



Sonargaon University (SU)
Dhaka, Bangladesh

Thesis Paper
On

***Human Resource Management Practices in Bangladesh:
A Case Study on Square Group of Companies***

Submitted by:

Md ABDUR RAZZAK
ID: BBA 1803015058

Program: Bachelor Of Business Administration (BBA)

Major: Human Resource Management (HRM)

Semester: Spring-2022

Submitted to:

Department of Business Administration

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Dhaka-1215

Date of Submission

Date: 12-may-2022



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Supervised by:

Md. Masud Rana

Lecturer

Department of Business Administration

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Date of Submission

Date: 12-may-2022

Date: 2-May-2022

Letter of Transmittal

April,30,2022

To.

Md. Masud Rana

Lecturer

Department of Business Administration Sonargaon University, Dhaka.

Subject: Submission of Thesis Paper on “Human Resources Management Practice In Bangladesh” A Case Study on Square Group of Companies.

Dear Sir,

With due respect and honor, I would like to inform you that, I have successfully completed the requirements to entitle myself for the thesis paper, which is a mandatory requirement to completion of the BBA program. This is a great pleasure for me to submit the thesis paper on, “Human Resources Management Practices in Square Group of Companies”. Here I gathered what I believe the most completed information available. I believe that it will provide a clear scenario of the HRM polices of the prominent industrial institution Square Group of Companies in Bangladesh.

This report is all about to synchronize my theoretical learning from EMBA program with the real corporate world. I attempted my every move to go through all the necessary materials, documents, guidelines, and other subsequent reports which fulfill the requirements of this thesis paper. I have placed my most effort on preparing this term paper and tried to leave no stone unturned to make the report a vivid and comprehensive one despite a lot of limitations. I sincerely believe that it will serve the required purposes. I will always be obliged to furnish any clarification regarding this paper, if required.

I humble request you to accept this report for your kind evaluation.

Kind regards,

Very truly yours,

MD ABDUR RAZZAK

ID: BBA 1803015058

Department of Business Administration Sonargaon University (SU)

Letter of Authorization

I, Mr. Md. Masud Rana, Lecturer, Faculty of Business Administration, Sonargaon University (SU) Hereby certify that the Thesis work entitled as “Human Resources Management Practices in Square Group of Companies” has been prepared by MD ABDUR RAZZAK, ID: BBA-1803015058, Department Of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial Fulfillment for the degree of the Executive Bachelor of Business Administration (BBA) with major in HRM. To the best of my knowledge, the above-mentioned work has been conducted by the student Himself. Any option and/or suggestion made in this study are entirely that of the author of this thesis Paper. The report is an original work and prepared as a partial requirement of the degree the Executive Bachelor of Business Administration (BBA).

MD MASUD RANA

Lecturer

Department of Business Administration Sunargaon University (SU)

Student's Declaration

This is **MD ABDUR RAZZAK**, a student of Executive Bachelor of Business Administration, ID: **BBA-1803015058** from Sonargaon University (SU) would like to solemnly declaration here that this report on Human Resources Management Practices in Bangladesh: A **Case Study on Square Group of Companies** has been authentically prepared by me under supervisor of **Md.Masud Rana, Lecturer,Department of Business Administration, Sonargaon University.**

I didn't breach any copyright act intemationally. I am firrther declaring that I did not submit this report Anywhere for awarding any degree, diploma, or certificate.

Sincerely Yours,

MD ABDUR RAZZAK

ID: BBA 1803015058

Department of Business Administration Sonargaon University (SU)

Acknowledgement

I would like to thank Almighty Allah who made me able to complete this Thesis Paper by utilizing my Skills and knowledge.

I would like to express my indebtedness and deepest sense of gratitude to Supervisor Md. Masud Rana, Lecturer of Business Administration, Sonargaon University for his

Encouragement, thoughtful suggestions, proper guidance, and supervision throughout the progress of My thesis work.

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I wish to offer my warm thanks to Mr. Monir, Belal, Nasir, for their cooperation during my research Work. Special thanks go to Md. Salkat Hossain, for all kinds of help during my thesis work.

Last but not the least, I am also thankful to employees of HR department of Square Group of Companies Whose management experience and tips are always helpful for me. Without their encouragement and Guidance, it might not be possible for me to complete my thesis paper so successfully and smoothly.

I am responsible for errors and mistakes presented in the report and a positive and constructive criticism Will always be greeted warmly.

MD ABDUR RAZZAK

ID: BBA 1803015058

Major: HRM

Department of Business Administration

Sonargaon University (SU)

Executive Summary

Square Group of companies today symbolizes a name—a state of mind. From the inception in 1958. Square Group today is more than just an organization, it is an institute. In a career spanning across four and half decades it has pioneered the development of the local business in fields as diverse as Pharmaceuticals, Toiletries, Garments, Textile, Information Technology, Health Products, Food Products, Hospital, etc. Square Pharmaceuticals Ltd., the flagship company, is holding the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now on its way to becoming a high-performance global player ("About Square Group", 2020). Square today is more than just an organization, it is an institute. In a career spanning across four and half decades it has pioneered the development of the local business in fields as diverse as Pharmaceuticals, Toiletries, Garments, Textile, Information Technology, Health Products, Food Products, Hospital, etc. With an average Annual turnover of over US\$ 200 million and a workforce of about 3500 the Square Group is a true icon of the Bangladesh business sector. In this report I gave more focus on Square Group of companies. I have discussed the history and growth stage of square Group of Companies. Its Address Square Centre 48, Mohakhali C/A Dhaka 1212, Bangladesh. The manufactures 100% Cotton Ring Span Yarn or Hosiery, 100% Cotton OE Rotor for Hosiery and Knit Fabrics for 100% export oriented readymade Garments Industry. I recently have done my thesis paper in Square Group, in which I got training from each of its department. The thesis paper basically revolved around the product knowledge training. The system, the style of working & the commitment of the employees in Square Group is exemplary. I have all my practical efforts in the form of this manuscript that's the asset for my future career. Then I have done a detailed with theoretical framework, company overview, HRM practices, SWOT analysis & Findings. Square Group of Companies Report provides a complete overview of the company's affairs. All available data is presented in a comprehensive and easily accessed format. The report contains the company's profile and information about the company's vision, mission principal activities, objectives, locations, and organization structure. This report provides relevant news, an analysis of R & D activity, distribution channel and stock price movements. The report also enables direct comparison to be made between Square Group and its competitors.

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Chapter One

Introduction

1.1 Introduction

Square Group of companies is one of the most and largest company in our country. They have several Branches all over the country providing and distributing product and services. Now-a-days they Capture most of the market shares of our country. They have a reputation name in the pharmaceutical Industry of Bangladesh for manufacturing quality medicines for more than four decades. SPL made Its debut in a humble way in 1958 from a small house of the village Ataikola near Pabna. Some big Concerns like Square Consumer Products Ltd., Square informatics, and Square Hospitals Ltd. Incorporated at that time; square was joined with a management agreement with Burmumgrad Hospital International of Thailand for the management of Square Hospitals Ltd.

Square Group of companies today is a corporate giant active in divergent business and industrial Fields. Its present unassailable status is the outcome of its successful diversification whether related Diversification or unrelated. Square Group of company's objectives are to conduct transparent Business operations within the legal & social framework with aims to attain the mission reflected by The vision. Square Group of companies Mission is to provide quality & innovative healthcare relief For people. Square Group of company's vision is leading to accretion of wealth through financial and Moral gains as a part of the process of the human civilization. As per provisions of the article of Association, Board of Directors holds periodic meetings to resolve issue of policies and strategies, Recording minutes/decisions for implementation by the Executive Management. So, it is clear to me That Square Group of Companies is a pivotal and most contributing company in our country for Government as well as for our economy.

1.2 Objectives of the Study

Every research work is conducted to achieve some objectives. The primary objective of this report is To fulfill the requirement of the Thesis Paper. The secondary objective of the report is to evaluate the "Human Resource Management Procedure" of Square Group of Companies. This report has been Prepared primarily for the fulfillment of the Human Resource Management course, which is an Essential part of the EMBA program of Sonargaon University (SU).

The objective of this report is:

- *To share the lesson learns.*
- *To inform about the progress.*
- *To analyze the inputs against the outputs.*
- *To communicate the changes.*
- *Risk reduction preparation.*
- *To plan accordingly for up-coming period.*
- *To know about the Square Group of Companies and its HR practice.*
- *To find out the kinds of training provided by Square to its employees.*
- *To look on the frequency of training provided by Square to its employees.*

And finally, whether the training provided by the organization has any impact developing the Employee

1.3 Methodology of the Study

In order to complete this report personal visit and discussion with executives and top-level Management of “Square Group” become conversant with the company’s philosophy, working Procedures, management system, and decision-making process of the company. The details of the Work plan are furnished below:

Data Source

The information and data for this report have been collected from Primary Source as well as Secondary Sources but emphasis has been given more on Secondary Sources.

Primary Source Primary Sources mean the sources of data which were never used in anywhere and which data are Presented first time. This information is collected from.

- Practical desk work
- Face to face conversation with the officer
- Direct observation
- Face to face conversation with the client

Secondary source

Secondary Sources mean the sources of data which were already existed and used. Many journals, Books and data from websites are used here as a source of secondary data. This report will be based On theoretical and practical information gathered from Secondary Sources e.g.

- Books, manuals,
- Journals,
- Publications,
- Web sites,
- Back-office management on the related field.

Apart from these I will try to induce my practical experience what I have gathered while working as a Thesis and my leanings what I have learnt from my university

Data Analysis, Classification, & presentation:

Relevant data for this report has been collected through practical orientation, personal interview, and Observation in the organization etc. The interviews were administered by formal and informal Discussion. No structured questionnaire has been used. Secondary sources of information include the Annual report of the company. Data collected from secondary source have been, processed manually And qualitative approach has been used throughout the study. Qualitative approach has been adopted For data analysis and interpretation taking the processed data as the best. So, the report primarily on An analytical judgment and critical reasoning. After gathering all the prime and secondary data I Collected, corrected, organized, analyzed, and integrated to draw some finding

1.4 of the Study

A primary limitation of the report is that it is based on facts, accumulated from word of mouth, while Consulting secondary data. Some information presented in the report may be biased, as people tend to Avoid their own limitation regarding their job and tend to hold other departments responsible for Drawbacks of their own. As the report is not a comprehensive one, rather based on a single facility Of Square Group of Companies and also based on a limited number of department employees so any Ultimate decision may not be drawn about the whole organizations training facility. There is no study work which is free from defect. Such defects are known as limitations. As the Report prepared with a short span of time, the report could not be made comprehensive and Conclusive. Some usual constraints I did face during my investigation. Due to the company's policy Of maintaining secrecy I did not get the opportunity to collect information regarding all departments.

The limitation of my study work is stated by the following:

- *The data and information related with the topic was not easily available.*
- *The study also suffered from inadequacy of data.*
- *The study was not done very successfully due to inexperience.*
- *Supply of more practical and contemporary data is another shortcoming.*
- *Unwillingness to response of the interviewer is another limitation for this study work.*
- *Lacking young, energetic, and talented officers /staffs.*
- *Scarcity of pertinent information.*
- *Time Constraint.*
- *Lack of experience.*
- *Lack of knowledge about the functional aspect of capital market activities.*
- *Shortage of update data.*

1.4.1 Confidentiality of Data

Because of some divisional and confidential problem, I could not get enough information. Every Organization has their own secrecy that is not revealed to others. While collecting data some company Personnel did not disclose enough information for the sake of confidentiality of the organization.

1.4.2 Budgeted Time Limitation

It was one of the main constraints that hindered to cover all aspects of the study.

1.4.3 Data Insufficiency

There is a lack of information about the different costing methods applied by different companies and The level of costing applications as well. Insufficient books published relevant to the topic and lack of Availability of fact and figure has made an impact. These constrains narrowed the scope of accurate Analysis. If these limitations had not there; the report would have been more useful attractive.

Chapter Two

Profile of the Organization

2.1 Overview

Square Group is one of the Bangladesh leading group of companies is committed to improve the Quality of human life by enabling people to do more and live longer. Square is a Bangladeshi Industrial conglomerate. The industries under this group include Textiles, Pharmaceuticals, Toiletries, Consumer products. Services provided by Square include Health Care (Hospitals), Information and Communication Technology. Visions of Square are to emphasize the quality of products, processes, And services, leading to growth of the company imbued with good governance.

Square today symbolizes a name a state of mind. But its journey to the growth and prosperity has been no bed of roses. From the inception in 1958, it has today burgeoned into one of the top line Conglomerates in Bangladesh. Square Pharmaceuticals Ltd., the flagship company, is holding the Strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now on its way to becoming a high-performance global player.

Square is committed to undertake appropriate review, evaluation and performance measurement of Processes, business activities and Quality Management System for continual improvement to ensure Highest standard, customer satisfaction, developing human resources and company's growth.

Company profile

1958 : Debut of Square Pharma as a Partnership Firm.

1964 : Converted into a Private Limited Company

1974 : Technical Collaboration with Janssen Pharmaceutical, Belgium, a subsidiary of Johnson and Johnson International, USA

1982 : Licensing Agreement signed with F. Hoffmann-La Roche Ltd., Switzerland

1985 : Achieved first position in the Pharmaceutical Market of Bangladesh among all national and multinational companies

1987 : Pioneer in Pharmaceutical export from Bangladesh

1988 : Debut of Square Toiletries Ltd. As a separate division of Square Pharma

Square Toiletries Ltd. Becomes a Private Limited Company

1995 : Chemical Division of Square Pharmaceuticals Ltd. starts production of Pharmaceuticals bulk products (API).

1997 : Won the National Export trophy for exporting Pharmaceuticals.

: Debut of Square Textiles Ltd.

1998 : Second Unit of Square Textile Ltd. Is established Agro-chemicals & Veterinary Products Division on Square Pharma starts its operation

2000 : Square Spinning Ltd. Starts its Journey.

2001 : Square Knit Fabrics Ltd. Is established

Square Fashions Ltd. Starts its operation.

US FDA/UK MCA standard new Pharmaceutical factory goes into operation built under

The supervision of Bovis Lend Lease, UK

Company Chairman

Mr. Samson H Chowdhury was born on 25 September 1926. He studied at Senior Cambridge. He Completed a management training course jointly sponsored and conducted by University of Dhaka And Harvard University. After completing his education, he returned to what was then East Pakistan And settled in Ataikula village in the Pabna district, where his father was working as a medical officer In an outdoor dispensary. In 1952 he started a small pharmacy in Ataikula village which is about 160 Km off capital Dhaka in the north-west part of Bangladesh. He was a practicing Christian of Protestant (Baptist) faith. Among his children, the middle son Tapan Chowdhury is a notable figure In the industrial sector of Bangladesh.

Positions

- *Chairman, Square Group.*
- *Chairman, Mutual Trust Bank board of directors.*
- *Chairman, Astras Ltd.*
- *Honorary Member, Kurmitola Golf Club.*
- *Former Vice President, Baptist World Alliance, 1985-1990.*
- *Former Chairman, Micro Industries Development & Services (MIDAS).*

- *Chairman, Transparency International, Bangladesh Chapter, 2004–2007.*
- *President, Metropolitan Chamber of Commerce & Industries, Dhaka in 1996 and 1997.*
- *Vice-President: International Chamber of Commerce, Bangladesh.*
- *Former Director, the Federation of Bangladesh Chamber of Commerce & Industries (FBCCI).*
- *Member, Executive Committee of Bangladesh French Chamber of Commerce, and Industry.*
- *Director, Credit Rating Agency of Bangladesh.*
- *Chairman, Central Depository Bangladesh Ltd.*
- *Member, Advisory Committee of the Bangladesh Association of Pharmaceutical Industries.*
- *Founder President, Bangladesh Association of Publicly Listed Companies.*

2.2 Vision of Square Group

According to the Square’s vision statement, the company wants to allow everyone to shape the future Of their business, as they want. The vision statement says, “We are here to assist businesses of all Scales and sizes. We will help them to start, function, and then grow towards a better future in Economies. And we do it because we believe that the growth of one business is the growth of every Other business.”

We view business to the material and social wellbeing of the investors, employees, and the society at Large, leading to accretion of wealth through financial and moral gains as a part of the process of the Human civilization. Square Group is to establish itself as socialist and leader in the spinning, Textile, Consumer industry of the country. The vision is – “We view business as a means to the material and Social wellbeing of the investors, employees at large leading to accretion of wealth through financial And moral gains as a part”.

2.3 Mission of Square Group

The Square mission statement says that “We believe that every individual must have an equal chance To build themselves in the economic world. We believe that the economy of any country and the World grows collectively when every citizen has access to the economic world. Therefore, we aim to Make commerce easy for everyone”. As per Jack Dorsey, the CEO of Square, “The aim of the Company is the empowerment of small businesses.”

The company wants to provide simple and affordable solutions that can help businesses sell more Without any barriers. If people are left behind because they do not understand the technology or Cannot afford to put things at stake. However, Square wants to help and develop tools and devices That will give more power to people and increase their opportunities to thrive in the economic world. They want to develop tools that bridge the gap between ideas and their employees to benefit the Business. Because it helps the world becomes more honest when everything is fair and also Square

Square has a clear mission that is to make the world economy fairer for every business commodity. It Also believes in giving them equal opportunity to grow and earn a better livelihood for themselves. The Square mission statement clearly states that the company wishes to demolish the gap between Ideas and technology. This will help in bringing the two worlds together so that economies could Grow collectively. Square Group Mission is to produce and provide quality & innovative healthcare Relief for people, maintain stringently ethical standard in business operation also ensuring benefit to The shareholders, stakeholders, and the society at large. Also, Square mission is to produce and Provide quality services and UN innovative products for people, maintain ethical slandered in Business operation, also ensuring benefit to the stakeholders and peoples of Bangladesh.

2.4 Objectives of Square Group

Square objectives are to conduct transparent business operation based on market mechanism within The legal & social framework with aims to attain the mission reflected by Square Vision. Square Objective is to accomplish Square Vision and Mission they are constantly parsing for besetment of Socio-economic life of our people.

The organization chosen is a manufacturing company; therefore, the focus of the report is mainly on Specified production related functions i.e., machine operation and manual packaging. As manual jobs Are easier to measure relevant performance, the author tried to concentrate more on floor level Employees i.e., process operation helpers, packers e

2.5 Weaknesses

There are too many departments under the super vision of the General Manager which can cause low Productivity due to large span of supervision.

- *High price*
- *Low variety of products*
- *Low packing size*
- *Lack of availability of products*
- *Lack of effective distribution system*
- *High cost of distribution*
- *Lack of sufficient promotional effort*
- *Some branches are not properly maintained.*
- *There is some problem in recruitment policy.*
- *Lack of professional degree holders.*
- *There is no arrangement for special training.*
- *Signatory problem.*

Job Security

➤ In Square, there is job security. Every permanent employee gets the facility of provident Fund; earn leave facility, medical allowances and so on.

- Friendly environment: In Square environment is so much friendly. Every person tries to help Others.
- Great opportunity to learn: Every senior tries to teach the juniors how to work soundly, Sharply & smoothly. These types of opportunity are very much limited in other organizations.

2.6 Opportunities

There are bright opportunities for the company in the overseas market. If it can communicate well And capture a significant market portion in the Europe and USA market, it can get scale of economic.

- *High confidence brand name and quality.*
- *Market is significantly large and growing.*
- *Proper utilization of yarn may arise much profit.*
- *Incredible export potential*
- *New innovative therapeutic products*
- *Income is increasing day by day*
- *Due to the cost advantage in contract manufacturing & Research multi-national companies Find it compelling to shift their production bases to countries offering such cost advantage.*
- *There is a possibility of greater returns from other countries of the world by exporting*

2.7 Functions of Square Group

The site network is supported by specialist above-site functions:

- Communications
- Engineering Technology
- Finance
- Global Logistics
- Human Resources
- IT
- Legal
- Manufacturing Strategy
- New Product Supply (NPS)
- Operational Excellence (OE)
- Procurement.

Chapter Three

Literature Review

3.1 Concept of HRM

Human resource management (HRM or Simply HR) is the management of an organization's Workforce, or human resources. It is responsible for the attraction, selection, training, and assessment And rewarding of employees, while also overseeing organizational leadership and culture, and Ensuring compliance with employment and labor laws. In circumstances where employees desire and Are legally authorized to hold a collective bargaining agreement, HR will typically also serve as the Company's primary liaison with the employee's representative.

Management-Holdrege/Slocum: The policies and practices involved in carrying out the 'people' or Human resources aspects of a management position, including recruiting, screening, training, and Appraising."

Human resource management-Gary Dressler: The administrative discipline of hiring and Developing employees so that they become more valuable to the organization.

Human Resource Management Includes

- (1) Conducting job analyses,
- (2) Planning personnel needs, and recruitment,
- (3) Selecting the right people for the job,
- (4) Orienting and training,
- (5) Determining and managing wages and salaries,
- (6) Providing benefits and incentives,
- (7) Appraising performance,
- (8) Resolving disputes,
- (9) Communicating with all employees at all levels.

3.2 Objectives of HRM

Whilst the precise HR objectives will vary from business to business and industry to industry, the Following are commonly seen as important HR objective

Objective	HR Action
Ensure human resources are employed cost-effectively	Pay rates should be competitive but not excessive Achieve acceptable staff utilization Minimize staff turnover Measure returns on investment in training

Make effective use of work force potential	Ensure jobs have suitable, achievable workloads Avoid too many under-utilized or over-stretched staff Make best use of employee's skills
Match the workforce to the business needs	Workforce planning to ensure business has the right number of staff in the right locations with the right skills Effective recruitment to match workforce needs Training programs to cover skills gaps or respond to changes in technology, processes & market Consider outsourcing activities that can be done better and more cost effectively by external suppliers Get the right number and mix of staff at each location where the business operates in multiple sites and countries.
Maintain good employer/ employee relations	Avoid unnecessary and costly industrial disputes Timely and honest communication with employees and their representatives Sensitive handling or potential problems with employees (e.g., dismissal, redundancy, major changes in the business) Comply with all relevant employment legislation

3.3 Selection of HRM

Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant Job position in an organization. In other words, selection can also be explained as the process of Interviewing the candidates and evaluating their qualities, which are required for a specific job and Then choosing the suitable candidate for the position. The selection of a right applicant for a vacant Position will be an asset to the organization, which will be helping the organization in reaching its Objectives.

Different authors define Selection in different ways. Here is a list of some of the definitions:

Employee selection is a process of putting a right applicant on a right job. selection of an employee is A process of choosing the applicants, who have the qualifications to fill the vacant job in an Organization. Selection is a process of identifying and hiring the applicants for filling the vacancies in An organization. Employee selection is a process of matching organization's requirements with the Skills and the qualifications of individuals. A good selection process will ensure that the organization Gets the right set of employees with the right attitude.

3.4 Recruitment of HRM

Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring, and Onboarding employees. In other words, it involves everything from the identification of a staffing Need to filling it. Depending on the size of an organization; recruitment is the

responsibility of a range of workers. Larger organizations may have entire teams of recruiters, while others only a single Recruiter. In small outfits, the hiring manager may be responsible for recruiting. In addition, many Organizations outsource recruiting to outside firms. Companies almost always recruit candidates for New positions via advertisements, job boards, social media sites, and others. Many companies utilize Recruiting software to more effectively and efficiently source top candidates. Regardless, recruitment Typically works in conjunction with, or as a part of Human Resources.

3.5 Training and Development of HRM

Training and Development is a structured program with different methods designed by professionals in particular job. It has become most common and continuous task in any organization for updating Skills and knowledge of employees in accordance with changing environment. Optimization of cost With available resources has become pressing need for every organization which will be possible only By way of improving efficiency and productivity of employees, possible only by way of providing Proper employee training and development conditioned to that it should be provided by professionals.

Training & Development

- Training and development
- Employee Training Introduction
- Need and benefit of Training
- Advantages Of Training Programmer
- Training Process
- On-the-job Methods
- Off-the-job Methods
- Sensitivity Training
- Management Development
- On the Job Methods [MD]
- Off the Job Methods [MD]
- Executive Development

As compared to technical staff, managerial staff will be very low in number because manager who is Having more efficiency can manage a greater number of people which is a real manager capability but Coming to technical jobs cannot be done by one or with minimum available skilled labour if there is Need for high or large production. Ultimately development of employees is by way of learning by way Of observations to develop knowledge. In fact, training is also provided for management level Personnel to understand technicalities involved and nature of work done by the staff working under Them, ultimately to manage them.

3.6 Strategic Importance of HRM

In today's businesses, the right approach and management of the company's employees can greatly affect the company's overall performance. A strategic approach in Human Resource Management is vital especially in growing companies. Starting from right staffing to maintaining performing employees, HR management is key in developing not only the employees, but the whole organization itself.

Human Resources encompass a broad scope in management. An expanding company dependent on its current success can maintain and further develop its business starting with the right staffing. As demands for the product or services increase, additional manpower is needed to comply with them. The current manpower should be checked but not simply if they can comply with the demands, but it has to ensure that it can still keep its quality and standards. Mass production or bulk orders should not be an excuse in decreasing quality, hence, increased customer dissatisfaction and decreased sales. For a company that is already recognized in the industry and is eyeing on expansion, their status and reliability should be maintained. The leaders of the company can now focus on the products itself and expansion and let the HR Department handle the development of the organization. Keeping an eye on the company's long-term goals, mission and vision, the development of performance standards is essential to identify potential problems, non-performing employees and compliance to tasks and standards. Minor employee and performance problems should be seen immediately to avoid any future inconvenience and potential problems to the customers and thus become a liability to the company. HRM professionals can also identify the processes and the proper staffing for each of these activities, and in effect, the systems and approach in terms of the company's front-line operations can be improved to decrease manpower hours, improve quality, streamline processes, and elevate standards. The success and growth of a small company can be attributed to its culture.

3.7 Roles & Functions of HRM

The Human Resource Department deals with management of people within the organization. There are a number of responsibilities that come with this title. First of all, the Department is responsible for hiring members of staff; this will involve attracting employees, keeping them in their positions and ensuring that they perform to expectation. Besides, the Human Resource Department also clarifies and sets day to day goals for the organization. It is responsible for organization of people in the entire company and plans for future ventures and objectives involving people in the company. (Handy, 1999).

Research has shown that the human aspect of resources within an organization contributes approximately eighty percent of the organization's value. This implies that if people are not managed properly, the organization faces a serious chance of falling apart. The Human Resource Department's main objective is to bring out the best in their employees and thus contribute to the success of the company. These roles come with certain positive and negative aspects. However, the negative aspects can be minimized by improvements to their roles and functions. These issues shall be examined in detail in the subsequent sections of the essay with reference to case examples of businesses in current operation.

3.8 New Trends in HRM

Human resource management is a process of bringing people and organizations together so that the Goals of each other are met. The role of HR manager is shifting from that of a protector and screener To the role of a planner and change agent. Personnel directors are the new corporate heroes. The name Of the game today in business is personnel.

Nowadays it is not possible to show a good financial or operating report unless your personnel Relations are in order. Over the years, highly skilled and knowledge-based jobs are increasing while Low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems, management cultures and philosophy Due to the global alignment of Indian organizations. There is a need for multi skill development. Role Of HRM is becoming all the more important. Some of the recent trends that are being observed are as

Follows:

- The recent quality management standards ISO 9001 and ISO 9004 of 2000 focus more on People centric organizations. Organizations now need to prepare themselves in order to Address people centered issues with commitment from the top management, with renewed Thrust on HR issues, more particularly on training.
- To leapfrog ahead of competition in this world of uncertainty, organizations have Introduced six- sigma practices. Six- sigma uses rigorous analytical tools with leadership from The top and develops a method for sustainable improvement. These practices improve Organizational values and helps in creating defect free product or services at minimum cost.
- Human resource outsourcing is a new accession that makes a traditional HR department Redundant in an organization. Exult, the international pioneer in HR BPO already roped in Bank of America, international players BP Amoco & over the years plan to spread their Business to most of the Fortune 500 companies.

With the increase of global job mobility, recruiting competent people is also increasingly Becoming difficult, especially in India. Therefore by creating an enabling culture, organizations Are also required to work out a retention strategy for the existing skilled manpower.

3.9 New Trends in International HRM

International HRM places greater emphasis on a number of responsibilities and functions such as Relocation, orientation and translation services to help employees adapt to a new and different Environment outside their own country.

- **Selection of employees requires careful evaluation of the personal characteristics of the Candidate and his/her spouse.**
- **Training and development extend beyond information and orientation training to include**

Sensitivity training and field experiences that will enable the manager to understand cultural

Differences better. Managers need to be protected from career development risks, re-entry

Problems and culture shock.

- **To balance the pros and cons of home country and host country evaluations, performance Evaluations should combine the two sources of appraisal information.**
- **Compensation systems should support the overall strategic intent of the organization but**

Should be customized for local conditions.

- **In many European countries – Germany for one, law establishes representation. Organizations Typically negotiate the agreement with the unions at a national level. In Europe it is more Likely for salaried employees and managers to be unionized.**

3.10 Functions of HRM Practices

The main functions of this department are selection of right person at right position, training & Development, wage & salary administration, employee Welch slices, environment, health and safety & disciplining the employees. HRM deals with the following affairs to achieve the objectives of the Organization as well as the goal of this department.

- Recruitment, selection, and placement of the employees.
- Promotion, transfer, demotions & disciplinary action of the employees.
- Leave of the employees.
- Lunch for the officer and staff.
- Maintenance of personnel records.
- Procurement, washing & repairing the uniforms.
- Arranging medical facilities for the employees.
- Induction of newly appointed employees.
- Government liaison.
- Job design and job analysis.
- Employee hiring and selection.
- Employee training & development.
- Compensation and benefits.
- Employee performance management.
- Managerial relations.
- labour relations.
- Employee engagement and communication.
- Performance management.
- Learning & development.
- Succession planning.
- Compensation and benefits.
- Human resources information systems.
- HR data and analytics

Chapter Four

Analysis of the Study

4.1 Recruitment & Selection Process in Square Group

Recruitment is the process through which the organization seeks applicants for potential employment. Selection refers to the process, by which it attempts to identify applicants with the necessary Knowledge, skills, abilities, and other characteristics that will help the company achieve its goals, Companies engaging in different strategies need different types and numbers of employees. The Strategy a company is pursuing will have a direct impact on the types of employees that it seeks to Recruit and selection.

Source of Recruitment

There are two kinds of source Square Group uses for recruitment. They are

Internal Source

External Source

try to discuss all relative sources which are used for recruitment in Square Group of Companies

4.1.1 Internal Source

Square Group thinks that current employees are a major source of recruits for all but entry-level Positions. Whether for promotions or for 'Lateral' job transfers, internal candidates already know the Informal organization and have detailed information about its formal policies and procedures. Promotions and transfer are typically decided by operating managers with little involvement by HR Department.

Job-Posting Programs

Job-posting programs serve as an information service in assisting organizational employees in careerdevelopment endeavors and in generating a pool of internal candidates. Job-posting programs were Initiated in the early stages of affirmative action when organizations began publicizing available jobs Internally. HR departments become involved when internal job openings are publicized to employees Through job positioning programs, which informs employees about opening and required Qualifications and invite qualify employees to apply. The notices usually are posted on company Bulletin boards. Qualification and other facts typically are drawn from the job analysis information. The purpose of job posting is to encourage employees to seek promotion and transfers the help the HR department fill internal opening and meet employee's personal objectives. Not all jobs' openings Are posted. Besides entry level positions, senior management and top stuff positions may be filled by Merit or with external recruiting. Job posting is most common for lower-level clerical, technical and Supervisory positions.

4.1.2 External Source

When job opening cannot be filled internally, the HR department of Square Group must look outside The organization for applicants. I try to discuss all the external source of recruitment as below:

Walk-ins and Write-ins

Walk-ins are some seekers who arrived at the HR department of Square Group in search of a job; Write-ins are those who send a written enquire both groups normally are asked to complete and Application blank to determine their interest and abilities. Usable application is kept in an active file Until a suitable opening occurs or until an application is too old to be considered valid, usually six Months.

4.2 Training & Employee Development in Square Group

Training is a process of learning a sequence of programmed behavior. It is application of knowledge. It gives people an awareness of the rules procedures to guide their behavior. It attempts to improve Their performance on the current job or prepare them for an intended job. Development is a related Process. It covers not only those activities which improve job performance but also those which bring Growth of the personality; help individuals to the progress towards maturity and actualization of their Potential capacities so that they become not only good employees but better men and women. In Organizational terms, it is intended to equip person to earn promotion and hold greater responsibility.

4.3 Employee Relation in Square Group

Employers and employees each have their own sets of needs and values, and successful relationship Between these two sides requires that some sort of balance be struck. This balance often takes the Form of a psychological contract, an understood agreement between employer and employees that Defines the work relationship. This contract with or without support of a formal collective bargaining, Agreement influence the outcome achieve by each side. Square groups the various into three channel categories those are.

1. Employee safety
2. Employee health
3. Employee working condition

Employee Safety

Square Group provides the employees safety. It ensures all kinds of job safety such as insurance of Each employee not this it provide insurance to the labor.

Employee Health

Free medical checkup, provide health insurance card and provide necessary medical facilities for each Employee.

Employee Working Condition

The working condition of employees is very hygienic Square Group of Companies is ISO 9001-2000 Certified Company.

Job Analysis

Job analysis is the procedure for determining the duties and skill requirement of a job and the kind of Person who should be hired for it. The supervisor or HR specialist of Square Group normally collects One of the following types of information.

Work Activities

First, he or she collects information about the job actual work activities such as marketing, sewing, Production. This list also includes how, why, and when the worker performance each activity.

Education and Qualification

Collects the information about education background and qualification.

Experience

Experience must be needed for any job in Square Group of Companies.

4.4 HR and Social Responsibilities in Square Group

Fashions Ltd. And Knit Fabrics Ltd. Are designed to comply with the standards of SA – 8000, Clean Cloth Camping & Wrap Certification. Four Dormitories for the work force and two Residential Buildings for the management staff provide more than 80% housing for the employees and they are The first in Bangladesh to provide accommodation facilities for their employees. A production and Accommodation facility includes full time supply of safe drinking water, adequate lighting, and Ventilation facilities. Free meals, free transportation, 24-hour medical center, on-site sports and Recreational facilities encourage their motivated team to serve their customers full heartedly. ETI Codes according to the local law in (Bangladesh) are very well practiced in their manufacturing Facilities.

- No bonded Labor.
- Freedom of Association.
- Safe Working Conditions.
- No Child Labor.
- Reasonable Working Hours.
- No Discrimination.
- Regular Employment.
- No Harsh Treatment.

4.5 Performance Management in Square Group

Performance appraisal is the process of assessing employees past performance, primarily for reward, Promotion, and staff development purposes. 'Performance appraisal (is) a process that identifies, Evaluates and develops employee performance to meet employee

and organizational goals. Performance appraisal doesn't necessarily use to blame or to provide a disciplinary action. Previous Management theories used to view performance appraisal as a stick that management has introduced To beat people. Performance appraisals are now more clarified, and they concentrate on developing Organizational strengths and employee performance.

Purpose of Performance Appraisal in Square Group

- To review past performance
- To assess training needs
- To help develop individuals
- To audit the skills within an organization
- To set targets for future performance
- To identify potential for promotion
- To provide legal & formal justification for employment decision
- To diagnose the hidden problems of an organization.

4.5.1 Performance Appraisal Process

- Who appraised?
- Supervisors.
- Subordinates.
- Self-appraisal.

4.5.2 Approaches to measuring performance in Square

There is various kind of method for measuring performance appraisal. But they get information that Square Group uses experience-based performance method.

Experience Based

Square Group measure the performance of employee by experience. For example, Mr. X has been Working in Square Group for three years and Mr. Y has been working in Square Group for two years. So Square Group favours Mr. X for his more experience.

4.6 Job Design in Square Group

Job design is the process of structuring work and designating the specific work activates of an Individual or group of individuals to achieve certain organizational objectives. The job design can Generally be divided into three phases:

- The specification of individual task.
- The specification of the method of performing each task
- The combination of individual tasks into specific job to be assign to individual.

4.6.1 Organizational Considerations for Job design

- **Effectiveness:** In the context of job design, to remain effective, organizations may have to Redefine jobs, monitoring, and using technology. So, that the firm can even compete against Giant rivals.
- **Efficiency:** Maximum outputs through minimum inputs of time, effort, and other resources. In the context of job design, efficiency in time, effort, labor costs, and training should be done Accordingly.

4.6.2 Technological Considerations

- **Task Interdependence:** The dependence of one task from another is task dependence. In this Context, the task interdependence can be high or low depending on the product or service.
- **Technical Constraints:** Scarcity of machines is constraints, which in turn leads to the increase And decrease of production.

4.6.3 Employee Considerations

- **Skill Variety:** Variety refers to the use of different skills and talents to complete an array of Work tasks and activities.
- **Autonomy:** Autonomy refers to the freedom and independence to plan and schedule the work And determine the procedures used to carry it out.
- **Task Identity:** Task identity means doing something from beginning to end rather than just Part of it.
- **Task Significance:** It is the degree to which a job has substantial impact on an organization.
- **Feedback:** Feedback is the degree to which employees can tell how well they are doing based On information from the job.

4.7 Incentives in Square Group

Compensation fluctuates according to:

- 1) A pre-established formula.
- 2) Individual or group goals because group goals are different from individual goals.
- 3) Company earnings.

An incentive adds to base pay. It controls costs because the employee is being paid for his/her extra

Effort and for the benefits brought to the organization.

Incentive Pay Categories

- Individual
- Group
- Company-wide.

Individual Incentive Plans

- Quantity of work output (How many units produced).
- Quality of work output (What was the quality of the product or service being produced or Served).
- Monthly sales (How much sales were generated).
- Work safety record (How many hazards or errors are being reduced).
- Work attendance (If the absent is reduced or attendance is good).

Group Incentive

- Customer satisfaction.
- Labour cost savings.
- Materials cost savings.
- Reduction in accidents.
- Services cost savings. Company-wide Incentive Plans
- Company profits.
- Cost containment/prevention.
- Market share.
- Sales revenue.

Chapter Five

Findings

5.1 Findings

There is dissatisfaction regarding the opportunity of advancement and promotion policy of the Company. 8 percent of them are satisfied with this policy and practice where 25 percent of them are Not satisfied with it.

Survey indicates that respondents are not pleased with the exiting lunch facility provided by the Company. 33 percent of the entire respondents are highly dissatisfied, 8 percent of them are Dissatisfied and 8 percent of them are not satisfied with the facility where only 25 percent are Satisfied with the facility.

The employees are getting benefits according to their job responsibilities and duties. 33 percent of Them are not satisfied and 25 percent of them are dissatisfied with the package in comparison to their Job responsibilities. However, 25 percent of them are satisfied.

In term of the annual appraisal of the company the employees are not actually satisfied. Here, 17 Percent of them are satisfied but 33 percent of them are not satisfied with it.

Findings indicate that there is dissatisfaction among the manager, executive and non-executive level In term of opportunity for advancement and promotion. So, this practice needs to redesign and check And should be improved through adopting effective policy to satisfy employees.

To take the necessary steps and action, to increase employees' satisfaction level and to recover the Above problems, further research is needed for the company which will include the whole employees Of Square Group of Companies to identify the effective and efficient policy, strategy, and action.

It charges a bit high price than that of its competitors "Square Consumer Products Limited "Though They have good distribution coverage system, products are always available in posh urban areas but in Some urban places they fail to provide the product in time, as a result they are losing a potential Market share.

- First of all, HRD is not organized properly.
- Professional employees are not hired in proper way.
- Square has introduced the Omerazole Injection late in the market.
- Omeprazole Injection has introduced already by Incepta & Popular before Square.
- Square has lost the opportunity to be the first introducer & can't enjoy the benefits of it.
- Low in investments innovative R & D continue to be a major weakness of Square Group of Companies.

Chapter Six

Recommendation, Conclusion and Reference

6.1 Recommendation

From the analysis with the organization structure, I have seen that its span of supervision is too large. A number of departments report directly to the General Manager. If the number were less the Efficiency and productivity of the organization might be increased. Quality control department should Remain prompt always. So, that it can maintain a certain level of standard as per the market demand to Capture the foreign market share it should strive more.

Succession planning can be introduced in the company before the retirement of any employee. This Process will stop contract employment policy because through contract employment the employee is Not allow getting all the facility and benefits from Square as other employees which lead to job Dissatisfaction.

The interior design of the office should be changed to be able to compete with other national and Multinational company in this country and it will motivate the employees and retain high skilled Employees. Paperwork needs to be reduced and increase the computer skilled of the existing Employees to do the work more smoothly and faster which took more time before using the modern Technical. Make sure the proper utilization of working time by increase the communication in andOutside the company.

The company should revise the recruitment and selection policy for the executive level and also Further research is needed to find out the reason of their dissatisfaction which will be easy in solving Problems because the manager, non-executive and field forces are satisfied.

- **First of all, HRD should be organized properly.**
- **Professional employees should be hired.**
- **Operation management should be more careful.**
- **Take some necessary steps for retaining the expert & experienced employees.**
- **Business development department should be built up.**
- **Marketing department can be introduced for promotional activities.**
- **Internet facilities should be introduced immediately.**
- **HRM department should be organized with more carefully.**
- **According to international standards Square Group Ltd. Should maintains their production**

Quality. ➤ Square is leading company, but it is maximum staffs are not well trained. So, company should Arrange training prograemployee.

6.2 Conclusion

The flourish of any industry requires combined efforts and co-operation from several parties. Social, Political, and macroeconomic environment play pivotal role in this regard. Though Square Group is a Reputed Ventured Company in the respective sector, its growth and expansion are praiseworthy. It's Contributing the country and serving the nation in different ways. If it can uphold it's much toward Advancement, it will be able to set a role model in our country.

Square Group of Bangladesh Ltd. Is one of the leading business organizations. There is no doubt Effective use of pricing consideration and approaches play a vital role in their success. The growth of The company is remarkable (18.3%) in 2007 considering the market situation and the threshold is the Implementation of new marketing strategies as well as other reforms.

In order to produce the best quality of any product the employees of the company must be skilful, Knowledgeable, and fill of being as they are the members of one and same family for their better Improvement. However, Square Group is not concerned only on the quality of the product and the Reputation of the company, but they are also concerned about the satisfaction level of their employees For better improvement, higher productivity as well as to produce quality product by providing Different types of benefits and facilities.

However, from the research paper it is found that most of the employees are satisfied with the Facilities giving to them. Only few factors are not able to satisfy the employees. This is also found Through conducting this research that there is both satisfaction and dissatisfaction in term of LEA Facility, recruitment and selection policy, annual appraisal and also the non-executive employees are Not dissatisfied with the facility that the company provides to.

Through the thesis paper it is clear that Square Group Companies in Bangladesh Ltd. Is an Established, significant and highly respected in term of the product quality and very much concerned About the satisfaction or motivation of the employees.

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