A Thesis Report
on
Employee Turnover Rate of Bangladesh Readymade Garments Industry: A case study on Global Company Limited

Submitted To

Mr. Ashik Das

Lecturer

Department of Business Administration

Faculty of Business

Sonargaon University, Dhaka-1215

Submitted By

Md. Ifrat Al Amin

ID# MBA 2202026001

Program: MBA (Major in HRM)

Department of Business Administration

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SONARGAON UNIVERSITY (SU)

Date of Submission: 05-Sep-2023

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Letter of Transmittal

05-Sep-2023

To,
Mr. Ashik Das
Lecturer
Department of Business Administration
Sonargaon University.

Subject: Submission of Thesis Report.

Dear Sir,

With due respect to state that, thank you for your guidance and support during the thesis period. Appreciate your cooperation, that helped us to complete it. Also, I am very much grateful to **"Global Company Limited"** management for providing the opportunity of thesis with their organizations.

I have collected the relevant information to make my thesis as reliable as possible. I have concentrated my best effort to achieve the objectives of the report and hope that my endeavor will serve the purpose. The knowledge and practical expertise I have acquired during my thesis period will help me in my future professional career.

Thank you again for your support and patience.

Sincerely yours,

Md. Ifrat Al Amin
MBA 2202026001
Department of Business Administration
Sonargaon University

Preface

We are very much involved Only book-based knowledge; But this is not enough to cope with a professional attachment. Effective combination of theoretical knowledge with practical experience is the key to professional attachment.

Sonargaon University MBA Thesis program is included in the degree from the Department of Business Administration Sonargaon. And I have selected the RMG industry as my field to conduct my thesis program. I tried my best to collect relevant and significant data as much as possible and prepare the report with my best effort. I regret any undue mistakes in this report. If the report does little support to any student, teacher, researcher, or analyst, I may consider my effort does not go in vain.

AT the time of my thesis proposal acceptance. The **"Global Company Limited"** requested to share my thesis summary with them. So that they can apply the recommendation at their business. Yes, at the time of report work, I had to perform the progress of report to GCL management by presentation. I believe, this report works not only help me for thesis purposes, It'll also going to be a guideline for RMG industry for subjected thesis.

Sametime, I believe this study will be a milestone for our departmental future study as ground works with relevant topic. Also, I will be available physically or virtually for any kinds of future query regarding this thesis.

Declaration

Myself, **Md. Ifrat Al Amin** a student of MBA program, Department of Business Administration, Sonargaon University, do hereby declare that the thesis report titled "**Employee Turnover Rate of Bangladesh Readymade Garments Industry"** is the outcome of four months practical work on the topic mentioned above under the supervision of **Mr. Ashik Das,** Lecturer, Department of Business Administration, Sonargaon University, Bangladesh.

I also declare that this report was prepared based on practical work and no part of this report has been copied. I would like to add, this report has not been published or submitted for being awarding any degree, diploma, or recognition.

Sincerely Yours

M. Ifrat Al Amin

MBA-2202026001

Department of Business Administration

Sonargaon University

Letter of Acceptance

This is to certify that **Md. Ifrat Al Amin**, Bearing ID MBA 2202026001, Department of Business Administration, has completed his thesis report titled on titled "**Employee Turnover Rate of Bangladesh Readymade Garments Industry"** under my supervision as a part of partial requirement for obtaining Master of Business Administration (BBA) degree in Human Resource Management-HRM Major.

As a part of evaluation of MBA thesis program; this report may accept.

Ashik Das
Lecturer,
Department of Business Administration
Sonargaon University

Acknowledgement

This makes me proud to submit this thesis paper as a final semester student. I'm grateful to Almighty for allowing me to do this job successfully. At the same time, I'm very grateful to my thesis supervisor **Mr. Ashik Das** sir. Every moment sir helps me by proper guidance & instructions.

Also, I am thankful to the organization **"Global Company Limited-HR Department";** they allow me conduct thesis study with them. Regular basis they share their organization relevant policy and practical work process with me. A multinational company has lots of data archives and Varian's of information category. This is too tough and critical to select the actual required data range with relevant criteria. Factory management showed me all areas of information by MIS-Archive. The other department of GCL family helped me same as HR-team to achieve my objective. Thanks to them will very less for their appreciation. From my heart I'm wishing them best.

I am lucky to have had the guidance of all the faculties and mentors throughout my 2 years Master of Business Administration-MBA program at Department of Business Studies, that's helped me to shape my perception and understanding for facing the real-world career challenges. It also helped me to prepare a fruitful report.

Abstract

As a part of academic requirement and completion of MBA program, I have been assigned to complete thesis report on "**Employee Turnover Rate of Readymade Garments Industry In Bangladesh**, A case study on **Global Company Ltd**" under the guidance of **Mr. Ashik Das.**

I have divided this report into some sub segments. As a part of my thesis study in a reputed garments company like **"Global Company Limited"** I have tried my best to go HR-Employee Turnover area in maximum deepest level. Turnover scenario in HR aspects within short tenure of 04 months completion is difficult. But we make it easy by segmenting information type by several data analysis. The report starts with a general introduction **"Global Company Limited"** As well as its purpose, scope, and limitation.

The core management practice of all RMG industry is similar in macro aspect, micro label practices may differ from each other's. **"Global Company Limited"** is a multinational company, so for that it's not only maintain Bangladesh rules-regulations-policies; It's also maintaining other's countries better practices, as a part of multinational country. That's why I can undoubtedly say, the outcome of this report is covering Bangladesh RMG industry as well as Global RMG industry.

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List of Abbreviations

List	Abbreviations	Page Ref:
MBA	Master's in Business Administration	V
GCL	Global Company Limited	VI
HRM	Human Resource Management	2
RMG	Readymade Garments Industry	2
HR	Human Resources	2
PDCA	Plan Do Check Act	2
UK	United Kingdom	9
GDP	Gross Domestic Product	9
145K	1,45,000 Or, 145 thousand	14
CAD	Computer Aided Design	15
ICT	Information & Communication Technology	15
C&F	Cost & Freight	15
GM	General Manager	16
N/A	Not Applicable	16
Eng	Engineer	16
ROI	Return on Invest	18
HRMS	Human Resources Management System	22
%	Percentage	32

Chapter One

Introduction

1.1 Introduction

Human Resource Management (HRM) concept initially started in 1950 USA and globally spread after 1980. In Bangladesh HRM revolution started after 2000. People thought at primary stage HRM is only related with pay roll; In addition, they work for recruitment and personnel file management.

But now a day's modern business concept is saying, "HRM is strategic Business Partner". Without a proper & accurate HRM culture business cannot be sustainable. To ensure business sustainability and ethical growth, a standard HRM is required for any industry. That's why the modern business concept declares HRM as strategic business partner.

The thesis is on "Employee Turnover Rate of Bangladesh Readymade Garments Industry."

The background of my topic is how relevant HRM; we'll elaborately explain by this thesis. Initially we classified the largest industry of HRM. We identified below listed top 3 industries are:

RMG industry

Government Service.

Manufacturing Industry.

The largest industry of rapid human resources is serving the RMG industry. That's why we choose a garment named "Paal Garments" HRM practice and choose for case study.

By making questionnaires and several interviews of HR personnel of "GCL Company", I informed that the major problem they are facing is related to employee turnover. From this practical information, I will work to eliminate this problem from this factory. Next four month practically I'll work in the factory as part of my thesis and find out the problems. After I analysis the problem and proceed possible solution through PDCA analysis. Finally, after the end of thesis period, we declared the finest process at RMG industry to overcome employee turnover.

1.2 Origin of the Report

As a part of my MBA study, I must conduct a thesis collaboration with an organization. My major concentration is HRM. That's why I applied to Global company ltd for HR related activities monitoring and application of my theory in practical field.

My thesis supervisor selected the topic "Employee turnover scenario on RMG industry". I tried my best to comply with this topic coverage from "GCL company" HR department. As a summery, I can declare, the source of my thesis theoretical part from my study and practical part from "GCL Company."

1.3 Objective of the Report

Objectives of the study can be classified into many parts. But in broad sense, it will shortly describe by below mentioned two criteria:

General Objective

The main objective is to compare the theoretical knowledge with the practical aspects of HRM practices.

Specific Objective

a) To know the HRM practices at GCL

b) To get idea about the "RMG Turnover Rate" of Bangladesh.

c) Find out the acceptability of GCL to the employees.

d) Find out the existing problem of GCL related to HRM.

1.4 Scope of the Report

I have tried to collect all the HR related information from the employees of that division and recently resigned employees. When I started doing this report, I have focused on areas which are as follows:

a) HR planning / budgeting.

b) Strategic HR

c) Manpower demand calculation

d) Recruitment & selection Process

e) Confirmation & Evaluation

f) Employee separation process



Figure-1

1.5 Methodology

The methodology of my report is different from regular. I collect field information practically and observe it by PDCA analysis. The data source both I used; primary & secondary.

1.5.1 Primary Sources

The information I directly collect from any report/database and practical interview of GCL employee that called primary sources of information's.

1.5.2 Secondary Sources

The information I collect from any 2nd or 3rd source; like previous complete study report of anyone, print media, internet, external expert that are called secondary sources of information's. The collected data will be analysis by both away manually and computer system. After getting the analysis summary, we'll compare the data for identifying the problem and its solution. Again, we'll visit some industries to implement our findings to eradicate the problems. This time again we'll note down and collect the difficulties of implementation. Again, we re-work with the previous process for 100% practical success.

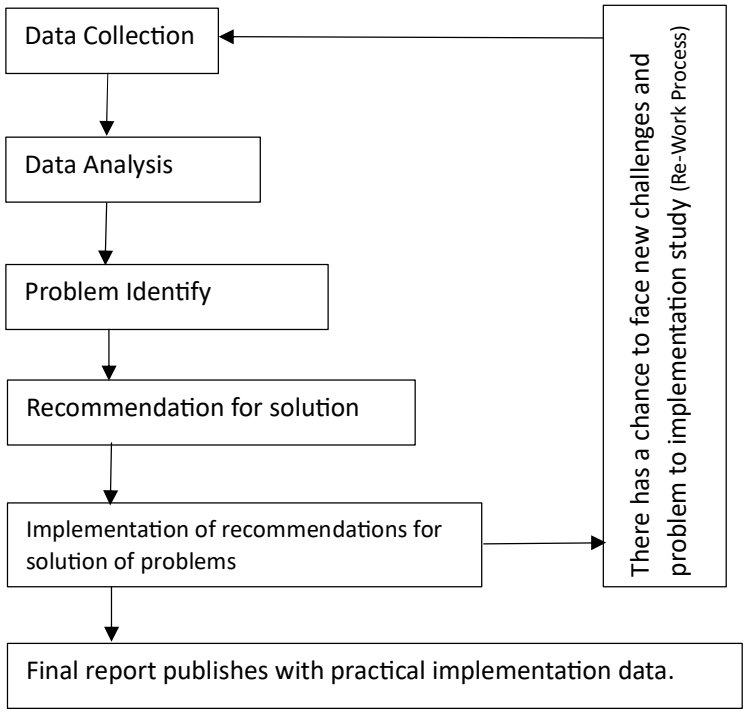


Figure-2

1.6 Limitations of the Study

This thesis report was prepared based on a 3–4-month time frame study. And on a sample basis we choose an individual factory only. I can say, this short time and limited factory number cannot give us 100% actual scenario. But it can give us a basic idea about the subject of the topic. We just do that by this thesis study. Other's limitations are as below:

a) The short time frame has not allowed me to more study on thesis topic.
b) Only once factory just giving me a very basic idea on topic. Within a short time, frame, it is not possible to cover more factory.
c) Verbal interview sometime person's providing personal thoughts; that do not reflect general information.
d) The organization has some confidential information that is not possible to take into this report.
e) PDCA analysis & Database calculation may not be accurate on short time calculation.



Figure-3

Chapter Two

Industry Overview

2.1 Ready Made Garments Industry

Bangladesh readymade garments industry age is 41 years old. At 1980's RMG export related industry commercially first introduced. Bangladesh & world RMG market scenario presented:

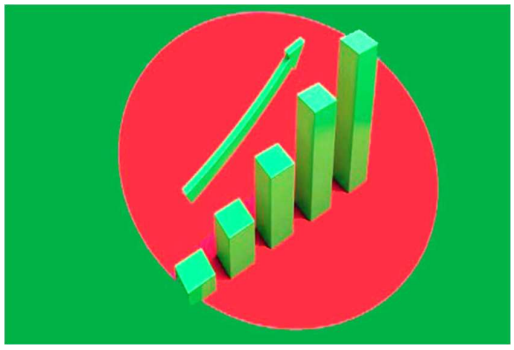
Year [2]	BD Export of RMG	Total Export of BD	% RMG's to Total Export
1983-84	$ 31.57	$ 811.00 million	3.89 %
1990-91	$ 866.82	$ 1717.55 million	50.47 %
2000-01	$ 4859.83	$ 6467.30 million	75.14 %
2010-11	$ 17914.46	$ 22924.38 million	78.15 %
2020-21	$ 31456.73	$ 38758.31 million	81.16 %

Figure-4

2019-20 Bangladesh earn $27.9 billion[2] from the international $983.7 billion. Back-to-back 2020-21 BD earning $31.45 billion[2] from the international market target $1011.88 billion[5]. BD RMG market is growing much better than the international market.

2019-20 to 2020-21 Bangladesh RMG sales export increase 10.6%, international RMG sales increase 2.864%. Bangladesh commerce ministry set next year 2021-22 RMG export target 15% or, $35.14 billion[3] and international RMG market set the target 2.864% or, $1040.85[5] billion in terms of 2027 global target $1268.3 billion[4].

This large volume of national & international financial part implementing based on a large number of humans, worked with RMG industry; directly & indirectly. To know the past, present status and future maximum utilization process; HRM is the only one protocol.



2.2 History of RMG

Readymade garments culture started thousands of years ago. Early age peoples are wearing animal's skin as their dress. After the revolutionary invention of thread & fabric, the concept of fabric made dress came to the world. It's got industrial culture on 1854 by industrial revolution of UK. Then it spread all over the world.

Like other 3rd world countries Bangladesh is a developing country. Her economic development depends firstly on agriculture and secondly on industry. Although Bangladesh is not developed in industry, it has been enriched in Garment industries in the recent past years. In the field of Industrialization garment industry is a promising step. It has given the opportunity of employment to millions of unemployed, especially innumerable uneducated women of the country. It is making a significant contribution in the field of our export income.

Once the cloth of Bangladesh achieved worldwide fame specially Muslim and jamdani cloth or our country was used as the luxurious garments of the royal figures in Europe and other countries. The British rulers in India didn't develop our cloth industries at all. Rather they destroyed them and imported cloths from England. Garment Industry Large-scale production of readymade garments (RMG) in organized factories is a relatively new phenomenon in Bangladesh. Until the early sixties, individual tailors made garments as per specifications provided by individual customers who supplied the fabrics. The domestic market for readymade garment, excepting children wears and men's knit underwear (genji) was virtually non-existent in Bangladesh until the sixties.
Since the late 1970s, the RMG industry started developing in Bangladesh primarily as an export-oriented industry although; the domestic market for RMG has been increasing fast due to increase in personal disposable income and change in lifestyle. The sector rapidly attained high importance in terms of employment, foreign exchange earnings and its contribution to GDP.

Most importantly, the growth of RMG sector produced a group of entrepreneurs who have created a strong private sector. Of these entrepreneurs, a sizeable number is female. A woman entrepreneur established one of the oldest export-oriented garment factories, the Baishakhi Garment in 1977. Many women hold top executive positions in RMG industry. The hundred

percent export oriented RMG industry experienced phenomenal growth during the last 15 or so years. In 1978, there were only 9 export-oriented garment manufacturing units, which generated export earnings of hardly one million dollars. Some of these units were very small and produced garments for both domestic and export markets. Four such small and old units were Reaz Garments, Paris Garments, Jewel Garments and Baishakhi Garments.

Reaz Garments, the pioneer, was established in 1960 as a small tailoring outfit, named Reaz Store in DHAKA. It served only domestic markets for about 15 years. In 1973 it changed its name to M/s Reaz Garments Ltd. and expanded its operations into export market by selling 10,000 pieces of men's shirts worth French Franc 13 million to a Paris-based firm in 1978. It was the first direct exporter of garments from Bangladesh. Desh Garments Ltd, the first non-equity joint-venture in the garment industry was established in 1979. Desh had technical and marketing collaboration with Daewoo Corporation of South Korea. It was also the first hundred percent export-oriented company. It had about 120 operators including 3 women trained in South Korea, and with these trained workers it started its production in early 1980. Another South Korean Firm, Youngones Corporation formed the first equity joint-venture garment factory with a Bangladeshi firm, Trexim Ltd. in 1980. Bangladeshi partners contributed 51% of the equity of the new firm, named Youngones Bangladesh. It exported its first consignment of padded and non-padded jackets to Sweden in December 1980.

At present there are about 5000 garment industries in the country and 75 percent of them are in Dhaka. The rest are in Chittagong and Khulna. These Industries have employed fifty lacks people and 85 percent of them are illiterate rural women. About 76 percent of our export earnings come from this sector.

2.3 RMG at Bangladesh

Before 1980 no export oriented RMG industry was established on Bangladesh; Just have some tailor & fabric manufacturer for local support only. After the 1980 industrial revolution of RMG started in BD.

Till the end of 1982, there were only 47 garment manufacturing units. The breakthrough occurred in 1984-85, when the number of garment factories increased to 587. The number of RMG factories shot up to around 2,900 in 1999. Bangladesh is now one of the 12 largest apparel exporters of the world, the sixth largest supplier in the US market and the fifth largest supplier of T-shirts in the EU market. The industry grew during the 1990s roughly at the rate of 22%.

The growth of the industry in terms of number of units and employment generation is shown in table - 1 below:

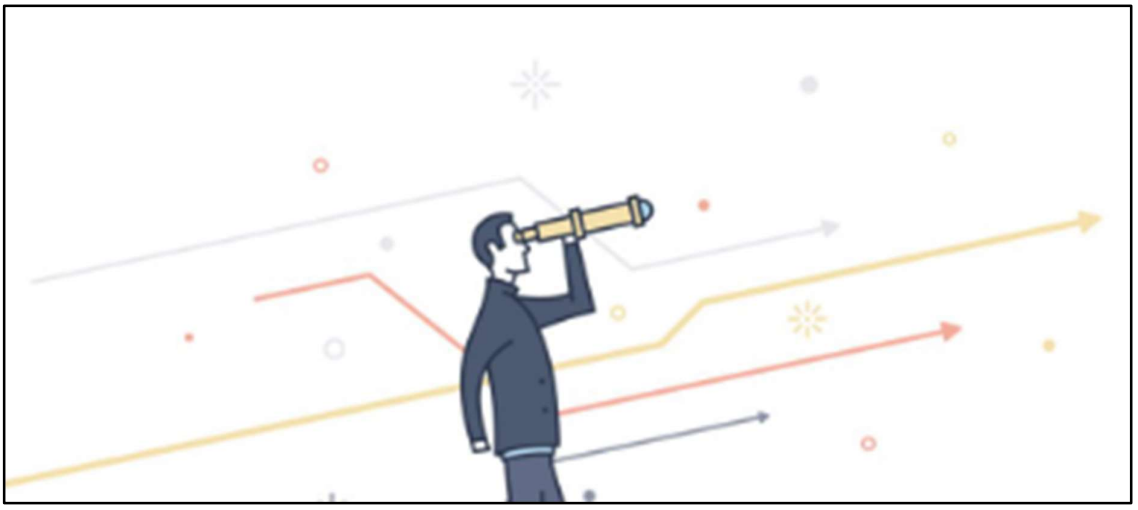
Year	Number of Garment Industries	Employment in Million Workers
1983-84	134	0.040
1988-89	759	0.317
1993-94	1839	0.827
1998-99	2963	1.500
2003-04	3957	2.000
2008-09	48	3.100
2018-19	5500	4.100

Table 1: Growth of the industry and Employment:

2.4 Future Forecast of RMG

As per the business expert and economist several interview and article of recent year, I get the information; RMG of Bangladesh is now on maturity level. This maturity level may continue more 20-30 more years. It can sustain more, if the labor cost will remain less from other country and government play the investment friendly role for the investor.

The country's RMG sector, to a creditable level has relieved Bangladesh from over populous unemployment burden through providing the largest employment next to agriculture, transport, and trade and industry sector. This sector has improved the neglected section of the population, thus radically transforming the socio-economic condition of the country. Such empowerment and employment raised awareness regarding children's education, health safety, population control disaster management only so for. It is an epoch-making event in the history of Bangladesh.



Chapter Three

Organization Overview

3.1 Organization Orientation

GCL COMPANY Established in 2008. Starting with 4 Sewing lines, the factory currently has 26 Sewing Lines: 15 Circular Knitting Machine & 400ft manual table with 2 auto printing Machine. Total land Area: 3 Acre, Built Area- 145k Sft. Production Capacity 1.00 million Pcs per Month (11.5M available minute). Yearly Turnover in 2022: $24.58 million. Total: 612 Machine. Total Manpower 2100 (60% Female & 40% Male. Major Export Countries: United Kingdom (UK), Australia, Japan, Russia, and France.

3.2 Corporate Profile of GCL

GCL started its journey in 2008 in a small scale knit apparel manufacturing company with the vision of having one of the regarded & trusted home for Apparel manufacturing in the world. It has been set up by a highly educated and well –experienced entrepreneur with an excellent track record in Industrial Management. It is managed by highly qualified & experienced personnel. Today, we consider ourselves as one of the rapid growing companies of having more than 2000 family members with the annual turnover of $ million It has further diversified & expending its production range towards the Outerwear & Sportswear areas & will start our outerwear unit by 2021. Silken has its own design team in UK who continuously provides design & development supports to the customer. GCL Company is committed to delivering highest level of service, quality & value to its customer through a responsible business operation which ensures fair treatment to all employees, Community, environments & Stakeholders. We believe that our employee is our greatest asset and invest in their welfare and development during & beyond time they work for us. Silken also has taken some CSR initiatives as a Corporate Social responsibility like Sky`s the Limit, Healthy Child Wealthy Bangladesh.

3.3 Mission, Vision of GCL

GCL Company Mission is committed to delivering the highest level of service, quality & value to its customers through a responsible business operation which ensures fair treatment for all employees, community, environment & stakeholders.

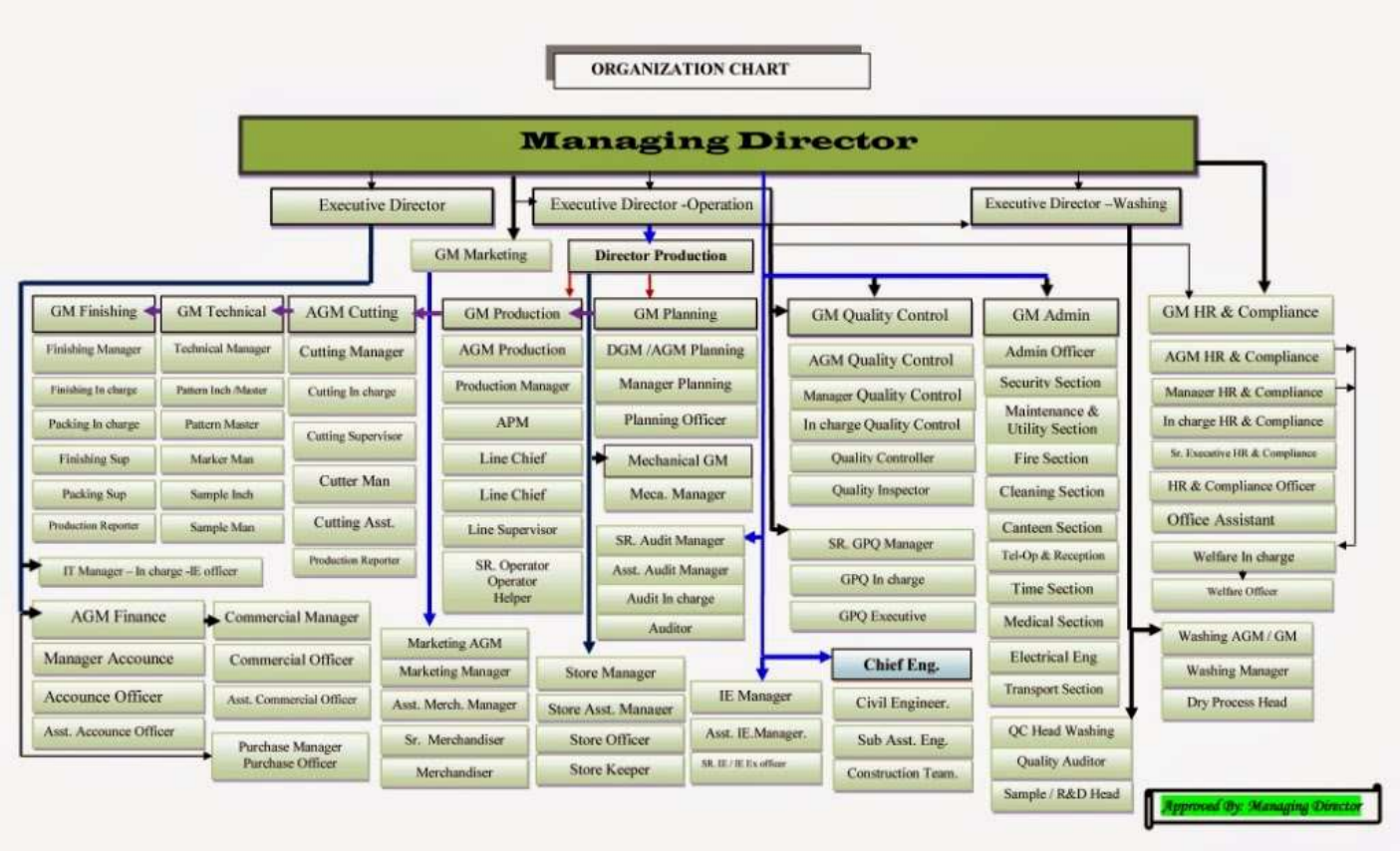
“GCL Company Vision is to be one of the most regarded RMG operations in Bangladesh.”

3.4 Department of GCL

The operation of GCL company runs by following bellow operations departments:

1. HR, Admin, Compliance-Fire & Safety
2. Finance & Accounts
3. Assurance
4. Marketing & Merchandising
5. Design Studio
6. Maintenance & Utility
   - 6.1 Electrical
   - 6.2 Mechanical
   - 6.3 Civil
7. Sample
8. CAD
9. Surveillance & Security
10. ICT
11. Supply Chain
    - 11.1 Procurement
    - 11.2 Purchase
    - 11.3 Commercial
    - 11.4 C&F
    - 11.5 Logistic
    - 11.6 Warehouse
    - 11.7 Leftover Sales & Management
12. Production & Operation
    - 12.1 Cutting
    - 12.2 Sewing
    - 12.3 Finishing
    - 12.4 Industrial Engineer
    - 12.5 Printing
    - 12.6 Embroidery
    - 12.7 Wash
    - 12.8 Quality

3.5 Organogram of GCL (Figure-5)



3.6 HR Department Structure of GCL

Managing Director		
GM (HR-Admin-Compliance, Fire & Safety)		
Manager-HR	**Manager**-Admin	**Manager** – Compliance, Fire & Safety
Executive/Officer: Payroll, Welfare, Recruitment, Personnel Management.	**Executive/Officer:** General Administration, Local Affair, Corporate Communication, Law & Buying Associates, Housekeeping, Doctor	**Executive/Officer:** Compliance, Fire & Safety, Training & Development, Sustainability,
Supervisor Timekeeper, Data Entry Operator, Floor Supervisor.	**Supervisor** Data Entry Operator, Cleaner Supervisor, Administration Supervisor, Nurse, Security.	**Supervisor** Fire Pump Supervisor, Emergency Response Supervisor, Fire Man, Rescue Man
N/A	Cleaner, Swiper, 3rd Party, Guard	3rd Party

Chapter Four

Literature Review

4.1 Human Resource Management

Human resource management (HRM) is the practice of recruiting, hiring, deploying, and managing an organization's employees. HRM is often referred to simply as human resources (HR). A company or organization's HR department is usually responsible for creating, putting into effect, and overseeing policies governing workers and the relationship of the organization with its employees. The term human resources were first used in the early 1900s, and then more widely in the 1960s, to describe the people who work for the organization, in aggregate.

HRM is employee management with an emphasis on those employees as assets of the business. In this context, employees are sometimes referred to as human capital. As with other business assets, the goal is to make effective use of employees, reducing risk and maximizing return on investment (ROI).

The modern HR technology term human capital management (HCM) has been used more frequently compared to the term HRM. The term HCM has had widespread adoption by large and midsize companies and other organizations of software to manage many HR functions.

4.2 The Importance of Human Resource Management

The role of HRM practices are to manage the people within a workplace to achieve the organization's mission and reinforce the culture. When done effectively, HR managers can help recruit new professionals who have skills necessary to further the company's goals as well as aid with the training and development of current employees to meet objectives.

A company is only as good as its employees, making HRM a crucial part of maintaining or improving the health of the business. Additionally, HR managers can monitor the state of the job market to help the organization stay competitive. This could include making sure compensation and benefits are fair, events are planned to keep employees from burning out and job roles are adapted based on the market.

4.3 Work Procedure of HR Department

Human resources management works through dedicated HR professionals, who are responsible for the day-to-day execution of HR-related functions. Typically, human resources will comprise an entire department within each organization.

HR departments across different organizations can vary in size, structure, and nature of their individual positions. For smaller organizations, it is not uncommon to have a handful of HR generalists, who each perform a broad array of HR functions. Larger organizations may have more specialized roles, with individual employees dedicated to functions such as recruiting, immigration and visa handling, talent management, benefits, compensation and more. Though these HR positions are differentiated and specialized, job functions may still overlap with each other. GCL is an example of a large company with multiple types of specialized HR positions. GCL career website lists 15 different HR job titles:

- HR assistant
- HR business partner
- HR manager
- Recruiter
- Recruiting coordinator
- Sourcer
- Recruiting manager
- Immigration specialist
- LoA and accommodation specialist
- Compensation specialist/manager
- Benefits specialist/manager
- Talent management specialist/manager
- Learning and development specialist/manager
- HR technology/process project program manager
- HR analytics specialist/manager

4.4 Objectives of Human Resource Management

The objectives of HRM can be broken down into four broad categories:

4.4.1 **Societal objectives:** Measures put into place that responds to the ethical and social needs or challenges of the company and its employees. This includes legal issues such as equal opportunity and equal pay for equal work.

4.4.2 **Organizational objectives:** Actions taken that help to ensure the efficiency of the organization. This includes providing training, hiring the right number of employees for a given task or maintaining high employee retention rates.

4.4.3 **Functional objectives:** Guidelines used to keep HR functioning properly within the organization as a whole. This includes making sure that all of HR's resources are being allocated to their full potential.

4.4.4 **Personal objectives:** Resources used to support the personal goals of each employee. This includes offering the opportunity for education or career development as well as maintaining employee satisfaction.

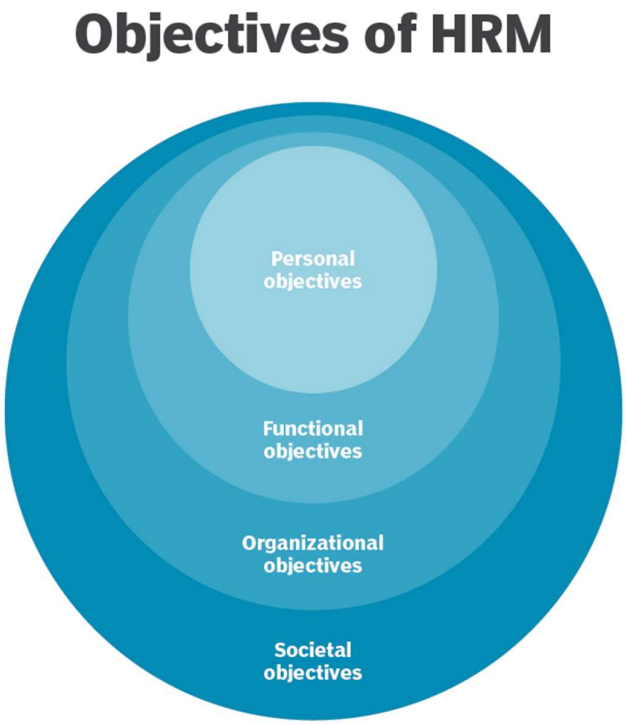


Figure-6

4.5 Responsibility of HRM

HR professionals generally are tasked with creating and administering programs that improve workplace efficiency and employer-employee relationships. Within this broad assignment are several different, but critical responsibilities, such as:

- **Staffing**
  Staffing a business or an individual department requires several key steps. Hiring managers must first determine how many new employees the budget can support, then find and interview qualified candidates, and finally, make selections and negotiate compensation.

- **Developing workplace policies**
  If it's determined that a new or revised policy is needed, HR professionals typically consult with executives and other managers, write the supporting documentation, and communicate it to employees. Policies may cover vacations, dress codes, disciplinary actions, and other types of workplace protocol.

- **Administering pay and benefits**
  In order to attract and retain talent, compensation must meet industry standards and be comparable to what other employees in similar roles are being paid. Creating such a fair pay system requires careful consideration of an employee's years of service with the business, experience level, education, and skills.

- **Retaining talent**
  Compensation isn't the only thing that retains talented employees. HR managers may need to proactively address issues with workplace environments, organizational culture and relationships between employees and supervisors.

- **Training employees**
  When employees develop new skills, they tend to be more productive and satisfied with their job. Some of the training programs typically run by HR departments include team-building activities, policy and ethics education, and on-the-job instruction and skills, e.g. how to run a machine or computer program.

- **Complying with regulations**
  Laws that affect the workplace – whether they're related to discrimination, health care or wages and hours – are constantly evolving. HR professionals are required to keep up with these changes and notify the rest of the organization in support of compliance.

- **Maintaining safety**
  Safety in the workplace means protecting not just the physical health of employees, but also their private information. To minimize workers' compensation claims and data breaches, HR must implement security measures and ensure that all federal, state and union standards are met.

4.6 Human Resource Management Systems (HRMS)

HRMS are designed to meet the core needs of HR and turn basic administrative functions into critical enablers of business value. With the aid of these people-centric, data powered solutions, HR managers may be able to:

- Improve their hiring processes.
- Manage people more effectively.
- Optimize workforce productivity.
- Engage and retain employees.
- Eliminate costly redundancies.
- Make data-driven decisions.
- Maintain regulatory compliance.

4.7 Five Main Area of Human Resource Management

HR professionals perform many activities in the pursuit of employee well-being and organizational stability, but their responsibilities generally lie within five main areas:

1. **Recruitment and staffing** – identifying talent gaps, acquiring applicants, arbitrating contracts, maintaining ethical hiring practices.
2. **Compensation and benefits** – determining pay scales, approving raises, negotiating benefits packages.
3. **Training and development** – onboarding new hires, making educational opportunities available.
4. **Compliance and safety** – monitoring legislative changes, implementing safety measures, processing workers' compensation claims.
5. **Employee relations** – resolving employee conflicts, addressing harassment or abuse allegations, working with union leaders.

4.8 HR Compliance

HR compliance means keeping an organization from violating the growing number of employment laws enacted by federal, state, and local governments. This responsibility requires HR professionals to monitor and understand regulatory requirements, enforce policies, classify workers correctly, practice fair hiring practices and provide a safe work environment, among other tasks.

4.9 Turnover

Employee turnover is the percentage of employees that leave your organization during a given time. Organizations typically calculate turnover rates annually or quarterly. They can also choose to calculate turnover for new hires to assess the effectiveness of their recruitment policy. Employee turnover is a crucial metric for measuring the performance of human resources departments or human resource management apps. Employee turnover refers to the total

number of workers who leave a company over a certain time. It includes those who exit voluntarily as well as employees who are fired or laid off; that is, involuntary turnover.

4.10 Turnover Rates Indication for Business

Most studies of the causes of high voluntary turnover agree that more money and time off, better benefits, a promotion and the prospect of a more supportive boss are the Top 5 reasons good employees decamp to new positions. That reality shows that most turnover is preventable if a company is willing to spend on overall compensation, open career paths, focus on flexibility and be on the lookout for ineffective managers—and take decisive action when they see higher than average attrition from one department.

Closing the loop, items that make employees happy: good compensation and benefits and a positive culture, which is largely driven by direct managers.

4.11 Consequences of Employee Turnover

Replacing an employee is expensive compared to retaining them. The whole recruitment process must start again, which requires time and resources. If your turnover rate is high, i.e., lots of people are leaving simultaneously, it can result in:

- Extra expense in recruiting a replacement.
- Lower morale for those who are left.
- Shortage of skilled and knowledgeable workforce.
- Loss of belief in the team's capabilities.

When employee turnover has so many serious consequences, it makes business sense to keep a tab on it so that you can take necessary action when it starts getting high.

4.12 Types of Employee Turnover

At first glance, the phrase **"employee turnover"** has a negative connotation – a stigma associated with an employer's obligation to reduce turnover at all costs. However, there are different types of turnover, some with a negative impact on business, while others positively influence the working environment.

Positive Types of Employee Turnover

Positive turnover occurs when the workforce changes due to new employees bringing fresh ideas and perspectives to the company and replacing workers who are terminated for poor performance. Bringing new talent in an organization can re-energize the workplace, increase productivity, and boost profitability.

Replacing a stagnant workforce can be costly; however, employers ultimately realize the return on investment in recruitment and selection processes for new and fully engaged employees.

Negative Types of Employee Turnover

It is easy to understand why turnover is considered negative: mass layoffs, business closure, and plant shutdowns might be classified as negative or undesirable turnover – layoffs have a devastating impact on workers and the surrounding community. The adverse effects of losing jobs in certain areas can create a downward spiraling impact on economic conditions for employees of other nearby companies. For example, when employees suffer job loss from a plant shutdown, surrounding companies that provide services such as meals, transportation, and other services also suffer from lost revenue. While the effect can be positive or negative, many possibilities may lead to your employee's exit. Employee turnover does not only happen when an employee says: "I quit!" or an employer says: "You are fired!". Whether the employees leave voluntarily or involuntarily, they retire, or they are subject to an internal transfer, the managers need to find the underlying cause of why they are leaving in the first place. The general rule is that employees' retirements are inevitable and out of a company's control. But there are situations when employees get disengaged for various reasons, and they choose to enter retirement early. Organizations need to learn what led to this unexpected retirement, so they act appropriately to engage and retain older and more experienced employees. Internal

transfers usually involve employees taking new positions within the same organization. While this type of employee turnover can be a sign of a healthy balance, there may be other intentions behind the employee's move. Are they genuinely interested in another department's role, or are they running from a bad manager, distrust in coworkers, or a lack of growth opportunities?

But the main types of employee turnover are:

Voluntary

Involuntary

Voluntary employee turnover occurs when an employee chooses to leave the company. Employees who resign, retire, or simply leave the organization for other reasons are all voluntary turnover examples.

While some voluntary turnover instances may occur because employees are dissatisfied, several employees resign for reasons unrelated to working conditions. Examples of voluntary turnover for non-work-related reasons are:

- Employees who leave their jobs to travel.
- Students who leave the workplace to return to school.
- Employees who choose to leave the workplace to become stay-at-home parents.
- One thing is for sure: no organization is immune from the occasional: "I quit!"

Involuntary employee turnover happens when the employee's decision to leave is not in his/her hands. It usually occurs when a company implements budget cuts, structural reorganization, or similar actions where the company decides for an employee to leave. Employees who witness regular involuntary turnover or terminations might be stressed out and concerned about their job security.

4.13 Calculate Employee Turnover

Calculating your turnover rate may seem straightforward, but there are a number of components that can skew results. Companies with human capital management (HCM) specialists should get those experts involved in analyzing attrition rates and causes. Others can access insights from analysts, including the Society for Human Resources Management (SHRM).

SHRM advises calculating employee turnover rate by dividing the number of separations during a month by the average number of employees on the payroll, multiplied by 100. Thus, to figure your employee turnover rate, you need to calculate:

Total headcount: This includes all employees on payroll and direct-hire temp workers, as well as those on temporary layoff, leave of absence or furlough. It should not include temporary workers or independent contractors in a separate agency's payroll.

Average number of employees: From there, calculate the average number of employees per month by taking each month's total and dividing it by the number of months or the total headcount from each report if run more than once several reports used.

Total separations: The number of separations during a month includes both voluntary. and involuntary terminations, but employees who are temporarily laid off, on furloughs. or on a leave of absence are not included.

*****That yields this formula:**

Turnover Rate = # of Separations / Avg. # of Employees × 100

*****To calculate annual turnover rate (TR) or year-to-date turnover rate (YTD), add the monthly turnover rates together.**

YTD Turnover Rate = January TR + February TR + March TR

*****Alternative ways to calculate employee turnover**

Another, less detailed way to calculate the turnover rate is to take the number of employees who left during a specific period and divide by the number of employees at the beginning of the period.

There are also ways to calculate different dimensions of turnover, for instance:

Involuntary turnover = (Number of Involuntary Employee Separations / Average Number of Total Employees) × 100

Voluntary turnover = (Number of Voluntary Employee Separations / Average Number of Total Employees) × 100

******Employee Turnover Rate in 3 Steps**

Before starting with employee turnover rate calculations, you need to decide the period for which you want to calculate. It could be monthly, quarterly, or annually.
Here's how to calculate employee turnover rate in three simple steps:

Step 1. Collect Necessary Information:

To calculate employee turnover, you will need to collect three pieces of information. First, the number of employees your organization had at the beginning of the period (e.g., year). Second, the number of employees your organization had at the end of the time. And third, the number of employees who left your organization during the said time period.

To calculate the turnover rate, you need these three pieces of data:

- ⇨ Number of employees at the beginning of the period.
- ⇨ Number of employees at the end of the period.
- ⇨ Total number of employees that left during that period.
- ⇨ Once you have collected this information, move on to the next step.

Step 2. Calculate the Average Number of Employees:

To calculate our employee turnover rate, you need to first calculate your average number of employees. To do this, add your number of employees at the beginning of the time (e.g., the beginning of the year) to your number of employees at the end of the time period (e.g., the end of the year).

Here's the formula to calculate your average number of employees:

Avg. # of employees = [(number of employees at the beginning + number of employees at the end)/2]

For example, say, your organization had 42 employees at the beginning of the year and 62 at the end of it. And 13 employees left during the same period. To calculate your average number of employees you would simply add 42 and 62, then divide the total by two.

Average number of employees = 62+42/2 = 52

Step 3. Calculate the Turnover Rate Percentage:

Next, use your average number of employees to calculate your turnover rate. To do so, divide the number of employees who are left by your average number of employees. Then multiply that answer by 100 to get your turnover rate percentage.

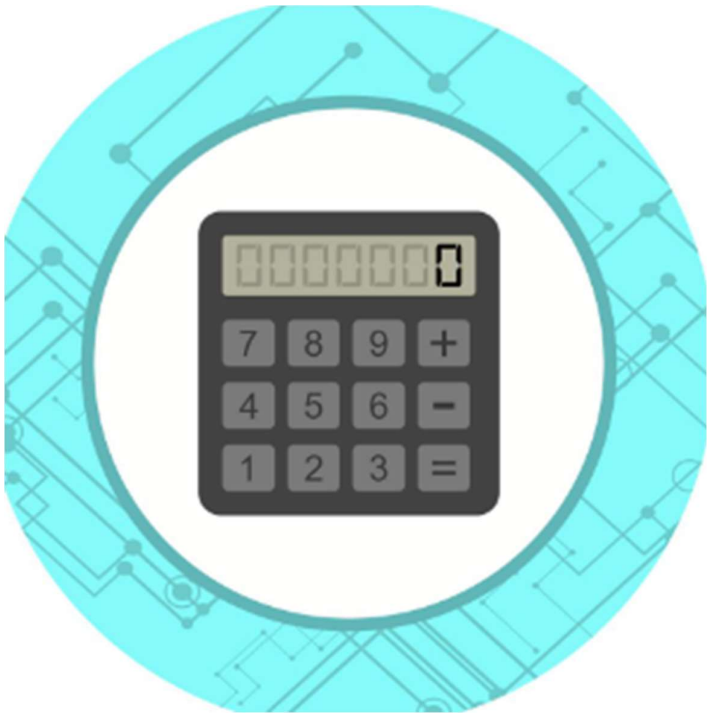
Here's the formula to calculate your turnover rate percentage:
Annual turnover = [(number of employees who left/average number of employees) *100]

Following the same example, divide 13 (the number of employees who left within the period) by 52 (the average number of employees), then multiply that number by 100 to get an employee turnover rate of %.

Annual turnover % = 13/52*100 = %

4.14 Healthy Employee Turnover Rate

As discussed, turnover rates vary widely by industry and must be viewed within that context. HR teams can peg the national annual turnover average somewhere around 20%, with the monthly average at 3.2%. From there, they need to plug in data from their human resources management systems, which ideally will be integrated with financial systems and thus able to provide insights into salaries and associated hard workforce costs. Average standard turnover rate calculated 2% ~ 3%. It may differ in case of some exceptional.



Chapter Five

Turnover Status at GCL

5.1 Last 5 years Turnover Analysis

I collected the personal file of all left employee in last 5 year's and make a table a below for analysis the data.

Year	Self	Family	Salary	Organization	Designation	Others
2022	17	1	7	0	1	23
2021	10	2	3	1	2	14
2020	37	3	2	4	0	19
2019	13	6	9	2	1	10
2018	25	1	2	1	1	33

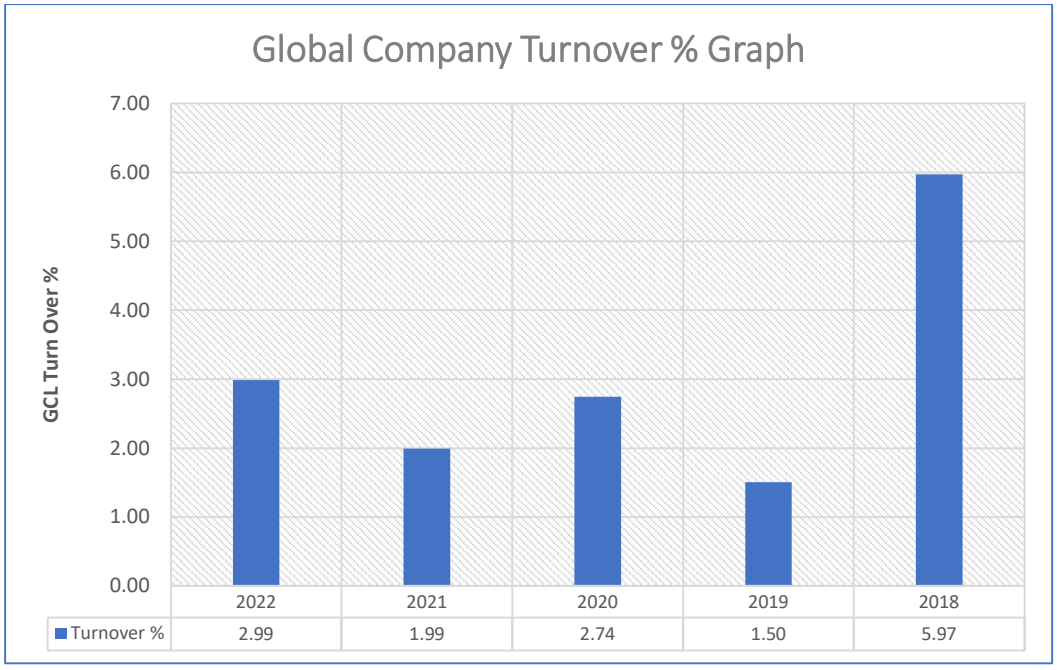
Calculation of Turnover:

Year	Self	Family	Salary	Organization	Designation	Others		Total Turnover
2022	17	1	7	0	1	23		23
2021	10	2	3	1	2	14		14
2020	37	3	2	4	0	19		19
2019	13	6	9	2	1	10		10
2018	25	1	2	1	1	33		33

Year	Year Start Employee Qty	Year End Employee Qty	Year Total Turnover	Avg Employee	Turnover Number	Turnover %	Remarks
1	2	3	4	5=(2+3) / 2	6= 4 / 5	7 = 6 X 100	
2022	1507	1539	23	769.5	0.029889539	2.99	
2021	1310	1405	14	702.5	0.019928826	1.99	
2020	1360	1385	19	692.5	0.027436823	2.74	
2019	1320	1329	10	664.5	0.015048909	1.50	
2018	1230	1105	33	552.5	0.059728507	5.97	

Figure-7

Graphical Presentation of Turnover:



Pie Chart of Turnover:

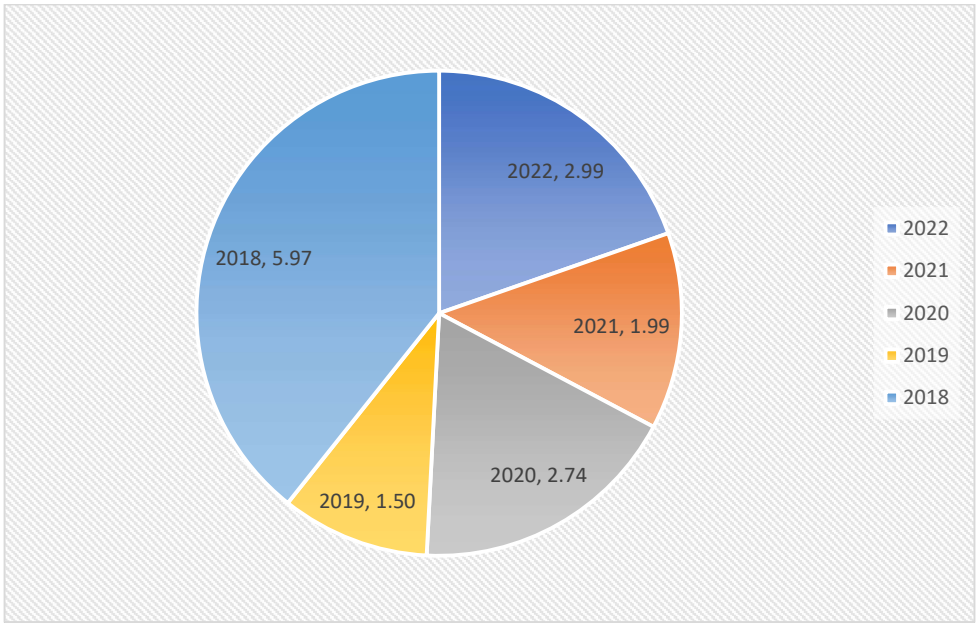
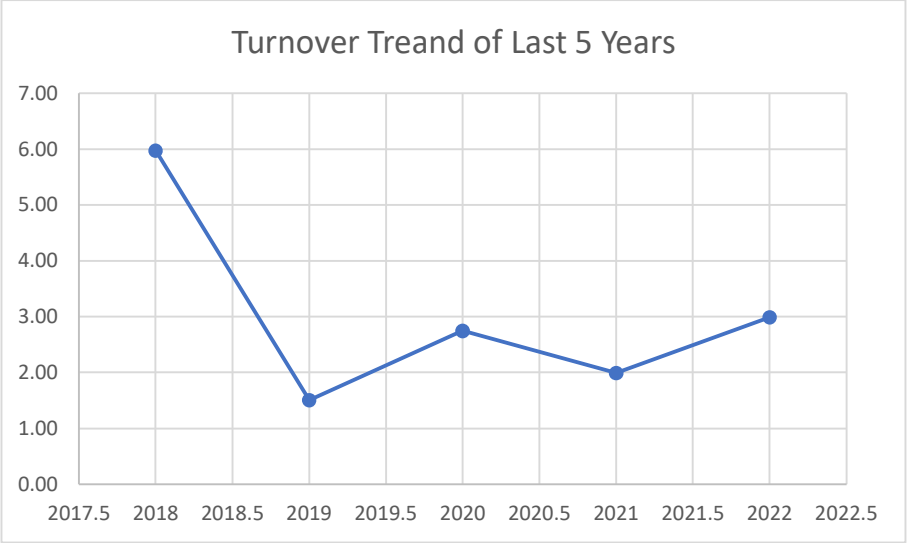


Figure-8 & 9

GCL 5 Year Turnover Trend:



5.2 Resignation process of GCL

The GCL company resign process as below.

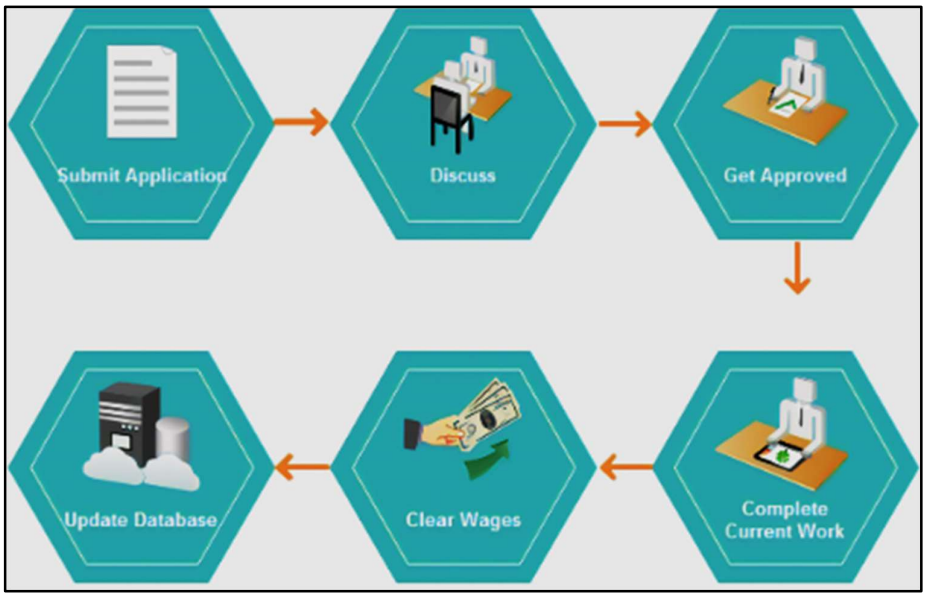


Figure-10

5.3 Reasons Behind Turnover

We found many reasons behind employee turnover, as like below:

Departmental

Organizational

Personal

Geographical

Ethical

Religious

Cultural

Conditional

Technical

Political/Lawful Consideration/Others

5.4 Solution of Turnover Problem

1. Look for Issues in Your Hiring Process

If a company is experiencing high turnover, look at human resources hiring processes. A well-defined, thoroughly vetted interview process can ensure you have the right people for the right job, right from the start. Ensure job descriptions are clear and precise and that candidates not only possess good skills but are aligned with your company values and culture.

2. Listen to Middle Managers

Middle managers in an organization are close to everything. They know their front-line employees and they interact with the leadership team. Get curious with the group, some of whom might be considering departing as well. They have a great vantage point.

3. Invest in Leadership Development Programs

High turnover indicates the health of your organization is in danger, not to mention the level of negative employee sentiment. Hold an open forum to promote dialogue in all corners of the organization. Failing to retain qualified candidates leans into manager accountability. Create a lasting solution by implementing leadership development programs to expand growth and boost morale.

4. Teach Your Managers How to Build Relationships

People quit their managers. Frustrations around lack of clarity, doing work of others who aren't held accountable, lack of meaningful development or growth opportunity, little or demeaning feedback, poor communication are all fodder for poor retention. Your conversations are your relationships, your relationships are your culture. Equip managers with better communication skills and standards.

5. Fix Your Culture

If there is high turnover, it is likely that people are not finding a connection between their work and its impact. Start with a cultural approach. Seek out where turnover is high in the organization and identify how leaders in that group are engaging with their teams and customers. In addition, seek out where turnover is low and find out what is happening best there. Learn from what works.

6. Take Regular Pulse Surveys

Take a staff pulse survey, at least quarterly. Ensure that staff know the survey is anonymous, and that management will share results across the organization as well as develop a plan to address pain points for staff if possible. This increases organizational transparency, and lets staff know there is a viable mechanism for feedback.

7. Interview Top Performers

Sit down and interview top performers about what they love about the company, why they perform the way they do and find out why they achieve for your company. These top performers should be selected from every level, from entry-level to the C-suite. By doing this, you will see what they see. Document their answers, then ask them what they would do to change the organization.

8. Analyze Your Current Organizational Environment

With high turnover, it's natural for organizations to focus all their attention on employees and hiring practices. Too often, they assume that they simply hired the "wrong" people. Often, there are problems in the environment that prevent people from realizing their potential. Organizations should first ensure they have the structure, training, and support to get the best results.

9. Encourage and Reward Honest Feedback

Talk to your employees. Gather their insight. Create a culture that encourages and rewards feedback. Don't just say your organization has an open-door culture. Create opportunities for employees to share their ideas. Consider hosting facilitated conversations monthly that solicit and reward honest, direct feedback. Then, report back to employees on how their ideas were use.

10. Ask People Why They're Leaving, And Be Ready to Hear the Truth

The quickest way to find the problem is by asking your employees — the ones leaving and the ones who stay. It may be hard to hear the truth, but it's the best place to start. This can be done face to face, or by email, comments card or a confidential survey. The organization needs to be open to hearing the truth and resolving the problem. From this, you can start to design an effective solution.

5.5 Impact of Turnover at RMG Industry

- Disruption of the company's routines and operations
- Direct and indirect costs of recruitment, training, and replacement
- Loss of employee knowledge and expertise
- Low workplace morale and increased workload for remaining employees
- Deterioration of product or service quality
- Reduction in marketing return on investment
- Bad Images in business market.
- New sourcing cost.
- New environment adjustment cost.
- Learning curve of new join.
- Productivity and efficiency drop.
- Organization value falls.
- Quality & quantity of work probability reduce.
- Teamwork reduction. Etc.

Chapter Six

Findings, Recommendation & Conclusion

6.1 Findings

The Major findings are mentions as below:

1. We can identify the standard turnover rate 2-3%.
2. Need to control the turnover rate within the limit.
3. Top reasons for turnover identified. Need to control.
4. Turnover is very harmful for industry; in exceptional cases it is a normal matter.

6.2 Recommendation

We make the recommendations table for implementation of our findings. The table presented as below:

Recommendation	Purpose
1. Maintain Turnover Rate Max 2.5%	Ensure Maximum Productivity.
2. Service Period 7-9 Year Maintain.	Optimum Asset / Liability Utilization.
3. Leave & Standard Working Hour Ensure	Reduce Turnover Rate
4. Child Care Facility Ensure	Increase Women Staff Work Efficiency.
5. Lunch & Food Facility.	Ensure Healthy and Fluent Employee.
6. PF & Insurance Benefit.	Increase Loyal Employee.
7. Accommodation Facility	Reduce Leave & Absent.
8. Behavioral SOP Standard	Increase service satisfaction.
9. On Time Payment	Brand Value Highly increased
10. Green Social Business Concept.	Ensure sustainability.

6.3 Conclusion

The government of Bangladesh foresee the dream of a new Bangladesh, based on the progress of “RMG” industry. But without proper care and nursing, it cannot be possible.

Skilled Human spirit is key to all success. We’ve human but not skilled up to the mark. Still we’re struggling with skilled manpower. Immediately the government need to take skilled manpower development and sustainable program for short- and long-term basis.

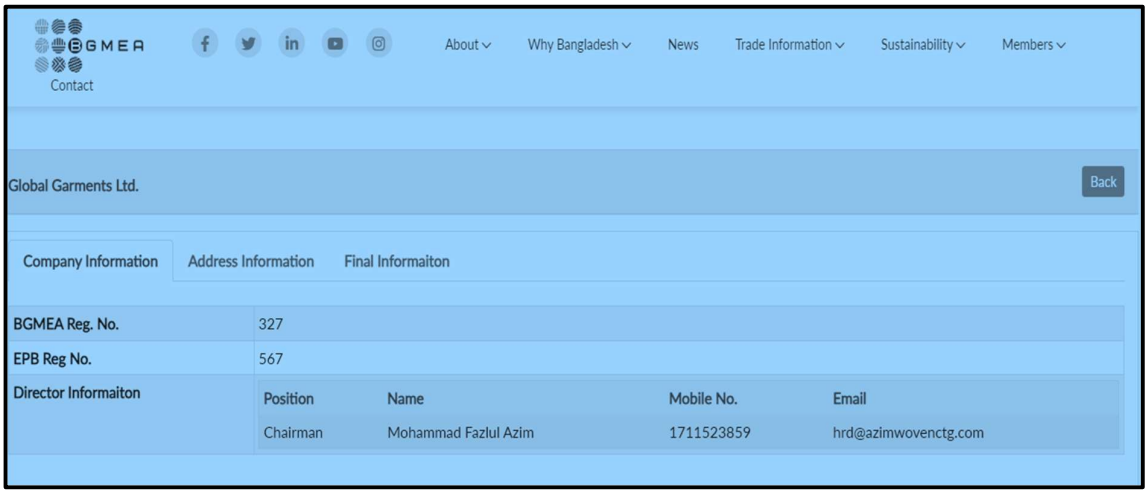
The human sustainability program will ensure less turnover, not only RMG but also other’s industry. I believe everything is possible with our human spirit; just need skill and sustainability.

End of this thesis, one word summery is **Skilled & sustainable manpower are asset for a nation.** To skill need training and to be sustainable need to implement turnover reduction protocol.

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Appendix-01 // Exit Interview

EXIT INTERVIEW QUESTIONNAIRE

Employee Name: _____ Supervisor Name: _____

Initial employment date: _____ Last date of employment: _____

Current position: _____

1. At approximately what point in time did you begin making your decision to resign?

☐ 6-9 months ago
☐ 1-2 months ago
☐ 3-5 months ago
☐ other _____

_____
_____
_____
_____

2. Please indicate reason(s) below, which contributed to your decision to resign your current position?

☐ Salary
☐ Job Advancement
☐ Personal
☐ Return to School
☐ Relocation
☐ Health Retirement
☐ Family Responsibilities
☐ Dissatisfied/Management
☐ Benefits
☐ Job Eliminated
☐ Other – (please explain) _____
☐ Military

3. Was there a specific event of issue that prompted your resignation?

Yes☐ No☐

If yes, please briefly explain:

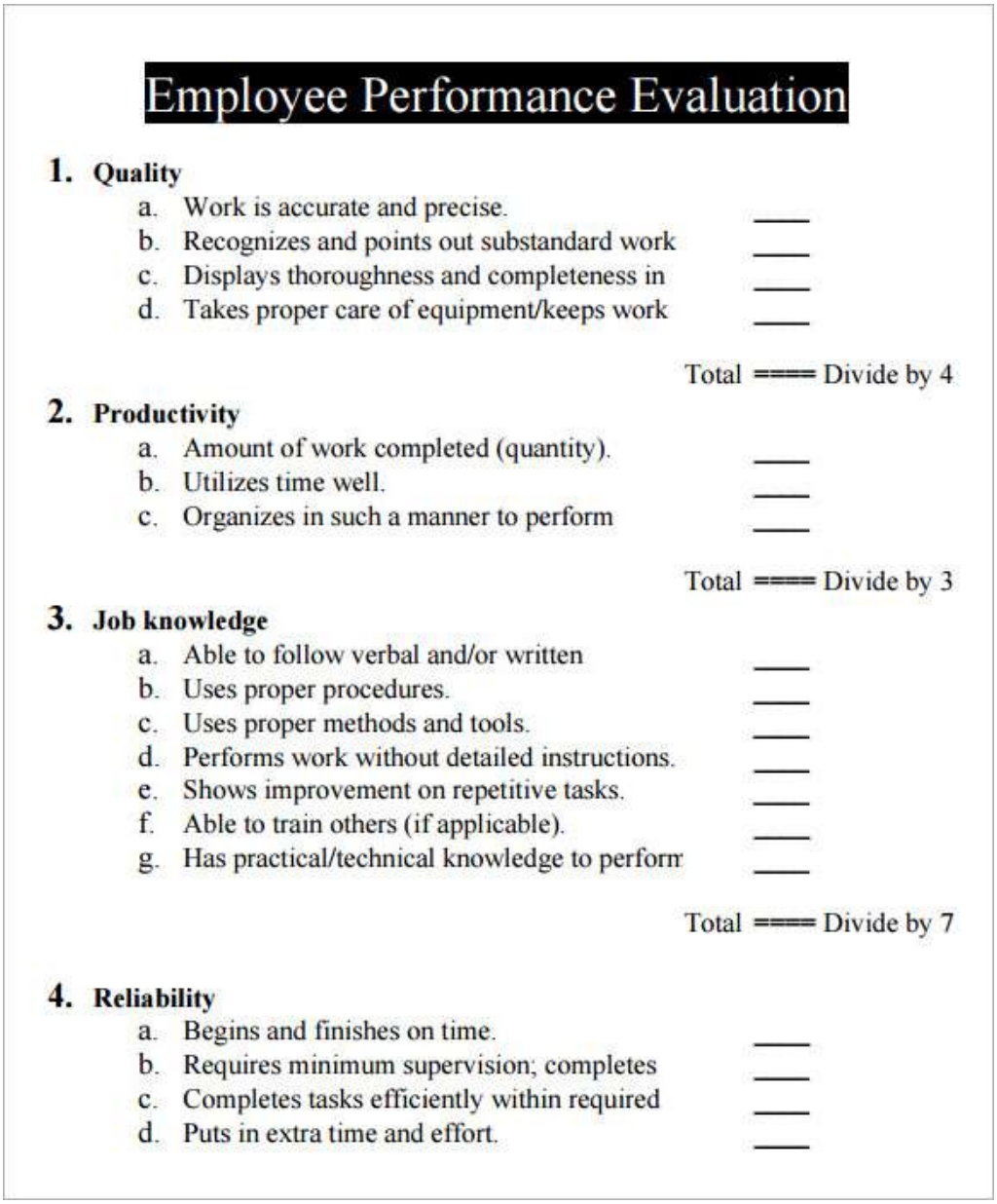
_____
_____

If yes, did you discuss this matter with your supervisor/manager?

Yes☐ No☐

_____
_____
_____
_____

Appendix-02 // Performance Evaluation



Employee Performance Evaluation

1. Quality

a. Work is accurate and precise. ____
b. Recognizes and points out substandard work ____
c. Displays thoroughness and completeness in ____
d. Takes proper care of equipment/keeps work ____

Total ==== Divide by 4

2. Productivity

a. Amount of work completed (quantity). ____
b. Utilizes time well. ____
c. Organizes in such a manner to perform ____

Total ==== Divide by 3

3. Job knowledge

a. Able to follow verbal and/or written ____
b. Uses proper procedures. ____
c. Uses proper methods and tools. ____
d. Performs work without detailed instructions. ____
e. Shows improvement on repetitive tasks. ____
f. Able to train others (if applicable). ____
g. Has practical/technical knowledge to perform ____

Total ==== Divide by 7

4. Reliability

a. Begins and finishes on time. ____
b. Requires minimum supervision; completes ____
c. Completes tasks efficiently within required ____
d. Puts in extra time and effort. ____

Appendix-03 // Recruitment

Executive Designer (Auto CAD)

GLOBAL Company Limited

Job Context

- Global Company Limited – Garments Division
- Workplace: Work at outside & inside office.

Job Responsibilities

- Auto CAD drawing & detailing specifically by creating Electrical Drawings including SLD & Lay-out preparations.
- Having depth knowledge on LV & Control Components Products of Siemens & ABB Brands, Preparing Technical Electrical Drawings of Panels like SDB, DB, MDB, LT Panel, HT Panel, ATS, MCC, PFI, Bus-Coupler Panel, Synchronizing Panel, Complete Sub-Station by using Auto CAD Software.
- Estimating related technical Documents Such as Product lists, cost estimates by working with engineers & other Professionals to produce Auto CAD electrical drawings, which will meet Accord Alliance & BNBC standard.

Employment Status: Full-time

Educational Requirements

- Diploma / B.Sc. in Electrical, Academic qualification will be flexible for highly Auto CAD experts.

Experience Requirements

- 2 to 3 year(s)

Additional Requirements

- 2/3 years' experience will be preferable.
- Problem solving and influencing skills.
- Ability to prioritize.

Job Location: Dhaka

Salary: Negotiable

Compensation & Other Benefits

- Salary Review: Yearly
- Festival Bonus: 2 (After Completion of 6 months Provision period)
- Other benefits (TA/DA) as per company policy.

Job Source: Bdjobs.com Online Job Posting.