Human Resource Management Practices in Government Companies of Bangladesh: A Case Study

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Abstract

There is a paramount importance of human resource in a modern organization for its sustainability in future. Without the support of HR, machines remain idle, raw materials lie stacked, money get tied up, and other wings of the organization crack down. Titas Gas Transmission and Distribution Company Limited (TGTDCCL) is the largest state-owned public limited gas company operating in the energy sector of Bangladesh under the corporation of Bangladesh oil, gas and mineral resources (Petrobangla). This company is managed by the ministry of power, energy and mineral resources of Bangladesh. It is the most important and largest state-run company in terms of revenue earning, employment generation, and poverty alleviation of the country. Therefore, this study aims at evaluating the human resource management (HRM) systems of TGTDCCL of Bangladesh. The study reveals that HRM systems of TGTDCCL follow Bangladesh Service Rules and unified service rules of Petrobangla. “Service regulations of TGTDCCL 1987 and 2008” as well as “Bangladesh Labor Law 2006” are used in this company. There is no unique HRM division as well as comprehensive HRM policy of this organization. The HR related activities are performed partially by the administrative, HRD, and establishment departments. The study also shows that the HRM activities of TGTDCCL are still traditional, backdated and not motivating to the skilled, brilliant and efficient employees of the company. There is formal Human Resource and Succession Planning. Although the management has developed recently Titas gas human resource information systems (HRIS), it has not yet been implemented. The recruitment and selection process is standard but ineffective due to lengthy, irregular, and outdated implementation systems. Scattered informal and formal orientation programs are arranged for the newly recruited employees. Training is hardly based on training need assessment (TNA). Although the company arranges regular domestic and foreign training, there is hardly formal training policy of the company. The systematic promotion policy exists in the organization but not properly implemented due to the slow implementation process. The performance appraisal system is traditional and not motivating for the skilled employees. The benefits and other packages are as per government rules but far below the market standard. Fringe benefits are more than the other government employees. The grievance handling procedure is time-consuming and often ineffective. Transfer, leave, and deputations are as per government rules. There is a good peer relation between the management and the trade union. Employees’ welfare, safety and security measures are satisfactory compared to other government organizations. This study suggests that strategic HR planning, effective HRIS, formal job description should be developed through job analysis. Recruitment and selection process, TNA, training manual, career planning, effective and updated promotion policy, performance appraisal systems, transfer, deputation, employee discipline and grievance handling procedures, and employee welfare policies are to be improved by the policymakers to improve the productivity of this company.

Keywords: Human Resource Management; Training Need Assessment; Recruitment and Selection; Petrobangla; Job Analysis; Promotion Policy; Career Planning

1. Background

Human resource management (HRM) is the process of acquiring, training, appraising, and compensating employees and to attend their labor relation, health and safety, and fairness concerns.
The policies and practices involve in carrying out the human resource aspect of a management position including, planning, recruiting, selecting, training and orienting, rewarding/compensating, appraising, communicating (interviewing, counseling and disciplining), and building employee commitment. Human resource remains the most important factor in the modern organization. If an organization’s human resource is not properly managed, it will hire wrong person for the job and will experience high turnover. It will waste time with useless interviews and company will be taken to court because of discriminatory actions (Dessler, 2010).

TGTDL is one of the largest State Owned Public Limited Gas Company operating energy sector of Bangladesh under the Corporation of Bangladesh Oil, Gas and Mineral Resources (Petrobangla) and Supervisory Ministry of Bangladesh Power, Energy and Mineral Resources. Its total manpower is 2,448 including 1,016 officers and 1430 staffs (Annual Report-2011-2012). In addition to that there are more than one thousand outsourcing and casual employees. Among the five gas transmission and distribution companies, the market share of business of TGTDL is 63% (Annual Report-2011-12). HRM system of this organization follows Bangladesh service rules (BSR) and unified service rules of Bangladesh oil, gas and mineral resources (Petrobangla’s) different companies and its own service rules, i.e., Service regulation of TGTDL-2008 and 1987. Although it is largest revenue earning, income generation and poverty alleviation of the country, there is hardly integrated, comprehensive and modern HRM policy and practices of this organization. Although there is the scope of changing HRM policy through the approval of board of directors, traditional, backdated HRM systems are followed. However, it has three departments such as human resource department, administrative department, and establishment department that formulate, maintain and implement HR plan. There is no unique HRM division/department of this company.

Nowadays, HRM is much talked and burning issue in Bangladesh. It is the most important for all organizations for sustainable management, efficiency, effectiveness, and ever competitive business environment of the organization. Hardly a few research studies have been conducted in this field for development and management of human resources in a sustainable manner in the Government organization like Titas gas transmission and distribution Company Ltd. (TGTDL and to provide the suggestions to the improvement of HRM systems of this company.

A comprehensive and systematic research have been conducted through questionnaire survey “HRM practices in Government Companies of Bangladesh: A case study on TGTDL” to find out present HR practices and systems of this company and its impact on this organization.

2. Objective of the Study

- To describe the HRM systems of TGTDL
- To find out the effectiveness of HR practices of TGTDL
- To find out the problems of HRM systems of TGTDL
- To provide some suggestions for the improvement of present HRM systems of TGTDL.

3. Research Methods

Related information has been collected from both primary and secondary sources. Primary data were collected from the selected respondents of employers and employees. Questionnaire method has been used to obtain the data from the primary source. Two sets of questionnaire have been used for the survey. One set was for the management and another set for the employees of various department/section.

3.1. Sampling

TGTDL has three cadres, namely general cadre, accounts cadre, and technical cadre. In questionnaire survey, some questions were fixed only for management and some for the employees. TGTDL has 12 (twelve) division and 50 departments. Purposive sampling has been conducted for the selection of 5 divisions and 10 (ten) departments and 20 sections. For selection of divisions/department ensuring that each cadre service incorporated in the questionnaire survey.
Primary Data were collected through questionnaire survey. The subject matter of questionnaires was circulated among the key personnel and above-mentioned employees of TGTDCL for providing information about the HRM practices in the organization. Face-to-face interview has also been conducted and verified collected data. Data were obtained from different Annual Report, Internal MIS Report, HRM related books, journal, periodicals Publication, Internet.

3.2. Data processing method
After collecting data from primary and secondary sources, the data were compiled, and tabulation is done using computer.

3.3. Data analysis
Data were analyzed by Computer Software like SPSS Software.

3.4. Limitations
The research has been conducted with utmost sincerity, honesty, and dedication. Although our full hearted and relentless effort to make research more fruitful and effective, some limitation were encountered during research are-lack of experience of research in this field, inadequate time for completion of the research work, lack of interviewer, very limited information related in this field, conservative policies of this organization to give information to disclose outside, no financial or other incentive allocation to make research.

4. Description of TGTDCL
The discovery of a huge gas field on the bank of the Titas River in Bharamanbaria in 1962 created new horizon for the utilization of natural gas. TGTDCL established on November 20, 1964. The company began its commercial operation with the commissioning of gas supply in Siddirganj Thermal Power station on April 28, 1968, after construction of 14-inch dia 58 miles long Titas-Demra Gas pipeline by the then East Pakistan Industrial Development Corporation.

At that beginning, 90% of shares belonged to the then Pakistan Government and Pakistan Shell Oil Company owned the rest. Under the Nationalization order of 1972, all the Government owned shares of the company were vested in the Government of Bangladesh. In August 9, 1975, remaining 10% share was transferred to Government through Petrobangla in exchange for a lump sum payment.

After the Independence of Bangladesh in 1971, the company started its journey as a company of Petrobangla with the authorized and paid up capital of Tk. 1.78 crore. At present the authorized and the paid-up capital of the company are Tk. 2000.00 and Tk. 989.22 crore, respectively (Figures 1 and 2).

4.1. Marketing and operational activities of TGTDCL
Based on gas demand and allocation of Petro-bangla the targets for purchase and sale of gas were set at 13,146.00 MMCM and 13,127.30 MMCM, respectively, for the financial year 2011-12 against of which gas purchase and sale achieved during the year were 13,426.29 MMCM and 13,600.96 MMCM, respectively.

At present four-gas distribution companies are supplying gas to their customers of respective franchise area through installation of gas pipeline network. TGTDCL has the lion share and presently approximately two-thirds of the total gas consumed in the country is being distributed by Titas Gas. About 80% of gas marketed by the company is used for power generation. The gas sales of 5 (Five) distribution companies during FY 2011-12 are shown in Figure 3.

4.2. Development and financial activities of TGTDCL
A brief description of the development activities of the company is given below. The completed development activities projects include (i) System loss reduction program, (ii) energy efficiency related
activities, (iii) pipeline network expansion and modification 16.35 km pipeline of different diameters have been laid in Kuliarchar-Bhairob areas of TFA from company’s own fund.

Gas supply has been started to Aggreco, 145 MW Ghorashal Power Plant from January 6, 2012. The projects completed are (i) Implementation of monohordi-narsingdi loop line project and

The brief account of the financial activities of the company is given bellow. The sales revenue during FY 2011-12, a total of 13,600.96 MMCM of gas was sold and a sales revenue of Tk.7,071.15 crore was earned, compared to previous year’s revenue of Tk. 6,781.37 crore. Titas Gas has earned a pre-tax profit of Tk. 1,201.17 crore during FY 2011-12. The Company’s net profit after tax during FY 2011-12 was Tk. 891.21 crore, the annual rate of return on fixed assets of the year under review was 81.33%. It also plays an important role in the national economy by contributing significantly to the national exchequer through regular payment of CD/value added tax, corporate tax, dividend, and DSL.

(ii) Installation of prototype pre-paid gas meter pilot project. The development activities and projects to be implemented soon are (i) Supply efficiency improvement project, (ii) modernization of IT system, and (iii) introduction of bill pay system.
5. Importance of HR in 21st Century

All major activities in the working life of the worker-from the time of his or her entry into an organization until he or she lives-come under the preview of HRM. Specially, the activities included are HR planning, job analysis and design, recruitment and selection, orientation and placement, training and development, performance appraisal and job evaluation, employee and executive remuneration, motivation and communication, welfare safety and health, industrial relations (IR). HRM is the most important part of any organization, but very few researches have been conducted in this field. Different researches conducted worldwide are in perspective of HRM are discussed as follows:

Recent study of the American society for training and development (ASTD) identifies nine human resource areas - training and development, organization and development, organization/job design, human resource planning (HRP), selection and staffing, personal research and information systems, compensation/benefits, employee assistance, and union/labor relations. These nine areas have been termed spokes of the wheel in that each area impacts on the human resource outputs; quality of life, productivity and readiness for change (ASTD, 1983).

Research has been found that status of HR department in total organization depends on whether a unit is small or large. In most of the small organization, there is no separate department to coordinate the activities related to personnel. In fact, there may other in some organization there is no personnel department. Services of outsiders who specialized in maintaining accounts and record relating to provident fund, pension and other statutory retained for a fee for maintaining HR activities. A large scale unit has a manager/director heading the HR department. His or her status is equal to that of any executive (Aswathappa, 2008).

Research found that political-legal, economic-supplier, customers’ technological and cultural factor comprising external environment which influences the HRM practices. Internal forces such as strategy, task and leadership, union, organizational culture, and conflict, professional bodies comprising internal environment which impact HR activities. HRM policy and planning is also regulated generally government regulation, labor relation, and management practices. The equal employment opportunity act, occupational safety and health act, age discrimination act, the laws, and court decision also impact on HRM policies (Decenzo and Robbins, 2008).

A research found that ford motors company facing huge losses and hemorrhaging market share to Toyota and Nissan, knew it needed a new strategic plan. Competition was fierce, Ford’s costs were higher than competitors, and Ford’s unused plan capacity was draining profits. Ford manager devised “the way forward” the new strategic plan entailed closing a dozen plants and terminating 20,000 employees (Dessler, 2010).

It is found that HR manager himself/herself formulates strategies. He/she is the member of a core team which formulates company strategies and ensures it implementation (Belourt and Mcbey, Strategic Human Resources Management, 2nd Edition).

HRP mainly done to the estimation of the number and the type of people needed. HRP is significant as it helps determine future personnel needs, ensures protection to weaker sections, act as the basis for other personnel functions, help overcome resistance to change and so on (Mello, 2003, Strategic HRM). HR demand forecasting is done by managerial judgment, ratio-trend analysis, regression analysis, work study technic, Delphi technic, flow models, etc. (Byars and Rue, HRM, McGraw-Hill).

Succession planning is most important for any organization. Managerial succession planning is found in the most prominent organization. Managerial succession planning includes top management involvement and commitment, high-level review of succession plan, formal assessment of the performance, and the potential of the candidates and written development plan for individual candidates (A broader view of succession planning, Personnel Management, September 1993).

Organizations consist of jobs that have to be staffed. Job analysis is the procedure through which we determine the duties of these positions and the characteristics of the people to hire for them. Job analysis produces information used for writing job descriptions (Clifford, 1994).

Recruitment is the process of searching for and obtaining applications so as to build a pool of job seekers from whom the right people for the right jobs may be selected. It also influenced by the external and internal factor (Heneman, HRM, 1986).
Selection refers to the process of picking the right candidates from the pool of applications. Selection is significant as it has its impact on work performance and employee cost. There is some barrier in the selection process is perception, fairness, validity, reliability, pressure, etc. (Thomas, Stone, 1989).

After an applicant has been hired, the employee must be oriented and placed on the chosen job. Orientation relieves the new employee from possible anxiety and makes him/her feel at home on job. Prominent user companies are the Taj group of Hotels, Citibank, Colgate-Palmolive, Hindustan Unilever and P and G. HR specialist must use assessment classification model for placing newly hired employees (Mathis et al.,).

Training and development activities are designed, considerable costs notwithstanding to impart specific skills, abilities and knowledge to employees. Skills, education, development, ethics, attitudinal changes and decision-making skills must go into any program of training and development (Schuler et al., Effective HRM, 1989).

An organization’s goals can be achieved only when people put in their best efforts. How to ascertain whether an employee has shown his or her best performance on a given job? The answer is performance appraisal. It is an objective assessment of an individual’s performance against well-defined benchmarks. Performance appraisal contributes to firm competitive advantage (Leap and Crino, HRM, 1990).

Job evaluation refers to the process of determining the relative worth of each job for the purpose of establishing satisfactory wage and salary differential. It is used to determine the organizational pay structure (Belcher, Compensation Administration).

Remuneration is the compensation of an employee receives in return for his or her contribution to the organization. Remuneration occupies an important place in the life of an employee. His or her standard of living, status is society, motivation, loyalty, and productivity depend on the remuneration he/she receives. Remuneration includes both financial and nonfinancial benefit such as wage and salary, incentives, fringe benefits, perquisites, and non-monetary benefits. If employees feel that they are not fairly paid i.e., if the remuneration is not sufficient that causes employee de-motivation, absenteeism, agitation, and job dissatisfaction. In survey, it is found that more than 50% workers indicated that they believe they were paid too little, while only 23% expressed satisfaction with their pay. (Mathis et al., HRM, 2003). Attractive remuneration enables an organization to attract, retain and motivate competent people (Currel, et al. 1992).

Reward, job design, job enrichment, job rotation, participative management, empowerment, and promotion are the most important technique for employee motivation. For instances in a recent survey of 210 large firm in Tokyo, Japan, 24% awarded pay increases on the basis of performance and seniority (Corporate Restructuring Sweeps Japan’, 1996). HR specialist emphasize job design the job itself as a source of motivation.

Empowerment is one of the concepts discussed much in HRM. It is more than monetary rewards, the feeling that employee “owns” the job that motivates him or her nowadays. Wipro Corporation has already 30 teams, Titan, ABB, Tata Information systems to have their own empowered teams (Saiyachian and Monappa, 1992).

Disciplinary process must be fair, equitable and consistent practiced. The typical progression of discipline moves from an oral warning, to a written warning, to suspension, and, if necessary, to dismissal. Management might also consider the use of demotion and pay cuts as an alternative to dismissal (Wallace, 1975). Transfer is a horizontal or lateral movement of the employees in an organization. Transfer takes place at a valid reason. HRM needs to handle transfers with caution (Flippo, Personnel Management, McGraw-Hill, 1984).

IR is concerned with the relationship between the management and workers and the role of regulatory mechanism in resolving any dispute. IR is significant as it has an impact on productivity and has ethical dimensions. Employees, their respective association, government, and judiciary are the parties which have stakes in IR.

6. Analysis and Interpretations

Comprehensive research has been conducted on this company about Human Resource Practices in the Government organization like TGTDCCL. This research is implemented through questionnaire
survey-face-to-face interview and providing questionnaire to fill up. The purposive random sampling method is used for collection of data. Human resource policy (HRM) of TGTDCCL follows BSR and unified service rules of Bangladesh Oil, Gas and Mineral Resources, i.e., Petrobangla’s different companies and its own service regulation-2008 service. Before service regulation-2008, it has a service regulation of 1987. For staff affairs, Bangladesh labor laws-2006 also followed. It is established under the company act-1994, under the company of Bangladesh oil, gas and mineral resources (Petobangla's) and supervisory ministry of Bangladesh power, gas and mineral resources. Hence, government rules regulation and company rules also have to be followed.

The study revealed that there is no unique human resource department of the organization to maintain HRM related activities. Administrative and establishment and HRD department maintain HRM related activities. The survey revealed that TGTDCCL has partially and traditional system of HRM planning. As it is largest state-run organization in Bangladesh in terms of revenue earning and employment generation, there is no integrated and modern HRM planning. Administrative Department planned to exit and recruitment planning. Due to government organization, a large no. of employee is retired in every year. To be fill up vacancy the personal department forecast expected demand and supply of manpower is done within organogram approved manpower in different categories generally current year. No long-term planning is done. As the total number of employees is fixed due to organogram, there is scope of skill employed is not able to recruit the organization. For urgent need of the organization, general category of staffs employ recruited throughout sourcing and daily basis. There is no sophisticated and modern system of estimation of analysis of internal and external supply of manpower. However, Titas gas human resources information system (TGHRIS) was introduced on January 22, 2009. Although all employees’ data are store in TGHRIS, there is very little practical implication of these databases.

The research revealed that there is no succession planning or do not follow any replacement chart/replacement analysis in this organization for matching demand and supply forecast. Although there is no accurate assessment of current demand and present supply. Hence, there is no frequent skill inventory or present status of employee’s inventory, right man in right place and right time is very often found. These causes resource wastes and decreases organizational strength and efficiency to reach organizational goals.

The study revealed that there is no formal job analysis and job description of these organizations employees. Although on the basis of job requirement and job analysis Technical, accounts and engineering cadre is formed as well developed 12 (twelve) division and 50 departments and more than 130 section. Each division, department and section is formed on the basis of job analysis. There is a general job description on the division, department and section. However, there is no specified job description an each employee. In a section group, leader mainly manager is determined his subordinate job and manager is supervised by the deputy general manager (DGM). However, there is no emphasis or even conducted no recent survey to develop of modified job description of each employee for coping the organization in the changing and competitive circumstances in perspective of domestic as well as global.

The study revealed that recruitment and selection system followed the BSR and its own service regulation of 2008. The recruitment and selection system of this organization is quite standard. The proper authority will formed 1 or 2 selection committee for selection and promotion of the candidate according to approval organogram. Recruitment started with open advertisement of national dailies and its own websites www.titasgas.org.bd, scrutiny and sorting the application according to prescribe rules and regulation, issued the interviewed card, written examination, eligible candidate will face for viva voce. Selection committee takes viva voce and added all marks including written exam, viva voce, and academic Education qualification marks and developed a merit list and recommendation for final selection according to merit list. They also proposed panel for candidate who is not selected for the first time. The confirmation of the recruited employee is done through the satisfactory medical report and police verification report and successful completion of probation period. During recruitment and selection, strictly followed government Quotas of tribal, freedom fighter, Women, handicapped person, etc. In the case of staff recruitment the rules and regulation of Labor law-2006 and government rules and policy strictly followed. There is also exist outsourcing recruitment and casual basis recruitment.
TGTDCL has a policy of outsourcing and casual basis recruitment system. The recruitment and selection of this organization is lengthy process and need 2-3 years for total formality completion. There is also a policy of deputed transfer system of this organization according to BSR. The process is also regulated and maintained by the recruitment and selection section of HRD department. The total approved manpower is 3,629, out of which the no. of officers are 1,181 and number of Staffs are 2,448. During the 2011-121,016 officers and 1,430 staffs, i.e., total of 2,446 nos. were in the payroll of the company (Figure 4).

The study found during the year 2012 general cadre-22, technical cadre-66, and account cadre-27 are recruited, and total 115 officers of different categories are recruited. Besides, 116 staffs were employed on casual basis and 338 staffs were employed throughout sourcing (comprising 102 drivers, 69 data entry/PC operators, 10 cleaners, 132 security guards and 24 patrolman).

The recruitment and selection is higher in the current year but it was stagnant or virtually very few recruitment in previous 5-10 years. Nowadays, recruitment and selection system is comparatively fare. But sometimes political pressure, trade union, biasness of viva voce also impact fair recruitment and selection especially in staff recruitment. There is no modern E-recruiting system is followed for recruitment system.

The study revealed that there is no formal practice of orientation, socialization, and placement of the company newly recruited employee. However, placement is taken place in different division, department or section according to consent of MD, after 1 week to one month. Placement also taken due to promotion, transfer. Previously scattered orientation program was undertaken at the Petroleum institute for 15 (fifteen days). From the year-2013, management undertaken 1 (one) month orientation course at head office (13th floor) for the newly appointed officer of 2012 batch. They also got 2 months orientation/introductory course at Bangladesh Petroleum Institute, Uttara; and Bangladesh Institute of personal management. After orientation and training, they were provided placement of in different division, department or section according to consent of managing director.

It revealed that company arranged regular training and development program in home and abroad for enhancing their capability and utilizing their experiences. The training and development program is conducted and implemented by HRD’s training section headed by Manager and Department head is DGM according to consent of managing director. During FY 2011-12, company has arranged local training program 754 employees (officer-748, staff-6) participated in 61 different local training courses and 52 officers participated in 11 different foreign training/seminar programs. Total number of employees participating in local training programs in recent years showed in Figure 5.

Besides, these employees participating foreign training program in last 4 years is presented showed in Appendix Table 1.

Figure 4: Total employees of Titas Gas Transmission and Distribution Company Limited in perspective of officers and staffs in recent four year

In fact in training, there are no initiatives of taken training need assessment (TNA). There is very few initiative of taken need based as well as on-job and off-job training. There is no written and authentic policy of local as well as foreign training. The foreign training policy (verbally) only based on seniority basis and relevant employees to be accommodated. These causes hamper in selecting the right candidate for training purpose. Sometimes persuasion, lobbying, etc., and policy of seniority based training nomination accommodate irrelevant people nominated for local and foreign training. There is no system of monitoring post-training assessment of the employees. Only one report has to be submitted for foreign training. Most of the cases system cases wastage of time, money of the organization as well as company competitiveness is reduced. However, company encourage long-term training and development course like post graduate diploma in HRM (PGD-HRM) at Bangladesh institute of management (BIM) (1 year), PGD-financial management (PGD-FM) (1 year) and cost management accountant (ICM) at Institute of cost management accountancy of Bangladesh (ICMAB) (2 years) with a limited employees every year. A detail of training related activities is described above.

The study revealed that comprehensive and systematic promotion policy exists in this organization but not properly implemented due to the slow and lazy implementation of management. The study revealed that it followed merit and seniority basis promotion system. It has an extraordinary system of promotion but not implement yet. It promotion system is performance based, i.e. Annual confidential report (ACR) and educational qualification system. This discrimination is found in promotion policy of 1987 and 2008. Recruitment and Selection system used quota of BSR such as freedom fighter, tribal, and ethnic group but promotion process it not followed. It revealed that suit of court both in high court and lower court against promotion is general phenomenon of this organization. Due to an injunction in court of promotion, the promotion process was extremely hampered of this organization from 6 to 7 years. Last promotion was held in 2008 and 2011 and 2012, respectively. However, in the year 2011-2012, 205 officers are promoted to the higher positions and 15 staffs are promoted to the rank of Assistant Officer. Lengthy and time-consuming and difficulty of promotion committee formation, late assessment of ACR, causes more time required and irregular sitting of promotion committee causes delay of promotion most of the cases. As ACR based promotion, i.e., performance evaluation process it is one-way system and evaluation is not effectively done due to biasness of the supervisor. Seniority is most prioritizing promotion process, but merit is some time devaluate. Some cases less meritorious and inefficient people and less educated got promotion. Efficient and qualified people not attracted frustrated and demoralized most of the cases.

The study revealed that there is, in fact, no formal career planning, career development as well as career management system of this organization. As a state-run organization is has fixed system and

Figure 5: Local training participants of Titas Gas Transmission and Distribution Company Limited officers and staffs in recent 4 years

Source: Different year wise Annual Report of Titas Gas Transmission and Distribution Company Limited
three is little scope to upgrade and modernize career development and career development initiatives. Although it has a promotion ladder of Assistant Officer/Assistant Manager to Managing Director. For career development, there are no initiatives of carrier planning workshop, career counseling, mentoring, personal development plans and career workbooks. Hence, the lack of career planning more skillful, brilliant employees are demotivated, frustrated and left from the organization.

The study revealed that performance appraisal system follows the BSR rules all employees including staff and officer evaluate their performance annually through ACR. The ACR contain the medical examination report, resume of the employee, personal characters, and work execution. The chart of the criteria used employee evaluation is showed in Appendix Table 2. This appraisal system is one-way system. Appraise are dark about in the appraisal process. There is no consultation of supervisor/appraiser about appraise about his problem, prospect, drawback and recovery of performance. There is no training provided the appraisal about appraisal process. Sometimes biasness of supervisor, management causes less efficient, less qualified, less educated people recommended for promotion and incentives and efficient, skillful and brilliant more educated people are deprived and less attracted for organization. However, in a service rule more skillful and extraordinary performer have an opportunity of more than one promotion and incentive but not in practiced. The performance appraisal system should be upgraded and modified to attract skillful and brilliant employees.

The study revealed that as it is State-run Government Organization, Compensation, incentives, benefits and Services are more or less as government rules. Its salaries and benefit is according to Government pay scale. The basic salary of different category officer/staffs of the organization as per national pay scale- 2009 are showed in the Appendix Table 3. Although Titas Board has an exclusive financial autonomy, it has a little scope to change due to the bureaucratic triangle. Energy Sector, i.e., oil gas and minerals resources are specialized sector, specialized work has to be done and most important for the development of the nation. Most of the country of the world salaries of this sector is more than any other government sector. However, the incentives, fringe benefits, and services of this organization are comparatively more than the general government organization. The incentives fringe benefits and services of the TGTDCCL are showed in Appendix Table 4. It is mentioned that it medical service policy is good and employee oriented. Although TGTDCCL has good fringe benefits, government salary is very low as comparison to private and multinational organization in the market. Besides these brilliant, skillful employees are not encouraged or incentives are not provided for their performances, work completion, etc., sometimes discourages.

The research disclosed that Grievance handling and disciplinary action is according to TGTDCCL service regulation-2008 and BSR and in staff it is done according to labor law-2006. The personnel section of Administration Division for Officer and Staff discipline section of Establishment usually responsible for Grievance handling and disciplinary action. If the authority feels that any employee convicted for negligence, misconduct, stealing, Inefficient, lost his work capability or if he/she proved to be corrupted or rationally corrupted person, stealing, fraud, financial irregularity, engaged in company or national security threaten activities of subversive activities, the authority can take action against employee. This procedure is somewhat standard but backdated and more time-consuming process. Sometimes unfairness and partially is happened due to political interferences, union pressure, ill motives of the inquiry officer.

The study revealed that the company undertakes/Administrative department undertaking various employee welfare activities to improve human values, mutual understanding, interpersonal relationship and loyalty among the officers and employees. In the every year, the company arranged the social, cultural, religious and entertainment programs on regular basis. Employee’s dependents who come out successful at secondary, higher secondary, graduation and post-graduation level are granted scholarships under “Titas Gas Education Scholarship and Financial Assistance Programs. In line with government policy for promotion of information technology, loans are granted for the welfare of the employees as per budget allocation for land purchase, house building, and motorcycle purchase in the tune of Tk. 48.84 crore and also for computer purchase in the tune of Tk. 6.60 lacs during FY2011-12.

The study revealed that the organization maintains strictly safe, health and environmental rules and regulation for transmission and distribution of the gas, pipeline construction, etc. The employees of the
company are given health allowance as per Government rule. The physicians of the company provide health services to the employees and their dependents. At the cost of the company, the employees and their dependents are given outdoor treatments and emergency health care at BSMMU under a contract between the company and BSMMU. Medical services are also being provided in 15 selected hospitals. Safety at all levels is given due importance in the construction of pipeline facilities and system operation in strict compliance with Bangladesh natural gas safety rules and applicable environment regulations.

The study revealed that there is four registered trade union in TGTDCL. The trade union is formed under the rules and regulation of labor law-2006. Management-employee relationship was quite satisfactory recent year under review and mutual cooperation are prevalent. They are nowadays vowed to work together with management for improvement of customer services, reduction of system loss and realizing accounts receivables, thereby upholding the reputation of TGTDCL. At now there is a collective bargaining agent (CBA). Mainly the acting government back trade union work as collective bargaining agents. Previous four to five government back trade union abuse power and influence all activities of management for their own interest rather than organizational interest and conflict arise among government back trade union and others. It is very hopefully to see that the dispute among trade union is negligence nowadays, and they are prevail good relation though they have different opinion and views.

The study revealed that other HR related activities like employee leave, transfer, deputations, honorary, allowance; service termination, etc., is conducted through BSR, labor law and TGDCL service regulation-2008 (Haque, 2010 and Kader, 1996).

7. Conclusions and Recommendations

7.1. Conclusions

Human resources are most important aspect of any organization like TGTDCL. An organization might lay brilliant plans, draw clear organizational charts, set up modern assembly lines, and use sophisticated accounting controls. However, it fails by hiring wrong people or not motivating human resources of this organization. Many organizations of the world achieved higher growth and development due to efficient and effective HRM. Hence, proper and systematic HRM is inevitable for the sustainability of the organization. Most of the government and semi-government and autonomous organization of Bangladesh are less profitable and less developed due to very few attention and emphasis on this field. Due to realization of this issue, a study has been conducted in the largest state-run organization in Bangladesh - TGTDCL. It found no systematic, comprehensive HRM system are followed. There is a traditional, backdated and partial HR policy based on BSR, Unified service rules of petrobangla’s different company and its own service regulation are followed. There is no modern, proper and effective HRP, succession planning, recruitment, selection, orientation, placement, job description, training and development, compensation, services and fringe benefit, performance appraisal system, promotion and transfer, leave rewarding, employee disciplining, labor relation, employee welfare activities. To overcome these problems above segment of HR should be managed according to recommendation mentioned earlier. It is pertinent to develop proper, scientific and updated HRM policy through the consent and approval Titas board of directors. It will lead to the poverty alleviation, increases employment, and efficiency reduces cost and wastage of organizational valuable resources, increases profitability ultimately leads the national development.

7.2. Recommendations

TGTDCL is the most important state-run organization in Bangladesh in terms of employment generation, revenue earning, and industrialization of the country. To achieve its organizational objectives and goals, human resource is the most important factors. To overcome the drawback HRM system, some recommendations are given below:

- Organogram of the TGTDCL should be rearranged and modified according to Titas Board approval. There should be established unique of the division of HRM which should be headed by GM/director
(HRM) is controlled by managing director/CEO. Under the HRM division DGM personnel, DGM administration, DGM HRD, DGM IR. Under the DGM of personnel-manager HRP, hiring, grievance handling, compensation. Under the DGM administration-manger public relation, medical, welfare, transport, and legal should be in the organogram incorporated;

- Proper HRM outcome and lack o proper HRM of the organization should be quantified. These initiatives undertaken to quantify the contribution of HRM in organizational profit provided this information of higher management to known about the importance of HRM in organizational perspective;
- Strength, weakness, opportunity and threats analysis should be undertaken in organizational long terms perspective as well strategic HRM policy development. Proposed amendment should be placed and motivate the board members and CEO for approval;
- HR planning, i.e., HR demand and supply forecasting should be undertaken and matched demand and supply of manpower of the organization;
- Top management should be involved in succession planning process. Proper and effective succession should be introduced in the organization for long-term sustainable organizational development;
- Effective and updated and more informative HRIS database should be established and it should be updated time to time and modified according to organizational as well as global need.
- Periodically job analysis of the organizational employees should be undertaken.
- According to updated job analysis job description and job specification and job design of its division, department and section as well as individual employees established; on the basis of job analysis HRP, recruitment and selection, training and development, job evaluation, remuneration, performance appraisal and safety and health policy should be undertaken;
- All the process of recruitment and selection system should be expedited. The modern E-recruitment system and obligation of time frame of different steps of recruitment and selection to introduce the organization to reduce time and money as well as effective recruitment. Recruitment and selection system should be fair, transparent, impartial, regular basis and devoid of political and unions pressure;
- Formal and informal and modern, need-based orientation/induction/socialization program should be introduced. After orientation placement of the employee should be made according to match the employee qualification, experience, and job criteria. HR specialist must use assessment classification model for placing newly hired employee;
- The organization should conduct TNA of employees. Without it organization required to incur a lot of resource, time and money without positive output; After need assessment of employees, the organization should be developed training manual in written for home and abroad for trained its employees;
- Promotion policy of this organization should be upgraded and updated with the approval of the Titas board to attract brilliant, skillful, and efficient employees. In promotion system merit should be over emphasize than the seniority. Discrimination of promotion in direct recruitment and promotable and education criteria should be amended to avoid suit in different court both high court and lower court during promotion time.
- The performance appraisal system is ACR based which is traditional and backdated. The appraisal system should be two ways, 360° appraisal system and appraise should be incorporated in appraisal process. It should be free from supervisor biasness, partiality during appraisal process;
- Compensation, salaries, and benefits of the employees should be updated and modified to retained skillful and efficient employees. Independent pay scale and more fringe benefits (both monetary and non-monetary) should be introduced according to the approval of the board of director.
- The disciplinary action and grievance handling procedure should be modified and updated. Disciplinary action should be fair, transparent, bias-free, expedite and devoid of political and union pressure;
- The safety precaution and environment rules and regulation transmission and distribution of the gas pipeline construction should be maintained more sickly and accurately;
• Employee should be empowered and participation in the highest level. Not only higher level management but also lower level employee should have representation of Titas Board level.
• The separation of the employees such as quits, retirements, discharge, and resignation should be carefully handled and managed;
• Horizontal movement of employees like transfer should be carefully managed. The principle and policy of transfer, deputation should be maintained properly. The transfer of employee should only according to government policy, principles and greater interest of organization rather than personal interest, union pressure, political interferences;
• Trade union/CBA should work organizational greater interest rather than their own interest. The trade union should be free from political interference and external agents;
• The organization should develop code of ethics. Religious value, legal system should be widely published for avoiding corruption and unethical behavior.

References

### Appendix Tables

<table>
<thead>
<tr>
<th>Year</th>
<th>Name of the training/conference/ seminar</th>
<th>Number of participants</th>
<th>Duration (days)</th>
<th>Venue/Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>1988</td>
<td>13th HES international oil gas conference</td>
<td>1</td>
<td>3</td>
<td>Teheran, Iran</td>
</tr>
<tr>
<td>2009</td>
<td>Seminar on HVX operating system under AIX operating system Employee relation, motivation, grievances and discipline Material construction for process equipment and piping system The 5 day MBA in human resources</td>
<td>3, 2, 3, 5, 5</td>
<td>2, 5, 5, 5</td>
<td>Singapore, Dubai, Kuala Lumpur, Malaysia</td>
</tr>
<tr>
<td>2010</td>
<td>Leadership and corporate government Human resource management Boiler operation and efficiency Project management, monitoring and evaluation Corporate financial planning, budgeting and control Project management and information technology Training service on OSAKA gas Essential management skill using IT Global energy seminar</td>
<td>1, 10, 7, 9, 7, 20, 4, 20, 1</td>
<td>5, 12, 5, 15, 5, 12, 4</td>
<td>Thailand, Thailand, Malaysia, Thailand, Malaysia, Thailand, Japan, Thailand</td>
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<tr>
<td>2011</td>
<td>Design and construction of pipe line system for gas transmission and distribution Policy, planning and energy efficiency and conservation Oracle database Mastering finance and accounting</td>
<td>24, 1, 14, 1</td>
<td>10, 27, 22, 5</td>
<td>Thailand, Japan (JICA), AIT, Thailand, AIT, Thailand</td>
</tr>
<tr>
<td>2012</td>
<td>Essential management skill using IT Accounting and auditing for oil and gas companies Customized training for manager International gas business management certificate program (upstream and downstream)</td>
<td>46, 22, 12, 6</td>
<td>15, 11, 26, 10</td>
<td>AIT, Thailand, AIT, Thailand, Canada, U.S.A</td>
</tr>
</tbody>
</table>

(Contd...)
### Table 1: (Continued)

<table>
<thead>
<tr>
<th>Year</th>
<th>Name of the training/conference/seminar</th>
<th>Number of participants</th>
<th>Duration (days)</th>
<th>Venue/Country</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Gas industry executive management program</td>
<td>10</td>
<td>14</td>
<td>Canada</td>
</tr>
<tr>
<td></td>
<td>Test inspection program in M/S. Shangding Taifeng Steel Industry Co. Ltd SDTT, China</td>
<td>2</td>
<td>9</td>
<td>China</td>
</tr>
</tbody>
</table>

Source: Different year wise annual report of TGTDCL. TGTDCL: Titas Gas Transmission and Distribution Company Limited

### Table 2: Appraisal sheet of personal characteristics and work execution of the employee (which should be fill up by the appraiser through sign in the column) (Internal source of TGTDCL)

<table>
<thead>
<tr>
<th>Appraisal matter</th>
<th>Obtained number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

Discipline  
Judgment and right measure  
Intellectuality  
Enthusiasm and effort  
Personality  
Cooperation  
Timeliness  
Dependency  
Responsibility  
Eagerness to work  
Prompt activities of order execution  
Safety consciousness  
Behavior with people  
Knowledge of his profession  
Quality of work  
Quantity of completion of work  
Capability of supervision and execution  
Relationship with subordinate  
Efficiency of taking decision  
Capability of implementation of decision  
Eagerness and efficiency of subordinate training  
Expression capability (writing)  
Expression capability (delivery)  
Activities of ACR writing and counter sign  
Dutifulness

TGTDCL: Titas Gas Transmission and Distribution Company Limited
Table 3: Basics salary of different categories officer as per government pay scale-2009
(Gazette of Pay scale-2009 and internal source of TGTDCL)

<table>
<thead>
<tr>
<th>Officer category</th>
<th>National pay scale-2009 (basic salary)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MD/CEO-Contractual (according to the government decision)</td>
<td>33500-1200×5=39500. But in contractual salary 80,000+20,000 (HR) = 1,00,000/- (One lac) fixed</td>
</tr>
<tr>
<td>Director (Finance/operation/planning) contractual</td>
<td>29000-11000×6-35,600. But in contractual salary 60,000+20,000 (HR) = 80,000/- (Eighty thousand)</td>
</tr>
<tr>
<td>GM</td>
<td>29000-11000×6-35,600</td>
</tr>
<tr>
<td>DGM</td>
<td>25,750-1000×8-33750</td>
</tr>
<tr>
<td>Manager</td>
<td>22250-900×10-31250</td>
</tr>
<tr>
<td>DM</td>
<td>18500-800×14-29700</td>
</tr>
<tr>
<td>AM/Assistant engineer</td>
<td>11000-490×7-20370</td>
</tr>
<tr>
<td>AO</td>
<td>8000-450×7-16540</td>
</tr>
</tbody>
</table>


Table 4: Incentives fringe benefits and services of Titas Gas Transmission and Distribution Company Limited employees

<table>
<thead>
<tr>
<th>Worker profit participatory fund-5% and education allowance of dependent person</th>
<th>Company’s contribution to the provident fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dearness allowance officer/staff</td>
<td>Group insurance premium</td>
</tr>
<tr>
<td>Gas Subsidy (allowance)</td>
<td>Gratuity</td>
</tr>
<tr>
<td>Employees income tax</td>
<td>Lunch subsidy for officers</td>
</tr>
<tr>
<td>Staff overtime</td>
<td>Medical expenses</td>
</tr>
<tr>
<td>Incentive bonus (generally 2 times in a year-1 month basic salary)</td>
<td>Employees tea expenses</td>
</tr>
<tr>
<td>Festival bonus (2 times in a year - 1 month basic salary)</td>
<td>Liveries and uniforms - 2 times (in summer and winter</td>
</tr>
<tr>
<td>Conveyance allowance</td>
<td>Scholarship and stipends scheme</td>
</tr>
<tr>
<td>Meal allowance/night allowance-staff</td>
<td>Staff hospitalization expenses</td>
</tr>
<tr>
<td>Washing allowance</td>
<td>Games, sports and outings</td>
</tr>
<tr>
<td>Other allowance-staff (Tiffin)</td>
<td>Other employee welfare and amenities</td>
</tr>
<tr>
<td>House rent allowance</td>
<td>Leave pay</td>
</tr>
<tr>
<td>Fixed house rent allowance (MD/director)</td>
<td>LFA</td>
</tr>
<tr>
<td>Gardener, servant, sweeper and security guard allowance (MD/GM/director/DGM)</td>
<td>Local loan- for land purchase and house building, motorcycle purchase, computer purchase</td>
</tr>
<tr>
<td>Electricity (Ceiling)-(MD/GM/Director/DGM)</td>
<td>Training and education - Foreign</td>
</tr>
<tr>
<td>Residential Telephone</td>
<td>Other transfer expenses</td>
</tr>
<tr>
<td>Water and sewerage allowance</td>
<td>Training and education</td>
</tr>
<tr>
<td>Pension</td>
<td>Car/jeep/vehicle allowance with driver (MD/Director/GM/DGM)</td>
</tr>
</tbody>
</table>

Appendix Figure 1: Brief Company Profile of the TGTDCL

<table>
<thead>
<tr>
<th>Category</th>
<th>Information/Description in Brief</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of the Company</td>
<td>Titas Gas Transmission and Distribution Company Limited (TGTDCL).</td>
</tr>
<tr>
<td>Date of Incorporation</td>
<td>20 November, 1964</td>
</tr>
<tr>
<td>Registered Address</td>
<td>Titas Gas Bhaban, 105, Kazi Nazrul Islam Avenue Kawranbazar C/A, Dhaka-1215</td>
</tr>
<tr>
<td>Titas Franchise Area</td>
<td>Greater Dhaka, Greater Mymensingh and Brahmanbaria</td>
</tr>
<tr>
<td>First Constructed Pipeline</td>
<td>14” DN x 1000 Psig x 58 Miles Transmission pipeline from Titas Gas Field (at Brahmanbaria) to Demra City Gate Station (CGS)</td>
</tr>
<tr>
<td>First Gas supply</td>
<td>28 April, 1968 at Siddhirganj Power Station</td>
</tr>
<tr>
<td>Authorized Capital</td>
<td>Tk. 2000 million</td>
</tr>
<tr>
<td>Paid-Up Capital</td>
<td>Tk. 989.22 crore (30 June 2014)</td>
</tr>
<tr>
<td>Supervisory Organization</td>
<td>Bangladesh Oil, Gas &amp; Mineral Corporation (Petrobangla)</td>
</tr>
<tr>
<td>Yearly Gas Sales</td>
<td>14,732.08 MMCM (2013-2014)</td>
</tr>
<tr>
<td>Yearly Revenue</td>
<td>Tk. 7695.50 crore (2013-2014)</td>
</tr>
<tr>
<td>Payment to the National Exchequer</td>
<td>TK. 615.41 crore</td>
</tr>
<tr>
<td>Foreign Currency Savings</td>
<td>About Tk. 2200.00 crore</td>
</tr>
<tr>
<td>No. of Customer (Up to June 30, 2014)</td>
<td>Total 17,22,712 Power (Govt.)-09, Power (Private)-25, Fertilizer-3, Industry-4,583 CNG-330, Seasonal-12, Captive Power-1,068, Commercial –10,912, Domestic-17,05,782</td>
</tr>
<tr>
<td>Market Share in Sales</td>
<td>63%</td>
</tr>
<tr>
<td>Constructed Pipeline Network (Up to June 30, 2011)</td>
<td>Total – 12,152.53 km Transmission Pipeline – 736.74 Km Distribution &amp; Service Lines – 11,300.52 Km</td>
</tr>
<tr>
<td>Total Manpower (Up to June 30, 2014)</td>
<td>2388; Nos. Officer – 1081Nos.and Staff– 1307 Nos.</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>Engr. Md. Nowshad Islam</td>
</tr>
<tr>
<td>Titas Gas Supply Areas</td>
<td>Dhaka Metropolitan City &amp; Suburb, Jinjira, Savar, Manikganj, Dhamrai, Aricha, Tongi, Joydevpur, Tangail, Narayanganj, Sonargaon, Munshiganj, Narsingdi, Ghorashal, Brahmanbaria, Ashuganj, Bhairab Bazar, Mymensingh, Netrokona, Tarakandi, Jamalpur, Sherpur, Kishoreganj, Bhaluka, Trishal, Gaffergaon.</td>
</tr>
<tr>
<td>Sources of Gas Supply</td>
<td>Titas, Habiganj, Narsingdi, Kailashthila, Bibiyana, Moulvi Bazar &amp; Bangura Gas Fields.</td>
</tr>
<tr>
<td>Listed with DSE &amp; CSE</td>
<td>June 9, 2008 and June 19, 2008</td>
</tr>
</tbody>
</table>

Source: Annual Report of TGTDCL.