Thesis Report

on

“Recruitment Process in Bangladesh: A Case Study on Universal Menswear Ltd.”

Submitted by:

Name: **Tithi Farzana**

ID: RMBA2101022014

Program: Regular Master of Business Administration

Major: HRM

Semester: Spring-2022

Submitted to:

Department of Business Administration

Sonargaon University (SU)

Submitted for the partial fulfilment of the degree of Regular Master of Business Administration



Sonargaon University (SU)

Dhaka- 1215

Date of Submission: 13 April 2022

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Submitted to:
Md. Rasel Hawlader
Lecturer

Department of Business Administration

Sonargaon University (SU)

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Letter of Transmittal

13 April 2022

Md. Rasel Hawlader
Lecturer
Department of Business Administration Sonargaon
University (SU), Dhaka.

Subject: Submission of Thesis Report.

Dear Sir,
With humble honor and respect, I am submitting my internship report on "**Recruitment Process in Bangladesh**: A Case Study on Universal Menswear Ltd.". as per partial accomplishment of the requirements for the RMBA degree, I have completed thesis from "**Universal Menswear Ltd**."

[As per partial accomplishment of the requirements for the RMBA degree, this thesis has been carried out] under the supervision of you.

This report is an integral part of our academic courses in completion of the RMBA program which has given me the opportunity to have an insight into the Recruitment Process. I hope this report reflects on the contemporary issues on the HRM that are being practiced by organizations in our country.

In completing the report, I tried my best to blend all my knowledge and imparted every available detail and also attempted to avoid unnecessary amplification of the report. I humble request you to accept this report for your kind evaluation.

Sincerely Yours,

Tithi Farzana
RMBA2101022014
Regular Master of Business Administration
Sonargaon University (SU)

Certificate of Supervisor

This is to certify that thesis paper of "Recruitment Process in Bangladesh: A Case Study on Universal Menswear Ltd." has been prepared as a part of completion of the Regular Master of Business Administration program from Department of Business Administration, Sonargaon University (SU), carried out by Tithi Farzana, bearing ID: RMBA2101022014 under my supervision. The report or the information will not be used for any other purposes.

…….

Md. Rasel Hawlader
Lecturer
Department of Business Administration Sonargaon
University (SU), Dhaka.

Student Declaration

I am Tithi Farzana, a student of Regular Master of Business Administration, ID: RMBA2101022014 from Sonargaon University would like to solemnly declare here that this report on "Recruitment Process in Bangladesh: A Case Study on Universal Menswear Ltd." has been authentically prepared by me. While preparing this report, I didn't breach any copyright act internationally. I am further declaring that, I did not submit this report anywhere for awarding any degree, diploma or certificate.

Sincerely Yours,

…….

Tithi Farzana

ID: RMBA2101022014

Program: Regular Master of Business Administration

Department: Business Administration

Major: HRM

Semester: Spring-2022

Sonargaon University (SU), Dhaka

Letter of Authorization

This is to certify that this project report titled "Recruitment Process in Bangladesh: A Case Study on Universal Menswear Ltd." is the bona fide work of Tithi Farzana, who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

……

Md. Rasel Hawlader
Lecturer
Department of Business Administration Sonargaon
University (SU), Dhaka.

Abstract

As a part of academic requirement and completion of Regular Master of Business Administration program, I have been assigned to complete thesis report on "Recruitment Process in Bangladesh: A Case Study on Universal Menswear Ltd." under my supervisor Md. Rasel Hawlader.

As usual, primary data and secondary data were used to prepare this report. Primary data came from my day to day observation and interviewing employees. Secondary data were collected by

Organizational employees, hand book, website, and relevant books. I tried to minimize bias and produce and unbiased report.

"Recruitment Process" is a slice of human resource process, as such I have selected this topic to make it clear.

As an Senior Executive (HR & Compliance) in a reputed organization "Universal Menswear Ltd." I have tried to go through their Recruitment Process to employee within my tenure of last six years.

The report starts with a general introduction "Universal Menswear Ltd." and then comes the introduction of "Universal Menswear Ltd." as well as origin of the report, Statement of research problem, Objective of the report. The Mission and Vision of "Universal Menswear Ltd." are also discussed. Then this report proceeds onto the preliminary discussion about the products of "Universal Menswear Ltd."

After that I tried to shed a light on the HR structure of Universal Menswear Ltd. All the function of HR department is briefly described here. After that I continue on the main focus of the report "Recruitment Process in Bangladesh: A Case Study on Universal Menswear Ltd." describing the different steps are well described.

After completion of this report it can easily be said that efficient, competent and active part in Human Resource Management practices take a company to the peak of the success.

Executive summary

The garment industry of Bangladesh has been the key revenue generating sector for the last couple of years. At present, the country generates about $9.35 billion worth of products each year by exporting garments product. The industry provides employment to about 3 million workers of whom 80% are women. Universal Menswear Ltd. is one of the emerging garments in our country. I have conducted my thesis in this organization in the Human Resources Department. Currently it consists of 4,850 employees and generated revenue of 3 million dollars per year. The company

was established in 2012 and its located in Adamjee EPZ, Siddhirganj, Narayanganj. During my whole thesis tenure, I have worked in several sectors of Human Resources Department of the Garment's Production and Manufacturing Sectors. The Human Resource Department of the Garment is the most crucial department which has to work with the daily manpower and the resources. As an intern I didn't get the chance to work in every sector very deeply but I had my contribution on the marketing department. A big promoter of the industry till now has been the cheap labor in our country. However, recent political developments are creating a barrier to this sector. Moreover, workers are now well-aware of the high profits enjoyed by the companies, and as a result demanding higher salary. This is the same problem that is circling Universal Menswear Ltd. The company's biggest drawback is the high labor turnover which is directly arising for this sole reason. As a result, the company's HR department has taken steps to tackle this problem. The solution that I helped to come up with, is creating a better working environment and preventing and monitoring the commission received by the line managers from the labors, so that no injustice occurs to them.

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CHAPTER ONE

1.1 Introduction

In order to fulfill my RMBA program with major in human resource I have experienced to work in a Garments Industry Universal Menswear Ltd. After completion the theoretical part I was assigned to work on Recruitment Process of Universal Menswear Ltd. for practical part. Here I was given with the facility combine my theoretical knowledge with the practical knowledge field. I have tried to cover different contents of HR area during this internship period. I have enriched my knowledge on general HR aspects of the company as well as identified some issues which are being hindrance in the growth of the company. A SWOT analysis on the Recruitment Process of Universal Menswear Ltd followed by discussing the critical points arisen during the work time and tried to put some recommendations on it according to my knowledge.
My project was on the Recruitment Process at Universal Menswear Ltd

1.2 Scope of the report:

It was my great pleasure that during the time of preparing this report, I got cooperation to discuss each and every aspect of the HR related activities of the company which includes some confidential data of the employee and some other major facts. So the scope of the report making was vast from my end. As an intern, I got every kind of facility to study and work on each and every area of human resource department and an extensive discussion with the current employees made it easier for me to lead to an effective conclusion.

1.3 Objectives of the report:

There are two objectives of this report:

Broad objective: To gather an overall idea on HR functions of the garment company.

Specific Objectives: Specific objectives are as follows -

- To identify Recruitment process in the right way.
- To identify the HR core responsibilities and implementing it in the right way.
- To acquire depth knowledge on all the key area of HR.
- To scan the practical scenario of the organization.
- To identify the challenges and opportunities of the facility.
- To propose changes for the development of the HR section.

1.4 Methodology:

Data was collected through previous documents, archival records and highly dependent on observation. Main source of data is open ended interview and observation. Type of data collected for the report:

1.4.1 Secondary data analysis:

In this report I have basically focused on secondary data analysis. This means the information of this report has been collected from company database and company past record files. Also data collected from Human Resource Manual and textbooks from various libraries.

1.4.2 Primary data analysis:

For the main prospect of my report I have decided to use primary data analysis. For this I have structured a small survey using the "descriptive research design" in the perspective of recruitment and selection department of the company. I also interviewed my supervisor Md. Billal Hossain, Head of Admin, HR & Compliance who totally involved with employee relations and talent management.

The research itself is both the mixture of Quantitative & Qualitative research: In the qualitative part it is an unstructured, exploratory research methodology based on small samples indented to provide insight and understanding of the selection and recruitment department's activity.
But in case of qualitative side I have used structured questioner method and used standard sample size from the population of the whole recruitment and selection department as I have mentioned before the research design I have used in this analysis is "Descriptive Research Design" Under descriptive research design we know there are two types of methods are normally used they are:

1. Survey method

2. Observation method

For my analysis I have used the survey method. This method works by obtaining information based on questioning of respondents. Respondents are asked a variety of questions regarding their behavior, intentions, attitudes, awareness and motivations. Questions are basically asked either verbally or in writing or both in same time. In this case I have decided to use the structured questioner format and asked the questions both verbally and allowed them to write the answers. I followed also the observation method, where I have learned many things by the official environments and colleagues. Observation also based on personal experiences shared by the fellow in the Group.

1.4.3The sampling design process:

I have developed the sample number for my research by using the structure below which explains how I have determined the sample size of the human resource functions department of the company.

Defining the target population

⇩

Selecting the sampling technique

⇩

Determining the sample size

Step 1.
First of all, in determining the target population I have decided to use the people working in the human resource functions of Universal Menswear Ltd.

Step 2.
In the selection of the sampling technique I have decided to use the probability sampling technique. More specifically I have used the systematic sampling technique under the probability sampling.

Sampling Technique → Probability sampling → Systematic sampling

Step 3.
In determining the sampling size as my research is small and only considering the human resource functions of Universal Menswear Ltd. So the size of the sample is 5 and total population of HR is 15.

1.5 Limitations

a) The study is undertaken considering and outs of the Human Resource practices based on the Human Resource Manual of Universal Menswear Ltd 2012), and on personal experiences shared by the fellow in then factory. Personal biases and inconsistencies in the HR Manual with the current practices may be possible setbacks.

b) A relatively short period of internship may also be a reason to possibly overlook certain misunderstandings or unfound details that may be of valued importance.

c) Unavailability of data could be due to engagement of the current employees in Universal Menswear Ltd. Experienced employees could have provided the required data.

d) A good number of entrepreneurs are themselves ignorant about using the HR policies not only to recruit and put employees on payroll, but also to help them achieve their goal the swiftest ways of possible. Due to shortage of time and opportunity collected data could not be possible to compare with the data from other entrepreneurs.

1.6 Goal of the Study:

To find out the main mismanagement regarding HR activities carried out in the company. The result of the study can generally be used as an input for those who are interested in managing a garment industry to optimize their human resources process.

CHAPTER TWO

2.Overview of the Company

2.1 Company Profile



Managing Director	: Mr. Sharif Zahir
Director	: Mr. Chris Long
Director	: Mr. Asif Zahir
C.E.O	: Mr. Chethiya Jayakody

Universal Menswear ltd. established in 2012 as a joint venture company with Ananta Bangladesh & Time international Romania, this firm built in state of the art to facilitate our valuable customers. Total production area 535600 soft. Total process is driven by 20 expats with high level experience of formal wear.

Universal Menswear Limited. is 100% export oriented that established in year 2012 at AEPZ. This is one of the biggest suit factory in Asia, operating since 2012 in BEPZA premises. It is one of the highest suppliers in UK, Europe, Asia, Australia, Africa, USA and Russia with High production capability, organized management system, smooth delivery system is the main keys for grabbing achievement rapidly by 5000 employees. Factory Monthly Production Capacity Blazer 240000 pcs and formal trouser 280000 pcs.

Company maintains the quality of the products that's why the company is receiving world best buyers and the numbers of buyers are increasing with the passage of time. The company is expected to be the number one Suit factory in Asia & yearly turnover is $ 60 million+. Hence a friendly relationship is maintained with the workers promoting an excellent work environment.

The market is becoming more competitive everyday but the organization believes that with the innovative planning and strong management team, the factory can boost its position in the market. It is the innovations and changes with time that have kept the company on course. The factory believes that all these efforts described above, can help fulfill its vision: To be the most regarded company in Bangladesh by 2021. (Information source - "Universal Menswear Limited.).

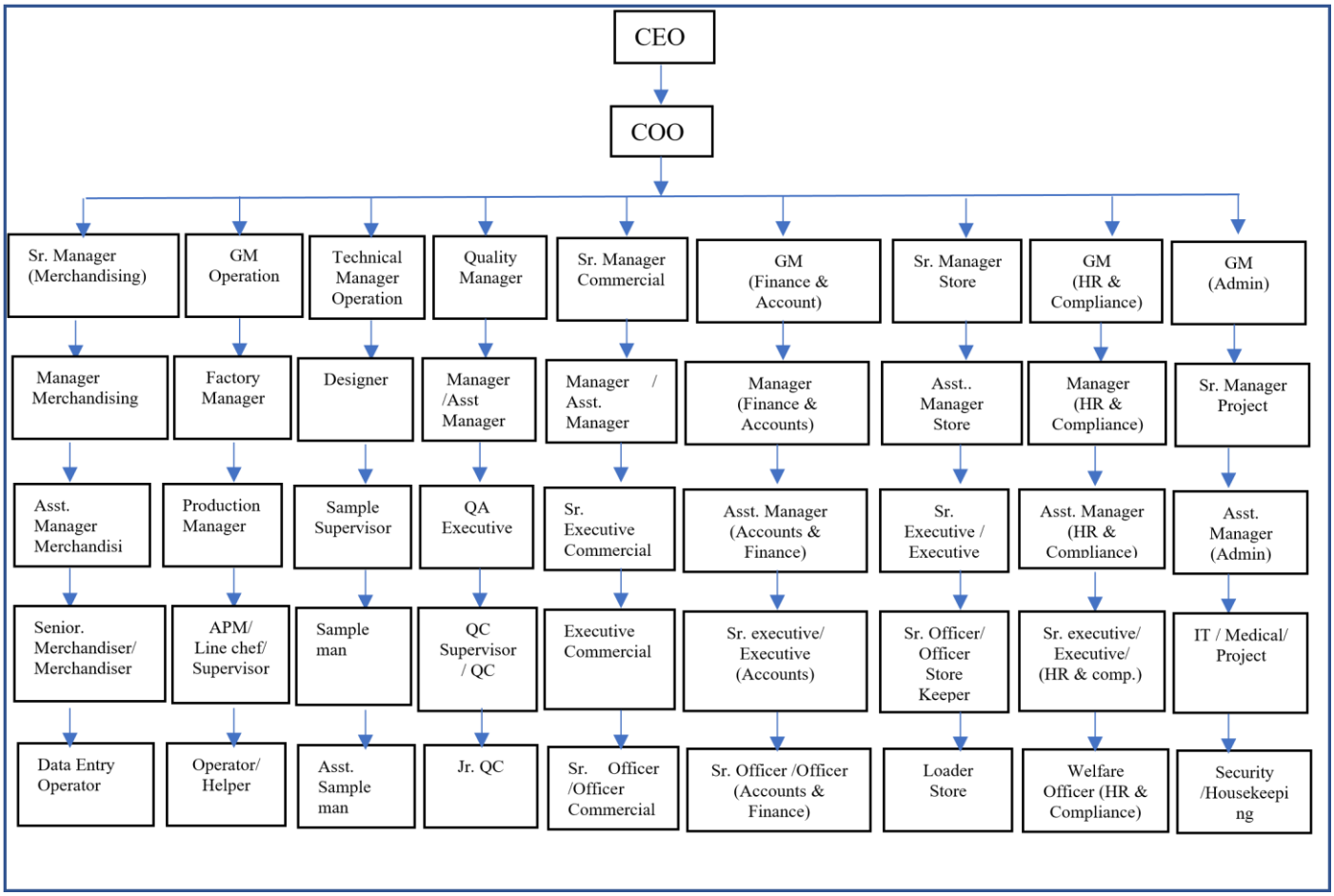
2.1.2 The certificates that acquired:

			All Certificate/Membership				
S/L	Certification	Abbreviation	Logo	Issue Date/ Audit Date	Valid Date	Rating / Status	
1	BSCI	Business Social Compliance Initiative		22-10-20	18-11-21	A	
2	WRAP	Worldwide Responsible Accredited Production		14-10-19	03-12-2020 Renewal process Going on	GOLD	
3	SEDEX	Supplier Ethical Data Exchange		5&6- 07-2020	05-07-2021	GREEN	
4	WCA	Workplace Conditions Assessment		5&6- 07-2020	05-07-2021	91% GREEN	
5	HIGG	SAC (Sustainable Apparel Coalition) Platform		Social Sustainability	2019-2020	69%	Sustainability 63.50%
				Environment Sustainability (FEM 3.0)	2019-2020	58%	
6	ISO 9001: 2015	International Organization for Standardization		16-04-19	16-04-22	Certified	
7	ISO 14001:2015	International Organization for Standardization		31-10-19	30-10-22	Certified	
8	OCS	Organic Cotton/Contant Standard		06-10-2019	05-02-21	Certified	
9	GRS	Global Recycle Standard		06-10-2019	05-02-21	Certified	
10	RWS	Responsible Wool Standard		30-03-20	29-03-21	Certified	
11	RCS	Recycled Claim Standard		Certification Audit Held on 2 & 3 December 2020 and waiting for Scope certificate			
12	GOTS	Global Organic Textile Standard		Certification Audit Held on 2 & 3 December 2020 and waiting for Scope certificate			
13	ACCORD			Old Building (Accord ID- 9628) is corrected 100% New Building (Accord ID- 12803) is corrected 95% (onsite 100% & Waiting for Full Functional T&C Verification Inspection by RSC)		Certified	
14	BCI	Better Cotton Initiative		15-09-20	14-09-21	Member, 1013293-1- Universal Menswear Ltd	

Address of the Factory:

Universal Menswear Ltd.
Plot No. : 234-238 & 252-254, Adamjee EPZ, Sidhirgonj, Narayangonj-1431.
Fax : +88027692051
Email : info@umlbd.com
Web : www.umlbd.com

2.2 ORGANOGRAM



2.3 HISTORY OF UNIVERSAMMENSWEAR LTD.

Is Established in 2012 as a Joint Venture company with Bangladesh and British partner to produce Men's fine tailored Suits, Jackets, Coats and trousers at AEPZ. At first they run the factory 2018000 soft but now factory total area 535600 soft. Data by Day They increase their production capacity. The firm built in state of the art facilities at Bangladesh. This Facilities JV company Ananta Group Bangladesh & Time International Romania. Innovation, style and exceptional values for our customers by using fabric sourced from the world's finest mils. Universal Menswear Ltd. Opened the doors to its state-of-art-, fully automated factory in 2012. It is a cutting- edge facility, designed from the ground up to increase quality and efficiency. Skilled workers operate the most advanced technology available: computerized, automated cutting computer- controlled pressing equipment automated rail-fed sewing machines fully- integrated material handling system computerized "real time" factory Management system. At present facility output is near about 500000 pcs product monthly.

2.4 Key Facts about Universal Menswear Ltd.

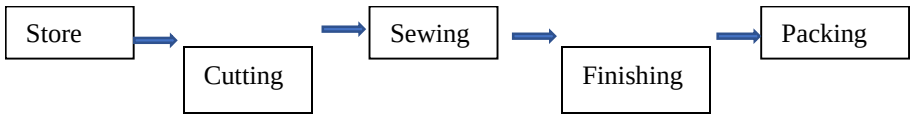
The total numbers of employees are about 5000 and they work in six floor where the total area is 535600 soft. However, they are still looking towards further development and expansion in order to cover all branches of the industry, taking into consideration the availability of the various suit products, competitive labor, and low power cost. They have directed, hardworking, and efficient workforces, supervised and directed by a well-coordinated supportive management team. As an Accord certify factory they are equipped with centrally factional firefighting services (Fire protection and detection) . Doctor & nurse are providing to keep watch on workers' health. In addition, first aid box has been provided in each department. Welfare officer ensuring all welfare facilities as per law. A well-trained Recruitment committee maintaining all Recruitment process. PC elected team is available in this factory to bargaining the workers right. A task force committee is working to protect Covid 19 virus. There are 20 Expects are working in the management team to develop the technical site.

CSR practices of Universal menswear ltd.

- Yearly Cultural Program.
- Yearly Sports Program.
- Workers inside and outside education facility.
- Employ Disable worker.
- Food, cloth distribute and Financial support to community.
- Setup Deep tube well for local community use.
- Tree plantation for local community.
- Participate combined Blade donation camp for local community.
- English Spoken Class facility for employee.
- Beautification course facility for employee.
- Free Treatment providing by company medical officer to local community.

2.5 Production Process

Universal Menswear Ltd. is a **cut to Pac** Suit Factory situated in AEPZ.



Production is passing from sewing to packing by conveyer system. Sometimes using some moveable trolley. Finished goods loaded for shipment by an automatic conveyer belt system.

2.6 Costing

For costing of garment, they have considered many things such as fabric consumption, accessories, sewing charge, and other additional expenses that are required in the production process.

2.7 Vision and Mission

2.7.1 Vision: 'Largest suit manufacturer in South East Asia, providing High Quality Products by meeting the Customers expectation and to be a preferred Suit supplier.'

2.7.2 Mission: 'Inspire Innovation and Sustainability Build Talent and Strategic Relationships Achieve Excellence and Ambitious Profitable Growth.'

2.8 Company Objective

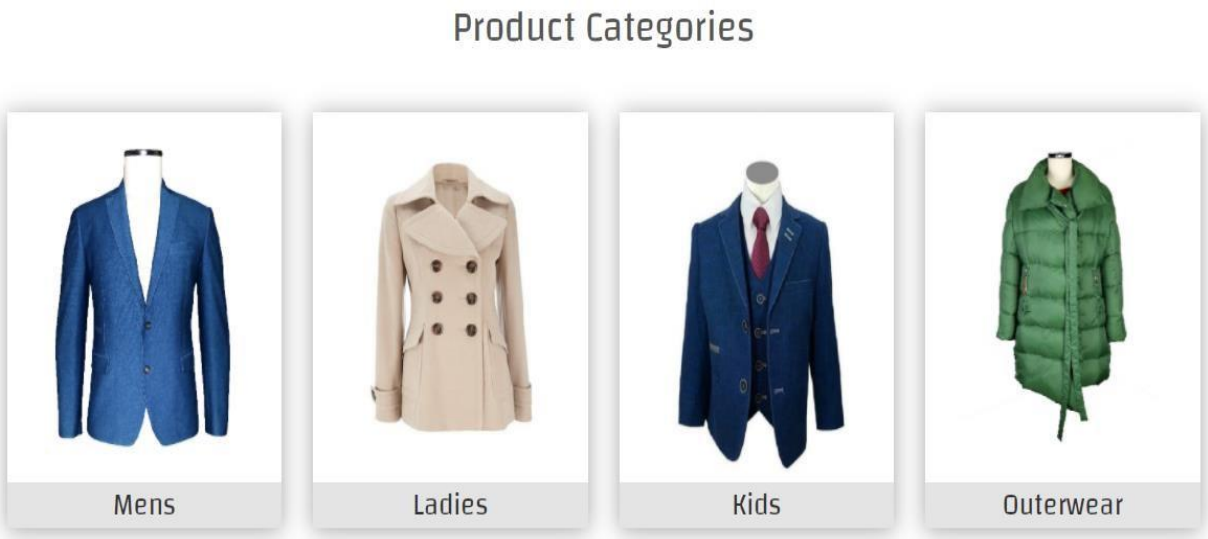
- All expect and skilled managerial group, creating a friendly atmosphere through continuous training is expecting to achieve the company objectives.

- Apart from support the nation with fore earning & solving unemployment problem, the objective of UML is human resource development for efficient management of garment sector giving priority requirement of quality & in time shipment.

◙ Political instability power crisis & illiterate work force having low quality concept are major barrier of Bangladesh garment export; break through which is a challenge for the company.

2.9 Products, Clint's of Universal Menswear Ltd.

In the factory main product is Men's suit, Blazer, Trouser, Ladies wear, Ladies overcoat etc. Their main buyer is H&M, M&S, C&A, Hagger, KIABI, PVH. So, they are very sincere about their Quality, services, and commitment their on-time garment delivery.





CHAPTER THREE

3.0 Heliacal Framework

3.1 Human Resource Management

The role of human resource management is to plan, develop, and administer policies and programs designed to make expeditious use of an organization's human resources. It is that part of management which is concerned with the people at work and with their relationship within an enterprise. Effective utilization of human resources, desirable working relationships among all members of the organization and maximum individual development are the objective of HR. The major functional areas in human resource management are planning, recruiting, employee development and employee compensation with welfare.

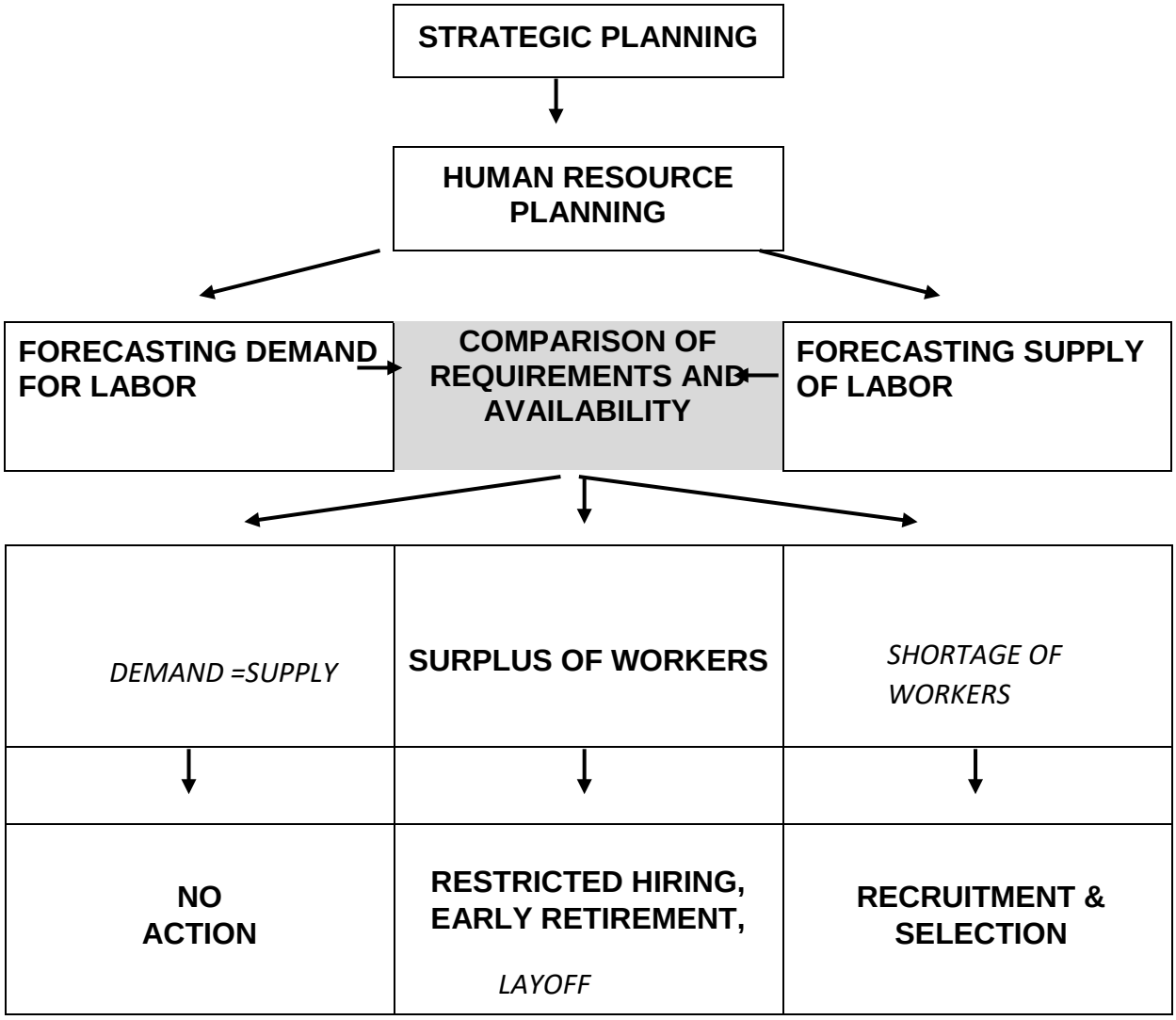
We know that the garments sector is a very labor intensive industry. If the labors are not handled properly then it can lead to really bad consequences such we have seen in the past like the strikes that occurred in Ashulia. The work that is done needs very skilled hands whereas the implementation of proper training is required. Whenever there is a riot because of salary issues it is the HR department that takes the initiative of handling the situation.HR department needs to keep in touch with the skilled workers so that whenever the need arises for labor they can be easily recruited without facing the problems of training employees from the start. Then everyday labors are leaving their job and new people are being recruited, so the issue of recruitment is always active. All the HR policies are very much in practice in Universal Menswear Ltd.

3.2 HR Planning

To develop HR strategies, it is important to refer to the organization's objective, and also a clear mission statement. In order for the company to accomplish its goal of growing the organization, it is imperative that an HR strategic plan is conducted. In simple words, HR management is managing all the people of the organization in such a way that a bridge could be maintained between top level-mid level and lower levels of an organization. HR professionals use different

techniques of ‘Man Power Planning and Forecasting’. To get a job done and to get the job perfectly done are two different things. In this factory all department working on yearly goal plan. Universal Menswear Ltd. successfully maintains a proper manpower planning to run the company effectively and efficiently.

3.2.1THE HUMAN RESOURCE PLANNING PROCESS



3.2.2 DIFFERENCE BETWEEN RECRUITMENT & SELECTION…….

RECRUITMENT	SELECTION
1. Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization.	1. Selection is the process of weeding out unsuitable candidates and finally choosing the most suitable persons out of all the applicants.
2. Recruitment is positive as it aims at increasing the number of applicants for wider choice or for increasing the selection ratio.	2. Selection is negative as it rejects a large number of applicants to identify the few who are suitable for the job.
3. Recruitment involves prospecting or searching of candidates.	3. Selection involves comparison and choice of candidates.

3.3 STEPS IN RECRUITMENT PROCESS…….

The recruitment process consists of the following steps:

1. Recruitment process generally begins when the personnel department receives requisitions for recruitment from any department of the company. The personnel requisitions contain details about the position to be filled.
2. Locating and developing the sources of required number and type of employees.
3. Identifying the prospective employees with required characteristics.
4. Communicating the information about the organization, the job and the terms and conditions of service.
5. Encouraging the identified candidates to apply for jobs in the organization.
6. Evaluating the effectiveness of recruitment process.

3.3.1 THE INTERNAL SOURCE:

Job Posting

Publicizing an open job to employees (often by literally posting it on bulletin boards) and listing its attributes.

Organizations can make effective use of skills HR management system for identifying internal applicants for job vacancies. It is difficult, however, for HR managers to be aware of all current employees who might be interested in the vacancy. To help with this problem, they use an approach called job posting and bidding.

In the past, job posting was little more than the use of bulletin boards and company publications for advertising job openings. Today, however, job posting has become one of the more innovative recruiting techniques being used by organizations. Many companies now see job posting as an integrated component of an effective career management system.

A model job posting program was implemented at National Semiconductor. Posting are computerized and easily accessible to employees. Computer software allows the employees to match an available job with their skills and experience. It then highlights where gaps exist so the employees know what is necessary if they wish to be competitive for a given job. Amoco's career management system includes a similar type of job posting program. Openings in this organization are posted on a worldwide electronic system. If an employee applies for a transfer to a posted position and is turned down, then the person who posted the job is required to send the "applicant" specific feedback about why he or she was not selected.

Advantages	Disadvantages
• Foreknowledge of candidates' strengths and weaknesses • More accurate view of candidate's skills	• Failed applicants become discontented • Time wasted interviewing inside candidates who will not be considered • Inbreeding of the status quo

• Candidates have a stronger commitment to the company • Increases employee morale • Less training and orientation required	

3.3.2 Employee Referrals and Recommendations:

Asking present employees to encourage friends or relatives to apply. When employees recommend successful referrals, they (the former) are paid monetary incentives which are called "finders fees".	
Advantages	**Disadvantages**
• The employee's motivation to make a good recommendation • The availability of accurate job information for the recruit • Employee referrals tend to be more acceptable applicants, to be more likely to accept an offer and to have a higher survival rate.	• The possibility of friendship being confused with job performance • The potential for nepotism • The potential for adverse impact

3.4 THE EXTERNAL SOURCE:

When an organization has exhausted its internal supply of applicants, it must turn to external sources to supplement its workforce. The following sources are used for external recruiting:

3.4.1 Media Advertisements:

Organizations advertise to acquire recruits. Various media are used, the most common being help wanted ads in daily newspapers. Organizations also advertise for people in trade and professional journals. Other media used are billboards, subway and bus cards, radio, and television.

3.4.2 Constructing an effective ad:

Wording related to job interest factors should evoke the applicant's attention, interest, desire, and action (AIDA) and create a positive impression of the firm.

3.4.3. Employment Agencies:

Employment agencies or headhunting firms specialize in recruiting executive personnel for companies in various industries, e.g. Moonward Associates.

Reasons for using a private employment agency:

- When a firm doesn't have an HR department and is not geared to doing recruiting and screening.
- The firm has found it difficult in the past to generate a pool of qualified applicants.
- The firm must fill a particular opening quickly.
- There is a perceived need to attract a greater number of minority or female applicants.
- The firm wants to reach currently employed individuals, who might feel more comfortable dealing with agencies than with competing companies.
- The firm wants to cut down on the time it's devote to recruiting.

3.4.4 Educational Institutions:

Educational institutions at all levels offer opportunities for recruiting recent graduates. Most educational institutions operate placement services where prospective employers can review credentials and interview graduates. Most also allow employers to see a prospective employee's performance through cooperative arrangements and internships.

3.4.5 Professional Organizations:

Many professional organizations operate placement services for the benefit of their members. Professional organizations serving such varied occupations as engineering, accounting, legal, and academics publish rosters of job vacancies and distribute these lists to members. It is also common

practice to provide placement facilities at regional and national meetings where individuals looking for employment and companies looking for employees can find each other-building a network of employment opportunities.

3.4.6 Unsolicited Applicants:

Unsolicited applications, whether they reach the employer by letter, e-mail, telephone, or in person, constitute a source of prospective applicants. Although the number of unsolicited applicants depends on economic conditions, the organization's image, and the job seeker's perception of the types of jobs that might be available, this source does provide an excellent supply of stockpiled applicants. Even if the company has no current openings, the application can be kept on file for later needs.

3.4.7 E-recruiting

Perhaps no method has ever had as revolutionary an effect on organizational recruitment practices as the Internet. More firms and applicants are utilizing the Internet in the job search process.

Advantages of Internet recruiting:

- Cost-effective way to publicize job openings
- More applicants attracted over a longer period
- Immediate applicant responses
- Online prescreening of applicants
- Links to other job search sites
- Automation of applicant tracking and evaluation

3.5. THE SELECTION PROCESS

Selection activities follow a standard pattern, beginning with an initial screening interview and concluding with the final employment decision.

The selection process typically consists of eight steps:

1. Initial screening interview

2. Completion of the application form
3. Employment tests
4. Comprehensive interview
5. Background investigation
6. Conditional job offer
7. Medical/physical exam
8. Permanent job offer

3.5.1. Initial Screening

As a culmination of our recruiting efforts, we initiate a preliminary review of potentially acceptable candidates.

The screening interview is also an excellent opportunity for HRM to describe the job in enough detail so the candidates can consider if they are really serious about applying. Sharing job description information frequently encourages the unqualified or marginally qualified to voluntarily withdraw from candidacy with a minimum of cost to the applicant or the organization. Conference call interviews or videoconferencing can help minimize costs during screening interviews.

3.5.2. Completing the Application Form:

Once the initial screening is completed, applicants are asked to complete the organization's application form. In general terms, the application form gives a job-performance-related synopsis of what applicants have been doing, their skills and accomplishments.

Applications obtain information the company wants. Completing the application also serves as another hurdle; that is, if the job requires following directions and the individual fails to do so on the application, that is a job-related reason for rejection. Lastly, applications require a signature attesting to the truthfulness of the information given and giving permission to check references. If, at a later point, the company finds out the information is false, it can justify immediate dismissal.

3.5.3. Employment Tests:

Organizations historically relied to a considerable extent on intelligence, aptitude, ability, and interest tests to provide major input to the selection process. Even handwriting analysis (graphology) and honesty tests have been used in attempts to learn more about the candidate information that supposedly leads to more effective selection.

3.5.4. Comprehensive Interviews:

Applicants who pass the initial screening, application form, and required tests typically receive a comprehensive interview.

Interviews involve a face-to-face meeting with the candidate to probe areas not addressed by the application form or tests. They are a universal selection tool.

3.5.5. Background Investigation:

The next step in the process is to undertake investigation of applicants who appear to offer potential as employees. Background investigations, or reference checks, are intended to verify that information on the application form is correct and accurate information. This can include contacting former employers to confirm the candidate's work record and to obtain their appraisal of his or her performance, contacting other job related and personal references, verifying educational accomplishments, and checking criminal records.

3.5.6. Conditional Job Offers:

If a job applicant has passed each step of the selection process so far, a conditional job offer is usually made. In essence, the conditional job offer implies that if everything checks out – such as passing a certain medical/physical examination – the conditional nature of the job offer will be removed and the offer will be permanent.

3.5.7. Medical/Physical Examination:

The next-to-last step in the selection process may consist of having the applicant take a medical/physical examination. Physical exams can only be used as a selection device to screen out individuals who are unable to physically comply with the requirements of a job.

3.5.8. Job Offers:

Individuals who perform successfully in the preceding steps are now considered eligible to receive the employment offer. Who makes the final employment depends on several factors? For administrative purpose, the offer typically is made by an HRM representative. But that individual's role should be only administrative. The actual hiring decision should be made by the manager in the department where the vacancy exists. Candidates not hired deserve the courtesy of prompt notification.

3.6. EMPLOYMENT TEST

A test is a standardized objective measure of a sample of behavior. It is standardized because the procedure of administering the test, the environment in which the test is taken, and the method of evaluating the individual score are uniformly applied.

TYPES OF TESTS

3.6.1 Aptitude Tests: These tests measure the ability or potential of a candidate to learn a new job or skill. Peculiarities or defects in a person's sensory or intellectual capacity can be detected through these tests. It indicates how a person would be able to perform after training and not what he has done or will necessarily do. It is thus used to predict the future achievement and not the past achievement.

The best-known and widely used aptitude test is general intelligence test. Special aptitude tests are also developed to measure special ability, such as clerical aptitude test, mechanical aptitude test, musical aptitude test, etc.

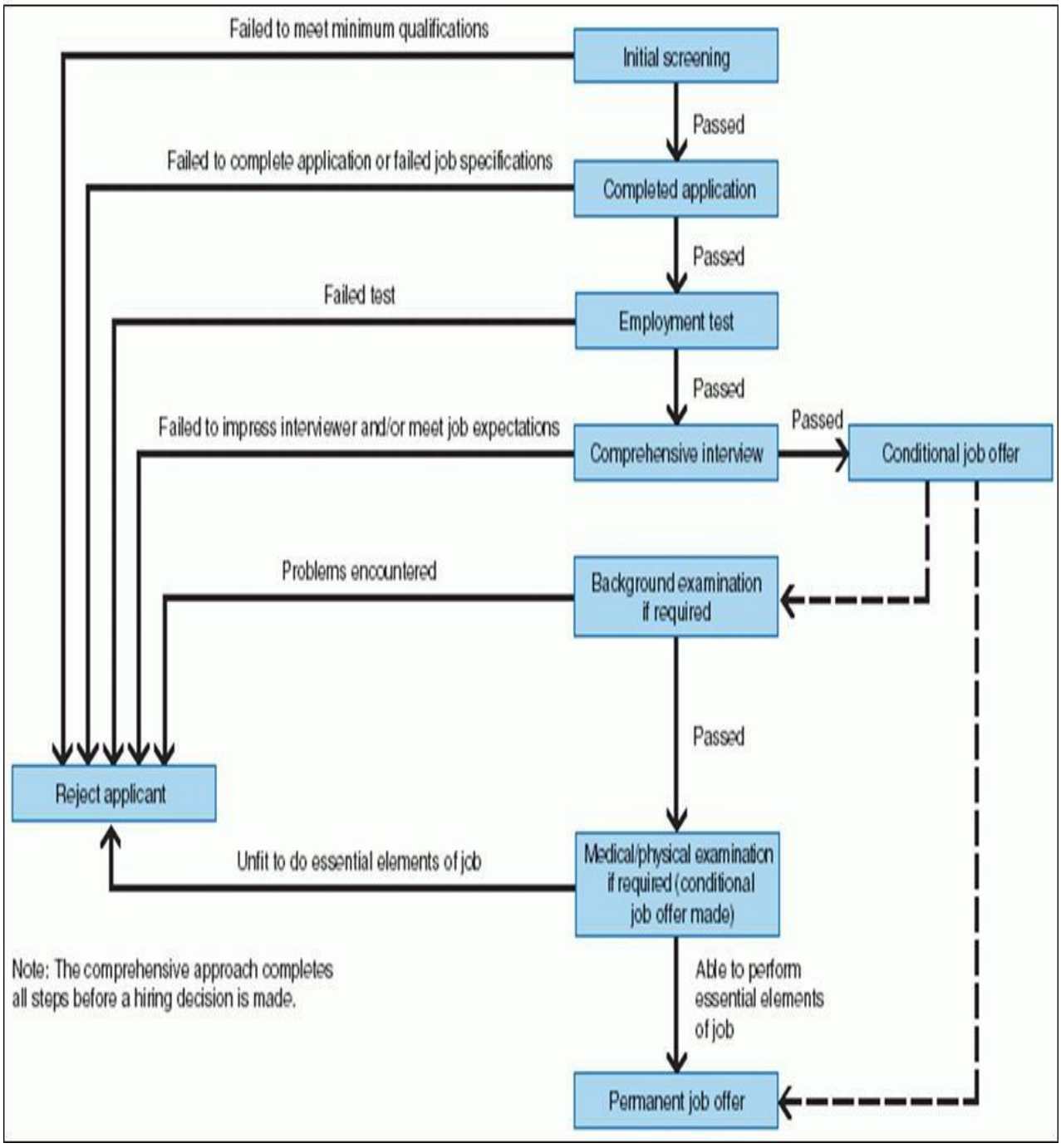
3.6.2 Achievement Tests: These tests measure what a person can do. These determine the skill or knowledge already acquired through training and on the job experience. These tests are of two kinds: Knowledge Test or trade test, and work sample test or proficiency test.

3.6.3 Personality Tests: These probe deeply to discover clues to an individual's value system, emotional reactions and maturity, and his or her characteristic mode. These help in assessing a person's motivation and interests, his or her ability to adjust himself or herself to the stress of

everyday life, his or her capacity for interpersonal relations and for projecting an impressive image of himself or herself.

3.6.4 Interest Tests: These tests are inventories of a candidate's like and dislikes in relation to work. They are designed to discover a person's area of interest and to identify the kind of work that will satisfy him. A well-designed questionnaire is used to assess the likes and dislikes.

3.6.5 Failed to meet minimum Qualifications:



CHAPTER FOUR

4.Analysis of the Study

4.1 Recruitment

The Recruitment Committee continues to focus on company's selection processes and enhancing its talent management tool to respond to the need for speedy and effective recruitment, while upholding company's principles of equal opportunity, transparency and fairness. Over the past decade, researchers have stressed the fact that the recruiters should be more observant towards the first phase of the recruitment process as it can prove to be very crucial in terms of selecting the right people to do the job (Barber, 1998; Ryne's, 1991). Recruitment processes may be enhanced to the extent that we can explain how and when detailed advertising will affect applicant intentions to apply to organizations.

Universal Menswear Ltd. recruitment and selection policy has been framed with the view of recruiting and selecting people who have a strong desire to achieve company's vision, and who will assist in achieving the business results. There are many criterions to be considered as there is the issue of strikes due to various reasons. There is also a problem of people leaving their job after getting the payment. The female labors are given more priority for recruitment as they are less physical than the male.

4.2 Recruitment and Selection

This Recruitment and Selection Policy has been framed with the view of recruiting and selecting people who have a strong desire to achieve The Universal Menswear Ltd. vision, and who will assist us in achieving the business results. The main difference between recruitment and selection is recruitment is positive processes where candidates are attracted for the post apply there. On the other hand, selection is a negative process where competition arises and candidates compete with each other and meritorious candidates get job.

Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization whereas selection involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts.

4.3 Recruitment Procedure

Minimum requirements are detailed Throughout this policy and include:

1. The position is defined and justified by the requisitioning Business Unit Head /Function Head and authorized and processed by Human Resource Department.

2. The position is advertised unless a person has been identified through the succession planning process or other business requirements.

3. The Business Unit Head / Function Head are involved in the recruitment and selection decision. As a minimum, at least one other person from the Business Unit/Function, competent in the recruitment process, should assist beside the authorized person from HR Department.

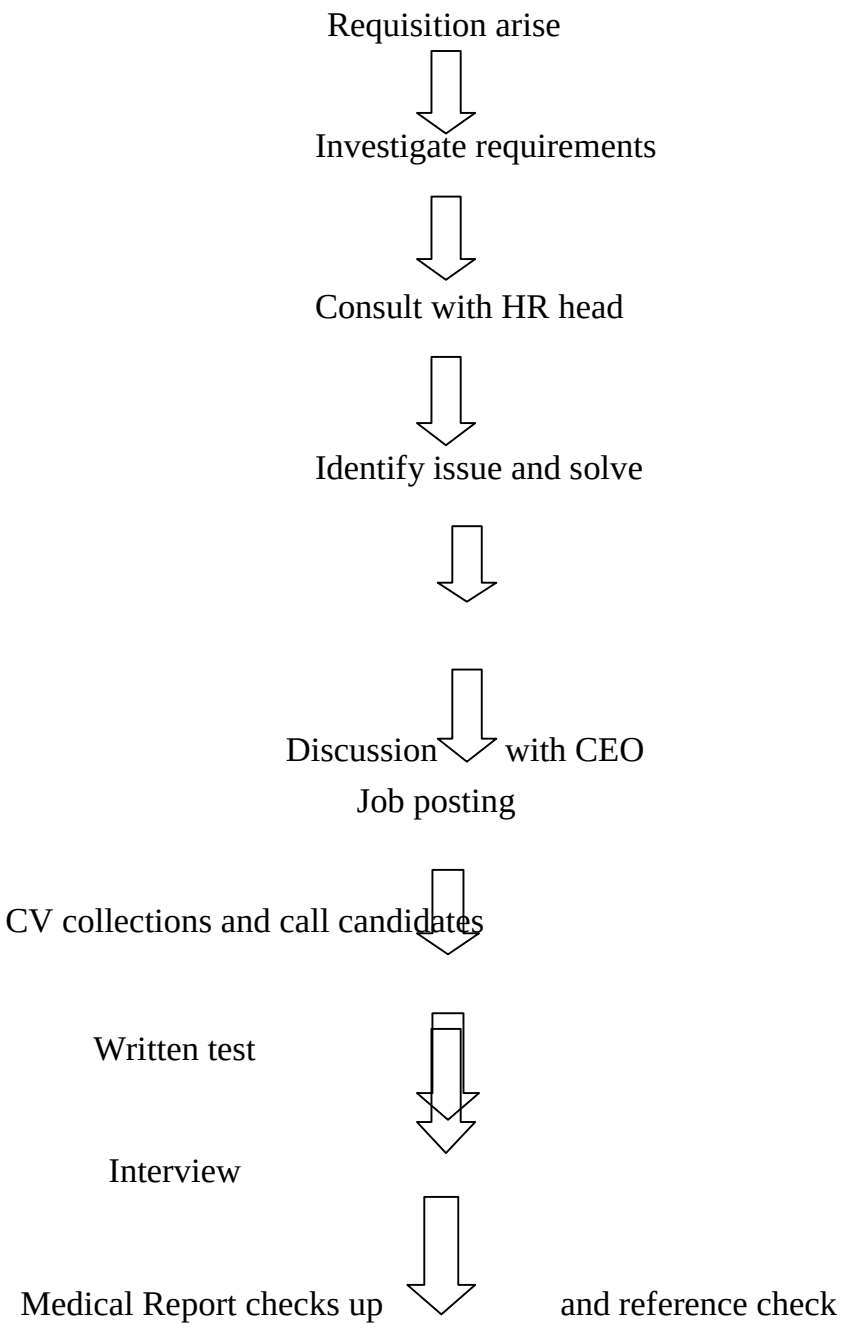
4. Pre-requisite skills, qualifications, experience, competencies and other The Universal Menswear Ltd. or legislative requirements are met and documented

5. At least 2 reference checks and medical checkup are completed and documented.

6. Offers are approved and made by Head of Group HR and in some special cases by the Managing Director
7. All people, whether internally or externally recruited, are inducted through employee orientation program.

The process explains how pools of candidates are generated from different sources. It is impossible to collect all the candidates of different category and experience using only one source. These sources are proved to be very useful and effective for finding the right amount of capable People.

4.4 Executive & Candidate selection process:



4.5 Recruitment and Selection Policy of Universal

The company employs best person for every position amongst those made available for selection, according to the company's authorized employment procedure by a recruitment committee. No discrimination is made in selection due to sex, religion, cast, creed or regional consideration. This policy is applicable in promotion, separation, recruitment, transfer, and training or any other field.

1. The circulation of vacancies is usually done through advertising in internal source & external sources like: newspaper, bd jobs, etc.
2. The candidate has to provide following documents with application.
3. Detailed bio data of the employee.
    A. Job application
    B. PP size photograph
    C. Education certificate and/or
    D. Age certificate/chairman/doctor certificate

After Selection to employees the below procedure is as following;

- Background check
- Educational background check
- Their reference checks
- Criminal records check

4.6 Succession planning:

The "Universal Menswear Ltd." has succession planning which is a tool to assist with planning Group's future people needs. Within the succession planning process, potential successors are identified for certain management positions. When such a position becomes vacant, an individual may be approached about the vacancy. However, this may not preclude advertisement, or consideration of people who respond to that advertisement. Vacant positions not filled through the succession process are advertised.

Recruitment Standards for different positions will be available with the HR Department which should be strictly adhered to and no deviation there from should be made without the approval of the Head of Group HR.

It is the responsibility of the Head of Group HR to review and update the Recruitment Standard from time to time. Such standards would not be applicable to existing employees but for promotion cases, the set standards except the educational qualification should be considered.

Each HR Head / Top level management has involvement in the selection process, since their assessments of employee performance directly influence the HR Function operations.

However, the following guidelines to be followed in the promotion selection process:

- Promotions will be based upon merit.
- Evaluations must be job-related.
- Supervisors must consider as many potential candidates as necessary to assure high quality candidate.

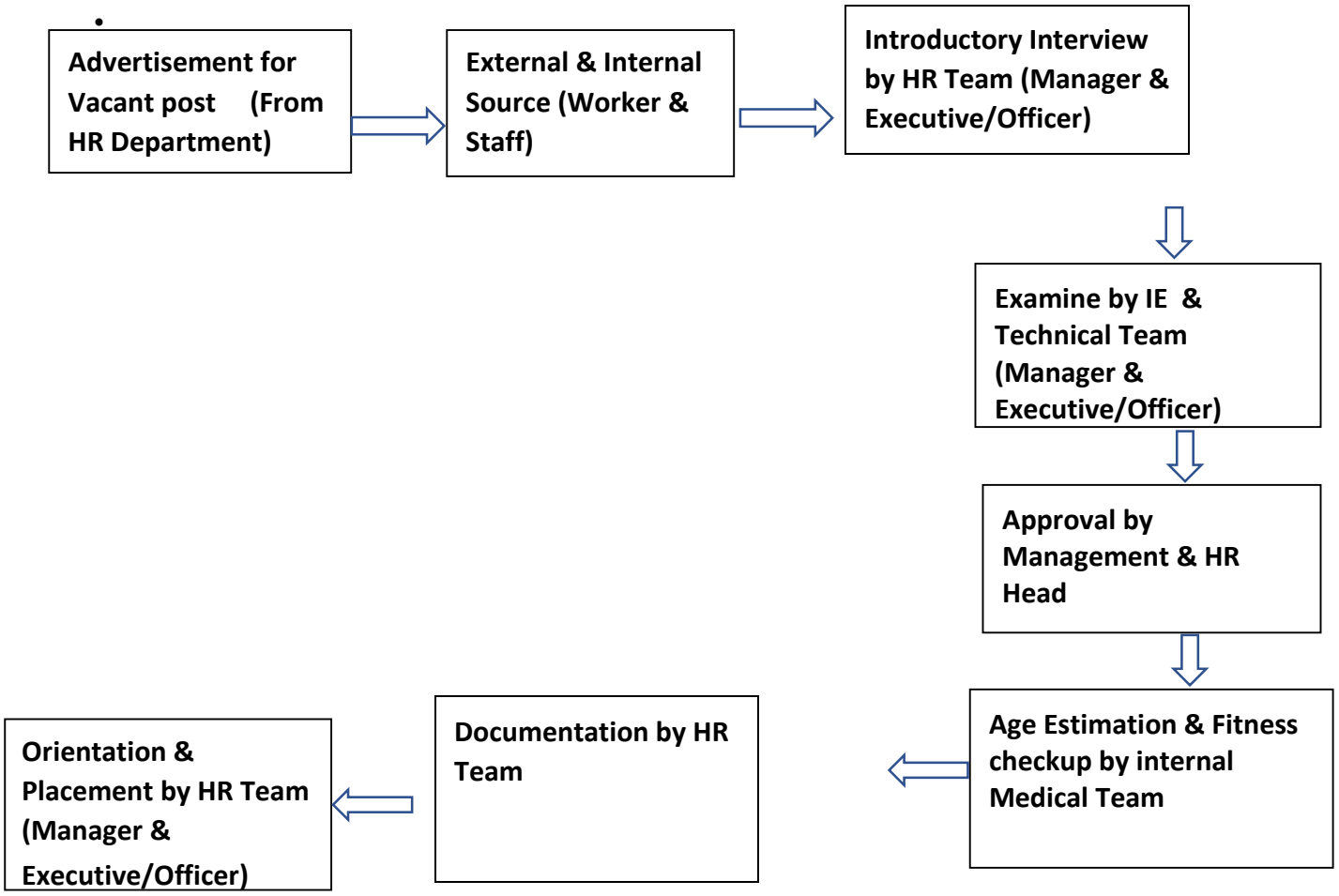
Management retains the right to select or not select candidates from any source it considers appropriate

Employees may be moved to different Business Units / Functions/ departments by transfer or promotion. If the move is not a promotion, then the transfer should not cause an increase in salary.

4.7 Recruitment and Selection Process Flow chart:

Recruitment Process of Universal Menswear Ltd.:

- HR (Manager, Executive & Officer)
- IE (Manager, Executive & Officer)
- Technical (Manager, Executive & Officer)
- Management (Managing Director/ Director/COO



4.8 Source of Recruitment:

Recruitment is the very first step or process for seeking person or human resource for employment in specific job. Selection comes after recruitment which attempts to identify qualified, skilled, efficient, knowledgeable applicant for the job to perform effectively and efficiently to achieve organization goal. It has a direct impact on type of employees that is seeking for recruit and selection in garment sector of Bangladesh. Usually, Universal Menswear ltd. follows two kind of source of recruitment:

- Internal sources
- External sources

4.8.1 Internal sources:

The people or employees who are recruited internally called internal recruitment. Internal employees are the main resources of an organization. They are more skilled, trained and overall, they have better knowledge about the organization then other external sources. Some internal sources identified in the garments are:

4.8.1.1 Job-posting programs:

A Job posting program which informs employees about opening job post, required qualification and invite qualified employees to apply. The notice usually posted on company's bulletin board or notice board. The purpose of job posting is to encourage employees to seek promotion. Usually Garments sector in Bangladesh recruit from these kinds of internal sources. They launch promotional offer to increase performance in the industry and give opportunity to express their performance in a better dimension.

4.8.1.2 Internal advertisement:

Notice board, Public Announcement, bulletin board and internal newspaper are used for internal advertisement in garments.

4.8.1.3 Extension of services:

The employee who is ready for retirement but he/she can provide good service to the organization, in that special case government body can extend his or her service period.

4.8.1.4 Absorption of trainees:

Garments also recruits from trainee or who are doing internship in those organization directly because they are quite knowledgeable and skill after training program.

4.8.1.5 Demotion:

It is very rare case in the garments. In this case the employee who has possibility of sack from job sometimes organization can follow demotion strategy to keep this employee in the organization.

4.8.2 External sources:

When job opening cannot be filled internally, the HR department of the organization must look outside the organization for seeking application. There are some external sources which are:

- Walk-in-interview
- Employee referral
- Advertising
- Internet
- Executive recruiter
- Colleague recruiter

Employee referral:

Generally, employee working in the garments referred their known person from other organizations whom are assumed will be able to perform the job. It's mostly common strategy/ HR practice to recruit in garments sector in Bangladesh.

Advertisement:

Usually garments like Universal Menswear ltd. use ads on newspaper and also make poster for recruitment. It consists of job identity, job responsibility, required qualification, benefits, applying procedure, and organization identity.

Internet:

Bangladeshi garments sector uses online job portal for recruitment. Here UML gives circular for the job post through their website or other job advertising websites.

4.9. Selection process:

Although there have many selection processes which are followed in different garments industry, the common steps are given below:

- Initial screening interview
- Completion of the application form
- Emulation test
- Comprehensive interview
- Background investigation
- Conditional job offer
- Medical/physical exam
- Permanent job offer

4.10. Training

There is no doubt that managers at all levels of organizations around the world are under increasing pressure to produce better results sooner rather than later. In this rush competitive advantage to be gained by properly training and educating their workforces that they need to compete in a global economy. And because of downsizing the importance of effective training is increasing every day. As the recession has damaged almost all the country's economy in the world the companies are looking to have fewer but efficient employees. The explosion of technology in the workplace, empowerment, work teams, tight labor markets and often times, the lack of high-quality graduates are ready to fill entry-level positions. Thus, proving the fact that training can come to use in a very crucial manner.

4.11 Compensation and benefit

This particular aspect of a job probably holds more appeal than anything else, and has the greatest impact on whether employees stay or leave. All over the world, majority of the employees work for the purpose of supporting themselves and their family financially. Therefore, this is

undoubtedly the most important factor affecting job satisfaction. Benefits are always a great way to motivate the employees. In terms of HR it actually means to pay the job holders for doing their job. Compensation also covers the aspects of intangible benefits such as holiday benefits, payment appraisals, bonuses etc.

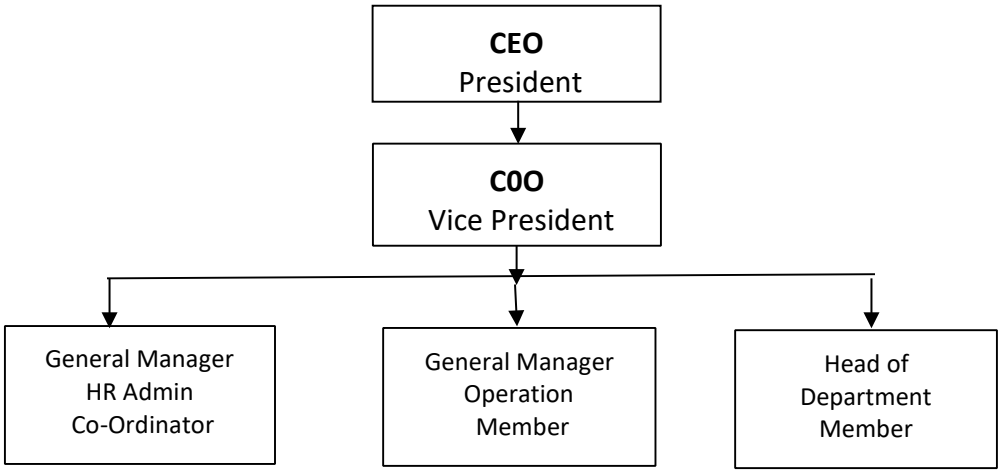
The company always try to be fare about compensation and benefit. Reviewing current pay structure and identification of reward design principles in the context of best practices. Review internal equity issue. Analysis market going rate and trends to address external competitiveness.

4.12 Safety and Security

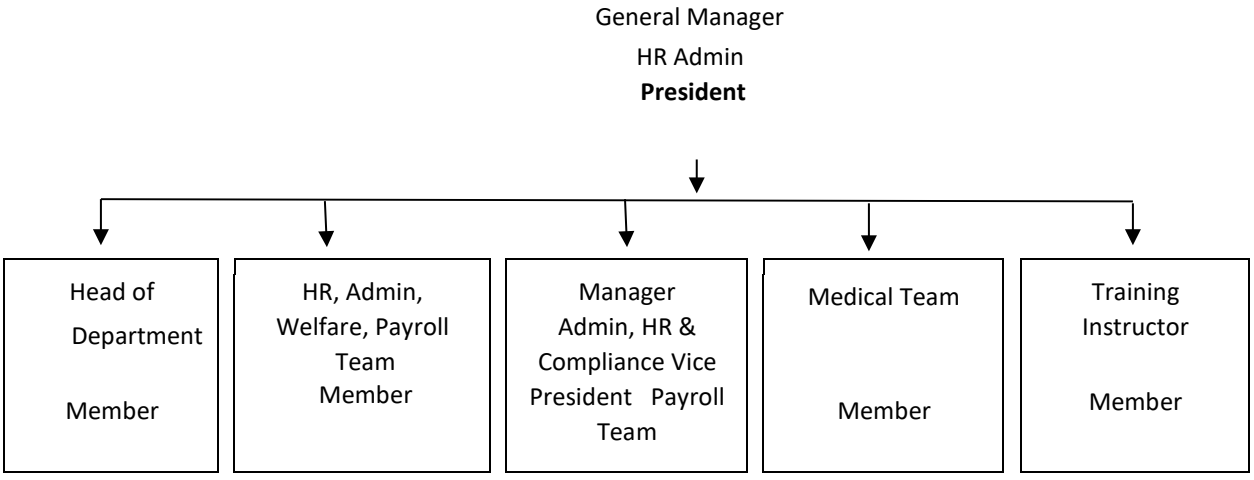
Safety and security is very important for a company. In Bangladesh, theft is a common problem and workers are facing safety hazards.

Universal Menswear Ltd. has taken necessary action to protect theft such as recruit Ex-Army person to lead security force and ensure factory better security. Smoking is strictly prohibited inside the factory premises and smoke Detectors are set in all departments. Fire practice is carried through trained volunteers selected in each department. Fire protection equipment's have been provided in each department as per Accord, Fire Safety and Local Law Guideline.

4.13.1. Recruitment Committee (Officer to Up level) of UML:



4.13.2 Recruitment Committee (Bellow Officer) of UML:

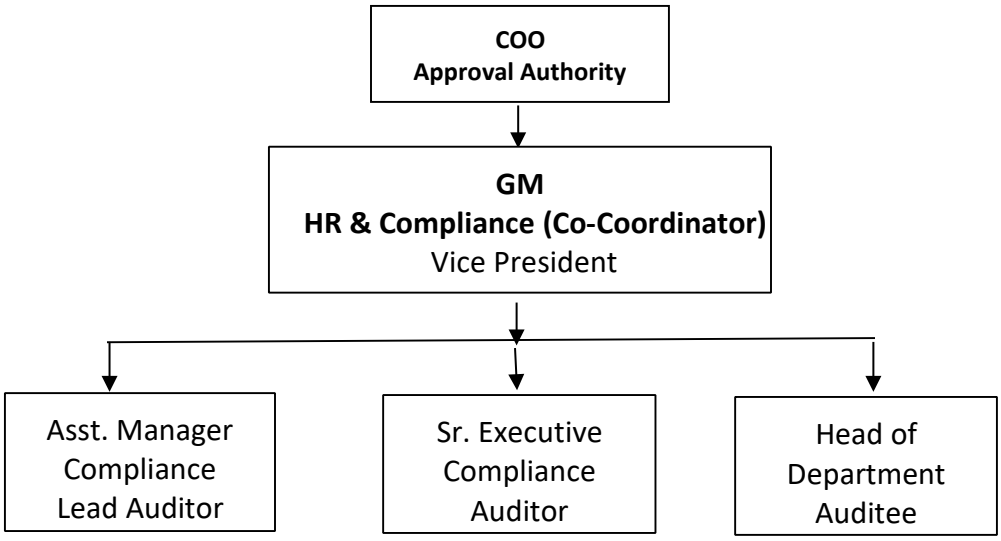


4.13.2.1 Object of the Committee:

- To ensure Entry discriminatory recruitment.
- To ensure 0% force labor.

- To ensure 0% Abuse and Harassment.
- To ensure Equal opportunity.
- To protect Child Labor.
- To reduce absenteeism and turnover.
- To ensure UML COC and buyer code of conduct.
- To select qualified person for the right post.

4.14 Recruitment and Selection and Monitoring Team/ Internal Audit Team:



4.14.1 The Aim of the Audit:

- no forced, bonded or involuntary labor.
- no deposits of money or ID on commencement of employment.
- employees are free to leave after reasonable notice.
- employees are free to leave at the end of their shift.

-That workforce rights are recognized that worker official's/facility representatives are fairly selected and perform their duties to the benefit of the workers.

- That there is no evidence of children employed/working in the facility.

-That there are systems in place to check the age of all workers particularly at the point of recruitment.

-That the facility management knows the local laws in relation to this topic.

-That there is a clear policy concerning young workers and that policies relating to children and young workers are displayed and communicated.

-That training schemes/apprenticeships are not being used as a way to avoid paying the full wage for the job.

-That young workers, defined as children under the age of eighteen, are not being put at risk because of the nature of the duties they are being expected to perform, such as working in hazardous functions, with hazardous machines, or at night.

-That worker are not being exposed to risks in the workplace.

-That there are adequate systems in place to ensure that proper procedures will be followed and that H&S will not be compromised in the future.

-That all hourly and piece rate employees are paid at least the legal minimum wage rate.

-That wages are properly calculated and meet the minimum wage for the period.

-That all applicable withholdings are properly calculated, withheld and promptly paid over to the appropriate government agency within the specified timelines.

-That there are no payroll deductions for employment broker fees, housing allowances, food allowances etc. (unless allowed by local labor law).

-That overtime wage rates are paid at the legally mandated rate.

-That all legally mandated allowances and benefits are provided to the employees.

-That all employees are provided with a written and understandable statement of their pay for each pay period.

-Measure standard and overtime hours against the local laws and the Buyer Code.

-Ensure that the facility management knows the local labor laws in relation to this topic

-Verify whether appropriate waivers are in place and agreed (if applicable) or ,

-Ensure that working hours are accurately recorded and that double books are not being kept.

-Workers are provided with continuous employment.

-The facility is not using regulations concerning temporary workers in order to avoid liability for pay and benefits that would be accorded to permanent employees.

-Disciplinary practices are fair, non-arbitrary and effective

-Employers demonstrate respect for workers' mental, emotional and physical well-being with regard to any disciplinary action necessary.

4.14.2 Audit Report Review and Feedback:

1. After completing audit, Audit Team will arrange a coordination meeting with all business units HR, Admin, Compliance & section Responsible to set the action plan/roadmap how to overcome.
2. All Non-Compliance issues should be review & analyze.
3. To identify the root cause using Fishbone and 5 Why method.
4. Prepared a SMART CAP.

4.14.3 Nominated Audit Team Qualification:

The audit planning shall ensure that:

1. The team is led by a qualified team leader with ISO internal auditor or lead auditor certified.
2. The team possesses or has access to knowledge of local working conditions. This can be obtained through an auditor/specialist possessing that knowledge and through the use of guidance notes
3. At least one team member is fluent in the local language
4. All auditors in the team have received suitable training about general social issues and basic auditing
5. The team can communicate in the main languages spoken in the company
6. The team has at least one member that has knowledge of the applicable industry. This can be via guidance notes
7. All team members shall be qualified under the audit team's quality system
8. Ideally, the repartition between male and female workers shall be taken into account when selecting the audit team
9. If a specialist is being used because of the specific nature of the contract, then they should also be qualified under the audit team's quality system
10. The audit team shall be able to communicate effectively with the employees of the company being audited.

4.14.4 Areas of Specific Competence of Auditor:

Auditors should have additional competence in the following areas:

1. Knowledge and understanding of local working conditions
2. Social issues; labor and/or health and safety issues
3. Regulations for labor and/or health and safety conditions
4. Social management systems
5. Language

4.14.5 Internal Audit Cycle:

Annual/ Initial Announced Audit	Unannounced follow-up Audit	Follow-up Audit
Existing PU is audited at least once annually	Quarterly in a year	Depending on the severity of the problems, a follow-up assessment can take place, at 3 months' intervals on certain specific critical points. CAP update will be middle of each month.
Unannounced or announced with 6-week window		

4.15. SWOT Analysis

Without the labor it would be almost impossible to run any garments company. Nowadays the workers know their worth and are demanding more and more everyday but the owners are not willing to meet their demands and thus we witness all these strikes and horrific displays. So the HR department has a lot of work in their hands and has to make sure that the labors are satisfied and are doing their job properly because if they cannot produce the products on time then they will miss the shipment.

SWOT analysis means strengths, weakness, opportunities and threats.

4.15.1 STRENGTHS

4.14.1.1 GOOD WONER STRUCTURE

Bangladesh is very rich in garments industry. Universal Menswear Ltd. is one of the reputed Garments industries at AEPZ in Bangladesh.

4.15.1.2 Financial Soundness:

CEO Mr. Chechnya Jayakody is the main planner of the factory. Under his dynamic leadership, the group has already been exceeded US$60 Million turnovers mark & employed more than 5000 people. The salary structure is better than other organization.

4.15.1.3 Skilled Human Resource:

There are two part of Human Resource Department. Almost 20 expert human resource people Works in this department.

4.15.1.4 High Ethical Standard:

“Universal Menswear Ltd.” is strictly following its ethical standard to keep the quality of products and manpower. If the candidates do not have sufficient quality, they are not recruited though they have strong references.

4.15.1.5 Equal Employment Opportunity:

The Company will maintain a policy of nondiscrimination with all employees and applicants for employment. All aspects of employment within the Company will be governed on the basis of merit, competence and qualifications and will not be influenced in any manner by religion, caste or region.

4.15.2 Weakness:

In Universal Menswear Ltd. management, employees from different places and universities are existed. There are various departments' like-Fabrics store, Accessories store, Cutting, Cad, Sewing, Finishing, IE& Planning, HR, Admin, Compliance, Merchandising, Finance and account, IT. There are twenty expects (Foreigner) are senior management controlling the factory.

Here, employees are from Textile University, BGMEA, DU, and National University etc. That's why, sometimes there may be lack of understanding due to cultural gap. Human resource department should alert to solve misunderstanding of other departments.

There is another major problem in this industry. As it is a garments industry, all garments production units is in same area. Sometimes some labor tries to break law and try to create dispute. This chaos is quickly spread out to other production unit. What HR does is, they intentionally turned down those labors that can create problem.

4.15.3 Opportunities

4.15.3.1 New and Better Agreement:

Universal Menswear Ltd. and CRP-Bangladesh signed a memorandum of understanding (MoU) to help the physically challenged persons. They also signed MoU in reputed universities for internship or attract fresh graduates. They can involve with new agreements so that people can know about this company. Sometimes their HR department organizes various corporate presentations in many universities

4.15.3.2 New International Gateway:

As Universal Menswear Ltd. only export garment products so they are high about their Quality. Often foreign buyers visit Woven manufacturing units and observe quality. Often various agreements are signed by them like- H@M. Those meetings are arranged

by HR. There is also more opportunity for marketing people to go foreign country to meet the buyer and can negotiate the price in the spot.

4.15.4 THREATS

Upgraded Technology Used by Competitors:

In our country garments industry is well established. So, there are lots of other competitors is in this industry. If they negotiate with prices and give their product in low prices it can be a major problem. Their main competitor is India. Because in India the labor cost is not much high. So they can easily sell their products in cheaper prices.

4.15.4.1 Political Instability:

Political instability is another threat because, with the change of Government, policies are also changed. So, this is difficult for any organization who deals with foreigners.

4.15.4.2 Risky Position of Valuable Resource and equipment's:

As it is a garments industry, so many raw materials like cotton, thread and dyeing stuff etc. is imported from different countries. In these sectors efficient employees should be hired. If timely it is possible to communicate them, it becomes a great problem. Some necessary equipment is also needed for HR Department like- Computer, Laptop, Printer etc.

4.16 Job Responsibilities:

I had to visit different managers and departments to figure out how the garment factory works and how all the department works. How Brands Supply chain, Brand, Customer Development are interrelated. As an intern of HR, I had gone through HR activity in detail. At the same time how to inter-relate all the data from several departments and report it to the HR head. As an intern

I received all the support from my supervisor and I was involved with the recruitment process of Universal Menswear Ltd. I screened the CVs of the candidates; short listed them and called them for interview. In case of labors their CVs are not the usual formal CV but rather their national ID card or their educational background mainly covers it. Arrange interview dates, time and venue and panel for interview and coordinate accordingly.

But rather than the hiring there is sometimes the issue of firing employees. When the orders are not that much, to cut the cost the top management has to take the decision of how many workers to fire. It can prove to be a very hectic experience as well. As they are poor it is tough for anyone to look them in the eye and fire. Many incidents take place where the employee goes politely but sometimes things don't go so smoothly, they tend to argue. If any candidate or employee thinks that he or she is discriminated under any circumstances, then that person can report to welfare executive.

While I was in the organization, I had to visit the organization to review the organizational current manpower and resources. Competitive pricing is the pre-requisite for getting an order. Every order comes up with a technical sheet. In a technical sheet of an order everything are UML specifically mentioned. Merchandiser co-ordinates everything. After getting work order suppliers send pre-production sample to us. They have to send to the buyer for approval. Or sometimes they suggest for testing in local laboratory. After approval from laboratory. After getting approval from the supplier, they give the suppliers go ahead signal. In that time suppliers start manufacturing. When raw materials are in house, we have to go for a quality inspection of raw materials. After approved by our local QC (quality control) inspector we finally approve the raw materials for production. We have to communicate all update to the buyer or buyers' local agent. My research is mainly focused on qualitative study based on observations of the whole garments' HR department. During my internship period I also reviewed the HR policies of the company. The HR policies are as follows: Standard Conduct 2 employees are expected to conduct themselves on the job in a manner that contributes to operating effectiveness, productivity, safety and a harmonious work environment. If employees do not meet the company's expectations of performance and/or conduct, corrective action, up to and including termination may be taken. It

is within management's discretion to determine what measure would be appropriate under each circumstance. To monitor all the activities, the authority has installed cameras all around. Harassment Policy nowadays this is a major issue and if any such incident takes place it can ruin the reputation of the company. So it is strictly monitored by the authorities. But if any employee feels that he or she is subjected towards any such behavior then that person is free to complain it to the authority.

4.17 Observation/Findings

What I found that-

1. The merchandisers have to be very dynamic and knowledgeable in order to carry out the whole process smoothly.

2. All Recruitment team should have update knowledge regarding local law and standards.

3. The company should arrange separate training program for the employees after TNA.

4. Recruitment team need to maintain a board interview system for staff recruitment to save the time.
5. To Maintain o% absenteeism and turnover they should analysis the lefty employee feedback report.

CHAPTER FIVE

5. Recommendations and Conclusion 5. 1 Recommendations

Although the HR activities of Universal Menswear Ltd. is doing a decent job at the present, but there is scope to enhance development both internally and externally. To streamline and strengthen the overall activities of the factory the following areas have been identified:

5.1.1 Recruiting more HR personal

Currently the company doesn't have separate HR dept. Admin dept. also works as HR dept. As in this company there is a huge need of HR, then there should be more HR personnel hired in order to make the HR team stronger and so that the employees can be handled for smoothly and all the operations in the company functions properly.

5.1.2 Providing more facilities to increase job satisfaction

More facilities should be given in order to increase the job satisfaction in the company. It is a fact that if the employees are happy then they will feel more motivated towards work and thus increase the productivity in the long run. Many facilities can be provided to the labors such as health benefits, occasional arrangements during festivals, air conditioning, health care and more importantly day care centers for the female employees who have children. The Reporting Officers must be more cooperative, cordial and friendly to HR department.

5.1.3 Introduce service employee career development

At first, the employees' requirements and needs should be fulfilled and then they can become aware of their customer's needs. We learn from this that it will reduce employee turnover and can contribute to increased customer satisfaction. This segment also talks about the empowerment of the employees. It is important because it increases employees' latitude in performing their daily tasks including solving customer problems and handling service failures, and it is related to increased frontline service employee performance.

5.2 Conclusion:

In conclusion I can say that this internship report is really essential for every student of business studies to get idea about garment industry. By completing this report, I have got overall recruitment process idea of RMG sector and these may be helpful to know about the technical and management knowledge of garments industry also these sector related organizations. This is a huge sector and yet to discover the whole.

From my thesis part, I have learned lots of HR related things that is being practiced in garment sector and also known this RMG sector is a larger contributing in our national economy as well as their people's improvement of livelihood & increase efficiency & effectiveness.

On the other hand, each and every company in garments sector should have proper and well planned HRM policies and their practices in their every function level of operation. Then we can ensure to get a more developed & economically strong country of us.

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THANK YOU