



Daffodil
International
University

Internship Report
On
An Analysis of Human Resource Management
Activities of Ripon Knitwear Limited.

Prepared for

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Prepared by

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Date of Submission: 03 September, 2015

Letter of Transmittal

Date: 03 September, 2015

Mr. Sheikh Abdur Rahim

Associate Professor & Head
Department of Real Estate and Department of Commerce
Faculty of Business and Economics
Daffodil International University

Subject: Submission of Internship Report.

Dear Sir,

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

The internship report focuses on the “An Analysis of Human Resource Management Activities of Ripon Knitwear Limited”. Here I tried to carry at the overall activities of Ripon Knitwear Limited 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.

Thank you

Sincerely,

Md. Sohel Rana

ID: 132-14-1157

Program: MBA

Faculty of Business and Economics

Daffodil International University

Letter of Acceptance

I am pleased to certify that the Internship report on “An Analysis of Human Resource Management Activities of Ripon Knitwear Limited.” prepared by Md. Sohel Rana ID No: 132-14-1157 of the Department of Business Administration has been approved for presentation. The data and findings presented in the report are the authentic work of Md. Sohel Rana. Thus, the report has been approved for presentation.

I wish him all success in life.

Mr. Sheikh Abdur Rahim
Associate Professor & Head
Department of Real Estate and Department of Commerce
Faculty of Business and Economics
Daffodil International University

Acknowledgement

The Almighty is so kind that he give 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 Sheikh Abdur Rahim, Associate Professor and Head Department of Real Estate, and Department of Commerce F&E, DIU for his whole hearted supervision. His suggestion and comments to make the report a good one was really a grate source of sprite for me.

My special thanks go to all the members and colleagues of the Ripon Knitwear Limited 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 1951s, 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 Ripon Knitwear Limited. In this part historical back ground, mission, vision, objective, business, product capacity, product raw materials, design, clients, work place environment, company organ gram, infrastructure facilities are discussed.

Chapter three is the Analysis of Ripon Knitwear Limited. Here discussed about Ripon Knitwear Limited's HRM, its acquisition function, HR planning of Ripon Knitwear Limited, its recruitment process and selection policy. Training and development function of Ripon Knitwear Limited. Objectives of training, motivation function and finally the wages structure.

In the chapter four Ripon Knitwear Limited SOWT Analysis are discussed.

In the chapter five Findings, Recommendations and Conclusion.

Ripon Knitwear Limited 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. Ripon Knitwear Limited Group is the product of a number of mergers and acquisitions. The merger made Ripon Knitwear Limited 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.

Ripon Knitwear Limited management is fully aware of the important of sound. Human resource and has been consciously pursuing policies for strong manpower with the organization.

I have worked for three months as a requirement of the internship phase of MBA program under the department of business administration of Daffodil International University (DIU). My respected supervisor Assistant Professor Sheikh Abdur Rahim has provided me a topic: "An Evaluation of HRM Activities of Ripon Knitwear Limited" to work on it. This report will give a clear idea about several activities of Human Resource Department of Ripon Knitwear Limited in which I was associated.

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CHAPTER: ONE

INTRODUCTION

1.0 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.

1.1 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 39 credit hours, one student needs to go for further 3 credit hours internship program in a an organization.

Ripon Knitwear Limited 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.

1.2 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 Ripon Knitwear Limited in exporting the garments products.

1.3 Objectives of the Study

The objectives of the study are as follows:

- To investigate the human resource management activities of Ripon Knitwear Limited
- To analyze the human resource management activities of Ripon Knitwear Limited
- To find out the problems of accomplishing the human resource management activities of Ripon Knitwear Limited
- To recommend some suggestions to overcome the problems of accomplishing the human resource management activities of Ripon Knitwear Limited

1.4 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 as follows:

- (a) Primary sources (b) Secondary sources

The primary data has been collected through the following ways:

- Buyers of Ripon Knitwear Limited.
- Employees

The secondary data has been collected from the following sources:

- Different HRM circulars issued by the BGMEA
- Annual reports of the Ripon Knitwear Limited.
- Company profile of the Ripon Knitwear Limited.

Data analysis Technique: Analysis of data is a process of inspecting, cleaning, transforming, and modeling data with the goal of discovering useful information, suggesting conclusions, and supporting decision-making. In the study, the data has been analyzed through Microsoft Office Package(R).

1.5 Limitations of the Study

- 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: TWO

Company Profile

2.0 About the Company

Ripon Knitwear Limited, comprising Sister Concerning 100% manufacturing industries, is specialized in manufacturing all types of Bottom Wears of woven items of reputed for international market. Ripon Knitwear Limited first manufacturing unit was established in 2003, but now the organization include 20 sister concern.

Customer is their focus. Ripon Knitwear Limited growth and development will be determined by the growth of their customers. To comply with their customers' requirement they have experienced and semi-skilled machine operators. Ripon Knitwear Limited organizes in house training programs for all staffs and workers to achieve quality standards and production efficiency.

2.1 History of the Company

Company Profile

Business Type	:	Manufacturer / Supplier
Year Established	:	2003
Products Supplier	:	Back ward linkage
Products Manufacturer	:	Readymade garment

Company Name : Ripon Knitwear Limited.

BKMEA Membership Number : 793

Membership Type : Ordinary Member

Year of Registration : 2004-09-18

Contact Information

Contact Person Name : MR. MD. MYNE UDDIN

Contact Person Designation : Manager Commercial

Factory

Address :

JARUN KONABARI

GAZIPUR

Telephone :

88-02-9262163, 92619886, 9261988

Fax :

88-02-9261582

Office

Address :

Addresses : VOGRA

JOYDEVPUR

GAZIPUR

Telephone :

88-02-9262163, 92619886, 9261988

Fax :

88-02-9261582

Email :

info@ riponknitwear.com

Web :

www. riponknitwear.com

Factory Information

Factory Category : A

KNITTING : 22

Number of Machine : SEWING : 800

DYEING : 20

Production Capacity : 1300000 PCS/MONTH

Number of Employee (Workers) : 6,500 (Female 70% & Male 30%)

Yearly Turnover (In US\$) : 1500000.00

2.2 Vision statement:

Developing and promoting the ready-made apparel sector. Creating customers need through manufacturing and supplying quality products.

2.3 Mission Statement:

Our endeavor will continue to ensure quality and high standard in every activity whatever we are engaged with.

2.4 Objectives of Ripon Knitwear Limited:

- Create a favorable image of world as a high quality garments manufacturer and supplier.
- Follow The Quality With in Time.
- To expand its business from one whole seller outlet of European, UK and USA market.
- Train and develop a motivated and skilled workforce considering the “Quality of life” for the employees.

2.5 Business:

Ripon Knitwear

Limited core business is manufacturing and exporting ready-made garments, especially bottom wears.

2.6 Production Capacity:

Implementing the latest development in manufacturing technology, Ripon Knitwear Limited always thrives to remain at par with world-class standards. The state-of-the-art facilities combined with efficient manpower is their focus. Ripon Knitwear Limited is committed to produce at the highest quantity with quality. The monthly production capacity of the Ripon Knitwear Limited.

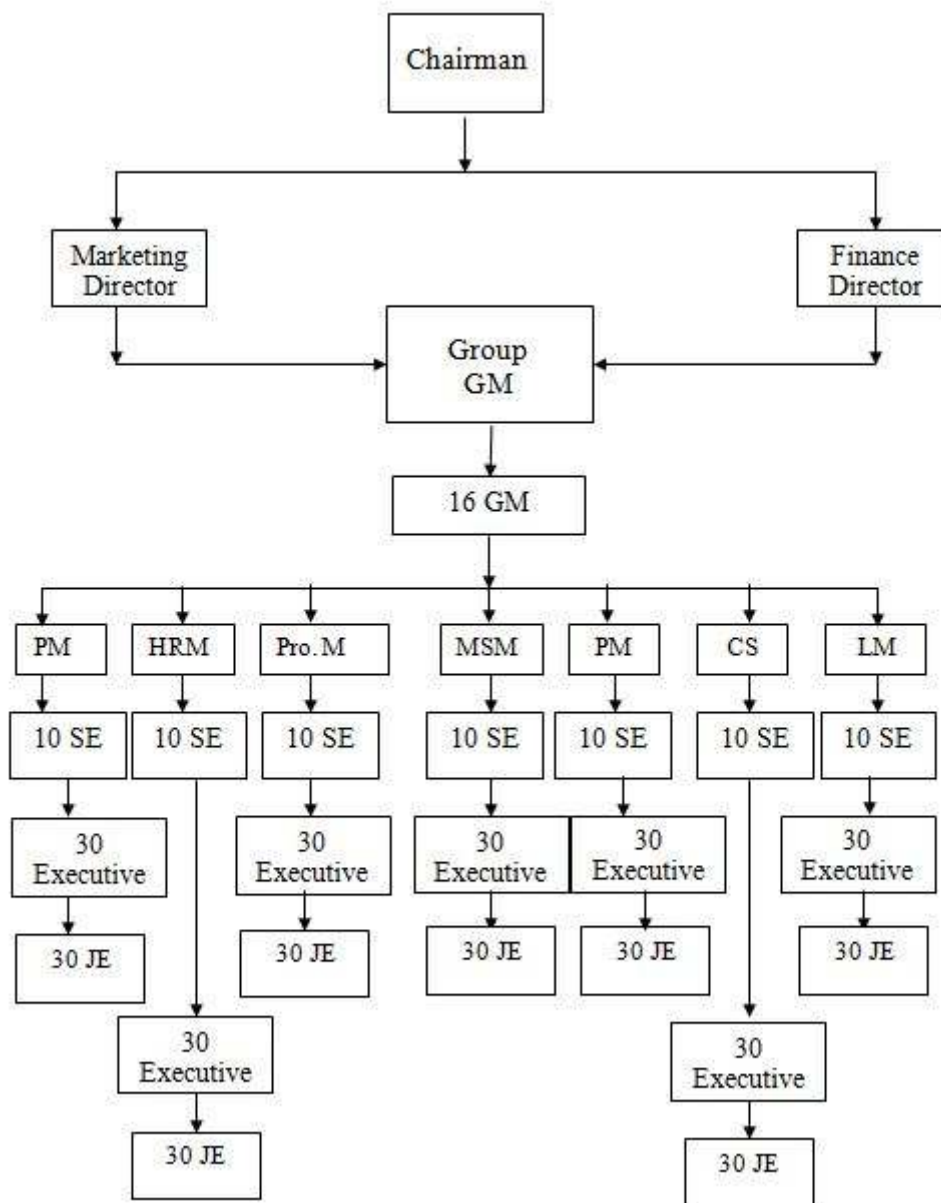
No. of Employee	: 6,500 (Female 70% & Male 30%)
Production Line	: 20
Work Space	: 3, 08,000 square feet
Machine	: 3,957 No.

2.7 Organization:

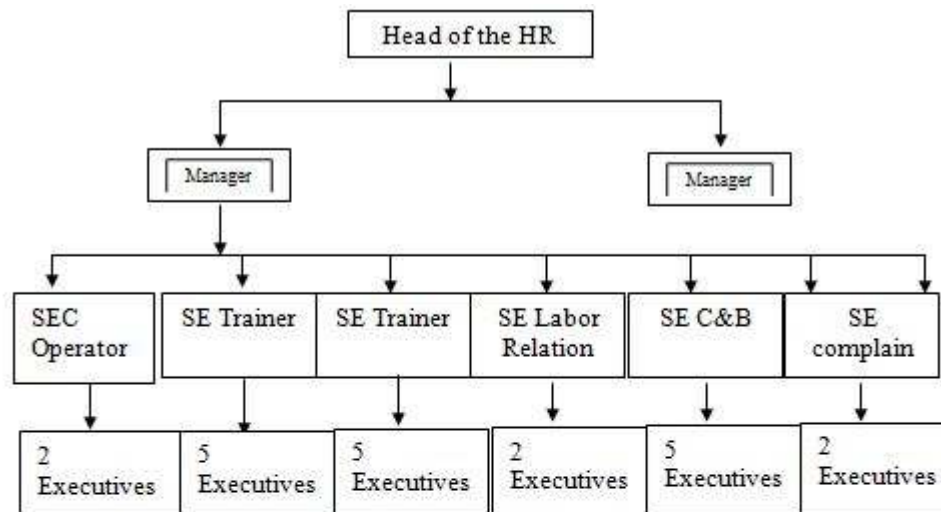
Ripon Knitwear Limited employs over five thousand skilled workers and around five hundred supervisory managerial staffs in its production facilities and corporate head office. Marketing, production, procurement, finance, shipping, human resources, Administration, and information systems sections are located in Corporate Head Office and are staffed and managed by competent professionals. The production team comprises of skilled labors, and around seventy percent of the workforce in women. The managerial staff consists of a healthy combination of national and international recruits, focused to provide Ripon Knitwear Limited the capability necessary to successfully compete in global manufacturing and export.

Excellent salary structure supplemented with performance incentives motivates workers to achieve the highest level of productivity.

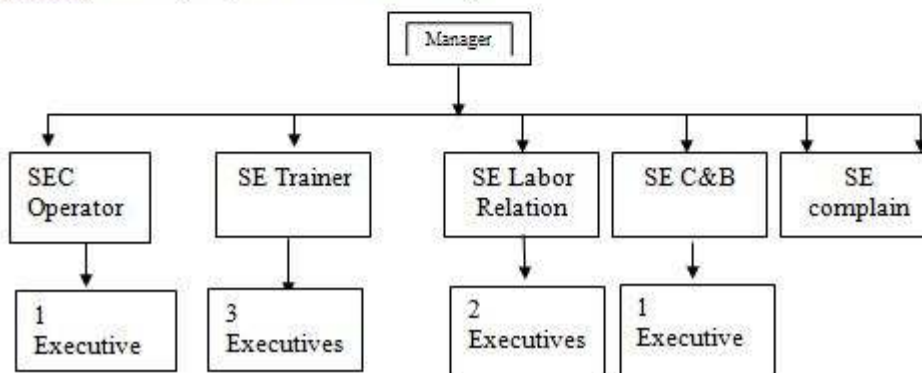
2.8 Organizational Structure of Ripon Knitwear Limited:



2.9 HR Structure of Ripon Knitwear Limited:



Bogra Office (only for the Real Estate)



Head of the HR: He observes all of activities of the HR division. He plans for recruitment, training program, salary structure, employee transfer etc. Head of the HR also share that information with manager.

Manager: All the tasks of executive are execute in their professional life that's learn from the manger. Manager is train to the executive how to execute their task, and also try to give the update information. Some task of Manager is given below:

Execute the orientation program

Relation builds up between employees

Senior Executive of Computer Operator: Senior Executive of Computer Operator completes his task with his subordinate. His task include in:

- Maintain the attendance system
- Maintain the leave system
- Maintain the time schedule of entry and exit procedure

Senior Executive Trainer: Train all of executive and also train labor and securities. Tasks are given below:

- Preparing training plan and trained the workers.
- Implement and maintain labor law
- Implement of training process

Senior Executive Compensation & Benefits: Their activities are given below

- Calculate the salary and benefits
- Bonus and wages of labor
- Calculate the movement system and late system of employees

Senior Executive of Complains: Depend on complains, try to solve the problem and take an action as follows the organizations rules.

2.10 Products:

Readymade garment products are the chief export items of Bangladesh. To support the country in its prime venture and to take the opportunity of an already established products market Ripon Knitwear Limited has focused on the readymade apparel sector. Ripon Knitwear Limited's product line includes:

- 1 Casual wears, Sports wear
- 2 Swimming Trouser, Dress & Formal Pant
- 3 Dress & Formal Pant
- 4 Real Estate & Pharmaceutical

2.11 Raw Materials:

Equipment and accessories are acquired from suppliers whose competence regarding product performance, safety and quality is globally recognized.

2.12 Design & Development:

Ripon Knitwear Limited partners its clients in translating designers' sketches, images as well as originals samples for their range presentation meeting. These samples are developed using yarns mainly suggested by customers or, in some cases by Ripon Knitwear Limited, Based on the visit to yarn fairs. Design inputs are acquired from visits to yarn and garment fairs, trade publications as well as from the Internet. A sampling department with some efficient employee enables quick turnaround of sampling request.

CAD (Computer Aided Design) system is used some sphere of the design & development process of the samples as well as the final output.

2.13 Production Process & Technology:

Modernistic apparel manufacturing techniques have been customized to comply with Ripon Knitwear Limited's production process and adopted in its facilities to ensure optimum efficiency. Production monitoring system using bar- cards ensures accurate recording of work in progress and provide management with live production data. This helps operations management to be proactive in correcting potential flaws with in a particular process and provides important records monitor operations efficiently.

2.14 Clients:

The Group is proud to have the reputed names of the apparel market in our products of many famous brands, as follows:

Working with TEXEUROP (BD) LTD: <u>Customer / Buyer</u> <u>Country name</u>	
Charles Vogelee.	Europe
Etam	Europe
Okaidi	Europe
C&A	Europe
Lindex	Europe
Stradivarius	Europe
Jules & promod.	Europe
Matalan & Mother Care	UK
Walt-Mart	USA
Sears-Kmart	USA

2.15 Daily Work Plan:

The office time Start at 9.20 am and come to end 6.00 pm. Launce break start from 1.30 pm to 2.30 pm. Weekly meeting start at 11.00am in Saturday. The Human resource manager allocate job to his subordinate. Clean up procedure also include every day work plan. There is an attendance policy also if one enters the office after 30 minute to due time then he or she will be punished.

2.16 Production Facilities:

Modernistic women apparel manufacturing techniques have been customized to comply with Ripon Knitwear Limited's production process and adopted in its facilities to ensure optimum efficiency.

Ripon Knitwear Limited uses precision machines to ensure its production and well equipped with all required machines of its own. There are also some specialized machines for special products Ripon Knitwear Limited has pocket welt, Blind stitch, Pressing puller, Garments press, Bias and clothing, Metal detector, Setting Machine, (Pant Finishing),Rhine Stone, Fixing and some other rare and valuable machines.

Ripon Knitwear Limited employs over 5000 skilled workers and around 500 supervisors and managerial staff in its production facilities for its smooth.

2.17 Quality Assurance:

Focus is on quality rather than quantity. They are committed to produce at the highest level & never compromise quality with quantity. They have earned a reputation for being a marker of quality garments in our never ending quest for quality; Ripon Knitwear Limited ensures strict quality control measures where each product has to go through a series of thorough scrutiny. Here they try to make products that not only meet their clients required criteria but also give them recognition to their Quality Management System, they have achieved **ISO 9001:2000** Standard Certificate, This has resulted in fundamental change in the way they operate, from top level management reporting to training and development of the machine operators, to being proactive about waste management's for a healthy environment.

CHAPTER: THREE

Analysis

3.0 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.

3.1 Functions of Human Resource Management

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. Benefits and Compensation:

Flexible working hours or workdays,

Extended vacation time,

Paternity leave or childcare

Medical/dental insurance,
Corporate gym membership discounts

5. 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.

3.2 Objective of Human Resource Management:

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.

3.3 Human Resource Management activities of Ripon Knitwear Limited:

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 Ripon Knitwear Limited are given below:

3.4 HR Functions of Ripon Knitwear Limited:

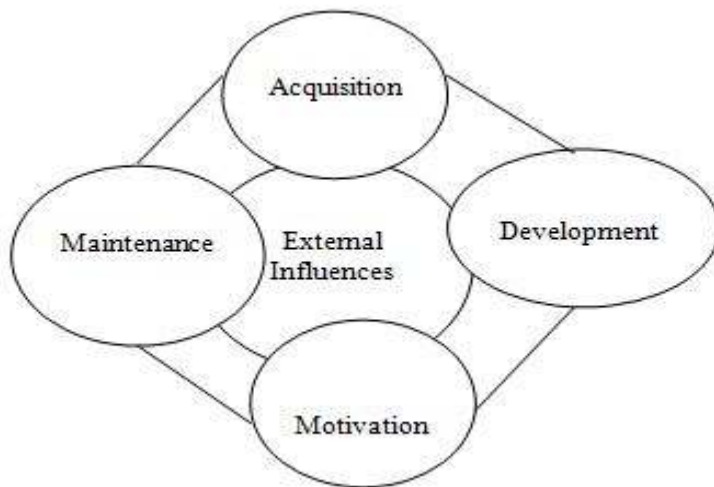
3.1.1 Acquisitions:

Acquisition function being HR planning and recruiting of an organization. HR division of Ripon Knitwear Limited 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.

3.1.2 Development:

The development function viewed along three dimensions. First is that employee training, it is done by Ripon Knitwear Limited to adjust attitudes among other worker and work environment. Second is Management Development, done by Ripon Knitwear Limited for developing the management skill. Third is Career Development which effect for long term in the organization.



3.1.3 Motivation:

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

3.1.4 Maintenance:

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

*Day by day all functions will be changed.

3.2 Human Resource Management Objectives:

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 employees firm activities can be performed. Behavior change can ensure to reduce resistance to change.

4. To Train up subordinates: The fourth objectives of firm is 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 given 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.

3.3 Environment: Environment divided into two is as follows

3.3.1 External Environment of Ripon Knitwear Limited:

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 Ripon Knitwear Limited strongly consider the political environment. The main business of Ripon Knitwear Limited is garments sector. We know garments export oriented business, so that business done under the export rules and regulation, on the other hand Ripon

Knitwear Limited consideration globalization, because it worldwide product. So consider the all issue of the world.

3.3.2 Internal Environment of Ripon Knitwear Limited:

- Change Work Force: Ripon Knitwear Limited always change work force system try to maintain diverse work group, dealing with conflict among employees, and providing family – friendly benefit.
- Changing Skill: Ripon Knitwear Limited tries to develop the skill of employees by given training program.
- Corporate rightsizing: Ripon Knitwear Limited effort toward making the organization more efficient. By the efficiency increase the span of control.
- Re-engineering: Changing the technology, using the update information.
- Decentralization of Work-Sites: Ripon Knitwear Limited 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.
- Union: Unions are representatives of employees, to improve efficiency and effectiveness of management.

3.4 Human Resource Planning (HRP):

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: Ripon Knitwear Limited 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.

3.5 Strategies of HRP at Ripon Knitwear Limited:

Ripon Knitwear Limited 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.

3.6 Techniques of Designing Job by Ripon Knitwear Limited:

Techniques of designing job divided into four those are job Simplification, Enlargement, Rotation and Enrichment. But Ripon Knitwear Limited use normally two parts out of four. First one job rotation is performed by Ripon Knitwear Limited 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.

3.7 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. Ripon Knitwear Limited recruitment divided into two- 1) Internal Recruitment 2) External Recruitment.

3.8.1. Internal Recruitment:

When Ripon Knitwear Limited fill up of vacancy by the exiting employees. Ripon Knitwear Limited LTD it's done by three way, those are promotion, demotion, transfer

3.8.1.1 Promotion: Increase his salary benefit and responsibility by change his position.

3.8.1.2 Demotion: When an employee fails to achieve the targets then s/he carry out system.

3.8.1.3 Transfer: Transfer means an employee one unit to other unit to fill the vacant position.

Internal Recruitment in 2013

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

Table 3.4: Internal Recruitment System

3.8.1 External Recruitment:

Sometime Ripon Knitwear Limited 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. Some time Ripon Knitwear Limited LTD recruits as an intern:

External Recruitment	Number of Employee
Newspaper Ads	15 (2013)
Employee agencies	5 (2013)
Internet Ads	25 (2012 by bdjobs)

Table 3.5 External Recruitment System

*Last year 82 employee Sack from Ripon Knitwear Limited for the poor economical condition.

3.9.1 Sub Contracting:

Ripon Knitwear Limited may go for sub contract when they need a large number of manpower for a short term project. Garments of Ripon Knitwear Limited 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

Table 3.6: Employee Sub Contracting

3.10 Selection:

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

Preparation → Reception → Information → Exchange → Evaluation

3.10.1 Preparation:

Some preparation get 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.

3.10.2 Information exchange:

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

10.3 Termination and evaluation:

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

3.10.4 Orientation:

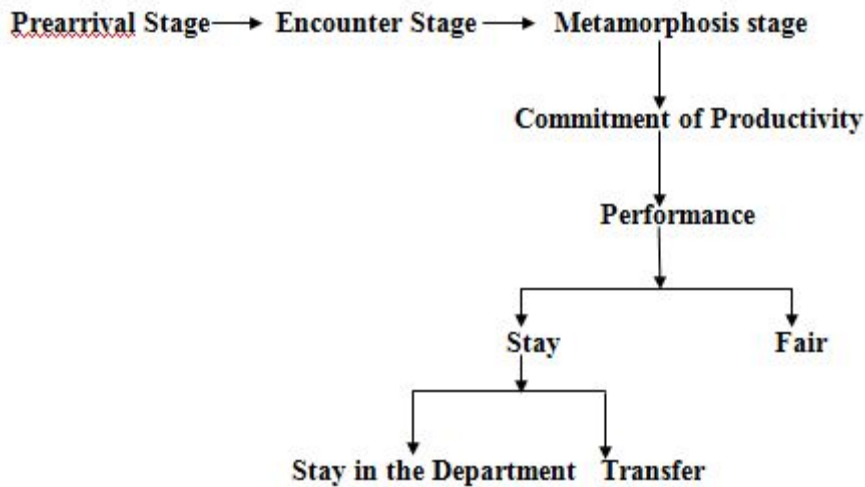
Orientation program arrange for officer by Ripon Knitwear Limited. Here new employee are know what the rules, regulations, culture and also some member who are hold some vital position of the organization. In the orientation new employee can learn "Do's" and don't."

3.11 Learning:

Learning is nothing but its rules, regulation of an organization. Ripon Knitwear Limited follow procedure that's are given below,

3.11.1 Prearrival Stage:

Prearrival stage that the stage starts from an application to orientation program. After accept the applicant as an employee s/he invites for the orientation program that arranges by Ripon Knitwear Limited. Here the employee can instill the kind of attitude, who outcomes to expect in a business career etc.



3.11.2 Encounter Stage:

In this stage employee can match their expectation and employee can match their expectation and reality, normally the different large between expectation and reality.

3.11.3 Metamorphosis stage:

It's the last stage that includes commitment of productivity, rule, stay or fair from the organization and also turns over from the organization. After they committed about their performance and their performance evaluated by some one. If the management happy by an employee performance s/he can stay or other wise fair from the organization. If s/he stay can stay in the same position of turnover in the other department.

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.

3.12.1 Training Method:

Several type of training method has, but Ripon Knitwear Limited 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.

Coaching: This type method normally practices by supervisor about the knowledge and skill of the job to a subordinate. This type of method Ripon Knitwear Limited doesn't arrange but some of the senior employee done this.

Rotation Ripon Knitwear Limited follows this method by transfer one unit to other unit of employee.

Special meeting of the staff: Normally this type of meeting arrange by manager with his/her subordinate. Daily, weekly or monthly work schedule significance of the meeting.

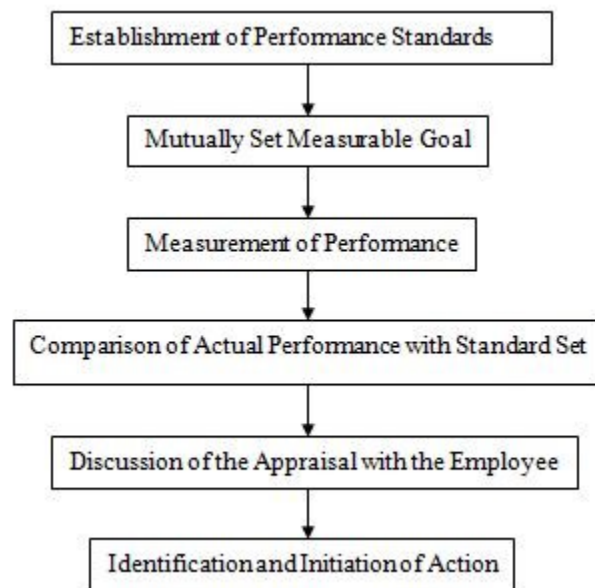
Off-the-job training method: Off-the-job training means an employee can get training out side of his/her work station. It is done by Ripon Knitwear Limited for employee can give the fully concentrate on training program. Only two types of “off-the-job training method” follow by Ripon Knitwear Limited.

- **Vestibule Method:** Under this method training is provided in a room where the actual working situation is created. Its normally done in the garments sector of Ripon Knitwear Limited.

- **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 (PA):

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 Ripon Knitwear Limited 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 Ripon Knitwear Limited comparison that means relative standard, it's divided into two; which are given below:

3.15.1 Ordering Ranking:

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

3.15.2 Individual Ranking:

Individual ranking is a process that depends on performance, every month Ripon Knitwear Limited 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.

3.16 Motivation Function of Ripon Knitwear Limited:

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 action's 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."

Ripon Knitwear Limited. has given motivation by goal-oriented, continuous, and non-monetary.

3.17 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. Ripon Knitwear Limited also

considers reward for positively change attitudes, behavior motivation and also respects rules, regulation. Ripon Knitwear Limited use following reward system for their employees:

3.17.1 Intrinsic Reward:

Intrinsic Rewards are the personal satisfactions one gets from the job itself. These satisfactions are self-imitated rewards. Intrinsic reward include 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.

3.17.2 Extrinsic Reward:

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

3.17.3 Financial Reward:

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

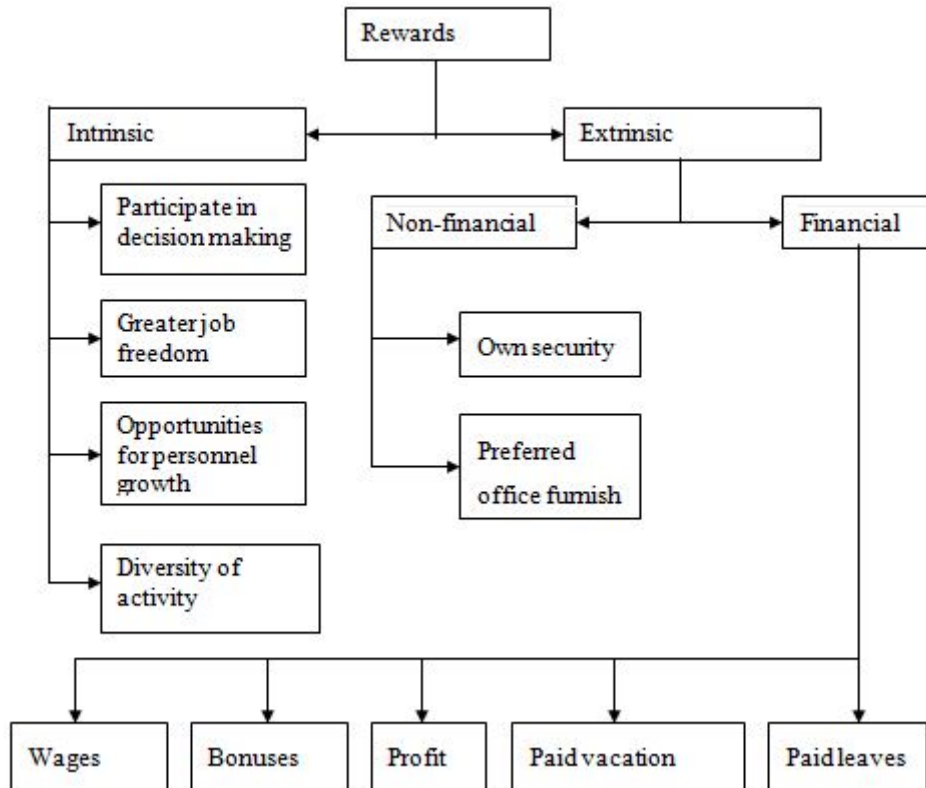
- 1 Wages
- 2 Bonuses
- 3 Profit sharing
- 4 Paid vacation
- 5 Paid leaves

3.17.4 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:

- 1 Own security.
- 2 Preferred office furnishing

3.18: Reward System of Ripon Knitwear Limited:



3.19 Payment System: Payment system include in several part their as follows:

3.19.1 Salary: Salary that payment on monthly its start from Tk 6000.00 to Tk100000.00. Every year it 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.

3.19.2 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 Ripon Knitwear Limited. Its payment daily or weekly.

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

Table 3.8: Incentive System on Commission

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 give by only garments.

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

Table 3.9: Incentive System on Production Bonus

3.19.3 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. Ripon Knitwear Limited 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 Ripon Knitwear Limited.
- **Shift Premium:** Garments of Ripon Knitwear Limited 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 Ripon Knitwear Limited gives (Normal Salary*1.2=Shifting Salary), but the Labour Act 2006 refers (Normal Salary*1.5=Shifting Salary)
- **Vocation System:** Ripon Knitwear Limited 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 days salary for every 15 days.

3.20 Work Place Environment:

Environment is an important factor to get best performance from all employees. Ripon Knitwear Limited strictly maintains healthy & hygienic provisions as per ILO and Bangladesh labor laws & regulation. Ripon Knitwear Limited 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.

3.20.1 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 equipments like fire hydrants, smoke and fire detectors, Adequate all types fire extinguishers, gas mask, lock cutter, etc.

3.20.2 Medical & Daycare Center:

At Ripon Knitwear Limited, 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 workers children free of charge.

3.21 Attendance System of TEXEUROP (BD) LTD:

All organization has a system for attendance so Ripon Knitwear Limited also has. The entry time of Ripon Knitwear Limited at 9:20 a.m. every employee must have card punching with in 9.20 a.m.

Leave System of Ripon Knitwear Limited 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.

3.22 Disciplinary action of Ripon Knitwear Limited:

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

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

3.22.2 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.

3.22.3 Suspension: When an employee doesn't respect with the Sag's rules and regulation. Then the Ripon Knitwear Limited fairs the employee. Usually it occurs in garments sector.

3.22.4 Demotion: When an employee can't perform his/her job then Ripon Knitwear Limited decries his/her position.

3.22.5 Dismissal: Punishment is dismissing the problem of employee. Dismissal should be used only for the must 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 Ripon Knitwear Limited was stolen Tk.75 lac, and then he punished by dismissal rules.

3.23 Relationship between employee, 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 Ripon Knitwear Limited doesn't payment on due time.

3.24 Compliance and Human Recourse 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.

1. Adequate working area.
2. Well ventilated and lighted.
3. Provision of hygienic toilet facilities.
4. Adequate supply of filtered drinking water.
5. Adequate fire equipment is provided in all working areas.
6. Adequate safety exits are provided.

Ripon Knitwear Limited believes that workers are the supreme force to create something so they always pay them the maximum as they can. Ripon Knitwear Limited 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.

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

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 **Sheikh Abdur Rahim** has provided me a topic “**Human Resources Management Practices of Ripon Knitwear Limited.**” 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: FOUR

SWOT Analysis

SWOT Analysis of Ripon Knitwear Limited

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 Ripon Knitwear Limited. These are given below:

- 1 Manager and staffs of Ripon Knitwear Limited are experienced.
- 2 The Company has a strong base of potential customer sustain in the complete market.
- 3 Ripon Knitwear Limited 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.
- 4 Ripon Knitwear Limited ensured the quality of the products and production in time.
- 5 Ripon Knitwear Limited 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 Ripon Knitwear Limited are given below.

- 1 Employee turnover exists because of the availability of job in garments and buying house.
- 2 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 Ripon Knitwear Limited are given bellow:

- 1 This garment is situated at Gazipur which is renowned as a commercial area and this area could be an opportunity for this organization.
- 2 Ripon Knitwear Limited 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.
- 3 Transportation system of Bangladesh is improving and Ripon Knitwear Limited situated near in air port so it is great opportunity for the company.
- 4 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 Ripon Knitwear Limited are given bellow:

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

CHAPTER: FIVE

Findings Recommendations and Conclusion

5.1 Findings of the Study

The findings of the study are as follows:

- 1 Most of the employees are unskilled, non- background and under-educated. For that they are not efficient to do their task. It's increases the cost of production as well as more time consuming to finish particular task.
- 2 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 No long time training program in Ripon Knitwear Limited. Long- term training program is always essential to learn a thing properly.
- 4 The organization hasn't any trade union.
- 5 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 Group Insurance policy is followed by Ripon Knitwear Limited.
- 7 The organization is maintaining factory act 1994.
- 8 The organization has motivated the different personnel and provides different facilities to get best effort from them.

5.2 Recommendations

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

1. Employees should be trained up in needed area and should be hired from related background.
2. They should arrange the orientation program from joining day of the worker. It will help worker to know quickly about the organization.
3. They can arrange off the training program because it is essential for employee of the organization.
4. There is no long-term training program in Ripon Knitwear Limited. Long- term training program should be introduced in Ripon Knitwear Limited to increase the performance of the employees.
5. Ripon Knitwear Limited should start Child day care center for employees' children.
6. Ripon Knitwear Limited always tries to uses the best equipment for their garments infrastructure but they have to concentrate to procure better equipment.
7. The authority of the organization should provide sufficient computer to every department so that the employees can quickly accomplish their assigned tasks & duties.

5.3 Conclusions

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 Ripon Knitwear Limited 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 Ripon Knitwear Limited is also trying to follow the HRM system of mentioned famous organizations like HERMAN MILLER, SEARS, QUANTUM, and etc. In the Ripon Knitwear Limited 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. Ripon Knitwear Limited 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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