



A Term Paper

On

“Employee Job Satisfaction: A study on Square Textiles Ltd.”

Submitted to:

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Submitted by:

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MBA (Regular)

Batch – 49th

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LETTER OF TRANSMITTAL

April 06, 2021

To

Farhana Mitu

Assistant Professor

Uttara University

Subject: Term Paper Report Submission.

Dear Madam,

With due respect, I have the pleasure to submit my Term Paper report on **“Employee Job Satisfaction: A study on Square Textiles Ltd.”** to partially fulfill the requirements of the postgraduate degree under your supervision. It has been a worthwhile experience for me undertaking such a report work to get exposure to the real life business. I have given my best effort to satisfy the Academic requirements.

In this report, I tried to figure out the role of Human Resource Department at Square Textiles Limited. Moreover, I tried to bring up a wide range of staff benefits provided by Square Textiles Limited and its employee job satisfaction.

I would like to thank you for your encouragement and support which inspired me to work enthusiastically. It would be my pleasure to respond any of your inquiry regarding the report.

Sincerely yours

Md. Morshed Sarwar

ID No: 2192021010

Student Declaration

This report is submitted as a partial fulfillment of the requirement of MBA Program. I am Md. Morshed Sarwar, ID No: 2192021010, Batch – 49th , hereby declare that the work is presented in this report titled of **“Employee Job Satisfaction: A study on Square Textiles Ltd.”** is individually prepared by me after the completion of three months term paper.

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

Md. Morshed Sarwar
Student Id: 2192021010
Batch – 49th
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Supervisor's Declaration

This is to certify that this term paper report titled “**Employee Job Satisfaction: A study on Square Textiles Ltd.**” is prepared by Md. Morshed Sarwar, ID No: 2192021010, student of MBA (Regular) under my supervision. I suppose, the study is expected to contribute to enhance the existing knowledge on the research area. I have gone through the term paper report and found it suitable for submission to comply with the requirements for the degree of MBA (Regular) under Uttara University.

I recommend that, the department evaluation committee for the purpose of MBA Degree under Uttara University rules may consider this term paper report.

Farhana Mitu
Assistant Professor
Uttara University

Acknowledgement

All the praises are due to the almighty Allah for giving me the strength to perform my responsibilities and complete the research paper within the stipulated time. This paper entitled the **“Employee Job Satisfaction: A study on Square Textiles Ltd.”**

First and foremost, I am very grateful to my supervisor, Farhana Mitu for her invaluable guidance, encouragement and suggestions without which it would have not been possible to complete and submit this paper.

I would like to thank my organization, Square Textile Limited for giving me the opportunity to work with an excellent corporate environment. I must also mention the wonderful working environment and group commitment of this organization that has enabled me to deal with a lot of things.

Writing this report has been a great experience to me. It is my convection that this learning experience will always be a source of help in my career.

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Chapter – 01

Introduction

1.1 Title of the Report:

The title of this report is “**Employee Job Satisfaction on Square Textile Limited**” a sister concern of Square Group.

1.2 Rationale of the report

MBA program requires a mandatory term paper report of three months attachment with an organization followed by writing a report. I have got an opportunity to do my report in square Textile Limited Textile sector is Production oriented organization. The outcome of this report is the result of enormous supportive effort with a large group of personnel of the organization along with the executives, managers and my respective supervisor teacher.

This report was designated to have practical knowledge about various activities on HR Dept. This report will focus on the Employee Job Satisfaction on Square Textile Limited, a sister concern of Square Group.

1.3 Objective of the Report:

There are two objectives of term paper. These are broad objective and specific objective. Those are:

- a) Broad Objective
- b) Project Objectives

1.4 Research Methodology& Analysis:

The data I have presented in this report are collected from various sources. The sources are mentioned below:

Sample

Sample is a subgroup of elements of the population that selected for participation in the study. To conduct research on employee job satisfaction on Square Textiles Limited sample size is 40. In Square Textiles Limited Factory, the total number of employee is around 300. It is quite impossible to select all of them as sample size. For this obvious reason, employees of Square Textiles Limited are considered as group of clusters based on their departments. Total 40 employees of Square Textiles Limited factory are selected as sample size from each department. From different department, 2 to 4 employees are chosen based on the size of departments.

Data Collection

The data was collected from two different sources Primary and secondary

a) The Primary Sources

- Face-to-face discussion with the relevant officials.
- Practical/ hands-on experience of working at the distribution department.
- Study of relevant files provided by the officers concerned.
- Questionnaires to target employees.

b) The Secondary sources

- Working Papers
- Annual Reports.
- Office Files
- Selected Books.
- MS Office
- World wide webs

1.5 Organization of the Report

Workforce	: 25,500
Website	: www.squaregroup.com
Registered Capital	: Above US\$ 500 Million
Export Percentage	: 100%
Facility Size	: Above 89, 50,000 square meters.
Capacity	: 750000 yds per day.
Products	: Woven Fabrics, T-shirt, Polo Shirt, Trousers etc.
Contract of Manufacturing	: Export
Manufacturing Facility Location	: Square Masterbari, Bhaluka.
Manufacturing Facility Approved By	: H&M, VF, C&A, HUGO BOSS, ESPIRIT, LPP, Next, TESCO, TOM TAILOR, INDITEX.



1.6 Limitations of the Study:

On the way of our study, we have faced some problems that termed as the limitations of the study. In all respect, following limitation and weakness remain within which we failed to escape by any means. These are follows:

- a) **Budgeted time limitation:** The allocated time was one of the main constraints that hindered to cover all the aspects of the study. It could have been better conceptualized and furthermore improved the quality of the analysis in the report.
- b) **Confidentiality of data:** Because of some divisional and confidential problem, we could not get enough information. Every organization has their own secrecy that is not revealed to others. While collecting data some company personnel did not disclose enough information for the sake of confidentiality of the organization.
- c) **Data Insufficiency:** There has always been a lack of information about the different costing methods applied by different companies and the level of costing applications as well. Insufficient literatures published relevant to the topic and lack of availability of fact and figure has made an impact. These constrains narrowed the scope of accurate analysis.

Chapter – 02

2.1 Overview of the company:

Square Apparels Limited under Square Textile Ltd. is the leading woven fabric manufacturer in Bangladesh. Square Apparels Limited was founded in 2016. It is headed by one of the Executive Directors and Mr. Syed Kabir has been spearheading the strategic planning and operations division of Square Apparels Limited since 2016. With a yearly revenue of 50 million USD, Square Apparels Limited employs over 4000 employees. Square Apparels Limited is an export-oriented company. The facility size of Square Apparels Limited occupies 593,672.38 square feet. For any kind of Cotton, Polyester, Viscose, Spandex, Tinsel, Cotton, Linen, Nappy, Mélange etc. Square Apparels Limited can fulfill buyer requirement with shortest possible lead times and great efficiency.



2.2 List of Branches:

Square Apparels Limited is a sister concern of Square Group. There are many branches under Square Group.

Name	Logo
1. Square Pharmaceuticals Ltd.	 SQUARE PHARMACEUTICALS LTD. BANGLADESH
2. Square Food & Beverage Ltd.	 SQUARE Food and Beverage Ltd.
3. Square Toiletries Ltd.	 SQUARE TOILETRIES LIMITED
4. Square Hospitals Ltd.	 SQUARE HOSPITALS LTD.
5. Square Air Ltd.	 SQUARE AIR LIMITED
6. Square Informatix Ltd.	 SQUARE INFORMATIX Limited
7. Mediacom Ltd.	 Mediacom LIMITED
8. Aegis Security Services Ltd.	
9. Square Yarns Limited	 Square Yarns Ltd.
10. Square Textiles Limited	 SQUARE TEXTILES LTD.
11. Square Apparels Limited	 SQUARE APPARELS LTD.
12. Square Fashions Limited	 SQUARE Fashions Limited A 1 STOP SOLUTION FOR RMG
13. Sabazpur Tea Company Ltd.	 SABAZPUR TEA COMPANY LTD.

2.5 Five Years Comparative Financial and Operational Performance:

SL. No	Year	Shipment (Kgs)	Value (\$)	Remarks
01	2015	12128355	610267600	
02	2016	11899373	607665573	
03	2017	12317237	708786759	
04	2018	13738748	815202235	
05	2019	14163794	93807879	
Total		64247507	2835730046	

2.6 Products:

Woven Fabric, Shirt, Polo Shirts, T-Shirts, Tank Top, Trousers, Hooded Jacket & Cardigan, Sports Wear, Undergarments, Men's & Ladies Fashions Wear, Kids Wear.

2.7 Share/ Stack holders:

The main partner companies of Square Apparels Ltd are:

- Dekko Apparels Ltd., Mirpur
- Eco Fab Ltd.
- AKM Knit Wear Ltd.
- Babylon Casual Wear Ltd.
- Vision Apparels Ltd.
- Opex Garments Ltd.

2.8 International operations:

They do their international operation with H&M, VF, C&A, HUGO BOSS, SPRIT, LPP, Next, TESCO, TOM TAILOR, INDITEX, ZARA, SEARS.

2.9 Awards / Certifications:

Awards & Certifications of Square Textile Limited are given below-

Name of Awards	Name of Certifications	Name of Compliance Standard & Sustainability Program
National Productivity and Quality Excellence Award 2018.	ISO (9001:2015)- QMS	SEDEX (Supplier Ethical Data Exchange)
Occupational Safety and Health (OSH) Good Practice Award-2017	ISO (14001:2015) - EMS	BSCI (Business Social Compliance Initiative)
National Export Trophy 2016-2017 (Gold)	GOTS – Global Organic Textile Standard	BETTER WORK-Bangladesh

Environmental Compliance Program Award 2010-2011, by BGMEA, IFC, UKAID, NORAD	OCS – Organic Content Standard	GSCP (Global Social Compliance Program)
National Environmental Award-2009, by Dept. of Environment, GOB.	GRS – Global Recycle Standard	Higg Index- SAC(Sustainable Apparel Coalition)
7 th HSBC Business Excellence Award-2017	RCS – Recycle content Standard	PAcT – Partnership for Cleaner Textile
Employee Welfare & OHAS Award by MoLE.	OEKO-TEX Standard 100	CPI2 – Carbon Footprint Improvement Initiative
Puma Sustainability Award	ACCORD & ALLIANCE Certified	
Worldcat Strategic Partner-2008 (Best Supplier Award) by PUMA		
VIP: 2007-2008: Advisor to the Caretaker Govt.		
“Best Employees’ Friendly Knitwear Industry” by BKMEA		
Best Strategic Partner (Suppliers Performance Top-10) – Esprit		

Chapter – 03 (Three)

Literature Review

3.1 Description

Human Resource Management activity is the backbone for an organization. Organizations invest huge capital for the development of employees' performance because the performances of the employees ultimately increase the performance of the organization. Stone R J. Human Resource Management (2002) training has an important role to achieve an organizational goal by incorporating the interests of the organization and the workforce. Iftikhar Ahmed and Siraj-ud-din (2009) agreed that training and development is an important activity to increase the performance of the employees. Brinkerhoff (2005) said in his paper that organization can no longer afford its provided training until it is not evaluated to achieve the organization's strategic goals, mission, and effectiveness. Chris Obisi (2011) said in his paper, training objectives are what employees would achieve and gain after undergoing the training program. Before an employee embarks on any training program it is assumed that there are some deficiencies. If the deficiencies are overcome after the training it means the objective of the training has been achieved. Foot and Hook (1996) explained when training is not evaluated, the investment and its effects cannot be tested and resources can be wasted in inadequate activities. Organization can develop and increase the quality of the employees by ensuring the relevant training. Any training program which is not relevant that should not be undertaken. Training should be design to solve the problem and fill the gaps of employees. Effective training program increase the productivity of employees. The terminology "Productive" means fruitful, lucrative and profitable. Scientifically productivity can be defined as the relationship between input and output. Employee productivity is the log of the net sales over total employees- an economic measure of output per unit of input. Over the time training has been an important variable to increase the organizational productivity. Colombo and Stanca (2008) and Konings and Vanormeligen (2009) explained in their research that training is one of the fundamentals and effectual instrument in successful accomplishment of the firm's goals and objectives, resulting in higher productivity. Holton (2000), training should be design and deliver in such a way that provides trainees that ability to transfer the learning back to the job. Job characteristics and firm background play a key role in determining training provision. Effective training programs are systematic and continuous. Singh and Mahanty (2012) discussed that new employees learn through trial and error, self assessment and introspection and by asking questions and experienced employees learn from on the job experience. Deming (1982), on the job training helps employees to get the Madhumita Mohanty in 2012. Like these there are many research conducted on this topic. All the research result showed that training always helps to improve the employees' productivity and performance. If the organization properly design and evaluate the training program then it is guaranteed that the performance of the employees will increase and with employees performance the organization will be also develop.

Chapter – 4 (Four)

Compensation Practices of Square Textiles Limited

4.1 Compensation:

Compensation is a systematic approach to provide extrinsic and intrinsic benefits, monetary and non-monetary benefits to the employees. It is also considered as measurement how employees are being treated in an organization. Each and every organization has their own compensation planning where they specify what facilities are going to provide their employees, how it should be provided and based on what category. Having the theoretical knowledge of compensation I feel interest to know about the real scenario of compensation practices and how it is being implemented in an organization of our country. I have selected Square Textiles Limited to know about their compensation system and employee Job satisfaction. The human resources policy and procedure manual of **Square Textiles Limited** provides the policies and procedures for managing and developing staffs. It also provides the guideline Square Textiles Limited will use to administer these policies with the correct procedure to follow. These policies and procedures are applied to the employees of Square Textiles Limited as well as to the employees of all subsidiaries of **Square Textiles Limited**.

Compensation system results allocation, conversion, and transfer of a portion of the income of an organization to its employees. It can be two types“ monetary and in-kind claims. Monetary claims are wages and salaries paid to an employee in the form of money or a form that is quickly& easily transferable to money. On the other hand in-kind claims are claims on goods and services are made available and paid for either totally or in some percentage. Compensation dimensions are as follows-

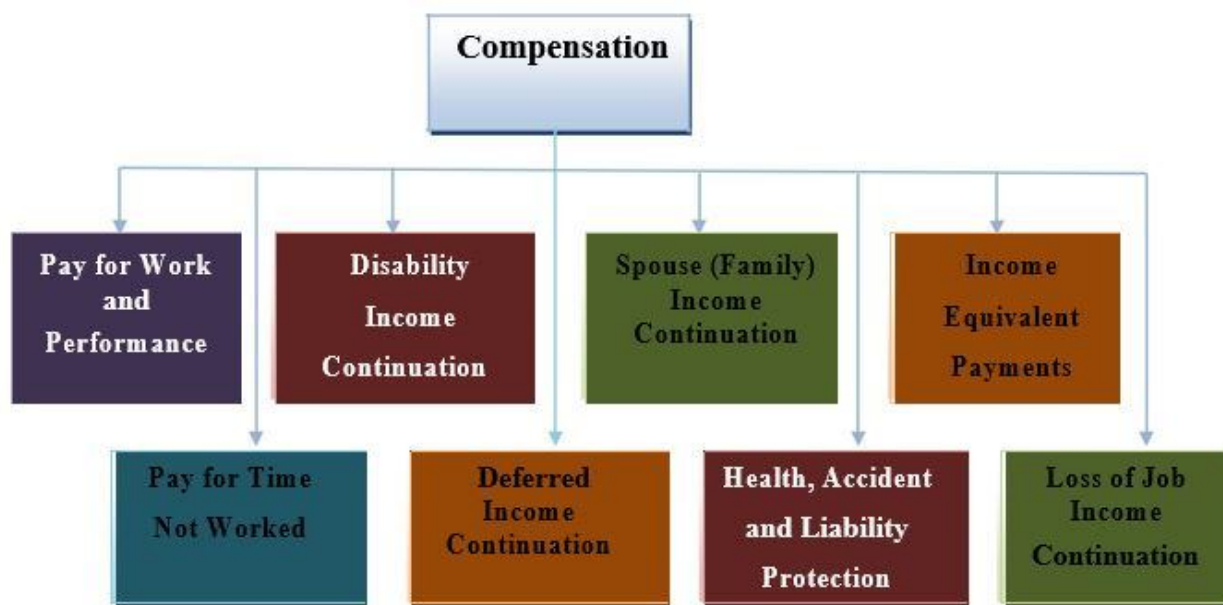


Figure: Compensation Dimensions

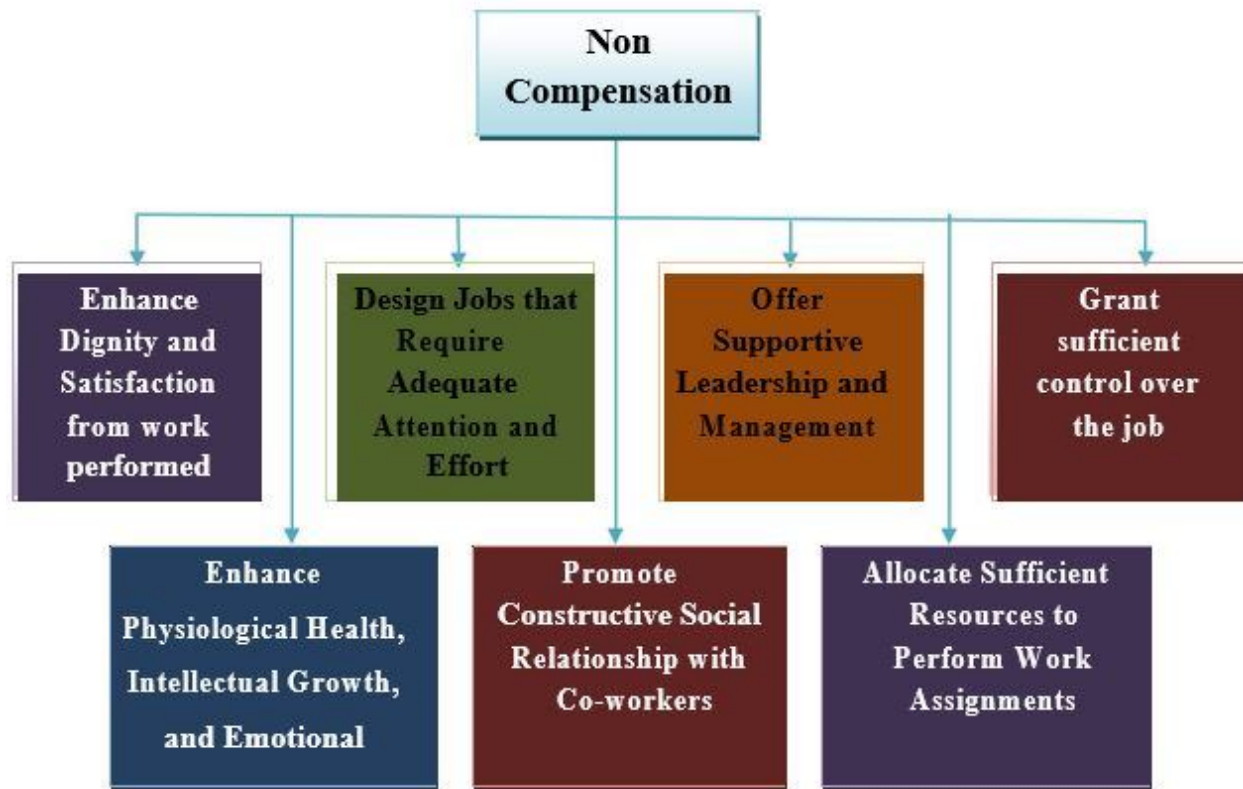


Figure: Non Compensation Dimensions

4.2 Research Type

The research on **“Employee Job satisfaction on Square Textiles Limited”** will be explanatory in terms of research type. Explanatory research is one type of research design, which has as its primary objective the provision of insights into and comprehension of the problem situation confronting the researcher. Explanatory research is used in case of problem must define more precisely, identify relevant courses of action, or gain additional insights before an approach can be developed. When an issue is encountered that is already known and have a description of it, there might arise need to begin to wonder why things are the way they are. The desire to know the reason to explain is the purpose of explanatory research. This research process is flexible and unstructured. By doing explanatory research it will be helpful to study about employee Job satisfaction on Square Textiles Limited.

4.3 Research Hypothesis

To know about employee Job satisfaction of Square Textiles Limited on compensation these are chosen as hypotheses.

- Null Hypothesis H_0 : **“Employees of Square Textiles Limited are satisfied with their Job & compensation”**

- Alternative Hypothesis H₁: “**Employees of Square Textiles Limited are not satisfied with their Job & compensation**”

4.4 Compensation benefits of Square Textiles Limited

Pay for work & performance:

Square Textiles Limited provides this staff benefits to their employees. These are base pay, cost of living adjustments, bonus/incentives, vacation and some other suite of employee benefits. These are as follows-

Square Textiles Limited provides salary to their employees on time. The employees are given fixed amount of salary each and every month. It never deducts employee's salary as punishment. All confirmed staffs get increment each and every year based on their level. Salaries of employees in are adjusted to inflation rate. When inflation rate becomes more than 5% salary is increased. A fixed amount of increment is given to them based on inflation rate. If someone goes outside of office and there is no chance of coming back within that month he/she will be given advance payment salary. A fixed amount of house rent is given to the employees. It is given based on level of employees. Travel allowance is provided based on the level of employees and considering the distance. Transportation cost, food, ticket collection cost these are included into travelling allowance. If anyone use transport, they are not supposed to get this allowance.

All employees are provided convenience allowance according to their level. When staffs have to go for field visit or any other official purpose outside of office they get accommodation and food. If they are not given food and accommodation they get food and accommodation allowance. When staffs go outside of office for official purpose and they have to stay over there company provides night halt age allowance for them. It is fixed and it varies from level of staff. Staffs are gets overtime allowance when they are supposed to stay after office hour and have to come to office on holidays. Amount of overtime per day/ per hour is determined according to type of employment. At the very beginning of each and every year Driver, Mechanic, Security Guard and all maintenance staffs get assigned uniform for them within the first week of January. All employees of Square Textiles Limited are provided convenience allowance according to their level. When staffs of Square Textiles Limited have to go for field visit or any other official purpose outside of office they get accommodation and food from company. If they are not given food and accommodation they get food and accommodation allowance.

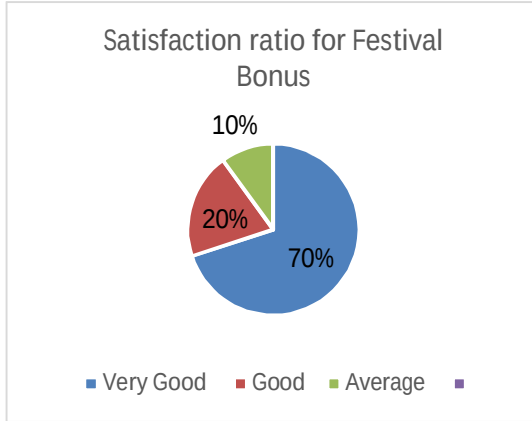
When staffs of Square Textiles Limited gets overtime allowance when they are supposed to stay after office hour and have to come to office on holidays. Amount of overtime per day/ per hour is determined according to type of employment. Those who have to handle guests frequently they are given entertainment allowance as they do not have to use their pocket money to take care of guests. Company of all Employees has provided 100 % free Lunch. If someone is involved with consultancy service when clients give consultancy fee for service then he/she will be given that fee. There is loan facility at Square Textiles Limited for their staffs. The confirmed staffs and those who work for at least one year they are considered as eligible to get loan facility. The staffs of

Head & Factory Office are provided the facility. Part-time/ contractual/ temporary employees are not provided transport facility.

All regular & service staffs can enjoy festival bonus twice in a year. Festival bonus is equivalent to staffs monthly basic salary. If it is provided twice in a year it will be divided into two portions. One portion will be paid first time and another portion will be given second time. This leave is earned by work. It is with pay. Earned leave includes only the leaves of working day. Weekly holiday, occasional holiday or any other holidays are excluded from this leave. All Management Employee of Square Textile Limited enjoyed 10 days leave with full basic in every year. Square Textiles Limited provides 6 months with pay maternity leave to its female staffs. Extra 6 months non paid maternity leave is also given to the staffs. It is started from joining to the workplace. It is only given to the staffs if their year of involvement with Square Textiles Limited is not less than 3 years. If someone serves for 3 or above years and he/she is not dismissed from the job, he/she will be given at the rate of last month's salary for every completed year. If someone serves for 10 yrs. or above years and he/she is not dismissed from the job, he/she will be given at the rate of last month's salary 45 days for every completed year. After confirmation each and every staff of Square Textiles Limited have to give 10% of their basic salary to the contributory compulsory provident fund. Square Textiles Limited also provide same amount of money to the provident fund. If someone switch job willingly before 2 years of employment then he/she will get all money of his/her contribution but nothing from Square Textiles Limited. If switch job after 2 years he/she will get full amount of money from both contribution. If any staff of Square Textiles Limited suffers from mutilation or become death for accident he/she or his/her nominee will be given staff security benefit. It is provided considering damages. Generally it is given last basic salary for every serviced year.

Chapter – 05 (Five)

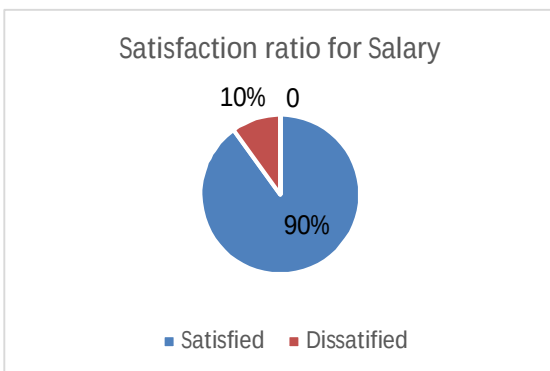
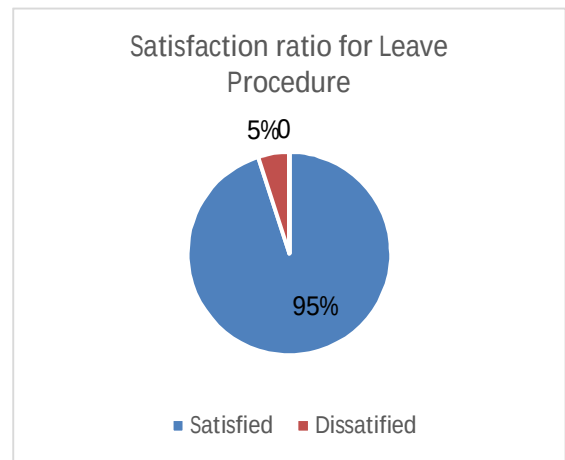
5.1 Findings and Data Analysis:



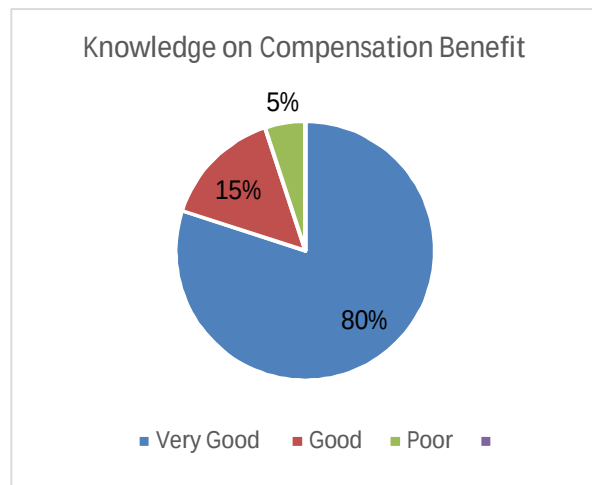
To conduct research on employee satisfaction on Square Textiles limited compensation a set of Questionnaire was made. The research is conducted on 260 staffs of Square Textiles Limited. That means among 2000+ staffs of Square Textiles Limited factory the sample size of the research was 260. Based on the answers of Square Textiles Limited staffs it is found that 70% of employees of Square Textiles Limited think that festival bonus which is provided by

Square Textiles Limited is average. In addition 70% staffs of Square Textiles Limited think that Square Textiles Limited festival bonus is very good. Rest 20% of staffs thinks that it is good. That means most of the employees of Square Textiles Limited like their festival bonus. They are happy with Square Textiles Limited festival bonus. Though 10% staffs of Square Textiles Limited consider its festival bonus as Average but they do not have any complain about it. As majority of staffs like festival bonus it can be said that employees of Square Textiles Limited are satisfied with their festival bonus.

Moreover, it is also found that 95% employees of Square Textiles Limited are satisfied with their leave procedure. Rests 5% are not satisfied with leave procedure. As most of the employees of Square Textiles Limited are satisfied with leave procedure it can be predicted that employees of Square Textiles Limited are satisfied with leave facility.



In addition, it is also observed that 90% staffs of Square Textiles Limited are satisfied with their salary. They think that they are paid perfectly. On the other hand 10% employees of Square Textiles Limited think that they are paid less. According to them, they deserve more salary. Some of them blamed that someone who serves for any other same.

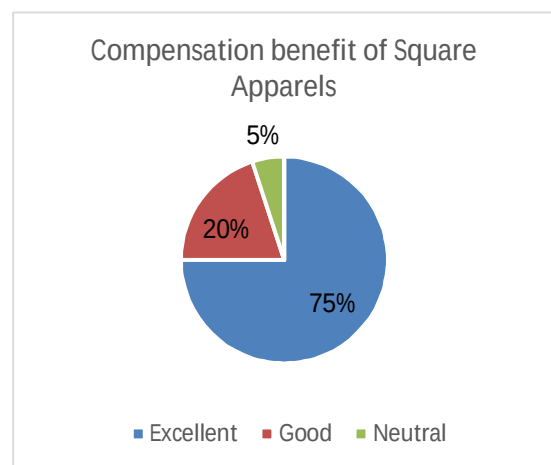


Category organization is getting more salary staying at equivalent level. Though 10% staffs of Square Textiles Limited are dissatisfied with their salary majority of them (90%) are satisfied with their salary. So, it can be said that staffs of Square Textiles Limited are satisfied with their present salary.

80% of Square Textiles Limited staff has Very good knowledge about compensation benefits of Square Textiles Limited. 15% staffs have Good idea about compensation benefits they are

provided. Rest 5% staff has poor about compensation benefits.

Most of the staffs of Square Textiles Limited are delighted about their compensation benefits. As majority of staffs are happy with compensation benefits and consider overall compensation benefits of Square Textiles Limited as good, so it is proved that staffs of Square Textiles Limited are satisfied with their overall compensation benefits.



Major Findings of the Study:

In every study, it is essential to find out the analysis of the study and follow the findings as guidelines for development of the report. This report was mainly done on the evaluation of performance appraisal system of Square Textiles Limited (STxL) and its acceptability among the employees. The major findings inferred from the study are: It is right that PA helps to ensure equity among employees and in STxL most of the employees believe that their supervisors do not discriminate to show equity among employees. It is a negative side for the STxL that there is no separate committee to evaluate PA after their supervisor's appraisal. Balance score card approach is only applicable in HR department of STxL. It is an excellent information that employees growth does not depend on only yearly PA but it is reliable that through PA an employee can identify his/her strengths and weaknesses. Employees are satisfied with this system at least their feedback is saved because it helps at the time of their promotion or salary alignment which increases employee motivation. It is a negative side that most of the supervisors have not clear understanding about the PA system and that's why subordinates feel demotivated which creates job dissatisfaction. There is also a positive side for the organization that if any injustice is made by the supervisors, the subordinates can raise their voice regarding this by writing to the authorities. The most important thing is that in ACI there is no gender discrimination and employees feel comfortable to work here. The most important thing is that though employees tell that they are satisfied in case of zero discrimination, but the statistics show that male and female are not evenly satisfied in PA system.

Chapter – 06 (Six)

Recommendations & Conclusion

6.1 Recommendations

It can be said that the significance of performance appraisal, being a major and crucial HR activity, can hardly be overemphasized for the growth, development and success of any organization. Some of the most important factors that contribute to employee satisfaction and consequently to their dedication and good performance, also increasing the retention rate are: appropriate leadership and human resources practices, interesting and challenging work, opportunities for career development, constructive feedback, recognition and respect etc. The respondents are more aware about outcomes of effective performance appraisal than factors that can make harm to the effectiveness of performance appraisal.

6.2 Conclusion:

Since 1958 Square Group Limited is operating business in the Square Textiles Limited (Garments & Textile Business) and they are now the leading brand in Bangladesh. Square Textiles Limited is the branch of Square Group. Square Textiles Limited established on 1991. It is playing the role of representative of Bangladeshi Garments & Textile business. The qualified human resources of Square Textiles Limited keep the business running and foster the growth of business. The HR department of Square Textiles Limited ensures attract, attain and retain of talent staffs within the organization and helps in placing right people, at the right place, at the right time doing the right job. Talent and qualified staffs are loyal to the Square Textiles Limited for its best compensation package. Staffs of this organization are satisfied with their overall compensation benefits & Job. However, competitors can attract talents of Square Textiles Limited through offering more attractive salaries and other benefits. For this reason, Square Textiles Limited should be more concern about it and should increase salary of staffs. It can introduce PF, Gratuity, LFA, Festival Bonus performance bonus, profit sharing, and Free lunch & Free housing facility, Transport facility, 50 % discount facility of Square Hospital & Doctor, 30 % discount of Square Madeline & Consumer products, Attractive Employee sale of Square Garments Products to the staffs. However, the recruitment and selection of staffs is the main responsibility of HR department. Except this they have some other responsibilities such as transfer of staffs, maintaining attendance of staffs, leave management, performance appraisal related activities, confirmation of staffs, job separation, grievance management etc. so HR of Square Textiles Limited can take initiatives as competitors cannot attract talent staffs of Square Textiles Limited. This organization will require lots of qualified human resources. Human Resource department of Square Textiles Limited will ensure hiring pool of qualified, talented human resources for Square Textiles Limited. Through attract, attain, and retaining talent staffs by offering excellent compensation package to the talents HR department will encourage Square Textiles Limited to move forward.

6.3 References:

- ✓ Human Resource Policy and Procedure (HRPP) of Square Group.
- ✓ [https://en.wikipedia.org/wiki/The_Square_\(group\)](https://en.wikipedia.org/wiki/The_Square_(group))
- ✓ <http://www.referenceforbusiness.com/encyclopedia/Gov-Inc/Human-Resource-Management-HRM.html#b>
- ✓ Financial statements and other statements of Square Group
- ✓ Web site of Square Group
- ✓ Web site of Square Textile Limited
- ✓ Academic Calendar Square Group, Activity Report, Job Description, Policy, Official Records, Booklet, Published Materials, Training Materials and website of SApL , File study , Administration Department
- ✓ Handbook on Human Resource Management Practices. 15th ed.
- ✓ News Letter of Square Group
- ✓ International Journal of Science and Research (IJSR), India Online ISSN: 2319-7064