

# STRATEGY OF HUMAN RESOURCE MANAGEMENT PRACTICES IN THE DIRECTORATE OF PRIMARY EDUCATION OF BANGLADESH

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## ABSTRACT

*The success of an organization depends on its human resource management. Directorate of Primary Education has managed the elementary education of Bangladesh. It is a government organization. This organization has operating the administrative activities of primary schools in Bangladesh and responsible for the training of primary school teachers. This research reveals whether strategic human resource management practices exist in the Directorate of Primary Education (DPE) or not, if it has practices how. Data collected from A set of 3 offices including headquarter in this research. The study explores that the practice of strategic human resource is very poor in this organization and the implementation of strategic planning are also few and they don't have any separate HR team as well. The education management organizations should have to formulate strategies to incorporate the HR as their strategic component in their upcoming days run and needs to stay updated with the modern organizational practices.*

**Keyword:** *Strategy, Human Resource Management, Practices, Directorate of Primary Education*

## 1. Introduction

Strategic Human Resource Management is a combination of Strategy and Human Resource Management (HRM). According to Storey (1995), "HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques." This is a complex and descriptive definition. It states that Human Resource Management involves the use of different techniques. These include: Personnel techniques, like the hiring, promoting and rewarding of employees; Structural techniques, like organizational design; and Cultural techniques, like building and maintaining high-performance work cultures. As such, strategic HRM is all about achieving business objectives through smarter Human Resource Management.

## 2. Rationale of the study

The government or non-government organizations in Bangladesh have been progressively developing as a result, the need of quality human capital is relevantly coming forward for future survival and competitiveness. Previous researches extensively focused on the human resource practices of private firms or organizations while alignment of such practices with organizations' strategic outlook did not get adequate focus. This report intends to uncover the adoption of Strategic Human Resource Management (SHRM) practices and its implications in accordance to selected organizational elements of the Directorate of Primary Education.

Bangladesh is a developing country. SHRM is introduced in our country a few years ago. All of the organizations in our country are not using this largely. Some private or non-governmental organizations are applying SHRM properly in their organizations. As a result, management can do their activities effectively. But all organizations, especially governmental organizations are not applying systematically and largely. So, management cannot do their works effectively and they do not get better results. Through this study we can visualize the practical scenario of the SHRM practices in a governmental organization of Bangladesh. In this research we have studied the strategic human resource practices of the Directorate of Primary Education.

### 3. Objectives

The objectives of this study are-

- I. To determine the prevalence of SHRM practices in the primary education sector in Bangladesh by identifying the organizational culture.
- II. To identify the SHRM Practices by analyzing organizational development initiatives of the primary education sector of Bangladesh.
- III. To divulge the employee development as the practical factor that is acting as differentiator to practice SHRM in primary education sector of Bangladesh.

### 4. Methodology

This study is explanatory and qualitative in nature, which wishes to explain strategic human resource practices in the public organization of Bangladesh. As the study is focused on the integration of HR practices with strategic aspects of the organization, functions of HR activities have been broken in employee development, organizational development and culture categories. The strategy perspective constitutes the main strategy premises like mission and vision, change management, innovation, diversity etc. Data have been collected from a government organization which is The Directorate of Primary Education, Government of The People’s Republic of Bangladesh. A set of 3 offices including headquarter covering the samples have been used to collect data. The organization is service oriented in nature. A structured questionnaire has been used to collect data. There were about 100 populations of the organizations who were officers from different departments of the organization. By using non probability technique, 50 employees have been taken into consideration. A total of 50 respondents responded and filled in questionnaire while 70 persons were sent the questionnaire. Here the population of the study will be the employees aged in between 35 to 59 who work in that organization. By using non probability and judgmental method sampling 50 employees have been taken into consideration for primary data source.

### 5. Findings and Discussion:

During this study we have researched the strategic human resource management practices of the organization through analyzing their organizational culture, organizational development & employee development initiatives. The study findings are presented to critically analyze the strategic HRM practices in that organization. The data was gathered exclusively from the questionnaire as the research tools. The questionnaire was designed in line with the objectives of the study through judgmental sampling.

#### Organizational Culture

We need to indicate the practice of SHRM in their organization on the organizational culture perspective.

#### 1. Work Environment of the Organization-

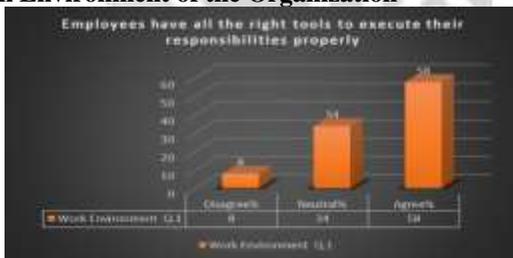


Fig: 1a



Fig: 1b



Fig: 1c



Fig: 1d

**Work Environment of the Organization:**

The study focuses on the work environment of the Department of Primary Education in Bangladesh and explores various aspects related to employees' experience and satisfaction.

**1. a. Availability of Right Tools for Responsibilities:**

The majority of employees (58%) agreed that they have the right tools to execute their responsibilities properly, while 8% disagreed, and 34% were neutral.

The government of Bangladesh is committed to providing the necessary tools and support to employees to achieve the goal of establishing primary education for all.

Having the right tools is crucial for job performance, and the organization seems to be maintaining strategies to ensure tool availability for their employees.

**1b Employees' Recommendation to Family/Friends:**

A significant portion of employees (38%) disagreed about recommending the organization to their family and friends based on their experiences, while 26% agreed, and 36% were neutral.

Some grievances, such as corruption, favoritism, and limited scope for individual growth, lead to employee dissatisfaction and reluctance to recommend the organization.

The lack of strategic steps to increase employee satisfaction in the work environment is apparent in this aspect.

**1c Keeping Up with Latest Trends for Positive Work Environment:**

Only 36% of the population agreed that the organization keeps up with all the latest trends to create a positive work environment, while 34% disagreed, and 30% were neutral.

Some departments and employees may not have equal opportunities to stay updated with the latest trends in their work environment.

There seems to be a lack of strategic planning to ensure all employees can benefit from the latest trends, affecting overall work environment satisfaction.

**Employee Autonomy:**

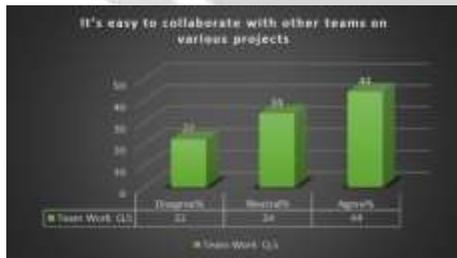
A significant majority of employees (78%) disagreed about having autonomy on their job, while 6% agreed, and 16% were neutral.

The nature of the organization being governmental, job autonomy is decided by the Government of Bangladesh, leaving employees with little choice in their job nature and responsibilities.

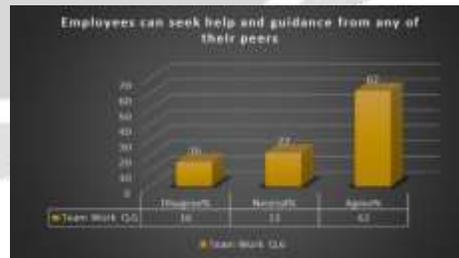
Lack of strategic planning in providing employee autonomy may lead to job dissatisfaction, monotony, and reduced employee performance.

Overall, the study highlights that while some aspects of the work environment are satisfactory, there are areas where the organization lacks strategic planning to improve employee satisfaction. Addressing these issues could lead to a

**Team Work:**



**Fig: 2a**



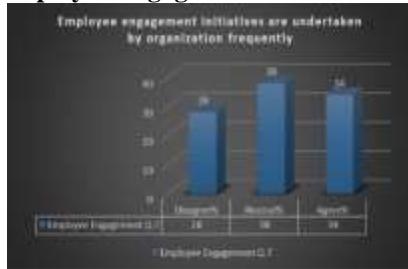
**Fig: 2b**

Based on the information provided, it appears that the majority of the population surveyed agreed that it is easy to collaborate with other teams on various projects. The respondents also indicated that teamwork is a significant aspect of strategic human resources management practices within the organization, and they practice teamwork cooperatively on various projects.

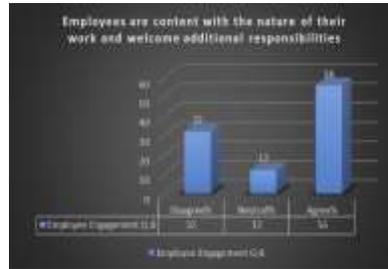
Additionally, the survey revealed that a majority of the population agreed that employees can seek help and guidance from any of their peers. This indicates that there is a cooperative and supportive work environment where employees are comfortable seeking assistance from their colleagues.

Overall, the organization seems to have implemented strategies to encourage teamwork and create a harmonious work environment. The emphasis on teamwork and cooperation can be seen as a positive approach to achieve organizational goals effectively.

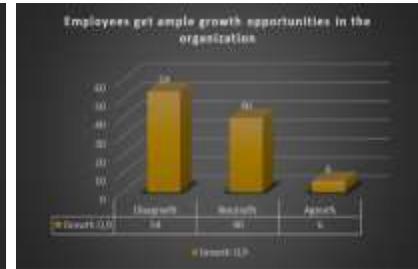
**Employee Engagement-**



**Fig: 3a**



**Fig: 3b**



**Fig: 3c**

The study examines employee engagement initiatives in an organization and the contentment of employees with their work and additional responsibilities. The results indicate that 28% of the population disagrees, 38% remain neutral, and 34% agree with the frequency of employee engagement initiatives in the organization. The majority of respondents were either unable to comment or confused about the organization's initiatives.

The study identifies a lack of sufficient employee engagement initiatives to motivate employees, despite some efforts like seminars and feedback meetings. The organization falls short in implementing effective strategies for employee engagement, which are crucial for enhancing well-being and productivity across all levels.

Regarding employees' contentment with their work and willingness to take on additional responsibilities, the study reveals that 32% disagree, 12% are neutral, and 56% agree. Most respondents agree that employees are content with the nature of their work and willingly accept additional responsibilities. This could be attributed to the structured job nature listed in a written manual, particularly in a governmental job setting.

The study emphasizes the need to distribute jobs properly across all organizational levels as a necessary strategy to maintain a balanced and sound organizational culture. By doing so, employees are more likely to be content with their work and be receptive to taking on additional responsibilities.

**Growth- Employees have good relationships with their superiors:**



**Fig: 4a**



**Fig: 4b**

The study focused on two aspects related to employee growth within an organization. The first aspect examined the relationships between employees and their superiors, while the second aspect looked into the clarity of the career path and its discussion with superiors.

Regarding the relationships with superiors, the majority of the population (62%) agreed that employees have good relationships with their superiors. This positive outcome suggests a cooperative and harmonious working environment between superiors and subordinates in the workplace, which is beneficial for the organization. The reason for investigating this aspect was the belief that the performance of subordinates is greatly influenced by their superiors, making it an important consideration for strategic human resource management practices.

Concerning the clarity of the career path, the findings were less conclusive. A significant portion of the population (54%) was neutral or unsure about the clarity of their career paths, while 34% disagreed that the career path is clear and only 12% agreed that it is. Respondents cited limited career growth opportunities within the organization as the reason for the lack of clarity and the absence of discussions about career paths with their superiors.

Overall, the study highlighted the positive aspect of strong relationships between employees and their superiors but raised concerns about the lack of career growth opportunities, leading to uncertainty about career paths and limited discussions with superiors on this matter. Addressing these concerns could potentially improve employee satisfaction, engagement, and overall organizational performance.

### Transparency-

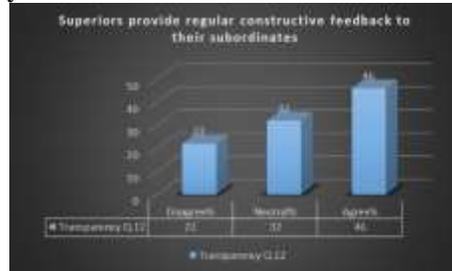


Fig: 5a

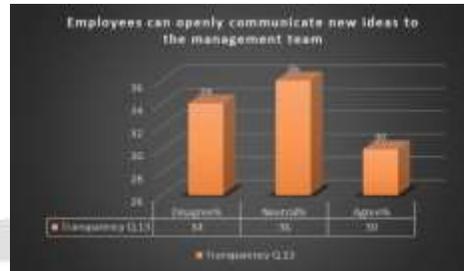


Fig: 5b



Fig: 5c



Fig: 5d

The provided text discusses the findings of a study related to transparency in an organization. The study focuses on four aspects of transparency: providing constructive feedback from superiors to subordinates, open communication of new ideas to the management team, raising concerns directly to the management team, and employees' awareness of their organizational performance. The study collected responses from a population and presents the results in terms of percentages of those who agreed, disagreed, or were neutral on each aspect.

**Transparency - Superiors providing regular constructive feedback to subordinates:**

The study found that 46% of the population agreed that their superiors regularly provide constructive feedback, while 32% were neutral, and 22% disagreed. This indicates that a majority of employees agreed that they receive constructive feedback from their superiors, which is an essential aspect of strategic management.

**Transparency - Employees openly communicating new ideas to the management team:**

Regarding this aspect, the study revealed that 30% of the population agreed that employees can openly communicate new ideas to management, 36% were neutral, and 34% disagreed. This indicates that there is room for improvement in facilitating two-way communication where lower-level employees can share their ideas directly with the management team.

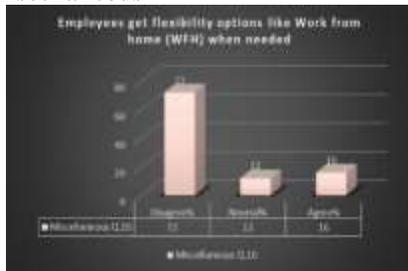
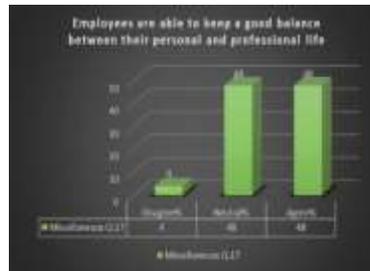
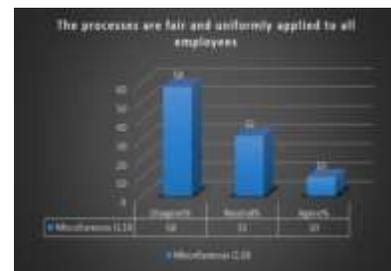
**Transparency - Employees openly raising their concerns directly to the management team:**

The study showed that 24% of the population agreed that employees can raise their concerns directly to management, while 28% were neutral, and 48% disagreed. The majority disagreed, citing limited permissions for direct communication with the management team. This indicates the need for the organization to change its strategic management process to allow employees to raise their concerns more effectively.

**Transparency - Employees being aware of their organizational performance:**

The study found that 66% of the population agreed that employees are aware of their organizational performance, 14% were neutral, and 20% disagreed. The majority agreed, stating that staying aware of their performance is important to avoid workplace difficulties. This aspect shows that the organization is successful in making employees aware of their performance through strategic techniques.

In conclusion, the study suggests that while a majority of employees believe they receive regular constructive feedback and are aware of their organizational performance, there is room for improvement in facilitating two-way communication and allowing employees to raise concerns directly with the management team. By addressing these areas, the organization can further enhance transparency and improve its strategic management process.

**Miscellaneous-****Fig: 6a****Fig: 6b****Fig: 6c**

The study investigated various aspects related to strategic human resource management practices within an organization. The following key findings were revealed:

**Work from Home (WFH) Flexibility:** 72% of the population disagreed, 12% were neutral, and 16% agreed that employees have flexibility options like WFH when needed. The majority disagreed, indicating that there is limited scope for employees to work from home regularly. WFH was mostly allowed only during the Covid-19 pandemic, suggesting a lack of strategic planning to provide employees with permanent flexibility options.

**Balance between Personal and Professional Life:** About half of the population (48%) agreed, and the other half (48%) disagreed that employees can maintain a good balance between their personal and professional life. Respondents cited workload, nature of work, and pressures as factors influencing this balance. Some departments had moderate workloads, enabling a balance, while others faced challenges, pointing to a lack of strategic planning to distribute workloads evenly among employees.

**Fairness and Uniform Application of Processes:** 58% of the population disagreed, 32% were neutral, and 10% agreed that processes are fair and uniformly applied to all employees. Respondents highlighted issues of corruption, favoritism, and politics, impacting the fairness and uniformity of processes. The study indicated a failure to maintain strategic processes to ensure fairness and equal treatment for all employees.

Overall, the organization lacks effective strategic planning in providing WFH flexibility, distributing workloads evenly, and maintaining fair and uniform processes. To improve human resource management practices, it is essential for the organization to adopt strategic approaches and ensure equitable treatment of employees across all levels.

Employees' thoughts about organization's Diversity and Inclusion policy, Employees' inspiration to work at this Organization and Greatest strengths of the organization:

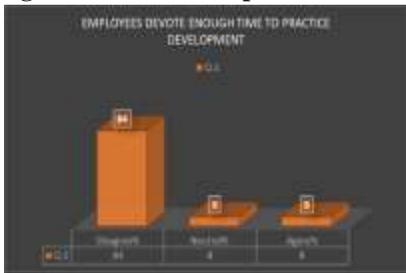
The study focused on employees' perceptions of their organization's Diversity and Inclusion policy, their motivations to work at the organization, and the organization's greatest strengths. In terms of the Diversity and Inclusion policy, employees expressed the need for a well-established career path, inclusion of children with special needs in primary education, adherence to government rules and regulations, development of an inclusive and diverse policy, and increased diversity in recruitment, especially at the root level. They also emphasized the importance of a diverse and inclusive workplace with equal opportunities, a fair recruitment policy, and a more women-friendly environment.

Regarding employees' inspiration to work at the organization, the study found that constructive feedback from superiors, a sense of contributing to children's education, job security, and responsibilities related to the education sector were motivating factors. Additionally, the support from seniors and the management team, as well as the opportunity to work on innovative initiatives in the primary education system, were cited as inspirations for employees.

The research also identified the organization's greatest strengths. These included a strong organizational structure at the rural level, an effective training system, and efficient work dissemination. The organization's commitment to ensuring quality education at all levels and the supportive environment provided by peers and colleagues were also mentioned as significant strengths.

Overall, the study highlighted the importance of strategic human resources management in fostering diversity and inclusion, maintaining positive employee relationships, and leveraging organizational strengths for success.

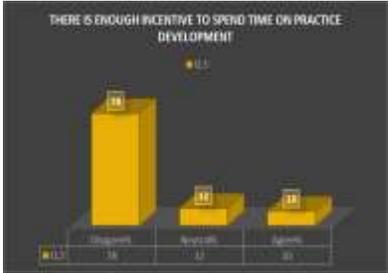
**Organizational Development**



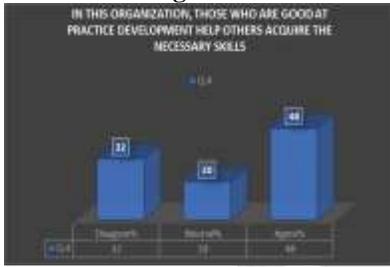
**Fig: 7a**



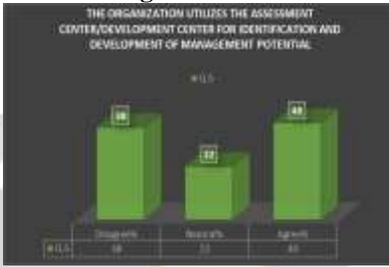
**Fig: 7b**



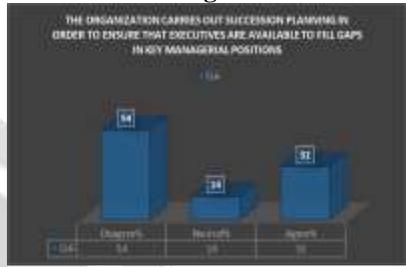
**Fig: 7c**



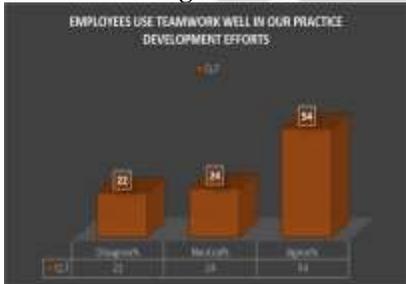
**Fig:8a**



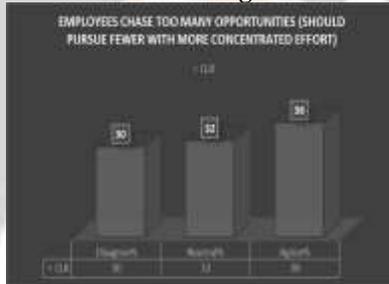
**Fig:8b**



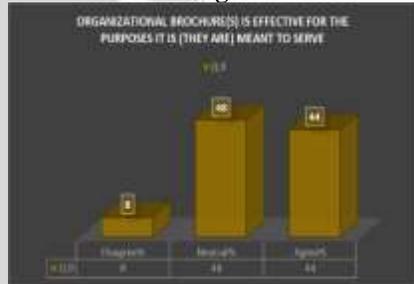
**Fig:8c**



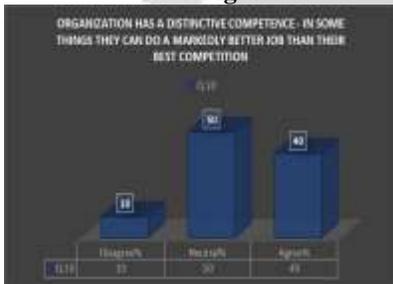
**Fig: 9a**



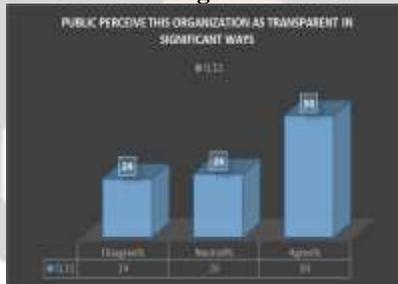
**Fig: 9b**



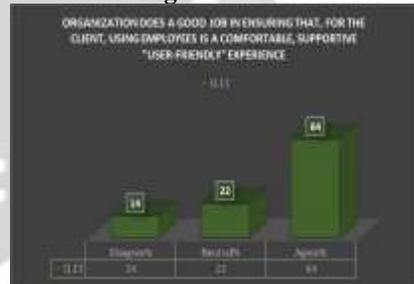
**Fig: 9c**



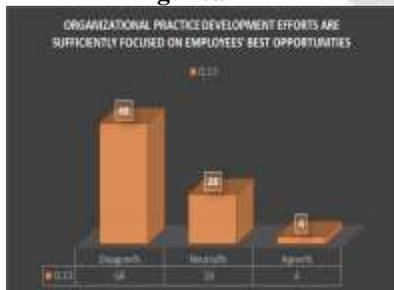
**Fig: 10a**



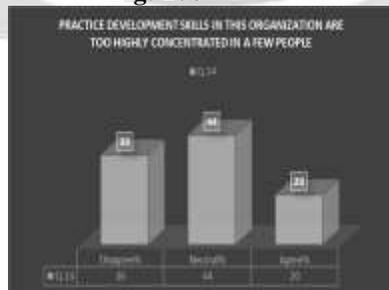
**Fig: 10b**



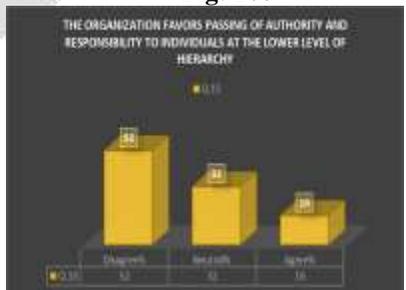
**Fig: 10c**



**Fig: 11a**



**Fig: 11b**



**Fig: 11c**



Fig: 12a



Fig: 12b

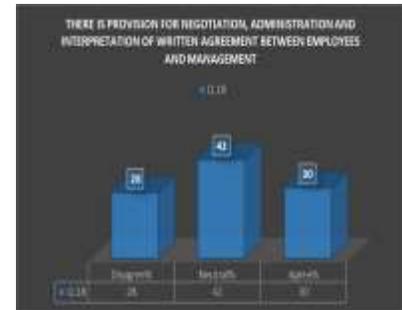


Fig: 12c



Fig: 13a



Fig: 13b

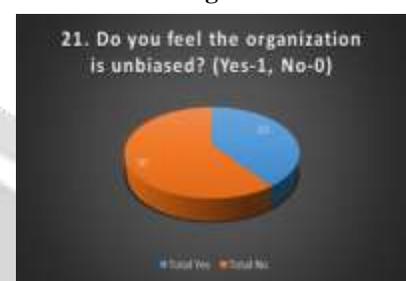


Fig: 13c

The study focused on various aspects of organizational development and strategic human resource management practices in a particular organization. The findings were based on responses from the population surveyed, and the key observations are as follows:

- Employees devote enough time to practice development: The majority of employees disagreed about having enough time for practice development, primarily due to limited provisions for participation in organizational development initiatives.
- Employees waste significant portions of their practice development time: Most employees disagreed about wasting significant time on practice development, attributing it to limited access and participation in organizational development practices.
- There is enough incentive to spend time on practice development: The majority of employees disagreed about having sufficient incentives for practice development, as they do not participate in organizational development practices and lack motivation.
- Those good at practice development help others acquire the necessary skills: The majority of employees agreed that those skilled in practice development assist others in acquiring necessary skills in the organization.
- The organization utilizes the assessment center/development center for identification and development of management potential: The majority of employees agreed that the organization uses assessment centers for identifying and developing management potential through systematic governmental processes.
- The organization carries out succession planning in order to ensure that executives are available to fill gaps in key managerial positions: Most employees disagreed about the organization having effective succession planning, as several key managerial positions remained vacant.
- Employees use teamwork well in practice development efforts: The majority of employees agreed that teamwork is effectively utilized in practice development efforts through meetings and seminars.
- Employees chase too many opportunities: Most employees agreed that employees chase too many opportunities without enough concentrated effort.
- Organizational brochure(s) is effective for the purposes it is (they are) meant to serve: The majority couldn't comment on the effectiveness of organizational brochures, indicating average ratings.
- Organization has a distinctive competence - in some things they can do a markedly better job than their best competition: Most employees couldn't comment on the organization's distinctive competence, indicating average ratings.
- The organization does a good job in ensuring that, for the client, using employees is a comfortable, supportive "user-friendly" experience: The majority of employees agreed that the organization provides a supportive and user-friendly experience for clients through employees.

- The public perceives this organization as transparent in significant ways: The majority of the population agreed that the organization is perceived as transparent in significant ways.
- Organizational practice development efforts are sufficiently focused on employees' best opportunities: The majority of employees disagreed about organizational practice development being focused on employees' best opportunities, pointing to a lack of employee-focused strategies.
- Practice development skills in this organization are too highly concentrated in a few people: Most employees were neutral about the concentration of practice development skills, indicating moderate concentration in a few individuals.
- The organization favors passing of authority and responsibility to individuals at the lower level of hierarchy: The majority of employees disagreed about the organization favoring decentralization and passing authority to lower levels.
- The organization has been managing change by integrating HR issues with the organizational strategies and the strategic change process: Most employees disagreed about the organization integrating HR issues with strategic change processes.
- The organization encourages employees to suggest process improvement: The majority of employees agreed that the organization encourages employees to suggest process improvements.
- There is provision for negotiation, administration, and interpretation of written agreements between employees and management: Most employees couldn't comment on the provision for negotiation and administration of written agreements.
- The organization has the practice of carrying employee attitude/employee satisfaction surveys: The majority of employees disagreed, indicating the absence of employee attitude/satisfaction surveys.
- Employees are inspired by the goal of the organization: The majority of employees agreed that they are inspired by the organization's goals, particularly due to its focus on providing education for children.
- Employees feel the organization is unbiased: Most employees disagreed about the organization being unbiased, citing the influence of politics and favoritism.
- The work climate employees' experience: The work climate was summarized as challenging, combative, and focused on personal benefit, with limited scope for discussion. It was also perceived as consistent, steady, and co-operative, with a focus on maintaining stability.
- Steps that should be taken for developing the organization: Employees suggested various steps for organizational development, including developing an effective career path, addressing corruption and favoritism, and restructuring.
- Role of HR for the development in the organization in employees' opinion: Employees mentioned the importance of effective HR policies, talent selection, and skills promotion for organizational development.
- Organization's Mission: The organization's mission is to ensure integrated and quality primary education for all children by expanding access and improving quality.
- Overall, the study highlighted several areas where the organization could improve its strategic human resource management practices and organizational development efforts.

**Employee Development:**

**Training:**



**Fig: 14a**



**Fig: 14b**

### Training Services Evaluation:

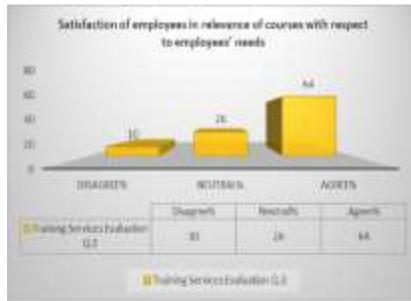


Fig: 15a



Fig: 15b

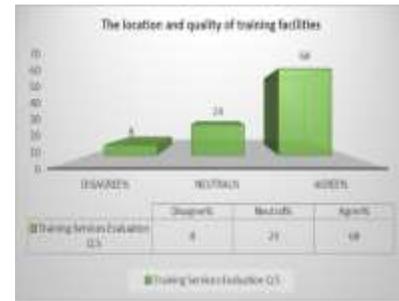


Fig: 15c



Fig: 16a

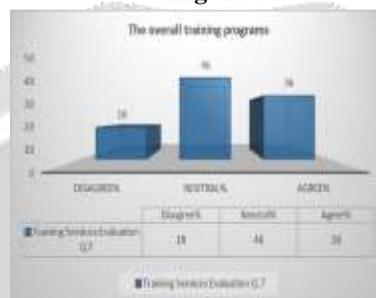


Fig: 16b



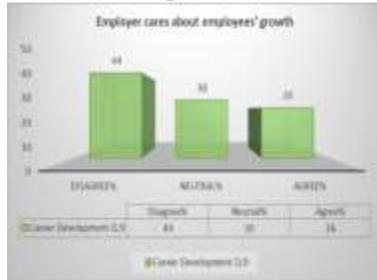
Fig: 16c

The provided text discusses the results of a study evaluating various aspects of training services within an organization. The study assessed employee satisfaction and opinions on different training-related factors. Here are the key findings:

- Satisfaction of employees in relevance of courses with respect to employees' needs:
  - 10% disagreed, 26% were neutral, and 64% agreed that the courses were relevant to their needs.
  - Majority of the employees agreed that the organization delivers training in line with their needs and interests, indicating effective strategic planning for employee training.
- Training Services Evaluation-
  - ❖ **Training personnel's' knowledge and professionalism:**
    - 4% disagreed, 36% were neutral, and 60% agreed with the knowledge and professionalism of training personnel.
    - The majority of respondents positively acknowledged the expertise of training professionals, highlighting the organization's success in providing skilled trainers for conducting training.
  - ❖ **The location and quality of training facilities:**
    - 8% disagreed, 24% were neutral, and 68% agreed with the location and quality of training facilities.
    - The majority of employees agreed that the organization maintains standard and effective training facilities and locations.
  - ❖ **Availability of the communication of the training packages to every department:**
    - 22% disagreed, 38% were neutral, and 40% agreed with the availability of training packages to every department.
    - The study revealed that the organization needs to work on ensuring equal availability of training packages across all departments.
  - ❖ **The overall training programs:**
    - 18% disagreed, 46% were neutral, and 36% agreed with the overall training programs.
    - The majority of respondents had a neutral view, indicating that the training programs were perceived as average by employees.
  - ❖ **Organization understands the training needs of each department:**
    - 8% disagreed, 60% were neutral, and 32% agreed that the organization understands the training needs of each department.
    - The study highlighted that the organization lacked consistency in understanding the training needs of different departments, indicating the need for improvement in this area.

In conclusion, the organization received positive feedback regarding the relevance of courses, professionalism of training personnel, and the quality of training facilities. However, there are areas that need improvement, such as equal availability of training packages and understanding the training needs of each department consistently. Strategic planning and continuous evaluation of training services are crucial for the overall effectiveness and satisfaction of employees.

**Career Development:**



**Fig: 17a**



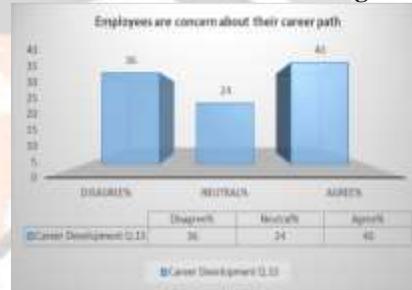
**Fig: 17b**



**Fig: 17c**



**Fig: 17d**



**Fig: 17e**

The study investigated various aspects of career development in a governmental organization. The findings were based on the responses of the population surveyed. Here are the key points from each aspect:

❖ **Employer Cares About Employees' Growth:**

- 44% of respondents disagreed that the employer cared about employees' growth.
- 30% were neutral.
- 26% agreed.
- The majority of respondents (44%) expressed that the employer did not prioritize employees' growth.

❖ **Organization's Formal Policy of Career Planning and Development:**

- 28% of respondents disagreed that the organization had a formal policy for career planning and development.
- 44% were neutral.
- 28% agreed.
- The majority of respondents (44%) were uncertain or unaware of the organization's formal policy for career planning and development.

❖ **Manager Support for Employees' Career Development:**

- 28% of respondents disagreed that their managers supported their career development.
- 20% were neutral.
- 52% agreed.
- The majority of respondents (52%) felt that their managers supported their career development.

❖ **Employees' Likeness Towards Current Employee Development Initiatives:**

- 68% of respondents disagreed that they liked their current employee development initiatives.
- 18% were neutral.
- 14% agreed.
- The majority of respondents (68%) were dissatisfied with the current employee development initiatives in the organization.

❖ **Employees' Concern About Their Career Path:**

- 36% of respondents disagreed that they were concerned about their career path.
- 24% were neutral.
- 40% agreed.
- The majority of respondents (40%) expressed concern about their career path.

Overall, the study highlights several areas of concern related to career development in the organization. The respondents' perceptions indicate that there is a lack of emphasis on employees' growth and development by the employer. The organization's formal career planning policy is considered outdated and inadequately structured. While managers are generally seen as supportive of employees' career development, the current employee development initiatives are not well-received by the majority of the population. However, it is encouraging to note that the employees themselves are concerned about their career paths, indicating their willingness to progress and develop professionally. The findings suggest that improvements in career development strategies and initiatives are needed to address the concerns raised by the respondents.

**Steps to Improve the Quality of Training Services in an Organization:**

1. Based on the opinions provided by respondents, several steps can be taken by an organization to enhance the quality of its training services:
2. Design Training Based on Practice: Training programs should focus on practical applications and skill-building exercises. Hands-on practice and real-world scenarios help employees grasp concepts better and apply their knowledge effectively.
3. Arrange Training at All Employee Levels: Training should be provided to employees at all levels, from entry-level staff to senior management. Each employee's skill development is crucial for overall organizational growth and productivity.
4. Include International Trainers: Incorporating trainers from other countries can bring diverse perspectives, new ideas, and expertise to the training sessions. This international exposure can broaden employees' horizons and improve the quality of the training.
5. Develop Comprehensive Training Contents: The organization should invest in creating well-structured and comprehensive training materials. These contents should cover relevant topics and keep up with the latest advancements in the field.
6. Introduce Innovations in Training Modules: Embracing modern training techniques, such as e-learning platforms, virtual reality, or gamification, can make training engaging and effective. Innovation keeps the training sessions fresh and interesting.
7. Hire Skilled Professional Trainers: Competent and experienced trainers play a vital role in delivering high-quality training. The organization should invest in recruiting trainers with expertise in their respective fields.
8. Implement Need and Skill-Based Training: Training programs should be tailored to meet the specific needs and skill gaps of individual employees. Identifying areas for improvement and targeting training accordingly ensures maximum impact.
9. Develop Skill-Based Modules: Building modules that focus on specific job-related skills can help employees improve their performance in their respective roles.
10. Make Training Contents Informative: Training materials should be informative, concise, and easy to understand. Clear and well-structured content ensures that employees grasp the concepts effectively.

By following these steps and continuously evaluating the effectiveness of the training programs, the organization can enhance its employees' knowledge and skills, leading to improved performance and overall efficiency in the workplace.

Important criteria used in the organization for evaluation of training on a scale of (1-5) and Indicating the criteria of the focus of the training on a scale of (1-5):



Fig: 18a



Fig: 18b

Training modules in organizations should be designed strategically, meeting standard criteria of strategic management practices for evaluation. The evaluation of training ensures that programs address competency gaps without compromising deliverables. It focuses on improving work quality, employee behavior, attitude, and developing new skills within budget constraints. Evaluation serves as feedback for trainers and the training process, identifying loopholes and necessary changes.

Employees in this organization use the following important criteria for evaluating training on a scale of 1-5: Knowledge acquired (4), Measurable results (3), Behavioral change (2), and Learner's reaction (2).

The purpose of strategic training is to equip managers and employees with the necessary skills to perform work tasks efficiently and effectively, aligned with the organization's goals. Strategic training not only improves present work quality but also aims to enhance long-term competitiveness.

The focus of training/development in this organization is evaluated on a scale of 1-5 as follows: Annual (5), Short Term Focused (4), Need Based (4), Group Orientation (3), Long Term Focused (2), Individual Orientation (2), Task Orientation (2), and Business Driven (2).

#### **Motivation of employees for individual contribution:**

The importance of individual employee contributions to the success of organizations is emphasized, alongside the notion that collective efforts towards organizational interests lead to individual benefits. To achieve a productive working environment, strategic human resource management practices are essential. Motivation plays a crucial role in empowering teams and promoting both teamwork and individual contributions, ultimately contributing to organizational success.

The findings from respondents regarding their motivation for individual contribution in the organization are as follows:

- Opportunity to work with diverse groups of people in the primary education sector.
- Participation in seminars and meetings to provide new ideas and proposals.
- Self-motivation as a driving force for individual contributions.
- Utilization of skills and experience to make meaningful contributions.
- Commitment to ensuring inclusive and high-quality primary education.
- Dedication to working towards the development of primary education.

#### **6. Recommendations:**

As the study is conducted on the strategic human resource practices of the Directorate of Primary Education, Bangladesh through analyzing their Organizational Culture, Organizational Development & Employee Development initiatives, the recommendations are based on these topics which are described as follows:

##### **For Organizational Culture:**

- Develop an inclusive and equal work culture by addressing bureaucratic tendencies and ensuring government-backed initiatives.
- Introduce more autonomy to certain aspects of the job, enhancing flexibility and job satisfaction.
- Strategically implement employee engagement initiatives to foster a more engaged workforce.
- Establish a performance management system to provide growth opportunities and rewards based on performance.
- Create a clear career development path for employees, reducing confusion and enhancing motivation.
- Implement a transparent channel for employees to raise concerns to management.
- Introduce flexible work arrangements, including 'Work-From-Home' options.

- Address political influences and corruption to ensure fair and consistent processes.
- Consider creating a separate cadre within the Bangladesh Civil Service to empower employees.
- Promote a women-friendly work environment and equal opportunities for all genders.
- Develop diversity and inclusion policies within the organization.
- Initiate employee attitude/satisfaction surveys to gauge and improve job satisfaction.

#### **For Organizational Development:**

- Implement provisions for employees to contribute to organizational development, despite government regulations.
- Develop an incentive system to encourage employee participation in organizational development efforts.
- Establish succession planning to efficiently fill vacant positions and practice strategic HR management.
- Encourage employees to actively seek and implement opportunities for improvement.
- Focus on delivering superior service in the education sector to outperform competitors.
- Align organizational practice development with employees' best opportunities.
- Facilitate the delegation of authority to lower hierarchy levels to enhance contribution and responsibility.
- Address biases and corruption for an impartial and ethical work environment.
- Design a clear organogram and distribute work effectively across all employee levels.
- Prioritize HR and skill development policies, supported by top management.
- Ensure corruption-free recruitment and implement effective performance management systems.
- Revise salary structures and develop the IT department.
- Consider restructuring the organization for improved efficiency and functionality.
- Incorporate employees into policy-making and establish an internal promotion system.
- Foster accountability at all workforce levels and enhance monitoring of daily tasks.
- Introduce incentives for individual contributions at the root employee level.
- Boost policy implementation, skills promotion, and proper monitoring and evaluation.
- Develop a dedicated HR team to strategically oversee all departments.
- Utilize quality personnel for ensuring quality education through strategic human resource practices

#### **For Employee Development:**

- Promote internal employee growth by addressing the preference for external hires in higher management.
- Establish a formal policy for internal employee career development to increase growth opportunities.
- Design training modules based on practical skills and real-world application.
- Provide training at all employee levels and consider bringing in trainers from other countries.
- Develop comprehensive training content to address employee development needs.
- Introduce innovative elements into training modules to enhance engagement.
- Enhance the pool of skilled professional trainers to improve training effectiveness.
- Implement need- and skill-based training effectively across the organization.
- Create informative and detailed training contents for improved learning outcomes.

#### **Conclusion**

This research reveals whether strategic human resource management practices exist in the Directorate of Primary Education or not and to what extent. It is an autonomous government department responsible for the administration of primary schools in Bangladesh and it is also responsible for the training of primary school teachers in various training institutions operated by the directorate. The study explores that the practice of strategic human resource is very poor in this organization and the implementation of strategic planning are also few and they don't have any separate HR team as well.

The results of this research were examined as factors of organizational culture as SHRM is considered a valuable asset that may have significant influence over organizational performance in resource-based view of the firm (Barney, 1996; Wright, Dunford, & Snell, 2001). The other factors like organizational development initiatives of the organization type may be incorporated to the subsequent study to create a more empirically tested comprehensive model. The strategy and HR construct have been framed and scaled in the questionnaire to get the opinions of respondents based on perceptions that in reality may differ. Although, it took six weeks to collect data, due to resource constraints, data were collected from a limited sample of selected organization, which, if in greater extent could be collected, the research findings would have been more holistic and generalized. Moreover, the effects of other moderating variables (like recruitment issues; compensation, benefit etc.) were not shown within the relationship which might have exogenous effect on the relationship studied. In addition, for the purpose of cross checking the collected data, particularly regarding strategic dimensions and more inclusion of top-level executive in

sample might improve the authenticity of the research. Considering all the aforementioned weaknesses, to ensure the authenticity and to mitigate the gap between perception and reality, a further case study-based approach will be worthwhile to enlarge the research horizon and enrich the quality of the study.

Education is the backbone of a nation, so the organizations related to education sector should have to formulate strategies to incorporate the HR as their strategic component in their upcoming days run and needs to stay updated with the modern organizational practices. Strategic Human Resource Practice is one of the modern concepts for organizations which is crucial for managing modern human resources as well as organization. Today, human resources are called human capitals that are responsible for the growth of any organization. Improving work culture, implementing organizational development initiatives and improve employee development practices are important parts of strategic human resource management practice which should be enriched for fostering development. So, implementing proper strategic human resource management practices is must for developing the organization as a whole to contribute more for the development of the nation.

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