



# **Internship Report on**

**An Analysis of Human Resource Management Practices of The Daily ProthomAlo**

**Submitted to**

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**Submitted by**

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**Major: Human Resource Management**

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# Letter of Transmittal

Date : 08.07.2014

Sheikh Md. Abdur Rahim

Assistant Professor and Head

Department of Real Estate and Department of Commerce

Daffodil International University

Sub: Submission of Internship Report.

Dear Sir,

I am very pleased to submit the internship report on “An Analysis of Human Resource Management Practices of the Daily ProthomAlo” which is essential for the completion of my B.B.A program. This report is a result of the internship program that I have conducted during specified time. All the works presented here is done with utmost sincerely and honestly. I have tried my best to make this report holistic and informative enough. Approximately Three months’ work in this newspaper was a worthwhile experience for me as it was in such a reputed newspaper.

I believe that this internship program has enriched both my knowledge and experience. However, had any clarification required, I would be glad providing them as best as I can.

Yours faithfully,

ShahelaAkhter

**Id:-101-11-1484**

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# Declaration

I the undersigned hereby declare that the internship report entitled “An Analysis of Human Resource Management Practices of the Daily ProthomAlo” has been prepared by me as a requirement for the accomplishment of Bachelor of Business Administration (BBA) degree from the Department of Business Administration, Daffodil International University. It is also declared that this report has been prepared for academic purpose only and has not been / will not be submitted elsewhere for any purpose.

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Shahela Akhter

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# Letter of Acceptance

This is to certify that Shahela Akhter, bearing ID-101-11-1484, has prepared her internship report on “**An Analysis of Human Resources Management Practices of The Daily ProthomAlo**” under my supervision. To the best of my knowledge, she did not copy any data and information from any other sources. I think that the report is a worthy of fulfilling the partial requirements of the BBA degree at Daffodil International University.

**I wish her every success in life.**

---

**Sheikh Md. Abdur Rahim**

Assistant Professor and Head

Department of Real Estate and Department of Commerce

Faculty of Business and Economics

Daffodil International University

# Acknowledgement

First of all I am very much grateful to God help me to complete my internship program successfully.

Completion of anything requires supports from various sources. I am very fortunate to get the sincere guidance and supervision from a number of people, Foremost; I would like to convey my sincere gratitude to Sheikh Md. Abdur Rahim for his encouragement and cooperation in writing this report. I am also indebted to him for his constant guidance.

My family and friends also assist me in every step of my work. Whenever I need them, I found them beside me.

I am very much grateful to the official of The Daily ProthomAlo who extended their enthusiastic coop cooperation during my internship period.

Each and every senior officer and employee lost their interest to give answer for my numerous queries. Their disciplines in work inspired me a lot.

Beside I would like to express my sincere gratitude to all my course mates for their constant help and inspirations in my internship period, Finally, I would like to convey my best regards to Mr. ShamolMollick (HR Manager) of ProthomAlo.

# EXECUTIVE SUMMARY

Department of Business Administration demands every student of BBA program to go a process of 3 month internship program and to submit the report based on the observations and work done during the training process. It is actually the review of any organization currently running its business, having its competitors .The study of the functions of the human resources department is the main purpose of this internship. It is also meant for finding the weaknesses and shortcomings and then giving the suggestions for improvement.

I went through the all functions and processes of the human resources department of the organization e.g. job analysis, recruitment, staffing, employers training, performance appraisal processes, compensation packages, retention of employees etc. The hazards and the problems faced or found in the organization are in its promotional procedures. The employees are not satisfied with the working of the promotional board. Some employees working in different capacities were not satisfied with the present status of the work assigned to them. Moreover, the employees are not trained according their specialized task performed by him/her .They are given general training so while performing the specified task, it is difficult for him to be more accurate and it affects his/her efficiency. In the era of specialization, the employee should be trained according to specified task and the refreshing process should be conducted time .

# PREFACE

This project (internship) report is the compulsion put in by the department of business administration DIU. Bangladesh for the award of Bachelor of Business Administration.

In order to accomplish the task of completion of the degree, I choose the renowned and reputed organization that is The Daily ProthomAlo. The Human Resource Department of The ProthomAlo has emerged a successful one in the organization and the records of the paper are evident to prove the statement. I went through 3 months internship training in the paper in order to perceive the true art and the practical picture of the human resources development and to go through the process by which the organization is making very good out its limited resources. The report is according to best of my perception and the knowledge gained via the books and the courses has been tried to be implemented in the due courses of the business affairs, it will give a comprehensive and sophisticated and elaborated way of judgment of human resource department of the organization.

For the convenience of the reader I have tried my level best to make the report comprehensive and elaborative. The sectioning of the report will pave the way to read and understand the report easily.

The processes involved in the human resources development and management have been studied thoroughly and the things I have learned will enhance my capabilities and polish my managerial skills.

I am sure that the department of business administration will oblige me by giving its recommendation and consent for the approval of the degree and the purpose Internship report on The ProthomAlo which I have gone through training and report writing procedure will be served positively.

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# **Chapter-1**

## **Introduction**

## **1.Introduction**

HRM is the strategic and coherent approach to the management of an organization's most valued assets. The people working there who individually and collectively contribute to the achievement of the objective of the business.

HRM and HR have largely replaced the term "Personnel Management" as a descriptive of the process involved in managing people in an organization.

HRM is evolving rapidly. HRM is both an academic theory and a business practice that address the theoretical and practical techniques of managing a workforce.

Employees play a dual role in an organization first as a factor of production and second as a motive force for other factors of production.

It makes other factors operative and productive. People are the most valuable asset of an organization. Yet human assets are virtually never shown on the balance sheet.

### **1.1: Objectives of the Study**

The study has been conducted with the following objectives:

- i. To analyze the human resource management practices of the Daily ProthomAlo
- ii. To investigate the Human Resource Management functions of the Daily ProthomAlo
- iii. To find out the problems of human resource management practices of the Daily ProthomAlo

### **1.2: Limitations of the Study**

This Internship Report is my first assignment outside our course curriculum in the practical life. I, the students of "Department of Business Studies", just have completed our formal education stage. After completing the institutional experience, Practical performance in the

formal stages become difficult. So in performing this report our lack of proper knowledge greatly influenced in this performance.

Besides above, have to face some other limitations are:

Due to the shortage of time I could not get at depth knowledge of HRM practices of The Daily ProthomAlo, as the period for which I was assigned to department of Establishment was very short.

1. Lack of availability of data.
2. Some personnel of The Daily ProthomAlo are not interested to provide useful information.
3. Most of the information about the topic relevant in this purpose was secrete from the point of view organization. So this kind of information could not be collected.
4. Improper combination among various departments.
5. They are too busy with Assigned work so have no eagerness to supply more because of extra hardness.
6. For the reason of confidentiality, some useful information cannot be expressed in this report.
7. Time is a limitation that would mostly with stands a comprehensive study on the topic selected.
8. Lack of available information about HRM practices of The Daily ProthomAlo.
9. Finally this is my first job Experience. So my knowledge especially in such a research study is limited.

### **1.3: Methodology of the Study**

The methodology of the study has been designed in the following ways:

- i. Data sources:** There are two sources of data. These are as followes:
  - a) Primary sources
  - b) Secondary sources

- ii. Data collection methods:** The primary data has been collected from the employees of the Daily ProthomAlo through face-to-face interviews and informal discussions. The secondary data has been collected from the following sources:
- a) Relevant Papers and Publications
  - b) Books, Journals, Articles, etc.
  - c) Websites of The Daily ProthomAlo
- iii. Data analysis and presentations style:** In the study, the data has been analyzed through Microsoft Office Package®. The data has been presented in the form of tables, graphs, charts, etc. in the study.

# **Chapter – 02**

## **Company Profile**

**2.** The Daily ProthomAlo established its place in the media scene of Bangladesh on november 4, 1998. It started its journey with a sense of challenge and a feeling of humility to serve this nation as a truly independent newspaper. The newspaper made its debut at a historic time when, with the fall of the autocratic regime, the country was well set to begin a new era towards establishing a democratic system of government which eluded Bangladesh for long.

*The Daily ProthomAlo* is the largest circulating bangla-language daily newspaper in Bangladesh. It is published daily from Dhaka,Chittagong and Bogra. It began publication on 4 november 1998, during the transition and restoration of democracy in Bangladesh, with MatiurRahman as its founding editor and publisher.

The Daily ProthomAlo is owned by Mediaworld, LatifurRahman's Transcom Groupowns ProthomAlo, the largest circulating Bengali daily newspaper in Bangladesh.

### **2.1: Number of employees:**

Total number of employees of the organization is 964, as on the date up to may 5, 2014.

### **2.2: Institutional Overview**

Organization : Head Office - Dhaka

Department : 25

Branch Office : 26

Source of Funding: Advertisement and Publications.

**2.2.1: Mission:** Be the first to know what's happening around you from the largest and most read bangla daily newspaper of Bangladesh.

**2.2.2: Management:** MatiurRahman, editor and publisher of *The DailyProthomAlo*, is also on its 12-member board of directors, of which LatifurRahman is Chairman. The board deals with financial matters.

Members of board of director are MatiurRahman, RokiaAfzalRahman and 10 others.The general section of the Newspaper is headed by Sajjad Sharif, its managing editor, while the



news team is led by Izzatun-Nabi, Chief news editor. Selim S.H. Chowdhury, and Rashidur-Rahman Sabur (Advertising Manager).

### **2.3: OBJECTIVE**

The Daily ProthomAlo carries on with its long-term responsibility to strengthen public opinion on how the democratic system should work and how to sustain and nurture democratic norms effectively.

It was a privilege to come with an enormous responsibility of upholding the duties of a free press. The newspaper is proud to pursue that policy without relenting for the past 15 years.

### **2.4: VALUES**

The uniqueness of The ProthomAlo lies in its non-partisan position, in the freedom it enjoys from any influence of political parties or vested groups. Its strength is in taking a position of neutrality in conflicts between good and evil, justice and injustice, right and wrong, regardless of positions held by any group or alliance. The paper believes to report events objectively, as they are, and without any fear and favor. It is committed to serve the people. That's why people -- whether in power or in opposition -- respect The ProthomAlo. The newspaper distinguished itself by its investigations of acid attacks and violence against women and pushing for tougher laws against the sale of acid.

The Daily ProthomAlo advocates rule of law, human rights, gender issues, national interests, press freedom, transparency and accountability of people in the administration and in the world of trade and industry on which the newspaper has never compromised whatever the costs. No political powers can take it for granted and no-one is given cause to doubt its fairness.

### **2.5: SOCIAL AND ECONOMIC COMMITMENT**

Being well aware of its social responsibilities and duties, the newspaper works to ensure human rights to all, remove gender discrimination, advocates rule of law, press freedom, transparency and accountability in the administration and in the world of trade and industry and above all to uphold national interests.

While working for these ends, The Daily ProthomAlo always maintains utmost sincerity and accountability to serve the nation the way it is bound by its norms and values.

Besides running news reports on these issues, The ProthomAlo carries special reports, human-interest stories, features, articles and essays written by its staffs and other professionals and talents from across the country and abroad.

During different national crises, the newspaper played an important role to solve those to stop people's sufferings. As it remains alert of its social duties, The Daily ProthomAlo frequently organizes roundtables, seminars and discussions on the issues. It also works closely with the civil society for this end.

To promote young talents, The Daily ProthomAlo organizes debates and different competitions at school and college-levels and awards those who show excellence in different fields.

## **2.6: GOVERNING BODY**

The Newspaper is run a C.C committee comprising of 11member. Head of the C.C committee is MatiurRahmna. The general section of the newspaper is headed by Sajjad Sharif its (Manging Editor), while the news team is lead by LazzatEnabMohsi, (Chief News Editor). Abdul kaiyum (Assistant Editor), AnisulHauq are (Assistant Editor), SumonaSharmin (Feature Editor), UtpolSuvro (Sports Editor), RashidurRahmanSabur (GM Advertisement), A B M Jakaria (GM Cerculation), Md. JashimUddin (Deputy GM Finance), SohrabHossain (Joint Editor), Selim Khan (News Editor). These all are CC Committee Member.

The newspaper is run a Board of Directors comprising of 12 members. Head of the body is called Chairman while other members Directors. Presently LatifurRahman is the Chairman of the Board of Directors.

The Board of Directors only deals with income and investment of the newspaper but has nothing to do with policymaking.

The responsibility of policymaking lies with the Editor who is also one of the Directors.

Most meetings of the Board of Directors are held at the Conference Room of the newspaper office in Dhaka.

## **2.7: ORGANOGRAM**

The Editor who is also the Publisher of the newspaper leads the news, reporting and editorial units. He is assisted by an Associate Editor and Assistant Editors.

An editorial board comprising of the associate editor and assistant editors are responsible for writing editorials under the supervision of the Editor.

The associate editor is responsible for assisting the Editor in leading all the units and works as acting editor in absence of the Editor. The assistant editors are responsible for writing editorials in line with the discussion and instruction of the Editor.

They also write and collect post-editorials from other writers and look after the editorial and post-editorial pages. It is also their responsibility to look after the features and articles and make-up of the pages.

Presently, management of the newspaper is headed by the Deputy Managing Editor. He is responsible for supervising the whole management including the accounts, production, store, administration and human resource units.

Administration department is responsible for all establishment affairs including human resources development and administrative works. General Manager (Administration) is the head of the department and works under the supervision of the deputy managing editor.

The General Manager (Accounts & Finance) heads the finance and accounts sections. The Circulation Manager is responsible for all circulation of the newspaper across the country and for taking necessary steps to increase circulation.

General Manager (Advertisement) heads the advertisement section and is responsible for managing advertisements.

The Deputy Editor (Reporting) in cooperation of the chief reporter is responsible for supervising the whole reporting team, the key unit of the newspaper. They assign reporters for covering events, writing special reports and receive reports from the correspondents

working across the country. After getting the reports, they forward these to the Chief news editor and news editors.

News Editor heads the news section that comprise of news editors and sub-editors. Besides two news editors, there are several sub-editors. The News Editors are responsible for page make-up. They also write headlines of the reports.

The sub-editors edit the reports and submit these to the news editors. The news editors later send the reports for revision to Revision Editor.

There is also a Metro desk Editor in The Daily ProthomAlo who coordinates all the events that take place in the city. He also supervises reporters who cover special events in the city. In addition, there are rewrite men and translators in the newspaper to develop copies.

## **2.8: DECISION MAKING PRACTICES**

The newspaper is run according to a policy composed in line with its objective and values. The policymakers take the decisions. Besides the editorial board, the deputy managing editor, chief news editor, deputy editors and chief reporter also play important role in decision-making.

Crucial decisions also come from the weekly meeting of reporters and sub-editors.

## **2.9: CAPACITIES OF STAFF MEMBERS**

There are several sections in the newspaper -- News, Reporting, Sports, Business, International page, Editorial, Metropolitan, National Page, Weekend Magazine, chutir dine, rosh+alo, noksha, swapnonie, adhuna, ananda, onnoalo, Lifestyle, Arts & Entertainment, Book Review, Forum, Accounts, Finance, Administration, Human Resource, Circulation, Advertisement, Computer Operators, Reading, Science Life, Health section, Graphics (Creative & Output), Strategic Issues, Environment, Urban, etc. .

Total of 964 staff are now working in these sections. Besides, a number of women are working in different positions and sections of this newspaper.

## **2.10: CONTEXT OF ORGANISATION'S WORK**

### **2.10.1: WORKING HOUR**

Staffs of the newspaper work in different shifts on the basis of the kind of their job. Although the staff of the administration, accounts and finance, marketing, advertisement, human resource work from morning to afternoon, other units like reporting, news, editorial, graphics and production generally work in shifts.

Although the staffs of the administrative unit, human resource section and some other sections have to work from 10:00am-6:00pm office like service-holders at other organizations, many staffs have to stay in the office till 2:00 in the night.

In fact, there is no specific working hour for the reporters as they have to rush to any corner of the city or country to cover important events. After most of the reporters leave office by 10:00pm, some reporters have to work for the city edition.

The news editors and sub-editors who work for the first edition have to work at least till 11:00pm while those who work for city edition can leave office after 2:00 at night. Those who work in graphics section also follow the same schedule.

While most of the sections excepting reporting, news, editorial, reading, graphics and production enjoy weekly holiday on Friday, staffs of these sections get their day-off on different days of the week.

### **2.10.2: WORKING ENVIRONMENT**

The newspaper offers a very healthy working environment to its staff as it thinks a good working environment is the prerequisite of better output. The Daily ProthomAlo concentrates on improving inter-personal relationship among its staffs and holds different programs to foster this feeling.

Besides founding anniversary, the newspaper holds annual cultural and lunch programme where its staffs join with their families and get to know each other better.

### **2.10.3: WAGE AND FACILITIES**

The Daily ProthomAlo follows the Wage Board, announced by the government for newspaper staffs. The newspaper is regular in providing its staffs their due overtime and has a reputation of regular payment.

It also provides gratuity and provident funds to all staff members. Besides, The ProthomAlo gives two additional festival bonuses to all members every year. All staff members of the ProthomAlo enjoy health insurance coverage, provided by the office.

While all the staffs get transport allowance, policymaking staffs and heads of different sections are provided cars from the office and get fuel cost. Most of the reporters use motorcycles provided by the office.

The management encourages its staff members by providing increments for good performance and special bonuses.

The newspaper provides other facilities that the staffs need during their working hours. It has a canteen for the staff, which remains open from morning till the office ends for the convenience of the staffs. As a result, the staffs need not go out to take food.

Almost all the staffs have their own computer and have 24-hour access to the Internet. The newspaper house also has modern sitting arrangements, air-conditioning and toilet facilities.

### **2.10.4: STAFF LIFESTYLE**

In comparison to staff of other organizations, employees of The Daily ProthomAlo are well paid and lead a decent lifestyle.

### **2.10.5: TRAINING**

The Daily ProthomAlo organizes regular in-house training programs for its staff members, especially for trainee reporters and sub-editors. To enhance journalistic skills and improve writing attitude, the newspaper hires experts from home and abroad and holds in-house workshops.

Besides, members of the organization take part in other training programs and workshops at home and abroad. Besides, receiving foreign interns under its exchange programs, the newspaper house also sends its reporters and sub-editors abroad for training, seminars and familiarization trips.

The daily also encourages its reporters to go for foreign fellowships to improve their journalistic skills, which in a way also helps other staff to improve their skills when they are back in the country.

### **2.10.6: SPACE AND TIME CONSTRAINT**

Since the newspaper is a daily in nature, the reporters and sub-editors have to work amidst time constraint to finish their work by the deadline. Since reporters have to cover more than one event a day, they have to hurry in submitting their reports keeping in mind the deadline.

Space constraint is another problem as the newspaper gets and carries a good number of advertisements due to its popularity. However, the newspaper always gives prominent display to important reports.

### **2.10.7: GENDER POLICY**

The Newspaper maintains a policy to promote female journalists and works closely to groom young journalism graduates.

Though The Daily ProthomAlo has no official gender policy in recruitment of staffs, the ProthomAlo gives priority to competent female candidates.

The Editor, on different occasions, instructed the senior staffs to encourage female staffs and said he wants the male-female staff ratio to be even, if possible.

Women staffs enjoy maternity leave of six months, as per wage board stipulation.

“There is no gender discrimination here,”.

The newspaper has an unwritten policy for zero tolerance about gender discrimination and has made encouraging progress in this regard.

“After observing the status of women employment in the media industry in Bangladesh and learning about women's treatment at different newspaper and electronic media houses, I conceived a very pessimistic idea and was quite disappointed,” a woman reporter said, as she was sharing her experience.

But when she first met the Editor and sought a job in the daily, his words changed her impression and she found it most encouraging, according to her.

“I've never got any objectionable or rude comments or any sort of maltreatment from any of my male colleagues in The ProthomAlo,” said a woman staff of computer section who has been working with the newspaper for the last seven years.

“During my work, I've never felt that I am of a different gender. You know, I work at ease here,” she added.

The house never received any verbal or written complaint from any of its female staffs about sexual harassment.



### **2.10.8: ROOM FOR VARIATION**

To cater to the widest spectrum of the reading public, regular 36 -page issue at different section like, Bangladesh, international, sports, economy, lifestyle, science and tech. , opinion. It contains 2-page Sports round-up, 4 page Business news, 1-page Metro news, 1 page Arts & Entertainment round-up and TV guide, 1- page National and International news, plus many more varied, informative and interesting pages on weekly basis including 16 page magazine, Science Life, Health page, etc.

In addition The ProthomAlo has a weekly Special Magazine on Friday (onnoalo), a 4-colour tabloid-size weekend publication on Thursday (Ananda), Noksha on Tuesday, Swapnonie on Sunday and Chutir dine on Saturday, Adhuna on Wednesday, Forum (monthly) and Nature Quest (quarterly).

Presently its internet edition is the most widely browsed web page by the Bangladeshi nationals living abroad and it is frequently quoted in national and international journals, seminars, research papers as the most trusted and authentic source of news. For The Daily ProthomAlo and those who work here it is a rare privilege to be cherished by all.

### **2.11: CAREER POSSIBILITIES**

Starting from small endings in 1998 with a circulation of a few thousand, The Daily ProthomAlo has become the most widely circulated, most respected credible Bangla newspaper of Bangladesh over the past 15 years. It is the highest taxpayer media organization. The Daily ProthomAlo has been the most sought-after and respected media house for journalists in the country and this is the first choice of journalism graduates.

The ProthomAlo also encourages brilliant journalism graduates to take journalism as their profession and advocates for strictly following journalistic ethics and performing social duties while pursuing journalistic goals.

Since the newspaper provides standard wage and other facilities and has earned a reputation for fair and accountable journalism, it has earned strong popularity and public support, and for this reason it is the most sought after newspaper in Bangladesh.

Many of the university interns who worked with The Daily ProthomAlo for few months and those who worked as university correspondent in this media house later joined the newspaper and are now working as fulltime staff.

## 2.12: List of Department Heads

NAME	TITLE
Matiurrahman	Editor & Publisher
Md. JashimUddin	Deputy GM (Finance)
RashidurRahmanS abur	GM Advertisement
A B M Jakaria	GM Circulation
LazzatEnabMahsi	Chief News Editor
ShamolMollick	Human Resource Manager
ShawkatHossainM asud	Head of Reporting
AszadulKibria	Business Editor
SumonaSharmin	Feature Editor
Selim Khan	News Editor
UtpolSuvro	Sports Editor
Md.TuhinSaifullah	Bishalbangla Department Head
Kaiser Majid	Chief Information Officer
ZiaulHauq Zia	Chief Photographer
Arup Kumar Ghos	Brand and Activator
Momenur Rashid	Research & Training Department

...

**Chapter – 3**

**Human Resource Management Practices  
of The Daily ProthomAlo**

### **3.Human Resource Management Functions of Daily ProthomAlo**

The main functions of the HRM department of The Daily ProthomAlo are as follows:

1. Job Analysis
  2. Recruitment& Selection
  3. Orientation Program
  4. Training & Development
  5. Performance Appraisal
  6. Promotion& Transfer.
  7. Pay structure.
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#### **3.1 Job Analysis policy:**

Every management job is to have a stated purpose and a list of major responsibilities. These should be clearly described and agreed between the incumbent and the superior. The job is to be graded according to its nature and the level of responsibility it carries. Whenever any significant change in the nature of responsibility takes places, the Job Description and specification should be amended accordingly. In December every year the Job Description and job specification of all management position in the Daily ProthomAlo is to be reviewed and updated at the time when Action Plan meeting is held. In case the job content of any position is found to have changed significantly, a job analysis exercise is to be undertaken with the help of HR Department, Head Office. It is important that the incumbent is given full opportunity to participate freely in the preparation and periodic revision of the Job Description. His/Her perception and understanding of what is expected of him/her as the incumbent is most crucial for his/her success in the job. The Job Analysis and Job design is prepared before the recruitment is done. The contract signed before joining states the job description of the post the employee is joining. By setting the job description clarifies the tasks he needs to carry on and benefits both the ProthomAlo and the employee himself.

### **3.2: Recruitment and Selection process of The Daily ProthomAlo**

Recruitment is the process of finding and attracting qualified people for the right job. Selection is the process of hiring suitable people for the job.

Generally, ProthomAlo recruits and selects different types of qualified candidates for different departments. But at present, ProthomAlo recruits and selects officers through Advertisement.

#### **3.2.1: Recruitment Policy of the ProthomAlo as follows:**

1. At first, the department concerned fills up form and stating how the vacancy has arisen and how it has to be filled up.
2. Prepare a job fill for the position to be filled up in consultation departmental manager concerned.
3. Develop a man profile with the assistance of the concerned manager of the department.
4. Developing a job and a man profile is essential before HRM proceeds with the process of selection and interview.

#### **3.2.2: The following Recruitment sources are used by The Daily ProthomAlo:**

- i. Advertisement in the media
- ii. Notice board
- iii. Educational institutional recommendation
- iv. Professional association etc.

#### **3.2,3: Principles**

1. Recruiting qualified personnel
2. Not to be influenced by others
3. Recommendation of department and management
4. Discipline wise

### **3.2.4: Selection**

For the purpose of selecting new employees, Daily ProthomAlo would Examine:

1. The cognitive ability
2. Physical ability
3. Measure personality and interest
4. Work sample test
5. For vacancies at senior level, it is advisable not take written test.
6. ProthomAlo would mainly use structured or directive interview, job related interview and panel interview. Final decision was taken by Managing Directors and Board of Directors.
7. After that HR managers calls selected candidates and offers for the job.
8. If candidates accept offer, HR manager send for medical checkup.
9. Then managers calls the selected candidates.

### **3.2.5: Recruitment & Selection process are explain in there**

#### **Screening of Candidates:**

Following publication of Job Vacancy, concerned Divisional/ Department Head and HR Division will scrutinize the applications and short list candidates for inviting to oral interviews or written tests where applicable.

When screening the following criteria will be followed:

- For the Executive position, candidate must be at least graduate.
- For Executive and above, candidate must have fixed and certain result in all academic level. However, in case of competent candidates with strong experience in the relevant field such educational qualification may be relaxed.
- For Non-Executive permanent employees, minimum educational requirement is SSC.
- For Non-Executive contractual employees, candidate must be of class eight pass.

**Written exam:**

For every job the ProthomAlo HR arrange a written exam for candidates. The written exam is must for each and every candidate. The written exam is called “General Ability & Psychometric Test”. It contain two parts,

- General Ability

In this section, the general ability of the candidate has been checked.

- Psychometric Test

This is one kind of physiological test by which the behavioral sides of candidates have been checked. This is the way of written exam that taken by ProthomAlo for job. It is a very important and useful way to find their good candidate from the all kind of candidate.

**Oral interview:**

For the oral interview, competency based structured interview will be conducted. The standard Interview Assessment Form along with probing questions will be supplied by HR Division. Position specific structured interview with necessary Proving Questions and Assessment form can also be developed/ used. The oral interview may take place in different phases according to the decision of HR Division and concerned Division/ Department and on the basis of Position:

- Preliminary Interview:

Conducted by the respective immediate Manager and another member from cross functional area.

- Second Interview or Final Interview:

Conducted by the particular department’s next level managers along with the respective Divisional/ Departmental Heads.

- Interview of Key Position:

If the recruitment is for any key position/ AGM or above level a final interview must be conducted with the editor & publisher. Sometimes one interview makes the final result and sometimes there are two interviews. Interviews are arrange by HR. HR arrange interview

for every post even for a tea boy and for a driver. Generally these interviews are held in HR floor of the daily ProthomAlo. There is a separate room for interview.

These interviews are generally taken by managers of the required division and there must be an HR person in that interview. In interview the interviewer find out the fact candidate behavior as well as the ability of the candidate. Interviews also test the intelligence and smartness of the candidate.

### **Final Selection:**

From the interview some suitable candidates comes out. Once the final incumbent is selected, HR Division (Compensation & Benefit) will initiate the compensation Plan and will make offer/ process the appointment formalities. This time HR discuss about few things like:

- Terms and condition of the Daily ProthomAlo.
- Salary and benefit
- Joining

### **Final Approval :**

Like the requisition for appointing candidate the approval of Editor (MatiurRahman) is needed. This time HR sends the approval to editor (MatiurRahman) that these candidates are selected in interview for this position and they are going to appoint these candidates for the post.

### **Medical Test :**

When the editor approved the appointment of the candidate HR call the candidate for a medical checkup. The candidates have to collect a letter for medical from HR and go for the medical test. The selected candidate must undergo a medical checkup and subject to satisfactory medical report formal appointment letter will be issued.



**Reference Checks :**

When a candidate is selected for the job, his or her given reference has been checked by HR. Reference check may be conducted by HR Division upon acceptance of offer. Subject to satisfactory response joining will be accepted .

**Appointment or Offer Letter :**

At last the after the medical test and reference checked, the offer letter for the candidate has been issued. After that the candidate gets the call that he or she has been appointed and he or she has to collect the letter from HR.

Acceptance of Offer Letter & Joining Procedure The joining also has some procedure. In time of joining at first the candidates have accept the offer letter by signing it. Then he or she has to fill up some forms like,

- ID Card form

- Declaration

When all this formalities are over the candidate will become one of the member of ProthomAlo and start working as an employee of ProthomAlo.

**Recruitment Cycle :**

Human Resources Division will take maximum 60 to 90 days to complete a recruitment Process. The breakdown of the recruitment cycle as follows:

- Requisition
- Advertisement
- Short listing/Screening
- Written test
- Compilation & Approval
- Reference Check
- Medical Check
- Appointment letter

## **Recruitment of Contractual & Others :**

This policy governs the appointment of individuals on Contract/Causal basis and through Third Party service providers. Prior to process the employment on the above category, the Division/ Department concerned must obtain approval from the editor. The manpower requisition must contain the job specification with justification of the need along with the period.

### **Contract Appointment:**

Jobs which are temporary in nature and is likely to be for a limited period or need is for a long term but cannot be hired on a permanent basis due to headcount restrictions. The period of appointment will be of 3 (three) months to maximum 2 (two) years. A contract appointment should be for a fixed period and will become void automatically on the end date unless the contract is shortened or extended in writing prior to the expiration date. Person appointed on contract may be terminated during the tenure at the discretion of the employing department with reasons (performance/ redundancy) or without assigning any cause. A termination clause (with notice period/pay in lieu of) must be incorporated in the contract. The division/ department concerned will initiate the recruitment in concert with HR. Upon finalizing the selection; HR will issue the formal appointment letter. Employees hired on contract must go for pre-employment medical test and subject to satisfactory results (fit for work) the incumbent will be allowed to join. Standard terms and conditions similar to permanent employee especially adherence of code of business ethics, confidentiality and full time engagement clauses must be included. If a contract employee is made permanent (based on performance/capability/ headcount) the service length of that individual will be counted from the first day of the joining provided the contract period was continuous/uninterrupted.

Salary and benefits will be fixed based on the incumbents' educational and professional background. A contract employee will be entitled to same level of salary and benefits if he/she is hired in a position that already exist in the permanent payroll. A contract employee will not be eligible for end service benefits or loan facilities from the ProthomAlo.

### **Casual Appointment :**

Jobs that are totally casual in nature and are required for a short period (maximum of 12 weeks) to cater the additional influx of work or emergency exigencies or filling up a permanent position that is temporarily vacant. Casual appointment should be for a fixed period or until the completion of the special job/project and cannot be for long periods. Employing divisions/ department must obtain approval form the Division/ Department Head justifying the need, specifying the number of personnel and the required background. Line Manager in concert with HR will process the hiring. No written contract is required. Appointment will be on a daily worked basis. The line manager will do the necessary arrangements for recruitment and appointment of Casuals keeping HR & Administration informed. The principle of hiring should be the best candidate suited to the job/position. No discrimination will be permitted on the basis of personal relationship regarding hiring of Casuals. All individuals involved in the hiring process must be sensitive to the perception of favoritisms and bias. Salary should be determined based on the incumbent's background and skills. The calculated market median for the type/nature of the job should be taken into account prior to fix the compensation. Casual employee will not be eligible for any other standard benefits of the ProthomAlo and the payments can be on a daily/weekly/monthly basis.

### **Recruitment for Internship :**

Internship is one of the parts of graduation for student. In case of Bachelor of Business Administration and Master of Business Administration, it is an obligatory. For this reason Universities send CVs of student to the daily ProthomAlo for internship. Recruitment of interns just like the recruitment of contractual. The candidates have to face the interview and if they get selected then they will appoint as intern. Generally for internship the prothomalo ask for CVs to all reputed Universities

### **3.3: Training & development**

This is one of the major responsibilities of the Human Resource team. When needed, they also provide training to the employees according to the requirements of the organization. Thus, the staff members get the opportunity to sharpen their existing skills or develop specialized skills which in turn, will help them to take up some new roles.

There are various methods of providing training to the employees. The training department of the ProthomAlo normally arrange the following-

- Classroom lecture
- Conference
- Workshop
- Symposium
- Seminar
- Audio visual technique
- Computer based training

Depending on the situation, training department selects training methods for training the employees.

Then HR manager makes decision that who will be trainer

Then HR manager selects time and venue for conducting training program

The HR manager prepares a questionnaire and trainees are asked to comment about trainers to identify which part is good and which part is ineffective of trainers.

After completing training program, the training department arranges an examination for evaluating the training effectiveness of the employees. Those perform well in the examination are ranked first. On the basis o their performance the training department provides certificates.

### **3.4: Performance Appraisal system**

HRM encourages the people working in an organization, to work according to their potential and gives them suggestions that can help them to bring about improvement in it. The team communicates with the staff individually from time to time and provide all the necessary information regarding their performances and also defines their respective roles. This is beneficial as it enables them to form an outline of their anticipated goals in much clearer terms and thereby, helps them execute the goals with best possible efforts. Performance appraisals, when taken on a regular basis, motivate the employees. Performance appraisal is very essential to find out the best performance and also performer and vice-versa. Performance appraisal is a process of setting work standards, assessing the employees' actual performance relative to those standards, and providing feedback to the employees with an aim of motivating that person to eliminate performance deficiencies or to continue to perform above par.

The ProthomAlo has formal performance appraisal system. It prepares performance appraisal system for newly appointed personnel quarterly for the probation period.

### **3.5: Promotion & transfer policy of The ProthomAlo**

Promotion is a change within the organization to a higher position that has greater responsibilities and to acquire more advance skills. Promotion system of The ProthomAlo based on seniority. There is specific time binding for every employee after that ProthomAlo provides promotion to the employees. Senior members of the organization play mentoring role to guide junior to build their career.

If necessary, an employee can be transferred in another branch within 15 days of few months. In this case, the management takes the decision in such a way as if the chain of employees or regular operation in the branches or other offices is not hampered. Like important financial decisions, need assessment is also important for the Bank regarding transfer of employees in different locations. In this regard, the cooperation of the head of the branches is necessary. When the authority operates business in remote areas, it gives priority to the employs related to that locality for fulfilling the desired target.

### 3.6. Pay structure

Pay structure of the Daily ProthomAlo as per 8<sup>th</sup> wage board are given below:

	Common pay Structure	
<b>1.</b>	<b>Special Grade</b>	
	Scale: 35,875-1,400-56,875	
	Basic	35,875
	House Rent (fixed)	30,000
	Conveyance	16,000
	Medical	1,000
	<b>Gross Salary</b>	<b>82,875</b>
<b>2.</b>	<b>Grade – I</b>	
	Scale: 31,850-1,200-49,850	
	Basic	31,850
	House Rent 70%	22,295
	Conveyance	16,000
	Medical	1,000
	<b>Gross Salary</b>	<b>71,145</b>
<b>3.</b>	<b>Grade – II</b>	
	Scale: 24,106-1,050-39,856	
	Basic	24,106
	House Rent 70%	16,874

	Conveyance	2,500
	Medical	1,000
	<b>Gross Salary</b>	<b>44,480</b>
<b>4.</b>	<b>Grade – III</b>	
	Scale: 15,925-900-29,425	
	Basic	15,925
	House Rent 70%	11,148
	Conveyance	2,500
	Medical	1,000
	<b>Gross Salary</b>	<b>30,573</b>
<b>5.</b>	<b>Grade – IV</b>	
	Scale: 12,600-700-23,100	
	Basic	12,600
	House Rent 70%	8,820
	Conveyance	2,500
	Medical	1,000
	<b>Gross Salary</b>	<b>24,920</b>
<b>6.</b>	<b>Grade – V</b>	

	Scale: 10,938-600-19,938	
	House Rent 70%	7,657
	Conveyance	2,500
	Medical	1,000
	<b>Gross Salary</b>	<b>22,095</b>
<b>7.</b>	<b>Grade – VI</b>	
	Scale: 9,275-450-16,025	
	Basic	9,275
	House Rent 75%	6,956
	Conveyance	2,500
	Medical	1,000
	<b>Gross Salary</b>	<b>19,731</b>



# **Chapter-4**

## **Findings, Recommendations, and Conclusions**

#### **4. Findings of the Study**

The findings of the study are as follows:

##### **Positive findings**

###### **(i) Good Job Analysis Policy**

The Daily ProthomAlo follow good job analysis policy. They do Perfect job description and job specification. The ProthomAlo job analysis exercise is to be undertaken with the help of HR Department, Head Office. The Job Analysis and Job design is prepared before the recruitment is done. The contract signed before joining states the job description of the post the employee is joining. By setting the job description clarifies the tasks he needs to carry on and benefits both the ProthomAlo and the employee himself.

###### **(ii) Effective Human Resource Planning Policy**

The Daily ProthomAlo have very strong and effective human resource planning policy. they believe that their Human Resources give the company a significant competitive edge in terms of knowledge and experiences.

###### **(iii)Effective Training & Development Policy**

The Daily ProthomAlo has very effective training and development policy. They provide training to the employees according to the requirements of the organization. Thus, the staff members get the opportunity to sharpen their existing skills or develop specialized skills which in turn, will help them to take up some new roles. The DailyProthomAlo provide classroom lecture training conference training, seminar, audio visual training etc.

###### **(iv)Standard Performance Appraisal Systems**

The Daily ProthomAlo use effective and different performance appraisal methods. They give more focus on performance than length of service. The team communicates with the staff individually from time to time and provide all the necessary information regarding their performances and also defines their respective roles. usually they do performance appraisal per 6 month of year..

(v) Standard Pay Structure

The Daily ProthomAlo are well paid comparatively othernewspepar. The Daily ProthomAlo follows the Wage Board, announced by the government for newspaper staffs. The ProthomAlo is regular in providing its staffs their due overtime and has a reputation of regular payment. It also provides gratuity and provident funds to all staff members. Besides, They gives two additional festival bonuses to all members every year.

**Negative findings**

(i) Poor Recruitment & Selection Policy

The Daily ProthomAlo recruitment process are time consuming and expensive. Too much misuse of reference power. There is no alternative way to recruiting policy such as internship, over time, job rotation, sub-contracting etc.

(ii) Unattractive Compensation Policy

Compensation package of the Daily ProthomAlo is not attractive to hold a qualified employee. Under the direct compensation system ProthomAlo offer almost all type of compensation but indirect compensation system they should offer something new.

(iii) Unclear Research and Development Policy

They have lack emphasize on research and development, means that they continuous upgrading the work process through technology but not paying enough attention to the employee development and their demand.

(iv) Traditional Promotion Policy

They use traditional promotion policy. They maintain both vertical and horizontal promotion policy.

#### 4.1. Recommendations

In the light of the findings, the recommendations are as follows:

- (i) **To formulate ideal recruitment & selection policy:** The ProthomAlo should take steps to stop the too much exercise the reference power; it will affects the other employees confidents and willingness to the work. There should keep alternative way to recruiting policy such as internship, over time, job rotation, sub-contracting etc.
- (ii) **To prepare attractive compensation policy:** The indirect compensation system they can add housing, food, loans, children education expenses, discount on purchase etc.
- (iii) **To formulate clear and standard research & development policy:** The ProthomAlo should give more emphasize on research and development and they should pay enough attention to the employee development and their demand.
- (iv) **To formulate effective promotion policy:** They should not use traditional promotion policy. And they should not follow only seniority promotion criteria. Their promotion system should be based on merit list. They should use dynamic and modern promotion policy.

## 4.2. Conclusions

The above discussion reviews the present state of The Daily ProthomAlo Human Resources Management Department and its likely development in the near future. The adoption of human resource management has been driven by a range of stakeholders with different interests and expectations. It has been interpreted differently around the world but globalization has encouraged an increasing convergence. In recent years, improvements in HR metrics have resulted in clear evidence for the effectiveness of HRM initiatives, especially when they are delivered in strategic 'bundles'. HRM also overlaps with other management approaches such as human capital management, talent management and knowledge management and this trend is likely to continue. HR specialists are no longer able to focus solely on their own local employment markets as global competition and outsourcing become dominant factors in the allocation of human resources. In this modern area of globalization and privatization, the national commercial organizations are still playing an important role in the development of economic condition of Bangladesh. Though Bangladesh needs huge task and performance to develop its weak economic condition and acute unemployment problem, for industrialization it needs infrastructure, communication facility, available energy, government policy, and effective manpower etc. As Bangladesh is one of the developing countries in the South East Asia with a challenging economic condition and unemployment problem. So huge capital investment is badly needed to enrich the economic scenario as well as employment opportunities. The Daily ProthomAlo is playing a vital role by providing the right information to the world and business leaders so that foreign and national individuals can invest in Bangladesh. The Daily ProthomAlo also providing the right direction to the govt. officials and helping nation by providing the true story. The HRM Department of The Daily ProthomAlo is in a position of satisfactory. I have gained lot of experience work with the daily ProthomAlo. Hopefully it helps me to bright my career in HRM area. The ProthomAlo uphold the slogan is “bodle jaw bodledaw”.

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