

UTTARA UNIVERSITY



Internship Report

On

HUMAN RESOURCE MANAGEMENT PRACTICES IN ESSES FASHIONS LTD.

Submitted to:

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Program: MBA FOR BBA

Major: HRM

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Date of Submission: 22 December 2021

Letter of Transmittal

Farhana Mitu

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Dhaka - 1230

Subject: Submission of internship Report on “HR PRACTICES IN ESSES FASHIONS LTD.”.

Dear Sir

In accordance to your advice to prepare report on “**HR Practices**”. I have done my internship and prepare the internship report with the best. I have followed all of the standard methodology and your advice given in the instruction to prepare an internship report. I have also taken help from different sources to prepare an internship report properly and accurately. Your acceptance and appreciation would surely inspire me. For any further explanation about the report, I will be gladly available to clarify all the things.

I will be responsible for any shortcoming or mistake in the report. If there is any point that requires further communication, please feel free to call me at your convenience.

I would be delighted if you kindly accept the dissertation paper and oblige me thereby.

Sincerely Yours,

.....

Anik Roy

ID: 2211061021

Program MBA FOR BBA

Department of Business Administration

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Student's Declaration

22 December 2021

I declare that the internship report on “**HR Practices**” Embodies the results of my own research works, pursued under the arrangement of **ESSES FASHIONS LTD. Beximco Industrial Park Sarabo, Kashimpur, Gazipur Bangladesh**. I prepared this report under the supervision and guidance of Farhana Mitu, Assistant Professor, Department of Business Administration, School of Business, Uttara University.

I further affirm that the work reported in this report is original and no part or whole of the report has been submitted to, any other university or institution for any degree or award for any other purpose.

.....

Anik Roy

ID: 2211061021

Program MBA FOR BBA

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Supervisors Declaration

I am pleased to certify that the internship report on “**HR Practices**” has been successfully completed by **Anik Roy** his bearing ID: 2211061021, Department of Business Administration has been approved for presentation and viva voce. Under my supervision **Khalid shahrir Sr.** General Manager & Head of Hr & Compliance.

I am pleased to hereby certify that data and findings presented are the authentic work of Khalid shahrir. I strongly recommend the report presented for further academic commendation and viva voce.

It has indeed been a great pleasure working with him. I wish him all success in life.

Internship supervisor

.....

Farhana Mitu

Assistant Professor

Department of Business Administration

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Acknowledgement

I am very much grateful to the almighty Allah for giving me strength and opportunity and sound mind and health to complete the internship report. A lot of thank to my Honorable teacher, **Farhana Mitu**, who always gave me guidelines and suggestion during the period of completing my internship paper.

Preparing the internship Report on “**HR Practices**” is not an easiest assignment where the information should be analyzed properly and some data yet to be disclosed on the report to operate such research work. This descriptive paper is the outcome of my practical working experience in **ESSES FASHIONS LTD. Beximco Industrial Park Sarabo, Kashimpur, Gazipur, Bangladesh..** For successful completion of this report, I have been fortunate to have the support, assistance and encouragement of a number of individuals. Many of them played a decisive role in helping me making this report, although I honestly accept full responsibility for all the errors and omission.

I am thankful to honorable **Khalid shahrior** Sr. General Manager & Head of Hr & **ESSES FASHIONS LTD. Beximco Industrial Park Sarabo, Kashimpur, Gazipur, Bangladesh** for their cordial meeting and for providing the pertinent information that has helped me a lot in every phase in preparing this report.

Internship report is a compulsory requirement for attaining the Degree of MBA in Human Resource Management from the Uttara University. I reviewed many relevant literature and reference texts from the department library. I was enriched by the knowledge that I gathered through the reference materials in the library, which in turn enhance the quality of my internship report. I hope that the approaches and methodologies of the study and its analytical findings will offer some unique features of “the future of human resource management and career development”. The findings of results exposure will also help to improving concentrated in HRM and career development

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Executive Summary

This analysis has most significant results for all support and organizations industry and especially for textiles industry as Esses Fashions Ltd. was related with this study. Discoveries of this study uncover that the significance of "Human Resource Management Practices" will keep on becoming so as to embrace the business needs and condition. Principle motivation behind this study was to examine the future patterns of Human Resource Management in administration situated organizations so as to give a framework about the fate of Human Resource Management essentially in administration industry. This analysis is proposed to fill in as a rule for the administration situated banks for their future development by utilizing Human Resource Management methodologies. The investigation consists of the service and sales-oriented organization "Human Resource Management Practices (EFL)". Information was gathered by eight respondents which were from Management of EFL. The findings of the examination explained a portion of the idea of Human Resource Management in administration and item arranged organization; patterns, which constrain Human Resource Management to adjust in prospect; ultimate fate of Human Resource Management work in which it will be increasingly similar to a key colleague.

In this report I also try to include my real life experience and activities on my way to complete internship.

Chapter 1

Introduction

1.1 Introduction to Report:

Uttara University is where I earned my bachelor's degree in Human Resource Management. There, I finished one year of the MBA program's theoretical component. Now I've finished the rest of the practical section with the help of ESSES FASHIONS LIMITED's HR department. My respectable academic supervisor will assess this practical component. As a result, I created and submitted this report to my supervisor based on my practical experience. "HUMAN RESOURCE MANAGEMENT PRACTICES ESSES FASHIONS LIMITED" is the title of the report. As part of my MBA internship program, I had the opportunity to intern at ESSES FASHIONS LIMITED, a garment manufacturing company. My internship began on October 26th and finished on December 15th, 2021. I worked in the Human Resources department at ESSES FASHIONS LIMITED. Mr. Sorder Mominul Hoq is my organizational supervisor (Manager, HR). My internship themes focused on the HR department and the numerous difficulties that it faces in the context of the organization. My internship supervisor, Ms. Farhana Mitu, approved the topic (Senior Lecturer, Department of Business Administration, Uttara University). My internship at ESSES FASHIONS LIMITED focused on HR procedures.

1.2 Background of the study: -

In this era of competition where there is no room for error, efficiency in production plays a great part. Efficiency in all aspects, passion for gaining advantage is the key for survival and growth. In all trade there's a saying it's the people who make all the difference. In Ready Made Garments (RMG) sector human resource play a vital role. In this study I would like to share my experience by working with a RMG company named ESSES FASHIONS LIMITED. In internship my project was in a broader perspective HR management. I have conducted a small research work on HR driven efficiency.

1.3 Origin of the report: -

The report is a requirement for internship of my MBA program. Topic has been assigned by Ms. Farhana Mitu, Senior Lecturer, DBA; Uttara University. I have tried my level best to make it a good one and I have been serving this company as an Officer of human resource department for the last 1 years.

1.4 Objective of the study: -

General objective -

The main objective of this report is to have an assessment about overall activities of Human Resource Department. In broader perspective I have also tried to learn all the activities of an RMG company.

Specific objective -

1. Understand the HR operations of an RMG company.

2. Understand what types of good HR activities followed by ESSES FASHIONS LIMITED.
3. Recommendations on how to improve the HR effectiveness.
4. Understand the reason behind the high turnover rate

1.5 Scope of the report: -

The report entirely discusses the current predicament of ESSES FASHIONS LIMITED. and how we perform different HR practices at EFL(ESSES FASHIONS LIMITED). The report discusses the current HR policies of the ESSES FASHIONS LIMITED. at its top, mid and entry management level employees. Also, in this research I have solely focused on the HR Department and its policies.

1.6 Limitations: -

ESSES FASHIONS LIMITED. is an apparels industry. Here we have the production pressure for ensuring the on-time shipments. That's why we can't conduct the training sessions sufficiently. Because of working pressure sometimes, the responsible concerns can't able to look after the health – safety * hygiene issues, I think we have to give more & more attention on this issue. Here employee turnover rate is high. And as a HR Personnel I think we have to reduce it by more & more counselling & motivating them and build a strong interpersonal relationship.

1.7 Rationale of the study: -

Here I choose the topic on “HR practices in ESSES FASHIONS LIMITED” to brief the all-good practices within the organization. The HR department work as a safe shade for all department by giving them support as per their requirement so that they can feel safe perform well. ESSES FASHIONS LIMITED is one of the renowned apparels manufacturing garments industries in Bangladesh. Its own success as well as the betterment of its employees & stakeholders. And here HR department provide the prime support to the top-level managements & the Middle level employees with a view to maintaining win-win situation so that company & employees both can be benefited at the same time.

1.8 Methodologies: -

To make this report meaningful and presentable, I used primary and secondary research base. Most of the data came from my critical observation. Primary data came from my experience, observation. On the other hand, secondary data has been collected through internet, different website and regular reporting.

Research Objective: -

To find out the main mismanagement regarding HR activities carried out in the company and its consequences and why the rate of turnover is increasing.

Limitations: -

- A) Sample size is very small compared to the entire population.
- B) The research is confined to just one company.
- C) Lack of technical expertise.
- D) Lack Time Management.
- E) Due to the limitations many aspects could not be discussed in the report.
- F) Too much restriction in disclosing policies of the organization.

Data collection Method: -

Data was collected through previous documents, archival records and highly dependent on observation. Main source of data is open ended interview and observation. To find out the system loop hole and inefficiency I had to stay long hours with the factory and its employees.

Primary Data: -

I have collected primary data from the workers, different employees & analyze the damage physically as I am working in here. The research itself is mainly of Qualitative research. In the qualitative part it is actually an unstructured, exploratory research methodology based on small samples indented to provide insight and understanding of the HR Practices of Human resource Department.

Secondary data: -

I gathered information from the journals and yearbook. They don't have that much information given in the internet.

Chapter 2

Literature Review

Literature review: -

A literature review is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. In this report as I am dealing with the HR Practices in ESSES FASHIONS LIMITED. I have discussed the topics given below....

2.1 HR planning and forecasting

In simple words, HR or human resource management is managing all the people of the organization in such a way that a bridge could be maintained between top level-mid level and lower levels of an organization. They can either bad-mouth or praise.” Organization needs employee or worker to accomplish its mission and vision or company’s goal. To make this happen HR professionals use different techniques that starts with the very first procedure ‘Man Power Planning and Forecasting’.

To get a job done and to get the job perfectly done are 2 different things. All the companies always search for the 2nd one because only perfectly done assignments can provide the optimal outcome. That’s why HR professionals search for the right person for the vacant position of an organization. However, manpower planning and forecasting helps us to find what positions the company will have to fill, and how to fill them. Manpower planning covers all future positions from maintenance clerk to CEO. In case of staffing HR officials also need to be very concern about overstaffed or understaffed issue. Every action leads to a reaction, so HR officials also need to be concern about the existing employee satisfaction while recruiting. It’s better to include the internal potentials in forecasting so that they can also arrange an internal recruitment if needed. An organization should always be ready for any unexpected threats. Human Resource Inventory provides the idea about the organization’s present capability for a proper response of any unexpected threats.

2.2 Recruitment: -

Over the past decade, researchers have stressed the fact that the recruiters should be more observant towards the first phase of the recruitment process as it can prove to be very crucial in terms of selecting the right people to do the job (Barber, 1998; Rynes, 1991). Barber (1998) argued that the initial phase of recruitment may be the most critical stage since individuals that do not apply are rarely exposed to the later, more interpersonally intensive, phases. Further, Boudreau and Rynes (1985) argued that if a firm can handle the pre-interview information, then it can increase applicant awareness and interest in learning more about organizational offerings and can turn out to be a positive point to the economic utility of recruiting efforts. There is some evidence that recruitment practices affect applicants' perceptions of the organization and intentions to apply.

2.3 Training & Development:

Training makes the bridge between the organizational requirement & employee's skills & job role. On the other hand, development is the continuous improvement process to make solid & perfect one's individual skills.

According to Clinton O. Longenecker, "Training leads to better performance; ineffective training creates problems; training must be a managerial priority; managers must create a system for training that is tied to actions that ensure effective outcomes and educating workers to see the big picture is paramount" (Longenecker and Fink, 2005). He mentioned that in all the organizations, the people in charge of the employees are very keen to make training available to their people and make it an absolute necessity. By doing so, the company can achieve great results and thus gain competitive advantage over the rival firms. There is no doubt that managers at all levels of organizations around the world are under increasing pressure to produce better results sooner rather than later. In this rush to increase performance, many business leaders and their organizations frequently overlook the competitive advantage to be gained by properly training and educating their workforces that they need to compete in a global economy. And because of downsizing the importance of effective training is increasing every day. The explosion of technology in the workplace, empowerment, work teams, tight labor markets and often times, the lack of high-quality graduates are ready to fill entry-level positions. Thus, proving the fact that training can come to use in a very crucial manner. Yet the high-level managers have to go through a lot of hurdles to keep the training programs active. Conceptually, it is assumed that training by developing employee skills and knowledge enhances business performance (Kitching, 1998; Kerr and McDougall, 1999; Patton et al., 2000). However, several empirical studies have shown that the relationship between training and small firm performance remains debatable (Birley and Westhead, 1990; Wynarczyk et al., 1993; Cosh et al., 1998; Story, 2004).

2.4 Benefit and compensation: -

This is undoubtedly the most important factor affecting job satisfaction. Benefits are always a great way to motivate the employees. In terms of HR, it actually means to pay the job holders for doing their job. Compensation also covers the aspects of intangible benefits such as holiday benefits, payment appraisals, bonuses etc.

2.5 Succession Planning: -

- a) Identify key positions considering size of business, growth potential, organizational complexity etc.
- b) Create success profile for selected positions.
- c) Review succession planning process in terms of readiness, individual competences versus success profile, prioritization and analyze the gaps.
- d) Identify and formulate action plan to close the gap.

2.6 Retention: -

Labor markets have been tightening over the past decade, and replacement costs associated with filling vacancies have been spiraling upward for years. It can turn out to be very expensive if there are high rates of turnover as recruitment is very expensive and time consuming. The turnover rates of any company can be taken into account to compare its progress in the future performance with the past performance. In Zeal the turnover rate isn't that high and is not a matter of concern. Retention problems can affect the financial status of a company if goes unnoticed for long.

2.7 Work Environment: -

In this era of globalization where there can be mixed culture in a company the work environment is quite important. The employee relationships can affect the company's performance. As most employees spend a significant part of their day working, the environment of their workplace is also a very important factor affecting their job satisfaction. Job environment includes physical aspects of the workplace like working conditions, availability of resources as well as coworker's behavior, politics etc. important at these times. Similarly, downsizing organizations appear to suffer a deterioration of trust (Buch & Aldrige, 1991) and an increase in uncertainty. Work environment is always a major in terms of labor-intensive industries as there are lots of workers working together in a single unit.

This particular aspect of a job probably holds more appeal than anything else, and has the greatest impact on whether employees stay or leave. All over the world, majority of the employees work for the purpose of supporting themselves.

Chapter 3

Overview of the Company

3.1 Company Profile:

Esses Fashions Limited (EFL) a member of Beximco Group started its commercial production in November 2004. EFL is a 100% export oriented knit garment industry, located at Beximco Industrial Park, Sarabo, Kashimpur, Gazipur.

Esses Fashions Limited produces about 5 million pcs of high quality knit garments (tops & bottoms) for prominent brands and retails in USA, Canada & Europe.

Esses Fashions Limited is managed by a group of professionals including expatriates and aims at producing high quality knit garments through an effective quality control system right from sourcing of fabric to end product. The number of employees at the beginning of year 2009 is 863.

ESSES FASHIONS LIMITED.

KNITWEAR

ESSES FASHIONS LIMITED:

Knitwear, the foundation of EFL, still forms the core business of the Group. The name/brand ESSES FASHIONS LIMITED is closely associated with knitwear in the minds of the retailers and other stake holders. The cardinal knitwear factory ESSES FASHIONS LIMITED, set up in 2002, is aptly named to portray the warmth of the product. The facility is regarded as most preferred suppliers to renowned high-end retailers. Because of its size and reputation, Celsius has been mandated to be the entity that would spearhead all future excellence in the Group's knitwear initiatives. Accordingly, from one month to four months cycles.

The productivity push, driven by the demand for higher wages, customer price pressure, and for the introduction of complex structured value-added product range, the Group has decided to invest in costly fully-automated German (Stoll) and Japanese (Shima Seiki) knitting machines. A new Gr, the other two facilities, ESSES FASHIONS LIMITED Sweaters Ltd and Sweaters Boutique Ltd, are in the process of acquisition by Celsius.

Celsius, the only manufacturing facility of the Group located outside ESSES FASHIONS LIMITED Station, is set up on the Beximco Industrial Park, Sarabo, Kashimpur Gazipur-1346, Bangladesh Phone: 880-2-8618220 The business operates from a ten bigha free hold property with a purposely built state-of-the-art facility of 200,000 sft. Celsius generates its own power to support adequately the entire operation of the business. It has an ETP to treat toxic waste before it is released to the nature. Combined with its acquired strength, Celsius currently operates 1,200 semi-auto and manual knitting machines producing about 450,000 pieces per month.

The knitwear product ranges from coarser to finer, acrylic to cashmere, yarn dyed to piece dyed and from kids to adults. Having the luxury of backward service integration, Celsius offers its clientele the flexibility in delivery. A factory building, measuring about 375,000 sft, is partly completed, and currently under production since June 2014. On completion, the building will house 1,200 automated knitting machines producing 1 million pieces per month. The initial batch of 750 such automated machines has already been acquired and is in operation. The rest of the 450 machines will be put into operation in phases spreading up to the first quarter of 2017.

Automation is also planned in linking to finishing areas. The entire process has been switched to a single product flow line assembly system from the traditional sectional build up and movement process. The latest high tech European machines have been installed to ensure superior quality, higher efficiency and easier traceability of produce.

Bangladesh is recognized as one of the likely pretenders to China's crown as the ultimate high-growth apparel sourcing destination. We want to align with the prospect, and brand Celsius as a suitable alternative to China for high value fashionable knitwear.

LINGERIE

Lingerie, first divergence of merchandise by ESSES FASHIONS LIMITED, is at a nascent stage. The company is named fittingly as ESSES FASHIONS LIMITED Birichina Ltd, with the meaning of Birichina being 'naughty' in Italian – a witty representation of the attire's sensitivity. Birichina was established in 2008 with a capacity of only six flexible modules in partnership with Quantum Clothing Ltd, a UK based conglomerate and dedicated supplier to Marks & Spencer. In 2010, we bought over the shares held by Quantum and now Birichina is fully owned by us.

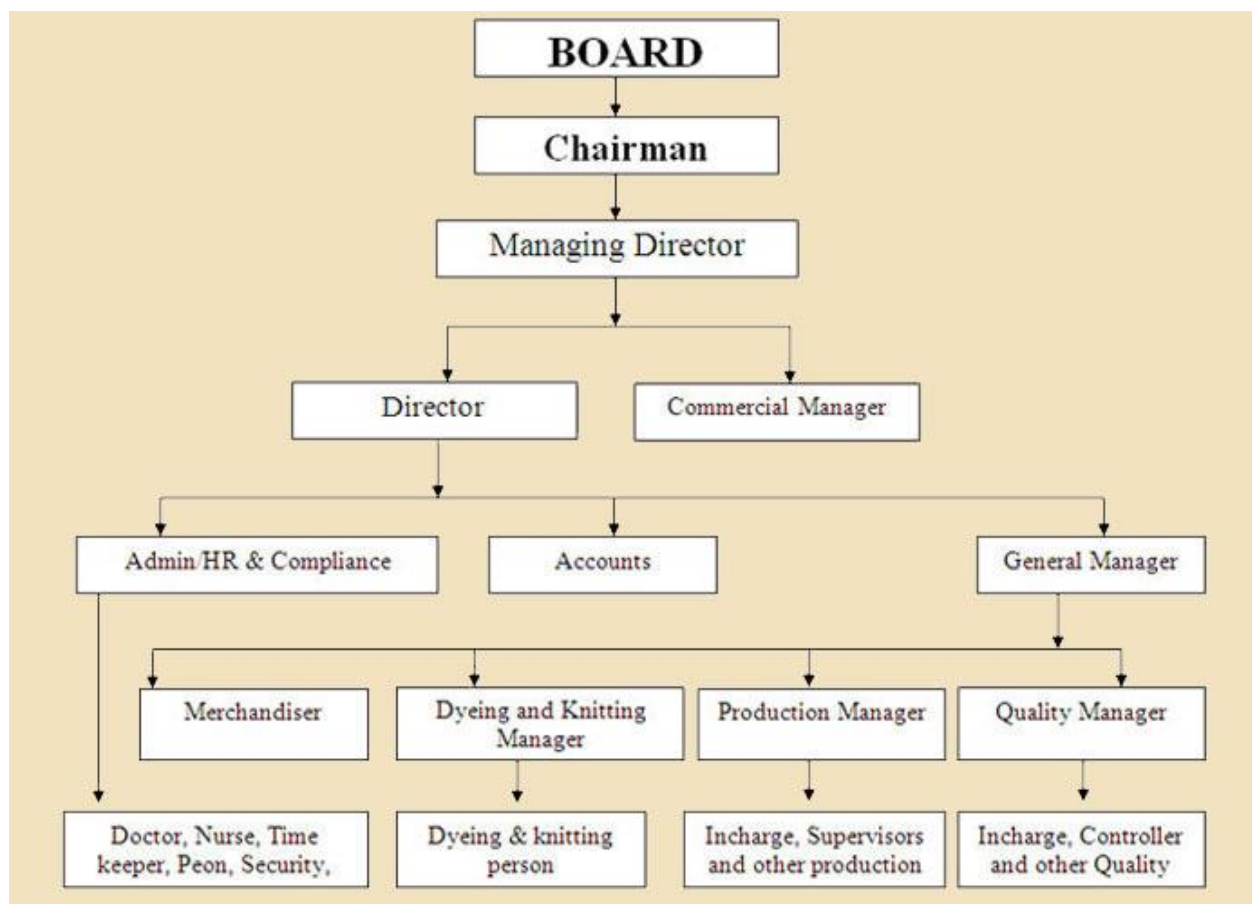
Although fairly new, Birichina offers its clientele a highly distinguished intimate wear applying latest technology, like seam free bonded products, ultrasonic laser cut application with exquisite quality and design. Machineries are constantly upgraded in order to take full advantage of the new technology as it comes to the market. Birichina operates on a modular manufacturing system with low work in progress and an ability to respond quickly to the sales patterns. Birichina is being developed as a fully integrated unit covering fabric to finished products within the same premises.

The factory is built on 128,000 sft and has an assembly capacity of 46 modules. In order to augment the style elasticity and cost competence, we decided to invest greatly on capacity expansion. Currently, the facility has built additional 97,000 sft and extended the capacity to 110 modules from June 2014.

The strategy here is to stay on top in terms of size and verticality with other leading performers, while drive for innovation and technological supremacy to match with regional elites to entice the best patrons and better values.

Organogram

Distinctly corporate, the below structure broadly illustrates the hierarchy layout, business sharing and operational responsibilities of the Board and the Leadership teams of ESSES FASHIONS LIMITED.



Chapter 4

HR Practices in ESSES
FASHIONS LIMITED.

4.1 Recruitment & Selection: -

The major function of HRD in every organization is to recruit and select personnel according to the needs of the company. In the same manner, the major function of this department is recruitment and selection of manpower. This is done according to the rules and regulations of the company. After every employee is recruited, he/she joins the HRD of the company from where they are placed to the required or vacant position where they are needed. Based on manpower budget HR department recruit employees.

Here we maintain a proper guided recruitment policy, which are shown in Bangla.

RECRUITMENT POLICY

GENERAL DETAIL

The recruitment and selection process are of paramount importance in order to recruit staff with the necessary skills and attributes to enable the company to fulfil its corporate aims and objectives. The Recruitment and Selection Policy and Procedures aim to provide clear guidance to managers in relation to both the selection and appointment of staff. This policy promotes and supports good practice for those with responsibility for recruitment.

This policy and procedures aim to achieve the following objectives:

- Recruit staff with the appropriate skills, both technical and personal, in order to meet the Company's current and future needs.
- To ensure that staff appointed to posts involving teaching responsibilities are qualified to carry out such duties or are working towards an appropriate qualification.
- Work to a fair and effective recruitment procedure, which is consistent with employment legislation and the Company's equal opportunities policies and practices.
- Develop and enhance the public image of the Company, both as an employer and as a quality provider of education and research. Internal candidates or others personally known to the interview panel must be treated in exactly the same way as all other candidates.

This policy and associated procedures apply to all members of staff other than senior post holders as defined in the Articles of Association.

DEFINITIONS

The Human Resources

Department (HRD): The Human Resources Department act in an advisory capacity to any party and/or as an independent facilitator. Given their independent role, they are not in a position to make decisions, but may offer recommendations for resolution.

Director For the purposes of this policy, "Director" means a member of the Company Corporate Management Team.

Timescales	For the purposes of this policy, one week is deemed to be seven days, inclusive of weekends, but exclusive of statutory holidays and concessionary days.
‘At risk’	where posts have been identified for redundancy the post holder(s) will be deemed to be ‘at risk’.

KEY CONSIDERATIONS

a. Justification for Recruitment

Before recruitment begins, the following will be given consideration...

- is it necessary to fill the vacancy?
- does the role require changes in duties and responsibilities?
- is it appropriate to evaluate the grade of the post?
- could the work be accommodated in other ways?
- What terms and conditions are being offered for the post? Are they appropriate and consistent with the rest of the Company?
- are there any staff ‘at risk’? Staff at risk within the organization must be given first consideration for any vacancy prior to an external / *internal* advertisement being placed.

b. Filling the Vacancy

In order for the recruitment process to commence, the Director of Department must gain authorization, using appropriate documentation. The following documentation must be completed for recruitment to all posts:

- * Recruitment Request – HR / Finance Authorization Form
- * Job Description
- * Person Specification
- * Occupational Health Evaluation Form

c. Advertising

It is normal practice that all vacancies are advertised, both internally within the Company, as well as externally. However, where it is considered that existing staff have the prerequisite skills consideration may be given to advertising posts internally only. Staff who have been identified to be ‘at risk’ may be considered for vacant posts prior to internal / external advert if they meet all the essential criteria of the vacancy.

There may be exceptional occasions when the Company deems it appropriate to use “search” techniques.

d. Enquiries

All enquirers will receive a recruitment information pack detailing the requirements of the post. Wherever possible, this will be provided in electronic format.

e. Selection

Shortlisting

Candidates will only be shortlisted for interview if they meet all the essential criteria defined in the person specification. If the number of candidates meeting the essential criteria is excessive, further selection must be undertaken utilizing the desirable criteria to achieve a workable shortlist (suggest no more than 6).

Shortlisting must be undertaken by at least two individuals who are experienced in the recruitment process and who will go on to be involved in the interviewing process.

Interviewing

The interview must be conducted by a panel, the *suggested* composition of which is detailed in the procedures. All interviews for one post must be conducted by the same panel.

All candidates will be asked a standard format of questions, which will have been decided by the interview panel prior to the interviews. All questions must be related to the job requirements and the candidate's suitability to undertake the role.

Skills assessment

As part of the selection process, Departments may wish candidates to partake in a series of skills tests. These tests must be directly related to the role in question and must be measurable against objective criteria. Candidates must be informed of the details in the letter inviting them for interview. Details of any skills tests, including the criteria to be measured and the method of measuring must be provided in advance to HRD.

f. Appointment

The choice of candidate will be determined by the majority view from the formal interview panel. The panel will take account of any other information that will have been generated as part of the selection process. In the case of a tied vote, the Chairs decision will carry.

g. Confidentiality

All application details are treated with the utmost confidentiality. It is the responsibility of the Department (or her/his nominee) to ensure that suitable arrangements are made for confidentiality to be maintained.

h. Documentation

At all stages of the recruitment process, it is the responsibility of the Chair of the panel to ensure that notes are kept detailing the reasons for selection or rejection of candidates. These notes could be called upon as evidence of the fairness of the process, either through an internal assessment or to support an external investigation. The notes should therefore be relevant to, and necessary for the process itself. It should be noted that applicants would normally be entitled to

have access to interview notes about them which are retained as part of the record of the interview. All records must be handed to HRD by the Chair of the panel.

i. Feedback

All applicants may receive formal written communication informing them of the status of their application upon request. Feedback will be provided by the Chair of the panel at the request of any applicant at any stage of the recruitment process.

j. Observation

In order to ensure the Company's compliance with both the Recruitment and Selection and Equal Opportunities Policies and Procedures, an Observer may be present at any part of the process from shortlisting through to selection. Observation may be undertaken by an appropriate recognized Trade Union representative or member of Human Resources Department. In addition, an equal opportunities observer may also be present. In order for an individual to become an authorized Observer, they must undertake approved training. However, the Observers do not actively participate in any stage of the proceedings and do not have voting rights for selection.

k. Monitoring

The Company will from time to time undertake audit exercises in order to monitor the effectiveness of this policy and its performance against the Equal Opportunities policy.

4.2 Training and Development: -

Basically, Training bridge among the organizational requirement & employee's skills. It's a continuous improvement plan of employee's skills. Training helps to develop the skill of employees. The company gives utmost importance in training to build up quality manpower at each and every level. It regularly organizes various training courses at different training institutions. Among the organization different department organize different training issues and topics. And HR department conduct all the training program.

From the beginning of the joining of a new employee HR department conduct "Induction Training" for all level of employees. After that we introduced them with company's rules & regulation.

Especially EFL HR department conduct 4 special & important training programs for all department's stuffs & workers.

These are....

- a) BBW (Benefit for Business & Worker): - Production & Work Method related.
- b) Better Life Training Program: - Focused on - Safe & Sound life style related.
- c) Health & Safety.
- d) Firefighting & rescue.

Training Policy

- ❖ As a part of company policy all workers and staffs will undergo through a basic training on organization structure and system.
- ❖ Induction training for all workers to be conducted.
- ❖ To increase the efficiency of workers, professional training to be conducted during job to teach New-tech machineries for operations.
- ❖ Training for supervisors and managers on disciplinary procedures and supervisory skill.
- ❖ Training on Code of Conduct for supervisors and managers to be conducted.
- ❖ Training to be conducted to teach the local labor code for workers benefits, wages, overtime rate calculation and other issues.
- ❖ Training on health and safety to be conducted.
- ❖ Training on first aid and firefighting to be conducted.
- ❖ Awareness on fire safety, PPE, Machine guarding, work related hazard to be conducted for workers and staff.

So, all concerned are requested to extend their sincere cooperation for complying with the above procedure to achieve the company goal.

4.3 Performance Appraisal: -

Another important activity of the HRD is appraising performance including setting out standards, assessing the employees' actual performance relative to the standard and providing feedback to the employees with the aim of motivating them to eliminate the problems that they have and to perform better in the future.

Performance Appraisal Policy

POLICY STATEMENTS

The purpose of this policy is to establish a system for the appraisal, development, and documentation of all regular staff /employee performance of ESSES FASHIONS LIMITED.

The goals of performance appraisal are:

- a. To ensure that the quality and quantity of work performed by SSL staff members.
- b. To allow for continuous communication between supervisor and employee about job performance;
- c. To offer the supervisor and employee the opportunity to develop a set of expectations for future performance;
- d. To provide the opportunity for the supervisor and employee to assess the employee's past performance;
- e. To provide for future development of the employee; and
- f. To provide supporting documentation for pay decisions, promotions, transfers, grievances, complaints, disciplinary actions, and terminations.

4.4 Employees benefits and facilities: -

Different kinds of benefits and facilities for the employees of the company are maintained by the HRD as per the written rules and regulations of the “Bangladesh Labor Law”.

Some of the benefits that are given to the employees are.....

- a) Bonus.
- b) Maternity Benefits.
- c) Medical Facilities.
- d) Loan Facilities.
- e) Leave Encashment Benefits.
- f) Incentives.

4.5 Records of Employees: -

The record of each and all employees of the company are kept and updated by HR department. This is because this department looks after the manpower of the company and deals with the promotion and that is why it is necessary to keep all the record of the employees from joining the bank till retirement or resignation.

Objective:

To ensure that accurate and complete employee personal files are maintained and accessed in a coordinated and approved manner for all units of ESSES FASHIONS LIMITED corporate office and factory.

- 1) Personal file maintenance-

An employee's personal file contains necessary job-related and personal information and is maintained by the employing unit. Each employee should have only one personal file.

2) Responsibility for maintenance of personal files-

- a) The Head of Human Resource (HR) is the custodian of all personal files of ESSES FASHIONS LIMITED.
- b) Particular HR personnel of each unit are the designated custodian of the personal files for respective unit.
- c) Personal file documents are maintained by designated HR personnel only. No other division/section of any unit other than an HR office can maintain a personal file.

3) Personal file contents-

Only job- related information will be contained in the personal record. Contents of each personal file should include basic identifying information (e.g., name, address, and job title), employment applications or other hiring related documents, position descriptions, compensation records, information on benefit enrollment, attendance records, performance evaluations and information about other employment- related actions (e.g., promotions, training, or corrective action), and other job- related information. Information placed in the personal file should be shared with the employee. Unsolicited and anonymous materials will not be included in the personal file.

- a) Records contained in the Human Resources Information System/ HR Database are considered part of the personal file.
- b) Personal file documents are to be maintained by particular Personal File Checklist as attached **Annexure-1**.

4) Transferring the Personal File-

When an employee transfers from one employing unit to another, the personal file must be forwarded to the Head of Human Resource (HR) in the new employing unit.

5) Confidentiality and access of Personal File-

- a) All personal files are maintained in a locked secure area with access granted only by the designated HR personnel.
- b) Internal access to personal files is limited and can be accessed with the prior approval of Head of HR.

6) Record retention-

- a) Personal files must be retained for 01 (one) year from the date of separation from the job.
- b) Human resource professionals must ensure adherence to the records retention schedule.

Last couple years old hard documents i.e., Leaves etc. will be removed from the personal file subject to electronic data record/HRIS

4.6 Advertisement and Press Release: -

This division also manages the different press releases, promotional activities, business activities, donations and etc.

4.7 Disciplinary Actions: -

By this it means that the HRD has to look after all the matters that are related to the discipline of the company. Like it has to take actions regarding illegal absence, bad behavior, illegal works and etc. It is the work of the HRD to take the necessary steps and decisions regarding those illegal issues that take place from time to time. And all disciplinary action taken & maintained by according to the guidance of Bangladesh Labor Law”.

Punishment for conviction and misconduct (Section 23.)

(1) Notwithstanding anything regarding lay-off, retrenchment, discharge and termination of service as provided elsewhere in this Act, a worker may be dismissed without prior notice or pay in lieu of if he is-

- a. Convicted for any criminal offence; or
- b. He is found guilty of misconduct under section 24.

(2) Any worker found guilty of misconduct may, instead of being dismissed under sub-section (1), in consideration of any extenuating circumstances, be awarded any of the following punishments, namely:

- (a) Removal;
- (b) Reduction to a lower post, grade or scale of pay for a period not exceeding one year;
- (c) Stoppage of promotion for a period not exceeding one year;
- (d) Withholding of increment for a period not exceeding one year;
- (e) Fine;
- (f) Suspension without wages and subsistence allowance for a period not exceeding seven days;
- (g) Censure or warning.

(3) A worker who is dismissed under sub-section (1) or removed as a measure of punishment under sub-section (2) (a) shall, if his continuous service is not less than one year, be paid by the employer compensation at the rate of fifteen days wages for every completed year of service.

[Provided that no compensation shall be payable if the worker is dismissed for misconduct as specified in subsection 4(b) and (g). However, such worker shall be entitled to get all other dues as provided by the law.]

(4) The following acts and omissions shall be treated as misconduct -

- (a) Willful insubordination or disobedience, whether alone or in combination with others to any lawful or reasonable order of a superior;
- (b) Theft, fraud or dishonesty in connection with the employer's business or property;
- (c) Taking for giving bribe in connection with his or any other worker's employment under the employer;
- (d) Habitual late attendance;
- (f) Habitual breach of any law or rule or regulation applicable to the establishment;
- (g) Riotous or disorderly behavior in the establishment, or any act subversive of discipline;
- (h) Habitual negligence work;
- (i) Habitual breach of any rule of employment, including conduct or discipline, approved by the chief Inspector;
- (j) Falsifying, tampering with, damaging or causing loss of employer's official records.

(5) If a worker who is dismissed from service under sub-section (1) (a), is acquitted on an appeal, he will be reinstated to his original post without back wages or to any new post suitable to him; and if such reinstatement is not possible, he shall be paid compensation at the rate payable to a person on discharge excluding the compensation already paid to him for his dismissal.

4.8 Award & Reward: -

HR department evaluate the performance of the employees & give the award to the best efficient employee in every year. On the other hand, we introduce the best line gift, employee of the year award, best efficiency gainer award.

4.9 Leave Policy: -

PURPOSE OF LEAVE:

Leave is granted to employees with the good intention of providing rest, recuperation of health and for fulfilling social obligations. This provides for a healthy and efficient staff for the company.

LEAVE YEAR AND APPLICABILITY:

- ❑ Leave is not a matter of right.
- ❑ Sanctioning of leave is at Management discretion based on exigencies of business or seriousness of the case.
- ❑ Leave year is from 1st January to 31st December.
- ❑ Eligible leave is credited to the employees on the 1st of January every year.
- ❑ The different types of leaves given under the policy are:
 - Casual Leave (CL)
 - Sick Leave (SL)
 - Earned Leave (EL)
 - Maternity Leave (ML)
 - Loss Of Pay (LOP)
- ❑ The Leave policy is applicable for all permanent staff of the company.
- ❑ Employees who are appointed during the course of the year shall be entitled to the above leaves on pro-rate basis.
- ❑ Employees whose date of joining service falls between 1st to the 15th of a month are entitled to get the leave credit for that month.
- ❑ Employees whose date of joining service falls between 16th to the end of the month are not entitled for the leave credit for that month.
- ❑ If an employee is relieved on any day between 1st to 15th of a month, then he / she is not entitled for leaves due for that month.
- ❑ If an employee happens to leave on any day between 16th to the end of the month, then he / she is entitled for leaves due for that month.

CASUAL LEAVE

ELIGIBILITY:

All permanent staff

Casual leave is calculated for a period of one year (January to December)

ENTITLEMENT:

1. 7 days of Casual Leave in a calendar year.
2. A minimum of half CL can be availed & a maximum of 3 days in a row can be taken.
3. If CL extends beyond 3 days, then the excess days taken will be treated under LOP.

4. It is up to the Management's discretion to sanction more than 3 days of CL at a stretch.
5. National / Festival / Declared / weekly off days can be prefixed and / or suffixed to CL.
6. Intervening National / Festival / Declared holidays will **NOT** be counted as part of the leave.
7. Balanced CL remaining unutilized as on 31st December will lapse.
8. When leave is taken without prior sanction (under certain unavoidable circumstances), the absence should be notified to the respective HODs on the same day through phone.
9. Approved leave application should reach the HR department within 3 working days of rejoining.

SICK LEAVE

ELIGIBILITY: -

All permanent staff

ENTITLEMENT:

1. 7 days of Sick Leave (SL) in a calendar year.
2. A minimum of half SL can be availed & a maximum of whatever is required or whatever is available, whichever is lesser
3. If SL extends beyond 3 days, it has to be accompanied with a doctor's certificate
4. In case adequate number of SL are not available with an employee, he can club EL with it. If EL is also not available, then it will be treated as LOP.
5. Intervening National / Festival / Declared holidays will be counted as part of the leave.
6. Balanced SL remaining unutilized as on 31st December will be carried forward to the next year
7. A total of 30 SL can be accumulated after which it will start lapsing
8. Inability to attend office because of any sickness should be notified to the respective HODs on the same day through phone.
9. Approved leave application should reach the HR department within 3 working days of rejoining.

EARNED LEAVE (EL)

ELIGIBILITY

1. All permanent staff.
2. EL is calculated for the days worked during the previous calendar year.

ENTITLEMENT: -

1. 1 EL for every 18 working days
2. EL will be credited to permanent staff only on completion of one year of service with the company.

3. The days served under probation will be taken into account for EL eligibility.
4. EL can be availed only on prior approval.
5. National / declared / festival / weekly off days can be prefixed and / or suffixed to EL.
6. Intervening National / declared / festival / weekly off days will **NOT BE** counted as part of the leave.
7. Half day of EL cannot be taken.
8. Balanced EL remaining unutilized as on 31st December can be carried forward.
9. EL can be accumulated for a maximum of 90 days.
10. Accumulated EL over and above 90 days can be encased at the rate of last basic pay drawn on the 31st of March or during final settlement in case of resignation / retirement / termination.
11. At the time of resignation / retirement / termination the balance EL will be encased at the basic pay rate as on the day of resignation / retirement.
12. Any absence of more than the number of EL sanctioned will be treated as leave without pay, unless given valid reasons to the management.

MATERNITY LEAVE (ML)

ELIGIBILITY:

All married female staff

ENTITLEMENT:

1. 84 days of paid Maternity Leave is allowed to females who have to deliver a child
2. A female employee can adjust this leave before and after the delivery of child totaling it to 84 days
3. Before availing this leave, a certificate from the gynecologists has to be submitted mentioning the expected date of delivery
4. Intervening National / declared / festival / weekly off days will be counted as part of leave
5. If, because of any complication, leave has to be extended, it can be done but will fall under LOP

LOSS OF PAY (LOP)

1. LOP can be applied by an employee when no other leave is available.
2. During the period of LOP, the employee is not entitled for any pay or allowance.
3. A maximum of 3 months of LOP can be availed on the approval of the management.
4. If the employee fails to report to duty on the specified date after the sanctioned LOP, it is deemed that the employee has abandoned his service with the company on his own accord.

5. LOP can be implicated on disciplinary grounds with regard to attendance by the management regardless to the availability of the other types of leave.
6. LOP days will not be taken for EL eligibility.

COMPENSATORY OFF

1. If an employee is required to work on any important assignment on a National / Festival / Declared / weekly off day, he is eligible for Compensatory off on any other working day.
2. Official approval is required from the department head / management to work on such National / Festival / Declared / weekly off days. No compensatory offs will be entertained when worked on these days without proper approval.
3. The compensatory off has to be availed within a period of three months from the date worked.
4. Compensatory off when not availed within the stipulated time period will lapse.
5. Only two days of compensatory offs can be combined and availed at a stretch.

LEAVE SETTLEMENT DURING RESIGNATION / RETIREMENT / TERMINATION

If an employee to be relieved has availed a greater number of CL against the number of months he has worked, then the excess CL will be deducted during his final settlement.

EL for the days worked till the employee's date of relieving will be calculated and paid during the final settlement, provided he / she fulfils EL eligibility criteria.

PROCEDURE FOR APPLYING LEAVE

The available leave balance is to be checked by the employee with the HR department and the leave to be applied by duly filling up the leave application form or through Secure Net. The application has to be forwarded by the employee to their department head for approval. The department head is authorized to either grant or disapprove the leave on valid grounds. The approved leave application has to be submitted to the HR department for recordings and subsequent processing.

CANCELLATION OF LEAVE

1. The department head can also cancel the once sanctioned leave on situational / need basis. If an employee proceeds to avail the cancelled leave, then those days will be treated as absence from duty and the rules pertaining to absence from duty will be applied.

EXTENSION OF LEAVE

1. As it is necessary to get prior approval for leave so it is also for extension of leave. The employee has to apply to his/her department head for extension of leave well in advance and get it sanctioned to avail them. In case an employee overstay, the unsanctioned leave availed will be treated as absence from duty.

ABSENCE FROM DUTY

1. When an employee takes off from duty without prior leave approval or proper intimation under certain unavoidable circumstances, then those day/days will be treated as absence from duty.
2. The days of absence will be treated under Loss of Pay.
3. The employee has to report to his / her department head on rejoining duty from absence and provide valid reasons for absence in writing before taking up work again.
4. If an employee is absent from duty continuously for more than 7 days (including any National / Festival / Declared / weekly off days which may fall in-between), an official correspondence from the HR department will be sent to him asking to report to duty and to provide explanation for his absence.
5. Based on the enquiry any action deemed fit would be taken by the management.
6. If there is no response from the employee within the stipulated time mentioned in official correspondence, it would be assumed that the employee has withdrawn his service from the company on his own accord and recorded accordingly.

4.10 Compliance Policy: -

Grievance handling procedure

Grievance procedure is a very effective way of expressing dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the notice of management. Grievance generally gives rise to the unhappiness, frustration, indifference to work, poor morale, and ultimately lead to the inefficiency of workers and lower the productivity. Thus, it is very important to handle any grievance promptly, which requires certain standards and procedures. The management of EFL is committed to ensure job satisfaction at all levels and resolve any grievance issue following certain formal standard and procedures to maintain a congenial atmosphere throughout the factory.

Grievance is handled in EFL in five distinct ways.

- By the command channel
- By the welfare committee.
- Directly Written or verbal complain to Administration
- Complain through Suggestion Box.
- Independent Social Audit of buyer.
- Kinship App

Written or Verbal complain.

- ❖ Workers will express their grievance verbally or in writing to their respective Supervisors / Line- chiefs / In-charge for resolving their dissatisfaction, unhappiness or problems that is faced in the employment situation.
- ❖ The supervisors in consultation with their respective Line-chiefs/In-charge will take appropriate action for resolving the dissatisfaction or problems raised by the workers immediately. Based on the complexity of the issues the supervisors/ Line-chiefs/In-charge is instructed to seek the guidance or instruction of the department heads or the department head will personally handle the issue if required.
- ❖ The department heads depending on the intensity/complexity of the issue may bring it to the notice of Site Personnel and Administration department of the Factory and/or to the head of the factory management for legitimate actions.
- ❖ If the workers are not satisfied with the feedback/redemption received from the respective authority, s/he has every right to reiterate the issue directly to the Personnel and Administration department or the head of the factory management.

Suggestion Boxes

A number of suggestion boxes are placed in the factory premises for the workers to place written complaint or suggestion about any issues of dissatisfaction. With a suggestion box, one can place his/her dissatisfaction or suggestion to the notice of the management without disclosing one's identity. Specific guidelines and procedures are maintained to handle suggestion boxes, which are.

- Suggestion boxes will be placed in the back stairs of each floor so that worker can place their grievance without hesitation.
- Suggestion boxes will always be kept locked and the keys will be kept and maintained by only the head of the factory.
- To collect all the grievances, suggestion boxes will be unlocked at least once in a week by the head of site personnel & Administration department.
- All the grievance issues will be maintained in a specified register.
- All the grievances that are maintained in the register will be checked and personnel & Administration department on the basis of the overall guidance and instructions of the head of the factory management will take appropriate actions accordingly.
- The follow up action of each grievance must be included in the register.
- No signature by under is necessary; assurance is given by admin. that no action will be taken against employee for that complaint

Independent Social Audit

The personnel management department of HRL will conduct internal, impartial & independent social audit on a regular interval to explore any dissatisfaction of workers. The audit will be based on the following procedure & guidelines.

- The audit date place and the personnel department, HRL in consultation with the head of local factory management will settle time.
- After the investigation the audit team will verify all the grievances and will prepare a confident report on the findings and will submit it to the PD for his information and necessary decision if any.
- After the investigation the audit team will verify all the grievances and all will prepare a confident report on the findings and will submit it to the PD for his information and necessary decision if any.

4.11 Nine Grid Assessment: -

In ESSES FASHIONS LIMITED in every 6 months from HR, we did 9 grid assessments for all of management staffs. Here every one gives their honest opinion judge everyone & evaluate their performances. It helps to know about everyone's performances & further corrective action plan for minimize the lacking.

Chapter 5

Findings & Analysis

Findings & Analysis :

In findings & analysis, here I will try to represent the overall strength & weakness of the ESSES FASHIONS LIMITED

Strength Identified: -

- ❖ Strong & talented Board of Directors.
- ❖ Good reputation (National & International Level).
- ❖ Nice Infrastructure.
- ❖ Strong capital base.
- ❖ Well-structured organizational setup.
- ❖ Dynamic management and quick decision making.
- ❖ Skilled human resource.
- ❖ Quick and quality service delivery to the customers.
- ❖ Strong interpersonal relationship.

Opportunities Identified: -

- ❖ Market leadership.
- ❖ Growth of the foreign orders.
- ❖ Perform more quickly services.
- ❖ SMS banking.
- ❖ Own technology.
- ❖ Scope of expanding business.
- ❖ Scope introducing new products like pant.
- ❖ Implementation of corporate environment management.

Weaknesses Identified: -

- ❖ Inadequate work force.
- ❖ Lack of training facilities.
- ❖ Delay in decision making in certain areas.
- ❖ Frequent layout change in work.
- ❖ Inadequate supervision and monitoring.
- ❖ Asset limitation in some cases.
- ❖ Gap between production policy and practice.
- ❖ Lagging behind the top management to lower management.

Threats Identified: -

- ❖ Political instability.
- ❖ Intense competition.
- ❖ Government rules and regulation.
- ❖ Economical variation.
- ❖ Establishing rules and procedures
- ❖ Find out and select appropriate candidates
- ❖ Establishing and maintaining good standards of working environment.

Chapter 6

Recommendation **& Conclusion**

Recommendations: -

- Employees and staffs should be made technically sound and skilled.
- Standard Job Environment should be ensured.
- Authority should think to increase the remuneration of employees & reduce the excessive working hours.
- To strive for customer satisfaction through quality and control and delivery of timely services.
- To review and update policies, procedure and practices to enhance the ability to expand better services to the employees & stakeholders.
- To train and develop all employees and provide them adequate resources so that customers' needs can be responsibly addressed.
- To promote organizational effectiveness by openly communicating company plans, policies, practices and procedures to all employees in a timely fashion.
- To cultivate a working environment that fosters motivation for improved performance.
- To increase direct contact with employees in order to cultivate a closure relation between the management & employees.
- Information availability in the web site
- Management should be more co-operative & more supportive to its employees.
- HR department should be more efficient.

Conclusions: -

There is no end to development in any sector of an organization. There is always a room for development. Every organization must take the benefit of this scope. The company has established itself as a garments manufacturer of high reputation with a customer profile that includes some of the best names in the business. With a view to analyzing the status of EFL maintain Bangladesh labor law properly. Human resource management is the process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health and safety, and fairness concerns. It's true that any individual who works in Human Resources must be a "people person." Since anyone in this department deals with a number of employees, as well as outside individuals, on any given day, a pleasant demeanor is a must.

In the light of above information, we find that This Organization has excellent competitive advantage than its measure competitors. It is also positive considerable performance of the organization merging internationally, besides this Organization is giving efforts to introduce different types of problem. On the other hand, to make Organization's business position strong. Human resources management is very much important for every business organization. Human Resources may be the most misunderstood of all corporate departments, but it's also the most necessary. Those who work in Human Resources are not only responsible for hiring and firing; they also handle contacting job references and administering employee benefits. The study helps me to have the practical knowledge and also to show my potential as a fresh graduate to prove

my potentials. To me EFL is a perfect organization to practice HRM as it is trying developing its position in the world market not only by business but also by providing quality services with affluent skilled personnel. HR should focus on the old age and traditional employees to upgrade their skills through training and development

Chapter 7

Scopes In EFL

Scope in ESSES FASHIONS LIMITED.:-

ESSES FASHIONS LIMITED is a great place for developing one's career properly. Here working environment is too Good to sustain. It creates the opportunities to work with malty cultured employees under one shade. Here we work lots of foreign employees. From here we can learn lots of technical issues ESSES FASHIONS LIMITED brings together a diverse and talented workforce create the opportunities for us & its team the resources and opportunities which we need to make the impact. By giving a natural motivation to challenge the status-quo and Stand Tall, ESSES FASHIONS LIMITED invites people to join here for a rewarding career and share our passion for growth and success.

ESSES FASHIONS LIMITED. Provides lots to internal & external training for its employees so that everyone can meet the challenges of globalization & sustain in competitive business market. These specialized training helps us to meet the organizational requirements properly. Here we have strong & talented HR personnel to maintain the company's rules & regulations according to the Bangladesh labor law. Here we maintain a strong & time-based recruitment policies & procedures to recruit talented workforce. By providing effective training and retraining programs we ensure greater productivity, efficiency and effectiveness of the employees.

ESSES FASHIONS LIMITED itself is a brand in home & abroad. It's a big organization which create the values of its products & employees. It's a green certified factory in Bangladesh. Lots of foreign buyers & delegates come & visited the factory in very month. Here we work with C&A, M&S, Sainsbury, K-Mart, H&M, Next Tesco other reputed giant buyers. ESSES FASHIONS LIMITED contribute in the economic growth & development of our country.

Chapter 8

Scope for Further Research.

Scope for Further Research:

ESSES FASHIONS LIMITED is a reputed business organization. Here we have a great opportunity for further research. Although the HR activities of EFL is doing a decent job at the present, but there is scope to research enhance development both internally and externally. To streamline and strengthen the overall activities of the factory the following areas have been identified...

- A) Recruiting more Talented & Educated Employees.
- B) Providing more facilities to increase job satisfaction.
- C) Introduce service employee career development.
- D) Introducing good compensation & benefit facilities.
- E) Annalise the root cause & take the corrective action to reduce the turnover.
- F) Increase the training & development activities.
- G) Find out the mechanism to reduce the excessive working hour.
- H) Find out a smart Incentives facility for the best effort & performer in work.
- I) maintain the grievance handling issues properly.

Chapter 9

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