Thesis Paper

on

Human Resource Practices in Bangladesh: A Case Study on Asrotex Group.

Submitted by

Zannatul Ferdous Mousumi

ID: EMBA2303030001

Program: Executive Master of Business Administration

Major: Human Resource Management (HRM)

Semester: Fall-2024

Submitted to

Department of Business Administration

Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of

Master of Business Administration

Date of Submission: January 07, 2025

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Submitted to

Shakila Yesmin

Lecturer

Department of Business Administration

Sonargaon University (SU)

Date of Submission: January 07, 2025

Letter of Transmittal

January 07, 2025
To
Shakila Yesmin
Lecturer,
Department of Business Administration
Sonargaon University (SU)

Subject: Submission of Thesis Paper on "Human Resource Management Practices in Bangladesh: A Case Study on Asrotex Group".

Dear Ma'am,

With due respect and gratitude, I am submitting my Thesis Paper on " Human Resource Management Practices in Bangladesh: A Case Study on Asrotex Group" that you allotted me. It is an excellent chance for me to gather vast amounts of information and grasp the subject matter in a proper manner. I found the report to be extremely interesting, valuable, and insightful.

The report includes a detailed evaluation of Asrotex Group like past history and accomplishments, organizational capacities and techniques, human resource planning and recruitment process. I put in every effort to prepare an effective and credible report. The report provides a clear understanding more about activities of "Human Resource Management in Asrotex Group," and I appreciate your placement in this type of organization, which will allow me to discover more and broaden my knowledge. I anticipate that you will take into consideration any errors that may occur in the report despite my best efforts.

_____

Zannatul Ferdous Mousumi
ID: EMBA2303030001
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Letter of Authorization

I, Mrs. Shakila Yesmin, Lecturer, Department of Business Administration, Sonargaon University (SU) hereby certify that the Report work entitled as "**Human Resource practices in Bangladesh: A Case Study on Asrotex Group**" has been prepared by Zannatul Ferdous Mousumi, ID: EMBA2303030001, Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of the Executive Master of Business Administration (EMBA) with major in HRM. To the best of my knowledge, the above-mentioned work has been conducted by the student himself. Any option and/or suggestion made in this study are entirely that of the author of this thesis paper. The report is an original work and prepared as a partial requirement of the degree the Executive Master of Business Administration (EMBA).

_____

Shakila Yesmin
Lecturer,
Department of Business Administration
Sonargaon University (SU)

Declaration of Student

This is to notify you that, the thesis paper on "**Human Resource Management Practices in Bangladesh: A Case Study on Asrotex Group"**, has been prepared as a part of my dissertation formalities. It is an obligatory part of my EMBA program to submit a thesis paper.

Moreover, I was inspired and instructed by my supervisor Shakila Yesmin Lecturer, Department of Business Administration, Sonargaon University.

I am further declaring that I did not submit this report anywhere for awarding any degree or certificate.

Yours Sincerely

_____

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Acknowledgment

It is to the Almighty God that I am most grateful for granting me divine wisdom and the strength to come this far. I am also grateful to Shakila Yesmin, Lecturer, Department of Business Administration, Sonargaon University (SU) for her supervisory job regardless of an extremely riotous calendar.

To my partners who help to finish the report by giving information with me the particularly Mr.Abdullah Al Noman Mr. Saiful Islam, Mr. Kowshik Chowdhuri, Mrs.Sohini Bosri and Mr.Mahmud their quick conflicts have been a remarkable asset.

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Last yet not the least I additionally wish to offer my significant thanks to Mr.Shimul-Executive of SCM, Mr. Masum Billa Supervisor Records and Mrs.Kazi Romana-Director of HR and all facilitators of the Asrotex Gathering of Ventures through whose vigorous endeavors I have possessed the capacity to create this Thesis paper.

God luxuriously favor all of you.

Executive Summary

The Asrotex Group is a prominent apparel and textile manufacturing company in Bangladesh, recognized for its design-to-delivery solutions for global fashion brands. Founded in 1995, the group has grown significantly and now operates state-of-the-art manufacturing units in Gazipur and Narayanganj. Asrotex Group boasts a vertically integrated business model, encompassing everything from yarn spinning to finished garment production. This allows them to maintain strict quality control and ensure timely delivery. The group caters to a diverse clientele, including renowned brands like H&M, Zara, Brice, Primark, Sainsbury, Jockey, Walmart, and Kmart. Their global presence extends to Europe, the United States, and other major markets. Asrotex Group has a dedicated design office in Europe, enabling them to stay ahead of the latest fashion trends and create innovative designs for their clients. The group is committed to sustainable manufacturing practices, prioritizing eco-friendly materials and processes to minimize their environmental impact. Key Products Knitted garments, including T-shirts, polos, sweaters, and dresses,Denim wear, Activewear, Accessories Overall, the Asrotex Group is a dynamic and forward-thinking company that has established itself as a leader in the Bangladesh apparel industry. Their commitment to quality, innovation, and sustainability has driven their success and positioned them for continued growth in the global market.

Table of Contents

Sl. No	Name of Contents	Page No.
	Cover Page	I
	Cover Page	II
	Letter of Transmittal	III
	Letter of Authorization	IV
	Student's Declaration	V
	Certificate of Supervisor	VI
	Acknowledgement	VII
	Executive Summary	VIII
	Table of Contents	IX-X
	Chapter One: Introduction	**1-3**
1.1	Introduction	1
1.2	Background of the study	2
1.3	Objectives of the Study	2
1.4	Methodology of the Study	3
1.5	Limitations of the Study	3
	Chapter Two: Literature Review & Theoretical Discussion	**4-10**
2.1	Literature Review	5
2.2	Objectives of HRM	6
2.3	Basic Function of HRM	7
2.4	Principles of HRM	8
2.5	Globalization	9
2.6	Talent Management	9
2.7	Equal Employment Opportunity	9
2.8	Glass Ceiling	10
2.9	Functions of HRM Practices	10
	Chapter Three: Profile of the Organization	**11-15**
3.1	Company Overview	12
3.2	Background of the Company	12
3.3	Vision	12
3.4	Mission	12
3.5	Product	13
3.6	Major Buyers	13
3.7	SWOT Analysis	13
3.8	Core Values	15

3.9	Different Departments	15
	Chapter Four: Analysis of the Study	**16-36**
4.1	Human Resource Management and Compliance Practice in Asrotex	17
4.2	Recruitment and Selection process of Asrotex Group.	22
4.3	Job Analysis Asrotex Group.	28
4.4	Job Design Asrotex Group.	28
4.5	Training and Development of Asrotex Group.	29
4.6	Performance Management of Asrotex Group.	32
4.7	Compensation Management of Asrotex Group.	32
4.8	Work Environment and Employee Relation of Asrotex Group.	34
4.9	Admin Discipline Management of Asrotex Group.	35
	Chapter Five: Findings	**37-38**
5.1	Findings	33
	Chapter Six: Recommendations and Conclusion	**39-41**
6.1	Recommendations	40
6.2	Conclusion	41
	Bibliography	42

Chapter: One
Introduction

1.1 Introduction

Human resource management always deals with the proper utilization of human resources of the organization. We have studied many theoretical aspects in the classes. To get more knowledge about actual conditions we need to study in practical situation, which is conducted through project works. I have arranged this investigate the premise of my down to earth involvement and rule of my chief. The theme of the report is "Practices and issue of Human Asset Office on Asrotex Gathering of Ventures.

1.2 Background of the study

In this time of rivalry where there is no space for blunder, productivity underway has an extraordinary impact. Effectiveness in all angles, enthusiasm for picking up preferred standpoint is the key for survival and development. In all exchange there's a platitude the general population have a significant effect. In readymade pieces of clothing (RMG) division human asset assume a crucial job. In this investigation I might want to impart my experience in the wake of attempting to a RMG organization named Asrotex Gathering of Ventures. What's more I likewise drove change the executives and actualized the worldwide consistence gauges in all parameters. I have directed a little research take a shot at HR driven effectiveness.

1.3 Objectives of the Study

Every research work is conducted to achieve some objective of this report to fulfill the requirements of the thesis paper. The performance management system makes sure that.
The objective of this report there are two types of objectives:

- General Objectives
- Specific Objectives

General Objective

The main objective of this report is to have an assessment about overall activities of Human Resource department. In broader perspective I have also tried to learn all the activities of an RMG company.

Specific Objectives

- Understand the HR operations of an RMG company.
- Understand how basic HR activities of Asrotex group of industries functions.
- Recommendations on how to improve the HR effectiveness.
- Understand the reason behind the high turnover rate

1.4 Methodology of the Study

This report is based on both primary and secondary data. Initially, the work is started with data those were available at Company's Annual Report and company's other major publications. Moreover, it becomes helpful to gather some more information from the website of the company. Later on, the work progressed through some of the depth interviews of good range professionals trying to heat some expected area of the study. Then I analyze those data from many angles, in different aspects and present the information in different segment according to their specialized category, in compact way. I have highlighted different important things, which I found during our survey.
It was difficult to collect the data through primary source due to the time scarcity of the important personnel. So, Major part of data was collected through the secondary sources. During I have collected my information & data from the following sources, which helped me to make the report. The source has been divided by two parts-

Primary Sources
Information has been collected-

- Staff of the company
- Oral interview of the responsible officers of the HR department.
- Staff of the company.
- Personal experience gained by visiting different desks

Secondary Sources
Information has been collected from-

- Company profile and annual report.
- Different published materials, report, service rules, and prospectus.
- Website of Asrotex group of Industries.
- Official records of HR department.
- Internet, Newspaper, Magazines.
- Job description for each employees of Asrotex group, HR Division.

1.5 Limitations of the Study

The study has suffered from a number of barriers:

- Time was a major limitation or factor while preparing the report.
- Most of the employees are not very willing to give the answers to the questionnaire. They take it as a threat to their job.
- The employees were afraid of providing the correct answer due to lack of confidentiality.
- Some of the respondents copied the answers from the other respondents.
- The time given was not enough to complete the report.

Most of the time the officials were busy and were not able to give much time

Chapter: Two
Literature Review
&
Theoretical Discussion

2.1 Literature Review

The effectiveness of HRM practices is one of the major concerns of HR department in particular and of the organization as a whole. There are many ways and indicators through which the effectiveness of HRM can be measured such as skills and performance of employees, motivation and satisfaction level of employees, quality of production and service delivery, retention rate of qualified employees and so on. The present study selected the HR practices such as compensation administration, training and development, and retention of qualified as well as skilled employees in order to assess job satisfaction of employees. The effectiveness of HRM, in this study, has been measured identifying the level of job satisfaction among the employees in terms of compensation, training and retention in the Company. In a study, Absar et al. (2010) found significant relationship between the HR practices and job satisfaction where human resource planning (HRP), and training and development (TND) had positive impact on job satisfaction. The study also found the TND had the greatest positive influence on the job satisfaction of employees.

Researchers have studied various components of job satisfaction in order to measure their importance for employees and organizations. These kinds of researches also try to identify how different components influence the productivity of employees and ultimately of the organizations. There are different motivating factors which influence the level of satisfaction and performance of employees. Some of those are achievement, performance, recognition, promotion and things related to the job and personal development. Herzberg (1959) explained motivating and demotivating factors, whereas motivating factors contribute to job satisfaction for the employees, and on the other hand, protective factors contribute in dissatisfying them. Maslow (1954) explained the existence of satisfaction through the idea of maintained classified needs. These include different kinds of needs such as: physiological (resting, drinking, eating, etc.), the need to and for love (cooperative environment, friendship etc.), security (health insurance, pension etc.), self-esteem (to be given importance, self-confidence, recognition etc.) And finally the need of self- actualization (ability development etc.)

Every organization is composed of people and managing those valuable resources is the main responsibility of HR department. HRM in the organization is a collection of policies, practices, and strategies which has a great influence on the behavior, attitude, and performance of employees (Noe et al., 2007). Various factors such as an employee's needs and desires, social relationships, style and quality of management, job design, compensation, working conditions, perceived long range opportunities, and perceived opportunities elsewhere are considered to be the determinants of job satisfaction (Byars and Rue, 1997; Moorhead and Griffin, 1999).

2.2 Objectives of Human Resource Management

The primary objective of human resource management is to ensure the availability of a competent and willing work force to an organization. Some other objectives are:

1. Helping the organization to achieve the goal

Like other departments in the organization, the main objective of HR department is to achieve the goal of the organization by providing committed and motivated employees.

2. Employing the skills and abilities of the workforce efficiently

Every employee possesses some unique skills and abilities. It is the duty of HRM to understand the various skills and abilities and give them opportunity to employ the same.

3. Providing the organization with well trained and well-motivated employees

The duty of HRM is to recruit employees and develop them by providing the adequate training and executive development programmers. It helps to groom their career in the best possible way.

4. Increasing to the fullest the employees' job satisfaction and self-actualization

Developing and maintaining quality of work life. The employee who is satisfied and happy can give his/her best effort to the organization. HRM helps the employees to realize their potential. It motivates the employees by providing quality of work life.

5. Communicating HRM policies to all employees

All the employees in the organization should know about the HRM policies of the organization. HRM should create ambience for effective communication between various levels of management and between management and workers regarding HR policies, procedures, rules and regulations. HRM has responsibility to communicate with the outside environment of the organization, by arranging several meetings with clients by organizing workshops and seminars etc.

6. Assisting to maintain ethical policies and socially responsible behavior

It is the responsibility of HRM to watch and ensure that organizations manage human resources in ethical and socially responsible manner by ensuring compliance with legal and ethical standards.

7. Managing change

HRM should flexible enough to adopt new and innovative practices for the mutual benefit of individuals, groups, the enterprise, and the public.

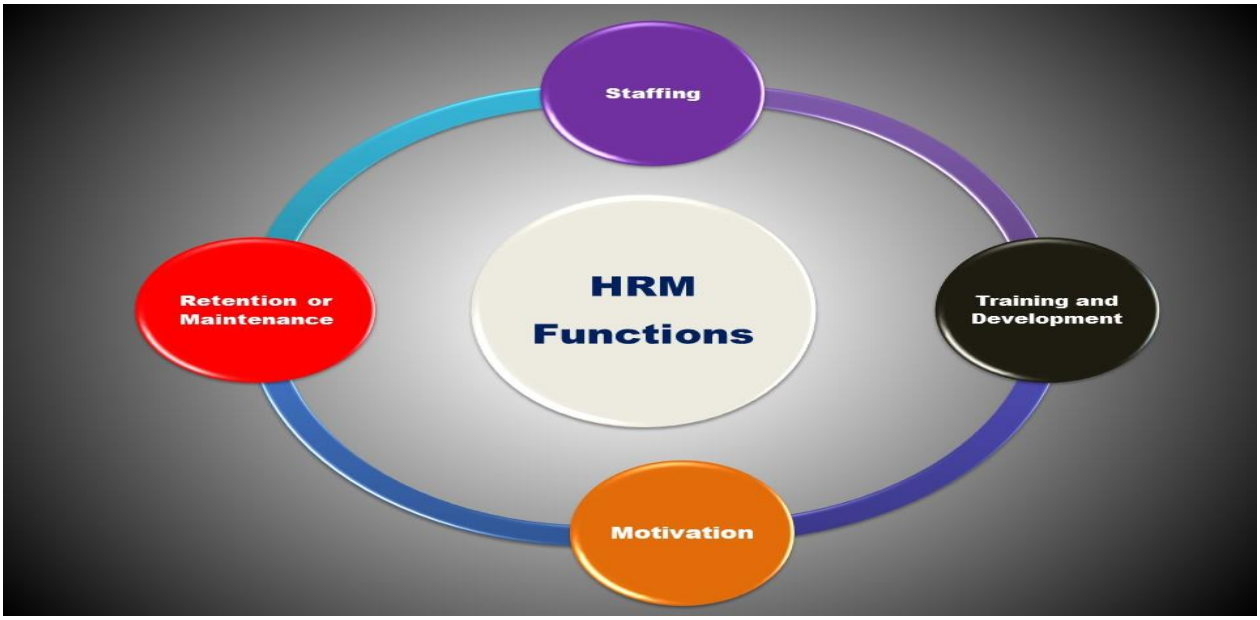
The Ways an Organization Can Gain Competitive Advantages through HRM

1. Selecting the right person
2. Training and Development
3. Motivation

4. Providing bonus and incentives
5. Ensuring of freedom
6. Providing job security
7. Ensuring working environment
8. Career growth and opportunities
9. Profit sharing
10. Worker's participation in management

2.3 Basic Functions of HRM

There are some basic functions in human resource management. These are called core functions of human resource management. These are given below



1. Acquisition or Staffing

The combination of some activities like human resource planning, recruitment, selection and socialization is called acquisition or staffing. To gather or collect human resources from different sources.

- **Human Resource Planning:** Determining organization's human needs is called human resource planning. The process by which an organization ensures that it has the right number and kind of people in the right places at the right time.
- **Recruitment:** Attracting a pool of candidates towards the organization for the job.
- **Selection:** Choosing the best candidate for the organization from a pool of candidates.
- **Socialization:** The process of informing and adapting with organization's rules and regulations for the newly appointed employees.

2. **Training & Development**

Training means altering behavior of employees. Increasing technical knowledge especially for newly appointed employees is called training. Training refers to the process of imparting specific skills. Increasing technical knowledge especially for newly appointed employees. It's a short term process. It is concerned towards job. Development means increasing knowledge, skills and abilities. Increasing conceptual knowledge especially for mid or top level managers. Development refers to those learning opportunities designed to help employees grow. Development is not primarily skill-oriented. It is a long term process and concentrated towards career.

3. **Motivation**

Making people to do the job. The desire to do the job. The process of inspiring employees to do the assigned job is known as motivation. It is the combination of some activities like performance appraisal, reward and compensation, employee benefit etc. Activities in HRM concerned with helping employees exert at high energy levels.

4. **Maintenance**

The last phase of the HRM process is called the maintenance function. The process of maintaining and retaining the employees within the organization is called maintenance. Activities in human resource management concerned with maintaining employee's commitment and loyalty to the organization. The components of the maintenance function include safety and health issues, and employee communications. The goal of the maintenance function is to help competent, adapted employees with up-to-date skills, knowledge, and abilities and exerting high energy levels to maintain their commitment and loyalty to the organization.

2.4 Principles of Human Resource Management

1. Putting the right people on the right place at the right time
2. Treat people with dignity and respect
3. Make people feel that they are important
4. Do not underestimate the potential of individuals
5. Supply people with all relevant information
6. Reward should be earned not be given
7. Provide opportunities for growth and development
8. Ensure worker's participation in management
9. Provide training and development

2.5 Globalization

The process of interaction and integration among the people, companies and government of different nations is called globalization. Globalization is the spread of products, technology, information, and jobs across national borders and cultures. It describes an interdependence of nations around the globe fostered through free trade.

- Doing business in more than one country
- Operating and expanding the business throughout the world
- Establishing manufacturing and distribution facilities in any part of the world
- Global organizational structures, organizational culture & strategies

2.6 Talent Management

The goal-oriented and integrated process of planning, recruiting, developing, managing and compensating employees is known as talent management. The methodically organized, strategic process of getting the right talent onboard and helping them grow to their optimal capabilities keeping organizational objectives in mind. Talent management is a constant process that involves attracting and retaining high-quality employees, developing their skills, and continuously motivating them to improve their performance. The primary purpose of talent management is to create a motivated workforce who will stay with your company in the long run. The exact way to achieve this will differ from company.

2.7 Equal Employment Opportunity

Equal Employment Opportunity means equal access to jobs, benefits, and services for all employees and prospective employees in the workplace. It aims to ensure fair and equitable outcomes in all areas of employment which relate to recruitment, selection, and access to information, supervision, promotion and management. Equal employment opportunity is a right every job applicant has throughout a hiring process. It refers to the protection job candidates have against discrimination on the basis of their race, religion, national origin, among other qualified characteristics. Employers may not judge or decide a person's suitability for a job on any of these bases.

2.8 Glass Ceiling

The glass ceiling is an invisible barrier existing in today's organizations that keeps minorities and women from ascending to higher employment levels in the workplace. The term glass ceiling refers to a metaphorical invisible barrier that prevents certain individuals from being promoted to managerial- and executive-level positions within an organization or industry. The phrase is commonly used to describe the difficulties faced by women and minorities when trying to move to higher roles in a male-dominated corporate hierarchy. The barriers are most often unwritten, meaning that these individuals are more likely to be restricted from advancing through accepted norms and implicit biases rather than defined corporate policies.

2.9 Functions of HRM Practices

The main functions of this department are selection of right person at right position, training & development, wage & salary administration, employee Welch slices, environment, health and safety & disciplining the employees. HRM deals with the following affairs to achieve the objectives of the organization as well as the goal of this department.

- Recruitment, selection, and placement of the employees.
- Promotion, transfer, demotions & disciplinary action of the employees.
- Leave of the employees.
- Lunch for the officer and staff.
- Maintenance of personnel records.
- Procurement, washing & repairing the uniforms.
- Arranging medical facilities for the employees.
- Induction of newly appointed employees.
- Government liaison.
- Job design and job analysis.
- Employee hiring and selection.
- Employee training & development.
- Compensation and benefits.
- Employee performance management.
- Managerial relations.
- Labor relations.
- Employee engagement and communication.
- Performance management.
- Learning & development.
- Succession planning.

Chapter: Three
Profile of the Organization

3.1 Company Overview

It seems you are looking for an overview of Astorex Group of Industries. However, based on the information available up until my last update in January 2023, I do not have specific or detailed information regarding an organization called Astorex Group of Industries.

If Astorex Group of Industries is a company or conglomerate you're referring to, it's possible that it is either a niche or newer organization not widely covered in public databases or mainstream sources, or the name may be spelled differently or could represent a specific regional entity.

To help you create an overview of Astorex Group of Industries, I can guide you on how to structure the content based on the typical framework used for analyzing industrial groups or conglomerates. Below is a template you can use to build an overview of the company, assuming it's involved in industrial production, manufacturing, or services.

3.2 Background of the Company

Asrotex was established in 1997, now we are operating as a group of industries. We have our own knitting, Dyeing and printing factories that comprises with latest machines. We have 47 single jersey, 14 RIB, 14 interlock, 4 auto stripe and 14 collar machines. Our Dyeing production capacity is 20,000kg/day. Asrotex Group is capable of producing 15,000 Pieces of Fleece Jacket or 35,000 Pieces of Polo or 75,000 Pieces of T-Shirts daily. Our garments equipment's strength comprises with 1174 machines. Our main products include:

- T-Shirts, Polo-Shirts, Tank top,
- Sweat shirts,
- Hooded jackets, trousers,
- Baby dresses,
- Baby suits, skirts, pajama sets etc.

3.3 Vision

To become the Leading supplier to our customer by delivering socially, ethically and sustainable manufactured quality products with on time delivery using a highly efficient, eco-friendly and vertically integrated manufacturing process.

3.4 Mission

To satisfy and retain customers through employee involvement, team work, personal excellence, and integrating scientific approaches in our quest to become the leading manufacturer of apparel products.

3.5 Product

Asrotex is mainly RMG focused 100 % export oriented Group of industries. Expanding in the areas of knit composite and other backward linkage industries (Print, embroidery, washing and composite etc.)

All types of knit item i.e.

- Polo Shirt
- T-Shirt
- Jacket
- Trouser
- Tops
- Tank Tops
- Shorts and
- Legging etc.

3.6 Major Buyers



3.7 SWOT Analysis Astorex Group

A SWOT analysis considers both internal and external factors, as well as what is going on within and around Asrotex Group. Through this analysis Asrotex Group will have some control over some of these elements while others will not. In either case, once they have find out and evaluated as many aspects as possible, the best approach will become clear.

Strength:

Asrotex Group Strengths are abilities and resources that can be used to gain a competitive advantage.

- **Vertical Integration:** Controls the entire production process, from yarn spinning to finished garments, ensuring quality and efficiency.
- **Strong Global Presence:** Supplies to major international brands, demonstrating trust and reliability.
- **Design Expertise:** In-house design capabilities and a European design office allow for innovative and trend-driven products.
- **Sustainable Practices:** Commitment to eco-friendly materials and processes aligns with consumer and industry demands.

Weakness:

Weaknesses are characteristics of a company or brand that should be changed for the better. Some of Asrotex Group major flaws are as follows:

- **Dependence on Global Markets:** Vulnerability to economic fluctuations and changing consumer preferences in major export markets.
- **Competition:** Intense competition from other Bangladeshi garment manufacturers and low-cost producers in other countries.
- **Potential for Supply Chain Disruptions:** Dependence on global supply chains can be disrupted by geopolitical events or unforeseen circumstances.

Opportunity:

Opportunities are important opportunities in which a company can improve its outcomes, increase sales, and profit. The following opportunities are available through Asrotex Group:

- **Expanding into New Markets:** Exploring untapped markets in Africa, Latin America, and Asia.
- **Developing Own Brands:** Diversifying revenue streams by creating and marketing their own apparel brands.
- **Specializing in Niche Markets:** Focusing on high-value, specialized products like organic or technical textiles.
- **Embracing Technology:** Adopting advanced technologies like AI and automation to enhance efficiency and productivity.

Threats:

Threats are external forces that may have an effect on a company's growth. Some of the threats to Asrotex Group are as follow:

- **Rising Labor Costs:** Increasing wages in Bangladesh could erode cost competitiveness.
- **Environmental Regulations:** Stricter environmental regulations could increase production costs and compliance challenges.
- **Social and Ethical Concerns:** Maintaining ethical labor practices and addressing social issues in the supply chain is crucial.
- **Currency Fluctuations:** Fluctuating exchange rates can impact profitability an competitiveness.

3.8 Core Values

The Asrotex Group believes that upholding its core principles has contributed to its success and will continue to foster robust growth.

Asrotex's Core Values are Presented Symbolically by - ''ARICE''

A - Stands for Accountability

R - Stands for Respect

I - stands for Integrity

C - Stands for Commitment

E - Stands for Excellence

3.9 Different Departments

Asrotex Group is organized into three major parts- Procurement, Sales and Finance & Accounts of which the business consists of following departments:

- Administration
- HR Department
- Documentation Department
- Export Department

Chapter: Four
Analysis of the Study

4.1 Human Resource Management and Compliance Practice in Asrotex

Asrotex has a big division for execution Human Resource Management and Development of the company. Considering the scope of work it has been divided into three Departments like- Mainstream HR Department, Factory HR Operation Department and T&OD Department. The key roles and responsibilities of those departments are highlighted below:

4.1.1 Human Resource Department (Mainstream-HR)

The Mainstream HR Department is playing very vital role in managing human resources of the Company. They execute the overall HR functions only for the employees of Corporate Head Office. The key functions of the department are stated below:

- Prepare Human Resource Planning
- Execute Recruitment and Selection Process for CHO
- Conduct Job Analysis and Prepare Job description,
- Employee Placement, Promotion and Transfer
- Execute Proximity attendance and Leave Management
- Performance Appraisal and Career Management
- Job Evaluation, compensation and benefits administration
- Grievance handling and counseling the employees
- Pay roll & Compensation Management
- Policy formulation, review and update
- Initiate for disciplinary action & separation
- Prepare final settlement for those who have resigned or been terminated

4.1.2 Factory Human Resource Operation (FHRO) Department

The FHRO Department is playing very vital role in the company. In addition to Factory administration FHRO execute all HR functions for the factory the factory's employees. The key role and responsibilities of the FHRO department is stated below in brief:

- Review and redesign Organogram of the Factories
- Conduct HR Inventory and prepare Manpower Planning
- Execute Recruitment & Selection Procedure (Factory)

- Placement, Transfer, Promotion, Disciplinary action (Factory)
- Performance Appraisal of the employees (Factory)
- Proximity attendance and Leave Management
- Execute compensation and benefit management
- Grievance handling and counseling the employees
- Manage and control any kind of crisis at factory level
- Analyze Profit/Loss of individual factory
- Develop and maintain effective Production Tracking System
- Maintain effective communication and Liaison with all the factories
- Ensure effective management system at all the factories

4.1.3 Training & Organization Development (T&OD) Department

- Review, redesign and upgrade organogram
- Formulate, review and improve systems, policies and procedures
- Identify training and development needs
- Plan ,design and implement Development Program
- Design different training module, manuals and materials
- Conduct and evaluate Induction and training programs
- Arrange workshop, conference, Seminar and coordination meeting
- Prepare operational manual / guideline for quality management
- Provide technical support to different section in analyzing Job

4.1.4 Admin & Compliance Department

Basic Concept and main issues of Factory Compliance

In every profitable organization there are ethics which are required to run the business. Any readymade garments factory should follow these ethics based on Bangladesh labor law in order to make their factory compliant. Also the Entrepreneur should always remember that compliance is the door keeper of a business.

What is meant by compliance?

Compliance means comply with the law. As regards of Garments industry compliance implies to obey the labor laws, ILO convention and buyers code of conduct in running the factory.

Key Issues/Areas of Compliance

1. **Labor Issues :**
    - Nondiscrimination on the basis of gender, race, creed or cast
    - No involuntary labor
    - No child labor
    - No corporal punishment or physical abuse to labor
    - Maintain proper disciplinary procedure

2. **Factory:** Comply law of the land regarding working condition, workers health, workers safety, general safety, sanitation, fire safety, risk protection, electrical mechanical & structural safety, Work environmental issues

3. **Wage & hours of work:** As per law of the land

4. **Product Safety:** No defective products to be shift. Product must adhere to all child safety standards. Products packaging must carry all statutory warnings. There should be no machine or component broken leftover in the product else it harms the user.

4.1.5 Functions of Admin & Compliance Dept.

- Provide Administrative and logistic support to CHO
- Raising awareness among the employees and workers on compliance issues
- Ensure proper implementation of compliance matters in the factories
- Purchase and distribute required stationeries for the group
- Provide administrative and logistic supports in establishment, renovation and extension of the factory premises,
- Maintenance servicing & commissioning of assigned equipment's
- Develop, review and update written procurement policies and procedures
- Face buyers audit

Major activities of other Departments

4.1.6 Accounts and Banking Department:

- Maintain Accounts and prepare budget
- Ensure full proof financial operation
- Formulate, review and update financial policies and procedures
- Prepare operational manual or guidelines for financial transaction
- Streamline the accounting system of the company's corporate and unit offices
- Design, plan, and implement the strategic business and /or operational plan

- Prepare financial statements, cash flow and reports
- Ensure effective planning, manage /oversee the overall activities of Banking
- Ensure LC related payments and manage emergency fund as and when required.
- Provide necessary MIS, Statement and analytical reports as required by MD
- P/L A/C and Balance Sheet
- Liaison with Banks and ensure Credit facility if and when required

4.1.7 Information Technology (IT) Department

- Provide IT support service to all department of CHO
- Maintain the server for smooth email communication
- provide logistic support regarding Computers and IT
- Set up computer network connections, ensure internet facilities,
- create proxy server within the Group,
- ensure all maintenance work of the computers
- Solve all hardware and Software problems

4.1.8 Production Planning QA Coordination

- To prepare the production planning of the group
- To monitor the progress according to the plan
- To ensure the Quality of the product
- Coordinate all planned activities for quality assurance
- Manage and coordinate the PP&QA Coordination team.
- Plan, design, implement, monitor and review the corrective actions for quality
- Prepare and implement production planning, materials planning & Stock control.
- Execute design development, review initial samples and post-production quality
- Build and maintain effective liaison with buyer's QA/QC representative.
- Ensure proper construction and fit of garments from design through production, establish and review fabric and construction guidelines

4.1.9 Transport & Maintenance

- Transport management
- Ensure proper using of transport.
- Transport Maintenance
- Machine Maintenance
- Accounting, receiving and storing of spare parts.

- Supervise maintenance and movement of sewing machine.
- Supervising distribution of diesel fuel for generators
- Keeping proper account and forecasting needs of diesel and fuel.
- Organizing monthly meeting with drivers and mechanics.
- Monitor proper distribution of Mobil for generator maintenance
- Provide forecast of spare parts requisitions at half yearly basis

4.1.10 Merchandising

- Execute overall activities of merchandising
- Negotiate price and collecting order
- Cost analysis
- communicate with buyer or their representatives
- prepare and implement the time and action plan,
- ensure the timely shipment of the products as per requirement of the buyer

4.1.11 Commercial

- Perform all activities related to L/C opening
- Prepare local export documents relating to different banks
- To maintain L/C according to buyer order
- C&F, Customs agent handling
- Collect Foreign Export documents
- Communicate with merchants for opening fabric L/C.
- Forward all L/C and Export (foreign & local) documents to bank
- Pursuing with Bank for export bills realization,
- Monitoring L/C payments

4.1.12 Sample Section

- Receive order of pattern & sample from Merchandiser
- Develop sample as per requirement of buyers
- Develop pattern and sample accurately as per requisite of the buyer
- Prepare monthly progress report and keep record of all the documents and data
- Plan , implement and manage all activities relevant to Pattern & sample development

4.1.13 Local Procurement Department

- To provide accessories support from local market (poly, carton etc.)
- Dealing with suppliers for ensuring timely supply of all required materials
- Communicating with the merchandisers
- Preparing LC statements and maintaining registers

4.1.14 Store Department

- Receive and supply fabrics, accessories and raw materials
- Conduct inventory and prepare inventory reports in time
- To in-house and deliver inventory to the factories
- Collect information from Merchandising office according to order consumption
- Reconcile the accessories and raw material and inform the GM(Store)
- In-house the Fabrics , Accessories & other raw ,materials in factories
- Coordinate all production related work with GM, PM & FM

4.1.15 Stock lot Department

- Plan and manage overall activities of stock garments collection and separation.
- Processing and marketing of the garments available in different factories
- Design and develop new product style involving concern staff of the department
- Establish effective marketing system of stock lots and new fabrics.
- Prepare monthly inventory and submit report to the Director & C.O.O.
- Classify and separate good garments from the collected reject garments for selling
- Keep always update and accurate information to provide the concern authority

Manpower set up HR and All department of Business Connection Ltd.

Designation	Number of Post
Operation Manager	01
Sales Manager	01
Procurement Manager	01
Finance Manager	01
Manager (Export)	01
Manager (Import)	01
Manager (Accounts & Admin)	01
Assistant Manager (Sales)	02
Assistant Manager (Procurement)	01

Assistant Manager (Finance)	02
Assistant Manager (Export)	01
Assistant Manager (Import)	01
Executive and Jr. Executive	12
Others	10
Total	36

Table 2: Manpower set up HR and All department of Asrotex Group

In order to assure continuous operation and spontaneous participation in order to achieve corporate objectives and satisfy employee expectations, HR ensures a strong supporting role in the formulation and execution of HR policy guidelines. I've made an effort to cover all the material and data I could. I discovered the following human resource policies:

1. Recruitment and Selection
2. Job Analysis
3. Job Design
4. Training and Development
5. Performance Appraisal
6. Compensation Plan
7. Admin and Discipline Management.

4.2 Recruitment and Selection process of Asrotex Group.

Recruitment

Recruitment is the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected. The process of attracting a pool of candidates towards the organization for the job is called recruitment. It involves attracting and obtaining as many applicants as possible from eligible job seekers. Recruitment is a positive process of searching for prospective employees and stimulating them to apply for the jobs in the organization. When more persons apply for jobs then there will be a scope for recruiting better persons.

Factors Affecting Recruitment Process

Recruitment is an important function of the Human Resource Management in an organization, and it is governed by a mixture of various factors. Proactive HR Professionals should understand these factors influencing the recruitment and take necessary actions for the betterment of the organization. When the market condition changes, the organization also needs to monitor these changes and discover how it affects the resources and analyze these functions for making recruitment an effective process. We have Internal Factors as well as External Factors that influence the recruitment process. In this chapter, we will be discussing

these factors in detail.

1. Internal Factors

Organizations have control over the internal factors that affect their recruitment functions. The internal factors are −

1) **Size of Organization**

   The size of the organization is one of the most important factors affecting the recruitment process. To expand the business, recruitment planning is mandatory for hiring more resources, which will be handling the future operations.

2) **Recruiting Policy**

Recruitment policy of an organization, i.e., hiring from internal or external sources of organization is also a factor, which affects the recruitment process. It specifies the objectives of the recruitment and provides a framework for the implementation of recruitment programs.

3) **Image of Organization**

   Organizations having a good positive image in the market can easily attract competent resources. Maintaining good public relations, providing public services, etc., definitely helps an organization in enhancing its reputation in the market, and thereby attract the best possible resources.

4) **Image of Job**

   Just like the image of organization, the image of a job plays a critical role in recruitment. Jobs having a positive image in terms of better remuneration, promotions, recognition, good work environment with career development opportunities are considered to be the characteristics to attract qualified candidates.

2. External Factors

External factors are those that cannot be controlled by an organization. The external factors that affect the recruitment process include the following −

1) **Demographic Factors**

   Demographic factors are related to the attributes of potential employees such as their age, religion, literacy level, gender, occupation, economic status, etc.

2) **Labor Market**

   Labor market controls the demand and supply of labor. For example, if the supply of people having a specific skill is less than the demand, then the hiring will need more efforts. On the other hand, if the demand is less than the supply, the hiring will be relative easier.

3) **Unemployment Rate**

   If the unemployment rate is high in a specific area, hiring of resources will be simple and easier, as the number of applicants is very high. In contrast, if the unemployment rate is low, then recruiting tends to be very difficult due to less number of resources.

4) **Labor Laws**

Labor laws reflect the social and political environment of a market, which are created by the central and state governments. These laws dictate the compensation, working environment, safety and health regulations, etc., for different types of employments. As the government changes, the laws too change.

5) **Competitors**

When organizations in the same industry are competing for the best qualified resources, there is a need to analyze the competition and offer the resources packages that are best in terms of industry standards.

Approaches of Staffing

There are four primary approaches that multinational companies use in staffing decisions, including ethnocentric, polycentric, geocentric, and egocentric approaches.

- **Ethnocentric**

  All the key positions are being field by Parent Country Nationals (PCN). The ethnocentric staffing approach heavily focuses on the norms and practices of the parent company where upper management positions are typically held by corporate personnel from the home country. These managers are considered parent company nationals, or PCNs. Japanese and Korean firms follow this approach quite often.

- **Polycentric**

  All the key positions are being filled by Host Country Nationals (HCN). The polycentric staffing approach heavily focuses on the norms and practices of the host company where upper management positions are typically held by corporate personnel from the local country. These managers are considered host country nationals, or HCNs. European firms often follow this approach.

- **Geocentric**

  The most qualified person is selected for the position. All the key positions are being filled from different countries without any identity. The geocentric staffing approach does not focus on one nationality over the other. Instead, upper level management positions are held by the most qualified employees selected form a global pool of candidates. These managers are considered third country nationals, or TCNs The most qualified candidates are selected, but no single nationality is stressed.

3. Regional

All the key positions are being field by Third Country Nationals (TCN). Like geocentric approach but maintain a specific region or area. The egocentric staffing approach, a more recently identified approach, is where upper level management positions are held by employees from a particular region (North American region, European Region, Asian region, etc.). This approach is similar to the polycentric approach, but it reflects a specific region

rather than a specific country. For instance, a U.S. company in Mexico may consider hiring an employee from Canada to fill a management role.

Sources of Recruitment

1. Internal Sources

Internal recruitment seeks applicants for positions from within the company.
The various internal sources include:

- **Promotions and Transfers**
  Promotion is an effective means using job posting and personnel records. Job posting requires notifying vacant positions by posting notices, circulating publications or announcing at staff meetings and inviting employees to apply. Personnel records help discover employees who are doing jobs below their educational qualifications or skill levels. Promotions has many advantages like it is good public relations, builds morale, encourages competent individuals who are ambitious, improves the probability of good selection since information on the individual's performance is readily available, is cheaper than going outside to recruit, those chosen internally are familiar with the organization thus reducing the orientation time and energy and also acts as a training device for developing middle-level and top-level managers.
- **Employee Referrals**
  Employees can develop good prospects for their families and friends by acquainting them with the advantages of a job with the company, furnishing them with introduction and encouraging them to apply. This is a very effective means as many qualified people can be reached at a very low cost to the company. The other advantages are that the employees would bring only those referrals that they feel would be able to fit in the organization based on their own experience. The organization can be assured of the reliability and the character of the referrals. In this way, the organization can also fulfill social obligations and create goodwill.
- **Former Employees**
  These include retired employees who are willing to work on a part-time basis, individuals who left work and are willing to come back for higher compensations. Even retrenched employees are taken up once again. The advantage here is that the people are already known to the organization and there is no need to find out their past performance and character. Also, there is no need of an orientation program for them, since they are familiar with the organization.
- **Internal Notification (advertisement)**
  Sometimes, management issues an internal notification for the benefit of existing employees. Most employees know from their own experience about the requirement of the job and what sort of person the company is looking for. Often employees have

friends or acquaintances who meet these requirements. Suitable persons are appointed at the vacant posts.

2. External Sources

External recruitment seeks applicants for positions from sources outside the company. They have outnumbered the internal methods. The various external sources include:

- **Educational Institutions**
  Direct recruitment from educational institutions for certain jobs (i.e. placement) which require technical or professional qualification has become a common practice. A close liaison between the company and educational institutions helps in getting suitable candidates. The students are spotted during the course of their studies. Junior level executives or managerial trainees may be recruited in this way.
- **Private Placement Agencies**
  Placement agencies provide a nationwide service in matching personnel demand and supply by charging fee from both sides. Management consultancy firms recruit technical, professional and managerial personnel for the middle and top level executive placements.
- **Professional Association**
  Many associations provide placement service to its members. It consists of compiling job seeker's lists and providing access to members during regional or national conventions. Also, the publications of these associations carry classified advertisements from employers interested in recruiting their members. These are particularly useful for attracting highly educated, experienced or skilled personnel. Also, the recruiters can zero on in specific job seekers, especially for hard-to-fill technical posts.
- **Advertisement**
  It is a popular method of seeking recruits, as many recruiters prefer advertisements because of their wide reach. Want ads describe the job benefits, identify the employer and tell those interested how to apply. Newspaper is the most common medium but for highly specialized recruits, advertisements may be placed in professional or business journals. Advertisements must contain proper information like the job content, working conditions, location of job, compensation including fringe benefits, job specifications, growth aspects, etc. The advertisement has to sell the idea that the company and job are perfect for the candidate. Recruitment advertisements can also serve as corporate advertisements to build company image.
- **Walk Ins and Write Ins**
  The most common and least expensive approach for candidates is direct applications, in which job seekers submit unsolicited application letters or resumes. Direct applications can also provide a pool of potential employees to meet future needs. From employees' viewpoint, walk-ins are preferable as they are free from the hassles associated with

other methods of recruitment. While direct applications are particularly effective in filling entry-level and unskilled vacancies, some organizations compile pools of potential employees from direct applications for skilled positions. Write-ins are those who send written enquiries. These jobseekers are asked to complete application forms for further processing. Talk-ins involves the job aspirants meeting the recruiter (on an appropriated date) for detailed talks. No application is required to be submitted to the recruiter.

- **Labor Union**

  In certain occupations like construction, hotels, maritime industry etc., (i.e., industries where there is instability of employment) all recruits usually come from unions. It is advantageous from the management point of view because it saves expenses of recruitment. However, in other industries, unions may be asked to recommend candidates either as a goodwill gesture or as a courtesy towards the union. Apart from these major sources of external recruitment, there are certain other sources which are exploited by companies from time to time. These include State employment, Voluntary organization etc.

Constraints on Recruitment Efforts

- **Government Influence:** Government can interfere in the working of organizations particularly in the Government, (Central & State) local bodies and quasi-government organizations. For example, reservation for special groups has to be observed while recruiting the candidates for jobs regardless of the fact that more qualified and suitable candidates are available. This ties the hands of the recruitment managers.
- **Internal Organizational Policies:** If the organization follows a policy of filling vacancies through internal promotions, it may often come in the way of searching for qualified hands in the broader job market in an unbiased way. However, in case of new jobs, people will be attracted towards this organization because of future growth prospects. Similarly, in organizations, where trade unions are powerful, management will have to select candidates on the basis of issues like caste, religion, race, friendships etc. regardless of the merit of the candidates.
- **Recruiting Cost:** Recruitment of candidates from outside requires money. Sometimes, because of limited budget available, the organizations may not carry out the recruiting efforts for longer periods of time. This may constrain the HR manager's efforts to attract the best person for the job.

Selection

Selection is the process of identifying an individual from a pool of job applicants with the requisite qualifications and competencies to fill jobs in the organization. This is an HR process that helps differentiate between qualified and unqualified applicants by applying

various techniques. Selection is the process of putting right men on the right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organization will get quality performance of employees. Selection is the process of carefully screening the candidates who offer themselves for appointment so as choose the most suitable persons for the jobs that are to be filled. It is the process of weeding out unsuitable candidates.

Steps of Recruitment & Selection or Staffing Process

(Recruitment steps)

1) Find out the vacancy
2) Job analysis
3) Human resource planning
4) Job advertisement
5) Reception of application (Selection steps)
6) Short listing
7) Application blank (Preparing database)
8) Employment test (Written, Viva, IQ)
9) Call for interview
10) Checking reference
11) Medical examination
12) Hiring decision

1. Factors of Selection

1) Situational Factors
2) Country cultural requirement
3) Language
4) Multinational enterprise requirement

2. Individual Factors

1) Technical ability
2) Cross-cultural suitability
3) Family requirement

3. Other Factors

1) Dual career couple
2) Family consideration
3) Work permit/ refusal

4.3 Job Analysis of Asrotex Group

Job analysis is the process of collecting job related information. Such information helps in the preparation of job description and job specification. The process of fixing up minimum requirements, duties & responsibilities and wages or value of the job is known as job analysis.
Job analysis is the combination of three terms:

1. Job Specification

The capabilities that the job-holder should possess form part of job specification. Education, experience, training, judgment, skills, communication and the like are a part of job specification. In short, minimum requirement of the job is called job specification. Job specification is also known as employee specifications, a job specification is a written statement of educational qualifications, specific qualities, level of experience, physical, emotional, technical and communication skills required to perform a job, responsibilities involved in a job and other unusual sensory demands. It also includes general health, mental health, intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, values and ethics, manners and creativity, etc.

2. Job Description

Job description involves- tasks and responsibilities tagged on to a job, job tittle, duties, machine, tools and equipment, working conditions and hazards form part of job description. In short, duties and responsibilities of the job is known as job description. Job description includes basic job-related data that is useful to advertise a specific job and attract a pool of talent. It includes information such as job title, job location, reporting to and of employees, job summary, nature and objectives of a job, tasks and duties to be performed, working conditions, machines, tools and equipment to be used by a prospective worker and hazards involved in it.

3. Job Evaluation

The job evaluation process starts with defining objectives of evaluation and ends with establishing wage and salary differentials. In short, fixing up the minimum worth or value of the job is called job evaluation. Job Evaluation is a systematic process of determining the worth of one job in relation to another job in the organization. During job evaluation, the relative worth of various jobs are assessed so that wages can be paid depending upon the worth of the job.

4.4 Job Design of Asrotex Group

The arrangement or rearrangement of duties and responsibilities for a specific position is known as job design. It involves conscious effort to organize task, duties and responsibilities into a unit of work to achieve certain objective. Job design in hrm can be understood as the process through which the job process is defined, the work of the group is organized, which involves structuring the workplace on the basis of the job analysis. An HR manager should have a keen interest in the

design and specification of individual jobs within the organization.

4.5 Training and Development of Asrotex Group

- **Through training, individuals are developed**

A company that successfully hires will have a team that is eager to learn and grow. Employees who are enthusiastic about their professions and occupations want to discover skills that will enable them accomplish better and learn more about their company and industry. Training is a win-win situation for everyone concerned, according to employers that aim to maximize employee value and promote loyalty and retention. Training initiatives improve leadership knowledge and understanding. Business Connection recognizes the significance of training in increasing efficiency and profitability. The Organization's training policy covers all employees and intends to ensure that the appropriate training will be provided to assist people in performing to the Company's satisfaction. In response to the needs of certain workers, Business Connection creates and delivers high-quality learning and offers additional appropriate activities. Employees are encouraged to take charge of their own growth while they place a strong emphasis on training and development opportunities. They devote a lot of time and energy to the personal and professional development of their staff members since they view them as our most precious asset. By offering pertinent training and courses both domestically and overseas, Business Connection helps its staff members be the best.

- **Training & Development**

Business Connection is well informed about the crucial role of training in sustaining company effectiveness and profitability. The goal of the company's training procedure, which applies to all workers, is to make sure that the right training is readily accessible so that people may perform at a level of satisfaction in their professions. Business Connection creates and executes top-notch learning and expansion programs that are suitable for each employee's needs. While the organization places a high priority on human resources, including training and development opportunities, employees are urged to take charge of their own growth. Even though they regard their employees as their most valuable asset, they devote a significant amount of time and energy to assisting one another in their advancement both personally and professionally. Through appropriate training programs and workshops both domestically and overseas, Business Connection motivates its workers to provide their maximum effort and helps them in doing so. The Business Connection Training team organizes and delivers the training program in accordance with the categories determined by the Training Needs Assessment (TNA).

Types of Training Process:

- In House Training
- Induction Training

- Online training

In House Training: When training is provided on-site for staff, it is referred to as in-house training. The Business Connection trainer conducts these classes. Typically, the company contracts with those trainers.
Induction Training: An entire day of training is devoted to induction, which is intended to acquaint new hires with Business Connection and its policies as well as their unique job responsibilities, attendance expectations, and other pertinent information. In this training, they also perform the appropriate documentation for new hires, and at the end, they arrange a motivational session to make sure the new hires are fired up about their new jobs and eager to help the company reach its objectives. Online Training: We are all aware that there is a pandemic scenario and that every institution is working to combat it by utilizing new technologies, some of which have already manifested in the virtual realm. During the pandemic crisis, Business Connection also used Zoom to conduct their training sessions online, which was advantageous for the business. They decided to employ Zoom to carry out their online training. They invite 90 individuals in total to take part in their online session, and they offer participants questions to gauge their level of participation at various points during the session. When conducting training, they favor video unless there is an emergency. Still we did training or monthly meeting online to maintain with our Chinese and Netherlands team.

Feedback Form of Training and Evaluation

This form is used for employees that attend training-
We appreciate your participation in this training very much. Your opinions and suggestions would be greatly appreciated. Please take a few more minutes to answer the questions below. The Human Resource Department will utilize your comments to assess our future training requirements.
Please answer each question carefully and choose the corresponding checkbox for each answer.

Name: Department: Designation:	
Date:	
Participant Name:	
Title Training:	
Trainer Name:	
Training Category:	➢ In house ➢ Foreign ➢ Online
Supervisor Name:	

At the conclusion of the course, were the training objectives achieved?

○ Certainly	○ Periodically	○ Not entirely

Will you be able to put the information you acquired during the course to use?

○ Certainly	○ Periodically	○ Not entirely

Are you pleased with your trainer?

○ Certainly	○ Not entirely

4.5.1 Need for Training

The four different training criteria that Business Connection follows are as follows:

- Fresher Training: Introduce them to the company's mission and vision statements, rules and policies, and working conditions.
- Training the Existing Workforce: Renewing, modernizing, and enhancing one's knowledge and skills are essential.
- Training for New Technology or Process: Training is provided to all employees on how to use tools and conduct themselves at work properly.
- Organizational and individual development training: When the chance occurs, training is given so that employees are ready to share the responsibilities of a higher-level role.

4.5.2 Feedback of the Training

The T&D team sends the trainees a training evaluation form to determine whether the training was successful. If the training evaluation does not go as expected, it helps them to identify training programs that need to be adjusted and allows them to prepare a training summary report that is shared with the Head of HR and the HOD. Top performers are acknowledged, and they also send letters of gratitude and small presents, like books. A mug was provided as a token of appreciation along with the presents from the HOD and the Head of HR.

4.5.3 Objective of Asrotex Group Performance Appraisal

The following are the goals of introducing the performance evaluation system inside the company:

- ❖ To measure the discrepancy between efficiency as projected and as actually experienced.
- ❖ It improves the relationship between employers and workers.
- ❖ To determine the need for training and growth by evaluating a person's strengths and shortcomings.
- ❖ To give staff member’s recommendations based on their previous performance.
- ❖ Assessing a worker to make decisions on compensation plans, pay scales, and salary increments, among other things.

- ❖ Determine a person's potential for growth and advancement.

4.5.4 Performance Determiner

Performance determiners are the elements that any company has to have in order for people to perform better. Any of these deficiencies will have an impact on employee performance. Therefore, before assessing its performance, every company should make sure those conditions are met. Required KSA: KSA is the abbreviation for knowledge, skill, and ability. For a certain career, these particular qualifications and personality traits are necessary. Asrotex Group Bangladesh looks to assess a candidate's intelligence and skill level before hiring. Even after they are hired, employees are still bound by the training session's rules. In regard to related duties, they can offer guidance on how to enhance KSA.

Good working environment: To do their jobs effectively, every employee requires a pleasant working atmosphere. All of the equipment required for employees to do their duties must be given. Workplace comfort is just as important as having the right tools. All of Business Connection’s employees work in a comfortable environment. The peers engage in enjoyable and constructive conversation here. There are a few amenities at Asrotex Group Bangladesh that provide staff members more time to work while also giving them refreshments. They offer a comfortable setting that enables workers to do their best job all day long.

Motivation: Inspiring others to behave enthusiastically in pursuit of objectives coordinates focus areas and demonstrations. This is based on the idea that until representatives are stirred, managers cannot expect outstanding performance from their workforce. At Asrotex Group, employees get compensation in a number of ways. Every time someone performs well at work, they are complimented. A promotion and the CEO's appreciation are given to the top performer. Corporations frequently use financial bonuses as a form of incentive and payment for extra work. In most cases, bonuses are individually negotiated on a case-by-case basis and paid out along with the monthly salary unless otherwise agreed.

The following factors are taken into account while considering an employee for promotion:

1. Increasing role complexity and role dimension
2. Resources are categorized (key resource, critical resource among others)
3. an individual's record of performance
4. Market dynamism
5. Leadership quality
6. Behavior and attitude
7. Mobility
8. Vintage

4.6 Performance Management of Employees of Asrotex Group

The Asrotex Group. HR department has a strong culture. Its own evaluation process is what makes it a business organization. Many different methods are used to assess employee performance. In a report, the findings from the matrix-based evaluation of employee performance are provided. The employee's growth and/or further training needs are then determined. The review procedure is fair, and Asrotex Group goes above and above to assure this. Every two years, employees receive feedback. First, employees evaluate themselves, and then they consult with their managers to make their final judgment. On their assessment form, staff members can express their displeasure with their appraisal. Although these procedures exist, staff members seldom report them in evaluation forms out of concern for their relationships with their supervisors. The criteria for evaluation include behavior, aptitude, accountability, and attitude. Since their achievements are recognized in yearly salary evaluations and merit raises, employees gain from this appraisal. Asrotex Group follows the plan's overall guidelines as well as all performance evaluation techniques, processes, and activities. The HR department evaluates the performance of their workers twice a year, so they try to improve it.

4.7 Compensation Management of Asrotex Group

The technique of managing a company's employees' total pay and benefits is known as compensation management. This program makes sure that a firm's salary and incentives always stay fair inside the company and competitive within the sector. It also entails supervising the company's benefit plans, ensuring that job classifications are correct, hazard are minimized, and the benefits package meets the families' and general workforce needs. One of the key factors influencing an employee's decision to stay with a firm or hunt for a new one is the remuneration package offered by the organization. Since it has been compensating its employees properly for years, Asrotex Group. has seen a steady rise in demand. One of the most amazing things I've observed is how Business Connection has consistently gone above and above to retain its top employees by offering the finest pay scale in comparison to their rivals. As a result, Business Connection has extremely low employee turnout. When determining whether salaries are retained or reduced, Asrotex Group compensation aim is to concentrate on a particular task or group of tasks carried out by employees. For example, maintaining a mix of cash, benefits, retirement, and gratuities as a whole compensation package.

4.7.1 Compensation Method

Employees are continuously encouraged and pushed by Asrotex Group to improve both their personal and professional life. An employee will receive fair compensation if they can show their worth. They thus employ a merit-based remuneration scheme. The technique helps HR monitor workers' performance. The HR department can evaluate a worker's personal objectives thanks to the merit system. Every worker must succeed in order to earn more money.

Salary Strategy: Asrotex Group developed a number of denominators to determine the pay

range. In addition to the person's knowledge, skill, and aptitude, the compensation structure is determined by the work requirements. Performance and experience are only two of the many elements that go into salary determination. Pay Structure: There is confidentiality around the pay scale. The compensation to employees is, nevertheless, a few percent greater when compared to salaries paid to workers in other sectors. It indicates that a sizable payment from Asrotex Group has been paid.

Salary and Benefits: As was already indicated, the starting pay is above average. At Asrotex Group, compensation is referred to as a "gross wage." The base wage and the allowances are the two components of this. 60 percent of the gross pay, or a sizeable chunk of the wage, is covered by the compensation. Rent, medical costs, and transportation are examples of goods that are covered by allowances.
Two categories of benefits are available to employees:

- Increment: When there is a need for an increase, the Annual Confidential Report (ACR) and employee performance data are used to determine which employees will approve the raise. When a report's record is subpar, special supervision retains the report for a while. In the event that an employee's performance is deemed to be adequate, the amount of an increase may change from year to year. This is contested since management factors affect employee motivation.

- Bonus: The profitability of the business affects bonuses. According to the yearly report, the industries make money each year. They are therefore qualified for a performance bonus. Business Connection offers incentives, allowances, promotions, and leave tickets in addition to pay hikes and bonuses.

Performance Bonus: Employees will be qualified for a performance incentive out of the business's pre-tax earnings if it is profitable. These incentives are split in half, with half depending on an employee's base pay and the other half determined by their performance. Based on standards occasionally supplied by management, workers are assessed through performance evaluations.

Provident Fund and Gratuity: Employees at Asrotex Group are also qualified for a provident fund. 10% of each employee's basic salary is deducted for the provident fund, and the employer adds another 10%, for a total installed contribution to the provident fund of 20%. These funds are given to their staff after they have been hired. If an employee leaves the firm before three years have passed, he will get a 10% provident fund incentive based on his service term, but he will not be entitled for the remaining 10% supplied by the company. Annual Increment: The performance-based 10% yearly raise for Asrotex Group is provided. For people to provide their

best effort, it acts as a motivator. To ensure that the structure of their basic income is clearly stated, each employee takes all essential steps.

Travel Allowance: Employees are also given a travel allowance by the firm. If an employee travels to any location in Bangladesh for work-related reasons, they will be paid for their expenses; however, the expense will be verified by HR staff, and they will get a request for the money.

House Rent Allowance: For permanent employees in managerial roles, the corporation additionally covers half of the rent. This promotes job candidates to work with Asrotex Group in the market.

4.7.2 The Benefits of a Pay or Reward System for Employees

- It's crucial to keep in mind that the company's remuneration or incentive program has the most impact on employee engagement.
- The main cause of mechanical inquiry in the past was often issues with representative salary and incentive frameworks.
- Employee retention in the company is significantly impacted by the remuneration plan.
- By reducing present problems, an effective organizational compensation system will help to maintain the harmony and congruity of the company.
- The pay system is a key factor in representational weakness.
- Most employee happiness is determined by pay and the company's incentive program.

4.8 Work Environment and Employee Relation of Asrotex Group.

The context, social dynamics, and physical factors make up a workplace. These factors could impact employee health, relationships at work, teamwork, and overall well-being. Moving toward a thorough strategy for establishing a healthy workplace is one of Asrotex Group objectives. Individuals and the organization as a whole will benefit from this. In order to maintain a balance between their professional and personal interests, employees benefit from flexible working hours. Asrotex Group ensures that internal health and safety standards and procedures are followed in the workplace. Additionally, it establishes guidelines for health and safety training and creates, plans, and implements methods to avoid diseases and injuries at work. In this context, it organizes for immunization programs, monthly health checks by a designated doctor, and training in firefighting. Additionally, Asrotex Group offers hospitalization insurance to protect the whole medical security of its personnel, and group life insurance plans cover the unanticipated danger of demise as well. Additionally, the HR and Compensation Committee reviews any unique accidental circumstances involving the employee and his or her family in order to provide them with the best compensation available.

4.8.1 Work Environment at Asrotex Group

The highest standards of professional quality and honesty are valued at Asrotex Group, along with efficient internal communication, the open exchange of ideas, creativity, and innovation.

4.8.2 Equal Opportunity for All

Asrotex Group has always vowed to uphold an environment at work that is welcoming to all employees and devoid of any form of prejudice based on gender, age, ethnicity, religion, or creed. In terms of hiring, choosing, promoting, training, growing, and rewarding, we guarantee equitable opportunity for everyone.

4.8.3 Positive Work Environment

In order to inspire workers to perform at their highest level and contribute to Business Connection's full potential, they constantly work to maintain a welcoming and courteous workplace. They have fostered a culture of trust and support throughout the firm to enable everyone to work as a team while also encouraging people to be imaginative and creative within their respective responsibilities. Senior Management is always available to answer questions, offer advice when needed, and support creative initiatives that advance ongoing company success.

They are glad to note that the number of female employees at Asrotex Group is steadily rising thanks to attractive job responsibilities, a comfortable work environment, and suitable maternity benefit programs.

4.8.4 Safety and Health of Asrotex Group Employees

Asrotex Group personnel' health and safety are always top priority. In light of this, Asrotex Group frequently schedules routine health examinations for workers. Additionally, the business offers group life insurance coverage and hospitalization insurance to protect its employees' health and cover unanticipated mortality risks. Ensure that there is no discrimination or harassment at work based on a person's race (including color, nationality, ethnicity, or place of origin), creed, religion or lack thereof, sex, handicap, age, sexual orientation, or any other characteristic.

4.9 Admin Discipline Management of Asrotex Group

Everyone is accountable for carrying out all administrative duties at Asrotex Group where the laws and regulations are severe. The following operations fall under administration and disciplinary management.

4.9.1 Code of Conduct

Strict corporation regulations apply to the following areas: These policies must be followed or you will be immediately fired.

Alcohol and Drugs: It is strictly forbidden to possess, use, or be impaired by alcohol or drugs

during working hours.

Harassment: There is zero tolerance for harassment of staff members, coworkers, or management. Staff members should take the steps listed in the Problem-Solving Process section if they feel they have been harassed. Cases of harassment will be handled by the Operation Head and CEO and will be taken seriously.

Attendance: If a staff member knows they won't be able to work during regular business hours, they should let management know as soon as feasible. Management must be ready to handle any issues that develop as a consequence of absenteeism because the company depends on its personnel to finish client work. If an employee is going to be away, they should notify the relevant team email address two weeks in advance. The employee's eligibility for leave is put in jeopardy if not enough notice is given. If they are going to be absent from work due to illness or inclement weather, staff members must notify their line manager as soon as feasible.

Dress Code: Employees are not required to adhere to a certain dress code, although they are urged to do so. Male employees are also required to wear shoes as opposed to sandals.

Working from Home while on Unplanned Leave: A staff member's paid vacation days won't be taken away if they can make up the job they missed that day from home, but their attendance score in their performance assessment will suffer. Employees on such a day must telephone or, as a last resort, send a text message to their line manager or team leader as soon as possible in the morning to inform them of their plans.

Chapter: Five
Finding of the study

5.1 Major Findings of the Study

Coming up next were the rundown of the discoveries;

The investigation uncovered that over 80.0% of the respondents knew about the presence of HR arrangement. It additionally uncovered that over 80.0% of the staff evaluated the comprehension of the HR approach among normal and incredible. The examination uncovered that the attention to the HR approach among the Asrotex authorities were high.

In spite of the fact that the strategy is satisfactory in substance, it isn't being actualized in full. The investigation uncovered that just 25.80% of the respondents trust that execution evaluation was the fundamental criteria directing choice of staff for preparing. While 17.2% of the respondents said choice depended on long periods of administration, 14.1% of respondents think one is chosen for preparing just when due for advancement. About 40.0% of staff refered to obscure criteria, "whom you know" among others are the premise. The above is an unmistakable sign that however the arrangement might be sufficient in substance it isn't being executed in full.

It was additionally discovered that the present HR practices, procedures and methods at Asrotex were to a great extent not at change with the arrangements of the approach and best practices of HR. It was discovered that present HR practices, procedures and strategies at Asrotex were to a great extent not at change with the arrangements in the strategy. About 80.0% of staff evaluated nature of preparing programs among normal and amazing. In spite of the fact that the respondents whined about preparing not being normal all the 163 respondents have ever taken an interest in a preparation program. Over 90.0% of the respondents demonstrated that their execution were evaluated once every year likewise about 89.8% of the respondents attest that the technique utilized in preparing program have affected on their abilities.

The specialist further found that budgetary designation for HR was the key test in actualizing the HR approach. The examination likewise uncovered that however the financial plan for HR exercises amid the period under survey expanded. It was just in the year 2004 that the real sum spent on HR surpassed the planned sum, in any case, for whatever remains of the years, the real fell beneath the planned sum which demonstrates that budgetary allotment isn't satisfactory for HR exercises. Different difficulties discovered include:

- Poor condition of offices at the representative.
- Discrimination and inclination in the choice of staff.
- General absence of duty to HR by the board.
- Lack of staff inclusion in HR choices.

The two administration staff met likewise affirmed the insufficiency of assets for HR advancement.

Chapter: Six Recommendations and Conclusion

6.1 Recommendations

The following recommendations are made based on the findings of the study:

- There is the need for the management of Asrotex to institute measures to ensure that all staff were made aware of and had adequate knowledge of its HR policy. All fora must be used to disseminate the policy to all staff. At best the HR policy could be made available to staff at the time of recruitment and emphasized during annual and union meetings.

- The management of Asrotex should as a matter of urgency ensure the total implementation of the HR policy to enhance the job skills of the staff for improved performance.

- Budgetary allocations for HR should be increased so that HR could be successfully implemented to enhance the capabilities of staff towards improving services through an efficient and effective workforce.

- A systematic training programme based on the functional activities and the career progression of each staff could be planned to meet the training and career development needs of staffs. This will ensure that throughout the working life of a staff at Asrotex, their training and development needs will be planned in advance and implemented to enhance their capabilities to provide quality services.

The individual HR plan of the staff should, however, be reviewed and updated periodically to meet the challenges of the time.

6.2 Conclusion

This project paper presents new evidence in the effects of human resource management policies and practice such as modern recruitment system, performance appraisal, and enhanced training program in Asrotex group of Industries. The evidence derived from authentic data and observation on Asrotex Group of Industries. In present competitive and dynamic environment, human resource are now being viewed as the most valuable mean for gaining advantages over other. Competitive advantages can only be achieved by building up highly motivated and skilled employees. To fulfill the vision, mission, and core objectives of a company the management has needed to established a effective and efficient human resource department and hired the confident and most promising professionals.

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