CHAPTER VI
SUMMARY AND CONCLUSION

6.1 Conclusion:

On the basis of the findings of the present study, the following conclusions have been drawn:

1. The Human resource management practice is newly introduced in the Architectural Organizations, thus it is still taking shape gradually. So, Human Resource Management is not practiced properly in architectural organizations.
2. Most of the respondents are of young age group (25-35), and mostly have joined the job sector just after completing their Bachelors of Architecture.
3. The young architects tend to obtain higher degree than the senior architects. Most of the senior architects believe in working and run the firm than to obtaining higher degree. So the junior architects have higher degree than the senior architects.
4. Most of the respondents have experience of 1-5 years. Senior architects with above 10 years’ experience are also there. As there are so many universities providing the bachelors of architecture now a days, there are amount of architects increasing day by day and also the ration of pass out architects are more, thus the amount of beginner architects are more.
5. This study has 63% of male respondents and 37% of female respondents. Both male and female architects were given the same questionnaire.
6. Most of the architects give neutral or undecided answer for the HRM policies, as they are not really aware of those policies.
7. Most of the architectural organizations are of sole proprietorship or partnership organizations, which maintain few basic business policies, but most of them are not aware of the business policies.
8. There is a lack of upgrading the business system and culture. The organizations are still running on the old norms and terms and conditions of business.
9. 50% of the firm has no HR Planning, 30% are moderate and only 20% firms have written Human Resource Planning.
10. 35% of the firm has no Job Analysis system, 47% are moderate and only 20% firms have written Job Analysis system.

11. 25% of the firm has no staffing system, 35% are moderate staffing system and only 40% firms have written staffing system.
12. 70% of the firm has no Orientation system, 20% are moderate Orientation system and only 10% firms have Orientation system.
13. 60% of the firm has no Training and Development opportunity, 25% has moderate Training and Development opportunity and only 15% firms have Training and Development opportunity.
14. 50% of the firm has no Performance Appraisal System, 30% has moderate Performance Appraisal System and only 20% firms have Performance Appraisal System.
15. 60% of the firm has no career planning chart or written organogram, 26% has moderate career planning chart or written organogram and only 14% firms have career planning chart or written organogram.
16. 31% of the firm has no compensation package, 33% has moderate compensation package and only 36% firms have compensation package.
17. 20% of the firm has no benefit package, 30% has moderate benefit package and only 40% firms has benefit package.
18. 20% of the firm has no labour relation guideline or system, 35% has moderate labour relation guideline or system and only 45% firms has labour relation guideline or system.
19. 60% of the firm has no personal record keeping system, 24% has moderate personal record keeping system and only 16% firms has personal record keeping system.
20. 70% of the firm has no personal research system or career goal planning system, 20% has moderate personal research system or career goal planning system and only 10% firms has personal research system or career goal planning system.
21. Most of employees in an architect firm are giving very important vote in architects’ need to independency to use innovative idea in their work. Nearly 80% vote in “Opportunities to use the skills and abilities in work”, “Career development opportunities”, “Networking”, (65%) in “Career
advancement opportunities within the organization” and “Job-specific training” and 50% vote on “The organization’s overall dedication to professional development” and “general training on payment and tuition refund programs.

22. Most of the respondents are (30%) indifferent/natural agree, 28% of the respondent are somewhat agree on the success or good performance comparison with other organizations in the same industry.

23. 50% of the firm has no accurate information about the employees, 25% are some and 23% are has accurate information about the employees; only 30% firm are action to be taken regarding an employee for accurate information.

24. 45% firm are comparing with other employees for performance 35% is thinking, but 20% do not have any comparing process.

25. 40% are not comparing when with the rates of pay is comparable old employees 30% are sometimes compare and rest of 30% are compare well, and they have some mechanism for engaging a new employee.

26. Most of the respondent are agree that, their firm are careful about company manner.

27. More than 50% respondents are agree that Management does not discriminate on the basis of Sex, age, religion & disability.

28. more than 50% are agree that the management style in my company brings out the best in employee.

29. Most than 40% are disagree that Management hardly uses the employee feedback to improve continuously. Almost 35% are agreeing to “I am happy with company’s medical & welfare policies” but 30% respondents are disagreeing in the same issue.

30. Though Architects are considered as the main asset of the firms, they are not satisfied with the job nature. Job satisfaction is also a factor which is needed to be reviewed in the architectural organizations.

31. Employee’s tendency of leaving the job and switching the job is of quite a high rate.
32. 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.

6.2 Recommendations
To improve the HRM practices of the architectural organizations, and improving the employee and organizational performance, the following recommendations have been made from the findings of the present study:

1. Architects are the most precious asset of the firm, also they the respectable employees. So their job satisfaction is must be prioritized.
2. Architects are not labors so labour law is not applicable for architects. For the welfare, benefit and other career related advances, new laws can be created and implemented.
3. The architectural institutes should take some initiatives to open courses and workshops to teach the upcoming architects how to start their job and how job sectors can affect their futures.
4. Institute of architects(IAB) and Sthapotto Odhidoptor,(department of architecture) should take initiatives and proper arrangement for CPD courses, workshops for the practicing architects beside the building construction codes, so that practicing architects can also get benefit of that.
5. As HRM is a very new topic for the architectural business, all the existing architectural organizations and upcoming new organizations should revise the HRM policies according to proper guidelines, so that they can implement them properly.
6. HRM courses should be mandatory for all the architects, willing to join a new firm and also start a new firm on their own.
7. Separate HR manager and HR department should be a part of all the architectural organizations.
8. For job satisfaction of the architects, new training programs, workshops, benefit, salary revision, reward, compensation, employee performance evaluation, and motivational programs should be taken more seriously and they should be properly taken care off by the architectural firms.

9. Minimum job experience and age should be considered for the architects who are willing to start their own firm.

10. Finally, it is suggested to conduct an in-depth study in this regard to get more clear picture and better ideas before generalisation of the findings of the present study.

6.3 Future scope:
In this present study the recommendations and suggestions has been provided to get a more clear view about the analysis and results of the study and along with that some scope for future study has also created. The future studies can determined in the following areas:

4. HRM practice in private architectural organizations.
5. HRM practice in public architectural Organizations.
6. Comparative study of private and public architectural firms.
7. Employee performance and job satisfaction in architectural organizations.
8. Effect on HRM practice on organizational practice in architectural organizations.
9. Comparative study of architects and labour law on HR.
6.4 Limitations of research work:

1. As Architecture is a new comer in business industry of Bangladesh, most of the firms are not really aware of the business policies.
2. Human resource Management is a newly added policy in architectural business, thus the architects, both employee and employers are not really aware of that.
3. HR policies and HR personal are not very common in architectural organization, thus the data collection regarding HR policies and practice took a lot of time. Interviews, open discussion with the proprietor were the only way.
4. No research on architectural organizations in Bangladesh was done before, so relevant documents were mostly unavailable. For organizational profiles, history, and few policies, the only way was websites.
6.5 Summary:
All the chapters are calculated in this summary. It is showing the brief importance of the related data. Into this summary chapter, wise description is spread from beginning to the end. The details are given following:

Chapter 1: Introduction:
Architecture organizations are technical and creative teams. These types of organizations have the capital and technology, but success mainly depends on the capabilities of its members, which is especially architects. Human Resources Management (HRM) will help firms face the challenges of business globalization; appoint an excellent technical as well as management people. Management can generate capital, update technology but the Human Resources is required for propelling an organization. In this present study, it has been tried to identify the Human resource management practices of Architectural Organizations in Bangladesh.

Today in the business world, where everyone has a mind-set to start their own business, has a tendency to convert their skills into a business asset. Architecture, which is based on art and science of humans’ basic need, living hood, is also now a part of this trend. The study is on employees’ perceptions
of Human Resource Management (HRM) practices in the architectural industry, where the employee architects and their skills have been described as the assets of the firm, and how these influence their job satisfaction. The purpose of this paper is to investigate the factors that define the perceptions of these employees of the HRM practices and how these perceptions influence their job satisfaction.

**Objectives of the study are following:**
From the analysis of literature review the research gap was found and from the context and background study, the objectives of the study were determined. The objectives contain the following areas:
1. Architectural organizations of Bangladesh and their profile.
2. HRM practice in the organizations.
3. Employee performance and organizational performance
4. Job satisfaction and dissatisfaction factors of architects

**Chapter 2: Literature Review:**
Review of Literature gives the present study Human Resource Management information and architectural Information also. Review of Literature inspires for the research in Architectural Organization Management. It shows the depth, verities and importance of the literature. In Human Resource Management man power and its well management gives the positive results. Literatures motivate to do something new in the research.
For the purpose of this study, the “Funnel Method” has been used for the literature review. The funnel method has brought order to the literature review. It has also made it much easier to develop this chapter as because it provides with a built-in structure. The ‘funnel method’ of structuring a literature review is designed to make sure that all the objectives of the literature review are met automatically. In this chapter, the question “what is human resource management?” has been observed by giving a broad overview of the topic and introducing the practice of HRM in the contemporary architectural firm. This has been done on the basis of works previously done. Also from the analysis of the definitions of HRM. The fact vestiges that there
is much more to the field of HRM and despite popular depictions of the same, the “art and science” of Human Resource management is indeed complex. The chosen term is “art and science” as HRM is both the art of managing people by recourse to creative and innovative approaches; it is a science as well because of the precision and rigorous application of the theory that is required. In this chapter the reviews were done on following topics:
1. Association between HR Practices and Organizational Performance
2. Recruitment and Selection Practices and Organizational Performance
3. Training and Development Practices and Organizational Performance
4. Promotion Practices and Organizational Performance
5. Performance Appraisal Practices and Organizational Performance
6. Compensation Practices and Organizational Performance
7. Benefits and Services Practices and Organizational Performance
8. Job Satisfaction, Personal Factor, and Job Facet Perspectives
9. Job Satisfaction and Age
10. Job Satisfaction and Education
11. Job Satisfaction and switching job factor

Chapter 3: Methodology:
This research is designed to analyse the impact of human resource management practices on Employee retention in the Architecture industry in Bangladesh. It indicates toward analysing the factors that has impact on employee retention so that Architecture managers can make proper decisions regarding which human resource management practices will best be recognized and practice in their organizations. Data required for this quantitative and qualitative analysis were collected from primary sources and secondary sources mainly the questionnaire survey and the literature review was done through consulting various relevant journals, conducted by various human resource management firm, firm profiles and the publications. The information published in the different newspapers and websites in recent times have been consulted in order to present the collected data and information were then processed, tabulated and analysed to present the findings in a logical and objective manner. In present study mainly focus was on three features: firstly, trend analysis of the human resource management in
architectural firm; secondly, find out the perception of architects’ about human resource management practices and job satisfaction and finally recommend some policies and strategies.

The goal of the present study was to investigate the Human Resource Management Practices of Architectural Organizations in Bangladesh. Thus, approach to the study is investigative and expressive about architectural firms in Bangladesh. The quantitative method may be useful but the use of qualitative method was done to identify other practices and principles of the firms.

The research was conducted and completed under the following broad activities:

1. Step 1: Literature Review
2. Step 2: Data collection through field visits, surveys and interviews
3. Step 3: Data Analysis and Findings
4. Step 4: Preparation of the research Report

Dependent and independent variables were selected for HRM practice. They are following:

Independent variables:
1. Recruitment and Selection criteria
2. Training criteria
3. Promotion criteria
4. Performance appraisal criteria
5. Compensation criteria
6. Benefits & services criteria
7. Demographic Variables

Dependent Variable:
1. Organizational Performance
2. Employee performance

Sampling was done and among 400 architectural firms, 100 were selected randomly.

Measuring instruments:
1. Questionnaire: the basic questionnaire was designed for collecting primary data, it was made in 7 likert scale so that the employees finds more
relevant answers. 100 architectural firms were selected randomly and the questionnaires were given to the employee architects.

2. **Descriptive statistics**:
Descriptive statistics is applied in the situation when a researcher wants to find out only the response patterns of the selected subjects on a particular question.

**Data Measurement**:

1. Reliability and Validity
2. Factor Analysis
3. Chi Square Test:
4. Kaiser-Meyer-Olkin (KMO) Test

With these measuring tools, all the data were extracted in SPSS, and then analysed for getting the result for HRM practice in the architectural organizations.

**Chapter 4: Conceptual overview & Framework of the study**:
An review of the relevant literature on the topic was analysed and made. The various aspects highlighted by the organizations surveyed employees in the initial interviews; it is obvious that only a single model of HRM practice may not enlighten the multiple HRM practices which influence the performance as analysed in various studies.

In these chapters, all the theories related to HRM, rules and legal interpretations, theories were analysed to know how the HRM practice is obtained in different sectors and countries. Also in Architecture how HRM practice should be.

This included the followings:

1. **Benefits and services**:
2. **Safety, Security and Health**
3. **Discipline in organization**

Basis on these theories, it was sorted out that how HRM practice is done in different organizations. Also there were some labour law, which is generally followed in Bangladesh garments and other industrial sector

**Chapter 5: Result, Findings and Discussion**
Respondents Information
For this research purpose the respondents have been segregated in Age, Gender, Educational qualification as well as years of experience they process. The details findings or respondents information are mentioned below:

Age of the respondent
The minimum age of the respondent for this study is 24 years and maximum age limit is 65 years or above. Most of the respondent i.e. 35% are in age limit of 24-35 years and the second highest is 36-45 years i.e. 28% of the total respondent; that means age 24-45 are covering 63% of the total respondents. I have found that this group of responded (i.e. Age 24-45) are more willing to provide their perception about the firm, job, and HRM system. The lowest percentage is 2% i.e. age of 65 years or above; they are less likely or little bit reluctant to provide details answer of the research question.

Gender of the Respondent
In this study It has been tried to balance the gender issue but found that number of female architect are smaller than the male respondent Among the respondent 63% are male and 37% are female respondents.

Education Qualification of respondent
More than 50% of the respondents are bachelors in architecture degree holder architect. 30% are B. arch with some specialized professional diploma, and more than 22% are Masters in architecture qualified. And less than 20% of the total respondents have found M. arch degree with some specialization courses and very few of them got PhD.

Experience of respondent
The minimum experience of the respondents is 0 years to above 15 years of professional experience. Most of the respondents (more than 70%) fall into the category of 1-10 years of experience. More than 30% have 6-10 years of experience. Those people have more willingness to provide their perception about the firm, job, HRM practice and etc.
Information about Job and view point of the respondent
More than 200 respondents AGREE and more than 45 respondent STRONGLY AGREE to the statement that “A feeling of personal accomplishment”—which means, architects’ need the independency to use innovative idea in their work. Most of the case they AGREE that they know what is expected to do a great job, Nearly 150 respondents are undecided in performance is evaluated quite fairly and Quality is defined & measured but in this two case they do not feel proud to work because their Knowledge & skills are not fully utilized. Sometimes they are not enjoying working with co-workers; they receive On the Job Training to do a good job.

Relationship with bosses and co-workers
Research findings shows that supervisors are typically holding the key to career advancement within or sometimes outside the organizations. They have a great influence on the promotions to higher positions, departments or companies, regardless of the performance.
In the present study it has been tried to found that, 29% of respondent Feel Free to ask for advice or get constant support from their respective supervisors; 15% of respondent replies that their Manager / immediate boss listen to their views or ideas; 3% of respondent replies that their supervisors provide regular feedback from work; 17% of respondent agrees that their supervisors always treat them with respect; Unfortunately only 3% respondent agrees that their Boss gives recognition for any work done well; 3% of respondent replies that they have No good communication with boss; 12% of respondent said that Teamwork is encouraged / given recognition; 18% of respondent agrees that Team meetings are useful & productive.

Factors for HRM Practices
Pre requisitions for the architects: joining a firm
Architects are rare combination of creativity and pragmatism; their happiness can be clearly seen in their works; they use their knowledge for design and skills in engineering, managing and coordinating to create aesthetically safe project. In my study all the factors of “pre requisitions for the architects, interested to develop new firm themselves or joining an architectural organization” is graphically presented. The very important factor line is
situated in the top of the graph (blue line). The factors are Smart Salary; Freedom to implement their idea; No disclamation; Appreciation for work; Good work environment; Good work-life balance; Company’s financial stability; Career development opportunity; Job security; Interesting job content; Company values; and Social status.

**Job Satisfaction Factors**

In the present study all job satisfaction factors are strongly positive and most of the cases respondents are very small to say NO about the satisfaction factors. Two third respondent are strongly positive, more than 70 respondents are moderate and rest of them are enough positive to “Appreciation for your work”. More than 170 respondents are strongly positive, and almost 40 respondent are enough positive to “Good relationships with colleagues”, only few respondent do not care about “Good relationships with colleagues”. More than 165 respondents are strongly positive, more than 70 respondents are moderate and almost 40 respondents are enough positive to “Good work-life balance” and again only few respondents do not care about “Good work-life balance”.

**Job Dissatisfaction factors**

Every person has a level of job satisfaction for each job performed. Complications occur when people becomes less pleased with their jobs. This research, will found employee responses for job dissatisfaction. Most of the respondents are strongly agree that factors such as “Boredom”, “Unpleasant co-workers”, “No confidence in company leadership”, “Job insecurity”, “Lack of progress” etc. drives to job dissatisfaction.

**Employee Performance Factors**

In the present research it was asked to the respondents about their Performance. In an average of all the factors in the table, very few respondents are strongly agree that, Quality of the work output done by the employees in five years has increased, Exploration of new ideas by the employees is always appreciated in the Organization, Architects’ capability
are in line with the organizational operational and strategic goals. Given goals to each employee meets the expectation often; over all meeting the set goals by the employees has improvement in previous 5 years.

**Comparison of organization’s performance factors**

In the present study the respondent were questioned regarding their Organization’s performance in last 5 years where it was a comparison among the years and also over with other organizations in the architectural industry. From the answers of the respondents the result is like:

1. most of the respondents are (30%) indifferent/natural agree,
2. 28% of the respondent is somehow agreeing that the company has a good performance recordin the last five years comparingto other architectural firms.

**Organizational HRM Practices**

Human resources practices is conceptual, implementation of a Human resources strategy, involved of systems that follow the normal or routine way of doing business. Human resources "best practices" refers to the best HR systems that have the maximum output and good impact on the workforce and the organization.

**Firm maintain the policy of HRM**

It was found that most of the architect firm have no prescribed rules and guidelines for HR policy; though they maintain some HRM policy matter but it runs its own way. Most of the architect frim are proprietorship organization. It has been found that 50% of the firm has no HR Planning, 30% are moderate and only 20% firms has Human Resource Planning, 70% of the firm has no Orientation and Personnel Research planning, 60% firm has no Training and Development plan and career planning opportunity, 50% of them don’t have any Performance Appraisal system. Compensation and benefit option has moderately available accordingly 35% and 30% has strongly and 34% and 40% moderately replied yes.

**Firm keep Personnel records**
In this study the respondents were asked about the record keeping system of the firm. The result is following: out of 100 firms 45% firms does not keep up-to-date information about their employees, 25% have maintained some up to date details and only 30% firms always maintain up-to-date information about the employees. 50% of the firm are not aware of keeping accurate information about the employees, 27% have some and 23% maintains accurate information about the employees; only 30% firm are trying to take proper action regarding the employees’ accurate information. 45% firm are mostly comparing with other employees for performance, 35% are thinking of keeping upto date information and 20% do not have any comparing process.

Manner of the Company
The manner of the architectural organizations is also a factor which has been considered in the present study. It has been found that more than 50% respondents agree to the issue that the Management does not really discriminate the employees on the basis of Sex, age, religion & disability, more than 50% are agreed on the issue that the management always brings out the best from the employees regarding performance and also Management shows their genuine concern for health & safety of the employees at work place and Company is trying to improve and motivate the employees who performs poorly. Around 40% have disagreed that “Management does not use the employee feedbacks to improve their position continuously”. Almost 35% are agreeing that the employees are happy with company’s medical & welfare policies” but 30 respondents are disagreeing in the same issue.

Recruitment & Selection
In the present study it has been found most the architect firm do not have a good Recruitment & selection system and not they have followed as well. About 95% of the respondent “somewhat agrees” that their organization doesn’t use biased test and for employee selection. 60% of the respondents “agrees” that the Organization selects those efficient employees who’s knowledge, skills and attitudes are desired. The respondents mostly answered “Indifferent/ Natural” and most of the respondents are not well known of the recruitment and selection process of the company. Some of HR people are
describing it themselves but most of the architects have joined in the firm through reference basis by some senior architect or valuable client.

**Training & Development (T&D)**
In the present study the respondents have carefully answered this question and after analysis I have found that 50% of the respondent have disagreed to accept their organization are providing them some training, most of the case in a architect firm training means “on the Job Training”. In this graph we found the height angles are somewhat disagree, Indifferent/Natural and somewhat agree. In a middle point disagree are only 60 respondents and nearly 65 are agree on the training and development issues.

**Job Description**
The graph shows most of the respondent are said it is natural that “All the duties and their description is mentioned in the job description for all the employees”, but this should not be the role of an individual person. Most of the time Employees are not asked or forced to do a job not mentioned in the job description. All most every respondent disagreed that all the jobs are clearly defined and described by category in the organization options; that means maximum number of architect firm do not have well job description or define the role of an employee.

**Compensation**
The table 4 shows that, take home pay is enough for family, so architect are not worry about their compensation. Moreover some of architect firm has some smart compensation packages.

**Performance Appraisal**
Most of respondents have agreed to Bonuses, promotions and selected training are given upon the appraisal evaluation . All employees of the organization has clear concept of performance appraisal. An architect firm is a performance base industries and employee of the firm are well known about the issues and Feedback on performance and required counselling is provided
to employees time to time for their work from the senior architect or management.

**Employee Participation**

In the present study, it has been found that maximum number of employees naturally or somewhat agreeing for the entire topic I asked for employee perceptions. “Organization trusts employees for their decision for the welfare of them and company” are somewhat agreed. Percentage of strongly disagree or disagree are very small portion of the respondents. In the same are strongly agree or agree are very small portion of the respondents but the few respondents are somewhat disagree about the employee perceptions.

**Positive Adaptability of Employees**

It is showing that a good number of respondents have naturally Positive Adaptability of Employees. More than 50% of the respondents are positive attitude about “Positive Adaptability” and less than 50% are negative about “Positive Adaptability of Employees”

**Human resource management Practices Score**

To modify the HRM Scorecard following human resource management practices has been offered on the basis of literature review. Following 9 human resource management practices “should be part of human resource management scorecard. This scorecard is a compilation of the most important selected human resource management activities which are practiced in various type of organizations

**Possible steps for improving human resource management in the organizations:**

This question shows the actual practical information of an architect firm on how they should develop HR policies and procedures for their organization in this industry. It will be obviously beneficial to those firms also who have just started to develop the rule and policies and for those firms who are trying to appraising existing policies.
Most of the respondents (60%) are focusing more in career development as HR development and almost 30% giving more emphasize in “Career Development” along with opportunity and “Recognition of Performance”. All most 50% of the respondents are giving high priority and 20% respondents are giving more importance in “Good Recruitment Policy” as an improvement tool along with, “Performance Management” policy and “Promotion / Succession Planning” policy. 45% respondents are thinking “Training and Development” as the core issue, “Adjustment to New Policies/ Procedures” as an important factor, and “Staff Retention/ Manpower Planning” as the game changer. One third respondents are giving high importance for “Change Management” and “Staff Culture development”.

Discussion:
Form the literature review, 6 null hypotheses were generated and in the discussion chapter, they were tested with chi square value. The hypotheses are given following:
H1: Recruitment and selection practices are not positively associated with architectural organizational performance (Ho)
H2: Training and development practices 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)
The hypothesis was tested with chi square test. The null hypothesis were rejected and the following was the result:
1. organizational performance and recruitment and selection has significant relationship
2. There is a significant association between the Employee Training & Development. And organizational performance
3. Promotional practice is positively related to organizational performance.
4. Performance appraisal and organizational performance have positive and significant association.
5. From numerous studies it has been proved that the null hypothesis is not valid. Because remarkable correlation between compensation practices and organizational performance is there.
6. Employee performance has a significant relation with organizational performance. Organizational performance gets well when employee performs well. It’s a positive relation.

Chapter 6: Case study:
Case Study on Brahe and Bestec JV ltd.; An architectural joint venture firm
A case study was done in the architectural joint venture firm ‘‘Brahe and Bestec JV ltd.’’ Here the survey and data collection was done through survey, direct interviewing the Admin and Hr manager and the production team. The project managers gave the vital information regarding the employee evaluations and project management, where else the admin manager gave the vital information regarding company policies and benefits and compensations. Also the organogram of the company and few confidential data were revealed by the admin manager which plays a very important role in the case study.
Brahe & Bestec, is an architectural joint venture company between the Danish company aarstiderne architecture and the Bangladeshi outsourcing based company, which is a sister concern of Bestec group of company ltd. The company formed in the year 2007, where Bestec group had contract in corporation with the Danish aid founding organization Danida. The founder members of this company wanted to establish a intimate and friendly communication between Denmark and Bangladesh, with an obvious foresight of bring benefit for both the partners regarding cost effectiveness, idea development, construction technique learning and knowledge sharing.
Outsourcing defines to a type of company which links up in a contract with other companies for doing their few assigned job on behalf of them. This includes marketing jobs, web and internet based tasks, planning and finance
related issues which would otherwise be performed by their in-house employers. The main purpose of outsourcing is to reduce the overhead cost of the company and also to help expanding the market. Although Bangladesh is relatively a new field in outsourcing business but yet have high potential and possibilities. On the other hand, Human resource is an important issue in any company. Knowledge of Human resources management is essential for the betterment and welfare of the company. Apparently, HRM seems to be a less important factor in the outsourcing companies, but like all other companies, the Human Resource has a great impact even for the outsourcing firms.

The present study is based on finding out and analyse the form of Human resource management regarding the Joint Venture outsourcing firm. This is done as a case study for the present study and it focus on understanding the company’s HR policies, rules, regulations and restrictions for employees, benefits, advantages and compensations, punishment and rewards for the employees. The purpose is also to make recommendations for improving the HR management and enhancing employee qualities for the betterment of both the employees and company. It is also the purpose of the researcher to help the management by providing an idea to take appropriate decisions about the quality of the employees in future.

At Brahe and Bestec JV ltd. the Human Resource management is practices are taken very seriously. Being an outsourcing company, it is mainly depended on it’s employees of the production team, the architects and engineers and the Employees are considered as the asset for the company. Brahe and Bestec maintain their employee’s comfort and satisfaction very preciously. All the HR issues have a significant impact on the employees. Starting from the recruitment and selection process till the turnover an employee gets all the benefits which is promised in the company policy. The company maintains the employee’s record from joining till resigning and all the data of the employees are well tracked. Not only professional but also personal information about the employees treated very seriously and given the attention in the company, and also maintaining confidentiality so that employees might not face any embracement or problem while disclosing their information.
At Brahe and Bestec, the partners (Denmark), the clients and the employees are given the top priority. The organization’s HR policies also have benefits which are helpful for both the employees as the family members, and every member of the team are important for them. The organization gives importance to both external and internal communications equally. The external communication (mainly with Denmark partners) responsibilities are divided among different members so that the communication can be a clear one with fewer barriers and for internal communication, every and each employees are given training so that they can have a clean, firm and clear instruction from each other and also no ambiguity must create. Different Medias are used for these communications. Always it is taken care that the best possible media should be used for the communication. Appropriate media makes the communication better and also the technology as media is always kept in mind here.

Interviewing the HR manager Vaskar Roy, who himself is an architect gave the clear concept and view regarding the employee turnover, satisfaction and dissatisfaction along with the motivational actions regarding the employee welfare.

From the survey and interviews the case study was done and the requirements were fulfilled. The findings were

1. Architects are respected team members; they should be treated with respect.
2. Hr. practice for the architects should be different from labour law, so that the socio economic needs of the architects can be fulfilled.
3. Every employee is important, so their satisfaction is the high priority.
4. Inter personal relation among the employee’s works as the motivational power.
5. Relation with the immediate seniors should be very clear so that the employees don’t feel uncomfortable during the working hours.
6. Employee welfare is the first priority, so benefits and compensations are clearly defined.
7. Good communication and leadership practice is taught to the employees through training and motivational workshops.
Thus it can be said that Brahe and Bestec is one of those companies who can clearly define the importance of HR management in the architectural organizations and tries to practice and improve it with time. Good communication, well-maintained team leadership, proper maintained policy for employees benefits, compensation and security and above all good will and good initiative, these factors are related and one is incomplete with the other one. This fact has followed in Brahe and Bestec and thus it has become so successful in a short time.

Chapter 7: conclusion, recommendation, limitation and future scope of study:

Conclusion:
The result of the present study portrays a practical illustration for the importance of HR practices and performance of an employee as well as the employer for the fast growth of the company. In an architectural firm the employee values job satisfaction, training & development, human relationship, employee communication & involvement, recognition & reward, compensation & incentives and proper performance appraisal as reward and appreciation for good work. The research findings are the most important aspects that should be considered when the human resource management (HRM) issues in the Architecture industry is concerned as indicated above.

Recommendation
The research topic of this Ph.D. report is “Human Resource Management Practices of Architectural Organizations in Bangladesh” provide the following recommendations:

a. In this study, It was found that an architect is not aware of human resource management best practices. Most of the respondent answered about HRM practices are “Indifferent/Natural” system because of they didn’t have the knowledge about human resource management benefits. So my first recommendation is every architect, senior or junior, should have training on “benefits of best practices of human resource management system.”
b. Performance factors influence in job satisfaction as well dissatisfaction. These are what management should be very much concerned about in an attempt to concentrate on what employees consider necessary. So HR factors should be following performance method for superior output. an architect (performance-based organization) firm should focus more importance in the below-mentioned HR functions: Appreciation for work; Training and career development; Good economic and social status offer; Job security; Attractive compensations and incentive; Good work-life balance; Good relationships with colleagues and superiors; Company’s financial stability; Interesting job content

c. Architectural firms are very much exclusive ideas generate industry, so the work environment is vital as well relationship with experienced and senior is much essential for better conceptual productivity & future development as well as goal achievement.

d. Recommendation for Architectural firms should have performance based Human Resource Management functions and implication of this function.

e. Architectural firms should have the opportunity for juniors to do some independent work where they are interested in work and employees are trusted to good name of a company

f. The firm should have some regular training/workshop/seminar session because an architect always needs to know the update technology and concept for smart work.

Future Scope of study:
In the present study it has been tried to found the HR practices of architectural firm in Bangladesh. From this primary study many more studies can be upcoming. The next study may indicate and focus on “The best HUMAN RESOURCE MANAGEMENT practices for an Architectural Firm” or “Benchmark study among the Architect Firms HR Systems”. And also comparison between public and private architectural firm also can take place in this study.
Limitations of the study

Architectural firm in Bangladesh is first generation business, so most of the case I found this industry is property business and most of the firm don’t have any specific HR focal person. So the document collecting regarding HR policies and practice became complex and time-consumning, and all most the information gathered by having the discussion with senior people of the firm. Secondly, architects are not involve in such type research, maybe this is the first study, of this kind in Bangladesh, so no related document are available. Thus the summary of the whole thesis paper is gathered.