

**Internship Report**  
**on**  
**Human Resource Management Practices of APT Sweater**  
**Limited**



**Date of Submission: 20<sup>th</sup> September, 2020**



**Internship Report**  
**on**  
**Human Resource Management Practices of APT Sweater Limited**

**Supervised by:**  
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**Date of Submission: 20<sup>th</sup> September, 2020**

## Letter of Transmittal

20<sup>th</sup> September, 2020

To: Associate Professor Dr. Sheikh Abdur Rahim  
Department of Business Administration  
Faculty of Business and Entrepreneurship  
Daffodil International University

**Subject: Submission of Internship Report on “Human Resource Management Practices of APT Sweater Limited”.**

Dear Sir,

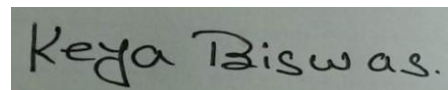
With best respect and honor, I would like to inform you that I have completed my internship report on “Human Resource Management Practices of APT Sweater Limited”. It is an immense pleasure for me to place the same before you.

I have tried my level best to prepare this report and to accumulate relevant and insightful information. It is a great experience for me to work on this topic. I have tried to make the report and comprehensive within the scheduled time and limited resources.

I sincerely hope that this report will help you to evaluate me. I will be obliged to clarify any matter or to provide any further information regarding this report.

Thank you for your kind supervision.

Sincerely Yours,



.....  
(Keya Biswas)

ID: 181-14-816

Program: MBA

Major in HRM

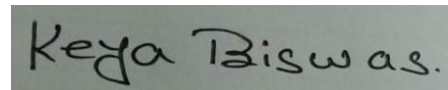
Department of Business Administration

Daffodil International University

## Student's Declaration

I am Keya Biswas, a student of MBA program, Daffodil International University, hereby declare that the internship report titled “**Human Resource Management Practices of APT Sweater Limited**”, is prepared after the completion of my internship at APT Sweater Limited under the intensive supervision and guidance of Dr. Sheikh Abdur Rahim, Associate Professor, Daffodil International University and Md. Mahiduzzaman, Managing Director of APT Sweater Limited.

I also declare that the internship report is prepared for academic purpose only and this report is not submitted by others.



.....  
(Keya Biswas)

ID: 181-14-816

Program: MBA

Major in HRM

Department of Business Administration

Daffodil International University

## Certificate of the Supervisor

This is to certify that Keya Bisaws bearing ID no 181-14-816, student of MBA Program, Daffodil International University, has completed the internship report under my supervision. She has worked with APT Sweater Limited as an intern and completed the report entitled “Human Resource Management Practices of APT Sweater Limited” as a partial requirement for obtaining MBA Degree. She has completed the report by herself. She has been permitted to submit the report.

Keya Biswas bears a strong moral character and a very pleasing personality. It has indeed been a great pleasure working with her. I wish her all success in life.



.....  
**(Associate Professor Dr. Sheikh Abdur Rahim)**

Department of Business Administration  
Faculty of Business and Entrepreneurship  
Daffodil International University

## **Acknowledgement**

First of all, I would like to express my deep gratitude to the almighty God for fruitfully preparing this internship report. It was a great pleasure to prepare an internship report on the Human Resource Management Practices of APT Sweater Limited.

I would like to thank and convey my gratitude to honorable supervisor, Dr. Sheikh Abdur Rahim, Associate Professor, Department of Business Administration, Daffodil International University, for leading me to prepare this report. I would also like to express my sincere appreciation to his whole hearted support and guidance.

I am also very grateful to the honorable Managing Director of APT Sweater Limited, MD Mahiduzzaman, Head of HR division, Rakib Hasan Sarker and Pabitra Chandra Barman, Senior Executive Officer of HR department of APT Sweater Limited for their priceless advice and kind effort, which help me a lot to collect information and data about Human Resource Management Practices of APT Sweater Limited. Their valuable cooperation is the undeniable part of this internship report. I would like to give thanks to them. Also shower of thanks to those entire respondents who responded each and every time in collecting necessary data.

## **Executive Summary**

Bangladesh is a developing country in south Asia. Its economy depends mostly on agriculture. In the earliest period jute and tea industry were very raising industry. But the scenario is changed. Now our economy mostly depends on Ready Made Garments industry. But now a day's Garments industry, Pharmaceuticals industry is very promising industry in Bangladesh. So the scenario is changing. Now there are huge registered Garments industries in our country. Most of them are local, but there are also some multinational and joint venture companies operating their business in our country.

The report starts with introduction, objectives, methodology, etc. and then an organization profile of APT Sweater Limited giving its background, mission, vision, its products and services, the organizational structure and organogram of the organization have been shown.

The next sections comprise of the theoretical aspect and learning part of the study which contain the theoretical supports as well as the Human Resource Management Practices of APT Sweater Limited. The project part encompasses introduce to the topic, Recruitment and Selection, Training and Development, Performance Appraisal and Compensation & Benefits of APT Sweater Limited. Each chapter contains detailed discussion of the HR functions followed by Organization Practice and policies at APT Sweater Limited which basically conveys how things are done in the HR Department.

At the end of the report, I include some Findings and Recommendation on overall critical factors regarding Human Resource Management of APT Sweater Limited. Finally there is the conclusion followed by references.

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# *Chapter – 0 1: Introduction*

## **1.1 Introduction**

APT Sweater Limited is one of the developing manufacturing and garments industry in Bangladesh, engaged with the support of the country and humankind by assembling and advertising garment items having faith in very good quality. Built up in 2000, the organization has factory situated at Monsur Plaza, Board Bazar, Gazipur, Bangladesh. Since its commencement, APT Sweater Limited has been propelling new and inventive garments items in the outside market. Undouble APT Sweater Limited is one of the quickest developing 100% export oriented sourcing of Bangladesh is occupied with assembling of a wide range of readymade articles of clothing and has been concentrating on worldwide clothing promoting. We have spent significant time in both woven and weaved tops and bottoms, and going about as production line proprietor's delegates. In nutshell, APT Sweater Limited is one focus, where all piece of clothing related necessities of a purchaser are 100% fulfilled in light of the fact that our witticism is "dependably the best quality". Request from worldwide wholesalers, merchants, purchaser, and specialists are invited APT Sweater Limited likewise directs innovative work so as to satisfy neglected interest of the nonnative.

APT Sweater Limited points is to accomplish business magnificence through quality by fulfilling client desires. This industry pursue Quality Management System to guarantee predictable nature of items. It likewise meet all National Regulatory Requirements in its business undertaking and pursue Good Manufacturing Practices (GMP) as suggested by BGMEA for its proper administrations. The administration of APT Sweater Limited is committed to its responsibility of value and all workers of the association pursue archived methodology to guarantee quality benchmarks of items. Quality of this organization is completely committed and quality group of experts. The Human Resources of the organization are resource and they are consistently prepared for the ceaseless enhancement of work techniques. The organization offers its items likewise began to start sending out to both created and creating nations around the globe.

## **1.2 Scope of the Study**

This study covers the Human Resource Management Practices of APT Sweater Limited alongside some suggestion to enhance the HRM arrangements and practices of the organization.

By setting up this report we can look at the hypothetical Knowledge which will be more useful for us in our viable expert life.

### **1.3 Objectives of the Study**

The objectives of the study are as per the following:

1. To describe the human resource management practices of APT Sweater Limited
2. To evaluate the human resource management practices of APT Sweater Limited
3. To identify the problems of existing human resource management practices of APT Sweater Limited
4. To provide some suggestions to overcome the existing problems of human resource management practices of APT Sweater Limited

### **1.4 Methodology of the Study**

This report has been set up based on experience gathering amid the time of entry level position. The investigation requires precise strategy from choice the point. To lead the analysis, information sources are to be recognized and gathered, there to be ordered, broke down, translated and introduced in an efficient way and key focuses are to be shaped out. Also regular guidance with workers of the organization has turned out to be a great and powerful source and technique for getting data.

### **1.5 Data Sources**

- a) Primary Source: Human Resources Department.
- b) Secondary Sources: Company website.

### **1.6 Data Collection Methods**

The essential information has been gathered through the accompanying sources:

- i. Personal Observation
- ii. Discuss with Manager, Human Resource Department.
- iii. Discuss with senior official of Training and Development.
- iv. The essential information has been gathered from the accompanying ways:

- v. Annual HR report of the organization
- vi. Consultation of related book and distributions.
- vii. Different proclamation.
- viii. Internet.

## **1.7 Data Analysis Technique**

In the investigation, the information has been dissected through Microsoft Office Package®.

## **1.8 Limitations of the Study**

In spite of my heartiest attempt I have discovered some data inaccessible, which could enhance my report. I have additionally discovered that time and openings are a few considers that made obstacle consummation of the paper.

Then again the Human Resource Department is the most classified division for any association. Inaccessibility of the information is another confinement of my report.

# *Chapter – 0 2: Company Profile*

## **2.1 Brief History of APT Sweater Limited**

APT Sweater Limited began its activity in 2000. APT Sweater Limited is extraordinary compared to other sorts of organization in the Garments fabricating industry in Bangladesh which fabricating conventional items for abroad market. APT Sweater Limited receiving the latest innovation to define and to deliver conventional plan, guaranteeing ideal quality contrasted with the global brands. APT Sweater Limited has set up a best in class fabricating plant in Bangladesh, situated at Monsur Plaza, Board Bazar, Gazipur, Bangladesh. The Corporate Office of APT Sweater Limited situated at House 20, Road # 1/B Sector 5 Uttara, Dhaka 1230, Bangladesh.

## **2.2 Vision and Goals**

The dream for APT Sweater Limited is to have a feasible development as far as yield and quality and to make a critical commitment towards the advancement of the workforce in the organization. APT Sweater Limited is locked in with vital showcasing process which includes building client connections by making and conveying better client esteem pointing than deliver high client value. APT Sweater Limited effectively and proficiently mixing gifted individuals, assets, authoritative structure and choices for actualizing methodologies at all dimensions. APT Sweater Limited is persistently making inventive plan to its each progression of activity to add uniqueness and aggressiveness to the items and administrations.

## **2.3 Mission**

Having encountered down to earth issues of purchasing and sourcing from Bangladesh since 2000, our prime goal is to address and tackle each and every issue a purchaser ever encounters when purchasing from Bangladesh. Our main goal is to supply the best quality attire at the most aggressive costs bolstered by an unrivaled expert administration of promoting, stringent conformance, correspondence and online data.

## **2.4 Quality Assurance**

Quality Assurance is directed in 4 phases of creation.

- Pre-creation check
- Initial creation check
- During creations check
- Final irregular examination

Our promoting office development and quality control confirmation, develop a solid relationship and comprehension with our customers and makers, which guarantee the reliable enduring organization with our customers and producers

## **2.5 Working Capability of APT Sweater Limited**

- For styling/advancement test Local yarn/texture and activity we can send inside 5-7 days after request receipt.
- Price citation inside 24-48 hour.(without occasion)
- Lab plunge neighborhood with 4-5 days and imported inside 7 days.
- Fit test or Size set example inside 4-5 days and PPS test inside 7 days after receipt remark.
- Production refresh/Status week after week for every client.
- QC inline and last investigation report send to client quality division following day of review.

## **2.6 Ability of APT Sweater Limited**

- To source great makers of articles of clothing.
- To acknowledge articles of clothing orders at the extremely focused cost with GSP or without GSP.



- To source quality texture from china, India, Korea, Taiwan, Indonesia, Malaysia and in addition nearby market.
- To handle a wide range of import/send out does financially. In spite of the fact that Bank and others concerned Government and Non-Government association.

## **2.7 Services of APT Sweater Limited**

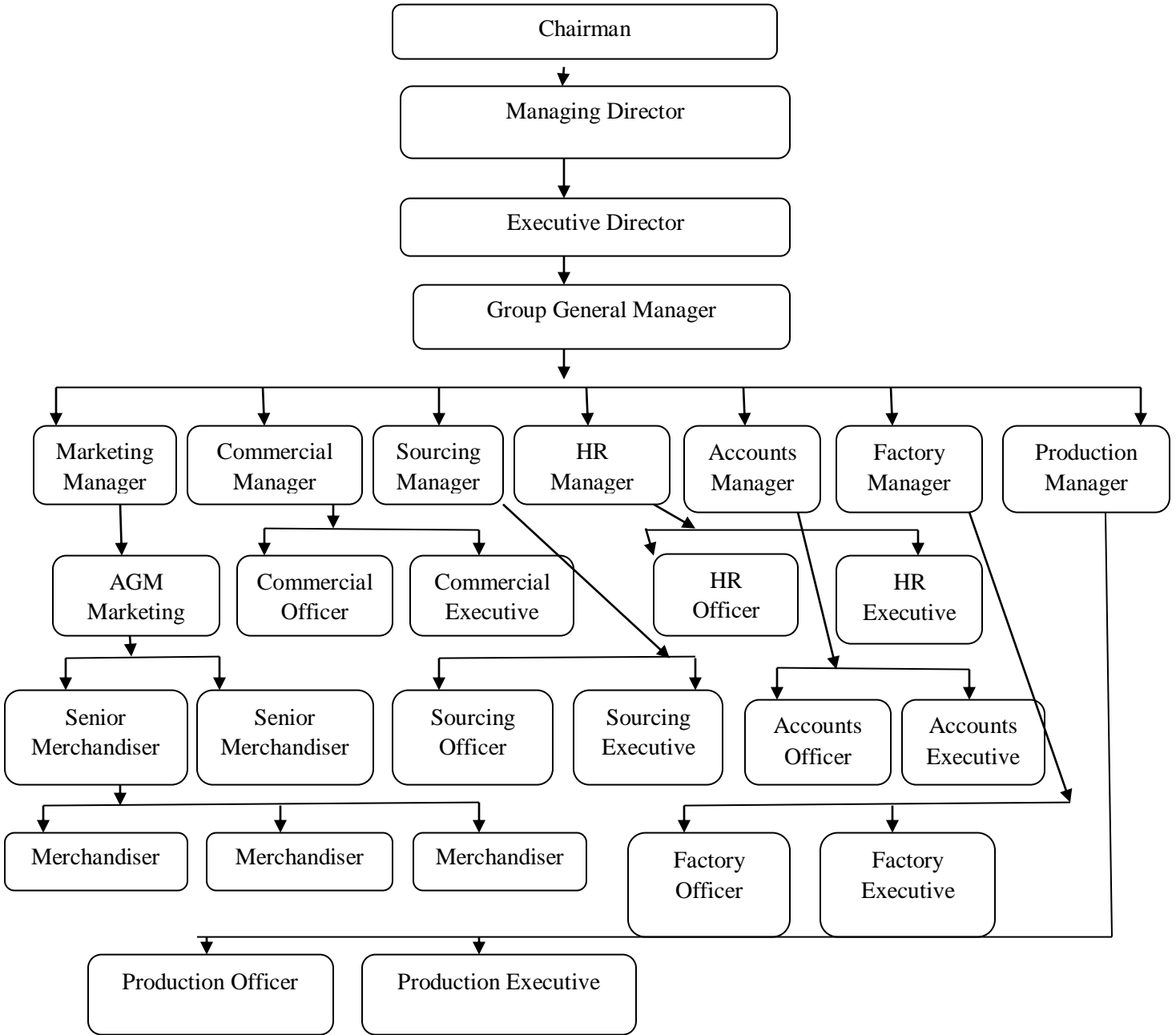
- Best Quality Garments
- Best Prices With Guaranteed In Time Shipment
- Always Work With Compliance Factories

Furthermore, we generally keep up the required nature of the items. We coordinate between the purchaser and the maker. We break down the interest of the purchaser and give legitimate directions to the producer. This is done in all piece of our administration; we generally endeavor to keep up the fundamental principles at last items.

## **2.8 Purpose**

The mission of Human Resources is to keep up a reasonable, fair, and positive workplace for all representatives, in help of the mission of the association. The motivation behind having a HR division are to build up, create, keep up and impart office-arrangements all through the whole organization and to speak to, help, exhort and counsel with the representatives, while keeping the general best advantages of the organization as a top priority. A human asset office creates employing plans and selecting strategies, handles pay and pay organization. It likewise works for governmental policy regarding minorities in society and handles worker relations, partitions, contracts, execution surveys, advantages and benefits designs. Most human asset divisions additionally create official documentation, work environment morals, representative handbooks, and worker preparing programs; grant/compensate projects and network associations too.

## 2.9 Organ gram of APT Sweater Limited



**Figure: Organ gram of APT Sweater Limited**

## 2.10 Organizational Structure of APT Sweater Limited

|                            |   |
|----------------------------|---|
| Top Management             | Chairman<br>Managing Director   |
| Executive Level Management | Executive Director<br>Group General Manager<br>Marketing Manager<br>Commercial Manager<br>Production Manager<br>Factory Manager<br>Accounts Manager<br>HR Manager |
| Mid- Level Management      | Senior Marketing Executive<br>Marketing Executive<br>Commercial Executive<br>HR Executive<br>Accounts Executive   |
| Junior Level Management    | Quality Manager<br>Junior Marketing Executive<br>Junior Executive<br>Management Trainee   |

## *Chapter – 0 3: Theoretical Aspect*

### **3.1 Introduction to Human Resource Management**

The HRM meaning today is much more unified and tactically involved. The importance of recruiting, rewarding, and training, developing, selecting, motivating and compensating the personnel is recognized and experienced by managers in every unit and efficient area of an institute. HRM and every other function must work together to accomplish the level of organizational usefulness required to complete locally and internationally.

### **3.2 Objectives of Human Resource Management**

**HRM makes to organizational effectiveness include the following:**

- Helping the organization reach its goal.
- Staffing the skills and capacity of the staff effectively.
- Providing the organization with well skilled and well-motivated workforces.
- Improving to complete the employee's job fulfillment and self-actualization.
- Communicating HRM policies and procedures to all employees.
- Helping to manage ethical policies and social responsibility.
- Handling change to the manual advantage of individuals, groups, the enterprises and the public.

### **3.3 8 Golden Ideologies of Human Resources**

**Principle #1: Staffing to retirement.**

HR is tied in with handling workers from enlistment to leaving. It incorporates labor arranging, choice, preparing and improvement, position, wage and compensation organization, advancement, exchange, partition, execution check, complaint taking care of, wellbeing organization, work assessment and legality rating, and post-employment review. Decisively, it manages arranging, sorting out, staffing, coordinating, and regulatory of individuals.

**Principle #2: Individuals (men) behind the machine count.**

Beforehand, it was the mechanism behind the man that tallied. Today, persons are the honest capacity to drive relations forward. Machines just aid individuals.

**Principle #3: Hire for boldness, recruit for skills.**

Attitude is the key to worker engagement and success. From this time forward, HR pioneer's need accentuate demeanor as opposed to understanding. It is smarter to enlist another activity searcher with high disposition and no experience than one with a spoiled frame of mind and long stretches of learning. On the off chance that workers have a decent mentality, they will have the capacity retain the learning, abilities and aptitudes that are basic to play out their errands adequately in the workplace.

**Principle #4: Gain attitude but admiration intelligence.**

The facts demonstrate that together demeanor and knowledge remain basic to enhance the confident main concern. On the off chance that HR pioneers discover it stands difficult to grow both, they must to pick disposition over vision as it achieves hierarchical purposes and targets.

**Principle #5: Hire slow, fire fast.**

HR developers must be moderate in enlisting the accurate ability for their associations. They should exploration for the correct outlook, range of abilities, and instrument set in employment searchers amid enrollment. On the off chance that they locate that rotten ones entered their wreck, they should be disqualified rapidly to cover further damage to their associations.

**Principle #6: Shelter complexity, wed simplicity.**

Individuals currently want to effort in level associations as opposed to tall ones. Tall associations frequently have chains of importance with a bureaucratic attitude that doesn't work in the present setting. Gen Yers are upbeat to work with accomplices instead of through managers. Along these lines, shed intricacy and marry straightforwardness to accomplish authoritative greatness and adequacy.

### **Principle #7: HR leaders are king and queen creators.**

By and by, there is an impression all-inclusive that HR pioneers are the best and ruler producers. They can't move toward becoming lords and rulers. They are seen as individuals who progress toward becoming stepping stools for others to move to higher positions. It is because of the jobs and obligations they attempt. HR pioneers are experts of their exchanges, not jacks of different exchanges.

### **Principle #8: To assist is to lead and live.**

Mahatma Gandhi once commented, "The most ideal approach to end up is to lose you in the administration of others." HR pioneers must serve individuals with delight with no weight. They should progress toward becoming torchbearers of human capital then learning. They should learn, unlearn, and relearn toward remain important.

## **3.4 Position and Structure of Human Resource Management**

Human asset division duties can be divided into three zones: individual, hierarchical, and vocation. Singular management involves serving workers recognize their abilities and failings; right their inadequacies; and make their best promise to the responsibility. These obligations are brought out through an assortment of exercises, for example, execution audits, making, and testing.

Lately, be that as it may, eyewitnesses have referred to a chosen incline toward crucial reassessments of HR structures and positions. "A course of changing business conditions, changing authoritative structures, and changing administration has been constraining human asset divisions to adjust their points of view on their job and capacity medium-term," composed John Johnston in Business Quarterly. "Beforehand, organizations organized themselves on an incorporated and compartmentalized premise; head office, advertising, producing, shipping, and so on. They currently try to decentralize and to coordinate their activities, creating cross-utilitarian teams".

### 3.5 Human Resource Management -; Key Responsibilities

Human asset the executives are concerned about the development of the two people and the association in which they work. HRM, by then, is secured not simply in tying down and developing the capacities of individual pros, yet what's more in realizing programs that update correspondence and cooperation in the midst of those different workers to support progressive enhancement.

1. **Job analysis** consists of determining-; job analysis is the cornerstone of HRM practice because it provides valid information about jobs that is used to hire and promote people, establish wages, determine training needs, and make other important HRM decisions
2. **Work activities.** First, he or she gathers data about the job's real effort actions, such as housework, marketing, training or canvas. This list may also comprise how, why and when the employee does each movement.
3. **Human behaviors.** The expert may also gather data around human performance the job needs, similar knowing, collaborating, determining and writing. Involved here would be information concerning work demand such as lifting masses or walking long distance.
4. **Machine, tools, equipment and work aids.** This contains information regarding tools used, resources processed, knowledge distributed with or applied.
5. **Performance standard.** The employer may also want information about the job's performance standard. Management will use these standards to appraise employees.
6. **Meaningful contributions** to business procedures are gradually recognized as within the purview of vigorous human resource management practices. Clearly, human resource chiefs have constantly added to all things considered lead, for instance, or ensuing that the affiliation is obeying master related managerial principles.



7. **Job Context.** Included here is data about such issues as physical working conditions, work plan and the hierarchical and social setting. Data with respect to motivations may likewise be incorporated here.
8. **Human requirements.** This incorporates data with respect to the activity's human prerequisites, for example, work related information or aptitudes and required individual qualities.

| <b>Functions</b>            | <b>Responsibilities</b>  |
|-----------------------------|--|
| Analysis and design of work | Work analysis, job design, job descriptions  |
| Recruitment and selection   | Recruiting, job postings, interviewing, testing, coordinating use of temporary labor.  |
| Training and development    | Orientation, skills training, career development programs.   |
| Performance management      | Performance measures, preparation and administration of performance appraisals, discipline.  |
| Compensations and benefits  | Wages and salary administration, incentive pay, insurance, vacation leave administration, Retirement plans, profit sharing, stocks plan. |
| Employee relations          | Attitude surveys, labor relations, employee Handbooks, company publications, labor law compliance, relocation and outplacement services. |
| Personal policies           | Policy creation, policy communication, record Keeping, HR information systems.   |
| Compliance with law         | Policies to ensure lawful behavior, reporting, Posting information, safety inspections, and accessibility accommodations.                |
| Support and strategy        | Human resource planning and forecasting, change management   |

### **3.6 The Changing Field of HRM**

Starting late, a couple of business structures have seriously valuable the broad field of HRM. Predominant among them was new upgrades. These inventive advances, particularly in the districts of electronic correspondence and information spread and recovery, have balanced the business scene. Satellite interchanges, PCs and frameworks the executive's systems, fax machines and diverse contraptions have all sustained change in the habits by which associations work together with each other and their workers. Telecommuting, for instance, has transformed into a very outstanding option for a few workers and HRM specialists have expected to develop new guidelines for this creating subset of agents.

Changes in progressive building have in like manner influenced the differing embodiment of human resource the board. Continued with breaking down in gathering organizations in the United States and diverse nations, joint with the climb in organization plots in those countries, have changed the workplace, as has the decrease in affiliation depiction in numerous ventures. Besides, definitive strategies for knowledge have encountered change. Various associations have dismissed or adjusted their customary, dynamic progressive structures for compliment the board structures. HRM pros observe that this move in obligation conveyed with it a need to reassess sets of desires; examination systems and diverse parts of work drive the board.

A third change factor has been rushing marketplace globalization. This wonder has served to build competition for the two patrons and occupations. The last advancement authorized a few organizations to request advanced exhibitions from their representatives while land the line on remuneration.

### **3.7 Functions of HRM**

**Functions of HRM are given below**

- Selection and staffing
- Training and development
- Human resource planning
- Employee assistance

- Personnel research and information system
- Organization development
- Compensation/Benefits
- Union/ Labor relations

### **3.8 Activities of Human Resource Management**

The HR activities are given below

- Staffing
- High performance work practices
- Job description
- Job analysis
- Job training
- Human resource development
- Compensation and benefits
- Leadership
- Performance
- Equal employment opportunity
- Health, safety, security
- Employee and labor relation

# *Chapter – 0 4: Analysis*

## **4.1 Recruitment and Selection Process of APT Sweater Limited**

Employment examination recognizes the obligations and human necessities for every one of the organizations occupations. The subsequent stage is to choose what number of these occupations needs to fill and to enroll and choose representatives for them. The most ideal approach to imagine enrollment and choice is as a progression of obstacles.

Recruitment is a positive process of searching for prospective employees and stimulating them to apply for the jobs in the organization. In other words, recruitment stands for discovering the source from where potential employees will be selected. The scientific recruitment leads to greater productivity, better wages, higher morale, reduction in labor turnover and better reputation of the concern.

This is the screening step of staffing in which the solicited applications are screened out and suitable candidates are appointed as per the requirements. The main aim of this is choosing right type of candidates to fill in various positions in the organization. A well-planned selection process helps to determine whether a candidate is suitable for employment in the organization or not.

### **Features Effecting Recruitment and Selection Procedures**

Recruitment and Selection Procedure is reinforced by a typical & enduring procedure of checking. In any case, now and again the screening procedure can't disentangle the choice procedure because there are sure different variables that impact the determination procedure. These components are the ecological elements and remain as pursue.

#### **1. Lawful Deliberations**

Human Resource Management is affected by the court selections, authorized requests and performing. The management of the association should exploit the lawfully careful choice apparatuses in the choice process.

#### **2. Swiftiness of Result Creation**

The enrollment and excellent process are specifically affected by the available time to settle on the choice of resolve. As a rule, cases the determination procedure is lagged by the predetermined strategies and systems to shield the association from permitted matters.

Structural Hierarchy

Enrollment and choice process shifts as indicated by the filling posts of various dimensions of pecking order in the hierarchical structure.

### **3. Candidates Pool**

The enlistment and determination process are additionally exaggerated by the number of candidates for a vocation. If there should be an amount of many capable candidates for a post, the choice procedure ends up. For this cause, determination quantity is learned by conflicting the amount of chose candidates with the number of applicants in a pool.

### **4. Categorize of Association**

The sort of the overtone like government association, private or non-benefit association and consequently scheduled. Likewise influences the excellent way for the obtaining people.

### **5. Provisional Period**

Certain association receives the methodology of trial period in the determination procedure to check the capability of the individual dependent on his implementation. This might seem as either legality mind the choice procedure or as an auxiliary of an insufficient phases of the choice technique.

### **6. Assortment Standards**

In most of the belongings the candidates are nominated based on subsequent features or principle.

- Teaching
- Capability
- Knowledge
- Skills & Aptitudes
- Individual Characteristics

In mode the candidate that finest convulsions the above rule is chosen instead of the one that has phenomenal aptitudes or ended and additionally under qualified claiming in such circumstance the future chosen individual would not legitimately alter in the association.

## **Planning and Forecasting**

Enlistment and choice preferably begin with staff arranging. Work arranging is the way toward choosing what positions the firm should fill and how to full them. It grasps every future position, from upkeep agent to CEO. Business arranging should spill out of the company's key designs. Along these lines, a plan to enter new business or lesson costs all impacts the kinds of positions.

## **Internal Sources of Candidates**

1. **Using Internal Sources:** Upsides and downsides filling open positions with inside applicants have a few focal points. First there is extremely not a viable alternative for knowing an applicant's qualities and shortcoming. Current representatives can likewise be progressively dedicated to the organization. Also, inside competitors should require fewer introductions and preparing than untouchables.
2. **Findings Internal Candidates:** Employing from inside preferably on occupation posting and the organizations aptitude inventories. Occupation posting implies publicizing the open occupation to representatives. These postings list the activity's traits, similar to capabilities, boss, work timetable and pay rate.
3. **Rehiring:** On the in addition to side, previous representatives are known amounts and are as of now acquainted with how to get things done. Contracting previous workers who surrendered over into better positions may flag current representatives that the most ideal approach to excel is to leave.
4. **Succession Planning:** Enlisting from inside is especially vital when it includes filling the business top position. Filling them inside requires progression arranging – the continuous procedure of methodically distinguishing, evaluating and creating authoritative initiative to upgrade execution.

## **External Sources of Candidates**

1. **Recruitment via the Internet:** A great many people today go online to search for occupations. For most businesses and for most occupations, internet-based selecting is by a wide margin the enlisting wellspring of decision.

2. **Advertising:** While Web-based utilizing is quickly trading help needed promotions, a look at practically any paper or business or magazine will guarantee that print advertisements are as yet prevalent.
3. **Employment Agencies:** There are three principle types of business offices: 1) network offices worked by focal states or nearby government; 2) offices aligned with charitable associations and 3) exclusive organizations.
4. **Temp. Agencies and Alternative Staffing:** Proprietors progressively improvement their changeless staff by enlisting unforeseen or impermanent workforces, regularly through transitory help business organizations. Otherwise called low maintenance or without a moment to spare representatives, the unforeseen workforce is huge and upward.
5. **Off shoring and Outsourcing Jobs:** Outsourcing and off shoring are maybe the most outrageous instances of option staffing. As opposed to acquiring individuals to the organization's activity, redistributing and off shoring send the employments out.
6. **Executives Recruiters:** Official selection representatives are exceptional business exercise held bosses to per sue out best administration ability for their customers. These employments incorporate key administrators and specialized positions.

## **Steps Involved in Recruitment and Selection Process in HRM**

### **1. Initial Screening:**

For the most part, the Selection and the Recruitment Procedure begins with the underlying showing of candidates, so the inadequate ones are drop out at the underlying step. Starting screening is useful to spare the time, fee and exertion of the choice council in the accompanying strides of the choice procedure. In this progression positive regular inquiries are questioned from the candidates.

### **Sources Used in the Screening Effort**

The fundamental wellspring of introductory screening is the educational modules vitae of the candidate alongside the activity request. Resulting data is incorporated into the previously stated records.

- Instruction & service history
- Assessment of character
- Assessment of job performance



## **Advances of Successful Screening**

At the point when the essential screening stage end up effective, the ejecting applicants wear not remain to the following phase of the resolve process since they don't meet the base requirements. Besides the choice expenses of the association are tremendously diminished through legitimate screening of the entrants.

## **Problems Associated with Organizational Staffing**

Organizational staffing is the process of hiring people based on the specific responsibilities they will have in the organization. The staffing priorities are based on the results the organization wants to achieve.

Staffing in this way is advantageous in some instances but there are also some drawbacks to the organizational staffing process.

- 1. Improper clarification of company vision:** Organizational staffing is based on the concept that the company will select and train new employees to perform specific functions within the business.
- 2. Imperfect staff:** Organizational staffing sometimes selects some people who aren't perfect for the company. In this case the original goals and vision of the company may not be achieved because the employees have the lacking in the practical talents, abilities and philosophies.
- 3. Lack of exactness:** It is based on the idea that the company should hire employees who fit the vision of the company. However, it is notoriously difficult to define in concrete terms exactly what a "good fit" is.

## **Recruitment and Selection Procedures of APT Sweater Limited**

The enlistment and determination procedure of APT Sweater Limited is clear and up to the stamp. At the point when business process begins, at initial the HR gives an online advertisement at bdjobs.com site and they stretch the commercial in the everyday papers too. Furthermore, gets application by means of email and postal. After the dead line surpasses, APT Sweater Limited mastermind a composed test, from composed test short recorded candidates required an, a great many interviews chosen competitors requested restorative test. On the off chance that they chose applicants discovered fit in the therapeutic test the administration board enlists him/her for the

activity. APT Sweater Limited gives approach chance for every one of the candidates, paying little mind to duel, religion, cause, sex, age, inability or party-political alliance/impact. Enrollment and choice are done exclusively dependent on occupation linked principles. In APT Sweater Limited justify based enlistments is done over after advances:

- Staffing proposal
- Gathering of resume
- Assortment of resume
- Preparation for meeting
- Forming written test, presentation etc.
- Interview
- Completion of employment

APT Sweater Limited manners two types of enlistment inside enrollment and outside enrollment. At the point when a position is made, APT Sweater Limited first endeavors to top off the position inside. Is there is no appropriate competitors inside found than the association goes for outer enlistment. APT Sweater Limited utilizes both inner and outer sources. The decision of spring to some degree relies upon the work level as well as area of the position/work. For instance, for greater administration situations representative transfer are utilized broadly.

### **Employment Agreement**

If the organ gram/work masterminding is embraced by the Managing Director or his role out, by at that time the selection since the G1 to G5 should not require support other than the enlistment panel people. It is the commitments of the Head of Department (HOD) to style their very own organ gram and work orchestrating in the start of the economic year and makes it supported from Managing Director or his allocated in meeting with HR.

### **Selection Process**

APT Sweater Limited has an extensive diversity of assessment techniques in the assurance methodology. APT Sweater Limited at first chooses implies that ought to be associated in the decision method. Execution of these methods requires creation of an assurance progression, which is a precise stream of persons through the periods of candidate, contenders, qualifier, and

proposal recipient. Rules with respect to specialist examination of APT Sweater Limited are according to the accompanying:

| Place                                 | Initial Screening                     | Concluding Screening              |
|---------------------------------------|---------------------------------------|-----------------------------------|
| Non-Management Position               |                                       | Concerned HRD officer             |
|                                       |                                       | Concerned Department/<br>Division |
| Management Trainee/ Assistant Manager |                                       | Concerned HRD officer             |
|                                       |                                       | Concerned Department/<br>Division |
| For above assistant Manager Position  | Concerned officer of HRD/<br>Division | Head of Department                |
|                                       |                                       | Head of HRD                       |

**Processing for Interview:**

- Fixation of time with the responsible examiners
- Fixation of interviewing location
- Issue interview letter/ interaction over the mobile.

**Organizing Written Test:**

Aimed at Management Trainee and above post, CEO and MD take a seat independently toward the finish of the last meeting and settle.

**Agreement of Staffing:**

- Completion of applicant by the last assessment board.
- Head of human resource solution up the remuneration rating of the nominated applicants based on their expert qualification & knowledge in related arenas.

Even though the association isn't vast, its enlistment arrangement ideal for these circumstances. In any case, the organization builds step by step. Furthermore, they are attempting to build up their HR Department. The organization initiates worker by paper publicizing and at some points Internship understudy and furthermore through site application. Here I might want to propose that now they ought to likewise utilize.

## **Recruitment & Selection Procedure of APT Sweater Limited**

**Step 1:** Staffing essential evaluation and memo produce.

**Step 2:** Curriculum vitae/ resume Gathering: By announcement (Printing or Web), Exposed Source, Inner Recruitment, and collect from the present market.

**Step 3:** Positioning of resumes for obligatory situation. **Step 4:** Primary Meeting and/or written test

**Step 5:** Following Interview

**Step 6:** Credit check of the initially nominated applicant.

**Step 7:** Ending concession with the applicant

**Step 8:** Approval memo for the nominated applicant.

**Step 9:** Deliver the letter of joining

Submit for organization authorization.

## **4.2 Training and Development of APT Sweater Limited**

**Training and development is one of the key HR functions.** Warily choosing staffs don't guarantee they will make adequately. Indeed, even high potential representatives can't play out their works in the event that they don't perceive what to do. The human asset division commonly plans the organization's situating and preparing programs.

By and large, the expressions "preparing" and "improvement" are utilized as if they are synonymous. There are contrasts in the unique circumstances and strategies of worker preparing and advancement. Preparing is the demonstration of expanding the learning and aptitudes of a worker for carrying out a responsibility. It impacts explicit aptitudes for explicit purposes. It is primarily work situated. Conversely, advance incorporates the methods by which chiefs and authorities acquire not just aptitudes and capacity in their present employments yet in addition capacities for future administrative posts.

## **Systems Assessment of Training - Steps in a Training Program**

The achievement of a preparation program is assessed as far as the outcome or the expansion in the exertion capacity, aptitude or competency in the student. For any preparation program to be effective it is exceptionally fundamental to pursue a specific procedure.

The elementary procedure as illustrated in the figure below contains of four stages which are assessment, development, delivery and evaluation.

- Firstly, needs analysis step – identification of precise data and skill the job requirements and compare these with the possible trainee’s knowledge and skills.
- Then, instructional design stage – frame selection, quantifiable knowledge and routine training objectives, analysis possible training program content and estimation of budget for the training program.
- The third step is to implement the program, by training the targeted staff group using approaches such as on-the-job or online training.
- Finally, in a valuation step – measure the program’s success or failures.

## **Training, Learning and Motivation**

Learners are always more motivated to learn something that has meaning for them. Therefore:

1. At the start of training, provide a bird’s eye view of material that a person going to present.
2. Use a variety of familiar examples.
3. Organize the information, so that can present logically and in meaningful units.
4. Use terms and concepts that are already familiar to trainees.
5. Maximize the similarity between the training situation and the work situation.
6. Provide adequate practice.
7. Label or identify each feature of the machine and or step in the process.
8. Direct the trainee’s attention to important aspects.
9. Trainees learn best when the trainers immediately reinforce correct responses, perhaps with a quick “well done”
10. The schedule is important. The learning curve goes down late in the day, so that full day training is not an effective as the half day or three-fourths of the day.

## **Training Needs Analysis**

Analyzing current employees training needs is more complex since the added task of deciding whether training is the solution.

As referenced before, the requirements investigation/evaluation is completed at three dimensions - authoritative, Individual and Job. We presently take up every single one of them in detail.

## **Task Analysis**

Task analysis is a detailed study of the job to determine what specific skills – like java or interviewing the job requires. Job descriptions and job specifications are important here. These list the job's specific duties and skills which are basic reference points in determining the training required.

## **Competency Models**

Many employers develop competency models for jobs. The competency models consolidate, usually in one diagram, a precise overview of the competencies someone would need to do a job well.

## **Performance Analysis**

Performance evaluation is the procedure of confirming that there is a performance shortage and defining whether the employer should rectify such deficiencies through training or some additional means. There are numerous ways to recognize how a current staff is doing. These include reviewing:

- Job evaluations.
- Job-related performance information.
- Observations by supervisors or other experts.
- Interviews with the employees or his or her manager.
- Assessments of things like work knowledge, skills and appearance.
- Attitude reviews.
- Individual employee's regular diaries.
- Assessment center marks.

## Designing the Training Program

Armed with the outcomes of the needs assessment, the employer or manager can design the training program. Requests for training often start with line managers presenting problems or concerns, such as “we are getting too many complaints from call center callers”. Training, development or instructional objective then specifies in measurable terms what the trainee should be able to accomplish after successfully completing the training program.

## Difference between Training and Development

Representative fixing and advancement is a vital part of human asset volume and the managers. Both the movements go for enhancing the execution and profitability of the representatives. Preparing is a program composed by the association to create information and abilities in the representatives according to the necessity of the activity. On the other hand, Development is a sorted-out action in which the labor of the association learns and develops; it is a self-appraisal act.

## Comparison Chart

| <b>BASIS FOR COMPARISON</b> | <b>TRAINING</b>   | <b>DEVELOPMENT</b>   |
|-----------------------------|---|--|
| Meaning                     | Training is a learning procedure in which staffs get a chance to develop skill, competency and knowledge as per the job prerequisite. | Development is an educational procedure which is worried with the overall growth of the employees. |
| Term                        | Short Term  | Long Term  |
| Focus on                    | Present   | Future   |
| Orientation                 | Job oriented  | Career oriented  |
| Motivation                  | Trainer   | Self   |

|                       |  |   |
|-----------------------|--|---|
| Objective             | To improve the work performances of the employees. | To prepare employees for future challenges. |
| Number of Individuals | Many   | Only one                                    |
| Aim                   | Specific job related                               | Conceptual and general knowledge            |

|     |                      |                                  |
|-----|----------------------|----------------------------------|
| Aim | Specific job related | Conceptual and general knowledge |
|-----|----------------------|----------------------------------|

### Characteristics of a Good Training Program

Many establishments, even though they have some great training employees and apply a large amount on training programs, do not get good results. To safeguard that the training programs are effective, and the organizations get good results from them, the following principles may be observed:

- **Determination of training needs:** The management should agree the training requirements of employees and then select a process of training that is most operative.
- **Relevance to job requirements:** Training programs must be correlated to the necessities of the job for which they are planned.
- **Allowance for individual differences:** There are variations in capability, learning capacity and curiosity of trainers so the organization should deliberate these factors while designing the training package.
- **Training program should be result oriented:** Organization should sidestep “training for the sake of training” and show better interest in the welfares of training scheme.
- **Suitable incentives:** There should be encouragements to the trainers to make them take training plan seriously.



- **Management support:** Top management should take interest in and care the training programs. Assistants cannot be projected to take the training program seriously if the supervisors themselves are not serious near them.

### **Managerial On-the-Job Training & Development**

1. **Job Rotation:** Job rotation means moving managers from department to department to broaden their understanding of the business and to test their abilities. The trainee may be a recent college graduate and spend several months in each department, learning the departments business by doing it.
2. **Coaching/ Understudy Approach:** Here the trainee works directly with a senior manager or with the person he or she is to replace; the latter is responsible for the trainee's coaching.
3. **Action Learning:** Action learning programs give managers and others released time to work analyzing and solving problems in departments other than their own.

### **Training Effects to Measure**

**Reaction:** Evaluate trainee's reactions to the programs. They like the program or not?

**Learning:** Test the trainees to determine whether they learned the principles, skills and facts they were supposed to learn.

**Behaviors:** Ask whether the trainee's on-the-job behavior changed because of the training program. For example, are employees in the store's complaint department more courteous toward disgruntled customers?

**Results:** Probably most important, ask "what results did we achieve, in terms of the training objectives previously set?"

### **Training and Development Program of APT Sweater Limited**

APT Sweater Limited distinguishes the essential promise which preparing makes to its proceeding with success and gainfulness. The organization preparing strategy refers to all employees and means to assurance that suitable preparing is nearby to empower people to achieve an acceptable implementation level in their employments. APT Sweater Limited

creates and conveys fantastic learning and improvement activities proper to the requirements of the specific representative. While the organization put extraordinary attention on HR in preparing and open doors for progress, workers are urged to assume liability for their own improvement. Since they are viewed as their employees as their most important resources, and they underwrite widespread time and exertion for their own and expert advancement. APT Sweater Limited its representatives to put forth a valiant effort and help them in doing only that through pertinent preparing programs and work shop both at home and abroad. In view of the Training Need Assessment (TNA), APT Sweater Limited training group arranges the preparation program and directs the program appropriately.

1. Internal Training (Foreign Training and In-House Training)
2. External Training.

### **Overseas Training:**

It implies though the preparation program is directed in overseas. APT Sweater Limited orchestrates parcel of outside preparing for the high and midlevel authorities. APT Sweater Limited orchestrates these sorts of preparing by the outside coaches generally in India, Italy, Malaysia, Singapore, and Bangkok, USA. So, these trainings are exceptionally valuable. Afterward the fulfillment of the preparation program the students return to Bangladesh and they direct the preparation to alternate representatives. Redone Training It characterizes as the package essentially led when a pool of representatives requires a similar preparing need. In view of the required need APT Sweater Limited preparing group goes for the reasonable mentor/preparing establishment to lead the program. This kind of program increases the value of members and friends in that capacity savvy as well.

### **In House Program:**

In house preparing implies when the preparation masterminds in the workplace grounds for the representatives. These kinds of preparing kept running by the mentor from APT Sweater Limited. Organization often enlists those coaches on an authoritative premise.

### **External Training:**

It defines as the plans which are decided by diverse local training organizations based on the TNA, APT Sweater Limited recommends personnel for the training programs. APT Sweater Limited is a very interested to grow their employees by giving lots of training. APT Sweater Limited expenditure massive amount of money to develop the workers to make them perfect for the upcoming project.

### 4.3 Performance Appraisal Methods of APT Sweater Limited

“It is a systematic evaluation of an individual with respect to performance on the job and individual’s potential for development.”

“It is formal, structured system of measuring, evaluating job related behaviors and outcomes to discover reasons of performance and how to perform effectively in future so that employee, organization and society all benefits.”

#### Norms for Effective Performance Management

For performance management to accomplish its goals, its methods for measuring performance must be good. Selecting these procedures is a critical part of preparation a performance management system. Criteria that fix the effectiveness of performance measures include each measure fit with the organization’s strategy, its validity, its reliability, the degree to which it is acceptable to the organization.

#### Performance Appraisals and Job Analysis Relationship

| Job Analysis                                      | Performance Standards  | Performance Appraisals  |
|---|--|---|
| Define the work and staffs prerequisite of a job. | Interpret job necessities into levels of acceptable or unacceptable presentation | Describe the job-related assets and weaknesses of every person. |

#### Objectives of Performance Appraisal

##### Performance Appraisal can be done with following objectives in mind:

- First from a pragmatic perspective, most managers still base pay and limited time choices on the representatives’ examination.
- Second, the evaluations give the supervisor and subordinate a chance to build up and arrangement for remedying any inadequacies and fortify the things the subordinate does right.
- Third, the appraisal should fill a helpful profession arranging need. They give a chance to reestablish the worker’s vocation designs thinking about his or her showed qualities

and shortcoming.

- Forth, appraisals assume an indispensable job in the business execution the board procedure. Execution the board is the consistent procedure of distinguishing, estimating and building up the execution of people and groups and adjusting their execution to the hierarchical objectives.

### **Advantages of Performance Appraisal**

It is said that performance appraisal is an investment for the company which can be justified by following advantages:

1. **Promotion:** Execution Appraisal makes the boss chalk out the progression programs for gainful specialists. In such way, inefficient workers can be removed or minimized if.
2. **Compensation:** Execution Appraisal helps in chalking out pay packs for laborers. Authenticity rating is possible through execution examination. Execution appraisal tries to offer worth to an execution. Compensation groups which consolidate remunerate, high pay rates, extra assessment. The criteria should be legitimizing rather than position.
3. **Employees Development:** The proficient strategy for execution examination makes the supervisors layout planning methodologies and designers. It analyzes characteristics and deficiencies of laborers with the objective that new occupations can be proposed for capable delegates. It is like manner helps in encompassing future enhancement programs.
4. **Selection Validation:** Execution Appraisal makes the executives understand the legitimacy and significance of the choice methodology. The regulators come to know the legitimacy and in this manner the qualities and shortcomings of choice system. Future changes in choice frameworks can be made in such way.
5. **Communication:** For an association, viable correspondence among workers and businesses is essential. Through execution evaluation, correspondence can be looked for in the accompanying ways:
  - a. Through execution examination, the businesses can comprehend and

- acknowledge abilities of subordinates.
- b. The subordinates can likewise comprehend and make a trust and trust in bosses.
  - c. It likewise helps in keeping up welcoming and friendly work the executive's relationship.
  - d. It builds up the soul of work and lifts the resolve of representatives. All the above factors ensure effective communication.
6. **Motivation:** Execution examination fills in as a motivation contraption. Through evaluating execution of specialists, a man's efficiency can be settled if the goals are cultivated. This to a great degree well moves a man for better occupation and urges him to upgrade his execution later.

### **Techniques/Methods of Performance Appraisal**

1. **Rating Scales:** Rating scales includes of several balances talking to work related implementation foundations, for example, reliability, course of action, yield, contribution, mindset and so forth. Each scale ranges from astounding to deprived persons. The collective numerical scores are processed, and past ends are strong-mindset.
2. **Checklist:** Below this method, schedule of articulations of attributes of worker as Yes or No based investigations is organized. Here the rater just does the revealing or inspection, and HR division does the real assessment. Focal points – economy, ease of company, forced preparing required, institutionalization. Inconveniences – Raters inclinations, utilization of inappropriate considers by HR, does not permit rater to give comparative appraisals.
3. **Forced Choice Technique:** The planning of articulations planned in the squares of minimum two are given and the rater shows which clarification is valid or invalid. The rate is bound to settle on a conclusion. HR division does sincere appraisal. Preferences – Absence of individual dispositions due to inhibited decision. Detriments – Reports might be imperfectly surrounded.
4. **Forced Distribution Technique:** Here representatives are grouped about a high point on a rating scale. Rater is constrained to convey the workers on all focuses on the scale. It is accepted that the execution is fit in with typical dissemination. Focal points – Eliminates

Disadvantages – Assumption of ordinary dissemination, impossible, blunders of focal inclination.

5. **Critical Occurrences Process:** The policy is adjusted about certain basic performs of representative that has a significant effect in the execution. Managers as and when they happen record such episodes. Focal points – Evaluations depend on genuine occupation practices, appraisals are upheld by portrayals, criticism is simple, diminishes regency predispositions, odds of subordinate enhancement are high. Disservices – Negative occurrences can be organized, overlooking episodes, excessively close supervision; input might be excessively and may seem, by all accounts, to be discipline.
6. **Psychologically Anchored Score Scales:** Descriptions of powerful and insufficient practices decide the focuses. They are said to be typically secured. The rater should state, which conduct portrays the worker execution. Favorable circumstances – conquers rating blunders. Impediments Suffers from contortions inalienable in most appraising strategies.
7. **Field Examination Process:** This is an examination done by somebody external representatives' very own specialization as a rule from business or HR office
8. **Performance Tests & Remarks:** This depends on the trial of information or aptitudes. The tests might be composed or a genuine introduction of abilities. Tests must be solid and approved to be valuable. Preferred standpoint – Tests might be able to gauge potential more than genuine execution. Hindrances – Tests may endure if expenses of test improvement or organization are high.
9. **Private Records:** For the most part used by government offices, anyway its application in industry isn't discounted. Here the report is given as Annual Confidentiality Report (ACR) and may record appraisals as for following things; participation, self-articulation, collaboration, administration, activity, specialized capacity, thinking capacity, inventiveness and cleverness and so forth. The outline is remarkably unseen and classified. Input to the evaluates is given just in the affair of an antagonistic section. Hindrance is that it is exceedingly emotional, and appraisals can be controlled claiming the valuations are connected to HR actions like improvements and so forth.
10. **Essay Technique:** In this policy the rater histories the worker depiction in detail inside a few general classes like, by and large imprint of execution, promo ability of

representative, existing capacities and capabilities of performing occupations, qualities and shortcomings and preparing needs of the representative

- 11. Cost Accounting Technique:** Here execution is evaluated from the fiscal revenues compliments his or her association. Cost to keep representative, and advantage the organization infers is discovered. Consequently, it is increasingly reliant upon expense and advantage investigation.
- 12. Comparative Assessment Technique (Ranking & Paired Assessments):** These are accumulation of various techniques that contrast execution and that of other colleagues. The standard systems utilized might rank strategies and matched correlation strategy.
- 13. Ranking Systems:** Predominant positions his laborer dependent on rightfulness, from best to most exceedingly terrible. Anyway, how best and why best isn't clarified in this technique.
- 14. Management by Objectives:** It means management by objectives and the performance is rated against the achievement of objectives stated by the management. MBO procedure drives as under.
- 15. Psychological Appraisals:** These assessments are progressively synchronized to review workers possible for future execution instead of the prior one. It is done as inside and out meetings, mental tests, and exchange with directors and survey of diverse assessments.
- 16. Assessment Centers:** This system was first created in USA and UK in 1943. An appraisal emphasis is a crucial area where supervisors may meet up to have their investment in occupation connected doings accessed via prepared spectators.
- 17. 360-Degree Feedback:** Employers generally use the feedback for development rather than for pay increases. Most 360-degree feedback systems contain several common features. Appropriate parties- peers, supervisors, subordinates and customers for instance- complete surveys on an individual.

## **4.4 Compensation and Benefits of APT Sweater Limited**

### **Compensation Management**

It can be said that **compensation is the “glue” that binds the employee and the employer together** and in the organized sector, this is additionally classified as an agreement or a

commonly restricting authoritative archive that explains precisely what amount ought to be paid to the representative and the parts of the pay bundle. Since, this article is proposed to be a prologue to remuneration the executives, the workmanship and art of landing at the correct pay has a significant effect between a fulfilled representative and a disappointed worker.

As the module advances, peruses would be acquainted with different parts of remuneration the board like the segments of pay the board, kinds of pay, consideration of variable pay, the utilization of Employee Stock Options and so forth. The part of how skewed pay the board prompts higher steady loss is examined too. This perspective is essential as studies have demonstrated that the greater part of the workers who quit organizations give lacking or skewed pay as the explanation behind their exit. Hence, **compensation management is something that companies must take seriously if they are to achieve a competitive advantage in the market for talent.**

Taking into account that the flow incline in numerous segments (especially the information serious areas like IT and Services) is to regard the representatives as "makers and drivers of significant worth" as opposed to one more factor of generation, organizations around the globe are giving careful consideration to the amount they pay, the sort of segments that this compensation incorporates and whether they are putting forth focused pay to pull in the best ability. In closing this article, it is appropriate to investigate what Jack Welch needed to state in such manner: As the statement (referenced toward the start of this article) says, if the correct remuneration alongside the correct sort of chances are made accessible to individuals by the organizations in which they work, at that point work turns into a delight and the administrator's assignment made less complex prompting all round advantages for the worker and in addition the business.

### **Types of Compensation**

We have found out about what remuneration and its significance is. In any case, with regards to an association, be it private or open, remunerations are additionally isolated into the accompanying –



## **Direct Compensation**

It is usually comprised of compensation installments and medical compensations. The formation of pay series and pay scales for many positions inside an association are the principal responsibility of remuneration the board of employee.

Organize payment that is in accordance with the commercial norms inspires representatives with the confirmation that they are getting waged decently. This encourages the business not to strain over the exclusive damage of prepared staff to a candidate.

## **Indirect Compensation**

It cores round the specific supportive gestures of everybody at work. Even though return is basic, individuals are the most gainful in occupations where they share the organization's abilities and requirements.

These advantages can integrate things like permitted staff improvement developments, subsidized day care, the odds for development or exchange inside the company, open acknowledgment, the capacity to influence change or acquire a few deviations the working environment, and management to other people.

These are the two kinds of pay that should be supervised and have its own promise in the advancement of the association. Pushing ahead, we will see the various portions of remuneration.

## **APT Sweater Limited Management Policy**

The objective of APT Sweater Limited compensation management committee is a gathering for the talk of different related issues of the Company. The fundamental job and capacity of the board is to help HRD in creating and directing a reasonable and straightforward system for establishing strategies on the general HR technique of the organization.

This board has a general extension for equivalent chance and straightforwardness as far as:

- Suitable enlistment
- Compensation dependent on legitimacy, capability and ability
- Adequate preparing and improvement offices

- Performance evaluation and advancements dependent on individual execution and commitment

Also, the board of trustees researches some other advantages related issues with respect to the Company's working outcomes and amount market insights.

### **Compensation and Benefits**

APT Sweater Limited guaranteed is Competitive in the Market with great looking remuneration and advantages. APT Sweater Limited led pay study to benchmark the market incline.

- Compensation & Benefits Review 2014
- Compensation & Benefits Review 2016
- Compensation & Benefits Review 2018
- Compensation & Benefits Review 2019

Various New Policies/ Benefits:

- Life Insurance, Medical Insurance (inpatient and outpatient), Termination Benefits
- Leave Pleasure
- Spot Reward
- Provident fund, gratuity
- Mobile Phone & Allowance
- External visit and overnight stay payment, procedural allowance
- Full time internet service

### **Perks & Services:**

- Loan against salary which can be maximum two times in service life
- Medical Insurance
- Life Insurance
- Earned leave, Maternity leave, sick leave, casual leave
- Transport Maintenance Support Scheme
- Mobile Phone
- Spot reward
- Gift coupon for new conceived infants
- Birthday Celebration of all employees
- Wedding Gift for employees
- Celebration of employees joining date who are working at least for five years

### **Leave Details:**

- **Earned Leave:**

One day for every 18 working days.

- **Casual Leave:**

Ten Working days

- **Lengthy Sick Leave:**

First three month with full payment and next three months with basic salary (60% of gross salary). In case of short term sickness maximum 14 days in a year.

- **Maternity Leave:**

As per Bangladesh labor law.

## **Gratuity and Provident Fund**

According to Section 2 subsections 10, “Gratuity” means the wages payable on termination to an employee on the basis of his latest basic salary for a completed year of service or for service for a period of more than 6 (six) months, salary of minimum 30 (thirty) days or salary of 45 days for a continuous for more than ten years, it shall be in addition to any payment of compensation, or payment of wages or allowance in lieu of a notice due to termination of services of an employee on different grounds. For gratuity 19, 20, 22, 26, 27,132 & 163 of the Bangladesh Labor Act 2006 is applicable.

An extra amount intended as “provident fund” will be paid to permanent employee’s 01 (one) month basic salary for every completed year. Instead of equal participation (where the employer and employee contribute equally to the amount) the employer will provide as gratuity fund (MI Certifications Ltd Employees’ Gratuity Fund). For calculation of the gratuity fund amount standing to the account of an employee, latest basic salary by the employee from the company shall be considered.

# *Chapter – 0 5: Findings, Recommendations and Conclusion*

## **5.1 Findings of the Study:**

The findings of the study are as follows:

- i. As per my observation, APT Sweater Limited does not have organized HR practices. Also, do not have any skilled HR personnel who can do properly HR activities.
- ii. HR person doesn't have full authority and control for recruitment and selection.
- iii. HR doesn't have any specific and structured recruitment system as sometimes they cannot predict the requirements of man power.
- iv. They set a target and goal about training and development of an employee, but HR does not monitor it.
- v. The company does not have proper appraisal system in place. HR should take initiative to implement this in organization. Otherwise employee will get de-motivated and it will increase turnover of the company.
- vi. APT Sweater Limited is giving fewer benefits to its employees in comparison with other overseas offices in terms of holidays, weekly holidays, facilities etc.

## **5.2 Recommendations:**

In the light of the discoveries, the suggestions are as per the following:

- i. As APT Sweater Limited doesn't have a designated HR person, so a skilled and experienced HR person is highly recommended.
- ii. If an assigned person is there, then he can control full recruitment and selection procedure with the involvement of top management.
- iii. HR needs to establish a specific and structured recruitment system as sometimes they cannot predict the requirements of man power.
- iv. HR should have a summary of training plan of each employee to monitor it round the year.
- v. To reduce employee turnover there should be active performance appraisal system as well as rewarding for their work.
- vi. APT Sweater Limited should be concern about employee facilities like holidays, overtime, transport facilities etc.

### **5.3 Conclusion:**

Articles of clothing fabricating organizations give the both products and services. APT Sweater Limited is the most encouraging assembling organization in our nation.

HRM is an extremely immense and a detailed segment of generally the board procedure in any association. Behind each achievement or disappointment, HR exercises are viewed as a definitive central factor. That is the reason APT Sweater Limited should give high need in the general HRM rehearses. I think whether APT Sweater Limited pursues the proposals I made in the investigation it can conquer its issues in HR office.

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