

Employee Dismissal: Benefits and Risks in the Public Sector and Private sector of Bangladesh.

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ABSTRACT

The current paper focuses on the different types of HR activities and the factors that need to be considered before the Public Sector and Private sector outsourced HR Services. A review of the available literature is done to understand the risks and benefits of HR Jobs outsourcing which is to focus on their core business activities and to develop and maintain good HR policies and to evaluate factors affecting HR outsourcing decisions with special emphasis. in a proper analysis of the profitability of HR job outsourcing activities. The findings of the paper explicitly indicate that the decision to issue HR depends on factors such as adequate resources, flexibility, accessibility and acceptance. This paper also suggests a systematic process and specific prerequisites for the successful implementation of HR operations.

Keywords: Labor Relations, Job Delivery, Public Sector and Private sector, Sufficient resources, flexibility, accessibility, and acceptance.

I. RESEARCH BACKGROUND

Employment is defined as the work done by a company by people other than the full-time employees of the company. Basically it means asking a third-party seller to work for the organization on a contractual basis. Companies are primarily investing in cost savings. But today, it is not just about reducing costs but also about reaping the benefits of strategic innovations such as acquiring skills knowledge, reducing overtime, flexible staff, and increasing efficiency, reducing transition time and ultimately generating additional profits.

Labor jobs come a long way. History shows that through special contracts it was accepted, especially in the service industry. This was the beginning of the first wave of job losses

during the industrial revolution approaching the growth of resources such as insurance services, architecture and engineering. HR services are among the most important in the job growth game in the Public Sector and Private sector as well. Recognizing the fact that senior executives need to get out of the day-to-day evaluation process and focus on strategic planning, key skills, customer satisfaction and decision-making. Some of the functions commonly offered by external providers include hiring, training and selection processes, hiring temporary staff, risk management, remuneration, benefit management, drug testing, etc.

In the current context, job creation is becoming more complex and organizations are using money laundering vendors for a variety of reasons. According to analysts, Public Sector and Private sectors often cite cost reductions as the most important reason for HR outsourcing. Human Resource Outsourcing can help reduce costs, focus on core business and most importantly ensure employees satisfaction. The Public Sector and Private sector can focus on their key skills that will save their time and valuable resources.

This paper aims to find out the current state of HR activities in the Public Sector and Private sector in Bangladesh. The main objective of the research is to highlight the current procedures for outsourcing of public works in Bangladesh. At the same time research was conducted to determine the causes of retrenchment and the level of risk and benefits of those who outsourced labor.

Research Questions

This study is intended to address the following research questions.

- a) What is the current scope of HRM releases in Public sector and Private sector of Bangladesh .
- b) What are the reasons for outsourcing HRM services Public sector and Private sector?
- c) Is there a link between HRM releases and organizational HRM performance Public sector and Private sector?

Objectives

- Assess how the Public Sector and Private sector deals with Human Resource Outsourcing and determine its impact on the functioning of the Public Sector and Private sector.
- Assess the potential benefits and threats to outsourcing HR Services in the Public Sector and Private sector.
- To identify the current scope of HRM functions outsourcing Public Sector and Private sector.
- To determine the reasons behind HRM functions outsourcing Public Sector and Private sector.
- To find the relationship between HRM functions outsourcing and overall HRM performance of the organization Public Sector and Private sector.

Scope of paper:

The width separates the paper border. This paper discusses many of the opportunities for HR Jobs in the Bangladesh Government Public Sector and Private sector. It provides limited access to the Public Sector and Private sector only. In particular, it identifies the potential for job creation in the Public Sector and Private sector and provides insight into the potential benefits and risks of HR outsourcing. The questionnaire survey is used in the Public Sector and Private sector only. Finally, this paper sought to identify the potential benefits, potential threats of HR outsourcing to the Public Sector and Private sector through a questionnaire within the Public Sector and Private sector and provided potential strategic recommendations on how to remedy the situation.

II. LITERATURE REVIEW

Although there are many theoretical and evidenced articles on organizational activities such as the information and accounting system, textbooks on outsourcing HR activities are virtually non-existent. In the issue of dismissal, the most important issue that comes to the fore is to analyze the cost of internal dismissal (Anderson et al, 1986; Greer et al, 1999; Gupta et al, 1992; Kakabadse et

al, 2002; Lever, 1997, and Vining & Globerman (1999) noted that useful data from government agencies exporting to private providers has resulted in a 20-30% savings on production costs. Other factors include customer satisfaction, employee, employee satisfaction and expertise (Barthelemy, 2003) and loss strategic benefits.

Adler (2003) notes that a review of the grantor's team reflects six key factors in job selection decisions: dependency risk, spillover risk, trust, related expertise, strategic strength, and flexibility. The first four of these features are short-term, while the last two are considered long-term or strategic. However, there is no clear formula available to indicate where job outs are most effective and efficient. There are a number of reasons, both at strategic and operational levels, why industry organizations want to outsource HR activities. In particular, demands for increased productivity, profitability, and growth have forced organizations to re-evaluate their internal HR processes, which has led to the advancement of outsourcing services and diversification.

Khair, R. (1999) conducted an important study entitled "Contracting Out in the Public Sector: Concepts and Issue". It is a basic research in the field of Contracts. This dynamic study revealed that governments around the world are looking for ways to improve the public sector. Thus, high market consumption creates competitive pressure and offers alternatives for the public to users who want quality or lower costs. The Land Development Report (1994: 42) identifies 'Service Contracts' which involve the transfer to private providers of responsibility for delivering certain services at low cost or acquiring certain skills or expertise in the public sector.

As Greer, Youngblood, and Gray (1999) point out, HR release decisions are often the answer to the huge need for reduced costs for HR services. Reduced competition and strong competition mean that HR operations are under increasing pressure to show value, both in terms of efficiency and effectiveness (Roberts, 2001). While some features of HR services may have been performed by external service providers,

Brewster notes that the new feature "is the fundraising concept that combines job creation and human resource management - the idea that an organization can save a lot of money by outsourcing" (quoted in Turnbull, 2002, p. 10). In addition, the dismissal of employees is seen as a

way to free HR professionals within the customer organization to play a role in consulting with design strategies and implementing programs aimed at retaining employees and improving their performance. This reason is in line with Ulrich's (1998) influential thesis of the four HR roles, in which he suggested that HR should be a strategic partner, management expert, staff champion, and change agent.

Similarly, Greer et al. (1999) argue that HR outsourcing is in line with the role our business partner in the HR department is trying to play. These roles are undoubtedly where HR adds the largest value to an organization, but it is difficult to measure quantity. Outsourcing HR is also seen as an effective way to transcend organizational policy and improve efficiency.

In short, the main reasons for HR releases seem to fit perfectly (Sisson & Storey, 2000). Common reasons include seeking professional and professional services, reducing costs, and making HR professionals play a more important role. In general, many analysts are convinced that job creation is seen not only as a way to reduce costs but also as a strategic tool. As Oates (1998) suggests, the decision to lay off jobs is strategic and often taken at a high level.

Klaas (2003) developed a framework that helps analyze the aspects of HR outsourcing in small and medium enterprises (SMEs) by describing the relationship between SMEs and the employers' organization and Gainey and Klaas (2003) evaluate HR performance especially in the training environment. . and development these courses are expected in law. This fact is surprising considering that many HR jobs such as the role of salary, benefits, training, and hiring are often outsourced by an organization (Gilley et al, 2004).

The growing decision to acquire a third party, especially HR services, means that the public sector may be in a position to select a vendor, or help to do so. This choice requires great care, as the seller must be accountable. When the public sector delivers HR effectively, it can improve service quality, save money and time, and free HR time for key activities, notes Geoffrey Dubiski, director of operations at Yoh HR Solutions (Philadelphia), an HR outsource vendor.

Poor job delivery, however, can lead to poor service quality and employee complaints that low quality can breed. "Most HR staff provide

satisfactory service levels, but none of them provide specialized assistance," said Michael Cornetto, senior specialist at Watson Wyatt Worldwide (Washington, D.C.).

The most recent trend has been an increase in the use of unexpected and temporary staff, or the outsourcing of Human Resource jobs (Harkins et al, 1995). A 1996 study by the American Management Association found that 77% of respondents excluded others.

Benefits of External Performance

Releasing HR jobs has a few potential benefits from book reviews:

- It frees HR internal staff to focus on strategic activities that add value to more than commercial, management activities.
- Allows international structures to support high levels of innovation and flexibility
- Reduces the bureaucracy burden of centralized HR management
- Enables the HR department to play its role in efforts to reduce corporate governance
- It facilitates access to new ideas and strategies outside the organization.

In addition it has the following advantages as follows:

- Get access to skilled professionals
- Focus on important activities
- Better Risk Management
- Increasing household efficiency
- Staff Flexibility
- Improve service and please the customer
- Reduce costs and save GREAT!
- Give the business a competitive edge

Job outspokenness reflects productivity growth, customer loyalty. Quality level, business value, profit, and much more.

Disadvantages of External Provision

There are risks and obstacles such as high costs and low quality as well as fear of being compromised. Some of the most common problems with HR outsourcing were poor resources, higher costs than promised, contractors who did not have enough information about the client and unexpected resources needed to manage the relationship. These benefits and risks play out differently for firms of different sizes in relation to different HR processes.

Potential disadvantages are found in existing book reviews:

HR Outsourcing can

- Reduce company stability by changing support functions

- It requires great care in coordinating the flow of information with the agency
- Reduce the organization's learning ability by eliminating the basics of its capabilities
- Delete the Organization's ability to coordinate processes
- Threaten organizational control over outsourced activities
- Damages morale and motivation as jobs seem lost
- increasing the insecurity of employees, whether employees remain in the Association or are employed by the Agency.

Theoretical concepts

The term HRM Outsourcing is intended to manage, provide, and complete the HRM function by a third party service provider or vendor. This

may be a common or occasional foundation held within the organization (Cook, 1999: 4). Release functions based on two nouns and source where "outside" means external and "source" means source or resource. Thus, in business terms, the definition of outsourcing is to obtain specific or specific functions outside the organization (Teng et al., 1995). HR outsourcing is a form of contract between an employer and a third party. In this system, the employer assigns the management, and the responsibility to perform certain HRM functions to external service providers. In line with this paper, outsourcing will be defined as a source and action that allows external service providers who expand HRM services to focus on recruitment and selection, staff training and development, performance management system, HR Services and salary management.

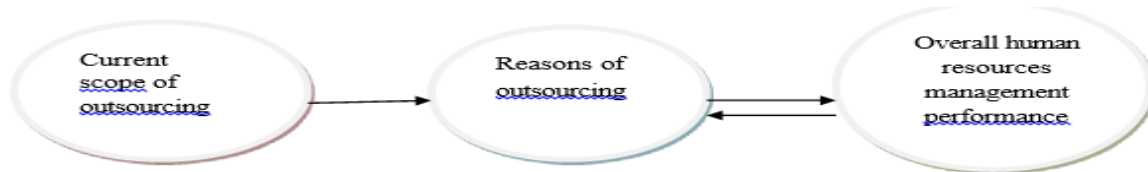


Fig-1: Theoretical model of the study

Research Method

Type of Research and Data Sources

This is a test study. It is mixed with high quality research materials and quantity. Primary and secondary data sources. The data collection was based on a predetermined object and objectives developed prior to the study. Key data is collected from HR executives, senior management executives, and leading coordinators of selected organizations. Secondary data sources consist of journals, magazines, publications, website, seminars, conferences and printed media. Key data was collected for a period of six months from January 2017 to June 2017.

Sample Population, Sampling, Questionnaire Design

Regular sampling can result in more accurate estimates if the data or survey is conducted by knowledgeable and competent professionals with a representative sample size of the study (Kothari, 2004). The number of people surveying is limited to Bangladesh private businesses located in Dhaka. Different types of organizations such as airlines, supply chain and shipping chain, Banks and Financial Institutions, Communications, RMG, Hospital, Medicine, and Real Estate are selected to conduct this study. According to Hoe (2008) the sixth law of nature for

various studies should consider the sample size of any more than 200 numbers in order to make adequate data analysis. According to Sekaran and Bougie (2010); Sekaran (2003) has recommended a sample size of between 30 and 500 is acceptable and the smaller the number of multivariate analysis samples, the greater the regression should be several times better than ten times or more and as large as possible the number of applied study variables taken. . Based on these rules the minimum sample size should not be less than 50 (5 x 10) or equal to 50. Eventually the rule of thumb was applied but the number was almost two and a half times higher than the law as the researcher emphasized on further responses to reduce unresponsive bias and increase the accuracy of the results. Head of HR Consulting firms participating in the outsourcing are also being discussed. Organizations that do business for a minimum of five years are deliberately selected. A total of 115 questionnaires were distributed, of which 110 questions were accepted and validated. In this study, a systematic questionnaire was used to collect key data. The questionnaire contains demographic information about organizations and responses to HRM release applications, reasons for using outsourcing activities, and the relationship between outsourcing operations and HRM performance as a whole. Questionnaires were

designed based on the revised research literature (Glaister, 2014; Abdul-Halim & Che-Ha, 2010; 2011a; 2011b; Seth & Sethi, 2011; Maiga & Jacobs, 2004; Chiang & Shih, 2011; Hossain & Islam, 2015 ; Charles et al., 1999; Mahmud et al., 2012; Lilly et al., 2005; Çiçek & Özer, 2011;

Grover et al., 1996). Items are rated according to the Likert Scale which has five points from (1 = Strongly Disagree, 5 = Strongly Agree). The actual sample size collected was 110. The sample has the following features:

Table 1: Sample Characteristics

	Distribution of Sample	Percentage	Number of Employees (Approx.)	Tenure of Business (Average in Years)
1. Industry				
Airlines	10	9.1	1500	7
Supply chain & Freight Forwarding	20	18.2	4000	6
Bank and Financial Institution	20	18.2	6000	8
Telecommunication	04	3.6	1000	10
Readymade garments	26	23.6	6500	10
Hospital	10	9.1	3000	8
Pharmaceuticals	10	9.1	4000	9
Real Estate Development	10	9.1	3000	5
2. Education level of respondent				
Foreign educations	10	9.1		
Bachelor/Hons degree	60	54.5		
Masters and above	40	36.4		
3. Respondents Class				
CEO/SBU Head	20	18.2		
Department Head/Branch Head	40	36.3		
Head of HR/HR Manager	50	45.4		

Data have been collected from 10 airlines, 20 supply chain and freight forwarding, 20 banks and financial institutions, 04 telecommunication, 26 readymade garments, 10 hospitals, 10 pharmaceuticals and 10 realestatedevelopmentcompanieswhichhavecovered9.1%,18.2%,18.2%,3.6%,10%,10% and10% ofthetotal sample respectively. The number of employees in those companies were 1500, 4000, 6000, 1000,3000,4000 and 3000 and their average tenure of business were 7, 6, 8, 10, 8, 9 and 5 years respectively. In the sample 10 respondents had foreign education, 60 respondents had bachelor/honors degree and 40 respondents had masters and above degree. Among the respondents the number of CEO/SBU head, department/ branch head, head of HR/ HR manager were20, 40, and 50 respectively.

Validity and Reliability

The validity tests of research confirm that, whether the developed scales of a study is adequately representing the variable or not

(Zikmund et al., 2010). Two types of validity conducted in this study are content and construct validity. The content validity was confirmed by requesting opinion from one academic expert from the University of Dhaka in the field of human resources management other two expert opinions was from human resources management professionals. The construct validity is used to measures the degree about scale representing the concept being measured. In this study statistical interpretation of correlation, regression analysis was used to test the construct validity. Accordingly a pilot survey was conducted among 25 respondent's organizations and Cronbach's Alpha wasusedto measure internalconsistency.

Statistical Tools

The descriptive statistics, correlations, regression, ANOVA have been used to analyze the data using the SPSS software. Necessary coding has been furnished as per sample category and respondents. Reliability test has been conducted through Cronbach Alpha (α) to determine the internal consistency of

four items. The value generated was .88 ($\alpha > .70$) which indicates reliability of the data (Nunnally, 1978).

Research Framework

The framework of the research includes following two significant variables

Dependent Variable (DV): Overall HRM Performance

Independent Variable (IV): Recruitment and selection, Training and development, Performance Management, HR Services and Payroll

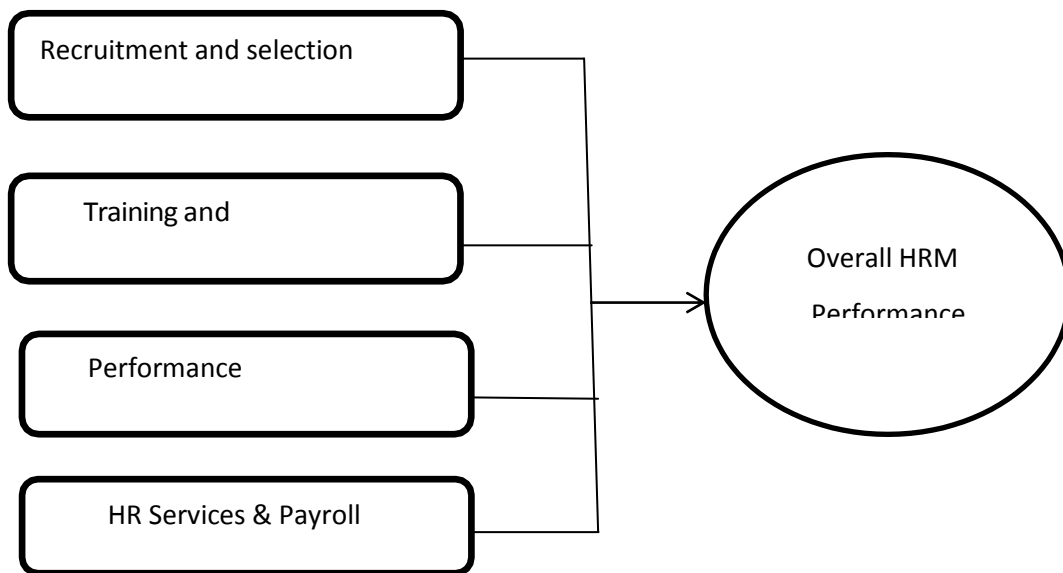


Figure1: Research framework developed by the authors

Development of Hypotheses

To attain the goal of the study the following hypotheses have been formulated:

H_{0.a}: Outsourcing „recruitment and selection' function has no relationship with HRM performance of the organization.

H_{0.b}: Outsourcing „training and development' function has no relationship with HRM performance of the organization.

H_{0.c}: Outsourcing „performance management' function has no relationship with HRM performance of the organization

H_{0.d}: Outsourcing „HR Services and payroll management' function has no relationship with HRM performance of the organization

Finding, Analysis, and Interpretation

List of firms providing HRM Outsourcing services in Bangladesh

There were only five (5) HR consulting firms in the year 2005 and that increased to twenty (20) in the year 2017 till this research has been progressed (firms website). Name of firms and services are mentioned in the appendix section which shows only the relevant outsourcing functions provided by firms within research area. There are other types of HRM functions such as employment background check, assessment center, team building, organizational development, HRM policy and process development, health and safety training, employee welfare, employee insurance, human resources restructuring rendered by those firms.

Table 2: HRM functions outsourcing provided by firms

Name of HRM functions	Number of firms	Total firms	Percentage
Recruitment & Selections	17	20	85%
Training & Development	18	20	90%
Performance Management	11	20	55%
HR Services & Payroll Management	14	20	70%

Sources: Field survey

Table 2 depicts the firms providing HRM services in the different category. It is evident that most of the firms (90%) are providing "Training and Development" services. This service is customized as per the requirement of the client organizations. Organizations are placed in their specific requirement throughout the year and supplier firm design and arrange training program. The trainer is selected mutually and the training is conducted at the place of client organization or in an agreed venue. It is also 85% service provider firms evident that service provider firms maintain their own

web portal, CV bank, and advertisement system. The table also shows that 55% of firms outsources performance appraisal functions. The service provider has customized software, system and methods although they serve as per the need of the clients. The HR services and payroll are rendered by (70%) the firms. To provide HR services and Payroll, the service provider firms solely maintain the database, compute the salary of each category of employment(permanent,daily, contractual) and placed the statement to the accounts department of the sourcing company to confirm the disbursement.

Table 3: Types of Services received by the organizations

Types of Services	Organization	Frequency	Percentage
Recruitment and selections	110	66	60%
Training and employee development	110	55	50%
Performance management system	110	55	50%
HR Services & payroll management.	100	90	82%

Table 3 found that most of the organizations are outsourcing HR services and payroll management. Under these services, the client organization provides salary and payroll database, allowances, deductions, leave and attendance records to the service provider. The salary paid in two ways such as client firms pay the salary or service providing firms pay the salary. In recruitment and selection function, the sourcing organization placed an interim or yearly requirement to the service providers through the internal HR department or by the head of the organization. Recruitment and selection services include three key areas such as job advertisement, CV screening and Interview, background checking. Training and development services include an arrangement of soft and hard skill, leadership development, communication skill

development by the service providers in annual contract or requirement basis. Sometimes, the service providers also offer a special package to the selective client organization to attract in a particular training program. In performance management, the client firms receive specific types of services such as setting key performance indicator (KPI), performance data analysis, and talent management. The types of services are also customized, categorically selective as per the nature and need of the organization. HR services and payroll Management salary process and payment, provident fund maintenance, leave and tax management, are sourced by the client organizations from the service providers. Not every organization takes all services rather it depends on the need of the organizations. Reasons behind HRM Functions Outsourcing

Table 4: Descriptive Statistics exhibits the reasons for choosing HRM outsourcing

Reasons	N	M	SD	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
				Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Quick Response	110	3.6	1.4	13	12	15	14	10	9	32	29	40	36
Ensure Confidentiality	110	3.7	1.5	15	14	14	13	10	9	26	24	45	41
Free From bias	110	3.5	1.5	18	16	19	17	9	8	25	23	39	35
Cost Optimization	110	4.0	1.3	9	8	8	7	8	7	30	27	55	50

Free from Hassle	110	3.9	1.3	10	9	11	10	9	8	30	27	50	45
Improved Compliance	110	3.8	1.5	16	15	12	11	6	5	28	25	48	44
Improved functional accuracy	110	3.9	1.4	12	11	9	8	9	8	30	27	50	45
Technological advancement	110	3.8	1.4	15	14	10	9	7	6	33	30	45	41

Source: Data Analysis

Table 4 depicts that the sample organizations have selective ground of choosing HRM outsourcing that varied according to nature, size, operational volume, number of HR strength. Although there are multiple reasons: optimization of overhead cost, making the organization free from the hassle of doing manual work, improving policy and process compliance, a greater extent of functional accuracy is a key focus. Alongside the quick response of HR supports, ensure confidentiality of data, keeping bias free process, technological advancement are also remarkable reasons. In data analysis cost optimization shows the highest (M=4), and free from hassle and improves functional accuracy (M=3.9), technological advancement (M=3.8), ensures confidentiality (M=3.70), quick response (M=3.6), free from bias (M=3.50) are shown a degree of preference to outsource HRM functions. Analyzing the result we assert that the free from bias and quick

response shows comparatively a poor score because of possibility manipulation/influence of the other party, immediate response towards client organizations may be interrupted. In the discussion with lead consultant, we found that companies intended to reduce their costs by transferring some segment of HRM functions to outside suppliers rather than doing it by them. It is because the customized outsourcing is cheaper and more productive than doing it in-house. The comment of a lead consultant of a largest HR firms can be mentioned, "we often asked by the firms owner to provide some selective and less costly services though we can offer more". Another lead consultant comments "Generally we identify the types of HR services may needed for the organization but we are not requested to provide all". Relationship between HRM outsourcing and Overall HRM performance Correlations coefficient

Tabel-5. Mean, SD and Correlation Co efficient

	Mean	SD	1	2	3	4	5
Overall HRM performance	3.67	1.43	1.000				
Recruitment & Selection	3.66	1.32	.962**	1.000			
Training and Development	3.68	1.46	.972**	.943**	1.000		
Performance Management	3.37	1.54	.946**	.933**	.941**	1.000	
HR Services & Payroll	3.93	1.31	.937**	.937**	.946**	.892**	1.000

N=110, Correlation co efficient at the .01 level of significance (2 tailed)

Table 5 shows that there is a strong positive correlation between outsourcing HRM functions and overall HRM performance of the organizations. The relationship shows that the overall HRM is strongly correlated with recruitment and selection (r

= .962, p≤.01), training and development (r =.972, p≤.01), performance management (r = .946, p≤.01), HR services and payroll (r = .937,p≤.01).

Regression Analysis

The multiple regression analysis is a strong tool to exhibit the mathematical relationship among the dependent and two or more independent variables of the study. As the study is objected to see

the degree of relationship among the outsourcing HRM functions with the HRM performance of the organizations so the level of relationship is tested.

Table-6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.982 ^a	.964	.963	.274
a. Predictors: (Constant), HR services and Payroll, Performance Management, Recruitment and selection, Training and development				

According to the table 6, the explanatory variable “the overall HRM performance” can explain 96% of the total variation whereas the adjusted R² square (.963) is also very close to the value of R² that means the explanatory variable are rightly indicating the relationship and model fitness. This means there is

a linear relationship between the dependent variable (overall HRM performance) and independent variable (HR services and payroll, performance Management, recruitment and selection, Training and development).

Table-7. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	214.317	4	53.579	712.063	.000 ^b
	Residual	7.901	105	.075		
	Total	222.218	109			
a. Dependent Variable: Overall HRM performance						
b. Predictors: (Constant), HR services and Payroll, Performance Management, Recruitment and selection, Training and development						

F test is helpful to measure the null hypothesis. The calculated value of F=712.063 is higher than the tabulated value (2.44) at df 4,105 is at $\alpha=.05$. This can be concluded from the result that,

HRM outsourcing has close association with the overall HRM performance of the organizations. So the null hypothesis can be rejected.

Model Analysis

Table-8. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig. (pvalue)
		B	Std. Error	Beta		
1	(Constant)	.000	.091		.004	.997
	Recruitment and selection	.374	.073	.346	5.118	.000
	Training and development	.488	.075	.499	6.488	.000
	Performance Management	.129	.056	.139	2.300	.023
	HR services and Payroll	.018	.069	.016	.255	.800

a. Dependent Variable: Overall HRM performance
 The strength of the influence of each independent variable on dependent variable is determined by multiple regression coefficients. In

above table it shows three variables out of four have significant impact on overall human resources performance of the organizations. We found that recruitment and selection (t=5.118, standardized

$\beta=.346$ and $p=.000$), training and development ($t=6.488$, standardized $\beta=.499$ and $p=.000$), performance management ($t=2.30$, standardized $\beta=.139$ and $p=.023$). As the $p<.05$ and the calculated value of t is greater than the tabulated value ± 1.658 , the null hypothesis is rejected. In remaining variable (HR services and payroll, $t=.255$, standardized $\beta=.016$ and $p=.800$) shows $p>.05$, t value is less than tabulated value. So, the null hypothesis has accepted and it shows that the variable has no statistically significant impact on overall HRM performance. Here β is specifically denotes the percentage of changes may change the level of HRM performance of the organizations.

Recommendations:

The main objective of this study was to find out how the public sector that works with HR Functions excludes and determines the benefits and risks, and the potential for this category at all. The paper also discussed the review of outsourcing in the public sector. To this end, a survey was conducted to understand and identify ideas on job creation in the public sector as well as current revised publications for this purpose. Employment in the public sector through HR services should be seen as a mandatory business component, not a luxury. Methods and applications must be properly implemented. Partnerships should be encouraged and monitored closely.

On the basis of the above findings the following policy recommendations are made for the achievement and maintenance of HR jobs and successful outsourcing in Bangladesh:

1) Policy and Planning Procedures: The first step is to announce the step after the risk assessment. The development of an effective policy is urgent in the public sector to attract and manage HR releases.

2) Examining the Impact of Jesus: The second step is to understand the organization's vision, key skills, structure, conversion tools, value chain and strategies. Thereafter the decision rights, contract duration and termination date must be determined.

3) Cost Analysis, Adequate Budget and Performance Measure:

Public sector organizations must have sound performance measurement systems in place to monitor and effectively manage outsourcing. Organizations should balance work and cost ratio accordingly. Current and future performance will be measured along with the cost of malpractice. If an organization rolls out business processes without establishing effective operating systems, it cannot judge how efficient the service providers are.

4) Choosing Providers: The next important step is to choose providers. To this end, organizations must first establish a qualification and assessment process. Providers are then identified and evaluated.

5) Build institutional capacity to negotiate with job-creating firms:

Care should be taken when developing a service level agreement (SLA) to be used as an effective daily measurement tool and to maximize the benefits from the contract. The emphasis should be on meeting strategic objectives rather than placing penalties on the supplier. The contract then required negotiation based on scope, performance standards, price schedules, and terms and conditions; and the relationship has been announced. The capacity of the institution is urgently in the public sector to reap the benefits of export.

6) Relationship Management: Organizations need to clearly understand the relationships and interdependence between business processes before outsourcing. Failure to understand such dependence can make testing the performance of a provider very difficult. The organization should focus on improving the healthy relationship with its customer.

III. CONCLUSION

HR Jobs outsourcing is a way for community-based organizations to gain access to professional resources and achieve the goal of effective hunting and retention of talent.

It allows the organization to be flexible and up-to-date to meet the needs of the service provider. Increasing demand, technological changes, competition and market selection HRO, KPO, TPO etc. leading to lower cost reductions and restructuring, as well as the delivery of greater efficiency and additional resources. Organizations should evaluate other resources and external resource models to help meet the changing needs of the organization, as well as the changing business environment, in line with best practices. The disbursement of staff resources should be recognized for the cost savings and restructuring that derive benefits (and benefits) of effective staff management. Bangladesh public sector organizations need to change clear human resource development strategies, institutional building and outsourcing strategies to accelerate business and professionalism in the public service. The sustainable wealth of any organization begins with the growth and development of effective human resources and outsourcing strategies that will

increase human resource efficiency and competitiveness.

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