

Conference Paper

Re-engineered and Integrated Industrial Relations Model for Governance Integrity: Multiple Case Studies in Bangladesh

Tarnima Warda Andalib¹, Mohd Ridzuan Darun², and Hasliza Abdul Halim¹

¹School of Management, Universiti Sains Malaysia, Georgetown, 11800, Pulau Pinang, Malaysia

²Faculty of Industrial Management, Universiti Malaysia Pahang, Lebuhraya Tun Razak, 26300 Gambang, Pahang, Malaysia

Abstract

This paper re-engineers the ‘industrial relationships between the leaders and the employees (RLE)’ model in the Bangladeshi manufacturing companies, where labour management, supply, and demand of workflow and workers, employee’s conditions and rights are significant factors. Researchers have pondered the ‘industrial relationships between leaders and employees’ component as part of ‘human resource management’ and have adept the integration by using soft systems technology, where this component’s codes are associated with employees’ rights protocols of ‘Universal declaration of human rights (UDHR), ‘International labour organisations (ILO) and ‘Bangladesh labour act 2006’ (BDL). Here, qualitative method’s multiple case studies are applied with purposeful sampling to choose twelve cases (12) and eighty-seven (87) participants’ for in-depth interviews, which are transcribed and coded methodically in NVIVO. Here, re-engineered ‘industrial relationships between leaders and employees model’ is the outcome. The concept of integration is novel, which is an addition to the knowledge of literature and the advancement of ‘industrial relationships between leaders and employees’ model.

Keywords: industrial relation, employee rights, administration of trust, leadership style

Corresponding Author:

Tarnima Warda Andalib

tarnimawarda.andalib@usm.my

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1. Introduction

Researchers have specified the distinct characteristics of managers and leaders in this paper besides discussing and re-engineering the relationship model between the employees and the leaders. Because, As per Andalib (2018), all managers are in several way leaders, therefore knowing the leaders’ ways to deal with employees can be the main mechanism to re-engineer the ‘industrial relationship between the leaders and the employees (RLE)’ model. Management is a position in an organization that comes with responsibilities (Darling & Nurmi, 2009). On the other hand, leadership is a personal skill encompassing having vision, the ability to act, to communicate, and to influence

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employees. Management depends on status in a hierarchy, and leadership on the personal recognition and acceptance of the employees, where these both complement each other thereby are two overlapping functions (Darling et al., 2007). Management is about coping with complexity and dealing with the employees in a consistent manner whereas leadership is primarily about coping with change (Alvy & Robbins, 2005). Leaders inaugurate direction by emerging a vision of the future; aligning people by communicating with this vision, inspiring them to overcome obstacles, and nurturing their development and skills to contribute to organizational achievements (Bass & Stogdill, 1990). In this process, effective leadership is embedded with values like trust, commitment, and caring by projecting different styles of leadership in the organizations (Covey, 2006). Therefore, all managers are leaders in some way.

1.1. Research Problem

Previous studies have exhibited that industrial relations specially between the employers and the employees have been a challenging and challenging relationship where trust, commitment have their distinct, separate parts to play again employees' rights and roles become another core part that needs to be focused as well (Andalib, 2018; Morshed, M. M., 2007; Mosadeghrad, A. M., 2014; Yukl & Lepsinger, 2005). Employers or Leaders of the companies face problems in dealing with the employees' while placing them inappropriate roles and to gain their trust and commitment for the organization. On the other hand, employees face challenges in dealing with the leaders either for the leaders' approaches or style of communications with them or while dealing with their rights in the company.

1.2. Research Questions

This research is an original piece of work that requires seeking the following questions:

1. When trust and commitment are developed across the company?
2. How to address or integrate employee rights' protocols with industrial relationship model?
3. What are case outcomes in Bangladesh?

Distinct previous researchers do exist in this area. However, the integration of the distinct component 'industrial model' with 'employee rights protocols' seems to be not that much emphasized or talked about in previous research works. International Labour

Organization has emphasized on this part, but the integration model seems to be not directly addressed.

1.3. Research Objectives

In general, the scope of this research is to scrutinize the range of industrial relationship model in the manufacturing companies of Bangladesh. The following are the specific objectives:

1. To identify the themes and codes of the industrial relationship model
2. To identify the employees' rights protocols from the universal platforms
3. To identify the condition of themes in the companies of Bangladesh
4. To integrate all the themes and protocols accordingly

2. Literature Review

Various scholars have observed and analyzed situations regarding the industrial relationship between the leaders, managers, and employees are distinct in companies even though there are similar significant characteristics as well as a strong relationship between each other. Researchers mentioned that relationship between the leaders and the employees depended on the attitude of the leaders and managers towards the employees and also supported the differentiation between management and leadership (Ulrich et al., 1999). Slight functional differences existed, but functions always got overlapped and therefore in any organization, all managers were leaders in the end because every manager was a supervisor of one or many employees (Collings et al., 2007; Darling & Nurmi, 2009). Leadership Style: According to Bennis (1989), people are either managers or leaders by nature, which does not indicate that one is better to the other but just different from each other. Nevertheless, leadership itself could be of two kinds, which are one: Transformational, focusing more on employees' needs and two: Transactional, focusing more on employers' needs. Transformational and Transactional leaders: Transformational leaders had positively transparent relationship with their employees and encouraged the employees with several positive components and one of those had been focus on their promotions whereas transactional leaders are more command-oriented that shows very less focus on the employees' needs and necessities (Henker et al., 2014; Kammerlander et al., 2015). Administration of Trust: Trust in an organization defined the rapport between a supervisor and a subordinate where the superior initiated the trust and not the other way round (Rosanas, 2009).

Organizational trust stayed consistent where employees assume the risk of depending on the supervisor whom they do not control (Zand, 1972; Barber, 1983; Gambetta, 1988). Mayer et al. (1995) proposed five trust-building behaviors, which were a) behavioral consistency, b) behavioral integrity, c) demonstration of concern, d) delegation, and e) communication. In 2003, Cardona and Eloha carried out the research where how trustworthiness of the trustees got invoked and influenced by the leaders (Cardona & Eloha, 2003).

Organization Commitment: Meyer and colleague in 1997 mentioned that different research results revealed three dimensions of organization commitments, namely affective, continuance and normative and linked with organization HRM practices (Meyer & Allen, 1997). Extensive research on organizational commitment identified its positive effects on employees' behavior in organizations (Yahaya & Ebrahim, 2016). Previous researchers suggested that promise influenced numerous work aspects, such as the intention to stay, absenteeism, job satisfaction, and trust generation (Chew & Chan, 2008). Therefore, committed employees stayed at a job with higher motivation as well as higher job performance (Chen et al., 2006). **Influence of External Forces:** Leadership might be influenced by external forces, which at some point had an unavoidable impact on the organization. The most prominent ones were a political influence, competitors' mechanisms, and government regulations. The influences of external forces were viewed in different cases as major or minor.

3. Methodology

The methods section describes actions to be taken to investigate a research problem and the rationale for the application of specific procedures or techniques used to identify, select, process, and analyze information applied to understand the problem, thereby, allowing the reader to critically evaluate a study's overall validity and reliability. The methodology section of a research paper answers two main questions: How was the data collected or generated? Moreover, how was it analyzed? The writing should be direct and precise and always written in the past tense.

3.1. Select Cases and Participants': Purposeful Sampling

Purposeful Sampling technique has been applied to select cases and participants for the study; individuals provide a concept and contribution to the central problem of the study. Participants' understanding of the central problem also contributes to the core

idea here (Auerbach and Silverstein, 2013). Initially, Bangladesh' listed corporations were separated from Dhaka stock markets' website, which was 146 in number, and then, three criteria were applied to shortlist the group. The criteria set are if they follow the upgraded company Act 1994 or not, then these companies' employee numbers were more than 500 or not and finally it was checked if they use heavy machinery or not. Therefore, twelve (12) cases were selected for this study since the qualitative study has numerous levels of sampling and studied extensively.

Criteria of purposeful sampling

1. Has employee size more than 500, as per BD govt. it should be company A category
2. Uses heavy machinery
3. Belongs to Dhaka Stock exchange, where the company factories are nearby Dhaka district

3.2. Data Collection and Storage

This study develops an in-depth description and analyses the RLE model of various cases. Data has been collected from twelve cases, eighty-seven participants' through in-depth interviews as well as from literature, annual reports, company documents, etc in a thorough methodological manner. Data has been stored as transcripts, memos, reports, audiovisual materials and documents and coded into themes. In this study, data were collected and analyzed by following these steps:

1. A computerized database search was performed using Proquest, Emerald, and Elsevier.
2. The literature search was conducted by using the specified keywords
3. All articles found were stored and analyzed in NVIVO tool. Multiple Case Studies – Twelve Case studies

3.3. Data Coding, Analysis and Theory Building

Researchers applied the coding technique to analyze data following Auerbach and Silverstein (2013) and Stake (1995) where two main issues were the research concern and the raw text. There are certain steps of coding, which are: 1. Understanding data, 2.

Selecting data for coding and 3. Constructing a coding mechanism. As per Corbin & Strauss, 2008 and Miles & Huberman, 1994, firstly, participants' statements are related and transferred from raw text or repeating ideas to research-oriented theoretical concerns, constructs, and themes. Secondly, participants' emphasized statements are selected by identifying the repeated data (concerns, themes, theories, ideas, texts). Thirdly, inductive process of coding is applied that includes open codes (research concern and set of beliefs), categorized codes (discard orphan data, ideas too broad, ideas too narrow), themes (an implicit topic that is repeated by a group) and constructs or perspectives (an abstract concept that organizes a group of themes by fitting them into a theoretical framework) that eventually integrate and re-engineer the new industrial relationship model. Creswell in 2013 and Andalib et al. (2018) mentioned the qualitative data processes through rigorous analysis. NVIVO serves as a reliable platform to analyze this sort of qualitative data that also stored the reports or scholarly papers. During the analysis of cases, the logic of replication has been used, where the methodical step-procedures with multiple sources of data such as observations, transcripts audio records, annual reports are replicated for each case and also follow a systematic tactic to detect issues and finalize the joint themes.

Before data analysis was conducted, several selection steps were taken:

1. Categorizing articles by external and internal components.
2. Highlight and run the articles by keywords.
3. Derive components from NVIVO Tool.
4. The prioritized components are highlighted and carefully observed to draw the result subjectively.
5. Identify and finalize the themes and codes driven from participants' interviews of the cases
6. The cases, participants are connected with respective components by using Soft systems
7. Connect the Solution components by Soft Systems technique by Poulter, in 2010

3.4. Data Validation

As per Auerbach and Silverstein (2013), data validation of any qualitative research is indeed difficult and time-consuming. Validating interview data after the transcription

from the participants' become an obvious method for multiple case studies. Nevertheless, Creswell (2013) also mentioned about the triangulation formula, where participants', previous scholars, and existing researchers do collide in one platform to validate a single data. Therefore, As per Andalib (2018), collected data of this study has also gone through the validation test of conformability, transferability, and justifiability. The collected data has been validated into two basic phases. Firstly, after the interview and transcription, the found themes from the analysis were confirmed by the participants' themselves. Secondly, these themes were searched as keywords and matched with various scholars' works where themes have been identified and specified. Thirdly, the thorough steps of the research have been recorded to validate the process of collecting, analyzing, converging data. In this study, researchers have validated data through justifiability, transferability, conformity, etc.

1. Data regarding Themes and Codes have been confirmed by the Participants'
2. Themes have been validated by the Scholars' previous works
3. Methodological step-by-step processes are listed for the justifiability
4. Themes and codes are transferred to draw the modified R&S component of HRM

Creswell (2013) and Yin (2009) identified different forms of data and classified these as observation oriented data, and interview oriented data, document-driven data, audio-visual materials, company documents, annual reports, archival records, transcripts interviews and memos as direct besides physical artifacts', etc. extracted during interview sessions. In this research data has been collected in all of these forms obtaining both internal and external documents and audio-visual materials.

4. Results

In this study, Onwuegbuzie (2009) and Miles, Huberman, and Saldana's techniques of 2014 have been applied to define the pattern of each code and theme. Auerbach & Silverstein discussed that categorizing and grouping the components have been done based on soft coding that validates and justifies data with generalizability and Andalib also supported this process with evidence. The findings were extracted from published articles and summarized systematically to aid comparison. Firstly, literature data regarding the HRM component 'Relationship between the leaders and the employees for human resources' was observed as well as data regarding employees' rights protocols were identified and sorted, Secondly, data from the case participants' were

generated and coding was done by using NVIVO and Thirdly, the soft systems technique has been used to converge and re-engineer the themes of Industrial Relationship between the leaders and the employees with Employee Rights' Protocols. From the literature review, the themes regarding employee rights' are observed and decided as 'UDHR –Articles,' 'ILO-protocols' and 'BDL-codes' and various themes regarding Industrial Relationship between the leaders and the employees are. During the interview sessions, the participants were asked about various dimensions of 'Relationship between the leaders and the employees for human resources' component, which is a core component of HRM and after data analysis, the themes, naming 'trust' and 'organization commitment' were observed, generated and validated. Therefore, from this study, two themes are identified, which are recruitment methods and selection code. Results The proposition four inquired the reason for a new HRM framework for the organization, indicated that there might be certain perspectives embedded in the framework. The new HRM framework provided a beneficial platform to the leaders and the employees of the organization. In this research, evidence showed that cases were distinguished as supportive or autocratic based on a leadership perspective. Supportive cases were 1, 4, 5, 6, 10, and 12, while on the other hand, the autocratic cases were 2, 3, 7, 8, 9, and 11. In this research, cases 1, 4, 5, 6, 9, 10 and 12 were found to have transformational leadership because trust and organization commitment strongly exists (++) in these cases but cases 2, 3, 7, 8, 9 and 11 had the transactional one with weak trust and organization commitment. In this research, cases 2, 3, 7, 8, 9, and 11 were observed to have significant influences, but cases 1, 4, 5, 6, 10 and 12 had minor influences. However, cases 2, 3, 7, 8, 9, and 11 were observed to have transactional leadership. In Table 1: Cases 1,4,5,6,10 and 12 have 'transformational leadership style' and case 2,3,7,8,9 and 11 have 'transactional leadership style', where transformational is rated as ++ and transactional rated as +. Again, cases 1, 4, 5, 6, 10, and 12 have 'Minor' influence of external forces on leaders but cases 2, 3, 7, 8, 9 and 11 have 'Major' influence of external forces on leaders. Here Minor rated as '++' and Major rated as '+'.

TABLE 1: Relationship between the leaders and the Employees: Summary of Findings.

| Relationship between the Leaders and the Employees | | |
|--|--|--|
| Themes | Leadership Style | Influence of External Forces on Leaders |
| Case 1 Supportive | ++Transformational "We have good managers, and they also have professional certificates of their skills and knowledge. Our managers must be strict with the employees especially in the factories because that is more like routine jobs " | ++Minor "Dude! I think we are giving tough competitions to others, and no other company can influence us." |

| Relationship between the Leaders and the Employees | | |
|---|--|---|
| Themes | Leadership Style | Influence of External Forces on Leaders |
| Case 2 Autocratic | +Transactional "We act as our boss advises us; he tells us how to handle an individual task, and we follow that and this is how we have come so far. He has good vision and work style and I personally believe we should follow his style also" | +Major "Government puts many compliances and regulations, and sometimes it hinders the process of growth because our main priority should be business not filling up so many forms." |
| Case 3 Autocratic | +Transactional "We are not allowed to talk to the outsiders about the company; if you require any information please talk to the union leaders." | +Major "Govt. and political turmoil hardly affects our work system because our corporate office, factory, and main distribution house are mainly at the same compound...we only suffer during Hartal if our goods need to be transferred outside the capital" |
| Case 4 Supportive | ++Transformational "We believe in equal rights and opportunities; duties might be different but opportunities are given to all the employees to get flourished in their own area" | ++Minor "See today is Ramadan but still, all people are working and we will all have iftar together like a family- you also please join us." |
| Case 5 Supportive | ++Transformational "Similarly, from case 5, HR director said, "Our employees feel like their office is their second home, we feel a strong bond towards each other and towards the company as well." | ++Minor "We have an environment where from top to bottom everyone feels this is their own company." |
| Case 6 Supportive | ++Transformational "I have been working in my company for the last 15 years and have lived my life in here as if this is my second home. Whenever the company faced any crisis, I was informed, and my suggestions were required." | ++Minor "Because of the working environment of our company, workers sometimes even work at odd times, and I think this is possible only because they feel committed to the company." |
| Case 7 Autocratic | +Transactional "We have targeted work process, and everyone at office stays focused at work because the end of the day we need to meet the target for company's revenue as well as for our desired salary." | +Major "We have targeted work process, and everyone at office stays focused at work because the end of the day we need to meet the target for company's revenue as well as for our desired salary." |
| Case 8 Autocratic | +Transactional "Our supervisors are very good; so we follow what they tell us." | +Major "We believe we are a family, but for the survival of this family, we need to generate revenue right? Influences may exist though." |
| Case 9 Autocratic | +Transactional "We follow the top to bottom approach and our decisions flow that way as well." | +Major "Our product is sold mainly to Govt. & its affiliates and round the year we have this practice." |

| Relationship between the Leaders and the Employees | | |
|--|---|---|
| Themes | Leadership Style | Influence of External Forces on Leaders |
| Case 10 Supportive | ++Transformational "My boss is very generous and kind to me and gives me lots of opportunities, responsibilities at work. I can go and discuss anything with him anytime. However, only when I ask for promotion or increment, he is quite reluctant about it ...I do not understand this." | ++Minor "No! We are not bothered about any influences, and we do our work they do theirs." |
| Case 11 Autocratic | +Transactional "This is true that we have our restrictions and even if we want to make any change often our leaders are not that much encouraging, they only want us to follow them." | +Major "Since, we are a government-owned company ...sometimes our leaders are chosen from the political party or preferred party leaders are promoted and transferred to our organization, even though we have leaders and managers who are more capable... This is an unfortunate situation, but we have to comply with this..." |
| Case 12 Supportive | ++Transformational, "Our Leaders always try to maintain a good relationship with the employees. We usually give high priority to employee needs." | ++Minor, "Since we are a private company – no high influences actually work with us." |

Here, Table 2 showed how Relationship between the Leaders and the Employees perspective worked in these multiple cases. Here, Cross case analysis has been done for this HRM component's Perspective named 'Relationship between the Leaders and the Employees' that can be considered as P4.

In Table 2, Management= Mgt, Government=Govt. and Relationship between the Leaders and the commitment and Influences of external forces on Leaders, Political/Competitors/ employees stands = RLE, which is either Supportive (++) or Autocratic (+). In Leadership Style, trust/organization Government are measured as High '++' or Low '+.'

5. Discussion

5.1. Connections of 'Relationship between the leaders and the employees'

'Relationship between leaders and employees' could be considered as an independent variable having two themes, which were Leadership Style and Influence of External Force having the categorized themes among which 'Administration of trust' got directly connected with UDHR Articles 6, 7 and 10 (United Nations, 1945). The categorized codes

TABLE 2: Relationship between the Leaders and the Employees.

| Relationship between the Leaders and the Employees | | | | | | |
|--|------------------|----------------|---|-------------|-------|------------|
| Themes | Leadership Style | | Influence of External Forces on Leaders | | | Outcome |
| Categories | Trust | Org Commitment | Political | Competitors | Govt. | |
| Case 1 | ++ | ++ | + | + | + | Supportive |
| | Transformational | | Minor | | | |
| Case 2 | + | + | ++ | ++ | + | Autocratic |
| | Transactional | | Major | | | |
| Case 3 | + | + | ++ | ++ | ++ | Autocratic |
| | Transactional | | Major | | | |
| Case 4 | ++ | ++ | + | + | + | Supportive |
| | Transformational | | Minor | | | |
| Case 5 | ++ | ++ | + | + | + | Supportive |
| | Transformational | | Minor | | | |
| Case 6 | ++ | ++ | + | + | + | Supportive |
| | Transformational | | Minor | | | |
| Case 7 | + | + | ++ | ++ | ++ | Autocratic |
| | Transactional | | Major | | | |
| Case 8 | + | + | ++ | ++ | ++ | Autocratic |
| | Transactional | | Major | | | |
| Case 9 | ++ | ++ | ++ | ++ | ++ | Autocratic |
| | Transactional | | Major | | | |
| Case 10 | ++ | ++ | + | + | + | Supportive |
| | Transformational | | Minor | | | |
| Case 11 | + | + | ++ | ++ | ++ | Autocratic |
| | Transactional | | Major | | | |
| Case 12 | ++ | ++ | + | + | + | Supportive |
| | Transformational | | Minor | | | |

‘organization commitment’, ‘administration of trust’ were derived from various aspects of open codes: like consecutively from affective, continuance, normative, behavioural consistency, behavioural integrity, demonstration of concern, delegation, communication and categorized codes ‘political’, ‘competitors’ and ‘government’ were derived from ‘political transfers, political promotions’, ‘HRM system of competitors, Leadership style of competitors and ‘Govt. Regulations’. All these categorized codes got integrated with Article 19 and Article 29 (United Nations, 1945); (Bangladesh Employee Federation, 2012).

Checkland and Poulter (2010) mentioned that soft systems method (SSM) is an action-oriented process of inquiry into problematic situations where actions have purposes, and perceived contents are linked to find pathways. In this research, SSM is applied for tackling problematic messy situations to draw the perspectives (open-codes, categorized codes, themes, and perspectives) and to show the connections between each other as well as the integrations among the perspectives and the International labour rights’ protocols or conventions. Mainly, in the discussion area, this has been done to project a more clear vision.

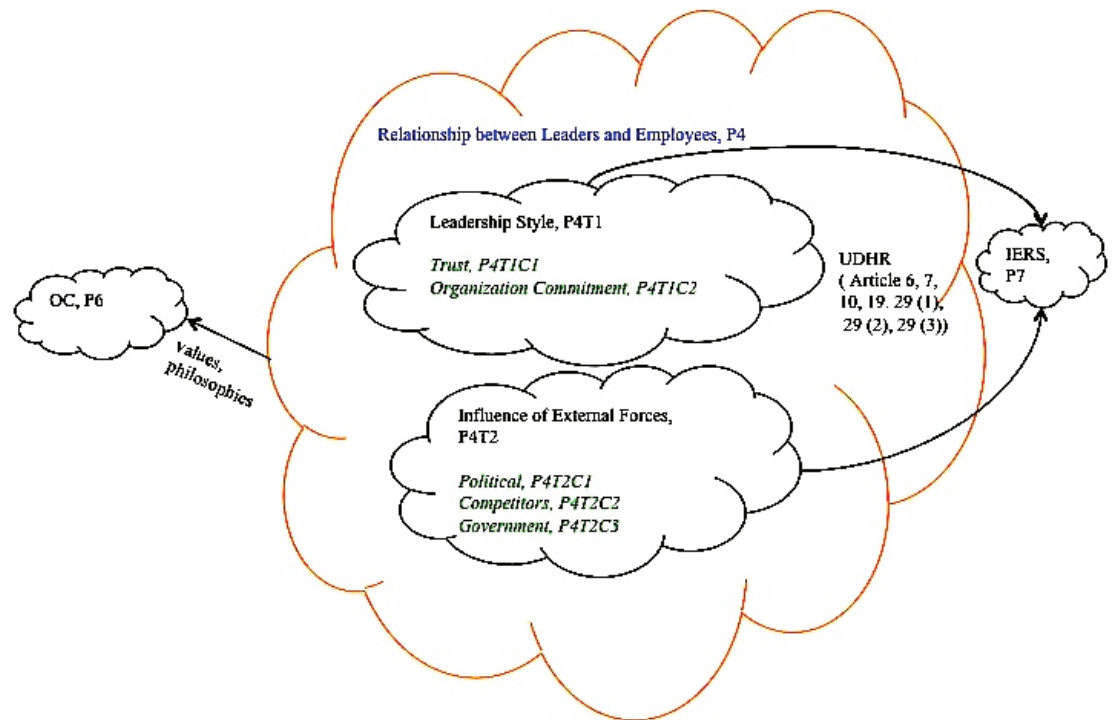


Figure 1: Relationship between the Leaders and the Employees (RLE) Connections.

5.2. Contributions and Recommendations for Future work

In this study industrial relationship model, which is a component of HRM framework has been re-engineered. Its integrations with employee rights protocols, and others have taken this model to another level (Andalib and Darun, 2018). Therefore, this study has significantly has contributed to the knowledge of literature as well as in the direct field of HRM by disclosing a pathway to construct the new HRM framework.

According to Raymond in 2003 and Darun in 2011 expressed that continuous modification and refinement mechanism to achieve the standardized model, which can be done by reshuffling their positions, job roles, hierarchy and relationships, and their decision making and mechanism manners (Raymond E. Miles, 2003; Darun, 2011). A number of opportunities got created after the journey of this research. Since in this framework, international employee rights standards got converged in future researches there can be more detailed HRM analysis on this area. Furthermore, continued research on HRM can examine valuable potential prospects of HRM by contributing to the body of HRM knowledge. Future researchers can do the following researches as for example, can compare RLE of HRM practices in companies and identify differences and different structures of RLE. This might add an innovative side to the characteristics of each approach.

There is an increasing number of studies making serious attempts to link two or more distinct constructs of HRM. These linkages are not all looking at quite the same thing, so they are cumulative in only a very general sense. Venkatraman (1989) attempted to identify the various possible integrations and approaches regarding distinct HRM components and attempts to develop various HRM frameworks. As per Andalib (2018) HRM component related integrations became increasingly popular research theme since the mid-1990s. Nevertheless, Guest (2001) mentioned that there are bundles of other linkages, combinations, and frameworks regarding HRM policies-practices. However, integrating Industrial relationship component with Employee rights protocols seem to be a very novel research work as per Andalib & Darun (2018).

6. Conclusion and Implications

As suggested by Miles et al. (2014), data was crosschecked with the key participants for validation purposes and improvement of the accuracy of the data. Thus, the validation processes, including confirmations from key participants, were used to develop conclusions. Nevertheless, it was indeed a difficult and tedious process, and huge constraints had to be dealt at this hour. Then, the researcher found that each theme and code is comprised of variations from different organizations. The data analysis and extant literature had distinguished the themes and codes of 'Relationship between the leaders and the employees for human resources' component, which classified the cases within the scale.

Researchers made efforts to interpret the findings in logical ways to understand why cases were classified or emerged in such ways, which had been quite a difficult part. Therefore, the dominating value emerging from the cases was considered adequate for grouping codes generated from the analysis. In future, the researchers can do more qualitative studies in a specific industry in Bangladesh or in any country to analyze 'Relationship between the leaders and the employees for human resources' component of HRM to re-engineer it more. Also, scholars can do a survey after the implementation of the re-engineered 'Industrial Relationship' in HRM of the company to find out if the implementation has helped the organization in anyway. This research attempts to identify the HRM approaches undertaken in the manufacturing companies of Bangladesh that affect the leaders' decision making as well as the employees' working environment (Andalib, 2018). Andalib, Darun & Azizan reported that frustration and conflict issues within organizations indicated an area of employee rights (ERS) violation somewhere inside the manufacturing company (Andalib, Darun, & Azizan, 2019)

Appendix

United Nations, 1945

Article 6: Everyone has the right to recognition everywhere as a person before the law

Article 7: All are equal before the law and are entitled without any discrimination to equal protection of the law. All were entitled to equal protection against any discrimination in violation of this declaration and against any incitement to such discrimination

Article 10: Everyone is entitled in full equality to a fair and public hearing by an independent and impartial tribunal, in the determination of his rights and obligations and of any criminal charge against him

Article 29: (1) Everyone has duties to the community in which alone the free and full development of his personality is possible

(2) In the exercise of his rights and freedoms, everyone shall be subject only to such limitations as are determined by law solely for the purpose of securing due recognition and respect for the rights and freedoms of others and of meeting the just requirements of morality, public order and the general welfare in a democratic society and

(3) These rights and freedoms may in no case be exercised contrary to the purposes and principles of the United Nations

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