. Management has good intention to pushing up existing employees to fill up vacancies that shown in mean 3.65. In the question Effective recruitment processes ensure good employees their responses indicate there is a positive relation between these two things that reveal represented by a mean of 3.79. The final question in this section 'does effective HRP regarding Recruitment & Selection has impact on motivation on employees' responded by mean 3.95 that reveal highly positive relation with them. If we see over all mean of this section, we see mean 3.34 that indicates some items are not play effectively in this organization based on HRP.

6.3: Item statistics of Training & Development practice in PTL

SI	Training & Development	Mean Score	Mean of All items
1	Training needs are discussed with employees.	2.78	3.52
2	There is a training strategy and coherent training program.	3.25	
3	Training incorporate the interests of the organization as well as the individual.	3.65	
4	Training needs identified are realistic, useful and based on the business strategy of the organization.	3.55	
5	Every employee goes through various training programs every year.	3.28	
6	There is budget dedicated to training and development every year.	3.45	
7	Effective training has a positive relation with performance and motivation.	4.05	
8	Effective training supports to develop performance.	4.10	
9	Existing training plan or system is good for all.	3.65	

Table 03: Item statistics of Training & Development practice in PTL

Table 03, covers item statistics of training and development practices carried out by the PTL head office. From the above table, the mean of 2.78 establishing whether training needs are discussed with employees shows that employees could not wholly agree that such a practice is the case. It is

more often than not, the case that „wholesale“ training program are organized for employees without any form of discussions with the individual employees concerned. Again, the mean of 3.25 for the item, means that management could not take a concrete stand as to whether there is a training strategy and a coherent training program. This could only mean that training programs are not strategically mapped out into a coherent whole; when top management deem it necessary to have training sessions organized for employees, it is done. Evidently, the mean of 3.65 shows that employees have a not too strong agreement to incorporating individual and organizational interests into training programs. Obviously, the interest of these organizations will override that of the individual employees but room should be made to incorporate the individual interests of employees so far as training is concerned. It is not surprising that employees do not show a strong agreement point in confirming that training needs identified are realistic, useful and based on the business strategy of the organization. This shows in the mean of 3.55 for that item. This means that the ‘wholesale’ nature of these training program do not permit the proper identification of realistic and useful training needs that are matched to the organization’s business strategy. However, employees agree that they go through various training programs every year but not enough. This is represented by the mean of 3.28. Employees agree that a budget is dedicated to training and development every year it is insufficient. This is shown by the mean of 3.45. The mean of 4.05 and 4.10 both reveal the positive relation of training and performance that expressed by employees. On the other hand the mean of 3.65 reveal the system of training in the PTL is not expected level and over all mean of score 3.52 also reveal that.

6.4: Item statistics of Compensation and Benefits practice in PTL

SI	Compensation and Benefits	Mean Score	Mean of All items
1	Pay for performance improves performance.	4.22	3.91
2	Employees are rewarded based on performance.	3.45	
3	Compensation package encourage employees to achieve organization’s objectives.	3.75	
4	Employees are recognized and rewarded appropriately in this organization.	3.42	
5	Provident fund is a good practice for employee satisfaction.	4.05	
6	Job performance is an important factor in determining the incentive compensation of employees.	3.92	
7	The timeline of salary handover is satisfactory.	4.50	

8	Existing compensation package is good to motivate employees.	3.88	
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Table 04: Item statistics of Compensation and Benefits practice in PTL

Table 4, displays item statistics of compensation and benefits practices carried out by the PTL head office. A mean of 4.22 indicates employees' agreement to the assertion that pay for performance improves performance. Employees of PTL head office agree that the practice of pay for performance is motivating and brings out the best in employees. It stands to reason that when pay does not commensurate performance there is the tendency for decreasing performance. However, employees have a neutral stance on whether employees are rewarded based on performance. This is shown by a mean of 3.45. Though employees agree from all indications that pay for performance improves performance, there is no strong agreement to the practice in reality. A mean 3.75 indicates that managers agree that the kind of compensation packages offered by their organizations encourage employees to achieve organization's objectives. According to the management, their compensation packages stand among the best in the textile sector and therefore should be able to motivate employees to achieve organizational objectives. There is no strong agreement on whether employees are recognized and rewarded appropriately in the selected organizations. This is represented by a mean of 3.42 which therefore means that employees neither agree nor disagree to the question that employees are recognized and rewarded appropriately in their organizations. The above table also shows a mean of 4.05 indicating that employees agree profit sharing or provident fund are used as a mechanism to reward higher performance. The item in this category sought to establish whether job performance is an important factor in determining the incentive compensation of employees and the employees agreed that it does. This is represented by a mean of 3.92. Employees are highly satisfied by timeline of salary handover that expressed by the mean of 4.50 and by the mean of 3.98 employees reveal their satisfaction is good on existing compensation package. The overall mean of 3.91 score reveals the employees are in the position of Somewhat Satisfactory along with some shortage of their expected benefits.

6.5: Item statistics of Security, Safety and Discipline practice in PTL

SI	Security, Safety and Discipline	Mean Score	Mean of All items
1	Do you feel that PTL should introduce more facilities regarding Safety and Security?	3.44	3.10
2	Are these Safety and Security regulations properly followed by the organization as per rule?	2.78	

3	Do you think that these existing measures are improving the environment of the organization?	3.40	
4	Are these enough to bring discipline and satisfaction in organization's employees?	3.00	

Table 05: Item statistics of Security, Safety and Discipline practice in PTL

Table 05, covers item statistics of Security, Safety and Discipline practices carried out by the PTL head office. From the table the mean of 3.44 indicates there have some needs to do for safety and security in PTL, this also indicated by the mean of 2.78 when employees are asked whether management properly maintain all regulations related safety and security or not they remain in neutral position. The mean of 3.40 on the question of existing measures of safety, security and discipline, the employees do not agree fully that the system may bring a quite discipline and sound environment in the organization and finally the mean of 3.00 the employees show their stand this measure is not sufficient for bring discipline and safe working environment. The mean of over all items 3.10 also reveals that the organization has to do more in these issues to satisfy the employees.

6.6: Major Findings of the Study

From all analysis shown in this chapter, it can easily be found out that human resource planning is compulsory and a strategic component and the modern practices of human resource planning (HRP) that can make an organization's employee more capable and distinctive for their work, the purpose of this research was to check the performance of PTL and the impact of the determinants of Human Resource Planning on the qualitative performance measures. The practices of Human Resources are their real success as they are following the modern practices and methods of Human Resource Management. I had checked selection, training, compensation and safety & security with the performance measures which are having a positive and significant result with each other.

SI	Independent Variables	Level of Satisfaction in scale of 5
01	Recruitment & Selection	3.34
02	Training & Development	3.52
03	Compensation and Benefits	3.92
04	Security, Safety and Discipline	3.10

Table 06: Overall satisfaction level on independent variables in PTL

In the table we see, where the organization has proper planning to do something better for their employees, the level of satisfaction score is high. So as the determinants of Human Resource Planning like selection, training, compensation and safety are having a significant and positive relationship with organizational performance measures which are job satisfaction, employee motivation and efficiency.

Section: 07

CONCLUSION AND RECOMMENDATION

7.1: Conclusion

From the table 05, the level of satisfaction confirms that as more and more incentives or benefits would be provided to the employees, the motivation level will increase. When incentives provided to the employees in an organization, it will increase the efficiency of that organization. Thus, it is having a significant and a positive relationship with each other. Selection is also highly significant with efficiency, which interprets if the right criterion to select people is followed in an organization, it will bring efficiency. Hence our H1 is accepted that Human Resource Planning has significant relationship with organizational performance. As HR practices would improve and companies would spend more on Human Resources, it would lead towards High performance achievement and Human Resource should have to be treated as a strategic component in other sectors of Bangladesh.

7.2: Recommendations

Human resources refer to people whose knowledge, skills, and abilities are utilized to create and deliver effective services. HR is considered the greatest resource of an organization. Effective HR planning attracts the right quality and quantity of people, develops the knowledge, skills, and abilities of employees, and retains employees within the organization. To further improve the system of PTL, modern technology should be utilized for strategically planning and developing HR. Moreover, a training and management development program should be implemented to enhance the capabilities of employees in PTL. Investing in the improvement of the knowledge and skills of employees would allow PTL to develop more productive and effective employees. Safety and security is a major concern to the employees in PTL, the management should pay more attention to play the all rules and regulations regarding this issue.

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Appendix

QUESTIONNAIRE

Dear Respondent,

I, Mashura Akther, student of Uttara University (BBA Department) is conducting a survey to measure the level of employee satisfaction regarding HR Planning. This survey is done to derive information that would help me to furnish my project report. It would be very kind of you if you accurately respond to the questionnaire. I assure you that information is going to be used for academic purpose only.

Part-A

PERSONAL INFORMATION:

Gender: Male Female

Age: 20-30 31-40 above 40

Designation:

Years of work in the organization:

Department:

Part- B

The measurement is done on a nominal scale of five points, where, 5 = Satisfactory, 4 = Somewhat Satisfactory, 3 = Neutral, 2 = Somewhat Dissatisfactory and 1 = Dissatisfactory.

Recruitment & Selection

Please rank the level of satisfaction regarding the HR planning on Recruitment & Selection process of the following:

1. Appointments in this organization is based on merit.
2. Applicants are fully informed about the qualifications required to perform the job before being hired.
3. Advertisements are used by the PTL to recruit.
4. HRM in the PTL is committed to planning for human resource
5. There is formal induction, orientation and familiarization process designed to help new recruits understand the organization.
6. Selection system selects those having the desired knowledge, skills and attitude.
7. Vacancies are filled from qualified employees internally.
8. Effective recruitment processes ensure good employee in the organization.
9. Effective HRP regarding recruitment process motivate employees.

Training & Development

1. Training needs are discussed with employees.
2. There is a training strategy and coherent training program.
3. Training incorporate the interests of the organization as well as the individual.
4. Training needs identified are realistic, useful and based on the business strategy of the organization.
5. Every employee goes through various training programs every year.
6. There is budget dedicated to training and development every year.
7. Effective training has a positive relation with performance and motivation.
8. Effective training supports to develop performance.
9. Existing training plan or system is good for all.

Compensation & Benefits

1. Pay for performance improves performance.
2. Employees are rewarded based on performance.
3. Compensation package encourage employees to achieve organization's objectives.
4. Employees are recognized and rewarded appropriately in this organization.
5. Provident Fund/ incentives are used as a mechanism to reward higher performance.

6. Job performance is an important factor in determining the incentive compensation of employees.
7. The timeline of salary handover is satisfactory.
8. Existing compensation package is good to motivate employees.

Security, Safety and Discipline

1. Do you feel that PTL should introduce more facilities regarding safety and security?
2. Are these safety and security regulations properly followed by the organization as per rule?
3. Do you think that these existing measures are improving the environment of the organization?
4. Are these enough to bring discipline and satisfaction in organization's employees?

END