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**AN INNOVATED HRM FRAMEWORK MAPPING EMPLOYEES' RIGHTS AND THEIR GRIEVANCES  
FOR SUSTAINABILITY: BANGLADESHI MANUFACTURING COMPANIES**

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**ABSTRACT**

This paper aims to innovate a new HRM framework in the context of listed manufacturing companies of Bangladesh. Each of these companies has their own HRM policies and practices, which is consisting of few HRM perspectives to guide the entire HRM process of a company. In this new HRM framework researchers have addressed Grievance management system (GMS) and International Employee Rights' (ERS) standards as additional perspectives showing the connections with each another. Bangladesh Govt. has declared a separate guideline named the Bangladesh Labour Act 2006 for all the Bangladeshi listed companies highlighting various employee rights protocols including grievance management as a distinct protocol. Nevertheless, twelve multiple case studies took place in the Bangladeshi manufacturing companies with in-depth interviews to analyze and map the employees' grievances and their rights to address the innovated HRM framework for sustainability

**Keywords:** "Human Resource Management Framework", "Employee rights", "Grievance management system", "Universal Declaration of Human Rights", "International Labour Organizations", "Bangladesh Labour law"

## **Introduction**

Human resource management (HRM) is observed as a significant practice in almost all the listed manufacturing companies of Bangladesh. In this study, the researchers took in-depth interviews through multiple case studies (MCS) method to observe and analyze the employee rights' and their grievance management procedures of twelve manufacturing companies of Bangladesh and data has been collected in two phases: preliminary study and fieldwork. Khatri mentioned that the employees are the most important assets in an organization , but in reality, the literature gaps revealed that behind the rhetoric it exploits the employees since HRM operates as a form of insidious 'control by compliance' that emphasizes employees' need and their loyalty in an organization but not employees' grievances or their rights are focused (Willmott, 1993). This is why Dipboye & Colella (2013) mentioned that managers feel sometimes HRM is insufficient to take decisions because of the absence of grievance handling procedures. Therefore, the problem of this study states that inspite of existing separate employee rights guidelines and their grievances control procedures, deprivations exist occur the research questions seek to find this diversity in various companies and intend to introduce the mapped HRM framework.