Internship Report

on

Human Resource Practices in Bangladesh:

A Case Study on HAMS Garments Limited

Submitted by:
Raihan
ID: BBA2101022001

Program: Bachelor of Business Administration (BBA)
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
Bachelor of Business Administration



Sonargaon University (SU)
147/I, Green Road, Tejgaon, Dhaka-1215, Bangladesh.

Date of Submission: 07 January, 2025

Internship Report

on

Human Resource Practices in Bangladesh:

A Case Study on HAMS Garments Limited

By:

Raihan

ID: BBA2101022001

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management (HRM)

Semester: Fall-2024

Supervised by:

Md. Rasel Hawlader

Assistant Professor

Department of Business Administration

Sonargaon University (SU)



Sonargaon University (SU)

147/I, Green Road, Tejgaon, Dhaka-1215, Bangladesh.

Date of Submission: 07 January, 2025

Letter of Transmittal

Date: 07 January, 2025

Md. Rasel Hawlader
Assistant Professor
Department of Business Administration
Sonargaon University, Dhaka.

Subject: Submission of an Internship Report on Human Resource Practices in Bangladesh A Case Study on HAMS Garments Limited

Dear Sir,

With great pleasure I hereby submit my internship report on **"HRM practices at HAMS Garments Limited"** The report has been completed by the information that I gathered from the major courses on Human Resource Management which I have completed during my BBA as well as from my internship period in HAMS Garments Limited.

As a requirement of preparing an internship report based on the practical knowledge in an organization, I have tried my level best to complete this report meaningfully and correctly, as much as possible. I hope this report will reflect on the contemporary issues on the Human Resource Management that are being Practiced by this organization in our country.

Thank you again for your support and patience.

Sincerely yours,

.....
Raihan
ID: BBA2101022001
Program: BBA
Major in Human Resource Management
Department of Business Administration
Semester: Fall 2024
Sonargaon University (SU)

Letter of Authorization

I, Md. Rasel Hawlader, Assistant Professor, Department of Business Administration, Sonargaon University (SU) hereby certify that the Report work entitled as **"Human Resource Practices in Bangladesh: A Case Study on HAMS Garments Limited"** has been prepared by Raihan, ID: BBA2101022001. Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of the Bachelor Business Administration (BBA) 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 internship report. The report is an original work and prepared as a partial requirement of the degree the Bachelor of Business Administration (BBA).

.....

Md. Rasel Hawlader
Assistant Professor
Department of Business Administration
Sonargaon University (SU).

Student's Declaration

This is **Raihan**, a student of Business Administration, **BBA2101022001** from Sonargaon University (SU) would like to solemnly declaration here that this report on **Human Resource Practices in Bangladesh: A Case Study on HAMS Garments Limited** has been authentically prepared by me under supervisor of **Md. Rasel Hawlader, Assistant Professor** Department of Business Administration, Sonargaon University.

I didn't breach any copyright act internationally. I am further declaring that I did not submit this report anywhere for awarding any degree, diploma, or certificate.

Sincerely Yours,

.....

Raihan

ID: BBA2101022001

Program: BBA

Major in Human Resource Management

Department of Business Administration

Semester: Fall 2024

Sonargaon University (SU)

Acknowledgement

At the very beginning, I humbly acknowledge my heartfelt substantial gratitude to Almighty, the most gracious, the benevolent and the merciful Allah for his blessings in completing this work. It's a great pleasure for me to acknowledge my deepest sense of gratitude, sincere appreciation, and heartfelt indebtedness solemn regards to my respected teacher and Supervisor **Md. Rasel Hawlader,** Assistant Professor his frankly behavior, suggestions and guidelines to complete the internship program and preparing the report. His valuable directions and suggestions were the source of my inspiration. I also grateful to HAMS Garments Ltd. who are providing some important information on their company's websites for which it was very time-saving for me that I did need to run for searching those. I would also like to thanks **Mr**. **Mahfuzur Rahman (GM- HR, Admin and Compliance)** of HAMS Garments for giving me the opportunity to contact and work with him. Finally, I would like to acknowledge appreciation to other faculty members and staff of the Faculty for their cooperation. I sincerely thank them for their assistance on different occasions during the course of this internship report. They made the environment congenial and favorable for me to understand the task. Without their assistance and co-operation, this report might not have seen the light of day. I also apologize heartily for any omitted name whose contribution was also complementary for any possible aspect.

Executive Summary

Human resource management is an essential aspect of a corporation because there aren't many parallels, and occasionally, there are inconsistencies between theories and practices. However, the most significant contradiction and conflict between theories and real-world behaviors are found in commercial organizations. Real-world management is not as simple as it is in theories, particularly regarding human resources. This report aims to learn the truth about Bangladesh's expanding commercial organizations. Especially the private sector is better than the government sector. (we omit the governmental sector because national authorities control it with fragile HRM practices). As instructed by the course instructor, I chose one corporation per non-overlapping category and researched that company's human resources division. I've been selected to work at HAMS Garments Ltd., one of the reputable private firms in our nation's garment industry. Today's dynamic environment makes managing human resources both more complex and crucial. Increased trends in employee retention, job security, etc., result from the organization's realization that its employees are a valuable resource. My research topic examines the education and growth of HAMS Garments Ltd. I have researched and assessed the company's human resources training and development approach for this report. Thanks to the reports research section, I can determine the answer to this question. This report's introduction, which includes the history of the study, a description of the research difficulties, the study's goals and objectives, and the scope of the investigation, serves as the first chapter. It outlines the methodology and context of the research used to create the report. The report's second part includes an overview of the organization. The history of the business, corporate data, organizational structure, mission, vision, and customers are all included. It also includes HAMS Garments Ltd.'s human resources training and development. The report's methodology is covered in the next chapter. The sources of data collection, conclusions, and recommendations are discussed in this chapter. It outlines the methodology and context of there search used to create the report. In addition, I made all efforts possible within the confines of my knowledge and scope to undertake research study to analyze the workforce training and development of HAMS Garments Ltd. I had a wonderful experience while doing a study on this subject.

Table of Contents

Sl. No	Name of Contents	Page No.
	Letter of Transmittal	i
	Letter of Authorization	ii
	Student's Declaration	iii
	Acknowledgement	iv
	Executive Summary	v
	Table of Contents	vi
	Chapter One: Introduction	**1-4**
1.1	Introduction	2
1.2	Objectives of the Study	2
1.3	Methodology of the Study	3
1.4	Limitations of the Study	4
	Chapter Two: Theoretical Discussion	**5-22**
2.1	Literature Review	6
2.2	Objectives of HRM	6
2.3	Recruitment of HRM	8
2.4	Selection of HRM	10
2.5	Training & Development HRM	12
2.6	Strategic Importance of HRM	14
2.7	Roles & Functions of HRM	16
2.8	New Trend in HRM	19
2.9	New Trend in International HRM	20
2.10	Functions of HRM Practices	21
	Chapter Three: Profile of the Organization	**23-28**
3.1	Company Overview	24
3.2	Background of the Company	24

3.3	Vision of HAMS Garments Ltd.	25
3.4	Mission of HAMS Garments Ltd.	25
3.5	Quality Policy of HAMS Garments Ltd.	25
3.6	Product of HAMS Garments Ltd.	25
3.7	SWOT Analysis	26
3.8	Core Values	27
	Chapter Four: Analysis of the Study	**29-44**
4.1	Human Resource Planning in HAMS Garments Ltd.	30
4.2	Job Analysis	32
4.3	Job Design of HAMS Garments Ltd.	37
4.4	Recruitment of HAMS Garments Ltd.	39
4.5	Incentives of HAMS Garments Ltd.	41
4.6	Performance Management	42
4.7	Employee Relation of HAMS Garments Ltd.	44
	Chapter Five: Findings	**45-46**
5.1	Findings	46
	Chapter Six: Recommendations and Conclusion	**47**
6.1	Recommendations	48
6.2	Conclusion	48
	Bibliography	**49**

Chapter One
Introduction

1.1 Introduction

Bangladesh's clothing industry is a significant sector. My internship was with HAMS Garments Limited. The report's subject is **"Human Resource Practice in Bangladesh: A case Study of HAMS Garments Ltd."** It is an excellent required course for business graduates at the Sonargaon University. Today, the country's manufacturing and export of garments is a multibillion-dollar industry.

The ready-made clothing industry's overall effects profoundly affect Bangladesh's socio-economic development. There are 4500 garment industries in the nation, with 75% located in Dhaka. This industry accounts for76% of our export revenue. Before beginning a career, the primary goal is to obtain practical expertise. Since its founding in 1994, HAMS GARMENTS has remained one of the nation's top vertical textile manufacturers.

Their main goal is to fulfill market needs and ensure the happiness of their esteemed consumers around the world. The topic of "An Analysis of the Manpower Training and Development of HAMS Garments Ltd. "Is the subject of this report. Other significant justifications for the investigation include: learning more about HAMS Garments Ltd entire analysis of the Human resource practice of HAMS garments Ltd. This report will also comprehensively understand HAMS Garments Ltd. Human Resource Practice.

1.2 Objectives of the Study

Every research work is conducted to achieve some objective of this report to fulfil the requirementsof the internship 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 study is to know about is "Human Resource Practice in Bangladesh: A case Study of HAMS Garments Ltd.".

Specific Objectives

The principal objective of training and development division is to ensure the availability of askilled and willing workforce to an organization.

- To understand the functions performed by HR department of HAMS Group.

- To determine how HAMS Group maintain recruitment & selection process
- To highlight the compensation & benefits provided by HAMS Group.
- To identify strengths & weakness of HAMS Group.
- To recommend necessary steps for overcoming problem

1.3 Methodology of the Study

For completion of the internship report both primary and secondary data has been used. Primary sources have consultation and interviews with the higher level, the internal guide. Secondary sources were available from the various statements, previous survey research, published documents annual reports and publication HAMS Group.

Data Collection Tools and Techniques: Sampling

To accomplishment this case study, I adopted the survey type of research in which a sample from the target population has been used for the study. For the convenience sampling method I have select one of the leading Organization in Bangladesh Named HAMS Garments Ltd. for this study. Details of the sample are as follows-

Sample Size

I have been used convenient sampling method among the HAMS Group and 100 sample size.

Sources of Data:

The sources of data were of two types-

The Primary Data

- Questionnaire & Survey
- Manuals/Reports
- Official forms
- Short Interview

The Secondary Data

- Official papers of HAMS Group.
- Annual report of HAMS Group.
- Websites of HAMS Group: info@hams.com.bd

Data Processing

After collecting the data and information I process them by Microsoft Word and Excel.

Data Processing Method

Primary and secondary research has to be conducted in the study. Before the actual data collection, I have collected introductory letter from the HAMS Group. The initial visit to these institutions are therefore be to introduce himself, familiarize himself with those institutions as well as seek their consent for the study.

A structured questionnaire has to be developed and is used as the survey tool for the study. Most of the questionnaire was the closed-ended type.

1.4 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
Theoretical Discussion

2.1 Literature Review

The term "human resource management" (HRM) refers to all formal systems created to help in involving stakeholders inside a organization, along with employees. Human resource management is responsible for three main functions: employee recruitment and compensation, as well as work assignment. Ideally, the goal of human resource management is to evaluate the best strategy for increasing a company's productivity through its employees. More focus has been placed in recent years on how businesses manage their human resources. Understanding that an organization's workforce adds value to achieving its main goal and that effective management of these human resources is crucial to a success of an organization.

A process of managing employees, hiring new employees, and keeping current employees in a company is referred to as human resource management. It is mostly concerned with issues related to hiring, letting go of employees, training, benefits, pay, motivation, and management, among other things. It helps management to guarantee employee happiness and to enhance performance in order to increase production via greater efficiency.

2.2 Objective of Human Resource Management

The primary purpose of HRM is to make sure that the right people are available for the right roles in order to successfully accomplish organizational goals.

Some of the ways HRM improves organizational effectiveness include the following:

- To provide qualified and motivated personnel in order to assist the organization in successfully and efficiently achieving its goals.
- To effectively use the human resources that are available.
- To create and preserve the quality of work life (QWL) that makes working for the organization a desirable position on a personal and social level.
- Maximizing an employee's sense of fulfillment at work and personal development.
- To support the upkeep of moral standards and conduct both inside and outside the organization.
- To create and preserve friendly connections between the management and the workforce.
- To balance organizational aims with those of the individual or group.

Objectives of HRM:

Whilst the precise HR objectives will vary from business to business and industry to industry, the following are commonly seen as important HR objectives:

Objective	HR Action
Ensure human resources are employed cost-effectively	Pay rates should be competitive but not excessive Achieve acceptable staff utilization Minimize staff turnover Measure returns on investment in training
Make effective use of work force potential	Ensure jobs have suitable, achievable workloads Avoid too many under-utilized or over-stretched staff Make best use of employee's skills
Match the work force to the business needs	Workforce planning to ensure business has the right number of staff in the right locations with the right skills Effective recruitment to match workforce needs Training programs to cover skills gaps or respond to changes in technology, processes & market Consider outsourcing activities that can be done better and more cost effectively by external suppliers Get the right number and mix of staff at each location where the business operates in multiple sites and countries.
Maintain good employer/employee relations	Avoid unnecessary and costly industrial disputes Timely and honest communication with employees and their representatives Sensitive handling or potential problems with employees (dismissal, redundancy, major changes in the business) Comply with all relevant employment legislation

2.3 Recruitment of HRM

Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring, and on boarding employees. In other words, it involves everything from the identification of a staffing need to filling it. Depending on the size of an organization; recruitment is the responsibility of a range of workers. Larger organizations may have entire teams of recruiters, while others only a single recruiter. In small outfits, the hiring manager may be responsible for recruiting. In addition, many organizations outsource recruiting to outside firms. Companies almost always recruit candidates for new positions via advertisements, job boards, social media sites, and others. Many companies utilize recruiting software to more effectively and efficiently source top candidates. Regardless, recruitment typically works in conjunction with, or as a part of Human Resources.

Recruitment Involve

While the recruitment process is unique to each organization, there are 15 essential steps of the hiring process. They have listed them here, but for a detailed exploration of these steps, check out the page on Hiring Process Steps:

- Identify the hiring need
- Devise a recruitment plan
- Write a job description
- Advertise the position
- Recruit the position
- Review applications
- Phone Interview/Initial Screening
- Interviews
- Applicant Assessment
- Background Check
- Decision
- Reference Check
- Job offers
- Hiring
- On boarding

Types of Recruiting

There are several types of recruiting.

Here's an overview

Internal Recruiting

Internal recruiting involves filling vacancies with existing employees from within an organization.

Retained Recruiting

When organization hires a recruiting firm, there are several ways to do so; retained recruiting is a common one. When an organization retains a recruiting firm to fill a vacancy, they pay an upfront fee to fill the position. The firm is responsible for finding candidates until the position is filled. The organization also agrees to work exclusively with the firm. Companies cannot, in other words, hire multiple recruiting firms to fill the same position.

Contingency Recruiting

Like retained recruiting, contingency recruiting requires an outside firm. Unlike retained recruiting, there is no upfront fee with contingency. Instead, the recruitment company receives payment only when the clients they represent are hired by an organization.

Staffing Recruiting

Staffing recruiters work for staffing agencies. Staffing recruiting matches qualified applicants with qualified job openings. Moreover, staffing agencies typically focus on short-term or temporary employment positions.

Outplacement Recruiting

Outplacement is typically an employer-sponsored benefit which helps former employees transition into new jobs. Outplacement recruiting is designed to provide displaced employees with the resources to find new positions or careers.

Reverse Recruitin

Refers to the process whereby an employee is encouraged to seek employment with a different organization that offers a better fit for their skill set. They offer Reverse Recruiting Days to help workers with this process. At the Reverse Recruiting Days, they review resumes, conduct mock interviews, and offer deep dives into specific job roles. Click here for more information. Tips for effective recruiting. Recruitment are a nuanced process that

requires extensive research, thorough procedures, and finesse in order to produce high-quality hires with regularity.

Look internally before externally

There's a good chance the best candidate for your position is already working for your organization. Internal candidates are already familiar with and contributing to your corporate culture and goals. Given their past success within your organization, it is reasonable to expect they will continue to excel in a new position.

Reach out to "passive" candidates

There is a good chance your ideal candidate is not actively looking for a new job and will not respond to your job board ad. Why? Because they're likely already employed elsewhere. After all, why wouldn't your competitors also want to employ your ideal candidate? Therefore, effective recruiting requires you to look outside of your applicant pool for top talent. Encouraging your staff to attend industry conferences and participate in professional organizations; developing relationships with local university business schools; searching social media sites (i.e. LinkedIn) for strong resumes from candidates who might not be actively looking for a new job; and encouraging your employees to refer people they know or are connected to are all important mechanisms through which to expand your recruitment network.

2.4 Selection of HRM

Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization. In other words, selection can also be explained as the process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position. The selection of a right applicant for a vacant position will be an asset to the organization, which will be helping the organization in reaching its objectives.

Different authors define Selection in different ways. Here is a list of some of the definitions:

Employee selection is a process of putting a right applicant on a right job. Selection of an employee is a process of choosing the applicants, who have the qualifications to fill the vacant job in an organization. Selection is a process of identifying and hiring the applicants for filling the vacancies in an organization. Employee selection is a process of matching organization's requirements with the skills and the qualifications of individuals. A good

selection process will ensure that the organization gets the right set of employees with the right attitude.

Importance of Selection

Selection is an important process because hiring good resources can help increase the overall performance of the organization. In contrast, if there is bad hire with a bad selection process, then the work will be affected, and the cost incurred for replacing that bad resource will be high. The purpose of selection is to choose the most suitable candidate, who can meet the requirements of the jobs in an organization, who will be a successful applicant. For meeting the goals of the organization, it is important to evaluate various attributes of each candidate such as their qualifications, skills, experiences, overall attitude, etc. In this process, the most suitable candidate is picked after the elimination of the candidates, who are not suitable for the vacant job.

The organization has to follow a proper selection process or procedure, as a huge amount of money is spent for hiring a right candidate for a position. If a selection is wrong, then the cost incurred in induction and training the wrong candidate will be a huge loss to the employer in terms of money, effort, and also time. Hence, selection is very important, and the process should be perfect for the betterment of the organization.

Advantages of Selection

- A good selection process offers the following advantages:
- It is cost-effective and reduces a lot of time and effort.
- It helps avoid any biasing while recruiting the right candidate.
- It helps eliminate the candidates who are lacking in knowledge, ability, and proficiency.
- It provides a guideline to evaluate the candidates further through strict verification and reference-checking.
- It helps in comparing the different candidates in terms of their capabilities, knowledge, skills, experience, work attitude etc.

A good selection process helps in selecting the best candidate for the requirement of a vacant positioning an organization.

Selection Process and Steps

As we have discussed that selection is very important for any organization for minimizing the losses and maximizing the profits. Hence the selection procedure should be perfect.

A good selection process should comprise the following steps:

Employment Interview: Employment interview is a process in which one-on-one session conducted with the applicant to know a candidate better. It helps the interviewer to discover the inner qualities of the applicant and helps in taking a right decision.

Checking References: Reference checking is a process of verifying the applicant's qualifications and experiences with the references provided by him. These reference checks help the interviewer understand the conduct, the attitude, and the behavior of the candidate as an individual and also as a professional.

Medical Examination: Medical examination is a process, in which the physical and the mental fitness of the applicants are checked to ensure that the candidates are capable of performing a job or not. This examination helps the organization in choosing the right candidates who are physically and mentally fit.

Final Selection: The final selection is the final process which proves that the applicant has qualified in all the rounds of the selection process and will be issued an appointment letter.

A selection process with the above steps will help any organization in choosing and selecting the right candidates for the right job.

2.5 Training and Development of HRM

Training and Development is a structured program with different methods designed by professionals in particular job. It has become most common and continuous task in any organization for updating skills and knowledge of employees in accordance with changing environment. Optimization of cost with available resources has become pressing need for every organization which will be possible only by way of improving efficiency and productivity of employees, possible only by way of providing proper employee training and development conditioned to that it should be provided by professionals.

Training & Development

- Training and development
- Employee Training Introduction
- Need and benefit of Training
- Advantages of Training Programmer
- Training Process
- On-the-job Methods
- Off-the-job Methods
- Sensitivity Training
- Management Development
- On the Job Methods [MD]
- Off the Job Methods [MD]
- Executive Development

As compared to technical staff, managerial staff will be very low in number because manager who is having more efficiency can manage a greater number of people which is a real manager capability but coming to technical jobs cannot be done by one or with minimum available skilled labor if there is need for high or large production. Ultimately development of employees is by way of learning by way of observations to develop knowledge. In fact, training is also provided for management level personnel to understand technicalities involved and nature of work done by the staff working under them, ultimately to manage them.

Traditional Approach

Most of the organizations before never used to believe in training. They were holding the traditional view to be changing that managers are born and not made. There were also some views that training is a very costly affair and not worth. Organizations used to believe more in executive pinching. But now the scenario seems.

Modern Approach

Modern approach of training and development is that Indian Organizations have realized the importance of corporate training. Training is now considered as more of retention tool than a cost. The training system in Indian Industry has been changed to create a smarter workforce and yield the best results. The HR Training and Development Manager is responsible for the organization's staff training requirements, programs, and career development needs. They

supervise training staff, plan and administer training seminars, and manage conflict resolution, team building, and employee skill evaluations. The HR Training and Development Specialist plans, produces and administers staff and management training programs. They conduct programs to develop employee skills in accordance with organization practices and policies. Additionally, they research and evaluate training resources, as well as suggest new topics and methods. The Chief Learning Officer (CLO) is a relatively new executive level position. The CLO is in charge of employee training, education, and learning structures across the enterprise, as well as providing the expertise to ensure everyone has access to the intellectual tools. Information and data they need. The primary success factor of the CLO is to translate learning into a strategic business asset. "The way to activate the seeds of your creation is by making choices about the results you want to create. When you make a choice, you activate vast human energies and resources, which otherwise go untapped." - Robert Fritz.

Training and Development Objectives

The principal objective of training and development division is to make sure the availability of a skilled and willing workforce to an organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Societal.

Individual Objectives: Help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.

Organizational Objectives: Assist the organization with its primary objective by bringing individual effectiveness.

Functional Objectives: Maintain at the departments of the contribution at a level suitable to the organization's needs.

Societal Objectives: Ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

2.6 Strategic Importance of HRM

In today's businesses, the right approach and management of the company's employees can greatly affect the company's overall performance. A strategic approach in Human Resource Management is vital especially in growing companies. Starting from right staffing to maintaining performing employees, HR management is key in developing not only the employees, but the whole organization itself.

Human Resources encompass a broad scope in management. An expanding company dependent on its current success can maintain and further develop its business starting with the right staffing. As demands for the product or services increase, additional manpower is needed to comply with them. The current manpower should be checked but not simply if they can comply with the demands, but it has to ensure that it can still keep as quality and standards. Mass production or bulk orders should not be an excuse in decreasing quality, hence, increased customer dissatisfaction and decreased sales. For a company that is already recognized in the industry and is eyeing on expansion, their status and reliability should be maintained.

The leaders of the company can now focus on the products itself and expansion and let the HR Department handle the development of the organization. Keeping an eye on the company's long-term goals, mission and vision, the development of performance standards is essential to identify potential problems, non-performing employees and compliance to tasks and standards. Minor employee and performance problems should be seen immediately to avoid any future inconvenience and potential problems to the customers and thus become a liability to the company. HRM professionals can also identify the processes and the proper staffing for each of these activities, and in effect, the systems and approach in terms of the company's front-line operations can be improved to decrease manpower hours, improve quality, streamline processes, and elevate standards. The success and growth of a small company can be attributed to its culture.

Due to its size of, communication between all employees is not complicated. And alongside this communication, the trust and organizational goals are easily shared and understood by everyone. And in its growth, it is important that this culture is maintained and adjust to changes accordingly. HR professionals can work both with management and employees in doing this. With increase in employees and more demands in operations, communication may take a backseat for both parties. However, Human Resources Management can amend this and become a bridge in establishing what the management wants from employees and vice-versa. In its continuous development, it is but imperative that the management or its owner be prepared for more arduous tasks in operations and leading the rest of the team towards continued success. Management should be equipped with the right skills in planning, leading, organizing and establishing standards. As they are the ones who will eventually be focused in developing the company instead of the operations and technical aspects, a higher understanding of this responsibility is essential, and this also plays a significant part once

competition is put into the picture. Companies fail because number reasons, and mismanagement can be one of them.

2.7 Roles & Functions of HRM

The Human Resource Department deals with management of people within the organization. There are a number of responsibilities that come with this title. First of all, the Department is responsible for hiring members of staff, this will involve attracting employees, keeping them in their positions and ensuring that they perform to expectation. Besides, the Human Resource Department also clarifies and sets day to day goals for the organization. It is responsible for organization of people in the entire company and plans for future ventures and objectives involving people in the Company.

Research has shown that the human aspect of resources within an organization contributes approximately eighty percent of the organizations value. This implies that if people are not managed properly, the organization faces a serious chance of falling apart. The Human Resource Departments main objective is to bring out the best in their employees and thus contribute to the success of the company. These roles come with certain positive and negative aspects. However, the negative aspects can be minimized by improvements to their roles and functions. These issues shall be examined in detail in the subsequent sections of the essay with reference to case examples of businesses in current operation.

Positive Aspects of Roles and Functions of the Recruitment of Employees

This is one of the most fundamental roles of the HR department. This is because this function ensures that the company under consideration selects the most skillful and competent person from a sea of applicants at that time. This function involves evaluation of ability and competency of potential employees in relation to what the Company needs. This role falls under the staffing role of management. If this function is performed well, then the organization will increase value consequently being on the right pathway to achieve its organizational and departmental goals and objectives. (Hyde, 2004) Effective recruitment can be done through a number of ways. First, the company can conduct educational and psychological measurements. This task will involve assessment of abilities, skills, and character evaluation of applicants. Through psychometric evaluation, the company can ensure that employees have the right attitude necessary to fit into the organization. Another method companies use to recruit members of staff is through interviews. Here, the Human Resource Department can ask applicants questions that evaluate their decision-making abilities and

how they would deal with certain situations if presented with them. The department can also employ the use of written interviews where applicants answer questions addressing key issues in the organization. Through these channels, the department contributes towards organizational performance.

Improvement of Compensation Packages

One of the major functions of the HR department is to motivate employees. This can be done through rewards especially for those who have done well. The HR department needs to evaluate performance of employees and those who have exceeded expectations should be compensated for their actions. Research has shown that rewarding employees for good performance is the number one incentive for keeping up this trend.

These compensation packages can come in the following ways.

- Holiday Offers
- End of Year Bonuses
- Equities
- Awards
- Salary Increments
- Provision of Flexible Working Hours
- Straight forward Promotion Schemes and Career Developments

If the HR department includes these incentives, then it will ensure that employees are satisfied with the company. It will also contribute towards good staff retention rates. This is especially crucial in increasing stability within the organization. It also makes employees identify with the firm and instills a sense of loyalty.

Planning in the Organization

The Human Resource Department is placed with the responsibility of ensuring that it plans adequately for all the organizations future engagements that will involve people. One important aspect of this is planning for employees in the organization. It is important that the organization ensures that all the employees under its wing are just enough to increase value to the organization. The Department must ensure that staff members are not too many because if they exceed this amount, then the organization stands to lose. It must plan adequately to ensure that staff members are not too few either, otherwise they will be overworking those who are already in place. Consequently, there will be poor motivation resulting from fatigue.

The HR department is also bestowed with the responsibility of planning future organizational goal in relation to people or clarifying these same goals to staff members. This function of the department ensures that people in the organization have a general direction which they are working towards. Organizations that have a clear direction are always more effective; those members of staff will be more result oriented rather than just working for the sake of it. The department is also responsible for setting day to day objectives necessary for streamlining activities within the organization and thus ensuring that work is not done haphazardly.

Negative Aspects of Functions and Roles of HR

There are several problems that arise as the department goes about its activities:

Problems in Recruitment

The department may sometimes be unable to adequately coordinate and incorporate all the employees needed in the company's operations. One such example is the NHS. In the year 2004, the organization was found to be wanting in its human resource department's functions. The company was recruiting a large proportion of its employees, 40% from Asian and African countries. This means that the organization was draining medical personnel from those needy countries and using them for themselves. (Katherine, 2002), such a practice showed that the HR department had exercised bad judgment in its staffing function. Instead, it could have used these foreign nurses as temporary measure and put in place a strategy to train local nurses such that it could stop depending on those poor countries for supply of nurses.

Problems in Remuneration

In the process of trying to motivate members of staff to perform better, the Human Resource may make deals that eventually cause problems. A case in point is the Home Depot. This company has an employee compensation policy that requires that one should be rewarded for the time they have served the company. The Home Depot Company offers an end of year bonus, basic salary, and grant on stock shares as an incentive for some of its employees. The CEO of the company lost his job in the year 2007. This was because the company has experienced a lot of losses under his leadership; its shares fell by eight percent in the stock exchange, and he deserved to leave the company.

However, because the Human Resource Department had put in place a policy that requires all members of staff to be given the incentive mentioned above, he left with a lot of money. It

was reported that he had with him about two hundred and ten million dollars. The company had no way out of this payment because HR had already passed that policy and they were bound by the law. This goes to show that sometimes policies made by the HR department do not benefit the company especially if the parties involved are considered as losses to the company. (Michael, 2007).

Problems in Planning

Sometimes the HR department can employ people who may not contribute towards organizational principles. A classic example is the Arthur Andersen Company that fell apart in the year 2002. Tip was an American company that dealt with audits. It was initially very successful in its operations prior to that fateful year. But in the latter years of its operations, the company was involved in two accounting scandals that tarnished its name and subsequently caused failure.

The company failed to plan well for the kind of employees it recruited. This was witnessed when one of its employees in the legal department called Nancy Temple was fined in the court of law for non- adherence to accounting laws. This problem could have been prevented if the HR department had evaluated this employee before hiring her and evaluation should have been done during her performance. If HR had been extremely critical, then they would have realized that the employee did not adhere to company principles and would therefore have terminated her employment. Beside this, the Arthur Andersen Human Resource department also failed in its communication function to employees. The department should have ensured that they constantly communicate to members of staff about the goals and objectives of the company on a day-to-day basis. This would have made them very clear in the minds of employees and would have prevented the downfall of the company.

2.8 New Trends in HRM

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. The role of HR manager is shifting from that of a protector and screener to the role of a planner and change agent. Personnel directors are the new corporate heroes. The name of the game today in business is personnel.

Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and knowledge-based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems,

management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Role of HRM is becoming all the more important. Some of the recent trends that are being observed are as follows:

- The recent quality management standards ISO 9001 and ISO 9004 of 2000 focus more on people centric organizations. Organizations now need to prepare themselves in order to address people centered issues with commitment from the top management, with renewed thrust on HR issues, more particularly on training.
- To leapfrog ahead of competition in this world of uncertainty, organizations have introduced six sigma practices. Six- sigma uses rigorous analytical tools with leadership from the top and develops a method for sustainable improvement. These practices improve organizational values and helps in creating defect free product or services at minimum cost.
- Human resource outsourcing is a new accession that makes a traditional HR department redundant in an organization. Exult, the international pioneer in HR BPO already roped in Bank of America, international players BP Amoco & over the years plan to spread their business to most of the Fortune 500 companies.

2.9 New Trends in International HRM

- International HRM places greater emphasis on a number of responsibilities and functions such as relocation, orientation and translation services to help employees adapt to a new and different environment outside their own country.
- Selection of employees requires careful evaluation of the personal characteristics of the candidate and his/her spouse.
- Training and development extend beyond information and orientation training to include sensitivity training and field experiences that will enable the manager to understand cultural differences better. Managers need to be protected from career development risks, re-entry problems and culture shock.
- To balance the pros and cons of home country and host country evaluations, performance evaluations should combine the two sources of appraisal information.
- Compensation systems should support the overall strategic intent of the organization but should be customized for local conditions.
- In many European countries Germany for one, law establishes representation. Organizations typically negotiate the agreement with the unions at a national level. In Europe it is more likely for salaried employees and managers to be unionized.

HR Managers should do the following things to ensure success

- Use workforce skills and abilities in order to exploit environmental opportunities and neutralize threats.
- Employ innovative reward plans that recognize employee contributions and grant enhancements.
- Indulge in continuous quality improvement through TQM and HR contributions like training, development, counseling, etc.
- Utilize people with distinctive capabilities to create unsurpassed competence in an area, Xerox in photocopiers, 3M in adhesives, Telco in trucks etc.
- Decentralize operations and rely on self-managed teams to deliver goods in difficult times Motorola is famous for short product development cycles. It has quickly commercialized ideas from its research labs.

HR Managers today are focusing attention on the following

Policies-HR policies based on trust, openness, equity, and consensus.

Motivation-Create conditions in which people are willing to work with zeal, initiative, and enthusiasm; make people feel like winners.

Relations- Fair treatment of people and prompt redress of grievances would pave the way for healthy work-place relations.

Change agent- Prepare workers to accept technological changes by clarifying doubts.

2.10 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.
- Compensation and benefits.
- Human Resources information systems.

Chapter Three
Profile of the Organization

Overview of HAMS Garments Ltd.

3.1 Company Overview

HAMS GROUP was established in 1994 and remains as one of the leading vertical textile manufacturers in the country till to date. With indelible as commitment - employing highly skilled textile professionals, equipped with latest machinery and providing outstanding working conditions for all our employees. We always believe in creating the best products. For about past 28 years, our continuous endeavor has created excellence for our customer satisfaction

3.2 Background of the Company

HAMS Garments started its journey as a house of Readymade Garments (RMG) engaged in manufacturing and exporting of Knit Apparels since 2012 and has been considered today as one of the biggest conglomerates with substantial establishment of its backward linkage of all kinds of knit garments, textile, wet processing & garments accessories. It has the state of art vertically integrated garments manufacturing facility which ensures one stop service to the buyers. We have established ourselves as an important Garments manufacturer for a number of renowned brand apparels of Europe, USA & Australia. As it stands today, HAMS Garments became the name of lifestyle of its personnel, suppliers & buyers. For the greater commitment & care – HAMS Garments always plays a significant role in its every activity by protecting environment and has earned an iconic image among the green corporate houses. These achievements of ours prevailing due to the personnel of the HAMS Garments are placed at their right positions according to their caliber and inspiration.

Major Business Area:

- HAMS Garments Ltd. (HGL)
- HAMS Fashion Ltd. (HFL)
- Dhaka Washing and Garments Ltd (DWGL)
- Victoria Intimate Ltd. (VIL)

3.3 Vision

Continuously focus on current trend targeting customer needs and end consumer's demand to manufacturing process of quality knit fabrics & apparels production. Hence establish ourselves as the leading provider of knit apparels to serve international market.

3.4 Mission

We aspire to vertically integrate our line of business and become the largest denim manufacturer with the highest quality standards.

3.5 Quality Policy

HAMS Garments is committed to achieve customer satisfaction with best quality readymade garments through effective quality management system and continuous improvement.

3.6 Product

We manufacture and supply a wide range of Garments that cater to the requirements of Men's clothing, Women' clothing and Kids Wear. Using optimum quality fabric and latest technology, our products are extremely popular amidst our valuable buyers



- 5 pocket Denim
- 5 Pocket twill
- Chino
- Jogger
- Cargo

- Shirt
- Jacket
- Dungaree
- Shorts

3.7 SWOT Analysis

A SWOT analysis considers both internal and external factors, as well as what is going on within and around HAMS Garments Limited. Through this analysis HAMS Garments Limited 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:

HAMS Garments Strengths are abilities and resources that can be used to gain a competitive advantage.

- Easier to Procure
- Availability of raw materials
- Experienced manpower
- Market Position
- Specialist Marketing Team
- ECA Financing

Weakness:

Weaknesses are characteristics of a company or brand that should be changed for the better. Some of HAMS Garments Limited's major flaws are as follows:

Absence to accept technological progress.

- Taxation at a high rate
- Suppliers quality issues
- Less investment in R&D
- Dependence on Export & Import

Opportunity:

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

- Increasing demand for steel, batteries
- Global expansion
- Local currency payment
- LC opening facilities for others customer
- Price & Benefits

Threats:

Threats are external forces that may have an effect on a company's growth. Some of the threats to HAMS Garments Limited are as follow

- Increased Dollars rate
- Changes in the government and environmental regulation
- Diversification
- Uncertainty in shipment process
- LME price decreasing
- Fluctuation of market and export possibilities in China
- Global steel price decreasing

3.8 Core Values

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

Commitment:

HAMS Garments is dedicated to assisting traders in performing at their peak levels in both retail and business settings. Their culture, brand, and habits are supported by respect for

secrecy, capital preservation, and ongoing profitability. Customers are so prioritized by them at the Indicator Warehouse.

Innovation & Entrepreneur:

The business constantly broadens its perspectives via entrepreneurship and innovation. They can create and deploy superior services that can anticipate future market demands by having insight into the path that their market will go in the future.

Integrity

HAMS Garments are concerned with the caliber of their work, the relationships they build, and the contributions they make to their business, the communities they operate in, and the industries they support. Even if it means ending a relationship or a business, they constantly seek to act morally.

Teamwork

The culture of HAMS Garments is one that values collaboration. Their genuinely significant accomplishments have all been the result of collaborative work.

Profitability & Growth

Profitability helps them to reward their staff and make future investments in the business. Growth gives employees the chance to progress their careers and gives them access to a wider range of talent and system resources. Growth and profitability serve as both a means to an end and an end in itself.

Chapter Four

Analysis of the Study

4.1 Human Resource Planning in HAMS Garments

Human Resource Planning:

Human Resource Planning is the combination of two terms HAMS Garments such as Human Resource and Planning. It is the process of planning about human resources. The process of determining of 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 who are capable of performing their assign job efficiently and effectively.

Linking Organizational Strategy to Human Resource Planning

To ensure that appropriate personnel are available to meet the requirements set during the strategic planning process, human resource managers engage in employment planning. The purpose of this planning effort is to determine what HRM requirements exist for current and future supplies and demands for workers. For example, if a company has set as one of its goals to expand its production capabilities over the next five years, such action will require that skilled employees be available to handle the jobs. After this assessment, employment planning matches the supplies and demands for labor, supporting the people component.

1. Assessing current Human Resources

Assessing current human resources begins by developing a profile of organizations current employees. This is an internal analysis that includes information about the workers and the skills they currently possess. From a planning viewpoint, this input is valuable in determining what skills are currently available in the organization. The profile of the human resource inventory serves as a guide for supporting new organizational pursuits or in altering the organization's strategic direction. This report also has value in other HRM activities, such as selection individuals for training and development, promotion, and transfers.

2. Determining the Demand for Labor

Once an assessment of the organization's current human resources situation has been made and the future direction of the organizations has been considered, a projection of future human resource needs can be developed.

3. Estimating the Future Supply of Labor

Estimating changes in internal supply requires the HR to look at those factors that can either increase or decrease its employee base. An increase in the supply of any units' human

resources can come from a combination of four sources, new hires, contingent workers, transfers in, or individuals returning from leaves. Decreases in the internal supply can come about through retirements, dismissals, transfers out of the unit, layoffs, voluntary quits, sabbaticals, prolonged illnesses or deaths. HRM manager should consider these increases and decreases to estimate the future supply of labor.

4. Estimated Changes in Future Supply

There are some factors outside the organization that influence the supply of available workers. We should review these changes outside the organization to estimate changes in the future supply.

5. Matching the Demand and Supply of Labor

The objective of human resource planning is to bring together the forecasts of future demand for workers and the supply for human resources, both current and future. The result of this effort is to. Pinpoint shortages both in number and in kind, to highlight areas where over staffing may exist.

Objectives of Human Resource Planning of HAMS Garments Ltd.

1. Consistency of action
2. Continuity of action
3. Achieving the target
4. Career growth and development
5. Minimization of cost
6. Opportunity to locate talents and skilled person
7. Eliminating all types of wastage
8. Optimum utilization of human resource
9. Coordinating different personal programs
10. Development of confidence

Factors affecting in HRP of HAMS Garments Ltd.

1. Organizational growth cycle and planning
2. Environmental uncertainties
3. Level or nature of outsourcing
4. Time horizons
5. Nature of jobs being field
6. Type and quality of forecasting information
7. Strategy of the organization

Human Resource Information System of HAMS Garments Ltd.

A human resource information system (HRIS) is a systematic procedure for collecting, storing, maintaining, retrieving, and validating data needed by an organization about its human resources. The HRIS is usually a part of the organization's larger management information system (MIS). The HRIS need not to be complex or even computerized.

Steps in Implementing an HRIS of HAMS Garments Ltd.

1. Inception of data
2. Feasibility study
3. Selecting a project team
4. Defining the requirements
5. Vendor analysis
6. Package contract negotiation
7. Training
8. Tailoring the system
9. Collecting the data
10. Testing the system
11. Starting up
12. Running in parallel
13. Maintenance
14. Evaluation

4.2 Job Analysis

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. To improve the performance and maintain the high level of efficiency in work, employee should be compensated with wages and salaries depending upon the job he/she is performing.

Importance of Job Analysis

1. Specifying the minimum requirement
2. To know the potential candidates about duties and responsibilities
3. To fix up the compensation
4. To reduce turnover
5. Maintaining the organization's discipline
6. To minimize the cost of training
7. Retaining trained and expert employee
8. Minimizing the wastage of resources

9. Getting optimum productivity

10. Selecting the most suitable candidate

Step of Job Analysis:



1. **Defining the Objectives:** The foremost step in the process of job analysis is defining the objective of the job analysis. The objective could be either of the following:

- ❖ Redesign the job description
- ❖ Revise the compensation program
- ❖ Change the organization structure
- ❖ Redesign the job in a particular department. Once the objective is selected, it should be well communicated to the top management because with its support only, the changes can be made in the organization.

2. Preparing the job Analysis: After setting an objective, the kind of jobs that are to be analyzed are selected, whether the clerical jobs, managerial jobs, division specific job, etc. Also, the members who are included in the analysis and the methods to be used are identified. At this stage, the complete review of the existing job description is done to have a fair insight of the duties, responsibilities, organization chart, working conditions, hazards, etc. that exist in a particular set of jobs.

3. Performing the Job Analysis: The next stage in the process of job analysis is to perform or begin with the job analysis. Here, the sufficient time should be allotted for collecting the job details from the employees. The information from the employees can be collected through questionnaires, interviews, or through an observation method. Once the information gets collected it needs to be sorted on the basis of its nature, division, and department.

4. Designing Job Descriptions and Job Specifications: At this stage, the job analyst prepares a draft of the job description and the specifications. After sorting of the information, the changes that need to be made in the jobs is identified and is written on paper. Once the draft gets prepared, it is circulated to the managers, supervisors, and the employees.

5. Control Job Descriptions and Job Specifications: This is the last step in the process of job analysis wherein the job descriptions, and the specifications are timely checked and modified according to the changing needs of the organization.

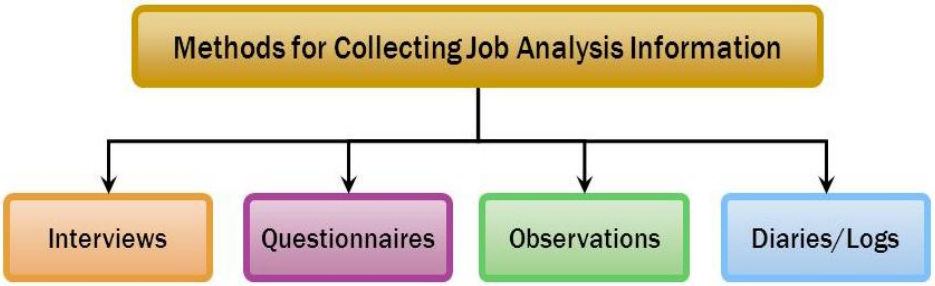
The job analysis results in the job description and the job specification. The Job description comprises of job duties, the level of responsibilities, working conditions, etc. and whereas the job specification tells about the skills, education, background, qualification, training, and communication skills required to perform a specific job.

Methods of Job Analysis

1. Observation

A job analyst observes an employee and records all his performed and non-performed task, fulfilled and un-fulfilled responsibilities and duties, methods, ways and skills used by him or her to perform various duties and his or her mental or emotional ability to handle challenges and risks. However, it seems one of the easiest methods to analyze a specific job but truth is that it is the most difficult one. (Data are gathered by watching employees' work)

Collecting Job Analysis Information



2. Individual interview

In this method, an employee is interviewed so that he or she comes up with their own working styles, problems faced by them, use of particular skills and techniques while performing their job and insecurities and fears about their careers. This method helps interviewer know what exactly an employee thinks about his or her own job and responsibilities involved in it. It involves analysis of job by employee himself. In order to generate honest and true feedback or collect genuine data, questions asked during the interview should be carefully decided. And to avoid errors, it is always good to interview more than one individual to get a pool of responses. Then it can be generalized and used for the whole group. (Face to face conversation)

3. Questionnaire

Another commonly used job analysis method is getting the questionnaires filled from employees, their superiors and managers. However, this method also suffers from personal biasness. A great care should be takes while framing questions for different grades of employees. (A structured form of questions designed to collect information)

4. Diary

The diary method requires incumbents to record their daily activities. Under this method the employees are asked to record day-to-day activities in a diary. This serves as a good source of information but lot of time is required to maintain the correct information on the part of the employee. This is the most time consuming of the job analysis methods and may extend over

long periods of time- all adding to its cost. (Maintaining a diary system to record day to day activities of employees)

Employee Turnover

When employees leave from the organization and have to be replaced is called employee turnover. That means the number or percentage of workers who leave an organization and are replaced by new employees.

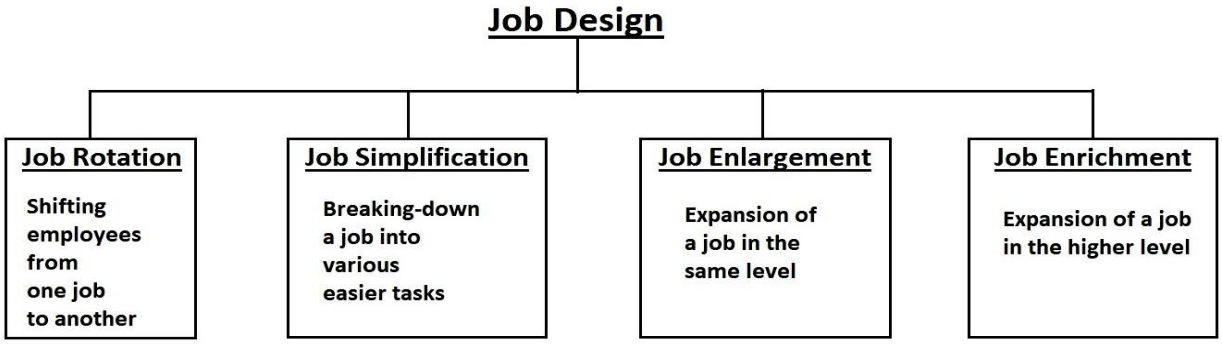
Reasons of Employee Turnover

1. Compensation and responsibilities
2. Mismatch between expectation and reality
3. Mismatch between the job requirement and capabilities
4. Organizations terms and condition is not good
5. Poor working environment
6. Ambitious employee and better opportunity
7. Career paths, growth, and development are not specified

4.3 Job Design

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.

Techniques or Approaches of Job Design



1. Job Rotation

Job rotation is the lateral shift of the job role or positions, it happens between the job levels, and it cannot be mistakenly considered a promotion. As it does not help the person to move up the ladder of his/her career. It is done on a temporary basis where employees are moved back to their previous job after a stipulated time (Sequential movement of employees from one job to another job)

2. Job Simplification

It is the process where a few tasks are removed from the job to make the job more focused on the main job. The aim behind this method is to initiate improved work methods that can maximize the output along with minimizing expenses and costs.

3. Job Enlargement

Job enlargement as the name suggests is about adding more responsibilities or activities in the same job to the employee. This means that employees will do different activities in the job that eliminates the boredom that the employee was going through, and it also eliminated the monotonous work of the employee. (Horizontal expansion of job duties and responsibilities)

4. Job Enrichment

This is the method where the motivators are added to the existing job. Like adding skill variety, extra tasks, giving feedback, meaning to the job, and increasing autonomy. Through this method, the job is made more meaningful for the employee. (Vertical expansion of job duties and responsibilities)

4.4 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**
    a. 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**
    a. 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**

   a. 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**

   a. 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 and 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**

   a. 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**

   a. 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**

   a. 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**

   a. 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**

   a. 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.

   b.

4.5 Incentives in HAMS Group

Compensation fluctuates according to:

- A pre-established formula.
- Individual or group goals because group goals are different from individual goals.
- Company earnings.
- Attendance Bonus
- Service Benefit
- Transport Facilities
- Yearly Earn Leave Payment
- Yearly Increment

An incentive adds to base pay. It controls costs because the employee is being paid for his/her extra effort and for the benefits brought to the organization. It motivates employees.

Incentive Pay Categories

- Individual
- Group
- Company-wide.

Individual Incentive Plans

- Quantity of work output (How many units produced).
- Quality of work output (What was the quality of the product or service being produced or served.
- Monthly sales (How much sales were generated).
- Work safety record (How many hazards or errors are being reduced.
- Work attendance (If the absent is reduced or attendance is good).

Group Incentive

- Customer satisfaction.
- Labor cost savings.
- Materials cost savings.
- Reduction in accidents.
- Services cost savings.

Company-wide Incentive Plans

- Company profits.
- Cost containment/prevention.
- Market share.
- Sales revenue

4.6 Performance Management

A continuous process of identifying, measuring and developing the performance of the workforce in the organization is called performance management. Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. Performance Management is a continuous and systematic approach that ensures the achievement of organizational business goals by streamlining employee performance and efforts to match the set goals efficiently. Performance Management builds a communication system between a Manager and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. Performance management is an important aspect in HRM. It is used to create a work environment where people are motivated to provide their best performance and do quality work. Performance management is a tool that is widely used by managers to monitor and evaluate the work performance of employees.

Performance Appraisal

A formal process of evaluating someone's performance how he/ she is performing against well- defined benchmark is known as performance appraisal. Performance is the combination of different variables such as ability, knowledge, skill, working condition, motivation etc. Performance appraisal is an objective assessment of an individual's performance against well-defined benchmarks. A performance appraisal is a systematic and periodic process of measuring an individual's work performance against the established requirements of the job.

It’s a subjective evaluation of the employee’s strengths and weaknesses, relative worth to the organization, and future development potential.

Who Should Do the Appraising

1. The immediate supervisor
2. Rating committee
3. Peer group
4. Self-appraisal
5. Subordinate

Factors to Evaluate Performance Appraisal

1. Traits
2. Behavior
3. Result/ Output

Purposes of Performance Appraisal

1. To facilitate employee development
2. To determine appropriate reward & compensation
3. To enhance employee motivation
4. To improve employee performance
5. Improving communication network
6. Assessing the training need analysis
7. Setting goals and achieve the target
8. Taking corrective action

The Appraisal Process

The appraisal process is a way to focus communication on how effectively an employee’s effort helps to accomplish organizational objectives. It starts with a well-designed job and clearly communicated performance standards as illustrated in Exhibit 10-1 and results in recognition of effort or assisting the employee to redirect effort in more efficient ways to achieve the objectives.

1. Establish Performance Standards

The appraisal process (Exhibit 10-1) begins with the establishment of performance standards in accordance with the organization's strategic goals. These should evolve out of the company's strategic direction, the job analysis, and the job description discussed in Chapter 5. These performance standards should also be clear and objective enough to be understood and measured. Too often, standards are subjective or unclear such as "meets expectations" or "needs improvement." A supervisor' s expectations of employee work performance must be clear enough in her mind so that she will be able to communicate these expectations to her employees, mutually agree to specific job performance measures, and appraise performance against these established standards.

4.7 Employee Relation in HAMS Garments

Employers and employees each have their own sets of needs and values, and successful relationship between these two sides requires that some sort of balance be struck. This balance often takes the form of a psychological contract, an understood agreement between employer and employees that defines the work relationship. This contract with or without support of a formal collective bargaining, agreement influence the outcome achieve by each side.

HAMS Garments Group the various into three channel categories those are.

1. Employee safety

2. Employee health

3. Employee working condition

Employee Safety: HAMS Garments Group provides the employees safety. It ensures all kinds of job safety such as insurance of each employee not this it provide insurance to the labor.

Employee Health: Free medical checkup, provide health insurance card and provide necessary medical facilities for each employee.

Employee Working Condition: The working condition of employees is very hygienic HAMS Garments Group of Companies is ISO 9001-2000 Certified Company.

Chapter Five
Findings

5.1 Findings

- There is dissatisfaction regarding the opportunity of advancement and promotion policy of the company. Few percent of them are satisfied with this policy and practice where few percent of them are not satisfied with it.
- Survey indicates that respondents are not pleased with the exiting lunch facility provided by the company. Few percent of the entire respondents are highly dissatisfied, few percent of them are dissatisfied and few percent of them are not satisfied with the facility where only few percent are satisfied with the facility.
- The employees are getting benefits according to their job responsibilities and duties. Few percent of them are not satisfied and few percent of them are dissatisfied with the package in comparison to their job responsibilities. However, some percent of them are satisfied.
- In term of the annual appraisal of the company the employees are not actually satisfied. Here, some percent of them are satisfied but few 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 Intercontinental Hotel Group of Companies to identify the effective and efficient policy, strategy, and action.

Chapter Six
Recommendations & Conclusion

6.1 Recommendations

- The management needs to provide enough training facilities for the trainees so that they may get appropriate teaching in an appropriate way.
- The CRS should be explained in detail by management (computer reservation system).
- For the health of their organization, they need the services of a tour guide who can work full-time
- Participants in training should be permitted to attend team meetings.
- The management is responsible for maintaining contact with each of the other departments.
- Should offer the appropriate information on the service.
- Required to have one's own transportation.
- It is necessary to improve the atmosphere of the workplace..

6.2 Conclusion

I had a fantastic chance to be employed for this company and gain experience. I gained lot of knowledge about how this industry runs and how this company rose to the top. As a business, HAMS Garments has established itself as a top manufacturer of clothing. It has access to overseas markets and is expanding its market share globally thanks to the quality of its products. The fact that this organization places a major emphasis on quality management, in addition to being current, is one of its biggest assets. Overall, this business is doing well; it has a good market position and is in the growth stage. As result, HAMS Garments still has a long way to go. However, with the extensive knowledge of their HR professionals, if they can properly maintain their diverse workforce with the appropriate managerial abilities and uphold the standards they have set, they will soon pass from the growth stage to the maturity stage.

Bibliography

- Author-Raymond A. Noe & Amitabh DeoKodwani Title of the Book-Employee Training and development 5th Edition-
- BGMEA | Member Details Hams Garments Ltd. (n.d.). BGMEA | Member Details
- Hams Garments Ltd.
- Hams Garments Ltd. - Bangladesh Knitwear. (n.d.). FOB Business Directory, Business
- Yellow page.
- Hams Garments Ltd. Bangladesh company profile - address, contacts, owners. (n.d.).
- Hams Garments Ltd. Bangladesh Company Profile - Address, Contacts,Owners.
- Research Methods for Business: A Skill Building Approach, 5th Edition,
- Author UmaSekaran Roger BougieTarafder, A. (n.d.). Hams Washing & Dyeing Ltd. Hams Washing & Dyeing Ltd.

References

- https://www.bgmea.com.bd/member/1608
- https://bd.apparelresources.com/business-news/sourcing/bangladeshs-hams-garments-ltd-
- https://bbs.fobshanghai.com/company/15330fhc22c1c42.html
- https://bd-check.com/hams-garments-ltd/2226.html
- https://www.bdtradeinfo.com/company/hams-washing- dyeing-ltd-46426