

Project Report
On
HRM Practices in Textile Sector
of Bangladesh

Project Report
On
Human Resource Practice in
Textile Sector of Bangladesh



Submitted To:

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Submission Date: 30th August, 2020

Letter of Transmittal

30th August 2020

Zahidul Islam

Lecturer,

Department of Business Administration

Uttara University

Subject: Submission of Project Report on “HR practices in Textile Sector of Bangladesh”

Sir,

With due respect, I would like to submit my project report entitled “**HR practices in Textile Sector of Bangladesh**” The work period and the consequent effort in writing this report has been a highly enriching learning experience for me. I have tried my level best to make an informative report as much possible. This project report was being prepared with the help of relevant data and complete information, which I have collected during my 3months work on this report.

I have given my utmost effort to reflect experience, skill and knowledge, which I acquired at the time of orientation in industries through this report. All of my efforts will be successful if the report can serve its purpose.

Hope you will be pleased through your evaluation of the report and appreciate the effort.

Thank you very much for your kind cooperation and guidance.

Sincerely yours,

.....

(A.K.M Nijam Uddin)

ID NO: M21511111255

Batch- 36th

Major: Human

Resource

Management

Department of Business Administration

Acknowledgement

For the very first of all I would like to express my gratefulness and harmony to God, the supreme authority of the universe, without whom we would be nothing. Next, I would like to express my kindness to my beloved parents whose continuous inspiration and blessings enrages me to make a right move in my life.

Then of all I would like to thank my honorable course coordinator as well as supervisor of the report Zahidul Islam, without whose help, suggestion and co-operation the total report would be valueless.

I would also like to express my gratitude MD Kaiser Ahmed (Managing Director of a RMG company) .They always provided me the required materials and helped me to complete my report. This report will give me a knowledge about H R practice & disclosure.

Finally, I would like to thanks all the officers and workers of RMG Industries, for their co-operation, support and love, with whom I do work for this report.

I would like to thank from the deep of my heart to those people who are related with making of this report and make it a success.

Finally, I would like to thank Uttara University and its faculties of BBA department for giving me an opportunity to complete my BBA degree and give me a scope to gather practical experience and enrich my knowledge.

Letter of Declaration

30th August 2020

Zahidul Islam

Lecturer,

Department of Business Administration

Uttara University

Subject: Declaration regarding the validity of project report.

Sir,

This is A.K.M Nijam Uddin, hereby declares that the present project report on “**HR practices in Textile Sector of Bangladesh**” uniquely prepared by me .The works has not been published in any Journal or Magazine, any other university or institution for any degree apprenticeship and student fellowship.

I also confirm that, the report is only prepared for my academic requirement not for any other purpose. It might not be used with interest of opposite party of the corporation.

Sincerely yours,

.....

A.K.M Nijam Uddin

ID NO: M2151111255

Batch- 36th

Department of Business Administration

Letter of Acceptance

This is to certify that the project report on “**HR practices in Textile Sector of Bangladesh**” is a successful report done by A.K.M Nijam Uddin, ID: M2151111255, as a partial fulfillment of the requirement of Bachelor of Business Administration (BBA) degree from the Uttara University.

I have gone through the master paper. He has accomplished the report by himself under my supervision.

I wish him every success in life.

Zahidul Islam

Lecturer.

Department of Business Administration

Uttara University

Executive Summary

During my Project I gained practical knowledge on how the human resource department of an organization operates and coordinates its activities to ensure smooth functioning of the organization at all levels by ensuring right numbers of people are available at the right time to do the right job. Not only that I have also gained insight into the working culture of the organization and observed how Textile industries handles its employees with value and empowerment to ensure they are motivated to give their best to the organization. The report starts with an organization background, mission, vision, its products and services, the hierarchy of the organization. Each chapter contains detailed discussion of the HR functions followed by Organization Practice at textile Industries which basically conveys how things are done in the HR Department. Human resource management covers the fields of staffing (hiring people), retention of people, pay and bonus setting and management, performance management, and taking care of exiting employees. Now- a-days, human resource management does not merely handle recruitment, pay, and discharging, but also capitalize on the use of an organization's human resources in a more strategic level. I have analyzed the recruitment procedure and policies of textile Industries. I have found that the HR department of textile Industries performs its activities competently and successfully. The major activities of this department are filling up the vacant posts through proper recruitment and right placement of the new work forces, storing and updating the employee information, providing training and development program to the employees. Textile Industries provide training to their employees so that they can work effectively and efficiently and also improve their performance level. Human Resource Department of Textile Industries prepares monthly statement to identify the current employee status. This project report contains human resource practices and policies of textile Industries. Recruitment policy, corporate designation and grade policy, training policy, promotion policy, performance management policy, benefits- retention initiatives of textile Industries in Bangladesh are described in this report.

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Chapter 1

Introduction

1.1 Justification of the study

Textile industry is the largest manufacturing sub- sector in Bangladesh industry sector. It is second largest sector in Bangladesh. It is played third greatest role in the economic. In a developing country like Bangladesh it has played vital role to develop our economic system. A textile industry devoted the top of a high mountain investment. Bangladesh fundamental of textile sector accomplish around 100 of domestic yarn and fabric requirement, 85-90 percent yarn requirements for export oriented knitwear and 34-40 percent yarn requirement for woven ready-made garments sector. The subject of my report is “HRM practice in textile sector of RK group of Industry”. So my focus is mainly on the practice and implementation of HR function. HRM how manage the employee promotion, employee training and developing.

Human resource management (HRM) is the practice of recruiting, hiring, deploying and an organization’s employees. HRM is often referred to simply as human resources (HR). A company or organization’s HR department is usually responsible for creating, putting into effect and overseeing policies governing workers and the relationship of the organization with its employees.

A company’s HRM are being engaged by corporate to improve the productivity or skills of their workforce. Human resource management has been presented as a radical alternative to personnel management consisting of exciting, modern ideas which would replace the stale and ineffective prescriptions of personnel management. In fact, the process of transition has been slow. The market place for talented, skilled people is competitive and expensive. Taking on new staff can be disruptive to existing employees. Also, it takes time to develop ‘cultural awareness’, product/ process/ organization knowledge and experience for new staff members. They established a positive correlation between good corporate performances and ‘high-road’ work practices – ‘high commitment’ organizations or ‘transformed’ workplaces.

The textile and the Ready— Made Garments (RMG) industry occupies a unique position in the Bangladesh economy. The ready – Made Garments is the largest exporting industry in Bangladesh, which experienced phenomenal growth during the last 25 years. The industry plays a key role in employment generation. Nearly four million workers are directly and more than

Twelve million residents are indirectly associated with the industry. Over the past twenty-five years, the number of manufacturing units has grown from 180 to over 4000. RMG's contribution to Bangladesh economy is well - known, well - appreciated and well - respect.

1.2 Origin of report:

I am lucky to say that, Uttara University assigned me the report on HR practice of textile sector of Bangladesh. An Information required for preparing this report from the annual reports of RK group of company most of the years and some data collated from field of questionnaire method.

1.3 Purpose of the study:

As a student of Business we have gather enough theoretical knowledge now we want to put our potentiality in the practical field. As the corporate sector is such a dynamic place, we the business students can gather huge practical lessons about the business world and can also develop the skills with corporate world. Before entering the internship program as we gain by completing all the courses in our classroom about HR practices of corporate sector ,The purpose of my study is to check the current status of HR practices of Textile sector and how they reveal their practices of the proclamation.

1.4 Scope of the study

Principally, The scope of the study means the extent of content that will be covered by the means of the research in order to come to more logical conclusions and give conclusive and satisfactory answers to the research in my internship .Gathered knowledge by collecting of data from the field work and had an experience of the real life knowledge about HR practices in textile sector.

1.5 Objective of the study:

1.5.1 General objective

The general objective of this report is to gain experience and knowledge with the working environment of present institution so that I can get a general idea about the HR practice of textile industry in Bangladesh.

1.5.2 Specific Objective:

- To achieve knowledge about HR practice by Human Resources Management of textile sector in Bangladesh
- To specify the HR responsibilities in Textile Industry
- To achieve extensive knowledge about HR procedure of Management in Textile Industry
- To achieve the knowledge of recruitment process of employee by HRM in R K group of Industry
- To achieve the procedure of quality assurance of any work by the HRM in Textile Industry
- To know overall practices by HRM in Textile Industry

1.6 Limitations of the Study

To provide recent information and to make this report read worthy, support from various sources is essential. While conducting I had to face some problem. Some of this limitation are given below:

- ◆ First limitation was about gathering the information of the topic and avoid some direct questions to answer.
- ◆ Most of the information about the topic relevant in the purpose was secret from the point of view of organization with whom i got information. So this kind of information could not be collected.
- ◆ Sufficient records, publication, fact and figures are not available. These constraints narrowed the scope of the analysis

1.7 Methodology

1.7.1 Developing of Data Collection

I developed the research plan for collecting data and information on research problems and adjusted it in the light of the research objective. I determined what types of data, facts, figures, and information are needed for the research. Then I design my research plan considering the following issues.

1 .7.1.1 Primary Data Collection

I have used the observational approach and interview approach for collecting our required data. A questionnaire is prepared to find out the **Human Resource Management Practices in Textile Industry**. I collected the information from different sources. I also visited the **RK group of Textile Industry** at Godail ,Narayaganj

1.7.1.2 Secondary Data Collection:

Secondary data is collected to the review of existing data from Internet, Teacher's Notes news paper, Internet, TV news & magazine. Another source of my information was the internet. For the secondary data analysis there was a limitation in data gathering.

1.7.2 Methodology of Data Analysis:

At each stage of survey, data is checked, edited & coded. By using Statistical techniques, data is summarized to find out expected result and presented that by graphical presentation. Data from various sources is coded entered into database system using Microsoft Excel Software. Preliminary data sheets are compared with original coding sheets to ensure the accuracy of data entered.

Chapter 2

Literature Review

2.0 Literature Review

Human resource management (HRM) is considered a critical organizational resource that helps an organization sustain its effective operation. It is an important area that influences a number of employees' attitudes and behavior such as intent to leave, levels of job satisfaction, and organizational commitment (Lee et al, 2000). Soft or high commitment human resource management practices are those that generate trust in employees and these practices include giving employees empowerment and involvement in decision making; extensive communication about functioning and performance of the employees service; designing training for skills and personal development of employees; selective hiring; team-working where idea are pooled and creative solutions are encouraged; rewards system that commensurate with effort; reduction of status between the management and staff and all workers are valued regardless of their role (Pfeffer ,1998). The scientific literature assumes a causal link flowing from HRM practices to organizational performance via the responses of employee (Macky et al, 2007). Organizations that do not pay equitably compared to others may lose their employee's because of the non- competitive compensation package (Adams, 1965).

There are four top models of HRM, such as the Fombrun, Tichy and Devana model of HRM, the Harvard model of HRM, the Guest model of HRM, and the Warwick model of HRM (Bratton et al, 1999). The most referred definition of employee satisfaction was offered by lake (1976) who defined job satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person's job (Haque et al, 2008). Job satisfaction is also defined as an individual's general attitude regarding his or her job (Robbins, 1999). Motivation is closely related to job satisfaction Mullins (1993). Various factors such as an employee' s needs and desires, social relationships, style and quality of management, job design, compensation, working conditions, perceived long range opportunities, and perceived opportunities elsewhere are considered to be the determinants of job satisfaction (Byars et al, 1997; Moorhead et al, 1999). Job satisfaction has a significant influence on employees' organizational commitment, turnover, absenteeism, tardiness, accidents, and grievances (Byars et al, 1997; Moorhead et al, 1999). A satisfied workforce can increase organizational productivity through less distraction caused by absenteeism or turnover, few incidences of destructive behavior, and low medical costs (Robbins, 1999). HR practices and job satisfaction are studied widely in different parts of the world. It is assumed that HR practices are closely associated with job satisfaction (Ting, 1997). Because many scholars and practitioners

believe that sound HR practices result in better level of job satisfaction which ultimately improves organizational performance (Appelbau et al, 2000). HRM practices had positive effect on job satisfaction of the employees of Dutch public sector whereas individual characteristics such as age, gender, and education had insignificant effect on job satisfaction(Steijn ,2004).Use of specific HR practices in local government organizations in the United Kingdom (UK) was associated with a greater degree of job satisfaction, workplace trust, commitment, effort, and perceived organizational performance (Gould William,2003). The best Human Resource practices areas are recruitment and selection, socialization, job design, training, communication/participation, career development, performance management, employee reward and job security (Huselid, 1995). It is plausible that when employees judge the organization to be fair and supportive in their treatment particularly with regards to the availability and frequency of promotional opportunities, adequacy of pay and good supervision, positive feelings of well being will be created, which is likely to stimulate that to reciprocate by increasing their loyalty to the organization and reducing turnover (Nasurdin et. al., 2001). The motivation and opportunity focused bundles of Human Resource practices positively related to affective commitment and negatively related to turnover (Gardner et. al., 2007). HRM practices that signaled the organization's intentions to invest in employees (such as developmental International Review of Management and Marketing, Vol. 2, No.1, 2012, pp.52-58 54 experiences and training) produced higher levels of affective organizational commitment (Wayne et. al. ,1997). HR practices such as pay, benefits and training are negatively related to turnover because they motivate employees and "lock" them to their jobs (Lazear, 1986; Madrian, 1994; Gruber & Madrian, 1994). Involuntary turnover is affected by staffing practices (recruitment and selection process) and employee monitoring (performance appraisal) (Shaw et al. ,1998). Employee training has become increasingly important as job have become more sophisticated and influenced by technological changes (DeCenzo et. Al,1996). Over the years, training has become increasingly popular as HR tool for improving employee and managerial performance in organization (Bernardin et. Al,1993). Nine important HRM practices such as decentralization, Compensation, Participation, training, development, employment security, social interactions, management style, communications, and performance appraisal(Buck et. Al 2002). Through better job assignment or work design, employees may display greater commitment, leading to better job performance (Klaus et al., 2003). On the basis of the above literature review, the study consider

The following dimensions of HRM practices have impacts on employees' satisfaction towards organization such as recruitment and selection systems, compensation package, job security, career growth, training and development, management style, job design and responsibilities, reward and motivation, and working environment.

Chapter 3

HR practices

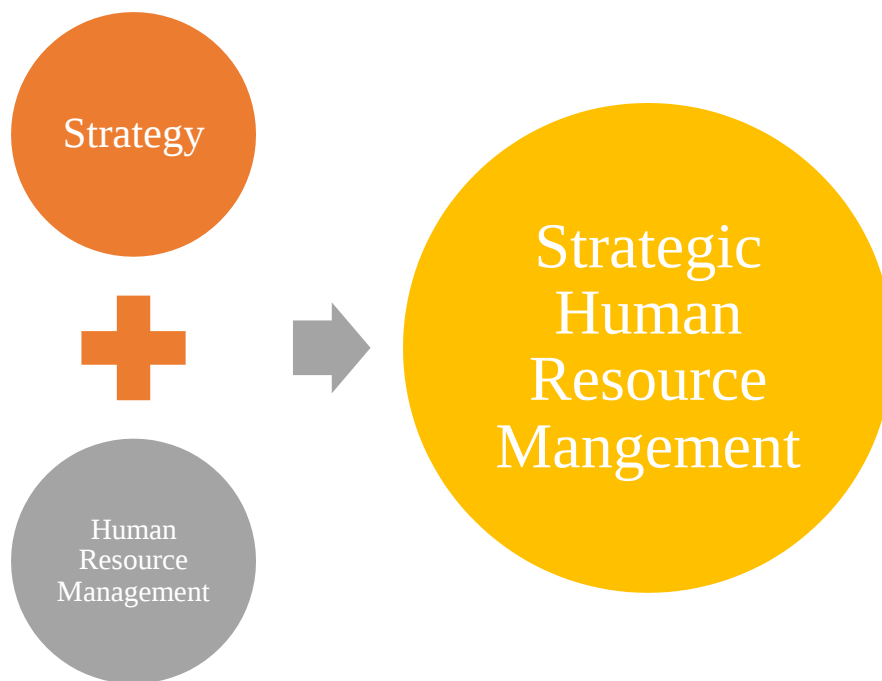


3.1HR MANAGEMENT:

Human Resource Department works for attracting, developing and maintaining a talented and energetic workforce to support mission, objectives and strategies of Textile Industries. Recently the name of HR department turned into Human Capital Managements (HCM) Department is managing employees to contribute significantly in the overall productivity of Textile Industries. HCM perceives people as assets (human capital) whose current value trying to be measured and whose future value can be enhanced through investment.

3.2Practicing Strategic HR Functions:

It includes typical HR components are hiring, discipline, payroll, and also involves working with employees in a collaborative manner to boost retention, improve the quality of work experience, and maximize the mutual benefit of employment.



3.3The Corporate HR Practices:

The HR Practice works to enhance the people effectiveness. The HR Team actively keep abreast of new developments in the HR sphere, and partner with a strong network in order to innovate and apply the best possible solutions for the company and its society through:

- ▶ **Recruitment:** Competency Based Recruitment
- ▶ **Career planning:** Career planning for Worker and Staff
- ▶ **Learning and Training:** Skill Based Learning and Training for all levels of employee.
- ▶ **KPI:** Individual KPI aligned with Dept. Goal and Company goal
- ▶ **Performance Appraisal:** KPI based performance appraisal for management staff
- ▶ **KSA:** KSA based appraisal for non-management staff
- ▶ **Succession:** Right succession planning for each key position.
- ▶ **Wages:** Working on living wages a fair wages
- ▶ **ERP:** Cutting Edge ERP and HRIS system

3.4 Major HR Functions of Textile Industries in Bangladesh

HR Strategic Partner contributing to the quality and exponential growth of the company through attracting, developing and retaining Talent in a healthy work environment with ample opportunities to learn, grow.

- Recruiting the most suitable candidates and the right number of people for optimal use of Human Resources of the Company
- Assessing employees' training need and oversee the training and development programs To build a skilled and superior workforce
- Managing the Performance Appraisal system for measuring employees' individual Performance to reward accordingly
- Developing and documenting Human Resources policies beneficial to both the employee and Company - Coordinating and overseeing implementation of services, policies and programs through the members of Human Resources Department and identifying opportunities for improvement and resolves any discrepancies
- Designing, directing and managing a company-wide process of organization development that addresses issues such as succession planning, rotation of job, key employee identification and retention etc.

3.5 Major Focus

Strategic Partner through attracting, developing and retaining Talent by giving special focus on 6 (six) major areas:



3.6 Challenges for the modern HR

Staff the board which is known as human asset the board has adjusted to the changing workplace, anyway these progressions is as yet occurring and will proceed later on in this manner the difficulties before the HR chief are:

- 3.6.A **Retention of the employees:** - A standout amongst the most vital test the HR administrator faces is maintenance of work constrain. Numerous organizations have a high rate of work turnover along these lines HR supervisor are required to make some move to lessen the turnover.
- 3.6.B **Multicultural work force:** With the quantity of multi-social organizations are expanding tasks in various countries. The work drive comprises of individuals from various

Societies. Managing every one of the necessities which are diverse the test before the HR administrator is combination of multicultural work drive.

- 3.6.C **Women in the work force:** The quantity of ladies who have joined the work constrain has radically expanded over a couple of years. Ladies representative's face very surprising issues. They likewise have duty towards the family. The association needs to consider this angle moreover. The test before the HR administrator lies in making sex affectability and in giving a decent workplace to the ladies representatives.
- 3.6.D **Handicapped employees:** This area of the populace ordinarily faces a great deal of issues at work, not much association have occupations and offices exceptionally intended for incapacitated laborers. Hence the test before the HR supervisor lies in making climate appropriate for such representatives and urging them to work better.
- 3.6.E **Retrenchment for employees:** In various spots associations have diminished the work constrains as a result of changing monetary conditions, laborers or authorities who are evacuated face difficult issues. It also prompts a negative air and aura among the delegates. There is fear and extending scorn against the organization. The test before the HR chief lies in executing the preservation game plan without hurting the ideas of the experts, without culpable the specialist's association and by making elevating aura in the present agents.
- 3.6.F **Change in demand of government:** More often than not government rules continue evolving. While a great deal of opportunity is given to organizations some strict guidelines and guidelines have additionally been passed. The legislature has additionally embraced the disinvestment in specific organizations because of which there is dread among the workers with respect to their activity. The test before the HR director lies in persuading workers that their advantage won't be yielded.
- 3.6.G **Initiating the process of change:** Changing the strategy for working, changing the disposition of individuals and changing the recognition and estimations of association have turned out to be fundamental today. Despite the fact that the organization might need to transform it is in reality hard to influence the laborers to acknowledge the change. The test before the HR chief is to influence individuals to acknowledge change.

3.7 Importance of HRM:

HRM ends up critical for business association because of the accompanying reasons.

- ➡ **Objective:** HRM encourages an organization to accomplish its target every now and then by making an uplifting frame of mind among specialists. Lessening wastage and making greatest utilization of assets and so forth.
- ➡ **Facilitates professional growth:** Because of legitimate HR arrangements representatives are prepared well and this makes them prepared for future advancements. Their ability can be used not just in the organization in which they are as of now working yet additionally in different organizations which the representatives may participate later on.
- ➡ **Better relations between union and management:** Solid HRM practices can assist the association with maintaining co-ordinal association with the associations. Patrons begin understanding that the organization is likewise keen on the laborers and won't conflict with them along these lines odds of picketing are enormously diminished.
- ➡ **Helps an individual to work in a team/group:** Compelling HR rehearses train people cooperation and modification. The people are presently truly agreeable while working in group hence cooperation improves.
- ➡ **Identifies person for the future:** Compelling HR rehearses instruct people cooperation and modification. The people are presently truly agreeable while working in group in this manner cooperation improves.
- ➡ **Allocating the jobs to the right person:** In the event that legitimate enlistment and determination techniques are pursued, the organization will most likely select the opportune individuals for the correct activity. At the point when this happens the quantity of individuals leaving the activity will diminish as the will be happy with their activity prompting decline in labor turnover.
- ➡ **Improves the economy:** Successful HR rehearses lead to higher benefits and better execution by organizations because of this the organization accomplishes an opportunity to go into new business and begin new wandered hence mechanical advancement increments and the economy improves.

3.8 Scope of HRM/functions of HRM:

The scope of HRM includes the all activities of HRM. These activities are -

Human resources planning:

Human resource planning means a process by which the company identifies the number of vacant, whether the company has shortage of staff or excess staff and to deal with this excess or shortage. Human resource planning is the continuous process of systematic planning to achieve optimum use of an organization's most valuable asset — its human resources. The objective of HRP is to ensure the best fit between employees and jobs while avoiding manpower shortages or surpluses. The management of the organization are helped by the HRP process in meeting the future demand of human resource. The strategies and long term goals are aligning with the human resource planning. HR Planning has now become Strategic HR Planning. HR Planning systems sounds an easy process but, the actual activity may involve the HR manager has to face many trouble to the effect of the current workforce in the organization, pressure to meet the business objectives and prevailing workforce market condition. HR Planning helps the organization in many ways like:

- HR managers are relate the workforce requirements with higher management.
- HRP planning always prevent the business from falling into the market trap of shifting workforce market.
- HR manager find the appropriate talents skilled employees which needs in the organization.
- In growth stage of a company HR manager help the most to find the leader who will lead the company toward the success.
- The HR manager always try to arrange the people who will aligning the organization Goal with employee's intention.

Job analysis design: -

Job analysis is other most important part of HRM process. Job analysis is giving the explanation about the job responsibilities of the employee. The company prepares

Advertisements according to the job analysis. The process of job analysis involves how the job will be performed successfully. Job analysis helps what a particular department requires and what an employee needs to deliver. It also helps to know about the job including job title, job location, job summary, duties involved, working conditions, possible hazards and machines, tools, equipment and materials which is used by employee.

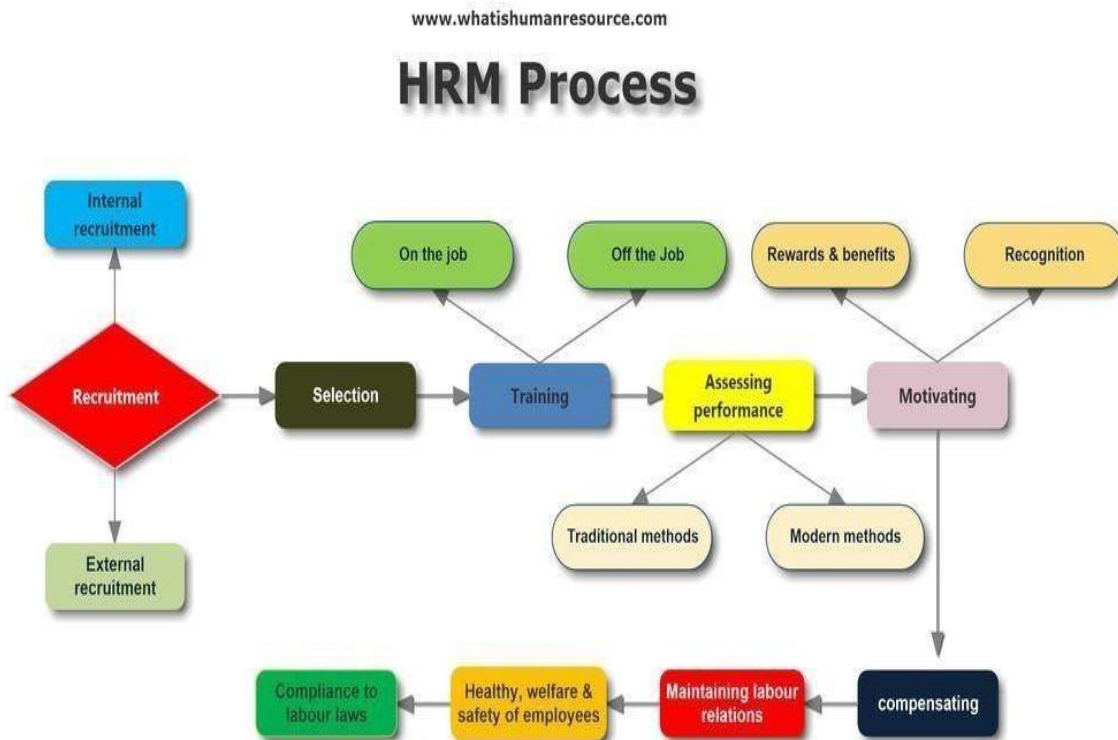
However, job analysis is not about these factors only. Job analysis also finding out the human qualifications to perform the job. The employee's levels of education, experience, judgment, training, initiative, leadership skills, physical skills, communication skills, responsibility, accountability, emotional characteristics and unusual sensory demands are highly examined in this job analysis sector. These factors change according to the type, seniority level, industry and risk involved in a particular job. Determining the success of job depends on the unbiased, proper and thorough job analysis. By job analysis HR can choose the right people for the particular job. The job analysis establishes a perfect fit between the job and the employee. Job analysis also helps HR managers in deciding the compensation package and additional perks and incentives for a particular job position. It helps to set the training process for the existing employees. Job analysis also helps the basis to design and establish the strategies and policies to fulfill organizational goals and objectives.

Recruitment and selection:

Based on information collected from job analysis the company prepares advertisements and publishes them in the newspapers. This is recruitment. A number of applications are received after the advertisement is published, interviews are conducted and the right employee is selected thus recruitment and selection are yet another important area of HRM. Planning the recruitment is the very first step of the recruitment process, where how much positions are vacant position that's are analyzed and described.

A good and structured recruitment plan is very important. It attracts the potential candidates toward the job. The recruitment process ensures that the candidates are qualified, experienced with a capability to take the responsibilities required or not. In the selection process at first a candidate is told to complete an application form. The form includes the items those are information on gender, race, national origin, education dates and disabilities. The other

Questions are past salary levels, age, driver's license information, citizenship information and Social Security numbers. New employees must provide the employer with a Social Security number when hired, and it may be needed for applicant background checks, but it is not necessary on the application, and many people concerned with identity theft are reluctant to give Social Security numbers.



4.

Orientation Process: - When the employees have been selected an orientation program is held. This is another important step of HRM. In orientation the employees are told about the background of the company, explain about the organizational culture and values and work ethics and introduce to the other employees. Orientation process refers to introducing a new comer employee to his employer/ company and work environment. An induction session, conducted on day one for a new joiner, usually through PowerPoint presentation and videos sessions lasts a few hours or day. Orientation on the other hand, is a well-designed program which aims at reorganizing a new employee and making him accustomed to his department, job role and work culture. When the welcome to a company is extended by the executive staff the employee will feel overwhelmed. When executives introduce themselves to the new hire class,

it gives the new hires a feeling that the company is friendly. Employees tend to take office layout for granted. In orientation a human resources associate should take the new hire class on a tour of the office. It is a chance for the new employees to learn where to find the break room and emergency exits. It also gives new employees a chance to meet co-workers that they may have otherwise not come into contact with.

Training and development: - Every employee goes under training program which helps him to put up a better performance on the job. Training program is also conducted for existing staff that have a lot of experience. This is called refresher training. Training and development is that area where the company spends a huge amount money. The employee who receives the necessary training is more able to perform in their job. The training will teach the employee of their responsibilities within their role, and in turn build their confidence. The training will enhance their overall performance and this can only benefit the company. Employees who are competent and on top of changing industry standards help your company hold a position as a leader and strong competitor within the industry. The investment in training that a company makes shows employees that they are valued. The training creates a supportive workplace. Employees may gain access to training they wouldn't have otherwise known about or sought out themselves. Employees who feel appreciated and challenged through training opportunities may feel more satisfaction toward their jobs. A training program allows to strengthen skills that each employee needs to improve. Productivity usually increases when a company implements training courses. Increased efficiency in processes will ensure project success which in turn will improve the company turnover and potential market share.

Performance appraisal: Performance appraisal is conducted the HR department checks the performance of the employee and examine then according the rank. The future promotions, incentives, increments in salary are decided based on these appraisal. Performance appraisal is a systematic process in which employee's job performance is evaluated in relation to the projects on which employee has worked and his contribution to the organization. It is also known as an annual review or performance review. It helps the managers place the right employees for the right jobs, depending on their skills. Often, employees are often curious to

Know about their performance details and compare it with their fellow colleagues and how they can improve upon it. So every company needs a good performance appraisal system.

Compensation planning and remuneration: There are so many rules in compensation. Remuneration and compensation planning is the responsibility of HR department. Employees classified as non-exempt receive what employers usually call wages. Wages are calculated on an hourly basis and require overtime payment for work in excess of 40 hours per week. Overtime is the double payment of the hourly rate. Although there are salaried employees who are classified as non-exempt and, therefore, entitled to overtime pay, the term “salary” generally refers to an annual salary the employee receives or a method of employee compensation that does not require overtime pay. For instance, the reference to a “salaried employee” is generally used to describe a worker who does not receive overtime pay. Compensation levels, for example, the pay tables distributed yearly by the U.S. Office of Personnel Management contain yearly wages, just as increments dependent on step and grade advancements for government representatives paid according to the General Services and Senior Executive Service wage scales. The business' execution framework is generally what drives a remuneration plan's compensation increments. Workers get yearly raises dependent on execution positioning and evaluations. For instance, an extraordinary execution examination could result in a 5 percent compensation increment. Test worker reward and impetus plans incorporate money motivators dependent on a level of the representative's gross compensation or a representative's offer dependent on an optional pool of assets assigned for appropriation to workers whose execution added to business achievement. Numerous official rewards and motivating forces are fixing to progress of the primary concern or even increments in the estimation of offers for openly held organizations.

Motivation, welfare, health and safety:

Inspiration winds up essential to support the quantity of workers in the organization. It is the activity of the HR office to investigate the distinctive strategies for inspiration. Aside from this specific wellbeing and security guidelines must be pursued for the advantages of the workers. This is likewise dealt with by the HR office. There are solid monetary, lawful, mental and moral reasons why directors should pay attention to wellbeing and security. Monetary purposes

Behind guaranteeing safe working environment: decreases mishaps, protection, improves worker relations, and encourages representative promise to quality objectives. Representatives have a lawful appropriate to work in a sheltered and solid condition. A solid working environment and one that advances health can have a solid positive effect on the mental contract. It is indicated out those whom contribute the causation of business related infections and do as such intentionally can be considered to be ethically in charge of their activity.

Industrial relations:-

Another essential territory of HRM is keeping up co-ordinal relations with the endorsers. This will assist the association with preventing strikes lockouts and guarantee smooth working in the organization. Mechanical connection is characterized as connection of Individual or gathering of representative and manager for drawing in themselves in an approach to boost the beneficial exercises. In the expressions of Lester, "Mechanical relations include endeavors at landing at arrangements between the clashing targets and qualities; between the benefit thought process and social increase; among order and opportunity, among power and modern popular government; among bartering and co-task; and between clashing interests of the individual, the gathering and the network.

3.9 HRM policy Textile Industries in Bangladesh:

3.9.1 Recruitment Policy of Textile Industries

The goal of recruitment process is to select and recruit competent Textile Industries requires for its operation and to attain aspiration, missions and objectives.

Validation of Need & Approval

- The Group HR as the case may be, shall administer the recruitment process. Best efforts shall be made to attract suitable numbers of qualified applicants and shortlist them on relative qualification, skills, and attributes to meet human resource recruitment. The Group Human Resources may authorize agencies to conduct their own recruitment programs for specific grades or positions with approval of the CEO.

- A requisition be respective Department Head should be made using the prescribed form to HR department to fill a vacant post.

Eligibility for Employment.

- The candidate must not be convicted by any criminal court.
- Medically fit for the job he or she is seeking.

The Selection Panel

A Selection Panel will be made up of the senior management level of the concerned SBU required. For recruitments in managerial level (Grade 8) or above, at least one person from the Group HR should be present in the final selection stage. The quorum is at least three (3) persons.

Interviews

The format, style and duration of interviews are matters for the Selection Panel to decide, but the following will be adhered to:

Briefing: All candidates will be given relevant information about the company to enable the candidates to make further enquiries about the advertised job.

The Selection Panel will evaluate the candidate at the end of the interviews. The notes taken and documentation used in this evaluation process will form part of the formal record of why candidates were or were not selected. In case the candidate is selected, the interview records will be appended to the employee's personal file. For all other candidates who were not selected, the records will be retained for six (6) months; after that time they will be destroyed.

A range of options to develop an interview process appropriate to the level of post on offer should be used. Options that the Selection Panel may consider include:

- a) Presentation by candidates.
- b) Discussion in small groups about a topic relevant to the post on offer.

- c) Small group interviews with management panels.
- d) Practical test.
- e) Skills demonstration

The Selection Panel to be provided by HR Department with copies of:

- a) Role Definition covering job descriptions and person specifications;
- b) Application forms, letters of application, and CV;
- c) Reports of any exercises or practical tests or skills demonstration;
- d) Timetable of interviews.

At least three interviews should be taken for jobs from grade-5 and above. The number, place, interviewers and procedure of the interview will be decided by the Selection Panel. The short listed candidates on each stage must be informed at least three (3) days prior to each interview.

Recommendation by the Selection Panel

- The Selection Panel must reach an accord on the prospective candidate within the specified time and will make clear recommendation for offer of employment.
- Recommendation made by the Selection Panel should be approved by the COO/CEO as the case may be to be treated as the final decision.
- The offer of employment shall be issued by Group HR or SBU HR depending on the situation.
- The candidates who have participated in the final round of interview but not considered for employment should give a letter of regret.

Offered Pay and Probation

- Only the approved pay scale/grade could be offered by the SBUs. Any deviations should be approved by Group HR.
- Any selected candidate irrespective of position should be placed in probation for six months unless otherwise having approved by CEO/SBU Head

3.9.2 Training Policy of Textile Industries

● Training Need Assessment

Training needs will be identified at the following stages:

- The identification of the training and development needs of individuals and groups of employees is vital to the success of the training and development policy.
- During Induction: Any immediate training needs will be identified and discussed by the concerned manager and HR department during the employee's induction period when initial targets and objectives are set. Required trainings will be organized during the first three months of employment wherever possible.
- Selection Interview
- End of Probation Assessment
- Everyday interaction and monitoring by supervisor

● Roles and Responsibilities for Implementing the Policy

Employees have the responsibility to:

- a) Seek out and participate in training opportunities to improve their job performance and competencies.
- b) Obtain approval from their supervisor to attend training programs.
- c) Apply learning in the work place.

Supervisors and managers have the responsibility to:

- d) Support and provide opportunities for individuals to pursue job-related training.
- e) Help and guide employees in identifying their weak areas for improvement.

Human Resources department's responsibilities:

- A) Facilitate concerned department in identifying training/development needs.
- B) Arrange in-house or external facilities/resources for providing the required training.
- C) Conduct/assess training effectiveness in association.

The training budget will be allocated at the beginning of each financial year in Accordance with training needs identified and the organization's objectives for the

Forthcoming year. The training plan will be reviewed annually. All training will be evaluated by the HR Department by means of feedback from the trainee and their manager. A training record will be set up for each employee and held on the personnel file for all training, whether in-house or external.

3.9.3 Promotion Policy of Textile Industries

Objectives

- ✓ Facilitate career progression of employees.
- ✓ To reward really deserving employees.
- ✓ Maintain clarity and uniformity in promotion/upgrading decisions.
- ✓ Provide a transparent system through which employees can foresee a career path.
- ✓ Provide appropriate criteria/requirements for promotion to a higher grade.
- ✓ As far as practicable, internal promotion is encouraged to replace vacancies in higher grades when occur.

Evaluation

- Promotion is not an automatic process and cannot be claimed by an employee as a matter of right.
- Generally, no promotion would be considered before completion of three (3) years in a particular position. However special consideration would be made in case of proven and outstanding performance and ability. Promotion should only be considered when one has consistently exceeded in performance compared to his or her present position's requirement.
- Job evaluation will be done for promoting employees.
- A separate assessment is required for the concerned person by at least three persons, of which one from the HR department

General Conditions

- Consideration of promotion to a higher level is linked with fulfilling of the minimum education, experience, skill and competency requirements.
- There must be a substantial increase of overall responsibility in the job to be considered for promotion.

- The employee must have a demonstrable performance record
- The organization structure and business plan must support the promotion.
- Person profile of the employee must match the requirements of the higher position.

3.9.4 Performance Management Policy of Textile Industries in Bangladesh

An ongoing process of communication between the supervisor and the employee focused on making the employee achieve his or her best workplace results and continuously improve upon.

The review process is top-down. The individual employee and his or her superior will set the key Result Areas (KRA) targets. The KRA targets should be Specific, Measurable, Attainable, Realistic, and Time-bound. Make the target as elaborate and specific as possible. The target statement should contain enough details and broken into interim measures. Qualitative aspects of the target must be considered as well.

3.9.4.1 An individual's KRA must not conflict with another's

3.9.4.2 Both the appraisee and appraiser should agree on the KRAs and associated ratings.

3.9.4.3 KRA targets of all managers from grade 8 upwards must be approved by Group CEO after validation by Group HR.

Role of the Appraiser

- Fix a mutually convenient time
- Ensure there are no interruptions
- Listen/see with an open mind to what is said or presented
- Keep language clear & free from misinterpretation
- Sum up time to time
- Keep notes

Role of the HR Team

- Facilitate the whole process, provide necessary training, clarification where needed
- Ensure completion of the process within the time schedule
- Validate the process
- Keep language clear & free from misinterpretation
- Validate the KRA targets

Interim Appraisal

Midyear appraisal sessions are encouraged. Such sessions may take place during December/January each year.

3.9.5 Benefits- Retention Initiatives in Textile Industries

3.9.5.1 Variable Profit Bonus: (VPB)

VPB is linked to segment profit achievement and SBU profit achievement. It manifests performance-based reward. The better performing teams are rewarded more than poor performing teams. It makes the teams motivated to perform better as group. It is powerful driver of segment performance. It gives the people an opportunity to get some added benefit over their basic salary. Eventually, the whole group is benefited. This is one kind of variable pay.

3.9.5.2 KRA Bonus:

KRA bonus is linked with individual performance. It makes the employee achieve his or her best workplace result. The individual and his/her superior will set the KRA targets. KRA targets should be fixed based on SBU Annual Business Plan and role definition of the employee. KRA bonus is determined on the basis of KRA target achievement.

3.9.5.3 Festival Bonus:

There are two festival bonuses in a year. Each bonus is equivalent to the basic. An employee is entitled to get the full festival bonus after completing one year of service. If an employee has not completed minimum six months or more than six months, he will be given a bonus on a pro-rata basis for the period completed.

3.9.5.4 Provident Fund & Gratuity:

There are provisions of provident fund and gratuity. It secures a tension free post retirement life. It creates savings for the employees. Every month 10% of the basic salary will be deposited in provident fund account. The company will deposit equal amount of money deposited by the employee. The employee will get gratuity at the end of service with the company. Gratuity= Number of Service Year X the Last Basic Salary.

3.9.5.5 Training:

There are ample scopes for training. Training makes an employee feel confident and motivated. It also makes him/her loyal to the company. There is scope of overseas training as well subject to requirement.

3.9.5.6 Education Sponsorship:

There is provision of education sponsorship. If an employee wants to get a professional degree in order to develop his career and the company considers justified then the company will bear the expenses of his education.

3.9.5.7 Hospitalization Benefit:

The permanent employees and their family (father, mother, spouse and children only) of textile Industries are entitled to hospitalization benefits to a minimum limit of Tk. 30000. It is a compelling retention initiative. Health care benefit is the most preferred reward for any employee of any organization. It removes anxieties and worries of employees and enhances a sense of belongingness among the employees.

3.9.5.8 Vacation/Holiday Benefits:

It is another top priority benefit among the employees. It provides time for rest and recreation that result in better performance and job satisfaction. In Textile Industries there is provision of five type of leave.

- a) Casual Leave: The employees are entitled to casual leave with full pay for ten days in a year.
- b) Sick Leave: The employees are entitled to sick leave with full wages for a total period of fourteen days in a year. Sick leave can be carried forward not exceeding twenty-eight days.
- c) Quarantine Leave: An employee is entitled to quarantine leave for a maximum of three months in case of contagious disease or temporary disability. The leave period can be extended for maximum another three months. After that the person will be considered unfit for the job. This is surely a persuasive benefit for the employees.

- d) Annual Leave: Employees who have completed a period of (12) twelve months continuous service shall be allowed during the subsequent period of twelve months leave for twenty days with full wages.
- e) Maternity Leave: A female employee who has completed a minimum of nine months service shall be entitled to enjoy sixteen weeks maternity leave with pay. Maternity leave will be admissible for six weeks before and six weeks after the date of delivery.

Chapter 4

Future Forward

This study reveals that Textile Industries of Bangladesh are devoted to play a proactive strategic role contributing directly to strategy development and implementation. This study concluded a noticeable positive relationship in between HRM practice and employee performance and productivity. However, there still numerous other variables that might be playing role in this particular field so, it's going to be very beneficial for researchers should they conduct research in this particular field in foreseeable future by including additional variables like employee capabilities, employees involvement, employee satisfaction, employee inspiration, employee motivation and organization effectiveness along with other working condition in relation to employees training and development to create more convincing results that may increase the incredible performance in textile sector of Bangladesh. So there are still more scope to research in this sector to find more concrete findings in future by considering more variables.

Chapter 5

Findings and Recommendations

Summary of Findings

Organizational culture of Textile Industries is attached to the people. It is getting a rare phenomenon in most of the local organization.

Textile Industries Group tries to attract, develop and retain employees. Now they are getting concerned about attracting talent. They are putting emphasis on employer branding.

Textile Industries of Bangladesh are devoted to play a proactive strategic role contributing directly to strategy development and implementation. Textile Industries are committed to drive business excellence and create a rewarding workplace through people.

4.1 Recommendations

- Human Resource Inform System should be utilized effectively and efficiently.
- Organization branding is important to attract good talent. People have perception about Textile Industries as a leading business industry in Bangladesh. They have to make them unique to be the desire of pick talents.
- Textile Industries should appoint more internship students. However, the new graduates who are entering into the job market have little knowledge about Industries as a workplace. Extensive programs like participation in the job fair, seminar in leading universities, taking interns, sponsoring different programs in universities etc.
- More intensive training program should be introduced to increase employee performance. Employees need more training to improve their performance to achieve their KRA targets.
- Transport facility should be introduced for employees.
- Based on performance one employee from each department can be awarded “employee of the year”. They should categorize their employees according to performance and year of employment. To give security to their employees, they can give awards to the best employee of each category.
- R k Group of Industries should give scholarship for education/diploma to potential employees. It will help employees to be loyal to them.
- For being working friendly, they should redecorate their office and manage an effective relaxation space for employees. This will add a new wing to their hr.

Conclusion

Over last 60 years business expansion, product differentiation and acquisition took place. Textile Industries is at the moment one of the leading business Industries in Bangladesh. It is a brand name as far as business is concern. Textile Industries focuses on building high quality human resources with expertise and professional skills .Every company human resources development strategy is too built up quality manpower with conceptual managerial knowledge skills through designing of continuous in house and outside training program. They arrange in house, customized special training at for fresh entrained to build up quality manpower and suitable placing them in productive channel. It also arrange training program, workshop etc. Textile Industries offer attractive salaries and benefits in line with top industrial employers in Bangladesh. Scope of advancement is strictly performance based. They have mobilized adequate distributors to serve all parts of the regions; they are one of the largest distribution organizations in Bangladesh. This network makes possible the flow of goods from the producer through intermediaries to the buyer.

Textile Industries has proved itself a caring business sector to the existing employees. As a result, apart from some exception, turnover rate is still very low. Overall manning trend line is almost flat. All these manifest compelling retention management practices in Textile Industries. Time is changing. The corporate environment is getting competitive. Constant supervision of the environment and application of modern retention management practices are necessary to cope with the competition.

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Appendix

1. Does the Hr policy change on any situation?
Comment: The Officer said When HR thinks that a problem arises can't solve by existing Policy .At that time Hr policy changed for company's welfare.
2. What are the most difficult task for HR Management?
3. What factors Hr apply in industry for employee development?
4. Is a human resource management practice creating high performance work-place?
 - i. Yes✓
 - ii. No
5. Is the role of HR in effective retention strategy?
 - i. Yes✓
 - ii. No
6. Do employees control the structure of their goals and tasks?
 - i. Yes✓
 - ii. No
7. Do you think the appraisal system worked for you?
 - i. Yes✓
 - ii. No