Dissertation Report on

"Human Resource Management Practices in Bangladesh:
A Case Study on Rowa Fashion Ltd"

Submitted by:
Shamsun Nahar
ID: RMBA2101022013

Program: Regular Master of Business Administration (RMBA)
Major: Human Resource Management (HRM)
Semester: Spring-2022

Submitted to:

Department of Business Administration
Sonargaon University (SU)
Dhaka-1215

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Date of Submission
13th May 2022

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Supervised by:

Amir Husen
Assistant Professor

Department of Business Administration
Sonargaon University (SU)



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Letter of Transmittal

Date: 13th May 2022

To

Amir Husen
Faculty of Business
Sonargaon University

Subject: Submission of dissertation report of Rowa Fashion Ltd.

Dear Sir,

I am pleased to submit you the assignment that you have assigned a partial requirement of the course on Human Resource Management. My report topic is "Human Resource Management Practices in Rowa Fashion Ltd." that you orally authorized to prepare and submit.

It has been worthwhile experience for me to prepare this assignment, which is so closely related to our studies. I have learned about the current situation of Garment sector of our country. I have tried to give all my efforts to full fill the requirements. Here I have enclosed lots of information regarding HRM practice and activities of Rowa Fashion Ltd.

I have tried with my best attempts to make all requirements available as you suggested. I will be so grateful if your kind take a look in my report and accept it with your kind consideration.

Sincerely yours,

.....

Shamsun Nahar
ID: RMBA2101022013
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Student's Declaration

This is notifying that this dissertation report on "Human Resource Management Practices in Bangladesh: A Case Study on Rowa Fashion Limited "has been prepared as a part of my project formalities. It is an obligatory part of our RMBA program to submit a project report Moreover, I was inspired and instructed by my supervisor Amir Husen Assistant professor, Faculty of Business in Sonargaon University.

It is also to be declared that this is an original work which is submitted only to Sonargaon University and no part of it has been published in any journal or magazine.

.....

Shamsun Nahar
ID: RMBA2101022013
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Certificate of the Supervisor

It is our pleasure to certify that, Shamsun Nahar, ID: RMBA2101022013, is a graduation student of RMBA program, Sonargaon University. He completed practical project program at the Rowa Fashion Ltd. His project report entitled "Human Resource Management practices of Rowa Fashion Ltd." analysis successfully with excellent performance under my supervision. The report has been accepted and ready for submit to the project Defense committee for evaluation.

I wish him every success in his life.

.....

Amir Husen
Assistant professor
Faculty of Business
Department of Business Administration
Sonargaon University (SU)

Acknowledgement

At first, I would like to thank almighty ALLAH for giving me the strength to complete the report successfully.

Then, I would like to thank my honorable project supervisor, Amir Husen, Assistant professor Faculty of Business, for giving me the opportunity to work with the mentioned topic, which is an excellent one. I am grateful to him for continual support and suggestion. Without his co- operation and supervision, the report would not have been possible.

I am grateful to HRM & Admin Department of Rowa Fashion Ltd. To give me an opportunity to learn a project facility with this extreme Organization. I am also thankful to all employees of Rowa Fashion Ltd. as providing the valuable information and when required. Last but not the least, I express gramercy to my department which provided me chance to be familiar with the real organization environment and practically experiencing the procedure practiced at Rowa Fashion Ltd.

Executive Summary

Rowa Fashion Ltd is started its journey in Bangladesh with a vision to maintain its status as world's leading garments manufacturer in garments industries. Rowa Fashion Ltd. has introduced a number of subsidiary and Rowa Fashion Ltd in Bangladesh later on.The objective of this report is to acquire in depth Knowledge about the organization, to know it's working environment, to find out the recruitment and selection process, and to understand the level of satisfaction of the employees of the organization and the whole HRM management practices. The admin department has more scope to work, but as it cannot work independently, it lacks in good performance. The companies "security system" is so much satisfactory. The first chapter consists of the introduction of the report. Here I have presented the statement of the problem, rationale and object of the study, Sources of data, methods of collection data and the limitations of the study.In the second chapter the company profile, objective, functions, Company growth Rate, Organism of the Company, organ gram etc. of the organization is shown. The third chapter contains the HRM functions; HRM functions of Rowa Fashion Ltd. Recruitment process, Performance Appraisal, pay structure, resignation process etc. of the organization are shown. The next chapter contains the analysis and finding of the report and has recommendation the negative findings. Here the theoretical part as well as the practical situation of HRM practices of Rowa Fashion Ltd. is described. Finally, a recommendation and conclusion are drawn.

List of Acronyms

Short Form	Meaning Of short form
HRM	Human Resource Management
T&C	Textile and Clothing
RMG	Readymade Garments.
ATC	Agreement on Textiles and Clothing
ISO	Standardized Process Flows
ILO	International labor Organization

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CHAPTER - 01

INTRODUCTION

1.1 Introduction

The textile and clothing (T&C) industries provide the single of economic growth in Bangladesh's rapidly developing economy. Exports of textiles and garments are the principal source of foreign exchange earnings. Agriculture for domestic consumption is Bangladesh's al arrest employment sector. By 2002 exports of textiles, clothing, and readymade garments (RMG) accounted for 77% of Bangladesh's total merchandise exports. By 2013, about 4 million people, mostly women, worked 0in Bangladesh's $19 billion-a-year industry, expert-oriented ready- made garment (RMG) industry. Bangladesh is Third only to China, the world's third-largest apparel exporter of western brands. Sixty percent of the export contracts of western brands are with European buyers and about forty percent with American buyers. Only 5% of textile factories are owned by foreign investors, with most of the production being controlled by local investors.

Bangladesh's textile industry has been part of the trade versus aid debate. The encouragement of the garment industry of Bangladesh as an open trade regime is argued to be a much more effective form of assistance than foreign aid. Tools such as quotas HRM mouth the WTO Agreement on Textiles and Clothing (ATC) and Everything but Arms (EBA) and the US 2009 Tariff Relief Assistance in the global clothing market have benefited entrepreneurs in Bangladesh's ready-made garments (RMG) industry.

In Bangladesh Rowa Fashion Ltd. (a sister concern of) Rowa Company is a new invention of Ready-made garments (RMG) industry. Rowa Fashion Ltd. Contribute the establishment of Ready Made Garments (RMG) industries.

Internship experience plays a vital role for every student to on implement their theoretical knowledge and get a practical knowledge form any organization. Rowa Fashion Ltd. has given concentrate of "Human Resource Management Practices of Garment Sector in Bangladesh: A Case Study on Rowa Fashion Ltd." under the supervision of Amir Husen, Assistant Professor, Department of Business Administration, Sonargaon University. As an intern with HRM background I decided with the permission of my official and academic supervisors to prepare my report on human resource management policy and procedure of Rowa Fashion Ltd. This report is based on an internship program arranges internship program in attachment with its students after the completion of theoretical courses.

1.2 Objective of Report

The result of the study depends upon the proper selection of the objectives. Before starting the work, it is essential to set up the objectives and then arrange the total procedures according to the objectives. I have some objectives. Before starting the work, it is essential to set up the objectives and then arrange the total procedures the work, it is essential to set up the objectives and then arrange the total procedures according to the objectives. I have some objectives about preparing the report. The main objective is to analyze HRM prospects and to find the different problems associated with different HRM activates.

Specially:

1. To know the historical background of the organization including its mission, objectives and strategies

2. To acquire in depth knowledge about how the employees in a branch work in co-ordination.

3. To find out the process of recruitment and selection of the Company.

4. To find out implementation of training process.

5. To judge the employees job satisfaction level

6. To seek different problems of the employees in the Garments industry sectors.

7. To identify the reasons for which the problems ate created.

1.3 Methodology of the Report

Data collection is a very important thing tin preparing a report. In order to make this report more presentable and meaning. I used both primary and secondary resource. The sources of data are as follow:

Primary Sources:

- Interviewing with the company officials, specially the various officers from HRM U Admin department of Rowa Fashion Ltd.
- Practical desk work mention that the practical knowledge about the job in the organization. It helps to collect huge information about the HRM practice & activities of the organization.

- Direct observation is the method which collects information followed by the employee's day to day activates. It helps me to collect the top level personnel dada who are no available for all time.

- The daily notes help to collect the valuable information about the organization. After internee period it is very difficult to collect the daily work information so the daily notes help me to rearrange that information effectively.

Secondary sources:

- The Annual report of Rowa Fashion Ltd. That provides the public information about this organization. It helps to find of the category of the company, type of the company, business ways etc. So, I collect much valuable information about the organization.

- Company information record provides the recorded information about the company. This is more valuable for me.
- Company's website is used as secondary data sources

1.4 Scope of the study

This internship program gives me great scope or opportunity for gather experience and knowledge in garments industry by which I can evaluate or expose myself. When I was working in the Rowa Fashion Ltd. I got the opportunity to learn different part of HRM process in the company. Beside this I also learned about HRM practices & activities which are perform in this branch as it was my topic of the report. These helped me much to know about the activities. As my report topic is mainly focused on HRM practices and activities, so there I tried to collect how they practice their Human Resources and doing the daily work activities in the company as well as what factors are considered for increasing human skill by asking question and collect data from the employees about HRM practices & activities.

1.5 Limitation of the Study

It is not very easy to achieve the maximum result from any project. Lots of limitations and construction make the whole thing tough to reach to its ultimate destination. I faced some limitations to accomplish this report. Those limitations are:

- The duration of the study was short to know all the HRM practices & activities of the Rowa Fashion Ltd.
- To protect the organizational security in regard of maintaining Confidentiality, do not provided data/information
- Lack of resources like monetary & manpower, only one person is not enough for prepare this type of report.
- Perceptual difference of the employees to measure job satisfaction.

CHAPTER 02

PROFILE OF THE ORGANIZATION

2.1 History of Rowa Fashion Ltd

Since Its inception in 1991, Rowa Fashion Ltd. has grown to be one of the leading apparel solution providers in Bangladesh. Engaged in the marketing, development and manufacturing of apparel, Rowa Fashion Ltd. employs 10,000 people across the company and has an annual turnover of over $50 million.

THR Mouth a wide range of products & services, Rowa Fashion Ltd. has earned the good will of reputed brands from across the globe. Producing over 20.4 million pieces of garments per year, it is among the largest vendors in Bangladesh for both Gap and H&M. Rowa Fashion Ltd. has consistently excelled with a strong performance record of 30% annual growth over the last few years, and has warned several awards & recognitions such as the Bangladesh "Best Exporter Award" in 2002 and the Wall mart "Best vendor Award" in 2004.

The success of Rowa Fashion Ltd. is rooted in its investments in human capital and world class manufacturing facilities. We possess the skills, experience, infrastructure and beneficial strength necessary to attain customer satisfaction HRM Mouth excellence in product quality, flexibility and cost competitiveness. The company is always exploring new markets across the world with an experienced perspective, contemporary professionalism and high-end technology. Rowa Fashion Ltd. welcomes all our prospective customers to visit and evaluate our factories firsthand.

At a glance the background of Rowa Fashion Ltd.:

Operating since 1992 with strong industry experience

A leading appeared exporter based in Bangladesh

-Prestigious National Best Exporter Award: 2002

- "Outstanding Contribution to RMG Sector: 2010

-GAP RFP Vendor (among 10 top denim vendors globally for The GAP Inc.)

H&M Platinum Status (Woven bottoms): 2012 (only 3 out of 250 vendors in BD attained this status)
Employs 10,000 people across* business units

Sales - 40% growth in 2012

2011-2012 Revenue: %115 million

2012-2013 projected Revenue: %$140 million

2.2 Subsidiary & Associates of Rowa Fashion Ltd

Time Intl Trading S.R.L (Bucharest, Romania)

Brandt International Ltd. (Salem, NH)

Shanghai Hoaxing Ltd. (Shanghai, China)

T&S Buttons (HK) Ltd. (Hong Kong)

Operational Excellence:

(01) Woven Bottoms

- 1.80 mil Woven Bottoms per month in 80 lines
- 60% Denim and 40$ Non-Denim
- 3 Stitching Plants and 1 State-of-Art Laundry

(02) Sweaters

- 250,000 pc`s Heavy knits/ Sweaters per month
- Jacquard sweaters

(03) Tailoring

- 50,000 pc`s Men`s Formal Suits per month
- Expansion to 100,000 pc's Suits per month

(04) Metal Accessories

Metal Button and Rivet factory

400,000 Gross Metal Buttons per month

Facilities Woven Bottoms

01. People

- Experience and new hires from leading technical Universities
- Perks and benefits geared to promote performance and tenure
- Pre-defined career paths

02. Process

- Standardized Process Flows (ISO) Worker Skill Grading & Incentive schemes
- Over 100 trained Industrial Engineers Lean manufacturing/Kaizen meetings
- Monthly and Quarterly KPI meetings Flexible Capacity Planning as per H&M requirements

03. Infrastructure

- State of the art facilities with automation
- Value Proposition_ Deliver Latest trends /washes by competing with Turkey/ China
- Fully compliant / exceeding statutory and international E&H regulations

Future expansion plans -Woven Bottoms:

- Grow woven Bottoms capacity to 100 sewing Lines by June 2013.
- Envisioned "Super Base" factory.
- Provide accommodations for 1,000-2,000 staff and workers for relocation plan from remote or rural areas.
- Conduct feasibility study by leveraging 3rd Party of NGO expertise.

Facilities -University Menswear

Benefits for H&M:

- Guaranteed, dedicated capacity HRM doughnut the year
- Transparent and decisive costing structure
- European standard product delivered from low cost country
- Future scalability and competitiveness
- 5-year purchase agreement with built in flexibility
- Contract designed to transparently accommodate future cost adjustments due to macro and micro factors

Facilities - Universal Menswear
Time International Trading S.R.L

- Operating in the Romanian market for over 15 years
- Established, reputed formal suits manufacturer primarily catering to the EU market
- Family owned business with 1,000+ workforces with 34 factories in Alexandria and Bucharest

Universal Menswear Ltd

- Joint venture Between Price Apparels & Time Intl Tracing
- Production of men's classic suits (both jackets and trousers)
- A pioneer high value apparel manufacturing unit p
- 1st Phase capacity -80,0-00 Suits and Pants? Month
- Phase capacity -120,00 Suits and Pants? Month

Universal Menswear Ltd. is unique in bringing two kneading suppliers to partner up for offering a high value product t a competitive price under a mutually agreed buy pack agreement resulting in a win-0win for the manufactures as well as the buyer.

Facilities – Rowa Fashion Hoaxing Ltd

Background

- THE Me way partnership between Rowa Fashion Ltd., Shanghai Hoaxing and Brand International
- Latest knitting and finishing machinery: auto knitting machines from Stoll AG in Germany
- Equipment's and machinery tailor made to enhance productivity and efficiency
- Equitable wage system and employee benefits unmatched in Bangladesh
- 2012 monthly Capacity - 200,000 pc's
- 2013 Monthly Capacity _300,000 pc's (200,000 Jacquard capacity)

Benefits for H&M

- World-class state of the art fully compliant manufacturing facility
- Top notch German made STOLL knitting machinery
- World-class technical support from Shanghai Hoaxing from China
- Fully equipped sample room with designers & programmers from China and Germany
- State of the art in house laboratory
- Ability to source high value products from Bangladesh at Competitive prices
- Seasonal collection development based on customer profile
- Design studio and yarn sample library for visiting buyers/ designers
- Vertical capabilities Garment dye and Washing

Facilities -T&S Buttons (Bangladesh) Ltd

Background

- THR Me-way partnership between BRANDOT International, T&S BUTTONS, and Rowa Fashion Ltd
- 45,000 sq. ft. state of the art manufacturing facility with an annual production capacity of 5 million grosses
- Equipped with engraving & electroplating machines
- In house testing laboratory to ensure consistent performance standards

Going Green:

- Waste water treatment system exceeds the requirements of local legislation Over 60% recycled HRM mouth the use of reverse osmosis and ultra-filtrations systems
- Rain water harvesting system with underground storage facilities
- Over 60% of the outer strucu8re of the factory uses low E glass allowing natural light into the building.

Benefits for H&M

- Avoid longer lead times, logistics complexity and finance costs involved in importing metal trims
- Faster development (2-3 days) and production (10-14 days) lead times
- Comprehensive range of products including Jean Tack buttons, Snap buttons Rates & Eyelets

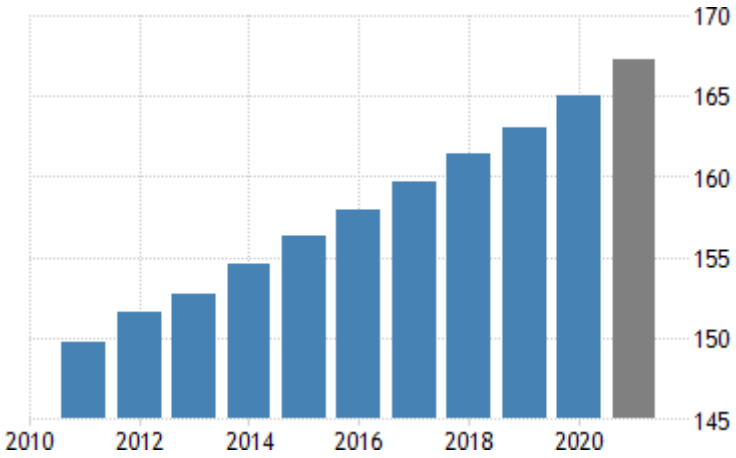
Nickel, lead and Ferrous Free trims conforming to global standards including.

2.3 Corporate vision & Mission

Rowa Fashion Ltd. is a trendsetter in the apparels industry. We provide the highest value products and services possible to our customers. We seek to foster ling term relationship with our partners and provi9de industry leading benefits and opportunities to our employees.

To extend its position as a world-class manufacturer, Rowa Fashion Ltd. strives to achieve global standards in quality, cost, service and scale of operation. We are focused on unsung innovative processes, technologies & machines to manufacture the finest products at a reasonable cost. By being responsive to our customer's requirements and anticipating changes in market trends, we hope provide superior level of service than they are accustomed to. We are committed to the success of all the partners that we work with and try best to accommodate their need. Finally, we believe that our employees are our greatest assets and invest in their welfare and development during and beyond the time that they work for us.

2.4 Company's growth Rate



November 2010: Rowa Fashion Ltd. signs joint venture agreement with Crystal Group, Pacific Textiles, Bros Holdings and Fast Retailing to establish a vertical garment production facility in Bangladesh.

June 20010: Rowa Fashion Ltd. signs deal with global enterprise software leader SAP to implement a customized Enterprise Resource Planning system.

Facts at a Glance

- Lea ding apparel solution provider based in Bangladesh
- Operating since 1991 with strong industry experience
- Achieved a turnover of over %100 million
- Employs a direct labor force of over 17,000 workers
- Capacity to produce 20.4 million pieces of woven bottoms per year
- Platinum supplier for H&M woven bottoms business
- RFP vendor for The GAP denim business
- ISO 9001:2001 certified Manufacturing facilities

2.5 Future Initiatives

Rowa Fashion Ltd. is committed to enhancing its capabilities to serve its customers better. It is planning to expand its manufacturing capacity over the next 3 years to reach production of 30 million pieces of woven bottoms a year, with special focus on producing addition to producing ME's formal suits , sweaters and metal buttons the company is continually exploring opportunities to diversify its product portfolio.

2.6 Organism of the company

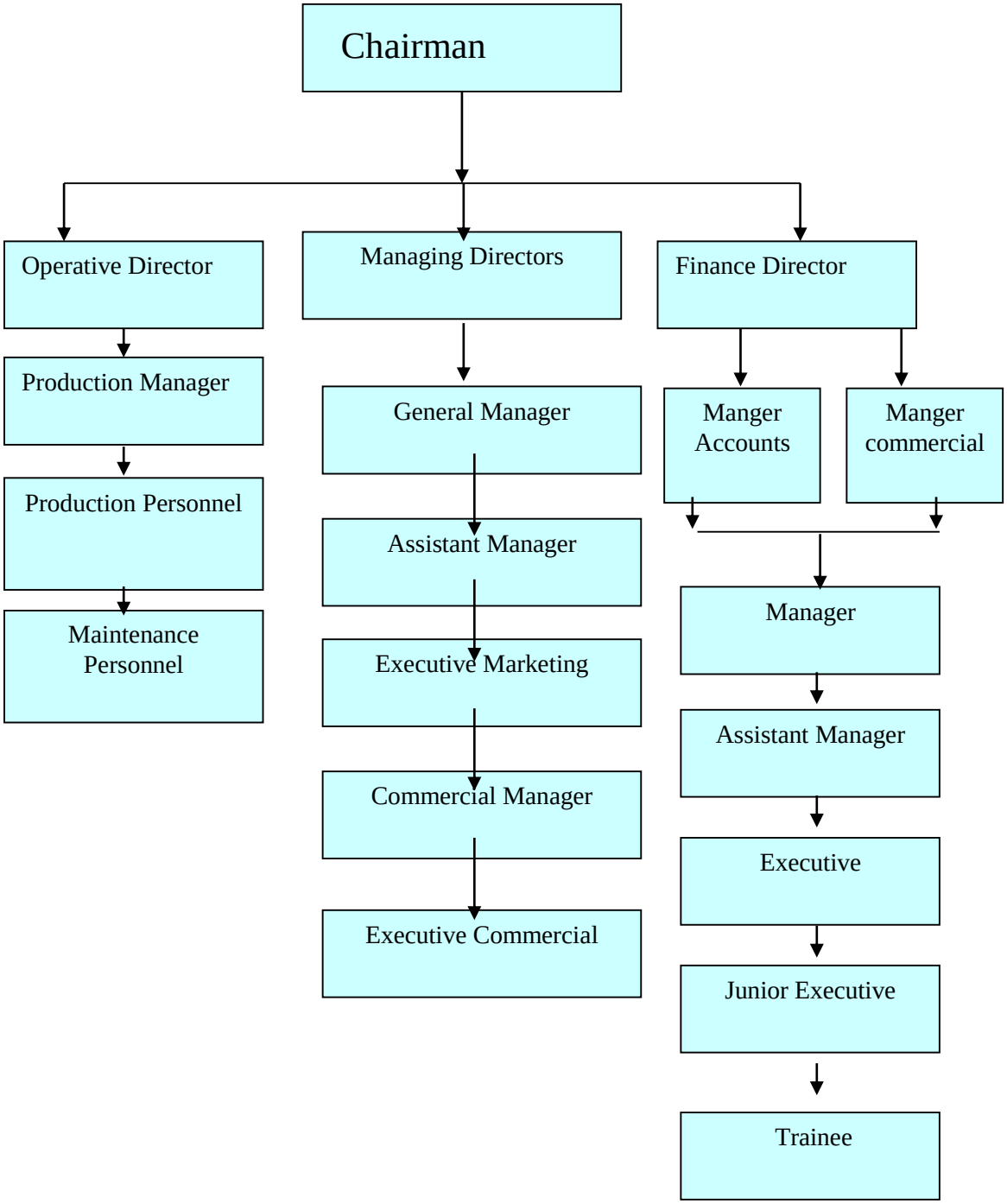


Fig: Organism of the Company

2.7 Organization Hierarchy

Like any other business organization, the Top management makes all the major decisions at at Rowa Fashion Ltd. The Board of directors being at the highest level of organizational structure plays an important role on the policy formulation. The organizational hierarchy is given below

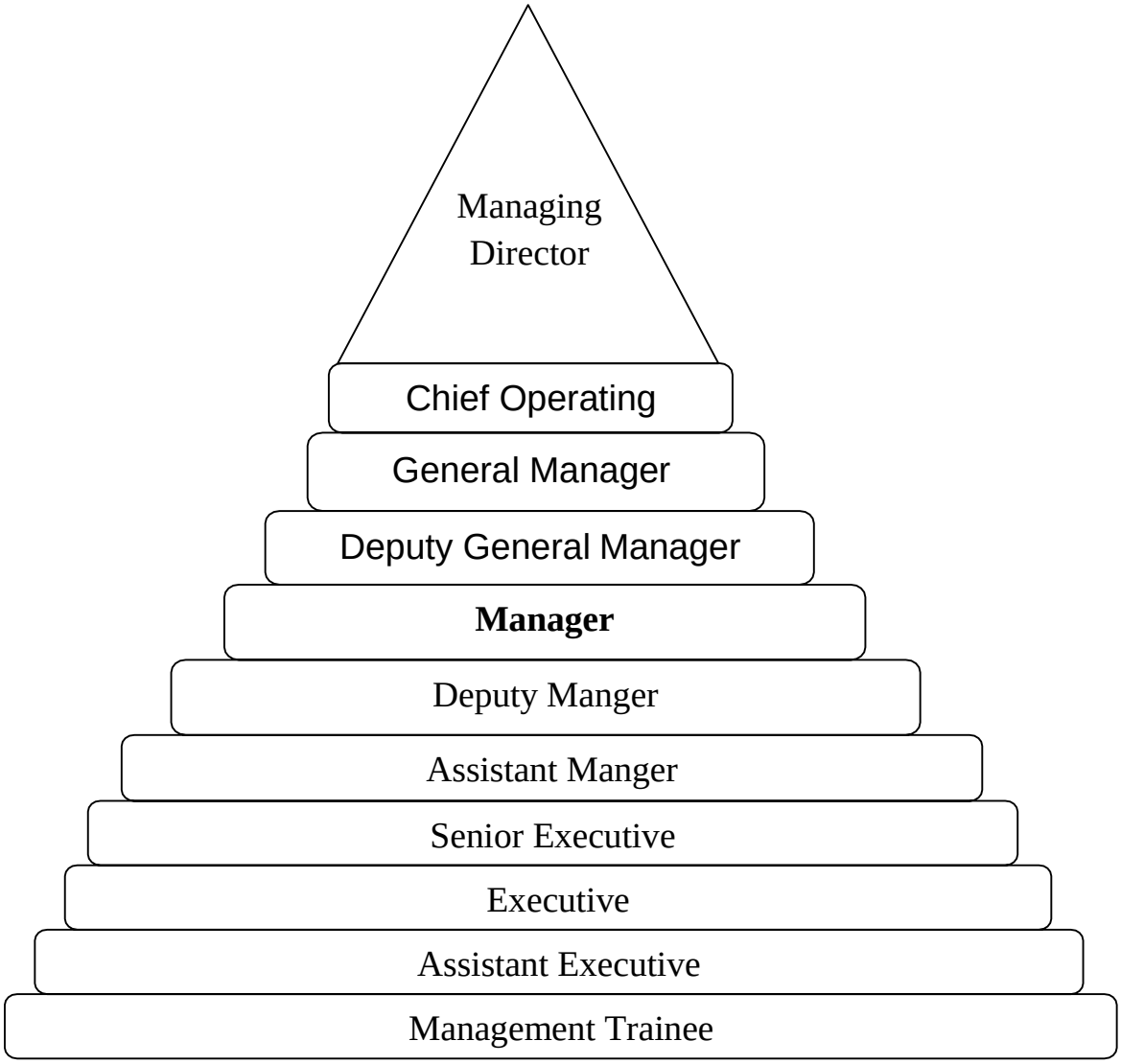


Fig: **Organization hierarchy**

2.8 Department of Rowa Fashion Ltd

Rowa Fashion Ltd. had organized and restructured its different departments in order to make the company more dynamic, effective and goal-oriented. Accordant that Rowa Fashion Ltd. currently has eight major departments to provide smooth services to its clients as well as efficient management of the company. These Departments are:

1. Human Resource & administration Department
2. Accounts Department
3. Internal Audit Department
4. Quality control department
5. Production Department
6. Sales Department
7. IT Department

2.9 Company's Products

The company's products are given below

- **Denim**

Rowa Fashion Ltd. specializes in manufacturing denim jeans with advanced finishing requirements. These include processes such 3d whispering, laser etching, oven wrinkling and various ozone, enzyme and resin based washes.

- **Cargoes**

Rowa Fashion Ltd. has substantial experience in producing various types of cargo bottoms based on canvas, twill, polyester, viscose and other fabrics. These products are often characterized by complicated stitching and assembly details which are efficiently managed by our experienced production teams.

- Children

Rowa Fashion Ltd. has over a decade of experience production various children and baby's products with special finishing details such as embroidery, porting, sequin, beads and other attachments. Special emphasis is placed on all aspects of product safety including needle detection, packaging and accessory attachment**.**

Rowa Fashion Ltd. has an in-house design team that is continuously involved in analyzing the latest trends in the apparels industry. This effort culminates in the development to product collections twice a year to showcase our capabilities to entail and existing clients. Our design team has extensive knowledge of the different fabrics and finishing technologies and able to

work directly with customers to suggest innovative and cost-effective solutions to various design challenges.

Rowa Fashion Ltd. also provides a comprehensive product development lab where our customers can work side by side with our design team to experiment and develop samples. This reduces the cost and time required for product development.

CHAPTER-03

Literature Review

3.1 Concept of HRM

Human resource management (HRM or simply HRM) is the management process of an organization's workforce, of human resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture and ensuring compliance with employment and labor laws. In circumstances where employees desire and are legally authorized to hold a collective bargaining agreement, HRM will also serve as the company's primary liaison with the employees' representative (usually a labor union).

HRM is a predict of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value HRM Mouth the strategic management of the workforce. The function was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research, HRM now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

In startup companies, HRM's duties may be performed by trained professionals. In larger companies, and entire functional Company is typically dedicated to the discipline, with staff specializing in carious HRM tasks and functional leadership engaging in strategic decision making across the business. To train practitioners for the profession, institutions programs of study dedicated explicitly to the duties of the function. Academic and practitioner organizations likewise seek to engage and further the field of HRM, as evidenced by several field-specific publications.

In current global work environment, all global companies are focused on retention of talent and knowledge held by the workforce. All companies are focused on lowering the employee turnover and keeping the knowledge. New hiring not only includes a high cost but also higher the risk of person not being able to replace the person who was working at the same position before. HRM department is also focused on making the strategies in the form of benefits or other activities to lure the workforce and reduce the risk of losing the knowledge.

3.2 Function of HRM

Human Resource Management has broad function it includes: -

A) Acquisition and Absorption

1. Human Resource planning: – HRM strategies, HRM scoop, job description, specification, evaluation, and employment stability.
2. Recruitment: - Recruitment policies, Recruitment sources, Recruitment methods and effectiveness of recruitment program.
3. Selection: - HRM polices, HRM process, Selection test, interview, work history, references, provisional selection, physical examination, final selection, and employment.

B) Development and Utilization

4. Theories of learning, principles of learning, raining policy.

5. Employees training: -Training process, identification of training, need, planning of training program, preparation of trains, Implementation of training, performance evaluation, follow-up.

6. Management Development: - Objectives, Executive Development Process T and D technique and method, evolution, supervision, supervisory training.

7. Promotion, Transfer and Separations: - Promotion policy, promotion plan, promotion program, problem in promotion, Transfer, demotion, separation.

C) Maintenance and Retention

8. Wages and salary Administration: - Theory, payment process, evaluation, structure, Fixation, payment, Wages intensive plan and Executive compensation plan.

9. Disciplines and grievances: - Employees discipline, code of discipline, Role and Responsibility of personnel department, Grievances.

10. Industrial and labor relation: Industrial relation, ILO Labor legislation, industrial conflicts, Worker participation in Management.

11. Trade Unionism: theories, class of TU, Union Management relation, Evaluation of TU, problems, Wage commission.

12. Collective bargaining: - Evolution, CV and strikes, CBA management Relation, CBA+ Environment, nature, type, process, policy, law, report and CBA.

13. Reward and labor welfare- reward, non-financial reward, labor welfare.

14. Industrial health and safety- Industrial health, occupational hazard/ disease, addiction to drug, Absenteeism and turn over, accidents, safety of organization, worker/ executive stress, personnel research on health,

D) Motivation and Empowerment

16. Theories of Human Relation and Motivation- Human relation, Theories of motivation/ integration of motivation theories.

17. Vocational guidance job satisfaction and morale,

18. Organization Design, Structure and Devilment- Organization theory, Factor influencing Organization design, Organization design future trend, Organization structure, Organization dynamism/change Development, HRM audit, Challenges of HRM, International HRM.

Empowerment: Concept, power and behavior, organization policies, organization climate and culture, Innovation and creativity, empowering leadership, holistic view of human Behavior, Human capital, Empowerment, corporate vitality, Future of HRM

3.3 HRM function of Rowa Fashion Ltd: The key functions of Human

Resource Management& Administration department of the Rowa Fashion Ltd. are:

(A) Human Resource planning:

- Human forecasting and planning
- Job analysis
- Human Resource audit
- Productivity system audit

(B) Human Resourcing:

- Recruitment;
- Selection;
- Transfer/promotion;
- Retention;
- Flexible working.

C) Performance Management and Motivation

- Objective setting;
- Monitoring;
- Appraisal;
- Feedback;
- Job evaluation;
- Payment system;

D) Performance Improvement

- Employee training;
- Career development;
- Job design;
- Health and safety.

E) Maintaining working relationship

- Researching HRM issues/practices;
- compliance; employee rights and expectation;
- Employee relation;
- Discipline and grievance;
- Organizational culture.

Rowa Fashion Ltd. Believe that the success behind the company lies in its employees. Staff welfare has always been the highest priority at the company. The company is providing employee benefits plans as contributory provident Fund, Gratuity Fund, Employee Company Insurance and Various performance incentives.

3.4 Corporate Standard

- **Employee Code:** Each employee is given a unique employee code.

- **payroll period:** Stars from 26th of the month and ends on the 25th of the following month.
- **Normal time:** Minimum of 8 hours in a day.
- **Normal Overtime:** Actual working in excess of 8 hours per day.

- **Eligible employee for Overtime:** Production employees who are in skilled, semi-skilled and unskilled categories are eligible for overtime based on the recommendations given by the concerned Technical Managers or supervisors. However, Production employees who are up to asst. supervisor grade are not eligible for overtime salary. Administrate/ sales employees are not eligible for overtime salary.
- **Annual leave of Vacation:** Each employee is entitled to take 30 days leave on completion of 12 months for the first year of service and on completion of 11 months for subsequent year. However, if any employee wished to spend his leave in the company premises, he is allowed bit entitled to get maximum 10 days leave encashment. Salary Deduction is imposed on an employee as a penalty for extension of heir leave without having the approval from their superiors.

- **Sick leave:** Sick Leave is granted to the employee only upon the receipt of medical certificate from medical center. Maximum Number of sick leave allowed is 15 days in a year. Leave due to accident on duty hours can be allowed upon producing the medical certificate according to the workman compensation law.

- **Resignation or Termination:** Once an employee is resigned or termination from the company, then the settlement amount is calculated and paid on the last day of the service.
- **Freezing of employee code:** After the settlement of finale dues of an employee, the unique employee code is frozen and cannot be used again. If a particular employee is re-employed, then a new employee code is provided

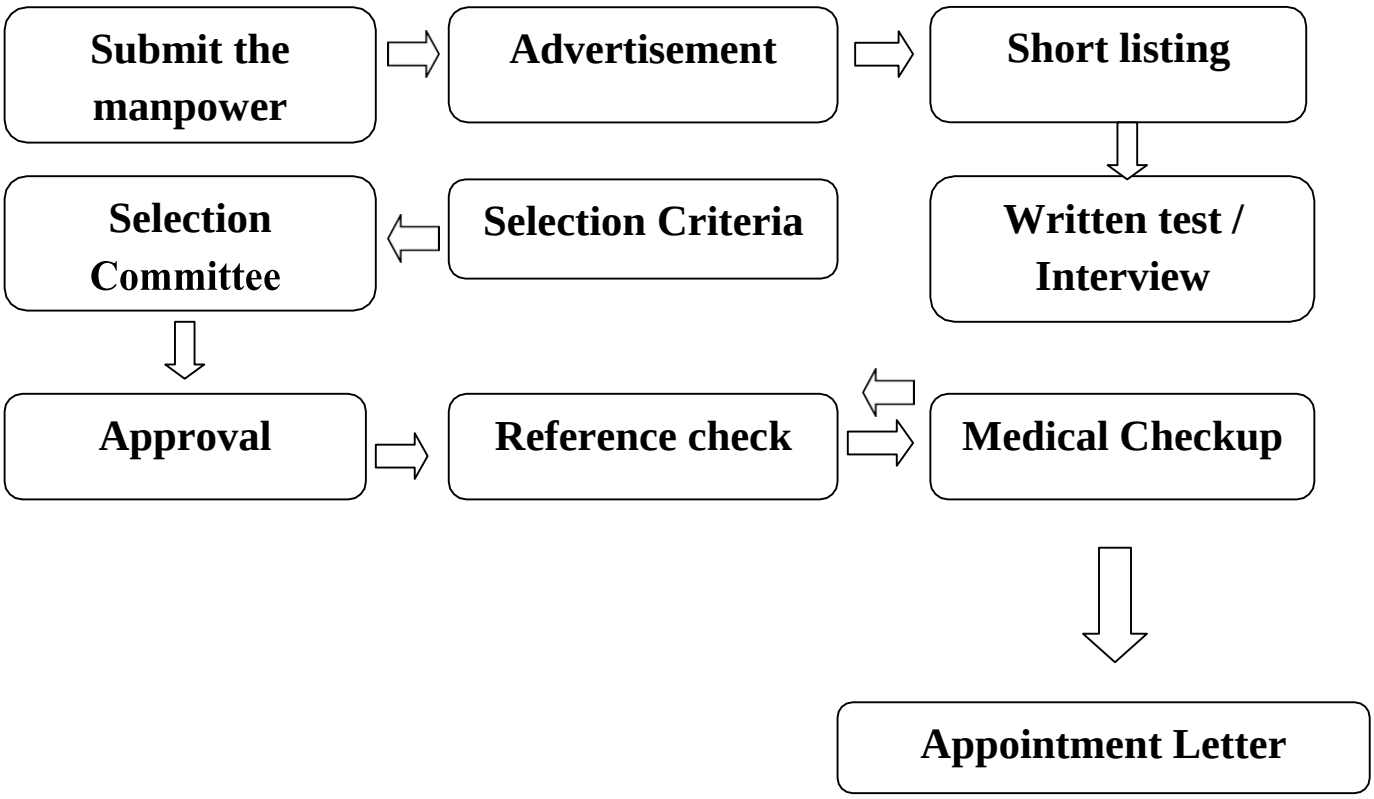
- **Bonus:** Every year bonus is paid to the employees on the discretion of the management. The total bonus paid is charged to the respective cost canter.

- Provident fund: 10% of basic salary is deducted from employee's monthly salary & same contribution gives by company on monthly basis to the recognized provident fund account. Payment of provident fund made to the employee after his retirement of service and charged to the respective cost center.

- Gratuity: The gratuity is paid to the employee at the end of his service as per following calculations:

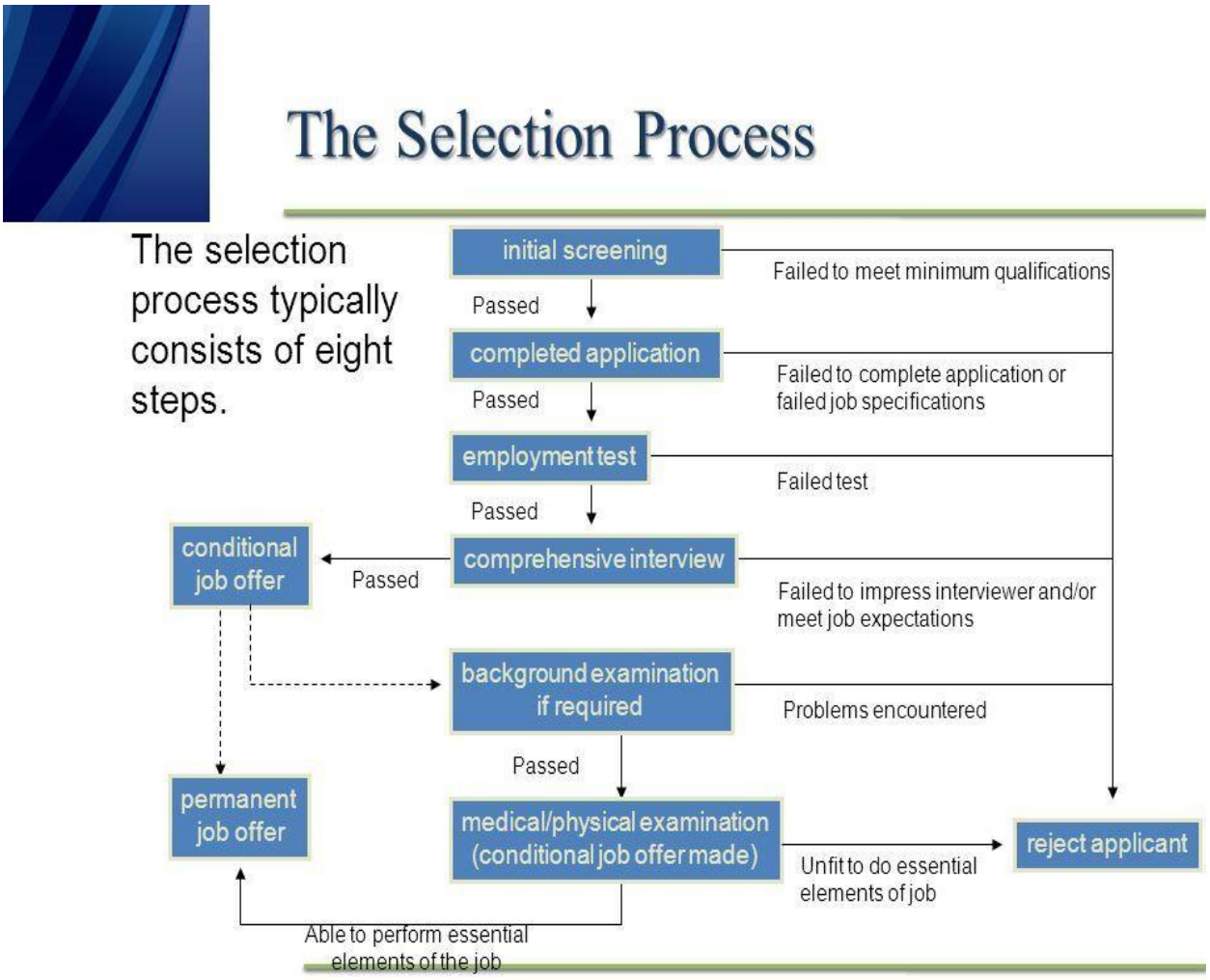
    a) Eligibility for Gratuity is minimum 3 years and 8 months for subsequent year of un interrupted service.
    b) One month's Basic salary for each completed year of service.

3.5 Recruitment Process



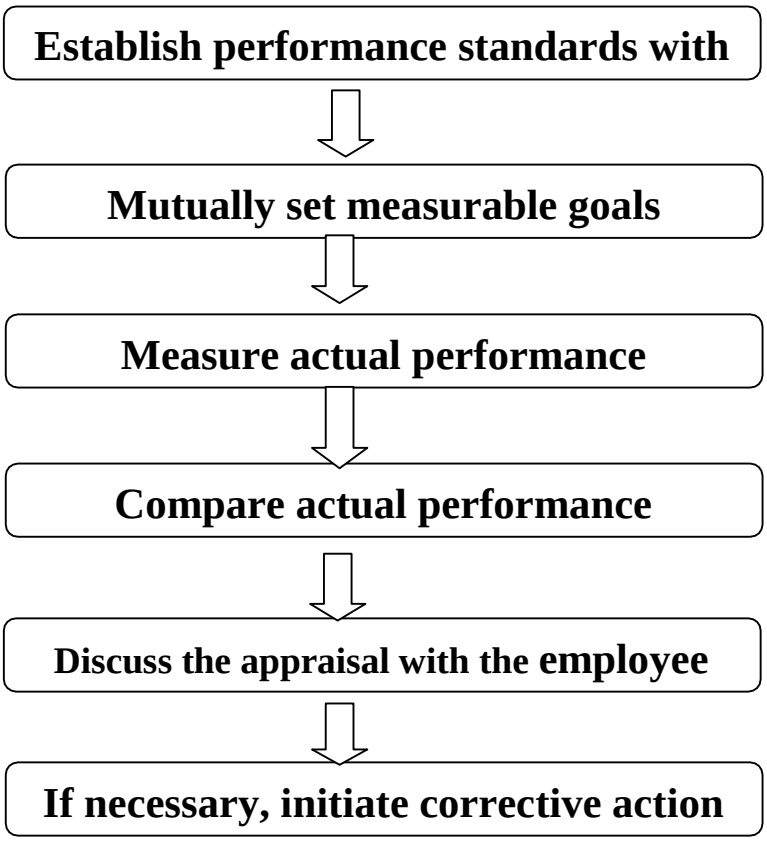
3.6 Procedure for selection

Employee selection is the process of putting right men on the right position at the right time. It is a procedure of matching organization recruiting with the skill and qualifications of the candidates. Rowa Fashion Ltd. Follow the following process for selection;



3.7 Performance Appraisal

To evaluate an employee's current and/or past performance related to his or her performance standards. The processes of performance Appraisal are:



3.8 Organizational Strategy & Performance Appraisal

The performance Appraisal (PAS) serves organizational objective and goal. Beside encouraging high level of performance, the evacuation system is useful in identifying the employees with potential, rewording performance equitable and determining employees need for development.

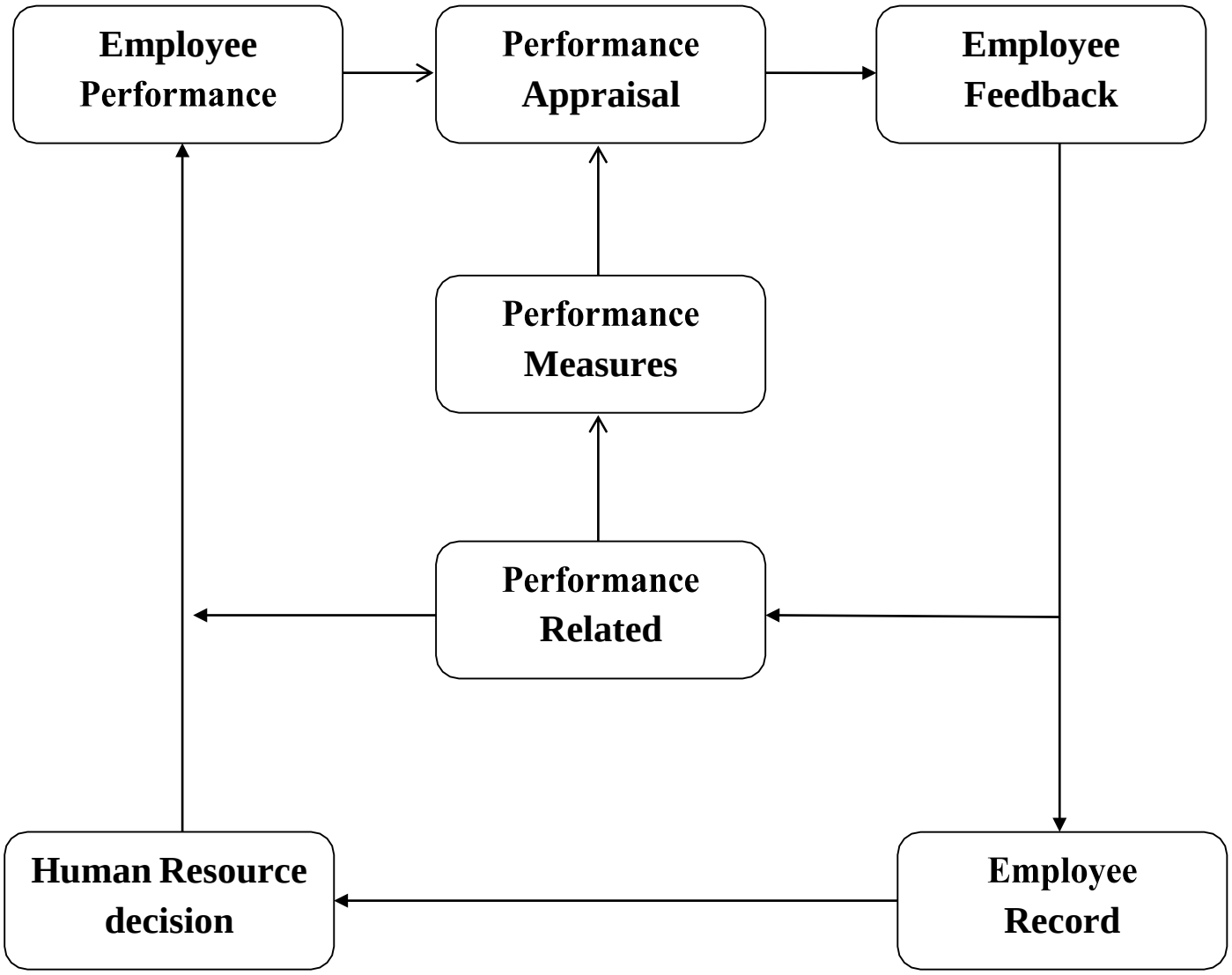
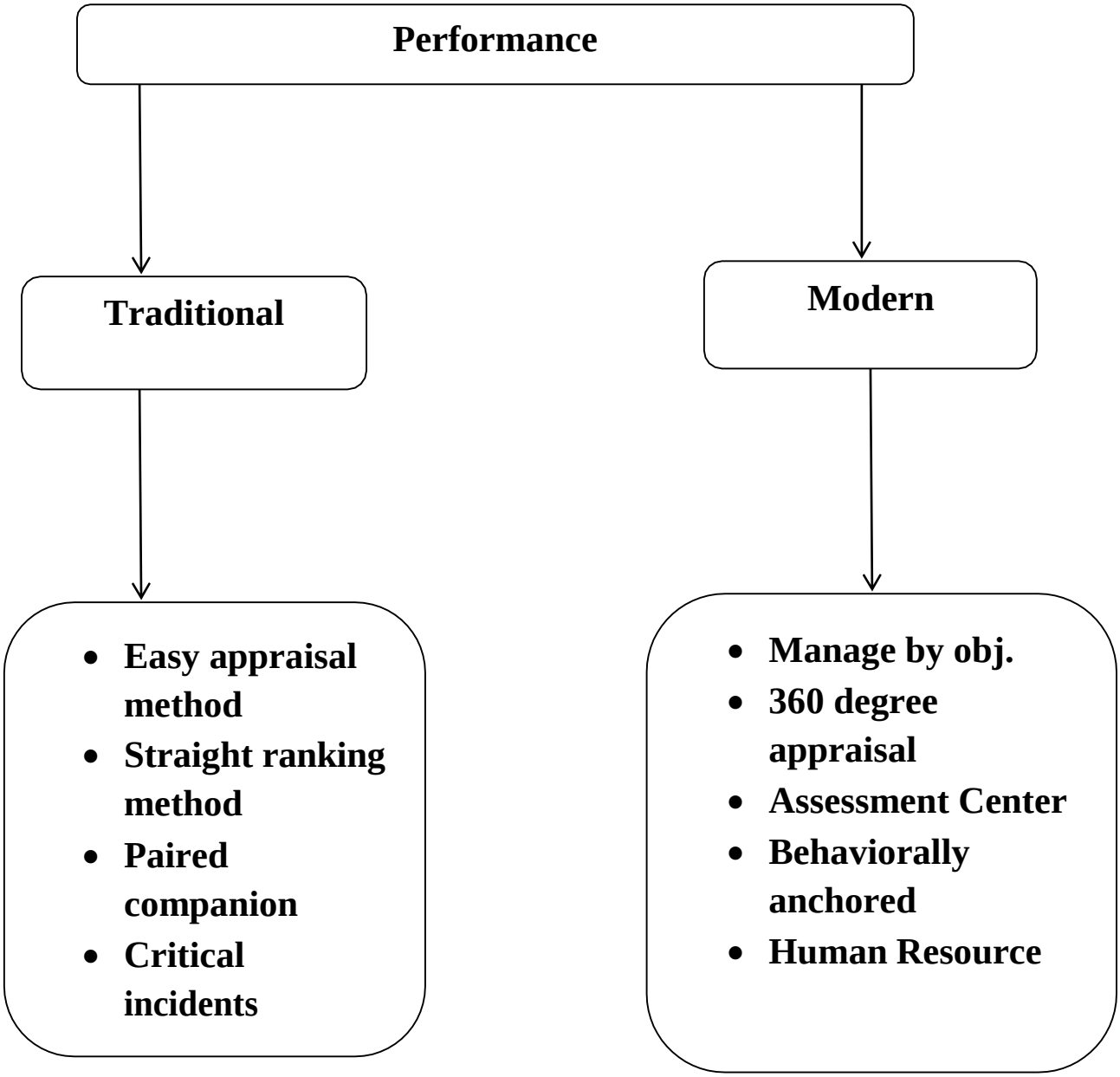


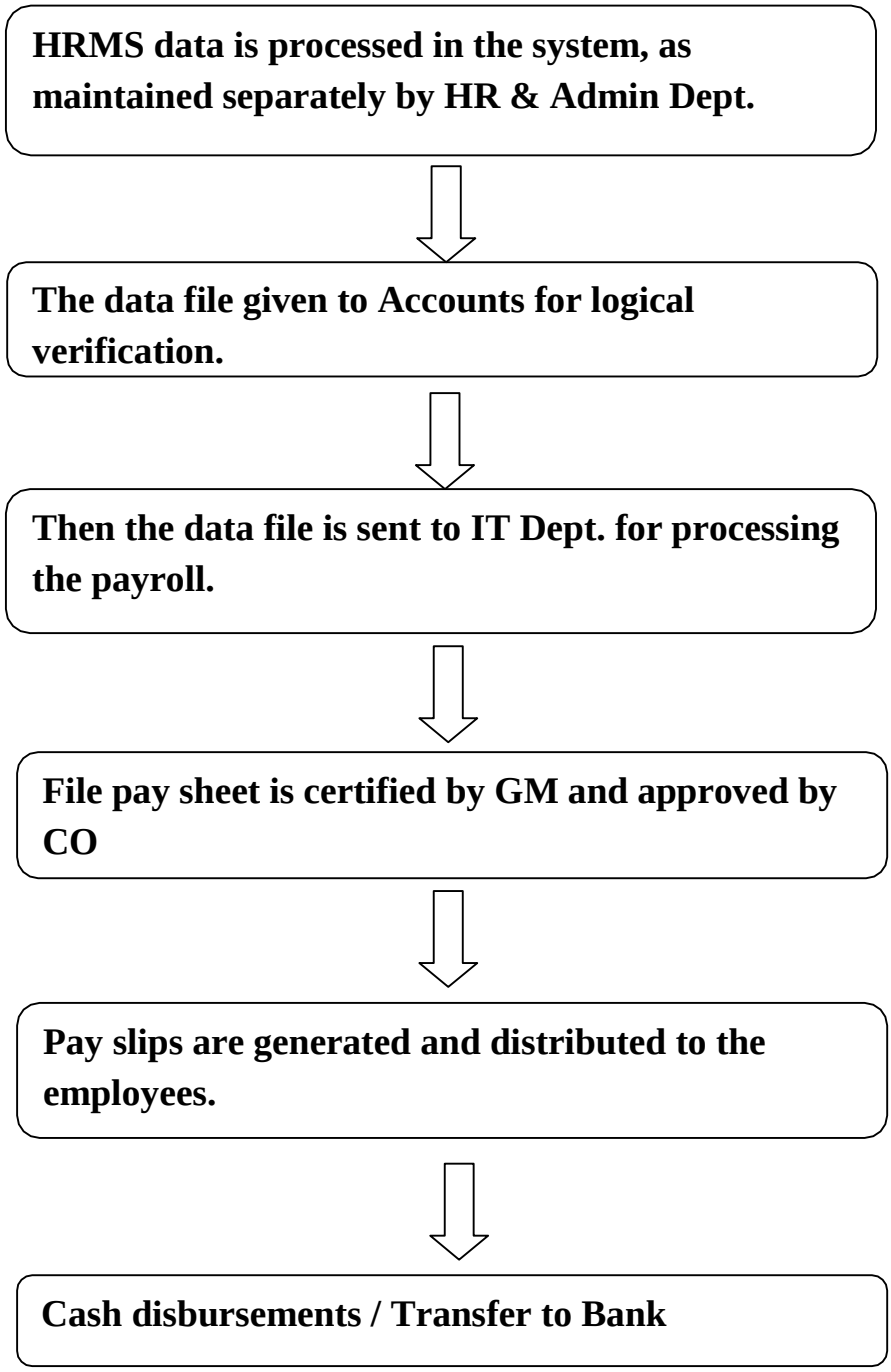
Fig: Key elements of Performance Appraisal system

3.9 Methods of performance Appraisal

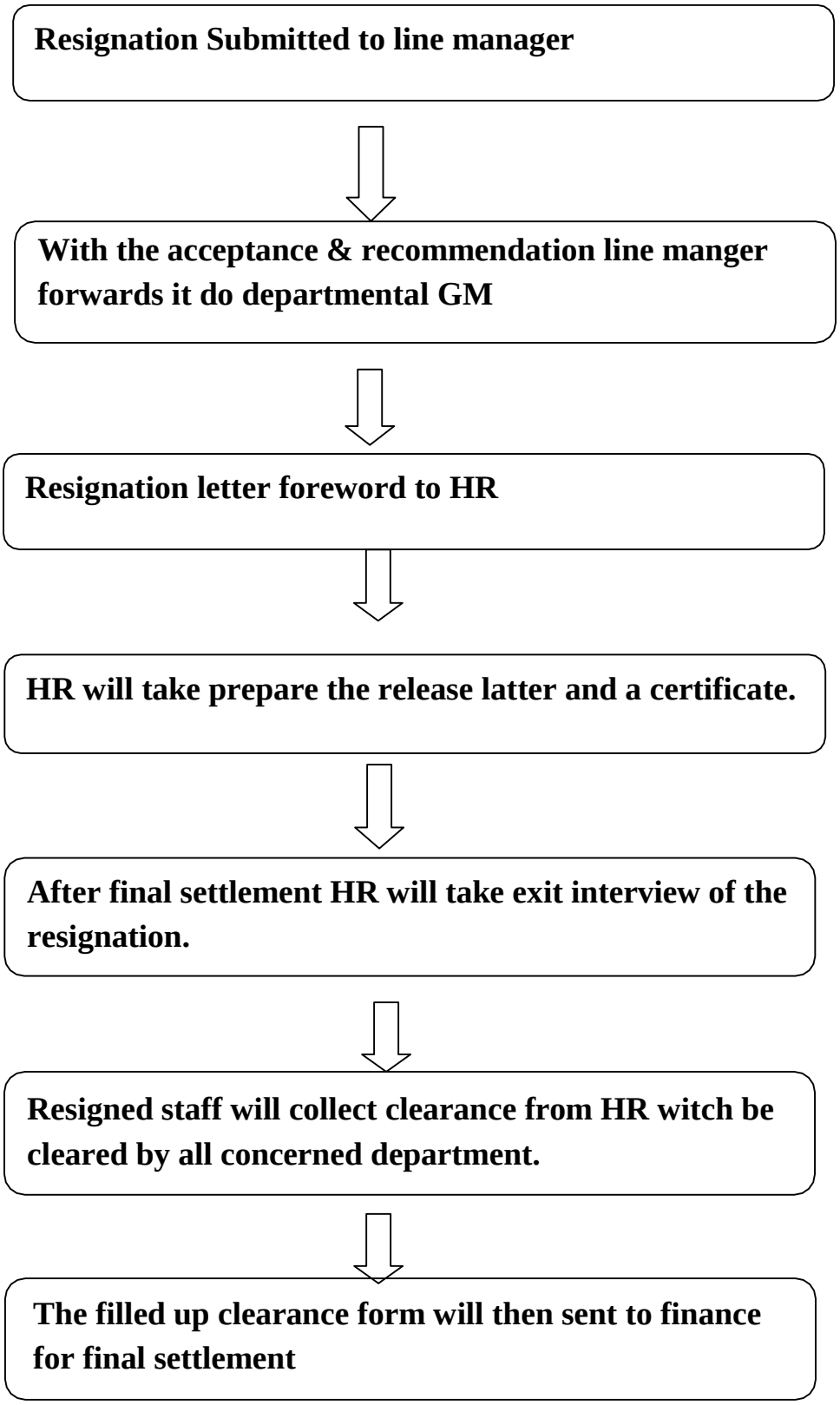


3.10 Pay Structure/Benefit

Procedures of payroll process at the end of every month:



3.11 Resignation Process



3.12 Job Description of Rowa Fashion Ltd

During my internship period I had done the following tasks

- Creation of database of the interview candidates.
- Conducing deferent interviews.
- Maintaining & updating database of the employee.
- File Processing.
- Updating personal files.
- Checking the document of personal files.
- Sending reference letter.
- Maintaining the external CVs.
- Preparing final settlement data.
- CV data entry calling the candidates.
- Assisting the recruitment team.

Chapter 04

Analysis of the Study

4.1 Corporate Structure

Employment profile

- Employs 10,000 people across 8 IBUs
- Talent Management strategies to encourage diversity, equal opportunity, attract

Corporate structure

- CFO, CIO and IBU CEOs reporting to the board
- Joint venture plants headed by independent CEOs
- Audited by an affiliate firm of Deloitte Touchy Tohmatsu
- Consolidated Financials following IFRS Accounting Framework
- Young, experienced management them fully involved in day to- day operations

Innovation

- Dedicated R&D team
- Fashion designers with in depth knowledge in
- Styling
- Fabric Sourcing
- Washing and Finishing
- Deliver full service, dedicated product development solutions

Service Model

- Work with leading global fabric mills to identify new fabrics, yarn
- Build a collection of Fabrics across different price point
- Incorporate fashion trends into in house collections
- Work with customer calendars to offer seasonal product
- Close collaboration between wash technicians and designers
- Develop new washes based on latest trends

Sustainability

- Environmental Sustainability
- Indigenous and ecofriendly building materials
- Energy efficient design, Construction and operation
- Incorporate natural daylight and LED/CFL lighting
- Water, Energy and CO2 footprint reduction initiatives with H&M, Bummer, DEG and IFC
- Use of sustainable, Lo energy chemicals and dyestuff
- Use of Ozone and other emerging technologies
- Rainwater harvesting and Re- use of treated water

4.2 Job Description

Job Description is a broad, general, and written statement of a specific job. Based on the finding of a job analysis. It generally includes duties, purpose, responsibilities, scope, and working conditions of a job along with the job's title, and the name or designation of the person to whom the employee reports. Job description usually forms the basis of job specification.

Rowa Fashion Ltd. mentions the job responsibilities in its job advertisements. job description helps candidates to know about duties and responsibilities.

4.3 Recruitment

Recruitment is the process of searching for prospective employees and stimulating then applying for the jobs in the organization.
The Recruitment process in Rowa Fashion Ltd: The Recruitment system is totally maintained by the head office. Recruitment may be permanent or contractual basis. All recruitment policies must be under Bangladesh labor code, 2006 Rowa Fashion Ltd. Recruitment divided into two ways.

1) Internal Recruitment
2) External Recruitment

4.4 Selection

Selection means choosing the best one among the candidates. Employee selection is the process of putting right men on right job. It is a procedure of matching organization recruitments witch the skill and qualifications people. Rowa Fashion Ltd. always selects the most deserving candidates.

4.5 Human Resource policy

Associated Garment Ltd. is in process of introducing structured HRM policies. Presently, the compensation structure has been framed with the objectiv3e to attract and retain talented people in the company. In addition to compensation package, a number of policies are formulated for welfare of employees in the form of Provident Fund, Gratuity Fund, Company Insurance and medical facilities. As on 13th September, 2013, total human resource strength of the company was 955 full time employee and 372 was on contract basis. HRM development plant and

performance evaluation system is moderate compared to other MNCs in the country. On need based company used to conduct in house as well as outsourced Training programs related to technical up skill and career growth. Related to managerial skill & knowledge recreation activity at different level, on the basis of proposal from Functional Head & proper assessment by personnel & HRM department, seminars & training calendar is formulated. Transition objective is to create viable local ladder at operational level with local operations more independent & standalone, to have only exceptional dependence on foreign employees.

4.6 Leading Process

All the activities of the company are conducted segment wise by the specific department. The head of department is responsible for all kind of activities of that department. He is company also responsible for any kinds of lacking/inefficiency/breaking of law and rules of the company to the top management.

4.7 Motivation Process

To motivate the staff, the company has a variety incentive system as

- Production incentive,
- Sales incentive,
- Accommodation,
- Special bonus,
- Regular promotion comparing to the other related multinational companies of the Bangladesh.

4.8 Reports

The following reports are prepared by the HRM & Admin Dept. of Rowa Fashion Ltd:

- Pay summary (for approval)
- Bank transfer letter (for approval)
- Pay sheet
- Pay slip
- Overtime report
- List employees on vacation
- Provident Fund deduction report
- Advance against salary report
- Negative salary report
- Deduction statement
- Salary rounding off repot

4.9 Welfare Facilities

Rowa Fashion Ltd. believe that the success behind the company lies in the in its employees. The company is providing employee retirement benefits plan as

- Provident fund
- Gratuity fund
- Employee Company Insurance, and
- Various performance incentives

4.10 Workers profit Participation Fund

Company maintains a fund called “Workers profit participations Fund” to share a portion of its profits from business among its employees. The fund was designed to create a healthy work place in which employees can work with confidence and to support skill development. A part of the fund was especially reserved for the welfare for needy and employees and their dependents during the year under review an amount of Tk50.20 mn was provided towards WPPF and WF

Rowa Fashion Ltd. maintained a welfare facilities fund as provident fun, Gratuity fund and workers profit participation fund as per the law of the country. There is a written terms and condition of which the fund is conducted.

4.11 Disciplinary Action

All kinds of disciplinary action have been taken after proper investigation by an investigation committee formed for that purpose.

4.12 Labor Relations

Rowa Fashion Ltd. believed that worker is the heart of the company. Without satisfaction of the worker, production line is not possible to run smoothly. And when production has hampered, the company did not supply finished goods to their customer as per their demand resulting company losing the market share very gradually. To keep in mind that’s, the company always maintained strong relationship to the workers.

4.13 Resignation

The following sections will display of Rowa Fashion Ltd regarding its employees Resignation 7 termination situations. This part will discuss about the policy and procedures for resignation or termination in situation when

- A regular employee wishes to resign
- Probationary or temporary employee wishes to resign
- When regular employee is terminated

When a probationary or temporary employee is terminated

CHAPTER-05

Findings.

5.1 Findings

The Rowa Fashion Ltd of Bangladesh marked the leadership of private enterprise and the country's successful transition to a major export-oriented economy. The key products of this industry are denim, cargoes, Jeans, Jacket Children sportswear and many more casual and fashion apparels. Rowa Fashion has enjoyed an impressive rise from many years. The intension of this study is to know about Human Resource Management & HRM Department.

There is dissatisfaction regarding the opportunity of advancement and promotion policy of the company. 8 percent of them are satisfied with this policy and practice where 25 percent of them are not satisfied with it.

Survey indicates that respondents are not pleased with the exiting lunch facility provided by the company. 33 percent of the entire respondents are highly dissatisfied, 8 percent of them are dissatisfied and 8 percent of them are not satisfied with the facility where only 25 percent are satisfied with the facility.

The employees are getting benefits according to their job responsibilities and duties. 33 percent of them are not satisfied and 25 percent of them are dissatisfied with the package in comparison to their job responsibilities. However, 25 percent of them are satisfied.

In term of the annual appraisal of the company the employees are not actually satisfied. Here, 17 percent of them are satisfied but 33 percent of them are not satisfied with it.

Findings indicate that there is dissatisfaction among the manager, executive and non-executive level in term of opportunity for advancement and promotion. So, this practice needs to redesign and check and should be improved through adopting effective policy to satisfy employees.

To take the necessary steps and action, to increase employees' satisfaction level and to recover the above problems, further research is needed for the company which will include the whole employees of Rowa Company of Companies to identify the effective and efficient policy, strategy, and action.

It charges a bit high price than that of its competitors "Rowa Fashion Ltd" Though they have good distribution coverage system, products are always available in posh urban areas but in some urban places they fail to provide the product in time, as a result they are losing a potential market share

In the garments sector have many negative side. Those are:

Negative

5.1.1 Performance skill of labor is comparatively low problem to maintain proper recruitment and selection process

5.1.2 Employees get an attractive compensation package.

5.1.3 Personnel selection system of the organization is no attractive.

5.1.4 There is always a problematic situation between employee and workers.

5.1.5 Have many problems to control the cost of HRM

Chapter 06

Recommendations, Conclusion and Reference

6.1 Recommendations

Considering the corporate scenario of the country, I must say that Rowa Fashion Ltd corporate practice is developing day by day. This organization has very good insertion to adopt new ideas and concept to development. Rowa Fashion Ltd. should take care of the following issues:

6.1.1 Labor's performance skill should be developing by training
6.1.2 HRM division should be controlled directly by the management team
6.1.3 Compensation package should be increase to inspire employees.
6.1.4 Need to create positive attitude of employee and workers in performance appraisal policy
6.1.5 The cost of HRM activities should be maintained by the account department properly. There should be a structured organ gram for secretarial team which will help to do secretarial practice in a befitting manner.
6.1.6 For take quick decision and effective function of board more Residential Bangladesh should be elected as director
6.1.7 For continuo super bison audit committee chairman should be a Residential Bangladeshi.
6.1.8 CSR activities should be done in a planned manner
6.1.9 Training & Development activities should be increased.

I trust the organization shall follow all the directions of the laws, regulation and regulator which shell help it to destination and fulfill its vision.

6.2 Conclusion

Rowa Fashion Ltd. intends to set standard as the market leader in Bangladesh. It demonstrated that a local owned instruction can provide deficient. The HRM department of Rowa Fashion Ltd. is the most confidential department for any organization. Here as an intern, limited information was collected for preparing this report because of too much confidentially. It was an honor to work as an intern in a reputed organization like Rowa Fashion Ltd. This is an organization that confirms the best service to the customers as well as to the employees' by Human Resource division. Rowa Fashion Ltd. is the farthest growing organization in the Bangladesh. By working in the HRM division the knowledge was learned would be helpful enough to sustain with the real organizational environment. The subject of my study is too significant in a sense that it will give clear idea of Human Resource management & Admin practice

I can say that the overall company procedure that Rowa Fashion Ltd. follows all the legal requirements with overall best practices and the date if the company pity gives are very much standard in practices and by this user can get clear picture about.

6.3 Reference

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