

INTERNSHIP REPORT

ON

Human Resource Management Practices of

Titas Gas Transmission & Distribution Company Ltd.



Date of Submission: 20/11/2018



Daffodil
International
University

INTERNSHIP REPORT

ON

**HUMAN RESOURCE MANAGEMENT PRACTICES OF
TITAS GAS TRANSMISSION & DISTRIBUTION COMPANY LTD.**

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40th Batch

Major in Human Resource Management

Program: BBA

Faculty of Business and Entrepreneurship

Daffodil International University

Date of Submission: 20/11/2018

Letter of Transmittal

Date: 20th November 2018

Nujhat Anjum Ani

Senior lecturer
Faculty of Business and Entrepreneurship
Daffodil International University

Subject: Submission of Internship Report on “TITAS GAS TRANSMISSION & DISTRIBUTION COMPANY LTD”.

Dear Madam,

With due respect to state that, hereby I submit my report on “**HUMAN RESOURCE MANAGEMENT PRACTICES OF TITAS GAS TRANSMISSION & DISTRIBUTION CO LTD.**”

This report has been prepared according to your authorization and also with my maximum effort and contribution. Despite of the limitation, I have tried my level best to gather reliable info and provide accurate explanation of all the points of the specified task properly following the guide line by you and concern organization. In this report I have focused on different term of make the report more attractive & easier for the respective readers. I am grateful to you for giving me the opportunity to work on this topic.

I there for, pray and hope that, you would acknowledge my report and oblige thereby. I am confident that the internship program has increased both my experience and theoretic Knowledge.

So, I am requesting you and hope that you will be kind enough to accept my report.

Sincerely yours,



.....
Kamrun Nahar Mazumder

ID: 151-11-4280

Program: BBA (Major in HRM)

Department of Business and entrepreneurs

Daffodil International University

Acknowledgement

In beginning, I would like to express my deepest gratitude to Almighty Allah for giving me this kind and the composure to complete the internship report, words actually will never be enough to express how grateful I am, but never the less I shall try my level best to express my gratefulness the word some people.

it's a pleasure to convey my heartiest gratitude and greeting to my honorable supervisor Nujhat Anjum Ani, Senior Lecturer, Faculty of Business and Entrepreneurship of Daffodil International University. I deeply appreciate her cooperation, advice, and guidance in preparing this report.

I would like to express my heart in thanks to **TITAS GAS TRANSMISSION & DISTRIBUTION COMPANY LTD.** for allowing me to complete my internship. By extending, my heartiest thanks to those company officials who gave their heartiest cooperation to complete my Internship Report. I am grateful to of the people mentioned above for their cooperation in every step to prepare my report successfully.

Student's Declaration

I am **Kamrun Nahar Mazumder**, the student of Business Administration, ID: 151-11-4280, major in HRM from Daffodil International University would like to declare that presented report on **“HUMAN RESOURCE MANAGEMENT PRACTICES OF TITAS GAS TRANSMISSION & DISTRIBUTION COMPANY LTD”** is uniquely prepared by me.

I also declare that this work does not violate any exciting copyright & this report is only prepared for my academic requirement.

Sincerely yours,



.....
Kamrun Nahar Mazumder
ID: 151-11-4280
Program: BBA (Major in HRM)
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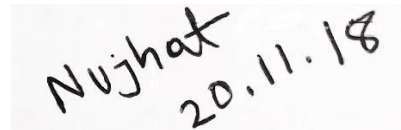
Certificate of Approval

This is to certify that **Kamrun Nahar Mazumder** a student of Daffodil international University in BBA program, ID: 151-11-4280 successfully completed her internship program titled on “**HUMAN RESOURCE MANAGEMENT PRACTICES OF TITAS GAS TRANSMISSION & DISTRIBUTION COMPANY LTD**”. She practically worked in this organization under my supervision and instruction. I instruct her and here by, I accept the report of the internship program.

She has been permitted to submit the report for her defense.

During this period, **Kamrun Nahar Mazumder** was very sincere, serious, proactive, attentive, and energetic. I wish her a very successful life.

Supervisor:



.....
Nujhat Anjum Ani

Senior Lecturer

Faculty of Business and Entrepreneurship

Daffodil International University

Executive summary

Internship program is mandatory for the students of Daffodil International University under the curriculum of Bachelor of Business Administration (BBA) with a view to familiarizing them with the corporate world. As a BBA student I got the opportunity to conduct my internship in Titas Gas Transmission & Distribution Company Ltd. This report has been designed based on **“HUMAN RESOURCE MANAGEMENT PRACTICES IN TITAS GAS TRANSMISSION & DISTRIBUTION COMPANY LTD LIMITED”** who plays the vital role & the most essential part for the organization. The report is the result of my internship program in TGTDC. This paper is a reflection of my learning there.

Titas Gas T & D Co. Ltd the largest natural gas distributor in Bangladesh serving more than 15 million consumers in Dhaka and Mymensingh. The company has more than 50 years of experience in operation and preservation of gas transmission and distribution system. Its activities also contain planning, designing and maintenance of pipelines for gas transmission. Titas operates in a section of the country that has a rapidly growing demand for natural gas and power generation due to substantial industrial development. Since the beginning of the organization, Titas Gas T & D Co. Ltd. has reached tremendous success in its operation of business. Human Resources Department of is one of most important supporting components of Titas Gas T & D Co. Ltd focusing on maximizing employee productivity as well as developing and compensating them in a fair way.

This report contains the summary of Human Resource practices followed by TGTDC and how its importance to improve their manpower. The analysis is based on my journey as an Intern of Human Resource Department. Our bookish knowledge tells us that, in theory there are practices like HRP, Recruitment & Selection, Compensation & Benefit, Training & Development, and Performance Management, sums up as HR Practices. There are sets of different versions and uses of these theories. But my experience tells me, not many organizations follow those bookish theories. They tend to modify them, update them and even just drop them when necessary. In my report, I modestly tried to uphold all the HR activities and practices conducted and followed by TGTDC, find the flaws which are drawing them back and make some recommendation which may better their situation.

Here an effort has been made to evaluate & analyze the HRM practices of Titas Gas T & D Co. Ltd. It is an enormous topic but I decided to work in some important and stimulating area. In this report, an attempt was taken to know about the HRM practices of Titas. The objective of this analysis is to identify the areas. This analysis also has been done to identify the problems related to their HRM practice. The methodology used to gather data to complete this report is primary and secondary data. Mostly, primary data has been used as there is insufficient information on the internet.

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Acronyms

BGFCL: Bangladesh Gas Field Company Ltd.

CBA: Collective Bargaining Agreements

CG: Corporate Governance

COSO: Committee for sponsoring Organization

ERP: Enterprise Resource Planning

GTCL: Gas Transmission Company Ltd.

ICGN: International Corporate Governance Network

IOC: International Oil Company T&D: Transmission & Distribution

Chapter – 01

Introduction

1.1 Introduction

The discovery of a vast gas field on the bank of the Titas River in Bhramanbaria in 1962 formed an innovative horizon for the utilization of natural gas. Being established on November 20, 1964, Titas Gas Transmission and Distribution Company Limited (TGTDCCL) has accomplished 50 years of its operation. The company started its commercial operation with the authorizing of gas supply to Siddhirganj. As a progressive national organization, it has gained the glory of being a reliable one for the people by means of the superiority of service delivery. This has been possible because of the unyielding and cordial activities of its officials and employees.

Titas Gas is performing an important role to strengthen the socio-economic state of a developing country like Bangladesh. Titas Gas has fulfilled 50 years of its operation. With the passage of time, it has been continuing its actions with the distinct mission of bringing about welfare to the nation for long 50 years. Titas Gas will march ahead beyond 50 years of its journey with the apparition of additional growth of Bangladesh.

At the starting 90% of its shares belonged to the then Pakistan Government and Pakistan Shell Oil Company maintained the rest. After the liberation of Bangladesh in 1971, the company ongoing its journey as a company of Petro Bangla with the authorized and paid up capital of Tk. 1.78 crore. At present, the official and the paid-up capital of the company are Tk. 2,000.00 and Tk. 989.22 crore correspondingly.

Main objective of the company is to provide natural gas to the different categories of customers under Titas Franchise Area, thereby dropping dependency on imported liquid fuel. Towards this end, the company has to construct, operate and continue pipelines, stations and associated services. At present the company issues gas in the districts of Dhaka, Narayanganj, Narsingdi, Munshiganj, Manikganj, Gazipur, Tangail, Mymensingh, Jamalpur, Sherpur, Netrokona, and Kishoreganj.

Titas Gas Transmission and Distribution Company Limited vision is safe and efficient distribution of natural gas to all the customers & their mission is to providing improved service to its valuable customers, ensuring efficient utilization of natural gas & ensuring better governance in its gas marketing business.

1.2 Background of the study

Practical submission of the Knowledge attained from any academic course of the study is very significant. Theoretical Knowledge will become less useful if it is not applied in the real-world life. So, I need proper application of my Knowledge to get some advantage from my theoretic Knowledge to make it more productive. Such submission can be probable through internship.

As part of the Internship program of BBA course requirement, I was assigned for doing my internship in Titas Gas Transmission and Distribution Company Limited (TGTDC) situated in Titas Gas Bhaban, 105 Kazi Nazrul Islam Avenue, Kawran Bazar Commercial Area, Dhaka-1215.

This internship report titled as HUMAN RESOURCE MANAGEMENT PRACTICES OF TITAS GAS TRANSMISSION & DISTRIBUTION COMPANY LTD., suggested & assigned by my honorable internship supervisor **Nujhat Anjum Ani**, senior Lecturer of BBA department at Daffodil International University. I am very thankful to my honorable supervisor for her help and guidance.

During my internship period at Titas, I worked in the HR Department and also in their Accounts Department. The Accounts department has four sectors and I got the chance to outline the activities of all the four sections. Most of the time, I worked with HR related issues and get introduced with the present HR practices and management system through my day to day work. Besides, discussion with management of Titas put light into the issue and assisted me to detect the major control mechanisms. During the time of my internship at Titas, I have come to know that Titas has its own HRM practice policies which is directed towards better operative management with better rules & regulations. And these things make Titas to some level different from the other government and non-government organizations.

1.3 Objectives of the study

This paper evaluates the existing HRM practice of Titas directed to the management of the organizations. The main objective of the report is to provide an enhance analysis on over all HR practice of TGTDC. This report will reveal how TGTDC focusing on different processes of recruitment & selection, Training and development, performance appraisal, compensation and HR related activities.

The objectives of the study are the following:

1. To identify the current HRM practices of TGTDC;
2. To gather knowledge about the functions and achievements of the HR department of TGTDC;
3. To analyze major findings of HRM process of TGTDC
4. To identify the problems related to HRM activities of TGTDC;
5. To make some recommendations to solve the problems of TGTDC;
6. To identify the shortfall of the HRM control system
7. To formulate recommendations for possible improvement

1.4 Scope of the study

Titas performs in various functions & It has to maintain different departments and through servicing all of the section has its own dynamic features and deserve a lot of concentration. I choose to submit my internship report on discussing of the HUMAN RESOURCE MANAGEMENT PRACTICES of Titas Gas Transmission and Distribution Company Limited. The duration of the study It was not enough to get a full practical knowledge throughout the internship program. It was very much hard to complete a report in this short time. So, I have completed the report covers only general HRM practices, policies, strategies, activities, and procedures of Titas Gas Transmission and Distribution Company Limited (TGTDC). It includes information about the organization profile, overview of the HR department, Talent

Acquisition process, internship description, major findings, recommendations and conclusion. I have prepared it in alignment with my assigned responsibilities.

When I started doing report this area, I have focused on area which are as follows:

1. Acquirement of employee or employer
2. Development of employee or employer
3. Facilities, benefits and compensation

1.5 Methodology of the study

Methodology refers to the overall procedure of preparing the paper. This report was prepared in a systematic procedure starting from the selection of the topic to the final presentation. The integral part was to identify and collect data, analyze and present them in a systematic manner to find the vital points.

As the report related to describe the whole HRM practice of Titas & this was not a very easy task to rules out in paper. The study requires various types of information on present policies, procedures, and methods of HRM practices, policies & internal control system and operations. To make this report more meaningful and presentable two sources of data were used widely. Both primary and secondary data available have been used in preparing of this report.

Primary Data sources:

- ✦ Practical deskwork in TGTDCCL;
- ✦ Personal discussion with the HR Head & Managers of Titas;
- ✦ Personal asking & interview with the employees;
- ✦ Regular interaction with the staffs of TGTDCCL;

Working in Titas as an internship student gave me the opportunity of knowing different organizational documents which is neither very much available on internet and different publications nor people outside the organization could have access to them. And widespread discussion with the managers, DGM & HR Head opened up the broad way of knowing their day to day operations as well as the details HR procedures & policies.

Secondary Data sources:

- ✦ Website browsing of TGTDCCL;
- ✦ Website browsing on current HR practices;
- ✦ HR policies and procedure of TGTDCCL;
- ✦ Manuals, journals, articles and books of the related topic
- ✦ Prior Research reports;
- ✦ Annual reports of Titas;

The Annual reports of Titas for the last five years and different publications of Petro Bangla made it possible to indicate the latest data on Titas.

1.6 Limitation of the study

To prepare a report on the topic like this in a short duration is not an easy task at all. From the beginning to end, the study has been directed with the internship of making it as a complete and truthful one. The report has been furnished with some limitations in terms of access to data, time and the scope of study. During the preparing, some problems and limitations have come across which are as follows:

1. Lack of opportunity to access the internal data;
2. Lack of recent data and information also not disclosing the human resource division data because of confidentiality was another drawback. This data could help to complete my report properly.
3. Due to time limitation. Limited time where I have to draw the whole HR procedure, which was tough for me because it's a big organization. So, it was tough to understand the whole procedure with the proper way.
4. Since the officials were very busy, they could not pay enough time;
5. Non-availability of some preceding & data;
6. As there are no publications from where necessary data could be obtained, interviewing and close group discussions were often very painstaking.
7. Lastly, Lack of experience. Such a report was carried out for the first time by me. So, inexperience is one of the main factors that have limited the scope of the study.

Chapter – 02

*An overview of
Titas Gas T & D Co. Ltd.*

2.1 Historical Background of Titas Gas T & D Co. Ltd.

Titas Gas T & D Co. Ltd. (TGTDCCL) was shaped in November 1964 as a joint Stock Company with a view to transmitting and distributing natural gas. The basic objective of the Company was to construct, own and operate natural gas transmission & distribution facilities in the mid-eastern region of Bangladesh i.e. Comilla, Mymensingh and Dhaka district. In October 1975, Ministry of Energy & Mineral Resources had been formed and TGTDCCL has been positioned under the administrative control of the newly shaped ministry along with Petro Bangla.

The gas supply area of the Company has been expanded to new areas of Greater Dhaka, Greater Mymensingh and Brahmanbaria which includes Dhaka Metropolitan city & suburbs, Tongi, Joydevpur, Gazipur, Mirzapur, Tangail, Savar, Dhamrai, Manikganj, Aricha, Narayanganj, Sonargaon, Rupganj, Araihasar, Jinjira, Keraniganj, Munshiganj, Mirkadim, Brahmanbaria, Bhairab Bazar, Ashuganj, Narsingdi, Ghorashal, Madhabdi, Sreepur, Mymensingh, Netrokona, Jamalpur, Sherpur, Kishoreganj, Tarakandi, Bhaluka, Trishal & Gaffergaon. Presently, Titas gas system is receiving gas from Titas, Habiganj, Narsingdi & Bakhrabad Gas Fields under Bangladesh Gas Fields Co. Ltd. and from Rashidpur, Kailashtila, Beanibazar Gas Fields under Sylhet Gas Fields Co. Ltd. and Jalalabad Gas Field of Oxydental/Unicol.

The company operates from its own head office complex situated at Titas Bhaban, Kawranbazar C/A, that is in the centrally located business area of Dhaka Metropolitan City. The office is entirely furnished with all up-to-date office facilities and logistics. The office is also equipped with safe security system with up-to-date digital telephone, Fax, SCADA as well as electronic mail.

At present, the official and the paid-up capital of the company are Tk. 2,000.00 and Tk. 989.22 crore respectively. Main objective of the company is to provide natural gas to customers of different categories under Titas Franchise Area, thereby reducing dependence on imported liquid fuel. The company has to construct, operate and maintain pipelines, stations and associated facilities. Presently, company's entire length of pipeline is 12,505.50 km including 252.28 km. Total number of customers of the company positions at 17,22,712. Bulk clientele of the company include 3 fertilizer plants, 9 government and 25 private power stations.

2.2 Mission of Titas Gas T & D Co. Ltd.

Titas Gas T & D Co. Ltd. Mission is –

1. To Deliver improved service to its all valued customers.
2. To ensure efficient utilization of natural gas.
3. To ensure better governance in its gas marketing business

2.3 Vision of Titas Gas T & D Co. Ltd.

A clear vision provides a better Foundation for developing a comprehensive mission statement. So, the establishment of the vision statement is very much necessary for every company that should fast and straightforward. Titas also established their vision statement to achieve their long-term objectives & goal. Titas Gas T & D Co. Ltd. Vision is – Providing Safe and efficient distribution of natural gas.

2.4 Functions of Titas Gas T & D Co. Ltd.

The core functions of Titas Gas T & D Co. Ltd. are -

1. Promotion of indigenous natural gas to various categories of end users of natural gas within its franchise area through pipe lines;
2. Structure, rehabilitation and maintenance of pipe lines and gas stations for carrying out its gas publicizing business.
3. Recognition of gas sales revenue.
4. Ensure an efficient utilization of natural gas within its franchise area.
5. Enhance the performance of human resources.

2.5 Strategic Objectives of Titas Gas T & D Co. Ltd.

The strategic objectives of Titas Gas T & D Co. Ltd. are -

1. Enhancing the energy security.
2. Enhancing the efficient use of the energy and its supply in Titas Franchise Area.
3. Enhancing the allover performance of human resources.

2.6 Core Values

The core strength of TGTDCCL:

1. Integrity
2. Respect
3. Fairness
4. Harmony
5. Team Spirit
6. Courtesy
7. Commitment
8. Service Excellence
9. Insight and Spirit

2.7 Core Strength

The core strength of TGTDCCL:

1. Transparent and quick decision making
2. Efficient team of performers
3. Satisfied customers
4. Internal control
5. Skilled risk management
6. Diversification

2.8 Corporate Culture & strategies

- Maintaining a high-quality assets portfolio to achieve strong and sustainable returns.
- Maintaining adequate capital in line with risk appetite.
- Strengthening trust and partnerships with customers by focusing on the company's core values of quality customer service, professionalism, teamwork and integrity.
- Hiring professionals with strong background and Knowledge.
- Strengthening technologies that reduce operational risks and promote the implementation of best HRM practices in the industry.
- Exploring new avenues for growth and profitability.
- Practicing efficient risk management principles by ensuring best internal control monitoring practices.
- Create sense of professional ethics.
- Flexibility & prompt response.

2.9 Titas Franchise Area



2.10 Titas At a Glance

Name of the Company:	Titas Gas Transmission & Distribution Company Limited (TGTDCCL)
Date of Incorporation:	November 20, 1964
Registered Office:	Titas Gas Bhaban, 105 Kazi Nazrul Islam Avenue, Kawran Bazar Commercial Area, Dhaka-1215.
Corporation:	Bangladesh Oil, Gas & Mineral Corporation (Petro Bangla)
Administrative Ministry:	Ministry of Power, Energy & Mineral Resources
Titas Franchise Area:	Greater Dhaka and Greater Mymensingh
First Constructed Pipeline:	Brahmanbaria to Demra 14” DN X100 PSIG X 58 Miles
First Gas Supply:	April 28, 1968 to Siddhirganj Thermal Power Station
Authorized Capital:	Tk. 2,000.00 crore
Paid up Capital (As on June 30, 2015):	Tk. 989.22 crore
Gas sales (FY 2014-15):	15,416.87 MMCM
Sales Revenue (FY 2014-15):	TK.8,085.57 crore

Payment to the National Exchequer:	TK. 657.26 crore
Number of Customers (As on June 30, 2015):	Total 18,97,317
Power (Govt.)	07 NOS
Power (Private)	28 NOS
Industry	4,590 NOS
CNG	331 NOS
Captive Power	1,080 NOS
Commercial	10,913 NOS
Domestic	18,80,353 NOS
Constructed Pipeline (As on June 30, 2015):	12,889.03 km
Market Share in Sales:	62%
Source of Gas supply (Fields):	Titas, Habiganj, Narsingdi, Kailashtila, Bibiyana, Moulvi Bazar, Srikyl & Bangura Gas Fields.
Manpower (As on June 30, 2015):	2,281
Officer:	1,077
Staff:	1,204
Chief Executive:	Engr. Mir Moshiur Rahman

Chapter – 03

*Literature Review on
HRM Practices*

3.1 HRM Practices at Titas

Human resources (HR) is the organization department charged with finding, screening, recruiting and training job applicants, as well as administering employee-benefit programs. As organization reorganize to gain competitive edge, human resources play a key role in helping its business units for dealing with a fast-changing environment and the greater demand for quality employees.

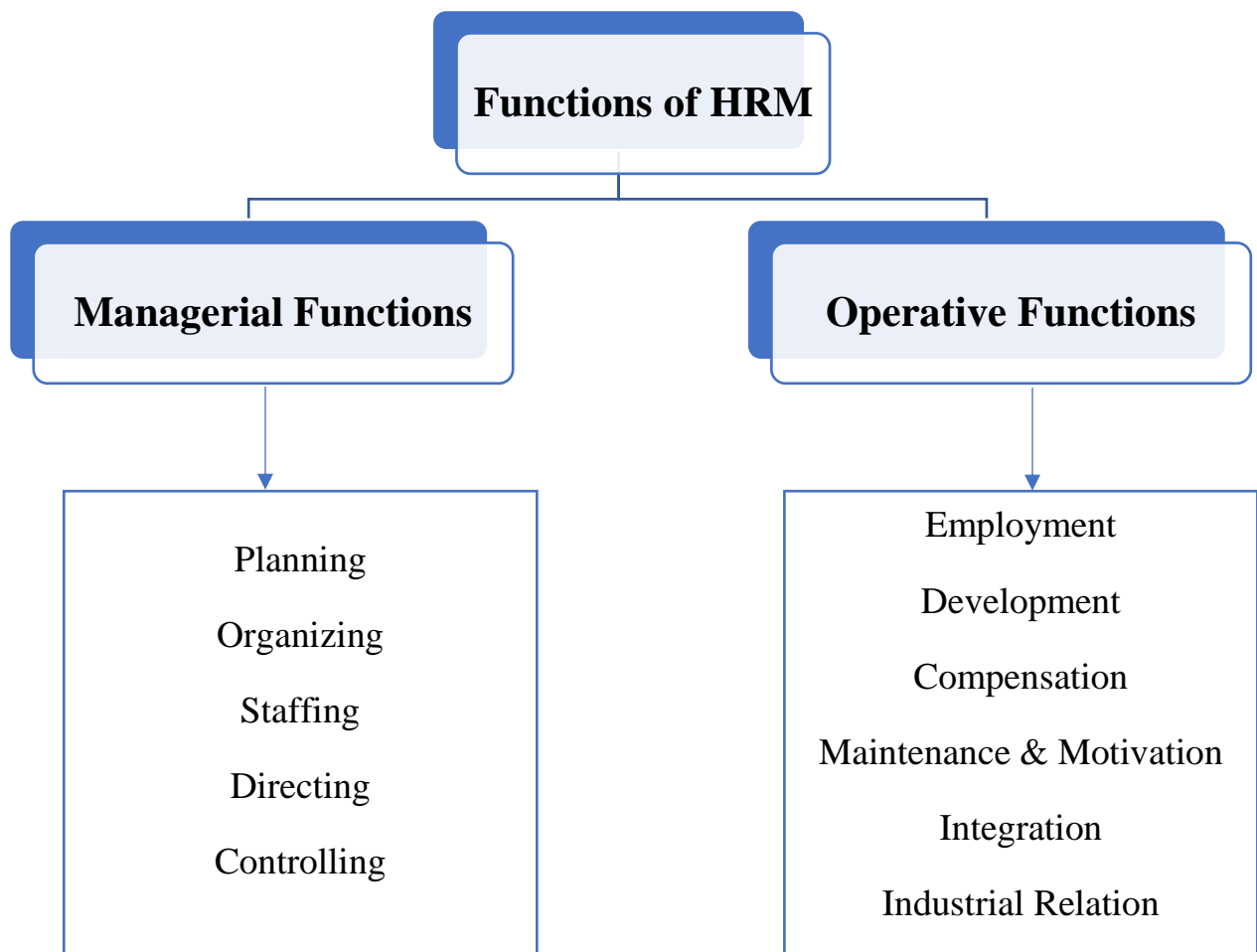
There is a paramount importance of Human Resource in a modern organization for its sustainability in future. Without the support of HR, machines remain idle, raw materials lie stacked, money get tied up, and other wings of the organization crake down. Titas Gas Transmission and Distribution Company Limited (TGTDCL) 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 (Petro Bangla). 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. Study also shows that the HRM activities of TGTDCL 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) but it has not yet been implemented. The recruitment and selection process are 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 but 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. 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, Training Need Assessment, training manual, career planning, effective and updated promotion policy, performance appraisal systems, transfer, employee discipline and grievance handling procedures and employee welfare policies are to be improved by the policymakers to improve the productivity of this company.

Human Resource Management 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 HR aspect of a management position, including, planning, recruiting, selecting, training and orienting, rewarding/compensating, appraising, communicating, building employee commitment etc. HR remains the most important factor in 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. TGTDCCL is one of the largest State Owned Public Limited Gas Company operating energy sector of Bangladesh. Its total manpower is 2,448, including 1,016 officers and 1430 staffs. 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 TGTDCCL 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 (Petro Bangla's) different companies and its own service rules i.e. Service Regulation of TGTDCCL-2008 and 1987. Though, it is largest revenue earning, income generation and poverty alleviation of the country, there is hardly integrated, comprehensive and modern Human Resource Management policy and practices of this organization. Though, there is scope of changing HR management policy through the approval of Board of directors, traditional, backdated Human Resource Managements systems are followed. However, it has three departments like Human Resource Department, Administrative Department and Establishment Department that formulate, maintain and implement HR plan. There is no unique Human Resource Management Division/Department of this company. Now-a-days Human Resource Management is much talked and burning issue in Bangladesh. It is 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 sustainable manner in the Government organization like Titas Gas Transmission and Distribution Company Ltd (TGTDCCL) and to provide the suggestions to the improvement of human resource management systems of this company.

3.2 HRM Function

The Actual Functions of HRM within the Value chain of an organization is of Significance. It has been postulated by some researchers that, the role of HRM within an organization is momentous in the firm's ability to achieve its organizational objectives and develop sustainable competitive advantage with in the market place which it operates. This is achieved by the policies each firm enact, and the method it uses to attract and retain the right employees for its need (Holland, act 2007). The HR functions can be thought of as having six menus, from which companies can choose the most appropriate practices. Decider and Kramer (2008, P58) state that, each of these menus refers to a particular functional area of HRM: Job analysis, design, recruitment, Selection, Training and development, performance management, incentive, benefits, pay structure, and labor/employee relations.



3.3 Major Focuses of HRM Policies

TGTDCL attracting, developing & retaining Talent by giving special focus on these major areas–



3.4 Recruitment & Selection Process

The recruitment process of TGTDCCL is very clear and up to the mark. Their recruitment and selection system followed the Bangladesh Service Rule (BSR) and its own service regulation. The recruitment and selection system of the organization is quite standard. Proper authority will be formed one or two selection committee for selection and promotion of the candidate according to approval organogram. Recruitment started with open advertisement of national dailies and its own web sites 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. They also proposed panel for candidate who is not selected for first time. The confirmation of the recruited employee is done through 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 case of staff recruitment, the rules and regulation of Labor law and government rules and policy strictly followed. There is also exist outsourcing recruitment and casual basis recruitment. TGTDCCL has a policy of out sourcing 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.

Recruitment & Selection Process at a glance

Step 1: Recruitment Need Assessment and memo generate.

Step 2: CV Collection: By Advertisement (Printing or Web), Internal Recruitment, Open Source, and Collect from the Existing Market.

Step 3: Slotting of CV's for required position.

Step 4: Written test

Step 5: Second Interview

Step 6: Credit check of the primary selected candidate.

Step 7: Final negotiation with the candidate.

Step 8: Approval memo for the selected candidate.

Step 9: Provide the Letter of Joining. Submit for management approval.

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 category generally current year. Now-a-days recruitment and selection system is comparatively fare. But sometimes political pressure, Trade union, biasness of viva voce also impacts fair recruitment and selection especially in staff recruitment. There is no modern E-recruiting system is followed for recruitment system.

3.5 Job Description & Job Specification

In TGTDCCL there is no formal job analysis and job description of these organizations' employees. Though 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. But there is no specified job description each employee. In a section group leader mainly, manager is determined his subordinate job and manager is supervised by the Deputy General Manager (DGM). But 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.

3.6 Training and Development Policy

In every well reputed organization training is very common practice to place new employee into managerial responsibilities after process of training and development. TGTDCCL arranged regular training & development program in home & abroad for enhancing their capacity and utilizing their experiences. The training & development program is conducted & implemented by HRD's training section headed by Manager and Department Head is DGM according to consent of Managing Director. During FY 15-16 company has arranged local training program 754 employees (officer – 748, staff – 6) participated in 61 different local training courses & 52 officers participated in 11 different foreign training & seminar programs.

Here is the TGTDCCL training programs:

- ✦ Orientation Training
- ✦ In-House Training
- ✦ Job Specific Training
- ✦ Need based Local/Foreign Training
- ✦ Peer or supervisors' coaching
- ✦ E-Learning: Online Training & Evaluation

TGTDCCL Basic training program:

- ✦ Joining/Participating in orientation with different Departments
- ✦ Foundation Course
- ✦ Organization of Development Program
- ✦ Attachment with different departments
- ✦ Information Technology Training
- ✦ On job hands-on training according to Job Description

Training Authority

The Managing Director has the power to decide issues relating to training of the employees of the Bank. For training/education within or outside the country, the decision may be made by Managing Director in consultation with Heads of the Divisions/Deputy Managing Directors.

3.7 Performance Appraisal & Management

Performance appraisals can benefit the employees and the organizations by clarifying goals and expectations, and creating an environment of open communication. The best performance appraisals offer positive feedback and advice for advancement and typically consist of a conversation between the management and the employees. Performance appraisal system follows the BSR rules all employees including staff and officer evaluate their performance annually through Annual Confidential Report (ACR). The ACR contain the Medical Examination Report, Resume of the Employee, Personal characters and work execution. 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 extra-ordinary 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.

3.8 Compensation & Benefits

As it is State run Government Organization, so Compensation, incentives, benefits and Services are more or less as government rules. Its salaries and benefit are according to Government pay scale. Though Titas Board has an exclusive financial autonomy but it has a little scope to change due to bureaucratic triangle. Energy Sector i.e. oil gas and minerals resources are specialized sector, specialized work has to be done and most important for 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. It is mentioned that its medical service policy is good and employee oriented. Though TGTDC has a good fringe benefits but 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.

Various new policies / benefits:

- ✦ -Home Loan, Transport Loan, Personal Loan,
- ✦ -Hospitalization Scheme, Life Insurance, Terminal Benefits
- ✦ -Leave Privilege
- ✦ -Education Support Scheme, Welfare Fund
- ✦ -Transport Maintenance Support Scheme
- ✦ -Mobile Phone & Allowance
- ✦ -Outstation allowance, Technical Allowance

3.9 Organizational Development & Welfare Activities

The company undertakes/Administrative department undertaking various employee welfare activities to advance & improve the human values, mutual understanding, interpersonal relationship and loyalty among the officers and employees. In every year TGTDCCL 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 & Financial Assistance Programs.

3.10 Workplace Environment & Employee Relation

Fostering a healthy workplace

TGTDCCL maintain strictly safe, health and environmental rules and regulation for transmission and distribution of the gas, pipe line construction etc. The employees of TGTDCCL are given health allowance as per as Government rule. The physicians of the company provide health services to all the employees and their dependents. At the cost of the company, the employees and their dependents are given outdoor treatments and emergency health care services 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.

Positive Working Environment

There is four registered trade union in TGTDCCL. 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 now-a-days vowed to work together with management for improvement of customer Services, reduction of system loss and realizing accounts receivables, thereby upholding the reputation of TGTDCCL. 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 now-a-days and they are prevailed good relation though they have different opinion and views. The Study revealed that other HR related activities like employee leave, transfer, depositions, honorary, allowance; service termination etc. is conducted through BSR, labor law and TGDCL service regulation.

Chapter – 04

Evaluation and Analysis of HRM Practices

4.1 Evaluation and Analysis of HRM Practices of Titas

Considering the size & diversification of the organization TGTDCCL, the subject is of a vast issue. It could have been better suited for a group of researchers to study on this vast subject. I have been already mentioned that, the report is based on secondary data analysis; in that the data extraction from the annual reports had been a major source of information. Sometimes data incompatibility formed difficulties. The problem has been taken care by consulting the concerned managers of TGTDCCL. But analyzing TGTDCCL as a whole to find out the reasons and the remedies for different problems is very tough for me. But with my limited knowledge and limited information, I have tried my best to evaluate the performance of HRM policies of the company.

Evaluation of HRM Policies

HRM Policies are quite good

Healthy Work Environment

Non-discrimination & Gender Neutrality

Work-Life Balance

Competitive Salary & viable Benefits

Satisfactory Employee Engagement

4.2 Evaluation and Analysis of The Overall HRM System

The final sector of TGTDCCL is growing. As a result of this; the huge net profit made by TGTDCCL in recent years. As this company is making profits, their HR division is increasing their operations and working hard for making these operations successful; so, the company require more efficient human resources. Evaluating the overall HRM practice of an organization like TGTDCCL is not so easy, because on ultimate guideline can be found regarding the HRM practice of any organization. However, there are some guidelines that were found in different books and related websites. On the basis of these guidelines and previous parameters of TGTDCCL's HRM policies, I have tried my best to evaluate the system –

- ✦ Recruiting the most suitable candidates and the right number of people for optimal use of Human Resources of a Company/organization
- ✦ Assessing employees' proper training need and oversee the training and development programs to build a skilled and superior workforce
- ✦ Managing Performance Appraisal system for measuring employees' individual performance to reward accordingly
- ✦ Developing and documenting all Human Resources policies beneficial to both the employee and Company
- ✦ Coordinating and overseeing implementation of services, policies and programs through the members of HR Department and identifying opportunities for improvement and resolves any discrepancies
- ✦ Designing, directing & managing a companywide process of organizational development that addresses issues such as succession planning, rotation of job, key employee identification and retention etc.

The Study revealed that there is no unique Human Resource Department of the organization to maintain human resource management related activities. Administrative and Establishment and HRD department maintain Human Resource Management related activities. The survey revealed that TGTDCCL has partially and traditional system of Human Resource Management planning. As it is largest state-run organization in Bangladesh in terms of revenue earning and employment generation there is no integrated and modern Human Resource Management 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 category generally current year. No long-term planning is done. As the total no of employee 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 employs 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. Though all employees' data is store in TGHRIS but there is very little practical implication of these data bases. 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. Though there is no accurate assessment of current demand and present supply. TGTDCCL 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 most important factors

Chapter – 05

Major Findings, Recommendations & Conclusion

5.1 Major Findings

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 most important factors. TGTDCL's HRD is a very enormous and an elaborate section of overall management process. Behind every success or failure HR activity are considered the ultimate deciding factor. That's why TGTDCL always gives high priority to their HR practices. In the process of studying the issue, following aspects I have been identified these explanations:

1. **Don't Follow Modern Rules:** TGTDCL has partially and traditional system of Human Resource Management planning. As it is largest state-run organization in Bangladesh in terms of revenue earning and employment generation there is no integrated and modern Human Resource Management planning.
2. **Lack of training:** HR division does not arrange Training program for internees.
3. **Huge Pressure:** They cannot make sure that all the code of conduct is followed by the employees because of huge pressure of work.
4. **Lack of succession planning:** There is no Proper and effective succession planning in TGTDCL or do not follow any replacement chart/ replacement analysis in this organization for matching demand and supply forecast.
5. **Backdated HRIS:** Human Resource Information System (HRIS) is not updated with current data base.
6. **Insufficient job analysis & job description information:** There is no formal job analysis and job description for employees. There is a general job description on the division, department and section. But there is no specified job description for each employee. There is no emphasis or even conducted no recent survey to develop of modified job description for coping the organization.
7. **Don't Follow Modern Recruiting Rules:** There is no modern E-recruiting system is followed for recruitment & selection process. Sometimes political pressure, Trade union, biasness of viva voce also impacts fair recruitment and selection especially in staff recruitment.
8. **Informal Practice:** There is no formal practice of orientation, socialization & placement of the company newly recruited employee.

9. **Improper Training:** In training there are no initiatives of taken Training Need Assessment (TNA). There are very few initiatives of taken need based as well as on-job & off-job training. There is no written and authentic policy of local as well as foreign training.
10. **Slow and Lazy Implementation:** Comprehensive & systematic promotion policy exists in this organization but not properly implemented due to the slow and lazy implementation of management. It followed merit & seniority basis promotion system. It has an extraordinary system of promotion but not implement yet.
11. **Biasness of The Supervisor:** performance evaluation process it is one-way system and evaluation is not effectively done due to biasness of the Supervisor. Seniority get most priority in promotion process but merit is some time devaluate. Some cases less meritorious and inefficient people and less educated got promotion.
12. **Careless about Responsibility:** HR Division of TGTDCCL is careless about their duties. There is, in fact, no formal career planning, career development as well as career management system of this organization. For career development there are no initiatives of carrier planning workshop.
13. **Improper Performance Appraisal System:** Appraisal system is one-way. Appraise are dark about in the appraisal process. There is no consultation of supervisor/ appraiser about appraise about his problem, prospect, drawback & recovery of performance. There is no training provided the appraisal about appraisal process.
14. **Insufficient Compensation:** TGTDCCL has a good fringe benefits but 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.
15. **Less Authority for HR:** There should be established unique of Division of Human Resource Management (HRM). Managing Director should give more authority to HR Division to start their function. HR department should participate in different job fair/Campus Job fair to get talented fresher.

5.2 Recommendations

As an internee it's difficult to give any recommendation with little working experience but I have tried my best to give best recommendations to improve the overall HRM Policies of TGTDCCL -

- ✦ **Should give more authority:** Managing Director should give more authority to HR Division to start their function. There should be established unique of Division of Human Resource Management (HRM).
- ✦ **Identify the lacking:** Proper HRM outcome and lack of proper HR management of the organization should be quantified.
- ✦ **SWOT analysis:** Strength, Weakness, Opportunity and Threats (SWOT) analysis should be undertaken in organizational long terms perspective as well strategic HRM policy development.
- ✦ **Make proper succession planning:** 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.
- ✦ **Should be arranged training:** There is no training for the new internee in TGTDCCL. But if they provide any training program for internees then it will be easier for them to adjust with new environment.
- ✦ **Should be formed updated HRIS:** Effective and updated and more informative Human Resource Information System (HRIS) data base should be established and it should be updated time to time and modified according to organizational as well as global need.
- ✦ **Periodically job analysis:** On the basis of job analysis Human Resource Planning, Recruitment and selection, Training and Development, Job evaluation, Remuneration, performance appraisal and safety and health policy should be undertaken;
- ✦ **Should arrange modern & Fair recruitment:** All the process of recruitment and selection system should be expedited. Recruitment and selection system should be fair, transparent, impartial, regular basis and devoid of political and unions pressure;
- ✦ **Should Update Promotion Policy:** 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 avoid during promotion time.

- ✦ **Make change in performance appraisal:** The performance appraisal system is Annual Confidential Report (ACR) based which is traditional and backdated. The appraisal system should be two ways, 360-degree appraisal system and appraise should be incorporated in appraisal process. It should be free from supervisor biasness, partiality during appraisal process
- ✦ **Modified Compensation policy:** 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.
- ✦ **More updated safety precaution:** The safety precaution and environment rules and regulation transmission and distribution of the gas pipe line construction should maintain more strictly and accurately.
- ✦ **Improving disciplinary actions:** 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;
- ✦ **Empowerment of employees:** Employee should be empowered and participation in highest level. Not only higher-level management but lower level employee should have representation of Titas Board level.
- ✦ **Handling employees carefully:** The separation of the employees like quits, retirements, discharge, resignation should be carefully handled and managed.
- ✦ **Should careful about responsibility:** HR division should be more careful about management. 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.
- ✦ **Focus on organization's own interest:** Trade union/ collective bargaining agent (CBA) should work organizational greater interest rather than their own interest. The trade union should be free from political interference and external agents;
- ✦ **Code of ethics:** The organization should develop code of ethics. Religious value, legal system should be widely published for avoiding corruption and unethical behavior.

5.3 Conclusion

Human Resources are most important aspect of any organization like TGTDCCL. An organization might lay brilliant plans, draw clear organizational charts, set up modern assembly lines and use sophisticated accounting controls. But 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 human resource management. So, proper and systematic human resource management 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 –TGTDCCL. It found no systematic, comprehensive human resource management system are followed. There is a traditional, back dated and partial HR policy based on Bangladesh Service Rule (BSR), Unified service rules of Petro Bangla'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 Human Resource Management 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.

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