Chapter-I

PREAMBLE

1.1 Introduction:

Human resource management practice has a very important influence on organizational performance. It has been a widely researched area for years. Results of studies, from developed countries to developing countries, have been time and again showing that Human Resource practices have the significant impact on organizational performance (Delaney & Huselid, 1996; Katou & Budhwar, 2007; Sing, 2004; Tzafrir, 2006). Human resource management is known as the administration of an organization's most valuable asset, or the human resources. It is directly related to the selection, training, attraction, assessment, and rewarding of employees. It also supervises organizational leadership practice and culture, and assures compliance with employment and labour laws. It works in situations where employees’ desires are legally authorized for a cumulative agreement for bargaining, generally HR will also serve as the primary liaison between the company and the employees' representatives. HR takes the responsibility of employee experience of life long. The primary duty is to use the proper branding for attracting the right employee. Then through the process of recruitment and proper selection it selects the right employee. After that the HR provides the training and development to the new employees in the organization. The talent of the employees are analysed through performance appraisal and evaluation and is given reward accordingly. Also employee benefits and compensations are taken care properly, but usually these services are outsourced and HR plays the strategic role. HR is considered as a supportive function to the business, which helps to minimize costs and reduce risk. In the initial start-up, duties of HRM can be taken care by few professional trained up HR person or also by non-professionals. An entire functional group works dedicatedly for this tasks in larger companies, with experts in different HR tasks and operational leadership works in strategic decision making area. There are institutions for professional who usually provides this type of study and program to teach the participates about this profession.
1.2 Background

The concept of human resource management has developed last three decades and played a vital role in management practice and research. The concept of human resource management can be divided into two ways, in traditional and the modern or performance base human resource management. On the micro level vertical integration followed by the large organizations for the links between organizational strategies and the organizational management. The traditional human resource management practices given emphasizes the need to manage people and job time, on the other side performance base human resource management giving emphasis on maximum return and add value from them and also treated as valuable assets and source of competitive advantage. Some of human resource management practitioner s are called the best practices has the mixture of traditional and performance base human resource management.

The culture of the business world is changing and the Human Resource roles and responsibilities should to change as well. In the past, the personal management was responsible for developing the processes and ensure human resource management which assure the quality delivered to the organization. The demand from the organization changes the organization does not expect the human resource management function to react to its requests; it expects human resource management function to proactively propose new solutions, new procedures and new policies to keep the competition on the market. The Human Resource roles and responsibilities needs to react to this basic request by the organization to keep the level of the satisfaction. Traditional human resource management practices had an individual-level focus; performance base human resource management has an output base analysis.

The impact of performance based human resource management has been a widely research for years and results of studies have been showing HR practices have a significant influence on performance base organization. Human resource management practice is influencing employee’s behaviour,
attitude and human resource management composed of policies and system of the organization business.

To enhance the modern information base of Human Resource practices of developing countries, this study has been undertaken. There is no single Human Resource practice which a company aspires to retain its employees in fact there are different Human Resource practices which a company combines to manage its Human Resource system. An organization should always combine “number of best Human Resource practices” which they should implement for the survival and sustainability of the organization. ”best practices” in Human Resource are subjective and transitory. Some understanding related to the studies is as below:

“The most important asset of any business is its employees. Obviously, the employees the management process of people are observed deeply as core components of competitive advantage”

“different from the traditional views on new and competitive advanced view which emphasized such barriers to entry as economies of scale, access to capital, and regulated competition, more recent views have highlighted an organization’s strategically managing process of its human resources as a source of competitive advances” the main rationale for strategically maintained human resource management thinking is that by integrating HRM with the organization’s human resource management strategies and by applying particular HR based policies and practices, employees will be managed more effectively, individual and organizational performance will improve, and therefore success will follow

In an architectural firm, Human Resource practices, such as performance appraisal, other benefit like salary, promotion and compensation are connected to the performance of individuals or group workers. The mean of Human Resource best practice there is one universal polices are applicable for any situation, which assures the performance and good practice. In recently Bangladeshi firms are directed by us-type best practices with unique social and cultural context in Bangladesh. With the trend of globalization in the change context Bangladesh have impact on adapting and actively accepting the new Human Resource practices. Considering the changes of traditional values
to best Human Resource practices accepting the contrast between traditional and performance based Human Resource practices. Bangladeshi performance based Human Resource management system contain various unique aspects that reflects the characteristics of traditional and U.S type Human Resource best practices. With a limited hiring activity at architectural firms, Human Resource professionals can observing the channelling much more of the talent management efforts they show toward existing employees. As the consideration detached, not engaged in task and dissatisfied employees will seek for other better opportunities if job conditions improve in job market.

A SHRM studies with globoforce (2013), the most and important challenge of Human Resource professionals is to engage employee in their organization. Majority of organizations believe that a positive feedback for an employee has improve the employee performance, improve workforce

**Human Resource roles and responsibilities**

The roles and responsibilities of Human Resource roles takes the organization’s recognition to the higher level, yet every organization acts differently, so they need to be adjusted to make a full fit. The Human Resource roles must adjust to:

1. Human resource management functions should focus on implementing and tracking new trends in the industry.
2. Human resource management function focuses on implementing improvement and for that it helps the line management.
3. Human resource management function focused on operational excellence
4. Human resource management functions are responsible for development of the human capital potential in the organization

The new Human Resource best practice has included supervising organizational leadership, change of cultural values, assuring compliance with product and employment and labour law. The best practice Human Resource policy also focuses on the strategic initiatives of organizations with merger and strategic planning, talent management, management and labour relation, any diversity and inclusion.

1. The Human Resource responsibilities have to be adjusted to:
a. To develop a thorough knowledge of corporate culture, plans and policies;
b. To perform as an internal change agent and consultant;
c. To initiate change and act as an expert and facilitator;
d. To actively involve himself in company’s strategy formulation;
e. To keep communication lines open between the Human Resource function and individuals and groups both within and outside the organisation;
f. To identify and evolve Human Resource strategies in consonance with overall business strategy;
g. To facilitate the development of various organisational teams and their working relationship with other teams and individuals;
h. To try and relate people and work so that the organisation objectives are achieved effectively and efficiently;
i. To diagnose problems and to determine appropriate solution particularly in the human resources areas;
j. To provide co-ordination and support services for the delivery of Human Resource programmes and services; and
k. To evaluate the impact of an Human Resource intervention or to conduct research. So as to identify, develop or test how Human Resource in general has improved individual or organisational performance.

Thus with this above mentioned topic, it has been tried to find out how much does these practices are practiced in various architectural firms in Bangladesh.
1.3 Theoretical consideration

Human resource management or HRM is the management process of people in a company/firm and also the management of existing interpersonal relationships among the colleagues. These two processes are key in the success and growth of a business. Naturally policies and social theories changes are depend on the changes of social, economic, political and industrial context, in the same human resource management theories and police are change year by year. The first Human Resource practice started in the year 1980s in North America; it is a performance incentive to restore the competitiveness of industries.

After North America, United Kingdom was adopted Human Resource practice with quite interest after that it’s spread to different sectors and different types of industries, organizations and now Human Resource practice goes to small firm also. Human resource management owes to its momentum to organizational demands, production efficiency; ensure quality, to technology development, changing values, workforce diversity. In the competition, uncertainty and dynamic market, management under pressure for flexibility, has also the dominant factors for increasing the interest in human resource management. Transformation of personal management to strategic Human Resource management viewed the growing professionalism among Human Resource practitioners and the market is developing first on the reason of strategic management. In the late 1990s, when the financial crisis began, most of Bangladeshi firs are change to personnel management to Human Resource management. Firms are changing managerial functions and performance management to performance management.
1.4 Architecture in Bangladesh

The history of architecture in Bangladesh goes back from 3rd century. It has a general record and is entrenched in Bangladesh’s culture, religion and history. It has developed over centuries and incorporated authority from social, religious and colourful communities. The architecture of Bangladesh endures a extraordinary contact on the way of life, institution and civilizing life of Bangladeshi people and it can provide charming insight into the history. In recent circumstance, Bangladeshi architecture has turn into more diversified involving indications of modern architectural characteristics, visual and creative technologically superior forms. Since the beginning of Bangladesh, reasonable progression has boosted the architecture from its conventional forms to modern framework. With the expanding urbanization and modernization, the architectural form is turning into modernity enveloping a wide assortment of its heritage and convention. If we look into the back, technique of architectures of Bangladesh we will find a wide diversity of architecture.

25 February 1972, the institute of architects Bangladesh (IAB) was founded in Dhaka. IAB started its operation with the mission of expand a strategic plan for the career of the architects in Bangladesh. The strategy was to increase the special impacts, on the society. Also to increase the professional ability of the organizations to improve the quality of service and delivery projects through professional manner. Bangladesh is constantly improved with its architecture and statuettes. Bangladesh is a developing country, urban growth rate is high, religious institutes and urban settlements are proving of the success of architecture in Bangladesh. Bangladesh has faced so many periods from early time till today that the architecture has considerable changes in their pattern, looks and excellence.

The history and heritage of architecture of Bangladesh is enriched and unique in quality. The one feature which defines this uniqueness is its own forms and special qualities. Considering the climate and social structure the architecture took place. Also the capacity of adaptation the different styles gathering in Bangladesh and giving them a new style and dimension is the special quality of the architecture of Bangladesh.
The architecture of Bangla after the Mughal dynasty in this era the first
distribution of architecture in Bangladesh took place. The British era mainly
focused on the unemployment and continued with the active culture of the
country in that period. The people and their root issues where not considered
rather then the architecture was more imposed. The style followed was British
and colonial rather then the basic traditional style of Bangla architecture
After 1947, there was a serious crisis in the whole Indian subcontinent due to
the post war effect and the result of division. There was total absence of
architects and also there was no proper educational system for studying
architecture in this sub-continent... Very few architects were working at that
time were trained in England and they got the training regarding the English
culture and building system which was not really applicable in Indian climate
and culture.. Bangladesh faced the same problem. Although the architects
tried to solve the problems on local context, the buildings of that era were
totally rooted in western culture. the bridge gap between the sultanate period
and present architecture is not possible in Bangladesh and the situation is
same in all over in south Asia. Own culture and heritage belongs to the root of
the people and country and without understanding that, it is not possible to
make a sustainable creative architecture. At present architects in Bangladesh
faces this same issue.
The present architecture is more into business. The raise of real estate has
changed the definition of architecture in Bangladesh. These companies
employ architects who make design for them according to client’s choice, and
then these are sold like other products nevertheless the design is good or bad,
the living standards have been maintained or not and it is a good architecture
is good or not. Also the growing demand of the clients and the tendency of
copying the foreign architecture without even understanding the context,
climate and building nature has fall the quality of architecture in the modern
days. But also there is a light of hope is that the architects and the institutes of
architects Bangladesh is getting aware day by day and trying to implements
rules and regulations so that the architect get bound the follow the system and
stop violation of the building codes. In Bangladesh now a day’s people are
more focused into getting the profit out of any skill or asset they have rather
than focusing on the quality aspect of architecture. Also the architectural organizations are on this board to compete against the “copy and paste design “with good and sustainable architecture at least this initiative can make a good service oriented building whether it is a good architecture or not.
1.5 Problem on hand

An initiative has been made to identify the problems in the view of this present study. The problems were determined from the background analysis of the collected information about the organizational and professional characteristics of architecture firms in Bangladesh. The rapidly changing context of Human resource management practice in Bangladesh was also considered.

The goal of the present study is to understand and identify the organizational characteristics of the human resource management in architectural firms and find them. Also to determine the relationships among the characteristics. In the study the author have found the following problems:

One of the very important factors of this business is the original asset of the company, i.e. the architects. Though there are so many architects in each firm, yet they could not make it that far.

1. The human resource management is not practiced properly
2. Human resource management practice and job satisfaction is a factor which is needed to be reviewed in the architectural organizations
3. Though architects are considered as the main asset of the firms, they are not satisfied with the human resource management practice in the firm and job nature.
4. There is a lack of upgrading the business system and culture. The organizations are still running on the old norms and terms of human resource management practice and conditions of business.
5. Employee’s tendency of leaving the job and switching the job is of quite a high rate because of human resource management practice and job nature
6. Many new firms are now on the race, which are really not oriented with the professional business administration. This impacts the business quite a lot.
7. There is a certain lacking of the business knowledge in the architectural organizations
1.6 Importance of the Study:
The study refers architects' perceptions of Human Resource Management (HRM) practices in the architectural industry, where the employee architects are considered as the assets of the firm, and how these influence their job satisfaction. The purpose of the present study is to find and analyse the factors that define the perceptions of these employees of the HRM practices and how these perceptions influence their job satisfaction. Human resource is an important issue in any company. Knowing how to manage the Human resources is essential for the management of the company. Apparently it seems to be a less important factor in the Architectural organizations, but like other companies, the Human resource has a great impact even for the Architectural organizations. In Bangladesh the human Resource management practice is newly introduced. Still there are companies who don’t have the separate human resource department and manager. Also there are companies who don’t treat human resource as an important resource for the company. In spite of that there are companies who take the Human resource very seriously and positively and try to manage this department with great care. Architecture is one of the developing Businesses in Bangladesh and there are still scopes and possibilities to improvement in this area. Architects are known as the Artists and their Architecture is considered as the Art blended with the science of Building construction for the humans’ basic need living hood. Now, when this art of Building construction is on the business field, it is required to put this in the parameters of Business, (eg: marketing, accounting, management, Finance and HRM). With fulfilling these criteria Architecture can do a successful Business, and also by taking the best care of the most valuable asset of this Business, The Architects.
1.7 **Objective of the study**

The main objectives determined in this present study are to analysis and identify the human resource management practices of architectural organizations in Bangladesh. In addition, the specific objectives are as follows:

1. to know about the architectural firms in Bangladesh and their present condition and management system.
2. to identify the persons, who (gender, age, qualification, experience) are working in the architectural firms.
3. to know and evaluate the practice of human resource management in architectural organizations of Bangladesh.
4. to identify the organization and employee performance factors
5. to exploration the job expectation, satisfaction and dissatisfaction factors
6. finally to recommend the possible steps for improving the policies of HRM and their practices and application in architectural organizations of Bangladesh
1.8 Organization profile

For last few decades architecture has taken place in the business. The chronology goes from 1972 to till date. Many firms have been established in these years. Some have successfully kept their mark on the architecture field, and also there are many firms which do not exist anymore. Also if we can see the development, it is very clear that before 90’s there were only a few firms and among them, almost all are running successfully. From 90’s to 2000, there are more new firms took place which came different concepts, ideas and still they are in the market. But after 2000, there was a sudden boom in architecture field and many students got admission for architecture. Thus there were many new firms established, but most of them had a very small life span. Also, there are new firms with new ideas and modern technology which stood strongly and have more market values. These new firms are having the same impact on job sector as the old experienced firms have because of their extra effort on technology, new solutions, and different job sectors. In this present study three, organization profiles have been analysed, and these three organizations have been picked from three decades the profiles are given below:

DOMUS Architects Bangladesh:

“DOMUS” was established in 1976 as a sole proprietorship of architect Mustafa Ameen it started as a very tiny firm and gradually with years it has grown to a big one. Presently there are almost ten architects along with construction team and admin accounts. It is presently located in safura tower in at Banani commercial area, Dhaka. Over the last three decades, Domus has been involved in design and implementation of projects of varied nature. “we choose to maintain at a humble size so that we can continue our business on a personal level. We always welcome our client’s essential participate as a part of the team dealing in determining design solutions.” This is the statement of Domus and they are strictly following this principle for years. Domus is involved in various types of works including architectural design, interior design, landscaping and structural design. They mainly target the client group of real estate business and works for many real estate companies.
Also, DOMUS works for architectural design competition projects, government projects, and also special projects. They have created there footprint on the architectural history of Bangladesh.

In the present study, the office of this category is the concerned area, as the human resource management practice in such old firms is accountable and from here it can be noticed, how the human resource management was noticed in late 70’s and what are the difference with the present human resource management situation.

**J. A. Architects Ltd.**

In the year in 1983, Jalal Ahmad established diagram Architects, an architectural firm, in partnership with two other architects. Later in 1997, he established his independent practice j. A. Architects Ltd. Which evolved from the partnership practice of diagram architects? Later in February 2005 j. A. Architects Ltd. Was incorporated as a limited company.

J.a.architects Ltd. Have designed varied projects ranging from large academic institutions to small training centers made of mud blocks and from urban multifamily apartments to low cost settlement for the rural poor. Among the recent major building projects are navana Silverdale apartment complex, scholastic school and several training centers for BRAC, an NGO. For his designs, j.a. Architects Ltd. gets inspiration from the elements of traditional architecture.

Projects of j.a. Architects Ltd. Have been published in leading international architectural journals like architecture Asia, architecture, and design, Indian architects, and builders. Projects by j.a. Architects Ltd. Are also on the website of architecture league of new york.

In the present study, office of this category is the concerned area, as the human resource management practice in this type of modern firm is accountable and from here it can be noticed, how the human resource management has been practiced for the employee and what the benefits the employees get from these firms are.

**Vistaara architects (pvt.) Ltd.**
As far as vistaara is concerned, architecture is the job of obtaining a 'core' from the entire process of creating a piece of architecture. It believes that the spirit of this exclusiveness lie in an unconventional understanding of aesthetics and functionality which emanates from one's intuitive fitness. The international atmosphere, be it technology or culture, considerably influence architecture to attain a more internationalized direction, but at the same time, Vistaara exerts experimentation with construction and materials, architectural elements of formal expression like planes, geometry, mass, shape and volume for more responsive to unique contexts. With this in mind, vistaara has been offering its distinguished and definitive statement in the architectural realm of Bangladesh since 1988.

Besides the ultimate output of architectural pieces, vistaara has established itself as the most advanced architectural enterprise in Bangladesh having decided authority in computer modelling, drawing and simulation. The digital creations have compelled vistaara not only to be the technically sound organization but to a prompt and enduring service provider in this country. Vistaara is a combination of architects with varied experiences. A talented group of architects reputed in their respective fields has made the vistaara as one see it today.

Vistaara architects is one of the new and leading architectural firm who has put its impact on society in every sector. Starting from designing schools to shopping complex and other social Institute has made vistaara one of the most demanding firms of this time.

Presently there are almost 40 architects working in this firm with the founder Mustafa Khalid Palash, and this type of firms are inspiring to analysis the human resource management practice for the present study.
1.9 Scope and Limitations of the study

The scope of the present study was to measure the HRM practice in only consultancy architectural firms and not in the developers firms, finding out the job satisfaction and dissatisfaction, and its consequences on job performance, job switching of the employees of Architectural organization in Bangladesh. The study covered 300 architects, who were taken from 100 selected Architectural firms in Dhaka, Chittagong, and Khulna areas. Data were collected with structured questionnaire through field survey on a random sampling basis.

Performance and job switching of the subjects were analysed from the previous records of the respective selected Architectural firms.

The present study is determined with many factors and can be considered as not to be free from limitations. Although, adequate precautionary measures have been taken in selecting samples and collecting data for the present study, yet the study suffers from the following:

I) the samples of the present study have collected from Dhaka, Chittagong, and Khulna areas only.

II) The study covered the architects only. It would have been better if non-production employees like admin, accounts also could have been included in the present study.

III) It would have been better if all the architects working in the selected Architectural organization operating in Dhaka, Chittagong, and Khulna could be interviewed. But only 300 architects have been sampled out as the subjects for the present study.

IV) Besides, there are other variables those could affect the, job satisfaction, and job behaviour and switching of the architects, which could not be included.
The limitations discussed above are common in case of any field study. However, the limitations would not affect the findings of the present study, because of appropriate research methodology, proper research design, and appropriate statistical techniques have been applied to overcome the limitations.

1.10 HRM theory

Human resource management is now a reality. In spite of the debate about its true nature, it is beyond all controversies and debates that Human Resource Management (HRM) comes to play role to make ‘people’ in the organization a most productive force. Human resource management has been defined from various dimensions. Various texts have contained different definitions of human resource management. Dessler (2000, 2) has defined human resource management as “the practices and policies that one needs to bare and know the ‘people or human resources aspects of a managerial position which includes recruitment, screen, training, rewarding and appraising’. Similar ideas have been expressed by decenzo and Robbins (1987, 3). According to their definition, People are the primary area of concern of HRM practice from the viewpoint of management.

An elaborate functional concept of human resource management has been given by French (1997, 4) as per his saying the understanding is “human resource management indicates to the procedures, philosophy, policies and practices of different factors, which are related to the management of people within an organization”. Heneman III et.al. (1983, 7) stated HR the in the context of its end. They defined “human resource management aimed at influencing the effectiveness of employees in the organization”. The central claim of human resource management is to match the size and skills of the workforce to the productive requirements of the organization and to raise the quality of individual employee’s contributions to production, thereby, organizations can bring remarkable improvements to their performance (Claydon, 1998).
According to French, from the process-systems view, human resource management is defined as a systematic process of interrelated network which involves all the members of an organization. The process consists planning, development, and controlling. Torrington and Hall (1995) defined human resource management as a management needs for human resources, which is not only the employees, but resource-oriented, and they are directed mainly at to be provided and deployed. This definition emphasizes on the managing of needs of the existing people and the people who come into the organization in future. The word ‘need’ has got broad and diversified meaning. It embraces a broad perspective of human interests that are to be ‘planned, monitored and controlled’ (Torrington and Hall, 1995).

Describing human resource management as functional cluster of various organizational activities, Fisher, Schoenfeldt and Shaw (1993) opined that human resource management is a designed set of different organizational activities directed at attracting, developing, and maintaining an efficient workforce”. The focal point here is the activities required to retain, attract and maintain an effective workforce. How workforce can be made efficient is not addressed here.

Bateman and Snell (1996) placed human resource management in a different manner. They said “human resource management deals with formal systems for the management of people within the organization personal This definition embraces three major activities as ‘formal systems,’ such as staffing, rewarding, and designing work (Bateman and Zeithaml, 1999; 432). Of a narrow version of the ‘formal systems’ that are involved with human resource management. The other systems like health and safety, disciplining industrial or human relations aims into the conceptual boundary of the human resource management.

Hellriegel, Jackson, and Slocum (1999, 388) defined “human resource management is a system of philosophies, policies, and practices that affect the people who work for an organization,’ They also believed that it includes activities related to staffing, training and development, performance review and evaluation, and compensation. Though the definition included the idea of ‘philosophy’, but their pointed activities do not contain any philosophical
activity as guiding rule for the human resource management. The conceptual basis like human capacity, concept of life, is to be included into the periphery of human resource management. Without the ideological standing about human; no management style could bring the most effective and accurate human resource management practice.

Human resource management trusts the functions which are responsible to improve the contribution of people in production for the organization in the methods which are strategically, ethically and socially responsible (Werther and Davis, 1996:8). This idea recognizes the social acceptability and recognition to the conduct of the people in the organization and that have to be done by the human resource management. The whole responsibility for making people’s work and contribution strategic, ethical and social rests on the human resource management. Ivancevich (2001:4) called human resource management as the function performed in organizations that facilitates the most efficient use of people/employees to achieve organizational and individual goals. The definition focuses primarily on the achievement of organizational and individual goals and sees human resource management facilitating tasks entered into these goals.

Milkovich and Boudreau (1997) supported these functions of human resource management. They opined that human resource management is a series of decisions that are integrated to each other. It complies form the relationship between the employees; their ability, working quality and contribution to the organization and the employees goal achievement. The focal point here is ‘integrated decisions the form the employment relationship.' Human resources provide the spark of creativity in any organization that ultimately integrate and lead all aspects to the attainment of the objectives of the organization. Therefore, the decisions of the mangers shape the relationship between an organization and its employees crucial for both the employees and organization (Milkovich and Boudreau,1997). The blending of decisions into an integrated whole in a consistent manner is not a unique proposition, others have also pointed it out while projecting their idea of human resource management (Cascio,1986; French,1997),but making it a pivotal point is the distinctive phenomenon.
Human resource management has been understood in various ways—hard’ and ‘soft’ manner. What it entails, that to, but there exist many versions in different texts of HRM and many research books and articles. An examination of the contents of those sources would help us to bring about an integrated view to be used in the present study.

The advent of Human Resource Management (HRM) has been seen as a paradigm shift of people management. Initially, the concept HRM was developed as a set of techniques that claimed to embrace and promote new approaches to ‘management of people’ and ‘work organization’ to enhance employee commitment and flexibility as well as their willingness to respond rapidly with the changing market conditions for providing competitive advantages to the organizations. Some authors have tried to differentiate the concept of HRM from other related topics, particularly from personnel management. The philosophy of personnel management is closely tied with localized Mainly the workers and approaches for solving their problems whereas HRM advocates a more integrated view that focuses on the management and welfare of all ‘employees.’ It seeks to match, redesign and harmonize employment practices with the strategy appropriate for the product, market and other requirements (Hendry, Pettigrew, and Sparrow, 1988).

After reviewing British and American literature, Legge (1989) identified three distinctive features of HRM. It places greater emphasis on the development of the management team than personnel management and differs from personnel management as an activity of line managers, including greater ‘bottom-line’ responsibility, emphasizing the the development of corporate culture as a superior management activity (Brewster and Hegewishch,1994). On the other hand, Guest (1987:385) perceived HRM as a particular form of personnel management that stresses on ‘the goal of integration, the goal of employee commitment, the goal of flexibility, and the goal of quality.’ He identified the central and interconnected goals of HRM as the raising of employee commitment to corporate agendas; the development of greater workforce flexibility in terms of individual employment patterns as well as greater teamwork; the raising of the quality of employees through effective training and development programs and strategic integration, and finally the
harnessing of these objectives to the implementation of a corporate strategy for which all the managers should be held responsible. Beer et al. (1985), Guest (1989), Hendry and Pettigrew (1990), Storey (1989; 1992) have also distinguished between personnel management and human resource management. Mahoney and Pandian (1992), after examining differences between the personnel management and the human resource management argued that HRM involves a wider and broader view in six specific areas: from a narrow technical focus to closer links with business strategy; from a collective negotiating focus to a more general approach of direct communication with employees; from job satisfaction to concern with organizational commitment; from selection, training, compensation polices focused on individuals to a concern with group working and group effectiveness; from a concern with cost-reduction through such strategies as reducing turnover, controlling absenteeism to a focus on organizational effectiveness and the ‘bottom-line’ involvement; from individual skills to longer-term employment capabilities.

**Benefits and services:**

Benefits represent an important part of every employee’s pay today. Services are also in any form exist in organizations. Pam Farr (December 1999:18-20) suggests that all employer-provided rewards and services, other than wages or salaries are benefits and services. In other words, the financial and nonfinancial payments that the employees receive for their service on their employment with the company or firm (Hills, Bergmann and Searpello 1994: 424, Beatty, November 1994: 63-68) are benefits. Milkovich and Boudreau (1997:541) call benefits as the long forms of total compensation. Because, these are conditions of employment but are not related to the performance directly (Werther and Davis, 1996: 432). Benefits and services represent an increasingly expensive as task and as costs. Administering benefits and services today require specialized skills and expertise. So far the cost is concerned; it varies from country to country. In 1993, USA chamber of commerce reported 41% of payroll as the cost of benefits, as compared to 25.5% in 1961 (cited in Dessler, 2000: 503). This increasing trend equally
exists in all other countries including Bangladesh. Management is now highly concerned with controlling costs that prompt managers to examine their entire benefits portfolio to address whether the offerings are well managed and make strategic sense.

Benefits and services are aimed at achieving societal, organizational, and employee objectives (Werther and Davis, 1996: 432, Milkovich and Boudreau, 1997: 573, Mamoria, 1997: 531). Societal objectives are to conserve the precious human resource by guarantying against its unnatural erosion and providing the climate for its development in working conditions such as life insurance, health care, retirement benefits or benefits for accidents, ill-health, and death. Organizational objectives are the insurance of more productivity from the employees through time off benefits and others that reduce fatigue, turnover, labor unrest, overtime costs and enhance satisfaction. Employee objectives denote the protection of employees from economic and other crises through inflation protection, lowering tax burden, flexible work hour, cultural, recreational facilities, etc.

Service has got special connotation. Services are something of a catchall category of voluntary benefits (Milkovich and Boudreau, 1997:531). It includes benefits like cafeterias, saunas and gyms, free parking lots, child care assistance educational assistance etc. The following table contains the various types of benefits and services generally offered in business organizations (Ivancevich 2001:355, Werther and Davis1996, Milkovich and Boudreau, 1997, Dessler, 2000, French, 1997).

### Employee benefit program services

- Paid leave Medical care Long-term disability
- Education program
- Holidays Employee coverage:
  - Wholly employerfinanced
  - Tuition Reimbursement
- Vacations wholly employer financed
- Partly employerfinanced
- Pre-retirement Programs
• Sick leave partly employer financed
• Retirement Child care
• Rest time Defined benefit pension
• Elder care
• Jury duty leaves wholly employer financed
• Financial services
• Funeral leave partly employer financed
• Relocation services
• Military leave Dental care Defined contribution
• Social and recreational programs
• Personal leave wholly employer financed
• Savings and thrift other benefits:
• Lunch time partly employer financed
• Deferred profit sharing
• Bicycle parking
• Maternity leaves Family coverage: Employee stock ownership
• Discount shop
• Sabbatical leave wholly employer-financed
• Physical fitness program
• Paternity leaves partly employer-financed
• Money purchases pension
• Free coffee/tea
• And popcorn on work breaks
• Unpaid-leave Other insurance Miscellaneous Child development center
• Maternity leaves Sickness and accident:
• Reimbursement account
• Severance pay
• Sabbatical leave wholly employer-financed
• Flexible benefits plans
• Subsidized transportation
• Paternity leaves partly employer-financed
• Incentive schemes subsidized food
• Life insurance Festival bonus Counseling service
• Wholly employer-financed
• Partly employer-financed

Items of Employee Benefits and Service Program

Benefits are expensive. But management is to maintain a reasonably attractive benefits package to recruit and keep qualified employees. How does a firm design attractive benefit package? It requires benefit survey—survey of the benefits offered by other firms, and identification of employee preferences through personal interviews with a cross section of employees, meetings with small groups of employees, and questionnaires, circulated among selected employees. Managing of an effective benefit and service program involves five steps (Ivancevich, 2001; French, 1997). They are: 1) Set objectives and strategy for benefit from among pacesetter strategy, comparable benefit strategy and minimum benefits strategy. The decision about which strategy to use is made on the basis of management's goals.

2) Involve employees and unions to make sense to find out desired in benefits and services. Interview, discussion reports, memos etc. are the tools to know about their preferences.

3) Communicate benefits to employees so that they can understand the value and usefulness of the organization's benefit package. Most studies of employees and executives indicate that they are unaware of the benefits or significantly undervalue their costs and usefulness (Ivancevich, 2001: 368). Many communication media can be used: employee handbooks, company newspapers, magazines; newsletters; booklets; bulletin boards; annual reports; payroll staffs; and reports to employees.

4) Monitor costs closely to administer correctly the benefit programs. The aim is to control cost of benefits and services. Carefully developed rules and their implementation as well as periodical costs analyses of expenditures in each benefit area are helpful guidelines for cost containment (French, 1997: 440). Benefits and services:

Safety, Security and Health
Management is responsible to ensure that the workforce is free from unnecessary hazards and that conditions surrounding the workforce are non-hazardous to employees’ physical or mental health. It is not only required for employees’ morale and increased productivity but also required for cost savings. Research shows that average cost of a serious accident incurred by employers is over $23,000 during the 1990s (Toscani and Windau, Oct.1994: 1728). Research further shows that there is approximately 20 million work-related injuries each year, 3,90,000 work related illnesses, and 1,00,000 work related deaths (Levy and Wegman, 1983:10). Another report shows that in a recent year, there were more than 6200 deaths and over 6.5 million injuries resulting from accidents in 1992 (BNA Billetin, 1994:276-277). Countries under these circumstances make laws to regulate employment relationships to reduce burdens on society. Today, employers must compensate workers for on-the-job injuries and comply with laws aimed at furthering societal objectives or face legal sanctions. The intent of these laws is to help employees deal with hardships and protect them from future workplace hazards. However, from a moral standpoint, employers have an obligation to maintain a workplace that will facilitate the operation of the work tasks employees are assigned and will minimize any negative aspects of situations affecting the employees’ health and safety.

Safety hazards are aspects of the work environment that have the potential of causing immediate and sometimes violent harm or even death such as poorly maintained equipment, unsafe machinery, exposure to hazardous chemicals and so on. One of the aspects of health hazard in working environment which has slow and cumulative effect lead to deterioration of health. WHO defines health as absence of disease and well-being of physical, mental and social condition or infirmity (Gordon and Henifin, 1981:322). According to the joint ILO/WHO Committee on organizational health, industrial health is:

1) the prevention and maintenance of physical, mental and social well-being of workers in all occupations; (ii) prevention of workers from ill-health caused by the working conditions; (iii) workers should get protection in their employment from risks so that it does not result from factors adverse to health; and (iv) placing and maintenance of the workers in an occupational
environment adapted to his physical and psychological equipment. The accident may cause death or disablement. Disablement is classified into two: partial and total disablement. Partial disablement may be temporarily and permanent in nature that a person becomes temporarily or permanently incapable of do the task and income. When the employee is totally unable to perform the task at the time of accident he becomes total disablement. Safety, security and health management represent an organization’s response to some compelling influences-legal, social and humanitarian responsibilities as well as union, the general public and international pressure. The establishment of a safe, healthful and environmentally sound working condition is a priority in any socially responsible organization. It is better to go beyond the standards required by law under the context of the present global economy. Our laws do not in many occasions comply with the standards of the ISO 9000-9003 and the social accountability standards of the advanced industrial nations. But firms engage in international trade have to comply with those standards or to take the risk of losing the market.

These are costly for the organization, but it will also be paid back in many kinds of return to the organization for which incurring this expenditure is justified. The costs to an organization of accidents, injuries, and occupational diseases are both tangible and intangible. The tangible costs are the measurable financial expenses. The intangible costs involveslow down or demoralize the employees, less emphasis on public relations, and making weaker adaptation for recruiting or keeping the employees.

Frequently, organizations ignore or are not aware of the tangible but “hidden” costs of occupational illness or injury. Peterson (1976:50-53) prepared a list of the costs associated with a single accident in the workplace:

2. The cost of wages paid to workers who are attracted to the accident site and therefore not working.
3. Equipment or work in process that is interrupted, spoiled, or damaged; slowdowns at later production stations caused by interruptions in the work of the injured person as well as the work of those who came to the scene.
4. The repair of damaged equipment to work in process.
5. Clean-up costs.
6. Payments to the injured employee more than workers’ compensation.
7. Dispensary services provided by the plant nurse, company infirmary, and so on.
8. The diminished productivity of the injured person after his or her return to the job but before full work output can be sustained.
9. Costs of supervisory time (incurred because accidents must be investigated, and reports must be made and processed).
   - Extra overtime costs occasioned by the initial interruption of work.
   - Costs associated with the recruitment, selection or transfer, and training of a replacement for the recuperating worker.
   - Costs associated with the higher scrap, spoilage, or lower efficiency of the replacement.
   - Legal costs for advice on any potential claim.
   - Costs of rental equipment placed temporarily in service while unsafe equipment is repaired or replaced.

To institutionalize the safety and health programs into the organization, several basic elements are to exercise. French (1997:546) pointed out five elements to maintain in this regard. They are:
1) Management policy, responsibilities of assigning and supporting, example setting, and employees’ involvement into the planning process.
2) Continual analysis of work environment to make identification of all type of hazards and discriminate the potential ones.
3) For preventing and controlling existing and potential hazards many methods to be placed and implemented and maintaining them in order.
4) To Understand and deal with worksite hazards. training up all managers, supervisors, and employees
5) Make a comprehensive, ongoing effort to help employees at all levels to manage stress. Lack of fit between the person and the environment results from stress. The relationship between stress and accidents and stress and illness is well documented; therefore, organizations must pay careful attention to the psychological and emotional climate of the work setting, as well as to mechanical and physical conditions (Jones, DuBois, and Wuebker, June 1986: 27
It may cost an organization in premature death of employees, higher rates of accidents, increased disability payments and many other areas. Financial Security Employees are financially dependent on a pay cheque. Anything that keeps them from earning a pay cheque threatens their financial security. Because retirement, disability, layoffs, and injuries limit the earning power of many employees, the government has intervened with the law for giving compensation to workers besides organizational efforts to reduce the financial hardship.

Kapoor (1998) describes employee relations as a dynamic and developing concept which is not limited to the complicated relations among trade unions and organization managers also refer to the general pattern of relationships generally between employers and employees – it is a tie which is more compound than the normal conflict concept of labor capital. The International Labor Organization (ILO) understands employee or industrial labor relations are the connection between the state on the one hand and the employers’ and employees’ organizations on the other or are the relationships among the occupational organizations themselves. It involves with the freedom of expression of the association and the right to organize the application of the principles to the collective bargaining, conciliation, arbitration, and the machinery for cooperation between the authorities and the occupational organizations at various levels of the economy. Labor or industrial relations are an essential feature of social relations which rises out from the interpersonal relationship and interaction between employee and employer in the modern industries. These are guided by existing institution, variation of degrees helps them to regulate, and conjunct by organized social forces.

The Encyclopedia Britannica (2005) refers labor or industrial relations as collective association between employers or the organizations and the trade unions, it also include relationships both individual joint discourse between employers and workers at the working area, , and it is done to regulating these relations. Industrial relations system provides the structure and the machinery for the functional relationship between the managers and the managed in any industrial society.
Ivancevich (2001) opined that labor relations are association between a certain group of employees with management which is continuous and also includes the negotiation among them. This contains the payment concern written agreement, all the terms and conditions and hours of employment as well as the interpretation and administration of this contract over its period of coverage.

Employee or industrial relations do not indicates towards a general relationship, rather it is a package of dependency among the employees internal issues, functional in working area, and other complexities which involves with the conditions of work, levels of wages and security of employment, social conflict, attitudes of the working people, the government, the press, cultural inter-actions, legal aspects of disputes, technological aspects, the control of temperature and the introduction of rationalization of disputes, human rights and other rights and privileges ensured by the laws and constitution of the country as well as international agencies.

Functions of Industrial/Employee Relations Industrial Relations these are greater problems of modern business industry. These are not simple at all rather they are sensitive and complicated one. It embraces diversified issues into a consolidated manner to deal successfully with the complicated scenarios of the industry and its society. The functions that industrial relations perform for this purpose are stated below:

1) Employer- Employee Relations: Personal attention given by the employers /management to their employees. It involves with the Wages and salaries administration; career prospects and promotion; retirement benefits and medical cover; redress of grievance and discipline; training and development of employees; counseling; compensation on accidents, insurance cover etc.

2) Labor- Management Relations: Industrial relations promote healthy labor-management relations. It involves with the group relations. It covers the aspects of recognition of union and bargaining agent; collective bargaining; industrial disputes; Bipartite and Tripartite dispute settling machinery; welfare measures and benefit schemes; health and safety etc.

3) Industrial Peace and Productivity: Industrial relations try to maintain the peace in the industry so that the productivity of the industry maintains a
systematic standard. It involves the aspects of improving union-management relations; avoiding strikes and go-slow tactics; preventing lockout and layoffs; upgrading technology and production method; secure employees cooperation in improving productivity; minimize loss of man days per year; retraining and redevelopment of surplus labor etc.

4) Industrial Democracy: Industrial democracy is a mechanism to ensure the dignity and welfare of the individual so that he may develop into a good citizen- a citizen free from domination, regimentations or arbitrary authority. Industrial relations should be based on an integrated and synthetic approach and should aim at the development of a common social, cultural and psychological understanding on the one hand and restrain the conflict or struggle on the other. Industrial relations with its application of the industrial democracy will bring about solutions to conflicts between labor and management, between objectives and values, between the profit motive and social gain, between discipline and freedom, between authority and workers, bargaining and cooperation. Therefore, It deals with humanism in industry; focus on employees; public relations; social orientation of business; public relations; participative management; formation of works committee, etc.

5) Liaison: Industrial relations maintain strong communication and public relations with the parties who have the influence upon the industry and its associated forces. This gives a broad network of relations that helps establish, maintain and promote relations of mutual interests for the benefit of all parties.

Employee relations are being shaped by many actors and forces which can be segmented into two parts inner and outer actors and forces. Inner actors and forces are constituted with the
(1) Government i.e. Legal and political environment such as Bangladesh Labor Code 2006, Minimum Wages Board, etc.
(2) Management of the enterprise;
(3) Workers Union.

The outer actors and forces are constituted with
(1) United Nations Organization (UNO)
(2) International Labor Organization (ILO)
Discipline

Discipline is derived from “disciple” meaning “a follower,” the implication is that good discipline presupposed good leadership (Meggison, 1970:563). Discipline connotes that the members of a group should reasonably conform to the rules and regulations i.e. the code of conduct/behavior, which have been framed for it or by it so that everyone may benefit from them. Oxford Advance Learner’s Dictionary and others define discipline in different ways. They are:

1) Discipline is the training or control aimed at producing obedience to rules, self-control, character, orderliness, and efficiency;
2) It is controlled or ordered behavior resulting from such training;
3) It is a system of punishment;
4) It is the acceptance of, or submission to, authority and control;
5) It is system of rules or methods;
6) It is a treatment that corrects or punishes;
7) It is a branch of knowledge or learning.

Spriegel and Schultz (1957) said, “Discipline is the force that prompts an individual or a group to observe the rules, regulations, and procedures which are deemed to be necessary to the attainment of an objective. It is force or fear, which retrains an individual or a group from doing certain things, which are deemed to be distractive for group objectives. It is also the exercise of restraint or the enforcement of penalties for the violation of group regulations”. Werther and Davis (1996) opined that “Discipline is management action that encourages compliance with organizational standards”.

Meggins (1970, 5630 has given various dimensional views of discipline while he said that “The term discipline bears all of the three meanings in its practical purpose or use:

(1) self-discipline- discipline is the training that corrects, molds, strengthens perfects. In this sense, it refers to the development of an individual, i.e. his /her efforts at self–control for the purpose of adjusting himself to certain needs and demands. This may be called self-discipline;

(2) the necessary condition for orderly behavior - it considers discipline as the condition necessary to obtain orderly behavior in an organization. This implies keeping order and individual employee control among a group of workers by using methods that build morale and esprit de corps;

(3) the act of training and punishing – this concept considers discipline as a form of punishment, which a person incurs as a result of an undesirable act. Its function is to keep the past behavior unchanged and react to a recurrence of the act in the future (Maier,1965: 189-92,213). Dessler (2000:596) has taken discipline regarding its punitive dimension. He defined, “Discipline is a procedure that corrects or punishes a subordinate because a rule or procedure has been violated”. Bittel (1994: 304) observes the discipline in the same direction. He opined that discipline plays the same role as law plays in the society; discipline is called for when one of these rules or regulations is violated. French (1997:188) also viewed the disciplinary action in a similar
manner while he describes it as “the penalty or punishment associated with violation of a rule.”

Thus, discipline is a process of training an employee through positive and negative manner so that he/she can develop self-control and can become more effective in his/her work.

Discipline is important for an organization to run smoothly and for the maintenance of industrial peace, which is the very foundation of industrial democracy. Without discipline, no enterprise would prosper (Fayol, 1951:23).

To preserve self-respect and respect for the organization; to improve work relations between and among employees; to attain a smooth functioning of the activities of an organization; to develop a self-disciplined workforce to maintain industrial peace.

There are three basic philosophies about how employees should be disciplined. The distinction between these value systems is based upon the weight given to the rights of individual employees versus the needs of the organization. These philosophies have been called authoritarian, anarchic, and due process (Phelps, 1959:01).

1) Authoritarian Philosophy: A system of discipline considers the organization to be overpowering. An example of this philosophy is the military in time war. The responsible authority dispenses judgment and execution, with no appeal other than personal and exceptional arrangements for review. Conduct is customary, understood, and rigidly fixed. All decisions are discretionary at the will of the superior.

2) Anarchic philosophy: The anarchic philosophy prevails if the rights of the individual take precedence over those of the organization. Conduct of the subordinates is self-determined; the responsible authority either permits such action as a matter of policy or has insufficient power to compel contrary behavior. While this system is usually regarded as the antithesis of discipline, it actually may be one form of cooperative activity.

3) Due-process philosophy: This is an intermediate philosophy which is based on a body of recognized rules and is administered under some form of judicial procedure. The key factor in this system is formality, where specific penalties for various acts of misbehavior are stated, and formal methods are
followed in charging, investigating, proving, and punishing. Channels of appeal are
Provided for the accused, and discipline is either in the hands of a third party, or the final stage of appeal is reserved for someone in a judicial position.
Discipline involves the conditioning or molding of the future behavior of employees by the offer of rewards and penalties. A disciplinary action is the means by which the various procedures, techniques, and methodologies are used to bring about this controlled state of affairs.
There are two types of discipline i.e. disciplinary action: preventive and corrective (Werther and Davis, 1996:515)

1) Preventive Discipline: It is action taken to encourage employees to follow standards and rules so that infractions are prevented. It refers to rewards, appreciation, constructive support, reinforcement of approved personnel actions and behavior, invective payments, and promotions to motivate employees to extend their co-operation to the management and work willingly, effectively and competently (Mamoria, 1987: 852). It involves the creation of an attitude of mind and an organizational climate in which employees willingly conform to rules and regulations. This discipline is achieved when the management applies the principles of positive motivations; when supervisors properly exercise leadership; and when the entire organization is efficiently managed. Positive discipline emphasizes the concept of self-discipline and self-control and is also known as co-operative discipline or determinative discipline. Self-discipline, when developed from within, leads to team spirit, mutual respect, respect for established rules, regulations and procedures, respect for supervisors, appreciation of company goals and policies, high employee morale, greater freedom for development and self-expression, and willingness to co-operate and co-ordinate. Employees’ participation in setting standards, since workers give greater support to rules they have helped create. Employees also provide more support to standards that are stated positively instead of negatively; Effective Discipline is a system relationship, and so the HR department needs to be concerned with all parts of this system.
2) **Corrective Discipline:** It is an action that follows a rule infraction. It seeks to discourage further infractions and ensure future compliance with standards. Typically the corrective or disciplinary action is a penalty, such as a warning or suspension without pay. So, it is familiar as negative discipline. The purpose of this discipline is to scare others, to keep others in line, and to ensure that they do not indulge in undesirable behavior. However, this kind of discipline ensures only the minimum standards of performance on the part of employees, so that they may avoid penalties (Memorial, 187: 853).

3) **Progressive Discipline:** The discipline would be taken gradually from softer action to harder actions. It allows the person to correct and develop himself and the organization to absorb an undisciplined employee in a corrected manner. There is the various approach used to apply disciplinary actions. They are:

1) **The Judicial Approach:** Follow the legal course of actions that are prescribed by the law of the land. Various kinds of misconduct are listed in the employment of labor standing order Act and penalties are also mentioned. It is commonly followed in Bangladesh.

2) **The Human Relations Approach:** It is called to treat an employee as a human being and considers the totality of his personality and behavior

3) **The Human Resources Approach:** This approach calls for treating every employee as a resource and as the most important asset of the organization. The cause of indiscipline should be identified before punishing any employee. An analysis of the cause is made, to find out whether indiscipline is due to the failure of his training and motivating system or the individual’s own failure to meet the requirements, and accordingly corrections are made.

4) **The Group Discipline Approach:** In this type of approach, the management sets and conveys well-established norms of conduct and tries to involve groups of employees in the process of discipline. The group as a whole controls indiscipline and awards appropriate punishments. The trade union may also act a disciplinary agency.

5) **The Leadership Approach:** The approach states that every supervisor or manager has to guide, control, train, develop, lead and administer the rules for
discipline as a leader whatever may be his position in the organizational hierarchy.

A disciplined organization requires teamwork, which is instantly responsive to management’s direction. The manager’s aim should be to create a habit of response to the superior action. When it becomes necessary to increase the frequency and intensity of orders, discipline may be deteriorating.

The management should take disciplinary action only when it becomes abundantly clear that subordinates are losing their habit of giving the appropriate response (Megginson, 1970: 571). Inappropriate responses are called the “act of indiscipline or misconduct.” Misconduct is a transgression of some established and definite rule, which does not leave any discretion of action to the employees. It is an act or a conduct which is prejudicial to the interests of the employer, or which is likely to impair the reputation of the employer, or create unrest among other employees; it is an act of misconduct even when such activities are performed outside the organization, or not in employees working hour (Mamoria, 1987:853). In other words, it is for the management to determine what constitutes misconduct. It is wise to ascertain the justifiability of the cause of subordinate’s disobedience or misconduct before trying to rebuild his/her habit.

Disciplinary problems may be classified by the severity of the consequences, which flow from them. They are divided into three categories:

i) Minor infraction: The act which does little or no harm or which when viewed in isolation, result in very few serious consequences, but which may become serious if they accumulate. Some of the examples of these minor infractions are negligence, horseplay, the minor violation of rules, carelessness, etc.

ii) Major infractions: the acts which substantially interfere with the orderly operations of an organization, which damage morale, or which are so serious that they are apparent to any reasonable person; or act which, are an accumulation of minor offenses. Most of these manor violations center round refusal to carry out orders, laying, cheating, stealing or violating safety rules, etc.

iii) Intolerable offenses: These are offenses of such illegal and drastic nature that they severely strain or endanger employment relationships and are
full of threat and menace to most people. These offenses arise out of the possession of, and the threat to use weapons; the use of hard drugs on the job; theft or fighting which results in serious harm to others, etc.

In this respect, French (1997:188), and Maria (1987:854-857) have listed some grounds for disciplinary action/misconduct that are as follows:

- Dishonesty, deception, or fraud, including computer fraud
- Repeated tardiness
- Unexcused absence
- Excessive absence
- Leaving work without permission
- Alcohol or drug abuse
- Possession of liquor or illegal drugs
- Theft of property, including trade secrets
- Sleeping on the job
- Failure to report injuries
- Failure to meet quality or quantity standards
- Safety–rule violation
- Use of abusive or threatening language
- Discourtesy to customers
- Willful damage to material or property
- Fighting
- Horseplay
- Gambling
- Insubordination
- Carrying concealed weapon
- Sexual harassment
- Age, racial, or national origin harassment
- Working for a competitor
- Violation of grooming or dress code.
- Lack of qualifications (Dessler,2000:601)
- Unsatisfactory performance (Dessler,2000:601)
- Changed requirements of the job
- Grounds for disciplinary action/misconduct

Discipline can be mentioned as the outcome of a training of body and mind by which a person subjects him to someone’s authority for his development and advantage. To understand the causes of indiscipline and consequent friction in an establishment or factory, the whole problem needs to be analyzed not only regarding specific individuals or groups but also regarding the actual situation and the underlying motives behind an act of indiscipline. Mamoria (1987) observes that this is rooted into the violation of the rights of the individual,
non-performance of the obligation by the employers and the employees. The main causes of indiscipline may include the following:

1) right person with right qualification who are suitable for the job in respect to their experience, qualification and training are not placed in the right

2) Unacceptable behaviors of the seniors. The seniors sometimes set a behavioral pattern and expect and implies on the juniors and subordinates to follow it accordingly. When it does happened in the expected way the indiscipline occurs

3) When The evaluation process of the persons are Faulty and situations by is executed by biasness and favoritism, that creates dissatisfaction, which generates undisciplined behavior;

4) When the employees are unable to convey their feelings, thoughts, dissatisfactions, complains to the top management and then Lack of upward communication occurs,. This may lead to aggressive, indiscipline or rebellious behavior;

5) Weak Leadership, which is generally flexible, unprofessional, and distrustful to the subordinates is also influence the factors that creates indiscipline among the employees. Preciously when a whimsical decision is taken in haste and withdrawn under pressure;

6) A good supervisor is a blessing to the workers. Good supervisor knows proper techniques of working and fixing issues. He will appreciate and on the same time will be critical in opinion on the performance and effort of the juniors. When it comes to listen to the juniors they will listen patiently and give them the best possible advice. And regarding the task they are precise in giving instruction and they believe in appreciating and correcting the subordinates than to low them down. Defective supervision and lack of proper and good supervisors can lead to indiscipline situation.

7) Absence of formal and accurate rules and regulations, which are so unsuitable that they are not being observed; also the lack of proper service manuals and a code of behavior;

8) When management implements the “divide and rule” policy, there is a certain, unrest and misunderstanding take place among the employees which affects their team spirit negatively and creates the indiscipline;
9) The social background and literacy level of the workers are also another reason; for example indebtedness, drinking habits, casteism and other social evils makes the employees suffer from mismanagement and indiscipline.

10) Wrong Interpretation of the rules and regulations, the rigidity and too much verity of the same rules makes the Workers’ reactions negatively.

11) the personal issues of the workers which includes their personal problems, fears, apprehensions, hopes and aspirations; and also their lack of confidence, their being unable to adjust and cooperate with, their superiors and equals are also considered as reasons.

12) The working condition is not up to mark and intolerable;

13) Workers tendency of flouting the rules;

14) Management which is not sympathetic, scientific and enlightened;

15) If the judgment and decision of top level management and supervisor has errors.

16) Discriminating employees on the basis of racism, sexism, minority, caste and belief, language, and implementing them regarding selection, promotion, transfer, placement and other HRM issues, and also being bias while imposing penalties, punishing and handing out rewards, benefits and compensation;

17) when management implements different policies, rule practices to control the workers, unrest and indiscipline occurs e.g., autocratic leadership practice towards the juniors, harassing the workers to give them inferiority complex and employment of spies.

18) Improper and wrong steps for fixing of responsibility; delegation of authority and coordination,

19) Employees sociological and psychological issues which includes misunderstanding, trust issues among workers and supervisors, being rebellious and showing rivalry, lack of fellow-feeling, feeling injustice, or apathy on the part of the management.

A sound disciplinary system should have the following ingredients:

1) **Disciplinary policy formulation and declaration:** Disciplinary rules and regulations are to be followed by the employees. They are to behave in a responsible manner. Therefore, it should be formulated by taking all parties and their opinion into consideration. The rules should be framed in a clearly
understandable language. The policy should be communicated to the employees well ahead so that they can understand the codes to be followed and refrain themselves from doing inconsistent actions. So, the employee should be adequately warned of the consequences of his or her alleged misconduct (Dessler 2000:597).

2) Location of responsibility: The responsibility for maintaining discipline should be entrusted to a responsible person e.g. a line executive, though it is the human resource officer who should be entrusted with the responsibility of offering advice and assistance. The burden of proof of misconduct is one's shoulder; this should be kept in mind.

3) Reasonable and legitimate rules and regulation: Disciplinary rules should be practicable in normal working conditions for an average employee. The standards should be attainable and within the capacity of the employee to follow. Employees lose respect for rules that either seems illogical and out of date or are not enforceable. There shall be no rule contrary to the law of the country and the international laws. Therefore, the rule that was violated reportedly must be related to the particular working environment being efficient and safe for operation reasonably (Dessler 2000:597).

4) The impersonality of action: It should be applied without any bias to everybody irrespective of his/her position and identity. All defaulters should be treated alike, depending on the nature of their offense. Therefore, the applicable rules, orders, or penalties should be applied evenhandedly and without discrimination (Dessler 2000:597).

5) The consistency of action: Disciplinary actions should be consistent, and there shall dwell on the inconsistency between actions. The discipline should be in line with the way management usually responds to similar incidents (Dessler 2000:597). It will jeopardize the purpose the code and encourage employees to violate.
6) **Privacy of action:** Disciplinary action, if taken in the presence of others, may offend the sense of the dignity of the employee and impair his social standing with his colleagues. So, “Do not rob your subordinate of his or her dignity” (Dessler 2000:597)

7) **Promptness of the action:** If the penalty is sentenced long after a violation of rules had been committed, it loses its positive and corrective influence, and may even induce resentment, which may not have developed if the penalty had been imposed in time. Care should, therefore, be the exercise to ensure that a penalty is imposed soon after an infringement of a rule has occurred and that the punishment is not unfair.

8) **Innocence is presumed:** A person assumed to be innocent until he is proven to be guilty. It is for the management to prove beyond a reasonable doubt that a violation or offense has been committed before any punishment is awarded.

9) **Get sufficient evidence:** Anfuso (February 1994:50-59) observes that the arbitrators dismissed disciplinary charges against employees on the ground that “the evidence was not persuasive against the employee.” Thus, Dessler (2000:597) suggests, making sure that the charges on employee wrongdoing follows and supports the given evidence. So, management must adequately investigate the matter through fair and objective manner before administering discipline. (Dessler 2000:597).

10) **Action should be taken in the cool atmosphere:** “Don’t act while angry” (Dessler 2000: 597) is the desired guideline when one takes disciplinary action. The employee under investigation should be told specifically what and how he is violating a diplomacy rule. A rational and sensible judgment could not be taken while someone is angry.

11) **Natural Justice:** Studies shows that Anfuso (1994) opines that typically due process and procedural errors committed by employees include failing to
follow established progressive discipline procedures, denying the employees chance of telling his or her side of the story, lacking probable cause to discipline the employee; and not providing the employee a formal charge of wrongdoing.

12) Treat the disciplined subordinate in a normal manner: Once an employee is disciplined, he should be treated with a clean state as if there had been no violation and punishment.

13) Don’t back down when you are right: Never back out from your announced action if you are right. It will make the rules and penalties weak and frivolous.

14) Opportunity for self-defence: The employee should be given the opportunity to defend himself with his point of evidence and logic. He is to be provided sufficient time for it.

15) Respect for the human personality: The management should state the charge against the employee and should constitute the inquiry body with due respect to his personality and status. It must be done in a way so that it would not humiliate him in any way.

16) Involvement of employee: Employees, by their union or by the representative, should be involved in framing disciplinary rules and regulations. This participation would promote employees’ commitment and allegiance to the code of conduct.

17) Follow corrective discipline: Disciplinary action should be treated as a corrective and constructive way and be handled in a positive manner. It would bring the employee home.

18) Get the facts: Don’t base your decision on hearsay evidence or your general impression.
Disciplinary measures have serious repercussion on employees; they should, therefore, be based on certain principles so that they may be fair, just and acceptable to employees and their unions and associations. Yoder et.al. (1958: 14-61) have prescribed the following principles in this regard:

1) **The principle of Correction:** Disciplinary proceedings and punishment should be seen as the “means to an end” and not an “end by itself.” In other words, it must not be thought of as a punitive action. The intention should be to correct the misdoer or the behavior of the employee.

2) **The principle of Progressive actions and Punishments:** Every action must be progressed through a series of sequential steps so that punishment awarded in each step increases in steps of severity. For example, the first offense may lead to an oral warning which is followed by a written one. Later, repetitive of an offense may lead to suspension or some such punitive actions like fines or loss of seniority or increment. If the employee continues to flout rules and regulations, it might then lead to dismissal or some such harsh punishment.

3) **The principle of Natural Justice:** Natural justice is a universal code that states that every accused is innocent and must be given all opportunities to defend himself beyond any doubt. So, the disciplinary action procedure should be designed and followed in such a way so that it is just, fair, legal and reasonable from every point of assessment.

4) **The principle of Hot-stove:** McGregor (1960) has proposed this rule of handling undisciplined employees. It is derived from the characteristics of hot-stove: immediate response, adequate warning, consistent and impersonal. The disciplinary action should be like the behavior of hot-stove which will make a just and fair disciplinary environment in the organization.

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5) **The principle of Collaboration:** Disciplinary rules should be framed in collaboration or cooperation with the representatives of the employees. Their opinion and acceptance are vital for its implementation and effectiveness.

6) **Principle of Appeal:** There should be definite and precise provisions for appeal or review of all disciplinary actions should be expressly mentioned in the employees’ handbook.

There is no specific standardized procedure for taking disciplinary action, which is universally acceptable. But it is expected that any code of disciplinary action should contain the above-mentioned principles. Lest we forget that the disciplinary action is a quasi-judicial process. It is very essential that meticulous care is taken to follow a systematic procedure. The accepted procedures are as follows:

1) **Statement of Problems:** The charges of misconduct or indiscipline against an employee must be clearly stated. The allegation should be recorded in writing against the employee. It is popularly known as framing charge sheet. The employee shall be given a reasonable time for giving the explanation.

2) **Consideration of explanation:** The through examination of the explanation may lead to either of the following action:
   (a) In case the accused pleaded guilty, further inquiry can be dispensed with, and the management can proceed in awarding punishment.
   (b) If management is satisfied with the explanation, further action against the accused can be canceled and the charges quashed; and
   (c) If management is not satisfied with the explanation, or if he contest the charges by pleading not guilty, a formal inquiry is ordered.

3) The issue of show causes notice by the disciplinary authority/committee. The accused is issued a show cause notice giving minimum three days time to explain further his point of view.

4) **Notice of holding inquiry:** notice is given/served to the accused employee giving time, date and venue/place together with the name of the inquiry officer wherein such an enquiry will be convened, and the accused is given personal hearing if such a prayer is made. The inquiry officer must not be one
who has issued the charge-sheet because it is a principle of natural justice that a person is disqualified to act as a judge if he is a party to the dispute.

5) **Enquiry Proceedings:** The inquiry officer will conduct the inquiry on the preset time, date, and place in the presence of the charged – sheeted workman. At the commencement of the inquiry, the inquiry officer should explain the charge sheet to the accused Workman. If the accused Workman pleads not guilty, the inquiry should be preceded. If he pleads guilty in writing, the inquiry need not be preceded. The accused is given full opportunity to cross-examine witnesses and documents produced by the management. He is allowed to bring his documentary evidence and witnesses. The inquiry officer takes down the proceedings properly and records them. The inquiry must be fair and accused is given reasonable opportunity to defend himself. The inquiry officer must submit his report stating charges that are substantiated by the evidence and those which are not. He may then recommend the nature of an action to be taken.

6) **Decision:** Management will take necessary action with or without considering the recommendations made by the inquiry officer, but that deemed fit in the case. Due consideration is given to the previous records of the accused. Punishments should be given by the standing orders. The order of punishment should be served to the accused Workman on due process. The management may repeal the punishment too. By and large penalties and punishments can be divided into the following categories: oral warning, written warning, suspension, demotion, fines/pay cuts, discharge or dismissal, withdrawal of increment, suspension of increments, adverse remarks on the service book, censure or simple reprimand. The punishment should be appropriate to the gravity of the offense. It should be such as would prevent a recurrence of the offense.

7) **Follow up:** A disciplinary action should be evaluated regarding its effectiveness after it has been taken. It is necessary to keep vigil to know the effect upon the punished employee.
1.11 Plan of the study

As it has been stated earlier that the primary objective of this present study is to know the HRM practice, job satisfaction in the organizations and performance of the architects in Bangladesh, and for achieving the objectives, the whole research work has been divided into the following chapters:

**Chapter: 1** deal with the background, HR roles and responsibilities, problem in hand, importance, objectives, concepts of the present study.

**Chapter: 11** deals with the review of literatures of the present study.

**Chapter: 111** deals with the methodology and procedures of the present study which includes sampling, brief description of the architectural organization, variable covered, measuring instruments used, duration of the study, pilot study, procedure of the study, formulation of hypotheses, statistical analyses, and scope and limitations of this present study.

**Chapter: 1V** this chapter elaborates the theoretical framework and the case study of the present study.

**Chapter: V** deals with the discussion of results and analysis of the present study in the light of the existing literature and previous studies.

**Chapter: V1** deals with the summary, conclusions, and recommendations for policy implication.
1.12 Hypothesis

After reviewing the literatures basing on it and setting the objectives for of this present study, the specific hypotheses were formulated for verification through empirical investigation. Since some investigators found that Human Resource Management practice is very new in Bangladesh, and still getting the shape it was hypothesized that: (Ho). They are following:

H1: Recruitment and selection practices are not positively associated with architectural organizational performance (Ho)

H2: Training and development criteria’s are not positively associated with architectural organizational performance. (Ho)

H3: Promotion practices are not positively associated with architectural organizational performance. (Ho)

H4: Performance Appraisal practices are not positively associated with architectural organizational performance. (Ho)

H5: Compensation practices are not positively associated with architectural organizational performance. (Ho)

H6: Employee performances are not positively associated with architectural organization performance. (Ho)