



**“An Evaluation of Human Resource Management Practices of  
Thermax Group”**

**Date of Submission: 30 November, 2022**



**“An Evaluation of Human Resource Management Practices of  
Thermax Group”**



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# Letter of Transmittal

30 November, 2022

Mr. Md. Alamgir Hossan

Assistant Professor

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

**Subject: Submission of Internship Report on “An Evaluation of Human Resource Management Practices of Thermax Group”.**

Dear Sir,

I have the pleasure to submit an elaborate internship report, which is one of the most important requirement for the MBA degree of Daffodil International University.

The internship report focuses on the “An Evaluation of Human Resource Management Practices of Thermax Group”. Here I tried to carry at the overall activities of Thermax Group in an objective manner.

I tried my best to work sincerely to cover all aspects regarding the matter. Though I faced some limitations in preparing this report, which has contributed significantly to my understanding on the essentials and importance practical knowledge.

Lastly, I would be thankful once again; you please give your judicious advice on mu effort and grant my paper to fulfill the requirements of MBA degree.

Sincerely yours



.....  
(Masudur Rahman)

ID: 211-12-122

Program: MBA

Major in HRM

Department of Business Administration

Daffodil International University

## **Certificate of Supervisor**

I hereby certify that Masudur Rahman, ID No: 211-12-122 a student of MBA Program, Department of Business Administration, Faculty of Business & Entrepreneurship, Daffodil International University, has prepared the Internship Report titled “An Evaluation of Human Resource Management Practices of Thermax Group” as a requirement for fulfillment of degree of Master of Business Administration.

The report is recommended for submission.



.....  
**(Md. Alamgir Hossan)**

Assistant Professor

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

## **Student's Declaration**

I, the undersigned, hereby declare that the Internship Report “An Evaluation of Human Resource Management Practices of Thermax Group” has been prepared by me under the guidance of Mr. Md. Alamgir Hossan, Assistant Professor, Department of Business Administration, Daffodil International University as a requirement for the accomplishment of MBA degree from the Dean, Faculty of Business & Entrepreneurship. It is also declared that, this report has been prepared for academic purpose only and has not been/will not be submitted elsewhere for any other purpose.



.....  
**(Masudur Rahman)**

ID: 211-12-122

Program: MBA

Major in HRM

Department of Business Administration

Daffodil International University

## **Acknowledgement**

The Almighty is so kind that he gives me ability to finish the task within the time. Completion of anything requires supports from various sources. It is also an immense pleasure for me to thank a large number of individuals for their precious help and encouragement, which contributed directly and indirectly to prepare this report. First of all, I want to convey my sincere gratitude to my supervision Mr. Md. Alamgir Hossan, Assistant Professor, Department of Business Administration, DIU for his whole hearted supervision. His suggestion and comments to make the report a good one was really a great source of sprite for me.

My special thanks go to all the members and colleagues of the Thermax Group by providing me different types of data relating to this study.

Finally, I extend my thanks to all of my well-wishers for their help during this work.

## **Executive Summary**

Since the late 1950s, the Ready Made Garments (RMG) industry started developing in Bangladesh primarily as an export-oriented industry. In Bangladesh, the RMG industry has emerged as a major economic sector and has had its impact on the financial services sector, communications, transportation, and on other related industries. The RMG industry has had a major social impact. It has empowered 1.2 million women with employment and economic independence, which in turn has earned for Bangladesh recognition as a modern and enlightened society. In this era of present globalization, garments sector is playing its important role to keep the people moving with the movement of the modern technology. The ready-made garments industry of Bangladesh has become the largest foreign exchange earning sector. The annual nation export income of garments sector is driven from two sectors. They are woven garments and knitwear. The implementation of HRM in garments has made its activities speedier, easy and comfortable. Chapter one is introductory part of the report. In this chapter origin of the report, objectives, scope of the study, methodology, important & limitation of the report and lack of experience are discussed. Chapter two is Company Profile of Thermax Group. In this part historical back ground, particulars of the group, directors of Thermax Group, mission, vision and objectives or goals. Chapter three is the Conceptual Framework of Human Resource Management. In chapter four discussed about Thermax Group's HRM, its acquisition function, HR planning of Thermax Group, its recruitment process and selection policy. Training and development function of Thermax Group. Objectives of training, motivation function and finally the wages structure and SWOT Analysis. In the chapter five Findings, Recommendations and Conclusion. Thermax Group is the world leading research based Garments Company with a powerful combination of skills and resources to provide platform for delivering strong growth in today's rapidly changing healthcare environment. Thermax Group is the product of a number of mergers and acquisitions. The merger made Thermax Group the world's number garments company. Mergers also create disputes having redundant employee that is very difficult to drive. Bangladesh did not experience of having redundant employee but had to reconcile the changing in the global market. Thermax Group management is fully aware of the important of sound. Human resource and has been consciously pursuing policies for strong manpower with the organization.

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**Chapter-01**  
**Introduction**

## 1.1 Introduction

Readymade Garments are the fast growing export sector in Bangladesh. The overall impact of the readymade garment exports is certainly one of the most significant social and economic developments in contemporary Bangladesh. In order to stimulate rapid growth of the country, particularly through industrialization, the government has adopted an open door policy to attract foreign investment in Bangladesh. As a result, there are about 2500 export oriented readymade garments in Bangladesh those are clustered over mainly in Dhaka, Gazipur, and Chittagong. Thermax Group 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 1997, the organization has factory situated at Narshingdi, Bangladesh. Since its commencement, Thermax Group has been propelling new and inventive garments items in the outside market. Thermax Group 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, Thermax Group is one focus, where all piece of clothing related necessities of a purchaser is 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. Thermax Group likewise directs innovative work so as to satisfy neglected interest of the nonnative. Thermax Group point is to accomplish business magnificence through quality by fulfilling client desires. This industry pursues Quality Management System to guarantee predictable nature of items. It likewise meets all National Regulatory Requirements in its business undertaking and pursues Good Manufacturing Practices (GMP) as suggested by BGMEA for its proper administrations. The administration of Thermax Group 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 Literature Review

Human Resource Management (HRM) is the term used to portray formal frameworks formulated for the administration of individuals inside an organization. The obligations of a human asset administrator fall into three noteworthy territories: staffing, worker remuneration and advantages, and characterizing/structuring work. Basically, the motivation behind HRM is to amplify the profitability of an organization by streamlining the adequacy of its workers. This command is probably not going to change in any principal path, in spite of the regularly expanding pace of progress in the business world.

As Edward L. Gubman saw in the *Journal of Business Strategy*, "the fundamental mission of HR will dependably be to procure, create, and hold ability; adjust the workforce to the business; and be a magnificent supporter of the business. Those three difficulties will never show signs of change."

Until fairly recently, an organization's HR office was regularly committed to bring down rungs of the corporate chain of importance, in spite of the way that its command is to recharge and support what is frequently referred to—authentically—as an organization's most prominent asset, its work compel. Be that as it may, as of late acknowledgment of the significance of HR administration to an organization's general wellbeing has developed significantly. This acknowledgment of the significance of HRM reaches out to private ventures, for while they don't by and large have indistinguishable volume of HR necessities from do bigger organizations, they too confront staff administration issues that can decisively affect business wellbeing. As Irving Burstiner remarked in *The Small Business Handbook*, "Employing the opportune individuals—and preparing them well—can regularly mean the contrast between scratching out the barest of jobs and unfaltering business development, staff issues don't separate among little and huge business. You discover them in all organizations, paying little respect to estimate." In this section, researcher summarized the findings regarding the previous research of HR Policy and Practices used to measure the performance of the management as well as the company. Those are mostly described the different settings other than the Bangladesh RMG perspectives.

- ✓ **Kundu. Subhash C., Divya Malhan (2009)** in their article on "Human Resources Management Practices in Insurance Companies: The study was made in Indian and MNC's and explains the benefits of the organization is generated only by Human Resources. However, the advantage of giving insurance to the Human Resources is one of the

employee benefits issued by the Human Resource Management. The findings of the study say that both domestic and international Insurance companies have to improve more on their HR practices like performance appraisal, HR planning and Recruitment.

- ✓ **Tripathy (2008)** explained that the organization have the optimum usage of Human resources in the organization. They follow the 3 C concept (i.e) Competencies, commitment and culture. By following these 3 C cultures in the work organization give the positive results in the organization. This practice is considered to be the best result earning which resulted in the increase in the financial growth.
- ✓ **Singh S.K (2008)** in this study he explained that for a good organizational growth employee should maintain their involvement to yield high productivity. Employee's dedication helps him to achieve his target, and increases his quality of work. Organization should also help the employee in training him to develop his interpersonal skills. Both Employer and Employee should equally contribute each for individual's growth.
- ✓ **Subramanian, V. (2005)** he expresses that the recruitment and selection process in the organization and selecting the right candidate for the correct position helps employees to work in the organization in a very positive mode. The interview process should be relevant to the job profile so that the candidates will be interested in the job profile.
- ✓ **Maitin,T.P. (2003)** In his study he explains the Human Resource Development shows the progress of the organizational growth with different process like recruitment and selection, payroll processing and maintains the rules and regulations of the office. By the way of best approach towards the employees which the in the high productive of the employees.
- ✓ **Vidya A. Salokhe (2002)** in her study he explained the Human Resource department have several processes to improve the employee's individual growth in the organization. It also helps the organization to achieve more in the profit with their effective smart work. Employees are the asset of any organization which they make profit out of them.

From the above discussion, it has seen that HR Policy and Practices already analyzed by the different researchers in different settings. These studies will try to forward the analysis of HR Policy and Practices in RMG.

### **1.3 Origin of the Study**

In today's world only academic education does not make a student perfect to become competitive with the outside world. Internship is highly needed to gain idea, knowledge and experience.

Daffodil International University one of the most reputed private universities in Bangladesh, has been designed the curriculum of the MBA course such a way that the international standard graduates will be produced. After completing 45 credit hours, one student needs to go for further 3 months' internship program in an organization.

Thermax Group is a place where I could learn the HRM activities. As an intern student I have got the opportunity to work with this organization for three months and acquire idea about real HRM activities in the organization.

### **1.4 Scope of the Study**

The guiding principle of the company is to develop and maintain strong, secure relation with buyers and retailers and to support the customer beyond the buyer-seller relation striving to ensure all concerned can succeed and grow.

The study will also help us to understand the role of Ready Made Garments in socio-economic development of the country.

It will increase obstacles to the existing role of Thermax Group in exporting the garments products.

### **1.5 Objectives of the Study**

#### **Broad Objective:**

The broad objective of this study is to find out and analyze the Human Resource Management Practices of Thermax Group.

#### **Specific Objectives:**

- 1) To know the Human Resource Management Policies of Thermax Group;
- 2) To evaluate the Human Resource Management Practices of Thermax Group.

- 3) To explore the problems related to Human Resource Management Practices of Thermax Group.

## **1.6 Methodology of the Study**

The methodology of the study has been designed in the following ways

**Data Sources:** There are two sources of Data. These are follows:

- (a) Primary Data
- (b) Secondary Data

The primary data has been collected in the following ways:

- 1) Buyers of Thermax Group
- 2) Employees

The secondary data has been collected from the following sources:

- 1) Different HRM circulars issued by the BGMEA
- 2) Annual reports of the Thermax Group
- 3) Company profile of the Thermax Group

## **1.7 Limitations of the Study**

Some limitations were faced while constructing this term paper. Some of the limitations are listed below: -

- Large-scale research was not possible within the three months.
- Relevant data and document collection were difficult due to the organization confidentiality.
- The employees were avoiding disclosing their confidential data.
- Most of the workers have lack of knowledge. So they didn't answer properly.
- Management is very busy for that reason they couldn't help me to prepare the report.

**Chapter-02**  
**Company Profile**



## **2.1 History of Thermax Group**

THERMAX GROUP was first established in 1997 and has since remained one of the leading textile manufacturers in the country to-date. With an indelible commitment to employing the most highly equipped with latest world class machinery and providing outstanding working conditions for all our staff, we are always believed in creating the best value for any entity that invests its time with us. For over 19 years, our continued focal point has remained on our esteemed customers and their satisfaction, which we always strive to guarantee. Thermax Group is certified by ISO and Oeko-tex (fabrication) for 100% export Oriented Manufacturer of Quality Textiles & Garments in Bangladesh.

## **2.2 Particulars of the Group**

Name: Thermax Group

Founder's Name: Mr. Abdul Kadir Molla

Registered Office: Green City Edge (12th-14th Floor), 89 Kakrail C/A, Dhaka-1000. Phone: +88-02-9333274, +88-02-9359852; Fax: +88-02- 9342526,

Email: headoffice@thermaxgroup.com

Banani Office: House#93, Road#25, Block-A, Banani, Dhaka-1212. Phone: +88-02-8832808, Fax: +88-02-8833329.

Gulshan Office: Navana Shah Aspen (10th floor), House#10, Road#33, Gulshan-1, Dhaka-1212. Phone: +88-02-9894644, +88-02-9894566,

Fax: +88-02-9894001 Website: www.thermaxgroup.com;

## **2.3 Directors of Thermax Group**

Mr. Abdul Kadir Molla - Chairman & Managing Director.

Mrs. Nasima Begum – Director.

Mrs. Nahida Sultana Kona - Director.

Mrs. Nasrin Sultana Dina - Director.

Mrs. Nawrin Sultana Adury - Director

Mr. Mohammad Asaduzzaman - Executive Director

Mr. Md. Mahbubur Rahman Molla – Director (Marketing).

## **2.4 Mission**

To maximum synergistic benefits, and to become a market leader through the pursuit of high productivity, advance technological innovation & absolute customer satisfaction by leveraging on the strengths of our core business. We will be extremely service focused – predicting and fulfilling customer needs and expectations. Environment sustainability will be the foundation of our business and will drive our thinking and actions at every time. Our services will enable long term economic benefit to our customers.

## **2.5 Vision**

To continuously focus on customer's need to manufacture quality cotton yarn, mélange yarn, woven fabrics, knit fabrics & knit apparels of high standard. To establish ourselves as the leading provider of knit apparels serving internal market. To be a leader in utility delivery services, committed to long term sustainability.

## **2.6 Objectives or Goals**

We are in society as a corporate citizen to strengthen the communities and neighborhoods by integrating them in the process of development. We care about maintaining environmental sustainability and preserving mother-nature ecosystem for a healthier planet. We are in business for economic success for advancing the world towards more viable solutions, products and services.

Thermax group have many objectives, they are-

- To Increase productivity.
- To create more jobs with minimum investments.
- To be competitive in the internal as well as external markets.
- To maximize export earning with minimum imported in-puts.
- To reduce the income gap between top & bottom categories of employees.

## **2.7 Values**

- Customer First.
- Pursuit of Quality.
- Leverage through team work, peoples is our valuable resources.

- Innovation & Diversity.
- Efficiency improvement & cost control.
- Becoming a responsible corporate citizen.

## **2.8 Sisters Concern**

- THERMAX TEXTILE MILLS LTD.
- THERMAX TEXTILE (SPINNING UNIT)
- THERMAX MILLANGE SPININ LTD.
- THERMAX COTTON SPINING LTD.
- THERMAX HOME FABRICS LTD.
- THERMAX DENIMS LTD.
- ADURY KNIT COMPOSITE LTD.
- ADURY APPARELS LTD.
- ADURY YARN DYEING LTD.
- ADURY PRINT

## **2.9 Compliance of THERMEX Group**

We have a compliance Policy. Our compliance policy based on SA-8000 local Labor Laws, code of conducts of key Buyers.

The Factory is full compliances with ILO and Bangladesh Labor Law. Those are above:-

- No Child Labor.
- No Forced Labor
- Ensure Minimum Wages.
- Hours of Work
- Voluntary Overtime
- Interval of rest
- Weekly Holidays
- Annual Leave
- Festival Holidays & Leave with Bonus
- Maternity Protection

- Workers Welfare Committee
- Drinking-Mineral Water
- Sanitary Facilities
- First Aid Box Canteen Service
- Day Care Centre
- Health care activities for the worker % employee doctor
- Fire extinguishers each & every floor & conduct fire drill at least 12 times a year. We are giving a top Priority on presentation of fire & eventual evacuation.
- Other safety department (No discrimination)
- Compensation cases department
- The development & compliance Programmer Provide a healthy & suitable working environment.
- Provide workers with necessary protective clothing to safeguard their health & ensure a working environment.
- Provide sufficient Ventilation & strictly maintain air filtration system to control excess heat, dust & humidity.
- Provide sufficient lighting as per health & safety guidelines
- Total No Smoking Area.
- Free metal Zone in Finishing Section
- Training & Development Procedure for workers
- Group Insurance.
- Residential for workers (On Process)
- Transport facilities for worker (On Process)
- Facilitate Free recreational activities for all staff & workers.
- Gratuity case department
- Provident Fund for all workers & employees.

## **2.10 Internship Duties and Position**

I have worked there three months as an internee for the requirement of the internship phase of MBA program under the department of Business Administration of DIU. My respective

Supervisor Assistant Professor **Mr. Md. Alamgir Hossan** has provided me a topic “**Evaluation of Human Resource Management Practices of Thermax Group**”. In the internship period I have worked under a Human Resource Manager & HR Officer and I observed his different types of activities. I also observed compliance.

In this organization there are four HRD functions. Those are Acquisition function, Development function, Motivation function and Maintenance function of HRD. Actuation function of HRD includes planning, recruiting, selection and socialization. Human resource planning is the process by which an organization ensures that it has the right number and kinds of people, at the right places, at the right time capable of effectively and efficiency completing those tasks that will help the organization to achieve its overall objectives.

## **Chapter-03**

# **Human Resource Management Practices of Thermax Group**

### 3.1 Introduction

Human resources are the most valuable and unique assets of an organization. The successful management of an organization's human resources is an exciting, dynamic and challenging task, especially at a time when the world has become a global village and economies are in a state of flux. The scarcity of talented resources and the growing expectations of the modern day worker have further increased the complexity of the human resource function. Even though specific human resource functions/activities are the responsibility of the human resource department, the actual management of human resources is the responsibility of all the managers in an organization.

### 3.2 Functions of HRM

1. **Recruitment:** A great deal of attention and resources is required to attract, hire and retain an experienced, committed and well-motivated workforce. This is perhaps one of the most basic HR functions. There are several elements to this task such as developing a job description, advertising the job postings, screening applicants, conducting interviews, making offers and negotiating salaries and benefits. Companies that value their people put a serious amount of investment in recruiting and staffing services.
2. **Training and Development:** The HR department is responsible for providing on-the-job as well as refresher training for all employees (newly hired and existing) alike. This is the second most important function and lack of training opportunities only increases frustration levels among employees.
3. **Professional Development:** Effective HR departments allow and encourage the employees with opportunities for growth, leadership training and education, which in turn contribute to the success of the company. Sponsoring for career advancement seminars, training, corporate social responsibilities and trade shows will make employees feel important and cared for by the team and organization.
4. **Ensuring Legal Compliance:** Compliance with labor, tax and employment laws is a vital part of safeguarding the organization's continued existence. HR has to be aware of all the mandate laws and policies regarding employment practices, working conditions, tax allowances, required working hours, overtime, break times, minimum wage, and

discrimination policies as noncompliance can affect productivity and ultimately, profitability of the company.

#### **5. Benefits and Compensation:**

- Flexible working hours or workdays,
- Extended vacation time,
- Paternity leave or childcare,
- Medical/dental insurance,
- Corporate gym membership discounts

### **3.3 Objective of HRM**

Every organization has goals. As a for-profit company, Alvin's organization's overarching goal is to make a profit for the company's owners. In order to make this profit, the company wants to make the best appliances possible at the lowest cost for the greatest profit margin. The company also wants to capture the greatest share of the kitchen appliance market as possible. And it needs human resources to accomplish these goals.

### **3.4 Human Resource Management Activities of Thermax Group**

#### **Human Resource Management:**

The management function deal with recruitment, placement, training and development of organizations member. One of the most important resources of an organization is its people. Employee supplies the talent, skill and creativity and exerts the effort and leadership that contribute of performance of the organization. HR activities of Thermax Group are given below:

#### **Acquisitions:**

Acquisition function being HR planning and recruiting of an organization. HR division of Thermax Group firstly decides how much vacancy creates where we go; what is the procedure of recruitment quality and qualification of a candidate? How much time use to finish the requirement procedure?

#### **Development:**

The development function viewed along three dimensions. First is that employee training, it is done by Thermax Group to adjust attitudes among other worker and work environment. Second is



Management Development, done by Thermax Group for developing the management skill. Third is Career Development which effect for long term in the organization.



**Motivation:**

The Motivation function being with rewards, jobs evaluation, compensation and benefits. It is done by Thermax Group for influencing work more. Normally its done garments sector of production unit and sales department of real estate.

**Maintenance:**

Maintenance is like that employee is working with some condition, rules, regulation. Also if the employee has problem management try to solve the problem.

**\*Day by day all functions will be changed.**

### **3.5 Human Resource Management Objectives of Thermax Group**

One of the objectives of human resource methods is to select right man in the right place. In recent years, devices to select right man for right position through professional guidance and counseling programs and by various examination and tests have also been innovated as a result of which the scope of proper and maximum utilization of human resources has become easy and wide.

Following objectives are important which can be discussed in short. With the fulfillments of these objectives HRM can become successful.

**To develop efficiency and skills of employees:**

- 1) First objective of firm is to develop efficiency and skills of employees working in the organization.

- 2) To ensure effective performance of employees: Effective performance of employees can be ensured by HRM. Effective performance at all levels can help the organization to obtain productivity target.
- 3) To change the behavior of Employees: With a view to change behavior of employee's firm activities can be performed. Behavior change can ensure to reduce resistance to change.
- 4) To Train up subordinates: The fourth objectives of firm are to train up subordinates for effective performance.
- 5) To increase job satisfaction: Job satisfaction is essential for proper performance and goods, therefore HRM tries to achieve job satisfaction level.
- 6) To make effectiveness: To make all organization programs an effective HRM acts restless. And for thus all policies are formulated accurately.
- 7) With a view to procure good people: HRM determines its objectives, because without good people organization cannot run.
- 8) For proper use of Human Resources: The organization can best try to give them proper assignment and make sure that everything has been done timely.
- 9) Co-ordination among different section of the organization: Coordination among different sections of the organization, HRM can set its objective and get objective fulfilled.
- 10) To develop working conditions in the organization: Another objective of firm is developing working conditions of the organization.

### **3.6 Environment**

Environment divided into two is as follows

#### **External Environment of Thermax Group:**

External environment being with the political Environment, legal Environment and also with globalization. The political environment of Bangladesh is not stable its rapidly change day by day. For that reason, Thermax Group strongly consider the political environment. The main business of Thermax Group is garments sector. We know garments export oriented business, so that business done under the export rules and regulation, on the other hand Thermax Group consideration globalization, because it worldwide product. So consider the all issue of the world.

### **Internal Environment of Thermax Group:**

- 1) **Change Work Force:** Thermax Group always change work force system try to maintain diverse work group, dealing with conflict among employees, and providing family – friendly benefit.
- 2) **Changing Skill:** Thermax Group tries to develop the skill of employees by given training program.
- 3) **Corporate rightsizing:** Thermax Group effort toward making the organization more efficient. By the efficiency increase the span of control.
- 4) **Re-engineering:** Changing the technology, using the update information.
- 5) **Decentralization of Work-Sites:** Thermax Group use decentralization work-sites because to find qualified employees. For example, HRM decentralized work sites will require for manager in managing and controlling the work, and establishing pays system to reflect this work arrangement.
- 6) **Union:** Unions are representatives of employees, to improve efficiency and effectiveness of management.

### **3.7 Human Resource Planning**

Human Resource Planning means ‘manpower planning’. HR planning assembling and utilizing of human resource at right place and in right number capable to performing the job. Some are the cause need of HRP given below,

**Reservoir of Talent:** Thermax Group include the point in the HRP, because of skill are readily available to carry out the assigned tasks.

**Prepare People for the Future:** For the HRP employees are more skilled and they can solve any meeting or problem that fully unknown by that employee.

### **3.8 Strategies of HRP at Thermax Group**

Thermax Group followed under that strategy;

**Productivity Plan:** Trainer was giving how an executive can improve their knowledge and productivity.

**Training Result & Retention:** After the training program some are employee fair from the organization and some retain for survive the organization.

### 3.9 Techniques of Designing Job by Thermax Group

Techniques of designing job divided into four those are job Simplification, Enlargement, Rotation and Enrichment. But Thermax Group use normally two parts out of four. First one job rotation is performed by Thermax Group that an employee continues change one department to other or one unit to other unit. On the other hand, job enrichment done by increase his/her benefit also duty and responsibility.

### 3.10 Recruitment

Recruiting is the process of attracting qualified persons to apply for the jobs that are open. Effective Recruiting is increasingly important today, for several reasons, first, the ease of recruiting tends to ebb and flow with economic and unemployment levels. Finding the right inducements for attracting and hiring employees can be a problem. Thermax Group recruitment divided into two- 1) Internal Recruitment 2) External Recruitment.

#### Internal Recruitment:

When Thermax Group fill up of vacancy by the exiting employees. Thermax Group it's done by three ways, those are promotion, demotion, transfer.

- **Promotion:** Increase his salary benefit and responsibility by change his position.
- **Demotion:** When an employee fails to achieve the targets then s/he carry out system.
- **Transfer:** Transfer means an employee one unit to other unit to fill the vacant position.

#### Internal Recruitment in 2021

Internal Recruitment	Number of Employee
Promotion	65
Demotion	13
Transfer	25
Total	103

#### External Recruitment:

Sometime Thermax Group recruit employee from out the organization. They recruit the employee from outside the organization. They recruit the employees by newspaper, internet ads, and

employee agencies. Last year most of the employee recruits by newspaper ads. Sometime Thermax Group recruits as an intern.

External Recruitment	Number of Employee
Newspaper Ads	15 (2021)
Employee agencies	5 (2021)
Internet Ads	25 (2021 by Bdjobs)

### **Sub-Contracting:**

Thermax Group may go for sub contract when they need a large number of manpower for a short term project. Garments of Thermax Group did its i.e. last month done this type of contract by garments.

No. Employee	Name of Company	Duration
235	Abul Khare Agency	For Two & half Month

## **3.11 Selection**

Selection is a process that screening employee from a large number of applicant.

**Preparation → Reception → Information → Exchange → Evaluation**

### **Preparation:**

Some preparation gets by interview, such as what type of question asked to the applicant, received, the resume, weakness, strength, properly received and bed into the interview room.

### **Information exchange:**

In these steps, interviewer is exchange information with the applicant and asks some question.

### **Termination and evaluation:**

If the interview cannot happy the interviewer is the interviewer doesn't agree with interviewer. On the other hand, an applicant can evaluate when he/she agrees with interviewer also respect with the organization rules, regulation.

### **Orientation:**

Orientation program arrange for officer by Thermax Group. Here new employee is knowing what the rules, regulations, culture and also some member who are hold some vital position of the organization. In the orientation new employee can learn “Do’s” and don’t.”

### **3.12 Training and Development**

Training is nothing it’s a method to increase the skill of an employee for doing a particular job. Development is like the training, but training is present day oriented and development on for future oriented.

#### **Training Method:**

Several type of training method has, but Thermax Group follows only method. That method divided into two. One is on-the-job training method and other is off-the job training methods, which are given below:

**On-the-job training method:** On-the-job training method refers that employee gets the training under the same environment where he has to work.

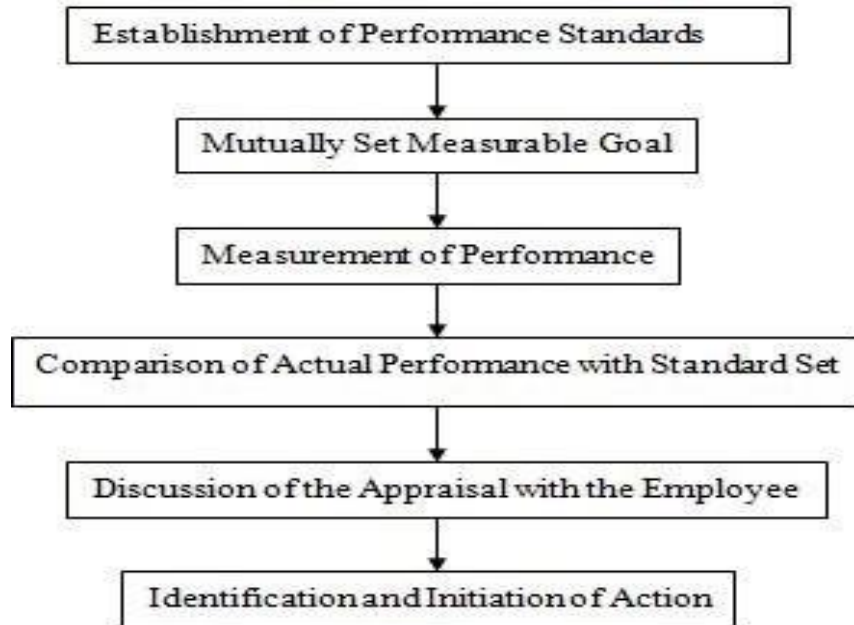
1. **Coaching:** This type method normally practices by supervisor about the knowledge and skill of the job to a subordinate. This type of method Thermax Group doesn’t arrange but some of the senior employee done this.
2. **Rotation:** Thermax Group follows this method by transfer one unit to other unit of employee.
3. **Special meeting of the staff:** Normally this type of meeting arranges by manager with his/her subordinate. Daily, weekly or monthly work schedule significance of the meeting.

**Off-the-job training method:** Off-the-job training means an employee can get training outside of his/her work station. It is done by Thermax Group for employee can give the fully concentrate on training program. Only two types of “off-the-job training method” follow by Thermax Group.

1. **Vestibule Method:** Under this method training is provided in a room where the actual working situation is created. It’s normally done in the garments sector of Thermax Group.
2. **Conference and Seminars:** Conference or seminars done in the head office, it’s only for top level officer. In the day of seminar or conference employees are come in the head office to attain the program. In the method also include performing the case study.

### 3.13 Performance Appraisal of Thermax Group

Procedure of manager use to compare an individual's job performance to the standard or objective establish for his or her job. Some process PA, which are given below:



In the Thermax Group at the management level, they decide a performance level, then management talking with employee and mutually set the performance level. After performing of employee, management is compare with the actual and standard level of performance. Finally, they take action; if need.

### 3.14 Method of Performance Appraisal Using Relative Standard

Sometime Thermax Group comparison that means relative standard, it's divided into two; which are given below:

#### **Ordering Ranking:**

Compare between two or more, which may inter unit or intra unit competition. After every six months that comparison make between sales team and customer care, between production unit and sales team, it also between two units.

#### **Individual Ranking:**

Individual ranking is a process that depends on performance, every month Thermax Group makes a list higher performance to lower performance. That competition between two individual persons

with in team or department i.e. sales team, customer care, purchase department, promotion department.

### **3.15 Motivation Function of Thermax Group**

Motivation is the set of forces that cause people to behave in certain ways. Motivation is not just what employee exhibits, but a collection of environmental issue surrounding the job. It has been proposed that one's performance in an organization is a function of the factors. One is ability and another is willingness to do the job. Motivation is the willingness to do something and is conditioned by this actions to satisfy same need for the individual. According to L.A. Allen "Motivation is the work of manager who performs to inspire, encourage and impel people to take required action."

Thermax Group has given motivation by goal-oriented, continuous, and non-monetary.

#### **Reward:**

Organization provides rewards that can serve as positive reinforcement to desired behavior. Organizational rewards can affect attitudes, behaviors and motivation. Thus, it is important for managers to understand and appreciate clearly their importance. Thermax Group also considers reward for positively change attitudes, behavior motivation and also respects rules, regulation. Thermax Group use following reward system for their employees:

#### **Intrinsic Reward:**

Intrinsic Rewards are the personal satisfactions one gets from the job itself. These satisfactions are self-imitated rewards. Intrinsic reward includes feeling good, about accomplishing an objective, participate in decision making, diversity of activity, greater job freedom and discretion, opportunities for personnel growth or about being able to make job-related decisions without consulting a supervisor.

#### **Extrinsic Reward:**

Reward external to the work itself and administered by someone else. Extrinsic reward includes money, promotions, recognition.

#### **Financial Reward:**

Financial Rewards may or not enhance the employee's the financial wellbeing. If they do, they can do this directly through:

- Wages



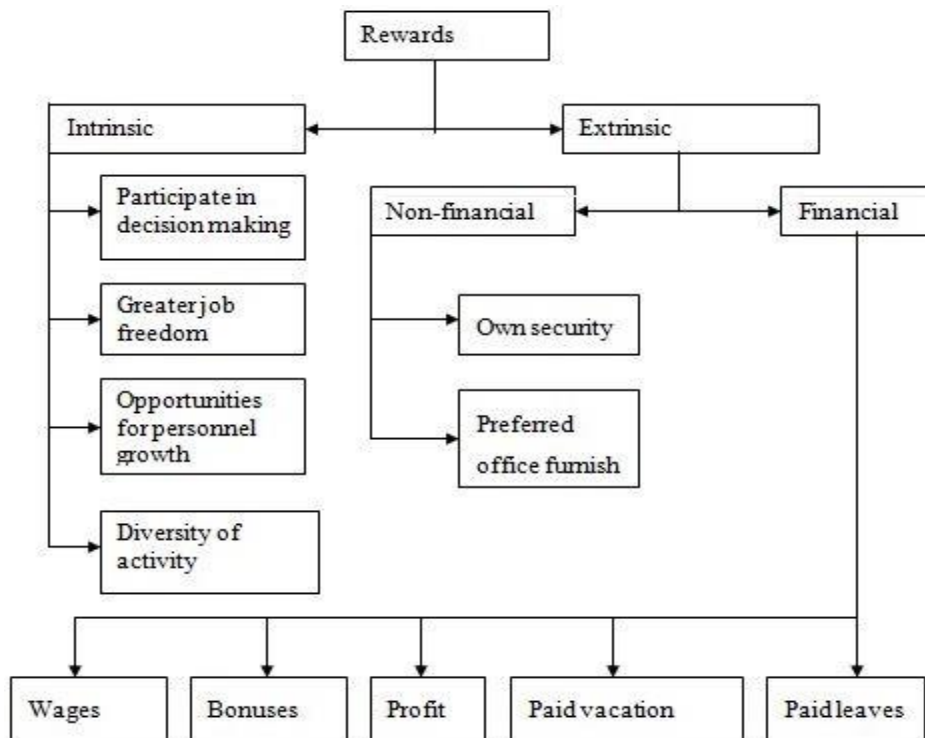
- Bonuses
- Profit sharing
- Paid vacation
- Paid leaves

### Non-financial Rewards:

Non-financial reward covers a smorgasbord of desirable extras that are potentially at the disposal of the organization. Their common link is that they do not directly increase the employee’s financial position. Non-financial reward includes:

- Own security.
- Preferred office furnishing

### 3.16 Reward System of Thermax Group



### 3.17 Payment System of Thermax Group

**Salary:** Salary that payment on monthly its start from Tk. 6000.00 to Tk. 100000.00. Every year increases Tk. 1500.00 to Tk. 20000.00.

### Salary Structure:

**Basic + House Rent (Basic 30%) + Medical Allowance = Gross Wages.**

According to the employee's position they get attendance bonus. It may be 100.00 to 300.00 taka.

This wages structure also applies for administrative worker like security guard, cleaner and loader.

### Incentive System:

Incentive that given on sales or on production. That divided into three that are given below;

**Piece Work:** Piece work is an incentive system that consequence the worker for each unit of output. It's determined the how much effective and efficient. Normally this payment system follows by Thermax Group. Its payment daily or weekly.

No. of Employee Gets	Total Money
53	$53 * 525 = 27,825$

**Production Bonus:** Production bonus are incentive paid to worker for exceeding output than goals. When an employee exceeds the target of production then s/he that type of bonus earns. These bonuses also given by only garments.

No. of Employee Gets	Total Money
83	$83 * 1157 = 96,031$

**Fringe Benefits:** The form fringe benefit refers to the extra benefits provided to employee in addition to the normal compensation paid of wage or salary. The fringe benefits offered by various organizations of various forms. Thermax Group follows two of that are given below:

- **Paid Holiday:** According to the factories Act. An adult worker shall have weekly paid holiday, preferably Friday. This type of payment given by garments of Thermax Group.
- **Shift Premium:** Garments of Thermax Group operating second third shift, pay a premium to the workers who are requiring to worker during the odd hours shift. Second and third shift start from 5 p.m. to 9 a.m. For those shift Thermax Group gives (Normal

Salary\*1.2=Shifting Salary), but the Labor Act 2006 refers (Normal Salary\*1.5=Shifting Salary)

- **Vocation System:** Thermax Group has Vacation system. Worker who are work in manufacturing, mining and plantation worked for 240 days, adult are gets 1-day salary for every 20days, children are gets 1 day's salary for every 15 days.

### **3.18 Work Place Environment of Thermax Group**

Environment is an important factor to get best performance from all employees. Thermax Group strictly maintains healthy & hygienic provisions as per ILO and Bangladesh labor laws & regulation. Thermax Group ensures required working space for movement for performing operations smoothly; they also provide a safe, well ventilated and healthy environment. There are proper and sufficient arrangements for clean dining room safe drinking water, Hygienic toilets & Personal Safety arrangements.

#### **Safety:**

Regarding work place safety, they take maximum precautions against fire, mechanical and chemical hazards. There are clearly remarkable evacuation zones and routes to be used in emergencies along with fire safety equipment's like fire hydrants, smoke and fire detectors, Adequate all types fire extinguishers, gas mask, lock cutter, etc.

#### **Medical & Daycare Center:**

At Thermax Group, they recognize the importance of physical and mental well-being of their workforce, as it's vital for efficiency and productivity. There's adequate arrangement of medical facilities for employees in each of the manufacturing units. Workers get treatment and medicine free of charge. There are adequate number of full-time doctors and professional paramedics to attend to medical emergencies and health complaints of the workers. There's also adequate arrangement of day care centers. They are well equipped with clean, dry bedding and toys. Hygienic food is also provided to the worker's children free of charge.

#### **Attendance System**

All organization has a system for attendance so Thermax Group also has. The entry time of Thermax Group at 9:20 a.m. every employee must have card punching within 9.20 a.m.

Leave System of Thermax Group 10 days for Casual Leave (CL), 14 days of Sick Leave (SL), and 12 days of Earn Leave (EL). An employee can get earn leave after 1 year of joining. Maternity leave with pay 3 months and additional 6 months leave without pay.

### **3.19 Disciplinary Actions of Thermax Group**

Discipline generally follows a typical sequence of four steps: oral warning, written warning, suspension and dismissal. Two additional steps follow by Thermax Group determine and pay cuts;

**Oral Warning:** Oral warning normally given by supervisor. This type of warning completed in private and informal environment.

**Written Warning:** It is the step after the oral warning it's the warning given by management to an employee as formally i.e. warning with documents.

**Suspension:** When an employee doesn't respect with the Sag's rules and regulation. Then the Cotton Club (BD) Limited fires the employee. Usually it occurs in garments sector.

**Demotion:** When an employee can't perform his/her job then Thermax Group decries his/her position.

**Dismissal:** Punishment is dismissing the problem of employee. Dismissal should be used only for the most serious offenses. A dismissed employee is devoid of all service benefit, fine and also fair from the organization. For this types of employee very tuff to find of any jobs.

For example, an employee of Thermax Group was stolen Tk.75 lac, and then he punished by dismissal rules.

### **3.20 Relationship between Employers, Employee-Customer**

The relationship between employee- employees is well. But some time little disputes occur that their personal conflict. Also focus as a customer then some problem occur, because of Thermax Group doesn't payment on due time.

### **3.21 Compliance and Human Resource Department**

The company 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.

- Adequate working area.
- Well ventilated and lighted.
- Provision of hygienic toilet facilities.
- Adequate supply of filtered drinking water.
- Adequate fire equipment is provided in all working areas.
- Adequate safety exits are provided.

Thermax Group believes that workers are the supreme force to create something so they always pay them the maximum as they can. Thermax Group maintains the Local labor laws, rules and regulations for payment of wages as well as they provide other facilities to prevent labor turnover.

To keep pace with ever-changing global market demand and make the best use of updated technologies, continued training is essential for an organizations competitive existence.

In its plight for achieving highest standard, the group regularly arranges training on skill.

Thermax Group have achieved RMG certificate and maintaining its all principles to uphold the rights of workers. Thermax Group has a meaningful composition of line and staff level management as well as blue and white collar workers.

## **Chapter-04**

### **Analysis and Findings**

## 4.1 SWOT Analysis of Thermax Group

SWOT analysis is one of the most important steps in formulating strategy. Using the organization's mission as a context, managers assess internal strengths and weaknesses as well as external opportunities that exploit opportunities and strengths, neutralize threats and weaknesses.

### Strengths:

Organization Strengths as skills and capabilities that enable an organization to convince of and implement its strategies. Here we discuss strengths of Thermax Group. These are given bellow:

- ❖ Manager and staffs of Thermax Group are experienced.
- ❖ The Company has a strong base of potential customer sustain in the complete market.
- ❖ Thermax Group has independent marketing and merchandising control unit. Each merchandiser is assign to specific customer account to follow up right from the sampling stage of export shipment.
- ❖ Thermax Group ensured the quality of the products and production in time.
- ❖ Thermax Group is very much serious about the shipment of their products.

### Weaknesses:

Organizational weaknesses are skills and capabilities that do not enable an organization to choose and important strategies that support its missions. Weaknesses of Thermax Group are given bellow.

- ❖ Employee turnover exists because of the availability of job in garments and buying house.
- ❖ Worker turnover exists because of miss behave from their boss.

### Opportunities:

Organizational opportunity is areas in the environment that, if exploited, may generate higher performance. Opportunities of Thermax Group are given bellow:

- ❖ This garment is situated at Narshingdi which is renowned as a commercial area and this area could be an opportunity for this organization.
- ❖ Thermax Group has emphasized on market segmentation in order son regular basis. Through segmenting market in the existing market share, the company can gain potential market opportunities.

- ❖ Transportation system of Bangladesh is improving and Thermax Group situated near in airport so it is great opportunity for the company.
- ❖ As garment sector earns high amount of foreign currency, the government encourages this sector to explore. So it is also an opportunity.

### **Threats:**

Organizational threats are area in the environment the increase the difficulty of an organization performing at a higher level. Threats of Thermax Group are given bellow:

- ❖ Day by day technologies are changing and to adopt those technologies are big threats because it requires larges amount of investment.
- ❖ Employees are generally afraid of new technologies.
- ❖ Because of Globalization competitors are increasing rapidly worldwide.
- ❖ Foreign buyers get afraid of placing order in Bangladesh because of political environment.
- ❖ Inflation rate is high in our country that caused the economic condition disturb to the country.

## **4.2 Findings of the Study**

The findings of the study are as follows:

- 1) **Unskilled Employee:** Most of the employees are unskilled, non- background and under-educated. For that they are not efficient to do their task. Its increases the cost of production as well as more time consuming to finish particular task.
- 2) **Lack of Orientation:** Orientation is required from joining day of the workers but they are not maintaining this due to lack of time and huge work load.
- 3) **Ineffective training and development policy:** No long time training program in Thermax Group. Long- term training program isalways essential to learn a thing properly.
- 4) **Absence of Trade Union:** The organization hasn't any trade union.
- 5) **Inadequate Computer Facility:** They have used limited computer in office for their daily activities. Sometimes many employees need to wait to use computer. Also speed of internet is too slow.
- 6) **Life Insurance Policy:** Group Insurance policy is followed by Thermax Group.



7) **Reward for Performance:** The organization has motivated the different personnel and provides different facilities to get best effort from them.

## **Chapter-05**

### **Recommendations and Conclusion**

## 5.1 Recommendations

On the basis of the findings the recommendations details are as follows:

- 1) **To hire experienced employee:** Employees should be trained up in needed area and should be hired from related background.
- 2) **Need to organize orientation program:** They should arrange the orientation program from joining day of the worker. It will help worker to know quickly about the organization.
- 3) **Need Professional Trainer:** They can arrange off the job training program because it is essential for employee of the organization.
- 4) **To formulate proper training and development policy:** There is no long-term training program in Thermax Group. Long- term training program should be introduced in Thermax Group to increase the performance of the employees.
- 5) **Need to start a day career center:** Thermax Group should start Child day care center for employees' children.
- 6) **Need to develop Supply Chain Division:** Thermax Group always tries to uses the best equipment for their garments infrastructure but they have to concentrate to procure better equipment.
- 7) **To Develop IT Section:** The authority of the organization should provide sufficient computer to every department so that the employees can quickly accomplish their assigned tasks & duties.

## **5.2 Conclusion**

Human Resource Management system is gradually developing all over the world. In Bangladesh the HRM concept is also developing and the organizations re-shuffling the existing HRM system. In this perspective the Thermax Group is also trying to follow human resource management and regulate the human resource planning in its operation. At present every organization is trying to setup a separate HRM department in organizations, as buyers and global consumers are concern. In this regard Thermax Group is also trying to follow the HRM system of mentioned famous organizations like HERMAN MILLER, SEARS, QUANTUM, and etc. In the Thermax Group there is no off the job training system, they don't provide equal employment payment and opportunity, sometime they don't provide orientation program for the worker in the first day of work, more over they have shortage of computer. Thermax Group doesn't provide long term training program and the workers job are not secured. But their maternity benefit policy is strong. Their overall activity is nice but if they follow the Labor Law Act 2006 then they can avoid their lacking and become a real HRM organization.

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