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The current challenges facing HRM in Bangladesh are discussed in detail. These challenges encompass issues such as talent acquisition and retention, skill gaps, employee engagement, diversity and inclusion, and compliance with labor laws. The analysis explores the impact of these challenges on organizational performance and highlights potential strategies to address them effectively.

Furthermore, the paper identifies potential future challenges that HRM in Bangladesh may face. These challenges include adapting to changing workforce demographics, leveraging emerging technologies, managing remote and flexible work arrangements, and aligning HRM practices with sustainable development goals. The analysis emphasizes the need for HRM practitioners and policymakers to anticipate and proactively respond to these challenges to ensure the effectiveness and competitiveness of organizations in the future.

Keywords: *HRM practices, challenges, talent management, employee engagement, diversity, emerging technologies, sustainable development.*

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Ausafur Rahman

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The conceptual analysis concludes by emphasizing the importance of strategic HRM practices in Bangladesh to drive organizational success. It underscores the need for continuous learning and development, promoting a culture of innovation, nurturing talent, and enhancing employee well-being. By addressing the current and future challenges, organizations can build robust HRM systems that contribute to the sustainable growth and development of Bangladesh's economy.

This study will relate to the HRM department where Human Resource Management is a very important area to work on the past, present and future perspectives. The study will be conducted based on "Small and Medium Enterprise" in evaluating different aspects and criteria related to companies of Human Resource practice. This report will give a detailed idea of how I have practiced Human Resource Management in small and medium enterprises.

Keywords: HRM practices, challenges, talent management, employee engagement, diversity, emerging technologies, sustainable development.

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Chapter 01: Introduction

a) Introduction

Human Resource Management (HRM) plays a crucial role in organizations by overseeing the management of human capital and ensuring the alignment of workforce strategies with organizational goals. In the context of Bangladesh, a country experiencing significant economic growth and industrial development, the practice of HRM faces both current and future challenges. Conducting a conceptual analysis of HRM practice in Bangladesh allows us to delve into the underlying principles, theories, and approaches that shape the management of the workforce in this unique setting.

The current state of HRM practice in Bangladesh presents several challenges that HR professionals must navigate. These challenges include effectively managing a diverse workforce, addressing skill gaps and limited skills development opportunities, ensuring employee engagement and retention, complying with labor laws and regulations, and embracing technological advancements. Understanding these challenges provides valuable insights into the intricacies of HRM in Bangladesh and allows for the identification of strategies to overcome them.

However, the current state of HRM practices is far below the level Bangladesh needs to achieve. As a result of the fact that most companies are family owned and controlled by members of the family, human resources activities tend to be viewed as nothing more than an owner's wish. As a result, these organizations require HRM practices that are both systematic and efficient to remain competitive globally and to meet the changing needs of the economy. In contrast, in a situation in which employers are governed by crony capitalism or family, they do not yet realize, nor are they convinced, that it would be in their best interest to adopt HRM practices that are systematic and effective. Empirical research on HRM in Bangladesh is still rare, and only a few studies have been published, usually on specific issues of HRM practices, in recognized and credible journals. In the end, the current study could pioneer an understanding of the present, past and future of HRM in Bangladesh, which would be incredibly helpful to researchers, academics, students,

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policymakers and business executives. However, this study should encourage new generation, Bangladesh entrepreneurs and corporate managers to enhance systematic HRM practices and, thus, gain a competitive advantage from the country's available human resources.

b) Objective of the Study

The main purpose of the study is to formulate the status of research conducted so far on human resource practices in Bangladesh to the past, present, and future perspectives. The present study has followed the specific objectives:

- This paper presents the findings of the studies conducted to date on human resource practices in Bangladesh.
- To identify the research gaps concerning HRM practice in Bangladesh.
- The purpose of this paper is to provide some guidance for future research on HRM practices in Bangladesh.

c) The Aim of the Study

- To investigate the theoretical foundations and conceptual underpinnings of HRM and their relevance to the Bangladeshi context.
- To examine the current practices of HRM in Bangladesh, including talent acquisition, recruitment, training and development, performance management, compensation and benefits, and employee relations.
- To identify the key challenges faced by HRM practitioners in Bangladesh in effectively implementing HRM practices.
- To explore the influence of cultural, social, economic, and legal factors on HRM practices in Bangladesh.
- To analyze the potential future challenges that may arise in HRM practices in Bangladesh, considering factors such as technological advancements, globalization, demographic changes, and evolving employment relationships.
- To provide recommendations and strategies for HRM practitioners, organizations, and policymakers to address the identified challenges and enhance the effectiveness of HRM practices in Bangladesh.

d) Research Questions

- What are the key principles and theoretical frameworks of HRM, and how are they currently practiced in Bangladesh?
- What are the primary challenges faced by HRM practitioners in Bangladesh in terms of talent acquisition and recruitment?
- How do HRM practices in Bangladesh address employee training and development needs, and what challenges are associated with these practices?
- What are the current challenges in employee performance management and motivation in the context of HRM in Bangladesh?

Chapter-02: Literature Review

a) Literature Review of the Study

Conceptual analysis of Human Resource Management (HRM) practice in Bangladesh provides a comprehensive understanding of the current and future challenges faced by HR professionals in the country. This literature review highlights key scholarly works that shed light on these challenges, offering insights into the unique context of HRM in Bangladesh.

This literature review aims to provide a conceptual analysis of the practice of Human Resource Management (HRM) in Bangladesh, focusing on the current challenges faced by organizations and the potential future challenges. The study highlights the unique characteristics of the Bangladeshi context and explores how they shape HRM practices. By examining existing literature, the review identifies key themes and areas of concern, offering insights into the evolving nature of HRM in Bangladesh and its implications for organizations operating in this country. The findings emphasize the need for proactive strategies to address the challenges and ensure effective HRM practices aligned with the country's economic and social realities.

This literature review provides a comprehensive analysis of the current and future challenges faced by HRM practitioners in Bangladesh. By highlighting the specific issues relevant to the country's context, organizations can develop proactive strategies to address these challenges and foster effective HRM practices. It also calls for further research to explore emerging trends and evaluate the effectiveness of strategies implemented to overcome the identified challenges.

It explores the unique characteristics of the Bangladeshi context and their impact on HRM practices. By reviewing existing literature, this study identifies key themes and areas of concern, providing insights into the evolving nature of HRM in Bangladesh and its implications for organizations. The findings emphasize the need for proactive strategies to address challenges and ensure effective HRM practices aligned with the country's economic and social realities.

Overall, the literature emphasizes the importance of addressing the challenges faced by HR professionals in Bangladesh's unique context. It underscores the need for inclusive diversity management, skills development programs, employee engagement initiatives, compliance with labor laws, and the integration of technology. Moreover, it highlights the anticipation of future challenges, such as changing

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workforce dynamics and the need for future-oriented HRM practices. This literature review provides a foundation for understanding the conceptual analysis of HRM practice in Bangladesh, guiding future research and informing HRM strategies in the country.

b) Challenges of HRM Practices

There are three major challenges of HRM practice, such as,

i. *Change Management*

Due to the fact that this is generally not the focus of HR professional development and training, change management represents a particular challenge for personnel managers. In addition, the WFPMA finds that "this may also explain why HR is cited as the foremost issue as they continue to help businesses advance."

ii. *Leadership Development*

Second in importance to human resource management, leadership development needs to be a strategic priority. It is expected of HR professionals to provide the structure, processes, tools, and points of view necessary to make the best selection and develop the future leaders of the organization.

iii. *HR Effectiveness Measurement*

This profession must also be able to measure results both in terms of transaction management and positive impact on business. The next section reports that survey respondents believe a critical issue for HR is organizational effectiveness - supporting HR's role as a strategic partner to management.

c) Conceptual Analysis of Human Resource Management Practice in Bangladesh: Current and Future Challenges.

1. *Introduction:* Human Resource Management (HRM) plays a vital role in the success and growth of organizations. It encompasses various functions, including recruitment, selection, training, performance management, and employee relations. This conceptual analysis aims to examine the current state of HRM practices in Bangladesh and identify the challenges it faces presently and in the future.
2. *Current HRM Practices in Bangladesh:* Recruitment and Selection: Organizations in Bangladesh typically follow traditional methods of recruitment and selection, such as newspaper advertisements and word-of-mouth referrals. However, with the growing influence of technology, online job portals and social media platforms are gaining popularity for sourcing talent.

Training and Development: Many organizations in Bangladesh have recognized the importance of employee training and development. However, there is still a need for a more structured and systematic approach to training, including identifying skill gaps, designing relevant programs, and measuring training effectiveness.

3. *Performance Management:* Performance appraisal systems are commonly used in organizations in Bangladesh. However, there is often a lack of objectivity and transparency in the evaluation process, leading to subjective judgments and bias. Organizations need to adopt more robust performance management systems based on clear criteria and regular feedback.
4. *Employee Engagement and Motivation:* Building a motivated and engaged workforce remains a challenge in Bangladesh. Factors such as limited career development opportunities, inadequate compensation and benefits, and poor work-life balance contribute to low employee satisfaction. Organizations need to focus on creating a positive work culture and implementing employee recognition programs.
5. *Legal Compliance:* Adhering to labor laws and regulations is a significant challenge for HRM in Bangladesh. Ensuring compliance with minimum wage laws, health and safety standards, and working hour's regulations requires continuous monitoring and proactive measures from HR professionals.
6. *Future Challenges in HRM Practices in Bangladesh:* Technological Advancements: As technology continues to advance, HRM practices in Bangladesh need to adapt accordingly. This includes leveraging HR analytics, automation, and artificial intelligence for processes like recruitment, performance management, and employee engagement. HR professionals must acquire digital skills to effectively utilize these technological advancements.
7. *Talent Acquisition and Retention:* The war for talent is intensifying, and organizations in Bangladesh face challenges in attracting and retaining skilled employees. HRM needs to adopt proactive strategies to attract top talent, including employer branding, flexible work arrangements, and competitive compensation packages.
8. *Leadership Development:* Developing effective leaders is crucial for the long-term success of organizations. HRM in Bangladesh should focus on identifying high-potential employees and providing them with targeted leadership development programs. This includes mentoring, coaching, and succession planning to ensure a pipeline of capable leaders.
9. *Diversity and Inclusion:* Promoting diversity and inclusion in the workplace is gaining recognition as a critical aspect of HRM. Bangladesh, with its diverse workforce, needs to implement policies and practices that ensure equal opportunities for

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individuals from different backgrounds and identities.

10. *Changing Workforce Expectations:* The expectations and preferences of the workforce are evolving, especially among the younger generation. HRM needs to adapt to changing work patterns, such as remote work and flexible schedules, to attract and retain talent. Additionally, creating a positive work environment that promotes work-life balance and employee well-being is crucial.
11. *Conclusion:* Human Resource Management practices in Bangladesh are evolving but still face several challenges. The future of HRM will require embracing technological advancements, focusing on talent acquisition and retention, developing effective leaders, promoting diversity and inclusion, and meeting the changing expectations of the workforce. By addressing these challenges proactively, organizations in Bangladesh can enhance their HRM practices and contribute to their overall success.

d) Current HRM Practices at Private Sector in Bangladesh

i. *Recruitment and Selection Practices in Private Sector Organization*

Owners and managers in the private sector consider employee recruitment and selection a personal matter and use informal recruitment methods. A public organization is not required by law to advertise job openings in the press or to maintain a formal recruitment and selection process. As and when they deem it necessary, they recruit and appoint those they deem suitable after careful consideration. It is common for owners/managers to fulfill their social obligations to support kin and relatives over qualifications and skills. It is essential, however, that the business considers the requests of influential political leaders and other groups in order to effectively run its operations. Obtaining business loans, obtaining permissions from government offices, maintaining security of business sites, and other unnecessary difficulties may be made difficult if these steps are not taken.

It is common for private sector organizations to recruit relatives for top positions. As a result, promotions, transfers, and benefits are influenced by social relations and personal relationships. Occasionally, private sector organizations advertise in newspapers, but only for positions requiring higher-level technical competencies that cannot be filled by friends and family. Additionally, these employers tend to avoid formal rules when recruiting because they perceive them as a threat to their power.

ii. *Training and Development Practice in Private Sector Organization*

Human resource training has not yet escaped its forgotten position in the private sector organizations in Bangladesh, have not yet realized the need for training and development actions for both employees and managers (Absar, Arman & Nejati, 2014; Mia and Hossain, 2014). In an economy with a large surplus of labor, Training initiatives are seen as an expense rather than an investment for the organization. Development, and in private sector organizations there is little systematic training Employee development practices. In general, training is considered the responsibility of employees, although some companies, especially pharmaceutical companies businesses, are beginning to understand its importance. Industrial and educational establishments do not relevant and therefore the industry has no influence on the development of the course, curriculum or other pedagogical processes in educational and training institutions (Mahmood & Akhter, 2011). Most unions are busy negotiating and resolve labor disputes and have little or no time or energy to organize worker training programs (Mahmood, 2008). As a result, training programs that exist have not proven to be relevant or useful to the industry. Other an important issue is determining priorities in terms of skills development. This problem remains unresolved as policymakers and civil society representatives are divided on whether to emphasize technical education or general education (ILO, 2013).

iii. *Pay Structuring and Job Grading in Private Sector Organization*

The wage structure in the formal private sector follows two main procedures. Industries in where there is no collective bargaining, because it does not exist unions, use the minimum wage, while unions use corporate-level collective bargaining agreement. Due to the degree of private sector development, most local private sector organizations have not have developed a formal or institutionalized compensation structure for their employees. With the exception of some large organizations, employee compensation or wages are determined on the basis of arbitrarily (e.g., through personalized indemnity contracts), and not by any structure or level (Chowdhury & amp; Mahmood, 2012).

Salary structure in general Private sector organizations share some similarities with public sector organizations. Usually there is one executive compensation structure and another for non-executive employees. In the absence of legal and state obligations regulation, management unilaterally design executive compensation structure workers. Hardly any local private sector organizations follow suit executive compensation structure. Usually the head of the organization decide on executive salary after discussing positions with department heads. Compensation structure for non-executive employees determined through consultation and negotiation with collective bargaining representatives (CBAs), and typically includes 8-12 pay scales/levels, depending on the organization HR policy and ABC-manager negotiation

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organization HR policy and ABC-manager negotiation results. Although blue-collar workers and white-collar remuneration is included in a unified remuneration structure, the difference in the types of employees is obvious in the salary structure of the different categories organization (Mia & amp; Hossain, 2014).

e) Future Challenges of HRM Practices at Private Sector in Bangladesh.

In Bangladesh, women's participation in the formal labor market used to be non-existent. However, this scenario is changing rapidly with the rapid industrialization of clothing, electronics and other labor-intensive industries. Bangladesh is now is seen as a product supplier to multinational companies in the apparel, electronics, pharmaceutical and other labor-intensive industries, and employers are blamed for labor exploitation and unethical HRM practices. Bangladesh is far behind conditions for the realization of equal employment opportunities and inclusive employment practices (ILO, 2013). People with disabilities, women and ethnic minorities still deprived of job opportunities. HR managers are facing a big problem difficulty adapting to diversity and inclusion management issues, because requires changes in employment policies, such as those working hours, health and safety measures, statutory maternity leave, work-life balance, kindergarten, etc. (Boden, 2014). Considering that as a Contracting Party of the ILO conventions, there may be laws and regulations to deal with question, the implementation of these laws is a difficult task in a traditionally conservative country a hierarchical, male-dominated society.

The legal landscape in Bangladesh is seen by some as an obstacle to referral the latest HRM practices. For example, organizations cannot do any restructuring or downsizing without union approval. Much of the public sector organizations are overstaffed and suffer huge losses in operations every year. However, union leaders rarely support any form of restructuring, because of this can lead to job loss for union members. Likewise, organizations should use practice flexible employment to meet the needs of seasonal workers. However, labor laws in Bangladesh make it difficult for organizations hire a part-time employee or modify a full-time employment contract fixed position to temporary or auxiliary position.

Chapter-03: Methodology

a) Methodology

The purpose of this article is to provide an overview of the current state and future prospects of developing systematic and high-performing human resource management practices in Bangladesh. For this reason, a variety of secondary sources were consulted and materials were reviewed. We consulted articles in academic journals, professional magazines and newspapers on HRM practices in Bangladesh. Our study also incorporated the use of documents published by national and international organizations in order to evaluate the current state of HRM in Bangladesh as well as future challenges. The last step in our research was to visit the websites of public and private organizations in Bangladesh in order to collect information regarding HRM practices in that country.

b) Methodology of the Study

Although the practice of human resource management is necessary to improve organizational performance and competitive advantage (Becker & amp; Huselid 2015), surprisingly, not enough research has been done in this area so far in the Bangladeshi context (Akhter 2015; Mahmood 2004). It is still an unexplored area of research. Therefore, this study aims to fill the gap gaps in existing research. This research will contribute to the advancement of a Theory and practice of HRM. The results of the study will help the public and Bangladesh's private sector industrial enterprises to realize their status practice HRM. It will also help them improve human resource management activities towards create a sustainable competitive advantage based on human resources. The research results will also be useful for scholars, researchers, policy makers and practitioners to realize human resource management practices in a developing country context like Bangladesh. The study emphasizes the following characteristics goal:

1. Monitor the general situation of the application of new human resource management practices in the industrial enterprises in the public sector in Bangladesh.
2. Monitor the general situation of the application of new human resource management practices in the private sector industrial enterprises in Bangladesh.
3. Highlight the policy implications for the overall improvement of HRM practices of public and private sector manufacturers Bangladeshi companies.

c) Qualitative Method

Qualitative method refers to a research approach that emphasizes gathering and interpreting non-numerical data to gain an in-depth understanding of a phenomenon or topic of interest. It is a subjective and exploratory method that focuses on capturing and analyzing rich, descriptive information, often derived from interviews, observations, documents, and open-ended survey responses.

Quantitative research deals with numbers and statistics, whereas qualitative research deals with words and meanings. Quantitative techniques allow you to systematically measure variables and test hypotheses. Qualitative techniques allow you to explore concepts and experiences in more detail.

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d) Quantitative Method

This data is qualitative as it is based on surveys and questionnaires collected from newspapers, reports, books, magazines and websites. Quantitative method refers to a research approach that focuses on collecting and analyzing numerical data to draw statistical inferences and generalize findings to a larger population. It involves systematic measurement, quantification, and statistical analysis of data to address research questions or test hypotheses.

e) Source of Data

- ✓ Web site using into related article.
- ✓ Human resource Management books and Periodicals.
- ✓ Internet, Newspapers and magazines.
- ✓ Human Resource Management policy of the guideline.
- ✓ Operational process.

Chapter-04: Finding

a) Finding

A Study on HRM Practices in Bangladesh

Hr Policy	Average Rate
Welfare Management	5.56
Self-renewal system	7.13
Performance	8.82
Manpower planning	6.55

Especially for subsystems, from the figure above, I can infer that welfare management and manpower planning across HRM operations are significantly different and career manpower is lower. Self-renewal system, performance and manpower planning are very efficient. The graph above also shows the effectiveness of the HR subsystem within the article based on its four parts above. From the graph above, I can conclude that the integration between subsystems is very low and subsystems are not good enough.

b) Managerial Implications of the Conceptual Analysis of Human Resource Management Practice in Bangladesh: Current and Future Challenges

1. *Emphasize Strategic HRM:* Organizations in Bangladesh should recognize the strategic importance of HRM and integrate it into their overall business strategy. HR professionals should be involved in strategic decision-making processes to align HR practices with organizational goals and objectives.
2. *Enhance Recruitment and Selection Processes:* To overcome the challenges in talent acquisition, organizations should adopt a more proactive and strategic approach to recruitment and selection. This includes leveraging online platforms, conducting targeted talent searches, and implementing rigorous selection procedures to attract and retain high-quality candidates.
3. *Strengthen Training and Development Initiatives:* Organizations should invest in comprehensive training and development programs to bridge skill gaps and enhance employee capabilities. This includes identifying training needs, designing tailored programs, and measuring the effectiveness of training interventions. Collaboration with educational institutions and industry-specific training providers can also be beneficial.
4. *Implement Performance Management Systems:* Organizations should establish objective and transparent performance management systems to foster a culture of performance excellence. This involves setting clear performance expectations, providing regular feedback, and linking performance to rewards and career development opportunities. Training managers on performance management principles and techniques is crucial for effective implementation.
5. *Enhance Employee Engagement and Motivation:* Organizations should focus on creating a positive work environment that promotes employee engagement and motivation. This can be achieved by offering competitive compensation and benefits, providing growth and development opportunities, recognizing and rewarding employee achievements, and promoting work-life balance initiatives.

By considering these managerial implications, organizations in Bangladesh can address the current and future challenges in HRM and create a competitive advantage through effective human resource management practices.

c) Theoretical Implications of the Conceptual Analysis of Human Resource Management Practice in Bangladesh: Current and Future Challenges

Advancement of HRM Theory: The conceptual analysis of HRM practices in Bangladesh contributes to the advancement of HRM theory by identifying specific challenges and issues faced in the Bangladeshi context. It adds to the existing body of knowledge by providing insights into the unique cultural, social, and economic factors influencing HRM practices in this context.

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1. *Contextualizing HRM:* The analysis highlights the importance of considering the specific contextual factors when studying HRM practices. It emphasizes the need for HRM theories and models to be adaptable and sensitive to the cultural, legal, and socio-economic aspects of Bangladesh. This understanding contributes to the development of more contextually relevant HRM frameworks.
2. *Linking HRM Practices and Organizational Performance:* The analysis explores the challenges faced by HRM practices in Bangladesh and their potential impact on organizational performance. By examining the relationship between HRM practices and outcomes, it contributes to the theoretical understanding of how effective HRM can influence organizational success, productivity, and employee well-being in this specific context.
3. *Integration of Strategic HRM:* The analysis highlights the importance of integrating HRM with strategic management. It emphasizes the need for HR professionals to be involved in strategic decision-making processes and align HR practices with organizational goals. This integration contributes to the theoretical understanding of strategic HRM and its impact on organizational performance.
4. *Future Research Directions:* The conceptual analysis of HRM practices in Bangladesh identifies current challenges and future trends. It provides a foundation for future research by suggesting areas for further investigation. Researchers can explore specific aspects of HRM practices in Bangladesh, such as the impact of technology on HRM, the role of HRM in promoting diversity and inclusion, or the effectiveness of specific HRM interventions in this context.

By considering these theoretical implications, researchers can expand the theoretical understanding of HRM in the Bangladeshi context and contribute to the broader field of HRM theory and practice.

d) Finding in the Study

- Equal employment opportunities and inclusive employment practices.
- Women's participation in the formal labor market used to be non-existent
- HR managers are facing a big problem difficulty adapting to diversity and inclusion management issues.
- Organizations should use practice flexible employment to meet the needs of seasonal workers.
- Local private sector organizations follow suit executive compensation structure.

Chapter- 05: Conclusion

Conclusion

HRM practice in Bangladesh used to resemble HR management a practice in which the HRM manager's role was limited to administrative and administrative duties as in many other developing and emerging countries, legal issues. Private sector organizations are starting to move the future bodes well for more strategic HRM practices economic development of the country. However, Bangladesh is considered a developing country. The country is still trying different development regimes and lagging behind Conditions for the development of specific institutional arrangements in specific nation-states HRM model (Chowdhury & amp; Mahmood, 2012; Khan, 2013). Future researchers will use the so-called Find best practices and different sets of his modified HRM practices that are effective in the EU Socio-cultural background of Bangladesh.

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