

Internship Report on
**“Impact of HR Policies on Organizational
Performance of RMG Sector in Bangladesh. A
Study on Winter Dress Ltd.”**

Winter Dress limited





Report On

“Impact of HR Policies on Organizational Performance of RMG Sector in Bangladesh: A Study on Winter Dress Ltd.”

Submitted To

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Department of Business Administration

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Submitted By

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ID: 151-11-195

Program: BBA

Batch: 40th

Major: Marketing & HRM

Faculty of Business and Entrepreneurship

This Internship Report is submitted to the Department of Business Administration, Daffodil International University for the fulfilment of Partial Requirement for the Degree of Bachelor of Business Administration (BBA)

Letter of Transmittal

15 December 2018

Md. Alamgir Hossan

Senior Lecturer

Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

Subject: Submission of Internship Report.

Dear Sir,

With due respect and immense gratification, I am submitting my internship report which a partial requirement of my BBA program. The report I largely based on **“Impact of HR Policies on Organizational Performance of RMG Sector in Bangladesh: A Study on Winter Dress Ltd.”**.

It is really an enormous prospect for me to gather all the inevitable information and grasp the subject matter in an appropriate and authentic source to make this report viable. I have found the study is quite attention-grabbing, beneficial & insightful.

I tried my level best to prepare an effective & credible report. The report will provide a clear concept about the overall functions of HR policies and practices in Winter Dress Ltd. It will be a great achievement for me if you kindly go through the report to ascertain the fruitfulness of it. I hope you will consider the mistakes that may take place in the report in spite of my best.

Sincerely Yours,

.....

MD. Jahirul Islam Robin

ID: 151-11-195

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Proclamation

I, Md. Jahirul Islam Robin, hereby announce that the following internship report titled “**Impact of HR Policies on Organizational Performance of RMG Sector in Bangladesh: A Study on Winter Dress Ltd.**” is solely prepared by me right after the completion of my internship at the HR Department Office, Winter Dress Ltd. in Kalma, Savar, Dhaka under the supervision of **Md Alamgir Hossan**, Senior Lecturer, Faculty of Business and Entrepreneurship.

I ensure that the report has been prepared in consideration of the fulfilment of my academic requirement and not for any other intention although the concerned parties may find it useful for the improvement of HR policies.

.....

Md. Jahirul Islam Robin

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Major: Marketing and HRM

Department of Business Administration

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Letter of Authorization

This is to ratify that Md. Jahirul Islam Robin, ID: 151-11-195 a student of the Department of Business Administration of Daffodil International University has completed his internship report titled **“Impact of HR Policies on Organizational Performance of RMG Sector in Bangladesh: A Study on Winter Dress Ltd.”** under my supervision and direction.

His internship placement was at the Office HR Department, Winter Dress Ltd. in Kalma, Savar, Dhaka. I am pleased to state that he has gone through all the necessary and required steps to accomplish the report and the report contains all the data, information, analysis and findings from authentic sources. As a result, the report seems to have completed on a successful note.

I wish him every success in life.

.....

Signature of the Supervisor

Md. Alamgir Hossan

Senior Lecturer

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Acknowledgement

First of all, I wish to express my gratitude to the Almighty ALLAH for giving me the strength to perform my responsibilities as an intern and complete the report within the stipulated time.

I am deeply indebted to my Faculty Advisor **Md. Alamgir Hossan, Senior Lecturer**, Daffodil International University for her whole-hearted supervision during my organizational attachment period. I am also grateful to **Mohammad Ali, Executive HR & Compliance** as my organizational supervisor. Really, it wouldn't be possible to prepare this report up to this mark without their guidance.

This has been an incredible period of time for me to work on this report titled **“Impact of HR Policies on Organizational Performance of RMG Sector in Bangladesh: A Study on Winter Dress Ltd.”**

My gratitude goes to the entire Business Administration Department, of Daffodil International University for arranging an Internship Program that facilitates the integration of theoretical knowledge with a real life situation. It was not less than a golden opportunity for me to work as an intern at the Office of Winter Dress Ltd. HR Department.

Last but not least, I would like to convey my gratitude to **Md. Manikuzzaman (Manager HR & Compliance)**, **Golam Rahman Choton (Senior HR Officer)**, **Zahidul Islam (HR Officer)**. Moreover, I would also like to express my gratitude to my Winter Dress Ltd. fellows, seniors and colleagues who gave me good advice, suggestions, inspiration and support. I must mention the wonderful working environment and group commitment of this organization that has enabled me to deal with a lot of things.

Dedication

There has to be someone behind every great work. Similarly this time it was none other than my parents. Their consistent support and care pushed me to an extent where I accomplished nothing but this report and many more. Keeping these thoughts in mind I want to dedicate this report to the persons who are in the position of top priority in my life, my father and my mother and as a whole my family. In the meantime, I want to say that it was them who brought me in this world and I am indebted towards them then, now and forever for even the tiniest thing that I have ever and will achieve in my life.

May Allah bless them to live longer.

ABSTRACT

Impact of human resource management policies on organizational performance has been a widely researched area for years. But unfortunately, very insufficient number of studies have been conducted on this area in the context of Bangladesh and other developing countries. This study was undertaken to fill this obvious research gap.

Five broad categories of HR Policies: Recruitment & Selection, Training & Development, Compensation Package & Benefits, Performance Appraisal and Rewards and Incentives have been taken as independent variables and their impact has been assessed on organizational performance as dependent variable. Data were collected from employees of Winter Dress Ltd through questionnaire based on a **5- point Likert Scale** and analysed.

HR policies have been found to be significantly and highly positively relationship with organizational performance. Out of HR practices, compensation and benefits as well as performance appraisal are found to have significant impact on organizational performance.

There were some limitations at the time of doing this research. One of the major limitation was no one is to know and collect some internal HR policies which are currently. Besides, publication and articles are not enough to study and some information are unknown to managers and employees. Above all, I was able to manage and complete the research by overcoming limitations.

The outcome of the study will provide useful guideline to the current RMG sector in Bangladesh by giving the answer of several questions of why employees performance are not increasing and the impact of HR policies on RMG industry. By following the outcomes an organization might be able to find the reason behind their lacking of organizational performance and will be able to overcome it by optimizing employee's performance.

By doing this research it shows that in Bangladesh, HR policies and practices have significant association with organizational performance. There is a high positive relationship between HR policy and organizational performance which is making huge impact on organizational performance.

Keyword: HRM, HR Policies, RMG, Organizational Performance, Recruitment & Selection, Training, Performance Evaluation, Compensation and Benefits.

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Chapter: 1

Introduction

1.1 Introduction

In Bangladesh, ready-made garments industries (RMG) are one of the fastest growing sector. It is an export sector. RMG export is really the most essential way for both social and economic development and also making huge employment in contemporary of Bangladesh. For improving the growth of Bangladesh rapidly, most importantly by doing industrialization the government of Bangladesh has already taken different policies and made different policies for attracting foreign investor and make them investment in Bangladesh. Overall in Bangladesh, approximately there are 2500 export oriented RMG industries exist and among them, Winter Dress Limited is a leading 100% export oriented private garment in Bangladesh.

Bangladesh is a potential industrial country. The country has a large number of workforce. So, for being unskilled labor, it is the main opportunity for businessman to develop garments industry. Therefore, this sector has a huge opportunity to develop the economy of Bangladesh easily by generating profit from foreign country. The impact of Human Resource Policy is the track by which the country's organizational performance can be developed.

By increasing the size and for becoming complex of business organization, manpower has already become one the most essential factor in today's business. Business needs human or people who can be owners or can be employees, and also consumers. Also and organization needs people who will operate the work. For this reason, it is called that an organization is nothing but human resource and without human resource the organization is nothing. From all the resources for doing business, the most important one is human resource. Because human beings can play many role as like resources and also a motive for all other resources which are manipulating or developing or utilizing or commanding as well as controlling the manpower. Therefore, Human Resource management includes a set of activities which are recruitment & selection, motivation, compensation, training & development, Employees performance appraisal and industrial relation as well as retention.

Although this project has prepared for fulfilling the requirement of BBA Degree but I would like to express that I have got the best chance to work practically in a reputed company named Winter Dress limited. In this report, I tried to find out the impact of Human Resource policies on organizational performances in ready-made garments industry which are 100% export oriented garments in Bangladesh and how those policies are making an impact on the overall organizational performance.

1.2 Background

In this competition era in the business there are no enough room for making error and efficiency where production is playing a very significant part. For gaining advantage there are two thing needed which are passion and efficiency in everything which is the key to survive in business and increase in growth. For doing trade, a proverb can be said that human can make differences in the most effective way. Human resource management plays a vital role in the ready-made garments sector in Bangladesh. In this study, I shared my knowledge and experiences after working with a renowned ready-made garments company named Winter Dress Limited, Savar, Dhaka. In my study, the project that I worked for is Human Resource Management. I have worked in the HR department of Winter Dress Limited and therefore I have conducted a survey which is on “Impact of HR Policies on Organizational Performance of RMG Sector in Bangladesh”. In my report, I tried hard from my ability to find out the outcomes on how the human resource policies are making significant impact for both increasing and decreasing organizational performance.

1.3 Report’s Origin

In this modern era, merely academic education is not enough to make a student perfect and competitive in the world. Therefore, Internship is a must and obvious for a student to gain practical idea, knowledge, skills, and experience.

Daffodil International University is one of the most famous and renowned private university in Bangladesh and recently it has become QS Asia ranking top university. The faculty of business and entrepreneurship has designed different curriculum and BBA (Bachelor of Business Administration) is one of those in which courses are designed in a way by making it international standard where business graduates can be made. Therefore, I have completed my 129 credit and as per the course design I as a student need to go for my rest 3 credit by which I can do my internship program in an organization.

This report is an end result of an Internship attachment with one of the top graded 100% Export Oriented Buying House in Garments Industry in Bangladesh. It will obviously try to improve the organizational performances of export-oriented garments industries in Bangladesh, especially for Winter Dress Limited.

1.4 Study Objective

General Objective

The prime objective is to identify and find out different reason of Human Resource Policies which has huge impact on the performance of organization. Besides, understanding HR policies and activities, identify the relationship between Human Resource Policy and Organizational Performance as well as depending on findings provide some recommendation are the general objective of this study. For making these objective realistic, following objectives need to be considered.

Specific Objective

- To identify impact of Human Resource Policies on Organizational Performance.
- To address the relationship between Human Resource Policies with Organizational Performance.
- Depend on findings, offer some measures on how to improve organizational performance.

1.5 Research Scope

- ❖ This report discussed different Human Resource policies of the Winter Dress Limited and also discussed mid-level and entry level management and also I have also solely tried to focus on the Human Resource Department as well as its policies.
- ❖ The study might be able to help us to understand different necessary roles of RMG sectors in social and economic development of Bangladesh.
- ❖ Besides the report entirely showed the current situation of Winter Dress Limited as well as ready-made garments situation and how different Human Resource policies are making impact on organizational performance at Winter Dress Limited.
- ❖ Finally, I have got the practical chance of knowing the reality of Human Resource Management policies and activities.

1.6 Significances

Some significant of the study are given below:-

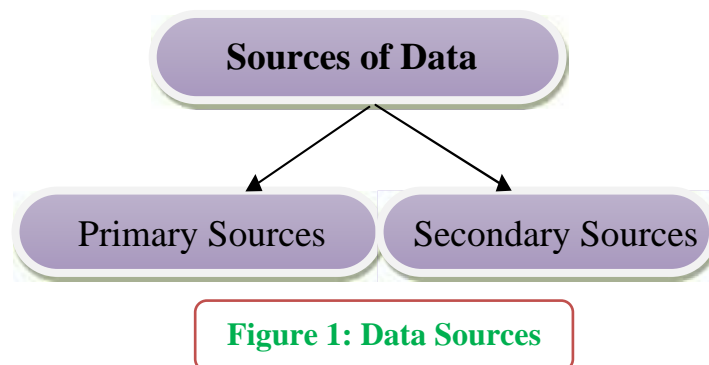
- ❖ To improve knowledge about HR policies of Winter Dress Limited to its employee.
- ❖ For practicing the policies in the best way.
- ❖ To implement the policies properly.
- ❖ To identify the relationship between HR policies with organizational performance.
- ❖ Impact of the policies on both HR and organizational performance.
- ❖ Find out some recommendations and measures to improve organizational performance.
- ❖ To fulfil my partial academic requirement.

1.7 Methodology of the Study

For making the report understandable, meaningful and presentable I tried to use both primary method as well as secondary method of data collection as research base. A questionnaire was prepared and a survey was conducted among HR officers and other employees which helped for collecting all Primary Data of the report. Whereas, Secondary data needed to collect from internet & HR policy documents and publications of Winter Dress Ltd as well as some articles. The sources have been divided by two parts.

Sources of Data

There are two sources of data. These are as follows:



Method of Data Collection

Data is originally collected from questionnaire, documents, records that was saved before and observation. Hare, main sources of data is collected by doing an open ended questionnaire. Also, by observing on employees some data is collected. For identify the systems loophole and the systems ineffectiveness sometimes I stayed and passed many times with the employees.

Primary Data

At first the primary data of this report has been collected from the employees, HR executives and also planning department executives, managers of the company. Also, I collected data by analyzing damages physically and sometimes by visiting the factory. This is actually called a qualitative research. Actually, it is an instructed and also an exploratory method by which the project is prepared by taking only 50 sample. These data shows insight and understanding of the HR policies. I choose qualitative method by which I can be able to mainly use my observation and also will be able to use a very small sample size from the whole population of the Human Resource department. Besides I was lucky to be involved and collect data directly by

- Collecting from doing the survey of the questionnaire.
- Taking initial lectures from HR officers.
- Conversation with manager and consulting with the supervisor.
- Doing practical work experienced at different desk.

Secondary Data

For collecting secondary data I have collected information from different journals as well as organizations HR policy book. Though the organization does not provide that much information and does not have web page for collecting the information from internet. I was able to find some secondary sources which are

- Different publications of Winter Dress Ltd.

- HR Policy book and documents.
- Analyzing several confidential and realistic reports.
- Facebook Page of Winter Dress Ltd.

Data Analysis Technique

It is a process of inspecting the data after that clean and transform the data as well as make the modeling of the data. Its goal is to find the correct and useful information and after using the data make conclusions of the data. It is also supported in effective decision-making. In the study, the data has been analyzed through Microsoft Office Package 2016.

1.8 Report Prepare and Procedural Time

It took me 12 weeks which is almost 3 month to fulfill my report.

	1 st Month	2 nd Month	3 rd Month
DATA COLLECTION			
DATA ANALYSING			
REPORT PROCESSING			
REPORT EVALUATING			

1.9 Limitations of the Study

Limitations are everywhere so does there. Human Resource Department is one the most vital and confidential department in any organization. Although I faced several obstacles and barriers in the way of my works, but I am highly glad and grateful that I got a big opportunity and I have learnt and understood the practical knowledge and work. At the time of my study I had faced some limitation which are as following

- One of the major limitation was company did not give permission to collect some internal data as well as HR policies which are currently used by the organization.
- The research work is confined to just one company.

- Publication and articles of this field are not available enough and some information remained unknown to managers and executives.
- Due to some barriers some aspects could not be disclosed and discussed in the report.

Chapter: 2

Literature Review

2.1 Literature Review of the Study

A numerous number of research studies that are related with HRM which is found in different HR research paper, journals and magazines etc. Most of the research have shown both conceptual and non-empirical studies where used a qualitative or used a quantitative method.

In today's era, HR employees are influencing a company's overall performances and the investment as well as outcome in this program is faired as per the returns from it, said by (Et Neo al, 2008). So many study has already been begun simultaneously by looking at HR and different organizational reasons. Among them, one of the most critical reason requires that further research as well as investigation in our countries' has the effect on HR policies on organizational performance. Some recent literates proved and shows a huge number HR policy which have impact on organizational performance which is said by three authors. (Et Lopez al, 2005; Al Sun et, 2007 and Vlachos, 2008). Al Sun et. (2007) Bamberger and Meshoulam (2000) both of them showed resource as well as control related system in HR policies. Both of them said that resource base approach make the measurement of practices and taps on different issues. For example internally development of the employees like training. Al Ployhart et, (2009) found the points which show the differences in personality which has predicted individuals performance and job satisfaction. Training should be linked with HR activities such as compensation, performance appraisal and lastly promotion by which turnover can be reduced (Bowen, 2004 as cited in Al Ngo et, 2008). By this way many researcher had integrated and invented different kind of HR policies. Both of them measured HR policies and found positive relationship which is related with organizational performance.

OP is as like "Value's which is created by an organization by utilizing its assets that are productive for comparing of those assets expect to achieve by the owners". For this reason, it is very much difficult to measure an organizational performance most importantly because of its measurement changes continually (Al Absar et, 2010 in his research page 15). Hence, the result shows that there are no standard research framework for measuring organizational performance. (Al Shieh et, 2009) discussed in his research about Chien Research which was published on(2004) that organizational performance areas which includes different factors that are (1) Motivation have to be used by managers to maintain for keeping particular types of employees for achieving the organizational goals objectives. On the other hand, as financial performance is measured in only one case which is inadequate and insufficient for evaluating

OP that dimension should be adopted (Norton, 1996 and Caplan 1006 cited in Al Mohamed et, 2009).

By analysing and understanding my study on this project I have understood many things which can be implemented in ready-made garments industry in Bangladesh and those issues that I have got by doing this research have better impact on HR policies on organizational performance. Those significant issues is discussed below.

HR policies are related to directing and monitoring of the employees performance. There are three sub-system that are not adequate which is found from (Bamberger 2000) and (Meshoulam 2000). People flow, employee training, & staffing and mobility (1). Performance appraisal, rewards & incentives, compensation & benefits (2). Employee relation, employee's job design and participation (3). I have found a relationship between HR strategies in my project like (HR planning, recruiting & selecting, training and performance appraisal) and all these functions is linked with organizational performance like (market share of the company, profitability, customer satisfaction and finally leadership support). My research project shows that HR strategies and OP (organizational performance) have positive perspective of both employees and managers. So the main reason for implementing HR policies and strategies is to gain market as well as gain profitability. OP is basically indicates two factors that is (1) organizational effectiveness which means organizations obtain their objectives and (2) organizational efficacy whereas an organizational uses its resources at best. Besides, employee and customer satisfaction, product and service quality, innovation and capability to maintain the manpower uniquely also depend on organizational performance which is said by (Al Absar et, 2010 in his research paper, page.15). By studding many articles of different renowned researcher and from my study of this project, I would like to suggest that if strategic performance measurement method can be used to help the organization for building capabilities the competitive advantages can be gained.

2.2 Conceptual Framework

Based on the literature review and study on different articles, a framework has been developed. In the framework some major issues have been discussed.

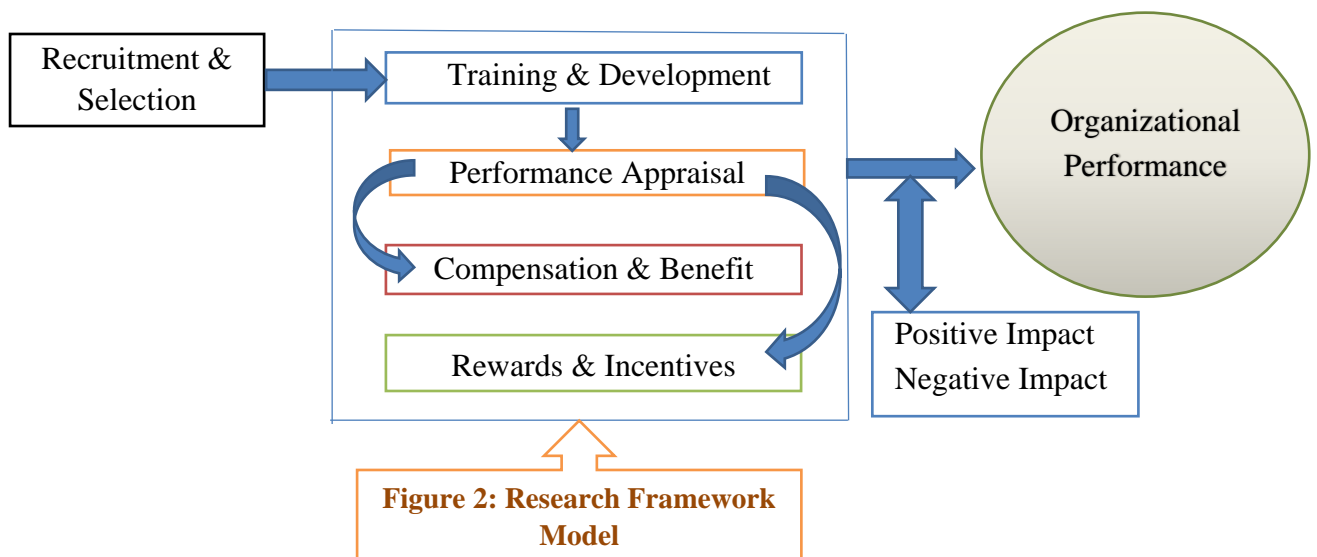
First of all, recruitment and selection are directly linked with the training and development program. After recruiting an employee, he or she has been given immediate training about his or her work. If an employee becomes a regular employee then different training program like short term and long term is provided by the organization which is described in the training part.

Besides, training and development are also connected with the performance of the employees because training and development make an employee perform better in his or her work. By giving training properly, employees can develop themselves in their respective position.

After becoming trained, employees can perform much better in their respective work which brings an employee's 'compensation and different benefits'. Even if, an employee can make him or her productive and perform better then the employee is recognized and got the reward as per company's policy.

However, all these activities have both positive and negative impact on organizational performance. After doing the survey, it has been observed that some employers think they don't get better training and development program in their work for which they cannot perform well and some think that there is some weakness on doing performance appraisal. Although, having some negative impact many employees have shown a positive impact which is more than 80%.

A conceptual framework has drawn for understanding better which has given below:-



Chapter: 3

Company Profile



3.1 About Winter Dress Limited

Winter Dress Ltd (WDL) is a 100% export-oriented sweater maker. It was established in the year 2009. Winter Dress limited started as garments industry in 2013 which is interested in sweater manufacturing. From the beginning the company has been doing business with so many customers with its honesty. The company belongs to the Sydney Ehsan Group. Sydney Ehsaan Group has been working with good reputation in Bangladesh for the last 18 years. Other companies of the Sydney Ehsan Group affiliated with Winter Dress Ltd, Mehta Hot Dress Ltd, Sydney Fashion Limited, Ehsan Fashion Limited etc. which have been working with one of the best buyers of Europe and USA for a long time. **Winter Dress Limited** is a 100% export oriented ready-made garments & Sweater factory which is located in No.1 Kalma, Dairy Farm, Savar, Dhaka.

Satisfying the customer is the foremost concern of **Winter Dress Ltd**. It is highly committed to satisfy its valued customer through acceptable product quality and on time delivery. **Winter Dress Limited** cares for its working hands and working environment. Also the organization is largely aware of safety, accountability and social commitment.

The company's owners possess a vast experience in Winding, Knitting, Linking and Dyeing & Finishing of sweater Product Company.

3.2 Vision

“To be recognized as one of the most reliable garments factory by 2025”.

3.3 Mission

- Producing international quality products.
- Deliver the product on time to the customer.

3.4 Background and Experience of the Director

Managing Director of the project **Mr. Farid Ahmed Patwary** is a well experienced businessman having long-standing business acumen in trade, commerce and industry. He acquired wide exposure in diversified disciplines of business that covers import, export, manufacturing, banking, insurance & social development. Maximum part of his business life; he was engaged in Textile, Sweater & Knit & woven garments sector. Presently he is controlling following business concerns as the chief executive.

3.5 Company Details

	Details of Winter Dress Limited
Total Floor Space	1, 21,912 sft. (Total four floor).
Production Space	1, 00,000 sft.
Storage/Inspection/Admin area	21,912 sft.
Nos. of Production Line	Target 20 sewing lines in Knitwear division & 160 auto Jacquard machines in sweater division.
Main Products (Knitwear)	T-Shirt, Polo Shirt.
Main Products (Sweater)	Pull over, Cardigan.
Production Capacity (knitwear)	10,00,000 pcs per month basic T-Shirt
Production Capacity (Sweater)	1, 50,000 pcs per month
Present Buyer (Knitwear)	C& A, K-MART, Kwintet Corporation, HEMA, B&C, Sol's, Roochi
Present Buyer (Sweater)	Next, SRG, W.Fashion/PBtex, Lucas Fashion, Skyland

3.6 Total Manpower

	Knitwear	Sweater	Total
Total Manpower	787	677	1464
Total Staff (Admin)	22	17	39
Total Non-production workers	30	28	58
Total Production Staff	60	50	110
Total Production workers	675	582	1257
Male	202	232	434
Female	473	350	823

3.7 Product and Service

Since WDL is a 100 % export oriented composite knit textile unit with the commitment to cater the Global needs for knit and casual clothing. Some of its most popular sweater dress are Real-fashion-brands-polo-ralph, Sweater-vest-style for-men, Men-s-boutique-design-woollen and different design sweaters.

Winter Dress Limited use raw materials like Cotton, Acrylic, V/NYL, and Woollen, Blend Yarn & Others for production and produce sweater and pull over, cardigan for ladies, gents & kids of all ages. UK, USA, Canada & EU.



Real-fashion-brands-polo-ralph



Sweater-vest-style for-men

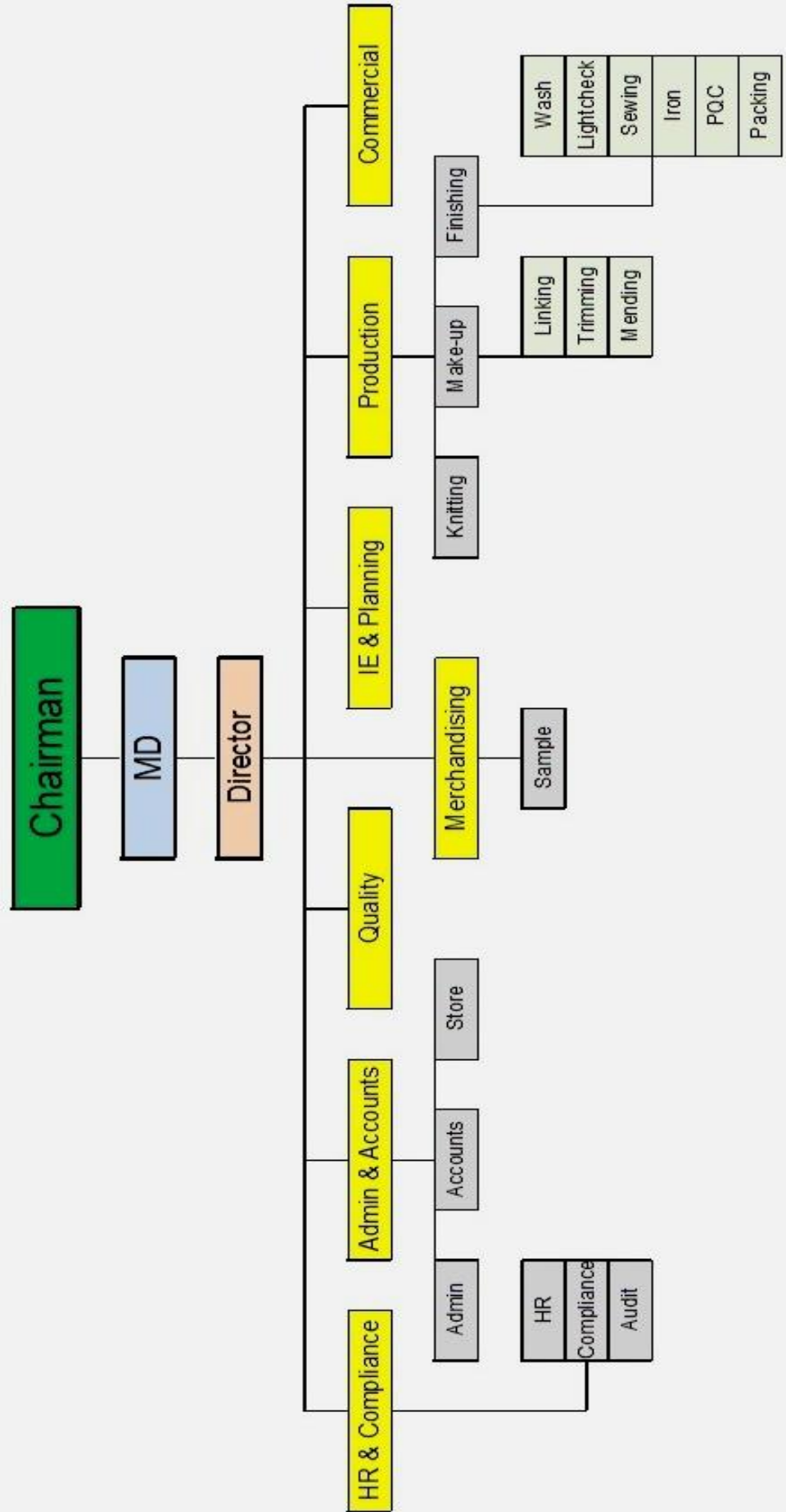


DesigneSweaters - 250x250



Mens-boutique-design-woollen.jpg_200x200

Organogram :



3.9 Organization Floors at a Glance

Ground Floor

(Auto Jacquard, Sample, Lab & Office)



First Floor

(Light check, Wash, Sewing, Iron, PQC, Packing, Office & Medical Room)



Second Floor

(Knitting/Auto Jacquard, Linking, Trimming, Mending, Female Prayer Room & Training Room)



Third Floor

(Knitting/Auto Jacquard, Linking, Trimming, Mending & Male Prayer Room)



3.10 Certificate /License Status of Winter Dress Limited



Name of Certificate/License	Number/Status
Trade License	10/2012-2013
Bond License	OK
Fire License	DHAKA/23559/12
Certificate of Incorporation	C-95496/11
ERC	0098702
IRC	0223410
EPB	OK
Factory License	OK
Building Approval	OK
TIN	176-202-0192
BGMEA Membership	5492
Boiler	OK
Environment	OK
Group Insurance	2174
Boiler Operator	OK
Electrician	OK
Drinking Water Test Report	OK
Generator Permission	OK
Sub Station Permission	OK
Brand of Investment Registration	L-173011101057-H
Value Added Text	17151002974
Memorandum and Articles of Association	7519
Form of XII	7518

3.11 Responsibility of WDL towards Environment and Society

Talking about security system, Winter Dress Limited is well arranged and furnished with sufficient equipment like fire-fighting equipment, different alarm system, a lots of bucket and highly trained worker who have much skills about emergency actions. Winter Dress Ltd arranges all this thing for only reducing the fire-risks of the company as it is a garments

company. The workplace of Winter Dress Limited environment which is nicely decorated with lighting, air system as well as ventilation makes it one of the best working environment in garments sector in our country.

Fire Equipment List

Equipment Name	Quantity	Equipment Name	Quantity
Fire Helmet	90	Manual Alarm	28
Gas Mask	90	Fire Extinguisher (ABC)	380
Hand Gloves	90	Fire Extinguisher (CO2)	140
First Aid Box	30	Fire Fighter Dress	100
IPS	17	Emergency Exit Sign	231
Emergency Light	354	Emergency Exit Light	231
Fire Siren	50	Emergency Exit	04
Bucket	88	Fire Rescue Dress	50
Lock Cutter	24	Fire Hook	30
Stretcher	26	Water Drum	16
Hose Pipe	28	Gong Bell	15
Smoke Detector	552	First Aider Dress	60
Central Alarm	01	Evacuation Plan	20

3.12 Machine Details of Winter Dress Limited

Type of Machineries	Brand	Quantity
Hand Driven Flat Knitting Machine 3g	Flying Tiger/Hongkima	100
Hand Driven Flat Knitting Machine 5-7g	Flying Tiger	125
Hand Driven Flat Knitting Machine 12g	Flying Tiger	400
Auto Knitting Machine (Jacquard)	Guoshing/Julong	1011
Dial Linking Machine	Flying Tiger	900
Lab Machine	Japan	12

Soft Winding (120 spindle)	www.ts	3
Winding Machine (12 spindle)	www.ts	21
Winding Machine (4 spindle)	www.ts	08
Automatic Strap Knitting Machine	Bengal Tiger	40
Over Lock Machine	Juki	30
Sewing Machine	Juki	175
Flat Lock Machine	Juki	15
Spot Removing Machine	Nissin	04
Industrial Vacuumed Table with Steam Iron	VIET Cool Set	80
Metal Detector Machine	Hasima	04
Carton Auto Strap Sealing Machine	Bengal Tiger	02
Semi Auto Belting Machine	Bengal Tiger	04
Button Pull Machine	Pandora	01
Color shade Machine	Verivide	01
Button Attaching Machine	Pandora	04
Washing Machine	Peacock	07
Hydro Extractor Machine	Peacock	05
Steam Dryer Machine	Peacock	09
Steam Boilers (2000kg/3000kg)	Mel/Dallim	02
Substation (1000 kva)	Energypac	01
Gas Generator 1000 KVA/WA	Waukesha	01
Diesel Generator (950 kva & 850 kva)	Young Mark/Daihatsu	02
Complete Auto Smoke/Heat Detector	Young Mark/Daihatsu	01
Complete Auto Fire Hose Reel System	Young Mark/Daihatsu	01
Auto Snap Button for Kid's	Prym Fashions	02

3.13 Future Plan of Winter Dress Limited

Winter Dress Limited is committed to improve, expand, develop and trying to improve in further years. Therefore the company has taken a lot of projects from its buyers that will have huge impact on the economic and social structure of Bangladesh. It also plays a vital role in total economic development of Bangladesh. Winter Dress Limited knows that its people, employees, staffs and all level workers are its greatest asset. Therefore, Human resource department of Winter Dress Limited has a big objective for company.

Chapter: 4

Human Resource Management

Policies of

Winter Dress Limited

4.1 HR Planning and Forecasting

Human Resource Planning means manpower planning. HR planning refers to assembling and utilizing of human resource at right place and in right number capable to performing the job. Actually it is a process that are undertaken to anticipate an organizations labor demand which is required and availability of internal labor supply that is needed to compare for determining the employment gap within an organization and for developing action plans to address these gaps.

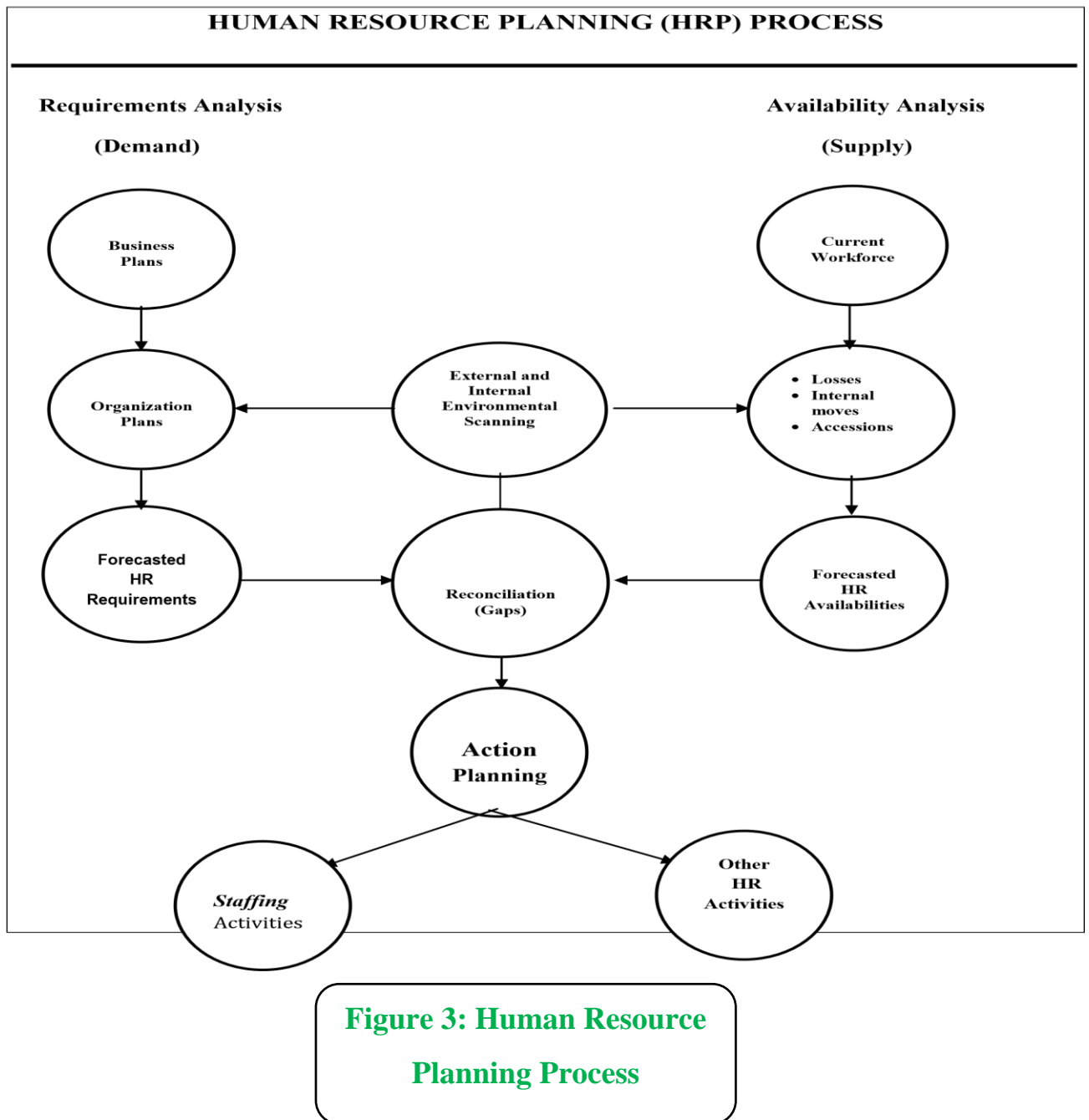
Winter Dress Limited sets a plan before the recruitment. For example 20th October of 2018, the company was getting a decision take some executive for their business. In 22nd of that month they give a circular for that and get viva end of the month and finally those are selected they are called to join in next month.

How many Apply	Call for Interview	Recruit
300	53	17

4.2 Manpower Gap Analysis

Gap analysis means comparing supply and demand gap of the workers within an organization. This step can be completed and done by fairly and by following straight forward manner. Simply take the demand analysis results and match them to supply results. Human resource department of Winter Dress Limited try to fill the gaps between current resources and future needs. Human resource department of Winter Dress Ltd is looking for their worker gap first and analyse which sector need employees like Production, Winding, Knitting, Linking and Dyeing or Finishing. After finding the gap, HR recruiters made different recruitment system like internal recruitment external recruitment etc.

HRP are shown in below Exhibit



4.4 Job Analysis

Basically it is the combination of job description with job specification. Comprises of deciding regularly with the assistance of other organization zones the nature of different business positions. It can include assurance of the aptitudes and encounters important to satisfactorily perform, occupation recognizable proof and companies. Occupation investigation is the foundation of HRM hone since it gives legitimate data about employments that is utilized to enlist and advance individuals, build up compensation, decide preparing requirements, and

settle on other critical HRM choices expressed function and Strategy. Staffing, in the interim, is the genuine procedure of dealing with the stream of faculty into, inside through exchanges and out of an association. Once the enlisting some portion of the staffing procedure has been finished. The procedure of employment investigation includes the investigator portraying the obligations of the occupant, at that point the nature and states of work, lastly some essential capabilities. After this, the activity investigator has finished a frame called a vocation psychograph, which shows the psychological prerequisites of the activity. The measure of a sound occupation examination is a substantial undertaking list. This rundown contains the useful or obligation zones of a position, the related errands, and the essential preparing suggestions. Topic specialists and chiefs for the position being broke down need to approve this last rundown with a specific end goal to approve the activity examination.

4.5 Organization & Maintenance

An organization's work compel is another key capacity of HRM. This includes planning a hierarchical structure that makes most extreme utilization of an endeavour's HR and setting up frameworks of correspondence that assistance the association work in a brought together way. Different duties around there incorporate wellbeing and wellbeing and labourer administration relations. Human asset upkeep exercises identified with wellbeing and wellbeing as a rule involve consistence with government laws that shield representatives from dangers in the working environment. Support undertakings identified with labourer administration relations principally involve: working with worker's parties; dealing with grievances identified with offense, for example, burglary or inappropriate behaviour; and conceiving correspondence frameworks to cultivate collaboration and a common feeling of mission among representatives.

4.6 Recruitment and Selection

Actually, it is a centre capacity of human asset administration. It is the initial step of arrangement. Every organization has its own idea of analysing workforce needs and also recruiting new employees for fulfilling its needs. Recruiting is a process or a set of activities of identifying as well as attracting the best qualified applicants for applying a specific jobs that is opened for him or her. According to (Syamala Devi Bhoganadam, Dr.DasarajuSrinivasa Rao October 2014) among all other HR capacities enrolment is the prime capacity where representatives are passage into the associations. It's a difficult task to find the right people for right task. Many other researchers said in their research work that recruitment and selection of

the employees must be fair and judgemental for sustaining in this modern and competitive market but we have a huge labour force and for that reason many organization of our country does not use and follow fair and judgemental policy for recruiting and selecting of the employees. For recruiting and selecting of employees organization follows their recruitment and selection policies where includes many things which are as following:-

Qualification of Recruitment

For the qualification of job in recruitment and selection Winter Dress Ltd consider the following issue:

- Educational background
- Age
- Physical strength
- Work knowledge and ability
- Previous work experience

HR manager and executives of Winter Dress Ltd have all right under executive director for taking any kind of action and implementation of recruitment and selection measure .The committee done all kind of work for recruitment and selection. Their duties and responsibility are:

- Provide recruitment information
- Collect manpower requisition
- Collection of application from the candidates as well as nominee information.
- Take physical examination.
- Take practical examination also.
- Call for final interview for re-checking and background checking.
- Give final date for appointment.

Winter Dress Ltd follows different method for recruiting and selecting their employees and some of those are given:-

Internal Recruitment & Selection

Recruiting and selecting employees internally is a tradition way in our countries organization. Internal recruitment policies objectives are to identify the suitable candidates by attracting them for doing the job among all the employees who are already doing jobs within the organization.

Winter Dress Ltd follows internal recruitment method if HR department feels that there are 2-3 vacancies available which are perfect for their current employees then they select from that vacancies.

External Recruitment & Selection

For recruiting employees Winter Dress Ltd mostly follows external recruitment method by which they give Advertisement on newspaper as well as their official Website and Facebook page for hiring and selecting suitable candidates.

Posting Job

It means publishing job openly to outlets or newspaper etc. where includes a list of many factors such as jobs responsibility, jobs attributes, jobs qualifications, work schedule of the jobs, and pay rate etc. Content should be made depending on the jobs analysis and requirements which are often followed by Winter Dress Ltd.

Requisition

It is refers to fill a vacancy by getting reference from higher authority or management which is also a way of internal recruitment process. Sometimes high management of Winter Dress Ltd give authorization to fill a position which can be their known person, relatives, family members etc.

4.7 Development and Training

Training and development is another indispensable obligation of HR faculty. HR is in charge of looking into an association's preparation needs, and for starting and assessing worker advancement programs intended to address necessities. These preparation projects can run from introduction programs that are intended to adjust new contracts to the organization, to goal-oriented training programs expected to acquaint labourers with another product framework.

Duties related with preparing and advancement exercises, in the meantime, incorporate the assurance, outline, execution, and investigation of instructive projects. The HRM expert ought to know about the essentials of learning and inspiration, and should painstakingly outline and screen preparing and improvement programs that advantage the general association and the person.

Objective of Training

One of the most important part of HR functions is to know the training needs and objectives. The management of Winter Dress Ltd (Production Sector) is not an exception to this people development concept.

Towards continuous improvement, Winter Dress Ltd is fostering training throughout the organizations. Currently many types of sister company concerns are conducting training program in different way but it is much largely for the organization to train production workers in effective way.

Purpose of Training

It is mandatory to know the purpose of training which helps ambitious employees forge ahead in their own careers. Training is one kind of leadership activity that prepares individuals for creating their respective future opportunities. In Winter Dress Ltd, for the proper and effective training of its employees it has a separate wing under the Human Resources Department which is headed by a Manager. Some training are conducted directly by this department and it is also responsible for coordinating all other training like in-house, external or internal trainings.

Training Method of Winter Dress Limited

There are several type of training method exist in an organization but Winter Dress Ltd follows only two method which are given below:-

Training Method {on the job}

It means giving direct train to the employees when he or she is assigned for doing the job under the same working place and environment where he or she has to work.

Coaching: Coaching method is normally practiced by the supervisor to know and observe the knowledge & skill of the job that the subordinate has or not. This type of method is done by the senior employees of Winter Dress Ltd.

Rotation: Winter Dress Ltd follows this method by transferring one unit to other unit of employees.

Training Method {off the job}

Off-the-job training means an employee can get training outside of his/her work station. It is done by Winter Dress Ltd for employee can give the fully concentrate on training.

Vestibule Method: Sometimes HR of Winter Dress Ltd provides training in a room and the actual training can be created in that working situation.

Conference and Seminars: In the day of seminar or conference top level managers and officer's employees are called to come in the head office and attend in different workshop, training program, seminar, conference and sometimes add case study for observing their instant performance. In fact, these programs are done in all the renowned and large companies in Bangladesh.

4.8 Performance Appraisal

In the Winter Dress Ltd at the management level, they decide a performance level, then management talking with employee and mutually set the performance level. The management set a standard level and after performing of employees their performance is compared with the actual performance level and standard performance level.

The Goal of Winter Dress Ltd for Performance Appraisal

- ❏ For determining compensation package, wage structure and rising of salaries and also benefits.
- ❏ Need to identify the strengths of the employees as well as their weakness for placing right person in the right job.
- ❏ To provide feedback to the employees based on their performance that what they have done as well as related status.
- ❏ For developing further growth and maintain continuous development as well as improvement.
- ❏ To retain the employees by providing them promotion and different training programs based on their performance.
- ❏ For giving the best performer reward after analysing the employees performance.

Method Use for Performance Evaluation

Winter Dress Ltd follows some performance appraisal method which are given below:-

Group Ordering Ranking: The HR management of Winter Dress Ltd compare employees of two or more group for intragroup or intergroup competition within the organization. After every six month the comparison is made between production unit and sales team which is also between two departments.

Individual Ranking: Individual ranking is one kind of process that depends on performance. Every month human resource department makes a list of higher performance employees and lower performance employees. This is like the competition between two or more individual or team or department that how much they can produce in a specific period of time.

4.9 Compensation and Benefit

Winter Dress Limited has been survived and become successful as well as contributing national economy since five years. An organization must be competitive in compensation. That's why compensation is very important issue for Winter Dress Ltd to its employees. Because most of the time especially in garments sector labor unrest arise for compensation issue. This group always try to design the best compensation system to align employee or worker performance with organizational objective. This is because money is highly related with human necessities.

Money wage is the most acceptable compensation all over the world is paid by the company to its employees for the services that employee gives or provides to the organization. Wages are always paid at the end of the month in Winter Dress Ltd in cash.

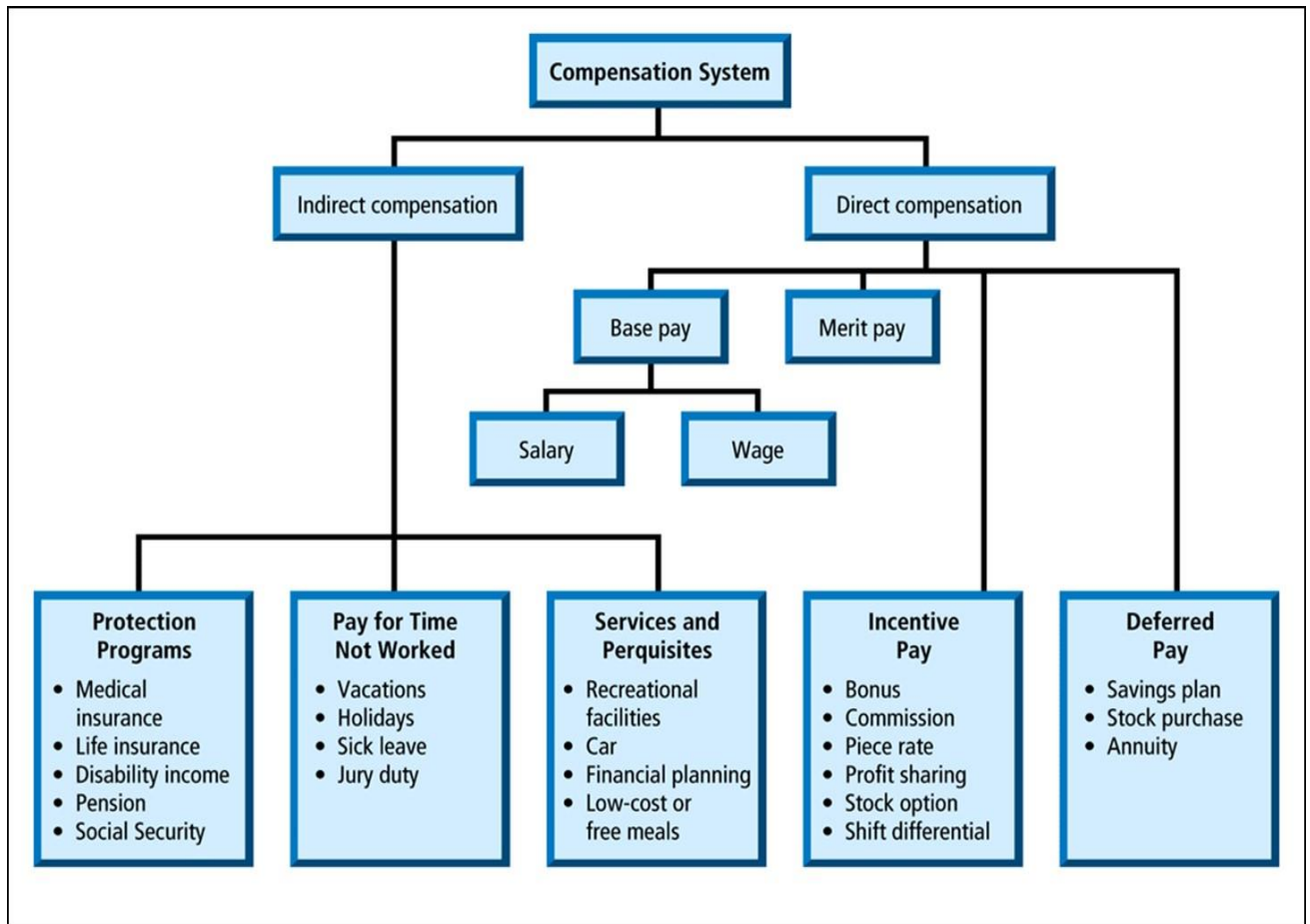
Winter Dress Ltd is consequently looking for the better compensation system according to Bangladesh labor law 2006 as per gazette and also Bangladesh Garments Manufacturers and Export Association (BGMEA) of wages plan. Human resource department always try to redesign the existing compensation with grade particulars of wages as per gazette- 2013.

Generally, Winter Dress Ltd provides compensation to an employee which are includes

- ❑ Basic compensation for doing the job that can be wage or salary
- ❑ Incentives is given for the employee who are doing job for more than 1 year/
- ❑ Supplementary compensation is paid to its employees as benefits.

In Bangladesh many of company provide different type of compensation and benefit to their employee or worker. Winter Dress Ltd is fully compliance factory which has some compensation policy and these can be determined with two type of compensation procedure to the employee and worker. Those are:

- Direct Compensation.
- Indirect Compensation.



**Figure 4:
Compensation System**

Direct Compensation

a) **Base Pay:** Cash wage is paid to the employees because it is the best medium of work return. The competitive advantage can be gained from employees only by paying a higher amount cash. Human resource department design the existing compensation with grade particulars of wages as per gazette- 2013.

Winter Dress Ltd gives the workers allowance for new workers and production workers allowances which is different from general workers according to gazette implementation. Allowance also must calculate in compensation structure in by human resource department.

Allowance as per gazette -2013: For **General Works** the allowances structure is:

Basic Allowance	House rent Allowance	Medical Allowance	Transportation Allowance	Food Allowance	Gross wage or salary
4500	1800	200	200	250	6950

Allowance as per gazette -2013: For **Production Works** the allowances structure is:

Basic	House rent Allowance	Medical Allowance	Transport Allowance	Food Allowance	Gross wage/salary
6500	2600	200	200	250	9750

Every month with in first week Winter Dress Ltd pays its employees' wages and salary. They provide pay slip with detail information of wage which has complete calculation of gross salary.

Incentive Pay: Winter Dress Ltd management paid incentives when specified performance objectives are met Incentives may inspire employees to achieve higher performance levels and motivate them to accomplish company goals and target. It generally pay for any special performance in job and work to the employee and worker in certain period of time.

Bonus: A gift can be given occasionally to an employee as reward for doing exceptional performance or for special occasions like birthdate, marriage ceremony etc. Bonuses shows that an organization appreciates to his or her employees. Organization ensures that good performance is rewarded. There are two type of bonus that is provided by Winter Dress Ltd to its worker and employees. One is festive bonus and another one is attendance bonus.

- a. **Festival Bonus:** All regular & service staffs and worker can enjoy festival bonus two times in a year. Festival bonus is equal to staffs, workers, and employee's monthly salary. It is divided into two portion which one portion is paid in Eid-ul-Fitre and another portion is paid in Eid-ul-Adha.

- b. **Attendance Bonus:** This specially give to general worker to attend on time and regular attended on work. Attendance bonus 300 taka which is provide to worker in very month full attendance. If any worker cannot able to work or absent in three days in a month he or she cannot be qualified for this bonus. This type of bonus is to motivate the worker to present in their job place on right time.

Overtime Allowance: Staffs of Winter Dress Ltd. gets over time allowance when they are supposed to stay after office hour and have to come to office on holidays. Amount of overtime rate is as per hour is two times of general work time. In maximum time it happens when the company gets huge work order from their buyers or huge quantity in production pressure.

Indirect Compensation

Flexible working schedules, child care, transportation, retirement programs, Insurance, training programs, phone bill etc. may consider as indirect compensation by Winter Dress Ltd. The indirect compensation benefit of Winter Dress Ltd are discussion below:

Transport Allowance: Payment of transport allowance is compulsory to all employee in Winter Dress Ltd. According to the gazette 2013 the transport allowance is 200/- which is provided with gross salary to the worker and employee.

Medical Allowance: In Winter Dress Ltd payment of Medical Allowance is compulsory to all employee. The Medical Allowance is also 200/- which is provided with gross salary to the worker and employee.

House rent: House rent is the 40% of basic wage which may increase by increment of basic salary of employee and worker in Winter Dress Ltd.

Food allowance: The Food Allowance is only 250/- which is provided with gross salary to the worker and employee. Food allowances is shown very lower here because Staffs, Mid-level worker, Executives and Top-level Management and Executives can get free lunch every working day from the organization. The time for eating launch is from 1 to 2.30 pm.

Maternity Allowance: According to Bangladesh Labor Act 2006, section 46, sub-section 1, Winter Dress Ltd provides the maternity allowance by maintain law. The maternity allowance policy available to women in Winter Dress is 16 weeks with full payment. Women have served at least a minimum of 6 months with current company, she may eligible for maternity

allowance. A woman will get 8 weeks before giving birth and after giving birth she will get 8 weeks which all includes 112 days.

Accident and Incident Compensation: It is newly add to the gazette 2013 for the happening of various kinds of accidents and incidents occur in garments sector. Winter Dress Limited is an export oriented and production based garment's company so that human resource department of Winter Dress Ltd makes the accident and incident compensation policy to its worker. It will be provide to all provision and permanent worker for any kind of factory accident and incident during the work period which must be implementing with Bangladesh labor act 2006.

4.10 Disciplinary Action of Winter Dress Limited

Discipline means maintain rules and regulation within an organization or institution. For violating discipline some warnings is given to the employees like oral warning, written warning, suspension and dismissal. Winter Dress Ltd emphasises much on maintaining discipline and if any employee violate any rules then he or she is punished or may be cuts his or her pay. The following warnings are given in Winter Dress Ltd.

Oral Warning: It is a kind of warning that a supervisor gives to his or her subordinates. So, this type of warning is given immediately and informally at the time of doing job. Winter Dress Ltd. highly maintains this policy.

Written Warning: This type of warning that a supervisor gives to his or her subordinates formally by giving a warning documents which is sometimes follows by the HR of Winter Dress Ltd.

Suspension: If an employee does not respect his or her supervisors or bosses then they are suspended from the organization which is obeyed by the HR employees of Winter Dress Ltd. Besides, the HR executives and employees of Winter Dress Ltd have the power of firing employee. Usually it occurs in garments sector.

Dismissal: For doing any serious effect workers are dismissed from Winter Dress Ltd. Employee who are dismissed will not get any compensation and benefits from the organization. For example, an employee of Winter Dress Ltd stole another employee's money and then he or she was punished by dismissal rules.

4.11 Relationship between HR Employee-Staffs-Workers-Buyer

The relationship between human resource executives- employees-staffs and workers is much well than other organization. But some time little disputes occur in their personal conflict Also focus as a customer then some problem occur, because of Knit Lustre Ltd doesn't payment on due time. Talking about relationship among human resource and customer/buyer of Winter Dress Ltd, they are very good and humble with their foreign buyers. There is no record that the HR of Winter Dress Ltd does anything troublesome or anything wrong with their customers as well as customers also. That is why Winter Dress Ltd has got so many true buyers and gained so much respect from the foreign buyers as well as achieved many certificates of becoming one of the best export oriented garments company in Bangladesh.

4.12 Compliance and Human Recourse Department

Winter Dress Ltd is very much aware of the compliance requirements of the buyers. They always give preference to protect the buyer's brand by preventing child labor, abuse, force, employment etc. Winter Dress Ltd has the following benefits for their compliance and human resource department.

Winter Dress Ltd believes that workers are the supreme force to create something so they always pay them the maximum as they can. The company maintains the labor law as well as rules and regulations for payment of wages as well as they provide other facilities to prevent labor turnover. For keeping pace with the rapid changing of global market demand and for using the best updated technologies, train continuously is essential for an organization for getting competitive advantage. Winter Dress Ltd has commitment for achieving highest standard, it is trying to provide effective training and arranges training for increasing skills of the employees. Winter Dress Ltd have achieved BGMEA certificate and maintaining its all principles to uphold the rights of workers Winter Dress Ltd, has a meaningful composition of line and staff level management as well as blue and white collar workers.

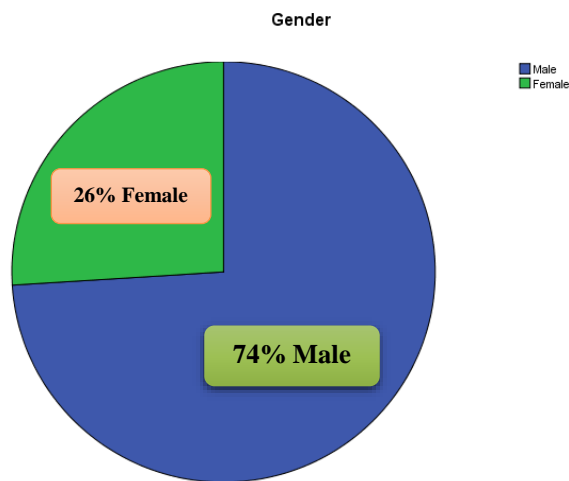
Chapter: 5

Analysis, Findings & Discussion

5.1 Demographic Profile of the Respondent

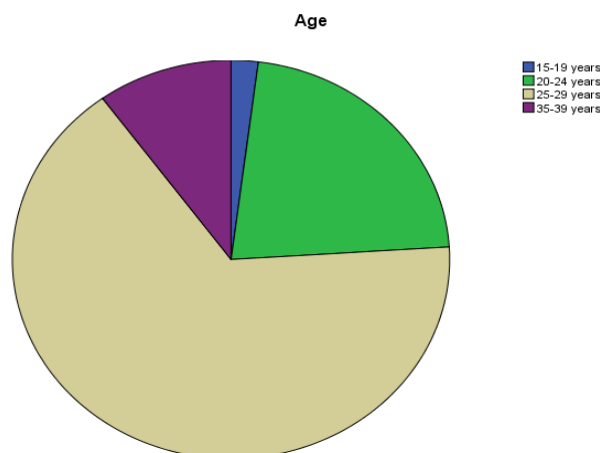
The total sample size of the study is 50. Among the 50 respondents, the male respondents were 37 which is 74% of the total respondents and female respondents were 13 which is 26% of the total respondents. As a result of which the majority respondents are male employees with 37 of the total 50 employees. Demographic responded percentage describe below:-

5.1.1 Gender of Respondent



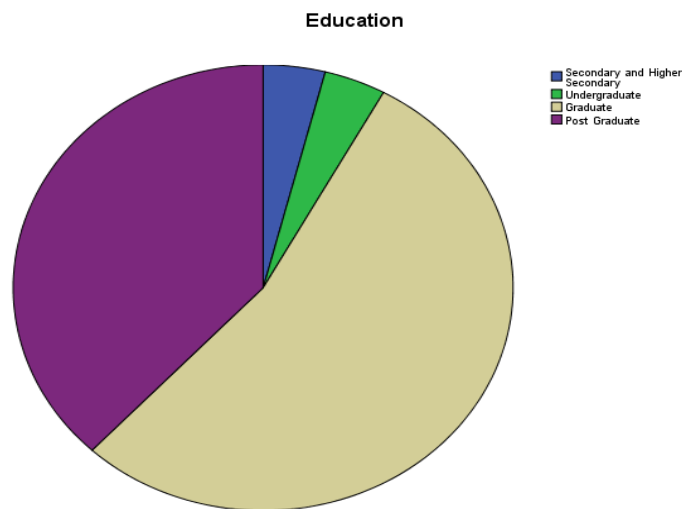
The survey questionnaire shows that most of the respondent are male which is 74% and Female are 26%. It is a fact in garments that in Bangladesh that the number of female Human Resource executives are one fourth portion of the male Human Resource executives.

5.1.2 Age of the Respondent



Age is taken in four categories where 15 to 19 is the least and 40 to above is the most. Among the respondent it has been identified that in Winter Dress Ltd most of the HR are in between 25 to 35 years old. Besides, some HR officers have been working for more than 8 years in Winter Dress Ltd. Moreover, it is also showed that there no HR executives in Winter Dress Ltd who are under 20 years old.

5.1.3 Education Background of the Respondent



After completing the survey, it has been found that the respondent who are currently working in Winter Dress Ltd are from different education background. More than 50% executives have completed their graduation. Besides some experienced employer who are working more than 5 years are undergraduate. However, a less number of employer have completed their post-graduation who are in senior level executives.

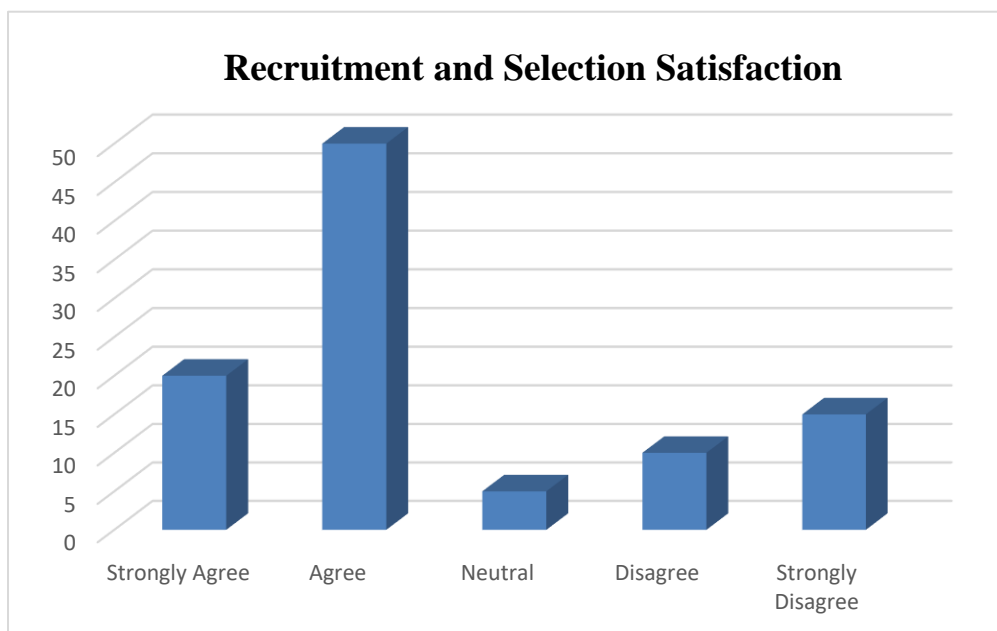
5.2 Exploratory Factors Analysis

A series of question that have been taken in consideration which are relative facts of the study. It is existed with basic questions, there are multiple choice of questions that are being received as part of the project and respondent were requested to answer the questions based on their personal opinion not by forcing anyone. There are query that are a set of questions which comprises the impact of organizational performance and respondent agreement to the facts and last but not the least, a descriptive set of questions were arranged in Likert Scale where 5 pint has been given. Those number denotes Strongly Agree is 5, Agree means 4, Neutral indicates 3 whereas Disagree indicates 2 & lastly Strongly Disagree indicates the least point which is 1 point.

5.3 Questionnaire Analysis

Recruitment and Selection

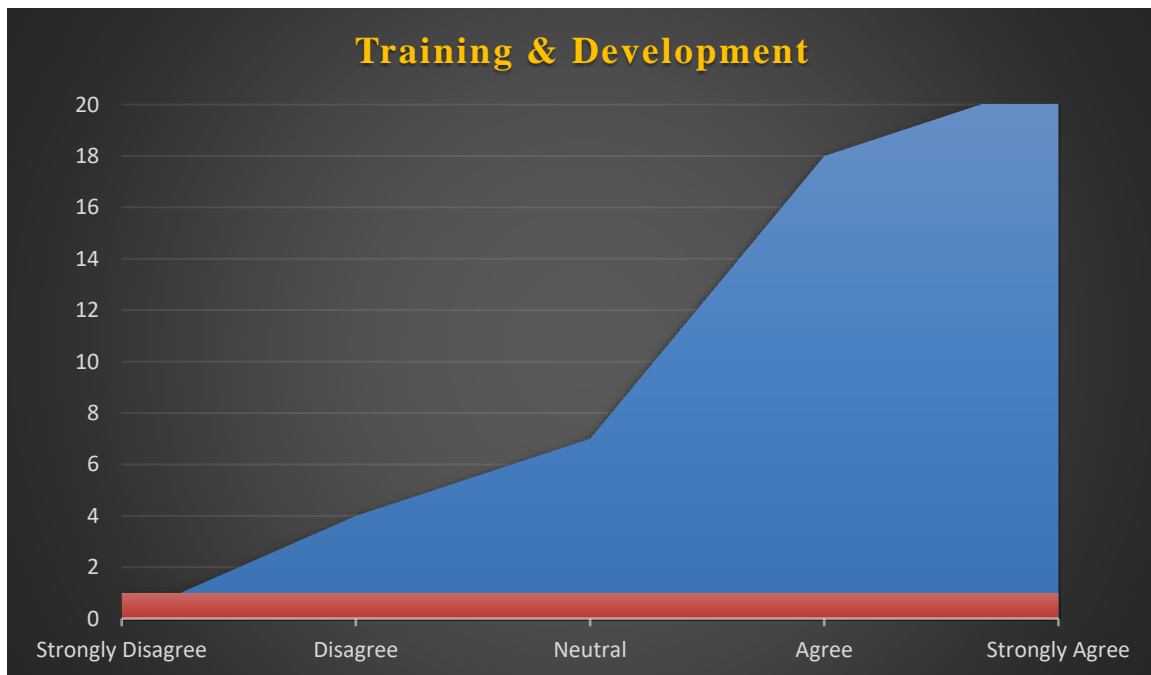
In recruitment and selection section five questions were asked to the respondent which were about (1) Organization recruit right person in the right job (2) At the time of recruitment candidates get adequate and relevant information about the organization (3) Candidate selection of the organization is strictly based on his/her skills (4) Management of the organization follows fairness and judgemental policy for hiring employees (5) How would you rate the HR department's performance in recruitment and selection of employees in your organization?



After analysing of some questions about recruitment and selection policies of Winter Dress Ltd different opinion had been found from the HR employees. Among 50 respondent almost 60% employees are strongly agreed with their organizational recruitment and selection process as well as at the time of recruitment candidates get adequate and relevant information. 25% employees have shown agree and 5% shown neutral. But there are almost 20% employees showed that they are not agree with those recruitment and selection statements. However, more than 70% employees said that candidate selection is strictly based on his or her skills and their organization follows fair and judgement policies on recruiting and selecting an employee although reference is given high priority. Hence, it can be said that employees are mostly agreed with the recruitment and selection policies of the organization.

Training and Development

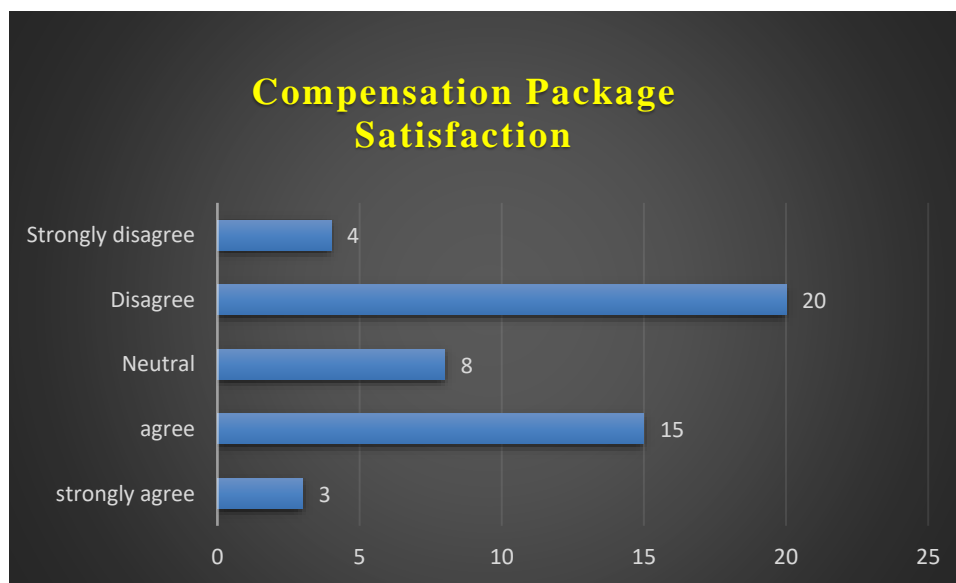
Some questions were asked about training as well as development for giving their own opinion. The questions were (1) Training and development practices of the organization helps its employees to improve their career (2) Training and development of the organization makes employees more productive (3) How much satisfied they are with the present selection method of candidates for training?



From analysing of those questions about training and development policies of Winter Dress Ltd different opinion had been found. Among the respondent almost 50% employees are strongly agreed with their training and development whereas 40% employees have shown agree and 5% shown neutral. Therefore, 4% employees are disagree with those four training and development statement. However, by analysing the survey about training and development we can say that employees want training and development in their organization for which they can perform better and make them productive if they can get proper training which has much effect on organizational performance.

Compensation Package & Benefits

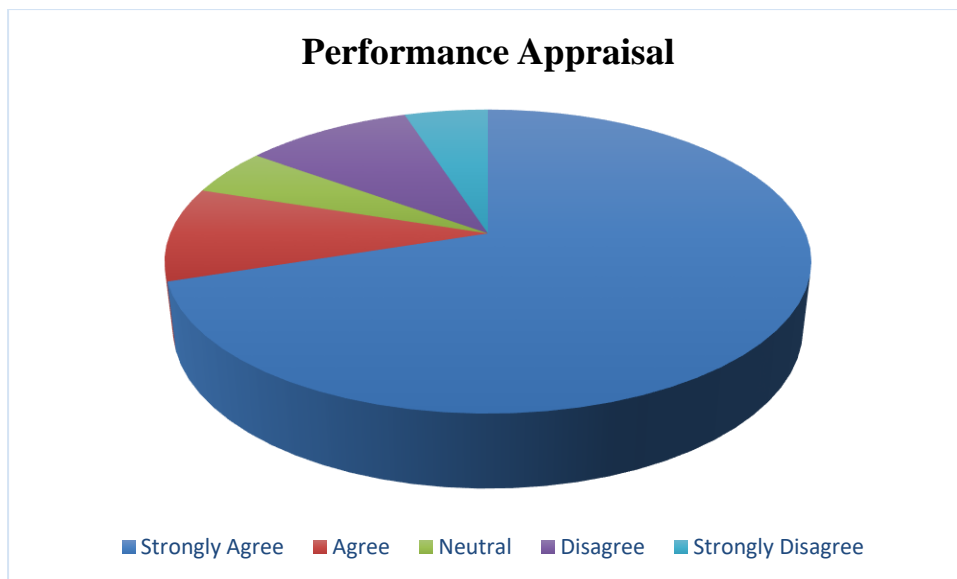
In compensation package that are given to the employees in return the following four questions were asked (1) Pay increments offered by the organization is much better than other organizations to support process and performance (2) Higher salary and pay motivate the employees on good performance (3) Pay increments offered by the organization are satisfactory (4) Employees are satisfied with the compensation that they received from the organization (5) Employees are satisfied with the benefits that they received from my organization.



According to other polices, hare the employees showed mostly negative perspective on the organizations compensation package and benefits. The compensation package that are given to the employees in return of their work do not satisfied them highly. Among the respondent more than 45% employees are disagree which is 20 employees and 4 employees said strongly disagree which is 8%. On the other hand, 30% employees are agree with compensation package that are received from the organization and 17% said they do not agree as well as disagree also. After analysing the compensation package and benefits it can be said that if an organization want to make the employee productive and want from them better performance only then compensation and benefits policy must be prepared in a way by which they will be highly satisfied and willing to perform better and make them productive by motivating them solely.

Performance Appraisal

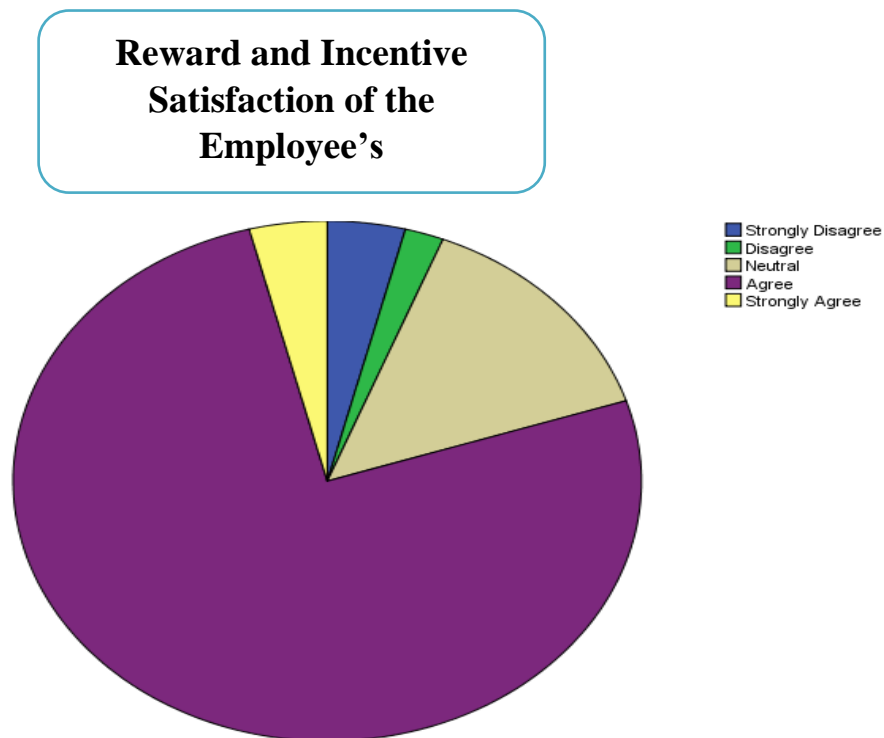
Different questions were asked the respondent in this section which are (1) The organization appraises the performance of its employee at regular intervals (2) The performance appraisal of the organization is fair and objective (3) The aim of performance appraisal of the organization is to improve employee performance and strengthen employee's job skills (4) The organization follows the realistic performance appraisal method (6) The good performers are promoted first in an organization (7) Do you think that employees should get the proper feedback on how they are performing in every organization?



Analysing of those given questions about performance appraisal policies of Winter Dress Ltd mostly same opinion had been found from the HR employees. Among 50 respondent almost 40 employees are strongly agreed with their organizational performance appraisal policies. 4 employees have shown agree and 1 shown neutral. Therefore, the remaining 3 said disagree and 2 said strongly disagree on performance appraisal policies. Therefore, it can be easily said that almost every employees are highly agreed with Winter Dress Ltd performance appraisal policies and if can be continuing and improve a bit then all the employees will be satisfied and their organizational performance will be improved.

Rewards and Incentives

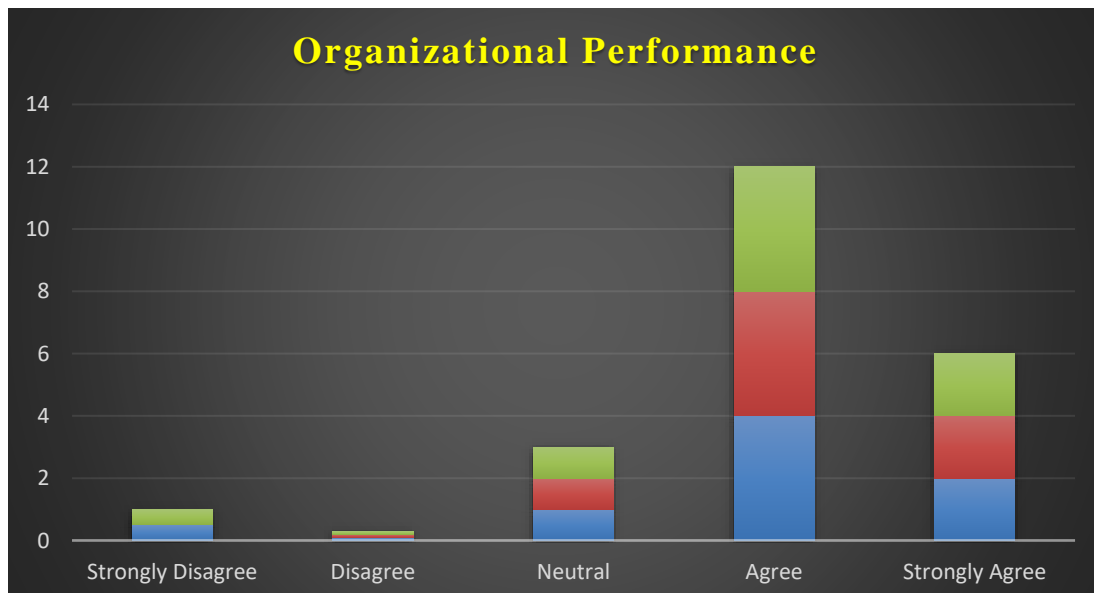
In this sections only three questions were asked to the respondent which are (1) Rewards and Incentives of the organization are fairly distributed to its employees (2) The existence reward and incentive plans that employee receive from the organization fully motivate themselves for better performance (3) Rewards and Incentives of the organization are fully linked with its employee performance.



Analysing those questions about Rewards and Incentives policies of Winter Dress Ltd almost same opinion had been collected. The respondent said 70 % that are 35 employees are agreed with their rewards and incentives policies whereas 10% that is almost 5 employees have shown strongly disagree. Besides 10% that is 5 employees shown neutral and 3 person which is 6% is strongly agree. Only 2 employee which is 4% is disagree with those statements. Consequently, by analysing the survey about rewards and incentives it can be said that employees mostly satisfied in their organization and they also agree with a statement that if reward and incentives is given on regular interval then their performance and productivity will be automatically increased.

Organizational Performance

It is final and most vital section of the survey where many questions about organizational performance were asked to the employees and they had shown their different opinion. Questions were asked like researcher (me) is answering but not. These are (1) I am motivated to work collectively towards achieving of common goals (2) Management respects my ability and knowledge of my job (3) I like to discuss about my company with outsiders (4) I would feel guilty if I leave my company now (5) I avoid taking up extra duties and responsibilities (6) I help new workers even when not asked to do so (7) I trust management for keeping the promises that made to me (8) I would continue to work for my organization in future as it deserve that same.



After analysing and finding result from the respondent, it should be said that all the policies are directly or indirectly making impact on organizational performance. Employees confidently said that their (**Motivation, Knowledge & Ability, Duties & Responsibilities, Helpful Behaviours, Commitment toward Work and Retention**) everything is linked and fully connected with the organizational policies and all these major factors are influencing their performance as well as making impact on their work environment. Employees are highly agreed with all these statements. As a matter of fact, it can easily understand that for performing better in the organization employees must be motivated by improving all those policies and those policies have to be practiced as well as implemented for getting the best output from the employees.

Chapter: 6

Recommendation & Conclusion

6.1 Recommendation for Future

The concept of HR policies on organizational performance covers two things that what has already been done for increasing organizational performance and in future how organizational performance will be improved based on HR policies. Organizational performance can be analysed and measured in several ways. Many recommendation have been given in many studies and will also be given in future. From my observation and studies on HR polices in a ready-made garment company where HR policies are largely making impact on organizational performance. Therefore, I also have some recommendation and suggestion about HR policies and if some of my recommendation can be followed by ready-made garments company then there might have huge possibilities to increase and improve organizational performance. These are given below:-

1. First of all, for increasing organizational performance some HR policies will need to be changed. There are different HR policies in an organization which is making employee demotivated to work and perform properly.
2. According the employees, basic salary is not enough as per BGMEA therefore basic salary must be set in such a way that employees will not feel any pressure about their personal life.
3. A team leader is mandatory for a group of work-force because a have the ability to identify some vital factors for which an employee is not performing well. Besides, a leader has the ability to execute a model which can be influenced the people most for performing well and also helps an employee to achieve the best team performance.
4. Employees will be allowed and participated in decision making. Though, it will not be possible for taking most critical decision but there are several decision exist in an organization where employees participation in decision making need to be allowed.
5. Lacking of motivation makes an employee unwillingness to work effectively and without getting motivation from employee's respective supervisor, they are unwilling to perform properly. So, motivation must be given for increasing their performance
6. If we talk about motivation then we must add compensation package as well as benefits. In our country, we have available labour force that is why we do not focus on this issue. Although garments sector have their own HR policy of giving compensation and benefits but those are not enough. So, giving an employee fair and judgemental compensation and providing benefits like (transportation, food, disability, picnic,

insurance, retirement, holiday etc.) will make an employee dedicated towards his/her work and all these benefits must be included and highly needed for increasing organizational performance.

7. HR executives must need to be identified and found out that why they are not performing well and what is their problem. It is not matter that whether it is a family problem or anything. So, this policy is needed for an organization for identifying employee's problem and solve the problem for getting the best performance and output from them.
8. Involving employees in profit sharing and gaining market share motivates an employee to perform much better. So, higher authorities of the organization must analyse this matter and include this policies which will be much effective.
9. Training and development program must be developed because content and budget of training program is not enough. Besides, training structure should be made in such a way that an employee can get the proper training on his/her respective work which will make an employee to increase organizational performance.
10. Finally, I would like to recommend a personal factor that is "Behaviour". In today's world, it is losing day by day and it is the thing that cannot be brought. Not only in personal life but also in corporate and working life it is highly needed. But, employees are not getting it from their supervisor or boss. So, if an employee gets good behaviour from his/her supervisor then his/her organizational performance will be automatically increased and he/she will understand that his/her dedication has value in the organization and he/she will be motivated solely to work collectively towards achieving the organizational goal.

6.2 Conclusion

Many researcher have discussed and showed that HR policies and organizational performance are both have a relationship and liked with each other. After doing my studies on Winter Dress Ltd I have also found in my study that both of them have a huge positive relationship between HR policies and organizational performance. I tried my best to find and measure some impact of HR policies on OP by studying on Winter Dress ltd. I believe that in this world development has no end and every sector of RMG industry is trying to develop as well as the organization. In every organization there is always a room available for the overall development of the organization. Every organization always tries hard to make the organization developed and that

is why HR is the main factor in organization which must need to be developed. Therefore, Winter Dress Ltd has established itself by doing so much hard work about 8 years as a garments manufacturer company for achieving high reputation and make a best customer profile which has made and recognized Winter Dress Ltd as one of the best garment company in Bangladesh. So, as an RMG company of Bangladesh, Winter Dress Ltd is currently contributing a lot in different way like making employment in the country, earning foreign exchange, making country industrialized, providing tax to the government, helping and contributing in the society an so many. Moreover, Winter Dress Ltd is highly optimistic that in future it will expand its garments sector and improve the Human Resource employees to make the best policies for the manpower of their company as well as make the best quality product by remembering their mission & vision and make the organization best as one of the most reliable export garments in Bangladesh by '2025'.

6.3 Appendices

Appendix-1

List of Abbreviation

RMG	Ready-made Garments
WDL	Winter Dress Limited
HR	Human Resource
HRM	Human Resource Management
OP	Organizational Performance
SHRM	Strategic Human Resource Management
BGMEA	Bangladesh Garments Manufacturers and Export Association
BBA	Bachelor of Business Administration
FBE	Faculty of Business and Entrepreneurship
DIU	Daffodil International University

Appendix-2

Questionnaire

“Impact of HR Policies on Organizational Performance of RMG Sector in Bangladesh”

Dear Valued Respondents

This is Md. Jahirul Islam Robin and currently studying in the department of Business Administration at Daffodil International University. I am conducting a survey on “Impact of HR Policies on Organizational Performance of RMG Sector in Bangladesh.” which will be used for my academic Internship purpose. Please read each question carefully and answer it based on your personal opinion. My heartiest thanks to you for spending your valuable time to complete this questionnaire. I truly appreciate your willingness to help in completing this survey.

Demographic Information:

Please tick (√) on the answers for the following questions:

1. Gender

Male Female

2. Age Group

- 15-19 Years
 20-24 years 25-29 years
 30-34 years 35-39 years
 40- Above years

3. Educational level

- Secondary & Higher Secondary
➤ Under Graduate
➤ Graduate
➤ Post Graduate
➤ PhD and Post Doctorate

4. For how long you have been working in your organization?

- Less than 1 year
- 1 to 3 years
- 3 to 6 years
- More than 6 years

Note: There is no right or wrong answer, you are requested to put your opinion on a “5 Point Scale.” Where....

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	2	3	4	5

Please tick (✓) only one option that best describes your opinion in each of the statements.

Section 1: Recruitment and Selection

1	My organization places the right person in the right job.	1	2	3	4	5
2	At the time of recruitment candidates get adequate and relevant information about my organization.	1	2	3	4	5
3	Candidate selection of my organization is strictly based on his/her skills.	1	2	3	4	5
4	Management of my organization follows fairness and judgemental policy for hiring employees.	1	2	3	4	5

- How would you rate the HR department’s performance in recruitment and selection of employees in your organization?
 - Poor
 - Adequate
 - Good
 - Excellent

Section 2: Training and Development

5	Training and development practices of my organization helps its employees to improve their career.	1	2	3	4	5
6	Training and development of my organization makes me more productive.	1	2	3	4	5

- How much satisfied you are with the present selection method of candidates for training in your organization?

- Very Satisfied Dissatisfied
 Satisfied Very Dissatisfied
 Neutral

- How would you rate the quality of training that you received from the training session?

- Very beneficial
 ➤ Beneficial
 ➤ Not beneficial
 ➤ Un-importance

Section 3: Compensation Package

7	Pay increments offered by my organization is much better than other organizations to support process and performance.	1	2	3	4	5
8	Higher salary and pay motivate me on good performance.	1	2	3	4	5
9	Pay increments offered by my organization are satisfactory.	1	2	3	4	5
10	We are satisfied with the compensation that we received from our organization.	1	2	3	4	5

Section 4: Performance Appraisal

11	My organization appraises the performance of its employee at regular intervals.	1	2	3	4	5
12	The performance appraisal of my organization is fair and objective.	1	2	3	4	5
13	The aim of performance appraisal of my organization is to improve employee performance and strengthen employee's job skills.	1	2	3	4	5
14	My organization follows the realistic performance appraisal method.	1	2	3	4	5
15	The good performers are promoted first in my organization.	1	2	3	4	5
16	I think that employees should get the proper feedback on how they are performing in every organization.	1	2	3	4	5

Section 5: Rewards and Incentives

17	Rewards and Incentives of my organization are fairly distributed to its employees.	1	2	3	4	5
18	The existence reward and incentive plans that I receive from my organization fully motivate me for better performance.	1	2	3	4	5
19	Rewards and Incentives of my organization are fully linked with its employee performance.	1	2	3	4	5

Section 6: Employee Benefit

Does your organization offer you any of the following employee benefits? (Please select any)

- | | |
|--|---|
| <input type="checkbox"/> Medical Insurance/ Healthcare | <input type="checkbox"/> Educational |
| <input type="checkbox"/> Life Insurance | <input type="checkbox"/> Short and Long Term Disability |
| <input type="checkbox"/> Dental Insurance | <input type="checkbox"/> Others |

20	The management shared detailed information about employee benefits that offered with me.	1	2	3	4	5
21	The current employee benefits meet my expectation.	1	2	3	4	5
22	I am satisfied with the benefits that I received from my organization.	1	2	3	4	5
23	The benefits I received from my organization is similar to what most of the other organizations in the industry provide to their employees.	1	2	3	4	5
24	My organization paid salaries and wages in time to its employees.	1	2	3	4	5

Section 7: Organizational Performance

25	I am motivated to work collectively towards achieving of common goals.	1	2	3	4	5
26	Management respects my ability and knowledge of my job.	1	2	3	4	5
27	I enjoy discussing about my organization with people outside of it.	1	2	3	4	5
28	I would feel guilty if I leave my organization now.	1	2	3	4	5
29	I avoid taking up extra duties and responsibilities.	1	2	3	4	5
30	I help new workers even when not asked to do so.	1	2	3	4	5
31	I trust management for keeping the promises that made to me.	1	2	3	4	5
32	I would continue to work for my organization in future as it deserve that same.	1	2	3	4	5

- How much satisfied are you with the recognition from the contribution in your organization?

Very Satisfied

Dissatisfied

Satisfied

Very Dissatisfied

Neutral

Thanks for your nice cooperation

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