

**A STUDY ON CONVERGENCE OF  
INTERNATIONAL EMPLOYEE RIGHTS  
WITHIN HUMAN RESOURCES MANAGEMENT  
PRACTICES IN BANGLADESH**

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A STUDY ON CONVERGENCE OF INTERNATIONAL EMPLOYEE RIGHTS  
WITHIN HUMAN RESOURCES MANAGEMENT PRACTICES IN BANGLADESH



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Thesis submitted in fulfillment of the requirements  
for the award of the degree of  
Doctor of Philosophy

UMP

Faculty of Industrial Management  
UNIVERSITI MALAYSIA PAHANG

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## DEDICATION

This thesis is dedicated first and foremost to my Mom (Professor Dr. Dil Rowshan Zinnat Ara Nazneen), who has been there beside me in my every struggle, with my every success, with my every failure and in my every pathway giving me strength, power and hope all my life; without whose care and support I am nothing at all; who furnished my courage, encouraged my dreams and prepared me for this life long journey. I love you mom from the bottom of my heart and I thank you for everything you have done for me.

And,

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Dreams are intangible, sometimes crazily impossible. But, if there is the slightest will power to achieve those, pathways will automatically embrace you with widely opened doors. Life has been bestowed with hurdles, obstacles and loads of struggles but this is the only place where you can discover your soul's core wishes and can really conspire those with reality. The first doorway that I had to unravel in this dream lane was to complete my thesis. The more I walked, the more I found myself; the more I walked, the more I realized that 'dreams are possible to make'; the more I walked, the more I felt there are a lot more to accomplish to reach to that core dream. Even though I was alone, but in real there had been many companions with me in this alleyway who helped me and guided me to get through all of it. I never really felt the pain in real because of these wonderful people around me, without whom this life expedition could have become more difficult and sore.

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## ABSTRAK

Kajian ini mengamati dasar-dasar dan amalan Pengurusan Sumber Manusia (HRM) bagi syarikat-syarikat pembuatan Bangladeshi berserta piawai hak pekerja antarabangsa yang selari sedia ada seperti UDHR (Pengisytiharan Hak Manusia Sejagat), ILO (Pertubuhan Buruh Antarabangsa), Undang-undang Perburuhan Bangladesh (BDL) dan lain-lain serta membangunkan rangka kerja HRM yang terkumpul bagi memudahkan pengurus SDM memahami secara menyeluruh tentang HRM dan proses membuat keputusan mereka. Dasar dan amalan HRM nampaknya agak berbeza, yang terdiri daripada faktor-faktor HRM, model HRM (dibangunkan oleh pelbagai sarjana) dan perspektif HRM (yang diperlukan oleh organisasi-organisasi). Sementara itu, platform hak pekerja antarabangsa terdiri daripada undang-undang dan peraturan hak pekerja yang sama ada ditangani atau tidak ditangani oleh pengurus HR semasa melaksanakan dasar HRM sebagai amalan. Sudah tentu, organisasi yang berbeza melayan pekerja mereka dengan berbeza dan pengurus HR berbeza mempunyai pemahaman yang berbeza mengenai pendekatan HRM. Kajian ini pertamanya bertujuan untuk mencari perspektif dasar HRM dan amalan HRM (terdiri daripada faktor-faktor HRM, model-model HRM) dari syarikat-syarikat perkilangan Bangladesh, yang kedua bertujuan untuk memetakan perspektif-perspektif ini dengan protokol Hak Pekerja (ERS), ketiga, ingin membangunkan rangka kerja HRM dari pemetaan dan pengamatan pendekatan HRM yang diikuti. Penyelidikan ini telah mengambil kaedah kualitatif dan menggunakan beberapa kajian kes dalam dua belas syarikat pembuatan Bangladeshi berskala besar dan terkenal. Lapan puluh tujuh peserta, yang mewakili bidang fungsian sumber manusia dan lembaga atau orang penting ketua hierarki telah diwawancara untuk mendapatkan penjelasan mengenai perspektif apa yang digunakan oleh dasar HRM dan amalan HRM organisasi dan bagaimana ia dilaksanakan di syarikat perkilangan Bangladesh. Penyelidikan ini mencapai dua penemuan, iaitu dua pendekatan HRM yang berbeza dan rangka kerja HRM baru yang memberikan pemahaman yang komprehensif tentang HRM kepada pengurus HR dalam konteks syarikat pembuatan Bangladesh yang tersenarai. Oleh itu, dalam kajian ini, rangka kerja HRM telah mengumpulkan perspektif HRM yang diperoleh dari MCS dan protokol yang berkaitan dengan UDHR, ILO & BDL.

**Key words:** Pengurusan Sumber Manusia, Konteks Organisasi, Dasar dan Amalan, Model, Faktor, Perspektif, Rangka Kerja

## ABSTRACT

This research observes the Human Resources Management (HRM) policies and practices of the Bangladeshi manufacturing companies along with the parallel existing International employee rights' standards like UDHR (Universal Declaration of Human Rights), ILO (International Labour Organization), Bangladesh Labour Law (BDL) and etc and develops a converged HRM framework to facilitate the HR managers a comprehensive understanding regarding HRM and their decision making process. HRM policies and practices of company seem to be quite distinct, which are consisting of HRM factors, HRM models (developed by various scholars) and HRM perspectives (required by the organizations). Meanwhile, International employee rights' platforms are consist of employee rights law and regulations those are either addressed or not addressed by the HR managers while implementing the HRM policies into practices. Ofcourse, different organizations treat their employees differently and different HR managers have different understanding about the HRM approaches. This research firstly intends to find the perspectives of the HRM policies and HRM practices (consist of HRM factors, HRM models) of the manufacturing companies of Bangladesh, secondly intends to map these perspectives with Employee Rights (ERS) protocols, thirdly wishes to develop HRM framework from mapping and address the followed HRM approaches. This research has undertaken the qualitative method and applied multiple case studies in twelve popular and large scale Bangladeshi manufacturing companies. Eighty seven participants, representing the human resources functional areas and board or chief hierarchical important persons were interviewed to gain explanations about what perspectives were being used by the HRM policies and HRM practices of the organizations and how these were implemented in the manufacturing companies of Bangladesh. This research achieved two findings, which are two distinct HRM approaches and a new HRM framework that provided a comprehensive understanding of HRM to the HR managers in the listed Bangladeshi manufacturing companies' context. Therefore, in this research, The HRM framework has converged the found HRM perspectives from the MCS and the related protocols of UDHR, ILO & BDL.

**Keywords:** Human Resources Management, Organizational Context, Policies and Practice, Models, Factors, Perspectives, Framework

## TABLE OF CONTENT

<b>DECLARATION</b>	
<b>TITLE PAGE</b>	
<b>DEDICATION</b>	<b>ii</b>
<b>ACKNOWLEDGEMENTS</b>	<b>iii</b>
<b>ABSTRAK</b>	<b>v</b>
<b>ABSTRACT</b>	<b>vi</b>
<b>TABLE OF CONTENT</b>	<b>vii</b>
<b>LIST OF TABLES</b>	<b>xii</b>
<b>LIST OF FIGURES</b>	<b>xiv</b>
<b>LIST OF ABBREVIATIONS</b>	<b>xv</b>
<b>CHAPTER 1 INTRODUCTION</b>	<b>1</b>
1.1 Introduction	1
1.2 Background of the Research	3
1.3 Bangladesh Overview	6
1.4 Research Problem	9
1.5 Purpose of the Research	10
1.6 Contribution to the Research	11
1.7 Research Questions	11
1.8 Research Objectives	11
1.9 Significance of the Research	12
1.10 Research Design	12
1.11 Thesis Structure	13

1.12	Definition of Key Terms	13
1.13	Research Novelty	14
1.14	Summary of the Chapter	14
<b>CHAPTER 2 LITERATURE REVIEW</b>		<b>16</b>
2.1	Introduction	16
2.2	Formation of HRM policies-practices with HRM factors and HRM models	16
2.3	Evolution of HRM Literature : HRM factors, models, policies & practices	17
2.3.1	HRM Factors	17
2.3.2	HRM Models	20
2.3.3	HRM Policies-Practices in different companies around the world	23
2.4	International employee rights' standards	31
2.4.1	International Employee Rights' Standards (UDHR, ILO, BDL)	31
2.4.2	Previous studies : HRM policies-practices' perspectives highlighting ERS	36
2.5	Literature Gaps and Positioning the current Research	37
2.6	Summary of the Chapter	44
<b>CHAPTER 3</b>		<b>45</b>
<b>RESEARCH METHODOLOGY</b>		<b>45</b>
3.1	Introduction	45
3.2	Research Approach	46
3.3	Philosophical Justifications for Qualitative Study	47
3.4	Research Design: Grounded theory & Multiple Case study design	48
3.5	Research Cases & Instruments	51
3.5.1	Selection of cases and participants	52

3.5.2	Gaining access to the companies and gaining rapport	57
3.6	Data Collection	58
3.6.1	Forms of Data	58
3.6.2	Data Storage	59
3.7	Data Analysing Procedures:	60
3.7.1	Coding	60
3.7.2	Theory building	61
3.8	Data Validation/ Construct validity	62
	Triangulation	62
3.9	Soft Systems	64
3.10	Summary of the Chapter	64
	<b>CHAPTER 4 PRELIMINARY PHASE ANALYSIS</b>	<b>65</b>
4.1	Introduction	65
4.2	Preliminary findings	66
4.2.1	Key Participants and in-depth discussions	66
4.2.2	Data collection procedures:	67
4.2.3	Data analysis: coding process	67
4.3	Description of the perspectives:	75
4.3.1	Recruitment and Selection (R & S)	76
4.3.2	Total compensation packages (TCP)	77
4.3.3	Career management (CM)	78
4.3.4	Relationship between leaders and employees (RLE)	79
4.3.5	HRM compliances (HC)	80
4.3.6	Organization culture (OC)	81
4.3.7	International Employee rights standards (IERS)	82

4.4	Propositions for Fieldwork Research	83
4.5	Development of a preliminary new HRM framework	84
4.6	Summary of the chapter	86
<b>CHAPTER 5 FIELD WORK ANALYSIS</b>		<b>87</b>
5.1	Introduction	87
5.2	Field Work	87
5.2.1	Data Collection Procedures / Flow / Protocols	88
5.2.2	Data Analysis	88
5.3	Perspectives of HRM Practices: Fieldwork Findings	89
5.3.1	Recruitment & Selection (R&S)	89
5.3.2	Total Compensation Packages (TCP)	92
5.3.3	Career management (CM)	101
5.3.4	Relationship between the leaders and the employees (RLE)	109
5.3.5	HRM Compliances (HC)	113
5.3.6	Organizational Culture (OC)	114
5.3.7	International Employee Rights' Standards (IERS)	119
5.3.8	Grievance Management System (GMS)	122
5.4	Case determinants of HRM new framework: an alternative view	127
5.5	Finalization of the New HRM Framework	130
5.6	Summary of the Chapter	133
<b>CHAPTER 6 FINDINGS AND DISCUSSIONS</b>		<b>134</b>
6.1	Introduction	134
6.2	Final Findings of the Research	135
6.2.1	HRM Approaches	135

6.2.2	A new HRM framework: Linkages & Integration	164
6.3	Chapter Summary	180
<b>CHAPTER 7 CONCLUSION</b>		<b>182</b>
7.1	Research Journey	182
7.2	Research Process	183
7.3	Research Findings	184
7.4	Contribution to the Body of HRM Knowledge	186
7.5	Implication for Managerial Practice	187
7.6	Limitations	188
7.7	Future Research	189
7.8	Conclusion	190
<b>REFERENCES</b>		<b>191</b>
<b>APPENDIX A</b>		<b>224</b>
<b>APPENDIX B</b>		<b>227</b>
<b>APPENDIX C</b>		<b>235</b>



UMP

## LIST OF TABLES

Table 2.1	External Factors those form HRM models, policies & practices	18
Table 2.2	Internal Factors those form HRM models, policies & practices	20
Table 2.3	HRM Models	21
Table 2.4	HRM Policies and Practices in the companies of the Western world	26
Table 2.5	HRM Policies and Practices in the companies of the Eastern world	29
Table 2.6	HRM policies and practices in the manufacturing companies of Bangladesh	30
Table 2.7	HRM issues at work in Bangladesh	31
Table 2.7	Employee Rights in UDHR Articles	32
Table 2.8	ILO Protocols (See Appendix A)	34
Table 2.9	ILO Fundamental Conventions (See in Appendix A)	35
Table 2.10	Previous studies : HRM policies-practices' perspectives highlighting ERS	36
Table 2.11	Scholars' HRM models/frameworks with focused factors and linkages	39
Table 2.12	Gaps found regarding ERS in the HRM practices of Bangladesh	42
Table 3.1	Philosophical justifications applied in this research	47
Table 3.2	Steps of MCS Research during Data Collection	51
Table 3.3	Types of Purposeful Sampling or Case Selection Way	52
Table 3.4	Case Selection for Preliminary study (Snowball technique)	52
Table 3.5	Key Participants for Preliminary Studies	53
Table 3.6	Criteria to find cases for field work	54
Table 3.7	Cases for field work	55
Table 3.8	Cases for field work	56
Table 3.9	Form of Data	59
Table 3.10	Data collection and storage	60
Table 3.11	Data Analyzing procedures	61
Table 3.12	Triangulation of this Research	64
Table 4.1	Open Codes	67
Table 4.2	Categories and Quotes from Participants	68
Table 4.3	Themes Development (from 5 Cases)	69
Table 4.4	Perspectives	75
Table 4.5	Excerpt of Recruitment & Selection Themes	77
Table 4.6	Excerpt of Total Compensation Package Themes	78



Table 4.7	Excerpt of Career Management Themes	79
Table 4.8	Excerpt of Relationship between the Leaders and the Employees Themes	80
Table 4.9	Excerpt of HRM Compliances Themes	81
Table 4.10	Excerpt of Organization Culture Themes	82
Table 4.11	Excerpt of International Employee Right Standards Themes	83
Table 4.12	Findings of Preliminary Cases mapped with LR	85
Table 5.1	Cross case analysis for Perspective 1 (Recruitment & Selection)	91
Table 5.2	Cross case analysis for Perspective 2 (Total Compensation Package)	99
Table 5.3	Cross case analysis for Perspective 3 (Career Management)	108
Table 5.4	Cross case analysis for Perspective 4 (Relationship between the Leaders and the Employees)	112
Table 5.5	Cross case analysis for Perspective 5 (HRM Compliance)	114
Table 5.6	Cross case analysis for Perspective 6 (Organizational Culture)	118
Table 5.7	Cross case analysis for Perspective 7 (International Employee Rights Standards)	121
Table 5.8	Cross case analysis for Perspective 8 (Grievances Management System)	126
Table 5.9	Findings of fieldwork cases mapped with LR	132
Table 6.1	Summary of Findings: VERTICAL View	137
Table 6.2	Recruitment & Selection: Summary of Findings	138
Table 6.3	Total Compensation Package: Summary of Findings	139
Table 6.4	Career Management (CM) connections	142
Table 6.5	Relationship between the leaders and the employees	144
Table 6.6	HRM Compliances (HC)	146
Table 6.7	Organizational Culture	146
Table 6.8	International Employee Rights' Standards (IERS)	148
Table 6.9	Grievance Management System (GMS)	150
Table 6.10	Summary of Findings: Horizontal View (each case across the perspectives) (case 4: unique case)	153
Table 6.11	Summary of Findings for Case 6	154
Table 6.12	Characteristics of Integrated HRM Approach	158
Table 6.13	Summary of findings: Non-integrated cases 2,7,8,9 (same situation)	159
Table 6.14	Summary of findings: Non-integrated Unique case 4	160
Table 6.15	Characteristics of Non Integrated HRM Approach	163


## LIST OF FIGURES

Figure 1.1	Statistics of Labours Died at Manufacturing Factories of Bangladesh in last 5 years	8
Figure 3.1	Triangulation process for this research	63
Figure 5.1	Case Determinants of HRM Perspectives	129
Figure 6.1	HRM Approaches	136
Figure 6.2	Detailed New HRM Framework with connections	166
Figure 6.3	Recruitment & Selection (R&S) connections	168
Figure 6.5	Career Management (CM) connections	174
Figure 6.6	Relationship between the leaders and the employees (RLE) connections	175
Figure 6.7	HRM Compliances (HC) Connections	176
Figure 6.8	Organizational Culture (OC) Connections	177
Figure 6.9	International Employee Rights' Standards (IERS) Connections	178
Figure 6.10	Grievance Management System (GMS) Connections	180

The logo of the University of Wollongong (UWP) is a large, stylized shield shape. It is divided into four quadrants by a white vertical line and a white horizontal line. The top-left quadrant is light blue, the top-right is light purple, the bottom-left is light green, and the bottom-right is light blue. The letters 'UWP' are written in white, bold, sans-serif font across the center of the shield.

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## LIST OF ABBREVIATIONS



HRM	Human Resources Management
UDHR	Universal Declaration of Human Rights
ILO	International Labour Organization
BDL	Bangladesh Labour Law
R&S	Recruitment & Selection
TCP	Total Compensation Package
CM	Career Management
RLE	Relationship between the Leaders and the Employees
HC	Human resources Compliances
OC	Organizational Culture
IERS	International Employee Rights Standards
GMS	Grievance Management System
Mgt	Management
WC	White collar
BC	Blue collar
JD	Job Description
GOP	General Office Protocols
WHP	Workplace health promotion
WHO	World Health Organization
BP	Basic pay
HR	House Rent
TA	Transportation Allowance
FB	Festival Bonus
LFA	Leave for Allowance
PF	Provident Fund
GR	Gratuity
WPPF	Workers' Profit Participation
PS	Pension Scheme
OT	Overtime
ACC	Accidents
OD	Occupational Diseases
MT	Maternity
AHC	Annual Health check up
HI	Health Insurance
BMP	Basic Monthly Package
LTB	Long Term Benefits
SB	Situational Benefits
T&D	Training and Development
PME	Performance Management Evaluation
JS	Job Security
OJT	On Job Training



SW	Seminars and Workshops
CS	Counselling
PC	Professional Certification
KPI	Key Performance Indicator
PR	Promotion
INR	Increment
TR	Transfer
TP	Termination Policy
SE	Social Exposure
RS	Reward System
GB	Gender Bias
Strat.	Strategy
Obj.	Objectives
KPI	Key Performance Indicator
Phil.	Philosophy
UK	United Kingdom
LEPB	Lacking in Employees performance pay and benefits
LCE	Lacking in Corporate Ethics
LoA	Leave of Absence
nMT	Not meeting the Targets
LA	Late Arrival
MM	Michigan Model
HM	Harvard Model
WM	Warwick Model
CM	Commitment Model
OM	Outcome Model
GM	Guest Model
CTM	Contingency Model
HRS	Human rights protocols
ERS	Employee rights protocols
SOP	Standard operating Procedures

## CHAPTER 1

### INTRODUCTION

#### 1.1 Introduction

Human resources management (HRM) is considered as a fundamental pursuit in the administrative area of any organization that plays a very significant role in the economies worldwide and focuses on dealing with the employees of the organization to manage them to achieve organizational goals (Boxall, Purcell, & Wright, 2008). The considerable impact of HRM on the overall wellbeing of organizations makes it an interesting and crucial area for researchers, practitioners, and policy-makers, alike. Many scholars (Klerck, 2009; Johnason, 2009; Collings and Wood, 2009; Paauwe and Boon, 2009) demonstrated the influence and the effectiveness of HRM practices and policies. Boxall et al. have perceived that the key to HRM benefits include improved employee productivity, business value creation through strategic management of employees, transactional and strategic initiatives (Boxall et al., 2008).

HRM from its inception has undergone a tremendous transformation. Mathis & Jackson concept of HRM as a specialized function in organizations began to grow around the 1900s (Mathis & Jackson, 2008). Much later Sincic & Vokic pronounced that the decade of 1980s brought a large transformation in the HRM practices (Sinčić & Vokić, 2007). The creation and evolution of HRM were attributed to the reaction of employees to severe industrial conditions, tied with franchising, the influence of labor movements and trade unions, and the agitation for 'industrial betterment' during the industrial revolution (CIPD, 2015). Practitioners started to feel the need to provide support and to motivate the employees in such a manner that their performances would benefit their organizations during this era.

In the multifarious organizations, HRM is ‘the management of work and people towards desired ends’ which follows a process of acquiring, training, appraising and compensating employees by attending to their labor relations, health, safety and fairness concerns (Boxall et al., 2008; Dessler, 2012). Notwithstanding this important remit, poor HRM policies and practices have heightened the concerns over the past decade and have urged the development and research into policies and practices that foster human rights or employee rights and the overall industrial betterment. Regular appraisals affirm to this depth while indicating the way in which HRM research frequently remains ‘silo-based,’ thus poorly linked to the broader HRM practices and workplace problems (Wright & Boswell, 2002). Similarly, not only the issues around HRM but the way HRM policies and practices are measured (Gerhart et al., 2000). This results in the performance impacts of HRM models being seriously lacking (Wall & Wood, 2005).

The measurement and evaluation of HRM policies and practices are significant for the organizational performance and the wellbeing of the workforce. This is because HRM policies are the formal rules and guidelines for the workforce of organizations. It is explained that HRM is considered as a ‘set of interrelated policies’ stated with an ideological and philosophical underpinning’ (Storey, 1989). Furthermore, HRM policy is actually an organizationally articulated proposal, with theoretical and practical constructions within human relations aiming to reach the desired results (Demo, Neiva, Nunes, & Rozzett, 2012). Uysal (2012) confirmed that HRM policy consists of various factors and can have one or more models embedded in it. HRM policy, when organized and circulated in an easily used and completed way, would serve to pre-empt many misunderstandings between employees and employers about their rights and obligations in the workplace.

The main goal of the HRM policy according to Guest is to achieve high commitment or ‘behavioural commitment of the employees to pursue agreed goals which are strongly reflected within the enterprise’ (Guest, 2002). Legge mentioned that the employees might be recruited more effectively by consistent HRM policies that promote commitment. A consequence of this is that to foster a willingness in employees to act for organization’s pursuit of excellence (Legge, 1995). Finally, Armstrong & Taylor (2014) described HRM policy as the attitude, expectations, and values of the organization concerning how individuals serve for the development of organizational

practices, and how management treats individuals equally or otherwise (Sinčić & Vokić, 2007).

HRM policies are formulated incorporating significant HRM factors and different HRM models. To foster best practices, scholars have developed many different HRM models the important ones being Michigan Model (MM) of (Charles, Tichy, & Devanna, 1984), Harvard Model (HM) of (Beer, Spector, Lawrence, Mills, & Walton, 1984), Commitment Model (CM) of (Walton, 1985) and Outcome Model (OM) of (Chandler & McEvoy, 2000) and so on. These HRM models are supposed to understand to formulate the HRM policies of an organization.

Meanwhile, according to Ehrhart & Herrera (2008), HRM practices include governance components, customized managerial practices, and a consistent organizational culture to achieve greater organizational effectiveness. These components are customized according to the organizations' need and have an immense built-in relationship with the employees who are working within the organization, and who have inherent mind-sets, cultural perspectives, interests, passion and entitled rights by the Universal declaration of human rights and International Labour Organization (Absar, Nimalathan, & Mahmood, 2012).

This research focused on the HRM policies and practices of diverse manufacturing companies in Bangladesh and on the International employees' rights that are recognized by UDHR, ILO and BDL. Meanwhile, United Nations and ILO have also influenced the formation of Bangladesh Labour Law (BDL) (United\_Nations, 2015;ILO\_Geneva\_Rev, 2012). This chapter provides an overview of the background of the research in the next section. The other sections discuss the background of the research, the research problem, purpose of the research, the research objectives, the research questions, the research contribution, the significances of the research, the scope of the research, the research design, and, finally, the thesis structure.

## **1.2 Background of the Research**

Willmott strongly debated that HRM operates as a form of insidious 'control by compliance' that in a way emphasizes the need for employees' commitment and loyalty, for eventual mutuality, but in reality, reveals that behind the rhetoric it exploits the workers (Willmott, 1993). This indicates that employees' rights are in some manner not

fulfilled but rather exploited because in the HRM policies employees are considered as mere resources for production purposes but not as human beings. In a corporate context, an employee is a person who is hired to provide services to a company on a regular basis in exchange for compensation and who does not provide these services as part of an independent business (Cardy, Gove, & Dematteo, 2000).

Khatri (1999) remarked that the employees are the most important assets in an organization. According to UDHR (1945) and its Article 23 (3), every worker has the right to a just and favourable remuneration, thereby ensuring an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection. International Labour Organization (ILO) also has developed certain protocols that specifically have defined and recognized different rights of an employee. These protocols are actually developed to protect the rights of the employees at the workplace, through the provision of work security as well as recognized the respect for the fundamental rights of human beings that indicates that employees are human beings, just not mere working tools (ILO\_Geneva\_Rev, 2012). The implication of this is that they need not just to be controlled and maintained but also need to be nurtured. Some following incidents have revealed how employees are treated around the world.

**Incident One:** T-Mobile Company, an American company declared that they want to stay union free because they believed supervision is the key'. T-Mobile also opposed workers freedom of association by violating the ILO rules. Some of the employees protested and consequently, they were immediately relieved of their duties. The employees were not only sacked, they were also threatened to stay clear of any protest (T-mobile, 2015).

**Incident Two:** A German company, Deutsche Post established in 2001 declared a 'code of conduct' based on International agreement guidelines including UDHR, International Labour Organization and The Global Compact. Interestingly, one of their employees Ms. Nilsa Rod Risuez told Human Rights Watch in an interview that employees don't have any rights in the company because they can be fired at any moment for no reason, where the supervisors insult and treat the employees badly but, inspite of all these, employees are afraid to file any 'Injury report' even if they are hurt because they do not wish to lose their jobs (Compa & Feinstein, 2012).



**Incident Three:** In Cosco shipping company Greece, they do not allow ‘Labour Union’ or ‘Collective Bargaining’. The workers are asked to take few minutes off only for taking food at around 12 p.m. and are restricted from toilet breaks. Rather, the employees are asked to urinate into the sea (Vassilopoulos, 2014).

**Incident Four:** On 25th May 2014, Foxconn Technology Group was prosecuted by SACOM (Students and scholars’ against corporate behaviour) for an abnormal number of workers’ suicides in Taiwan. One hundred and fifty (150) workers threatened to commit suicide on Jan 2012 due to adverse working condition (SACOM, 2011).

**Incident Five:** In On 24<sup>th</sup> April 2013, Rana Plaza of Savar, Bangladesh collapsed and out of 2,500 people, 1,124 were reportedly killed. This happened even though the architects and engineers demanded that operations in the building be stopped immediately for safety purpose of the employees. The managers did not only continue the operations risking the ‘employees’ lives’ and also forced the some employees to come to work in a regular manner (McCavish, 2012).

All the above incidents have some common factors that must be addressed in the HRM policies, which covers (i) industrial relationships (the relationship between the managers and the employees), (ii) the work environment and organization culture (Buren-III, Greenwood, & Sheehan, 2009; Buren-III et al.) the employees’ rights and (iv) the grievance control platform (Demo et al., 2012).

**(i) Industrial relationships (Relationship between the managers and the employees):** In every organization, it can be challenging to build relationships between managers and employees (Watson & Maxwell, 2007 ) because of the different mind-sets, interests, and responsibilities within the company. The incidents revealed that new ways of improving the interpersonal relationships between managers and employees must be developed (DeRosa & Hantula, 2004).

**(ii) Work environment and organization culture:** Xie, Chen & Chen (2014) revealed that organization culture is a kind of standardization of the internalized faith. Therefore, when there are embedded organizational cultures, it enables the employees to be more efficient in particular working environments (Mishra, 2009;Hooijberg & Petrock, 1993). The above incidents indicate that organization culture has not been promoted as a favourable working condition for the employees.

**(iii) Employees' rights:** The above incidents indicate that employees are exploited and their rights violated in different ways. According to the Universal Declaration of Human Rights, UDHR (1945) and its embedded articles regarding right to life, liberty and security (no.3), freedom from slavery (no.4) and working in favourable conditions (no. 23) employee rights got violated severely in the above incidents (United\_Nations, 1945).

**(iv) Grievance control platform:** Grievance control platform is consist of some procedures. Usually, there is an informal first step meeting where the employees' share their grievances at first place. Nevertheless, every grievance that is lost because of time limits is a forfeiture of the rights that were hard-won on the battlefield of collective bargaining (Fitzpatrick, 2006). Fitzpatrick (2006) also claimed that an effective union representation avoids this needless tragedy by developing a redundant safeguard system. Therefore, the incidents here disclosed that if a discussion platform can be built where the employer will satisfactorily explain the employees' complaints at an individual level, then grievance could be redressed, and actually, it will benefit the employer.

The above incidents and factors lead the researcher to do this current research and find out the HRM policies-practices related information of the manufacturing companies of Bangladesh and to understand if the HR professionals consider the ILO/BDL employee rights' protocols in parallel to these HRM policies-practices in the companies or not and what HRM approaches can help the HR professionals in decision making.

### **1.3 Bangladesh Overview**

The Bangladesh government has incorporated the Bangladesh Labour Law (BDL) into its company Act in 2006. This labor law is a reflection of the International Labour Organization's protocols. In this law, Bangladeshi labor rights are discussed clearly and thoroughly. Researchers confirmed that the laws and rules are necessary to establish industrial harmony that works as a goodwill and understanding between the labour and management (M. Ahmed, Uddin, & Hossain, 2009;Ahamed, 2013).

Even though there is Bangladesh Labour Law Act'2006, throughout the past two years, there has been an increase in deaths and abuse reported in Bangladesh apparel and manufacturing factories (Mills, 2014). Mastovich observed that even though Fire

and Building Safety regulations in Bangladesh have been introduced, HR managers are less liable for the safety of workers (Mastovich, 2013). In this deadly factory fires and building collapse of the Rana Plaza that killed 1,124 Bangladeshi factory workers, HR managers were warned beforehand but forced labour, abuse and unequal treatment have been observed even though Bangladesh Labour Law'2006 was present besides HRM policies of the company. Bangladesh government either cannot or will not undertake adequate measures to remedy the existing problem (Stewart, 2014). Due to this, the Obama administration has suspended trade privileges for Bangladesh over safety problems and labour rights violations (Greenhouse, 2013).

In various organizations, especially manufacturing companies of Bangladesh, Galtung (1990) mentioned that the practical picture of theory of structural violence exists. Habib also highlighted a long list of issues related to employee rights' violations, which are related to wages, gender discrimination, unfavourable working conditions, security at the workplace, and violence against the workers (Habib, 2014). In different organizations, employees' rights are being violated in a different manner. Absar (2012) stated that female blue-collar workers do not receive job contract papers during their recruitment process in some manufacturing organizations of Bangladesh. Female employees face gender discrimination in terms of wages and access to higher ranking positions (Absar et al., 2012), as well as having limited voices at the workplace because they are not unionized through labour organization (F.E. Ahmed, 2004). In manufacturing companies of Bangladesh and other crowded workplaces, women are sometimes victims of sexual and verbal abuse from their male managers and supervisors (Hossain & Al-Amin, 2012;Majumder & Begum, 2000).

Similarly, it has been further found that the Office of the Chief Inspector of Factories (CIF) under the Ministry of Industry, the prime organization responsible for visiting the factories to ensure compliance to the health and safety issues of workers, does not have sufficient manpower or equipment to provide this support (J. U. Ahmed & Hossain, 2009). Apart from safety issues, recent tragedies in Bangladeshi factories demonstrates that dangerous working conditions are linked to the failure of respect for workers' rights, including the right to form unions, which help to carryout collective bargaining for improved work safety and to the failure of wrong decisions of HR managers following a specific HRM approach (Robertson, 2015). Here is a statistics of

Bangladeshi labours addressed by Sakhawat (2017) where it is shown that labours death at workplace has increased and doubled last year let alone injuries.

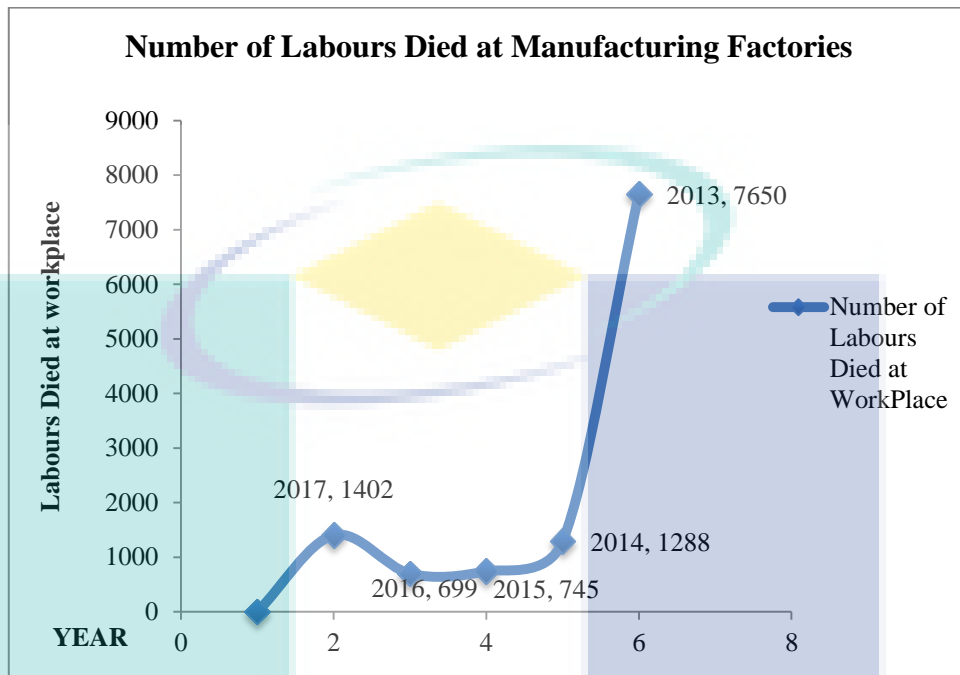


Figure 1.1 Statistics of the manufacturing Factories of Bangladesh in last 5 years  
Source: (Sakhawat, 2017)

The above figure showed that labours dying at workplace, particularly in the manufacturing companies have doubled. Prediction comes that labours getting injured in the manufacturing companies of Bangladesh are much more. Furthermore, previous studies conducted on different countries as well as in Bangladesh have revealed the employee rights’ violations exist inspite of having a separate guideline UDHR, ILO, BDL etc besides distinct HRM policies-practices in the organizations for various reasons but mostly for HR managers’ understanding towards the overall picture (Belsito & Collins, 2016; Yasmin, 2017; Brewster & Hegewisch, 2017; Dubin, 2017; Landy, Zedeck, & Cleveland, 2017; L Hayes, 2016; Siddiqui & Uddin, 2016; Brewster & Hegewisch, 2017; Salisu et al., 2016; R. S. Schuler et al., 2011; Armstrong & Taylor, 2014; Chuang et al., 2013; Mills, 2014 and etc). The present research addresses and emphasizes the need to conduct the research in Bangladesh.

## 1.4 Research Problem

The four factors are identified from the background of the research that indicated that violations of the employee rights exist for the employees in organizations. These factors are (1) industrial relations (relationship between the manager and the employees), (2) the work environment and organizational culture, (3) employee rights and (4) grievance control platform. In this particular section, the research problem is identified with the guidance of these factors.

It has been described that the export of manufactured goods and the change of productive structure in manufacturing companies brought recent changes in the international division of labour and international trade (Marconi, Reis, & Araujo, 2016). Vasudevan, Sharma & Kumar (2005) reached a similar conclusion a decade ago where they mentioned, due to improvement in manufacturing companies, certain changes occurred in the population's consumption patterns in Asia as well as in Bangladesh. Therefore, the moment employees become a tool for the facilitation to earn revenues, treatment towards employees' become negative.

It has been claimed in different decades that the labour supply relationship in a manufacturing organization can be considered as a demand-orientated approach in which “there is no systematic relation between the growth of manufacturing wages and the supply of labour to that sector” (McCombie, Ridder, & John, 1983; Libânio & Moro, 2011). This indicates the dangerous notion of a manufacturing company where employees are either overused or utilized as a revenue-earning tool. Charles and colleagues in their ‘Michigan HRM Model’ supported this notion by emphasizing on hard HRM issues and by suggesting that employees should be used as tools and be fully exploited (Charles et al., 1984). Clearly, this indicates that the adoption of four factors in the HRM policies fail tremendously and violation of employee rights occur.

Since, this research focused mainly on the manufacturing companies of Bangladesh, examples are provided. One incident that occurred at Savar Bangladesh is described by Siddiqui & Uddin in 2016. A huge complex named Rana plaza collapsed rapidly affecting more than 2,500 employees and sadly having a death toll of 1,124 people. Engineers had earlier warned the managers of the possibility that the building might collapse but without caring managers forced the employees to continue to work

inside the complex thus risking their lives. This gave rise to a high grievance state among the employees (Siddiqui & Uddin, 2016). Bangladesh Labour Law (BDL) has provided a guideline that addressed rights' of the employees and labourers besides the HRM policies of the manufacturing companies. Referring back to the background of the research, this particular incident also discloses that the relationship between the managers and the employees is quite weak, which is why the managers paid little or no attention to the wellbeing of their employees. As a result, this raises other issues that inspite of parallel law like BDL besides the HRM policy in the manufacturing company of Bangladesh; the violation of employees' rights continued to occur and violated the protocols regarding employee rights of BDL, ILO and UDHR (Article 23: prohibition of forced labour) consecutively (United\_Nations, 2015;ILO\_Geneva\_Rev, 2012).

Therefore, the research problem is that, inspite of existing HRM policies and practices along with the parallel BDL guideline that focuses on ERS in the manufacturing companies of Bangladesh, employee rights violations continue to occur and employee grievances increase (BEF, 2009). This indicates that it is necessary to understand the HRM approaches and to see the connections or integrations between HRM policies-practices and ERS protocols within UDHR/ILO/BDL guidelines.

### **1.5 Purpose of the Research**

Hiltrop confirmed in the scrutiny of the seminal work that some companies have a culture that clearly makes employees the most important asset of the organization (Hiltrop, 1996). Nevertheless, for some other organizations, these are merely empty words and are not translated into practice. Hiltrop (1996) mentioned that there is a need for the researchers and the academicians to address the employees as the 'best assets' and 'human beings' so that they are capable of performing their tasks with freedom, security, and dignity under the tenets of the HRM policies along with UDHR, ILO and BDL standards. Thus, this research attempts to help the HR managers to preserve employees' rights and respect and by understanding the right HRM approach and by implementing the new HRM framework.

## **1.6 Contribution to the Research**

This research attempts to provide the HR professionals with comprehensive understanding of HRM policies-practices along with the distinct, separate but parallel guideline ‘International employee rights’ standards’, which are UDHR, ILO and BDL. The framework generated in this research is unique and is actually the extension of the Harvard model. The HRM approaches established in this research have significant impact on the HRM literature as well as on the decision-making processes of the HR professionals’ of the manufacturing companies of Bangladesh.

## **1.7 Research Questions**

In particular, the research questions underlie in this research:

- a. What are the perspectives of the HRM policies and practices of the manufacturing companies of Bangladesh?
- b. Are the perspectives of HRM policies and practices of the manufacturing companies of Bangladesh mapped with ERS (employee rights’) protocols (UDHR, ILO, BDL)? If not, how can HRM policies be mapped with ERS (employee rights’) protocols (UDHR, ILO, BDL) in the manufacturing companies of Bangladesh?
- c. Why the HRM policies need to be mapped with ERS (employee rights’) protocols (UDHR, ILO, BDL)? How HRM policies can be mapped with ERS protocols? How can it be beneficial to the HR managers and employees?

## **1.8 Research Objectives**

To address the above-mentioned research questions contingent upon fulfilling the following research objectives:

- a. To identify the perspectives of the HRM policies and practices of the manufacturing companies of Bangladesh
- b. To map the perspectives of HRM policies and practices of manufacturing companies of Bangladesh with ERS (employee rights’) protocols (UDHR, ILO, BDL)

c. To develop a framework from the mapping of HRM policies and practices with ERS (employee rights') protocols (UDHR, ILO, BDL) that addresses the HR approaches followed by HR managers of manufacturing companies of Bangladesh.

### **1.9 Significance of the Research**

This research will recognize the HRM approaches and a new HRM converged framework from its findings. The world of business is changing rapidly and becoming more and more complex every day. The HR theories of the 1900s are no longer valid in the 2000s. Therefore, in order to keep up with the changes, HR managers need to know the HRM approaches for managing the dynamic human resources and their rights in any organization (Buren-III et al., 2009). And also, the HR managers will be able to know the connections between HRM policies-practices and their related ERS protocols (UDHR, ILO, BDL) from the converged framework that will help them deal with the employees in a human-friendly way to preserve their rights and to control their grievances as much as possible and will help them to become employee champions. Thus, the HRM managers of the manufacturing companies of Bangladesh will be benefitted from the HRM approaches as well as from the new HRM framework since they will have a transparent picture of the HRM perspectives and their mapping those need to be implemented in order to control employees' grievances.

### **1.10 Research Design**

This research applies qualitative research methodology, which enables an in-depth understanding of various HRM policies-practices that can lead to the development of a new framework. In particular, grounded theory has been applied with incorporation of focused group studies and multiple-case studies because it enables the researcher to observe replication between organizations for theory building. Eisenhardt & Graebner (2007) emphasized that multiple case studies generate a more vigorous framework because the propositions are grounded in rich evidence; Moreover, the researcher becomes capable of viewing and understanding the participants' narratives and dialogues besides presenting other evidences that arise from their natural settings through multiple-case studies approach. Case study researchers frequently discover new issues during their journeys (Auerbach & Silverstein, 2003).



## **1.11 Thesis Structure**

The research thesis is organized in a total of seven chapters followed by the appendices. In the first three chapters there are the introductory discussions. The first chapter discusses the overall thesis, the background, the research objectives and significance of the research. The second chapter starts with a general review of the HRM. There are three main areas in this chapter. At first, from literature review HRM factors, HRM models and HRM policies-practices around the world are found. Secondly, the International ERS standards like UDHR, ILO and BDL are discussed. Finally the literature gaps have been presented to see the previous studies and to highlight the position of the current research. In the third chapter, the research methodology along with the philosophical justifications is addressed. The fourth and fifth chapters explain data collection and analysis both in preliminary stage and at fieldwork. In the sixth chapter, the findings of the research are discussed. Finally, in chapter seven the conclusions are discussed.

## **1.12 Definition of Key Terms**

**HRM:** HRM is an administrative functional area that focuses on dealing with the employees in the organisation to manage them and achieve organisational goals.

**UDHR:** UDHR means Universal Declaration of Human Rights, which is an international human rights' platform. Here, employee rights' are also mentioned in a section. This guideline is developed by United Nations.

**ILO:** International Labour Organization (ILO) founded in the wake of WWII and became first specialized agency of UN in 1946 to pursue universal and lasting peace by protecting employees' rights based on social justice.

**BDL:** Bangladesh Labour Law enacted in 2006, where employees' rights and various sectors of it are mentioned.

**ERS Protocols:** Employees' rights protocols are found in UDHR, ILO and BDL guidelines where various conventions or articles or sections have included ERS protocols.

Recruitment and Selection: Process of hiring employees in any organisation and giving them positions in the hierarchy of the organisation.

Compensation Package: Each organisation has got remuneration with other benefits for the employees. All of these together is called compensation package.

Training: Process by which education is provided to an individual through a real world experience related to current or future jobs.

Job Security: Job security is a feeling in the employees' that removes the threat of losing one's job, and prevents the anticipation of a sudden stoppage of work.

Performance Management Evaluation (PME): PME is a method to observe, analyse and measure the employees' performances in any organisation. This method provides planned goals, standards of work and target time within which employees need to complete their tasks and then they will be given certain scores with weight to measure their work by their managers.

Grievance Management System (GMS): Method of controlling or managing the employees' grievances by addressing the grievances at first and then by resolving those.

Turnover: Rate of employees' leaving their jobs of any organisation in a year.

Absenteeism: Rate of employees' staying absent at work place in a month and in a year.

### **1.13 Research Novelty**

In this research, the Mapping of the HRM framework with employees' rights protocols and grievances management system and bringing all of these under the same platform is an original new work that can motivate the employees by fulfilling their rights, by considering their wellbeing and also by helping the HR managers in their decision making process.

### **1.14 Summary of the Chapter**

This chapter has outlined the composition of this research where, the existing HRM policies-practices of the Bangladeshi manufacturing companies are assessed

through the qualitative analysis with focused group study and multiple case studies with semi structured interviews. This chapter has introduced the background of the research along with its objectives setting out some research questions providing the justification to indicate the significance of the research and the contribution that it makes to the HRM literature.

This research attempts to identify the HRM perspectives of the manufacturing companies of Bangladesh to converge with the ERS protocols to develop the new HRM framework that will assist the HR managers in their decision-making processes. This new HRM framework will have a set of new HRM approaches that would be followed by the HR managers (Andalib, 2014). Andalib, Darun & Azizan reported that frustration and conflict issues within organizations indicated an area of employee rights (ERS) violation somewhere inside the manufacturing company (Andalib, Darun, & Azizan, 2013). In this research, the ERS protocols are converged with the perspectives of HRM policies-practices' to develop a framework to provide comprehensive understanding to the HR managers in their dealings with the employees to preserve their rights and to control their grievances.

The logo of the University of Wollongong (UWP) is a large, stylized shield shape. It is composed of several overlapping geometric shapes in shades of teal, light blue, and yellow. The letters 'UWP' are prominently displayed in white, bold, sans-serif font across the center of the shield.

UWP

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Introduction

The literature review identifies, analyses the formation of HRM policies and practices by HRM factors and HRM models and also discusses the distinct employee rights' standards UDHR, ILO and BDL. Therefore, this chapter is divided into six sections. In the next section, formation of HRM policies and practices with HRM factors and HRM models are discussed. In the third section the HRM factors, HRM models and HRM policies-practices around the world have been presented. In the fourth section International employee rights' has been discussed. In the fifth section the literature gaps have been identified from the previous research and the positioning of the current research has been clarified by concluding this chapter in the sixth section.

#### 2.2 Formation of HRM policies-practices with HRM factors and HRM models

Inkson (2008) suggested that HRM policies and practices are consist of HRM factors and HRM models, where the term 'human resources' is generally used to describe the individuals who make up the work force of an organization and within an organization are responsible for implementing HRM policies for the benefit of the organization. Becher & Becher (1997) and Stone (2004) argued that HRM policies include recruitment and selection procedures, performance evaluation, contingent incentive, compensation systems and management development including training activities, all which are linked to the needs of the business. When in HRM practices, these are implemented, various positive outcomes occur in the organizations, including the attraction, motivation, performance, and retention of employees (D. L. Stone, Romero, & Lukaszewski, 2007).

It has been confirmed that both external and internal factors shape HRM policies and practices directly and indirectly in organizations (Friedman, 2013). Friedman (2013) stated that depending on the need of organizations, HRM policies are articulated with HRM factors and HRM models. Meanwhile, distinguished scholars have described HRM frameworks or models, which evaluate and incorporate experiences or ideas of researchers (Davenport & Prusak, 2000; Nonaka & Takeuchi, 1995). Davenport & Prusak (2000) pointed out that this HRM framework or model is formed with various HRM factors as well and is rooted in organizational routines, policies, processes, practices and norms.

### **2.3 Evolution of HRM Literature : HRM factors, models, policies & practices**

In this section the evolution of HRM literature as in the elaborate discussion regarding the HRM factors, models, policies and practices took place and evolved. There are various HRM factors but scholars have pointed out few significant ones, which are discussed here. Scholars at different times have also developed various HRM models, among which the significant ones are shown here as well. Besides these, HRM policies and practices of different countries around the world have been discussed with scholarly evidences. Significantly, HRM policies and practices of the companies situated in the Eastern part of the world are quite different than that of companies situated in the Western part of the world due to diverse influential HRM factors like cultural and other differences those are also using distinct HRM approaches. It has been observed that during the formation of HRM policies, most of the HRM practitioners do not adhere to any scholars' pre-designed HRM models; however, these policies still do have reflection of previously designed models which might have been followed unintentionally or accidentally.

#### **2.3.1 HRM Factors**

External factors influence the organization's benefits and growth more indirectly, whereas internal factors impact employees, internal environment of the organization and profits more directly. Various scholars have addressed the important external and internal factors in previous studies (Andalib, Darun, & Azizan, 2015).

*(i) External factors:* There are numerous external factors that help create a paradigm of HRM models. Distinguished scholars have given prominence to dissimilar

factors. Earlier Kane and Palmer (1995) stated ‘regulations’ as a very important factor that have direct impact on HRM practices. For introducing workplace compliance standards and regulatory systems HR departments remain under legal pressure ‘Economic condition’ is an external factor that creates a forecasting plan for the possible economic decline period to stay prepared against economic crises in advance (Friedman, 2013). Meanwhile, ‘Technology’ is considered a significant factor influencing the way of work, the undertaken roles and responsibilities and the interactions in the working system that accelerates the growth of companies (DeFillippi, 2002; Verkinderen & Altman, 2002). Garavan et al, (2008) suggested that technology stay at the heart of manufacturing companies by bringing a series of business advantages that affect HRM practices. Chandrakumara & Sparrow (2004) described ‘Workforce, Work Life, and Social Values’ as a significant factor when they found culture crucially important in organizations’ preferences in developing appropriate structure and methods for proper affectivity of HRM practices. As an older generation retires, a new generation enters the workforce thus the HR department finds ways to attract this new set of candidates with new hiring techniques and attractive compensation packages. There are many ways to gain a competitive edge to stay sustained over their competitors (Jackson et al., 1989; Kane & Palmer, 1995; Poole & Jenkins, 1997; Narasimha, 2000). Presence or absence of unions associated with HRM policies-practices in organizations play an important role as well (Kochan et al., 2008 ) where HRM practices are more prone to local cultural influences than anything else (Tayeb, 1998).

Table 2.1 External Factors those form HRM models, policies & practices

<b>E/F Factors</b>	<b>Name of the factors</b>	<b>References</b>
External Factors	Regulations	(Kane & Palmer, 1995)
	Economy	(Friedman, 2013)
	Technology	(DeFillippi, 2002; Verkinderen & Altman, 2002; Garavan et al., 2008)
	Workforce, Work Life, Social Values	(Chandrakumara & Sparrow, 2004)
	Competitive Edge	(Jackson, Randall, & Rivero, 1989; Poole & Jenkins, 1997; Narasimha, 2000)
	Unions & Stakeholders Local Culture	(Kochan, Mckersie, & Cappelli, 2008) (Tayeb, 1998)

Source: (Andalib et al., 2015)

**(ii) Internal factors:** These internal factors help build and run an organization smoothly indicating that HRM policies are formed by these internal factors. Firstly ‘organization structure and size’ and its differences determine HRM practices of an organization. There are important structural differences among the organizations by which HRM practices are affected, which differ in sizes (Tomer, 2001;Hudson et al., 2001;Ford, 2009). In two separate research works Jackson, Schuler & Riverio (1989) and Bobko & Potosky (2011) confirmed that HRM policies and their underlying model depend on the size and structure of the company. On a separate note, organizations’ business strategies also play an important role. Researchers have argued that all business strategies function more productively and efficiently when they are systematically linked with HRM policies-practices (Schuler, 1992; Milkovich & Boudreau, 1997).

Garavan et.al (2008) also confirmed that business strategies linked with HRM policies-practices is an important determinant because it can create a positive and direct impact on organization’s effectiveness and employees’ productivity. These clarify that an organization’s strategy and structure are important in determining the flexibility and integration of HRM practices.

Another significant internal factors are top management and line management; and their power and influences that decide the job security of any employee of the organization. Various scholars in different decades have observed and confirmed that while designing and implementing HRM policies top management play key roles and is the greatest among all internal factors in its influence (Ondrack & Nininger, 1984;Kane & Palmer, 1995; Jayasingam et al., 2010;Belsito & Collins, 2016).Okpara & Wynn (2007) and Alas, Karrelson & Niglas (2008) confirmed that line managers are responsible for HRM practices at work. Meanwhile, in accordance with that, Tsui (1987) advised that organizational power and internal politics as exercised by various constituencies are crucial elements of HRM practices .

On the other hand, Martins (2009) observed that HR staffs are often involved in the decision making-process about HRM policies and practices, which create a sense of job security that, help them to utilize their knowledge and integrity. Kaufman (2001) identified ‘Industrial relations (IR)’ as one of the key important internal factors of the organization. Huselid (1995) highlighted key attributes of the organization as internal

factors such as high performance benefits, training, rewards, skill-set, performance based pay, talented individuals, work stress, work hours, individualism; all that effect HRM practices immensely. Other researchers have debated the necessity of other closely related factors, such as history, traditions and past practices, which often create disagreements, hostility and serious confrontations, in order to make changes in most organizations. (Kane & Palmer, 1995;Val et al., 2003).

Table 2.2 Internal Factors those form HRM models, policies & practices

<b>I/F Factors</b>	<b>Name of the Factors</b>	<b>References</b>
Internal Factors	Organization Structure & Size	(Jackson et al., 1989);(Tomer, 2001;Hudson et al., 2001;Matthew W Ford, 2009)
	Business Strategies linked with HRM	(George T Milkovich & Boudreau, 1997;R S Schuler, 1992;D. S. Wang & Shyu, 2008;P, 2016)
	Top Management	(Ondrack & Nininger, 1984;Kane & Palmer, 1995;Jayasingam et al., 2010;Belsito & Collins, 2016)
	Line Managers	(Okpara & Wynn, 2007;Alas, Karrelson, & Niglas, 2008)
	Power & Politics	(Tsui, 1987).
	Job Security	(Martins, 2009;Kane & Palmer, 1995);
	Key Attributes of the organization	(Huselid, 1995)
	Industrial Relations, Team work	(Kaufman, 2001)
	History, addition and past practices	(Kane & Palmer, 1995;Val, Lloyd, & Bruce, 2003)

Source: (Andalib et al., 2015)

### 2.3.2 HRM Models

Scholars at different times have formulated different HRM models. HRM factors are responsible to form HRM models as well (Friedman, 2013). Based on variety of HRM literature, ‘Content analysis’ and ‘Review of the key words’ have identified HRM models’ built-in HRM factors along with their focus in HRM policies and practices. In table 2.3 the most significant and popular HRM models have been discussed.



Table 2.3 HRM Models

HRM Models	Focus in HRM policies & practices	HRM Factors	Scholars' Reference
Michigan Model (MM)	Hard_HRM: Organization Benefits, Employees exploited fully	Org. efficiency, Org. performance	(Charles et al., 1984;Tiwari,2012);
Harvard Model (HM)	Soft HRM: Relationship between Managers and Employees	Managers' Role, Top Management, Management, stakeholders' interests	(Beer et al., 1984);
Commitment Model (COM)	Soft HRM: Strategy making, Humane Aspect, Attitudes, Scopes, Direction	Team work, rewards, training, viewpoints, IR	(Walton, 1985;Tiwari, 2012;Verheul, 2003)
Warwick Model (WM)	Org. Performances, Environment, Job Roles	Soc. Values, knowledge, skill set, talented individuals, Org. efficiency, technology	(Hendry&Pettigrew,1990 ;Sisson, 1990;Boxall, 1995)
Contingency Model (CTM)	Managers' Roles, Analytical Elements, Competence, Empowerment, Culture, Reward, Teamwork	Top Mgt. Reward, Individualism, performance based pay, strategic viewpoints, work life, job security, technology	(Purcell, 1993;Purcell, 2005;Sisson, 1990)
Guest Model (GM)	Superior Individual Innovation, Org. Performances, Quality & Cost Reduction	Org. efficiency, performance based pay, work hours, work stress, high performance, control	(D. E. Guest, 1997)
Outcome Model (OM) (Best Practices)	Excellence, Flexibility, Quality, Customer Focus	Soc. Values, reward, team work, org. efficiency, technology, strategic viewpoints, directions, skill set, talented individuals	(McEvoy, 2000;Lowe, Delbridge, & Oliver, 1996;Boxall, 1996);

Source: (Andalib et al., 2015)

*Michigan Model (1984):* Charles, Tichy & Devanna (1984) focused on hard HRM and established ‘The Michigan model’. Tiwari & Saxena (2012: 669) analysed Devanna’s viewpoints in this model and argued that people should be managed like any other resource and must be used sparingly, and exploited to the full. According to this model selection, appraisal, development and rewards should be disbursed in the ratio of higher organizational performance.

*Harvard Model (1984):* Beer, Spector, Lawrence, Mills & Walton (1984) concentrated on the soft aspect of HRM and developed ‘The Harvard Model’, which

works as a strategic map to guide all managers in their relations with employees. Ghade (2014) mentioned that Harvard model focuses on employees' remuneration, reward and commitment but not on employees' rights fulfilment. The basic elements of employees should be congruent and cost effective and Harvard model identifies three concurrent perspectives, which are "HRM Policy", "HRM Outcomes" and "Long Term Consequences" those are affected by situational factors (both external and internal) and by 'Stakeholders' interests'.

*Commitment Model (1985):* Walton & Lawrence developed the commitment Model in 1985 by, where the concept of commitment and mutuality was addressed (Walton, 1985). Supporting Walton's idea Verheul (2003) confirmed that a distinction could be made between HRM practices as control-oriented and others as commitment-oriented. Tiwari & Saxena (2012) suggested that this model is intended to promote mutuality between the organization and the employees, reinforcing the idea that the goals, influences, respect, rewards and responsibilities are mutual. Underpinning this theory is employee commitment based on soft HRM, intended to promote mutuality between improved economic performance and greater human development.

*Warwick Model (1990):* Warwick Model was developed in early 1990's, where the emphasis on the constricted elements of the Harvard model is minimized and the analytical elements are extended. Hendry & Pettigrew (1990) mentioned that in the Warwick Model the essential foundation is the 'understanding of the convoluted structures of organizations'. Sisson (1990) analysed and asserted that the features increasingly associated with HRM and all the hype and hope of Hendry & Pettigrew (1990) actually developed the 'Warwick Model'. Boxall (1995) focused on two critical 'outcome' variables, which are workforce capability and labour productivity. The analytical approach to HRM was emphasized and recognized that the impact of the role of the personnel functions on the human resource strategy content. The Warwick Model proposes a diagnosis and solution to HRM while providing a focus for challenging deficiencies in attitudes, scopes, coherence and direction of existing personnel management.

*Contingency Model (1993):* There are two other models of HRM, which are concerned more on strategies and power handling. These are a) the Contingency Model and b) the Guest Comparative model. The Contingency Model was developed in 1993

that concentrated on the achievements of Business and HR strategies. Purcell (1993) illustrated and stated that the adoption of HRM in the organization might give the management the feeling of having both the product as well as the significant concentration of power in the hands. He also mentioned that HRM policies and practices, when applied within a firm trying to break from the past, are often associated with words such as commitment, competence, empowerment, flexibility, culture, performance, assessment, reward, teamwork, involvement, cooperation, harmonization, quality and learning (Purcell, 2005).

*Guest Model (1997):* Guest comparative model developed in 1997 worked on the premise that a set of integrated HRM practices will result in superior individual and organizational performance. This model asserted that HRM strategies like differentiation, innovation gives attention on quality and cost reduction strategies lead to an improvement in practices. These practices such as training, appraisal, selection, rewards, job designs, involvement, and security promote more quality outcomes. Also it also affects other areas such as increases productivity; promotes innovation, fewer absences, lower labour turnover, less conflict and fewer customer complaints. It was asserted that if an integrated set of HRM practices is applied with a view of achieving the normative goals of high commitment to the organization plus high quality and flexibility, then higher worker performance will result (Guest, 1997).

*The Outcome Model (1994- 2000):* Among all the models, the best practice or 'outcome' model (1994~2000), echoing Walton, emphasizes commitment and cultural control rather than compliance. Chandler and McEvoy (2000) pointed out that HRM could be a single set of policies or practices that represent a 'universal superior approach' of managing people.

### **2.3.3 HRM Policies-Practices in different companies around the world**

Usually, the HR professionals like the HRM Managers, along with the executive board of any organization, develop the HRM Policies for their specific organization, which are more theoretical and the documented version. In this process they may take help from the distinct international or local employee rights' guidelines and from scholars' developed HRM models. Nevertheless, this is not the usual scenario and often the HRM policies get developed without taking account any of these. The practices of

the Western countries have significant differences with the practices of the Eastern countries. In the following sections previous studies have been analysed where 23 countries' HRM policies-practices have been observed.

*HRM Policies and Practices in the companies of the Western world:*

Western HRM policies-practices have focused factors regarding employee concerns and benefits that include knowledge management issues, healthy labour-management relationships and work environment. Even though the HRM policies-practices in some countries of the West have distinct HRM factors, there are some common patterns observed in their HRM policies-practices (Kufidu & Vouzas, 1998; Bourantas & Papalexandris, 1993; Kanellopoulos, N, & Webb, 1990). Brewster & colleague mentioned in 1991 that some Western Countries mapped their HRM policies-practices with scholars' developed HRM models partially, whereas others created their own customized version. They also proposed an HRM model based on European data. Taylor & colleague designed HRM policies in 2002 and mentioned that western management paid attention to HRM factors like size of the company while designing their HRM policies. Nevertheless, it is interesting to observe that in the western countries there is a conflict between 'old managers' and young managers' and their 'mind-sets' where one tries to keep hold of traditional forces and the other tries to be more progressive, such as North American, Western European public sectors', Georgia have orthodox HRM practices (Common, 2011).

From table 2.4, two major things can be observed. Firstly, HR professionals have significant focus on the HRM policies of the western countries, Secondly, from focus and factors, HRM models and patterns can be identified. The focused characteristics and defined categories have symbolic representations. The symbols (+, ++ and +++) indicate similar patterns in here. From table no.2.4, it can be seen that some countries in the European Union have similar HRM pattern. Companies from North America, Canada, Ireland, Georgia, Hungary, Czech Republic, Estonia and Finland all follow pretty much a similar HRM pattern by focusing mainly on traditional practices where more importance is given to social values and control. Even though these countries are gradually focusing on industrial relationships, culture, managers' roles and decision making style play a key, following HRM models such as the WM, CTM and MM. However, they are still in the process of creating a platform of HRM for

corporate governance with the aim to make the organization more efficient. Nevertheless, European companies from the United Kingdom, Croatia, Austria, France and Greece are focusing more on skilled sets of workers, talented individuals and high performance groups. These countries focus more on technological advancements, high performance, and high organization benefits. Here the work stress is high, with excess working hours; on the other hand the incentives and benefits for employees are quite high. There are more reward systems to motivate the employees. Cultural obligations and traditional practices are seen less here and the HRM policies followed in these countries are quite distinct in nature. These countries tend to follow COM, CTM, GM partially or fully.

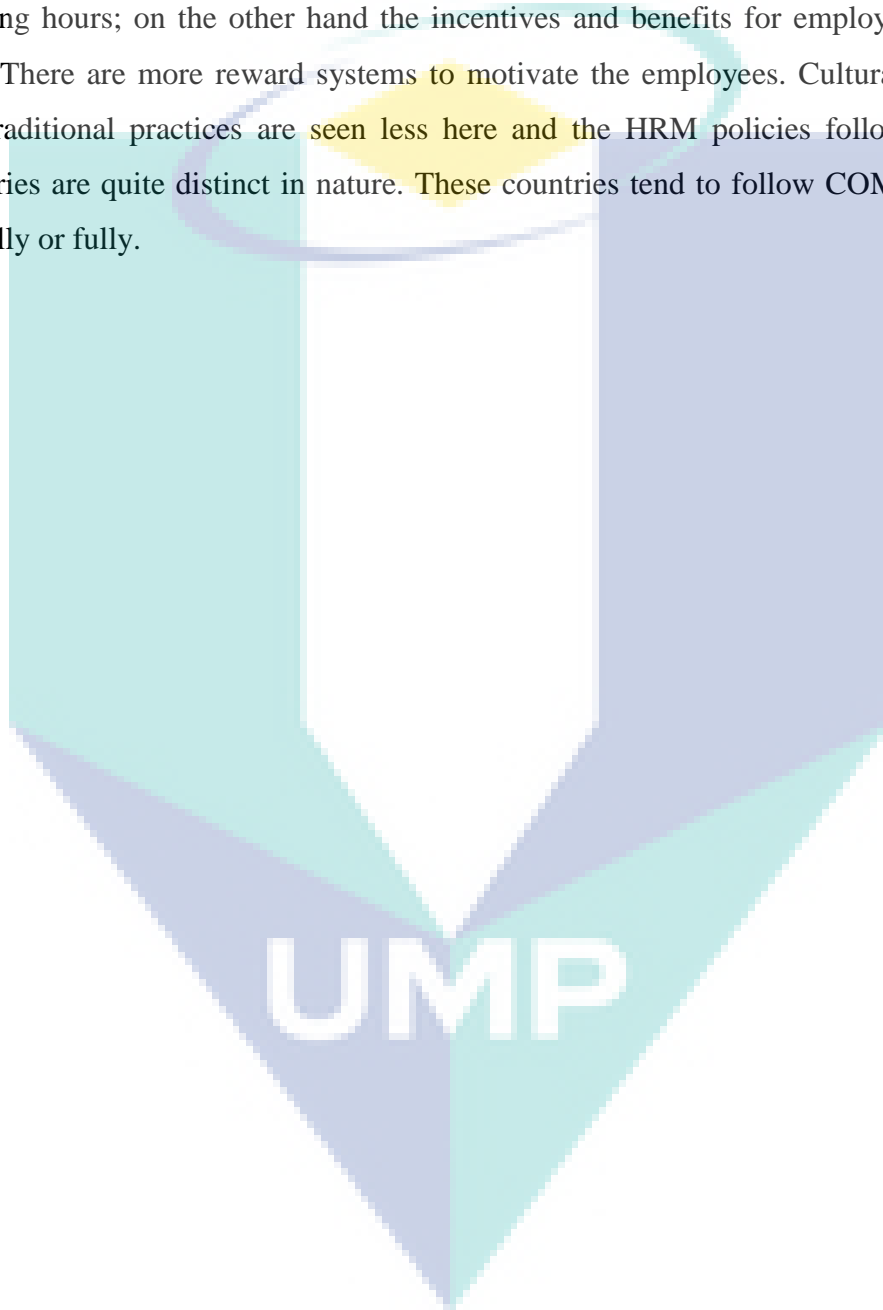


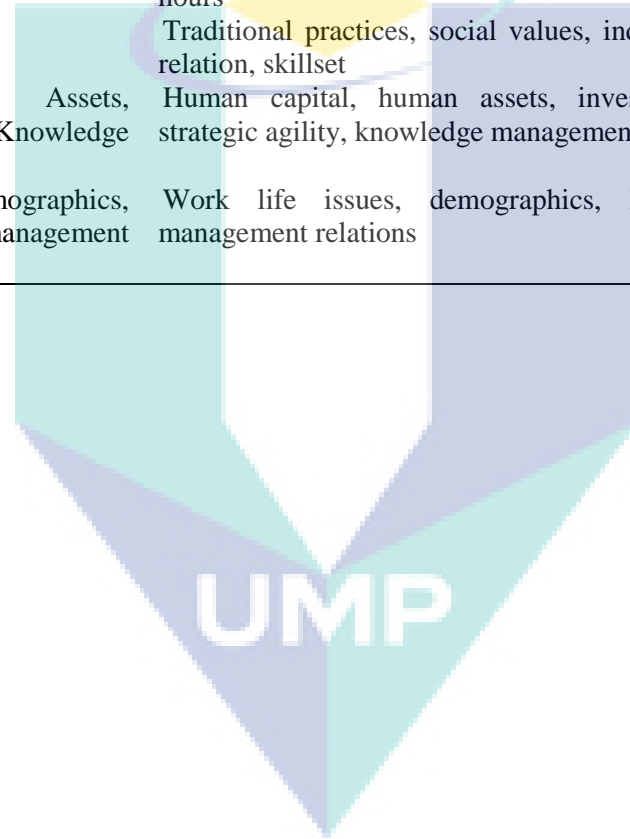
Table 2.4 HRM Policies and Practices in the companies of the Western world

Companies situated in	Practitioners' Focus in HRM policies and practices	Identified HRM Factors	Pattern	HRM Models	Scholars Ref
Ireland	Legitimacy, Control, Heterogeneity, Changes in Management, Collectivism, Industrial relation	Corporate Governance, Control, Social Values, IR, Top Mgt., Line Mgt, history	++	WM	(McCole, Morrow, Ponsonby, & Kelly, 2001;Gunnigle, 1992)
Estonia & Finland	Converging & diverging implications	IR, traditional practices, knowledge, change in mgt.	++	WM	(Vanhala, Sinikka Kaarelson, Tõnu Alas, & Ruth, 2006)
Denmark	Techno human paradigm	Technology, Internet, high performance, work hours, work stress, globalization, skillset, talented individuals	+++	CTM, COM	(Bévort, Pedersen, & Sundbo, 1992)
Croatia	Strategic directions, traditional practices turning to progressive practices	Globalization, skillset, talented individuals, high performance, technology	+	GM, MM	(D. W. Taylor, E. E., 2002;Umlas, 2009);
Georgia	Culture, orthodox	History, traditional practices, social values	+	MM	(Common, 2011)
United Kingdom	Strategic integration, development, responsibility oriented, manager's roles, personal functions, High performance benefits, High incentives	Change in management, skillset, talented individuals, high performance, technology, top management, reward, performance based pay			(Budhwar, 2010; Lorenz, Michie, & Wilkinson, 2004; Redman & Allen, 1993)
Austria	Future developments, geo-political influences	Globalization, skillset, talented individuals, high performance, technology, performance based pay	+	GM, MM	(Mayrhofer, 1995)
France	Individualist, influences of bureaucracy, role of managers, High performance benefits, High incentives	Globalization, skillset, talented individuals, high performance, technology, reward, training, managers' roles, control, high benefits, power	+++	COM, CTM	(Brunstein, 1992; Lorenz et al., 2004)
Czech Republic	Stakeholders' paradigm, corporate governance	IR, regulations, corporate governance	++	WM	(Mills, 1998)

Table 2.4 Continued

Companies situated in	Practitioners' Focus in HRM policies and practices	Identified HRM Factors	Pattern	HRM Models	Scholars Ref
Greece	Technology, lack of sophistications, traditional practices, neglected HR issues	Skillset, high performance, technology, performance based pay, work stress, work hours	+	MM	(Panayotopoulou, Vakola, & Galanaki, 2007; Vouzas, 2004)
Hungary	Firm performances	Traditional practices, social values, industrial relation, skillset	+	MM	(Richbell, Psychogios, Szerb, & Vitai, 2010)
North America	Human capital, human Assets, investment, strategic agility, Knowledge management	Human capital, human assets, investment, strategic agility, knowledge management	+	MM	(Ananthram, Nankervis, & Chan, 2013)
Canada	Work life issues, demographics, usefulness to org, labour-management relations	Work life issues, demographics, labour-management relations	++	WM	(Belout et al., 2001)

Source : (Andalib et al., 2015)



*HRM Policies and Practices in the companies of the Eastern world:*

Eastern countries' HRM policies are divergent by characteristics; influenced by factors that ultimately motivate to exercise certain HRM appliances. These HRM practices are linked to the above-mentioned HRM Models, either partially or in combination with.

From the below table 2.5, three major things can be observed: First, the HRM pathway of companies in distinct countries of the East along with their focus and factors. Second the link these focus and factors have with the HRM factors. And, third, countries of the East categorized into three basic groups based on similar HRM pattern. The focused characteristics have been grouped and some categories defined, with symbolic representations. The symbols (+, ++ and +++) indicate similar patterns in the above table no 2.5. From table 2.5, it is shown that companies from Japan, China, Hong Kong and Taiwan tend to follow a similar pattern of HRM practices, but with distinct features. Even though, these countries are dedicated to high performance and performance based pay; it indicates that Japan is more orientated to employee commitment and soft HRM. Companies from Malaysia, India and Srilanka follow a similar HRM pattern, where it has been pragmatic to try and create a balance between the cultural and social issues. Here the high performance based organizations provide both work stress and flexibility, they also stipulate job security, training, rewards, and performance based pay and is trying to incorporate industrial relations. However, companies from Bangladesh, Indonesia and Vietnam are again following the similar HRM pattern where work stress, working hours, work pay are critical issues and eventually these countries will struggle to adjust with the changes in management, structure, critical leadership and HRM policies with time.



Table 2.5 HRM Policies and Practices in the companies of the Eastern world

Companies situated in	Focus in HRM policies and practices	HRM Factors	Pattern	HRM Models	Scholars Ref
Japan	Talented Individuals, Skill Set, Managers' roles, culture, social values, work stress	Technology, Managers' roles, performance based pay	+++	CTM	(Rose & Kumar, 2007)
China	Skill Set, Managing, Developing Talents, Autocratic-culture,feudalism,workstress underdevelopment, social values	Pay Structure, Constraint Factors, Org Effectiveness	+++	MM, CTM, WM	(B. Wang, 2011;Burchielli, 2009)
Hong Kong	Internet, technology, high performance	High performance, performance based pay, org, efficiency, technology	+++	MM, CTM	(Ngai, Law, Chan, & Wat, 2007)
Taiwan	Employment security, extensive training, performance based pay, employee influences	Line Mgt, high performance, reward, skill set, talented individuals, performance based pay	+++	MM, COM	(Bae & Rowley, 2011;Rowley & Warner, 2004;Bartram, Stanton, & Thomas, 2009)
Vietnam	Change in Mgt, Structural changes and challenges, work hours	Work stress, skill set	++	MM, COM	(Bartram et al., 2009)
Malaysia	Flexibility, family-friendly atmosphere, training,	Cultural, traditional practices, Social values, employee benefits, training, org. efficiency	+	HM, CTM, CM, WM	(Hassan, 2010)
Indonesia	Participation Empowerment, Incentives to competitive behaviour	Industrial relation, employee benefits, rewards	++	MM, COM	(Habir & Larasati, 1999)
India	Cultural Dimensions, Employee Referrals, Training, Development, Dev. Performance Mgt, Egalitarian Practices, Family Friendly practices	Culture, traditional practices, Social values, training, org. efficiency, employee benefits, training, skillset, rewards	+	CTM, COM	(Rao, 2015)
Bangladesh	Adopting systematic performance issues, competitive advantages, work stress	Org. efficiency, culture, social Values, employee benefits	++	MM, CTM, COM	(Absar et al., 2012; Morshed, 2007)
Srilanka	Local Culture, Rewards, Competence, Empowerment, Performance based pay, egalitarian practices	Culture, performance based pay, rewards, skill set, talented individuals	+	WM, COM, CTM	(Chandrakumara & Sparrow, 2004)

*HRM Policies-Practices in the manufacturing companies of Bangladesh:*

Not many scholars' works have been found regarding HRM policies and practices in the manufacturing companies of Bangladesh. Nevertheless, a few those are found have disclosed somewhat a picture.

Table 2.6 HRM policies and practices in the manufacturing companies of Bangladesh

Companies	Focus in HRM policies and practices	HRM and	HRM Factors	Pattern	Found HRM Models	Scholars Ref
Tazreen Fashion Factory	Skill Managers' working hours, work stress	Set, roles, hours,	Technology, Managers' roles, performance based pay	+	MM	(Mariani & Valenti, 2013)
Rana Plaza Corporation	Skill set, working hours, extensive training	Set, control,	Line Mgt, high performance, skill set, managers' roles	+	MM	(McCavish, 2012); (Human Rights' Watch, 2015)
Kohinoor Tanneries Ltd.	Skill Managers' working hours, work stress	Set, roles, hours,	Line Mgt, high performance, skill set, managers' roles	+	MM	(Human Rights Watch, 2012)

The symbol (+) indicate similar patterns in the above table no 2.6. Interestingly, the table showed that here all manufacturing companies are following a similar pattern. The HRM issues at work in Bangladesh discussed in the Table no. 2.6 has revealed that in the manufacturing companies of Bangladesh, they have a common pattern in their HRM sector regarding employees' rights. It follows that inspite of parallel employee rights' guideline, BDL in Bangladesh; HRM practices are ignoring employee rights. Various researchers have investigated human resources management issues in the corporate arena of Bangladesh. These researchers focused on work life, working conditions, employees' benefits, employees' satisfaction or frustration, employees' health issues and so on.

In this research, the focus somehow remains on the Bangladeshi manufacturing companies and on these companies' HRM components. Scholars have highlighted some issues regarding this and have produced some interesting results, which are noted in the following Table 2.7 As per the third research question attempts to find out the HRM approaches those are being followed by the HR professionals in the manufacturing

companies of Bangladesh and the fourth research wishes to see if ILO, BDL are considered while implementing the HRM policies into practices. Therefore, referring back to the research problem the researcher also gets motivated to investigate in the manufacturing companies of Bangladesh to know the HRM scenario.

Table 2.7 HRM issues at work in Bangladesh

Issue Highlighted	HRM Component	Scholars
Working conditions in the RMG sector frequently violate international labour standards and Codes of Conduct	Working conditions, Violate Labour Standards	(Quddus & Rashid, 2000; Dasgupta, 2002)
Employers treat the workers as slaves; they intend to increase companies' profit margins by increasing working hours but not providing safety at work or increasing the wage or giving any healthy working environment.	Wage Conditions, gender discrimination, Work Environment	(Kumar, 2006)
Formation of a trade union is often thwarted by severe repression, dismissal, arrest, assault by hooligans hired by employers, and other practices which are in violation of the international labour standards <sup>5</sup> and Codes of Conduct	Assault, Arrest, Repression, Dismissal, Threatened Trade union	(ILO_Geneva_Rev, 2012);
In most cases, children often commence work at a very young age; as a result, they suffer from serious injuries and sometimes death in the workplace	Child Labour	(Rahman, Khanam, & Absar, 1999-2012)
Workers annual, casual, sick and medical leave, festival leave, maternity leave with pay are violated quite often though these are in the Factory Act 1965.	Leave issues	(BGMEA, 2003; ILO_Geneva_Rev, 2012);

## 2.4 International employee rights' standards

There are significant and distinct International employee rights' standards besides the HRM policies of any organization. These standards have conventions, articles, protocols and sections where the descriptions are mentioned regarding various types of employee rights. Please see in Appendix A.

### 2.4.1 International Employee Rights' Standards (UDHR, ILO, BDL)

There are certain protocols to protect Human Rights everywhere in the world. In this section The Universal Declaration of Human Rights (UDHR), The International Labour Office (ILO) protocols, conventions and articles and The Bangladesh Labour Law (BDL) are discussed and it is pointed out how these are related to the employees.

*Universal Declaration of Human Rights (UDHR):* The Universal Declaration of Human Rights (UDHR) was adopted by the General Assembly of the United Nations on 10 December 1948. It was the first global expression of Human Rights, which are basic to all human species. According to United Nations (1948) report UDHR resulted directly from the experience of the Second World War and represents the first global expression of the fundamental rights of human beings. The General Assembly is the main deliberative body of the United Nations, which comprises all the member states. The assembly meets regularly in annual sessions under a president elected from among the member states (United\_Nations, 2015). One General Assembly resolution consists of ‘UDHR’ and two international treaties established by United Nations under the rubric of The International Bill of Human Rights. The two Covenants were adopted in 1948, which are the International Covenant on Civil and Political Rights (1966) with its two Optional Protocols and the International Covenant on Economic, Social and Cultural Rights (1966) (United\_Nations, 1948a). Williams (1981) clarified that the two covenants entered into force in 1976, after the ratification by the sufficient number of individual nations. This Bill became a part of International Law. UDHR consists of 30 articles and is published by the United Nations and has been elaborated in subsequent international treaties, regional human rights instruments, national constitutions and laws (United\_Nations, 1948).

*Employee Rights in UDHR Articles:* Among all the UDHR Articles three articles have highlighted Employees’ rights. Each article has specific areas where it has focused on certain employee rights. These articles help the organization to enrich their Human Resource Management Policy.

Table 2.7 Employee Rights in UDHR Articles

<b>Article Number</b>	<b>Focused Employee Rights</b>	<b>Specific area of HRM policy</b>
Article 23	Right to Work Right to choose his/her work Right to stay employed in just and favourable condition Right to get protection against unemployment	Employment (Recruitment & Selection) Remuneration Compensation package Organization Environment Organization Goal and Culture Job Security Health Insurance Medical Treatment Social Help

Table 2.7 Continued

Article Number	Focused Employee Rights	Specific area of HRM policy
Article 23		Children protection Protection against Accidents Insurance Provident Fund Gratuity
	Right to Equal Pay (No discrimination)	Legal Gratuity
	Right to stay dignified and right to get rights worthy of human being	Dignity Health and Life Insurance
	Right to form /join trade unions for the protection of his/her interests	Trade Union
Article 24	Right to Rest and Leisure	Maternity Leave Rest Hours
Article 25	Right to a standard of living adequate for the health and well-being of himself and of his family	Health Insurance Medical Treatment Social Help Children protection Family Support facilities
	Right to special protection, assistance and care for motherhood and childhood	Maternity Leave Maternity health insurance policies Children protection Dignity

*International Labour Organizations (ILO):* International Labour Organization (ILO) has considerably declarations on legal and social issues regarding industrial development focusing on the humanitarian grounds. Shekhar (2012) mentioned some major key points of ILO declarations that have protected the values of employee rights relating to employee responsibilities, which are Trade Union response, HRM practices, recruitment and selection, factors influencing HR, industrial relations (IR). Shekhar also described how these key points could be activated. He referred to ‘Trade Union Response’ relating to the threat of unemployment, redundancy and problems of retraining, also discussing the major benefits of improved technology under modernization, negotiated change, appropriate training, accent on team work and supportive management practices. ‘HRM practices’ worked as another point that motivate the employees in respect of their aggregated attributes, which are knowledge,

skills, and experiences along with health conditions. Shekhar (2012) also claimed that, HRM is a strategic management function that deals with the human resource aspect of corporate policy, formulation of human resource objectives, policies, procedures and programs for implementing these policies. ‘Recruitment and selection’ was mentioned as a significant point, which hire, provide necessary training, motivate and develop the new employees as the human beings in an organization, by handling their grievances with convenience and compensation offerings, which they deserve. ‘Factors Influencing HRM’ also is mentioned as another point, which are the available and required manpower, nature and type of employees, vocational and professional standards of manpower, value system of the individual and their attitude, level of knowledge and skills, creativity and innovation of employees. The final point of ILO declaration concerns IR. In this area the HRM managers must create a congenial climate so that employees commit themselves to work and can contribute to perform quality work.

*ILO Protocols, Conventions and Articles:* The unique tripartite structure of the ILO gives an equal voice to workers, employers and governments in order to ensure that the views of the social partners are closely reflected in labour standards and in shaping policies and programs. The ILO was founded in the wake of WWI, to pursue a vision based on the premise that a universal and lasting peace can be established only if it is based on social justice. The ILO became the first specialized agency of the UN in 1946 (ILO\_Geneva\_Rev, 2012). The following table has described these in brief.

Table 2.8 ILO Protocols (See Appendix A)

<b>ILO Protocols</b>	<b>Related Conventions</b>
P155 (2002)	Protocol of 2002 to the Occupational Safety and Health Convention, 1981
P155 (2002)	Protocol of 2002 to the Occupational Safety and Health Convention, 1981
P147 (1996)	Protocol of 1996 to the merchant shipping (minimum standard) convention, 1976
P110 (1982)	Protocol of 1982 to the plantations convention, 1958
P089 (1948)	Protocol of 1999 to the night work (women) convention (revised), 1948
P081 (1999)	Protocol of 1995 to the labour inspection convention, 1947
P029 (2014)	Protocol of 2014 to the forced Labour convention, 1930

Source: (ILO\_Geneva\_Rev, 2012)

The ILO has certain protocols, which are designed to protect employee rights. These protocols have linkages and connections with many distinct conventions. These

protocols are P155, P147, P110, P089, P081 and P029 etc (ILO\_Geneva\_Rev, 2012). The ILO also has Protocols and Conventions, which are designed to protect employees' rights in the manufacturing industries. These protocols and conventions have been created and ratified at different times. There are dedicated articles for each protocol and convention. For example, Discrimination (Employment and Occupation) is an ILO convention, which is clearly described in the Articles 1 to 14. The following table gives a glimpse of it.

Table 2.9 ILO Fundamental Conventions (See in Appendix A)

<b>ILO Conventions</b>	<b>Year (Adopted)</b>	<b>Year (Came Into Force)</b>	<b>Articles (where described)</b>
Freedom of Association & Protection of the Right to Organize Convention 1948 (No. 87)	9-Jul-1948	4-Jul-1950	1 to 21
Right to Organize and Collective Bargaining Convention, 1949 (No. 98)	1-Jul-1949	18-Jul-1951	1 to 16
Forced Labour Convention, 1930 (No. 29)	28-Jun-1930	1-May-1932	1 to 33
Abolition of Forced Labour Convention, 1957 (No. 105)	25-Jun-1957	17-Jan-1959	1 to 10
Minimum Age Convention, 1973 (No. 138)	26-Jun-1973	19-Jun-1976	1 to 18
Worst Forms of Child Labour Convention, 1999 (No. 182)	17-Jun-1999	19-Nov-2000	1 to 16
Equal Remuneration Convention, 1951 (No. 100)	29-Jun-1951	23-May-1953	1 to 14
Discrimination (Employment & Occupation) Convention, 1958 (No. 111)	25-Jun-1958	15-Jun-1960	1 to 14

Source : (ILO\_Geneva\_Rev, 2012).

*Bangladesh Labour Law (BDL):* Bangladesh Labour Law (BDL) was enacted in 1997 and modified in 2006. The 2006 Act included 25 important Labour Laws developed after prolonged tripartite negotiations. This law code more specifically introduced a number of items such as retirement benefit, improvement of compensation package for both death and permanent disability, introduction of provident fund for workers, punishment for sexual harassment etc. (BEF, 2009). Bangladesh Employers' Federation (BEF) was deeply involved in formulating the Bangladesh Labour Act 2006. BEF worked under the ILO umbrella during the formulation of the BDL and included a lot of protocols from ILO in it. Certain Protocols specified in this code and are obligatory and must be implemented by Bangladesh Local Governments.

## 2.4.2 Previous studies : HRM policies-practices' perspectives highlighting ERS

HRM policies-practices have many perspectives. A lot of these HRM perspectives are addressed in the guidelines' of ILO and BDL, where there are protocols regarding these HRM perspectives. In table 2.10 the mentioned HRM perspectives got addressed several times by many scholars in their HRM studies in last 10 years, where these scholars' have highlighted employee rights' concern again and again.

Table 2.10 Previous studies : HRM policies-practices' perspectives highlighting ERS

Previous Studies in Last 10 years					
HRM perspectives (ERS Protocols in ILO, BDL)	2017-2016	2015-2014	2013-2012	2011-2010	2009-2008
Working Conditions	(Belsito & Collins, 2016; Yasmin, 2017)	(Habib, 2014)	(Dowling & Donnelly, 2013);(Hossain & Al-Amin, 2012 )	(R.Robertson et al., 2011)	(Joyce et al., 2009)
Industrial Relation	(Brewster & Hegewisch, 2017);(Dubin, 2017)	(Fossum, 2014);(Ackers, 2014; Goldberg, 2014)	(Chuang et al., 2013);	(Howell & Givan, 2011)	(P. Edwards, 2009)
Performance Appraisals	(Landy, Zedeck, & Cleveland, 2017)	(CDusterhoff, 2014)	(Pichler, 2012)	(M Brown, 2010)	(Singh, 2008)
Wage & Compensation Packages	(Ehrenberg & Smith, 2016)	(C Célérier, 2015);(O Bandiera, 2015)	(Graham et al., 2013)	(Warneke & Schneider, 2011)	(Harris, 2009)
Age, gender	(Andall, 2017)	(Absar et al., 2012)	(Gil, 2013)	(Albert et al., 2011)	(Collins, 2009)
Assault, Arrest, Repression	(Levenson & Grady, 2016); (Chan, 2016)	(Mills, 2014)	(Wilson, 2012)	(Kim, 2011)	(Collins, 2009)
Trade Union	(L Hayes, 2016)	(H. Robertson, 2015)	(C K C Chan, 2012)	(Bispinck & Schulten, 2011)	(Blanchflower & Bryson, 2009)
Health & Safety	(Siddiqui & Uddin, 2016)	(M Kivimäki, 2015)	(Greenhouse, 2013)	(Nahrgang et al., 2011)	(Ahmed & Hossain, 2009)
Working hours, Holidays	(L Hayes, 2016)	(Clemes, O'connell, Edwardson, & C, 2014)	(Vargas, 2013)	(R. Edwards, 2011)	(Kalleberg, 2009)



Table 2. 10 Continued

HRM perspectives (ERS Protocols in ILO, BDL)	2017-2016	2015- 2014	2013-2012	2011-2010	2009-2008
Recruitment & Selection	(Brewster & Hegewisch, 2017)	(Armstrong & Taylor, 2014)	(H. Schuler, & Farr, & Smith, 2013)	(P Boxall & Purcell, 2011)	(D. Collings & Wood, 2009)
Training & Development	(Brewster & Hegewisch, 2017)	(Brown, 2015)	(Grohmann & Kauffeld, 2013)	(R. Schuler, Jackson, & Tarique, 2011)	(S. Aguinis & Kraiger, 2009)
Provident Fund, Gratuity	(Salisu, Chinyio, & Suresh, 2016)	(West, 2014)	(Koroso et al., 2013)	(Tan, 2011)	(Asher, 2009)
Talent Management	(Base, 2017)	(Deery & Jago, 2015)	(Dries, 2013)	(Scullion et al., 2010); (R. Schuler et al., 2011)	(D. Collings & G. Mellahi, 2009)
Retirement Benefits	(Salisu et al., 2016)	(Blake, 2015)	(Benartzi & Thaler, 2013)	(Wiatrowski, 2011)	(Asher, 2009)

This provides a base for the current research and indicates that there are more scopes to investigate on employee rights' topic relating it to HRM policies and practices, especially in the manufacturing companies of Bangladesh.

## 2.5 Literature Gaps and Positioning the current Research

Referring back to the first research question, it is observed that there are varieties of HRM policies-practices in various organizations of the world with distinct HRM factors and HRM models. From Tables 2.4 and 2.5 it can be observed that HR professionals knowingly or unknowingly have mapped their organizations' HRM policies-practices with distinct HRM models partially. Nevertheless, from table 2.6 it can be observed that in the HRM policies of the manufacturing companies of Bangladesh none of the known HRM models are mapped except for Michigan Model (MM), which is by default recognizing employees' as mere substantial tools and therefore, employee rights' become vulnerable in here. Whereas, if the HRM policies would have been mapped with Harvard or Commitment or Contingency or Warwick or Outcome model then the humanitarian ground would have been more emphasized by

improving the relationship between the managers and the employees, by considering employees' rights and by controlling grievances.

*Scholars' Comments-Criticisms on previous HRM models/frameworks & approaches:*

Guest (2001) stated that only in last 20 years HRM field has been the mode of study and many changes have occurred since it is a new field and also many confusion exist, so it is necessary to have further studies on this. He also added that recruitment and selection, training and development, working conditions and equal employee opportunity put great impact on employee behaviour and attitude, where significant future research must be done. Guest (2001) developed an HRM model himself but also provided a strong point that to test the extent on employer and employee views on HRM practices more studies must come to see if these viewpoints coincide or differ. He also mentioned that while managers and employers are important stakeholders, so too are employees. This has led to a strong call for employee voice to be heard in HRM research (Guest, 2001).

Fiorito (2002) and Gibb (2001) mentioned that there must be growing support for assessing HRM from employee perspectives in literature review as well. Mahoney & Deckop (1986) suggested that there should be new approaches in the future that would lead the managers to deal with labour markets. Jaap Paauwe (2008) also mentioned that there are many disciplines in HRM field like business studies, international law, organization behaviour, psychology, economics, sociology and etc and since this is a new field many research approaches and new frameworks are needed.

There are various existing HRM approaches to measure the HRM policies-practices of the world as for example traditional approach, new approach (Storey, 1994), descriptive approach (Storey, 1994), prescriptive approach (Storey, 1994), normative approach (Legge, 1995), analytical approach (Tyson, 1995), additive approach, coherent approach (Guest, 2001) and etc. Nevertheless, inspite of the existing approaches scholars suggested and indicated in their works that there can be other HRM approaches, which can be introduced in future as well. Fiorito (2002) and Guest (1997) criticized the additive approach and Guest and Peccei (1994) also suggested improvement on it.

*Scholars' HRM models/frameworks with focused factors and linkages:*

Savaneviciene & Stankeviciute (2012) mentioned that there are an increasing number of studies making serious attempts to link two or more distinct constructs including where HRM always remain as the initial construct. These linkages are not all looking at quite the same thing so they are cumulative in only a very general sense. Venkatraman (1989) attempted to identify the various possible HRM integrations and approaches, some of which got adapted slightly by Sivasubramaniam and Kroeck (1995) to classify the various HRM policies-practices. The concept of 'integration' attempts to develop various HRM frameworks.

According to Boselie (2010) and Kazlauskaite, Buciniene & Turauskas (2012), HRM and performance linkage became increasingly popular research theme since the mid-1990s. Nevertheless, Guest (2001) mentioned that there are bundles of other linkages, combinations and frameworks regarding HRM policies-practices.

The following table 2.11 significantly showed that the previously developed HRM models or frameworks with their focused factors of HRM policies and practices and the integration or linkages. The researcher has also showed which International Employee rights' standards (UDHR, ILO, BDL) have ERS protocols regarding these focused factors of HRM models and frameworks. This table provides the differences among different developed models those were all designed based on concern for employees.

Table 2.11 Scholars' HRM models/frameworks with focused factors and linkages

<b>Scholars who developed framework /models</b>	<b>Focused Factors of HRM policies and practices</b>	<b>Linkages in HRM models/frame works</b>	<b>Model name (lead by the focused factors and linkages)</b>	<b>Related ERS protocols (Own Opinion: Exists in parallel)</b>
(Beer et al., 1984);	Soft HRM issues	HRM+ Performance of employees Stakeholders (Mgt)	Harvard Model	Article No 3, 23
(Walton, 1985)	Reward per commitment Teamwork	HRM + Employees' Commitment + Management rewards	Commitment Model	C122, C168

Table 2.11 Continued

<b>Scholars who developed framework /models</b>	<b>who HRM of HRM and practices</b>	<b>Focused Factors of HRM policies</b>	<b>Linkages in HRM models/frame works</b>	<b>Model name (lead by the focused factors and linkages)</b>	<b>Related ERS protocols (Own Opinion: Exists in parallel)</b>
(Hendry Pettigrew, 1990 ;Sisson, 1990;Boxall, 1995)		Work environment, Social value system inside the organization	HRM + Work environment factors	Warwick Model	Article No 23; C172
(Purcell, 1993;Purcell, 2005;Sisson, 1990)		Performance based pay, Job security and managers' humanitarian role	HRM+ Leadership style+ Job Security	Contingency Model	Article No 23, C168, C158;
(D. E. Guest, 1997)		Working hours, Work stress	HRM + High performance of individual employees	Guest Model	Article 23, C001, C153, C140, C067
(McEvoy, 2000;Lowe, Delbridge, Oliver, 1996;Boxall, 1996);	&	Social Reward Team Talented individuals' benefits, Employees' Flexibility	HRM Employees' Flexibility Reward system	+ Outcome Model +	C168, C102, C148, C082, C117,
(J Purcell, 2003)		Roles and Behaviour of the managers towards the employees, motivation of the employees	HRM Employees' Flexibility, health, safety+ Satisfaction+ job security	+ The People – Performance Framework	C151; C142;
(Wright & Nishii, 2006)		Employee reactions, psychological aspects and performance	SHRM + Org. Behaviour (Employees' Attitude & Reactions at work)	The Link Model	C151; C187;
(P Boxall & Purcell, 2011)	&	Direct Actions of all leaders of the organization, employee commitment, co-operation levels, turnover, job satisfaction, stress level, work-social life balance	HRM Leadership Style Employee Benefits	+ The Link Model +	C047; C151;
(Chuang, Chen, & Chuang, 2013)		Relationship between HRM practices and OSC	HRM + OSC	Organizational social capital (OSC) framework	C142, C151;

Table 2.11 Continued

<b>Scholars who developed framework /models</b>	<b>who HRM of HRM and practices</b>	<b>Focused Factors of HRM policies</b>	<b>Linkages in HRM models/frame works</b>	<b>Model name (lead by the focused factors and linkages)</b>	<b>Related ERS protocols (Own Opinion: Exists in parallel)</b>
(Scullion, Collings, & Caligiuri, 2010)		Talent management	HRM + Employees' Talents network	Talent Mgt framework	C168; C142;
(Singh, 2008)		Job Analysis and Performance Appraisal at work place	HRM + Performance Appraisal System	Performance Appraisal Framework	Article 4, Article 23; C148;
(Appelbaum, Bailey, Berg, & Kalleberg, 2000)		Employees skills and training - development, focus on individual talents' growth, teamwork growth	HRM + Leaders' supervision + Employees' Perception + Employees' career management	AMO Framework	Article 4, Article 23; C142; C168;
(Pauwe & Boselie, 2005)		High performances, Top Management	HRM + strategy (high performance work systems+ stakeholders)	Strategic HRM theory	Article 4, Article 23; C148; C151
(Leede, #729)	2005	Managers' Role and supervision style, employees'	HRM+ Innovation (of Management)	Integrated HRM framework	
(Mahoney & Deckop, 1986)		Employees' Roles and activities	HRM + Different Labour Markets	Evolution concept, PA/HRM	
(Dyer & Reeves, 1995)		Labour productivity	HRM + Organization outcomes (Financial, organizational & HR)	Link model of SHRM and Org. effectiveness	
(Becker et al., 2001)		Employees, Strategies, Performances	HRM + Firm perspectives	HR scorecard	
(Savaneviciene & Stankeviciute, 2012)		Employee skills, motivation and Opportunity to participate	HRM + Performance	HRM practices competitive advantage theory	Article 4, Article 23; C142, C001;

Since, previous scholars mentioned the necessity of new frameworks and approaches through their comments and criticism regarding previous

models/frameworks and approaches, the researcher aimed to develop a new framework in this research and to signify the HRM approaches followed in the manufacturing companies of Bangladesh that the HR managers follow to deal with the employees.

*Gaps found regarding ERS in the HRM practices of Bangladesh:*

The third research question and research objective attempts to find out if protocols for employee rights' are included in the HRM policies. It is considered, however, that if UDHR or ILO or BDL protocols are addressed and implemented properly in the HRM policies of Bangladesh manufacturing companies then there is a possibility that these kinds of violations and employees' might be reduced. The following table significantly shows that different scholars at different years have analysed HRM practices focusing on different HRM components. However, the gap has showed that these components have not been included with employee rights' explicitly but the inner meaning and analysis implicitly indicating the employee rights' component.

Table 2.12 Gaps found regarding ERS in the HRM practices of Bangladesh

<b>Components of HRM Practices in Bangladesh</b>	<b>Gaps regarding Employee rights'</b>	<b>Reference</b>
Working Conditions	Employee Rights' are mentioned in the policies but suppressed	(Quddus & Rashid, 2000; Dasgupta, 2002);
HRM Policies	Wide Varieties of Policies – eleven dimensions suggested where Employee Rights not included	(Hiltrop, 1996);
HR Managers Roles	Ignoring employees' rights, emphasizing employees' duties	(Baruch, 1998)
Corporate Ethics in the framework	Ethics highlights humanitarian values but not explicitly employee rights	(Wellsa & Schminkeb, 2001)
Industrial Relations	Industrial relations highly encourage good relationship and good communication with employees that emphasizes employees' rights	(Kaufman, 2001)
Globalization, Growth of HRM	Employee rights get mixed up with cultural values	(Budhwara* & Sparrow, 2002)
Assault, Arrest, Dismissal, Repression, Threatened Trade Union	ILO must be included to ensure employee rights	(Martino, Vitorrio, Hoel, & Cooper, 2003)
Policy Makers	HRM policy makers must include all HRM components –policy makers can be government, management, employees	(Rowley & Warner, 2004)
Conditions, wage, gender discrimination	Labours rights are overlooked	(Kumar, 2006)

Table 2.12 Continued

<b>Components of HRM Practices in Bangladesh</b>	<b>Gaps regarding Employee rights'</b>	<b>Reference</b>
Organizational performance	Western countries have given importance to Employees performances which is linked with Employee rights	(Burke & Cooper, 2006)
Conditions, wage, gender discrimination	Labours rights are overlooked	(Kumar, 2006)
Job Analysis at workplace	Employees' Job satisfaction depends on how much employee rights are fulfilled	(Singh, 2008)
Talent Management	Talent management is possible at its best when employee rights' are properly fulfilled	(Scullion, Collings, & Caligiuri, 2010)
Industrial growth with HRM	Industrial growth has made it difficult to manage employees' hence employees' rights	(Dowling & Donnelly, 2013)
Organizational social capital (OSC)	Relationship between human resource management (HRM) practices and organizational social capital (OSC) can become stronger if employee rights' are included in the framework	(Chuang, Chen, & Chuang, 2013)

In this research, the fourth research objective emphasized on developing a new HRM framework where the focused factors are employee rights and employee grievances and the HRM policies-practices are going to be mapped with ERS protocols that may have an impact on employees' grievances. Therefore, this research is positioned with these groups of HRM models/frameworks with these groups of scholars.

*Critical Analysis:*

In the manufacturing companies of Bangladesh, the implemented HRM frameworks rarely highlight the ERS protocols; those are observed from different scholars' studies. Therefore, the purpose of this study is to find a way to map ERS protocols in these HRM frameworks. Previously, researcher has found various ERS oriented articles, protocols regarding distinct HRM factors, highlighted in Table 2.11 named "Scholars' HRM models/frameworks with focused factors and linkages" and in its 5<sup>th</sup> column named "Related ERS protocols (Own Opinion: Exists in parallel)". This indicates that ERS protocols do exist but in parallel guidelines and hardly noticed. Besides, in the Table 2.12 named "Gaps found regarding ERS in the HRM practices of Bangladesh" the 2<sup>nd</sup> column named "Gaps regarding Employee rights'" has also disclosed and discussed that various HRM components in the HRM framework implicitly actually has concern for employee rights, which are ignored in the practices.

Therefore, bringing the ERS protocols under the same umbrella besides the HRM components is an important task to be addressed.

## **2.6 Summary of the Chapter**

This chapter sheds light on previous and existing HRM policies-practices of the world, which consist of HRM factors and HRM models along with the International employee rights' standards named UDHR, ILO and BDL. It also revealed that many scholars have discussed about various HRM perspectives in their previous studies, which have related articles and protocols in ILO and BDL as well. Finally, this chapter showcased the literature gaps among various HRM models and frameworks. Various HRM policies-practices use such HRM models and frameworks, where the models have significant differences regarding their focus among them. Here these are highlighted. Also, researcher here has highlighted the articles and protocols, which are related with these certain focus of these HRM models/frameworks. Taking this review of the literature as a base, the research methodology and the research findings are critically discussed in the following chapters.



UMP



## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 Introduction

In the previous chapter, literature review has established a link with all the research questions where analysis of various scholars' regarding HRM factors, models and policies-practices are addressed and of Bangladesh's manufacturing companies' HRM policies-practices along with the parallel ERS protocols of ILO, BDL are inquired. In the previous chapter the literature gap showed that inspite of existing many HRM models/frameworks and approaches, more research regarding these are necessary. And, focusing on ERS factor relating it to HRM policies-practices is a crucial area as well. This situation leads to the two-phase collection of primary data and the participants are some large scale manufacturing organizations' in Bangladesh. These were the preliminary study phase and the fieldwork phase.

This chapter has nine sections introducing the research methodology in the first section, which is followed by a discussion of the research approach explaining why it was chosen. The third section revealed the chosen philosophical justifications used in the research. The fourth section discussed the selection and usage of grounded theory and multiple-case studies. The fifth section addressed case selection procedures. Data collection processes are defined and recommended along with data storage protocols in the sixth section. The seventh section dealt with data analysis procedures, coding techniques together with theory building and construct validity. In section eight, triangulation of the research is examined and finally in the ninth section, the chapter is summarized.

### 3.2 Research Approach

As per Kothari (2004), qualitative approaches are chosen to find explanations of the scientific, social and business problems and procedures using methodical analysis. The pathway of each research is discrete but philosophical and orderly, which is mentioned as a research approach (Flick,2009). Any research is carried out by research methods through definitive schemes, procedures and algorithms with description, explanation and prediction of the phenomenon (Rajasekar et al., 2013).

Researcher aimed to develop a new HRM framework where findings of this research reveals the perspectives of HRM policies-practices of the manufacturing companies of Bangladesh and also discloses the ERS protocols. Referring back to the research question<sup>3</sup>, qualitative approach seemed most appropriate to Eisenhardt & Graebner (2007) to help construct a new framework for HRM through an evolved theoretical process. Developing a new HRM framework requires direct information from the participants, in-depth analysis of various aspects of the research field, and this is possible through a qualitative research approach. Taking explanation of several individuals experiences of a phenomenon and reducing to a central meaning is an advantage of this approach and mandatory for this kind of research (Creswell, 2013;Moustakas, 1994).

Researcher used multiple-case studies to observe replication between cases. In this research, as per Yin (2012), research question meets the conditions of ‘how’ and ‘why’ type of HRM practices, which is considered to be more explanatory that meets the criteria of a qualitative approach and linked with the literature where researcher has no control over the participants’ behaviours. Moreover, the second, third and fourth research questions inquired about the HRM policies, HRM approaches and aimed to develop an HRM framework. Researcher used qualitative method to explore the HRM issues in a complex, detailed manner, where the participants’ unique experiences are heard, understood and transcribed thoroughly to develop the final ‘HRM framework’ through unstructured interviews in the preliminary phase and semi-structured interviews during the fieldwork. The stored information are written in a literary, flexible style to convey stories, without the formal restrictions of academic structures of writing (Crabtree & Miller, 1999;Creswell, 2013).

Researcher took guidance from the work of Auerbach & Silverstein from 2003 to understand the subjective experiences of the participants in three ways: (1) to question rather than measure, (2) to generate theoretical constructs by using theoretical coding and (3) to focus more on stories rather than numbers. Auerbach & Silverstein (2003) mentioned that the goal of qualitative research is to examine the way participants' own subjectivity and values, named reflexivity where the participants get an 'expert' stance enabling the researcher to learn about the diversity of HRM policies-practices from them. Yin (2012) and Crabtree & Miller (1999) also supported this idea and stated that by concentrating more on words and observations, reality is expressed in a natural situation that helps strengthen the relationship between the researcher and participants.

### 3.3 Philosophical Justifications for Qualitative Study

Researcher used the essence of philosophical worldviews as Creswell (2013) affirmed that every qualitative research approach is deeply rooted and derived from its philosophical notion, extending it far beyond to design the research and ending up with outcomes. Creswell (2013) also mentioned that qualitative researchers often design and shape their research with philosophical assumptions by bringing their own worldviews, paradigms or sets of beliefs to the research process with caution and care and by using interpretive and theoretical frameworks as well. Table 3.1 showed the chosen philosophical worldviews in this research.

Table 3.1 Philosophical justifications applied in this research

Philosophy	Applied Choice	Characteristics & Implications	Reference
Assumption	Ontology	Participants' perspectives of subjective & multiple realities, research quotes & themes	(Moustakas, 1994)
	Axiology Methodology	Researchers' own interpretations Inductive logics, analyses in details shapes up the emerging design	(Denzin, 1989) (Creswell, 2013)
Paradigms	Post Positivism	Multiple facets of data, reductionist, logical	(Phillips & Burbules, 2000)
	Constructivism	Participant's experiences, Phenomenological studies, experiences described, theoretical framework	(Moustakas, 1994)
Interpretive Communities	Postmodern	Interpret the linkages	(Creswell, 2013)

**i) Assumptions about the world:** As mentioned in Table 3.1 the researcher chose Ontological, Axiological and Methodological assumptions from the assumptions Ontology, Axiology and Methodology because according to Creswell (2013), these can make a research more transparent. These chosen assumptions have guided the design and conduct of the research. Moustakas (1994) described ontology as the nature of reality that helped the researchers to understand participants' perspectives of subjective and multiple realities and obtain research quotes and themes which are used in this research. Researcher put her own interpretations based on observations, which are supported by Denzin (1989) and increased the value of the word. Methodological assumptions also inspired this research by using inductive logic, detail analysis and shaped the emerging design intending to compile and report the phenomenology by showcasing how individuals participating in different ways and how they view their different experiences (Moustakas, 1994).

**(ii) Paradigms:** In this research, the researcher chose post-positivism and constructivism from the four paradigms as discussed by Creswell, (2013), which are post-positivism, constructivism, participatory and pragmatism. These were chosen to match the research paradigms which continually evolve during research and facilitate the matching of real time practices with the theories. Phillips & Burbules, (2000) argued that multiple facets of data lead the research to a logical explanation by reducing and narrowing down the focus gradually and this is the characteristics of Post positivism. Moustakas (1994) viewed constructivism from participants' statements, which were recorded in a phenomenological manner.

**(iii) Interpretive communities:** In this research, researcher being a postmodern interpretivist chose the specific procedures of research and developed a new HRM framework. There are some other interpretive communities, for example postmodern feminist, critical theory, critical race theory (CRT), query theory and disability theory.

### **3.4 Research Design: Grounded theory & Multiple Case study design**

Since, this is a qualitative research, it employed grounded theory with multiple case approaches to fulfil its objective linking to the research questions (Darun, 2011). There are several standards for assessing the quality of a qualitative research (Howe & Eisenhart, 2016; Lincoln, 1995; Marshall & Rossman, 2006; Creswell, 2013). This

research gathered ideas of these qualitative researchers and emphasized some of the processes by finishing with the basis of grounded theory incorporating the multiple case studies (Yin, 2009;Stake, 1995). Grounded theory helped this research to evolve by using inductive, systematic set of rigorous procedures generating new theory from data about a phenomenon (Strauss & Corbin, 1990;Tan, 2010;Locke, 2003;Goulding, 2005).

Grounded theory provided a guideline to identify categories, to make links between categories and to establish relationships between them. These categories are related to each other as a theoretical explanation of the action(s) that continually resolved the main concerns of the participants in a substantive area (Tan, 2010). Grounded theory also helped the progressive identification and integration of categories from data (Charmaz & Henwood, 2008). It is both the process of category identification and integration (as method) and its product (as theory).

Supporting this idea, Glaser (2010) argued that grounded theory is the end product of this process; it provides an explanatory framework to understand the phenomenon under investigation. He also stated that grounded theory method helped code and describe data enough to be able to generate and suggest theory but not to prove it statistically .Therefore, grounded method helped identify, refine and integrate categories; and ultimately develop a theory. This was done by using a number of key strategies, including constant pattern analysis, theoretical coding, use of theoretical memos, thematic analysis and major analytical constructs (Charmaz & Henwood,2008;Glaser, 1978).

**Multiple case study research (MCS) :** Researcher used multiple case studies in this research because MCS is an important investigation platform for understanding current facts where the benefit is in viewing emerging issues through the eyes of participants. This enabled the research to utilize their narratives by allowing other evidence to be presented as it emerges and thus a logical chain of evidence is established (Darun, 2011; Yin, 2009). These established logical chains of evidences are linked with the research questions of this research. Each established chain of evidence has sufficient citations to link the relevant portions of the case study database to develop a case study protocol (Yin, 2009).

This research developed the in-depth description and analyzed the HRM activities of various cases by referring back to its problem statement, as supported by Stake, (1995). In this research, researcher chose MCS to collect data because these are more persuasive and generated better grounded theory than single cases (Darun, 2011; Eisenhardt, 1989) and also because, MCS provided a stronger base for the development of a new framework (Eisenhardt,1989;Eisenhardt & Graebner, 2007;Robert K. Yin, 2009). Researcher chose MCS because, other than the problem statement, she knew nothing regarding the situation with the exception of the listed Bangladeshi manufacturing companies. These were used as the unit of analysis which, according to Yin (2009) are required as the fundamental component for case studies. This research collected data from multiple bound systems over time through a detailed step-by-step process using multiple sources of information (observations, interviews, audiovisual materials, documents and reports) and reported explanations of MCS and case –based themes (Stake, 1995;Creswell, 2013).

Following Yin (2009), the research replicated these methods for all the cases and identified common themes to do thematic analysis for the development of the new HRM framework. MCS approach followed an analytical strategy to identify issues; find and finalize the common themes (Robert K. Yin, 2009;Eisenhardt, 1989). This approach used a typical format for each case description called ‘within case analysis’ followed by a thematic analysis across the cases called a ‘cross case analysis’, with interpretations of the meaning of each case and has quite a rich context (Creswell, 2013;Merriam, 1995).

**Role of the researcher:** Fink (2000) illustrated that a qualitative researcher carries out the question ‘why’ and ‘how’ instead of ‘how’ or ‘how many’ or ‘how old’ etc and uses the technique to isolate and define phenomena/categories during the process of research in order to comprehend and learn . In this research, the focus is on the detailed data collection and a detailed analytical pathway selected for meticulous categorization by following the steps outlined below.

Table 3.2 Steps of MCS Research during Data Collection

Steps	Preliminary Study	Field Work
Research Case & Research Instrument		
Select Cases & Participants	5 cases, 16 participants	Listed BD Companies, 12 cases, 87 participants
Consider Quality	Ethical guidelines, Formal Invitation Letters	Ethical guidelines, Formal Invitation Letters
Gaining Access & Making Rapport	Approved Emails, Letters, Approved Location	Approved Emails, Letters, Approved Location
Prepare Instrument	Open ended Questionnaire	Interview Guide, Case Protocol
Data Collection & Storage		
Data Forms & Storage	Voice records, Annual Reports, Company Documents, Visiting Cards, Policies, NVIVO	Voice records, Annual Reports, Company Documents, Visiting Cards, Policies, Transcripts, NVIVO
Data Analysing procedures		
Coding and Theory Building	Codes, 7 perspectives, Develop New HRM Framework	Codes, 8 perspectives, Finalize New HRM Framework
Data Validation/ Construct Validity	List of scholars' works, List of Open codes, List of Categorized Codes	List of scholars' works, List of Open codes, List of Categorized Codes
Justifiability (Triangulation)	List of Themes, List of Perspectives & Constructs, Research checkpoints, LR matching, Perspectives found, Participants' Quote	List of Themes, List of Perspectives & Constructs, Finalization of New HRM framework, Research checkpoints, LR matching, Perspectives added, each themes & categorized codes Participants' Quote
Transferability (Triangulation)	Preliminary New HRM framework Soft Systems Diagrams	Finalized New HRM framework

Source: (Creswell, 2013&Darun, 2011)

### 3.5 Research Cases & Instruments

This qualitative research approach used purposeful sampling, where following Eisenhardt (1989), the purposeful sampling was done to select the companies but reflects the selection of specific cases to extend the theory to a broad range of organizations. Moreover, Yin (2009) argued that cases should be purposefully selected to serve the main focus of the investigation, which should predict either similarities or differences between cases. Miles, Huberman & Saldaña (2014) suggested several types of purposeful sampling in qualitative inquiry; these have been incorporated in case and participant selection.

Table 3.3 Types of Purposeful Sampling or Case Selection Way

Type of Sampling	Purpose	In This Study
Homogeneous	Focuses, reduces, simplifies and facilitates group interviewing	At preliminary study phase
Snowball or chain	Identifies cases of interest from people who know people who know what cases are information rich	At preliminary study phase
Maximum Variation	Documents diverse variations and identifies important common patterns	Both phase
Stratified Purposeful	Illustrates subgroups and facilitates comparisons	At fieldwork phase
Combination or Mixed	Triangulation, flexibility; meets multiple interests and needs	At fieldwork phase

Source: ( Matthew B Miles et al., 2014)

### 3.5.1 Selection of cases and participants

**3.5.2.1 Preliminary study:** Researcher chose the snowball or chain data collection procedure to select cases in the preliminary phase for in depth analysis (Cooper & Schindler, 2006). Biernacki & Waldorf, (1981) argued that since this sampling technique is based on reference; it is named as the chain referral sampling method. Whilst interviewing each company’s senior executives or heads of departments (HR, Operations) identification of other companies and participants regarding HRM issues was realized. As a result five (5) cases got selected.

Table 3.4 Case Selection for Preliminary study (Snowball technique)

Pseudo Name	Company Type	Established Year	No. Of Participants	No. Of Interviews	Referral
Case 1	Chemicals	1968	5	3	Employee Protest Report
Case 2	Jute Mills	1921	3	2	Steel& Eng. Ref.
Case 3	Electronics	1982	3	2	Govt. Employee Ref.
Case 4	Food & Beverages	1981	2	3	Jute Mills Ref.
Case 5	Garments	1987	3	2	Jute Mills Ref.

**Key Participants:** Sixteen (16) participants’ from five manufacturing companies of Bangladesh participated in the focused group discussion with unstructured questionnaire, in their own corporate Head Offices. The key participants consisted of general manager (HR), managing director of the company, assistant HR manager, chairman of the company, heads of HR or operations or production, compliance



manager, and CEO of the companies selected because of their direct knowledge, understanding and broad-range involvement with the HRM policies-practices in the manufacturing companies of Bangladesh (Darun, 2011). Slagmulder (1997) asserted that this preparation is the most suitable in the preliminary phase since it simplifies identification of the maximum number of related variables relevant to the inductive approach and also allows the further research propositions to be developed. Two or more participants sat together to discuss designated topics. Table 3.5 showed the list of participants with their designations who took part in the preliminary phase,

Table 3.5 Key Participants for Preliminary Studies

Case/ Business Domain	Participant Designation
Case 1: Chemicals Industries	General Manager (HR), Director, Corporate Affairs, Assistant HR Manager, HR executive
Case 2: Jute Mills	Managing Director of the Company, Head of HR, Head of Operations
Case 3: Electronics	CEO & Director, HR Manager, Consultant
Case 4: Food & Beverages	Chairman, Assistant HR Manager
Case 5: Garments	Managing Director & Chairman of the Company, HR Head, HR executive

**3.5.2.2 Fieldwork:** Researcher used purposeful sampling at fieldwork where the selected individuals and the cases could provide an understanding of the central problem of the research and could contribute to a central idea (Creswell, 2013). Initially, the listed companies in the manufacturing field were extracted from the Dhaka stock market of Bangladesh and then, based on four categories; the cases for fieldwork are selected. Dhaka Based Stock exchange had 307 listed companies in Bangladesh; among which 146 were listed manufacturing companies. The other criteria were; The Company Govt. Act 1994 with more than 500 employees and the use of heavy machineries in the company premises. The following table 3.6 showed the details. All this information was collected from Dhaka Stock Exchange and Chittagong Stock Exchange lists.

Table 3.6 Criteria to find cases for field work

Four Reasons	Details	Reference
1. Dhaka Base Stock Exchange	Location of Corporate Offices and Factories [Dhaka, Gazipur, Munshiganj, Narayanganj]	<a href="http://www.dsebd.org/">http://www.dsebd.org/</a>
2. Following the upgraded Company Govt. Act 1994	Age, Public Listed Age (Bangladesh Company Act 1996) [Establishment year can be Any]	(Gadget, 2015)
3. Employee Numbers (> 500)	If employee number >200 then is considered as Category A (According to Bangladesh Govt.)	(Akhtaruddin, 2005)
4. Usage of Heavy Machineries (Manufacturing Base)	Mixed Industries: Usage of Heavy Machineries Technology. The companies where usage of heavy machineries exist and many employees and labours are working in there. (Listed companies)	1. <a href="https://fred.stlouisfed.org/series/DDOM01BDA644">https://fred.stlouisfed.org/series/DDOM01BDA644</a> NWDB, 2. <a href="http://www.tradingeconomics.com/bangladesh/listed-domestic-companies-total-wb-data.html">http://www.tradingeconomics.com/bangladesh/listed-domestic-companies-total-wb-data.html</a>

Marshall & Rossman, (2006) argued that the sampling can include events, settings, participants and artefacts' and during the research, can be changed, thus giving the researcher some flexibility twelve (12) cases were chosen for fieldwork. Yin (2012) mentioned three samples are enough for a qualitative research whereas Creswell (2013) suggested that in good qualitative research multiple levels of sampling are present. The following table 3.7 shows the twelve cases (12) with 87 participants that were chosen for the fieldwork of this study.

UMP

Table 3.7 Cases for field work

Pseudo name	Products	Machines	Established Year	Listed Year	No of Emp.	Location (HO & Factory)	Factory Location	No. of Participants	No. of Interviews
Case 1	Chemicals (387 kinds)	Semi Auto	1973	1995	4955	Tejgaon, Dhaka	Narayanganj	8	4
Case 2	APIs (14)	Semi Auto, Manual	2004	2009	700	Segunbagicha, Dhaka	Munshiganj	4	3
Case 3	Electronics	Semi Auto, Manual	1960	1981	400	Mohakhali, Dhaka	Mohakhali, Dhaka	10	3
Case 4	Ceramics	Semi Auto, Manual	1998	2010	2500 (BD), 15000 (worldwide)	Uttara, Dhaka	Srinagar, Gazipur	9	4
Case 5	Pharmaceuticals	Semi Auto,	1983	1989	4000	Dhanmondi, Dhaka	Gazipur	10	4
Case 6	Tobacco	Semi Auto, Manual	1972	1977	1100	Mohakhali DOHS, Dhaka	Mohakhali DOHS, Dhaka	7	5
Case 7	Bio Chemicals	Semi Auto, Manual	2010	2014		Gulshan, Dhaka	Khulna	4	3
Case 8	Cosmetics	Manual	1956	1988	5000	Tejgaon, Dhaka	Tejgaon, Dhaka	5	4
Case 9	Papers	Manual	1953	1995	2449	Motijheel, Dhaka	Chittagong	6	3
Case 10	Multi techno	Semi Auto	1905	1983		Gulshan, Dhaka	Chittagong, Savar	7	3
Case 11	Tubes	Manual	1964	1989	309 - 510	Tongi, Suburb of Dhaka	Tongi, Suburb of Dhaka	9	3
Case 12	Chemicals, Pesticides, Health care	Semi Auto	1973	1995	2500	Tejgaon, Dhaka		8	4

The following key persons are in respective, decision-making and managerial positions of these companies.

Table 3.8 Cases for field work

<b>Company/Business Domain</b>	<b>Participant Designation</b>
Company A: Chemicals Industries	Assistant HR Manager, HR Consultant, Executive HR Dept., Executive Marketing Dept., MD of HR Dept., HR Head, Executive HR Dept., Executive Communications Dept.
Company B: Chemicals Industries	General Manager (HR), HR Head, Assistant HR Manager, Assistant HR Manager.
Company C: Electronics Industries	HR Manager, Corporate Affairs, HR Head, Union Leader 1 (Store), Union Leader 2 (Machineries), Union Leader 3 (Production), Union Leader 4 (Distribution), Union Leader 5 (Manpower), Union Leader 6 (Health & Cleanliness), Company Secretary
Company D: Ceramics Industries	Chairman & CEO, HR Director, HR Manager, Payroll HR Manager, Deputy HR Manager, HR Executive, Factory HR Manager, Production Manager, Labour, Executive
Company E: Pharmaceuticals	HR Director, Company Secretary, Assistant HR Manager, Production Head, Deputy Manager, HR (Factory), Deputy Manager, Production executive (Factory), Labour Supervisor (Factory), Factory Labour
Company F: Tobacco	Head (IT)/former Head of HR, Acting HR, Executive HR, Ex Production Head, HR Manager, Talent Manager, (Industry Section) Labour
Company G: Bio Health Chemicals Industries	Assistant HR Manager, HR Consultant, HR executive, HR executive 2
Company H: Cosmetics & Chemical Products	Executive HR Dept., HR Head, factory supervisor, union leader, labour
Company I: Electronics	Chairman (Company), HR Head, HR Executive, Assistant HR, Labours (Factory), HR Manager (Factory)
Company J: Paper Mills	Production Head (Factory), HR Head (Factory), Executive HR (Factory), Supervisor (Factory), Labour1 (Factory), Labour2 (Factory) HR Director
Company K: Steel & Engineering	Additional Chief Engineer, Head of Production Department, Factory Manager, Head of Store, Managing Director of the Company, HR Manager, Compliance Manager, Factory Head, Union Leader
Company L: Chemicals Industries	Assistant HR Manager, HR Consultant, Executive HR Dept., Marketing Executive, MD of HR Dept., HR Head, HR executive, Communications Executive

### **3.5.2 Gaining access to the companies and gaining rapport**

After the preliminary phase an interview guide was developed along with a case study protocol to facilitate access to the selected companies (Creswell, 2013) (Refer to Appendix B). To facilitate access invitation letters were sent to the CEOs, Directors, and HRM managers in the first instance. The topic of the discussion sessions and the questionnaire (unstructured in preliminary and semi-structured at fieldwork) were sent earlier to improve communication and avoid any confusion. Those companies that accepted the request and agreed to sit for the interviews gave a certain date time and signed a declaration form regarding confidentiality and other matters. From then on a continuous communication and rapport between the participants and the researcher took place. Nevertheless, some companies were also reluctant to reply or to communicate; whilst other companies refused the interview sessions. Fortunately sufficient companies agreed to sit for interview and provided an appointment date with their acceptance.

*3.5.2.1 Preliminary phase:* In this research, the interview process followed all the necessary protocols. The interview took place after verbal approval and permission from the participants of the companies (Refer to Appendix B). Five (5) selected cases agreed to sit for the interviews, which took place using the required ethical guidelines beginning-to-end in the interview sessions. Participants' voices and videos (in some cases) were recorded only after the participants agreed to this. The interview questionnaire was wide, open ended and unstructured. Corbin and Morse (2003) argued that participants controlled the interview process since research had unstructured questionnaire. The preliminary phase here was used to gain early understandings into HRM issues.

*3.5.2.2 Fieldwork:* All the manufacturing listed companies of Bangladesh were sent invitation letters but finally only a few of them agreed to sit for the interview. However, after the preliminary studies' data collection and analysis procedure, MCS is based on inquiry, permissions are still necessary from senior management of the companies.

*3.5.3.1 Preliminary phase:* In the preliminary phase focused group discussion and interview session took place using an unstructured questionnaire to get views on the topic. From five companies, sixteen participants with their consent participated in the interview process (Refer to Appendix B).

*3.5.3.2 Fieldwork:* After the preliminary phase, the interview guide and case study protocols got developed to guide the fieldwork phase. Two different semi-structured questionnaires were proposed, participants in each case were selected, and background information about each case was obtained. Researcher got consent and signature of all the participants in the declaration form as suggested by Creswell (2013). Eighty-seven participants (87) from twelve cases (12) participated (Refer to Appendix B).

## **3.6 Data Collection**

Data collection procedure is a major step while designing a research. Creswell (2013) defined data collection as a process, which can be mentioned as a ‘circle’ of inter-related activities.

### **3.6.1 Forms of Data**

Creswell (2013) and Yin (2009) identified different forms of data and classified these as observation oriented data, interview oriented data, document driven data, audio visual materials, documents, archival records, interviews, direct observation, participant observation and physical artefacts’ etc extracted during interview sessions. In this research data has been collected in all of these forms obtaining both internal and external documents and audio-visual materials.

*3.6.1.1 Primary data in two phases:* In both phases of research, the interview sessions were recorded using the voice recorder on an i-phone (version 4). These were transcribed, organized and saved in NVIVO Mac. According to Creswell (2013), protocols for recording are: 1) use a header to record, 2) place a space between the questions in the protocol form, 3) memorize the questions and their order so that while asking the questions eye-contact can be kept, 4) write out the closing comments and request a follow up. This method was adhered to in both phases (Refer to Appendix B).

*3.6.1.2 Secondary Data:* The collected secondary data initially provided general information about the participating companies and their environments. The researcher used this information to develop case backgrounds by understanding the operating environment, and to refine interview guides by gaining insights. Furthermore, this information had the potentiality to use as supplementary information in case reports (Darun, 2011). Two categories of secondary data were collected; internal and external. Internal sources comprised of annual reports for 2009-2013, news archives (accessed from company's websites), codes of conducts, HRM action points and HRM policy related documents from the companies. The external sources were the Bangladesh Company Act 1996, related gazettes, books, academic articles by various authors and online/offline news regarding on-going issues of HRM in Bangladesh. Most of these documents are preserved in NVIVO mac as soft copy and all are preserved as hard copies. Researcher also collected the secondary data in two stages, prior and post interviews.

Table 3.9 Form of Data

<b>Forms of Data</b>	<b>In this preliminary study</b>	<b>In this field work</b>
Observation	Body language and references of other companies coming out from the discussions	Company environment, participants' expression & delivery of the speech
Interviews	Participants' repetition of certain variables	Participants' views and statements
Documents	Annual reports, policies, any document, visiting cards	Annual reports, policies, visiting cards
Audio Visual materials	Voice records, pictures, videos (some), flier, anything	Voice records, pictures, videos (some)

### **3.6.2 Data Storage**

The Annual reports, HRM policy oriented internal documents and voice records all are stored in NVIVO Mac. In both phases, primary information about each company was gathered along with their Annual Reports, Stock Market info, News, taken interviews along with a summary. Each interview and collected data is stored, analysed and coded in NVIVO Mac. NVIVO Mac is a tool used to manage, analyse and report on qualitative unstructured and semi-structured data in this research, where the perspectives, the themes and the categorized codes for the research are established.

Table 3.10 Data collection and storage

Preliminary Study		Field work
NVIVO	Library	NVivo Library
Study		Fieldwork
Lucidchart		Lucidchart
AMOS		AMOS
Achieves		Achieves
Folders		Folders
Google drive		Google drive
Internal & External Hard drive		Internal & External Hard drive

### 3.7 Data Analysing Procedures:

Based on the explanation of Flint, Valdar, Shifman, and Mott (2005) during preliminary phase the early theory got emerged from first data analysis and used these data to modify the interview guide for later interviews. According to Ford and Greer (2005) researcher made theoretical comparisons until the findings of additional comparisons were judged insignificant. Fleury and Fleury (2007) stated that the data should be coded both during the preliminary phase and during and after the fieldwork. This involves the need to go over each interview transcript many times (Flint et al., 2005).

#### 3.7.1 Coding

In this research, researcher applied coding technique to analyse data following Auerbach and Silverstein (2003) where two main issues were the research concern and the raw text. There are certain steps of coding, which are: 1. Understanding data, 2. Selecting data for coding, and 3. Constructing coding mechanism. In this research, researcher at first understood the participants' statements by relating these to the research concerns, theoretical narrative, theoretical constructs, themes, repeating ideas, relevant text and raw text. Secondly, the participants' emphasized statements are selected by identifying the repeated data (concerns, themes, theories, ideas, texts). Thirdly, codes are constructed by designing the open codes from the transcripts (research concern and set of beliefs), by discovering the categorized codes (discard orphan data, ideas too broad, ideas too narrow; give second thoughts; creating Your Master List of Repeating Ideas; The Collaborative Coding Process, by organizing the themes (an implicit idea or topic that a group of repeating ideas have in common), by



developing the theoretical construct or the perspective (a theoretical construct is an abstract concept that organizes a group of themes by fitting them into a theoretical framework) and finally by creating a theoretical framework (a theoretical narrative describes the process that the research participant's reported in terms of your theoretical constructs. Researcher used the theoretical constructs to organize people's subjective experience into a coherent story and to employ people's own language to make their story vivid and real. Nevertheless, this process has been done whilst analysing both preliminary study and the fieldwork data. The theory building process starts during the preliminary data analysis and ends after the fieldwork is completed.

### 3.7.2 Theory building

Researcher identified and categorized the elements and explored their connections within social settings by following Auerbach & Silverstein (2003) and Binder & Edwards (2010). Glaser (1978) argued that inductive theory building and new clarity might be possible through procedure of quality data collection and completion of the data coding and analysis. The inductive process of coding includes open codes, categorized codes, themes and perspectives that eventually develop the new framework (Corbin & Strauss, 2008 ; Miles & Huberman, 1994). Considering the theory building nature of this research, the induction of relationships of the core-categorized codes is done on the basis of understanding the content and context. Therefore, the validated propositions with extant literature and participants' concepts develops the theoretical perspectives (Binder & Edwards, 2010). The same researchers recommended that the new HRM framework should be incorporated in the management themes of the organizations. The participants' insights gained from this study may eventually develop a novel new HRM framework to help managers and employees build a harmonious relationship inside the organization.

Table 3.11 Data Analyzing procedures

	Preliminary Study	Field Work
Coding	List of perspectives, themes, categorized codes and open codes Preliminary Coding Library	Added variables in List of perspectives, themes, categorized codes and open codes, Fieldwork Coding Library
Theory building	Linkages with the perspectives Preliminary development of the preliminary new HRM framework	Finalization of the new HRM framework after fieldwork data analysis

### 3.8 Data Validation/ Construct validity

Construct is an attribute, ability, or skill that takes place in the human brain and is defined by established theories (Brown, 2000). According to Darun (2011), researcher formed an independent view of each case to enhance the research findings' validity. Researcher undertook similar tasks and formed views of each individual case in both phases. Since, this is a heavy workload during the PhD research, three approaches have been taken in this research. Data of this research has been validated in three slots. 1) Primary data, 2) Literature Review Data and 3) List of Primary data. Firstly, Primary data has been validated with *Confirmability, Credibility, Subjectivity by cross checking data, eliminating redundant data with Participants Judgements* by following Miles, Huberman, Saldana (2014). Therefore, researcher got the cases were reviewed by the supervisor initially and then sent the summary of the cases to the participants of each company for their reviewed, cross check and confirmation. Secondly, **Literature Review Data or the theoretical constructs** have been *Validated with triangulation method and scholars' evidences*) by following Campbell, Fiske (1984) and Auerbach, Silverstein (2007). various scholars' viewpoints or triangulation processes were used to validate different themes and perspectives (literature data) by considering Yin (2012) and bringing all themes and codes under the same umbrella. Lastly, **LIST of Primary Data** has been validated with *Justifiability (List of data), Transferability (CHAIN of data), Dependability (Data with consistency – stability), Partial Reflexivity (Researchers' interpretations from chain of observed evidences)* by following Rubin, Rubin (2012), Auerbach, Silverstein (2007) and Creswell (2013))

#### Triangulation

Researcher used triangulation method to strengthen the validity of the research. Eisenhardt (1989) also argued that the triangulation process for multiple data collection methods provides stronger validation of constructs. Thurstone (1937) explained that the distinction between reliability and validity is not clear. However, Campbell and Fiske (1959) affirmed that the concept of validity is somewhat closer to the term triangulation than of reliability. Greene, Caracelli, and Graham (1989) suggested that the primary step of triangulation eliminated biased data and codes while developing the new HRM framework; the secondary step created linkages between the derived theory, literature

data and primary data to achieve a more complete understanding. This is achieved by stressing the importance of the combination of rigor, creativity, and open-mindedness in the new HRM framework. Smith and Deemer (2000) debated about data reliability, validity and generalizability. Whereas Auerbach and Silverstein (2003) suggested an alternative to ‘reliability and validity’ is ‘justifiability of interpreter’ and alternative of ‘generalizability’ is ‘transferability of theoretical construct’.

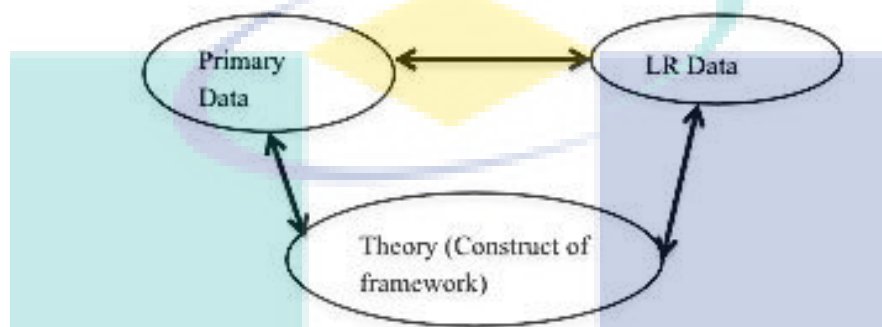


Figure 3.1 Triangulation process for this research

*‘Justifiability of interpreter’ ~ Alternative of ‘reliability and validity’*

Justifiability means researchers’ view and participants’ experiences are neither based on prejudices nor biased. As suggested by Rubin & Rubin (2012), this research went through established procedure with three criteria, which are transparent communicable and coherent. In this research, researcher kept records of all tasks regarding the research so that other researchers’ know the task list and details to stay transparent. Researcher also listed and understood the codes, categorized codes, themes, perspectives and constructs and communicated with her supervisors. In this research, all theoretical constructs are organized and fitted together to tell a coherent story by organizing a theoretical narrative and thus have developed the new HRM framework.

*‘Transferability alternative of ‘Generalizability’*

Auerbach and Silverstein (2003) suggested the pathway of developed theory that was finalized into a new HRM framework through in-depth exploration of constructs from different selected cases. In this research, the perspectives or theoretical constructs had abstract patterns, found from diverse situations and thus transferable to a new HRM framework.

Table 3.12 Triangulation of this Research

	<b>Preliminary Study</b>	<b>Field Work</b>
Justifiability of interpreter	Research checkpoints	Research checkpoints
	Literature data (LR) matching	Literature data (LR) matching
	Perspectives found	Perspectives added
	New framework	Each themes & categorized codes
Transferability	Participants' Quotes	Participants' Quotes
	Preliminary New HRM framework	Finalized New HRM framework

### 3.9 Soft Systems

Peter Checkland, John Poulter (2010) mentioned that soft systems method (SSM) is an action-oriented process of inquiry into problematic situations where actions have purposes and perceived contents are linked to find pathways. In chapter 6, SSM is applied for tackling problematic messy situations to draw the perspectives (open-codes, categorized codes, themes and perspectives) and to show the connections between each other as well as the integrations among the perspectives and the International labour rights' protocols or conventions.

### 3.10 Summary of the Chapter

In this research, some well-known, wide scale manufacturing companies of Bangladesh are observed and analysed. By using the above-mentioned data collection and analysis procedures the existing HRM perspectives of the companies are examined. Technological advancements and various changes are incorporated with the HRM policies of the companies. But, whether the employees accept these changes or not and whether these changes affect the employees in their daily life, attitudes or not are investigated in this research. The conflict issues inside the organizations indicate another area, which is the violation of human rights within the companies. All these ERS protocols are identified and mapped with the perspectives of HRM to develop a new HRM framework. The purpose of this framework is to support the work environment in an appropriate way, so that conflicts are reduced and employees' rights are protected. The main motive of this research is to encourage HRM managers to incorporate the HRM new framework into their organizations with the objective of developing a congenial atmosphere and a healthy culture in the organization by reducing internal conflicts between the management and the employees.

## CHAPTER 4

### PRELIMINARY PHASE ANALYSIS

#### 4.1 Introduction

This chapter illustrated the data analysis and revealed the findings of the preliminary phase. Qualitative research got carried out during this phase that dealt with real and direct information, which required complex and difficult preparation. Creswell (2013) mentioned that qualitative researchers possessed traits that include ability to ask pertinent questions, listen by being adaptive and flexible as well as having strong grasp of the issues being studied and the know how to avoid bias. The researcher conducted numerous interviews with employees in a number of companies using a multiple case design method that is consisted of few single case designs.

According to Herriot & Firestone (1983), the evidence from multiple cases of this research were compelling, thus the overall research became more robust. Multiple case designs followed a ‘replication’ design, which is methodologically different than ‘sampling logic’ (Herriott & Firestone, 1983). The replication approach to multiple case studies (MCS) indicated that case selection; specific measures during designing and collecting data process eventually lead towards theory building. Furthermore, MCS stayed more forceful by generating better grounded theory than single cases (Eisenhardt,1989;Barney G Glaser, 2010;Darun, 2011). MCS enabled researchers to observe replication between organizations, whereas an individual case got used as an underlying subject to corroborate or contradict the conclusions drawn from the others (Yin, 2009). MCS also provided a stronger base for the development of a new HRM framework in this research (Eisenhardt & Graebner, 2007;Darun, 2011;Robert K. Yin, 2009). Analysis of these cases indicated how and why a particular perspective got chosen to develop the new HRM framework.

This chapter consists of five sections. The next section described the findings of the preliminary phase. The third section discussed the description of the found perspectives elaborately. The fourth section discussed the development of the preliminary new HRM framework summarizing the chapter in its last section

## **4.2 Preliminary findings**

Preliminary phase is essential to provide the researcher a direction with ‘in-depth information’ about the topic of the research. Researcher applied unstructured interviews along with review of relevant literature (Sekaran, 2003) and dealt with the information with care and sensitivity to create a platform suitable for the fieldwork, where participants’ consents were taken by a) informing them of the nature of the study b) asking for volunteering participants and c) providing confidentiality. Researcher used the findings of preliminary phase to guide the research moving forward. The preliminary new framework got developed with the findings, which became a rigorous, thorough and continuous process. Nevertheless, it still stays in a premature stage until the research moves onward to the fieldwork.

### **4.2.1 Key Participants and in-depth discussions**

Five manufacturing companies of Bangladesh participated in the detailed unstructured interview sessions, which consisted of unstructured questionnaires. The interviews were conducted in each of the company’s corporate head offices. From these five companies there were sixteen (16) key participants. The focused group discussions among these teams were undertaken in their corporate offices. Key participants consisted of general manager (HR), managing director of the company, assistant HR manager, chairman of the company, heads of HR or operations or productions, compliance manager, and CEO of the companies due to their direct knowledge, understanding and involvement with the HRM practices of their organizations. By following Darun (2011) researcher examined the participants’ understandings about the perspectives of HRM policies-practices of the listed manufacturing companies of Bangladesh. Slagmulder (1997) mentioned this as the most appropriate arrangement because it narrows down the number of related variables as well as proposes the further research propositions to be developed.

#### 4.2.2 Data collection procedures:

Data collection procedures of preliminary phase got discussed in Chapter 3. In preliminary phase, participants talked about two distinct issues, which are 1. The HRM policies and practices implemented in their companies and 2. The BDL guideline regarding ERS protocols.

#### 4.2.3 Data analysis: coding process

Qualitative data analysis being a complex process required a systematic approach that involved coding and organizing data into categories relating to one or more logical explanations or set of ideas (Lofland, Snow, Anderson, & Lofland, 2006; Miles & Huberman, 1994). Therefore, researcher followed Auerbach & Silverstein (2003) and Corbin & Strauss (2008) and applied coding process by using NVIVO Mac software. NVIVO Mac software transferred the transcripts into texts, which, were labelled with codes, memos and notes to further interpret the findings and update the analysis process. The coding processes, from open coding, to categorized codes, to identification themes and the determination of the perspectives of HRM policies-practices are described below.

*4.2.3.1 Open codes:* Open coding is a process, where data, in text form, is segregated and organized to represent 'blocks' of raw data (Corbin & Strauss, 2008). Researcher here created as many codes as deemed necessary to explain the subject of this research (Auerbach & Silverstein, 2003) and 117 codes got produced at this phase. The following table shows some examples of Open codes.

Table 4.1 Open Codes

Participants	Quote	Explanation	Open Code
Participant A	"We provide payment to the employees who work overtime, usually labours are entitled to receive overtime payment only"	Participant A indicated that the employees who work extra hours get paid under overtime payment method	Overtime
Participant B	"We have fixed working hours for the blue collar and white collar employees."	Participant B indicated that all the employees inside the organization has got fixed working hour.	Fixed working hour

Following Darun (2011), researcher found that the frequency of codes varies in terms of volume where some codes appear many times whilst others are only mentioned a few times. However, frequency of recurring codes does not necessarily represent the importance of the variables, as each code carries some ideas that are considered important to the participants in their HRM practices. At this phase, any ideas or propositions explaining the HRM policies and practices in the Bangladeshi context is not considered that significant. The coding process identified some comments that are relevant to more than one code. For examples, the statement below can be labelled as ‘lack of motivation’ or ‘turnover’ or ‘grievance’ etc. *“Employees are leaving because they are dissatisfied and personal motivation level is not working.”* Coding process may generate a large number of codes, which leads to potential dangers. When working with too many codes, researchers face difficulties in interpreting, linking and explaining the data (Miles & Huberman, 1994). Therefore, researcher organised the data with logical sense with explanation and these codes are categorized.

*4.2.3.2 Categorized codes:* Categorizing the open codes is a process of grouping the open codes into categories that highlight relationships between them. This process is also known as axial coding (Corbin & Strauss, 2008 ) or repeating ideas (Auerbach & Silverstein, 2003). Researcher compared the meaning of each code at first and then linked it into a category that adds values and logical explanations to the emerging HRM perspectives. The method of grouping from open codes to categorized codes has been discussed in chapter 3. The following table shows how the open codes are grouped into categorized codes.

Table 4.2 Categories and Quotes from Participants

No	Categorized Code	Open Codes	Participants' Quotes
1	Working hours	Fixed Working hours	We have fixed working hours for the blue collar and white collar employees
2	Working hours	Over time	We provide payment to the employees who work overtime, usually labours are entitled to receive overtime payment only
3	Basic Pay	Festival bonus	Equivalent to one month's gross salary and each festival bonus is equivalent to the basic remuneration.”
4	Basic Pay	Salary Grades	For every practice, we have salary grades for all. Compensation and Benefits are carefully analysed as per the industry.



Researcher continued the categorization of codes until all the open codes are compared and contrasted. From the preliminary phase 94 Categorized codes were developed. The cognitive process of organizing codes into particular categories shapes the raw data into logical patterns. The next step is constructing themes mentioned as a higher level in data analysis process by Corbin & Strauss (2008) and Darun (2011). The themes are constructed after all the categorized codes are established.

*4.2.3.3 Themes:* Themes are the dominant notions that group together a number of categories which share common relationships (Auerbach & Silverstein, 2003). This follows a similar process to categorized codes and resulted in 18 themes and 94 categorized codes as illustrated in the following Table 4.3. Table 4.3 shows the process of organizing themes from open codes.

Table 4.3 Themes Development (from 5 Cases)

Themes	Categorized Codes	Open Codes (Coming from Participant's quote)
Recruitment Methods	White collar (education & experience is important)	Application acceptance, cv sorting, first screening, written exams, medical fitness check, viva, recruited
	Blue collar (Education is not important! But Experience and medical fitness)	Application acceptance, first screening, medical fitness check, viva, recruited
Selection Code	Job description	Job position/rank (manager/executive/intern), job grade (probation/replacement of work/casual/apprenticeship/permanent), Role of the job
	General office protocols	Job agreement, id card, health card, appointment letter, code of conduct
Basic Monthly Compensation Package	Basic pay	Basic pay scale govt. Structured (disclosed), Basic pay scale private (closed)
	House rent	House rent
	Transportation	Transportation
	Festival Bonus Leave for Allowance	Other allowances

Table 4.3 Continued

Themes	Categorized Codes	Open Codes (Coming from Participant's quote)
Situational Benefits	Overtime	Overtime
	Accidents	Accidents
	Occupational diseases	Occupational diseases
	Maternity	Maternity
Long Term Benefits	Provident fund	Provident fund
	Gratuity	Gratuity
	Workers' profit participation	Workers' Profit Participation
	Pension scheme	Pension scheme
Employee Health Benefits Training & Development	Annual health check up	Annual health check up
	Health insurance	Health insurance
	On job trainings	On job trainings
	Seminars & workshops	Seminars & workshops
	Counselling	Counselling
Performance Management	Professional certifications	Professional certifications
	Target KPI	Monthly /Yearly KPIs, Employee score evaluation by PMES tool
	Promotion	Promotion based on performance indicator
	Increment	Increment based on performance indicator
Job Security	Transfer	Transfer based of performance indicator
	Termination policy	Termination policy 1 month's notice
	Social exposure	Social exposure
	Reward system	Reward system
Leadership Style	Gender bias	Gender bias
	Organization commitment	Affective, continuance, normative
Influence of External Forces	Administration of Trust (five trust-building behaviours)	Behavioural consistency, behavioural integrity, demonstration of concern, delegation, communication,
	Political	Political transfers, political promotions
	Competitors	HRM system of competitors, Leadership style of competitors
	Government	Govt. Regulations/ Acts/compliance
Org. HRM practices	HRM action plans	HRM action plans
	HRM guidelines	HRM guidelines
	HRM SOP	HRM tools (example: ERP), HRM tools (example: in-house)

Table 4.3 Continued

Themes	Categorized Codes	Open Codes (Coming from Participant's quote)
Espoused Values	Philosophies Objectives Strategies	Rules, Routines, Adaptability & consistency Goals, Targets Collaborative programs
Fundamental Assumptions	Beliefs & Values Behaviour	Mind-set of the employees, Set of ideas that employees cherish inside a company Similar behaviour pattern
Org. HRM practices	HRM action plans HRM guidelines HRM SOP	HRM action plans HRM guidelines HRM tools (example: ERP), HRM tools (example: in-house)
UDHR	Articles 3~24	Rights of Employees at work
ILO	Safety: C155- Occupational Safety & Health Convention, 1981 (No.155), C062-Safety Provisions (building) convention, 1937 (No.62), C119 - Guarding of Machinery Convention, 1963 (No. 119) , C170 - Chemicals Convention, 1990 (No. 170) , C187 - Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), C115 - Radiation Protection Convention, 1960 (No. 115), C167 - Safety and Health in Construction Convention, 1988 (No. 167) Night work: C089 - Night Work (Women) Convention (Revised), 1948 (No. 89), C041 - Night Work (Women) Convention (Revised), 1934 (No. 41), C090 - Night Work of Young Persons (Industry) Convention (Revised), 1948 (No. 90), C171 - Night Work Convention, 1990 (No. 171) Labour Inspection : C081 - Labour Inspection Convention, 1947 (No. 81)  Labour Rights: C029 - Forced Labour Convention, 1930 (No. 29), C105 - Abolition of Forced Labour Convention, 1957 (No. 105), C098 - Right to Organize and Collective Bargaining Convention, 1949 (No. 98), C094 - Labour Clauses (Public Contracts) Convention, 1949 (No. 94)	P155 (Protocol of 2002 to the Occupational Safety and Health Convention, 1981), Article 1 to 12, Occupational Safety, Protection from Machineries, chemicals, radiations, construction at site , Health Safety from Hazardous industrious situations P089 (Protocol of 1990 to the Night Work (Women) Convention (Revised), 1948), Article 1 to 5, Night shift, Safety of Women and children  P081 (Protocol of 1995 to the Labour Inspection Convention, 1947), Article 1 to 10 P029 (Protocol of 2014 to the Forced Labour Convention, 1930), Article 1 to 12, CBA meetings, forced labour provisions

Table 4.3 Continued

Themes	Categorized Codes	Open Codes (Coming from Participant's quote)
	Equal Rights: C100 – Equal Remuneration Convention, 1951 (No. 100), C111 - Discrimination (Employment and Occupation) Convention, 1958 (No. 111), C019 - Equality of Treatment (Accident Compensation) Convention, 1925 (No. 19), C118 - Equality of Treatment (Social Security) Convention, 1962 (No. 118)	Equal treatment at work, social security at work, no discrimination, gender bias
	Employment Convention: C088 - Employment Service Convention, 1948 (No. 88), C122 - Employment Policy Convention, 1964 (No. 122), C144 - Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144), C044 - Unemployment Provision Convention, 1934 (No. 44)	Employment service, Employment policy
	Rest Period: C014 - Weekly Rest (Industry) Convention, 1921 (No. 14) , C067 - Hours of Work and Rest Periods (Road Transport) Convention, 1939 (No. 67), C106 - Weekly Rest (Commerce and Offices) Convention, 1957 (No. 106), C153 - Hours of Work and Rest Periods (Road Transport) Convention, 1979 (No. 153)	Hours for Rest, Hours for Holidays
	Working Hour: C030 - Hours of Work (Commerce and Offices) Convention, 1930 (No. 30), C047 - Forty-Hour Week Convention, 1935 (No. 47), C051 - Reduction of Hours of Work (Public Works) Convention, 1936 (No. 51), C061 - Reduction of Hours of Work (Textiles) Convention, 1937 (No. 61), C063 - Convention concerning Statistics of Wages and Hours of Work, 1938 (No. 63)	Working Hours
	Accidents: C017 - Workmen's Compensation (Accidents) Convention, 1925 (No. 17), C121 - Employment Injury Benefits Convention, 1964 [Schedule I amended in 1980] (No. 121), C174 - Prevention of Major Industrial Accidents Convention, 1993 (No. 174)	Accidents at site, Accidents during office duty, prevention from Accidents
	Occupational diseases: C018 - Workmen's Compensation (Occupational Diseases) Convention, 1925 (No. 18) , C042 - Workmen's Compensation (Occupational Diseases) Convention (Revised), 1934 (No. 42), C139 - Occupational Cancer Convention, 1974 (No. 139)	Special Disease at work
	Insurance: C024 - Sickness Insurance (Industry) Convention, 1927 (No. 24) , C039 - Survivors' Insurance (Industry, etc.) Convention, 1933 (No. 39), C035 - Old-Age Insurance (Industry, etc.) Convention, 1933 (No. 35)	Medical condition

Table 4.3 Continued

Themes	Categorized Codes	Open Codes (Coming from Participant's quote)
	Wage & Payment: C026 - Minimum Wage-Fixing Machinery Convention, 1928 (No. 26), C095 - Protection of Wages Convention, 1949 (No. 95), C052 - Holidays with Pay Convention, 1936 (No. 52), C131 - Minimum Wage Fixing Convention, 1970 (No. 131) , C132 - Holidays with Pay Convention (Revised), 1970 (No. 132), C140 - Paid Educational Leave Convention, 1974 (No. 140), C175 - Part-Time Work Convention, 1994 (No. 175)	Wage policy
	Maternity: C103 - Maternity Protection Convention (Revised), 1952 (No. 103), C183 - Maternity Protection Convention, 2000 (No. 183)	Maternity Leave, Maternity protection
	Age: C059 - Minimum Age (Industry) Convention (Revised), 1937 (No. 59) , C123 - Minimum Age (Underground Work) Convention, 1965 (No. 123), C138 - Minimum Age Convention, 1973 (No. 138)	Age for work
	Security: C102 - Social Security (Minimum Standards) Convention, 1952 (No. 102), C117 - Social Policy (Basic Aims and Standards) Convention, 1962 (No. 117), C157 - Maintenance of Social Security Rights Convention, 1982 (No. 157)	Social security
	Health & Hygiene: C120 - Hygiene (Commerce and Offices) Convention, 1964 (No. 120), C124 - Medical Examination of Young Persons (Underground Work) Convention, 1965 (No. 124), C130 - Medical Care and Sickness Benefits Convention, 1969 (No. 130), C077 - Medical Examination of Young Persons (Industry) Convention, 1946 (No. 77), C161 - Occupational Health Services Convention, 1985 (No. 161), C148 - Working Environment (Air Pollution, Noise and Vibration) Convention, 1977 (No. 148)	Drinking water, Latrine for every 50 employees, work space, distance between drinking water & latrines, first aid appliances, medical attendees & doctors, pollution from air, water , noise , vibrations, food at canteen
	HR Development: C142 - Human Resources Development Convention, 1975 (No. 142), C053 - Officers' Competency Certificates Convention, 1936 (No. 53), C168 - Employment Promotion and Protection against Unemployment Convention, 1988 (No. 168)	Professional certifications, Training, probationary period, promotion, protection against unemployment
	Trade Union: C150 - Labour Administration Convention, 1978 (No. 150), C151 - Labour Relations (Public Service) Convention, 1978 (No. 151), C154 - Collective Bargaining Convention, 1981 (No. 154), C135 - Workers' Representatives Convention, 1971 (No. 135)	Trade union elections, trade union members, CBA

Table 4.3 Continued

Themes	Categorized Codes	Open Codes (Coming from Participant's quote)
BDL	Benefits: C156 - Workers with Family Responsibilities Convention, 1981 (No. 156)	Entertainment at work, canteen, gymnastics room, TV room, rest room, prayer room, room for children
	Termination: C158 - Termination of Employment Convention, 1982 (No. 158)	
	Employment: Section 1(1- 2), Section 2(65), Section 5, Section 12, Section 16, Section 17, Section 18, Section 24, Section 37	Conditions of employment, Regulation of employment & safety
	Maternity benefit: Sub-sections 1, 2	Maternity leave -6 months
	Employee Health: Sub-section 2, Section 89, The factory Act 1965	Employees' Health & hygiene, Special provisions relating to health hygiene
	Safety at Work: Section 72, Section 74, Section 61, Section 64, Section 78, Section 37	Safety, Regulation of employment & safety
	Employees welfare: Section 26 (4)	Welfare of employees'
	Working hours: Section 109	Working hours rigid or flexible
	Wages: Section 2(45), Section 2(10), Section120, Section 122, Section123, Section 19, 20, 22,23,26,27	Wages & payment, Wages board
	Accident: Section 16 (7)	Workman's compensation for injury by accident
	Trade unions: Section 2(65), Section176, Section 177, Section 178, Section 196, Section 202	Trade Unions' formation, leaders and activities
	Grievance Handling: Section 16 (7), Section 23 (2), Section 195,Section 196,Section 2(62)	Settlement of disputes
	Labour Court: Section 214, section 215, Section 313, Section 314, Section 195, Section 196, Section 23 (2), Section 16 (7), Section 23 (1)	Labour court tribunal, Penalty & procedures
WPPF: Section 205 (5)	Workers' participation in profit fund	
Provident funds: Section 26 (4)	Provident funds maturity for permanent employees	
Apprenticeships: Section 1(1- 2), Section 2(65), Section 5	Apprenticeships	

4.2.3.4 *Perspectives*: The coding process is now entering a preliminary understanding in HRM practices. The themes are organized in an explanatory manner to form one or more sets of ideas (Auerbach & Silverstein, 2003;Lofland et al.,2006). Perspectives are the outcome of coding and thematic analysis, which refers to the stated research questions. Perspective represents the meaning of the content of the data set or themes, which have been grouped with categorized codes. Perspectives are formed from

constant logical comparison analysis (Corbin & Strauss, 2008 ). During the first stage (i.e., open coding), data is chunked into small units, starting by attaching a code, to each of the participants' quotes. In the second stage these codes are grouped into categorized codes through axial coding. In the third stage the researcher develops one or more themes by grouping the relevant meaningful categorized codes to form meaningful themes. Finally, perspectives are developed, which express the content of data sets (Corbin & Strauss, 2008; Onwuegbuzie, Dickinson, Leech, & Zoran, 2009). This process generated seven Perspectives from the preliminary phase. First six perspectives got generated while the HR professionals were talking about HRM policies and the seventh perspective got generated while employee rights' law as a separate guideline has been brought into the picture in the Table 4.4 below.

Table 4.4 Perspectives

No	Perspectives	Themes
1	Recruitment & Selection	Recruitment Methods, Selection Code
2	Total Compensation Packages	Basic Monthly Remuneration package, Situational Benefits, Long Term Benefits, Employee Health Benefits
3	Career Management	Training & Development, Performance Management Evaluation, Job Security
4	Management & Leadership	Leadership Styles, Influence of External Forces
5	Organizational Culture	Espoused Values, Fundamental Assumptions
6	HRM Compliances	Org. HRM Practices
7	International Employee Rights Standards	UDHR, ILO, BDL (Details in chapter 2)

### 4.3 Description of the perspectives:

From the preliminary study several open codes were identified, which indicated several distinct dimensions and variables. The codes were categorized producing 94 categorized codes. These categorized codes are grouped into 18 themes to give a clearer picture of the overall HRM practices. The themes were then grouped into seven distinct perspectives, which have been supported by other scholars' (references) at different times. The perspectives identified are 1. Recruitment and selection; 2. Total compensation package; 3. Career management; 4. Relationship between the leaders and the employees; 5. HRM compliances; 6. Organizational culture; and 7. International Employee rights' standards. These are described in more detail below:

#### 4.3.1 Recruitment and Selection (R & S)

Recruitment is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, to apply for jobs with an organization (Grensing-Pophal, 2002), that means hiring or choosing the right candidate at right place for a specific position (Gusdorf, 2009;Jago, 1996). There are various methods used to recruit the employees. The process of recruitment uses newspaper advertising, employment agencies, which are regarded as formal recruitment methods. Informal methods include word of mouth and recommendations (Livingston, Guest, Woodcock, & Taylor, 1994). Barber *et al.* (1999) argued that recruitment in large organizations are more formalized based on the efficiency imperative, repeated internalized transactions of the organizations (Williamson, 1975) and ample applications for the larger number of positions needed for the large organizations. Nevertheless, informal recruitment methods are associated with smaller organizations (Barber, Wesson, Roberson, & Taylor, 1999;Deshpande, Golhar, & Stamm, 1994). In the traditional manufacturing sectors, informal methods tend to be chosen, whereas the high manufacturing sector formal methods are more widely used.

Recruitment processes are important during this phase, and different for white-collar jobs and blue-collar jobs. That is why the participant 2 from case 1 said, *“There is functional competence and there are behavioural competence. Whenever we are hiring managers, we take some tests for the functional skills and for behavioural aspect we do some assessment to see how they deal with people and handle stress through some role-play and presentations.”* This is classified under the categorized code ‘Recruitment method-white collar’ that is developing the theme “Managers functional skills & qualities.”

On the other hand, Participant 3 from case 5 said, *“No Structure for labour recruitment has been done by CEOs and the managing director.”* This indicated that the categorized code should be “Recruitment method -blue collar”. During recruitment and selection, issues can occur as managers can influence the recruitment process and sometimes, top management hires without meeting the recruitment protocols.



Table 4.5 Excerpt of Recruitment & Selection Themes

Participants	Quote	Categorized Code	Theme
Participant from case 2	3 Each employee gets their employee id, appointment letter, code of conduct the moment they are recruited and selected for any position of the company	General office protocols	Selection Code
Participant from case 1	2 There is functional competence and there is behavioural competence. Whenever we are hiring managers, we take some tests for the functional skills and for behavioural aspect we do some assessment to see how they deal with people and handle stress through some role-play and presentations.	White Collar	Recruitment Methods
Participant from case 5	3 No Structure for labour recruitment, done by CXOs and The Managing Director.	Blue Collar	Recruitment Methods

#### 4.3.2 Total compensation packages (TCP)

Total compensation is defined as ‘all of the resources’ available to employees, which are used by the employer to attract, motivate and retain employees. Employee compensation plays a key role by staying at the heart of the employment relationship, which is critically important to both employees and employers (Gerhart, Minkoff, & Olsen, 1995). Employees typically depend on their compensation package as it decides the fate of their living and health security. On the other hand, for employers, compensation decisions influence their cost of doing business and their ability to compete for employees in the labour market (Gerhart et al., 1995). Moreover, Employee compensation practices differ across employment units (e.g., organizations, business units, and facilities) on several dimensions (Gerhart, Milkovich, & Murray, 1992). Gerhart, Minkoff and Olsen (1995) illustrated that the focus of the employee compensation literature has been on defining these dimensions, understanding why organizations differ on them (determinants), and assessing whether such differences have consequences for employee attitudes and behaviours, and for organizational effectiveness.

In this research, Participant 2 from case 1 said, “*For every practice, we have salary grades for all. Compensation and Benefits are carefully analysed as per the industry.*” This indicates the categorized code “Grade wise Compensation Package” and

develops the theme “Basic Monthly remuneration”. Participant 2 from case 4 said, “There is salary structure is disclosed and structured but it is open or disclosed until a certain level. But, after certain level salary structure is not known officially. But, there is a compensation package system rather than salary is closed because the benefits are closed. Certain allowances, management info system is there. But, insurance policies are not there.” This indicates the categorized code ‘structures’ eventually deriving it to a theme “Situational Package”.

Table 4.6 Excerpt of Total Compensation Package Themes

Participants	Quote	Categorized Codes	Themes
Participant from case 1	2 For every practice, we have salary grades for all. Compensation and Benefits are carefully analysed as per the industry.	Basic Pay (Govt. Structured & Disclosed)	Basic Monthly remuneration
Participant from case 4	2 There is salary structure is disclosed and structured but it is open or disclosed until a certain level. But, after certain level salary structure is not known officially. But, there is a compensation package system rather than salary is closed because the benefits are closed. Certain allowances, management info system is there. But, insurance policies are not there.	Other allowances	Basic Monthly remuneration

### 4.3.3 Career management (CM)

Career management is important in organizational environments where, employers increasingly expect employees to take responsibility for managing their own careers (Bridges & Etaugh, 1995). For employees, career management policies are to give them the guidance, support and encouragement they need to fulfil their potentials and to achieve a successful career within the organization that is in tune with their talents and ambitions. Therefore, the organizations established career management policies to offer programs, counselling, planning and workshops to help employees manage their careers; in a way employers and employees help each other because they are in a reciprocal relationship (Sturges, Conway, Guest, & Liefoghe, 2005). In the social exchange theory Blau, (1964) implied that positive career management experiences motivate employee contributions, which generates higher job performances. Career management works well when training & development, performance

management system and job security for the employees are provided. Baruch and Peiperl (2000) identified 17 career management practices, which ensure training, performance management and job security.

In this research, Participant 3 from case 5 said, *“Giving trainings and also working in IT development and in various sectors. Employees get a big chance to learn from all of the fields.”* This indicated the categorized code ‘training’ developing the theme “training”. Also, in this research Participant 2 from case 5 said, *“Women did not feel comfortable to work in this area anymore. Management wants men supervisors because they can stay overnight and they can be dominating and comfortable in dealing with the management and etc.”* This indicates the categorized code ‘Gender Biasness’, eventually that falls under the theme “Job Security”.

Table 4.7 Excerpt of Career Management Themes

Participants	Quote	Categorized Codes	Themes
Participant from case 4	1 PMP is evaluated properly because marking system is there. Supervisor gives very good PMP and marking but until that margin where the individuals will not get any promotion or increment. PMP has got sharp line KPI with credit to different Marketing, Penetration and different other sectors.	Target KPI, promotion	Performance management system
Participant from case 5	3 Giving on job trainings and also working in IT development and in various sectors. Employees get a big chance to learn from all of the fields.	On job Training	Training & Development
Participant from case 5	2 Women did not feel comfortable to work in this area anymore. Management wants Men supervisors because they can stay overnight and they can be dominating and comfortable in dealing with the management and etc.	Gender Biasness	Job Security

#### 4.3.4 Relationship between leaders and employees (RLE)

Management is a position in an organization that comes with the responsibilities (J. R. Darling & Nurmi, 2009). On the other hand, they argued that leadership is a personal skill encompassing having vision, the ability to act, to communicate and to influence employees. Management depends on a status in a hierarchy, and leadership on the personal recognition and acceptance of the employees, where these both

complement each other thereby are two overlapping functions (Darling, Gabrielsson, & Seristö, 2007) and keeps coping with complexity and dealing with the employees in a consistent manner whereas leadership is primarily about coping with change (Alvy & Robbins, 2005; Yukl & Lepsinger, 2005). Leaders inaugurate direction by emerging a vision of the future; aligning people by communicating with this vision, inspiring them to overcome obstacles, and nurturing their development and skills to contribute to organizational achievements (Bass & Stogdill, 1990). In this process, effective leadership is embedded with values like trust, commitment, and caring by projecting different styles of leadership in the organizations (Covey, 2006). Therefore, all managers are leaders in some way.

In this research, participant 2 from case 1 said, *“We are thinking of personal counselling and I believe the external counsellors can help –because the internal people may not have that amount of capacity and credibility.”* This highlights the leadership style and responsibility of a manager to keep the employees motivated. Nevertheless, in this research, transformational and transactional leadership are observed in most of the organizations. Interestingly, participant 1 from case 4 when said *“We have 3 tiers management, which are vision, environment and commitment followed by CXOs, Leadership, evaluation, delegation, planning managers and supportive forces”*. It indicated the categorized code “administration of trust” and lead to the themes “leadership style”.

Table 4.8 Excerpt of Relationship between the Leaders and the Employees Themes

Participants	Quote	Categorized Code	Themes
Participant 3 from case 3	Demands are met according to the company structure. Bonus system depends on employees’ hard work, dynamic attitude and contributions.	Organization commitment	Leadership Style
Participant 1 from case 5	Employees are leaving because they are dissatisfied and personal motivation level is not working	Administrati on of Trust	Leadership Style

#### 4.3.5 HRM compliances (HC)

Human resource management compliances involve all management decision and practices that directly affect or influence the human resources of the organization. Lado and Wilson (1994) stated that HRM policies and practices contribute to persistent

competitive advantage by facilitating the development of competencies that are company specific, produce complex social relationships and generate organizational knowledge. Therefore, HRM practices should be central to the organizational strategy of HRM policies (Barney, 2001). In this research, participant 1 from case 4 said, “*HRM policy has been customized, designed and some outsourced. Process of HRM has been taken from a consultant plus it has been also modified into new versions.*” This indicated that the companies’ HRM policy is modified to bring outsourcing and other customizations in HRM practices. The categorized codes here are ‘HRM action plan’ and ‘HRM guidelines’.

Table 4.9 Excerpt of HRM Compliances Themes

Participant	Quote	Categorized Codes	Themes
Participant from case 4	1 HRM policy has been customized, designed and some outsourced. Process of HRM has been taken from a consultant plus it has been also modified into new versions	HRM action plan, HRM guidelines	Org. HRM practices
Participant from case 1	2 We have 13 HRM Action Plans. We have a written policy.	HRM action plan	Org. HRM practices

#### 4.3.6 Organization culture (OC)

Organizational culture stands for a set of values, beliefs, and behaviours that differentiate one organization from another (Deal, 1999). In reality, organization culture is actually the working environment, where the members’ behaviours, attitudes, beliefs, skills, perspectives, habits and prejudices having particular patterns carrying the internalized faith (Xie, Chen, & Chen, 2014). In this research, organizational culture perspective got derived from two levels described by Schein (2004). These are: espoused values (not observable) and fundamental assumptions (tacit and beliefs). In this research, participant 3 in the case 2 quoted, “*Our working environment is maintained as per government policy. Salary and benefits are disbursed according to government policies.*” This quotation leads to the categorized code “beliefs and values”, which eventually leads to the theme “espoused values”. This is another example of adopted values of an organization to a large extent determining the behaviour of the employees described again by Schein (2004). These values are the differences between stated values and operating values. As participant 3 from case 2

said, “*We do not give any decisions but we make remarks and forward to the top management and resolve minor issues.*” This state is an example of the non-observable organizational culture, where employees of the organization will attribute their behaviour to the stated value. This condition leads to the categorized code ‘strategies’ and eventually leads to espouse value theme.

In another context, participant 1 from case 1 said, “*We care for our human resources as human beings.*” This quote directs to the categorized code “beliefs and values” that eventually leads to the theme “fundamental assumptions”. Here, the essence of learned values, beliefs and assumptions became blended and shared which acts as a built-in situation, that were invoked by the founder leaders who led the organizations to success. Hooijberg and Petrock (1993) and Denison and Mishra (2009) argued that employees work more effectively in the organization when there are embedded organizational cultures. Therefore, HRM perspectives become more manageable.

Table 4.10 Excerpt of Organization Culture Themes

Participant	Quote	Categorized Code	Theme
Participant from case 2	2 We follow Bangladesh National Policy.	Strategies	Espoused Values
Participant from case 2	3 Our working environment is maintained as per government policy. Salary & Benefits are disbursed according to govt. policies.	Beliefs & Values	Fundamental Assumptions
Participant from case 2	3 We do not give any decisions but we make remarks and forward to the top management and resolve minor issues	Strategies	Espoused Values

The determinant of organizational culture here is employee orientation, which can be consistent, adaptable, involved and accomplished mission. The employee orientation can be lower or higher in an organization.

#### 4.3.7 International Employee rights standards (IERS)

There are certain employee rights protocols under UDHR employee rights protocols and ILO employee rights protocols and these need to be addressed while developing an HRM framework (Andalib, 2014). In Bangladesh, there is a separate employee rights guideline named the ‘Bangladesh Labour Law’. In this research,

participant 8 from case 3 said, “It has got HRM policy run by Labour Law. For labours they have labour.” This indicated that here the categorized code is labour rights and the theme is BDL. Another participant 2 from case 4 said, “According to ISO: Per toilet for 25 employees, Water consumption, Save drinking water, Emergency medicines, health issues and ambulance are there Salary by 1st of the Month.” Here this quote develops the “C155- Occupational Safety and health Convention, 1981 (No.155)” - Protocol of 2002 to the Occupational Safety and Health Convention, 1981.” categorized code finalizing the theme as ”ILO”.

Table 4.11 Excerpt of International Employee Right Standards Themes

Participants	Quote	Categorized Codes	Themes
Participant from case 1	2 We are compliant with Bangladesh Environmental Regulatory Institute (Bangladesh Odhitoptr) and also ISO 1400 certified and we comply and we are ahead of.	Employee Regulations and Safety	BDL
Participant from case 2	4 We are complied with Bangladesh Labour Law	Labour rights	BDL
Participant from case 4	2 According to ISO: Per toilet for 25 employees, Water consumption, Save drinking water, Emergency medicines, health issues and ambulance are there Salary by 1st of the Month but partially we implement	C155 - Occupational Safety and Health Convention, 1981 (No. 155), P155 - Protocol of 2002 to the Occupational Safety and Health Convention, 1981	ILO

#### 4.4 Propositions for Fieldwork Research

The preliminary findings, along with literature review, were used to construct a set of propositions to guide the researcher at fieldwork. The data analysis identified seven perspectives believed to influence the HRM of the manufacturing companies of Bangladesh. These perspectives suggested the HRM situation of Bangladeshi manufacturing companies. However, they require further inquiry to verify their relationships with HRM practices and therefore the propositions are seven.

Proposition 1 is that recruitment and selection is associated to HRM approaches and to new HRM framework. Proposition 2 is that total compensation package is

influencing the HRM approaches to new HRM framework. Proposition 3 is that career management influences the HRM approaches to new HRM framework. Proposition 4 is that relationship between the leaders and the employees influences the HRM approaches to new HRM framework. Proposition 5 is that HRM compliances influence the HRM approaches to new HRM framework. Proposition 6 is that organizational culture influence the HRM approaches to new HRM framework. Proposition 7 is that international employee rights standards' influence the HRM approaches to new HRM framework

The preliminary stage provided three things for fieldwork. At first, it got a pathway to select diverse cases, participants in the manufacturing sector of Bangladesh by identifying their prioritized HRM factors, HRM models mapped with LR that might be in use intentionally or unintentionally Secondly, the propositions for further research are found. Thirdly, a preliminary new HRM framework got developed that might get improved and improvised after receiving fieldwork data.

#### **4.5 Development of a preliminary new HRM framework**

Researcher developed the preliminary new HRM framework at this phase after the primary data experiences as different scholars already mentioned that evaluation and incorporation of data experiences along with the researchers' ideas can create the framework (Davenport & Prusak, 2000; Nonaka & Takeuchi, 1995). Davenport and Prusak (2000) explained that this insightful HRM framework is deeply rooted in the organizational routines, processes, practices and norms and the primary data from the direct interviewees provided a more transparent and distinct look to the HRM framework. After collecting and analysing fieldwork data the new HRM framework can be improved in a more appropriate manner; however, this was too early to confirm the framework at this stage.



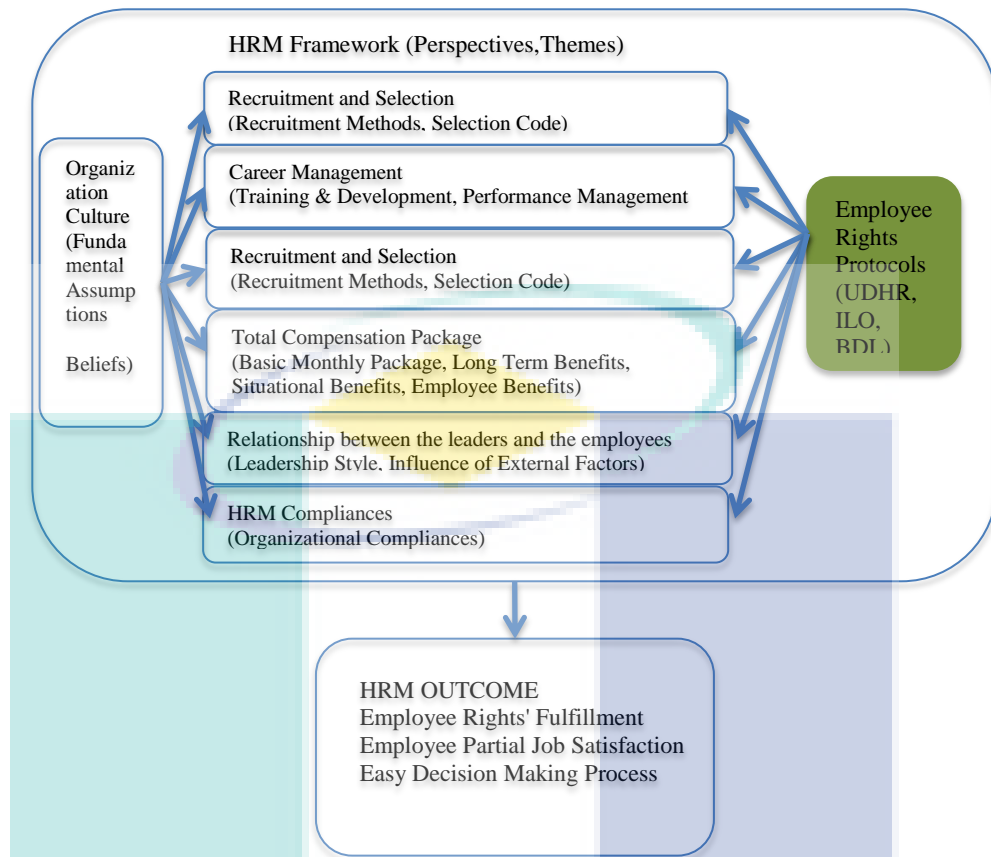


Figure 4.1 Preliminary new HRM Framework

The following table 4.12 revealed primary data of five companies in a way that which perspectives were given priority and how they got mapped with literature (LR) information.

Table 4.12 Findings of Preliminary Cases mapped with LR

Pseudo name (company type)	Emphasized Perspective/s (found from FGD)	Company's Factors (with LR)	HRM (Matching with LR)	Company's HRM Model (Matching with LR)	Included International ERS Protocols
Case 1 (Chemicals)	R&S, TCP, HC, OC	Technology, Top-Mgt Regulations, Stakeholders		CTM	ILO, BDL : Not all protocols applied
Case 2 (Jute Mills)	TCP, RLE, HC, OC	Technology, Economy, Unions, Stakeholders, Top Mgt,		COM	BDL: Only few BDL protocols applied
Case 3 (Electronics)	R&S, TCP, CM, HC	Technology,		CTM, COM	ILO, BDL: Not all protocols applied
Case 4 (Food& Beverages)	HC, OC	Technology, Stakeholders		MM, CTM	BDL: Not all protocols applied
Case 5 (Garments)	R&S, RLE, HC, OC	Technology, Top Mgt, Line Mgt, Unions		MM, COM	ILO, BDL : Not all protocols applied

#### **4.6 Summary of the chapter**

This research phase aimed to find the variations of HRM policies-practices in the manufacturing companies of Bangladesh, where the case study approach with unstructured questionnaire was chosen to achieve an in-depth understanding of the HRM context. The cases in this phase were purposefully selected to refine the developing framework, where case characteristics were specified to accomplish the research objectives (Darun, 2011). This chapter described the findings from the five cases during the preliminary phase. Prior to data collection, secondary data was used to develop a case background and to refine the research instrument for fieldwork. Moreover, stated quality procedures ensured the research process was conducted in a coherent and transparent manner. During the data collection process, participants who represented various functional domains and hierarchy levels were interviewed. Interviews with CEOs, HR directors, Managing directors for HR department/Senior HR managers/Assistant HR managers provided comprehensive understanding about HRM as well as guiding the identification of subsequent perspectives from the provided data. Moreover, secondary data was collected after the interview process to further investigate the issues that emerged during the interviews. Researcher transcribed the voice records of the interviews in text format for data analysis. The coding process consisted of open codes, categorized codes and themes, which led to identification of seven perspectives. Finally, these perspectives helped the researcher to develop the preliminary new HRM framework as described in this chapter. Also, the results and experiences of this preliminary phase enabled the creation of an interview guide with case study protocol facilitating the final phase data collection at fieldwork.

## CHAPTER 5

### FIELD WORK ANALYSIS

#### 5.1 Introduction

The previous chapter covered the preliminary phase of this research. Preliminary data analysis identified the perspectives of the new HRM framework, proposed some propositions, developed the initial new HRM framework and developed the research instrument for fieldwork. At fieldwork all of these are considered while collecting and analysing data.

This chapter has five sections. The next section discussed the fieldwork processes and the analysis of data. The third section discussed about the perspectives of HRM practices drawn from the fieldwork findings. The fourth section examined the perspectives of the new HRM framework: an alternative view and in the fifth section, the new HRM framework got modified. Finally, the chapter got summarized in the final section.

#### 5.2 Field Work

The findings in the preliminary phase lead to the development of an interview guide for the fieldwork. Collecting the listed manufacturing companies of Bangladesh from Stock Market, the researcher ranked these into four categories, selected a number of companies for possible interview and also sent invitation letters requesting their participation. Companies identified for potential interviews were Dhaka based, had more than 500 employees, were following the Bangladesh Company Act 1994 and were using the heavy machinery. Finally twelve companies were selected, using purposeful sampling techniques, for fieldwork. The procedures used for this were discussed and elaborated in chapter 3. The key participants from each company were selected and

before the interviews were conducted a case study protocol was developed to guide the case discussions. The interviews were conducted in the company corporate houses and factories. In this phase, there were two different sets of questionnaires. One questionnaire was used to conduct the interviews with the managers and the other questionnaire was used to conduct the interviews with the executives and labours. There were 87 interviews, which were recorded and saved as voice data. The recorded data were transcribed, organized and analysed by using NVIVO Mac tool.

### **5.2.1 Data Collection Procedures / Flow / Protocols**

The data collection procedures' regarding fieldwork was discussed in Chapter 3, and the procedure got replicated in qualitative this research in both phases. Before collecting the fieldwork data, some procedures had to be followed such as, selecting the cases and participants where to conduct the interviews and developing the interview guide. The cases and participants were selected by purposeful sampling. The participants were invited for the interview sessions using ethical considerations. At the same time a rapport was built up with the interviewees to help facilitate the collection the final data.

### **5.2.2 Data Analysis**

There are a number of procedures and strategies by which data can be analyzed. According to Creswell (2013), in this qualitative research, the collected data got transferred into text data or transcripts (voice data) first, then got narrowed down into themes through the process of coding, then condensing the codes and putting data in figures, producing tables, which was then followed by a discussion. The data analysis procedures carried out during fieldwork stage replicated the data analysis procedures of the preliminary phase. Following this work, coding, theory building and construct validity was carried out. During coding, thematic analysis was done to match and develop the patterns for developing the themes, perspectives and eventually the new HRM framework. Whilst carrying out thematic analysis, the themes and perspectives were matched to the research questions. Classification of cases got developed by developing the cross matrices both vertically and horizontally as this helped the identification of the contexts of differing perspectives for each individual case.

### 5.3 Perspectives of HRM Practices: Fieldwork Findings

The preliminary phase produced several open codes with 94 categorized codes, 21 themes and 7 perspectives. From the fieldwork more than 128 categorized codes, 67 themes and 8 perspectives were derived. The one added perspective was Grievance Management System that directly created the linkage with International Employee Rights' Standards. As a result these perspectives were defined as 1. Recruitment & Selection; 2. Total Compensation Package; 3. Career Management; 4. Relationship between the Leaders and the Employees; 5. HRM Compliances; 6. Organizational Culture; 7. International Employee Rights' Standards and 8. Grievance Management System. These are described below:

#### 5.3.1 Recruitment & Selection (R&S)

The proposition one referred to the perspective named 'Recruitment & Selection'. Here it is elaborated on. Since, Gusdorf (2009) and Jago (1996) already argued that recruitment and selection were formal or informal ways to hire employees for specific positions. Researcher identified two categorized codes in this perspective, which are case wise is either at developed stage or at developing stage. Based on R&S cases 1, 4, 5, 6 and 11 appeared to be at developed stage, whilst other cases 2,7,8,9 and 12 appeared to be at the developing stage. Cases 3 and 10 appeared to be at hybrid stage.

**5.3.1.1 Recruitment Methods:** During recruiting the white-collar employees, for managerial and executive positions the recruitment process seemed to be different than the standards. In this research the identified variances for formal recruitments are either strongly aligned or weakly aligned. Here, '++' stands for "Follows the steps strongly" or '++' stands for "Follows the steps weakly".

**Strongly Aligned:** It was found that cases 1, 4, 5, 6 and 11 were aligned. In case 1, executive HR Dept. said, "*We recruit labours and we have SOP guideline which exactly that they follow and do their works. We also train our labours who work in the factories.*" Again, in case 1, the Assistant HR manager said about the formal recruitment of white-collar managers, "*Our higher management has to go through formal systematic procedures as well. We usually, ask the head hunters to provide us list of higher management officials and then we start the process.*" Similarly, in case 5

HR Director said, *“We do first screening of CV, then based on skills, education and requirements we call candidates for written exam, then a group of them who does good goes for Viva exams.”* Similarly, in case 6, the IT head (former head of HR) said, *“We have a rigorous and thorough recruitment and selection process and we have introduced this method in Bangladesh.”* also in case 6 the HR manager said, *“We do a workshop with the new graduate at first session and then from there we pick up the talents through several on the spot processes of their activities, the selected ones are called for interviews and written exams, we do this aligned process every year”*.

**Weakly Aligned:** In this research, cases 2, 7,8, 9 and 12 were considered weakly aligned. For example in case 2 the assistant head of HR said, *“We follow formal recruitment process for the office executives but for the factory workers we usually accept references or recommendations.”* Assistant HR Manager 2 in case 2 said, *“But, formal process is tiring, sometimes when we call the candidates for interview they ask us from which company we are calling because might be they apply for so many jobs online they forget- it becomes difficult for us; so sometimes we do not follow absolute formal process.”*

**5.3.1.2 Selection Code:** In certain organizations recruited employees and managers received particular job description and a selection code that they needed to follow throughout their service life. Selection codes varied from organization to organization and is distinguishable depending on the categorized codes ‘job description’ and ‘general office protocols’ case wise either strongly existent (++) or weakly existent (+).

**Strongly existent:** The research indicated that cases 1, 3, 4, 5, 6, 11 and 12 have strongly existent selection codes. For example in case 3, the HR manager said, *“We have a written code of conduct as well as we have a list of ‘do’s and don’ts’ that help the employees to follow the guideline of the organization”* company secretary in case 3 said, *“The very first day the code of conduct, job description document and to-do lists are given then later we give id cards, bank accounts and etc.”* In case 6 the head of HR said, *“Of course, we have codes of conducts and we strictly follow it.”* An assistant HR executive in case 6 said, *“The first thing we do is get the agreement signed by the recruited candidate and then give him or her the documents of codes of conducts and others.”*

**Weakly Existent:** Evidence showed that cases 2, 7, 8,9 and 10 having selection codes were weakly existent. The head of HR in case 10 said, “*We have few guidelines for the employees but you know it is a big company it is not possible to keep track of all.*” An HR executive from case 10 said, “*We are in developing stage of that not entirely in implementation though.*” Similarly, in case 8 an executive said, “*Rules are there only for workers like us in the factory I think.*” The head of HR in case 8 said, “*Actually we have protocols for all but since we have so many branches and offices, distribution houses only the basics are followed.*” Table 5.1 showed how Recruitment & Selection works in the following multiple cases.

Table 5.1 Cross case analysis for Perspective 1 (Recruitment & Selection)

<b>Perspective 1: Recruitment &amp; Selection</b>					
<b>Themes</b>	<b>Recruitment Methods</b>		<b>Selection Code</b>		<b>Outcome</b>
<b>Categories</b>	<b>WC</b>	<b>BC</b>	<b>JD</b>	<b>GOP</b>	
Case 1	++ Strongly Aligned	++	++ Strongly Existent	++	Developed Stage
Case 2	+ Weakly Aligned	+	+ Weakly Existent	+	Developing Stage
Case 3	++ Weakly Aligned	++	+ Strongly Existent	+	Hybrid
Case 4	++ Strongly Aligned	++	++ Strongly Existent	++	Developed Stage
Case 5	++ Strongly Aligned	++	++ Strongly Existent	++	Developed Stage
Case 6	++ Strongly Aligned	++	++ Strongly Existent	++	Developed Stage
Case 7	+ Weakly Aligned	+	+ Weakly Existent	+	Developing Stage
Case 8	+ Weakly Aligned	+	+ Weakly Existent	+	Developing Stage
Case 9	+ Weakly Aligned	+	+ Weakly Existent	+	Developing Stage
Case 10	++ Strongly Aligned	++	+ Weakly Existent	+	Hybrid
Case 11	++ Strongly Aligned	++	++ Strongly Existent	++	Developed Stage
Case 12	+ Weakly Aligned	+	++ Strongly Existent	++	Developing Stage

In Table 5.1, White collar = WC, blue collar = BC, job description = JD, general official protocols = GOP. For Recruitment Methods, ‘++ = stands for follows the documented steps

strongly' and '+ = follows the documented steps weakly'. Strongly developed (++) and weakly developed (+) can be the case determinants for recruitment methods. On the other hand, categorized code 'selection code' in different cases are measured as 'Strongly Existent' (++) , 'Weakly Existent' (+); where job description and general protocols are measured as ++ stands for 'fully completed' and + stands for 'partially completed'. These indicate the outcomes of each case for perspective 1 'recruitment & selection' as developed stage or developing stage or hybrid stage.

### **5.3.2 Total Compensation Packages (TCP)**

The second proposition indicated this perspective as one of the answers, where another perspective for a new HRM framework was considered to provide a beneficial platform to the managers and the employees of the organization. Milkovich & Newman (1999) mentioned that compensation referred to all forms of financial returns and tangible services and benefitted employees receive when they are employed in any organization. To be more specific, Quah (2010) defined compensation as the adequate and equitable remuneration of personnel for their contribution to organization objectives. He also identified its three perspectives as: basic attractive wage or salary; variable motivational compensation; and supplementary retaining fringe benefits. From participants' codes in this research, the themes found are basic monthly package, long-term benefits, situational benefits and employee health benefits. It was observed that cases 1, 5, 6, 11 and 12 were 'human oriented'; cases 2, 3, 7, 8 and 9 are 'profit oriented' and cases 4 and 10 were 'hybrid'.

*5.3.2.1 Basic Monthly Package (BMP):* The level of basic monthly pay as the average compensation constituted one of the basic characteristic of an organization (Ehrenberg & Milkovich, 1987; Schwab, Olian-Gottlieb, & Heneman, 1979; Mahoney, 1979). Newly, the term "compensation" includes any direct or indirect payments to the employees, such as wages, bonuses, stock, and benefits. However, in most researches only the base wage or salary got typically measured. Here, basic monthly package became distinguished across cases, which were either high or low. Here, basic pay, house rent, transportation allowances, festival bonus and leave for allowance are measured using two measurement scales are measured as '++'= stands for 'follows govt. standard and higher than govt. standard', '+ '= Follows lower than govt. standard.



Gerhart and Milkovich (1990) found that organizations had differences in pay mix or basic pay packages. They also added that organizations that gave priority to short-term bonuses and long-term incentives over a period of time rather than only focusing on 'base pay' the organization actually performed better. Therefore, employees' performances' depend on the delivery and mix of payment (Gerhart, Milkovich, & Murray, 1992). A sound pay mix often had basic pay, house rent, transportation allowance, festival bonus and leave for allowances. However, Groshen (1991) mentioned that all of this cashed according to company's policies, where every employee got allowance to have at least eleven days of paid festival holidays in one calendar year and festival bonus became equal to the basic pay of the employee.

**High:** From this research, the cases 1, 4, 5, 6, 10, 11 and 12 were found to have high BMP. For example in case 5, executive said, *"Yes, we draw festival bonus every year two times and it is equivalent to our basic pay."* In case 5 the HR director aid, *"Our compensation package fulfils all the criteria and employees are happy about it."* Similarly, in case 6 the Head IT said, *"I believe we are the first very few companies in Bangladesh who have introduced the compensation package with many components."* The HR manager in case 6 said, *"We provide all benefits required regularly in the monthly compensation package, we highly believe in employees' job satisfaction."*

**Low:** In this research, cases 2, 3, 7, 8 and 9 were having a low form. In case 9 the factory HR manager said, *"We have two festival bonuses but not LFA or other things but yes if needed we get support regarding medical emergencies while accidents and etc."* HR Executive from case 9 said, *"We get basic allowances but don't have so many components."* In case 7, HR executive said, *"Salary disbursement time is not fixed so we suffer sometimes."* In case 7 the HR consultant said, *"We are trying to make a fix disbursement time and make proper perspectives in the compensation package but not everyone's component is going to be same as well...depends on performance, experience and other criteria."*

Employees when asked to work on the festival holidays should get equivalent to two additional compensatory holidays with full pay and a substitute holiday must be provided to the employee in accordance with the provisions of BDL, section 103. In addition every employee with completion of one year continuous service in the establishment, became entitled to receive annual leave for minimum eighteen days if an

adult and fifteen days if a non-adult with specific industry type. If the employee did not take leave during that year then his/her leave could be carried forward to the next calendar year or replaced with the appropriate amount of cash under section 117 of BDL. Un-availed Leaves must be paid to the employees at the rate equal to the daily average of his full time salary including dearness allowances, and ad-hoc or interim pay.

*5.3.2.2 Long Term benefits:* Quah (2010) mentioned that permanent employees hardly leave jobs because they were provided with long term benefits, moreover the talented ones used to get supplementary fringe benefit for retaining them in few organizations. Organizations usually provide provident fund, gratuity, workers' profit participation, in the context of Bangladesh, to their employees to retain them for a long time. Long-term benefits got classified according to cases, which were either 'strongly existent' or 'weakly existent'. Here, the categorized codes were provident fund (PF), gratuity (GR), workers' profit participation fund (WPPF) and pension scheme (PS), which were measured by two measurement scales, namely rigorous (++) or partly rigorous (+).

*Provident Fund:* According to BDL, section 3 under insolvency Act, 1920, every permanent employee got entitled to get provident fund after the completion of one year of service in the establishment. Employees subscribed to this fund every month with a sum, unless otherwise mutually agreed, not less than seven percent and not more than eight percent of the employee's monthly basic wages. The employers also obliged to contribute an equal amount to the fund. Board of trustee always administered the provident fund.

*Gratuity:* According to BDL (2006), all permanent employees of an organization got entitled to get gratuity after the end of their service. Gratuity meant funds payable on termination of employment of an employee, which should be equivalent to not less than thirty days' wages for every completed year of service or for any part thereof in excess of six months. In addition to any payment of compensation or payment in lieu of notice due to termination of services of a worker measured on different grounds.

*Workers' Profit Participation:* This particular scheme got declared in the Bangladesh Labour Law act mandatory and each worker or employee of the organizations enrolled in the stock market got entitled to receive this award. According to BDL (2006), the employees or workers of the organization also became partners of the organizations' profits. Usually, the organizations provide this benefit to the employees after a certain period of time or annually.

*Pension scheme:* Many companies developed the most innovative human resources management policies through training, more social benefits and incentives provided to the employees. The pension scheme beneficiaries provide higher levels of satisfaction to the employees who are less likely to change the job, regardless of the position held and salary (Garcés-Galdeano, García-Olaverri, García-Olaverri, Huerta, & Huerta, 2016).

**Strongly Existent:** In cases 1, 5, 6, 11 and 12 this theme became strongly existent. The Assistant HR manager in case 12 said, *"Company gives us provident fund but this is not entitled or mandatory according to Bangladesh Govt. Labour Law"* In case 12 the assistant HR manager added, *"Company gives PF only to the permanent employees who have completed 5 years service already."* In another case 5, the assistant HR manager said, *"Yes we have Provident fund policy ...for permanent employees when they complete 3 years."* He also added in case 5 said, *"Yes we have gratuity for our employees...The calculation process starts after 5 years of their job tenures....so, they can collect either from that time or later. Usually, employees collect the gratuity when they resign from the company"*

**Weakly Existent:** Cases 2, 3,4, 7, 8, 9 and 10 of this research had weakly existent long-term benefits. The assistant HR manager in case 2 said, *"We have WPPF as per BDL guideline but it depends what exact calculation we will do- Govt. mentioned only 5% of profit. Now 5% profit on what?"* Assistant HR manager 2 from case 2 said, *"I am not 100% sure of the PF, gratuity and Wppf benefits' appropriateness inside the company."* In case 8 the head of HR said, *"We have PF, GR but only for the permanent employees."* HR executive from case 8 said, *"Usually the employee has to prove himself or herself to become permanent."* HR executive from case 8 also added, *"Gratuity is after 10 years and Provident fund is after 5 years working- I think that is too long."*

5.3.2.3 *Situational benefits*: At work, different situations rose and sometimes these situations became part of the organizations' liability that included accidents at work, occupational hazardous diseases or excess stress. The research showed that situational benefits could be distinguished according to cases, which were either 'strongly existent' or 'weakly existent'. Here, the categorized codes were Overtime (OT), Accidents (Acc.), Occupational Diseases (OD) and Maternity (MT), which are measured as Rigorous (++) or Partly Rigorous (+).

*Overtime*: Doerksen & Kleiner observed overtime pay in 2001 as a requirement for the work, where workers received additional payment at the rate of 50% of the regular pay. Generally this is when the workers work in excess of forty hour in a week. Overtime was paid to the employees who worked more than eight hours a day, especially to the blue collar or non-exempt employees, however, some white collar employees also got overtime (Doerksen & Kleiner, 2001).

*Accidents*: Accidents and injuries became undesirable events at work, often resulted in unpleasant and damaging consequences that affected employees. In 2015 Hutchinson & Spector addressed about a linkage between accidents, injuries and maltreatment, those at work constituted a considerable economic burden to employers, employees and society as a whole (Andel, Hutchinson, & Spector, 2015). The injury rate in the construction industry seemed to be significantly higher than the injury rate in all other industries. There were 171 fatalities and 755 injuries during the period 2007-2010 (Haupt & Pillay, 2016).

*Occupational Diseases & Stress*: Occupational stress and disease became linked with employees' performance resulting in a decrease in attention, lack of concentration, poor decision-making and inferior judgment skills (Shapiro, Astin, Bishop, & Cordova, 2005). It indicated that a strong inverse relationship exist between occupational disease-stress and employees' quality of working life (Mosadeghrad, Ferlie, & Rosenberg, 2011), morale (Machin et al., 2004), motivation (Jonge et al., 2001), job satisfaction (Flanagan & Flanagan, 2002), organizational commitment (Khatibi, Asadi, & Hamidi, 2009), absenteeism (Eriksen, Bruusgaard, & Knardahl, 2003) and intention to leave the workplace (Chou-Kang, Chi-Sheng, Chieh-Peng, & Yun, 2005; Ali Mohammad Mosadeghrad, 2014). Companies got liable to pay compensation for occupational

diseases. Therefore, injury and disease prevention came into focus and got taken care of by the organizations to build a better working condition (WHO, 1986).

**Strongly Existent:** Cases 1, 5, 6, 11 and 12 from this research had strongly existent situational benefits. For example in case 6, Labour (industry section) said, *“One of my friends and colleagues’ hands got revealed by one of the machines; the company paid the compensation for it and bore all the cost of his medical treatment”* Also in case 6 the HR manager said, *“But, then because he could not work anymore...his wife was hired for work at other field as a compensation.”* In case 5, a factory labour said, *“Sometimes, some of us get sick due to the chemicals released in the factory premises, even though we use masks and apron”* Again in case 5 the factory supervisor said, *“We have a doctor who sits inside the factory premises also.”*

**Weakly Existent:** Cases 2, 3, 4, 7, 8, 9 and 10 had weakly existent situational benefits. An assistant HR manager in case 2 said, *“We give overtime to the employees and the workers if they deserve.”* Assistant HR manager 2 from case 2 said, *“Accidents are rare cases but when it occurs we support him or her but we do not follow any particular guideline for that, we are developing it.”* The head of HR in case 3 said, *“We have overtime for the workers but we do not allow all the workers to do overtime then everyone will start doing overtime.”* Whilst union leader one in case 3 said, *“When occupational diseases occur we send them to nearby hospital Ayesha memorial for treatment but other than that we have first aid appliances.”* When the researcher was interviewing the factory supervisor in case 8, there was an accident; a labourer fell down from the roof while working. The supervisor said, *“We are sending him to the nearest hospital with our microbus because this is a serious case and our doctors cannot take care of it.”* A union leader in case 8 said, *“These cases are rare that’s why we do not have full time doctors in the premises only part time doctors we have.”*

5.3.2.4 *Employee Health Benefits (EHB)* : The organizations focused on work-health relationship and emphasized on the employee’s health and the physical environment of the organization (Ljungblad, Granström, Dellve, & Åkerlind, 2014). Workplace health promotion (WHP) emerged as an independent field with the concept of integrated health, occupational safety and productivity management (Ulmer & Groeben, 2005;Goetzel & Ozminkowski, 2008) that was shouldered on the employer (Loeppke, 2008). Therefore, Robbins and Wansink in 2015 stated that some

organisations attempted to improve managers and employees health by incentivizing their workplace wellness efforts by tying 10 percent extra to their salary to motivate employees to stay responsible for their everyday health (Wansink, 2015). Some Bangladeshi organizations provided health insurance and annual health check up for their employees the moment they got enrolled as a permanent employee. EHB in this research got distinguished according to cases, which were either 'strongly existent' or 'weakly existent'. Here, the categorized codes were annual health check-up (AHC) and health insurance (HI), which was measured by two measurement scales either rigorous (++) or partly rigorous (+).

**Strongly Existent:** Cases 1, 5, 6, 11 and 12 this theme got strongly existent. The HR Head from case 1 said, *"We have significant health insurance plan for our company. However, you can look around and see not many companies have this facility yet"* He also added, *"We have annual health check-up, we have affiliation with the topmost hospitals of Bangladesh."* Similarly, in case 5 the HR director said, *"We have affiliations with many hospitals and we have annual health check for all the employees free of cost."* In case 5 the HR manager said, *"We have inside doctors who sit inside the office premises also –they do duty by rotation."*

**Weakly Existent:** Cases 2, 3, 4, 7, 8, 9 and 10 this theme was weakly existent. Assistant HR manager 2 from case said, *"We help ourselves by our own means, we Assign Employees – a team of doctors, administrators – they assign, does check-up and also diagnose the labours if needed."* He also added, *"We don't have affiliation with any other hospitals for treatment or annual health check-up"* Similarly, in case 9 the factory HR manager said, *"We don't have any regular thing like that but we get support if suddenly needed."* HR executive from case 9 said, *"There were previously few meetings to introduce this system, but there are hospitals in the locality if we go there for treatment they give discounts."* The following Table 5.2 revealed the variations of TCP perspective in different cases.

Table 5.2 Cross case analysis for Perspective 2 (Total Compensation Package)

<b>Perspective 2</b>																	
<b>Themes</b>	<b>Basic Monthly Pack</b>					<b>Long Term Benefits</b>				<b>Situational Benefits</b>				<b>Emp. HB</b>		<b>Outcome</b>	
<b>Categories</b>	<b>BP</b>	<b>HR</b>	<b>T</b>	<b>FB</b>	<b>LFA</b>	<b>BP</b>	<b>HR</b>	<b>TA</b>	<b>PS</b>	<b>OT</b>	<b>Acc.</b>	<b>OD</b>	<b>MT</b>	<b>AHC</b>	<b>HI</b>		
			<b>A</b>														
Case 1	++	++	++	++	++	++	++	++	++	++	++	++	++	++	++	++	Human Oriented
	High					Strongly Existent				Strongly Existent				Strongly Existent			
Case 2	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	Profit Oriented
	Low					Weakly Existent				Weakly Existent				Weakly Existent			
Case 3	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	Profit Oriented
	Low					Weakly Existent				Weakly Existent				Weakly Existent			
Case 4	++	+	+	+	+	+	+	+	+	+	+	+	+	++	++		Hybrid
	High					Weakly Existent				Weakly Existent				Weakly Existent			
Case 5	++	++	++	++	++	++	++	++	++	++	++	++	++	++	++	++	Human Oriented
	High					Strongly Existent				Strongly Existent				Strongly Existent			
Case 6	++	++	++	++	++	++	++	++	++	++	++	++	++	++	++	++	Human Oriented
	High					Strongly Existent				Strongly Existent				Strongly Existent			
Case 7	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	Profit Oriented
	Low					Weakly Existent				Weakly Existent				Weakly Existent			
Case 8	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	Profit Oriented
	Low					Weakly Existent				Weakly Existent				Weakly Existent			

Table 5.2 Continued

Themes	Basic Monthly Pack					Long Term Benefits				Situational Benefits				Emp. HB		Outcome
Categories	BP	HR	T A	FB	LFA	BP	HR	TA	PS	OT	Acc.	OD	MT	AHC	HI	
Case 9	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	Profit Oriented
	Low					Weakly Existent				Weakly Existent				Weakly Existent		
Case 10	++	+	+	+	+	+	+	+	+	+	+	+	+	++	++	Hybrid
	High					Weakly Existent				Weakly Existent				Strongly Existent		
Case 11	++	++	++	++	++	++	++	++	++	++	++	++	++	++	++	Human Oriented
	High					Strongly Existent				Strongly Existent				Strongly Existent		
Case 12	++	++	++	++	++	++	++	++	++	++	++	++	++	++	++	Human Oriented
	High					Strongly Existent				Strongly Existent				Strongly Existent		

In the Table 5.2, basic pay = BP, house Rent = HR, Transportation Allowance = TR, festival bonus= FB, leave for allowance= LFA, provident fund=PF, Gratuity= GR, Workers' Profit Participation= WPPF, Pension scheme=PS, Overtime = OT, Accidents- ACC, Occupational Diseases =OD, Maternity = MT, Annual Health check-up = AHC, Health Insurance = HI. Here, basic monthly package (BMP), long term benefits (LTB) and situational benefits (SB) are measured as 'Strongly Existent or Weekly Existent' where the categorized codes BP/ HR/TA/FB/LFA are measured as '++'= stands for 'follows govt. standard and higher than govt. standard', '+'= Follows lower than govt. standard. But, OT/Acc./OD/MT; PF/GR/WPPF/PS and AHC/HI are measured as 'Rigorous' or 'Partly rigorous'. Employee health benefits are measured as Strongly Existent or Weakly Existent. Finally, the outcome of each case for perspective 2 'Total compensation package' has come as Human oriented/profit oriented/Hybrid.



### 5.3.3 Career management (CM)

The proposition three inquired about the perspective ‘career management’ in a new HRM framework that provided a beneficial platform to the managers and employees of the organization. Gould (1979) proposed that career-management planning got comprised of four constructs, such as career planning, career strategy, professional enhancement, and career satisfaction. He argued that this career management plan worked efficiently only when the employees’ career are planned at the beginning of their employment and that those plans were enhanced into strategies in any organization, where the employees could clearly see the progression and thus job satisfaction occurred (Gould, 1979; Lee, 2002). Evidences showed that this perspective in different cases are either strongly capable or weakly capable. Cases 1, 3, 4, 5, 6, 11 and 12 were strongly capable, whereas cases 2, 7, 8 and 9 were weakly capable and case 10 was a Hybrid.

*5.3.3.1 Training & Development (T&D):* The training and development of employees helped the growth of knowledge and skills of employees and enhanced the commitment of the employees. At the same time, it increased the employability of the workers and helped to develop the emotional attachment of labour resulting in a reduction of labour turnover (Batt & Moynihan, 2002; Mahncke et al., 2006; Harney & Jordan, 2008; Townsend, 2007). When employees lack access to formal training and development, human resource management (HRM) outcomes resulted in negative effects such as job satisfaction and organizational commitment (Susomrith & Coetzer, 2015; Pajo, Coetzer, & Guenole, 2010). From this research, five categorized codes were identified which were rated accordingly with High (++) and Low (+) variances. Based on which the cases were either rigorous or partly rigorous.

*On-the-Job Training (OJT):* In 2004 Ohlott stressed the importance of on-the-job work experience, easy transitions to new work assignments, through continuous learning and development (Ohlott, 2004). Researchers said that most employees’ development occurred through job experience (Noe, Wilk, Mullen, & Wanek, 1997). Wick (1989) estimated that, 70 percent of employees learning came from informal on-the-job work experience. Learning opportunities, which were often enhanced by transfers to new assignments, were associated with greater work satisfaction (Prince, 2005).

*Seminars & Workshops (SW)*: The workshop having two dimensions, where the first one usually supported the decision-making of the senior management and secondly, the creation of opportunities for managers to communicate their visions to the employees and to remove confusion and misunderstandings (Bonias, Leggat, & Bartram, 2012; Hickey & Casner-Lotto, 1998; Simons, Benders, Marneffe, Pijls-Johannesma, & Vandijck, 2015). Basically, in the workshops interactive information sharing occurred between managers and employees (Hung et al., 2006).

*Counselling (CS)*: Counselling was observed as a major part of motivating activities in any company. Managers counselled employees to achieve their goals regarding their roles. Employees were counselled when they encountered challenges and problems in perform in certain tasks. The key to a successful counselling session was to structure the session so that both parties view it as a problem-solving process instead of a fault-finding process (Spinks, Wells, & Meche, 1999).

*Professional Certifications (PC)*: Polidoro (2013) stated that certifications were relevant social cues that assist decision-making under uncertainty. Any employer wishing to know the competence and knowledge of any potential candidate often looked to education, experience, certificates and certifications. Carter (2005) described his experiences and said that if education of two or more candidates became similar, the presence or absence of a certificate might make a difference in hiring. Certification of a candidate assisted employers in reducing uncertainty during the hiring process (Landry, 2016).

**Rigorous**: Cases 1, 4, 5, 6, 10, 11 and 12 had rigorous Training & Development where HR head from case 1 said; *“We provide training to our workers and managers, usually which is always ‘on-the-job trainings’”*. He added in case 1, *“We send managers to achieve professional training and certificates from outside the country.”* Similarly, in case 5 a labour supervisor said, *“We union leaders often sit with the labours from time to time in a monthly and quarterly basis to know about their issues and solve it immediately by directing the case to the top management”*. The HR manager from case 5 said, *“Every year we have a fixed budget for training to the employees and we try to give training to each & every employee of the company in different methods.”*

**Partly Rigorous:** Cases 2, 3, 7, 8 and 9 were partly rigorous. An assistant head of HR from case 2 said, “*We do not have seminars and workshops among the managers and employees but we are thinking of doing it soon*”. He also added in case 2 said, “*We will also start with some professional counselling sessions soon.*” Similarly, in case 9, the HR executive said, “*In the factory, sometimes we have seminars and workshops on certain topics like ‘fire-service in emergency case’, ‘Bangladesh Labour Code awareness’ and soon ...we get to know so many things which we didn’t know earlier ...*” The factory HR manager said, “*We are thinking of making it a regular practice.*” From case 3, the HR manager said, “*Yes, we are looking for some overseas external counsellor specially for the top management.*” From case 3 participant of corporate affairs said, “*We are still improving our training and development portfolio.*”

**5.3.3.2 Performance Management Evaluation (PME):** Performance Management evaluation had a positive relationship with the employees’ attitudes and their performances because it enhanced job satisfaction commitment, psychological attachment and helped to develop good relationships between the managers and the employees (Patterson & Spreng, 1997). PME meant getting better results from the whole organization or team or individuals within it and was achieved by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements (Armstrong, 2011). In this research, PME got established from four categorized codes, which were KPI, Promotion (PR), Increment (INR) and Transfer (TR) and were observed as linked or not with each other. These categorized codes were rated as strongly linked (++) or weakly linked (+).

**Key Performance Indicator (KPI):** Employees were more satisfied when they attained their goals and made meaningful progress towards them (Locke & Latham, 2005; Smith & Hitt, 2005). Proactive and participative setting of goals lead to better accomplishment of complex tasks through development of effective strategies and specific, time-bound and challenging goals to which participants felt committed (E. A. Locke & Latham, 2005; K. Smith & Hitt, 2005). But, Goal clarity and participation contributed to higher levels of performance motivation when managers accepted the targets (Franke, Hofstede, & Bond, 1991) and employees had the confidence to reach their goals (Seijts & Latham, 2000) or what the employees were aiming for (Kagaari, Munene, & Ntayi, 2010). KPI was measured by using any PMES tool or a computer

aided analysis, which examined the role of appraisals and measures effectiveness by highlighting and providing marks. Nevertheless, the tools did not solve all the problems encountered in PME process, but gave structure to the process and made this sort of appraisal easier to conduct (Spinks et al., 1999).

*Promotion (PR):* The amount of effort an employee invested at the workplace got recognized either by promotion or by probability of promotion and an increment in the salary, where promotion motivated the employees to perform better and naturally advanced to achieve their goals (Higgins, 1998 ). Once promoted, employees paid more attention to information which lead them to obtain gains and successes (Avnet & Higgins, 2006 ;Lockwood, Jordan, & Kunda, 2002) because promotion promoted a significantly positive relationship to employees' creativity, encouragement, confidence and openness (Zhang & Bartol, 2010;Sacramento, Fay, & West, 2013).

*Increment (INR):* Increment mentioned as another way to appraise the performance of the employees. Usually, the supervisors determine how much increment there will be in the salary of the employee provided their annual performance score after the performance evaluation process. Akerlof and Yellen (1990) and Epstein (2006) explained that employees proportionately withdraw their effort at work if the increment falls short of their expectations.

*Transfer (TR):* In 1983 Glinow stated that, role changes, particularly transferred to new positions, in new places were significant career-related events from both organizational and individual perspectives, which were necessary for an effective career development program in an organization (Glinow, Driver, Brousseau, & Prince, 1983). From the organization's viewpoint this process needed human capital to vacant positions with new demand in performances. From the individual's viewpoint it became potentially a transition to new learning opportunities, recognition for past accomplishments, higher status, and rewards. For both, it signalled the expectation of a continuing successful employment relationship and reciprocal commitments (Baruch, 2004). The movement of employees from position-to-position within organizations was a ubiquitous feature of organizational life that increases job satisfaction (Prince, 2005).

**Strongly Linked:** Evidences showed that these case studies 1, 4, 5, 6, 11 and 12 had strongly linked PME. From case 1 MD of HR dept. said, “Yes, we do have KPIs for

individuals and we do evaluation monthly, quarterly and on yearly basis. Usually, our employees are satisfied with their scores.” An assistant HR manager from case 1 said, “For promotion there is a marking system here, when the head of the department recommends that they will be promoted with increment, if promotion will be given or not department head recommends then the assessment is made.” An HR executive from case 1 added, “That however depends on the permission from the planning board chief, on employees’ performances and managers’ scores. Usually the deserved candidates get promotion and they are quite happy.” Similarly in case 5, the HR manager said, “We have a systematic career growth in our organization which means, every promotion is made for a certain period duration but of course performance evaluation is done before that if the employees’ performance is satisfactory. Then, of course he or she gets a promotion.... do not have any bureaucratic bottleneck in our system so employees are also satisfied for this reason”. Company secretary from case 5 said, “We hardly have turnover this is why I can say employees are very satisfied with company’s rigorous system.” Executive from case 5 said, “We have annual basic pay increment that affects the overall salary in a positive manner. But this increment also depends on the performance appraisal system”

**Weakly Linked:** In this research, cases 2, 3, 7, 8, 9 and 10 were weakly linked. From case 8 the HR head said, “We have KPI for the employees however, sometimes we find employees have more demands on scores like promotions or increments, which they do not deserve.” Also in case 8 the factory supervisor said, “Indeed this is a problem of employees in Bangladesh they want more than their skills and experiences.” Similarly, from case 3 a union leader 3 said, “KPIs for labours are on monthly basis but for white collar job holders’ yearly basis, this has been confusion among the labours.” The head of HR from case 3 said, “It is normal to have different KPI, promotion and increment system for different level of employees in the company else but yet there are people who don’t understand these processes.” From case 11, the additional chief engineer said, “Our promotion depends on the govt. policies since, we are under government. No matter what we do, have to wait until certain period of time fixed for promotion, the process hinders because of the internal political pressure.” The Managing Director from case 11 said, “We have examples that many deserving candidates are kept as OSD (officer on special duty) and those who do not deserve or much junior and newly

*recruited candidates have been promoted. Our hands are tied in this matter...and we can do nothing regarding this.”*

Evidences showed that cases 7 and 9 were weakly linked. From case 7 HR executive said, *“We do not have proper performance evaluation system or KPI measurement tool thus managers hardly wish to give promotion or increment.”* Assistant HR manager from case 7 said, *“We will introduce a PME system soon to resolve all these issues.”* Similarly, from case 9, the HR manager (factory) said, *“No, we do not have any systematic software for performance appraisal but we keep notes of the employees’ annual performances.”* The Assistant HR Manager from case 9 said, *“We introduced PME system promotions, increments and transfers depend on Govt.”*

**5.3.3.3 Job Security (JS):** Job security got identified as one of the key dimensions of work quality (Kauhanen & Nätti, 2015) whereas job insecurity was positioned as an unfavourable job characteristic (Turner & Lingard, 2016; Wagenaar, Kompier, Taris, & Houtman, 2013). Job security removed the threat of losing one’s job, and prevented the anticipation of a sudden stoppage of work leading to various types of strains and stress (Turner & Lingard, 2016) and prevented employees’ from having any detrimental impact on health and increases high motivation of the employees (Burgard & Lin, 2013; Witte et al., 2010). Job security theme got four categorized codes, which were termination policy, social exposure, and reward system and gender biasness. These codes were rated as High (++) or Low (+) variances. From the research it was observed that different cases for this theme either got ‘sense of security’ or ‘lacking security’.

**Termination Policy (TP):** Employees or employers could terminate a job with the inclusion of some mandatory guidelines. Signoretto mentioned in 2016 that resignation had been a voluntary decision by the employee to leave his/her job, a mutual agreement to terminate the contract between the employer and the employees carrying no costs for the organization and having 15 days to one months time to withdraw whereas, dismissal occurred by following a decision by the employer and entailed an amount of severance pay determined by law, effective with a period of notice and needed a justification by the employer.

**Social Exposure (SE):** Social exposure enhanced social identity and sense of security in an employee deeply because it enhanced self-esteem and psychological

satisfaction of an employee (Hogg & Turner, 1985). Social exposure at work removed threat of job loss or threat to their financial security or to their sense of identity (Kuhnert & Palmer, 1991). Social exposure also enhanced job security at work place (Morrison, 2014).

*Reward System (RS):* Sylvia (2014) pointed out that every employee wanted to be seen, recognized, appreciated and valued individually even though they are a part of a larger group. She also mentioned that leaders from an organizational development must articulate, support and foster the development of talent within the organization for its purposes and reason, where each individual employee had responsibilities and got rewarded appropriately based on meeting the organization's goal. The bottom line – investments in a rewards system fostered high-performance of the work teams and achievement of organizational goals (Sylvia, 2014)

**Sense of Security:** From evidences, cases 1, 3, 4, 5, 6, 10, 11 and 12 observed as sense of security. From case 3, the general HR manager said, *“The employees or the employers both have to give one month's notice in writing before the termination of the job, so there is no uncertainty or insecurity of losing a job suddenly”*. From case 3 the HR head said, *“When we need to terminate someone or a group of people for the benefits of the organization we apply different policies ...Golden hand-shake is one such policy that we take but this is usually taken for the aged employees who have worked for the company for many years but at some point of time, company doesn't need their expertise anymore...And also need to sustain in the market”*.

**Lacking Security:** The research identified cases 2, 7, 8 and 9 as having a lacking security. From case 7, the assistant HR Manager said, *“Often the labours leave the job because the project under which they were working is completed”*. He also added in case 7 added, *“For the employers it is also difficult to keep the labours with pay whereas they have no specific job line...”*. Similarly, from case 9 the factory HR head said, *“Since, promotions and increments are pretty less employees sometimes suffer in insecurity and they fear there might be downsizing if company earns less revenue.”* From the below Table 5.3 career management perspective has revealed the situations in different cases.

Table 5.3 Cross case analysis for Perspective 3 (Career Management)

Perspective 3: Career Management												
Themes	TR & Development				PME				Job Security			Outcome
Categories	OJ T	S W	C S	P C	KP I	P R	IN R	T R	T P	S E	R S	
Case 1	++	++	++	++	++	++	++	++	++	+	++	Strongly Capable
	Rigorous				Strongly Linked				Sense of Security			
Case 2	+	+	+	+	+	+	+	+	+	+	+	Weakly Capable
	Partly rigorous				Weakly Linked				Lacking Security			
Case 3	+	+	+	+	+	+	+	+	++	+	++	Strongly Capable
	Partly rigorous				Weakly Linked				Sense of Security			
Case 4	++	++	++	++	++	++	++	++	++	+	++	Strongly Capable
	Rigorous				Strongly Linked				Sense of Security			
Case 5	++	++	++	++	++	++	++	++	++	+	++	Strongly Capable
	Rigorous				Strongly Linked				Sense of Security			
Case 6	++	++	++	++	++	++	++	++	++	+	++	Strongly Capable
	Rigorous				Strongly Linked				Sense of Security			
Case 7	+	+	+	+	+	+	+	+	+	+	+	Weakly Capable
	Partly rigorous				Weakly Linked				Lacking Security			
Case 8	+	+	+	+	+	+	+	+	+	+	+	Weakly Capable
	Partly rigorous				Weakly Linked				Lacking Security			
Case 9	+	+	+	+	+	+	+	+	+	+	+	Weakly Capable
	Partly rigorous				Weakly Linked				Lacking Security			
Case 10	++	++	++	++	+	+	+	+	++	+	++	Hybrid
	Rigorous				Weakly Linked				Sense of Security			
Case 11	++	++	++	++	++	++	++	++	++	+	++	Strongly Capable
	Rigorous				Strongly Linked				Sense of Security			
Case 12	++	++	++	++	++	++	++	++	++	+	++	Strongly Capable
	Rigorous				Strongly Linked				Sense of Security			



In Table 5.3, Training & Development stands for = T&D, Performance Management Evaluation stands for = PME, Job Security stands for= JS, On Job training stands for= OJT, Seminars and Workshops stands for = SW, Counselling stands for =CS, Professional Certification stands for = PC, Promotion stands for =PR, Increment stands for INR, Transfer stands for = TR, Termination Policy stands for = TP, Social exposure stands for =SE, Reward System stands for =RS. Here, the categories OJT/SW/CS/PC, KPI/PR/INR/TR and TP/SE/RS ‘++ = stands for high, and ‘+=stands for low. The themes are rated consecutively as per cases for Training & Development as ‘Rigorous or Partly rigorous’, for Career Management as ‘Strongly Linked’ or ‘Weakly Linked’ and Job Security as ‘Sense of Security’ or ‘Lacking Security’. Each case the outcome for this perspective 3 ‘Career Management’ is termed as Strongly capable or Weakly Capable.

#### **5.3.4 Relationship between the leaders and the employees (RLE)**

The proposition four inquired the reason for a new HRM framework for the organization, indicated that there might be certain perspectives embedded in the framework. The new HRM framework provided a beneficial platform to the leaders and the employees of the organization. Researchers mentioned that relationship between the leaders and the employees depended on attitude of the leaders and managers towards the employees and also supported the differentiation between management and leadership (Ulrich, Zenger, & Smallwood, 1999). Slight functional differences existed but functions always got overlapped and therefore in any organization all managers were leaders in the end because every manager was a supervisor of one or many employees (Collings, Scullion, & Morley, 2007; Darling & Nurmi, 2009). Casewise RLE separated as supportive or autocratic based on a leadership perspective. Supportive cases were 1, 4, 5, 6, 10 and 12, whilst on the other hand the autocratic cases were 2, 3, 7, 8, 9 and 11.

*5.3.4.1 Leadership Style:* According to Bennis (1989), people are either managers or leaders by nature, which does not indicate that one is better to the other but just different from each other. Nevertheless, leadership itself could be of two kinds, which are one: Transformational, focusing more on employees’ needs and two: Transactional, focusing more on employers’ needs. In this research, cases 1, 4, 5, 6, 9, 10 and 12 were found to have transformational leadership but cases 2, 3, 7, 8, 9 and 11 had the transactional one.

*Administration of Trust:* Trust in an organization basically defined the relationship between a manager and an employee where the superior initiated the trust with the employees, and not the other way round (Rosanas, 2009;Whitener, Brodt, Korsgaard, & Werner, 1998). Organizational trust stayed consistent where employees assume the risk of depending on the supervisor who they do not control (B. Barber, 1983;Deutsch, 1958;Gambetta, 1988;Knox & Kee, 1970;Zand, 1972). Mayer et al (1995) proposed five trust-building behaviours, which were a) behavioural consistency, b) behaviour integrity, c) concern d) delegation and e) communication. In 2003, Cardona and Eloha carried out the research where how trustworthiness of the trustees got invoked and influenced by the leaders (Cardona & Elola, 2003 ).

*Organization Commitment:* Meyer and colleague in 1997 mentioned that different research results revealed three dimensions of organization commitments, namely affective, continuance and normative, linked with HRM practices (Meyer & Allen, 1997). Extensive research on organizational commitment identified its positive effects on employees' behaviour (Yahaya & Ebrahim, 2016;Meyer & Parfyonova,2010). Previous researchers suggested that commitment had an impact on employees' work, such as intention to stay, job satisfaction and trust generation (Chew & Chan, 2008;Meyer et al., 2002). Therefore, committed employees had higher motivation and higher performance (Chen, Silverthorne, & Hung, 2006;Samad, 2005).

**Transformational:** Transformational leaders had positively transparent relationship with their employees by encouraging them with positive components among which promotion was major (Henker, Sonnentag, & Unger, 2014;Kammerlander, Burger, Fust, & Fueglistaller, 2015). Cases 1, 4, 5, 6, 9, 10 and 12 were transformational because trust and organization commitment strongly exists (++) in these cases. From case 6, ex production head said, *"I have been working in my company for the last 15 years and have lived my life in here as if this is my second home."* Executive from case 6 said, *"Because of the working environment of our company, workers sometimes even work at odd times and I think this is possible only because they feel committed to the company."* Similarly, from case 5, the HR director said, *"Our employees feel like their office is their second home, we feel strong bond towards each other and towards the company as well."* Executive from case 5 said, *"Once one of our employees got cancer and company's colleagues shared their portion*

*of 1 month's salary for this employee's treatment, not only that company also paid a huge amount from its own fund."*

**Transactional:** Cases 2, 3, 7, 8, 9 and 11 were observed to have transactional leadership. From case 7, assistant HR manager said, *"We have targeted work process and employees are focused because end of the day they need to meet the target for company's revenue and for desired salary."* HR consultant from case 7 said, *"Obviously, we have to work for money right? I even suggested to my MD to make our HRM department outsourcing to reduce cost and to get more projects, in the end HR department can earn revenue by itself as well"* Similarly, from case 3 an executive said, *"Our work has to generate revenue otherwise company will start downsizing again."* Union leader 5 from case 3 said, *"Yes, we had a massive downsizing because revenue was not enough, not to let the situation repeat again we want to stay focused on our working targets and help company earn more revenues."*

**5.3.4.2 Influence of External Forces:** Leadership might be influenced by external forces, which at some point had an unavoidable impact on the organization. The most prominent ones were political influence, competitors' mechanisms and government regulations. This was viewed in different cases as major or minor.

**Major:** Cases 2, 3, 7, 8, 9 and 11 were observed to have major influences. From case 11, additional chief engineer said, *"Since, we are a government owned company, sometimes our leaders are chosen from the political party or preferred party leaders are promoted and transferred to our organization, even though we have leaders and managers who are more capable. This is an unfortunate situation but we have to comply with this"* Similarly, from case 2, assistant HR manager said, *"Government puts many compliances and regulations and sometimes it hinders the process of growth because our main priority should be business not filling up so many forms."* He also added in case 2, *"Our Company feels a lot of pressure from Bangladesh audit team and tiny compliance factors sometimes, not that we are not aligned but then we have our legal counsellor who deals with these."*

**Minor:** Cases 1, 4, 5, 6, 10 and 12 had minor influences. From case 1, MD of HR said, *"We believe we are ahead of all our competitors because we believe we have a proper HRM system, whereas a lot of companies do not even have HRM system, other*

companies might feel we are competitive”. From case 1 a communications executive said, “Dude! I think we are giving tough competitions to others, no other company can influence us actually.” Similarly, from case 10 the HR director said, “No! We are not bothered about any influences, we do our work they do theirs.” HR head from case 10 said, “Look, we are one of the largest and most prominent brand not only in Bangladesh but also around the world, we are not insecure or anyone else.” Here, Table 5.4 showed how Relationship between the Leaders and the Employees perspective worked in these multiple cases.

Table 5.4 Cross case analysis for Perspective 4 (Relationship between the Leaders and the Employees)

<b>Perspective 4: Relationship between the Leaders and the Employees</b>						
<b>Themes</b>	<b>Leadership Style</b>		<b>Influence of External Forces on Leaders</b>			
<b>Categories</b>	<b>Trust</b>	<b>Org Commitment</b>	<b>Political</b>	<b>Competitors</b>	<b>Govt.</b>	<b>Outcome</b>
Case 1	++	++	+	+	+	Supportive
	Transformational		Minor			
Case 2	+	+	++	++	+	Autocratic
	Transactional		Major			
Case 3	+	+	++	++	++	Autocratic
	Transactional		Major			
Case 4	++	++	+	+	+	Supportive
	Transformational		Minor			
Case 5	++	++	+	+	+	Supportive
	Transformational		Minor			
Case 6	++	++	+	+	+	Supportive
	Transformational		Minor			
Case 7	+	+	++	++	++	Autocratic
	Transactional		Major			
Case 8	+	+	++	++	++	Autocratic
	Transactional		Major			
Case 9	++	++	++	++	++	Autocratic
	Transactional		Major			
Case 10	++	++	+	+	+	Supportive
	Transformational		Minor			
Case 11	+	+	++	++	++	Autocratic
	Transactional		Major			
Case 12	++	++	+	+	+	Supportive
	Transformational		Minor			

In Table 5.4, Management= Mgt, Government=Govt. and Relationship between the Leaders and the employees stands = RLE, which is either Supportive (++) or Autocratic (+). In Leadership

Style, trust/organization commitment and Influences of external forces on Leaders , Political/Competitors/Government are measured as High ‘++’ or Low ‘+’.

### 5.3.5 HRM Compliances (HC)

The proposition five inquired how HRM policies were implemented in an organization. In this perspective the HRM policy discussed the themes and categorized codes that indicated every notion to derive the answer to this particular proposition. In chapter 4 this was discussed in brief; here the discussion got elaborated.

**5.3.5.1 Org. HRM Practices:** This paradigm got constructed using the following three themes, HRM Action Plans, HRM guidelines and regulations (Company ACT 1996 & Public Listed Rules) and HRM Standard Operation Procedures (SOP). These were rated as Strongly Documented and Implemented (++), Weakly Documented and Implemented (+). This perspective got distinguished as compliant or less compliant in different cases.

**Compliant:** Evidences showed that cases 1, 4, 5, 6 and 12 were compliant. In case 1, the MD of HR said, *“Yes we have 13 HRM action plans and we have implemented that in our company all throughout....”* He also added in case 1, *“We have a big HR team who is handling all sorts of components of HR starting from recruitment, payment and etc.”* An assistant HR manager from case 1 said, *“We have in-house software for HRM system.”* Similarly, from case 6 HR manager said, *“Our HRM portfolio is very high and we have dedicated software, urls for this system. We have many HRM actions.”* Manager of talent management from case 6 said, *“Our HRM actions are very effective and active.”*

**Less Compliant:** Evidences showed that cases 2, 3, 7, 8, 9, 10 and 11 were less compliant. An assistant HR manager from case 2 said, *“No we do not use any tool for HRM yet but we are developing a new tool to use. Customized in-house we have a tool, which we change every year usually we are doing manually and do not have the software yet.”* Similarly, from case 9 HR manager (factor) said, *“There must be some system but I have no idea about it properly.”* Production head (factory) from case 9 said, *“We are planning to form the standardized HRM policy”*. The following Table 5.6 HRM Policy perspective has revealed situations of different cases.

Table 5.5 Cross case analysis for Perspective 5 (HRM Compliance)

<b>Perspective 5: HRM Compliance</b>				
<b>Themes</b>	<b>Org. HRM Compliances</b>			
<b>Categories</b>	<b>HRM AP</b>	<b>HRM GL</b>	<b>HRM SOP</b>	<b>Outcome</b>
Case 1	++ Compliant	++	++	Compliant
Case 2	+ Less Compliant	+	+	Less Compliant
Case 3	+ Less Compliant	+	+	Less Compliant
Case 4	++ Compliant	++	++	Compliant
Case 5	++ Compliant	++	++	Compliant
Case 6	++ Compliant	++	++	Compliant
Case 7	+ Less Compliant	+	+	Less Compliant
Case 8	+ Less Compliant	+	+	Less Compliant
Case 9	+ Less Compliant	+	+	Less Compliant
Case 10	+ Less Compliant	+	+	Less Compliant
Case 11	+ Less Compliant	+	+	Less Compliant
Case 12	++ Compliant	++	++	Compliant

In Table 5.5, HRM action plans stand for =HRM AP, HRM Guidelines stand for HRM G and HRM SOP = HRM Standard Operating procedures. ‘++ =stands for ‘strongly documented & implemented’ and ‘+ = stands for ‘weakly documented and implemented’. Here, Org. HRM Policies for each case has been measured as Compliant, Partially Compliant and less compliant. Outcome of each cases regarding this perspective 6: ‘HRM compliances’ is either Compliant or Less Compliant’

### 5.3.6 Organizational Culture (OC)

Proposition six inquired about the need of organizational culture to be incorporated in the new HRM framework to address the particular situation of the organization relating to HRM practices. Using previous models of culture, this research got classified into two categories, described in organizational literature as bureaucratic

and adaptable (Bigliardi, Dormio, Galati, & Schiuma, 2012). Researchers mentioned bureaucratic culture as normally linked with consistency and result driven whereas an adaptable culture lead towards innovation and sense making capability as well as being associated with a strategic focus (Denison & Mishra, 1995; Momeni, Marjani, & Saadat, 2012). Schein (1984) defined organizational culture as a set of values and norms shared among the employees of an organization that gets accepted and passed on to new employees. In this research, espoused values and fundamental assumptions affect OC of the organizations greatly, where cases 1, 4, 5, 10 and 12 were considered to follow an adaptable culture whereas case 2, 3, 7, 8 and 11 were following a bureaucratic culture.

**5.3.6.1 Espoused Values:** In 2004, Schein stated that espoused values of an organization to a large extent determine the behaviours of the employees. He also mentioned that usually the founders' original beliefs, values, strategies and objectives regarding the organization shape up all group learning and get engraved in the employees' corporate lives (Schein, 2004). The values promoted by leaders put significant impact on the values exhibited by the organization (Schminke, Ambrose, & Noel, 1997). This research revealed that 'Espoused Values' got distinguished among the cases. In adaptable cultures "innovative & effort" values were often observed whereas in bureaucratic cultures, "result orientation" values were more prominent. Categorized codes strategies, objectives and philosophies got rated as highly important (++) or less important (+).

**Innovative & Effort:** Cases 1, 4, 5, 6, 10 and 12 had embedded innovation and efforts to improve the organizations' performance and HRM practices. These cases gave high importance (++) to strategies and philosophies. In this situation managers try to create new initiatives and seek new ideas to develop HRM. From case 1 managing director of HR said: *"Our CEO is an expert and creative person and he allows all sorts of creativity and innovations and follows up with appropriate actions"*. HR executive from case 1 perceived HRM very importantly and said, *"We are lucky that we have space to design and plan our own work flow, we are given targets for sure but not any boss is hanging on top of our head all the time, there is flexibility and freedom to prove our own talents, to be creative and this inspires me to work in this work environment."* It was perceived that strategies and philosophies were very important in the organizations where innovative and effort was observed. From case 1, the assistant HR leader said, *"Our leaders have set up provident fund system for the employees but according to*

*BDL, it is not mandatory. So employees are happy about it.*” This statement indicated a value of ‘happiness of the employee’ derived from the core espoused value ‘designing the provident fund for the employees’. Similarly from case 5, executive said, *“HRM has been an important factor and without proper co-operation and sympathetic behaviour towards each other it doesn’t play a worthy role.”* The HR manager from case 5 said, *“Even though we wait for our results but we are always generous to our employees’ hard works”*. It was found that humane behaviour and generosity can improve HRM.

Philosophies of case 6 tend to follow the family-friendly traditional atmosphere with modern implications that influenced the employees in such ways that they feel very safe and hardly wished to leave the job. Executive from case 6 said, *“Our company has been significantly contributing to the growth of congenial social atmosphere in Bangladesh; Since our company values take care of our needs also we employees have to abide by company guidelines.”* This indicated the objective of the organization in case 6 to promote an ethical culture, which gave a feeling of job security for the employees as they tend to follow the espoused values of the company and as a result did not wish to leave the company.

**Result Oriented:** In result oriented organizations employees were expected to achieve planned objectives. Cases 2, 3, 7, 8, 9, 10 and 11 had result oriented espoused values. Organisations in these cases were observed as highly important (++) to objectives. HR manager (factory) from case 9 said, *“Our Company always tries its best to achieve the yearly target and this is why we have been receiving awards”*. HR head from case 9 said, *“HRM values are important but sell does matter - if no sell no money right? hahaha”*. Similarly, from Case 3, the HR manager said, *“Our employees are very much focused and target oriented”*. From case 3, union leader 3 said, *“Clear Objectives and Targets are important to keep the labours busy and on track.”* The head of HR from case 3 added, *“Rewards are expected by all the employees but the company will give rewards only to those who have achieved targets, we are running a business not an NGO.”*

**5.3.5.2 Fundamental Assumptions:** In 1976, Argyris described ‘fundamental assumptions’ as “theories-in- use” and stated that the implicit assumptions actually guide behaviour, that tell group members how to perceive, what to think, and how to feel about things (Argyris, 1976) and also tend to be non-confrontational and non-



debatable, and hence were extremely difficult to change. In 2009, Mishra stated that when there were sets of core values that create a strong sense of identity and a clear set of expectations, employees often shared a common perspective that allowed them to work effectively across organizational boundaries (Mishra, 2009). Researcher found that patterns of fundamental assumptions in this research were distinguishable between cases. In an adaptable culture, organizations usually have a sense making approach while dealing with HRM. On the other hand, in a bureaucratic culture the organization is more consistent with its HRM dealings. Sense making gives high importance (++) to beliefs and values of the organization and of the employees whereas consistency focuses more on behaviour (+) of the employees.

**Sense Making:** In this research, cases 1, 4, 5, 6 and 12 seemed to be sense making. From case 4, the HR director said, *"We wish to produce the very best, so sometimes we introduce some new practices to see the reaction of the employees"*. Production manager from case 4 said, *"Our products are made from employees' hard work and dedication of work where they put their hearts into because they love the company and this makes sense right?"* Similarly, from case 6 acting HR head said, *"As I said, our Area manager often has got innovative ideas and they sit with entire team for forecasting and doing something different"*. Executive from case 6 added, *"Being in the market with our product sometimes bring lots of challenges but often some remarkable marking ideas comes from our employees and board approves to see the consequences and to see if that makes sense."*

**Consistency:** In this research, cases 2, 3, 7, 8, 9, 10 and 11 were found to be at consistency stage. From case 3, a company secretary said, *"Our products are still very much desired as it has been and it can come only with consistency at work"*. Executive from corporate affairs from case 3 said, *"Employees' behave in similar ways and we have a bunch of employees who have been working with us for more than five years and they are still consistent at their work."* Similarly, from case 11, additional chief engineer said, *"We have a regular routine of work and we have been following that over years -unless govt. has any new addition to it, it is always the same"*. From case 11 head of production dept. said, *"Except for some minor changes our work procedure is pretty much the same"*. A union leader from case 11 said, *"The products that we make need employees' serious concentration and consistency of work and we have some labours who have worked here for several years and also retired with good pensions. Their*

consistency has made our company flourish for sure.” Cross case analysis of organizational culture is shown in Table 5.5.

Table 5.6 Cross case analysis for Perspective 6 (Organizational Culture)

<b>Perspective 6: Organizational Culture</b>						
<b>Themes</b>	<b>Espoused Values</b>			<b>Fundamental Assumptions</b>		<b>Outcome</b>
<b>Categories</b>	<b>Strategie s</b>	<b>Objective s</b>	<b>Philosophie s</b>	<b>Beliefs &amp; Values</b>	<b>Behaviour</b>	
Case 1	++ Innovative & Effort	+ Result Oriented	++ Result Oriented	++ Sense Making	+ Sense Making	Adaptability Culture
Case 2	++ Result Oriented	++ Result Oriented	+ Result Oriented	+ Consistency	++ Consistency	Bureaucratic Culture
Case 3	++ Result Oriented	++ Result Oriented	+ Result Oriented	+ Consistency	++ Consistency	Bureaucratic Culture
Case 4	++ Innovative & Effort	+ Result Oriented	++ Result Oriented	++ Sense Making	+ Sense Making	Adaptability Culture
Case 5	++ Innovative & Effort	+ Result Oriented	++ Result Oriented	++ Sense Making	+ Sense Making	Adaptability Culture
Case 6	++ Innovative & Effort	+ Result Oriented	++ Result Oriented	++ Sense Making	+ Sense Making	Adaptability Culture
Case 7	++ Result Oriented	++ Result Oriented	+ Result Oriented	+ Consistency	++ Consistency	Bureaucratic Culture
Case 8	++ Result Oriented	++ Result Oriented	+ Result Oriented	+ Consistency	++ Consistency	Bureaucratic Culture
Case 9	++ Result Oriented	++ Result Oriented	+ Result Oriented	+ Consistency	++ Consistency	Bureaucratic Culture
Case 10	++ Result Oriented	++ Result Oriented	+ Result Oriented	+ Consistency	++ Consistency	Adaptability Culture
Case 11	++ Result Oriented	++ Result Oriented	+ Result Oriented	+ Consistency	++ Consistency	Bureaucratic Culture
Case 12	++ Innovative & Effort	+ Result Oriented	++ Result Oriented	++ Sense Making	+ Sense Making	Adaptability Culture

In Table 5.6, Strategies = Strat., Objectives= Objc., Philosophies= Phil. Espoused values are measured in different cases as ‘Result oriented’ or ‘Innovative & Effort oriented’ where strategies/objectives/philosophies are observed as highly important (++) or less important (+). And Fundamental Assumptions are measured as ‘Consistency’ or ‘Sense Making’, where beliefs & values and behaviour are considered as ‘highly important (++) ‘ or ‘Less important (+)’. These indicate each case for perspective 1 is viewed as ‘Organizational Culture’ as Adaptability Culture or Bureaucratic Culture.

### 5.3.7 International Employee Rights' Standards (IERS)

This perspective appeared to answer the proposition seven. Researcher understood from collected data that in Bangladesh, certain companies addressed the Bangladesh Labour Law in parallel to HRM policies-practices. UDHR, ILO and BDL were the guidelines as in three themes, which helped to organize the perspective 'Employee Rights.' In this research in various cases UDHR, ILO or BDL was rated as implemented (++) or partially implemented (++) . Based on these ratings cases were either seen as integrated or non-integrated or hybrid. From this research, cases 6 and 11 were found integrated; cases 1, 5 and 12 were found hybrid and other cases 2, 3, 4, 7, 8, 9 and 10 were found non-integrated.

**5.3.7.1 UDHR:** As described in Chapter 2, UDHR had three articles that define employee rights. These are Article no. 3, Article 4 and Article 23 (1, 2, 3, 4) to protect employees' rights.

**Included:** From evidences, cases 6, 11 and 12 were found integrated fully. Talent management manager from case 6 said, *"We implement employees' rights values and of course we are driven by UDHR guideline on this matter."*

**Partially included:** From evidences, cases 1, 2, 3, 4, 5, 7, 8, 9 and 10 were found partially included UDHR. The assistant HR manager from case 2 said, *"We do not follow UDHR protocols separately but I think it is automatically included in BDL which we do follow which are needed."* Also he added in case 2, *"Ya, we accept that employees are human beings but in professional business we have to act like professionals"*

**5.3.7.2 ILO protocols:** The ILO had certain protocols designed to protect employee rights, with connections with many distinct conventions. These protocols were P155, P147, P110, P089, P081 and P029 etc (ILO Geneva Rev, 2012). The ILO had particular protocols and conventions, created and ratified at different times, which were designed to protect the employees' rights in the manufacturing industry. All these protocols and conventions were thoroughly described in the Articles of UDHR and ILO. For example, discrimination (Employment and Occupation) is an ILO convention which is clearly prescribed in the Articles 1 to 14.

**Included:** From evidences of this research, cases 1, 5 and 11 were seen to have ILO inclusion. HR executive from case 1 said, *“We have Trade Unions for our factory labours”*. The statement mentions that to protect employees’ rights unions are introduced to different manufacturing organizations in Bangladesh. Similarly, corporate affairs executive from case 3 said, *“Certain rules that we have I think it has been taken from ILO.”*

**Partially included:** Cases 2, 3, 4, 7, 8, 9, 10 and 12 had partially included ILO. HR head from case 8 said, *“We follow Bangladesh Labour Code, it is a shadow of ILO.”* From case 8, the factory supervisor said, *“We have SOP guideline which we follow. SOP guideline may have ILO influences.”*

**5.3.7.3 BD Labour Act, 2006:** Bangladesh Labour Act, 2006 was promulgated on 11th October’2006. This Act specifically introduced 25 important labour laws after prolonged tripartite negotiation. The negotiations addressed issues like retirement benefit, enrichment of compensation for both death and permanent disability, introduction of provident fund for workers, chastisement for sexual harassment and others (BEF, 2009). The BEF documentation acknowledged the technical assistance of ILO while forming the labour law handbook. The 25 labour laws in BEF consolidated legislations and provisions from the earlier 50 labour laws, applicable in Bangladesh. The Act was enacted by the Parliament with a provision for an authentic English text handbook according to Section 354 of the Bangladesh Constitution. Bangladesh Labour Law Act 2006 was designed in a way to focus in each section separately.

**Included:** From evidences, cases 1, 5, 6, 11 and 12 had included BDL sections. From case 11 the managing director said, *“Of course we have to follow – we are under govt. haha.”* The Factory Head also from case 11 said, *“Yes, our labours are satisfied with the BDL code and trainings of awareness regarding BDL is also given to them.”*

**Partially included:** From evidences cases 2, 3, 4, 7, 8, 9 and 10 had partially included BDL. Assistant HR manager from case 2 said, *“It is mentioned in Bangladesh Labour Law. We follow BD Labour Law only... But, BDL might have taken assistance of ILO mentioned by BEF”*. In case 2 he also added, *“Participation is there. We declare Profit and the net profit's 5% will be allocated for the employees as per BD Labour Law Company”*.

Table 5.7 Cross case analysis for Perspective 7 (International Employee Rights Standards)

<b>Perspective 7: International Employee Rights Standards</b>				
<b>Themes</b>	<b>UDHR</b>	<b>ILO</b>	<b>BDL</b>	<b>Outcome</b>
<b>Categories</b>	<b>Articles</b>	<b>Conventions</b>	<b>Sections</b>	
Case 1	+ Partially Included	++ Included	++ Included	Hybrid
Case 2	+ Partially Included	+ Partially Included	+ Partially Included	Non Integrated
Case 3	+ Partially Included	+ Partially Included	+ Partially Included	Non Integrated
Case 4	+ Partially Included	+ Partially Included	+ Partially Included	Non Integrated
Case 5	+ Partially Included	++ Included	++ Included	Hybrid
Case 6	++ Included	++ Included	++ Included	Integrated
Case 7	+ Partially Included	+ Partially Included	+ Partially Included	Non Integrated
Case 8	+ Partially Included	+ Partially Included	+ Partially Included	Non Integrated
Case 9	+ Partially Included	+ Partially Included	+ Partially Included	Non Integrated
Case 10	+ Partially Included	+ Partially Included	+ Partially Included	Non Integrated
Case 11	++ Included	++ Included	++ Included	Integrated
Case 12	++ Included	++ Partially Included	++ Included	Hybrid

In this table, ++ stands for ‘highly implemented’, + stands for ‘partially implemented’ for all sections of UDHR, ILO and BDL. Cases are distinguished as integrated, partially integrated or non-integrated.

### 5.3.8 Grievance Management System (GMS)

This was a new addition to the developed new HRM framework. Here the perspective described the categorized codes and themes named ‘turnover’, ‘absenteeism’ and ‘visible expression of grievances’. These are rated as High (++) or Low (+). The outcome of these cases were either active, hybrid or inactive. In this research, case 1, 5,6 and 11 were found active; cases 2, 3, 7, 8, 9 and 10 were found inactive and cases 4 and 12 were found hybrid cases.

**5.3.8.1 Turnover:** Research results showed that employees’ turnover intention had a negative correlation with industrial relations (IR) that negatively moderated the relationship between occupational commitment and industrial relations (Yuan, Yu, Li, & Ning, 2014).

**Lacking in Employees Performance Pay & Benefits (LEPB):** Turnover got affected by employees performance pay and benefits. Prior research showed that employees who receive appropriate performance pay and profit sharing benefits were more satisfied with their jobs (Heywood & Wei, 2006; Green & Heywood, 2008; Dickerson, Schur, Kruse, & Blasi, 2010) than those receiving pay based on traditional time-rates. Consequently, employees who were more satisfied with their jobs, experienced lower turnover than traditional time-rate workers (O'Halloran, 2012).

**Lacking in Corporate Ethics (LCE):** Strong positive relation was found between corporate ethical values with turnover (Kaur & Sharma, 2016).

**Strongly existent:** Evidences showed that cases 2, 3, 4, 7, 8, 9 and 12 had strongly existent turnover. From case 7 the HR consultant said, “*We are still developing our HRM policy so due to payment issue employees leave every year.*” HR executive from case 7 said, “*There are also many other opportunities missing so often employees feel deprived and leave.*” Similarly, from case 2 assistant HR manager said, “*We see employees leaving when they get a higher salary in any other company.*” From case 2 assistant HR manager 2 said, “*In every company it happens employees may leave because of their discomforts.*” Similarly, in case 9 the factory head said, “*Labours from the factories often leave because it is a lot of hard work.*” Also in case 9 an engineer in the factory said, “*We have lots of primitive machineries and lots of manual works to be done, sometimes employees get seriously ill and they leave the job.*”

**Weakly existent:** Evidences showed that cases 1, 5, 6, 10 and 11 had weakly existent turnover. From case 1 the MD of the HR department said, *“It is rare for employees to leave because we have a big brand name but we still see higher officials leaving because might be they are offered higher positions or much higher salary”* From case 1 the assistant HR manager said, *“Sometimes, employees leave because they go abroad for higher study”* From case 11 HR manager said, *“It is extremely rare to see any employee leaving the job because we are govt. run company and after retirement there is a huge pension scheme.”* From case 11 Head of production dept. said, *“Because of a govt. agency we have many facilities that is not observed that much in real life.”*

**5.3.8.2 Absenteeism:** Organizations’ employees got frustrated for various reasons related to their company at work. However, it had been very important to identify the employees going through these frustrations to guide them or to counsel them or to discuss the problem openly instead of being silently frustrated. These could be identified as employees being absent for days, taking frequent leaves or often arriving late at office and leave early. In this situation employees never appeared to care about the targets set by the organization. The three identified categorized codes of turnover are: *Leave of Absence (LoA)*, *Not meeting work targets (nMT)* and *Late Arrival (LA)*.

**Strongly existent:** Evidences showed that cases 2, 3, 7, 8 and 9 had strongly existent absenteeism. From case 7, HR executive said, *“Sometimes, when employees are very much frustrated they often take sick leaves”*. From case 7, Assistant HR manager said, *“We find some of the employee always not serious about their work.”* From case 3 the head of HR said, *“You know because the employees know their jobs won’t be gone sometimes they are very callous and late at work.”* From case 3 Union Leader 5 said, *“Yes, this is true, because we cannot terminate someone so directly, there is a long process of termination so employees sometimes take that chance”*. From case 8 the HR head said, *“Sometimes, we find employees who do not complete their targets and also quite reluctant about meeting the targets.”* He added in case 8, *“We arrange counselling sessions with the employees individually to understand what is wrong with them.”*

**Weakly existent:** Evidences showed that case 1, 4, 5, 6, 10, 11 and 12 had weakly existent absenteeism. HR director from case 4 said, “*We try to check always who are regular and who are irregular at office to understand the intention and motivation level of the employees.*” From case 4 the factory HR manager said, “*Only if the reason of absence is something really serious like health problem or family issues then we do not consider that as serious problem for the organization.*” Similarly, from case 6, the HR manager said, “*Sometimes, we find some of the employees are always late at office... so this is a serious concern for us as well*”. From case 6, HR manager also added, “*We are thinking of introducing counselling sessions properly for the employees.*”

*5.3.8.3 Visible expression of grievance:* When an employee or a group of employees of the organization decided to confront the management of the organization with complaints, protests and claims, the clear expression of grievances got revealed where the organization did not meet the necessary needs for the employees for quite a long period of time. In 2004, Brian stated that grievances were defined as disputes that arise between an employer and employee due to employment agreement and goes on to state that grievances usually depend on ‘causes’ or ‘reasons’ (Brian & Kleiner, 2004). Historically employees’ grievances were handled by penalizing the employees through warnings, suspensions, and discharges (BNA Editorial Staff, 1959-1987:11). However, Cleyman (1995) argued that grievances could be managed by developing a healthy relationship between the employer and the employees since observation showed that employees who perceived a high quality information exchange relationship with their supervisors would be less likely to file grievances than employees who perceived a low quality information exchange relationship. Grievances in this research were expressed as protests (PR), file complaints (FC) and suppression of employee union (SEU).

*Protests:* Since 2011, a “new global cycle of protests” developed in Bangladesh, characterized by public expressions of outrage, fury, and resentment (Hallberg & Ossewaarde, 2016).

*File Complaints:* Employees when faced with such adverse situations inside the organizations express each vignette of filing complaints or protesting against the management and eventually files complaints (Cleyman et al., 1995).



*Suppression of Employee Union:* The findings demonstrated the degree of direct control over formal voice of the trade union leaders is minimal; suppressed voices are less heard. Suppressed voices of the workers usually shows the employers' control or dictatorship on the workers even at individual level, which indicates even the workers do not have an informal voice, discussion or cannot protest against the workers' rights violation even silently. Nevertheless, workers sometimes leave the job due to excessive suppression when the informal voices even decrease. However, the direct arguments between the employer and the employees can only raise protests (Danilovich, 2016).

**Strongly existent:** Evidences showed that cases 2, 3, 7, 8 and 9 had strongly existing visible expression of grievances. Factory supervisor from case 8 said, *"Labours complain when SOP (Standard operating procedures)'s are not working properly. All steps regarding factory are mentioned in SOP. However, we are trying hard to resolute all conflicts through more effective SOP."* From case 8, union leader said, *"Well, if our workers have any problem may come to us for the resolution and we try to solve it among ourselves without disturbing the management all the time."* Similarly, from case 7, HR executive said, *"Labours have demands sometimes it becomes not possible for the management to fulfil so they try to protest."* From case 7, HR executive said, *"Many times we have complaint about many necessities like regarding drinking water, latrines, food canteen, medical facilities and once we had to protest for claim for one of our fellow workers' accident case."* Assistant manager from case 2 said, *"We do have some issues in the worker level but that is not serious. However, my phone number is given to them, anyone may call me directly and other than that they can send messages or their complaints and within 24 hours we take action and resolve the issue."* Assistant HR manager 2 from case 2 said, *"Only once the labours locked down our factory due to some machinery problems."*

**Weakly existent:** The research indicated that cases 1, 4, 5, 10, 11 and 12 had weakly existing visible expression of grievances. From case 1 HR Head said, *"We do pamper our employees with benefits and with good relationships so there are less possibilities of chaos."* The MD from case 1 said, *"We do not have such chaos but also you cannot make everyone happy so we accept written complaints sometimes from the employees."* Table 5.8: Grievance Management System, the outcomes for each case have been revealed.

Table 5.8 Cross case analysis for Perspective 8 (Grievances Management System)

<b>Perspective 8: Grievance Management System</b>									
<b>Themes</b>	<b>Turnover</b>		<b>Absenteeism</b>			<b>Visible Expression of Grievances</b>			<b>Outcome</b>
<b>Categories</b>	<b>LEPB</b>	<b>LCE</b>	<b>LoA</b>	<b>nMT</b>	<b>LA</b>	<b>PR</b>	<b>FC</b>	<b>SEU</b>	
Case 1	+	+	+	+	+	+	+	+	Active
	Weakly Existent		Weakly Existent			Weakly Existent			
Case 2	++	++	++	++	++	++	++	++	Inactive
	Strongly Existent		Strongly Existent			Strongly Existent			
Case 3	++	++	++	++	++	++	++	++	Inactive
	Strongly Existent		Strongly Existent			Strongly Existent			
Case 4	++	++	+	+	+	+	+	+	Hybrid
	Strongly Existent		Weakly Existent			Weakly Existent			
Case 5	+	+	+	+	+	+	+	+	Active
	Weakly Existent		Weakly Existent			Weakly Existent			
Case 6	+	+	+	+	+	+	+	+	Active
	Weakly Existent		Weakly Existent			Weakly Existent			
Case 7	++	++	++	++	++	++	++	++	Inactive
	Strongly Existent		Strongly Existent			Strongly Existent			
Case 8	++	++	++	++	++	++	++	++	Inactive
	Strongly Existent		Strongly Existent			Strongly Existent			
Case 9	++	++	++	++	++	++	++	++	Inactive
	Strongly Existent		Strongly Existent			Strongly Existent			
Case 10	+	+	+	+	+	+	+	+	Inactive
	Weakly Existent		Weakly Existent			Weakly Existent			
Case 11	+	+	+	+	+	+	+	+	Active
	Weakly Existent		Weakly Existent			Weakly Existent			
Case 12	++	++	+	+	+	+	+	+	Hybrid
	Strongly Existent		Weakly Existent			Weakly Existent			

In Table 5.8, Lacking in performance pay & in Employee benefits stands for =LEPB, Lacking in Corporate Ethics stands for=LCE, Leave of absence stands for = LoA, Not meeting the targets stands for nMT, Late Arrival stands for LA, Protests stand for = 'PR', File Complaints Stand for = FC, Suppression of employee union stands for = SEU. Here, '++=' stands for 'High', '+='stands for 'Low'. In this table, Grievances Management System for each case has been measured as Active or Inactive or Hybrid.

#### 5.4 Case determinants of HRM new framework: an alternative view

In this chapter, researcher identified eight HRM perspectives from the coding process that were believed to influence HRM practices as shown in Figure 5.1. These HRM perspectives named R&S, TCP, CM, RLE, HC, OC, IERS and GMS affected each of the participating companies in different manner. Researcher gave much effort was given to analysis the data from each point of view throughout this chapter and thus divergence in each determinant HRM perspective was found. This raised three important questions. Are all the HRM perspectives suggested and integrated with Perspective 7 (international employee rights standards)? Does it imply a different managerial approach to HRM? Can the perspectives help facilitate managers to align HRM perspectives with international employee rights? In this section, the researcher takes an alternative view of these perspectives from the organisations' points of view, and detected an interesting phenomenon where comparable patterns are identified in explaining HRM approaches (further discussion and interpretation from extant literature for this can be found in chapter 6).

After the analysis, the determinants of perspectives were confirmed. The determinants of R&S had developed stage, developing stage or hybrid; determinants of TCP were human oriented, profit oriented or hybrid; determinants of CM were strongly capable, weakly capable or hybrid; determinants of RLE were supportive and autocratic; determinants of HC were compliant and less compliant; determinants of OC had bureaucratic culture or adaptability culture; determinants of IERS were integrated, non-integrated or hybrid and determinants of GMS were active, inactive or hybrid.

Case 1 – In case 1 the outcome of the perspectives proposed that all the perspectives need to get aligned with employee rights standards to be converged. In case 2, R&S were at developed R&S with human oriented TCP, strongly capable CM, supportive RLE, compliant HC, adaptable OC, hybrid IERS and active GMS. This implied that the company got pretty much positive layers in all the perspectives except for employee rights standards.

Case 2 – In case 2 the outcome of perspectives were developing R&S stage, profit oriented TCP, weakly capable CM, autocratic RLE, less compliant HC,

bureaucratic OC, not integrated IERS and inactive GMS. This indicated that the arrangement of HRM perspectives in case 2 had a non-integrated approach.

Case 3 – In case 3, the perspectives found were hybrid R&S, profit oriented TCP, strongly capable CM, autocratic RLE, less compliant HC, bureaucratic OC, Not IERS and inactive GMS.

Case 4 – In case 4, the perspectives found were developed R&S, hybrid TCP, strongly capable CM, supportive RLE, compliant HC, adaptable OC, hybrid IERS and hybrid GMS. This implied that the company got positive layers in all the perspectives except for TCP, IERS and GMS.

Case 5 – In case 5, the perspectives found were developed R&S, human oriented TCP, strongly capable CM, supportive RLE, compliant HC, hybrid IERS and active GMS. This implied that company had positive layers in all the perspectives except for IERS.

Case 6 – In case 6, the perspectives found were developed R&S stage, human oriented TCP, strongly capable CM, supportive RLE, compliant HC, adaptable OC, integrated IERS and active GMS. This implied that the company were at integrated approach.

Case 7 – In case 7, the perspectives found were developing R&S stage, profit oriented TCP, weakly capable CM, autocratic RLE, less compliant HC, bureaucratic OC, Not integrated IERS and inactive GMS, which indicated the non-integrated HRM approach.

Case 8 – The outcome of perspectives for case 8 were found at developing R&S stage, profit oriented TCP, weakly capable CM, autocratic RLE, less compliant HC, bureaucratic OC, Not integrated IERS and inactive GMS, which the non-integrated approach.

Case 9 – In case 9 the outcome of perspectives found were developing R&S stage, profit oriented TCP, weakly capable CM, autocratic RLE, less compliant HC, bureaucratic OC, not integrated IERS and inactive GMS, which indicated the non-integrated approach.

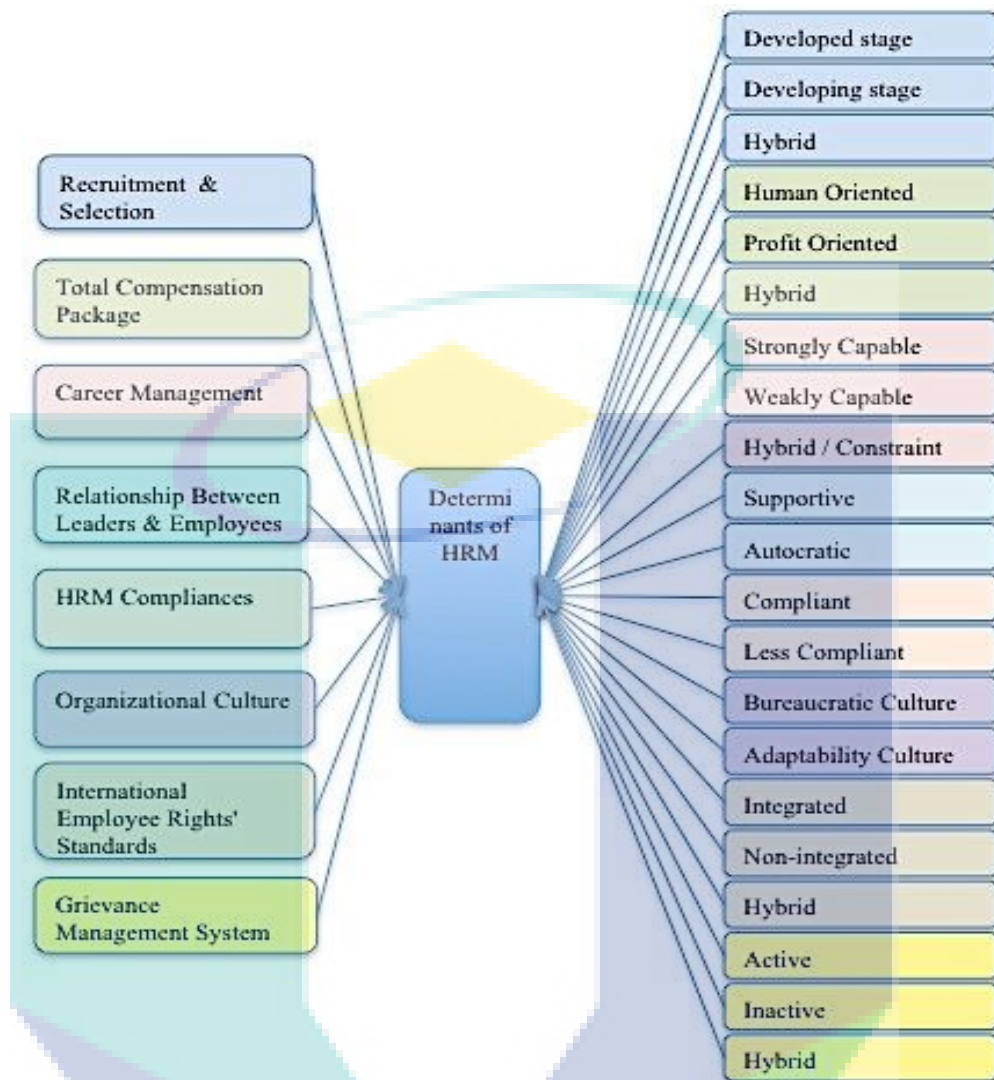


Figure 5.1 Case Determinants of HRM Perspectives

Case 10 – An observation of perspectives in case 10 found that HRM perspectives were in not-integrated manner. The findings were hybrid R&S stage, profit oriented TCP, hybrid CM, supportive RLE, less compliant HC, adaptable OC, Non integrated IERS and inactive GMS that proved that case 10 had non-integrated approach.

Case 11 – The outcome found in case 11 were R&S at developed stage, human oriented TCP, strongly capable CM, autocratic RLE, less compliant HC, bureaucratic OC, integrated IERS and active GMS. This implied that the company got pretty much positive layers in all the perspectives except for RLE, HC and OC.

Case 12 – The findings of case 12 were R&S at developed stage, human oriented TCP, strongly capable CM, supportive RLE, compliant HC, adaptable OC,

integrated IERS and hybrid GMS. This implied that the company got pretty much positive layers in all the perspectives except for R&S and GMS.

Summing up the findings in figure 5.1, eight HRM perspectives illustrated comparable patterns by explaining differences in HRM policies-practices in the manufacturing companies of Bangladesh. At this stage, the companies with developing R&S, profit oriented TCP, weakly capable CM, autocratic RLE, less compliant HC, bureaucratic OC, partially included IERS and inactive GMS meant HRM components managed in a non-integrated manner. In contrast, companies with developed R&S, human oriented TCP, strongly capable CM, supportive RLE, compliant HC, adaptable OC, included IERS and active GMS showed that HRM components were managed in an integrated manner. Thus, cases were compared and contrasted to recognize distinct characteristics of HRM approaches.

### **5.5 Finalization of the New HRM Framework**

The framework got modified at fieldwork after the data collection and analysis. A significant change was observed in the new HRM framework and GMS got prioritized as an extra perspective where certain themes and categorized codes got grouped that got observed in the following Figure 5.2.

A large, stylized logo for UWP (University of Wollongong) is centered on the page. It consists of a large, downward-pointing triangle divided into four quadrants by a vertical and a horizontal line. The top-left and bottom-right quadrants are light blue, while the top-right and bottom-left quadrants are light purple. The letters 'UWP' are written in a bold, white, sans-serif font across the center of the triangle.

UWP

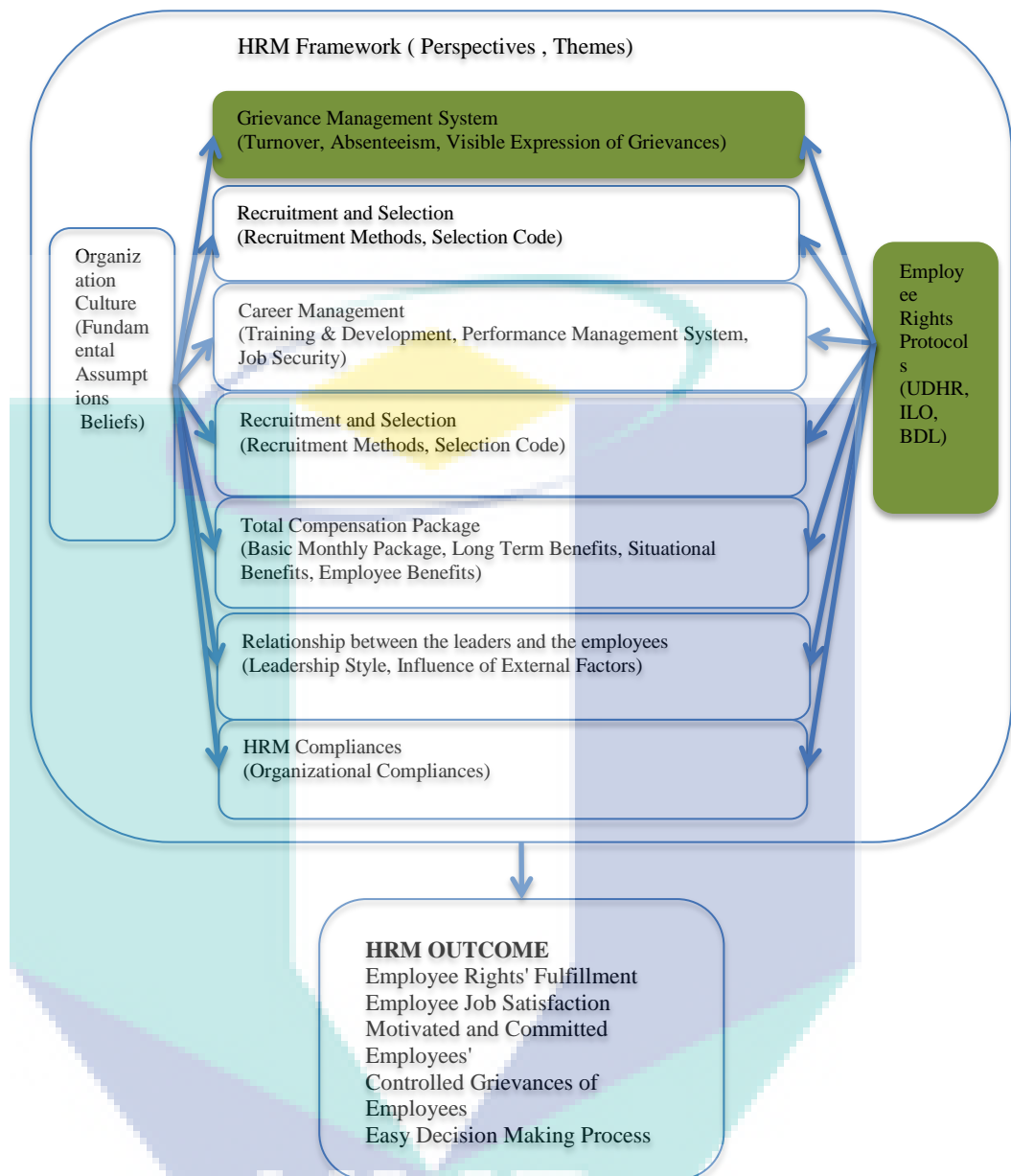


Figure 5.2 New HRM Framework after fieldwork

In this framework, OC and IERS perspectives were integrated with other perspectives so that in each perspective, theme and categorized code employee rights were addressed that is showed in the next chapter. The data of twelve cases got mapped with LR factors, models in this chapter. In the following Table 5.9 the mapping got revealed. And also the related international employee rights’ standards got disclosed.

Table 5.9 Findings of fieldwork cases mapped with LR

Pseudo name	Emphasized Perspectives (found from MCS)	Company's factors (with LR)	HRM (Matching with LR)	Company's HRM Model (Matching with LR)	International Standards: Protocols included/not included	ERS	
Case 1	R&S, HC, OC, GMS	TCP, CM, IERS	Technology, security, Regulations, Top Mgt, Stakeholders	Job Top	CTM	ILO, BDL included as guidelines Not all protocols are implemented	
Case 2	OC		Top Mgt, Economy, Local Culture		MM	Same as above	
Case 3	CM		Technology, Social Life, Regulations, Top Mgt		MM, WM	Same as above	
Case 4	R&S, RLE, OC, IERS	CM, HC	Technology, Life, IR, Business Strategies, Regulations, Top Mgt, Stakeholders	Social Business	HM, COM	WM, Same as above	
Case 5	R&S, CM, HC, GMS	TCP, RLE	Unions, Regulations, job security, rewards, IR, Line Mgt, Stakeholders	Top Mgt	HM, COM	CTM, Same as above	
Case 6	R &S, CM, GMS	TCP, RLE	Unions, Regulations, IR, Team work, Work life, Line Mgt, Stakeholders	Line Mgt	HM, COM	CTM, Same as above	
Case 7	OC		Technology, Economy, Performance based pay, Regulations, Top Mgt, Local culture,		MM, WM	Same as above	
Case 8	OC		Technology, Regulations, Top Mgt, Stakeholders		MM, WM	Same as above	
Case 9	RLE, OC	CM	Technology, Regulations, IR, Job Security, Top Mgt, Stakeholders		COM, MM	Same as above	
Case 10	RLE, OC		Technology, Regulations, Top Mgt, Stakeholders		CTM	Same as above	
Case 11	R&S, CM, GMS	TCP, IERS	Technology, Business Strategies, Job Security, Work life, Regulations, Top Mgt, Stakeholders	Top Mgt	HM, COM	CTM, Same as above	
Case 12	RLE, GMS	HC	Technology, Regulations, Top Mgt, Stakeholders		CTM	Same as above	



## 5.6 Summary of the Chapter

In this chapter, the perspectives for the final development of a new HRM framework got developed along with an additional perspective. The participants' statements justified each categorized code, theme and perspective. Each case got mapped with LR data and also each case revealed their followed HRM approaches. However, from the findings it was observed that the employees did not that much clear and straight forward platform to voice their problems in manufacturing companies in Bangladesh. This is so unfortunate since BDL was in parallel to HRM policies of these companies. Researcher observed that organizations 'trade unions' but senior management selected their preferred union leaders for their factories. The heads of the factory unions notified few problems to the top management or rarely used the proper channels to address employees' problems. Some of the factories were following ISO SOP guidelines, which originated from the ILO. Nevertheless, GMS were seen as part of employee evaluation process. After analysis of the data this GMS was separated and developed as a new perspective that can be directly linked with the international employee rights standards' and can be operated in a more useful manner.

The logo for UIMP (University of Management and Information Sciences) is a large, stylized letter 'V' shape. The top part of the 'V' is a light blue circle. The two sides of the 'V' are composed of overlapping triangles in shades of teal and light blue. At the bottom of the 'V', the letters 'UIMP' are written in a bold, white, sans-serif font.

UIMP

## CHAPTER 6

### FINDINGS AND DISCUSSIONS

#### 6.1 Introduction

In the previous chapter, the perspectives of the new HRM framework' obtained from the interviews, got finalized and also two distinct layer of HRM approaches were observed. Referring back to the problem statement and research objectives the findings were distinct HRM approaches along with a desired new HRM framework. Thus, the new HRM framework got modified and finalized and case wise HRM approaches also got revealed.

Meanwhile, international employee rights standards like UDHR, ILO are existing with its protocols and directions; on 11<sup>th</sup> October 2006 by the parliament of the Peoples' Republic of Bangladesh BDL (Bangladesh Labour Law has been enacted by repealing 25 previous legislations and by consolidating the provisions of the repealed laws into one legislation (BEF, 2009). Researcher tried to integrate perspectives, generated from the direct interviews of participants along with the protocols of BDL.

In chapter 4, a preliminary understanding of HRM was achieved. From this the focus of the research was narrowed down and an interview guide was created to collect fieldwork data. Chapter 4 described seven perspectives found in the preliminary stage, namely recruitment and selection, total compensation package, career management, relationship between the leaders and the employees, HRM compliances, organizational culture and international employee rights standards all of which showed a significant impact on the HRM approach of any organization.

In chapter 5, the interpretation of MCS confirmed eight perspectives of HRM policies-practices, including a new perspective namely 'Grievance management

system', which was emerged during the data collection and was incorporated into the final framework. Furthermore this offered insights into twelve HRM practices in the Bangladeshi environment.

This chapter 6 got organized into three sections. The next section revealed the final findings of this research, named HRM approaches and a new HRM framework. In the sub-sections of this section, the discussions took place that how these two findings finally came up in the end of this research. The last section summarized the chapter.

## **6.2 Final Findings of the Research**

After the data collection and analysis of preliminary stage and of fieldwork, researcher found the ultimate two main findings for this research, which were HRM approaches and a new HRM framework. From analysis, eight perspectives were found from the evidences of the MCS. Previous studies of HRM literature (Tiwari & Saxena, 2012; Armstrong & Taylor, 2014; Thite, Wilkinson, & Shah, 2012; Boxall, 1995; Lewicka & Krot, 2015) enabled the researcher to interpret of the influence of HRM perspectives. The found eight perspectives and how it influenced the HR managers and HRM policies-practices described the HRM typology that lead this research to the HRM approaches. Meanwhile, the linkages of these eight perspectives found based on data of listed Bangladeshi manufacturing companies got established where International employee rights' got addressed, converged and developed the new HRM framework. This framework offered a comprehensive understanding, explaining HRM in complex organizational settings.

### **6.2.1 HRM Approaches**

Researcher found two distinct HRM approaches naming those as integrated and non-integrated in this research from the below discussions of the perspectives organizing the HRM typology. Figure 6.1 illustrated this new HRM framework, inspired by theoretical views and evidences from the MCS. A comprehensive understanding about how these HRM perspectives got managed in here is discussed. The following Figure 6.1 illustrated an overview of HRM approaches where HRM perspectives are either in integrated or in non-integrated zone.

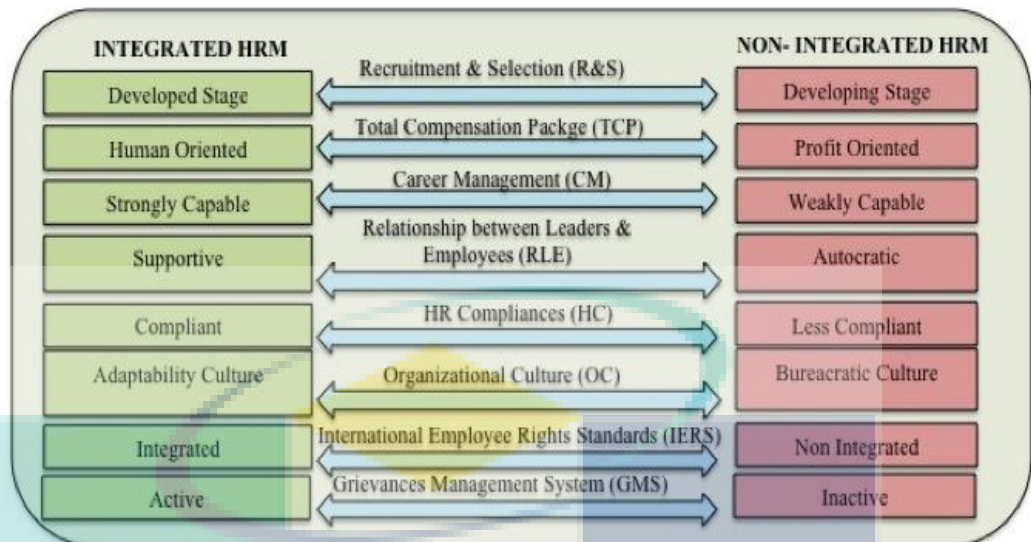


Figure 6.1 HRM Approaches

#### 6.2.1.1 Perspectives

The following Table 6.1 illustrated an overview of the findings observed in chapter 5. The table can be read in two ways drawing the following conclusions. Reading down the columns (vertical) provides insights into the perspective across cases while reading across the rows (horizontal) offers insights about each case across perspectives. The cases then got compared to differentiate the HRM approaches. In this section, reading the table vertically draws the discussion of the perspectives of the new framework. The description of characteristics of HRM approaches, drawn by reading the table horizontally (as shown in Table 6.10), is presented in the next section: 6.2.1.2. However, before discussing the HRM typology, it is useful to link the eight perspectives of HRM policies and practices with extant literature.

The following Table 6.1 illustrates each perspective vertically across cases. Here, it can be observed that for P1 cases 1,4,5 and 11 are at developed stages, cases 1,5,6,11 and 12 are human oriented for P2, cases 1,3,4,5,6,11 and 12 are strongly capable for P3, cases 1,4,5,6,10 and 12 are supportive for P4, cases 1,4,5,6,11 and 12 are compliant for P5, cases 1,4,5,6,10 and 12 are having adaptability culture for P6, case 6 is integrated for P7 and cases 1,5,6 and 11 are active for P8.

Table 6.1 Summary of Findings: VERTICAL View

	<b>Recruitment &amp; Selection (P1)</b>	<b>Total Compensation Package (P2)</b>	<b>Career Management (P3)</b>	<b>Relationship between Leaders &amp; Employees(P4)</b>	<b>HRM Compliance s (P5)</b>	<b>Organizational Culture (P6)</b>	<b>International Employee Rights Standards (P7)</b>	<b>Grievance Management System (P8)</b>
Case 1	Developed Stage	Human Oriented	Strongly Capable	Supportive	Compliant	Adaptability Culture	Hybrid	Active
Case 2	Developing Stage	Profit Oriented	Weakly Capable	Autocratic	Less Compliant	Bureaucratic Culture	Not Integrated	Inactive
Case 3	Hybrid	Profit Oriented	Strongly Capable	Autocratic	Less Compliant	Bureaucratic Culture	Not Integrated	Inactive
Case 4	Developed Stage	Hybrid	Strongly Capable	Supportive	Compliant	Adaptability Culture	Not Integrated	Hybrid
Case 5	Developed Stage	Human Oriented	Strongly Capable	Supportive	Compliant	Adaptability Culture	Hybrid	Active
Case 6	Developed Stage	Human Oriented	Strongly Capable	Supportive	Compliant	Adaptability Culture	Integrated	Active
Case 7	Developing Stage	Profit Oriented	Weakly Capable	Autocratic	Less Compliant	Bureaucratic Culture	Not Integrated	Inactive
Case 8	Developing Stage	Profit Oriented	Weakly Capable	Autocratic	Less Compliant	Bureaucratic Culture	Not Integrated	Inactive
Case 9	Developing Stage	Profit Oriented	Weakly Capable	Autocratic	Less Compliant	Bureaucratic Culture	Not Integrated	Inactive
Case 10	Hybrid	Profit Oriented	Hybrid	Supportive	Less Compliant	Adaptability Culture	Not Integrated	Inactive
Case 11	Developed Stage	Human Oriented	Strongly Capable	Autocratic	Less Compliant	Bureaucratic Culture	Integrated	Active
Case 12	Hybrid	Human Oriented	Strongly Capable	Supportive	Compliant	Adaptability Culture	Integrated	Hybrid

*Perspective 1 (P1): Recruitment and Selection (R&S)*

Table 6.2 Recruitment & Selection: Summary of Findings

<b>Perspective 1: Recruitment &amp; Selection</b>		
<b>Themes</b>	<b>Recruitment Methods</b>	<b>Selection Code</b>
Case 1 developed stage	++ Strongly Aligned, "Our higher management has to go through formal systematic procedures as well...head hunters provide us list of higher management officials to and then we start the process."	++ Strongly Existent, "Surely, we have an employee guideline that we provide when they are recruited and joined in the first working day."
Case 2 developing stage	+ Weakly Aligned, "For the factory workers we usually accept references or recommendations."	+ Weakly Existent "We don't have any written Code of Conduct. But we are thinking of developing one..."
Case 3 Hybrid	+ Weakly Aligned "Our office jobs mainly follow the formal recruitment processes but factory workers are often hired based on need and randomly or through references."	++ Strongly Existent "We have a written code of conduct as well as we have a list of 'do's and don'ts' that help the employees..."
Case 4 developed stage	++ Strongly Aligned "We have formal recruitment procedures for white collar jobs and for blue collars we usually provide Ads on newspapers."	++ Strongly Existent "Obviously, we have general office protocols and job description for each employee."
Case 5 developed stage	++ Strongly Aligned "We do first screening of CV, then based on skills, education and requirements we call candidates for written exam, then a group of them who does good goes for Viva exams."	++ Strongly Existent "We have code of conduct that is a guideline for the employees at office."
Case 6 developed stage	++ Strongly Aligned, "We do a workshop with the new graduate at first session, then from there we pick up the talents through several on the spot processes of their activities, the selected ones are called for interviews and written exams...every year"	++ Strongly Existent, "Of course, we have codes of conducts and we strictly follow it."
Case 7 developing stage	+Weakly Aligned "Since we are not so old company, our process is still developing."	+Weakly Existent "We have unwritten code of conduct but we are developing one soon."
Case 8 developing stage	+Weakly Aligned "I think it is not a problem if we hire formally or informally hiring the right person is important so we do accept references."	+Weakly Existent "Similarly, from case 8 union leader said, "Rules are there only for workers like us in the factory I think."
Case 9 developing stage	+Weakly Aligned "Our company is thinking of developing a formal recruitment process."	+Weakly Existent "There is an unwritten rules & regulations but not aligned completely."
Case 10 Hybrid	++ Strongly Aligned "Our formal recruitment process is active but sometimes because it becomes difficult since we are such a big company."	+Weakly Existent "We are in developing stage of that not entirely in implementation though."

Table 6.2 Continued

Themes	Recruitment Methods	Selection Code
Case 11 developed stage	++ Strongly Aligned “Every year BCS exams are taken by Govt. and every year recruitment and selection is done.”	++ Strongly Existing “Since we are under Govt. we have strict guidelines when an employee is recruited – we provide id card, bank account, general rules, to do list and everything necessary.
Case 12 developing stage	+Weakly Aligned “Indeed we do follow formal recruitment process but sometimes we prefer to take other options if we are not satisfied with the selection.”	++ Strongly Existing “We have certain to do list and not to do list along with code of conduct.”

Table 6.2 summarizes the findings on R&S from chapter 5; where cases 1, 4, 5, 6, 10 and 11 have strongly existent recruitment methods and cases 2,3,7,8,9 and 12 have weakly existent recruitment methods are rated as ‘+’= strongly existent and ‘+’ as weakly existent. On the other hand, cases 1, 3,4,5,6,11 and 12 have ‘strongly existent’ selection codes whereas cases 2,7,8,9 and 10 have ‘weakly existent’ selection codes as well they are rated as ‘++’ = strongly existent and ‘+’ = weakly existent.

*Perspective 2 (P2): Total Compensation Package (TCP)*

Table 6.3 Total Compensation Package: Summary of Findings

Perspective 2: Total Compensation Package						
Themes	Basic Pack	Monthly	Long Term Benefits	Situational	Benefits	Emp. HB
Case 1 Human oriented	++High “We provide training to our workers (on-job trainings mainly) and also to managers.”	“We provide training to our workers (on-job trainings mainly) and also to managers.”	++Strongly Existing “Our emp. are provided PF and Gratuity every 3 and 5 years consecutively”	++Strongly Existing “the factory workers are more prone to accidents. Yes we provide compensations for that.”	++Strongly Existing “the factory workers are more prone to accidents. Yes we provide compensations for that.”	++Strongly Existing “We have annual health check up & have affiliation with the topmost hospitals of Bangladesh.”
Case 2 profit oriented	+Low “Not every component is present in the compensation package but we are improving.”	“Not every component is present in the compensation package but we are improving.”	+Weakly Existing “I am not 100% sure of the PF, gratuity, Wppf benefits’ appropriatenes inside the company.”	+Weakly Existing “We give overtime to the employees and the workers if they deserve.”	+Weakly Existing “We give overtime to the employees and the workers if they deserve.”	+Weakly Existing “We Assign a team of doctors for the employees and they do check up. Also diagnose the labours if needed.”
Case 3 profit oriented	+Low, “Ya, we are looking for overseas externalCounsellor forTopManagement”	“Ya, we are looking for overseas externalCounsellor forTopManagement”	+Weakly Existing “We give LFA in Employees compensation package”.	+Weakly Existing “When occupational diseases occur we send them to nearby hospitalAyeshaMemorial for treatment but we have firstAid”	+Weakly Existing “When occupational diseases occur we send them to nearby hospitalAyeshaMemorial for treatment but we have firstAid”	+Weakly Existing “Whenever any emp. is ill or haveaccidents we send to Ayesha MemorialHospital”

Table 6.3 Continued

Themes	Basic Pack	Monthly	Long Term Benefits	Situational Benefits	Emp. HB
Case 4 Hybrid	++High, company provides compensation package which is higher than government standards”	“Our usually	+Weakly Existent, “company provides Gratuity to permanent employees after 10 years, PF after 5 yrs. But permanent emp. are less.”	+Weakly Existent, “You just saw an accident – we have sent him to the nearest hospital for treatment. Company will provide all cost.”	+Weakly Existent, “We have some medical advisers in the factory but no affiliation with any hospital.”
Case 5 Human Oriented	++High “Yes, we draw festival bonus every year two times and it is equivalent to our basic pay.”	“Yes, we	++Strongly Existent “Yes we have PF policy for permanent emp. when they complete 3 yrs.”	++Strongly Existent “We have a doctor who sits inside the factory premises also.”	++Strongly Existent “We have inside doctors who sit inside the office premises also – they do duty by rotation.”
Case 6 Human oriented	++High “I believe we are the first few companies in Bangladesh who have introduced the compensation package with many components.”	“I believe	++Strongly Existent “We provide all benefits required in the monthly compensation package, we highly believe in employees job satisfaction.”	++Strongly Existent “my colleague’s hand cut by a machine; company paid all medical cost but, because he could not work anymore-his wife was hired for work”	++Strongly Existent “Company provides annual and situational medical health treatments”
Case 7 Profit Oriented	+Low “Salary disbursement time is not fixed so we suffer sometimes.”	“Salary	+Weakly Existent, “Our company has not developed LFA or PF processes yet.”	+Weakly Existent “We have OT for workers but we do not allow all workers to do it then everyone will start doing overtime.”	+Weakly Existent, “We have some doctors inside the office premises.”
Case 8 Profit Oriented	+Low, “We have very basic remuneration package but don’t have any Transportation or other allowance.”	“We have	+Weakly Existent “We have PF, GR but only for the permanent employees.”	+Weakly Existent “These cases are rare so we only part time doctors we have.”	+Weakly Existent, “Some consultants sometimes come to provide advice on health issues.”



Table 6.3 Continued

Themes	Basic Pack	Monthly	Long Term Benefits	Situational Benefits	Emp. HB
Case 9 Profit Oriented	+Low factory,we seminars-workshops topics like fire-service,BLCode awareness”	“In the have on fire-Code”	+Weakly Existent “We get basic allowances but don’t have so many components.”	+Weakly Existent, “Sometimes for severe illness or accident cases we employees collect money to support.”	+Weakly Existent “We don’t have any regular thing like that but we get support if suddenly needed.”
Case 10 Hybrid	++High, usually provide a compact remuneration package”	“We provide a	+Weakly Existent, “depends on performance-for permanent emp. we provide gratuity & profit bonus.”	+Weakly Existent, “We provide support when the accident is at work place or something severe.”	++Strongly Existent, “Health insurance policy coverage is provided to employees.”
Case 11 Human Oriented	++High, follow the standards and micro or Nano components.”	“We follow the govt. and all components.”	++Strongly Existent “Of course employees are happy that all criteria are met for the LT benefits- we provide pension after retirement.”	++Strongly Existent, “We give proper maternity leave and compensation for necessary sudden incidents.”	++Strongly Existent, “We have affiliation with some hospitals, have doctors in our premises and serious health issues are covered by health insurance policies.”
Case 12 Human Oriented	++High “Company gives PF only to the permanent employees who have completed 5 years service already.”	“Company	++Strongly Existent “Company gives PF only to the permanent emp. after 5 years“	++Strongly Existent, “Our company looks after the sudden disasters and provide support to the employees.”	++Strongly Existent, “Yes, we have insurance and affiliation with some reputed hospitals.”

Table 6.3 summarizes the findings on TCP from chapter 5; where cases 1.4.5.6.10.11 and 12 have ‘high basic monthly package’ and case 2,3,7,8 and 9 have ‘low basic monthly package’, where high is rated as ++ and low as +. Again, cases 1, 5, 6, 11 and 12 have strongly existent long-term benefits but cases 2,3,4,7,8,9 and 10 have weakly existent long-term benefits. Here strongly existent rated as ‘++’ and weakly existent rated as ‘+’. Then, cases 1, 5, 6, 11 and 12 have strongly existent situational benefits but cases 2,3,4,7,8,9 and 10 have weakly existent situational benefits. Here strongly existent rated as ‘++’ and weakly existent rated as ‘+’. Finally, cases 1, 5, 6, 10, 11 and 12 have strongly existent employee health benefits but cases 2,3,4,7,8 and 9 have weakly existent employee health benefits. Here strongly existent rated as ‘++’ and weakly existent rated as ‘+’.

*Perspective 3 (P3): Career Management (CM)*

Table 6.4 Career Management (CM) connections

<b>Perspective 3: Career Management</b>			
<b>Themes</b>	<b>Training Development</b>	<b>and Performance Management Evaluation</b>	<b>Job Security</b>
Case 1 Strongly capable	++Rigorous “We provide training to everyone. But, we always give our employees ‘on-the-job trainings”	++Strongly Linked “Yes, we do have KPIs for individuals and we do evaluation monthly, quarterly & yearly. Employees are satisfied with their scores.”	++Sense of Security “Employees feel very safe and secured because of brand-name and employee benefits.”
Case 2 Weakly Capable	+Partly rigorous “HR executive from case 2 said, “We will also start with some professional counselling sessions soon.”	+Weakly Linked, “We do performance evaluation every year but we are developing the process yet.”	+Lacking Security, “Look, every company face this and employees will never feel secure at work.”
Case 3 Strongly capable	+Partly rigorous “Ya, we are looking for some overseas external counsellor specially for the top management....”	+Weakly Linked “KPIs for labours are on monthly basis but for white collar job holders on a yearly basis, this has been confusion among the labours.”	++Sense of Security “employees or employers both have to give one month’s notice before the termination of the job, so there is no uncertainty or insecurity of losing job suddenly”.
Case 4 Strongly capable	++Rigorous, “Our company provides thorough training to the employees.”	++Strongly Linked, “Yes we have PME and we do it yearly.”	++Sense of Security, “Our employees feel very secure because of brand name and for individual job roles.”
Case 5 Strongly capable	++Rigorous “Every year we have a fixed budget for training to the employees and we try to give training to each & every employee of the company in different methods.”	++Strongly Linked “We have annual basic pay increment that affects the overall salary in a positive manner, this increment also depends on the performance appraisal system”	++Sense of Security, “Employees feel home at work because even though being professionals we have maintained a family friendly atmosphere.”
Case 6 Strongly capable	++Rigorous, “We have training department separately and it is highly active.”	++Strongly Linked, “We have very analytical PME system and we evaluate performance in one to one sessions.”	++Sense of Security, “We are the biggest brand in Bangladesh—people desire to work here; upon recruited they feel very secure from beginning.”

Table 6.4 Continued

Themes	Training Development	and Performance Management Evaluation	Job Security
Case 7 Weakly Capable	+Partly rigorous, "Training processes are at development phase now but our top most bosses go for training abroad."	+Weakly Linked "We will introduce a PME system soon to resolve all these issues."	+Lacking Security "For the employers it is also difficult to keep the labours with pay whereas they have no specific job line..."
Case 8 Weakly Capable	+Partly rigorous, "we provide on job training and some seminars to the employees."	+Weakly Linked "We have KPI for the employees however, sometimes we find employees have more demands on scores like promotions or increments, which they do not deserve."	+Lacking Security, "There are drawbacks for which employees might not feel completely secured at work."
Case 9 Weakly Capable	+Partly rigorous "In the factory, sometimes we have seminars and workshops on certain topics like 'fire-service in emergency case', 'BL Code awareness' ..."	+Weakly Linked "Even if we introduce PME system promotions, increments and transfers depend on Govt."	+Lacking Security "Since, promotions and increments are pretty less, employees sometimes suffer in insecurity and they fear there might be downsized if company earns less revenue."
Case 10 Hybrid	++Rigorous, "we provide on job training, workshops, seminars and also abroad trainings to the deserved ones."	+Weakly Linked, "We do not have any PME inter-linked tool"	++Sense of Security, "because of the brand name employees do feel secure."
Case 11 Strongly capable	++Rigorous, "We provide all sorts of training, seminars, workshops, discussion sessions along with abroad and out station trainings as per govt. requirement for a job role."	++Strongly Linked "Our promotion depends on the govt. policies since, we are under government. No matter what we do, have to wait until certain period of time fixed for promotion, the process hinders because of the internal political pressure."	++Sense of Security, "Anyone gets into the government job feels secure because there will be hardly any sacking."
Case 12 Strongly capable	++Rigorous, "We provide on job training and the necessary trainings that is guided by HR department."	++Strongly Linked, "We have in-house tool to evaluate performance of employees."	++Sense of Security, "Our employees usually feel secure about their job in our company."

Table 6.4 summarizes the findings on CM from chapter 5; where cases 1,4,5,6,10,11 and 12 have 'rigorous training and development' and case 2,3,7,8 and 9 have 'partly rigorous training and development', where rigorous is rated as ++ and partly rigorous as +. Again, cases 1, 4, 5, 6, 11 and 12 have strongly linked performance management evaluation but cases 2, 3,7,8,9 and

10 have weakly linked performance management evaluation. Here strongly linked rated as ‘++’ and weakly linked rated as ‘+’. Then, cases 1, 3,4,5, 6, 10,11 and 12 have sense of job security but cases 2,7,8 and 9 have lacking in job security. Here, sense of security rated as ‘++’ and lacking in security rated as ‘+’.

*Perspective 4 (P4): Relationship between the leaders and the employees*

Table 6.5 Relationship between the leaders and the employees

<b>Perspective 4: Relationship between the Leaders and the Employees</b>		
<b>Themes</b>	<b>Leadership Style</b>	<b>Influence of External Forces on Leaders</b>
Case 1 Supportive	++Transformational “We have good managers and they also have professional certificates of their skills and knowledge. Our managers must be strict with the employees especially in the factories because that is more like routine jobs ”	++Minor “Dude! I think we are giving tough competitions to others, no other company can influence us actually.”
Case 2 Autocratic	+Transactional "We act as our boss advises us; he tells us how to handle an individual task and we follow that and this is how we have come so far. He has good vision and work style and I personally believe we should follow his style also"	+Major “Government puts many compliances and regulations and sometimes it hinders the process of growth because our main priority should be business not filling up so many forms.”
Case 3 Autocratic	+Transactional “We are not allowed to talk to the outsiders about the company; if you require any information please talk to the union leaders.”	+Major "Govt. and political turmoil hardly affects our work system because our corporate office, factory and main distribution house is mainly at the same compound...we only suffer during Hartal if our goods need to be transferred outside the capital"
Case 4 Supportive	++Transformational "We believe in equal rights and opportunities; duties might be different but opportunities are given to all the employees to get flourished in their own area"	++Minor “See today is Ramadan but still all people are working and we will all have iftari together like a family- you also please join us.”
Case 5 Supportive	++Transformational "Similarly, from case 5, HR director said, “Our employees feel like their office is their second home, we feel strong bond towards each other and towards the company as well.”	++Minor “We have an environment where from top to bottom everyone feels this is their own company.”
Case 6 Supportive	++Transformational “I have been working in my company for the last 15 years and have lived my life in here as if this is my second home. Whenever company faced any crisis I was informed and my suggestions were required.”	++Minor "Because of the working environment of our company, workers sometimes even work at odd times and I think this is possible only because they feel committed to the company.”

Table 6.5 Continued

Themes	Leadership Style	Influence of External Forces on Leaders
Case 8 Autocratic	+Transactional "Our supervisors are very good; so we follow what they tell us"	+Major "We believe we are a family but for the survival of this family, we need to generate revenue right? Influences may exist though"
Case 9 Autocratic	+Transactional "We follow the top to bottom approach and our decisions flow that way as well."	+Major "Our product is sold mainly to Govt. & its affiliates and round the year we have this practice."
Case 10 Supportive	++Transformational "My boss is very generous and kind to me and gives me lots of opportunities, responsibilities at work. I can go and discuss anything with him anytime. However, only when I ask for promotion or increment he is quite reluctant about it ...I don't understand this "	++Minor "No! We are not bothered about any influences, we do our work they do theirs."
Case 11 Autocratic	+Transactional "This is true that we have our restrictions and even if we want to make any change often our leaders are not that much encouraging, they only want us to follow them."	+Major "Since, we are a government owned company,our leaders are chosen from the political party or preferred party leaders are promoted and transferred to our organization, even though we have leaders and managers who are more capable.... This is an unfortunate situation but we have to comply with this..."
Case 12 Supportive	++Transformational, "Our Leaders always try to maintain a good relationship with the employees. We usually give high priority to employee needs."	++Minor, "Since we are a private company – no high influences actually work with us."

Table 6.5 summarizes the findings on RLE from chapter 5; where cases 1,4,5,6,10 and 12 have 'transformational leadership style' and case 2,3,7,8,9 and 11 have 'transactional leadership style', where transformational is rated as ++ and transactional rated as +. Again, cases 1, 4,5, 6, 10 and 12 have 'Minor' influence of external forces on leaders but cases 2,3,7,8,9 and 11 have 'Major' influence of external forces on leaders. Here Minor rated as '++' and Major rated as '+'.  
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*Perspective 5 (P5): HRM Compliances (HC)*

Table 6.6 HRM Compliances (HC)

<b>Perspective 5: HRM Compliance (HC)</b>		
<b>Themes</b>	<b>Org. HRM Compliances</b>	
Case 1 Compliant	++Compliant “Yes we have 13 HRM action plans and we have implemented that in our company all throughout....”.	
Case 2 Less Compliant	+Less Compliant “No we do not use any tool for HRM yet but we are developing a new tool to use. Customized in-house we have a tool, which we change every year usually we are doing manually and do not have the software yet ...”	
Case 3 Less Compliant	+Less Compliant "We have detailed code of conduct. We can give you code of conduct in details. Beside this, we have certain norms & principles designed by our top most leaders of the company; however not necessarily all are written"	
Case 4 Compliant	++Compliant, “We have HRM policies in place and also HR department follows up all actions.”	
Case 5 Compliant	++Compliant, “Our HR Department is developed with much care and we indeed have HRM guidelines and every year slightest change is addressed.”	
Case 6 Compliant	++Compliant “Our HRM portfolio is very high and we have dedicated software, urls for this system. We have many HRM actions.”	
Case 7 Less Compliant	+Less Compliant, “We are developing the HRM policies.”	
Case 8 Less Compliant	+Less Compliant, “Our company is improving the HRM policies, action points and guidelines recently to update it.”	
Case 9 Less Compliant	+Less Compliant “We are planning to form the standardized HRM policy”.	
Case 10 Less Compliant	+Less Compliant, “We have HR department to address the issues well, we are re-engineering some old parts and replacing with some new action points and guidelines.”	
Case 11 Less Compliant	Less Compliant “We don’t have any software yet, we do manually.”	
Case 12 Compliant	Compliant, “Our HR department is constantly working to follow up all the procedures and stay compliant as much as possible.”	

Table 6.6 summarizes the findings on HC from chapter 5; where cases 1,4,5 and 6 are compliant with HRM compliances but other cases 2,3,7,8,9,10, 11 and 12 are less compliant with HRM compliances. Here, Compliant is rated as ‘++ and Less compliant is rated as ‘+.

*Perspective 6 (P6): Organizational Culture (OC)*

Table 6.7 Organizational Culture

<b>Perspective 6: Org. Culture</b>		
<b>Themes</b>	<b>Espoused Values</b>	<b>Fundamental Assumptions</b>
Case 1 Adaptability Culture	++Innovative & Effort "Our CEO is an expert and creative person and he allows all sorts of creativity and innovations and follows up with appropriate actions”.	++Sense Making "Because of our emp. performances always our competitors offer them job with higher salaries or positions”

Table 6.7 Continued

Themes	Espoused Values	Fundamental Assumptions
Case 2 Bureaucratic Culture	+Result Oriented "We are lucky that we have space to design and plan our own work flow, we are given targets for sure but not any boss is hanging on top of our head all the time, there is flexibility and freedom to prove our own talents, to be creative and this inspires me to work in this work environment."	+Consistency "We have some processes under the development phase so our leaders are trying to figure out the solutions, even I had several meetings with my colleagues and stakeholders"
Case 3 Bureaucratic Culture	+Result Oriented "Our employees are very much focused and target oriented "	+Consistency "From case 3, Compliance officer said, "Our products are still very much desired as it has been and it can come only with consistency at work".
Case 4 Adaptability Culture	++Innovative & Effort "In every organization freedom of employees is mandatory, only freedom of mind can give space to create new theories and new possibilities."	++Sense Making "From case 4, HR director said, "We wish to produce the very best, so sometimes we introduce some new practices to see the reaction of the employees".
Case 5 Adaptability Culture	++Innovative & Effort, "Even though we wait for our results but we are always generous to our employees' hard works"	++Sense Making, "Employees' happiness and comfort are observed during annual programs and cultural events and then everything else makes sense."
Case 6 Adaptability Culture	++Innovative & Effort "Our company has been significantly contributing to the growth of congenial social atmosphere in Bangladesh; Since our company take care of our needs, we employees should abide by company guidelines."	++Sense Making "As I said, our Area manager often has innovative ideas and they sit with entire team for forecasting and doing something different".
Case 7 Bureaucratic Culture	+Result Oriented "Being quite a new company we are establishing our inside norms at first and our products are mainly sold to our liaisons "	+Consistency "Being in the market, new challenges do arrive, so management sometimes change the method of work"
Case 8 Bureaucratic Culture	+Result Oriented "We are not that much bothered about targets because eventually it meets up because employees are consistently hard working that is why you will know only our company's name for so long"	+Consistency "We are not that much bothered about targets because eventually it meets up because employees are consistently hard working that is why you will know only our company's name for so long"
Case 9 Bureaucratic Culture	+Result Oriented "Our Company always tries its best to achieve the yearly target and this is why we have been receiving awards".	+Consistency "You see with your own eyes the way our employees work none can do ...the same process and paper making is a very difficult process indeed"

Table 6.7 Continued

Themes	Espoused Values	Fundamental Assumptions
Case 10 Adaptability Culture	+Result Oriented "Our goods are often out of stock not because we have less in number but they are all sold - so you can understand "	+Consistency "Our products are classified and functions have a protocol to follow"
Case 11 Bureaucratic Culture	+Result Oriented "We have affiliation with India's companies and they are our regular buyers "	+Consistency "Similarly, from case 11, the Director of the company said, "We have a regular routine of work and we have been following that over years -unless govt. has any new addition to it, it is always the same".
Case 12 Adaptability Culture	++Innovative & Effort " there is no other company in Bangladesh which produces the product of this quality that we do and our clients are whole Bangladesh"	++Sense Making "Except for some minor changes our work procedure is pretty much the same"

Table 6.7 summarizes the findings on OC from chapter 5; where cases 1,4,5,6 and 12 have 'innovative and effort' espoused values but cases 2,3,7,8,9,10 and 11 have 'result oriented espoused values', where innovative and effort is rated as ++ and result oriented is rated as +. Again, cases 1, 4, 5, 6 and 12 have 'Sense making' Fundamental assumptions but cases 2,3,7,8,9,10 and 11 have 'Consistency' on Fundamental assumptions. Here Sense making is rated as '+' and Consistency is rated as '+'.

*Perspective 7 (P7): International Employee Rights Standards (IERS)*

Table 6.8 International Employee Rights' Standards (IERS)

<b>Perspective 7: International Employee Rights Standards</b>					
Themes	UDHR	ILO	BDL		
Case 1 Hybrid	Partially Included "We Believe In Employee Rights.	++Included " We Have Trade Unions For Our Factory Labours"	++Included, "We Follow BDL Protocols."		
Case 2 Non Integrated	+Partially Included "We Do Not Follow UDHR Protocols Separately But I Think It Is Automatically Included In BDL Which We Do Follow Which Are Needed."	+Partially Included, "We Don't Follow ILO Directly But Since We Follow BDL Which Follows ILO So I Think We Are Aligned."	+Partially Included "It Is Mentioned In Bangladesh Labour Law. We Follow BD Labour Law Only... But, BDL Might Have Taken Assistance of ILO Mentioned By BEF".		
Case 3 Non Integrated	+Partially Included, "Our Vision And Mission Is To Ensure Organization's Profit By Keeping The Employees Aligned."	+Partially Included, "I Am Not Sure."	+Partially Included, "Ya, Some BDL Protocols Implemented For Factories Are Followed."		



Table 6.8 Continued

Themes	UDHR	ILO	BDL
Case 4 Non Integrated	+Partially Included, “We Give Importance To Employees’ Benefits.”	Partially Included, “We Follow ISO Certification Which Is Inspired From ILO.”	Partially Included, “The Mandatory Protocols Are Followed By The Company.”
Case 5 Hybrid	+Partially Included, “As I Said We Ensure Employee Rights Because They Are Humans With Souls.”	++Included “Certain Rules That We Have I Think It Has Been Taken From ILO.”	++Included, “Yes Of course, We Follow All BDL Protocols.”
Case 6 Integrated	++Included “We Implement Employees’ Rights Values And Of Course We Are Driven By UDHR Guideline On This Matter.”	++Included, “Yes Of course, We Give Special Benefits Mentioned In ILO Which Are Not Mandatory By BDL.”	++Included, “Yes We Follow All Components Necessary From BDL.”
Case 7 Non Integrated	+Partially Included, “Well We Are New So I Am Not Yet Sure.”	+Partially Included, “I Don’t Think So.”	+Partially Included, “The Ones Which Are Mandatory For Factories We Follow.”
Case 8 Non Integrated	+Partially Included, “I Guess, We Respect Employees As Human Beings.”	+Partially Included “We Follow Bangladesh Labour Code, It Is A Shadow Of ILO.”	+Partially Included, “The 5 % Profit Bonus, Working Hours, Work Environment And Work Space Are Obviously Followed.”
Case 9 Non Integrated	+Partially Included, “Employees Are Treated Nicely For Sure.”	+Partially Included, “If ILO Suits Our Business Yes We Do Sometimes.”	+Partially Included, “Some BDL Codes Are Mandatory For All The Companies- So We Are Always Following Those.”
Case 10 Non Integrated	+Partially Included, “ Employees Rights Are Ensured Through Trade Unions.”	+Partially Included, “ILO Is Not Significantly Mentioned But Yes We Have Trade Unions Which Supports ILO.”	+Partially Included, “Yes We Have To.”
Case 11 Integrated	++Included, “Of course, Govt. Has Followed UDHR And ILO To Develop BDL.”	++Included, “Of course, Govt. Has Followed UDHR And ILO To Develop BDL.”	++Included “Of course We Have To Follow – We Are Under Govt. Ha-ha.”
Case 12 Hybrid	++Included, “Yes We Give Employees High Priority.”	+Partially Included, “Since We Follow BDL Already We Have Not Given Extra Focus On ILO.”	++Included, “Yes Sometimes We Overdo Also Like Pf Is Not Mandatory But We Give Pf For Permanent Employees.”

Table 6.8 summarizes the findings on IERS from chapter 5; where cases 6,11 and 12 have ‘included UDHR’ other cases 1,2,3,4,5,7,8,9 and 10 have ‘partially included UDHR.’ where included is rated as ++ and partially included is rated as +. Again, cases 1,5,6 and 11 have

‘included ILO’ but other cases 2,3,4,7,8,9, 10 and 12 have ‘partially included ILO, where included is rated as ++ and partially included as +. Finally, cases 1,5,6,11 and 12 have ‘included BDL’ but other cases 2,3,4,7,8,9 and 10 have ‘partially included BDL, where included is rated as ++ and partially included as +.

*Perspective 8 (P8): Grievances Management System (GMS)*

Table 6.9 Grievance Management System (GMS)

<b>Perspective 8: Grievance Management System (GMS)</b>				
<b>Theme</b>	<b>Turnover</b>	<b>Absenteeism</b>	<b>Visible</b>	<b>Expression of Grievances</b>
Case 1 Active	+Weakly Existing “It is rare for employees to leave because we have a big brand name but we still see higher officials leaving because might be they are offered higher positions or much higher salary”	+Weakly Existing “Sometimes, employees leave because they go abroad for higher study”	+Weakly Existing	We do not have such chaos but also you cannot make everyone happy so we accept written complaints sometimes from the employees.”
Case 2 Inactive	++Strongly Existing “We see employees leaving when they get a higher salary in any other company.”	++Strongly Existing “In every company it happens employees may stay absent because of their discomforts.”	++Strongly Existing	“Only once the labours locked down our factory due to some machinery problems.”
Case 3 Inactive	++Strongly Existing, “Yes we have a high turnover rate.”	++Strongly Existing “You know because the employees know their jobs won’t be gone sometimes they are very callous and late at work.”	++Strongly Existing	“Sometimes, labours do protest inside the factory premises for certain demands.”
Case 4 Hybrid	++Strongly Existing, “Employees sometimes leave their jobs if they get job offers with higher salary or positions.”	+Weakly Existing “We try to check always who are regular and who are irregular at office to understand the intention and motivation level of the employees.”	+Weakly Existing	“We rarely observe any such thing. But, whenever any employee feels uncomfortable about anything they directly can discuss with their supervisors.”
Case 5 Active	+Weakly Existing, “We usually have employees who started as an officer but retired as a higher chief executive. Turnover is quite low here.”	+Weakly Existing, “Usually employees have less absenteeism and we give award to those who have no absenteeism annually except for annual leaves.”	+Weakly Existing	“We usually do not experience this sort of incidents.”

Table 6.9 Continued

Theme	Turnover	Absenteeism	Visible Expression of Grievances
Case 6 Active	+Weakly Existing, “Employees usually do not want to leave when they get recruited”	+Weakly Existing “Sometimes, we find some of the employees are always late at office... so this is a serious concern for us as well”.	+Weakly Existing, “Factory workers sometimes can claim some raise but it’s not in an aggressive way.”
Case 7 Inactive	++Strongly Existing, “We are still developing our HRM policy so due to payment issue employees leave every year.”	++Strongly Existing “Sometimes, when employees are very much frustrated they often take sick leaves”.	++Strongly Existing “Labours have demands sometimes it becomes not possible for the management to provide so they try to protest.”
Case 8 Inactive	++Strongly Existing, “We often face this –we are trying to work on the employee benefits and motivation more to resolve it.”	++Strongly Existing, “Sometimes, we find employees who do not complete their targets and also quite reluctant about meeting the targets.”	++Strongly Existing, “Well, if our workers have any problem may come to us for the resolution and we try to solve it among ourselves without disturbing the management all the time...”
Case 9 Inactive	++Strongly Existing, “Labours from the factories often leave because it is a lot of hard work.”	++Strongly Existing “You know because the employees know their jobs won’t be gone sometimes they are very callous and late at work.”	++Strongly Existing, “In the factories few times some incidents occurred but then we warned the managers.”
Case 10 Inactive	+Weakly Existing, “Turnover rate is quite low.”	+Weakly Existing, “Not that much.”	+Weakly Existing, “Not really”
Case 11 Active	+Weakly Existing “It is extremely rare to see any employee leaving the job because we are govt. run company and after retirement there is a huge pension scheme.”	+Weakly Existing, “We don’t find it very often because every leave is recorded and counted annually”	+Weakly Existing, “Ah... no our factory workers are more safe here than other factory workers in other companies.”
Case 12 Hybrid	++Strongly Existing “We have to accept the truth- we do face this in spite of providing all benefits- our competitors often hire our employees with high compensation package or promotions”	+Weakly Existing, “Usually, employees are present.”	+Weakly Existing, “Our factories have proper SOPs... we hardly face any indecent disorders.”

Table 6.9 summarizes the findings on GMS from chapter 5; where cases 1,5,6,10 and 11 have ‘weakly existent Turnover’ other cases 2,3,4,7,8,9 and 12 have ‘strongly existent Turnover’, where ‘weakly existent’ is rated as ++ and ‘strongly existent’ is rated as +. Again, cases 1,4,5,6,10,11 and 12 have ‘weakly existent Absenteeism’ other cases 2,3,7,8 and 9 have ‘strongly existent Absenteeism’, where ‘weakly existent’ is rated as ++ and ‘strongly existent’ is

rated as +. Finally, cases 1,4,5,6,11 and 12 have ‘weakly existent Visible Grievances’ other cases 2,3,7,8,9 and 10 have ‘strongly existent Visible Grievances’, where ‘weakly existent’ is rated as ++ and ‘strongly existent’ is rated as +.

### 6.2.1.2 HRM Typology

In the previous section, the HRM perspectives proposed an understanding about various HRM practices and assisted the development of a HRM typology in the Bangladeshi context. This HRM typology was developed from observations of the HRM perspectives occurred in twelve case studies where HRM policies and practices adopted specific HRM approaches. This section discussed the development of the typology by grouping similar cases into common groups and then comparing the groups to recognize the differences (Kluge, 2000). This enabled the construction of a set of characteristics for different HRM approaches. However, this typology was not definitive and could cover every manner of HRM practice, as organizational forms are too complex, dynamic, and not fully understood (R. E. Miles & Snow, 1978). Furthermore, according to Elman (2005) this HRM typology was a composition of observations that establish a certain type, which guided the HR managers to evaluate HRM practice within organizational contexts and helped them understand the comprehensive HRM situation in a Bangladeshi context.

Table 6.10 got used to facilitate the grouping process, reading the rows horizontally by scrutinizing each case individually assisted consistent patterns to be observed and enabled classification of cases into groups (M. B. Miles & Huberman, 1994). The table illustrated that case 6 was observed as the only integrated case where the findings are developed R&S, human oriented TCP, strongly capable CM, supportive RLE, compliant HC, Included IERS and Active GMS. It suggested that the perspectives of case 6 were mostly in positive form and P1, P2, P3, P4, P5, P6 and P8 are interconnected with P7. Therefore, these companies could be grouped together that follows an Integrated HRM Approach. In contrast, Table 6.10 showed that cases 1, 2, 3, 4, 5, 7, 8, 9, 10, 11 and 12 appeared to have a non-integrated HRM approach. The grouping process therefore produced two different HRM approaches, which exemplified distinct characteristics of HRM perspectives found from interview data. The following subsections discussed the observations of the HRM perspectives of each case used to facilitate the development of a HRM typology.

Table 6.10 Summary of Findings: Horizontal View (each case across the perspectives) (case 4: unique case)

	<b>Recruitment &amp; Selection (P1)</b>	<b>Total Compensation Package (P2)</b>	<b>Career Management (P3)</b>	<b>Relationship between Leaders &amp; Employees (P4)</b>	<b>HRM Compliances (P5)</b>	<b>Organizational Culture (P6)</b>	<b>International Employee Rights Standards (P7)</b>	<b>Grievance Management System (P8)</b>
Case 1	Developed Stage	Human Oriented	Strongly Capable	Supportive	Compliant	Adaptability Culture	Hybrid	Active
Case 2	Developing Stage	Profit Oriented	Weakly Capable	Autocratic	Less Compliant	Bureaucratic Culture	Not Integrated	Inactive
Case 3	Hybrid	Profit Oriented	Strongly Capable	Autocratic	Less Compliant	Bureaucratic Culture	Not Integrated	Inactive
Case 4	Developed Stage	Hybrid	Strongly Capable	Supportive	Compliant	Adaptability Culture	Not Integrated	Hybrid
Case 5	Developed Stage	Human Oriented	Strongly Capable	Supportive	Compliant	Adaptability Culture	Hybrid	Active
Case 6	Developed Stage	Human Oriented	Strongly Capable	Supportive	Compliant	Adaptability Culture	Integrated	Active
Case 7	Developing Stage	Profit Oriented	Weakly Capable	Autocratic	Less Compliant	Bureaucratic Culture	Not Integrated	Inactive
Case 8	Developing Stage	Profit Oriented	Weakly Capable	Autocratic	Less Compliant	Bureaucratic Culture	Not Integrated	Inactive
Case 9	Developing Stage	Profit Oriented	Weakly Capable	Autocratic	Less Compliant	Bureaucratic Culture	Not Integrated	Inactive
Case 10	Hybrid	Profit Oriented	Hybrid	Supportive	Less Compliant	Adaptability Culture	Not Integrated	Inactive
Case 11	Developed Stage	Human Oriented	Strongly Capable	Autocratic	Less Compliant	Bureaucratic Culture	Integrated	Active
Case 12	Hybrid	Human Oriented	Strongly Capable	Supportive	Compliant	Adaptability Culture	Integrated	Hybrid

Table 6.10 illustrates each case across perspectives where the green colour reveals the integrated cases. Cases 1, 5, 6, 11 and 12 are found to be integrated in this study. Case 4 seems to be a unique case, even though almost all the perspectives are either integrated or hybrid, p7 International employee rights standards) is not integrated and this makes this case very unique.

### *Integrated HRM Approach*

This section provided the explanation of the integrated HRM approach through examination of the related cases. Researcher focused on the similarities between companies in order to realize common characteristics of an integrated HRM approach.

Table 6.11 Summary of Findings for Case 6

<b>Integrated HRM (CASE 6)</b>	
<b>Recruitment &amp; Selection (R&amp;S) (Developed Stage)</b>	
<input checked="" type="checkbox"/> Strongly Aligned Recruitment Methods	<input checked="" type="checkbox"/> Weakly Aligned Recruitment Methods
<input checked="" type="checkbox"/> Strongly Existent Selection Code	<input checked="" type="checkbox"/> Weakly Existent Selection Code
<b>Total Compensation Package (TCP) (Human Oriented)</b>	
<input checked="" type="checkbox"/> High Basic Remuneration Package	<input checked="" type="checkbox"/> Low Basic Remuneration Package
<input checked="" type="checkbox"/> Strongly Existent Long term Benefits	<input checked="" type="checkbox"/> Weakly Existent Long term Benefits
<input checked="" type="checkbox"/> Strongly Existent Situational Benefits	<input checked="" type="checkbox"/> Weakly Existent Situational Benefits
<input checked="" type="checkbox"/> Strongly Existent Employee Health Benefits	<input checked="" type="checkbox"/> Weakly Existent Employee Health Benefits
<b>Career Management (CM) (Strongly Capable)</b>	
<input checked="" type="checkbox"/> Rigorous Training & Development	<input checked="" type="checkbox"/> Partly Rigorous Training & Development
<input checked="" type="checkbox"/> Strongly Linked Performance Management Evaluation	<input checked="" type="checkbox"/> Weakly Linked Performance Management Evaluation
<input checked="" type="checkbox"/> Sense of Job Security	<input checked="" type="checkbox"/> Lacking in Job Security
<b>Relationship between Leaders &amp; Employees (RLE) (Supportive)</b>	
<input checked="" type="checkbox"/> Transformational Leadership Style	<input checked="" type="checkbox"/> Transactional Leadership Style
<input checked="" type="checkbox"/> Minor influences from External forces	<input checked="" type="checkbox"/> Major influences from External forces
<b>HR Compliances (HC) (Compliant)</b>	
<input checked="" type="checkbox"/> Compliant Organizational HRM Compliances	<input checked="" type="checkbox"/> Less Compliant Organizational HRM Compliances
<b>Organizational Culture (OC) (Adaptability)</b>	
<input checked="" type="checkbox"/> Innovative & Effort in Espoused Values	<input checked="" type="checkbox"/> Result Oriented in Espoused Values
<input checked="" type="checkbox"/> Sense making fundamental Assumptions	<input checked="" type="checkbox"/> Consistency in Fundamental Assumptions
<b>International Employee Rights Standards (IERS) (Included)</b>	
<input checked="" type="checkbox"/> Included UDHR	<input checked="" type="checkbox"/> Partially Included UDHR
<input checked="" type="checkbox"/> Included ILO	<input checked="" type="checkbox"/> Partially Included ILO
<input checked="" type="checkbox"/> Included BDL	<input checked="" type="checkbox"/> Partially Included BDL
<b>Grievances Management System (GMS) (Active)</b>	
<input checked="" type="checkbox"/> Strongly Existent Turnover	<input checked="" type="checkbox"/> Weakly Existent turnover
<input checked="" type="checkbox"/> Strongly Existent Absenteeism	<input checked="" type="checkbox"/> Weakly Existent Absenteeism
<input checked="" type="checkbox"/> Strongly Existent Visible grievances	<input checked="" type="checkbox"/> Weakly Existent Visible grievances

Table 6.11 shows case 6 and acknowledges that among 12 cases, it followed the most integrated approach. As discussed earlier, case 6 represents the characteristics of the most integrated HRM approach. It exemplified consistent patterns of perspectives, with developed stage of recruitment and selection, human oriented total compensation package, strongly capable career management, supportive relationship between leaders and employees, compliant HR compliances, adaptability culture, included International employee rights standards and active grievance management system.

However, cases 1, 5, 11 and 12 were considered as following integrated HRM approach even though not all the perspectives are completely aligned. This was because most of them have hybrid perspectives, which eventually inclined them to an integrated approach. Please see appendix C: 6.1, where tables' 6.1a, 6.1b, 6.1c and 6.1d described the checklist of cases 1, 5, 11 and 12. These cases also support the integrated HRM approach.

**Recruitment & Selection:** Evidences suggested that R&S having an integrated HRM approach always had developed stage indicating that the variables of recruitment methods and variables of selection code those were not difficult to address within an organizational context even though recruitment methods could vary according to the industry (Scott *et al.*, 1989) (Scott, Roberts, Holroyd, & Sawbridge, 1989). R&S got converged with the protocols of IERS addressing the employee rights in any organizational context.

**Total Compensation Package:** Evidences suggested that TCP having an integrated HRM approach had human oriented approach indicating that the variables of basic monthly package, long term benefits, situational benefits and employee health benefits got developed considering employees' benefits and rights in the senior managements' minds in these organizations. Gerhart *et.al* (1995) indicated that employees' compensation package clearly affected the HRM approach since it developed the business environment. TCP got converged with the protocols of IERS in an integrated HRM approach where employee rights got addressed.

**Career Management:** Evidences suggested that CM being in an integrated HRM approach would be strongly capable as an organization as well as employees' skills because the variables of career management were not difficult to address within

an organizational context. Career management brought the managers, employees and the organization into a parallel line where all can benefit from each other due to them being in a reciprocal relationship and therefore the HRM approach could become integrated (Sturges, Conway, Guest, & Liefooghe, 2005). CM got converged with the protocols of IERS platforms in the integrated HRM approach where employee rights got addressed.

**Relationship between the Leaders & the Employees:** Evidences suggested that RLE in an integrated HRM approach stayed supportive as an organization as well as employees' skills because the variables of relationship between leaders & employees were not difficult to address within an organizational context. Covey (2006) argued that leaders create trust and commitment in the employees and this instigated integrated HRM approach. RLE got converged with the protocols of IERS platforms, and addressed employee rights in any organizational context.

**HRM Compliances:** Evidences suggested that HC in an integrated HRM approach stayed compliant within an organizational context. Barney spoke about the HRM compliances in line with organizational strategies and context that eventually would be directed to integrated HRM approach (Barney, 2001). HC got converged with the protocols of IERS platforms in the integrated HRM approach where employee rights got addressed in any organizational context.

**Organizational Culture:** Evidences suggested that OC in an integrated HRM approach usually observed as adaptable because the variables of organization culture were not difficult to address within an organizational context. The organizational culture enhanced and standardized the internal trust that lead to integrated HRM approach when flourished (Xie, Chen, & Chen, 2014). OC got converged with the protocols of IERS platforms where employee rights got addressed.

**International Employee Rights Standards: Org.** Evidences suggested that IERS in an integrated HRM approach would have inclusion of its protocols in the HRM organisational context (Andalib, 2014). IERS got converged with seven other perspectives, in the integrated HRM approach where employee rights standards and protocols were focused.



**Grievance Management System:** Evidences suggested that GMS as an integrated HRM approach was active in the organization because the variables of international employee rights standards were not difficult to address within an organizational context. Geetika in 2014 highlighted a very significant aspect of grievance management system and mentioned that it could increase employees' satisfaction at work, which eventually was a proof of employee rights' being followed properly and HRM approach was integrated (Geetika, Rai, Joshi, & Singh, 2014). GMS got converged with the protocols of IERS platforms and the integrated HRM approach focused more in managing the grievances of the employees in any organizational context.

#### *Characteristics of an Integrated HRM Approach*

This research identified characteristics of an integrated HRM approach where almost each perspective followed an integrated pattern. Characteristics of the integrated HRM approach would have developed Recruitment & Selection (R&S), human oriented Total Compensation package (TCP), strongly capable Career Management (CM), Supportive Relationship between Leaders and Employees (RLE), adaptable Organizational culture (OC), fully integrated International Employee Rights' Standards (IERS) and Active Grievance Management System (GMS).

The logo for UIMP (University of Management and Information Technology) is a large, downward-pointing triangle. It is composed of four smaller triangles meeting at a central point. The top-left triangle is light blue, the top-right is light purple, the bottom-left is light green, and the bottom-right is light blue. The letters 'UIMP' are written in a bold, white, sans-serif font across the center of the triangle.

UIMP

Table 6.12 Characteristics of Integrated HRM Approach

Recruitment & Selection	Total Compensation Package	Career Management	Relationship between Leaders and Employees	HRM Compliant	Org. Culture	Employee Rights Standards	Grievance Handling
<p>Developed =the process of recruitment &amp; selection must be developed to stay integrated.</p> <p>Details: 1. Formal Recruitment=Aligned 2. Informal Recruitment=Never Occurs 3. Selection Code=Strongly Existent.</p>	<p>Human Oriented = the compensation package is based on employees' needs not based on employers' benefit and must have the value to give proper remuneration to the employees.</p> <p>Details: 1. Basic Monthly Package=High. 2. Situational Benefits=Strongly Existent, 3. Long Term Benefits=Strongly Existent and Employee Health Benefits=Present.</p>	<p>Strongly Capable= employees' must have a direction about their own life and future; only organization benefits won't be helpful.</p> <p>Details: 1. Training &amp; Development=Rigorous, 2. PME=Satisfactory, 3. Job Security of Sense Security, 4. Job Satisfaction=Satisfactory.</p>	<p>Supportive = relationship building among the managers, leaders and the employees and co-operative.</p> <p>Details: 1. Style of Management &amp; Leadership= when the style is Dynamic relationship building gets easier. 2. Influence of External Forces: When the outside influences are very less or null.</p>	<p>Compliant = HRM policies should be in place and compliant.</p> <p>Details: 1. Org. HRM Policies=compliant.</p>	<p>Adaptability Culture = flexibilities in adapting changes in environment and more externally focused.</p> <p>Details: 1. Espoused Values = employees are encouraged to appreciate 'adaptability values' who normally seek innovations / practical solutions to improve organizational performances. 2. Fundamental assumptions = employees' ability to interpret or making sense of environment and introduced new ways to improve HRM performance.</p>	<p>Integrate d fully = when employee rights standards are included fully.</p> <p>Details: 1. UDHR = included, 2. ILO= included and BDL= included</p>	<p>Active = Grievance handling system must be actively implemented to stay integrated.</p> <p>Details: When, 1. Turnover =Weakly exist, 2. Absenteeism =Weakly exist, 3. Visible expression of grievances=Weakly exist things fall into proper places.</p>

*Non- Integrated HRM Approach*

The research signified the cases illustrated similar characteristics of the HRM perspectives exemplifying a non-integrated approach. Researcher provided the explanation of the non-integrated HRM approach through examination of similarities between the companies in order to realize common characteristics.

Table 6.13 Summary of findings: Non-integrated cases 2,7,8,9 (same situation)

<b>Non-Integrated HRM (CASE 2,7,8,9)</b>	
<b>Recruitment &amp; Selection (R&amp;S) (Developing Stage)</b>	
<input checked="" type="checkbox"/> Strongly Aligned Recruitment Methods	<input checked="" type="checkbox"/> Weakly Aligned Recruitment Methods
<input checked="" type="checkbox"/> Strongly Existent Selection Code	<input checked="" type="checkbox"/> Weakly Existent Selection Code
<b>Total Compensation Package (TCP) (Profit Oriented)</b>	
<input checked="" type="checkbox"/> High Basic Remuneration Package	<input checked="" type="checkbox"/> Low Basic Remuneration Package
<input checked="" type="checkbox"/> Strongly Existent Long term Benefits	<input checked="" type="checkbox"/> Weakly Existent Long term Benefits
<input checked="" type="checkbox"/> Strongly Existent Situational Benefits	<input checked="" type="checkbox"/> Weakly Existent Situational Benefits
<input checked="" type="checkbox"/> Strongly Existent Employee Health Benefits	<input checked="" type="checkbox"/> Weakly Existent Employee Health Benefits
<b>Career Management (CM) (Weakly Capable)</b>	
<input checked="" type="checkbox"/> Rigorous Training & Development	<input checked="" type="checkbox"/> Partly Rigorous Training & Development
<input checked="" type="checkbox"/> Strongly Linked Performance Management Evaluation	<input checked="" type="checkbox"/> Weakly Linked Performance Management Evaluation
<input checked="" type="checkbox"/> Sense of Job Security	<input checked="" type="checkbox"/> Lacking in Job Security
<b>Relationship between Leaders &amp; Employees (RLE) (Autocratic)</b>	
<input checked="" type="checkbox"/> Transformational Leadership Style	<input checked="" type="checkbox"/> Transactional Leadership Style
<input checked="" type="checkbox"/> Minor influences from External forces	<input checked="" type="checkbox"/> Major influences from External forces
<b>HR Compliances (HC) (Less Compliant)</b>	
<input checked="" type="checkbox"/> Compliant Organizational HRM Compliances	<input checked="" type="checkbox"/> Less Compliant Organizational HRM Compliances
<b>Organizational Culture (OC) (Bureaucratic)</b>	
<input checked="" type="checkbox"/> Innovative & Effort in Espoused Values	<input checked="" type="checkbox"/> Result Oriented in Espoused Values
<input checked="" type="checkbox"/> Sense making fundamental Assumptions	<input checked="" type="checkbox"/> Consistency in Fundamental Assumptions
<b>International Employee Rights Standards (IERS) (Not integrated)</b>	
<input checked="" type="checkbox"/> Included UDHR	<input checked="" type="checkbox"/> Partially Included UDHR
<input checked="" type="checkbox"/> Included ILO	<input checked="" type="checkbox"/> Partially Included ILO
<input checked="" type="checkbox"/> Included BDL	<input checked="" type="checkbox"/> Partially Included BDL
<b>Grievances Management System (GMS) (Inactive)</b>	
<input checked="" type="checkbox"/> Strongly Existent Turnover	<input checked="" type="checkbox"/> Weakly Existent turnover
<input checked="" type="checkbox"/> Strongly Existent Absenteeism	<input checked="" type="checkbox"/> Weakly Existent Absenteeism
<input checked="" type="checkbox"/> Strongly Existent Visible grievances	<input checked="" type="checkbox"/> Weakly Existent Visible grievances

This research suggested that cases 2, 7, 8 and 9 had commonalities indicating characteristics of a non-integrated HRM approach. It exemplified consistent patterns of perspectives, with developing stage of recruitment and selection, profit oriented total compensation package, weakly capable career management, autocratic relationship between leaders and employees, less compliant HR compliances, bureaucratic culture,

partially included International employee rights standards and inactive grievance management system. However, cases 3 and 10 were also considered as non-integrated cases. Please see the descriptions of Tables 6.2a and 6.2b in Appendix C. These cases support Not-integrated HRM approach.

*Unique case:* Case 4 was identified as a non-integrated case but a unique case because almost 7 perspectives of this case were found as integrated positively but P7, which was the International Employee Rights Standards, was not integrated. The underlying meaning was the case was not integrated even though P1, P2, P3, P4, P5, P6 and P8 were having positive directions.

Table 6.14 Summary of findings: Non-integrated Unique case 4

<b>Integrated HRM (CASE 4)</b>	
<b>Recruitment &amp; Selection (R&amp;S) (Developed Stage)</b>	
<input checked="" type="checkbox"/> Strongly Aligned Recruitment Methods	<input checked="" type="checkbox"/> Weakly Aligned Recruitment Methods
<input checked="" type="checkbox"/> Strongly Existent Selection Code	<input checked="" type="checkbox"/> Weakly Existent Selection Code
<b>Total Compensation Package (TCP) (Human Oriented)</b>	
<input checked="" type="checkbox"/> High Basic Remuneration Package	<input checked="" type="checkbox"/> Low Basic Remuneration Package
<input checked="" type="checkbox"/> Strongly Existent Long term Benefits	<input checked="" type="checkbox"/> Weakly Existent Long term Benefits
<input checked="" type="checkbox"/> Strongly Existent Situational Benefits	<input checked="" type="checkbox"/> Weakly Existent Situational Benefits
<input checked="" type="checkbox"/> Strongly Existent Employee Health Benefits	<input checked="" type="checkbox"/> Weakly Existent Employee Health Benefits
<b>Career Management (CM) (Strongly Capable)</b>	
<input checked="" type="checkbox"/> Rigorous Training & Development	<input checked="" type="checkbox"/> Partly Rigorous Training & Development
<input checked="" type="checkbox"/> Strongly Linked Performance Management Evaluation	<input checked="" type="checkbox"/> Weakly Linked Performance Management Evaluation
<input checked="" type="checkbox"/> Sense of Job Security	<input checked="" type="checkbox"/> Lacking in Job Security
<b>Relationship between Leaders &amp; Employees (RLE) (Supportive)</b>	
<input checked="" type="checkbox"/> Transformational Leadership Style	<input checked="" type="checkbox"/> Transactional Leadership Style
<input checked="" type="checkbox"/> Minor influences from External forces	<input checked="" type="checkbox"/> Major influences from External forces
<b>HR Compliances (HC) (Compliant)</b>	
<input checked="" type="checkbox"/> Compliant Organizational HRM Compliances	<input checked="" type="checkbox"/> Less Compliant Organizational HRM Compliances
<b>Organizational Culture (OC) (Adaptability)</b>	
<input checked="" type="checkbox"/> Innovative & Effort in Espoused Values	<input checked="" type="checkbox"/> Result Oriented in Espoused Values
<input checked="" type="checkbox"/> Sense making fundamental Assumptions	<input checked="" type="checkbox"/> Consistency in Fundamental Assumptions
<b>International Employee Rights Standards (IERS) (Included)</b>	
<input checked="" type="checkbox"/> Included UDHR	<input checked="" type="checkbox"/> I Partially Included UDHR
<input checked="" type="checkbox"/> Included ILO	<input checked="" type="checkbox"/> I Partially Included ILO
<input checked="" type="checkbox"/> Included BDL	<input checked="" type="checkbox"/> I Partially Included BDL
<b>Grievances Management System (GMS) (Active)</b>	
<input checked="" type="checkbox"/> Strongly Existent Turnover	<input checked="" type="checkbox"/> Weakly Existent turnover
<input checked="" type="checkbox"/> Strongly Existent Absenteeism	<input checked="" type="checkbox"/> Weakly Existent Absenteeism
<input checked="" type="checkbox"/> Strongly Existent Visible grievances	<input checked="" type="checkbox"/> Weakly Existent Visible grievances

**Recruitment & Selection:** Evidences suggested that R&S in a non-integrated HRM approach would have a developing stage indicating that the variables of recruitment methods and variables of selection code are quite difficult to address within an organizational context and not converged with the protocols of IERS platforms in any organizational context.

**Total Compensation Package:** Evidences suggested that TCP in a non-integrated HRM approach had profit oriented situations indicating that that the variables of basic monthly package, long term benefits, situational benefits and employee health benefits were at developed stage considering employees' benefits and rights in the senior managements' minds of the organizations. Moreover, TCP was not inter-related with the protocols of IERS platforms in any organizational context.

**Career Management:** Evidences suggested that CM in a non-integrated HRM approach was weakly capable because the variables of career management were difficult to address within an organizational context and also CM was not converged with the protocols of IERS platforms in any organizational context.

**Relationship between Leaders & Employees:** Evidences suggested that RLE in a non-integrated HRM approach was autocratic because the variables of relationship between leaders & employees were difficult to address within an organizational context. Also, RLE did not get converged with the protocols of IERS platforms in any organizational context.

**HRM Compliances:** Evidences suggested that HC in a non-integrated HRM approach was less compliant because the variables of HRM compliance were difficult to address within an organizational context and HC did not get converged with the protocols of IERS platforms. The non-integrated HRM approach did not support employee rights in any organizational context.

**Org. Culture:** Evidences suggested that OC in a non-integrated HRM approach was bureaucratic because the variables of organization culture were difficult to address within an organizational context. Moreover, OC did not get converged with the protocols of IERS platforms. The non-integrated HRM approach surely did not have more ground to support employee rights in any organizational context.

**International Employee Rights Standards:** Evidences suggested that IERS in a non-integrated HRM approach did not get converged with other seven perspectives in any organizational context.

**Grievance Management System:** Evidences suggested that GMS seemed to be inactive in a non-integrated HRM approach because the variables of grievance management system were difficult to address within an organizational context. Moreover, GMS was not converged with the protocols of IERS platforms. The non-integrated HRM approach did not support grievances of employees or their rights in any organizational context.

*The Characteristics of NON Integrated HRM Approach*

Characteristics of the non- integrated HRM approach had Recruitment & Selection (R&S) at developing stage, profit oriented Total Compensation package (TCP), weakly capable Career Management (CM), autocratic Relationship between Leaders and Employees (RLE), less compliant HRM compliances (HC), bureaucratic Organizational culture (OC), not integrated International Employee Rights' Standards (IERS) and inactive Grievance Management System (GMS).



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Table 6.15 Characteristics of Non Integrated HRM Approach

Recruitment & Selection	Total Compensation Package	Career Management	Relationship between Leaders and Employees	HRM Policy	Org. Culture	Employee Rights Protocols	Grievance Handling
<p>Developing stage =when the process of recruitment &amp; selection are not fully developed.</p> <p>Details: 1. Recruitment methods=Not Aligned. 2 Selection Code=Weakly Existent.</p>	<p>Profit Oriented = the compensation package is based on employees' needs not based on employers' benefit and must have the value to give proper remuneration to the employees.</p> <p>Details: 1.Basic Monthly Package=Low. 2. Situational Benefits=Weakly Existent, 3. Long Term Benefits=Weakly Existent and Employee Health Benefits=Absent.</p>	<p>Weakly Capable =employees' must have a direction about their own life and future; only organization benefits won't be helpful.</p> <p>Details: 1. Training &amp; Development=Imp roving, 2. PME= Not Satisfactory, 3.Job Security = Lacking Security</p>	<p>Autocratic= relationship among the leaders and employees is dictated.</p> <p>Details: 1. Leadership Style = when the style is transactional: dictate the employees. 2. Influence of External Forces: When the outside influences are quite majorly observed.</p>	<p>Less Compliant = HRM policies should be in place and compliant.</p> <p>Details: 1. Org. HRM Policies= Less compliant.</p>	<p>Bureaucratic Culture = externally focused.</p> <p>Details: 1. Espoused Values = employees are encouraged to 'adaptability values' who normally seek innovations to improve organizational performances. 3. Fundamental assumptions = employees' ability to interpret or making sense of environment</p>	<p>Not Integrated = where UDHR, ILO or BDL protocols are not addressed properly.</p> <p>Details: 1.UDHR = not included, 2. ILO = not included and partially included.</p>	<p>Inactive = Grievance handling system must be actively implemented to stay integrated.</p> <p>Details: When, 1. Turnover =Highly exist, 2. Absenteeism=Highly exist, 3. Visible expression of grievances=Highly exist things fall into disordered places.</p>

### **6.2.2 A new HRM framework: Linkages & Integration**

Researcher developed a new HRM framework, which provided a comprehensive understanding of HRM policies-practices in the complex organizational settings, which is one of the final findings of this research, symbolizing the diversity of HRM policies-practices that never got completely explained. Researcher believed that HR managers could get facilitated in their decision making process by using this framework, particularly in the listed Bangladeshi manufacturing companies. This framework seemed to create additional essence to the Harvard model where a new dimension ‘the International Employee Rights Standards (IERS)’ got addressed here, in the organizational context. This dimension got converged with other seven perspectives to formulate an effective HRM framework.

This research was inspired by the HRM factors, models and practices found during the literature review along with the embedded employee rights issues of UDHR, ILO and BDL. The urge to complete this research became more prominent when two different poles of HRM practices were found namely; HRM practices of the companies situated in the Eastern and in the Western world, where distinct characteristics were observed. While narrowing down the topic area some interesting facts and incidents in LR made it clear that the HRM situations in Bangladesh were a fertile research area. After an extensive literature review it was concluded, that LR had lacking in HRM explanations in the entire organizational context. Chapters 1 and 2 verified that a new HRM framework would be valuable for HR managers and academicians to reappraise, redesign, or rebuild effective HRM policies-practices. Therefore, researcher intend to provide a comprehensive understanding of HRM policies-practices highlighting employee rights and employees’ grievances using data of the listed Bangladeshi manufacturing companies to the HR managers. The following subsections discussed the determination and typology of the perspectives of HRM, which contributed to the development of this new HRM framework.

From chapter 5, the researcher found 8 perspectives consisting of particular themes, categorized codes and open codes successively. In total there are 21 themes and 65 categorized codes. These were identified and developed during the data collection phase (field work) in 12 large and popular manufacturing companies of Bangladesh using heavy machineries to produce their products. The 7<sup>th</sup> perspective was



International employee rights' standards (IERS), which addressed the ERS protocols from the separate guidelines named UDHR, ILO and mainly BDL standards. A number of the categorized codes found from the research of other seven perspectives got converged and mapped with these protocols. The protocols of these perspectives were directly linked with the categorized codes of other perspectives found in chapter 5.

The following diagram illustrated that P7 or International employee rights standards and its protocols got inter-connected with all other perspectives P1, P2, P3, P4, P5, P6 and P8 and their themes and categorized codes as well, which means International employee rights standards work as an independent perspective. On the other hand, Organizational culture of P6 got connected with P1, P2, P3, P4, P5, P7 and P8 because all policies and practices depends on the culture of the organization, its' motto, values, objectives, philosophies, strategies, mission and vision. Interestingly, P4 is also connected with P5 and P8.

The following diagram showed how the new HRM framework got emerged and evolved from root in detail. From the open codes to categorized codes; from categorized codes to themes; from themes to perspectives and finally from perspectives into one new HRM framework. The diagram also showed the connections between different perspectives. This diagram of the detailed new HRM framework showed that it follows integrated HRM approach.



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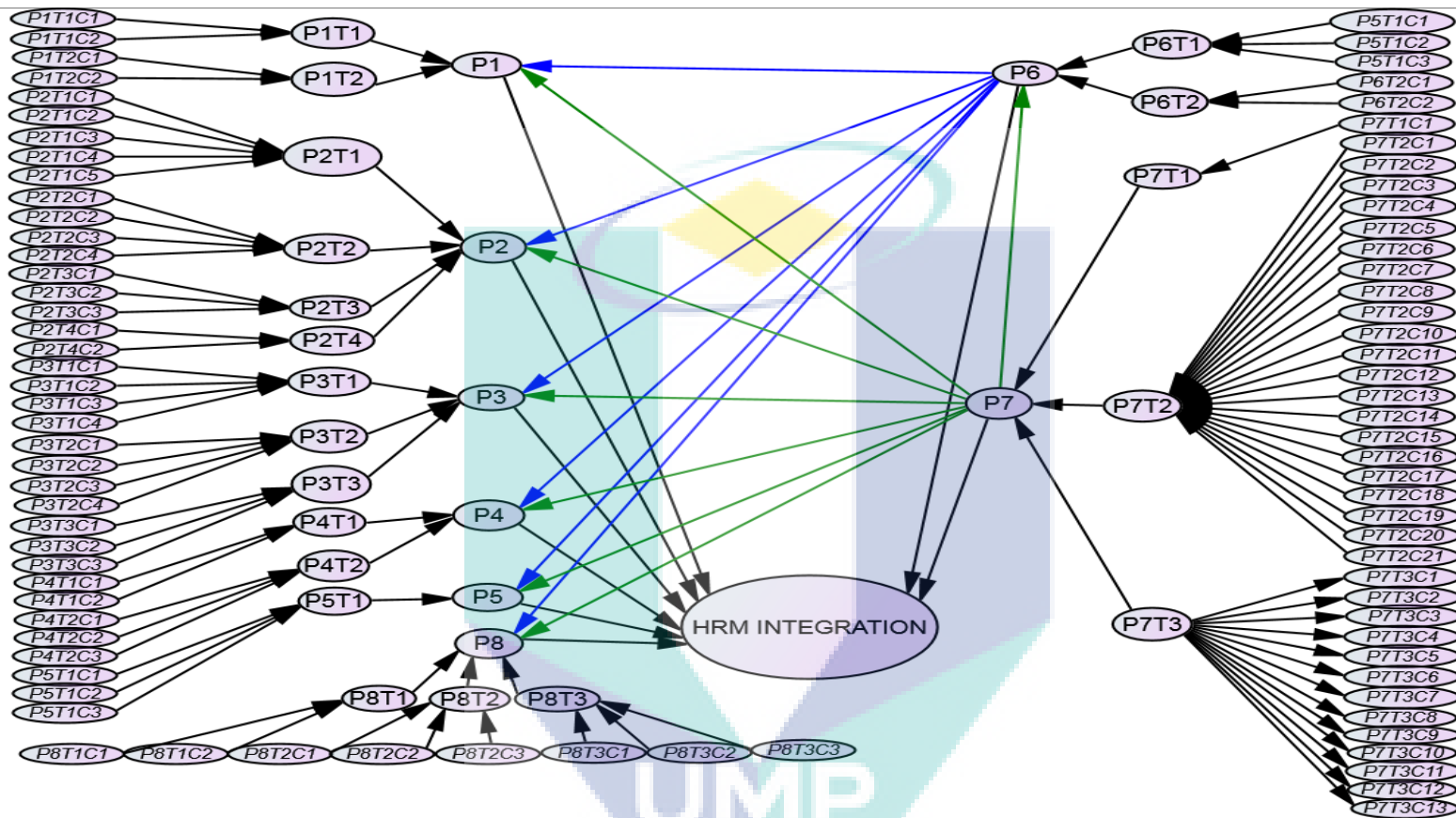


Figure 6.2 Detailed New HRM Framework with connections

### *Connections of Perspective 1 (P1): Recruitment and Selection (R&S)*

The first perspective “Recruitment & Selection” (P1) got inter-connected with “Org. Culture” (P6) and “International Employee Rights standards” (P7). “Recruitment & Selection” having two main themes named Recruitment Methods and Selection Code got derived from total four categorized codes namely white collar, blue collar, job description and general Office protocols. The theme ‘recruitment methods’ got linked with organization culture (P6)’s categorized codes ‘objectives and strategies’ and the theme ‘selection code’ got linked with ‘org culture (P6)’s categorized codes ‘values, philosophies and objectives’. Nevertheless, “Recruitment & Selection” got converged with International employee rights’ standards which were the UDHR Articles 23 (1) Everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment, (2) Everyone, without any discrimination, has the right to equal pay for equal work, (3) Everyone who works has the right to just and favourable remuneration ensuring for himself and his family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection,(4) Everyone has the right to form and to join trade unions for the protection of his interests.) directly, with some important ILO conventions C168, C179, C168 and C175 of ILO and obligatory guidelines of BD Labour Law (United\_Nations, 1945;ILO\_Geneva\_Rev, 2012). The categorized code ‘white collar’ and ‘blue collar’ under the theme ‘recruitment methods’ got linked with UDHR article no. 23 and with the ILO codes: C168 - Employment Promotion and Protection against Unemployment Convention, 1988 (No. 168), C175 and C179 (ILO\_Geneva\_Rev, 2012).

During the interviews participants mentioned about the medical examination and age checking during recruitment and selection which got directly linked with BDL Certificate of Fitness (Sec 37), Power to Order for medical exams (Sec 38)) and Prohibition in certain cases for employment of adolescent (Sec 39), Employment of adolescent in dangerous machinery (Sec 40), Age (Sec 44), Certificate of Fitness (37) (BEF, 2009). The open codes named Application receiving First screening (*Education Qualification, Skills, and Job Experiences*), CV Sorting & Application Acceptance, Examinations & Viva were cross-linked throughout the process.

The categorized code ‘job description’ reflected on the ILO convention (C175 - Part-Time Work Convention, 1994 (No. 175)). The code here also got linked with BDL Classification of job workers & apprenticeship (Sec 4) along with its open codes

‘Classification of jobs JD agreement, Probation, Temporary, Permanent, Transfer, Casual, Apprentice’ that reflected the integration with Conditions of Service (Sec 3)). Code of conduct, the other, categorized code got linked with BDL sections (Appointment letter & Identity card (Sec 5), Service book (Sec 6), Form of Service book (Sec 7), providing workers' register ticket and card (Sec 9)). The categorized code ‘Code of conduct’ reflected the linkage with various sections of BDL (Appointment letter & Identity card (Sec 5), Service book (Sec 6), Form of Service book (Sec 7), Providing workers' register, ticket and card (Sec 9) (BEF, 2009); (ILO\_Geneva\_Rev, 2012).

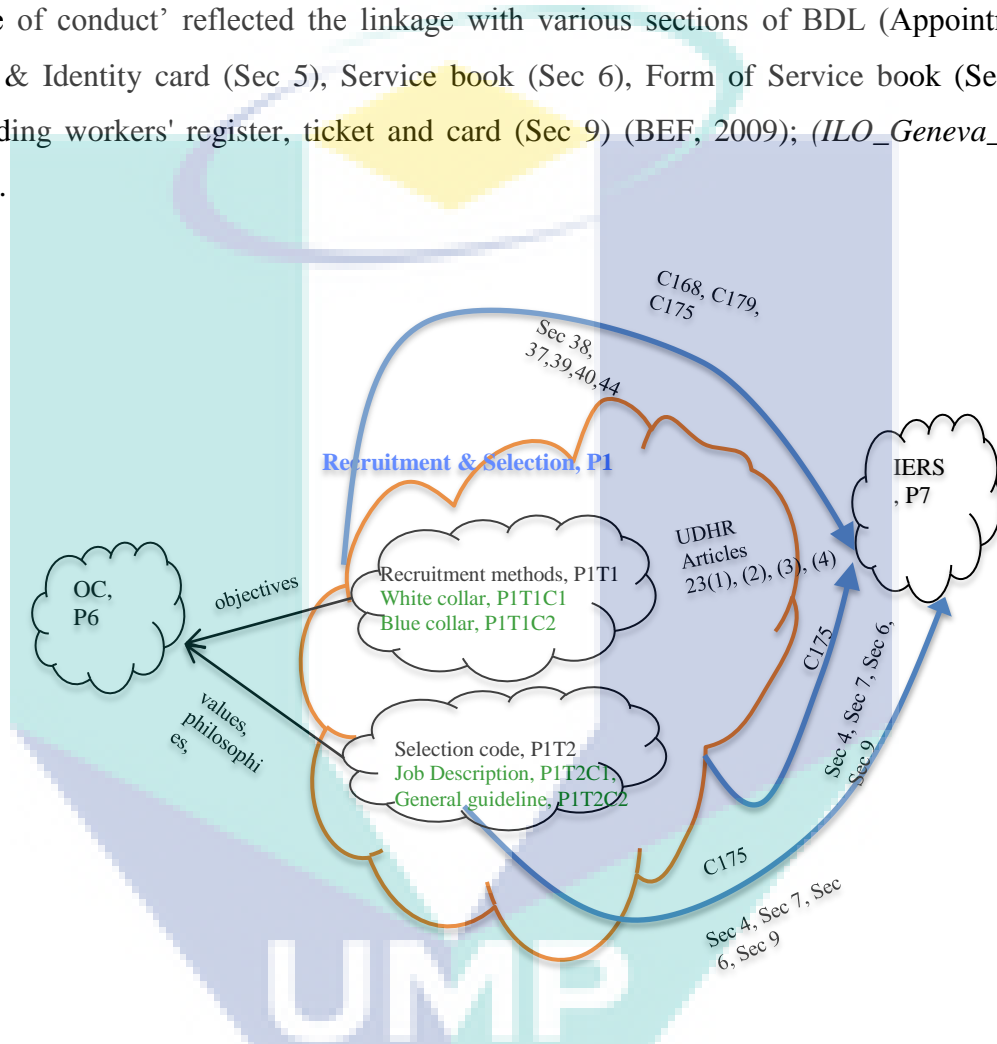


Figure 6.3 Recruitment & Selection (R&S) connections

*Connections of Perspective 2 (P2): Total Compensation Package (TCP)*

The second Perspective named “Total Compensation Package” (P2) got connected with the perspective named Org Culture (P6) and its categorized codes philosophies, strategies, objectives and values. TCP (P2) had four themes named, Basic Monthly Compensation Package, Long Term Benefits, Situational Benefits and Employee Welfare/Health Benefits – all of these having fourteen categorized codes which were integrated with UDHR articles (Article 23: (1) Everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment, (2) Everyone, without any discrimination, has the

right to equal pay for equal work, (3) Everyone who works has the right to just and favourable remuneration ensuring for himself and his family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection, (4) Everyone has the right to form and to join trade unions for the protection of his interests and Article 24: Everyone has the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay) (United\_Nations, 1945). The themes were also linked with ILO conventions (C052, C106, C171, C103, C077, C148, C120, C152, C161, C170, C167, C187, C174, C121, C156 and P155) and some important BDL sections (ILO\_Geneva\_Rev, 2012).

The categorized code basic pay or remuneration got linked with UDHR article no. 23 Right to get just & favourable remuneration (Article 23), Right to Equal Pay (No Discrimination) (Article 23), Right to get protection against unemployment (Article 23) (United\_Nations, 1945). The code also got linked with BDL sections (Period of All payments to the worker (Sec 30), Special definition of wages (Sec 120), Fixation of wage periods (Sec 112), Time of payment of wages (Sec 123), Wages to be paid in current coin or currency notes (Sec 124), Wages (Sec 2(45)), Sec 120, Wage Period & Time (Sec 122, 123). The categorized code 'House Rent' got linked with BDL section Eviction from residential accommodation (Sec-32) (BEF, 2009). The other categorized code under Basic Monthly package theme named 'Holidays and Leaves' got linked with the UDHR Article 24 Right to Rest and Leisure (Reasonable Limitation of working hours and periodic holidays with pay, ILO conventions C052 - Holidays with Pay Convention, 1936 (No. 52), Daily leave (Sec 115), Sick leave (Sec 116), Weekly Rest (Industry) Convention, 1921 (No. 14), Hours of Work (Commerce and Offices) Convention, 1930 (No. 30), C106 - Weekly Rest (Commerce and Offices) Convention, 1957 (No. 106), Sickness Insurance (Industry) Convention, 1927 (No. 24) and BDL protocol 'Annual Leave with holidays (Sec 117), Festival leave (Sec 118), Calculation and payment of wages in leave of closing days (Sec 119), Working hours and leaves , Festival Holiday (Sec 109)' (BEF, 2009;ILO\_Geneva\_Rev, 2012). The categorized code 'Other benefits' where open codes were canteen and transportation got linked with BDL sections canteen, rest rooms, and children rooms' provisions for every 250 to 150 employees.

The theme Long term benefits had certain categorized codes like 'retirement facilities' linked with BDL sections (Payment provident fund (Sec 29), Period of all

payments to the worker (Sec 30) (Termination of service of any worker by the under except dismissal (Sec 26), Certificate of job (Sec 31); 'life or death insurance' linked with (Facilities of death (Sec 19) ~ 30 days of wages. 'Pension' and WPPF. The categorized code 'Overtime' got linked with ILO convention (C171 - Night Work Convention, 1990 (No. 171) and with BDL sections "Working hours for young persons (Sec 41), Notice of works time of any adolescent (sec 43), exception to employment in certain cases of child worker (Sec 44), Extension of working hour (Sec 105), Night shift (Sec 106), Restriction or the accumulated hours or transport under this Act (Sec 107), Additional remuneration for extra working hour (Sec 108), Restrictions upon dual job (Sec 110), Notice up to the working time and its preparation (Sec 111), Special time limit for the workers of the road transport (Sec 112), Consistency of working hour with notice and the register (Sec 113) (BEF, 2009; ILO\_Geneva\_Rev, 2012).

The theme long-term benefits got derived from categorized codes like Occupational disease, which got converged, with BDL provision cleanliness section and per square centimetre office space inside the work premises. The categorized code 'Accidents' were converged with ILO conventions C174 - Prevention of Major Industrial Accidents Convention, 1993 (No. 174), Equality of Treatment (Accident Compensation) Convention, 1925 (No. 19), Workmen's Compensation (Accidents) Convention, 1925 (No. 17), Workmen's Compensation (Occupational Diseases) Convention, 1925 (No. 18), C121 - Employment Injury Benefits Convention, 1964 [Schedule I amended in 1980] (No. 121) and the BDL section (Stop of work (Sec 12), Closure of any establishment (Sec 13). Maternity categorized codes were quoted everywhere, thus linked with UDHR article 25 that mentioned about the Right to special protection, assistance and care for motherhood and childhood (born in or out of wedlock~ same social protection, ILO conventions Maternity Protection Convention, 1919 (No.3), C103 - Maternity Protection Convention (Revised), 1952 (No. 103) and BDL sections (Prohibition on employment of women workers in certain cases (Sec 45), Right to and liability for, payment of maternity benefit (Sec 46), Procedure as to payment of maternity benefit (Sec 47), Amount of maternity benefit (Sec 48), Payment of Maternity Benefit in case of the death of a woman ( Sec 49), prohibition of dismissal of woman in certain cases (Sec 50). Special leave was another categorized code that linked with BDL sections (Method of Leave (Sec-10), Wages of leave not available (Sec 11) (BEF, 2009; ILO\_Geneva\_Rev, 2012).

Employee benefits got derived from categorized codes like Annual Health check-up, which clearly got linked, with ILO conventions (Medical Examination of Young Persons (Sea) Convention, 1921 (No. 16), C077 - Medical Examination of Young Persons (Industry) Convention, 1946 (No. 77)). Categorized code 'Health insurance' got linked with BDL section (Opening compulsory group insurance (Section 99) and the categorized code Work environment's health & hygiene is linked with UDHR article 23 Right to stay dignified and right to get worthy existence for himself and for his family being human beings (Article 23), Right to stay Employed in just and favourable working place conditions (Article 23), ILO conventions (C148 - Working Environment (Air Pollution, Noise and Vibration) Convention, 1977 (No. 148), C120 - Hygiene (Commerce and Offices) Convention, 1964 (No. 120) and BDL section lantern, restrooms, child rooms, safety measure (Sec 72, 74, 61) , (Cleanliness (Sec 51), Ventilation and temperature (Sec 52), Dust & Fume (Sec 53), Removal of wastage substance (Sec 54), Artificial humidity control (Sec 55), Excess gathering (Sec 56), Provisions of light (Sec 57), Drinking water (Sec 58), Wastage Box & Dustbin (Sec 60) (BEF, 2009;ILO\_Geneva\_Rev, 2012). The categorized code 'Safety measures' got linked with ILO conventions C152 - Occupational Safety and Health (Dock Work) Convention, 1979 (No. 152), P155 - Protocol of 2002 to the Occupational Safety and Health Convention, 1981, C161 - Occupational Health Services Convention, 1985 (No. 161), C170 - Chemicals Convention, 1990 (No. 170), C167 - Safety and Health in Construction Convention, 1988 (No. 167), C187 - Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), P155 - Protocol of 2002 to the Occupational Safety and Health Convention, 1981, P155 - Protocol of 2002 to the Occupational Safety and Health Convention, 1981) and with BDL Sections Safety of the building & the machinery (Sec 61), Precautions about fire (Sec 62), Fencing of machinery (Sec 63), Working on the above or clause to the manning machinery (Sec 64), Striking gear and devices for cutting off power (Sec 65), Auto machineries (Sec 66), Cover of the new machineries (Sec 67), Crane and other lifting machinery (Sec 68), Hoists and lifts (Sec 69), Revolving machinery (Sec 70), Pressure plant (Sec 71), Floor stairs and means of passage (Sec 72), Pit, sumps, opening in floors etc (Sec 73), Over weight (Sec 74), Protection of eyes (Sec 75), Determination of defective machinery or the power of examining its permanency (Sec 76), Awakening measures for dangerous smoke (Sec 77), Explosive or inflammable gas/dust etc (Sec 78) (BEF, 2009;ILO\_Geneva\_Rev, 2012).

Finally, employee benefits got linked with ILO conventions (C156 - Workers with Family Responsibilities Convention, 1981 (No. 156) and BDL sections First aid appliances (Sec 89), Reservation of safety record book (Sec 90), Washing facilities (Sec 91), Canteen (Sec 92), Rest House (Sec 93), Child Room (Sec 94), Recreation and education facilities in the tea plantation (Sec 95), House building facilities in the tea plantation (Sec 96), Facilities for setting daily necessities and things (Sec 96), Medical facilities for the newspaper workers (Sec 98), Opening compulsory group insurance (Section 99) (BEF, 2009;ILO\_Geneva\_Rev, 2012).

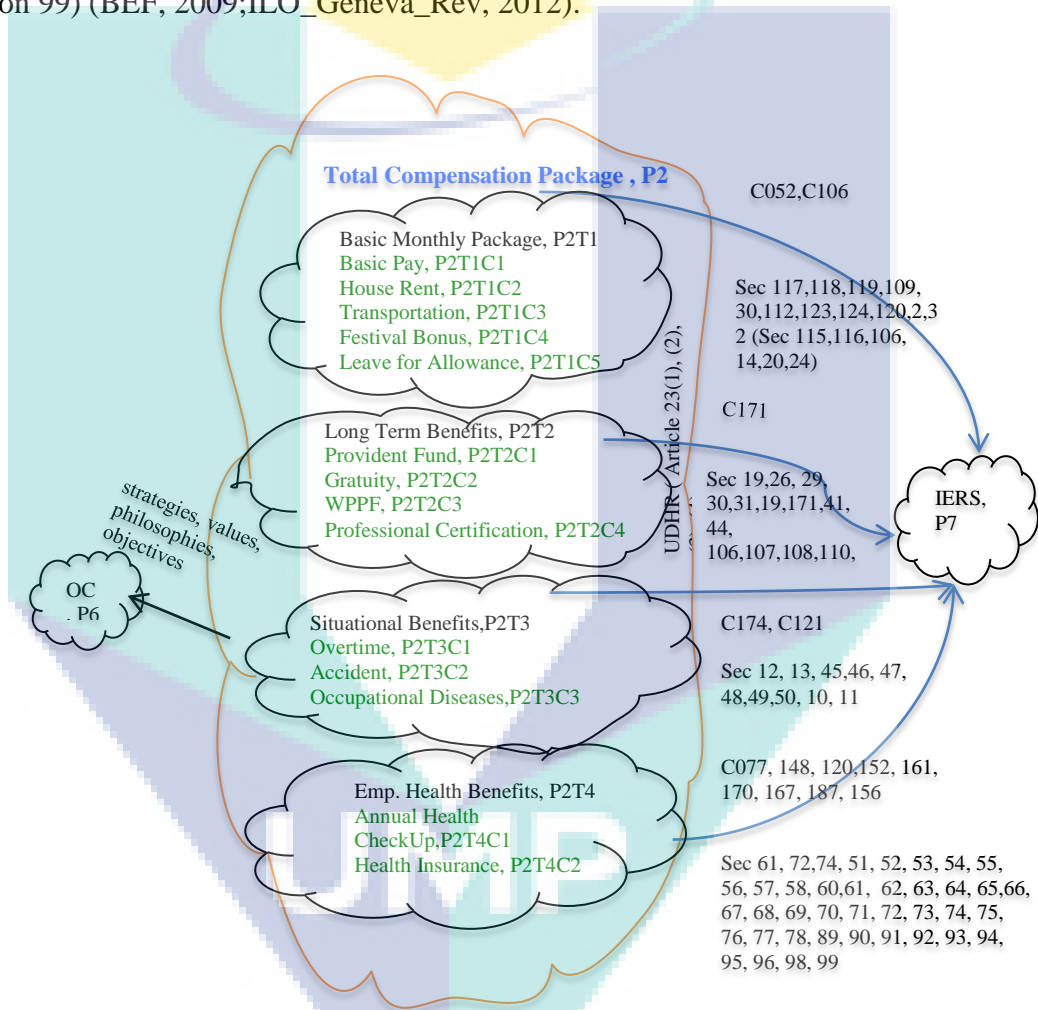


Figure 6.4 Total Compensation Package (TCP) connections

*Connections of Perspective 3 (P3): Career Management (CM)*

The third perspective named “Career Management” (P3) got inter-related with both the OC (P6), RLE (P4) & International Employee Rights Standards (P4). Career Management had three themes, which were ‘training & development’, ‘performance management system’ and ‘job security’ and all eleven categorized codes. The training & development theme depended on the themes of Org Culture, Relationship between the



leaders and the employees. On the other hand, the performance management theme depended on the categorized codes values, philosophies, and objectives of Org. culture (P6) and on Administration of justice, and leadership style. Job security considered as the third theme under this perspective and was related with leadership style.

A few categorized codes were integrated with UDHR articles (Article 6: Everyone has the right to recognition everywhere as a person before the law., Article 25: (1) Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.(2) Motherhood and childhood were entitled to special care and assistance. All children, whether born in or out of wedlock, should enjoy the same social protection (United\_Nations, 1945). The code also got linked with ILO conventions (C053, C067) and with some BDL sections (ILO\_Geneva\_Rev, 2012).

The categorized code 'training & development' got linked with ILO conventions (C053 - Officers' Competency Certificates Convention, 1936 (No. 53), 'performance management' is linked with BDL section-14: In certain cases '1 year/6 months' and computation of wages (Sec -14); 'job security' got linked with ILO conventions (C157 - Maintenance of Social Security Rights Convention, 1982 (No. 157) and 'Job satisfaction' got linked with UDHR article 25: Right to special protection, assistance and care for motherhood and childhood (born in or out of wedlock~ same social protection (United\_Nations, 1945;BEF, 2009). The code was also linked with ILO conventions: C067 - Hours of Work and Rest Periods (Road Transport) Convention, 1939 (No. 67), C076 - Wages, Hours of Work and Manning Convention, 1946 (No. 76) C153 - Hours of Work and Rest Periods (Road Transport) Convention, 1979 (No. 153), Hours of Work (Industry) Convention, 1919 (No.1) and BDL sections Canteen (Sec 92), Rest House (Sec 93), Child Room (Sec 94), Recreation and education facilities in the tea plantation (Sec 95), Daily working hour (Sec 100), Interval for rest or merely worker in any institution (Sec 101), Weekly work hours (Sec 102), Weekly Holidays any working labour in any institution shall (Sec 103), Compensatory weekly holiday (Sec 104) (BEF, 2009;ILO\_Geneva\_Rev, 2012).

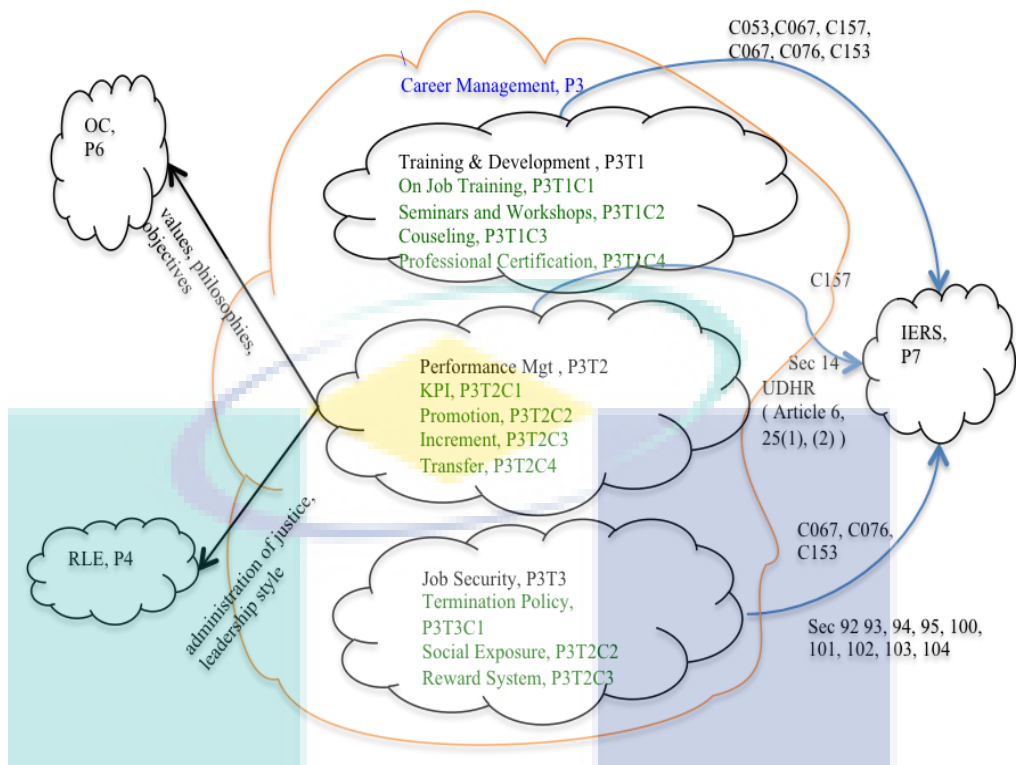


Figure 6.5 Career Management (CM) connections

*Connections of Perspective 4 (P4): Relationship between the Leaders and the Employees*

The fourth perspective named ‘Relationship between leaders and employees’ could be considered as an independent variable having two themes, which were Leadership Style and Influence of External Force having the categorized themes among which ‘Administration of trust’ got directly connected with UDHR Article 6 (Everyone has the right to recognition everywhere as a person before the law), Article 7 (All are equal before the law and are entitled without any discrimination to equal protection of the law. All were entitled to equal protection against any discrimination in violation of this declaration and against any incitement to such discrimination) and Article 10 (Everyone is entitled in full equality to a fair and public hearing by an independent and impartial tribunal, in the determination of his rights and obligations and of any criminal charge against him) (United\_Nations, 1945). The categorized codes ‘organization commitment’, ‘administration of trust’ were derived from various aspects of open codes: like consecutively from affective, continuance, normative, behavioural consistency, behavioural integrity, demonstration of concern, delegation, communication and categorized codes ‘political’, ‘competitors’ and ‘government’ were derived from ‘political transfers, political promotions’, ‘HRM system of competitors, Leadership style of competitors and ‘Govt. Regulations’. All these categorized codes

got linked with Article 19 (Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers) and with Article 29 ((1) Everyone has duties to the community in which alone the free and full development of his personality is possible. (2) In the exercise of his rights and freedoms, everyone shall be subject only to such limitations as are determined by law solely for the purpose of securing due recognition and respect for the rights and freedoms of others and of meeting the just requirements of morality, public order and the general welfare in a democratic society and (3) These rights and freedoms may in no case be exercised contrary to the purposes and principles of the United Nations) (United\_Nations, 1945).

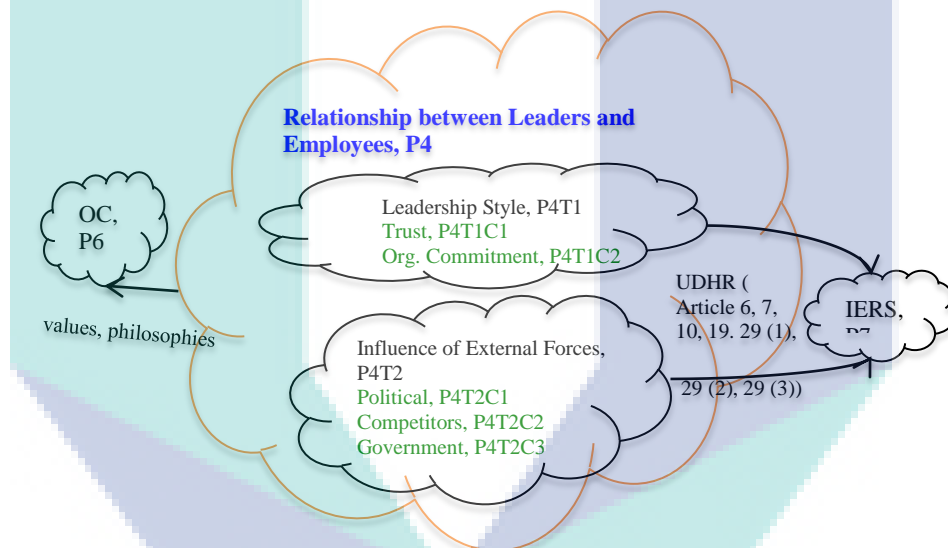


Figure 6.6 Relationship between the leaders and the employees (RLE) connections  
Connections of Perspective 5 (P5): HRM Compliances (HC)

The fifth perspective “HRM Compliances” (P5) was inter-related with OC (P6) (values, philosophies, objectives, strategies) and with RLE (leadership style, administration of trust and org commitment) and the categorized code of HRM policy named ‘registration of Trade Union’ was directly inter-related with the ‘International employee rights standards’ UDHR article 23 (1), 23 (2), 23 (3), 23 (4), ILO conventions (C154, C173) and BD Labour Law protocols regarding trade unions (United\_Nations, 1945;ILO\_Geneva\_Rev, 2012).

The theme HRM practices got derived from categorized codes named HRM action plans, HRM guidelines and HRM tools developed from interviews with the direct participants' The code 'HRM guidelines' got linked with classification of workers and probation period (chapter 2: 2Clauses (e), (f) and (g) were substituted for original clauses (e) and (f) by section 6(a) of the BDL Act (Amendment) of 2013. Sub-section (4) was substituted for original sub-section (4) by section 6(b) of the BDL Act (Amendment), 2013 (BEF, 2009).

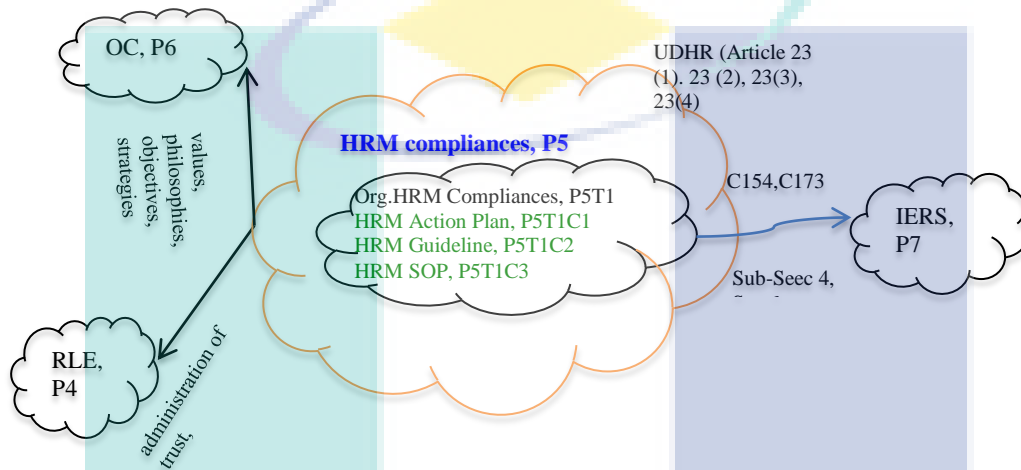


Figure 6.7 HRM Compliances (HC) Connections

*Connections of Perspective 6 (P6): Organizational Culture (OC)*

The sixth perspective 'Organization Culture' could be considered as an independent variable having two main themes, which were Espoused Values and Fundamental Assumptions. The categorized codes 'philosophies', 'strategies', 'objectives', 'beliefs' and 'values' were linked with not only the BDL Act 2006 but also The Factory Act, 1881, Payment of wages Act 1929, Trade Union Act 1926, Trade Dispute Act 1929, Workmen compensation Act, 1923, Maternity benefit Act, 1939, Employment of children Act 1938 (BEF, 2009). The categorized codes got linked with sections of BDL Act 2006, the ID card, appointment letter (Sec 5), Safety (Sec 72, 74, 61), Fencing of machinery (Sec 64), explosive, inflammable dust (Secn78), First aid appliances (Sec 89), Separate room for female workers. The Categorized Code 'Consistency' is linked with BDL sections Cleanliness provisions, CBA Participation committee (Sec 205 (sub 5)), Unfair Labour Process (Sec 195, Sec 196) (BEF, 2009).

The categorized codes 'philosophies, objectives and strategies' got linked with Article 1 (All human beings are born free and equal in dignity and rights. They are

endowed with reason and conscience and should act towards one another in a spirit of brotherhood.) , Article 4 (No one shall be held in slavery or servitude; slavery and the slave trade shall be prohibited in all their forms) & Article 5 (No one shall be subjected to torture or to cruel, inhuman or degrading treatment or punishment) and Beliefs are connected to Article 18 (Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change his religion or belief, and freedom, either alone or in community with others and in public or private, to manifest his religion or belief in teaching, practice, worship and observance) and Article 19 (Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers) (United\_Nations, 1945). And got linked with BDL Sections Labour Court (Sec 214, 215, 313, 314), Registration of Trade Union (Sec 182), registration of trade unions in a group of establishment (Sec 183), CBA Participation committee (Sec 205 (sub 5)), Unfair Labour Process (Sec 195, Sec 196) to stay focused on its vision, motto and goals by ensuring employees' rights (BEF, 2009).

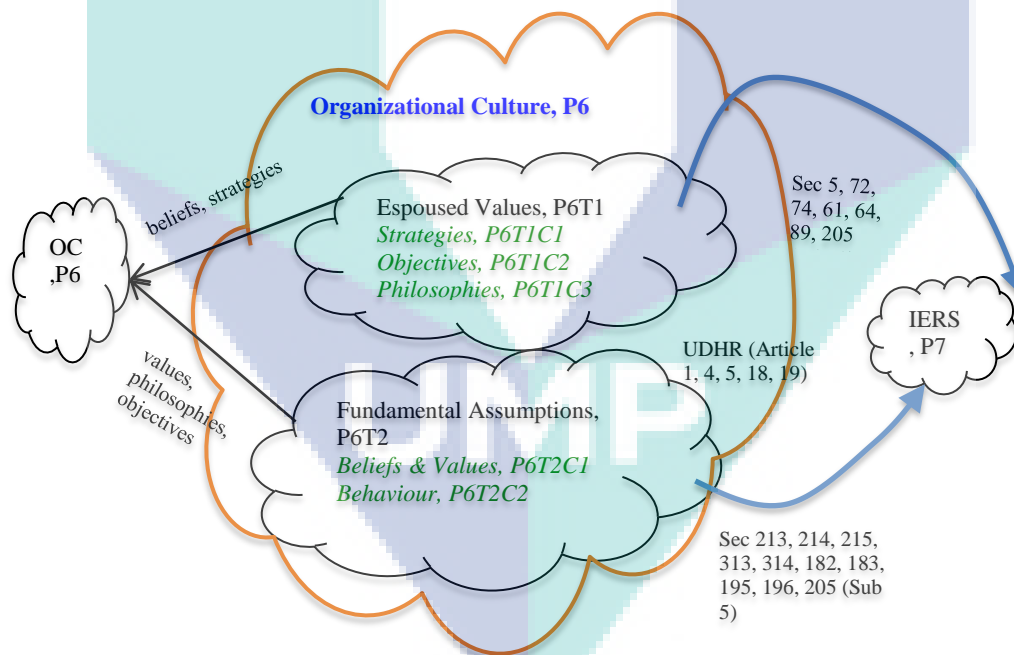


Figure 6.8 Organizational Culture (OC) Connections

*Connections of Perspective 7 (P7): International Employee Rights Standards (IERS)*

The seventh perspective was identified as ‘International Employee Rights Standards’, which was an independent variable with three (3) main themes, which were UDHR (Universal Declaration of Human Rights), ILO (International Labour

Organization) and BDL (Bangladesh Labour Code). Categorized codes under P7 got inter-connected with all the perspectives P1, P2, P3, P4, P5, P6 and P8.

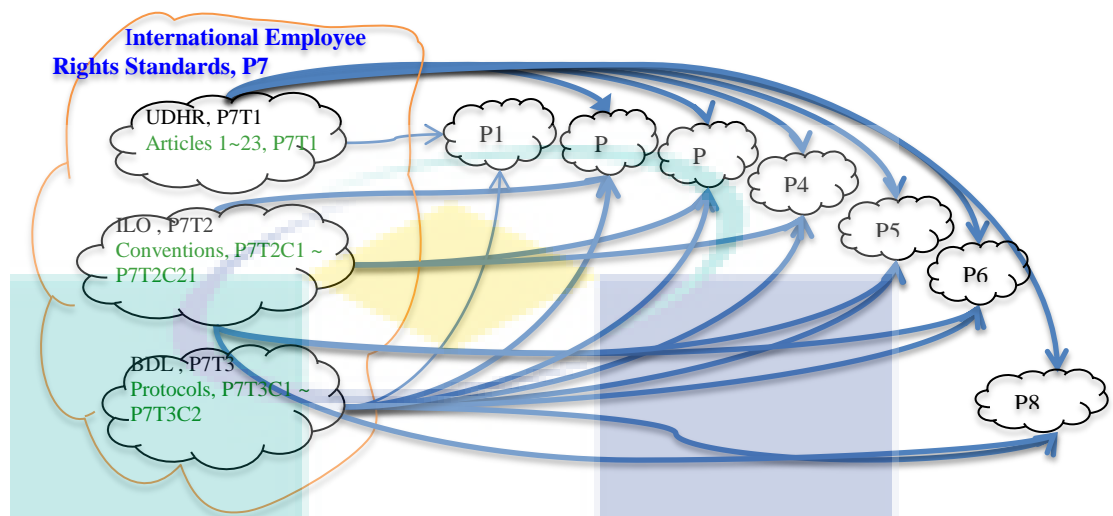


Figure 6.9 International Employee Rights’ Standards (IERS) Connections

*Connections of Perspective 8 (P8): Grievance Management System (GMS)*

The eighth perspective named “Grievance Management System” (P8) got inter-related with OC (P6); GMS also got inter-related with IERS (P7), which had four themes, turnover, absenteeism, complaints and protests/union’s notice. Here, P8 depended on OC (P6) [values, objectives, strategies], RLE (P4) [leadership style, external influences: political/govt.], TCP (P2) [remuneration, holidays & leaves, long term benefits, working environment’s health & hygiene, safety of building & machineries and accidents], CM (P3) [training & development’s HR development, promotion, increment, reward, social exposure, job satisfaction] and HRM Compliances (P5) [HRM guidelines, action plans and registration on TU].

Almost all the categories got connected or integrated with BDL protocols, ILO conventions (C158 mainly) and UDHR Article 24 (Everyone has the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay), Article 19 (Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers) and Article 20 ((1) Everyone has the right to freedom of peaceful assembly and association.(2) No one may

be compelled to belong to an association (United\_Nations, 1945;ILO\_Geneva\_Rev, 2012).

The theme 'Turnover' had two categorized codes, which were 'Termination' and 'Notice from company'. Termination and also got linked to ILO conventions (C158 - Termination of Employment Convention, 1982 (No.158) and BDL sections Termination of employment by employee (Sec 27), Eviction from residential accommodation (Sec-32), Right to compensation of the laid off accommodation (Sec-32), Eviction from residential accommodation (Sec-32), Retirement of a worker (Sec 28)) nevertheless, Notice from company and got linked to ILO conventions C158 - Termination of Employment Convention, 1982 (No. 158) and BDL sections Right to compensation of the laid off workers (Sec 16), Muster-roll of the laid off workers (Sec 17), Workers who were not entitled to have compensation in particular (BEF, 2009;ILO\_Geneva\_Rev, 2012). Absenteeism had certain categorized codes like 'leave of absence', 'not meeting the targets' and 'late arrival to office' and here leave of absence is linked with ILO convention 'Sickness Insurance (Industry) Convention, 1927 (No. 24)' and with BDL sections (Deduction which may be made from wages (Sec 125), Deductions for absence from duty (Sec 126) (BEF, 2009). The Theme 'Visible expression of grievances had certain categorized codes which were 'protests', 'file complaints' and 'suppression of employee unions'. Protest got linked with BDL sections (Deduction for damage or loss (Sec 127), Deductions for services rendered (Sec 128), Deductions for recovery of loans or advance, Deduction from wages (Sec 130), Payment of undisturbed wages (Sec 131) and File complaints got linked with BDL sections Deduction for damage or loss (Sec 127), Deductions for services rendered (Sec 128) , Deductions for recovery of loans or advance , Deduction from wages (Sec 130), Payment of undisturbed wages (Sec 131), Claims Arising out of deductions from wages or delay in payment of wages (Sec 132) (BEF, 2009).

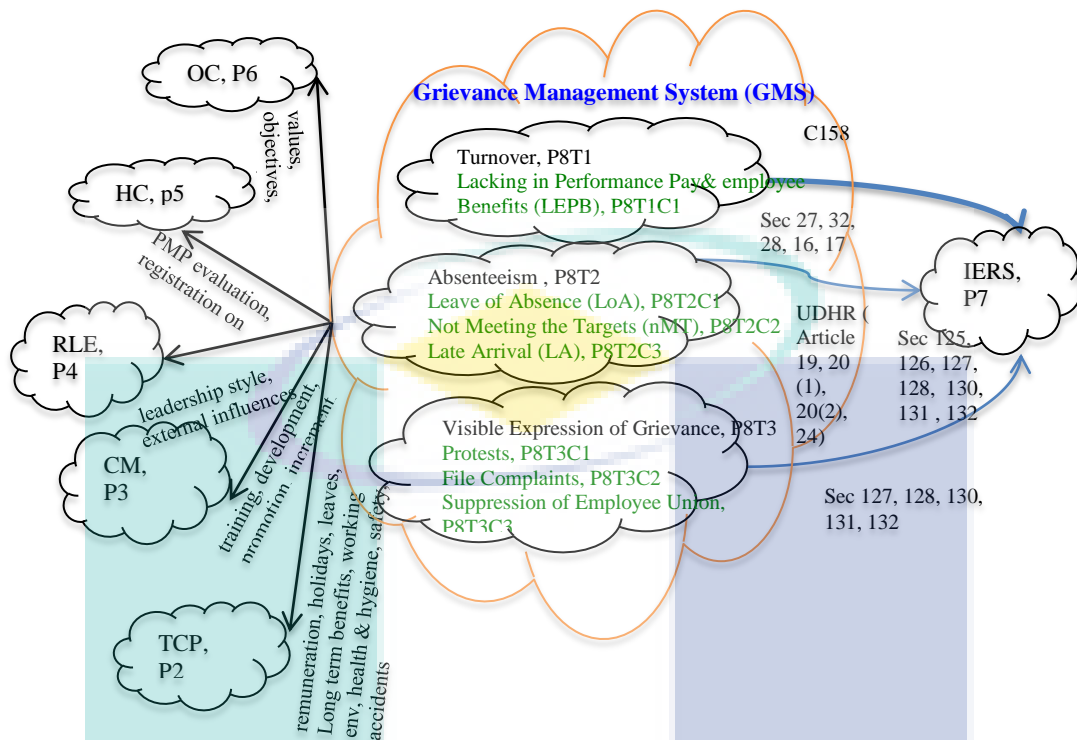


Figure 6.10 Grievance Management System (GMS) Connections

### 6.3 Chapter Summary

This chapter discovered the two distinct HRM approaches and developed the new HRM framework that revealed eight HRM perspectives considered relevant to the Bangladeshi context that got mapped with the ERS protocols by addressing LR gaps. Researcher used newly ordered matrix to create sense of the data. Reading the matrix vertically offered variations of perspectives; alternatively, reading the matrix horizontally illustrated consistent patterns of the HRM perspectives across cases. Assessment of each case illustrated consistent patterns of the eight HRM perspectives, which assisted the development of a HRM typology. The two HRM approaches named integrated and not integrated, were identified through combining interpretations of extant literature and findings from the multiple case studies (MCS). Essentially, each HRM approach illustrated different characteristics in terms of managing HRM perspectives.



The integrated HRM approach was associated with developed R&S stage, human oriented TCP, strongly capable CM, supportive RLE, and compliant HC, adaptability of OC, integrated IERS and active GMS. On the other end of the spectrum, the non-integrated HRM approach is associated with developing R&S stage, profit oriented TCP, weakly capable CM, autocratic RLE, less compliant HC, bureaucratic OC, none integrated IERS and inactive GMS. The patterns of HRM perspective using various HRM models and two polar HRM practices, such Western and Eastern HRM practices enabled this research to construct a new HRM framework.

The subsequent, final, chapter includes the contributions of this research to HRM literature, implication of the new HRM framework in the organizational context along with the key limitations and directions for the future.

The logo for UIMP (University of Management and Information Technology) is a large, downward-pointing arrow shape. The arrow is composed of several overlapping, semi-transparent geometric shapes in shades of teal, light blue, and yellow. The letters "UIMP" are printed in a bold, white, sans-serif font across the center of the arrow's shaft.

UIMP

## CHAPTER 7

### CONCLUSION

#### 7.1 Research Journey

After the long process of data collection and analysis in this research, the researcher finally developed a new HRM framework that got converged with the protocols of international employee rights standards. After the completion of the research, this new HRM framework will provide participating companies a ‘demo’ test that could be used to view how their companies’ might be affected by this HRM framework. These companies’ HRM managers and directors were already aware of the gaps and issues they were facing regarding handling the employees’ rights and employees’ grievances. This new HRM framework provided insights and comprehensive understanding to the HR managers of the listed Bangladeshi manufacturing companies where employees’ rights and grievances were addressed and the HRM approaches got discussed.

Prior to the discussion of the findings and contribution of this research, it became important to reflect on the journey of this research. The base of this research was the background incidents regarding employee rights’ violations that took place in several manufacturing companies in Bangladesh (chapter 1). However, the research began with an existing literature review of HRM (chapter 2) with a view to understand HRM in existing organizational contexts. This was divided into four sectors. Firstly, the HRM factors along with their importance were identified. Secondly, significant HRM models along with their characteristics were identified and observed. Thirdly, the presence of International Employee rights standards’ was observed in organizational contexts. And lastly, the HRM practices, which were observed and classified into three sections, widely: ‘HRM practices of the companies of the Western world’ and ‘HRM

practices of the companies of the Eastern world’, and specifically ‘HRM practices of Bangladeshi companies’.

HRM policies and practices embedded within any organizational context not adequately neither researched nor are all the perspectives were brought under one umbrella. Guest remarked in 1997 that scholars efforts and emphasizes were into developing diverse HRM models to manage the HRM perspectives and employees performances (Guest, 1997). Unfortunately it appeared that every HRM practice was customized to the organization’s benefits and employee rights become an unnecessary factor.

Dipboye & Colella in 2013 mentioned that these days the entire global community got concerned with employees’ rights and thus, the existing HRM frameworks became insufficient to support leaders of the organizations in their decision making. Hence, the notion of developing an effective new HRM framework revolved around the degree of integration of the available HRM perspectives along with the inclusion of employee rights protocols in the framework. This eventually influenced the decision making process of the leaders of the organizations by ignoring employee rights’ violations rather than forcefully implementing employees’ rights (Latham, 2007).

The rest of this chapter got organized into seven sections. The second section discussed the research process. The third section revisited the research’s findings and the fourth section discussed the contribution to the body of HRM knowledge. The fifth section addressed implications for managerial practice. The sixth section showcased the limitations of the research, while the final section presented suggestions for the future research.

## **7.2 Research Process**

In this research, the Bangladeshi listed manufacturing companies were observed and MCS with in-depth interview were taken. This was done to understand more deeply a scenario of HRM practices by collecting appropriate evidence to form and propose a new HRM framework. A framework that highlighted the considerable diversity in HRM practices in the listed Bangladeshi manufacturing companies. With this in mind, the research questions got set. This research discovered and observed that when HRM

perspectives were converged with employee rights protocols, besides finding the perspectives, internal and external factors of HRM actually facilitated the decision making process of the leaders regarding HRM policies and practices.

This research required preliminary phase to develop an early understanding of HRM in the Bangladeshi context. Focused group discussion along with unstructured interviews took place in these five companies, where higher designations like Director of HR Department, CXO's of the companies, General Manager of HRM department, HR manager, Assistant HR manager, HR executives, Operations Manager, Trade Union leaders and some other important personnel shared their experiences about HRM. The subsequent qualitative data analysis suggested that seven perspectives had significant influence on the HRM practices. In addition, these findings were then linked to extant literature and the research questions for subsequent fieldwork. Importantly, this process also refined the focus of the research and the interview guide for fieldwork.

At the fieldwork stage, evidences were collected from twelve rigorous case studies to provide in-depth understanding of HRM policies and practices of the listed Bangladeshi manufacturing companies. Both primary data (interviews) and secondary data (a wide-range of document) were collected and analysed in these phases. For coding purposes the interviews were transcribed in text format. Researcher used the tool, NVIVOMac software, consisted of open codes, categories, and themes, leading to identification of eight HRM perspectives. Report of each case was generated to facilitate the analysis of the circumstances of the twelve perspectives in each case individually. Vertical and horizontal matrices were developed to identify patterns of perspectives across cases.

### **7.3 Research Findings**

This section re-examined the research findings, and highlighted the essence of the research. Researcher identified eight perspectives believed to influence the HRM activity and HR managers' decision-making. The eight perspectives found during the analysis are recruitment and selection (R&S), total compensation package (TCP), career management (CM), relationship between leaders and employees (RLE), HRM compliances (HC), organizational culture (OC), international employee rights' standards (IERS) and grievance management system (GMS). Using these the researcher

produced a new HRM framework that illustrated how these are inter-related with international employee rights' standards (IERS), how HR managers could be influenced, while taking decisions regarding human resources and which HRM approach they might choose to follow. Each case seemed to have distinct HRM policies and practices where each perspective had their variations. Researcher also observed the similarities and differences through an alternative view (presented in chapter 5) of perspectives showed replication of patterns between cases.

Researcher reviewed the findings from the eight perspectives vertically (presented as patterns of each perspective across the cases) and horizontally (shown the patterns of each case across the eight perspectives) and revealed two distinct HRM approaches naming them as integrated and non-integrated. Researcher used newly ordered matrices, together with interpretations of the extant literature with the assessment of the data that facilitated the development of a new HRM framework. Therefore, researcher presented the final findings in chapter 6.

Evidences (presented in chapter 5) indicated that there were differences between integrated and the non-integrated HRM approaches. It was observed that the companies having an integrated HRM approach had strong linkages between their eight perspectives with international employee rights' standards. Nevertheless, the companies having non-integrated HRM approach had some weak linkages or no linkages between their eight perspectives with employee rights.' The following paragraphs briefly explained the characteristics of the two HRM approaches:

**Integrated HRM Approach** – managers were more focused on employee rights and managing employees' grievances while taking decisions, where R&S was developed, TCP was human oriented, CM became strongly capable, RLE stayed supportive RLE, HC seemed compliant, OC was strongly adaptable, IERS became integrated and GMS remained active. As a consequence, HRM perspectives were designed and managed in a more integrated manner and also the integration with employee rights was clearly visible.

**Non-integrated HRM Approach** – managers had less focus to employee rights and employees' grievances in the decision making process, associated with a developing R&S, profit oriented TCP, weakly capable CM, autocratic RLE, less

Compliant HC, bureaucratic OC, not integrated IERS and inactive GMS. As a consequence, HRM perspectives were designed and managed in a more non-integrated manner and integration with employee rights became quite vague and sometimes diminished.

#### **7.4 Contribution to the Body of HRM Knowledge**

Researcher mentioned that the development of the new HRM framework and the two distinct approaches, which contributed to the body of HRM knowledge. The distinct HRM approaches those got explained with distinct characteristics and factors also enhanced value to the body of HRM knowledge.

Researcher showed throughout this research that HRM literature did not bring employee rights and grievance control systems into the framework development scenario earlier. Previous HRM studies made several attempts to perceive how companies managed HRM perspectives (Boxall, 2012; Chandler & McEvoy, 2000; Armstrong, 2011; Zhu, Cooper, Fan, & Cieri, 2013; Tiwari & Saxena, 2012). These scholars contributed and developed HRM models and provided valuable information about diverse HRM practices of the world to highlight the characteristics of distinct HRM practices. However, none of their studies went that to develop a comprehensive understanding and to create a standalone platform where international employee rights and grievance management system could get addressed.

At First, the researcher reflected on the research objectives and focused on the literature review but was not able to find any periodical articles on HRM, where the influence of HRM perspectives on organizational context had been fully explained. This research with its eight HRM perspectives, therefore contributed to the development of HRM literature. Moreover, researcher reviewed the previous studies of HRM while developing the understanding of the HRM perspectives in the various HRM policies and practices currently used in the listed Bangladeshi manufacturing companies, where all necessary HRM perspectives got converged and mapped with ERS protocols.

Secondly, the developed HRM framework provided understandings for academicians and practitioners, specifically for the leaders of the organizations, to explain HRM in a contemporary organizational context. This HRM framework facilitates the leaders of the organizations to make decisions to control employees'

grievances in the organizations. This enabled academicians to explain the degree of convergence in HRM decision-making processes in real world scenario. Uysal, (2012) and Lanneborn & Löfgren, (2013) provided an explanation of how HRM perspectives influence the leaders' decision making.

Thirdly, the research extended the role and scope of HR managers or HR leaders of the organizations. The traditional view was that designated HR managers were set responsible for dealing with HRM so that they remain productive at work (Lewicka & Krot, 2015; Lanneborn & Löfgren, 2013), where they had sole responsibility for HR performances (Xie, Chen, & Chen, 2014). Nevertheless, this view changed in the current HRM context, where HR managers need to understand areas outside of the HRM area, dedicating more focus into the international employee rights' standards to develop a new HRM framework based on the selected listed Bangladeshi manufacturing companies as Latham mentioned that organizations were crucial, especially in decision making processes (Latham, 2007). This broadened the scope of HRM, required convergence, interdependency and linkages between various HRM perspectives became important. Therefore, by discussing these aspects in this section, it became obvious that HRM was not static, but rather was embedded within organizational dynamics, where the eight perspectives got addressed consequently. Therefore, it became important to evaluate the situations of these perspectives that enabled the researcher to determine an appropriate HRM approach for each company. Therefore, this research contributed the innovative HRM approaches the body of HRM knowledge by inauguration of a new paradigm to explain HRM in the existing environment.

### **7.5 Implication for Managerial Practice**

The research provided understanding into HRM practices by identifying two approaches named integrated and non-integrated. The manufacturing companies of Bangladesh were having either integrated HRM approach or non-integrated HRM approach. The research suggested that the situation of eight HRM perspectives influence the development of HRM approaches in any company. The main implication for managerial practice is dependent on the HRM approach of the company. Leaders and managers of the organizations having an integrated HRM approach would behave in one way for further improvement and the leaders and managers of the organizations that having non-integrated HRM approach would behave in another way. In a way the

industrial relationship between the employers and the employees will be affected directly with the implementation of these approaches (discussed in chapter 6).

Laka-Mathebula (2004) stated that HRM attached the importance to the motivational aspect of organizational practices in the development and best utilization of human resources. Thus, she defined HRM as an integrated strategy and planned development process for effective utilization of human resources for the achievement of organizational objectives (Dossova, 2012;Mathebula, 2004). Therefore, the new HRM framework developed in this research got converged employee rights' protocols with the validation of its data. Here leaders and managers of the organizations might extend their implications by focusing more on protecting employee rights besides fulfilling the targets of the organizations.

## **7.6 Limitations**

This research had few key limitations. Initial it was difficult to get the concern of participants as they had to discuss employee rights' violations and HRM issues where they really did not want to disclose facts. This was resolved through series of informal conversations with these participants of the organizations and by providing the participants a note on the confidentiality of the research. Second difficulty was to get facts instead of the participants' personal perceptions. Participants were continuously reminded to share what actually happened or was happening (in their organizations) rather than what should or could be happening (personal opinion) with the researcher and even after this it was still difficult for participants to remain within the indicated boundaries. As a result, data collection and data analysis process became the longest stages in this research. Consequently, as suggested by Mile set al (2014) data was cross checked with the key participants for validation purposes and improvement of the accuracy of the data (Miles, Huberman, & Saldaña, 2014). The validation processes, including confirmations from key participants, were used to develop conclusions.

Then, researcher found each perspective comprised of variations from various manufacturing companies of Bangladesh. The data analysis and extant literature had distinguished HRM perspectives that helped to develop the HRM framework and also provided ground to find two HRM approaches. The researcher made efforts to interpret the findings in logical ways to understand why cases were classified or emerged in such



ways, which had been quite a difficult part. Therefore, the dominating value emerging from the cases were considered adequate for grouping the HRM codes generated from analysis.

To keep the confidentiality of individual cases also became a limitation for this research. This thesis was written in a natural manner, which meant this attempted to explain each case with all the supporting evidences possible, so that a reader could reach to an independent judgment regarding the validity of arguments.

## **7.7 Future Research**

Number of opportunities got created after the journey of this research. Since, in this framework international employee rights standards got converged in future researches there can be more detailed HRM analysis on this area. This could extend the consistency of the HRM framework by explaining distinct HRM practices from an analyst's perspective. Furthermore, continued research on HRM can examine valuable potential prospects of HRM by contributing to the body of HRM knowledge. Future researchers can do the following researches:

- Compare HRM practices in companies using specified HRM approaches to see if results regarding HR managers' decision-making and employees performances are differently generated. This might add innovative side to the characteristics of each approach;
- Examine the changes of eight HRM perspectives over a period of time. This might contribute to the body of HRM knowledge by informing leaders of the organizations, managers and scholars about HRM approaches over time;
- Identify specific employee rights' violating factors that can adopt new HRM approaches to reduce stress. This could inform the practitioners and scholars to pay greater attention on those critical factors for mitigating the tension;
- Validate this new HRM framework and the HRM approached by using the consistency of the framework;

- Include the International employee rights standards while doing research on HRM models or frameworks or practices to create a continuous effort to let employee rights dominate in the HRM approaches;

The above suggestions could be directions for future researches. The scope of HRM might be quite broad, thus the continued research required understanding and knowledge about HRM in organizational context whereas employee rights must be brought up as a prime factor before designing or implementing the HRM theories. As Raymond in 2003 and Darun in 2011 expressed that continuous modification and refinement mechanism must occur by which purposes are achieved must and this can be done by rearranging their structure, roles, and relationships and their decision making and control processes (Raymond E. Miles, 2003; Darun, 2011). Also according to UDHR, Article no. 23, “(1) (2) (3) (4).

## **7.8 Conclusion**

The researcher gave her heart and soul into this research knowing that there would be lots of hurdles, obstacles in this sensitive topic. It was clear that penetrating into the organizations and collecting data would be a huge challenge. The researcher at first did a demo data collection from HR department of UMP, and then did a preliminary phase to test the consequences, which lead to the fieldwork and collection of the final research data. This journey was difficult and sometimes heart breaking but indeed challenging and interesting. This research reflected on employees’ rights entitling them as ‘human beings’ and addressed employees’ grievances as well as focused on the leaders’ and managers’ understanding as in industrial relationships and decision making process by creating this HRM framework in diverse organizational context. Near about 87 participants were directly interviewed. Their clear experiences, assumptions and opinions helped the researcher to create this new HRM framework. The objectives of this research has been met by mapping the HRM perspectives with ERS protocols as well as significantly highlighting grievances management system as a separate perspective of the entire framework. Therefore, the research contributed in the field of HRM by converging ‘employee rights’ protocols and ‘employees’ grievances’ components and bringing these two important perspectives under the one platform by the development of this new HRM framework.

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The logo for UIMP (Universidade Nova de Lisboa) is a large, stylized shield shape. It is composed of several overlapping geometric shapes in shades of teal, light blue, and yellow. At the bottom center of the shield, the letters "UIMP" are written in a bold, white, sans-serif font.

UIMP

## APPENDIX A

### ILO Conventions and Protocols (regarding Manufacturing companies)

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#### **Fundamental**

- C029 - Forced Labour Convention, 1930 (No. 29)
- P029 - Protocol of 2014 to the Forced Labour Convention, 1930
- C087 - Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)
- C098 - Right to Organise and Collective Bargaining Convention, 1949 (No. 98)
- C100 - Equal Remuneration Convention, 1951 (No. 100)
- C105 - Abolition of Forced Labour Convention, 1957 (No. 105)
- C111 - Discrimination (Employment and Occupation) Convention, 1958 (No. 111)
- C138 - Minimum Age Convention, 1973 (No. 138)
- C182 - Worst Forms of Child Labour Convention, 1999 (No. 182)

#### **Governance (Priority)**

- C081 - Labour Inspection Convention, 1947 (No. 81)
- P081 - Protocol of 1995 to the Labour Inspection Convention, 1947
- C122 - Employment Policy Convention, 1964 (No. 122)
- C129 - Labour Inspection (Agriculture) Convention, 1969 (No. 129)
- C144 - Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144)

#### **Technical**

- C001 - Hours of Work (Industry) Convention, 1919 (No. 1)
  - C002 - Unemployment Convention, 1919 (No. 2)
  - C003 - Maternity Protection Convention, 1919 (No. 3)
  - C004 - Night Work (Women) Convention, 1919 (No. 4)
  - C005 - Minimum Age (Industry) Convention, 1919 (No. 5)
  - C006 - Night Work of Young Persons (Industry) Convention, 1919 (No. 6)
  - C013 - White Lead (Painting) Convention, 1921 (No. 13)
  - C014 - Weekly Rest (Industry) Convention, 1921 (No. 14)
  - C015 - Minimum Age (Trimmers and Stokers) Convention, 1921 (No. 15)
  - C017 - Workmen's Compensation (Accidents) Convention, 1925 (No. 17)
  - C018 - Workmen's Compensation (Occupational Diseases) Convention, 1925 (No. 18)
  - C019 - Equality of Treatment (Accident Compensation) Convention, 1925 (No. 19)
  - C024 - Sickness Insurance (Industry) Convention, 1927 (No. 24)
  - C026 - Minimum Wage-Fixing Machinery Convention, 1928 (No. 26)
  - C027 - Marking of Weight (Packages Transported by Vessels) Convention, 1929 (No. 27)
  - C030 - Hours of Work (Commerce and Offices) Convention, 1930 (No. 30)
  - C031 - Hours of Work (Coal Mines) Convention, 1931 (No. 31)
  - C032 - Protection against Accidents (Dockers) Convention (Revised), 1932 (No. 32)
  - C035 - Old-Age Insurance (Industry, etc.) Convention, 1933 (No. 35)
  - C037 - Invalidity Insurance (Industry, etc.) Convention, 1933 (No. 37)
  - C039 - Survivors' Insurance (Industry, etc.) Convention, 1933 (No. 39)
  - C041 - Night Work (Women) Convention (Revised), 1934 (No. 41)
  - C042 - Workmen's Compensation (Occupational Diseases) Convention (Revised), 1934 (No. 42)
  - C043 - Sheet-Glass Works Convention, 1934 (No. 43)
  - C044 - Unemployment Provision Convention, 1934 (No. 44)
  - C045 - Underground Work (Women) Convention, 1935 (No. 45)
  - C046 - Hours of Work (Coal Mines) Convention (Revised), 1935 (No. 46)
  - C047 - Forty-Hour Week Convention, 1935 (No. 47)
  - C051 - Reduction of Hours of Work (Public Works) Convention, 1936 (No. 51)
  - C052 - Holidays with Pay Convention, 1936 (No. 52)
  - C053 - Officers' Competency Certificates Convention, 1936 (No. 53)
  - C054 - Holidays with Pay (Sea) Convention, 1936 (No. 54)
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C059 - Minimum Age (Industry) Convention (Revised), 1937 (No. 59)  
C061 - Reduction of Hours of Work (Textiles) Convention, 1937 (No. 61)  
C062 - Safety Provisions (Building) Convention, 1937 (No. 62)  
C063 - Convention concerning Statistics of Wages and Hours of Work, 1938 (No. 63)  
C067 - Hours of Work and Rest Periods (Road Transport) Convention, 1939 (No. 67)  
C077 - Medical Examination of Young Persons (Industry) Convention, 1946 (No. 77)  
C080 - Final Articles Revision Convention, 1946 (No. 80)  
C082 - Social Policy (Non-Metropolitan Territories) Convention, 1947 (No. 82)  
C083 - Labour Standards (Non-Metropolitan Territories) Convention, 1947 (No. 83)  
C084 - Right of Association (Non-Metropolitan Territories) Convention, 1947 (No. 84)  
C085 - Labour Inspectorates (Non-Metropolitan Territories) Convention, 1947 (No. 85)  
C088 - Employment Service Convention, 1948 (No. 88)  
C089 - Night Work (Women) Convention (Revised), 1948 (No. 89)  
P089 - Protocol of 1990 to the Night Work (Women) Convention (Revised), 1948  
C090 - Night Work of Young Persons (Industry) Convention (Revised), 1948 (No. 90)  
C094 - Labour Clauses (Public Contracts) Convention, 1949 (No. 94)  
C095 - Protection of Wages Convention, 1949 (No. 95)  
C097 - Migration for Employment Convention (Revised), 1949 (No. 97)  
C102 - Social Security (Minimum Standards) Convention, 1952 (No. 102)  
C103 - Maternity Protection Convention (Revised), 1952 (No. 103)  
C106 - Weekly Rest (Commerce and Offices) Convention, 1957 (No. 106)  
C110 - Plantations Convention, 1958 (No. 110)  
P110 - Protocol of 1982 to the Plantations Convention, 1958  
C115 - Radiation Protection Convention, 1960 (No. 115)  
C116 - Final Articles Revision Convention, 1961 (No. 116)  
C117 - Social Policy (Basic Aims and Standards) Convention, 1962 (No. 117)  
C118 - Equality of Treatment (Social Security) Convention, 1962 (No. 118)  
C119 - Guarding of Machinery Convention, 1963 (No. 119)  
C120 - Hygiene (Commerce and Offices) Convention, 1964 (No. 120)  
C121 - Employment Injury Benefits Convention, 1964 [Schedule I amended in 1980] (No. 121)  
C123 - Minimum Age (Underground Work) Convention, 1965 (No. 123)  
C124 - Medical Examination of Young Persons (Underground Work) Convention, 1965 (No. 124)  
C127 - Maximum Weight Convention, 1967 (No. 127)  
C128 - Invalidity, Old-Age and Survivors' Benefits Convention, 1967 (No. 128)  
C130 - Medical Care and Sickness Benefits Convention, 1969 (No. 130)  
C131 - Minimum Wage Fixing Convention, 1970 (No. 131)  
C132 - Holidays with Pay Convention (Revised), 1970 (No. 132)  
C133 - Accommodation of Crews (Supplementary Provisions) Convention, 1970 (No. 133)  
C135 - Workers' Representatives Convention, 1971 (No. 135)  
C136 - Benzene Convention, 1971 (No. 136)  
C139 - Occupational Cancer Convention, 1974 (No. 139)  
C140 - Paid Educational Leave Convention, 1974 (No. 140)  
C141 - Rural Workers' Organisations Convention, 1975 (No. 141)  
C142 - Human Resources Development Convention, 1975 (No. 142)  
C148 - Working Environment (Air Pollution, Noise and Vibration) Convention, 1977 (No. 148)  
C150 - Labour Administration Convention, 1978 (No. 150)  
C151 - Labour Relations (Public Service) Convention, 1978 (No. 151)  
C153 - Hours of Work and Rest Periods (Road Transport) Convention, 1979 (No. 153)  
C154 - Collective Bargaining Convention, 1981 (No. 154)  
C155 - Occupational Safety and Health Convention, 1981 (No. 155)  
P155 - Protocol of 2002 to the Occupational Safety and Health Convention, 1981  
C156 - Workers with Family Responsibilities Convention, 1981 (No. 156)  
C157 - Maintenance of Social Security Rights Convention, 1982 (No. 157)

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C158 - Termination of Employment Convention, 1982 (No. 158)  
C159 - Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159)  
C160 - Labour Statistics Convention, 1985 (No. 160)  
C161 - Occupational Health Services Convention, 1985 (No. 161)  
C162 - Asbestos Convention, 1986 (No. 162)  
C167 - Safety and Health in Construction Convention, 1988 (No. 167)  
C168 - Employment Promotion and Protection against Unemployment Convention, 1988 (No. 168)  
C170 - Chemicals Convention, 1990 (No. 170)  
C171 - Night Work Convention, 1990 (No. 171)  
C172 - Working Conditions (Hotels and Restaurants) Convention, 1991 (No. 172)  
C173 - Protection of Workers' Claims (Employer's Insolvency) Convention, 1992 (No. 173)  
C174 - Prevention of Major Industrial Accidents Convention, 1993 (No. 174)  
C175 - Part-Time Work Convention, 1994 (No. 175)  
C176 - Safety and Health in Mines Convention, 1995 (No. 176)  
C177 - Home Work Convention, 1996 (No. 177)  
C178 - Labour Inspection (Seafarers) Convention, 1996 (No. 178)  
C179 - Recruitment and Placement of Seafarers Convention, 1996 (No. 179)  
C181 - Private Employment Agencies Convention, 1997 (No. 181)  
C183 - Maternity Protection Convention, 2000 (No. 183)  
C184 - Safety and Health in Agriculture Convention, 2001 (No. 184)  
C187 - Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)  
C189 - Domestic Workers Convention, 2011 (No. 189)  
P029 - Protocol of 2014 to the Forced Labour Convention, 1930  
P081 - Protocol of 1995 to the Labour Inspection Convention, 1947  
P089 - Protocol of 1990 to the Night Work (Women) Convention (Revised), 1948  
P110 - Protocol of 1982 to the Plantations Convention, 1958  
P147 - Protocol of 1996 to the Merchant Shipping (Minimum Standards) Convention, 1976  
P155 - Protocol of 2002 to the Occupational Safety and Health Convention, 1981

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The logo for UMP (Union of Myanmar Professionals) is a large, stylized letter 'V' shape. The left side of the 'V' is light blue, the right side is light green, and the bottom point is a darker blue. The letters 'UMP' are written in white, bold, sans-serif font across the center of the 'V' shape.

UMP

## APPENDIX B

### A. Questionnaire for Preliminary Study (Interviews: Individual & Group)

1. What is the salary structure for your employees?
2. Do you think Employees are satisfied with the salary structure? If yes, then why?
3. Have employees ever suggested/demanded/claimed the salary structure to improve?
4. What kind of performance appraisal do the managers follow?
5. Do you think employees are satisfied with that?
6. Is there any employee union in the company? If not why not? Can you explain?
7. Do you have HRM Policy in your company?
8. Is HRM system following UDHR? If follows then are they giving emphasize on human rights?
9. Has the company ever faced protests against the company rule or management or salary system by the employees?
10. Do you use heavy machineries in your company? If Yes, then what kind of machines?
11. Do your machines generate harmful chemical or rays for human health?
12. Do you use any safety precaution for tusing these machineries?
13. Do you think Employees are satisfied or dissatisfied in your company? Can you give some reasons behind your answer?
14. Do you think you are providing a proper environment of work for the employees?If Yes, then please explain little bit.
15. Is their any leadership protocol or criteria for the company? How they are choosing the managers? On what ground? Are you checking the humanitarian background of the manager?
16. Is there any case or issue of Human rights' violations' case occurred in the company?
17. What are the areas where human rights violation occur?
18. What are factors for which employees protest or fight for or demand more in the job arena?
19. What are the areas that managers tend to avoid to not support the employees?
20. What specific deviations have you observed in HRM policy that clearly violates the Human rights issues in your company?
21. What are the areas where you think you need improvement for your company's workplace? What initiative have you taken?
22. Which kind of companies give less importance to Human rights in the field of Technology Industry?
23. Can you name any company -suppose your competitors who are not providing proper environment or benefits to the employees? Plz give 3 reasons

## **B. Interview Guide : for fieldwork study**

### **B1: Invitation letters to these 171 Public Listed Manufacturing Companies**

Dear Concern, Assalamu Alaikum and Good day. I am Tarnima Warda Andalib, PhD Fellow and Part time Lecturer from Faculty of Industrial Management, Universiti Malaysia Pahang, Malaysia. My PhD theme is on Human Resources Management and I am trying to develop an HRM Framework and my field of research is the manufacturing companies of Bangladesh.

I would like to invite you to participate in the one to one interview session for data collection process for my research. I appreciate your co-operation to provide me necessary data as much as possible from your HR Director, HR Manager, CXO and from the employees & labours working inside your company for my research purpose.

You are sent the 'Consent Letter' along with the 'Faculty Memo'. Please sign the Consent Letter revealing that you have agreed to sit for the interview session for my PhD research.

Looking forward to hear from you as soon as possible.

Thank you for your cooperation.

Best Regards,

Tarnima Warda Andalib  
PhD Fellow and Lecturer (Part time)  
Faculty of Industrial Management,  
Universiti Malaysia Pahang  
Mobile: +601123253690, +8801711080725  
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Company: Universiti Malaysia Pahang



## B2 : Faculty MEMO



Universiti Malaysia Pahang  
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**Fakulti Pengurusan Industri**  
Faculty of Industry Management

NO. RUJ: UMP.27.04/13.11/6/1/7 (46)

20 April 2015

**TO WHOM IT MAY CONCERN**

Dear Sir/Madam,

**APPLICATION TO OBTAIN INFORMATION FOR RESEARCH PURPOSES**

**NAME** : TARNIMA WARDA ANDALIB  
**MATRIK NO** : PPT12006  
**PROGRAM** : DOCTOR OF PHILOSOPHY (TECHNOLOGY MANAGEMENT)  
**PROJECT THEME** : HUMAN RESOURCES MANAGEMENT IN BANGLADESH  
**SUPERVISOR** : DR. MOHD RIDZUAN BIN DARUN

2. Please be informed that the above mentioned name is PhD Fellow and Part time Lecturer from Faculty of Industrial Management, Universiti Malaysia Pahang, Malaysia. Her PhD theme is on Human Resources Management and trying to develop an HRM Framework and her field of research is the manufacturing companies of Bangladesh.

3. We would like to invite you to participate in the one to one interview session for data collection process for her research. We appreciate if you can support and give cooperation to respond to the survey and other related research activities. We assure you that the response will be kept confidential and results to be used for research purposes only.

4. You are sent the 'Consent Letter' along with the 'Department Memo'. Please sign the Consent Letter revealing that you have agreed to sit for the interview session for her PhD research.

Thank you for your cooperation. All your assistance is highly appreciated.

**"BERKHIDMAT UNTUK NEGARA"**

Yours Sincerely,

  
**NORUL FADILAH BINTI ABDULLAH**  
Assistant Registrar  
Faculty of Industrial Management  
Universiti Malaysia Pahang  
Tel : 09-549 2380  
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s.k : Fail



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### **B3: Consent Letter / Declaration Letter (Agreeing to the Interview Session)**

Dear Concern,

You are being invited to participate in my PhD research study on the Human Resources Management policy of your company - about its perspectives, protocols and employees experiences about these policies. In particular, in this research you can provide information about the main perspectives of HRM and how it is linked with each other. This research will require about 1-2 hours of your time. During this time, you will be interviewed about the your HRM experiences, about how the HRM policies are developed from the scratch and what is the characteristics of your HRM Policy. The interviews will be conducted wherever you prefer (e.g. in your home), and will be tape-recorded (voice) and will be analyzed by a research tool (NVIVO MAC).

There are no anticipated risks or discomforts related to this research. This is purely an academic research and will be used for the academic purpose. If you need information, you can contact Universiti Malaysia Pahang for the researcher's full information. You may also find the interview to be very enjoyable and rewarding, as HRM is a burning issue in today's world and many of the organizations are facing lots of pros and cons regarding this; it can be a fruitful and informative discussion session as well. By participating in this research, you are contributing in developing a HRM framework that in future can be implemented in various companies in Bangladesh and some other parts of the world.

Your participation in this research is completely voluntary. If you decide to participate, you will be much appreciated and your efforts will have a value for this research and upcoming research of different companies as well. However, you can also withdraw or refuse to provide information by 1 week.

The results from this study will be presented in writing in journals read by different scholars of the world to help the HR managers in dealing with the HRM policies as well as to help the employees to work in a motivated manner with some new guidelines. The determinants found from the findings of this research will also be presented in a group of Academicians to finalize the developed framework for later use. Your name would be confidential if you wish to keep it like that. Also, If you wish to receive a copy of the results from this study, you will be provided that.

If you require any information about this study, or would like to speak to one of the researchers, please call Tarnima Warda Andalib at +601121214902 & +8801711080725 at the Universiti Malaysia Pahang. If you have any other queries about the research you may also call Faculty of Industrial Management Office, UMP during office hours at week days which are +6095492169, +6095492255.

Your signature on this form indicates that you 1) understand to your satisfaction the information provided to you about your participation in this research project, and 2) agree to participate as a

research subject. In no way does this waive your legal rights nor release the investigators, sponsors, or involved institutions from their legal and professional responsibilities. You should feel free to ask for clarification or new information throughout your participation.

I have read the above information regarding this research study on the Human Rights in Human Resources Management Framework: A Comparison Study Between Malaysia and Bangladesh. By signing this letter, I give free and informed consent to participate in this research study.

Participant's Name: \_\_\_\_\_

Participant's Position, Department and Company Name: \_\_\_\_\_

Participant's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Researcher's Name: Tarnima Warda Andalib

Researcher's Position, Department and Institution Name: PhD Fellow & Lecturer of Faculty of Industrial Management, Universiti Malaysia Pahang

Researcher's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Supervisor's (of this Research) Name: Dr. Mohd. Ridzuan Darun

Supervisor's Position, Department and Institution Name: Dean & Senior Lecturer of Faculty of Industrial Management, Universiti Malaysia Pahang

Supervisor's (of this Research) Signature: \_\_\_\_\_

Date : \_\_\_\_\_

Please check this box if you agree to this consent Letter:



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## **B4: Case Study Protocol**

### **Method I : Case Background from Secondary Data**

1) Review secondary data from electronic and paper sources: there are two sources

1) Collect relevant information from company's official website, such as annual reports, HRM policies, Compliance issues, press releases, Reports, employee cases and any HRM related information, and

2) Search media articles by using electronic database, searching method should use the following formats:

a) Company information: "company name" AND "country name"

b) Industry information: "industry name" AND "country name"

Also ask for the official paper documents from the company itself

2) Compile the relevant information to form an understanding about company's background. This information is known as case background.

### **Method II : Refine Interview Guides from Case Background**

3) Use case background to refine interview guides.

4) Preview the previous questionnaire during pilot phase and prepare another two sets of Questionnaires from the categorized codes from the pilot study the first set is for the Managerial positions - Top Mgt, Senior Mgt and Other Managers and the second set is for the Non Managerial positions- employees who are executives and labours

5) Prepare a contact summary form (for every interview) to reflect the researcher's understanding about the last discussion and identify issues for further investigations.

### **Method III : Conduct Interviews**

6) Conduct first interview with CXO or Managing Director or Head of HRM or Senior manager HRM: this interview should provide comprehensive understanding about HRM, including explanations about emerging themes and identify subsequent informants.

7) Conduct an interview with informants that involved in HRM decision making processes.

### **Method IV : Do Coding**

8) Transcribe the interviews (raw voice data) into text format, and begin coding process. The coding process should be conducted immediately after each interview. Transfer all the transcriptions into Nvivo MAc software. This software enhances the researcher's ability with coding processes.

9) Identify (from interviews) additional secondary data (if any) and collect document from local libraries, government agencies and research institutions. This document may provide general information about HRM policies in general.

10) Write case reports explaining the determinant perspectives in more detail for each case individually.

11) Finally analyze final data and interpret the findings

### **B5: Semi Structured Questionnaires ( Two Groups)**

All interviews were semi-structured, where open and closed ended questions were combined. Closed ended questions enabled the collection of precise information related to HRM activities. On the other hand, open ended questions offer flexibility for informants to express their experiences and extend understandings of past or ongoing events, and to follow up the responses gathered from previous informants (Yin, 2003). To reduce bias in the interview data, informants were asked to explain what had happened or what was happening rather than express their opinions. This issue was later identified as a limitation of the study.

<b>GROUP A</b>	<b>TOP Level Managers &amp; Managerial positions</b>
1	What is the recruitment process for the employees?
2	What is the recruitment process for the managers?
3	Is there any code of conduct that needs to be followed by the employees and the managers?
4	What are the main factors and issues of the total compensation package?
5	What is the salary structure? Is salary hierarchy open or disclosed?
6	Is Employee health care included in this package?
7	What other benefits are offered to the employees?
8	Is there a retirement scheme for the employees? How does it work?
9	What are the guidelines in HRM policy?
10	Based on what models or theories HRM policy is established?
11	Do the managers follow any Performance evaluation method? What method do they follow?
12	Is there any KPI system?
13	Do the HR dept use any HRM Tool for PM evaluation?
14	Are the employees satisfied with the PME process?
15	What are the HR Compliance issues that are followed in the HRM policy of the organization?
16	Which Local Compliances are needed to be complied? Are the complied?
17	Which international standards are complied or in the process of compliance?
18	Are the employees provided with a career growth plan?
19	Are they provided training? What kinds of trainings are provided?
20	Is there any counselling services for the employees?
21	Is there any JD for each employee? How these JDs are created?
22	How do the managers deal with the dissatisfied and demotivated employees?
23	What are the main causes of grievances or protest of the employees?
24	How the employees are managed during protest time?
<b>GROUP B</b>	<b>Non Managerial Positions</b>
1	Do you think the recruitment process of the employees and managers are quite fair? Show reasons please
2	Do you think the code of conduct has followed the Human rights guideline as in UDHR or ILO guideline?
3	Are you satisfied with the code of conduct?
4	Are you satisfied with the compensation package? If not then what more could have been there?
5	Is there any proper health care system?! What are those?

- 
- 6 Are you satisfied with the other benefits?
  - 7 Do you get PF & Gratuity on time? Do you have any complaints about it?
  - 8 What are the guidelines in HRM policy?
  - 9 Do you think the HRM policy is humanitarian and giving proper rights to the employees?
  - 10 Do the managers follow any Performance evaluation method? Are you satisfied with this method? What is your suggestion on this?
  - 11 Is there any KPI system? How frequently your KPI is evaluated? Are the targets unreachable ?
  - 12 Do the HR dept use any HRM Tool for PM evaluation?
  - 13 Are you satisfied with the PME process?
  - 14 Do you think the compliance issues hamper the employee rights in any way?
  - 15 Do you have an employee union in the organization?
  - 16 Are you aware about ILO and employee rights and about these protocols?
  - 17 Are the employees provided with a career growth plan?
  - 18 Are the employees provided training? What kinds of trainings are provided? Are those enough?
  - 19 Is there any counselling services for the employees?
  - 20 Is there any JD for each employee? Do you think you are having an appropriate JD? If not then why?
  - 21 What are the reasons for dissatisfaction or demotivation in the org? what is your perception?
  - 22 What are the main causes of grievances or protest of the employees?
  - 23 Are the grievance handled positively by the managers?
  - 24 Do you think managers are unbiased during PME? Or Impartial during handling the protest?
- 

The logo for UIMP (University Management & Information Processing) is a large, stylized letter 'V' shape. The left side of the 'V' is light blue, the right side is a darker blue, and the bottom point is a teal color. The letters 'UIMP' are written in white, bold, sans-serif font across the center of the 'V' shape.

UIMP

## APPENDIX C

From chapter 6, **Integrated Cases** : The most integrated case is 6. Also cases 1,5,11 and 12 are also considered as following integrated HRM approach even though not all the perspectives are completely aligned but most of it has got Hybrid perspectives, which eventually is inclined to the integrated approach. Please see appendix C, where tables' 6.1a, 6.1b, 6.1c and 6.1d have described the checklist of cases 1, 5, 11 and 12. These cases also support the integrated HRM approach.

Table 6.1a Summary of findings: integrated case 1

Integrated HRM (CASE 1)	
Recruitment & Selection (R&S) (Developed Stage)	
<input checked="" type="checkbox"/> Strongly Aligned Recruitment Methods	<input checked="" type="checkbox"/> Weakly Aligned Recruitment Methods
<input checked="" type="checkbox"/> Strongly Existent Selection Code	<input checked="" type="checkbox"/> Weakly Existent Selection Code
Total Compensation Package (TCP) (Human Oriented)	
<input checked="" type="checkbox"/> High Basic Remuneration Package	<input checked="" type="checkbox"/> Low Basic Remuneration Package
<input checked="" type="checkbox"/> Strongly Existent Long term Benefits	<input checked="" type="checkbox"/> Weakly Existent Long term Benefits
<input checked="" type="checkbox"/> Strongly Existent Situational Benefits	<input checked="" type="checkbox"/> Weakly Existent Situational Benefits
<input checked="" type="checkbox"/> Strongly Existent Employee Health Benefits	<input checked="" type="checkbox"/> Weakly Existent Employee Health Benefits
Career Management (CM) (Strongly Capable)	
<input checked="" type="checkbox"/> Rigorous Training & Development	<input checked="" type="checkbox"/> Partly Rigorous Training & Development
<input checked="" type="checkbox"/> Strongly Linked Performance Management Evaluation	<input checked="" type="checkbox"/> Weakly Linked Performance Management Evaluation
<input checked="" type="checkbox"/> Sense of Job Security	<input checked="" type="checkbox"/> Lacking in Job Security
Relationship between Leaders & Employees (RLE) (Supportive)	
<input checked="" type="checkbox"/> Transformational Leadership Style	<input checked="" type="checkbox"/> Transactional Leadership Style
<input checked="" type="checkbox"/> Minor influences from External forces	<input checked="" type="checkbox"/> Major influences from External forces
HR Compliances (HC) (Compliant)	
<input checked="" type="checkbox"/> Compliant Organizational HRM Compliances	<input checked="" type="checkbox"/> Less Compliant Organizational HRM Compliances
Organizational Culture (OC) (Adaptability)	
<input checked="" type="checkbox"/> Innovative & Effort in Espoused Values	<input checked="" type="checkbox"/> Result Oriented in Espoused Values
<input checked="" type="checkbox"/> Sense making in Fundamental Assumptions	<input checked="" type="checkbox"/> Consistency in Fundamental Assumptions
International Employee Rights Standards (IERS) (Hybrid)	
<input checked="" type="checkbox"/> Included UDHR	<input checked="" type="checkbox"/> Partially Included UDHR
<input checked="" type="checkbox"/> Included ILO	<input checked="" type="checkbox"/> Partially Included ILO
<input checked="" type="checkbox"/> Included BDL	<input checked="" type="checkbox"/> Partially Included BDL
Grievances Management System (GMS) (Hybrid)	
<input checked="" type="checkbox"/> Strongly Existent Turnover	<input checked="" type="checkbox"/> Weakly Existent Turnover
<input checked="" type="checkbox"/> Strongly Existent Absenteeism	<input checked="" type="checkbox"/> Weakly Existent Absenteeism
<input checked="" type="checkbox"/> Strongly Existent Visible grievances	<input checked="" type="checkbox"/> Weakly Existent Visible grievances

Table 6.1b Summary of findings: integrated case 5

Integrated HRM (CASE 5)	
Recruitment & Selection (R&S) (Developed Stage)	
<input checked="" type="checkbox"/> Strongly Aligned Recruitment Methods	<input checked="" type="checkbox"/> Weakly Aligned Recruitment Methods
<input checked="" type="checkbox"/> Strongly Existent Selection Code	<input checked="" type="checkbox"/> Weakly Existent Selection Code
Total Compensation Package (TCP) (Human Oriented)	
<input checked="" type="checkbox"/> High Basic Remuneration Package	<input checked="" type="checkbox"/> Low Basic Remuneration Package
<input checked="" type="checkbox"/> Strongly Existent Long term Benefits	<input checked="" type="checkbox"/> Weakly Existent Long term Benefits
<input checked="" type="checkbox"/> Strongly Existent Situational Benefits	<input checked="" type="checkbox"/> Weakly Existent Situational Benefits
<input checked="" type="checkbox"/> Strongly Existent Employee Health Benefits	<input checked="" type="checkbox"/> Weakly Existent Employee Health Benefits
Career Management (CM) (Strongly Capable)	
<input checked="" type="checkbox"/> Rigorous Training & Development	<input checked="" type="checkbox"/> Partly Rigorous Training & Development
<input checked="" type="checkbox"/> Strongly Linked Performance Management Evaluation	<input checked="" type="checkbox"/> Weakly Linked Performance Management Evaluation
<input checked="" type="checkbox"/> Sense of Job Security	<input checked="" type="checkbox"/> Lacking in Job Security
Relationship between Leaders & Employees (RLE) (Supportive)	
<input checked="" type="checkbox"/> Transformational Leadership Style	<input checked="" type="checkbox"/> Transactional Leadership Style
<input checked="" type="checkbox"/> Minor influences from External forces	<input checked="" type="checkbox"/> Major influences from External forces
HR Compliances (HC) (Compliant)	
<input checked="" type="checkbox"/> Compliant Organizational HRM Compliances	<input checked="" type="checkbox"/> Less Compliant Organizational HRM Compliances
Organizational Culture (OC) (Adaptability)	
<input checked="" type="checkbox"/> Innovative & Effort in Espoused Values	<input checked="" type="checkbox"/> Result Oriented in Espoused Values
<input checked="" type="checkbox"/> Sense making in Fundamental Assumptions	<input checked="" type="checkbox"/> Consistency in Fundamental Assumptions
International Employee Rights Standards (IERS) (Hybrid)	
<input checked="" type="checkbox"/> Included UDHR	<input checked="" type="checkbox"/> Partially Included UDHR
<input checked="" type="checkbox"/> Included ILO	<input checked="" type="checkbox"/> Partially Included ILO
<input checked="" type="checkbox"/> Included BDL	<input checked="" type="checkbox"/> Partially Included BDL
Grievances Management System (GMS) (Hybrid)	
<input checked="" type="checkbox"/> Strongly Existent Turnover	<input checked="" type="checkbox"/> Weakly Existent Turnover
<input checked="" type="checkbox"/> Strongly Existent Absenteeism	<input checked="" type="checkbox"/> Weakly Existent Absenteeism
<input checked="" type="checkbox"/> Strongly Existent Visible grievances	<input checked="" type="checkbox"/> Weakly Existent Visible grievances

Table 6.1c Summary of findings: integrated case 11

Integrated HRM (CASE 11)	
Recruitment & Selection (R&S) (Developed Stage)	
<input checked="" type="checkbox"/> Strongly Aligned Recruitment Methods	<input checked="" type="checkbox"/> Weakly Aligned Recruitment Methods
<input checked="" type="checkbox"/> Strongly Existent Selection Code	<input checked="" type="checkbox"/> Weakly Existent Selection Code
Total Compensation Package (TCP) (Human Oriented)	
<input checked="" type="checkbox"/> High Basic Remuneration Package	<input checked="" type="checkbox"/> Low Basic Remuneration Package
<input checked="" type="checkbox"/> Strongly Existent Long term Benefits	<input checked="" type="checkbox"/> Weakly Existent Long term Benefits
<input checked="" type="checkbox"/> Strongly Existent Situational Benefits	<input checked="" type="checkbox"/> Weakly Existent Situational Benefits
<input checked="" type="checkbox"/> Strongly Existent Employee Health Benefits	<input checked="" type="checkbox"/> Weakly Existent Employee Health Benefits



Career Management (CM) (Strongly Capable)	
<input checked="" type="checkbox"/> Rigorous Training & Development	<input checked="" type="checkbox"/> Partly Rigorous Training & Development
<input checked="" type="checkbox"/> Strongly Linked Performance Management Evaluation	<input checked="" type="checkbox"/> Weakly Linked Performance Management Evaluation
<input checked="" type="checkbox"/> Sense of Job Security	<input checked="" type="checkbox"/> Lacking in Job Security
Relationship between Leaders & Employees (RLE) (Supportive)	
<input checked="" type="checkbox"/> Transformational Leadership Style	<input checked="" type="checkbox"/> Transactional Leadership Style
<input checked="" type="checkbox"/> Minor influences from External forces	<input checked="" type="checkbox"/> Major influences from External forces
HR Compliances (HC) (Compliant)	
<input checked="" type="checkbox"/> Compliant Organizational HRM Compliances	<input checked="" type="checkbox"/> Less Compliant Organizational HRM Compliances
Organizational Culture (OC) (Adaptability)	
<input checked="" type="checkbox"/> Innovative & Effort in Espoused Values	<input checked="" type="checkbox"/> Result Oriented in Espoused Values
<input checked="" type="checkbox"/> Sense making in Fundamental Assumptions	<input checked="" type="checkbox"/> Consistency in Fundamental Assumptions
International Employee Rights Standards (IERS) (Integrated)	
<input checked="" type="checkbox"/> Included UDHR	<input checked="" type="checkbox"/> Partially Included UDHR
<input checked="" type="checkbox"/> Included ILO	<input checked="" type="checkbox"/> Partially Included ILO
<input checked="" type="checkbox"/> Included BDL	<input checked="" type="checkbox"/> Partially Included BDL
Grievances Management System (GMS) (Hybrid)	
<input checked="" type="checkbox"/> Strongly Existent Turnover	<input checked="" type="checkbox"/> Weakly Existent Turnover
<input checked="" type="checkbox"/> Strongly Existent Absenteeism	<input checked="" type="checkbox"/> Weakly Existent Absenteeism
<input checked="" type="checkbox"/> Strongly Existent Visible grievances	<input checked="" type="checkbox"/> Weakly Existent Visible grievances

Table 6.1c has discussed about the integrated case 11 also has got some perspectives, which are very much positively aligned with HRM framework, but unfortunately the employee rights' portion has not been addressed properly.

Table 6.1d Summary of findings: integrated case 12

Integrated HRM (CASE 12)	
Recruitment & Selection (R&S) (Hybrid)	
<input checked="" type="checkbox"/> Weakly Aligned Recruitment Methods	<input checked="" type="checkbox"/> Weakly Aligned Recruitment Methods
<input checked="" type="checkbox"/> Strongly Existent Selection Code	<input checked="" type="checkbox"/> Weakly Existent Selection Code
Total Compensation Package (TCP) (Human Oriented)	
<input checked="" type="checkbox"/> High Basic Remuneration Package	<input checked="" type="checkbox"/> Low Basic Remuneration Package
<input checked="" type="checkbox"/> Strongly Existent Long term Benefits	<input checked="" type="checkbox"/> Weakly Existent Long term Benefits
<input checked="" type="checkbox"/> Strongly Existent Situational Benefits	<input checked="" type="checkbox"/> Weakly Existent Situational Benefits
<input checked="" type="checkbox"/> Strongly Existent Employee Health Benefits	<input checked="" type="checkbox"/> Weakly Existent Employee Health Benefits
Career Management (CM) (Strongly Capable)	
<input checked="" type="checkbox"/> Rigorous Training & Development	<input checked="" type="checkbox"/> Partly Rigorous Training & Development
<input checked="" type="checkbox"/> Strongly Linked Performance Management Evaluation	<input checked="" type="checkbox"/> Weakly Linked Performance Management Evaluation
<input checked="" type="checkbox"/> Sense of Job Security	<input checked="" type="checkbox"/> Lacking in Job Security

Relationship between Leaders & Employees (RLE) (Supportive)	
<input checked="" type="checkbox"/> Transformational Leadership Style	<input checked="" type="checkbox"/> Transactional Leadership Style
<input checked="" type="checkbox"/> Minor influences from External forces	<input checked="" type="checkbox"/> Major influences from External forces
HR Compliances (HC) (Compliant)	
<input checked="" type="checkbox"/> Compliant Organizational HRM Compliances	<input checked="" type="checkbox"/> Less Compliant Organizational HRM Compliances
Organizational Culture (OC) (Adaptability)	
<input checked="" type="checkbox"/> Innovative & effort in Espoused Values	<input checked="" type="checkbox"/> Result Oriented in Espoused Values
<input checked="" type="checkbox"/> Sense Making in Fundamental Assumptions	<input checked="" type="checkbox"/> Consistency in Fundamental Assumptions
International Employee Rights Standards (IERS) (Hybrid)	
<input checked="" type="checkbox"/> Included UDHR	<input checked="" type="checkbox"/> Partially Included UDHR
<input checked="" type="checkbox"/> Included ILO	<input checked="" type="checkbox"/> Partially Included ILO
<input checked="" type="checkbox"/> Included BDL	<input checked="" type="checkbox"/> Partially Included BDL
Grievances Management System (GMS) (Inactive)	
<input checked="" type="checkbox"/> Strongly Existent Turnover	<input checked="" type="checkbox"/> Weakly Existent Turnover
<input checked="" type="checkbox"/> Strongly Existent Absenteeism	<input checked="" type="checkbox"/> Weakly Existent Absenteeism
<input checked="" type="checkbox"/> Strongly Existent Visible grievances	<input checked="" type="checkbox"/> Weakly Existent Visible grievances

Table 6.1d has discussed about the not-integrated case 12 also has got some perspectives, which are very much positively aligned with HRM framework, but unfortunately the employee rights' portion has not been addressed properly. The tables' 6.1a, 6.1b, 6.1c and 6.1d illustrated that the cases 1,5,11 and 12 are following the integrated HRM approach.

### Non-Integrated Cases

Cases 2,7,8,9 are non-integrated cases where none of the perspectives are following the integrated HRM approach. However, cases 3 and 10 are also non-integrated cases even though few perspectives are following the integrated HRM approach.

Table 6.2a Summary of findings: Non-integrated case 3

Non-Integrated HRM (CASE 3)	
Recruitment & Selection (R&S) (Hybrid)	
<input checked="" type="checkbox"/> Strongly Aligned Recruitment Methods	<input checked="" type="checkbox"/> Weakly Aligned Recruitment Methods
<input checked="" type="checkbox"/> Strongly Existent Selection Code	<input checked="" type="checkbox"/> Weakly Existent Selection Code
Total Compensation Package (TCP) (Profit Oriented)	
<input checked="" type="checkbox"/> High Basic Remuneration Package	<input checked="" type="checkbox"/> Low Basic Remuneration Package
<input checked="" type="checkbox"/> Strongly Existent Long term Benefits	<input checked="" type="checkbox"/> Weakly Existent Long term Benefits
<input checked="" type="checkbox"/> Strongly Existent Situational Benefits	<input checked="" type="checkbox"/> Weakly Existent Situational Benefits
<input checked="" type="checkbox"/> Strongly Existent Employee Health Benefits	<input checked="" type="checkbox"/> Weakly Existent Employee Health Benefits
Career Management (CM) (Strongly Capable)	
<input checked="" type="checkbox"/> Rigorous Training & Development	<input checked="" type="checkbox"/> Partly Rigorous Training & Development
<input checked="" type="checkbox"/> Strongly Linked Performance Management Evaluation	<input checked="" type="checkbox"/> Weakly Linked Performance Management Evaluation
<input checked="" type="checkbox"/> Sense of Security in Job Security	<input checked="" type="checkbox"/> Lacking in Job Security

Relationship between Leaders & Employees (RLE) (Autocratic)	
<input checked="" type="checkbox"/> Transformational Leadership Style	<input checked="" type="checkbox"/> Transactional Leadership Style
<input checked="" type="checkbox"/> Minor influences from External forces	<input checked="" type="checkbox"/> Major influences from External forces
HR Compliances (HC) (Less Compliant)	
<input checked="" type="checkbox"/> Compliant Organizational HRM Compliances	<input checked="" type="checkbox"/> Less Compliant Organizational HRM Compliances
Organizational Culture (OC) (Bureaucratic)	
<input checked="" type="checkbox"/> Innovative & Effort in Espoused Values	<input checked="" type="checkbox"/> Result Oriented in Espoused Values
<input checked="" type="checkbox"/> Sense making fundamental Assumptions	<input checked="" type="checkbox"/> Consistency in Fundamental Assumptions
International Employee Rights Standards (IERS) (Not integrated)	
<input checked="" type="checkbox"/> Included UDHR	<input checked="" type="checkbox"/> Partially Included UDHR
<input checked="" type="checkbox"/> Included ILO	<input checked="" type="checkbox"/> Partially Included ILO
<input checked="" type="checkbox"/> Included BDL	<input checked="" type="checkbox"/> Partially Included BDL
Grievances Management System (GMS) (Inactive)	
<input checked="" type="checkbox"/> Strongly Existent Turnover	<input checked="" type="checkbox"/> Weakly Existent turnover
<input checked="" type="checkbox"/> Strongly Existent Absenteeism	<input checked="" type="checkbox"/> Weakly Existent Absenteeism
<input checked="" type="checkbox"/> Strongly Existent Visible grievances	<input checked="" type="checkbox"/> Weakly Existent Visible grievances

From table 6.14, it can be observed that some categories are aligned and seems to be positive discretely but not entirely integrated when considering the whole new HRM framework.

Table 6.2b Summary of findings: Non-integrated case 10

Non-Integrated HRM (CASE 10)	
Recruitment & Selection (R&S) (Hybrid)	
<input checked="" type="checkbox"/> Strongly Aligned Recruitment Methods	<input checked="" type="checkbox"/> Weakly Aligned Recruitment Methods
<input checked="" type="checkbox"/> Strongly Existent Selection Code	<input checked="" type="checkbox"/> Weakly Existent Selection Code
Total Compensation Package (TCP) (Profit Oriented)	
<input checked="" type="checkbox"/> High Basic Remuneration Package	<input checked="" type="checkbox"/> Low Basic Remuneration Package
<input checked="" type="checkbox"/> Strongly Existent Long term Benefits	<input checked="" type="checkbox"/> Weakly Existent Long term Benefits
<input checked="" type="checkbox"/> Strongly Existent Situational Benefits	<input checked="" type="checkbox"/> Weakly Existent Situational Benefits
<input checked="" type="checkbox"/> Strongly Existent Employee Health Benefits	<input checked="" type="checkbox"/> Weakly Existent Employee Health Benefits
Career Management (CM) (Hybrid)	
<input checked="" type="checkbox"/> Rigorous Training & Development	<input checked="" type="checkbox"/> Partly Rigorous Training & Development
<input checked="" type="checkbox"/> Strongly Linked Performance Management Evaluation	<input checked="" type="checkbox"/> Weakly Linked Performance Management Evaluation
<input checked="" type="checkbox"/> Sense of Job Security	<input checked="" type="checkbox"/> Lacking in Job Security
Relationship between Leaders & Employees (RLE) (Supportive)	
<input checked="" type="checkbox"/> Transformational Leadership Style	<input checked="" type="checkbox"/> Transactional Leadership Style
<input checked="" type="checkbox"/> Minor influences from External forces	<input checked="" type="checkbox"/> Major influences from External forces
HR Compliances (HC) (Less Compliant)	
<input checked="" type="checkbox"/> Compliant Organizational HRM Compliances	<input checked="" type="checkbox"/> Less Compliant Organizational HRM Compliances

Organizational Culture (OC) (Adaptability)	
<input checked="" type="checkbox"/> Innovative and Effort in Espoused Values	<input checked="" type="checkbox"/> Result Oriented in Espoused Values
<input checked="" type="checkbox"/> Sense Making in Fundamental Assumptions	<input checked="" type="checkbox"/> Consistency in Fundamental Assumptions
International Employee Rights Standards (IERS) (Not integrated)	
<input checked="" type="checkbox"/> Included UDHR	<input checked="" type="checkbox"/> Partially Included UDHR
<input checked="" type="checkbox"/> Included ILO	<input checked="" type="checkbox"/> Partially Included ILO
<input checked="" type="checkbox"/> Included BDL	<input checked="" type="checkbox"/> Partially Included BDL
Grievances Management System (GMS) (Inactive)	
<input checked="" type="checkbox"/> Strongly Existent Turnover	<input checked="" type="checkbox"/> Weakly Existent turnover
<input checked="" type="checkbox"/> Strongly Existent Absenteeism	<input checked="" type="checkbox"/> Weakly Existent Absenteeism
<input checked="" type="checkbox"/> Strongly Existent Visible grievances	<input checked="" type="checkbox"/> Weakly Existent Visible grievances

Table 6.2b has showcased the not-integrated case 10 but there are some perspectives, which are very much positively aligned with HRM framework, but unfortunately the employee rights' portion has not been addressed properly. The tables' 6.2a and 6.2b have illustrated that the cases 3 and 10, which are following the non-integrated HRM approach.

