

Human Resource Management Practices at The Non-Profit Organization in Bangladesh (Current Scenario and Future Challenges)

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Abstract- *The aim of this study is to assess current HRM practices in Bangladesh, as well as the future challenges the country faces. Based on secondary sources, here I am trying to explain the institutional contexts of the four main generic HRM functions: recruitment and selection, training and development, pay and performance appraisal and industrial relations practices. I have also highlighted recent developments and future challenges with regard to HRM practices at the NGO field in Bangladesh. While credible research on HRM practices at the Non-profit organization in Bangladesh (Current Scenario and Future Challenges) is still rare, this study will be beneficial to researchers and HRM practitioners interested in Bangladesh and other developing countries and, we hope, will encourage future research.*

This paper analysis on the role and functions of Human Resources Management at NGO level (Local NGO's) for current position of the organization and what steps they are taking or should take to assist the NGO level (Local NGO's) to be more competitive in its profession. The specific objectives of this resource paper is to know the role of HRM for present situation and to understand how the organization operate competent employees. And finally suggest some problem solution and describe how the organization trains their workforce and employees.

Indexed Terms- *HRM practices, developing country, Bangladesh*

I. INTRODUCTION

Human Resource Management (HRM) is the part of the organization that is concerned with the people dimension.

HRM deals with the design of formal system in an organization to ensure effective and efficient use of human talents to accomplish organizational goals. Human Resource Management (HRM) is to refer to the philosophy, policies, procedures and practices related to the management of people within an organization.

HR management functions through which manager recruit, select, train and develop organization members.

HRM is the systematic planning, development and control of network of interrelated processes affecting and involving all members of an organization. These processes include-

- HR planning & forecasting
- Job & work design
- Staffing/ recruitment & selection
- Training & development
- Performance appraisal & review
- Compensation & reward
- Employee protection & representation
- Organization & improvement

My study is on the above functions of Human Resource Management Practices at the Non-profit organization in Bangladesh (Current Scenario and Future Challenges).

II. STATEMENT OF THE PROBLEM

Sometimes, lack of proper management of Human Resources cause the failure of an organization. Every Govt. registered NGO operate various development roles for this at all the NGO Human Structure is not same for this Human Practice is not same. Due to the lack of proper Management of Human Resources. The

NGO's have to face different problems. So, on this problem research can be conducted.

III. SIGNIFICANCE AND RATIONALE OF THE STUDY

The study on HRM is important because success of any organization largely depends on the proper functioning of HRM. More over employees of an organization assist in gaining and maintaining a competitive advantages. HRD of NGO level can provide attractive policies and practices that the employee desire which is impotent to increase quality education. This department can help the organization in designing organizational culture, performance systems and can helps in making change where necessary. But what they are actually doing for the proper development in their organization is very important. So this study is quite significant and rationale.

IV. OBJECTIVES OF THE STUDY

The primary objective of this study is how to ensure the availability of a competent and willing workforce and to retain them to an organization. The specific objectives of the study may be stated as under.

- To know the role of HRM for present situation.
- To understand how the organization Operate competent employees.
- To understand how the organization trains their workforce and employees.
- To understand how the organization manages their workforce to bring better out comes.
- To understand how HRM of Local & National based NGO in Bangladesh such as: SAMADHAN, Jashore; Shishu Niloy Foundation (SNF), Jashore; Society Development Committee (SDC), Faridpur promote their employees and workers to the higher position.
- To understand how and how much remuneration they provide to make the employees and work forces happy.
- To understand how does the company appraise the performance of the officers and workers.
- To measure the HRM efficiency and effectiveness in managing the employees of the organization.

- To know the reason of decreasing ESP in January'2019 from June'2021 from HRM perspective.

V. REVIEW RELATED LITERATURE

There are many statements on HRM. At present it is told that asset make things possible, people make things happen. HRM thinks that people should be treated as human, rather machine, and every books and laws tell that using human resource properly is must to attain organization goal, but it a very critical job. The name of some reviewed related books are mentioned in the reference.

VI. METHODOLOGY OF THE STUDY

The success of the study heavily depends on the systematic methodology of the study. This study is mainly based on the primary information. My study is here on human resources management at the NGO level in Bangladesh.

VII. SOURCES OF INFORMATION

There are 6,500 plus Govt. registered NGO's in Bangladesh. I am not made any comparative study. The resource paper has been written help of primary data and information. I do not work on comparative study for this. I no need to collect secondary data or information. I am only highlighted human structure of the NGO field. There are 04 (Four) grade at NGO. I work only one "A" graded NGO level for this all similar grade NGO level human Resource Practice is same. At this view point I depend only primary information.

VIII. MAIN BODY

As I mentioned there are 6,500 plus Govt. registered NGO's in Bangladesh every NGO's human structure is not same as defined all NGO four categories like as A.B.C & D. And the categories depends on their working volume. Different grade NGO follows different organogram. As I have to finish it shortly, for the information I have given "A" grade NGO's organogram. Every "A" graded NGO organogram is same.

- NGO Service Rules and Regulations

There are different between Govt. organization and private organization. Every organization run by its own HR Rules and Regulation by maintaining the Govt. rules. I have select NGO (Local & National based) for my study. SAMADHAN; SNF & SDC organization has implemented all works by maintaining under their policies. My resource paper subject is the Human Resource Practice in NGO level of Bangladesh. At this viewpoint I will mention some rules that will related with Human study. I have given bellow some rules.

- Organizational HR policy.
 - The Discipline & Appeal Rules.
 - Leave Rules-under this rules there are many leave
 - o Earned leave.
 - Extra ordinary leave
 - Special disability leave o Study leave.
 - Maternity leave
 - Leave not due o LPR
 - Leave without pay
 - Public & Govt. holiday
 - Rest & Recreation leave.
 - The provident fund Act.
 - The General provident fund rules.
 - Retirement Act.
 - Recruitment Rules.
 - Examination & Promotion Rules.
 - General principles of Seniority.
 - Dismissal on conviction.
 - The employees' discipline-ordinance.
 - The official secrets Act.
 - Delegation of Financial power & delegation of authority.
 - Administrative Tribunals Rules.
- HRM Activities at the NGO
 1. Effectively and efficiently operate all activities.
 2. Operate other project activities.
 3. Maintained of administrative work.
 4. Maintained of leave calendar for all activities.
 5. Conduct different social activities.
 6. Contribution to the MGT of different natural disasters.

1. Qualification for Appointment:

Unless the completing the recruitment process, no employee shall be appointed in the service of the NGO.

- If he or she is found mentally and physically unfit for service by the rules doctor or any qualified medical officer approved by the organization.
- If he/she has been dismissed/ removed or his/her service has been resourceinated for reason involving moral turpitude.

2. Probationary Period

Probation on appointment of an employee shall be 06 to 12 months which may be extended at the discretion of the authority However, if the appointment is on temporary or contract basis this clause will not be apply.

3. Posting and Transfer

An employee may be required to serve any other concern or projects, which is under the management of this organization. He or she may be posted or transferred to anywhere in Bangladesh at the discretion of the authority.

4. Observance of Rules

An employee shall serve the organization according to the best of his or her skill and abilities and abide by these rules and shall observe, comply and obey all lawful orders and directions, which may from time to time, issued by the Authority. Any violation of the same shall be tantamount to misconduct.

5. Maintenance Secrecy

An officer shall devote whole time during the office hours and used best endeavor to promote his duty and interest of the NGO honestly, faithfully and diligently and shall maintain strike secrecy of information and documents which, he may receive or obtain in relation to the NGO or to work the working of any process or invention which is earned on or used by the Authority of information of any incident or any other matter which may come to his/her appointment with the organizational roles. Breach of condition will be considered as his misconduct.

6. Resignation

An officer intending to resign from the service of the NGO shall serve on the competent authority on months' notice in writing disclosing his or her intention to resign from the service of the organization. However, the Organization at its discretion may waive the period to notice in full or part.

7. Resource in action of Service

The Organization may resource is the services of an employee on one month notice in writing or one month salary in lieu of there off. During the probation period, the authority can resource service of an officer at the time without any notice.

8. Discharge on Medical ground:

An officer in the opinion of the competent authority, is incapable or has ceased to be capable by reason of infirmity of hind and/or body, the competent authority may discharge him/her a medical ground.

9. Retirement:

An employee shall retire from service an attaining the age of Sixty-two years provided that the service in a special case may allow extension in its discretion.

10. Promotion:

Promotion cannot be claimed as a meter of right on the basis of seniority. Depending efficiency, performance¹⁷ and other consideration of an employee the organization, at its sole discretion based and its needs shall decide the promotion to a higher grade or post.

11. Salary and Benefits:

Authority shall deresourceine salary of an employee. Subject to the above the salary and benefits shall be governed by the compensation plan of the organization, which may be revised from time to time at the desecration of the Authority.

12. Bonus/Gratuity, Provident fund, Group Insurance of any other facility may be given, introduced by the organization from time to time at its sole discretion. The rules and regulations of that scheme/plan will be binding on all affairs as and when any of the afford-said facility is introduced.

13. Increment:

The organization will pay increment by service rules. Authority may stop or withhold the increment of any officer for a particular year without assigning any reason. Performance and achievements of an officer shall be appraised at least once in a year/or as prescribed by the competent authority from time to time.

14. Travelling Expenses:

Traveling expenses for any officials work, shall be paid by the organization at actual if and when countersigned by the competent authoring who shall be responsible for verification that reasonable expenses are incurred.

15. General Rules for Leave:

All applications for leave shall be submitted for approval to the service rules of organizational prescribe leave form. The competent authority must approve leave.

16.

16. An officer shall not remain absent himself from his/her duty without obtaining prior sanction of leave nor overstay the period of any leave sanctioned to him/her without having prior permission from the competent authority. Any violation of the same shall tantamount to misconduct.

17. Leave cannot be claimed in a matter of right. When experiences of services so require, the competent authority may at its discretion decline leave of any kind and may also require an officer to resume duties before expiry of the leave already sanctioned for him/her.

18. All leave excepting accumulated earned leave standing to the credit of an officer shall be automatically lapsed.

19. Subject to fulfilling the necessary conditions the following types of leave may be available to the officers:

- Casual Leave
- Medical Leave Colleges
- Earned Leave
- Maternity Leaves.
- Extra Ordinary Leaves.

20. Casual leave not more than 24 days in a calendar year may be granted to an officer provided that:

- Not more than 05 days leave can be taken at a time without prior permission from the competent authority.
- Any unveiled casual leave during the calendar year will not be carried forward to the next year.

21. Maternity Leave

Maternity leave for female officers may be granted for a period not exceeding four months at a time, provided that maternity leave shall be granted only twice during the entire period of service of a female officer with the company.

22. Extra ordinary leave can only be granted to an officer with or without pay when no other leave is available to him.

23. Misconduct

Without prejudice to other provision contained in these rules the following acts and omission can also be as misconduct and an officer shall be liable to be dismissed from the service or lesser punishment may be given if he/she is found guilty in the opinion of the competent authorities.

- Insubordination or disobedience to any lawful or responsible order of the supplier.
- Theft, fraud or dishonesty in connection with the organizational properties.
- Damage to or loss of organizational Property.
- Habitual late attendance, habitual leaving early or returning late.
- Absence from duty without prior permission.
- Drunkenness, gambling, riotous, disorderly or indecent behavior while on duty.
- Sleeping while on duty. Striking, picketing, and inciting others to abstain from work or equitation in any form and manner within or outside office premises or at place where it is lawfully prohibited.
- Distribution, exhibition within officer premises of any paper, hand bills, pamphlets or posters without prior approval of the competent authority.
- Repeated act of in discipline.
- Unauthorized used or misuse of organizational properties.

- Habitual negligence of duty or neglect of work.
- Breach of rules, regulation. Standing orders or instruction of the organization.
- Attending officer unconventionally attired.
- Any other behavior or act which in the opinion of the organizational authority constitutes misconduct.
- Any special condition of service mentioned in the letter of appointment would be binding on the particular officer in addition to those mentioned in these service rules.

In case of doubt or any matter, which is not covered by these rules, the decision of the board of directors or the managing director shall be final and binding.

• Performance Appraisal (ACR)

Performance appraisal of the workers of this organization is well organized. Workers are appraised yearly basis. This organization has identified their own way to appraise the performance of the workers. Different departments are involved to appraise them because they have identified some criteria on which they appraise the performance where different criteria are appraised by different departments. And the sum total values identify that how the workers are, which indicate that which workers will get promotion and which workers will get only increment.

Punishment procedures of workers for different causes:

Workers of the organization are punished for different causes. In other word it can be said that when they employ themselves any unlawful work against factory's regulation, they are punished. However the organization punishes the workers for doing of the following works.

- Irregular attendance: When a worker become irregular in attending to the work, he will be punished for these. In this case when any one remains absent 2 or 3 days frequently, it will be treated as his habitual behavior. For this the person must be punished.
- Late attendance: Some workers may have bad habit of attending the work late. For this they will be punished.

- Early leave: In worker leaves his work place without the permission of the concern authority, he will be punished for doing that.
- And finally: The worker will be punished for any of unlawful works.

The punishment procedure will be as follows:

Punishment for unlawful work:

When the workers employ themselves in unlawful work. Someone responsible officer or supervisor will inform it to the management in written form. For this, inquiry will be done. At the inquiry period the concerned workers may be suspended, but it should not exceed more than 60 days. But for exceptional case time may be expanded but salary will be paid. This salary will include half of the basic salary with other benefits in full payment. After inquiry if the worker proves as a guilty person, he will be suspended. If he is not found guilty person, he will not be suspended. If he is not found guilty, his suspension period will be treated as duty period, and will get full wages and salary.

The actions must follow the following procedures:

A written statement must be submitted to the authority, which will be approved by head of the project for legal action. Then a charge sheet should be issued to the accused person and he will be given at least 3 days' times for hearing.

He should be in under inquiry by a domestic inquiry committee. The committee will make a report. Then decision is made for the accused person.

Against this decision, the accused person may appeal within 15 days. Finally, the authority will inform the accused person against his appeal what decision has been taken, then the accused person may go for court.

IX. FINDINGS AND RECOMMENDATIONS

- Findings:
A NGO level cannot advertise for recruit new people. Organization send list of demand able Human to higher Authority. Higher Authority select employee

only select some 3rd & 4th class employees appointed as contractual basis. Any employee can move one NGO level to another organization anywhere in Bangladesh. Every same level employee earn same opportunity according to service rules. As service rules all employee go to retirement 62 years. There are some classes' employees in an organization.

- Recommendations

I have done this work on a NGO level Human Resource structure. Every organization operate by its rules & regulation. For this any organization can not apply any own interest rules. Every rules in good for a proper way. In Bangladesh we see some rules can not apply proper way for organization cannot run proper way. There are many reasons for this. Same Grade at NGO level Human Structure is not same. For this many problem has created different organizations. If organization will utilize all rules & regulation proper way most of the critical problem about Human Resources will solve.

CONCLUSION

Prepare a Resource paper is a Significant and compulsory task for this training. Every executive level officer should have sufficient knowledge on how to make a research proposal. I am trying to best do this work properly my selected topic is Human Resource practice in NGO level of Bangladesh. Now a days the Government is trying to gear up the system. But lack of financial facilities and proper Human Resource Practice. It is not possible. Present Govt. emphasize to develop the employment system, Govt. has taken different kind of steps to moderate the system. To gear up the system without proper utilized of Human Resource. At the end I will say better Human Resource Management for better Education.

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