



ILLUSONS ABOUT HUMAN RESOURCE PLANNING IN BANGLADESH

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ABSTRACT

Private Banks are playing an increasingly important role towards the development of Bangladesh. As a service providing organization, banks' performances are dependent on their workforce as identifying high-quality human resources has become a challenge in this sector. That's why the banks are now putting increased emphasizes on human resource planning practices. Human resource planning is a critical part of humanresource management carries huge importance to run a bank efficiently. Every organization needs a workforce suitable for its tasks in order to reach its business aims. The objectives of the study are to assess and evaluate existing human resource planning process and provide some suggestions that can help the banks of Bangladesh for utilizing human resources in order to achieve competitive advantage. After the analysis, there are findings which show that this bank is not following such human resource planning process thoroughly although there is enough scope in the bank for doing that. In order to avoid any sudden setback in future, few measures have been discussed at the end of this study.

Keywords: Banking industry, human resource planning, recruitment, selection.

1. INTRODUCTION

Human resource planning and forecasting are now considered one of the key contributing factors to the success of an organization. Today, this concept has occupied an important place in the corporate world and industrialization. Human resource planning involves anticipating the need for labor and the supply of labor and then planning the programs necessary to ensure that the organization will have the right mix of employees and skills when and where they are needed (Fisher, Schoenfeldt & Shaw, 2004). At present, in Bangladesh, the private commercial banks are putting increased emphasis on human resource planning through their Human Resource Department to identify their right number of employees to improve their productivity, which in turn helps the organizations to gain competitive advantage. Now, these banks need to understand that an appropriate human resource planning and forecasting system can be useful for effective recruitment and selection process, lower employee turnover rate and transition cost, and ultimately it will lead to higher productivity (Kleiman, 2003).

In Bangladesh, banks have grown so extensively that it now plays a significant part in the economy. With the opening up of the economy, a dramatic change has been observed in the banking sector of the country. (Tabassum, Rahman & Jahan, 2011). Such institutions play a critical role in capital formation and stimulate the level of industrialization, poverty alleviation and human development (Newaz, Ali & Akhter, 2007). Financial sector reform in Bangladesh

started in 1976 with the privatization of the banks (Ahmad & Khanal, 2007) and a rapid growth of private banks has taken place from the mid-1990s till present (Rahman, Gurung & Saha, 2006). This rapid expansion of private banking business occurred along with customized services. At present, there are 49 commercial banks of which 30 are private commercial banks in Bangladesh. Some new banks have got approval from the Government and some have started its operation already. The banking sector employs more than 110,000 people (Ahmad & Khanal, 2007). This has brought higher employment opportunities and consequently, there emerges a competitive environment in the country. Specifically, the quality of customer services providing by the private commercial banks depends on the quality of the employees who are working there. To ensure that qualified people are available and working to provide the continued smooth development of an organization, management engages in human resource planning (Khan and Taher, 2009). This scenario has created an urge to the bank policymakers to identify the underlying situations of human resource planning and forecasting. Due to the significance of this industry, it is a necessity to assess the HR planning in this sector. However, with a great importance of human resource planning most business entities in Bangladesh as well as the whole world avoid planning (Hossain, Abdullah & Pervine, 2012).

2. LITERATURE REVIEW

Human resource planning is one of the most important elements in a successful HRM program. The success of an organization depends heavily on the availability of accurate and qualified employees. To gain the competitive advantage in the market, a firm needs input from the human resource planning which is the process of analyzing and identifying the need for and availability of human resources so that the organization can meet its objectives (Kleiman, 2003; Mathis and Jackson, 2005). This concept of forecasting human resource requirements is today the leading method throughout the world for integrating educational and economic planning. Since the 1960s, forecasts have been made of the future occupational structure of employment and have been used for human resource planning. Researchers argued that human resource planning is the procedure of determining future human resource requirements relative to an organization's strategic plan and devising the steps necessary to meet those needs. In a similar vein, Milkovich and Boudreau (1990) define human resource planning as a process by which management finds out how an organization should move from its current human resource position to its desired human resource conditions. This is not different from the definition proposed Dessler, (2003), Werther and Davis, (2004), Mathis and Jackson, (2005) and Decenzo and Robbins, (2007) showed various steps for the organizations who want to undertake HR planning.

Few researchers are found concerning human resource planning and forecasting practices in the context of Bangladesh. Islam & Siengthai (2010) showed that there is a positive and significant link between HR staffing (planning, recruitment, and selection) and labor productivity at the firm-level performance. Cho, et al. (2006) have identified that there is a positive and significant relationship among HRM practices and staffing for improving financial or profit performances. Many scholars named human resource planning as manpower planning systematically forecasts an organizations future demand for and supply of employees. If any organization is not staffed with the right number and types of people, strategic, operational and functional goals may go unmet (Werther and Davis, 2004). According to, Khan and Taher (2009), it implies future course of action relating to the mobilization of required number of human beings of the right quality and competence for performing planned task. In fact, effective human resource determines the success of a firm. The searching of this valuable human resource depends on the effective human resource planning and forecasting of an organization. It is, indeed, concerned with the flow of

people into, through and out of an organization. (Fisher, Schoenfeldt & Shaw, 2004). Many researchers have emphasized the importance of human resource planning in the large and small organizations as well (Werther and Davis, 2004; Mathis and Jackson, 2005; Khan and Taher, 2009). It may be undertaken on a short term or long term depending on the situation of the organization (Wijngaard, 1983). It also involves the collection of data, which can be used to assess training program effectiveness and give notice when revision and alternation are needed. One of the objectives of planning is to facilitate organizational effectiveness, so it must be incorporated with the organization's business objectives (Ulferts, Wirtz & Peterson, 2009). The purpose of human resource planning is to assess where the organization is, where it is going, and what implications these assessments have on future supplies of and demands for human resources. Attempts must be made to match supplies and demands, making them compatible with the achievements of the organizations future needs (Khan and Taher, 2009). Because this human resource practice continues to receive increased attention from the researchers from time to time due to such factors as the development of new technology, changes in economic conditions, globalization, and a changing workforce.

Many researchers have recognized that human resource planning and forecasting offered numerous benefits which would ultimately help the organizations to gain competitive advantage (see Kleiman, 2003; Mathis and Jackson, 2005; Noe, et al. 2006). Several researchers (Huselid 1995, Michie & Sheehan-Quinn 2001, Cho, et al. 2006) also found a positive link between hiring and staffing management for organizational growth. It is proved that HRP works as a keystone of a sound corporate management, but in the developing countries, it is often ignored. Today none can take for granted that desired kind of human resource will be available easily and readily. Work efficiency and caliber of executives to be needed tomorrow are not determined carefully today (Khan and Taher, 2009). However, before starting human resource planning, the corporate level human resource planners need to consider the degree of uncertainty, political, social and cultural environment as well as technological influences that are penetrating into a country (Jackson & Schuler, 1990).

3. OBJECTIVES

Human resource planning is essential that ensures an organization prepares for its current and future needs by having the right people in the right place at the right time (Jacobson, 2010). HRP allows the building of long-term capacity to meet workforce needs and overcome challenges (Choudhury, 2007). If an organization is effective in the development and implementation of its Human Resource Management (HRM) plan, it will be able to better utilize workforce in order to attain its strategic goals. The question of how organizations conduct human resource planning or workforce planning in the banking industry is at the heart of this research. With this background, the present study attempts to explore the human resource planning process of Trust Bank Ltd, a leading private commercial bank of Bangladesh. First, the study provides a description of the current human resource planning and forecasting practice of Trust Bank. Second, it makes a critical analysis of the existing HRP of the bank followed by some future recommendations. The findings from the study will allow for the application of the right measures to be put in place to improve human resource planning.

4. RESEARCH METHODOLOGY

The nature of this article is case study based. A case study design is concerned with studying social units in details analysis. Case research is particularly appropriate for certain types of problems: those in which research and theory are at their early, formative stages This study is

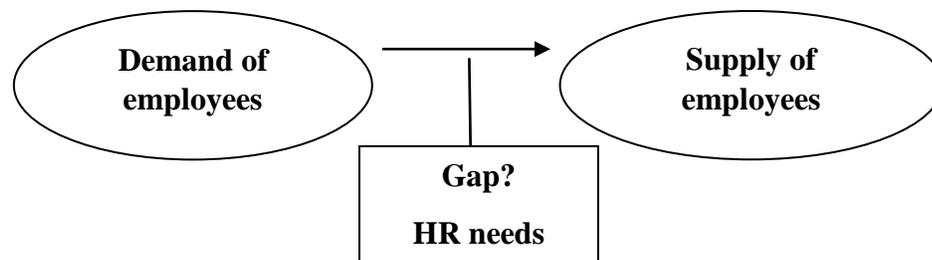
designed to first take a look at the existing human resource planning practice of Trust Bank. Another purpose here is to identify the problems that concern its human resource planning. Both primary and secondary data are used for data collection. This case study is based on the face-to-face interviews with the manager of Human Resource Department and other personnel which are the sources of primary data. The interview was taken focused on some important issues like; the importance of planning, the person responsible for planning, needs assessment and demand forecasting method used in planning etc. Furthermore, the literature review in the relevant field, brochures of the bank, documents, and the bank website were the secondary sources of data for this study. Finally, due to time constraint, it was not possible to conduct extensive interviews and surveys which could make the research paper more informative.

5. RESULTS AND DISCUSSION

5.1. Human resource planning process in Trust Bank

The HR planning process of Trust Bank usually starts with demand forecasting which essentially means forecasting both the number and the type of employees that it is going to require in the medium to long-term future. This obviously requires a pretty in-depth understanding of both the bank and the market in which it operates. Adequately forecasting demand in every bank is important because it greatly affects the banks' profitability. According to the philosophy of the HRD of the bank, if there are too many employees, the cost will be unnecessarily high but if there are too few employees then possible opportunities cannot be seized up. In order to derive human resource needs, Trust bank first forecasts its demand for human resources and then forecasts its supply. The difference between these two forecasts signifies the bank's HR needs. Attempts must then be made to match supplies and demand, making them compatible with the achievement of the organization's future needs. (Khan and Taher, 2009) Figure 1 shows the definition of human resource planning in Trust Bank.

Figure 1: Human resource planning In Trust Bank



Source: Interview

5.2. Objectives of Human resource planning

Planning to meet future needs for skills is the most frequently cited reason given by employers for engaging in human resource planning (Greer and Armstrong, 1980). In a survey of top management involvement in human resource planning, Kahalas et al. (1980) find that the need for higher quality human resources is the main motivating factor in that involvement. Reilly (1996) reported that HRP is mainly used for two reasons; to plan for substantive reasons, i.e. to have a practical outcome, and to plan for the process benefits that this particular activity carries. Here, Trust Bank is not an exception. They do sound human resource planning for anticipating their future HRM needs and to identify the internal HR supply. The top management of the bank believes that if they can use sound HR planning they will be successful to identify what is the

requirement to fill their vacancies. Through the HR planning process, the bank wants to identify the mix of skills it will need in future. Then they use this information to plan for recruitment, selection, and training and development practices. Moreover, HRP helps to increase the commitment and motivation of the employees of the bank and to retain high performing employees. As a result, employee competency and their productivity will be improved. Generally, companies can develop HRP for all types of employees working in the organization, whether lower level, middle-level or top level. Researchers reported that HR planning usually covers all the firms' future positions, from the clerks to CEO. Another research by (Fisher, Schoenfeldt & Shaw, 2004) says, human resource planning can be different forms; one is aggregated planning and another is planning for individual incumbents. Aggregate planning is essential for several incumbents working for a job or job category below the mid-management level, rather than a definite position. On the other hand, human resource planning for the individual employee is undertaken to occupy a certain position (Hossain, Abdullah & Pervine, 2012). Both types of HR plans are undertaken in Trust Bank; i.e., aggregate planning is undertaken for clerks, messengers, office staffs and others and individual planning is undertaken for both mid and upper-level managerial positions of the bank.

5.3. Responsibility of human resource planning

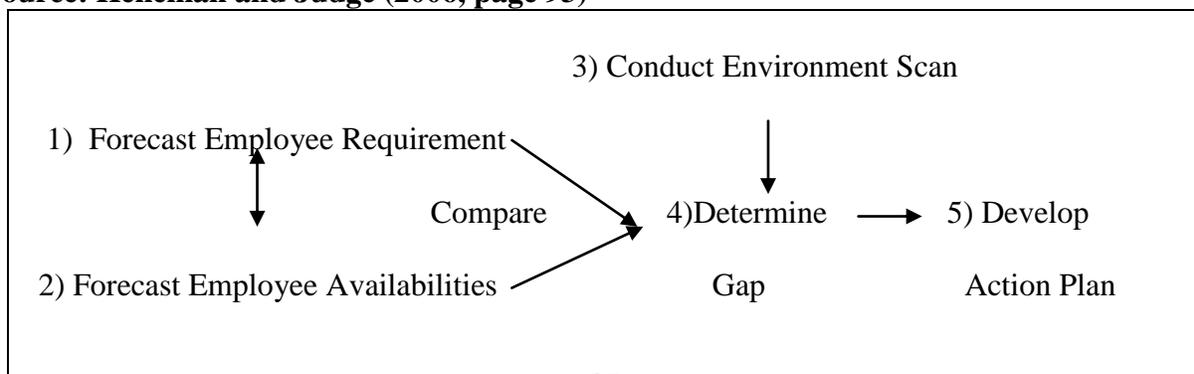
According to Mathis and Jackson (2005), top-level HR executives are responsible for human resource planning as it is one of the important factors influencing the success of an organization. In case of Trust bank, the plans are usually prepared by human resource division in consultation with other line managers. The linemanagers of different units of Trust Bank provide information to the HR department to analyze the situation. In turn, those managers receive data from the HR department. Furthermore, the human resource manager counsels and advice the different divisional heads and coordinate human resource estimate from time to time in the bank.

5.4. Steps of human resource planning

This process of human resource planning in Trust Bank pursues the five steps. At first, the HR department forecasts the employee requirement and employee availabilities in each job category and level based on the information given by respective branch of the bank. At the same time, they monitor the external and internal environment as these factors can affect the staffing system. After comparing requirement and availabilities of employees, the HR department determines the gaps (shortage and surplus) in the fourth step. With the permission and consultation with the CEO, some action plans are taken in the last step. Action plans include staffing planning to arrive at desired staffing levels and staffing quality. Figure 2 demonstrates the steps and elements of human resource planning in Trust bank.

Figure 2: Steps of Human resource planning in Trust Bank

Source: Heneman and Judge (2006, page 93)



5.4.1. Forecast employee requirement

The first step is to forecast human resource needs for the future based on the strategic goals of the bank. The human resource manager needs to forecast what the organization future HR needs will be and where the human resources will be obtained. For this purpose, the HRD of the bank forecasts the future HR demand. Demand forecasting, here, involves predicting the number & types of people the organization will need at some future point in time (Kleiman, 2003). A forecast of human resources involves the estimation of both supply and demand of employees of Trust Bank. Important questions that the forecasting of the bank includes are:

- How many employees will be required to achieve the strategic goals of the Bank?
- What jobs will need to be filled?
- What skill sets and credentials will the new employees need?

When forecasting the possible demand for human resources, it is also vital to assess the challenges the bank will have in meeting its staffing needs based on the external environment. This assessment must focus on how the external environment may impact human resource needs. Belcourt & McBey, 2004 reported that for determining HR demand, each organizational sub-unit has to provide its net personnel requirement to the company forecasting unit, based on future needs for labor required to meet the agreed on corporate and sub-unit objectives. In Trust bank, it is important to note that this HR demand figure must incorporate the individuals needed to maintain the current personnel who retire, fire, or take long-term leave (e.g., maternity leave, training courses, higher studies etc.). All these factors needed to calculate for each of the department of the bank to assess the HR demand. This subunit HR demand is aggregated and used as starting point in Trust bank.

Trust Bank uses judgmental approach mostly for identifying the demand of employees in the bank. Managerial judgment technique is the most common technique of demand forecasting. This approach is applied by small as well as large-scale organizations. Trust bank uses this technique on the basis of two types of approaches i.e. 'bottom-up approach' and 'top-down approach'. Under the 'bottom-up approach', line managers send their departmental requirement of human resources to top management. Top management ultimately forecasts the human resource requirement for the overall organization on the basis of proposals of departmental heads. Under the 'Top-down approach', top management forecasts the human resource requirement for the entire organization and various departments. This information is supplied to various departmental heads for their review and approval. However, a combination of both the approaches i.e. 'Participative Approach' is applied for demand forecasting. Under this approach, top management and departmental heads meet and decide about the future human resource requirement. So, the demand of human resources can be forecasted with unanimity under this approach. Trust bank considers it as an excellent method when the possibility of future changes is very small, experts can utilize their past experiences, when there is an availability of privileged information and when experts receive accurate and well-summarized feedback about their forecasts.

5.4.2. Forecast employee availability

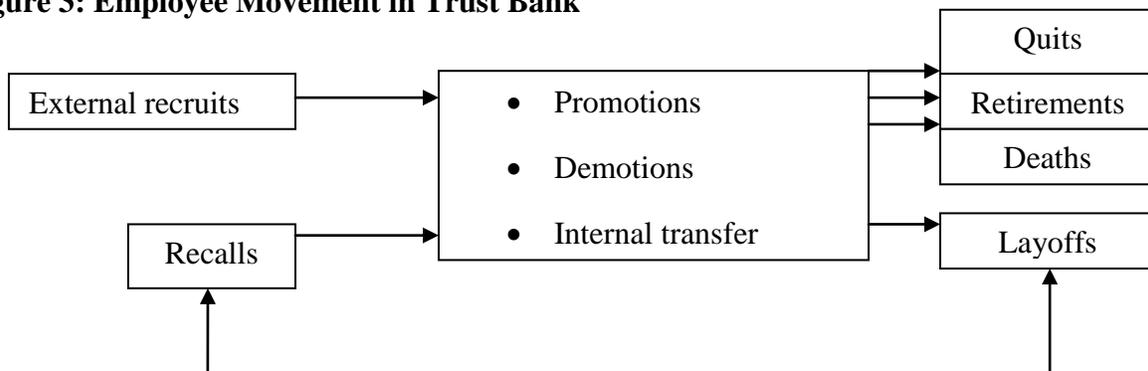
Supply forecasting is a process used to estimate which organizational positions will be filled at some future point in time. Once the bank's demand forecast has been made, then they try to evaluate the number & nature of positions it will need to carry out at a particular point in time. It, then, estimates which of this positions will be filled at that time. Trust bank tries to identify the

information for supply forecasting by using turnover analysis. Like the other organizations, turnover rates of past years are the best source for forecasting the supply of human resource in the Trust bank. It is calculated on the basis of retirement, death, termination, and demotion. The planners of the bank use turnover figures to point out particular departments where turnover is occurring and to discover its causes. Respondents of the bank reported that poor supervision, young employees, overqualified employees are important causes of turnover in the bank. During the interview, one HR office responded as follows:

“Older employees tend to be more stable than young workers. Overqualified employees are very unstable and entry-level workers are likely to quit soon after they are hired. Among executives, a high turnover rate among the younger ones often indicates that something is wrong with the way the company manages its career advancements. Human Resource executives usually bring these matters to the attention of top management with recommendations for corrective actions.”

The HR department of Trust bank always monitors employee movement from one department to another department and external movement as well. It helps them to be aware of the changes in the internal supply of employees in the bank. Here, figure 3 shows employee movement in Trust Bank.

Figure 3: Employee Movement in Trust Bank



Source: Interview and Fieldwork

With the monitoring of all the movements of employees in the bank, the HR executives prepare a format for their own use to know the exact number of internal supply. It is prepared for every branch of the bank. Then HR team calculates the internal supply of all branches and gets an ultimate number of the internal workforce of the bank. Figure 4 shows the format used by Trust bank to find out the internal supply of all branches.

Figure 4: Format for Internal Supply

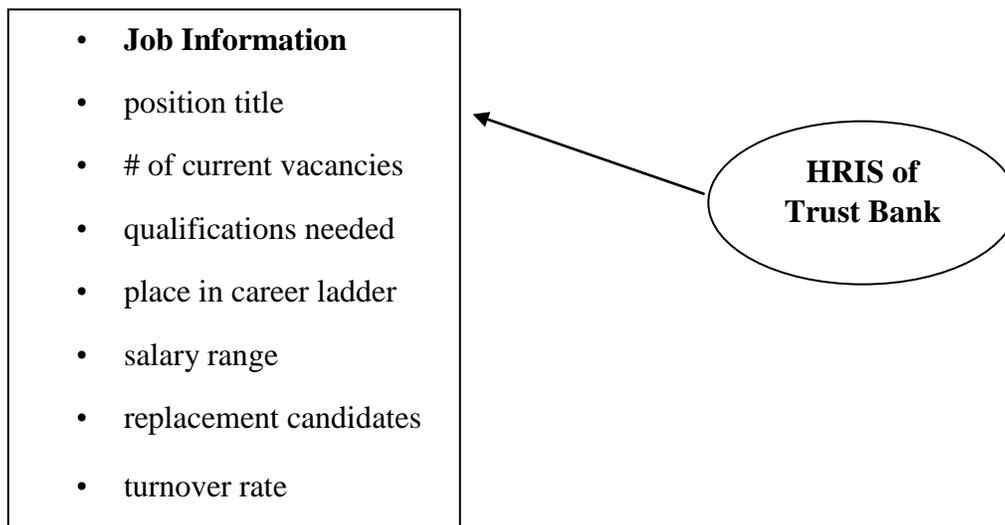
Beginning Inventory.....	25
- Retirements.....	3
- Quits.....	1
Total.....	21
+ Transfers in.....	1
+ Promotions in.....	1
Forecasted internal supply.....	23

Source: Interview and Fieldwork

Trust bank uses replacement chart for finding out the supply of employees in the bank. It is actually the short-term emergency replacement of employees who have quit, been terminated, have died and so on. They also estimate within each job group how many current employees remain, move to another position, or leave the bank. It helps them for effectively filling the vacant positions. Moreover, it enables the bank to respond and stay on track when inevitable and unpredictable changes occur. The key requirement for this replacement planning is the line managers of different department's conjunction with the HR staffs make the replacement chart. But the HR managers of Trust Bank also responded in the interview that they have no formal succession planning.

The HR department of Trust Bank is also using technology to get efficiency. They are now using software application for human resource planning, recruitment, selection, payroll of candidates etc. It should be noted that Human Resource Information System (HRIS) provides extremely useful information for preparing the replacement chart in this bank. According to Denisi and Griffin (2005), "the system is much more than just computer hardware and software." Actually, HRIS is a data entry, data tracking and data information process where the bank can acquire all types of required information about the job and employees. It is used to combine a number of necessary HR functions, such as storing employee data, managing payrolls, human resource planning, recruitment processes, benefits administration and keeping track of attendance records. Skill inventory analysis is also done with the help of HRIS in Trust Bank. Figure 5 shows the Employee Information in HRIS of Trust Bank.

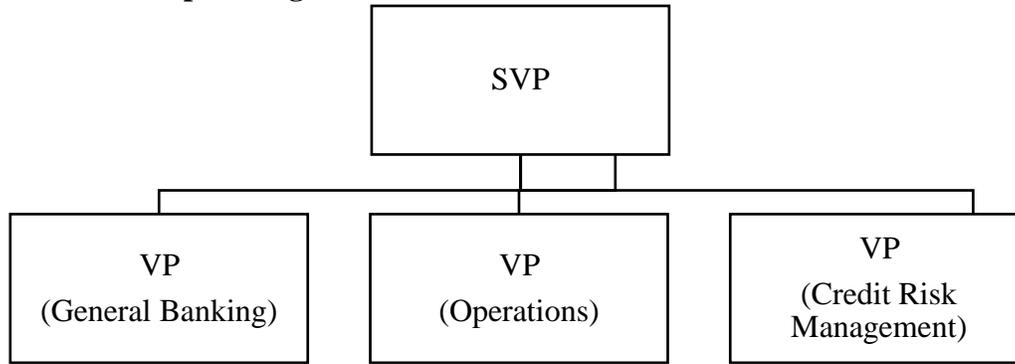
Figure 5: Employee Information in HRIS of Trust Bank



Source: Interview and Fieldwork

Trust bank uses succession planning method but in a limited way to identify the supply of employees. Succession planning is a chart or organizational structure which shows how vacant positions of managers and professionals are filled by the internal or existing employees. Unfortunately, it is widely known that in developing countries like Bangladesh this succession planning efforts are all too often woefully underdeveloped, unevenly executed, and sometimes simply ignored (Miles & Dysart, 2007). Here, Trust bank is not an exception. Figure 6 shows a hypothetical framework of succession planning in Trust Bank.

Figure 6: Succession planning in Trust Bank



Source: Interview and Fieldwork

5.4.3. Matching between requirement and availability

The following figure 7 shows a partial HRP being conducted by Trust bank for a specific unit (General Banking). It involves only two job categories (A or sales, and B or customer service) and one hierarchical level for each category. This forecasting is done based on one year time frame. Figure 7 shows the operational format of Human resource planning in Trust Bank.

Figure 7: Operational Format of Human Resource Planning in Trust Bank

Job Category	# of Current Employees in branch	Requirement	Availabilities	GAP	Action Plan
A1(Cash)	18	4	3	-1 (Shortage)	Recruitment, Selection, Retention
B1(Customer Service)	18	3	5	+2 (Surplus)	Transfer, Job Rotation

Source: Interview & Fieldwork

Here, the current workforce size in a branch of Trust Bank (number of the employee) is 18. The HR executives get information from each branch manager about the availabilities and requirement of employees in each job category and level. Then they take action planning for addressing these gap based on the information given by branch managers.

5.4.4. Scan organizational environment

The purpose of human resource planning in Trust Bank is to ensure that the human resource decisions that managers make are integrated and directed towards achieving organizational goals and objectives. Human resource planning requires considering the environmental influences on the organization. (Khan and Taher, 2009). However, the planners of the Trust Bank Ltd. scan both the bank external & internal environments in order to identify the threats & opportunities of human resource planning. The external environment is scanned to identify challenges posed by political, legal, economic, social, government rules regulations & technological issues. Beside this, central banks’ rules and regulation regarding compensation and placement, the age limit for

employee selection etc. also influence in developing HR planning. ‘No employee can work at the same unit or branch more than three years’-- this placement decision developed by Bangladesh Bank is applicable both for foreign and public banks within the country. Trust Bank also adopts the rules regulation and policies of Central Bank. They scan their environment to identify what the other competing banks are doing and what new banks are entering the market. Trust Bank collects information regarding the current situation of the banking sector, capital market reforms, introduction of online trading system etc. These issues may create a huge demand for finance professionals in developing economies. At the same time, the changes of political, legal and social structure of the country must be monitored by the bank It also influences the categories and skills of the employees. Technology, however, has an impact on human resource plans of Trust bank. High technology with all its benefits may compel the organization to go lean and downsize workforce suddenly (Khan and Taher, 2009).

When scanning the internal environment, the HR manager of the bank assess the company’s strengths & weaknesses, because the bank’s strategic goals should be designed to take advantage of its strength & minimize its weaknesses. Figure 8 shows the external & internal factors of environment that are usually scanned by the Trust Bank Limited.

Figure 8: Factors of Environment

External Environment	Internal Environment
<ul style="list-style-type: none"> - Political - Legal - Economic - Technological - Industry - Government Policies 	<ul style="list-style-type: none"> - Structure - Current mission - Philosophy of management - Span of control - Qualifications of employees

Source: Interview and Field work

The task of gathering information related to environment depends on the HR manager & employees of the bank. They usually provide input into decisions regarding new strategic directions and future HR need for the bank. HR department always encourages all of its managers & employees of the functional area to provide input. To ensure participation the bank has empowered a committee of employees & managers.

5.4.5. Action plan

Trust bank is very concerned with the preparation of action plans to deal with the oversupply (HR Demand < HR Supply) of human resources. HR department of the bank always contains a list of necessary steps what they should do instantly do to handle the situation. They use several techniques when the bank goes through the oversupply situation like- freeze hiring, transfer of employees. Conversely, if they face a shortage of employees or employee shortage (HR demand > HR Supply), they take the following necessary steps to reduce the problems such as recruitment plan, give training to the existing employee etc. All these actions depend on the situation and necessity of the bank. In the study it is found that Trust Bank does not face employee surplus situations generally, moreover, they have employee deficit. To adjust this

deficit they prefer job rotation, transfer, and job enlargement mostly. Execution of HR planning of Trust Bank is divided into three areas based on employee level shown in figure 9.

Figure 9: Execution of HR Panning

Level	Recruitment Source
Top	Internal Source, Succession Planning
Middle	Print and Electronic media
First line	Internship, Print and Electronic media

Source: Interview

5.5. FINDINGS AND RECOMMENDATIONS

Human resource planning is relatively a recent concept in our country. There is no argument about the consequence of HR planning in both general level and strategic level of an organization. It is a vital feature for the success of the organization in the long run. Since the goal of Trust Bank is to be indisputable leader in the field of banking industry in Bangladesh, it needs to develop strong and efficient teams in different branches all over the country. Keeping this target in mind Trust Bank is committed to draw the most talented and dynamic professionals from the available candidates. The bank realizes the obligatory need of identification of prospective employees and placing the right people to the right position. It recognizes that through proper recruitment and selection process it is possible to identify those candidates who have the potentiality to contribute to achieve the strategic aim of the bank. This is why; this bank highlights more on its recruitment and selection process ignoring proper human resource planning. Anyim, Ekwoaba & Anthony (2012) said that Human resource planning involves projecting how many people will be needed to fill position in an organization. It involves a composite task of forecasting and planning for the right numbers and the right kinds of personnel at the right places and at the right time to perform activities that will benefit the organization in accomplishing its objectives and in helping its members to satisfy their needs. It makes sense that the best 'near-term' solutions, such as how to form a succession plan, can only be determined once we recognize what the future workforce will look like ((Hossain, Abdullah &Pervine, 2012). Human resource planning should be seen a decision filter through which other plans need to pass (Sullivan, 2002d cited in 2004). After investing the current situation it is found that management of this banking industry still cannot realize the importance of HR planning. Even the importance of HRP is not properly established to the policy makers of our country in order to do recruitment and selection. Specifically in Trust bank, the HR department feels complexities as there is a lack of proper support from the top management and divisional heads of the bank. In order to avoid the situation, Bechet (2000, cited in Sinclair, 2004) proposes that it is better to think of workforce planning as providing a longer-term context within which effective staffing and human resource planning decisions can be made. They also argued that HR planning is not a stand-alone event which organizations should conduct once a year using a fixed template for all units. Rather it should be an ongoing process which is supported by the top level management and is sensitive to the different needs of units.

5.6. SCOPE OF FUTURE RESEARCH

A business cannot run efficiently without the right pipeline of people to staff it, and conversely, HR cannot staff correctly unless it understands what the business needs and plans are. Human resource planning is one of the most important subject matters from the strategic human resource perspective. But there is a limited research and discussion in this arena especially in the banking industry of developing countries. Proper and qualified human resources are required in order to keep the industry movable. Insufficient supply of human resource hinders the development of this industry, whereas over-supply results in unemployment and is a waste of public resources. Establishing an effective human resource planning process can improve the employee performance, which in turn can enhance organizational performance. This study will assist to understand the current scenario, reduce the fallacies regarding human resource planning practice and create a scope of further research on these issues. This study will also help to redefine the illusions regarding human resource planning process in a developing country like Bangladesh. Furthermore, the research avoids an in-depth study on the importance and barriers of human resource planning; future academics and scholars can also work on this aspect.

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