Human Resource Management (HRM) Practices in Fisheries Organizations: a Scenario from Bangladesh

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Abstract
Bangladesh's fisheries organizations are one of the most productive and vibrant sectors in the country. This industry is essential to the economy's food security, employment, and foreign exchange revenues. However, the human resource management (HRM) practice in the fisheries organizations in Bangladesh is not well studied yet. HRM is the process of employing and developing personnel to increase their value to the business. Proper utilization of human resources may result in improving efficiency, increasing productivity, and others. Thus, the purpose of this research is to analyze the present state of HRM practices in the fisheries organization of Bangladesh. The research is designed with questionnaire survey. Purposive sampling was used to obtain data from 100 respondents from different fisheries enterprises in the Khulna division of Bangladesh who were representative from each organization. Respondents in this survey were asked to follow several HR functions. According to the responses, the organization follows a recruiting and selection procedure, provides salary, ensures health and safety, provides training, and other processes. However, they also stated that the corporation does not have a distinct HR department to do the specialized task. They believe that having a distinct HR department within the firm is necessary. They also believe that the firm's specialized HR approach will lead to greater efficiency, allows the company to build good relationships with the employees and perform well in the country's economy.

Keywords: Bangladesh, Fish Processing Industries, Fisheries Organization, Human Resources, Recruitment and selection, HRM model.

1. Introduction
Bangladesh, blessed with immense potential water resources, is a world leader in fish production. This industry greatly contributes to food security by delivering safe and high-quality animal protein. The fishing industry generates 3.52% of GDP, 26.37 % of agricultural GDP, and 1.39 % of total country export revenues. Fish accounts for around 60% of our daily animal protein intake. More than 12 percent of the total population of Bangladesh is engaged with this sector in full time and part time basis for their livelihoods (Fisheries, 2020). The country's abundant and diverse fisheries resources are essentially classified as inland and marine fisheries. Inland fisheries are further classified as Inland Capture and Inland Culture fisheries. River and estuary, beels, floodplain, Sundarbans, and Kaptai Lake are examples of inland capture fisheries, whereas ponds, seasonal cultured waterbodies, baor, shrimp/prawn farm, crab, pen culture, and cage culture are examples of inland culture fisheries. Again, industrial (trawl) and artisanal fishing are included in marine fisheries (Fisheries, 2020). Bangladesh earns a considerable amount of foreign currencies by exporting fish, shrimps and other fisheries products (Fisheries, 2020). There are about 100 fish processing industries in Bangladesh which are mostly situated at Khulna, Chittagong and Cox's Bazar regions of Bangladesh. Europe is the major export market for the Bangladeshi fish and fishery products who are highly concern about the quality of the products and human resource management practice of the worker involved in the industries (Department of Fisheries, DoF, 2022). HR functions help to plan, organize, motivate and control the activities of employee in a systematic way. It becomes a very important and crucial issue in a culture where more individuals work in organizations and hold occupations where it is difficult to measure individual production. It gives a way for the industry to motivate their employee and keep improving their production and other activities. In Bangladesh, human resource management practices studied for the different sectors such as agriculture sector, food and beverage sector, banking sector etc. HRM practices are very important and are rather considered the backbone for any organization (R. A. Khan, 2012). In Banking sector, The effective and efficient application and practice of human resource management will ensure a dynamic, competent, and

talented staff that can achieve an organization's ultimate goal (Ray, Bagchi, Alam, & Luna, 2021). However, no study conducted on HR in fisheries organizations in Bangladesh. Thus, it is very essential to plan and execute that improve human resource management practice in the fisheries industries to ensure long term goal and increase export earnings. Therefore, the aim of this study is to find out whether the fisheries organizations and fish processing industry follow the proper HR functions such as recruitment, selection, health and safety etc. that helps in productivity and working activities in the fisheries sector of Bangladesh.

2. Literature Review

2.1. Overview of Fisheries Sector

Bangladesh is a land of rivers. Most of the people live their livelihood by catching fish. The fisheries sector is one of Bangladesh's most important agricultural sectors. The fishing industry, as one of the most productive and dynamic, has played an increasingly important role in the economy over the previous few decades. Since gaining independence in 1971, Bangladesh has made significant growth in the fisheries industry (Hasan, Lima, & Shaha, 2021). This sector plays an important role in socioeconomic development and has the potential for future growth in Bangladesh's rural economy. It generates 3.52 percent of our national GDP, more than one-fourth of agricultural GDP (26.37 percent), and 1.39 percent of national export revenues. This industry accounts for the lion's share (60%) of all animal protein consumed. At the same time, Bangladesh is blessed with enormous water resources of inland culture (8,21,923 ha), inland capture (38,90,282 ha) and marine (1,18,81,300 ha), having great potentials of fisheries production (Hasan et al., 2021). Inland culture, inland capture and marine fisheries provides 56.76%, 28.19% and 15.05% fisheries production, respectively (Hasan et al., 2021). The enriched and diversified fisheries resources of the country are broadly divided into two groups as Inland and Marine fisheries. Inland fisheries are again divided into two sub-groups as Inland Capture and Inland Culture fisheries (Fisheries, 2020). Inland Capture fisheries comprise with river and estuaries, beels, floodplain, Sundarbans and Kaptai Lake and Inland Culture fisheries include pond, seasonal cultured waterbody, baor, shrimp/prawn farm, crab, pen culture and cage culture. Again, Marine fi sheries include Industrial (Trawl) and Artisanal fisheries (Fisheries, 2020). According to Yearbook of fisheries statistics in Bangladesh 2019-2020, 671104 metric tons marine fish captured in the year of 2019-2020 and Annual Growth Rate (Industrial) is 7.57%; Growth Rate (Artisanal) is 0.56% (Fisheries, 2020). The coastal and marine fisheries have been playing significant role not only in the social and economic development of the country but also in the regional economic balance (Aurangajeb, 2018).

2.2. Overview of Human Resource Management

Human Resource Management (HRM) is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety and fairness concerns (Dessler, 2015). HRM is the part of the organization concerned with the "people" dimension (David A. DeCenzo, 2013). Hiring and keeping good people is critical to the success of every organization. HRM functions consist of staffing, training and development, motivation and maintenance. In less academic term it consists with hiring people, preparing them, stimulating them and keeping them (David A. DeCenzo, 2013). Job analysis is a HRM function which determines the duties and skills requirement of a job and the kind of person who should be hired of (Dessler, 2015). Recruitment is the process of seeking sources and building applicant pool for the organization and selection is the process of choosing right person among the many through different tests ((Dessler, 2015), (David A. DeCenzo, 2013). The recruitment process includes examining the necessities of work, drawing employee to that occupation, screening and selecting candidates, contracting, and coordinating the new employee to the association (Hamza et al., 2021). The recruitment is the main function of HR department and the recruitment process is the first step towards making the competitive quality and the recruitment strategic advantage for the association (Hamza et al., 2021). Recruitment and selection are an integral part within an organization. As such, it is related to other human resource management processes for instance job design, human resource development, performance appraisal and management, reward systems, career and succession planning, promotions and transfers (Compton, Morrissey, & Nankervis, 2009). Employee orientation is a procedure for providing new employees with basic background information about the firm (Dessler, 2015). Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce (Stone, Cox, & Gavin, 2020). Employment training is the process of changing behavior of employees through creating knowledge based environment (focus on jobs) and employee development is future oriented training that focuses on employee personal growth (David A. DeCenzo, 2013). Training is important to enhance the capabilities of employees (R. A. G. Khan, Khan, & Khan, 2011). Career development focuses on long term career effectiveness and success of organizational personnel (David A. DeCenzo, 2013). It is the lifelong series of activities that contribute to a person's career exploration, establishment, success, and fulfillment (Dessler, 2015). Performance management is the continuous process of identifying, measuring and developing the performance of individuals and teams and aligning their performance with the organization's goals (David A. DeCenzo, 2013), (Dessler, 2015). According to (Anwar, 2017), The degree of achievement of the mission at work that builds up an employee job is referred to as performance. Organizations compete with one another, consciously seeking advantage (Hameed & Anwar, 2018). Organizations aim to replicate the performance triumphs of others by replicating their organizational Forms and practices (Anwar & Qadir, 2017).

Employee compensation is the all forms of pay or rewards going to employees and arising from their employment. It includes both intrinsic (feelings of accomplishment, recognition, job itself) and extrinsic reward (money, promotion, benefit) (Dessler, 2015), (David A. DeCenzo, 2013). HRM functions also includes ensuring employees health, providing safety and maintaining labor relations through performing many activities (Dessler, 2015), (David A. DeCenzo, 2013).
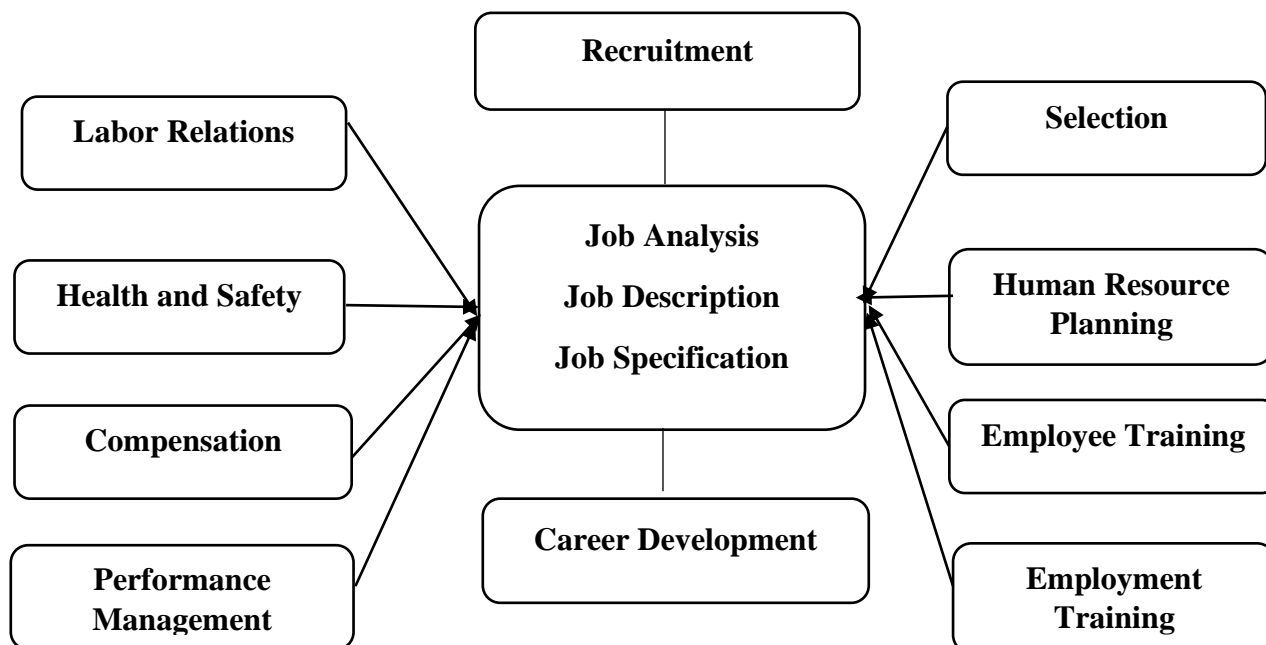
[Source: (David A DeCenzo, Robbins, & Verhulst, 2016)]
Figure 1: Diagram of HRM activities

In Summary HRM activities look like the following diagram on the basis of aforementioned discussion (Figure 1).

2.3. HR Functions Practices and Fisheries Industries

Organizational Development mostly depend on the proper use of human resource management. Human Resource management considered as conducting job analysis, planning personnel needs, recruiting the right people for the job (which is very essential for fishing vessel or motor vessel that is safe manning), orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes and communicating with all level of employees (Aurangajeb, 2018). In present times, human resource is considered as the most important resource for an organization. As like other organization, proper utilization of human resource is also very important in fisheries industries. The sector is the second largest part-time and fulltime employer in rural areas. It provides a crucial source of income and food to Bangladesh, and is second only to agriculture in the overall economy of the country (Hossain, 2014). Different types of fishing organizations are doing business in Bangladesh. Most of these organizations have not proper idea or knowledge about human resource management. A few of companies such as Sea Resources Group (the largest industrial fishing fleet of Bangladesh) and some other companies perhaps 2 or 3 try to maintain human resource management but not fully. To run an organization, its top management must understand Human Resource Management. They should know the specific HR functions, HR Culture, Strategic aspects of HRM, positive effects of a good HR Policy, roles and responsibilities of HR department, and the necessity of HR specialist (Aurangajeb, 2018). Although this sector followed some process regarding recruiting their employees such as, initial interview, Written test, VIVA test and other competitive exam to select their employee. But they have very little idea about the HR functions, training process, compensation system and other motivation required to perform their task and increase productivity more effectively. The government of Bangladesh has provided some training and development program which will help in proper utilization of resources. Currently, DoF training facilities comprise one Fisheries Training Academy, seven Regional Training Centers and 23 Technology Demonstration and Training Centers (TDTC) of which only Natore TDTC is fully functional for both training and fish seed production. The other TDTCs produce fish seed and conduct occasional training courses mostly funded through the Youth Development Department (Fisheries, 2006).

However, almost all of this training has been funded by donor programs (most notably FTEP, FFP, NFEP, and MAEP/DANIDA). Therefore, if proper human resource management are implemented in industrial fishing fleet, it will help to earn more revenue as well as helps to more contribute at our national economy from fisheries sector.

3. Objectives of the Study

The ultimate objective of the study is to explore present status/scenario of HRM practices that prevailed in fisheries organizations in Bangladesh.

Specific objectives:
The specific objectives of this study are-
i. To examine whether the fisheries organizations properly follow the recruitment and selection procedure.
ii. To examine how the fisheries organizations, ensure health and safety issues, compensation service and training facilities for the employees and their growth and benefit.
iii. To find out the pitfalls of HR functions done by fisheries organizations for their employees in Bangladesh.
iv. To explore the need for separate HR department for fisheries industries to improve their activities in Bangladesh.

v. To provide policy guidelines/ recommendations for practicing HR functions in the fisheries organization to achieve growth and increase their productivity.

4. Research Questions

The research question of this study includes-

i. How do the fisheries industries follow the recruitment and selection process in selecting their employees?
ii. How are employee health and safety issues, compensation services, and training facilities managed by the fisheries organization?
iii. What are the pitfalls of performing HR functions in fisheries organizations of Bangladesh?
iv. What is the need for separate HR department for the fisheries organizations to improve their activities?
v. What are policy guidelines can help the fisheries organizations to achieve growth and increase their productivity?

5. Methods of the Study

Research Design

The study focuses on both qualitative and quantitative investigation. Therefore, this research applies mixed method research approach, the third major research approach along with qualitative research and quantitative research for data collection and analysis. The research is accomplished by exploring primary information as well as secondary information.

Research problem

While conducting the research, some problem may arise which creates hinders in doing the specific work. Lack of proper knowledge, difficult to obtain lot of data from the employees, time limit and also lacking of proper use of data can create problem in doing research.

Sample Size and Sampling Techniques

The purposive random sampling is used as a sampling technique by using the structured questionnaire from the employees working in different fisheries organizations including fish/seafood processing industries in Khulna Division, Bangladesh. The sample size of the study are 100 organizations which divided into four categories include Fish Processing Industry, Fish Farms, Fish Hatchery, and Fish Feed Company in Khulna Division of Bangladesh.

Variable Description

Some dependent and independent variables are used to analyze the impact of HRM on the industries. The dependent and independent variable used in the study are as given below in the table.

Table 1: Different variable used in the study

Variable	Symbol
Dependent variable	
Working Effectiveness	WE
Independent Variable	
Recruitment Process	RP
Selection Process	SP
Training and Development System	TDS
Compensation Systems	CS
Performance Appraisals	PA
Health and Safety Facilities	HSF
Job Design	JD
Retirement Facilities	RF

Hypothesis Description

Null Hypothesis, H_0: There is a relationship between Recruitment Process, Selection Process, Training and Development, Compensation Systems, Performance Appraisals, Health and Safety Facilities, Job Design, and Retirement Facilities with Working Effectiveness.

Alternative Hypothesis, H_1: There is no relationship between Recruitment Process, Selection Process, Training and Development, Compensation Systems, Performance Appraisals, Health and Safety Facilities, Job Design, and Retirement Facilities with Working Effectiveness.

Research Model

The model used in this study is the linear regression model as it is suitable tool used in getting useful findings. It involves regressing the dependent variable and independent variable.
The model has been specified as follows:

$$Y_{it} = \alpha + \beta_1 RP_{it} + \beta_2 SP_{it} + \beta_3 TD_{it} + \beta_4 CS_{it} + \beta_5 PA_{it} + \beta_6 HSF_{it} + B_7 JD_{it} + B_8 RF_{it} + \varepsilon_{it}.$$

Where the subscript i denotes the cross-sectional dimension and t represents the time-series dimension. Y_{it} = WE for industry i in period t, RP_{it} is recruitment policy variable for industry i in period t, SP_{it} is the selection process, TD_{it} is training and development. CS_{it} means the compensation system for industry i in period t. PA_{it} represent the performance appraisals for industry i in the period t. HSF_{it} is health and safety facilities, JD_{it} is the job design for firm i in period t and RF_{it} is the retirement facilities for firm i in period t. ε_{it} is the error term for firm i in period t.

Data Collection
The Questionnaire is designed through the 5 scale Likert Method to gather the data. The Data is collected from the both primary and secondary sources. The primary information is collected from the employees in different organization through the use of questionnaire. The most of the surveys were done via face-to-face interview as well as via over the phone as it was not possible for all the participants to sit for a meeting together.

Data Analysis Tools
Descriptive Analysis, Reliability test, Mean, Standard Deviation, One-Way Anova, correlation, and linear regression are the instruments used in this study. Data analysis was done using SPSS (Statistical Package for the Social sciences) and M.S. Excel.

Descriptive Analysis
This section consists the description of basic features of data collected for the study. Here descriptive analysis is used to summarize the data regarding the HRM functions such as recruitment, selection, training and development, performance appraisal, compensation system, health and safety, job design, and also retirement policy of the employees.

Reliability Test
Cronbach Alpha is a statistic to measure reliability. It is an indicator to represent the internal consistency among the items of the research instruments (Cronbach & Meehl, 1955). This study is checking the reliability of the designed Questionnaire and thus Cronbach's alpha method is used to test the consistency of the questionnaire.
In Reliability statistics Cronbach's alpha statistics applied to the data collected and found the result of Cronbach's alpha α = 0.812 for 29 items, which indicates good consistency among the items, and thus the questionnaire can be useful for data collection. (Table 2)

Table 2: *Reliability Statistics*

Reliability Statistics	Cronbach's Alpha	No. of Items
HRM Practices	.812	29

*[**Source:** Research Survey, 2022]*

Representation of Mean of HRM practices

The operational scale is used to categorize means of the data collected for the HRM practices into three usage levels namely, high, low and moderate. Items secure mean score of 4 and above will be considered as high usage. Items securing mean score of 3 and above but less than 4 is considered as moderate and finally, items scoring mean score less than 3 is categorized in low usage category. (Table 3)

Table 3: Mean Scale for human resource management practices

Mean Score	Usage
4-5	High
3 less than 4	Moderate
Less than 3	Low

6. Results and Discussion
6.1. Different variable used in the study
Out of 100 organizations, it is found in the Table 4 that the majority of the organization (n= 20) is Fish Hatchery which is 37%. It is found that about 67% organizations are in the different organization includes fish processing (20.8%), fish farming (22.6%), fish feed company (18.9%) (Table 4).

Table 4: Demographic profile of the studied fisheries sub-units

Demographics	Frequency	Percent	Cumulative Percent
Fisheries Unit			
Fish Processing	11	20.8	20.8
Fish Farming	12	22.6	43.4
Fish Hatchery	20	37.7	81.1
Fish Feed Company	10	18.9	100

Source: Research Survey- 2022

6.1.2. Activities of HR followed by the fisheries organizations

The process of HRM helps an organization deal with the people and other activities of the organization. The human resource management function is needed for properly implementing the resources and motivating employees and other activities.

It asked the respondent what they feel about the various human resource activities and whether these activities are properly followed by their industry or not.

Figure 2: Recruitment, selection and training activities of Human Resource in fisheries industries

Recruitment Process: It is found from Figure 2, the respondent that feel the organization is performing very good in properly followed the recruitment process which is 56.6%. It means that they feel that the organization clarifies its position that needs to be filled, tries to be always updated about the industry's job description and job specifications, and other processes.

Selection Process: It is found from the figure 2 that; the employee feels that the company is good at selecting the employees in a proper manner (45.3%). That means, they feel that their company follows various selection processes such as employees' CV screening, written and interview testing, and other types of tests to select the employees for the job.

Training and Development: In the fisheries organization, the employees feel that the top management performs excellently (34%) in providing both on-the-job and off-the-job training for the employees to improve their activities and help them to perform certain tasks (Figure 2).
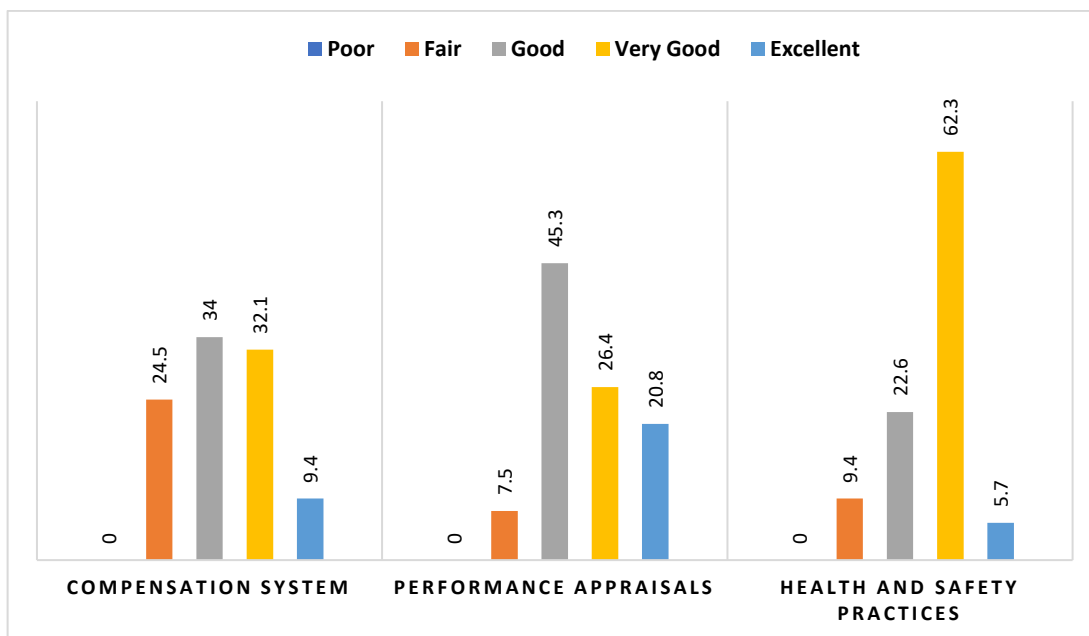
Figure 3: Compensation, performance appraisal and health-safety activities of Human Resource in fisheries industries

Compensation System: In compensating the employees and motivating them toward the work, the fisheries organization tries to provide monetary as well as non-monetary benefits. Figure 3 shows that one third of the employees (34%) feel that these benefits help them to motivate themselves and engage into the work.

Performance Appraisals: About 45.3% of respondents agree with this statement the organization where they work appraises their performance (Figure 3). They feel that the company appraises their performance is good and worker-friendly.

Health and Safety Practices: Most of the respondents (62.3%) feel that the company performs the health and safety practices to motivate their employees in their job (Figure 3). The respondent said that the company has a health and safety policy and the company provide safety induction training as well as ensure the health benefits and safety in working in the organization.
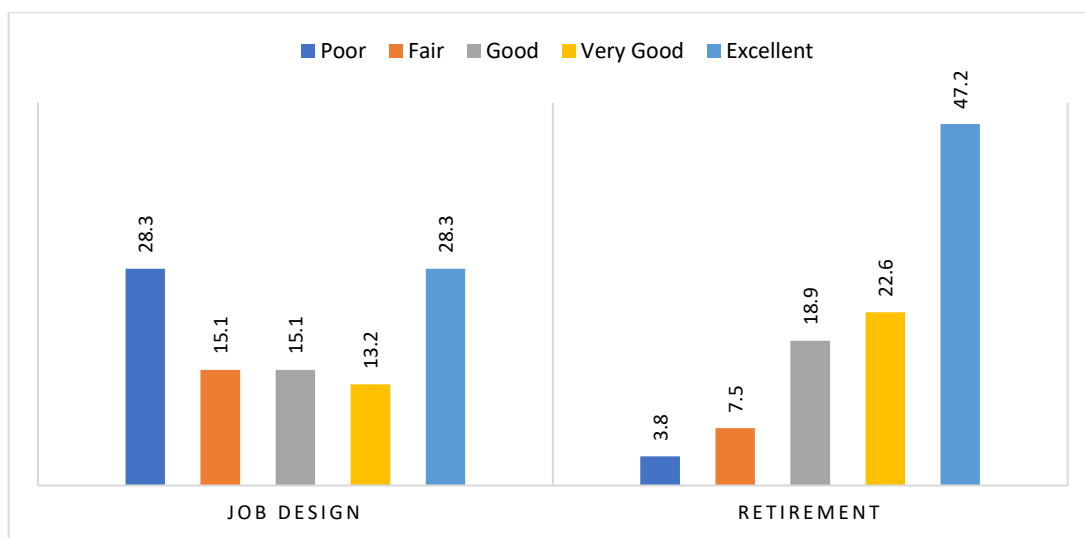

Figure 4: Job design and recruitment activities of Human Resource in fisheries organizations

Job Design: It is found from Figure 4, the job design of fisheries company is very poor. The 28.3% of the respondents (feel that there is no variety in their job and there is less opportunity for independent thought and action within the job. At the same time, about 28.3% also believe that, there's variety exists in their job at their working place.

Retirement Facilities: Many of the respondents working in the fisheries company (47.2%) feel that they have the excellent facilities that is provided by the company after their retirement (Figure 4). Also, about 22.6% feels that it is very good that the company thinks about its employees and provide facilities after their retirement such as living facilities, life insurance, medical plans and other plans to feel them secure and feel themselves at home after their retirement.

6.1.3. Idea about HRM, need for separate HR department and preparing HRM model

Table 5: Need for Preparing HRM model

Need for separate HR department and Preparing HRM model	Frequency	Percent	Cumulative Percent
Idea about HRM			
Yes	26	49.1	49.1
No	27	50.9	100
Separate HR department			
Yes	40	73.6	73.6
No	13	26.4	100
HRM model			
Yes	35	66.0	66.0
No	18	34.0	100
Source: Research Survey- 2022			

The numerous respondents think that, there is a need to formulate a separate HRM model to effectively perform each task and provide employees a better direction about their job.

It was asked to the employees whether there is any need for separate HR department in their organization or not. The most of the respondent (73.6%) think that, separate HR department will help the organization as well as the employee to perform their task effectively and efficiently (Table 5). Thus, they think there is a need for separate HR department in their fisheries company. It is found in the Table 5 that, about 66% respondent thinks that there is a need for specific HRM model for their fisheries company to direct their work activities and perform the task separately and in a cost-effective way.

6.1.4. Representation of Mean and Standard Deviation of HRM practices

The Table 6 outlines the HRM practices and their corresponding average mean scores and categorized each of the practices. Recruitment process scores 4.150 (High), Selection process scores 3.264 (Moderate), Training and Development score 4.477 (High), Compensation systems score 4.150 (High), Performance Appraisal scores 4.220 (High), Health and Safety facilities scores 3.886 (Moderate), Job Design scores 4.103 (High), and Retirement scores 2.924 (Low).

Based on the data available in the above table the total implementation of HRM practices in fisheries industry is 3.896 which is considered as moderate extent.

Table 6: The overall existence of HRM Practices in Fisheries organizations of Bangladesh

HRM Practices	Mean	Standard Deviation	Extent
Recruitment Process	4.018	0.9464	High
Selection Process	3.163	1.0679	Moderate
Training and Development	4.641	0.7451	High
Compensation Systems	4.118	0.6725	High
Performance Appraisals	4.075	0.5765	High
Health and Safety Facilities	3.958	0.9085	Moderate
Job Design	3.925	0.8809	Moderate
Retirement	2.908	1.2356	Low
Overall HRM Practices	**3.850**	**0.8791**	**Moderate**

[**Source:** Research Survey, 2022]

6.1.5. Regression analysis

The value of correlation coefficient (R) and Coefficient of Determination (R square and adjusted R square) of the model are shown in the Table 7. The model summary exhibits that, the R square value is 0.313 which means the independent variable can explain 31.3% variability. The adjusted R square is .188 which is less than .313, which indicates that the independent variable has strong relationship with dependent variable.

Table 7: Model summary and ANOVA Table (Considering Working Effectiveness as Dependent Variable)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559a	.313	.188	.87303

a. Predictors: (Constant), Retirement, Job_Design, Training_and_Development_System, Selection_Process, Compensation_System, Health_and_Safety_Practices, Recruitment_Process, Performance_Appraisals

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.247	8	1.906	2.501	.025[a]
	Residual	33.536	44	.762		
	Total	48.783	52			

a. Predictors: (Constant), Retirement, Job_Design, Training_and_Development_System, Selection_Process, Compensation_System, Health_and_Safety_Practices, Recruitment_Process, Performance_Appraisals

b. Dependent Variable: Working_Effectiveness

Generally, in ANOVA Table α =0.05. And if the value of p is greater than 0.05, then the null hypothesis is accepted and if the value of p is less than 0.05, the null hypothesis is rejected. The above table reveals that the value of p is .025 which is greater than the 0.05. Hence the null hypothesis may be accepted and alternative hypothesis may be rejected. Thus, it can say that there is a relationship between the working effectiveness and other variable.

6.1.6.   Correlation Matrix
Table 8: Correlation matrix (Considering Working Effectiveness)

		Working Effectiveness	RP	SP	TDS	CS	HSF	PA	JD	RF
Working Effectiveness	Pearson Correlation	1								
	Sig. (2-tailed)									
RP	Pearson Correlation	-.149	1							
	Sig. (2-tailed)	.287								
SP	Pearson Correlation	-.237	0.471	1						
	Sig. (2-tailed)	0.086	0							
TDS	Pearson Correlation	.439**	-0.191	-0.187	1					
	Sig. (2-tailed)	0.001	0.17	0.18						
CS	Pearson Correlation	-0.022	.420**	.395**	-0.069	1				
	Sig. (2-tailed)	0.876	0.002	0.003	0.626					
HSF	Pearson Correlation	0.228	0.228	0.197	.349*	0.222	1			
	Sig. (2-tailed)	0.1	0.101	0.158	0.01	0.109				
PA	Pearson Correlation	-0.129	.573**	.544**	-0.065	.581**	0.17	1		
	Sig. (2-tailed)	0.358	0	0	0.643	0	0.223			
JD	Pearson Correlation	-.310*	0.014	0.111	-0.108	0	- .334*	.308**	1	
	Sig. (2-tailed)	0.024	0.919	0.429	0.44	0.999	0.014	0.025		
RF	Pearson Correlation	-0.053	.448**	.377**	0.261	.528**	.400**	.531**	0.099	1
	Sig. (2-tailed)	0.707	0.001	0.005	0.059	0	0.003	0	0.483	

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

The table 8 shows the correlation matrix of Working Effectiveness. Here, it shows the relationship between the independent variable like Recruitment Process, Selection Process, Training and Development, Compensation Systems, Performance Appraisals, Health and Safety Facilities, Job Design, and Retirement Facilities with dependent variable namely Working Effectiveness.

The result shows that, there is a negative relationship between Working Effectiveness with recruitment process which is -0.149, but the value of p is .287 which is greater than 0.05, shows the insignificant relationship between Working Effectiveness with Recruitment Process.

There shows also a weak negative correlation between Working Effectiveness with selection process (-0.237), compensation system (-0.022), job design (-.310), performance appraisals (-0.129) and retirement facilities (-0.053). But the value of p of these variables namely selection process, compensation system and retirement facilities (0.086, 0.876 and 0.707) which is greater than 0.05, which shows insignificant relationship with Working Effectiveness.

On the other hand, the result shows the positive relationship between working effectiveness with training and development systems and health and safety facilities (.439** and 0.228).

Thus, the above table shows that, recruitment process, selection process, compensation system, job design, performance appraisals and retirement facilities are negatively correlated with working effectiveness. And another variable namely training and development systems and health and safety facilities are positively correlated with working effectiveness.

6.1.7. Pitfalls of HR related activities done by fisheries organizations

Human resource management is the process of acquiring, training, evaluating, compensating, and keeping personnel, as well as managing their labor relations, health, and safety. Most of fishing organizations are doing business in Bangladesh and participate in Bangladesh economy. But, most of the company have no knowledge or have very little knowledge about the HRM practices. A few companies try to follow the human resource management activities but not fully (Aurangajeb, 2018). According to the respondent, most of the fishery's organizations especially seafood processing industries except a few have no separate HR department, in that case operation department additionally maintain the HR department.

7. Implication of the Study

After analyzing the data, it is found from the respondent that, most of the organizations and the employees have the separate idea about the HR functions such as their recruitment policy, selection method, their training system within the job and outside the job, performance appraising method and other activities done by the organization. But, the employees of fisheries organization have no knowledge or have little knowledge about the HRM practices done in the organization. The HR activities are practiced in present times in the various fisheries organization. They follow the various procedure in recruiting and selecting candidates for their vacant job. This helps them to hire the most suitable employees for their organization. The empirical regression coefficient result found that, all the variable shows insignificant effect on working effectiveness. In ANOVA table, the variable shows a positive relationship with working effectiveness. The fisheries organization also appraise the employees and provide benefits, training, health and safety program to motivate the employees in engaging into the job. But most of the organization have not the separate HR department and they feel that this is very necessary to prepare HRM model for the organization to perform the various HR activities and improve the performance.

8. Conclusion

Fisheries industry plays an important role in a country's economy. So, it is important for the employees to improve their performance. Generally, employees working in the fisheries organizations and or fish processing industries get the poor wages, salary, remuneration and other benefits. So, it needs to ensure wages, salary, remuneration and other benefits at the satisfactory level that they can remove their financial incapability. The company needs to follow the proper HR model to ensure what they need for the industries and for the employee. The specific HR model will help the top management as well as middle and lower-level employees to understand their job design, job description, their appraising system, benefits provided by the organization and their job specification that need to be done by them. Thus, the fisheries organization of Bangladesh need to properly follow the HR activities and establish separate HR department, that will help organization to create rapport and improve employee engagement through face-to-face conversations, to resolve their issues, to maintains legal compliance and also improve the productivity of the organization in consequence, contribute to the development of the national economy.

9. Recommendations

After analyzing the data some possible suggestions came up that will help the organization and employees to improve their effectiveness. The possible suggestions include:

1. The fisheries organizations need to establish the separate HRM department in their organization.
2. The industries/organizations must ensure the different functions within the HR department include resourcing, human resource planning, recruitment and selection, and talent management.
3. In terms of new recruitment in the organizations/industries, HR department should seek out sourcing prior to recruitment (attracting employees) and then should go for selection of right person through proper tests (Written, Viva, Presentation, Medical fitness) etc.
4. The fisheries organizations must ensure the orientation and training program, organizational learning program for the new employees in the organization to explain them about the job.
5. The organization must manage the employee's performance and evaluate their job in the company. It also needs to ensure different salary, pay and benefits for the employees to motivate them into the work.
6. The fisheries organizations need to give employees health and safety welfare as their work is challenging than others.
7. HR department should create a platform for making new-knowledge, share and maintain employee safety-related issues.
8. HR department should have personnel database for ensuring talent management process.
9. HRM should establish to ensures a better workplace culture through improve relations among the employee within the organization, heighten the employee loyalty, increase motivation, reduce workplace conflicts, improve the trust and confidence of the employees...

Declaration
Data Availability
The data that support the findings of this study are available from the corresponding author, upon reasonable request.

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Declaration of Interests
The authors declare that there are no conflicts of interest.

Ethical Approval
Not required

Consent to participate
Yes

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