Abstract

Business associations are work serious, with individual's costs speaking to ordinarily 70-80 percent of aggregate cost. This point has been reflected in many trust application archives and strategies for success, frequently as an announcement such that "individuals are our most essential resource". This announcement perceives that not exclusively are individuals a basic cost issue in a business association, additionally that quality, proficiency, and efficiency are individuals issues too. Notwithstanding, practically speaking, many trust sheets think that it's hard to decipher this announcement of purpose into operational reality. In this article, we investigate a portion of the reasons why key human asset administration is a basic issue confronting trust sheets, and why many trusts are discovering this a troublesome way to deal with actualize. We additionally recognize a portion of the key dangers of not adopting a vital strategy to human asset administration; lastly give some guidance to both the CEO and the HR chief.

I. INTRODUCTION

The significance and nature of HRM has exasperated much level headed discussion. Distinguished HRM by clarifying four recognizing highlights, that is the digestion of work force arrangements with business arranging; duty From experts to line supervisors obligation must be moved; uniqueness in the administration of worker relations and an
accentuation on securing representative devotion and activity, contends that HRM is intended to create, ``Strategic joining, high responsibility, high caliber and adaptability” and that, Strategic mix alludes to the capacity of the association to coordinate HRM issues into its key arrangements, to guarantee that the different parts of HRM cling and for line administrators to fit in a HRM point of view into their basic leadership.

Hendry and Pettigrew differentiate that key HRM is highlighted by four essentials: the utilization of arranging; the plan by a cognizant approach and administration of workforce frameworks supported by some theory; business approach is composed with the HRM activities and arrangement; and considering the general population of the association as vital assets in the achievement of aggressive system. Human asset requires in an association will change at various stages in the business life cycle thus HR strategy decisions should be customized to the fitting stage; Sisson recommends that it was the quest for upper hand in the. There is various distinctive methodological in HRM to help the improvement of business procedure. It can be proclaimed as social morals, reminding the senior administration about their social responsibilities.HRM division invested the greater part of energy working on individual welfare issues. The fundamental worry of HRM is the control of faculty and also lessens the missing rate of representative, work drive planning and headcount. In other method for HRM builds up the business, similarly, to adjust the organization with the change and endeavors to have positive impacts by utilizing sociology applications to man understanding issues by through occupation overhaul, work fulfillment plan and strategies of correspondence. Once in a while HRM manages work enlistment, exchange and end by the demand from supervisor. In addition, human asset administration concerned vital business arranging, growing long haul HR arrange and mechanical connection system.

![Human Resource Management system](image)

**Figure 1: Human Resource Management system**

The key success of any business organization is human resource. So HRM use these human resources effectively to meet the strategic business objectives of the organization.

### II. ESSENTIAL OF ARRANGEMENT BETWEEN ORGANIZATION'S CORPORATE STRATEGY AND OBJECTIVES AND ITS HUMAN RESOURCE STRATEGY

In impeccable world, the business and key hierarchical arrangement are the deciphered type of authoritative mission and objectives. As per the guideline of arrangement, to accomplish corporate objectives in each parts of an association's exercises must be consolidated and pull
The execution of the general population inside the association relies on upon the accomplishment of system and vision which thus calls for abnormal state of inspiration and commitment among representatives. The hierarchical mission, objectives and qualities is reflected by the execution of the workers and their superb execution depends on the open doors the amount they are getting from the business.

In an association distinctive useful zone like: advertising, assembling and human asset, in the wake of planning corporate and business level procedure chiefs need to make an interpretation of key priority into these regions. This contains all the diverse parts of business yet prevalently must be conceivable between the necessities of association's technique and HR arrangement. There are two sorts of fit that HR approach and practices require to accomplish:

a) Internal alignment
b) External alignment

**Internal Alignment:** In internal alignment managers must have to make sure that their HR practices are all associated with one another within the organizations to set up a formation that is reinforced mutually. From organizations point of view the whole variety of HR practices-job design, training, staffing, performance appraisal and compensation must have to be focused on the same personnel objectives.

**External Alignment:** The link between business strategies and key initiatives in human resource are mainly focused by external alignment.

### III. THE PROCESSES REQUIRED IN ORDER ASSESSING THE EFFECTIVENESS OF HUMAN RESOURCE STRATEGY AND ITS IMPACT ON OVERALL CORPORATE STRATEGY

Strategic HRM provides guidance on the most proficient method to fabricate the establishment for key favorable position by making a successful authoritative structure and configuration, culture, worker esteem suggestion, frameworks considering, a fitting correspondence methodology and setting up an association for an evolving scene, which incorporates downturns and mergers and acquisitions. Manageability and corporate social obligation come surprisingly close to this train, particularly with reference to authoritative qualities and their look in business basic leadership.

![Figure 2: Strategic Human Resource Management](image-url)
3.1 Recruitment:
A noteworthy concern is an enrollment and maintenance of staff; particularly where the pool of accessibility of workforce is constrained. Be that as it may, because of the prerequisite of high ability work force, a deficiency of forthcoming volunteers exists in an association. The choice of staffing has been formalized by the HRM office at head office. Associations give work to individuals in various positions to accomplish their own objectives. The vast majority of the associations have opportunity at various times around the year and they should be filled them on time to proceed with their work adequately. For enroll and select the best individual for the opportunity associations need to take after specific procedures. The faculty choice process helps the association to settle on a choice about the individual to who will designate. It guarantees that it will be genuinely treated with every one of the people who will apply for the post. Every one of the hopefuls are assessed on the premise of related aptitudes and practices. The yields of each choice influence the working existences of representatives, whose prerequisites must be met. Thehierarchic profitably progressively relies on upon these workers on account of procuring opportune individual for the occupation. The HR choices in view of the accompanying seven stages:

1. Getting job oriented information through job analysis: The way toward distinguishing errands, obligations and duties is employment examination. When it has been finished, work investigation prompts to distinguish the information, capacities and aptitudes required to carry out the employment that is set of working responsibilities. From that point onward, associations will proceed through occupation determination.

2. Identify the measures of job success: There is way of measuring job success called criteria and that is measured through organizational psychologist.

3. Identify predictors and measures
4. Determining the relationship between and predictors job success
5. Developing a recruitment strategy
6. Implementing the selection process
7. Determining the worth of selection system

An organization basically follows two strategies for recruiting suitable qualified individuals. This are-

**Internal recruitment:** An Organization first tries to fill an open position internally through current employees inside the organization by advertising.

**External recruitment:** There are extensive varieties of procedures for selecting individuals from outside the association like-giving promotion at daily paper by giving data about employment prerequisites, work obligations and duties. The other method for enrolling is through web. It will make issues for them who don't have the get to the web. Expansive associations visit grounds of colleges of advances to select their applicants is known as grounds enlistment. Once in a while associations utilize HR enlistment offices and their administrations are to give the entire enrollment prepare. These are not on minimal effort. The slightest exorbitant outside enlistment procedure is representative referrals strategy.
This is a method by which ask to somebody in current workers about they have somebody who is intrigued for this vacant position. The principle preferences of outer enlistment are that gets new thoughts and aptitudes into the association. Infrequently it creates issues for them since they don't know about the new condition and culture. Workers need to invest more energy in that.

3.2 Selection:
The process of choosing appropriate candidates for the organization when it has received applications for open jobs is known as selection. This is the final steps of recruitment process. It is the combinations of eight basic steps.

1. Preliminary interview
2. Receiving applications
3. Screening of applications
4. Employment test
5. Employment interview
6. Checking references
7. Physical examination
8. Final selection

Figure 3: Basic steps of Selection Process
There are some additional terms which used by the organizational psychologist during the process of selection. These are job selection ratios, realistic preview of job and cut-off.

3.3 Retention:
It is critical and continuous issue. It's a difficult issue when an association should confront constantly for the assessed future. An association dependably needs to hold representatives in shy of supply and they need to have options. Associations dependably continue continuing building up their own arrangement to hold representatives by passing on obligation. The principle base of maintenance expected set of responsibilities, enlistment, choice and introduction. Mostly maintenance concentrate on employment fulfillment and fit with the authoritative culture and the methodologies in view of this ought to concentrate on expanding three sorts of fulfillment. These are close to home, proficient and social. On the off chance that association neglects to enroll ideal individual for the correct track then association’s needs to endure and representatives needs to endure too. For instance; concealed cost caused by the administration to settle that issues. Therefore association needs to misfortune their profitability. From the representatives' perspective they need to face issues due to not having legitimate aptitudes in determined occupation. They need to invested additional time and vitality on finding new position. General they get to be distinctly baffled. Correspondence, acknowledgment and future
Strategy based on compensation: There are some organization focuses on compensation such as IT firms.

Strategies based on work environment: Most of the organizations focus on internal environment of the organization or the culture of the organization.

Strategies based on career development: Some companies focus on retention strategies through career development.

3.4 Training, Learning and Development:
It's a difficult issue when an association should confront consistently for the assessed future. An association dependably needs to hold workers in shy of supply and they need to have choices. Associations dependably continue continuing building up their own arrangement to hold workers by passing on duty. The principle base of maintenance expected set of responsibilities, Training assumes a critical part for the improvement of all workers which reacts to people and accomplishes authoritative prerequisites by enhancing execution and comprehension. Considering with the vital bearing, how the association's center capabilities of workers can be distinguished and preferences taken from natural elements. From the preparation and improvement terms, this can actualize the traditional preparing cycle and business arranging verge on deciding preparing needs.

3.5 Organization objective:

i) Planning
ii) Evaluating
iii) Delivering

The training strategy is a system that determines the competencies required for the organization in the future and how it can be achieved. Organizations need these training strategies for different perspectives like-

- To increase the productivity through expenditure on capital improvements
- To increase the productivity through spending on developing human capital

3.6 Methods of training for people:
Generally there are two types of training methods.

a) On-site training methods
1) **On the job training:** In this preparation technique, learners get preparing under the bearing of somebody and urging them to pick up information and watch increasingly from the current experienced workers. Despite the fact that it's formal preparing so every worker get some underlying learning from it.

2) **Job rotation:** This training method allows people to move in different department of the organizations. Through this job rotation employees develop skills in different section more than they would get from staying in one department.

3) **Apprenticeship:** Apprenticeship is a particular form on the job training though which a particular level employees used to get information about skilled trade. For example; different company like:- electrician, plumber, carpenter, pipefitter, sheet metal worker etc. Is used this approach.

b) **Off-site training methods**

1) **Classroom lectures:** It's one of the common methods of job training. It can provide large number of information at a time and easy to deliver it to the large no of trainees at a time.

2) Instruction in the form written material or forms based on computer.

3) **Computer based training (CBT):** It's a way training by which trainees can communicate and transfer and get information from instructor through computer, television etc. (Goldstein & Ford, 2002). It's distance learning.

3.7 **HR Development:**

Human Resource is the system for workers can build up their own and hierarchical aptitudes, information, capacities. Human asset advancement incorporate; worker preparing, representative profession, improvement, execution administration and advancement, guiding, tutoring, progression arranging, key worker distinguishing proof. Comprehend the authoritative needs' and future request and in addition future ability, and realize what ability it has accessible to it. What's more, demonstrate, as far conceivable, a profession test to people that helps them to meet their desires. In building up the association, self-improvement additionally essential for the hierarchical change, on the grounds that an individual people are the arrangement of authoritative power mean assets.

In bellow there the method of development:

- Individual Support-Organizational Interest-Dialogue
- Accreditation
- Organizational Mapping
- Performance Management
- Career-counseling
- Succession planning
- Appraisal discussion
- Career-planning
- Career discussion
- Personal plans
- Manpower/skills planning
- Development centers
- Mentoring
- Training prioritization
- Vacancy management
- Learning resource centers
- Retention Strategies
- Self-managed learning
- 360 degree feedback
- Potential assessment
- Managerial coaching
- External coaching
- High-flyer development
- Flexible working
- Preparing offices getting to holds with the requirements of an occupation rapidly, and by enhancing the learning and expertise of laborer it permits the representative enhanced quality, and upgrade of ability in light of the worker could prompt to their employment improvement with advantages to both the individual and the association. Motivational effect of preparing in a show when staff feel a feeling of redesign when sent on instructional class, and after been prepared they are spurred to secure new aptitudes, especially when prizes take after the procurement and utilization of abilities. Recognizable proof with association could be encouraged when a superior comprehension of statements of purpose and corporate destinations is accomplished through preparing.

3.8 Strategies for positive employee relation:
Representatives are the partner of the association and can't be contrasted and assignment, capacities, process or items. Passionate support and individual contemplations are required for them to comprehend them. It's extremely convoluted to draw up representatives' stock and mastermind them in stockroom deliberately. Any choices in regards to this will endeavor a negative effect on them and may bring about a separate in operations. So it is essential for the association to distinguish and esteem those distinctions and dependably give significance on the accomplishing positive and productive representative relations. The principle worries of employee relations strategy:
- How to minimize the conflict by maintaining employee relations through building stable and cooperative relationships.
- How to achieve employee commitment though involvement of employee involvement and communication processes.
- How to develop interest in employees towards the achievement of organizational goals.
- Strategic direction.
- The approaches of human resource management towards employee relations:
• To drive them for commitment: To get all the employees with the organizations by winning their heart and minds and make sure a fruitful return on training and development.
• A emphasizing on mutuality: getting the letter across that we are all together in this.
• A shifting of collective bargaining in the organization to individual.
• By using of employee involvement techniques.
• Through applying total quality management (TQM)
• To use human resources more effectively sometimes increase flexibility in working environment, including multi skilling
• By giving more importance on team work

When association has set up it is extremely hard to change the associations culture, this way to change the representative connections culture is likewise troublesome. The association will turn out to be more fruitful when senior administration think representative relationship deliberately in worker recognition instead of adversary associations. It can be accomplished just by meaning to enlist and hold all the more successfully and by creating representative relationship procedures to build the general fulfillment of workers however risks (like feeling enthusiasm for employment, employer stability, positive finish, and impact them execution) and lessening the disappointment.

3.9 Performance Management:
Performance in an organization cannot be defined but it can be measured. It’s measurement of multi-dimensional construct depending on variety of factors. Bernadin el al concerned that Outcomes of work should be defined as performance because it creates a strong linkage with organizational goals, customer satisfactions and economic contributions. It is about managing of the organization in the perspective of internal and external environment. There are different stages of performance management showed in figure.

i) High performance  
ii) Improved performance  
iii) Low performance

Start year Agreement of performance, during year Monitoring and review against agreement  
End year, Review of main performance

Figure 5: Different stages of performance management
Performance management involves continuous review of performance against organizational objectives, requirements and plans and the performance agreement, enhancement by implementation and developments line-up for the next. Business strategy, employee development and total quality management (TQM) are main processes in the business that should be linked with the performance management for achieving business performance. Basically the force for vertical and horizontal integration is performance management. Vertical integration: Vertically It can be achieved in two ways. Firstly, it facilitates the coalition of strategies and plans of the business with individuals and teams. There targeted aims are those that support the success of corporate goals. Secondly, the organizational core values and capabilities should take place through vertical integration as well as values adopted and the level of potential achieved by individuals.

Horizontal integration: It is the association of performance management and human resource strategies that deals with valuing, paying, relating and developing people. Organizations effectiveness can be increased through the impact of performance management. The effectiveness of the organizations can be improved by adopting with various processes of managing, motivating and developing people through successful integration with performance management.

3.10 Reward:
The main purpose of reward is to increase job performance, productivity, meet the customer expectation and to hold recognition. In other way-

- To achieve the goal
- To accomplish the task on time
- To take out boring from work place
- To promote the employee to work
- To meet the higher and lower order needs

Strategies for reward:

All employees are in the reward strategy for example: line managers, stake holders. All the employees work hard with skills and effort in return they get salary and other performance bonus from employers. It's also good relationships developed between employees and employers through good working environment and excellent communication. In broader sense strategic aims include:

- To introduce a more incorporated approach to reward management and encouraging the employees through continuous personal development.
- To develop flexible approach.
- To reward people according to employees contribution.
- To make a clear specification about what behavior will be rewarded and why.

- Reward management:
  - According to Contingency theory applied to reward:
  - Different reward strategies are required for organizational diversity and cultures.
Different reward strategies and its usefulness vary according to the organization’s policies and practices.

Business strategies may take forward the business strategy inside the organization. The interrelationship between the employees and managers will influence the strategies at different levels in the organizations.

Performance-related pay should depend on the way motivation of employees initiatives for specific rewards:

It depends on the examination of present circumstances in the organization and need of evaluation of the business and its employees. Examples of some possible initiatives:

- The establishment of contribution pay scheme through replacing of present methods of contingent pay
- The initialization of new grades and pay structure
- The substitution job evaluation scheme with more clarified scheme that shows values and needs of the organization.
- The improvement of flexible benefit system
- The arrangement of announcement and training programmes to tell all the employees about the reward policies and practices.

3.11 Development of strategy:

In today's association is confronting quick changing financial condition, mechanical headway and globalization. Associations need to think of these progressions. The nearby fit between business methodology and HR technique really help to achieve their coveted target. From the business perspective, it needs to consider on pattern, for example, fixation on center business, showcase sections, get most extreme qualities from reward framework, and give more significance on adaptability. They need to change the old framework with the prescribed procedures to meet these prerequisites. The plan of reward framework must should be reasonable and need to work reliably to perceive individual's needs. There are many strides for creating techniques: Decide the fundamental issues for business system that influences the reward and strategy. To discover pivotal achievement elements for the business and need to think suggestions for human asset and reward methodologies. Need to watch out for old reward systems and distinguish any change require for that to adjust that with new changes of the associations. To recognize the suggestions for HR arrangements to set up future needs. Examine with the specialist about how to create compensate systems. Consider outside elements like arrangements of government, pay impose directions, individuals' compensation and weight from nearby or universal.

IV. INSTRUCTION FOR THE CHIEF EXECUTIVE & HR DIRECTOR

4.1 Some Instruction for the Chief Executive

On the off chance that you feel marginally awkward in perusing this article, and perceive that your association is not taking a key way to deal with human resource management, what would you be able to do about it?

- Clarify your desires. Our extensive research, in both private and open divisions, has reached comparable conclusions. Key among these is that CEOs and human resource
chiefs regularly have different perceptions and assumptions about what it is that the human asset capacity will convey (see Table I). In molding your desires of the human asset work, you require to identify precisely how the capacity will add value to your association, for instance by evading a portion of the dangers alluded to above.

- **Does your HR executive have the fundamental capacities?** It is no great requesting that a staff manager make a vital commitment at board level. Clearing up your desires of the HR capacity will furnish you with a basis for tending to the subject of whether existing people are equipped for conveying.

- **Are the vital authoritative Arrangements set up?** It is no great clearing up your desires and selecting a capable HR executive, if key arranging and decision-production procedures are outlined in such a way that this individual can't to influence and shape their outcome. Consequently, you have to audit these processes with a specific end goal to guarantee that the human resources chief is having a key impact in them and is not simply anticipated that would respond to their yields. Likewise, while the HR chief not a Mandatory board arrangement, you do need to guarantee that the position of the HR executive in the association structure mirrors the status and commitment expected of the part, and backings the capacity of this person to do his/her employment. Having a HR executive answering to the fund chief is most likely not a decent begin.

**Table I. Chief Executives’ Expectations of the Human Resource Function**

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<thead>
<tr>
<th>What chief executives do not want from HR</th>
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<tr>
<td>An emphasis on specialist skills</td>
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<tr>
<td>Over-concern with rules/procedures – inappropriate policing and blocking action</td>
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<tr>
<td>Introduction of “best practices” which:</td>
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<tr>
<td>• do not fit with the business</td>
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<tr>
<td>• are not owned by line management</td>
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<td>An indiscriminate approach to being a good employer</td>
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<th>What chief executives really require</th>
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<tr>
<td>Someone to “read” the organization</td>
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<tr>
<td>Feedback – confrontation</td>
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<td>Process skills to gain commitment</td>
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<td>Ability to influence</td>
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**Source:** Hay UK Survey

4.2 **Some Instruction for the HR Director**

If you are an HR director, lucky enough to work for a chairman and chief executive who value your contribution, how do you make sure that you continue to be a success? As part of our research into the characteristics of successful HR directors in both private and public sectors, we have

Identified a number of critical success factors that you need to meet:
• **Develop your powerbase.** The best HR executives in expansive associations appear to get their energy not from their utilitarian specialism or the assets under their control, however from their own capacity to peruse the association and key people in it, and go about as an advisor or change operator for the CEO. This is clearly not a simple part to create and support, but rather it is capable (see Table I). Similarly, in our experience obviously, if this part is not being played by the HR chief, but rather by another person, then the powerbase of the HR executive will be genuinely undermined.

• **Stay close to your customers.** Numerous HR capacities risk getting to be distinctly separated from their clients, i.e. line supervisors. The capacity is there to give a support of whatever is left of the association and you can't do this on the off chance that you are not considering the desires and perspectives of your clients about the level of administration you are giving and the esteem you are including. One normal for fruitful HR capacities is that they are not staffed only by HR experts, but rather incorporate people from outside the HR work who can frequently give a superior comprehension of the necessities and desires of whatever remains of the association.

• **Get the basics right.** Once more, the examination proof is clear. While you might make an extremely fruitful commitment at the key level, many line supervisors in the association will assess the productivity and adequacy of the HR work in connection to some exceptionally essential regulatory administrations. For instance, on the off chance that you are sufficiently tragic to control the flask as a feature of your obligations, then the nature of the nourishment may well be the most widely recognized measure used to assess the adequacy of the HR work.

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VI. CONCLUSION

At the end we can conclude the importance of human resource management strategies in an organizational context by summarizing the needs that for effective running of the business HRM is essential. It is not possible to run the organization without engaging human resource management. Human resource management need to be active in order to maintain all the section within a short time. Moreover, human resource management helps to enhance the productivity of an organization’s people through hiring right person at right place at time by making good strategies. HRM also motivate their employees through various ways like pay and reward. This is way how human resource management helps in achieving the overall performance of the organization through developing strategies and implementing them effectively towards the organizational success.
VII. REFERENCES


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