

## Human Resource Management Practices: A study at Bangladesh Rural Advancement Committee (BRAC)

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**Abstract:** Bangladesh is one of the poorest country in the world. The real picture of the country is underdeveloped in standard of living, high rate of population growth, low level of per capita income, country's economic and technological business, commerce and communication etc. in accordance with the first world countries. The actual development and progress mainly depends on the proper use of human resource. Human Resource Management is a systematic approach to ensure that the right people will be in the right place at the right time. If the Human Resource is placed in the right place in right time in right post then the country will be developed very quickly. The majority people of Bangladesh are uneducated and unskilled so they are unemployed. Bangladesh Rural Advancement Committee (BRAC) has created many employment opportunities for a large number of people in this regard. This study has been under taken with a view to obtain information about the "Human Resource Management of Bangladesh Rural Advancement Committee (BRAC). The result of the study shows that the Human Resource Management is playing a significant role to develop Bangladesh through (BRAC).

**Keywords:** Job Satisfaction, Training, Human Resource Management, BRAC.

### 1 Introduction

Bangladesh Rural Advancement Committee (BRAC) is one of the leading financial institutions in our economy. BRAC is a private sector development organization, which has been operating in Bangladesh since 1972. It implements a number of multi-sectorial programs to achieve its two major goals of poverty alleviation and empowerment of the poor. The selected topic of my study is "Human Resource Management" we know that Human Resource Management is engaged in creating environment for human resource. BRAC is one of the few organizations, which has separated Human Resources Division from the beginning. Not only that it has now stability, flexibility, objectivity, simplicity, balance & growth. So I think for the study on Human Resources Management practices. BRAC plays an important role for the development of Bangladesh. BRAC is the perfect organization in Bangladesh.

#### 1.1 Objectives of the study

To know various aspects along with to gather practical knowledge about various unknown matter related to human resource management of BRAC. Some specific objectives are given below:

1. To gain practical knowledge about Human Resource Management.
2. To know the Human Resource Management practice in BRAC.
3. Evaluate the importance and efficiency of Human Resource Management in BRAC.
4. To compare with the theoretical knowledge and practical use of that knowledge and concept.

#### 1.2 Methodology of the study

This study is a simple research work. So no statistical tools and techniques are used here. This study is a descriptive report. Here only made a narrative description on the collected information from the BRAC. As a part of the research

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work the researcher went to the BRAC at Jhenaidah Regional office and take practical training about H.R.M. of BRAC. And on the basis of this training and collected information this report has been prepared. A schedule has prepared on the basis of the required information. I have collected information by asking, observing and from their annual report Book which they served.

### **1.3 Importance of the study**

1. From this study I have known some practical use of human resource.
2. It helps to know observe interrelated activities of human resource department.
3. To obtain practical knowledge about BRAC.
4. It will be helpful to know relationship between personnel department and administrative department.

### **1.4 Limitations of the study**

To prepare the research the researcher has faced with some problems that are as follows:

1. The main problem was the communication gap. It was the responsibility of the researcher to conduct with the company at least one month earlier.
2. Sometimes I failed to collect the necessary data for their restriction. As a non-govt. organization they don't disclose all the information.
3. As here have no many reputed and well-organized company in the region where the researcher conduct this research.
4. After all, lake of efficiency and experience of the researcher was also a limitation.

## **2 Findings and Analysis**

### **2.1 Human resource management process of BRAC**

It means assessment of Human Resources. Here each level of organization determines the required aged, experience, and skilled employees. Human Resources Department of BRAC collects each and every information about each employee. So HRD can easily assess about their current manpower.

### **2.2 Manpower management plans**

Human Resources Department mainly follows two Management plans:

- a) If employees are available within the organization than they adopt them by transfer and promotion.
- b) If the required employees are not available within the organization then HRD can train up the existing employees or can recruit from the external sources.

### **2.3 Job analysis and evaluation**

#### **2.3.1 Job descriptions**

Job description is the statement of the duties, responsibilities and job conditions. Job description contains the following:

1. Name of work.
2. Working condition.
3. Environment of work.
4. Working area.
5. Necessary instruments etc.

### **2.3.2 Job specification**

Job specification is the statement of the human qualities required to fulfill the job. Job specification contains the following:

1. Education qualification.
2. Training.
3. Knowledge, Experience and Skillness.
4. Authority and responsibility etc.

### **2.3.3 Job Evaluation**

BRAC uses the various methods, which have been designed to make such measurements. Which includes the following:

1. Establishing organizational responsibilities.
2. Determining jobs to be evaluated.
3. Making the job analysis.
4. Evaluating the jobs.
5. Preparing wage and salary classification etc.

## ***2.4 Training and Development***

### **2.4.1 BRAC Training Division**

BRAC perceives development as a challenging job. BRAC, therefore, emphasizes on exploring the latent human potential of the staff of the organization and the program participants, so that they can effectively perform their own task and responsibilities. BRAC strongly believes in people's participation in the development process. With a view to build up the capacity of the staff and its program participant's, BRAC's has set up a huge training outfit and over the years training has become one of the key components o BRAC's development activities. The first Training and Resource Center (TARC) was set up at Saver in 1978. At present, there are 12 TARC's and two BRAC Centers for Development Management (BCDM) that run round-the-year training courses for BRAC staff, its program participants and other development organizations and agencies.

### **2.4.2 Training Principles of BRAC**

In order to make the training program more effective, the BTD follows certain training principles. These are as follows:

1. Learner centered,
2. Problem focused,
3. Need oriented,
4. Experience based,
5. Flexible,
6. Participatory and
7. Action/result oriented.

### **2.4.3 Training Methodology Of BRAC**

To make the session more participatory and attractive, the following experimental training methodologies are used:

1. Brain Storming, Large and Small Group discussion
2. Case study, Role Play, Mobile Plenary, Walkabout
3. Lecture Followed by Discussion, Structured Experienced

4. Demonstration, Miniversity, Simulation game
5. Seminar and workshop.

## **2.5 Employee Compensations and Benefits**

### **2.5.1 Salaries**

Salary is termed as "Basic Salary". Other allowance that are paid by the employer from time to time are called benefits and will normally be paid to the employee along with the salary payment.

Except for every other employee, regular, project, service or contract staff will be compensated for services rendered to BRAC in relation to the Grade and step position they occupy. Fixed monthly salary will be paid to all staff. That salary will be given according to BRAC salary structure or according to the condition of appointment. Tax deducted at source on income from salary. Fixed monthly salary will not be paid before date of 30 to probationary staff.

### **2.5.2 Festival Bonus**

All Employees are entitled to two festival bonuses annually during their main festival period. Every festival bonus is equal to one month's Basic Salary. Festival bonus will be given by the following ways:

1. First festival bonus will give on the occasion of Eid-UI-Fitar.
2. Second festival bonus will give on the occasion of Eid-UI-Azha for Muslim staff and other staff will get on their main religious festival.
3. Generally festival bonus is given prior to 15 days of festival.
4. To get festival bonus the staff should complete minimum one-year service life.
5. The festival bonus will not give for the reason of special leave.
6. The festival bonus will give during the Higher Educational leave period.

## **2.6 Transfer and Promotion**

### **2.6.1 Nature of Transfer**

Staff transfer will authorize according to table of authority. Provide that Executive Director may approve transfer in following case:

1. Transfer in BRAC Local Representative
2. Transfer in inter division
3. Transfer form head office to field office
4. Transfer form field office to head office

### **2.6.2 General Rules Regarding Transfer**

1. No staff will permit to transfer more than two times in a year. In special case a staff may transfer more than two times in a year by approval of Executive Director.
2. No woman staff will permit to transfer up to 6 month after her childbirth.

## 2.7 Resignation and Retirement

### 2.7.1 Rules of Resignation

1. Any confirmed employee/staff must submit written notice before one-month prior to his/her resignation to the authority. In lieu of written notice he/she have to return salary of 11 month.
2. If any investigation running against allegation of misbehave or corruption on applicant or if the duration of contract is not void then resignation letter may not be accepted. Provide that, in such case oral or a written explanation about rejection of resignation letter must submit to the applicant within one month.
3. One-month's written notice is not require for probationer employee/staff
4. Before acceptance of resignation the employee/staff will treat as a employee/staff of BRAC and he/she must perform his/her task with full faith and effectively

### 2.7.2 Procedures of Retirement and Redundancy

1. Retirement is mandatory upon the employee's 60<sup>th</sup> birthday. An employee may option for early retirement between an age bracket of 55-59 years. During retirement the employee/staff may take provident fund benefit, gratuity and earned money in lieu of leave.
2. If authority think that the staff is important for BRAC then authority can increase his/her age of retirement 5-year more. Provide that in such case, the staff has to perform his service under year basis contract service. In that time of contract service he/she may withdraw his/her provident fund benefit. Provide that, he/she can withdraw only his/her contributions and interest on it. In such time BRAC will not contribute in provident fund only staff contributions control through the provident fund trust rules.
3. If any project comes to an end, its all staff or during any running project, if any staff prove unnecessary for the project and those staff(s) have no opportunity to appoint any other project then those staff(s) will pay redundancy.

## 3 Major Findings

1. BRAC is one of the few organizations, which has separated Human Resource Division (HRD) from the beginning in Bangladesh.
2. The vision of Human Resource Management (HRM) of BRAC is to create a systematic approach to ensure that the right people will be in the right place at the right time.
3. No person should recruited in Human Resource Division of BRAC who is the wife/ husband/ son / daughter of any employees of BRAC.
4. Nobody can apply for any post of BRAC who is the present employee of the organization. Without the prior approval of the Human Resource Division (HRD).
5. All employees must have to complete one-year probationary period satisfactorily prior to final appointment in the job of BRAC.
6. If the work of a probationary employee fails to meet the prescribed standard he/ she may be released from the post within 24 hours notice.
7. The Human Resource Division (HRD) of BRAC device it's employees in four categories.
8. The HRD of BRAC has set up a huge training outfit and over the years training has become one of the key elements of BRAC's development.
9. The HRD of BRAC is committed to maintain salaries and benefits that are fair to all employees and attractive in the local job market.
10. The HRM of BRAC uses five techniques to measure the performance of their employees.
11. The HRM of BRAC can transfer its any employees in any working area of the organization.
12. Promotion are given by BRAC to those employees who undertake significant duties, responsibilities and other tasks for the development of the organization.

13. Employees of BRAC shall entitled to leave and holidays with full pay and without pay.
14. If any employee of BRAC suffer from contagious diseases he gets quarantine leave.
15. Employees of BRAC must have to submit a written resignation letter to the authorized authority of BARC in the case of resignation from the organization.
16. Normal retirement is mandatory upon the employees 60<sup>th</sup> birthday or upon completion of 35 years of continuous service in BRAC.

## 4 Conclusion

BRAC works with people whose lives are dominated by extreme poverty. With multifaceted development interventions, BRAC strives to bring about a positive change in the quality of life of the poor people of Bangladesh. BRAC is committed to make its programs socially, financially and environmentally, sustainable, using innovative methods and appropriate technologies. BRAC firmly believes and is actively involve in promoting human rights, human dignity and gender equity. Although the emphasis of BRAC's work is at the individual level, sustaining the work of the organization depends on an environment that permits the poor to break out of the cycle of poverty and hopelessness, which frustrates them. To this end, BRAC endeavor to bring about change at the level of national and global policy on poverty alleviation and social progress. The fulfillment of BRAC mission requires the contribution of competent professionals committed to the goals and values of BRAC. BRAC, therefore, fosters the development of the human potential of the members of the organization and those they serve. All are in this report I think that if Government makes the new rules and regulation and accountability of such types of organization and can create the congenial environment then such types of organization will more contribute the development of economically of our country.

## 5 Recommendation

On the basis of the findings the following recommendations can be suggest for the development of Human Resource Management of BRAC:

1. For manpower planning the organization should increase Full time staff.
2. The number of training center should be increased.
3. For promotion, the organization should consider the factor that is seniority, performance, and ability.
4. To give more motivation, organization can be arranged annual picnic, cultural programs, festival functions etc.
5. For employee security, organization should insurance against the risk of the staffs.
6. Job evaluation process can be implemented through the organization and pay might be determined by job evaluation.
7. The organization should develop a system for handling grievance, which could be written, and that expressed grievance handling should be done by proper person in the proper way.
8. Pay increase should depend on performance.
9. Overtime should be arranged for all staff.
10. For staff job satisfaction, organization should adopt a systemic method.

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