Thesis Report
on
An Assessment of HRM Practices and Organizational Commitment: A Case of Akij Cement Company Ltd.

Submitted by:
Md.Mostafizur Rahman
ID: EMBA 2401031036
Program: Executive Master's of Business Administration (EMBA)
Major: HRM
Sonargaon University (SU)

Submitted to:
Department of Business Administration
Sonargaon University (SU)
Submitted for the partial fulfillment of the degree of
Executive Master's of Business Administration



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

Date of Submission: April 28, 2025

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Date of Submission: April 28, 2025

Letter of Transmittal

April 28,2025

MD ASRAF ALI
Assistant Professor
Department of Business Administration
Sonargaon University (SU)

Subject: Submission of Thesis Report on "An Assessment of HRM Practices and Organizational Commitment: A Case of Akij Cement Company Ltd" .

Dear Sir,
With most respectfully to state that I am pleased to submit my Thesis report titled **"An Assessment of HRM Practices and Organizational Commitment: A Case of Akij Cement Company Ltd".** This report is an essential part of my EMBA degree requirements, and I had the privilege of completing my Thesis at **Akij Cement Company Ltd**. under your guidance.

This report reflects the current HRM practices employed by organizations in our country. I have made an effort to include relevant details while keeping the report concise.

I kindly request your assessment of this report. Your feedback would be greatly appreciated. Thank you for your time and consideration.

Yours Sincerely

_____

Md Mostafizur Rahman
ID:EMBA2401031036
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Certificate of Supervisor

I hereby confirm that the Thesis report titled **" An Assessment of HRM Practices and Organizational Commitment: A Case of Akij Cement Company Ltd."** has been created in fulfillment of the EMBA program requirements at the Department of Business Administration, Sonargaon University (SU). The report was conducted by Md.Mostafizur Rahman, with ID EMBA 2401031036, under my guidance. I assure you that the report and its contents will not be utilized for any other intentions.

Md Asraf Ali
Assistant Professor
Department of Business Administration
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Declaration of Student

I am Md.Mostafizur Rahman, a student in the Executive Master of Business Administration program with ID EMBA 2401031036 at Sonargaon University. I want to sincerely state that the Thesis report titled **"An Assessment of HRM Practices and Organizational Commitment: A Case of Akij Cement Company Ltd.."** has been genuinely created by me. During the preparation of this report, I ensured full compliance with international copyright regulations. I also want to clarify that this report has not been submitted anywhere else for the purpose of obtaining a degree.

Yours Sincerely

_____

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Letter of Authorization

I hereby confirm that the Thesis report titled **"An Assessment of HRM Practices and Organizational Commitment: A Case of Akij Cement Company Ltd."** is a genuine effort by **Md Mostafizur Rahman** with **ID EMBA 2401031036** The research was conducted under my guidance. I also affirm that, to the best of my knowledge, the content presented in this report has not been included in any other project report or dissertation that led to the award of a degree to any candidate earlier, whether in the same context or a different one.

Md Asraf Ali
Assistant Professor
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Sonargaon University (SU)

Acknowledgment

I would like to extend my gratitude for the invaluable assistance and sincere cooperation provided by various individuals in the preparation of this report. It's impossible to adequately thank all the wonderful people who directly or indirectly contributed to the successful completion of this report. I am deeply appreciative of their kind collaboration and support.

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Moving forward, I am grateful to Md Hasanuzzaman, COO of Akij Cement Company Ltd, from whom I gained significant knowledge. I also extend special thanks to our CSCO Abdullah Masud sit, along with heartfelt gratitude to all the other individuals at Akij Cement Company ltd' Factory. I am thankful to the various staff members from different departments who generously contributed their valuable time and assistance in helping me gather data for this report.

Executive Summary

Akij Cement Company Ltd. (ACCL) is one of Bangladesh's most prominent cement manufacturers, operating as a subsidiary of the renowned Akij Group. The company was established with the vision of providing high-quality, durable, and sustainable cement solutions to meet the growing infrastructure and construction needs of the country. Leveraging advanced technology and adhering to international standards, Akij Cement has built a strong market presence and is widely recognized for its premium products and customer-centric approach.

Mission: To manufacture and supply superior-quality cement by using state-of-the-art technology while maintaining sustainability, environmental responsibility, and customer satisfaction.

Vision: To be the most trusted and innovative cement brand in Bangladesh, contributing to the nation's infrastructural development and setting new benchmarks in the industry.

Akij Cement produces high-quality cement designed for diverse construction applications. The company's product portfolio includes:

- **Ordinary Portland Cement (OPC)** – Ideal for heavy construction projects, ensuring high

strength and durability.

- **Portland Composite Cement (PCC)** – A cost-effective and eco-friendly alternative, suitable for general construction and infrastructure development.

The company follows a strict quality control process, using modern German VRM (Vertical Roller Mill) technology to ensure consistent product strength, durability, and performance. Every batch undergoes rigorous testing in its well-equipped laboratory to meet both national and international standards such as BSTI, ASTM, and EN.

Akij Cement is committed to sustainable production practices and environmental responsibility. The company uses advanced technology to optimize raw material utilization, reduce carbon emissions, and minimize waste production. Its automated production system ensures efficiency while maintaining eco-friendly standards. The use of fly ash and slag in cement production contributes to reducing environmental impact without compromising product quality.

With an extensive distribution network across Bangladesh, Akij Cement ensures seamless product availability through its dedicated dealers, retailers, and corporate clients. The company has a strong presence in major urban and rural markets, catering to both large infrastructure projects and small-scale construction needs. Its efficient logistics system enables timely delivery and customer satisfaction.

Akij Cement is deeply committed to CSR initiatives that benefit society and the environment. The company actively participates in community development programs, health and education initiatives, and environmental sustainability projects. By integrating ethical business practices and social responsibility, Akij Cement strengthens its brand reputation as a responsible corporate entity.

As Bangladesh continues to experience rapid urbanization and infrastructural expansion, the demand for high-quality cement is expected to grow. Akij Cement aims to expand its production capacity, invest in research and innovation, and explore export opportunities to solidify its leadership position in the cement industry. The company's strategic focus on quality, technology, and customer satisfaction ensures long-term sustainability and competitive advantage.

Akij Cement Company Ltd. stands as a symbol of reliability, innovation, and excellence in Bangladesh's cement industry. By maintaining high standards, investing in technology, and prioritizing sustainability, the company continues to meet the evolving demands of the construction sector. With a vision for growth and a commitment to superior quality, Akij Cement is well-positioned to remain a market leader and contribute significantly to the nation's infrastructure progress.

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Chapter: 01

Introduction

1.1 Introduction

Akij Cement Company Ltd. (ACCL) is a leading cement manufacturer in Bangladesh and a subsidiary of the renowned Akij Group, one of the country's largest and most diversified conglomerates. Established with a commitment to excellence, Akij Cement has become a trusted name in the construction industry, providing high-quality cement solutions for infrastructure development, real estate projects, and general construction needs.

With a focus on innovation, quality, and sustainability, Akij Cement employs cutting-edge German Vertical Roller Mill (VRM) technology to ensure superior product strength and durability. The company offers a range of cement products, including **Ordinary Portland Cement (OPC) and Portland Composite Cement (PCC),** which meet both national and international standards such as BSTI, ASTM, and EN.

Akij Cement operates with a strong customer-centric approach, ensuring seamless distribution across Bangladesh through an extensive dealer and retailer network. By integrating advanced production techniques, strict quality control measures, and sustainable business practices, the company has positioned itself as a key player in Bangladesh's cement industry.

As the demand for high-quality construction materials continues to rise, Akij Cement remains committed to innovation, environmental responsibility, and operational excellence. Through continuous improvement and expansion, the company aims to contribute significantly to the nation's infrastructural growth and maintain its leadership in the market.

1.2 Objects of the Study

The objective of this study is

1.To analyze various aspects of **Akij Cement Company Ltd.**, including its market position, operational strategies, and contributions to the cement industry in Bangladesh. This study aims to understand the company's background, growth trajectory, and its role in the construction sector.

2.It also focuses on evaluating the quality of its products, such as **Ordinary Portland Cement (OPC) and Portland Composite Cement (PCC),** along with the advanced **Vertical Roller Mill (VRM) technology** used in production. Additionally, the study seeks to assess Akij Cement's market presence,

financial performance, and competitive standing in the industry.
3. Special attention is given to its business strategies, including marketing, distribution, and customer engagement. Furthermore, the study explores the company's commitment to sustainability, Corporate Social Responsibility (CSR), and environmental practices.
4. Lastly, it identifies the key challenges and opportunities for the company in an evolving market, providing insights into its future growth potential and strategic direction.

1.3 Objectives of the Study

The study on **An Assessment of HRM Practices and Organizational Commitment: A Case of Akij Cement Company Ltd..** aims to explore the company's HR policies, workforce management strategies, and overall impact on organizational performance. The key objectives of this study are:

Understanding HRM Practices and Policies

- To examine the HR policies, strategies, and organizational structure of Akij Cement.
- To analyze the company's approach to recruitment, selection, and talent acquisition.
- To study the effectiveness of performance appraisal and employee evaluation methods.

Analyzing Employee Training and Development

- To assess the training and development programs implemented for employee skill enhancement.
- To explore leadership development initiatives and career growth opportunities within the company.
- To evaluate the impact of training on employee productivity and job satisfaction.

Evaluating Compensation and Benefits

- To study the company's salary structure, incentives, and employee benefits.
- To compare Akij Cement's compensation policies with industry standards.
- To assess the effectiveness of reward and recognition programs in motivating employees.

Examining Employee Relations and Workplace Culture

- To analyze workplace culture, diversity, and employee engagement at Akij Cement.
- To study the company's conflict resolution mechanisms and grievance handling systems.
- To evaluate employee satisfaction, teamwork, and organizational commitment.

Exploring Health, Safety, and Compliance Measures

- To examine workplace safety policies and their implementation.
- To assess the company's compliance with labor laws and industry regulations.
- To evaluate health and wellness programs for employee well-being.

Identifying HR Challenges and Opportunities

- To explore the key HR challenges faced by Akij Cement, such as employee retention, skill gaps,

and labor relations.
- To identify potential opportunities for HR improvement and workforce development.
- To recommend strategies for enhancing HR effectiveness and organizational growth.

1.4 Scope of the Study

The study on **An Assessment of HRM Practices and Organizational Commitment: A Case of Akij Cement Company Ltd..** focuses on analyzing the company's HR practices, policies, and their impact on organizational performance. The scope of this study includes various aspects of HRM, such as recruitment, training and development, employee engagement, performance management, compensation and benefits, and labor relations within the organization.

This study aims to evaluate the **recruitment and selection process** at Akij Cement to understand how the company attracts and retains skilled employees. It also examines the **training and development programs** designed to enhance employee skills, productivity, and career growth. Additionally, the study explores the **performance appraisal system**, identifying how the company evaluates and rewards employee performance.

Another key area of focus is **employee relations and workplace culture**, analyzing how Akij Cement fosters a positive work environment, promotes teamwork, and ensures employee satisfaction. The study also examines **compensation and benefits** to determine their competitiveness in the industry and their role in motivating employees. Furthermore, it investigates **labor laws and compliance**, ensuring that the company adheres to national labor regulations and maintains ethical HR practices.

Additionally, the study explores the impact of **HR technology and digitalization** in streamlining HR operations and enhancing efficiency. It also identifies the challenges faced by the HR department in talent management, employee retention, and organizational development. Lastly, the study provides insights into future HR trends and potential improvements to strengthen HRM practices at Akij Cement Company Ltd. and contribute to its overall growth and success.

1.5 Methodology of the Study

The methodology of this study focuses on analyzing the An Assessment of HRM Practices and Organizational Commitment: A Case of Akij Cement Company Ltd.The study employs a **systematic approach** to gather, analyze, and interpret data related to HR policies, recruitment processes, employee training, performance management, and overall workforce management. The methodology is structured as follows:

Research Design

This study follows a **descriptive research design**, aiming to explore and evaluate HRM functions at Akij Cement. It involves both qualitative and quantitative methods to gain a comprehensive understanding of HR practices. Data Collection Methods

a. Primary Data Collection

Primary data is collected through direct engagement with employees, HR professionals, and management at Akij Cement. The methods include:

- **Interviews:** Structured and semi-structured interviews with HR managers, department heads, and key personnel to understand HR strategies and challenges.
- **Surveys & Questionnaires:** Distribution of questionnaires among employees to gather insights on job satisfaction, workplace policies, and training effectiveness.
- **Observations:** Direct observation of HR operations, employee engagement activities, and workplace culture.

b. Secondary Data Collection

Secondary data is gathered from various sources to supplement primary research, including:

- Company reports, HR policy documents, and employee handbooks.
- Industry reports, research papers, and government publications on HRM in the cement industry.
- Articles, case studies, and online sources related to HR trends and practices.

Data Analysis Techniques

- **Quantitative Analysis:** Statistical methods such as percentage analysis and trend analysis are used to interpret survey data.
- **Qualitative Analysis:** Thematic analysis is applied to interview responses and observations to identify key HR trends and challenges.
- **Comparative Analysis:** HRM practices at Akij Cement are compared with industry standards to evaluate performance and effectiveness.

Scope & Limitations

This study focuses on HR functions such as recruitment, training, performance appraisal, employee retention, and labor relations at Akij Cement. However, limitations include access to confidential HR data, time constraints, and potential bias in employee responses.

Ethical Considerations

- Ensuring confidentiality and anonymity of employee responses.
- Using data only for academic and research purposes.
- Obtaining consent from participants before conducting interviews or surveys.

By following this structured methodology, the study aims to provide valuable insights into the effectiveness of HRM at Akij Cement and suggest improvements for better workforce management.

1.6 Speciallity of the Study

The study on **An Assessment of HRM Practices and Organizational Commitment: A Case of Akij Cement Company Ltd.** at **Akij Cement Company Ltd.** focuses on various aspects of HR functions, policies, and their impact on organizational performance. The scope of this study includes an in-depth analysis of key HRM areas such as **recruitment, training and development, performance management, employee relations, compensation, and workplace culture.** The study aims to assess how HR strategies contribute to employee satisfaction, productivity, and overall business success in the cement industry.

This study covers **HRM practices across different departments** at Akij Cement, including production, sales, administration, and logistics. It examines the company's **recruitment and selection process**, evaluating the effectiveness of hiring strategies in attracting and retaining skilled employees. Additionally, it explores **training and development programs** to understand how the company enhances employee skills and knowledge for career growth and organizational efficiency.

Another key area of focus is **performance management and appraisal systems**, analyzing how employee performance is evaluated, rewarded, and aligned with company goals. The study also looks into **compensation and benefits policies** to assess their competitiveness in the industry. Furthermore, **employee relations, workplace environment, and grievance management** are examined to understand how Akij Cement fosters a positive and productive work culture.

The study is **limited to Akij Cement Company Ltd.** and does not extend to other subsidiaries of Akij Group. While the research aims to provide a detailed understanding of HRM in the cement industry, limitations such as access to confidential data and potential employee response bias are considered. Despite these constraints, the study provides valuable insights into HR best practices and recommendations for improving workforce management at Akij Cement.

1.7 Limitations of the Study

This study on **An Assessment of HRM Practices and Organizational Commitment: A Case of Akij Cement Company Ltd.** at **Akij Cement Company Ltd.** faces several limitations that may impact the depth and scope of its findings. Firstly, access to **confidential HR data**, such as salary structures, performance appraisal records, and employee information, is limited, restricting a full analysis of HR effectiveness. Additionally, employee responses in surveys and interviews may be influenced by **personal biases or concerns over management repercussions**, which could affect the reliability of data regarding workplace satisfaction and HR policies. Time constraints further limit the study's ability to assess long-term HR trends and employee career progression in depth. The findings are also **specific to Akij Cement** and may not be fully applicable to other organizations or industries, limiting the generalizability of the results. Moreover, **HR practices are subject to frequent changes** due to market dynamics and evolving corporate strategies, meaning the findings may become outdated over time. Secondary data sources, such as company reports and industry publications, may also present **incomplete or outdated information**, affecting the accuracy of comparisons. Lastly, the study is geographically constrained to Akij Cement's **headquarters and major operational units**, potentially overlooking HR practices in regional branches or remote locations. Despite these limitations, the study offers valuable insights into HRM at Akij Cement and provides actionable recommendations for improving human resource practices.

Chapter: 02

Review of Literature

2.1 Review of Literature

The **Human Resource Management (HRM)** practices within organizations have been widely studied to understand their impact on employee performance, organizational culture, and overall business success. A substantial body of literature highlights key areas of HRM that influence workforce management, particularly in the context of large, diverse companies like **Akij Cement Company Ltd.**. This review explores existing research in various facets of HRM, including recruitment and selection, training and development, performance management, employee relations, and compensation strategies, providing a foundation for understanding HRM practices in the cement industry.

Recruitment and Selection

Recruitment and selection play a crucial role in the effectiveness of HRM. According to **Dessler (2017)**, effective recruitment strategies lead to the attraction of high-quality talent, which in turn contributes to organizational success. In the cement industry, where technical expertise and skilled labor are in high demand, companies like Akij Cement focus on attracting individuals with the right skills to meet operational and production needs. Studies by **Kochanski and Baruch (2007)** suggest that a structured and transparent recruitment process helps align candidates' skills with organizational goals, enhancing employee retention and performance.

Training and Development

Training and development are key to maintaining a competitive workforce. **Noe (2017)** argues that continuous training not only enhances employee skills but also increases job satisfaction and loyalty. In the context of Akij Cement, providing employees with training opportunities in areas such as machinery operation, safety protocols, and leadership development is vital for improving productivity and reducing workplace accidents. A study by **Meyer and Allen (1991)** highlights that training programs contribute to increased organizational commitment, which is essential in high-demand industries like cement manufacturing.

Performance Management

Performance management systems are integral to measuring and enhancing employee performance. **Aguinis (2013)** notes that an effective performance appraisal system leads to better alignment between individual and organizational objectives. In companies like Akij Cement, performance management is critical in ensuring that employees meet the rigorous demands of the cement industry, where operational

efficiency and quality control are essential. Studies by **Kaplan and Norton (1996)** emphasize the importance of balanced scorecards in performance measurement, ensuring that both financial and non-financial goals are met.

Employee Relations and Workplace Culture

Positive employee relations are key to fostering a productive and harmonious work environment. According to **Armstrong (2016)**, fostering good communication, addressing grievances promptly, and ensuring fair treatment can significantly impact employee morale and productivity. In cement companies like Akij Cement, where employees often work in high-pressure environments, it is essential to maintain a positive workplace culture. Research by **Katz and Kahn (1978)** suggests that clear communication and effective leadership are essential in building trust between management and employees, which leads to better cooperation and fewer conflicts.

Compensation and Benefits

Compensation and benefits are significant motivators for employee satisfaction and retention. **Milkovich, Newman, and Gerhart (2011)** assert that competitive salary structures and attractive benefits packages are essential in attracting and retaining top talent, especially in industries that require specialized skills. In Akij Cement, providing performance-based bonuses, health benefits, and retirement plans are key strategies in ensuring employees are motivated and committed to the company. Research by **Becker and Huselid (2006)** also highlights the role of compensation in improving organizational performance, linking employee reward systems directly to productivity outcomes.

HRM in the Cement Industry

The HRM practices in the cement industry, particularly in Bangladesh, have been shaped by the unique demands of the sector. According to **Rahman and Zaman (2019)**, the cement industry in Bangladesh faces challenges such as labor shortages, high attrition rates, and the need for constant upskilling due to technological advancements. Effective HRM practices in this context focus on addressing these challenges by recruiting skilled labor, offering training programs, and developing strategies to retain top employees. Furthermore, research by **Ahsan and Islam (2017)** emphasizes that HR practices in the cement industry must align with sustainability goals, ensuring employee well-being while maintaining operational efficiency.

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2.2 Development & Management of HRM..

The development and management of **Human Resource Management (HRM)** at **Akij Cement Company Ltd.** are pivotal to ensuring the company has a skilled, motivated, and efficient workforce. HRM at Akij Cement is strategically aligned with the company's business objectives,

focusing on recruitment, training, performance management, employee relations, and compensation. The recruitment process is thorough, ensuring the selection of highly skilled candidates, while training programs continuously develop employees' technical and leadership capabilities. Performance management systems are implemented to align individual goals with organizational objectives, and high performers are rewarded with incentives and promotion opportunities. Akij Cement fosters a positive workplace culture through open communication, grievance management, and employee wellness programs, ensuring employee satisfaction and productivity. The company's competitive compensation packages, including healthcare and retirement plans, attract and retain top talent. Additionally, HR technology and leadership development programs support the company's growth by streamlining processes and preparing future leaders. Overall, HRM at Akij Cement plays a crucial role in maintaining a motivated and capable workforce, driving the company's long-term success in the cement industry.

2.3 Channels of HRM

The **channels of Human Resource Management (HRM)** at **Akij Cement Company Ltd.** are designed to facilitate effective communication, workflow management, and seamless implementation of HR policies across the organization. These channels enable the HR department to manage and deliver HR functions efficiently, ensuring the alignment of employee goals with organizational objectives. The key HRM channels at Akij Cement include:

Direct Communication with Management

The HR department at Akij Cement maintains a strong channel of communication with top management. This direct link ensures that HR strategies are aligned with the company's overall business goals. Management is involved in the decision-making process related to key HR initiatives, such as recruitment, training, and performance appraisals. This open communication also helps in gaining support for HR policies and driving organizational changes.

Employee Feedback Channels

Akij Cement prioritizes **employee engagement** and satisfaction by providing formal and informal channels for feedback. These include:

- **Employee Surveys**: Regular surveys gauge employee satisfaction and gather opinions on HR policies, work environment, and leadership.
- **Suggestion Boxes**: Employees can anonymously submit ideas or concerns about workplace issues.
- **Focus Groups**: Small group discussions are held periodically to understand employee concerns, which are then addressed by HR.

These feedback channels ensure that employees have a voice in shaping HR policies and practices.

HR Information Systems (HRIS)

Akij Cement utilizes an **HR Information System (HRIS)** to streamline HR functions, such as

recruitment, payroll management, performance tracking, and employee records. The HRIS allows for efficient communication between HR personnel and employees, providing easy access to important information like leave records, training schedules, and performance reviews.

Training and Development Channels

Training and development at Akij Cement are delivered through various channels to meet the diverse learning needs of employees. These include:

- **In-House Training**: Conducted by internal trainers or department heads, focusing on operational and technical skills.
- **External Workshops**: Employees are sent to external training programs, conferences, or seminars for upskilling.
- **Online Learning Platforms**: E-learning modules are made available for employees, enabling them to enhance their knowledge and skills remotely.

Performance Appraisal and Feedback Systems

Performance evaluations at Akij Cement are conducted through structured **performance appraisal channels**. These include:

- **One-on-One Reviews**: Supervisors provide employees with constructive feedback on their performance, achievements, and areas of improvement.
- **360-Degree Feedback**: Employees receive feedback from peers, subordinates, and supervisors to gain a well-rounded view of their performance.
- **Goal Setting and Development Plans**: Employees set measurable goals aligned with organizational objectives, with progress tracked regularly.

These performance management channels ensure that employees are continuously evaluated and supported in their professional development.

Employee Relations and Grievance Redressal Channels

Akij Cement maintains a robust system for managing employee relations and resolving grievances. The company encourages open communication between employees and HR through:

- **Grievance Reporting**: Employees can report concerns to HR through formal written complaints or informal discussions.
- **Employee Support Programs**: Counseling and support programs are offered to employees facing work-related or personal challenges.
- **Union Representation**: In certain cases, employee unions may act as intermediaries to address issues between employees and management.

These channels ensure that any workplace issues or concerns are addressed promptly and effectively.

Compensation and Benefits Channels

Communication about compensation, benefits, and rewards is another key HRM channel at Akij Cement. HR communicates information about:

- **Salary Structures**: Clear communication regarding compensation packages, including base pay, bonuses, and allowances.
- **Employee Benefits**: Information about healthcare, retirement plans, and insurance is provided through official documents and HR meetings.
- **Performance-Based Rewards**: Employees are informed of performance-linked incentives and rewards through formal communication channels, such as emails or meetings.

These channels ensure transparency and employee satisfaction regarding compensation.

Digital and Social Media Channels

Akij Cement also leverages **digital and social media channels** to communicate HR messages, engage employees, and promote the company's HR initiatives. These include:

- **Company Intranet**: A central platform for disseminating HR news, policies, and updates.
- **Social Media**: Used to share employee achievements, company events, and HR-related updates.
- **HR Mobile App**: An app that allows employees to access HR services, including leave requests, payroll information, and training schedules.

2.4 Pricing for Products

The pricing of products at **Akij Cement Company Ltd.** is influenced by several factors to ensure competitiveness and profitability. The company primarily uses a **cost-plus pricing** strategy, where a markup is added to production costs to determine the final price. Additionally, **market competition** plays a key role, with Akij Cement adjusting its prices to stay competitive against other cement manufacturers. The company also takes into account **demand and supply fluctuations**, adjusting prices during periods of high demand or low supply. **Regional pricing** strategies are used to account for local variations in demand, transportation costs, and customer purchasing power. For large-scale buyers, Akij Cement offers **bulk pricing** and **volume-based discounts**, while also utilizing **value-based pricing** for premium products based on their quality and performance. **Government regulations** and taxes, along with **promotional pricing** strategies, further influence pricing decisions. Overall, Akij Cement's flexible pricing approach ensures it remains competitive in the market while delivering value to both individual consumers and large-scale customers

2.5 Communication & Promotional Activities of Products

Effective communication and promotional activities are key to Akij Cement Company Ltd.'s marketing strategy. These activities ensure that the brand remains top-of-mind for customers, and that Akij Cement's products are effectively showcased to drive sales and brand loyalty. The company adopts a mix

of traditional and digital marketing channels, along with targeted promotional efforts, to build a strong market presence and highlight the quality and benefits of its cement products.

Advertising and Media Campaigns

Akij Cement utilizes various **advertising channels** to create brand awareness and communicate the benefits of its products. The company runs **television commercials**, **radio ads**, and **print media campaigns** in major newspapers and magazines. These campaigns are designed to reach a broad audience, especially in urban and semi-urban areas where cement demand is high. Through these traditional media, Akij Cement highlights its commitment to quality, reliability, and innovation in the cement industry.

Additionally, the company invests in **outdoor advertising**, including billboards, banners, and posters, strategically placed in high-traffic areas, construction sites, and urban centers. This helps to increase visibility and reinforce brand recognition in local markets.

Digital Marketing and Social Media

With the rise of digital platforms, Akij Cement has embraced **digital marketing** as a key component of its communication strategy. The company is active on various **social media platforms** such as **Facebook**, **Instagram**, **LinkedIn**, and **YouTube**, where it engages with both consumers and businesses. Social media provides a platform for Akij Cement to interact with its audience, share product updates, showcase successful projects, and educate customers about the benefits of its cement products.

The company also uses **search engine optimization (SEO)** and **pay-per-click (PPC) advertising** to ensure that Akij Cement's products appear prominently in online search results when customers look for cement suppliers or construction materials. Through these digital channels, Akij Cement reaches a wider audience, particularly in the growing e-commerce and B2B markets.

Trade Shows and Exhibitions

Akij Cement participates in **trade shows** and **exhibitions** related to the construction and building materials industry. These events provide an opportunity for the company to interact directly with **contractors**, **builders**, **wholesalers**, and **suppliers**, showcasing its products and building relationships with key stakeholders. Trade shows allow Akij Cement to highlight its innovative products, technical expertise, and the quality standards that set it apart in the market.

At these events, Akij Cement often offers live demonstrations, product samples, and technical seminars, further reinforcing its position as a leader in the cement industry. These activities help strengthen the company's credibility and reputation among professionals in the construction industry.

Promotional Offers and Discounts

Akij Cement runs various **promotional offers** and **discount programs** to stimulate sales and attract new customers. For instance, the company may offer **limited-time discounts** on bulk purchases, especially for large construction projects or wholesalers. Additionally, **seasonal promotions** are used to attract

customers during peak construction seasons, such as the dry season when construction activities are high.

Loyalty programs and special **discounts for repeat customers** are also part of the promotional activities aimed at building long-term customer relationships. These initiatives help drive repeat business and ensure a steady demand for Akij Cement products.

Sponsorship and CSR Activities

Akij Cement is also involved in **corporate social responsibility (CSR)** activities that promote the brand's values and contribute to community development. The company sponsors **events** such as construction industry seminars, workshops, and environmental initiatives, positioning itself as a socially responsible organization. By engaging in these activities, Akij Cement not only promotes its products but also strengthens its reputation as a company committed to sustainable development.

Moreover, the company supports **community-building initiatives**, particularly in areas related to education, infrastructure development, and environmental protection. These CSR activities enhance the brand's image and appeal to customers who value social responsibility in the brands they support.

Public Relations (PR) and Media Relations

Akij Cement invests in **public relations (PR)** to maintain a positive image in the media and among stakeholders. The company regularly issues **press releases** and **news articles** about new product launches, company achievements, partnerships, and industry milestones. These PR efforts help to build trust and credibility with the public, customers, and industry professionals.

In addition, Akij Cement works closely with **journalists** and **industry influencers** to ensure that its products are positively represented in the media. Through these efforts, the company builds strong relationships with key media outlets and strengthens its reputation as an industry leader.

Customer Education and Awareness Programs

A key part of Akij Cement's promotional activities is **customer education**. The company runs **awareness campaigns** to educate customers about the proper use of cement, the benefits of different product types, and how to select the right cement for specific construction needs. These programs are delivered through various channels, such as workshops, instructional videos, blog posts, and informational brochures.

By providing valuable information, Akij Cement helps customers make informed decisions, which in turn builds brand loyalty and trust. The company also educates contractors and construction firms on the technical aspects of its products, helping them make the best choice for their projects.

Partnership with Distributors and Dealers

Akij Cement actively works with its network of **distributors** and **dealers** to promote its products. The company provides them with **marketing support**, such as product brochures, banners, and training materials, to ensure they effectively communicate the benefits of Akij Cement's products to their customers. By strengthening its distribution network, Akij Cement enhances product availability and

visibility in various markets, ensuring that its products are easily accessible to a wide customer base.

Chapter: 03
Organizational Profile

3.1 Akij Group at a Glance



Figure 2: Founder of Akij Group

Akij Group is one of the most important business groups in Bangladesh. It is privately owned. In the beginning, it was a small trade business started by the late Sheikh Akijuddin in the early 1940s. Later, in 1950, he started making hand-rolled cigarettes (BIRI) and doing business with jute. His main goal was to find jobs for the people of the country by starting different businesses in different parts of the country. He worked hard and was honest, on time, reliable, and moral his whole life to reach this goal. So, under the strong leadership of Akij Group's founder, the company was able to grow into a big conglomerate with many different industrial and commercial units. Some of the most important ones are Handmade Cigarettes (BIRI), Cigarettes, Jute, Crust & Finished Leather, Footwear, Textile, Tobacco, Chewing Tobacco, Cigarettes, Safety Matches, Printing & Packaging, Particle Board, Food & Beverage, Cement, Ceramic, Crocodile Farming, Stock Brokerages, Computer Hardware & Software, Chain CNG Refueling Stations, and Automobiles. As one of Bangladesh's biggest exports, we're getting the "Export Trophy" from the government for doing a great job in the jute and leather business. Akij Group hires more than 1,000,000 people as workers and officers in different roles. Our group is one of the highest tax payers and gives more than 4% of its income to the country's yearly national budget. This is a big help to the government department in charge of public revenue.

Akij Group is made up of five main groups of businesses. Those are Akij Holdings Limited, Akij Assets Limited, Akij Insaf Limited, Akij Venture Limited, and Akij Resources Limited. Akij Resources Ltd. is the main subject of this study.



Akij Resources

Akij Insaf ltd

Akij Venturi ltd

Akij Bashir Ltd

Figure 3 Business functions of Akij Group

3.2 Akij Recourse Limited (ARL)



Figure 2.2: Akij Resource Limited

In April of 2020, Akij Resources Limited, better known as ARL, was established with the purpose of providing the highest possible level of quality in both the goods and services it offers to its clients by way of ongoing improvement that is both beneficial to society and the environment.

When it comes to top-quality products, Akij is a name you can trust. Millions of people all over the world have already bought and used its high-quality goods. It already has a big presence in the building products market, where it has been serving the country well for the last 20 years. Over time, Akij has grown into a huge business that has a foothold in almost every area where people need to buy things every day. Today, Akij is proud to be one of Bangladesh's biggest business groups.

Akij Resources Limited was established as a means of continuing the work begun by Sheikh Jasim Uddin's late father, Sheikh Akij Uddin, under the direction of Sheikh Jasim Uddin, who serves as the company's CEO. ARL has followed in the footsteps of its founding father by preserving its dominant position in the building materials industry while also increasing its investments in the steel industry. ARL has made investments in the food commodities market as well as the agriculture sector in order to meet fundamental human requirements, such as the requirement for food.

ARL conducts business in a variety of industries and sells a wide variety of products, including

rice, flour, salt, sugar, cereals, and fertilizer. These products are all included in ARL's product catalogue. The mission of the company is to provide the people of the nation with the essentials for daily life while also introducing originality and progress into the operational framework of the business.

3.3 Products and Services

3.3.1: Akij Cement Company Limited



Figure 4: ACCL

Akij Cement, a subsidiary of Akij Group, operates a factory that is favorable to the environment and utilizes vertical roller mill (VRM) technology to create cement without the use of fly ash. Clinker and gypsum are the two primary raw materials that are used in the production of cement. In addition, blast furnace slag, lime stone, and fly ash are used as additives in cement production.

According to the information provided by the manufacturer, Akij Portland Composite Cement is composed of between 72 and 79% clinker, 13 to 23% blast furnace slag, and 0 to 5% gypsum. The company's authorities have stated that fly ash is not included in any of the cement materials they produce.

"Fly ash-free Akij Composite Portland Cement is an environment-friendly product, as manufacturing of such a type of cement can substantially reduce the additional load on the environment," said Payar Ahmed Tushar, senior manager, brand and trade marketing of Akij Cement. "Fly-ash-free Akij Composite Portland Cement" is a trademark of Akij Cement. He explained to the journalists who were touring the factory in Narayanganj not too long ago that this particular type of cement decreases health risks by roughly 45%, cuts energy usage by 45%, and saves around 45% of the natural lime stone that was used.

3.3.2 Akij Shipping Lines Limited



Figure 5: ASLL

On September 9th, 2010, Akij Shipping Line Limited was established with a focus primarily on the transportation of dry bulk cargo. With ten working boats in total, ASLL employs roughly 750 or more people. Singapore is home to a branch of Akij Shipping Line Limited, where services are offered.

Services of ASLL

- Chartering
- Trading
- Ship Agency
- Crew Management
- Technical Management

3.3.3 Magnum Steel Industries Limited



Figure 6: Magnum Steel Industries Limited

Magnum was started in 2009 and sells high-quality steel bars to Bangladesh's growing building industry. To help the steel business, Akij Resources Limited bought Magnum Steel Industries Limited (MSIL) in 2021. Magnum makes steel bars that are used to reinforce concrete in buildings like high-rises, industrial plants, apartment blocks, bridges, tunnels, and flyovers. It imports low-carbon steel billets of high quality to make strong and safe steel bars. Magnum Steel has a variety of items and tools that help us help our customers in a good way. Customers are always happy with how we treat them and how quickly we get things done. We do a lot of different kinds of projects all over Bangladesh.

3.3.4 Blue Pill Limited

Figure 7: Blue Pill Limited



Blue Pill Limited offers a diverse selection of services, including those pertaining to information technology, consultancy, customer care, and support, as well as business process outsourcing. BPL is able to continue their dedication to offering maximum value, high quality, and low-cost business processing and IT services to their potential customers because of their years of experience in the business and their well-cultivated offshore liaison(s). They have offered a wide variety of outsourcing services, including information technology services.

Since their founding in 2014, they have been providing services and solutions to both large and small enterprises, as well as to the leaders in many industries. They offer the most innovative

solutions for each and every one of their company's departments.

The business process outsourcing portfolio includes solutions that cover the entire process from beginning to end. They offer everything, and they do it in a way that is both customer-friendly and adaptable to the needs of the individual.

3.3.5 iBOS Limited

iBOS Limited is a software company that is a subsidiary of AKIJ. The company has significant expertise in the areas of manufacturing ERP systems, business process improvement, and web development. They see themselves as problem-solvers in the business sector and offer business solutions that are unlimited, integrated, and intelligent. These solutions are industry-specific.

iBOS HRM

- iBOS Accounting
- BOS RTM
- iBOS SME
- iBOS Enterprise

3.3.6 Akij Essentials Limited

Figure 8: Akij Essentials Limited

Akij Essentials Limited (AEL), which is principally the food commodity business unit of Akij Resources, takes great care to produce only the highest-quality goods and makes use of technology that is at the cutting edge in the industry. The product line known as "Essential" has been promoted with a focus on Bengali customs and culture as the primary focal point of the advertising campaign. A function that Essential plays is that of being warm and welcoming, full of life, and deeply tied to the principles and traditions of the place of origin.

November 2020 marked the beginning of the voyage that will be known as "Essential." Essential seeks to provide all of the essential commodities that the people of Bangladesh require in order

to meet their day-to-day needs, as the name of the company suggests. A vast variety of everyday vital food products, including rice, flour, salt, sugar, lentils, spices, and edible oils, are produced by AEL, which specializes in the manufacture of these goods.

3.4 Mission Statement

Ensure best quality products and services through continuous improvement that benefits society and environment

3.5 Vision Statement

Be the benchmark of customer's choice

3.6: Core Values

- Customer Centric
- Positivity
- Ownership
- Innovative
- Teamwork

3.7 Core Competencies

- Process Orient
- Quality Focused
- Compliance
- Cost Efficiency
- Innovative

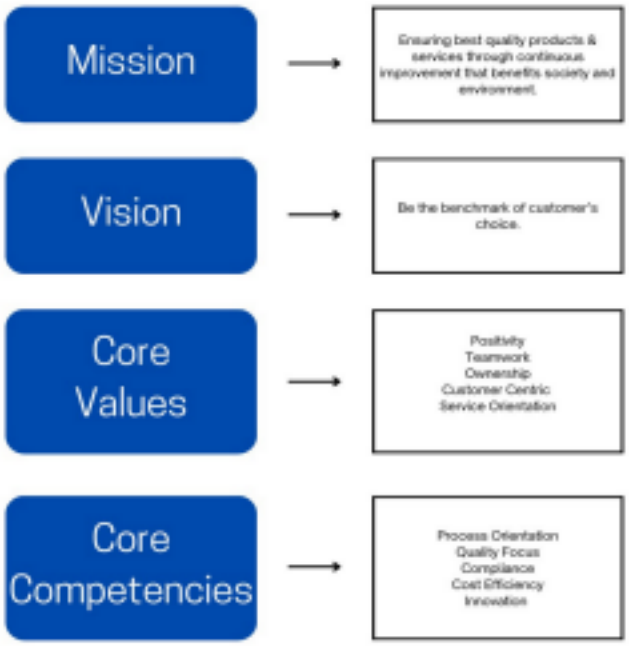


Figure 9: Mission, Vison, Core values & Core Competencies

3.8 Akij Brand

In the time that Akij has been operating in this sector, the company has developed a formidable reputation in the market. In today's hypercompetitive market, when it is hard to differentiate oneself with a single product, Akij places a major focus on producing items that are the best in all important fields. Every one of these businesses consistently puts the brand in the driver's seat when it comes to sales and market share. A company's vision is, in its most basic form, a goal or aspiration that the organization aspires to achieve at some point in the future, regardless of whether or not the objective is really achievable. Akij is dedicated to building the firm into one of the largest market leaders in the world while simultaneously extending its activities on a worldwide scale. Currently, Akij is focusing its efforts on increasing its operations in the United States.

3.9 ARL's Managing Process

Management at Akij Resources ltd. is run in an exceptionally centralized fashion. Every worker is responsible for reporting to his or her immediate supervisor. It is expected of supervisors to take charge and make decisions on their behalf. The highest level of management in the organization reviews each and every decision. The Akij Group takes a method that integrates several channels of communication. The management of the company will often hold a conference once every two months or on a predetermined day in order to undertake an in-depth analysis of the present and near future scenarios involving the organization and its activities. Internet connectivity ensures that all subsidiary businesses are in constant contact with the parent organization, allowing for brisk decision-making.

3.10 Organizational Structure



Figure 10: Organogram

Chapter: 04

Thesis Responsibilities

Thesis Responsibilities in HRM at Akij Cement Company Ltd.

1. Recruitment & Selection

- Assist in job postings and CV screening.
- Schedule interviews and coordinate with candidates.
- Maintain and update recruitment databases.

2. Employee Onboarding & Training

- Help with new employee orientation programs.
- Assist in preparing training materials.
- Support in organizing training sessions and workshops.

3. HR Documentation & Record Keeping

- Maintain employee records and files.
- Assist in preparing appointment letters, contracts, and other HR documents.
- Update HR databases with employee details.

4. Attendance & Leave Management

- Track employee attendance and leave applications.
- Assist in maintaining payroll-related attendance records.
- Help in processing leave requests.

5. Employee Engagement & Welfare

- Support HR in planning employee engagement activities.
- Assist in welfare programs and initiatives.
- Help conduct employee satisfaction surveys.

6. Compliance & Policies

- Learn about labor laws and company policies.
- Assist in ensuring HR policies are followed.
- Support in audits and compliance documentation.

7. Performance Appraisal Support

- Assist in gathering employee performance data.
- Help with appraisal documentation and feedback collection.
- Support in preparing reports for performance evaluations.

8. HR Software & Data Entry

- Work with HR software for data management.
- Update and manage HR analytics and reports.

9. Compensation & Benefits Support

- Assist in preparing payroll data and salary sheets.
- Help with provident fund and gratuity documentation.
- Support in handling employee benefits like medical claims, bonuses, and allowances.

10. Industrial Relations & Labor Management

- Learn about labor laws, trade unions, and industrial relations.
- Assist in resolving employee grievances.
- Support in handling disciplinary actions and dispute resolutions.

11. Employee Exit Process

- Assist in conducting exit interviews and processing clearance.
- Support in final settlements and experience certificate issuance.
- Maintain records of resigned/terminated employees.

12. HR Reports & Data Analysis

- Assist in preparing HR reports and presentations.
- Analyze employee data to identify trends in turnover, productivity, etc.
- Support in creating HR dashboards for decision-making.

13. Talent Acquisition & Employer Branding

- Help in social media promotions for HR branding.
- Assist in organizing career fairs and university collaboration programs.
- Support in drafting job descriptions and promotional materials.

14. Workplace Safety & Compliance

- Assist in implementing workplace safety guidelines.
- Help in organizing health and safety training for employees.
- Maintain compliance records related to labor laws and company policies.

15. HR Digital Transformation

- Learn and assist in HRIS (Human Resource Information System) implementation.
- Help with HR automation projects and digital record-keeping.
- Support in integrating technology for employee self-service portals.

16. Diversity & Inclusion Initiatives

- Assist in promoting workplace diversity and inclusion programs.
- Support in gender equality and employee well-being initiatives.
- Help in creating awareness about anti-harassment policies.

17. Employee Feedback & Engagement Surveys

- Conduct employee feedback surveys.
- Assist in analyzing survey results and preparing reports.
- Suggest improvements based on employee feedback.

Chapter 5

HRM Strategy Comparison Table

5.1 HRM Strategy Comparison Table

HR Function	Akij Cement	Bashundhara Cement	Crown Cement	Holcim (Global Standard)
HR Planning	Based on departmental demand and plant capacity	Project-based manpower planning	Recruitment as per expansion plans	Strategic workforce planning using data analytics
Recruitment & Selection	Internal references, local recruitment, manual CV screening	Online and newspaper ads, walk-in interviews	Local-based hiring, simple interviews	AI-enabled applicant tracking system, structured interviews
Training & Development	On-site training, OJT, occasional external workshops	Technical training and compliance workshops	Limited formal T&D programs	Continuous learning portals, e-learning, L&D strategy
Performance Appraisal	Annual KPI-based review	Managerial review and goal setting	Target-based appraisal, often informal	SMART goals, 360° feedback, mid-year review

Compensation Strategy	Competitive salary, festival bonus, overtime	Basic + incentive-based pay, overtime	Market-standard pay, project-based incentives	Equity, long-term incentives, variable pay tied to KPIs
Industrial Relations	Strong coordination with unions and workers	Maintains basic IR practices	IR handled by admin department	Transparent communication, formal grievance redress system
Employee Welfare	Lunch facility, medical support, annual picnic, housing support	Subsidized meals, safety insurance	Basic welfare facilities, some transport support	Wellness programs, mental health, insurance, sports & fitness
Career Planning	Internal promotions, limited formal structure	Promotions based on seniority and management decision	Very limited formal structure	Structured career pathing and internal mobility
HR Automation	Basic HRIS for attendance and payroll	Partially automated with ERP	Mostly manual	Fully digital HR suite with analytics and dashboards
Retention Strategy	Job security, family-like work culture	Monetary incentives and promotion	Local loyalty and simple work culture	Engagement surveys, EVP (Employee Value)

Chapter: 06
Findings of the Study

Based on the HR Thesis experience at Akij Cement Company Ltd., the following findings have been identified:

1. Efficient Recruitment Process - The company has a well-structured recruitment system, but there is room for improving candidate experience.
2. Strong Employee Onboarding - The onboarding process is thorough, but digital integration can enhance efficiency.
3. HR Documentation Gaps - Some inconsistencies in employee record-keeping were observed, highlighting the need for better data management.
4. Employee Engagement Needs Enhancement - Engagement programs exist, but more interactive and frequent initiatives could improve employee morale.
5. Training & Development Opportunities - Employees receive training, but there is a demand for more personalized learning paths.
6. HR Technology Integration - The use of HRIS is beneficial, but further automation can reduce manual workload.
7. Compliance & Policy Awareness - Employees are generally aware of policies, but periodic refresher sessions could strengthen compliance adherence.
8. Performance Appraisal System - The appraisal process is structured but could benefit from 360-degree feedback implementation.
9. Compensation & Benefits Transparency - Employees seek more clarity in benefits and payroll structures.
10. Industrial Relations Stability - The company maintains good industrial relations, though proactive conflict resolution strategies can enhance harmony.

Chapter: 07

Recommendations and Conclusion

7.1 Recommendation of this Study

Based on the findings of this study, the following recommendations are suggested:

1. Enhancing HR Digitalization - Implement advanced HR software to streamline recruitment, payroll, and performance appraisal processes.
2. Strengthening Employee Engagement - Develop more structured engagement programs to boost motivation and job satisfaction.
3. Improving Training & Development - Organize regular training sessions to upskill employees and interns.
4. Optimizing Recruitment Strategies - Use data analytics for better talent acquisition and workforce planning.
5. Focusing on Workplace Diversity - Encourage inclusive hiring practices and policies to foster a diverse workforce.
6. Regular HR Audits & Compliance Checks - Ensure ongoing compliance with labor laws to mitigate legal risks.
7. Enhancing Feedback Mechanisms - Implement more effective feedback systems for continuous employee development and satisfaction.

These recommendations aim to enhance HR practices at Akij Cement Company Ltd. and create a more efficient and employee-friendly work environment.

7.2 Conclusion:

Everyone is aware that reality substantially deviates from what we've learned in theory books. One can only perceive and comprehend the universe by actively participating in its operations. In the apprenticeship, the same situation applies. After becoming more acquainted with the organization's procedures and people, I was able to see many things that I would not have been able to see from perusing books alone. The preceding discussion demonstrates that Akij Group Ltd. is one of Bangladesh's leading business conglomerates. It offers an extensive selection of goods and services.

This report contains both the fundamental HRM practices and the company's organized talent acquisition and talent management practices. According to Akij Resources Limited, talent acquisition and management are crucial factors in achieving organizational success and a competitive advantage. They prioritize early talent identification in the recruitment process. They are able to keep their attrition rate below the industry average, but they struggle to retain talent over the long term due to a lack of a competitive talent maintenance and retention mechanism. ARL's culture facilitates the efficient and

effective administration of its workforce. The prevalent practice of optimally utilizing resources within the same cultural association contributes to the organization's growth. They invest a substantial sum in employee training. These training opportunities are extremely beneficial for the self-improvement of employees and the company as a whole. The performance of each employee in the organization is evaluated every six months, and based on this evaluation, they receive an increment and an incentive.

In conclusion, the basic HRM and the organized talent acquisition and talent management practices at Akij Resources Ltd. are extremely efficient and effective; however, the organization's human resource management department must consistently contribute to looking after this issue, as coping with the dynamic business environment of the present day is extremely difficult.

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Thesis Report
on
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