

Human Rights in Human Resources Management: A Comparison Study of Technology Industries between Bangladesh and Malaysia

Abstract

Purpose: To create a Conceptual framework that creates a linkage between all the necessary components of HRS and HRM, by investigating, identifying the components of the technology companies of Malaysia and of Bangladesh.

Literature Review: On the universal platforms like UDHR, ILO, AVAAZ, AHRC to collect research oriented information about human rights and on other researchers' works to preview the existing and suggested HRM models.

Methodology: Qualitative methods mainly focused group discussions, semi structured interviews and case studies. Due to technological changes and implemented HRM policies in the organizations employees' attitudes may change. These methods will look in the employees' behavioral, attitudinal, psychological, analytical areas.

Research Limitations: Difficult to find out the violated or deviated areas of the organizations.

Significant of Study: Finding the components if Human Resources Management and Human Rights at work to create the conceptual platform for organizations.

Key Words: Human Rights, Human Resource Management, Technology Industry, Malaysia, and Bangladesh.

1. Introduction

Humans are beings not just mere resources. This is the time to understand this truth. In the corporate world, humans are treated as 'manpower' or 'resources that utilize other resources, however, this cannot be the only identity of humans or employees of the company. Rather, it must be considered that these employees are humans and humans have got certain rights, declared by UDHR (Universal Declaration of Human Rights) those are to be fulfilled irrespective of every situation. After the Technology Revolution various kinds of industries

have been boomed eventually and various inherent issues of the industries are also changed. Therefore, Orlikowski & Scott (2008) have suggested that Technology is an independent variable that puts a range of effects at different levels of analysis (individual, group, enterprise, and inter-organizational) on multiple organizational outcomes which are the dependent variables.

As, Humans are very important resources considered by the company, they need to be controlled and triggered in a proper manner so that they can achieve the targets set by the companies for profit earning. Therefore, Human Resource Management Policies are created to control and evaluate the Human Resources setting a target for them to achieve. Ehrhart and Chung-Herrera (2008) addressed the strategic human resource management (SHRM) literature and remarked that through the development of internally consistent bundles of human resource practices that are matched to the extended organizational context and business strategies greater organizational effectiveness is can be achieved. Nevertheless, while creating these policies the organizations forget that humans are not just mere resources but also human beings that have some entitled rights. As they overlook the human rights oriented policies various conflicts arise as a result. There are several indicators to identify the ill treatment towards human resources like salary, overtime, positions wise responsibilities, working environments, health & safety measures and etc. Thus, to avoid conflicts and to meet the needs of individual employees Human Rights Conventions must be applied in the HRM Policies.

Therefore, in this proposal the author wishes to emphasize the need of Human rights in the Human Resources Management Policies that need to be addressed inside any organization, specifically the focus would be in the technology industries to reduce conflicts and to raise profit of the company along with creating a balance platform where the human resources are going to enjoy the human rights thoroughly. The treatment towards humans/employees has been marked as a reason for the organizational conflicts as in many organizations in spite of the existence of the human resources management is there, discriminatory and non-professionalism has been observed. Also the author would like to showcase the world with present problems for this background ignorance and would try to give some suggestion on this aspect. Through this research the author would provide a framework that creates a linkage between the Strategic Policies of HRM and OB culture.

2. Main Objective of the Research:

The main objective of this research is to Create a Standardized framework or model that creates a linkage between all the necessary components of HRS and HRM.

3. Research Questions

In particular, three research questions underlie the present study, i.e.,

- 3.1** How HRM policies have been appreciated, accepted and consumed by the employees of the organizations? Is HRS included in the HRM policies?
- 3.2** What behavioral changes in the attitudes of human resources have occurred due to the HRM Policies?
- 3.3** Why are the employees getting frustrated & demotivated in spite of having sound HRM policies in the Organizations? Is there any Human rights violation or deviation going on in the company?

4. Other Research Objectives

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

- 4.1** To identify the invariably affected '**Employee factors**' due to implemented HRM policies.
- 4.2** To identify the components that creates satisfaction or dissatisfaction in jobs.
- 4.3** To observe, verify and identify the components/factors regarding Human Rights Violation in a company.

5. Why Qualitative Why not Quantitative Method?

5.1 Doesn't Destroy the true, authentic meaning of data: Miles and Huberman (1984) have outlined specific techniques for analyzing qualitative data. Eisenhardt, (1989) supported their ideas and said it includes a variety of devices such as tabular displays and graphs to manage and present qualitative data, without destroying the meaning of the data through intensive coding. Data in the qualitative research contains the authenticity.

5.2 Doesn't provide conflicting theories rather provides a new theory or rational meaning to the theories: Quantitative evidence can indicate relationships those may not be salient to the researcher. It also can keep researchers from being carried away by vivid, but false, impressions unless the researchers corroborate those findings from qualitative evidence. The qualitative data are useful for understanding the rationale or theory-underlying relationships revealed in the quantitative data or may suggest directly theory which can then be strengthened by quantitative support (¹*Jick & Mintzberg, 1979*).

5.3 Doesn't focus only on objectivity or eliminate elements of research: Qualitative research focuses on Subjectivity, interpretations and context which are inevitably interwoven in every research project. No elements are dissolved or eliminated in quantitative research. (²*Melissa Emily Graebner, 2001*).

5.4 Relating the reasons with the Research :In this research, where we are talking about Human Rights Deprivations or Violations issues, it has to be handled in a very delicate manner because it is a very sensitive issue. Here, there is no place for dubiousness or counterfeit data or information. The data has to be genuine, authentic and meaningful. And most importantly, this research will be constructing a theory, a conceptual framework where rational observation of all the previous theories and collected data must play a genuine role. The rational evidences and observations of data will be reflecting the relationships with the theory in a direct manner.

6. Reasons for Choosing the Qualitative Method

All types of evaluation require information that is gathered (data collection), grouped and analyzed. In this research, Qualitative data collection method will be followed. Qualitative data collection method has got some major benefits which are:

6.1 Cover Wide Variety of data: Qualitative data cover a wide variety of information and research methods that most often take the form of written or verbal statements that are collected using unstructured or semi-structured interviews or questionnaires (³*Crabtree & Miller, 1992*).

6.2 Cover Open Ended Questions: In some cases such open-ended questions may be quantified, but in other cases these responses are analyzed using qualitative methods (⁴*Crabtree & Miller, 1992*).

- 6.3 Work as an adjunct to an Evaluation:** Qualitative methods can be an important adjunct to an evaluation. When collecting quantitative data one often feels too remote from the participants to understand what their responses mean.
- 6.4 Uncover Individual's Ideas, Opinions and experiences in detail:** Qualitative methods, in contrast, try to obtain a rich amount of information about an individual so that the individual's ideas, opinions and experiences can be understood in more detail. (⁵*Crabtree & Miller, 1992*).
- 6.5 Concentrate on words and observations to express reality:** Qualitative methods concentrate on words and observations to express reality and attempts to describe people in natural situations. (⁶*Robert K. Yin, 2012*)
- 6.6 Questioning and generating Hypothesis:** Qualitative hypothesis-generating research involves collecting interview data from research participants concerning a phenomenon of interest, and then using what they say in order to develop hypotheses. It uses the two principles of (1) questioning rather than measuring and (2) generating hypotheses using theoretical coding. (⁷*Carl F. Auerbach, Louse B. Silverstein, 2013*)
- 6.7 Qualitative Research Directly Investigates Subjective Experience:** Studies the subjective experiences to construct theoretical saturation, it is likely that the qualitative researcher would have generated several relevant hypotheses that could be tested.
- 6.8 Incorporates Meaningful Stories in Addition to Measurable Variables:** The qualitative research paradigm assumes that the best way to learn about people's subjective experience is to ask them about it, and then listen carefully to what they say. People almost always talk about their experience in a storied form. Thus, qualitative research is based on *textual* data rather than *quantitative* data, on stories rather than numbers. (⁸*Carl F. Auerbach, Louse B. Silverstein, 2013*)
- 6.9 Allows for Naturalistic Observation and Description, Rather Than Testing General Laws:** The qualitative approach begins with naturalistic observation, that is, detailed description of the phenomenon being studied. Naturalistic observation is useful, not only to identify the lived experiences of the individuals being studied, but also to understand the relevant contexts (social, racial, economic, etc.) of the experiences. (⁹*Carl F. Auerbach, Louse B. Silverstein, 2013*)
- 6.10 A Tool for Studying Diversity:** Qualitative research is particularly well suited to the study of diversity because it does not assume that there is one universal truth to be

discovered, but rather focuses on listening to the subjective experience and stories of the people being studied. (¹⁰Carl F. Auerbach, Louse B. Silverstein, 2013)

6.11 Uses the Research Participants as Expert Informants: It clarifies how qualitative researchers can study diversity without first formulating general hypotheses. It does so by encouraging the researcher to abandon the “expert” stance and treat the research participants as experts on their own lives. It encourages researchers to focus on learning from the people they study. (¹¹Carl F. Auerbach, Louse B. Silverstein, 2013)

6.12 Involves Reflexivity; the Explicit Use of the Researcher’s Subjectivity and Values: It assumes that subjectivity and values are a necessary part of human interaction and therefore cannot be eliminated or controlled. It requires, instead, that researchers acknowledge their own subjectivity and values, and reflect on them in a systematic and disciplined way. In addition, qualitative researchers believe that their own subjective experience can be a source of knowledge about the phenomenon they are studying. Examining the way one’s own subjectivity influences one’s research is called *reflexivity*, and is a goal of qualitative research. (¹² Carl F. Auerbach, Louse B. Silverstein, 2013)

7. Reasons for using Focused Group Discussion

7.1 Focused group discussion is used to apply the induction method and reduce the scattered ideas to find the more related ones: A focus group is a small group of people that is chosen (not randomly) because they are typical of the people that you are concerned about or who have a stake in the program (e.g., members of the target group, family members, treatment professionals). The focus group might begin with a general discussion that includes all participants, followed by a breakout procedure in which subgroups are put together to focus on specific issues. The smaller groups are then usually brought back together and the ideas from each subgroup as discussed. Ideas can be recorded on a flip chart, then the participants can discuss and evaluate the importance of each idea. A focus group for a gambling treatment process might address issues such as perceived barriers to treatment, client retention, addressing the clients’ needs and developing appropriate outcome measures. (¹³Morgan & Krueger, *The Focus Group Kit*).

7.2 Semi Structured questionnaire will be made after the focused group discussion sessions: When collecting qualitative data it is recommended that the interview or focus group be audiotaped. This allows the interviewer or focus-group leader to make other “field notes” during the interview or focus group, while being able to review the audiotape at a later date. There are excellent manuals that describe the process of conducting a focus group in a step-by-step fashion (e.g.,¹⁴ Morgan & Krueger, *The Focus Group Kit*).

7.3 This discussion corrects, broadens and deepens the researchers' understanding of the participants' subjective experience: The focus group interviews are audiotaped or videotaped, the tapes are transcribed, and the transcript is analyzed by a group of four researchers: ourselves, the focus group interviewer, and another graduate student involved with the project. (¹⁵*Carl F. Auerbach, Louse B. Silverstein, 2013*)

8. Reasons for choosing multiple case studies

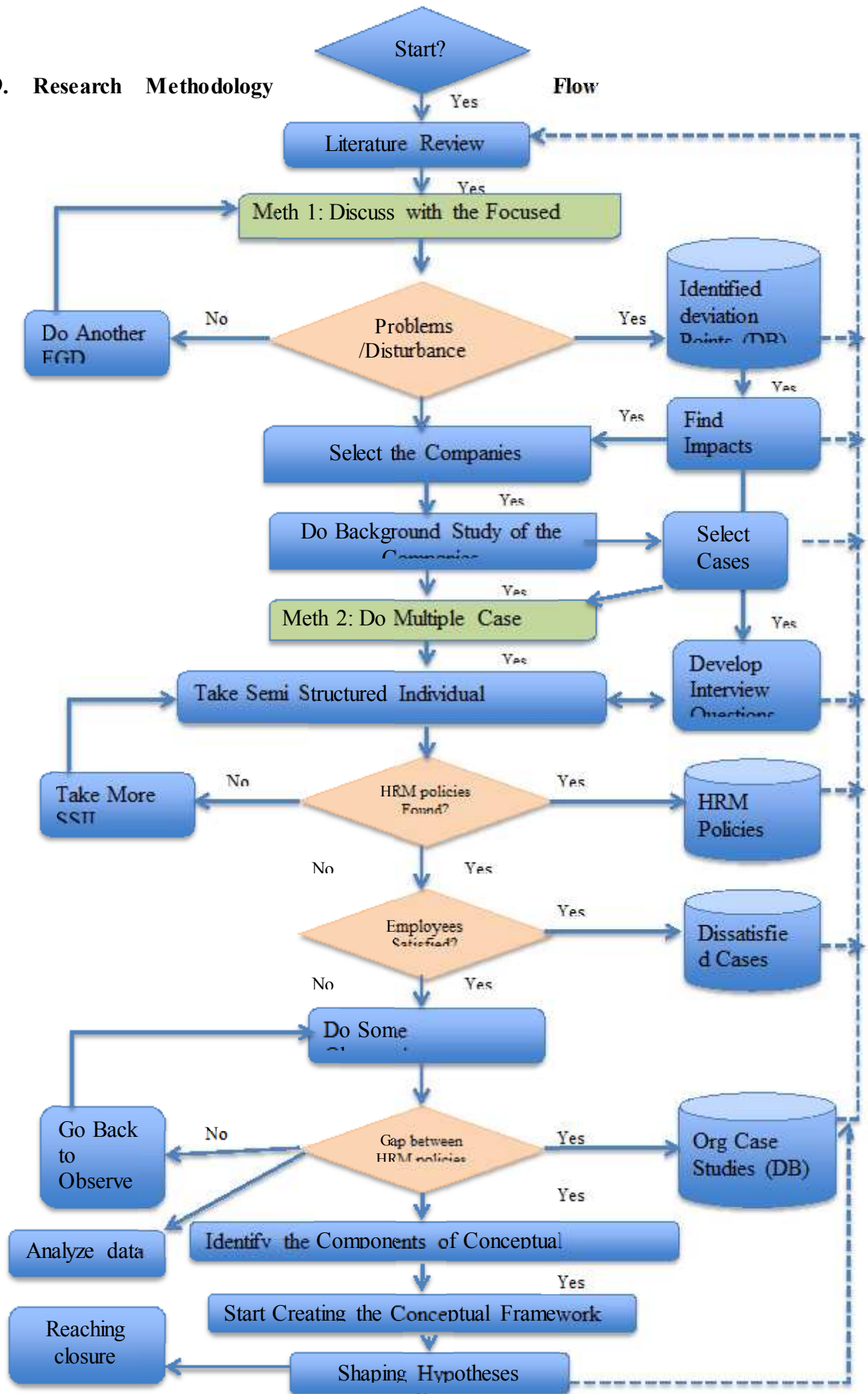
Multiple case studies can employ an embedded design, that is, multiple levels of analysis within a single study. (¹⁶*Yin, 1984*)

8.1 Finalize the components or variables for the outcome framework: Multiple Case Studies are applied to find the necessary components for the Conceptual Framework to clearly identify the linkages between the components as well as to develop and design the conceptual framework.

8.2 Logical Chain of evidence established: In order to understand the how and why associated with this project and hence to provide answers to our research questions, a logical chain of evidence (Yin, 1989) needed to be established. This chain of evidence was built in several steps. The first task was to identify the challenges, problems, deviations encountered during research work. Challenges were identified through an in-depth analysis of the contextual conditions surrounding the implementation project. In turn, for each challenge we described the tactics adopted to cope with the problems encountered, whether anticipated or not. The extent to which each deviation was overcome was explained by providing evidence of the effectiveness or impact of each coping tactics by identifying and explaining its adoption processes or prevention to adoption processes.

8.3 Indicates the link between the content of the protocols and research questions: Yin (1989) recommended each chain of evidence needs establishment of sufficient citations in the report to the relevant portions of the case study database and developing a case study protocol that clearly indicates the links between the content of the protocol and the initial research questions. Inspired by Eisenhardt (1989) the following flow chart of research methodology will give a glimpse look on the total research steps.

9. Research Methodology



9.1 Table 1: Research methodology Steps inspired from Eisenhardt (1989)

	RM Steps	Activity	Reasons
1	Start	Start the Project step	The starting point
2	Do Literature Review	Collect Secondary data	Finds issues on Human rights, ILO, UDHR, All intl. HR organizations, HRM issues, Ref of ORG culture, Org. Behaviour
3	Discuss with the focused groups	Apply Inductive Data collection method	Finds problems/deviations of the org regarding Human resources
			Develop Interview Questions
4	Select Companies	Select organizations that use Huge machineries or IT equipment or Telecommunication Networks used	Information, Assumption of Human rights deviation
		Selects companies those have certain deviations found from focused group discussion	News /information of human rights deviation
5	Do Background study of the companies	Collect Primary & Secondary data of the companies (Annual publication)	Before doing the multiple case studies of the companies do background study
6	Selecting Cases	Specify Population	Sharpens external validity
		Select Theoretical sampling	Focuses efforts on cases that replicate or extend theory
7	Do Multiple Case Studies	Craft instruments and protocols	finds HRM Policies and cases of employee dissatisfaction
		Apply Multiple data collection methods	Strengthens the research objective with evidences
		Apply Qualitative method	Synergistic view of evidence
		Select Multiple investigators	Fosters divergent perspectives and strengthens grounding
8	Entering the field	Analyze the Overall data collection process	Speeds analysis and reveals helpful adjustments to data collection
9	Take Semi Structured Individual Interviews	Develops interview questions	Finds HRM Policies Finds cases of Employee satisfaction Finds Organogram
10	Do Some Observation	Finds out information informally and from archive	Finds Gap between HRM Policies and practices
11	Identify the components of Conceptual Framework	finds the HRM components and components where deviation occurs	helps to build the theory

12	Start Creating the Conceptual Framework	joins the components from research study and also from the components from Human rights study	Builds the theory
13	Shaping hypotheses	Replication, not sampling, logic across cases	Confirms, extends and sharpens theory
		Search evidence of 'why' behind relationships	Build Internal validity
14	Enfolding literature	Comparison with conflicting literature	Builds internal validity
		Comparison with similar literature	Sharpens generalizability
15	Reaching closure	Theoretical saturation when possible	Ends process when marginal improvement becomes small

10. Research Methodology: Data Collection Steps Description

10.1 Secondary Data Collection: (Literature Review)

1. Universal Covenants or documents of UDHR
2. Universal Document of ILO, AHRC and etc
3. Newspapers
4. Dissertation Papers
5. Journals

10.2 Primary Data Collection

In this research the qualitative methods are taken for collecting data. Data will be collected mainly by focused group discussion and multiple case studies the main data will be collected. Visiting few Technology Companies (Telecommunication Companies, Manufacturing Companies, IT Companies) Organizations and finding out information, data in two particular ways.

Firstly there will be focused group discussions on wide range of sample size and respondents to understand if Human Rights Violation Occurs or not, if so then in what degree and also to understand if the Company HRM policy supports UDHR convention or not. Step 1 to 4 will be undertaken in here. Concentrate on manufacturing companies, IT service companies and telecommunication companies and select random executives for FGD. The random sample size here is n1. Several Focused group discussions (there will be a semi structured questionnaire in the backend) will happen among the companies. Findings (SSI questionnaire for the Multiple Case Studies, Impacts, Problems, Deviations or Factors, Areas, Components where Human rights violation occur). Therefore, FGD = (P +I) for n1...(i)

Secondly, the companies would be chosen based on these findings of focused group discussion and also the questionnaire would be designed on which particular cases can be chosen and interviews can be taken of. Steps 5 and 6 will be undertaken in here. Select specific companies based on the impacts, deviations and problems found in the focused group discussion. Selected Companies (Comp) = Companies with I+P. Select specific cases on which this research can elaborate and dig down like Employee Benefits cases, employee Satisfaction Survey, Managers Evaluation Results and etc. Selected Cases (Sc)= Cases with I+P in Comp. Thirdly, Multiple case studies would be undertaken here the main two kinds of methods would be applied SSII (Semi Structured Individual Interviews) and Observation to understand the components of Organization Culture, HRM Policies and Organization Structure and then to compare those with the previewed literature review. Steps 7 to 11 will be undertaken in here

A number of Interviews per company to be taken per company with semi structured questions. The interviewees will be Top Level managers, Mid Level Managers, General Employees, Trainers, Labours or Third Party Staffs (Technicians, Drivers, Union Representative, Plumbers, Assistants, Cleaners etc). The sample size here is n2. These interviews will provide qualitative data, holistic information for analysis. The Organogram, HRM Policies, Organization's culture, structure and Components for the Conceptual Framework would be understood from this information as well. (Findings). Therefore, MCS = (LR2 +Dc) for n2... (ii)

Finally, After finding the components the framework development work starts, hypothesis is shaped, all the processes enfolds the literature and reaches to closure. Steps 12 to 15 would be undertaken in here. Therefore, Gp = fn (FDD) + fn (MCS).....(iii)

11. Outcome

A Conceptual framework or model would be designed that will create linkage between all the necessary components of HRS (Human Rights Conventions) and HRM (Human Resource Management). The world of business is changing rapidly and becoming more and more complex everyday. The HR theories of the 1900's are no longer valid in the 2000's. So, in order to keep up with the changes, HR Professionals need to know how to manage the modern organizations and their younger and more dynamic Human Resources. The HR Professionals today are expected to understand the Core business and become a Strategic Partner of the Top Management. On the other hand, employees expected the HR Professionals to be Employee

Champions who need to deal the employees in a humanitarian way to fulfill human rights. This framework will be made when the multiple case studies will be done when various cases and related components would be found. This framework will be found when the factors can be identified after the data collection & data analysis phase. This framework would create the linkages between the today's Human Resource Management situations with the Human Rights Conventions of Universal platforms.

12. Study's Significance

The outcomes of the study entail several Implications of Human Resource Management Policies in the technology industries of Malaysia.

12.1To address the development issues of Human Resources Management Policies so that the Technological companies can improve the 'Employee Factors' inside the Companies.

12.2To find out the factors that will create job satisfaction among the employees by minimizing organizational conflicts.

12.3To identify the relationship linkages with the HRM factors and Universal Platform's Human Rights factors so that these can be integrated to create a better HRM platform that will resolve all Human resources oriented issues.

13. Conclusion

In this research, the existing HRM policies of the Malaysian & Bangladeshi Technology Industries are going to be understood by observation and analysis of the existing HRM components inside the companies. 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 are affecting the employees in their lifestyles, attitudes or not these are also thoroughly analyzed in this research. The conflict issues inside the organizations indicate another area that how human rights are violated inside the companies. All these HRS components are identified and are integrated with the components of HRM so that the framework can support the work environment in a proper way, can reduce all the conflicts and also can help the companies to increase the profit making and revenue earning by maintaining the production area with proper humane values.

The main goal of this research is to make the HRM managers incorporating the Framework with the company policies and make the HRM policy standard world-wide to develop a good atmospheres & healthy culture of the organization by reducing conflicts.

Acknowledgement

Universiti Malaysia Pahang, IPS dept has given scholarship to progress and publish this paper. My Honorable Supervisor, Dr. Ridzuan Bin Darun has helped me immensely during my paper preparation. Also my Honorable Co-supervisor, ‘ Dr. Azlinna Azizan’ has supported me a lot during preparing this paper. Last but not the least, my fellow colleagues ‘Alaaeldeen Al Adreisi Saleh’ and ‘Mohamed Said’ have also encouraged me during the preparation of my paper. I deeply acknowledge their support and am thankful to them.

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