Sonargaon University (SU)

Dhaka-1215

An Internship Report

on

Induction of Human Resource Management: A Case Study on Dekko Garments Ltd.

Submitted by:

Shohanur Rahman

ID No. BBA2002020020

Program: BBA (Major in HRM)

Department of Business Administration

Sonargaon University (SU)

Submitted To:

Department of Business Administration

Faculty of Business

Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of Executive Bachelor of Business Administration

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Date of Submission: 30th August, 2025

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Supervised by:

Md Mostakin

Lecturer

Department of Business Administration

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Letter of Transmittal

Date: 30th of August, 2025

To,

Md Mostakin

Lecturer

Department of Business

Administration Sonargaon University (SU)

Subject: Submission of Internship Report on "Induction of Human Resource Management of Dekko Garments Ltd.".

Dear Sir,

This is my internship report where the topic is on "Induction of Human Resource Management of Dekko Garments Ltd." as you instructed me to prepare this report as a mandatory part of BBA degree. In writing the report I have tried to my best to follow the instruction that you have directed.

This report will facilitate for knowing the role of HRM practices of Dekko Garment Ltd.

I wish that this report will have your approval. I will be blissful to fit out you with any justification if needed.

Sincerely Yours,

Shohanur Rahman

ID No.BBA 2002020020

Program: BBA

Major: Human Resource Management

Sonargaon University (SU)

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Declaration

I hereby declare that the internship report entitled “Induction of Human Resource Management of Dekko Garments Ltd.” is uniquely prepared by me while I am servicing at DEKKO GARMENTS LTD. I am assuring that, the report is only forwarded for my academic use not for any other purpose. I also declare that this report is not submitted for any degree or diploma or any other certificate in before.

Shohanur Rahman
ID No. BBA 2002020020
Program: BBA
Major: Human Resource Management
Sonargaon University (SU)

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Letter of Acceptance

This is to certify that the internship report entitled "**Induction of Human Resource management of Dekko Garments Ltd.**" **prepared by Shohanur ID: BBA 2002020020** a student of the Department of Business Administration, Faculty of Business and Entrepreneurship, Sonargaon University. He has successfully closed his internship program at Dekko Garments Ltd. (DGL) and he has prepared this internship report under my superintendence. I am pleased to state that his commitment was very promising in preparing this report. The data and findings presented in the report supposed to be authentic. To the best of my knowledge, he bears a gentle character and good personality.

I wish him for every achievement throughout his life.

Md. Mostakin
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

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Acknowledgement

As a matter of first importance, my thankfulness goes to my creator, Almighty Allah (swt) for introducing me numerous open doors throughout my life and also by giving the best family members. Without them especially my mother, I would not have been able to do so, not even possible to come this far.

I am appreciative to numerous people for the culmination of the report effectively. They are from Sonargaon University (SU) who gave me direction and also from **DGL** who provided data for this investigation. I might want to accept open door to express my genuine emotion to **Md. Mostakin Sir, Lecturer,** Department of Business Administration, who's Excellency, consistent direction and guidelines have contributed incredibly in the readiness of this report. I am likewise thankful & indebted to my career boss, the most talented **General Manager** of Dekko Garments Ltd. I am also equally indebted to **Mr. Kamrul Hasan Noyon Sir**, **Assistant Manager** of DGL for his unique style of support and always been humanitarian to downwards. Undoubtedly he is a motivational-pedia. I am also grateful to my senior colleagues specially Mr. Masum, Mr. Rasel and also Mr. Mahbub, Mrs. Tanha, Mr. Arif, Mr. Tonmoy, Mr. Baki and Mr. Mizan as well. Their earnest welcoming was amazing and fantastically friendly. At last, an exceptional affirmation is thankfully and affectionately offered to my loved ones who had been consistently with me and offered magnanimous help to me, he is non-other my elder brother.

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Executive Summary

Dekko Garments Ltd. is part of the Dekko Group, a diversified conglomerate in Bangladesh founded in the early 1980s. The company is primarily engaged in: Manufacturing knit and woven garments for global brands. Exporting to key markets such as the USA, EU, and Asia. Maintaining compliance with international labor and safety standards. Its vision is to remain a sustainable, innovative, and socially responsible garment manufacturer in Bangladesh.

This report explores the induction process and overall Human Resource Management (HRM) practices of **Dekko Garments Ltd.**, a prominent player in Bangladesh's Ready-Made Garment (RMG) industry. The study investigates how structured onboarding, compliance protocols, and employee development initiatives contribute to organizational performance and worker satisfaction.

The RMG sector is one of the largest employers in Bangladesh, yet it faces several challenges related to labor rights, worker retention, and skill development. Within this context, effective HRM is critical. Literature reveals that HR practices such as recruitment, induction, training, performance appraisal, and compensation are directly linked to employee engagement, satisfaction, and productivity.

Dekko Garments Ltd. has adopted a compliance-oriented HR strategy that aligns with international labor standards and local regulations. The induction process for new employees includes safety training, factory orientation, policy briefing, and compliance awareness. Notably, Dekko's workforce is predominantly female, and the company promotes gender equity and employee welfare through initiatives such as group insurance, maternity leave, and skills training.

The report also draws on internship-based insights and academic literature to highlight best practices in onboarding. Findings indicate that Dekko's induction process plays a vital role in reducing workplace accidents, improving retention, and fostering a culture of accountability. Additionally, the adoption of digital HR tools and green HRM initiatives is beginning to influence the sector, including at Dekko Garments.

In conclusion, the integration of structured induction within a broader HRM framework is essential for long-term sustainability and ethical labor management in Bangladesh's garment industry. Dekko Garments Ltd. serves as a relevant case for examining how HRM can drive both compliance and productivity in a labor-intensive manufacturing environment.

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List of Graphs & Figure

1. List of factories under Dekko Group
2. Awards and Achievements
3. Management
4. Process of Garments Business
5. Factory Organogram

List of Abbreviation

HR	Human Resources
HRM	Human Resource Management
RMG	Ready-Made Garments
ILO	International Labor Organization
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
KPI	Key Performance Indicator
SOP	Standard Operating Procedure
OSHA	Occupational Safety and Health Administration
CSR	Corporate Social Responsibility
OJT	On-the-Job Training
PPE	Personal Protective Equipment
CBA	Collective Bargaining Agreement
GDP	Gross Domestic Product

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Chapter One

Introduction

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1.1 Background of the study

Human Resource Management is significant for Garments industry since pieces of clothing is an assistance industry. The board of individuals and the board of hazard are two key difficulties confronting Garments. How you deal with the individuals and how you deal with the dangers decides your achievement in the Garments business. Proficient hazard the board may not be conceivable without effective and talented labor. Articles of clothing has been and will consistently be a "Decades Business". Despite the fact that valuing is significant, there might be other legitimate reasons why individuals select and remain with a specific Garments. Pieces of clothing must attempt to separate themselves by making their very own specialties or pictures, particularly in straightforward circumstances with a significant level of aggressiveness. In coming occasions, the very endurance of the Garments would rely upon consumer loyalty. The individuals who don't meet the client desires will discover endurance troublesome. Articles of clothing must well-spoken and stress the fundamental beliefs to draw in and hold certain client sections. Dekko Garments Ltd is one of the biggest garments organization in Bangladesh, dynamic in activities, legit in dealings, just in judgment, reasonable in approaches and gave to excellent assistance to clients and accordingly add to the development of GDP of the nation all through animating exchange and trade, boosting up send out, neediness easing, increasing living expectation of constrained salary gathering and by and large supportable financial improvement in the nation. To accomplish the aforementioned goals of the Garments, various Garments exercises must assume a functioning job to give the monetary help to the client who additionally causes them by furnishing them with the board help when required. Dekko Garments Ltd.has assumed this job with their encounters in the Garments area where the others are not only performed. The entry level position report involves a concise report on HRM practices of the Dekko Garments Ltd. during my activity movement. The report is dispersed in numerous parts as indicated ordinarily and necessity of association and as per the directions of chief of report.

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1.2 Origin of the Study

This report has been prepared as a part of the internship program, which is an essential part of the MBA Program of Daffodil International University. Under this program each student has to take a total of 3 credits. A student need to work for a 3 or more-months internship session to an organization. This gives a practical touch of a student's theoretical study. After completion of the program a student has to submit an internship report to the department and performing defense over the report. So this report is originated as a mandatory part of the course requirement of the MBA program.

1.3 Scope of the Study

Dekko Garments Ltd is an under compliance green garments factory in Bangladesh. The scope of the study is limited to factory only. This study covers the following topics:

- Overview of Dekko Garments Ltd.
- Organizational Structure and layout.
- General and functional activities of HRM over DEKKO Garments.

1.4 Objectives of the Study

The study has been conducted with the following objectives:

- To investigate the induction of human resource management of Dekko Garments Ltd.
- To analyze the role of HR department of Dekko Garments Ltd.
- To find out the problems (if any) relating to the role of human resource management of Dekko Garments Ltd.
- To recommend some possible suggestions to overcome the marked problems.

1.5 Methodology of the Study

The investigation is performed dependent on the data separated from my own experience gathered by utilizing a particular strategy. To satisfy the goals of this report all out technique has isolated into two significant parts. In order to make the report more meaningful and presentable, two sources of data and information have been used widely. The **"Primary Sources"** are as follows:-

- I have read some official reports about the HR activities of DGL.

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- ❖ By knowing the experiences from officials.
- ❖ By discussing with seniors.
- ❖ Facing audits and buyer visits.

The **"Secondary Sources"** are as follows:-

- ❖ Follow up report of the head office of DEKKO Group.
- ❖ Web sites & articles over global garments.
- ❖ Digital report from BGMEA.
- ❖ Buyer' perceptions report.
- ❖ Technical Audit & Social audits annual report and CABS.

1.6 Limitations of the Study

Like some other pieces of clothing and different speculations, this investigation isn't liberated from constraint. It requires long time understanding to discover obliges of legitimate Human Resource Management rehearses. I have attempted my best level to conquer these constraints through broad investigation, hard and true commitment to the doled out obligation. The major limitations are given below:

- ❖ Lack of extra times after office hours finished off.
- ❖ Maximum kind of gigantic information are remained confidential.
- ❖ Lack of Secondary information sources because of under constructed web pages homepage.
- ❖ Lack of dedication & eagerness over the procedures
- ❖ Most of the export import information remain disclosed by authorized personnel of the department.

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Chapter Two

Literature Review

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2.1 HRM Practices in the RMG Sector of Bangladesh

Overview of HRM Gaps

- A review by Mehedi Hassan (2022) highlights systemic HR challenges in the RMG sector: poor implementation of HR policies that impacts worker productivity and quality performance. A strong human resource function is essential but underutilized. IRE Journals
- Broader HRM frameworks emphasize four key functions—staffing, training & development, motivation, and maintenance—as essential building blocks for effective HR in garment factories. Research Gate

HRM's Impact on Worker Satisfaction & Performance

- Sarker & Afroze (2020) show that both financial and non-financial HR practices significantly improve job satisfaction among RMG workers, thereby helping mitigate labor unrest.CCSE
- Meanwhile, a qualitative study (2024) reports that recruitment, training, performance appraisals, compensation, and employee relations positively influence worker performance in the RMG sector. IJISRT

Emerging Trends: Green HRM & Digitalization

- Emerging research explores digital and green HRM practices—like e-HR systems, performance tracking, and sustainable workplace policies—and their effects on engagement and operational outcomes.ejbmr.org ResearchGate

2.2 HRM & Onboarding Perspectives

Internship-Based Insights

- A comprehensive MBA-level internship report (2020) provides a snapshot of HR and change management at Dekko Garments Ltd. It underscores the company's strong compliance orientation and commitment to women's empowerment, with 80% of employees being female.BRAC University DSpace
- Though not focused solely on induction, the report sheds light on how Dekko's HR manages compliance, gender equity, and adaptation during the pandemic.

Lessons from Related Entities (Dekko Knitwear / Epyllion Group)

- A BBA-level case study on Dekko Knitwear Ltd (part of Epyllion Group) investigates HRM practices used to resolve internal worker disputes. This

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suggests Dekko's broader group may have structured mechanisms for onboarding, conflict resolution, and employee welfare.BRAC University DSpace

2.3 Framing Induction within HRM Literature

Though direct literature on Dekko's induction is limited, we can infer its place within the industry's HRM norms:

HRM Function	Relevant Literature Insights
Recruitment	Essential for aligning talent, satisfaction, and compliance.IJISRTCCSE
Induction/Onboarding	Implied within filling the "staffing" and "training & development" roles, critical for performance and compliance.ResearchGate
Training & Development	Enhances productivity and engagement through skill-building and safety orientation.IJISRTResearchGate
Performance Appraisal	Offers motivation, fairness, and performance clarity—linked to engagement.IJISRTResearchGate
Compensation & Benefits	Key to job satisfaction and retention, reducing unrest.CCSEIJISRT

2.4 Synthesis: Induction at Dekko Garments Ltd.

While direct documentation on induction is scarce, combining literature with de-facto practices suggests:

- Onboarding at Dekko likely includes compliance orientation, factory operations overview, and safety training, akin to broader HR literature and internship insights. BRAC University Space Research Gate
- As part of Dekko's HR strategy, structured recruitment and performance systems—including induction—support empowerment goals and operational excellence.BRAC University Space IJISRT
- Dekko may also integrate green HRM or digital tools as part of modernization, consistent with sector trends.ejbmr.org Research Gate

2.5 Future Paths for Research

To strengthen your literature review or analysis, you could:

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1. **Access the full internship reports** (from BRAC University's DSpace) to extract richer details on induction and HRM practices at Dekko.
2. **Interview HR staff or managers at Dekko**, or request access to induction manuals, training modules, or employee handbooks.
3. **Benchmark against industry HR standards**, including green HRM and digital onboarding trends, to contrast with Dekko's approach.
4. **Explore related dissertations or academic articles** on onboarding in the RMG sector—for broader theoretical underpinnings.

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Chapter Three

Organization Profile

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3. 1 Profile of Dekko Garments Ltd.

Dekko Garments Limited is one of the 100% export oriented garments in Bangladesh and it is the mother factory of Dekko ISHO Group. The factory was established in January of 2001 and mainly in woven items. Bestseller, KIABI, Tom Tailor, Tommy Hilfiger, H&M are some of the pioneer and valued customers. Boasting 39 lines and 767 sets of machineries, Dekko Garments Ltd produces over 2.5 million pieces of clothing per annum. There are various factory facilities including cutting, sewing, washing & finishing and packing. The administration at Dekko ISHO champions the idea of agreeable and practical development. Our chief crude materials are reach consistent. Most of the crude materials secured in Dekko ISHO Limited is from an ISO 2001:2004 Certified and ecologically consistent sourcing plant. The administration is stringent on all consistence issues and normal inner base. Dekko additionally has extremely stringent guidelines with respect to occupational Health and Security. The Company carefully pursues government building guidelines just as having plentiful firefighting gear and leaves, emergency treatment box, sifted drinking water offices in the generation floor. Dekko ISHO additionally agrees stringently with ILO guidelines and has bunch protection and fortunate store offices for the entire workforce. The organization gives extraordinary consideration towards word related wellbeing and security issues as all hands on mishaps and liabilities are secured by the organization. Uncommon guidelines are likewise set up to guarantee that defensive apparatus is worn in places with wellbeing dangers.

3.2 Corporatization:

Dekko's dedication to the garments industry dates back to the early 80's when Bangladesh made a thumping entry in garment export. Over the years the group's garment units acquired world-class expertise and in-depth knowledge of the industry. After the industry entered the WTO era, we were not only able to retain buyers' valuable trust and confidence, but gained more competitiveness. We excel in garments.

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1. List of factories under Dekko Group:

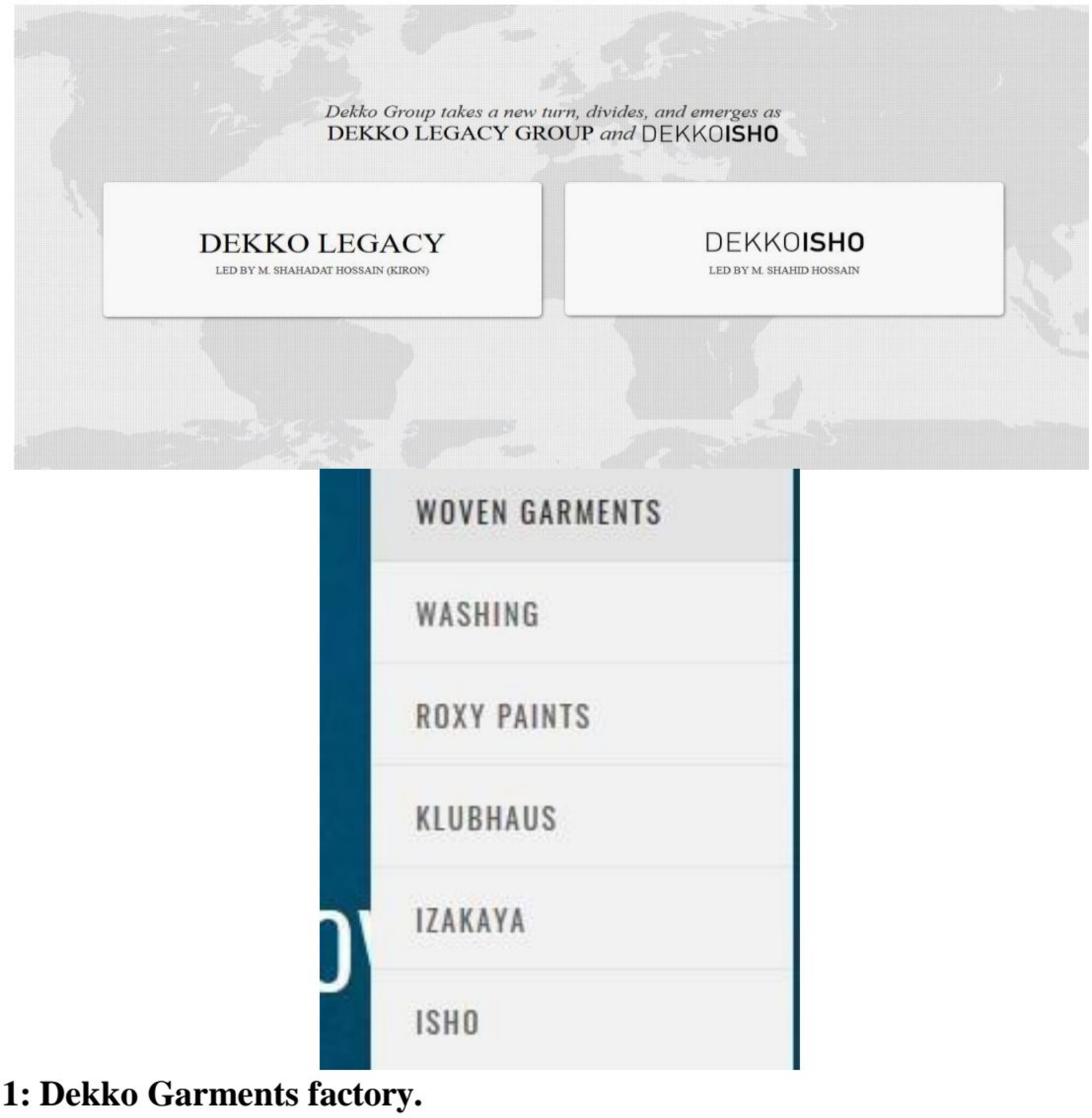


Table 1: Dekko Garments factory.

Our six independent garment sectors are equipped with state-of-the-art floor lines, producing shirts, jackets, ladies' and children's active-wear.We were successful in keeping up with great expectations from some of the world's demanding apparel buyers. We believe that such a drive for quality is fundamentally intertwined with workers' welfare and a global outlook.

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Table 2: Buyer Information

3.3 Awards and Achievements

Recently The Garments has been accepted universally and internally for its good performance. Few of these acknowledgements are certain below:

COMPLIANCE CERTIFICATE

3.4 Best Garment Award:-

This Garments secured the fifth position among the green Garments in Bangladesh. BGMEA categorized this factory as the emerging garments.

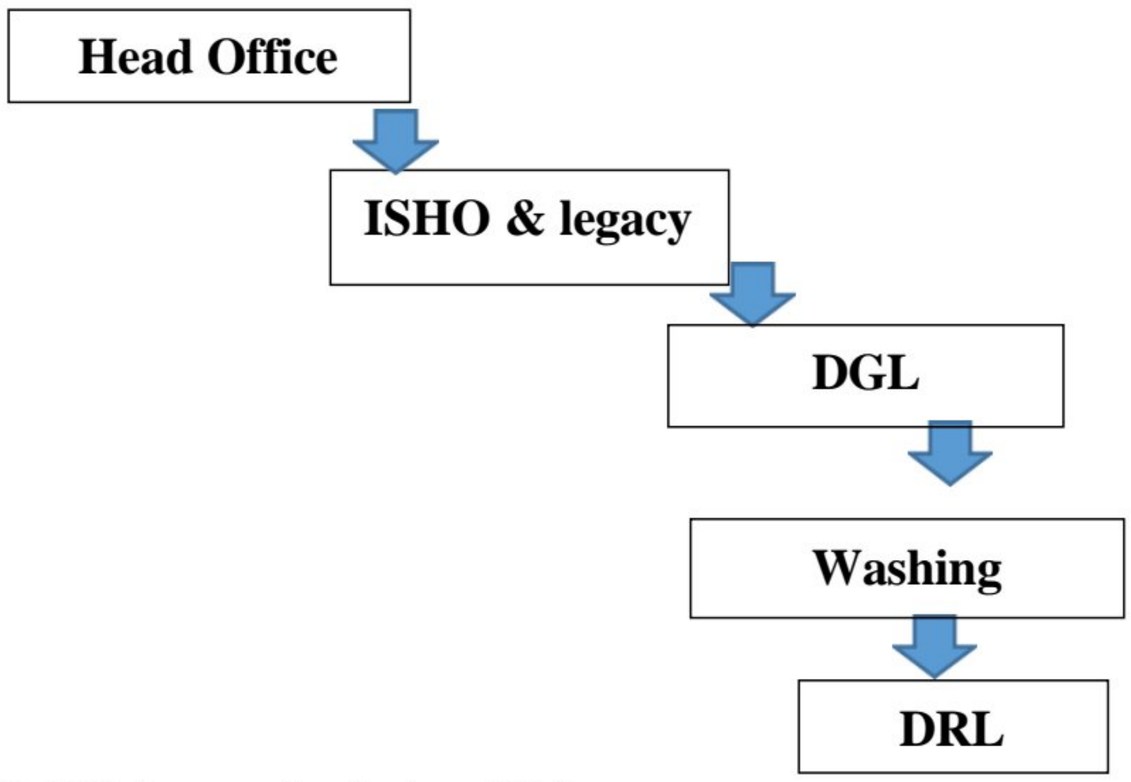
#Best workers choice factory.

#TopCompliance

factory award. # Finest

Green factory award.

3.5 Management



3.6 Vision and mission Vision:

Dekko Garments Limited endeavor to contain their situation as worldwide manager in the field of top-notch clothing where quality maintain is the final thing. Serving clients by shelling all the hard works from all the parties. Always try to fulfill and outperform their wants through incessant progression and creative mind, simultaneously staying steady with our general social and biological guidelines as well.

Mission:

- DEKKO garment's assignment is to continue their way of life of global management in high exceptional clothing and devoting themselves to promoting universal beliefs of network and service. They create products that make people feel stylish and very special from beginning to maturity. They also thinking perfectly no matter how the profit gets decreased.
- DGL is devoted to supporting their foreign buyers, satisfying and exceeding their expectations, and enabling them to be more competitive inside the competitive job markets. DEKKO employs people from everywhere in the world. Happiness is with being multicultural global corporation and consider in mutual appreciate. Co-existences within the DEKKO family and within the group of people are important. The employer is devoted to being a safe and healthy work place that provides its employees with the possibility to grow and expand with within the DEKKO family for further.

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- ❖ The company is committed to ensure the 0% slang use within the factory. If performs then immediate sacking is initiated
- ❖ The company is always committed to involve with the social responsibilities.

3.7 Objectives

- The objectives as follows:
- Quality first profit last.
- Increasing compatibility of workers and employees.
- Expanding job market with profit sharing as investment.
- Satisfying buyers with on time shipment.
- Becoming competitive in the global apparels markets.
- Performing export earning with minimum importation.
- Bonding a good relationship from up to bottom over the factories.
- Find out the talents from the in generals.

3.8 Current Scenario of Garments Industry:

The Global Textile Industry, especially the Apparel Industry has seen astounding changes in the previous scarcely any years. The garments companies created nations are presently consistently on a post for modest wellspring of article of clothing generation. The days are gone when material article of clothing industry was amassed in the utilization center points of US, EU and other created nations of the world. The garments discount supply is expanding worldwide in every one of the divisions of the business, regardless of whether it be men attire, lady apparel, kids wear or baby wear. The disposal of worldwide fare quantities has prompted a move towards minimal effort nations having solid and built up Clothing Industry particularly the Asian nations. Worldwide article of clothing sends out are esteemed at more than USD 200 billion every year, of which the world's main 15 dress exporters represent over 80%. China keeps on building up its material and attire sends out in spite of the re-inconvenience of amounts by the United States, Europe and some other creating nations till December 2018 as a brief defend measure on trades from China. The increase is because of the procedure of China to occupy its garments discount goals from US and EU to other Asian nations. Creating nations in Asia keep growing their Textile Garment Industry because of their extremely ease generation. Aside from China, the genuine gainers of the post-share period are India, Bangladesh, Cambodia and Vietnam. India is the second most favored nation after China for material and clothing sourcing. Its

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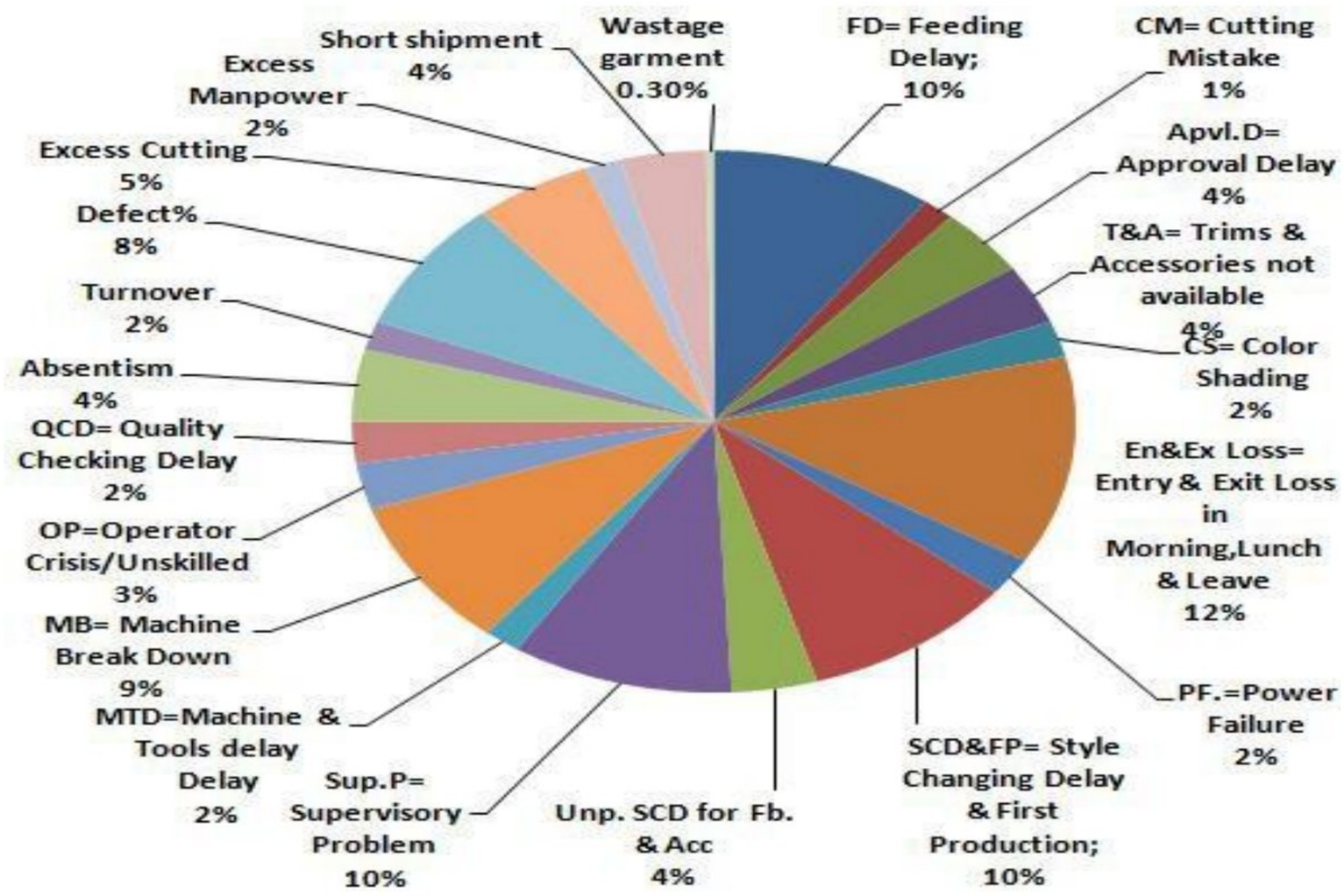
Apparel industry is probably going to accomplish a fare focus of US$ 25 billion by 2018-19. The ascent of fares in India is because of a few components like huge wellsprings of crude materials, low work costs, business enterprise and plan aptitudes of Indian dealers, and changes in the strategies to open up Indian economy to the outside world and so forth.

Basically garments activity is classified by two segments:

1. **Woven based Production.**
2. **Knit based Production**

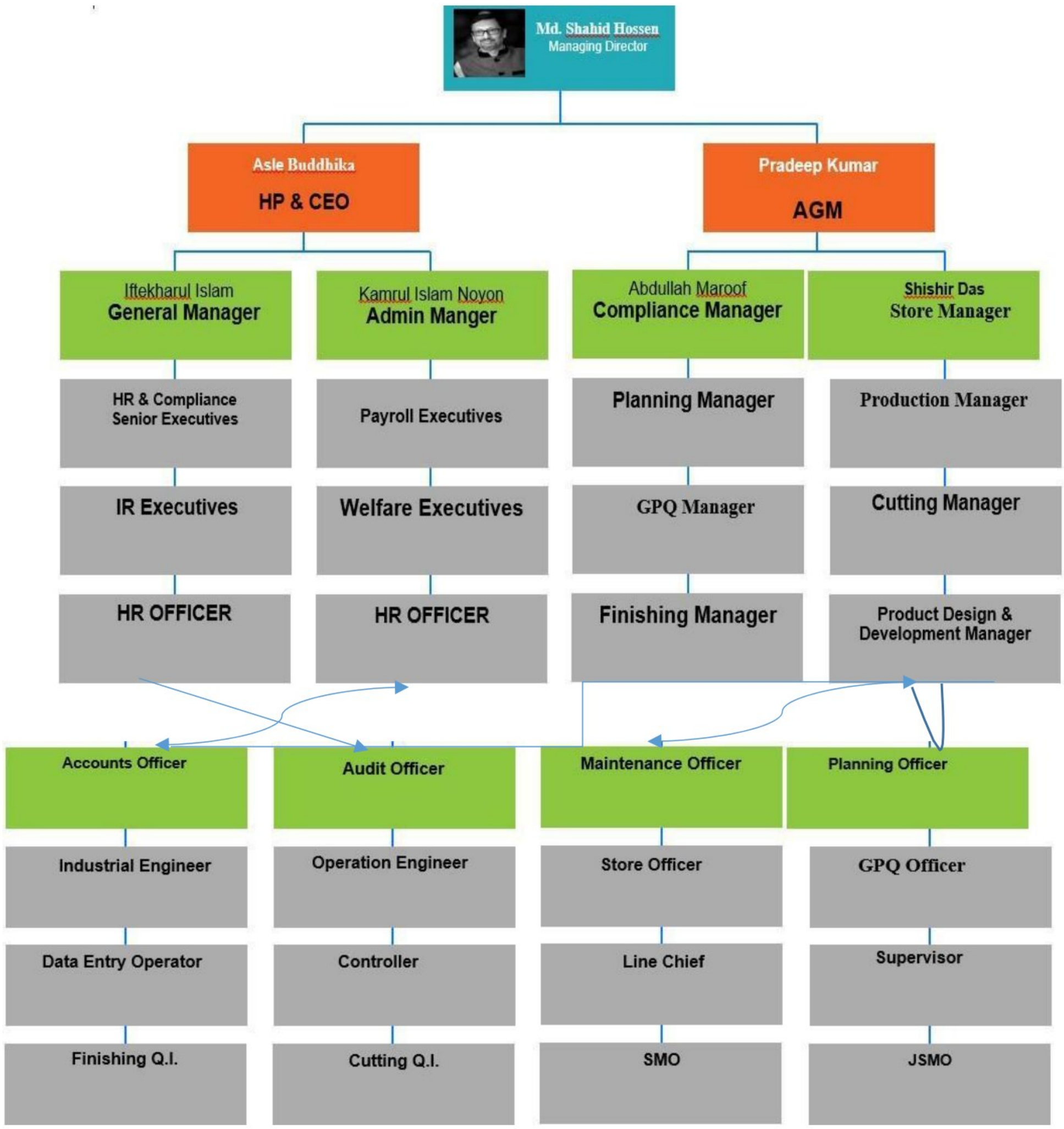
3.9 Process of Garments Business

The Principle activities of the Garments include providing of all kinds of commercial Garments services to its customers. The activities can be classified in the following ways:



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3.10 Factory ORGANOGRAM:



3.11 Pioneer Aspects:

Since many decades Bangladesh has been exporting manpower to different countries. From the very inception, middle-east countries were the main destination. But from the garments part it is totally relies on the Europe and American countries. Main markets are there so the most activity and shipment has possibly done to those countries with their interests. Everybody must guarantee adherence to moral acts of pieces of clothing. All people will have clear goal in doing their undertakings. Assurance and protect of

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customers‟ intrigue is a crucial component for cultural trust. Incredible execution and adequacy are preconditions to guarantee quality support of the enormous client base of the Pieces of clothing. New and imaginative items are the requirements of the ideal opportunity for which nonstop activity situated inquiries about are completed. Each representative is resolved to work up to the normal level to guarantee fulfillment of esteemed clients. Every representative will have proprietorship disposition towards the Pieces of clothing and fearlessness in his work for advancement of the Articles of clothing. Data is to be kept open for all so partners can have appropriate thoughts regarding the Articles of clothing's exercises. All representatives are answerable for their exercises and will stay responsible to their separate predominant for achievement of undertakings.

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Chapter Four

Induction of Human Resource Management of Dekko Garments Ltd.

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4.1 HR Planning:

Designing HR ADMIN & Compliance:

Humans are asset when they arranging is a procedure of anticipating the further need of human in the basis of association. The reasons for HR arranging are to empower associations to envision their future HRM needs and to recognize rehearses that will assist them with meeting those necessities. HR arranging might be done on a short-or long haul (at least three years) premise. Its point is to guarantee that individuals will be accessible with the fitting qualities and aptitudes when and where the association needs them. The utilization of HR arranging empowers organizations to oversee their future by getting ready for likely occasions. That is, they can envision change and devise fitting approaches. At the point when organizations figure out how to gain by future occasions, their own future improves at the point when occupied with human asset arranging, an organization infers its human asset needs by first gauging its interest for HR (i.e., the number and kinds of individuals expected to complete crafted by the association at some future point in time), and afterward its stockpile (i.e., the places that are relied upon to be as of now filled). For instance, if a firm gauges that it will request 12 bookkeepers during the following monetary year and hopes to hold its stockpile of nine who are as of now on staff, its HR need is procure three extra bookkeepers. Following is a more critical take a gander at how an organization can decide its HR needs and devise intends to meet them.

❖ Steps of HR Planning:

HR arranging is a procedure including barely in any stages:

Integrate HR arranging with corporate arranging: The principal phase of HR arranging is to coordinate it with corporate arranging. All labor arranging comes from marketable strategies in connection to a corporate methodology. Forecasting inside and outside condition: The second stage in HR arranging is to estimate of survey the inner and outer natural factors that influence request and supply of work. Natural elements incorporate government impacts financial, geographic and aggressive condition. Assessment of inward HR capacities: The following stage is the examination of inner stock of HR abilities. Appraisal of interior qualities and shortcoming as a piece of HR arranging requires the present place of employment and workers are reviewed and hierarchical abilities are stocked. Predicting and estimating HR request and supply: The data assembled from outer natural filtering and evaluation of interior qualities and shortcomings is utilized to anticipate of figure HR market interest considering

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hierarchical goals and methodologies. To find the necessary HR: When the interest for HR has been anticipated, at that point their accessibility must be distinguished. The fourth phase of HR arranging is to find the sources from where faculty required will be accessible. The sources might be inward and outer.

Allocation of HR: The last phase of HRP is worried about distribution of HR inside an association after some time. The Job of HR Arranging Human Asset Arranging decides the HR required by the association it's accomplishing its key objective. It is the procedure for guaranteeing that the human asset necessities of an association are distinguished and designs are made for fulfilling those prerequisites. Human asset arranging depends on the conviction that individuals are an association's most significant key asset. It is commonly worried about coordinating assets to business needs in the long haul, despite the fact that it will at times be worried about momentary prerequisites. It tends to human asset needs both in quantitative and subjective terms which mean addressing two fundamental inquiries:

1. What number of Individuals?
2. What kind of Individuals?

Human Asset Arranging additionally takes a gander at more extensive issues identifying with the manners by which individuals are utilized and created so as to improve authoritative adequacy. It can have a significant influence in vital human asset the executives.

HR arranging is planned for settling holes that may exist for HR of specific aptitudes, regardless of whether over the association, or in explicit authoritative units.

HR Arranging and DEKKO Pieces of clothing The DGL doesn't have a specific HR Plan as required for a major association. They think their current arrangement of the association is sufficiently adequate to maintain their business appropriately. The HR related work is allocated to some high authorities who is facilitated by different authorities of the administration. Nonetheless, they keep up the record of interest and supply of their representatives according to the principles of the Pieces of clothing. Their HR Arranging framework is, along these lines, unique in relation to the framework referenced in the content the significant obligations of the Garments ltd. Is identified with Human Asset The board are expressed in the following exchange.

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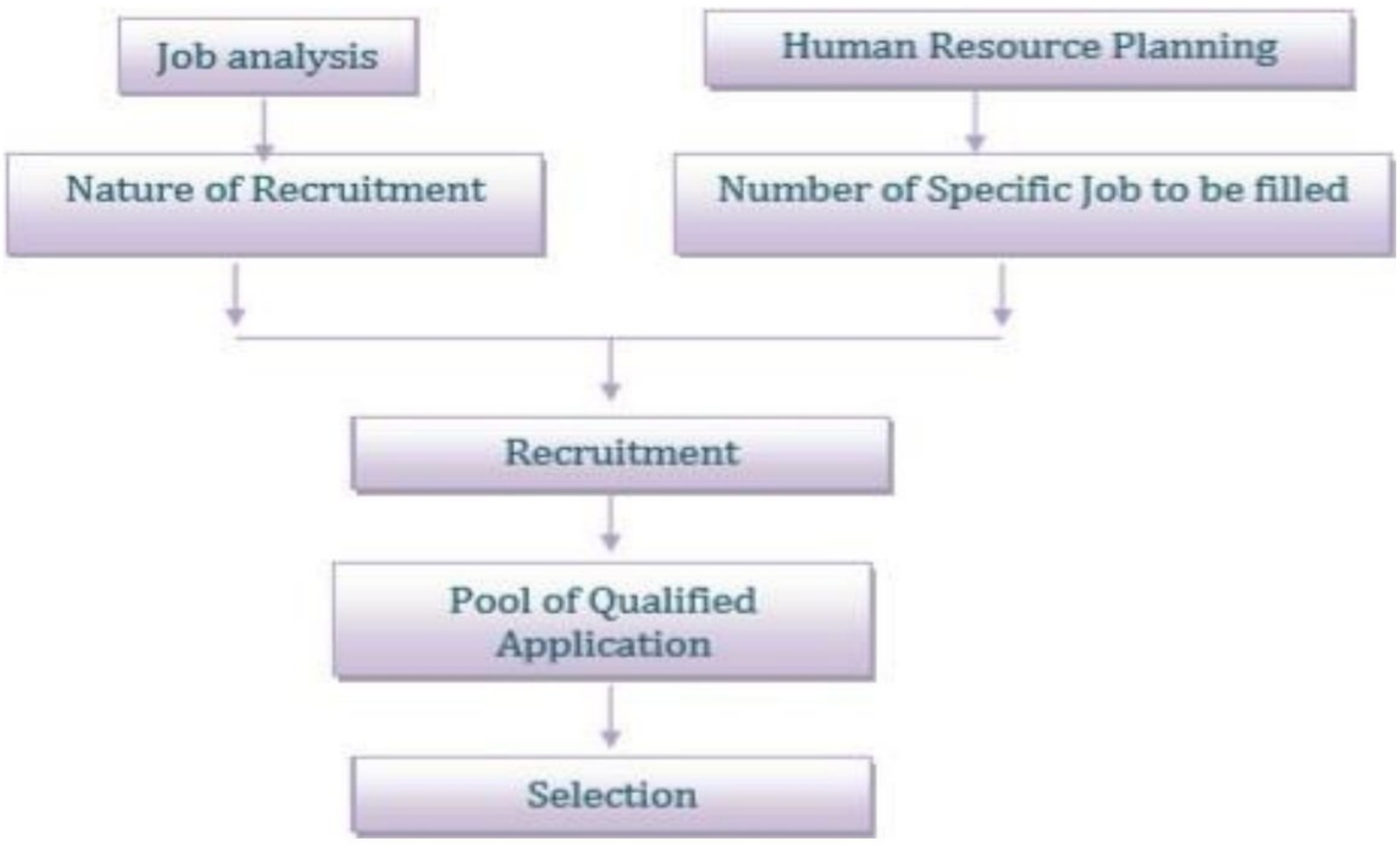
4.2 Recruitment

❖ The Concept of Recruitment:

Generally on the basis of organization's growth recruitment is done. In the growth stage, a large number of people are required to be recruited. Similarly in the declining or bad condition of the company the need of human resource is the least. Both in higher and lower positions people are recruited in a company assessing the need in different times. In the industrial sectors people are mostly recruited round the year for they need people of different skill, knowledge and experience to operate multi-disciplinary function.

❖ Recruitment Process:

For the recruiting purpose both internal and external sources are used. Internal source refers to the present working force of an organization. The following figure shows the process of Recruitment:



Methods of Recruiting:

- **Method for internal recruiting**

- **Job position:** Job position involves announcing job openings to all current employees. The announcement carry information about the nature of the position of the position and the qualification needs and any employee who is interested may did on the job.
- **Employee referrals:** Another way to find applicants is through employee referrals by other departments. Informal communications among managers

can lead to the discovery that the best candidate for a job is already working in a different section of the firm.

- **Skills inventories:** Information about every employee's skills, education, work history and other important factors is stored in a data base, which can then be used to identify employees with the attributes needed for a particular job.

Method for external recruitment

- **Advertising**: Advertising is one of the most popular methods. The most useful advertisement is one that specifies the exact nature of the job, the qualification required and the salary range.

Employment agencies: There are three types of employment agencies:

- ✓ Public Agencies
- ✓ Private Employment Agencies
- ✓ Management Consulting Firm

- **Campus recruitment:** Sending an employer's representatives to college campuses to screen potential applicants and create an applicant pool from the recent graduate is called campus recruiting. It is important source of management trainees, promo table candidates and professional and technical employees.
- **Internship:** Many college students get their jobs through college internship. Internship is important manpower source for the organization. Internship can be win-win situation for both students and employers.
- **Professional organization:** Many professional organizations operate placement services for benefits of their members.
- **Employee leasing:** Individuals who are hired by one firm and sent to work for a specific duration of time are called leased employees.
- **Personal contact:** Another means of recruiting is the personal contact. Sometimes personal and good communication can provide an opportunity to get experience manpower as well as better job offer.

➢ **Recruitment in Bangladesh:**

In our country the vast population is a great advantage to recruit required people in the business firms. According to qualification and experiences applications are invited to recruit in the local companies following the methods discussed earlier. The minimum

requirement for recruitment of an executive is completing graduation or post-graduation. Now a day, BBA & MBA graduates are getting most priority in Bangladesh to be recruited in the reputed companies. Besides these, skilled and qualified people are also getting chance in the local and foreign companies like Unilever, Nestle, British American Tobacco, Grameen Phone, MAERSK etc. according to their requirements. In this regard, e-recruitment is becoming popular day by day with the advancement of technology. Specially, websites for job seekers and employers namely bd-jobs, job Al etc. are playing a key role in Bangladesh in the recruitment process.

- **Recruitment Methodology of Dekko Garments Ltd.**

Almost in all the positions (both junior and senior level) PRIME recruits people according to their needs. When they open a new factory, they mingle the new and experienced employees so that a good combination can work effectively.

The Procedure of recruitment in Dekko Garments is stated below:

1. Ad in Newspapers like ProthomAlo, The Daily Star, Ittefaq etc.
2. Ad in different Websitesbdjobs, PrimeGarments-bd.com etc.
3. Circular in educational institutions
4. Recommendation from top Mgt, Close relatives, Influential people of the society, Depositor, shareholders etc.
5. Unsolicited Applications

Other sources: Transfer, Participation in Job Fair, Employee Referrals, Rehiring.

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4.3 Selection Procedure:

- **Selection - A Crucial Stage**

For any type of business selecting the best person or Right men in the Right place is a very challenging matter. On the basis of selection, the human resource is formed finally to undertake the responsibility of a company. In other words, the success or failure of an organization partly depends upon recruitment and selection procedure. Once a person is employed cannot be easily terminated by law or for other factor.

- **The Selection Process**

Personnel selection is a process of measurement, decision-making and evaluation. The goal of personnel selection system is to bring into organization individuals who will perform well on the

- **Recruitment and Selection of DEKKO GARMENTS LTD.: There are five types of recruitment:**

1. **Direct recruitment:** Appointment to the post of officers and other employees shall be made by direct recruitment. The appointment by direct recruitment of an employee, other than an officer, shall be on temporary basis and he shall be eligible for confirmation in the service of Garments not earlier than twelve months subject to his Garments conduct and performance of duties and availability of permanent post.
2. **Promotion:** Promotion cannot be claimed as a matter of right and al promotions shall be made on the merit and no employee shall have a claim to be promoted to any particular post by virtue of his seniority alone. All appointments by promotion shall be on officiating basis and an employee shall be liable to be reverted to the post from which he was promo0ted without giving any notice or assigning any reason within twelve months of such promotion.
1. **Lateral appointment:** In a lateral appointment, the experienced and specialized candidates are appointed based on their age.
2. **Re- appointment:** The candidates are appointed based on their knowledge, experience and performance. The retire person can apply.
3. **Contractual appointment:** The candidates are appointed based on the contract.

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❖ **Rules of Recruitment and Selection:**

- A candidate shall not be less than twenty- one years and more than twenty-five years of age at the time of appointment by direct recruitment as an officer and not less than eighteen years and more than twenty- five years of age at the time of appointment by direct recruitment as an employee other than an officer in service of the Garments.
- No person shall be appointed in the service of the Garments unless he is declared physically fit by the medical officer of the Garments or any other medical authority specified by the Garments in this behalf.
- The president of Bangladesh may, on an application made to him in this behalf, grant permission to marry, or enter into a promise of marriage with, a foreign national.
- All appointments of officers shall be made by the board and of other employees by any authority empowered by the board.
- The employees entering the service of the Garments shall, at the time of her appointment, sign an agreement in such form as may be specified by the board.
- On entering the service of the Garments, each employee shall sign the declaration of fidelity and secrecy in the form.
- An employee may be assigned such duties as may be determined in each case or a class of cases from time to time.
- An employee may be required to serve at any time at anyfactory of the Garments in or outside Bangladesh. An officer appointed by direct recruitment to any post shall be on probation for a period of two years. The board may extend the period of probation by such further period or periods on such terms and conditions as it may decide.
- No probationer shall be confirmed unless he successfully completes such training course as the board may decide from time to time.
- The news of job is published in the Dekko Garments website and another popular jobs' website and also two popular newspapers.

Garments has the right to change the rules.

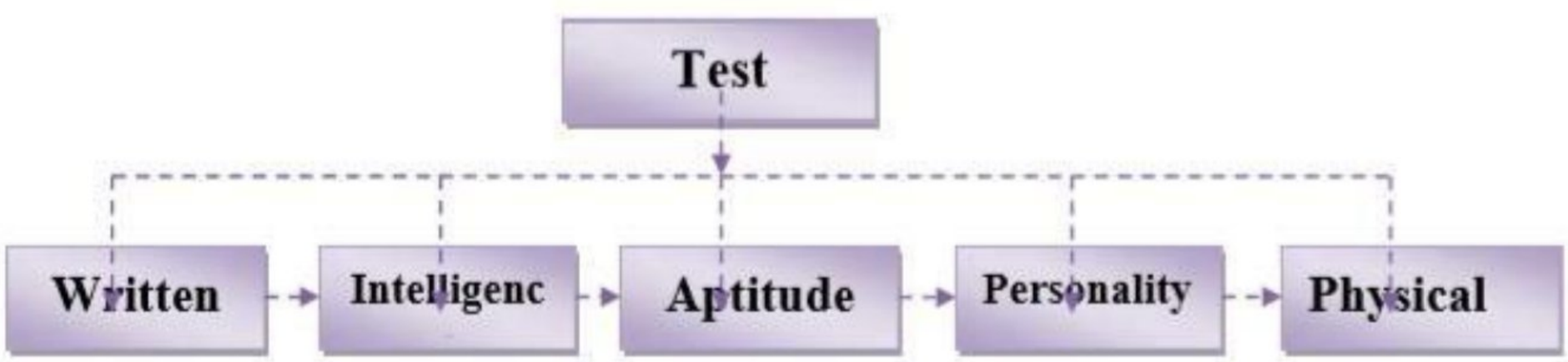
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❖ Recruitment and Selection Process:

➢ Tests

On the basis of need assessment and HR Planning the selection methods of the organizations can vary from one another. The most common methods of selection, however, are conducting a series of tests or simply Walk-in —Interview.

The selection tests can be categorized in the following ways:



➢ Interview

Interview is another popular method of selection which has been proved to be a universal selection tool. It involves in face to face meeting between the applicant and interviewer.

Interview can be also categorized into different names. Such as

a) **Traditional Interview**
b) **Panel Interview**
c) **Situational Interview**
d) **Stress Interview.**

➢ Selection Procedure in Dekko Garments

➢ Selection

It includes short listing of candidates, assembling and their final hiring decisions. The following steps are followed generally in the selection process of Dekko Garments ltd.

- Initial Screening Interview.
- Preliminary Interview.
- Written Test.
- Comprehensive Interview.
- Background Investigation.
- Medical Test

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- Conditional Job Offer.
- Permanent Job Offer.

4.4 Socialization & Orientation

➢ Theoretical Concept

After joining in a new organization employees need to adjust themselves with the working environment and the people with whom they will have regular interaction. By the process of orientation and socialization, new employees can well adapt to their new organization system. These programs are designed to assist employees to fully understand and accept the organization behaviors that are desirable for fulfilling / attaining particular goal.

So, by the term 'Socialization' we understand a process of adaptation, adjustment and making arrangements for setting one employee in the organizational environment. On the other hand, new employee 'Orientation' covers the activities involved in introducing a new employee to the organization and to his work unit. It helps to reduce the initial anxiety we all feel when beginning a new job. This program covers familiarizing the new member with the organization's objectives, history, philosophy, procedures and rules; review the specific duties and responsibilities of the new member's job; provide a tour of the organization's physical facilities and introduce the employee to his or her manager and coworker.

➢ Socialization & Orientation Practices of Dekko Garments

Alike other organizations this process also varies from organizations to organizations. Some companies consider this program necessary for the new recruits; therefore arrange formal orientation programs like the new students joining in colleges / universities for the first time. Some companies, on the other hand, believe that the employee themselves will come to know about the work environment by their own initiative or by the help of their colleagues. Dekko Garments, similarly always doesn't arrange orientation program for its new requites. Their socialization and orientation practice is rather informal.

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4.5 Training & Development:

➢ Concept of Training

Training is a planned effort by an organization to facilitate employee's learning of job related knowledge and skills for the purpose of improving performance.
Training is the processes of teaching new employees the basic skills the need to perform their job.

Training is a learning experience that seeks a relatively permanent change in individuals that will improve their ability to perform on the work.

➢ Steps of Training Processes:



Fig: The Basic Training Process.

The training programs consist of five steps:

1. **Needs analysis:** Needs analysis is the first step of the training process. It identifies the specific job performance skills needed, assesses the prospective trainee's skills, and develops specific measurable knowledge and performance objectives based on any deficiencies.
2. **Industrial design:** In the second step instruction design, individuals decide on, compile and produce the training program content, including workbooks, exercises.
3. **Validation:** Validation is the third step, in which the bugs are worked out of the training program by presentation it to a small representative audience.
4. **Implement the program:** The fourth step is to implement the program, by actually training the targeted employee group.
5. **Evaluation:** Fifth is an evaluation step, in which management assesses the programs successes of failures.

➢ Methods of training

Once the organization has decided to train employees and have identified their training needs and goals, the organization has to design appropriate training program. The most popular training methods used by the organization are:

On-the-Job Training: The most widely used training methods take place on the job. The popularity of this method can be attributed to their simplicity and the

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impression that they are less costly to operate. On-the-job training places the employees in actual work situations and makes them appear to be immediately.

Off-the-job training covers a number of techniques –

- Classroom lecture.
- Videos and films.
- Simulation exercise.
- Computer based training.
- Vestibule training.
- Programmed instruction.
- Case study method outside seminars.
- University- Related programs

➢ Concept of Development

The training function, now popularly called HR development. Employee development, by design is more future oriented and more concentrated with education than employee job – specific training. Development therefore, focuses more on the employee's personnel growth.

➢ Employee Development Methods

Some development of an individual's abilities can take place on the job. There are three popular on-the-job techniques and another three off-the-job methods.

➢ On-the-Job:

1. **Job rotation:** Moving employees horizontally or vertically to expand their skills, knowledge and abilities.
2. **Assistant-to-positions:** Employees with demonstrated potential are sometimes given the opportunity to work under a seasoned and successful manager.
3. **Committee assignment:** Committee assignments can provide an opportunity for the employee to share in decision-making, and to investigate specific organizational problems.

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➢ **Off-the-Job:**

1. **Lecture course and seminars:** Traditional forms of instruction revolved around formal lecture courses and seminars. These offered on opportunity for individuals to acquire knowledge and development their analytical abilities.
2. **Simulations**: Any artificial environment attempts to closely mirror an actual condition.
3. **Outdoor Training:** A trend in employee development has been the use of outdoor training. The primary focus of such training is to teach trainees the importance of working together, of gelling as a team. Outdoor training typically involves some major emotional and physical challenge. This could be white water rafting, mountain climbing, paint ball games, or surviving a week in the jungle.

➢ **Training Needs Analysis (TNA)**

Training needs analysis (TNA) is a systematic method for determining what caused performance to be less than expected or required. The focus of training is performance improvement. A TNA is important because it helps to determine whether a deficiency can be corrected through training. In some case the TNA determines that employees lack necessary KSAs to do the job and training is required. In other cases employees have the KSAs to do the job, but road blocks to effective performance are discovered to be removed. Training professionals make sure the right training is provided to the right people by conducting a needs analysis.

➢ **Importance of TNA:**

- Increase the chances that the time and money spent on training would be spent wisely.
- Determine the benchmark for evaluation of training.
- Increase the motivation of participants.
- Align her training activities with the strategic plan.

A TNA provides a benchmark of the skills trainees possess prior to training. This benchmark can be compared to a measure of the skills acquired in training. With pre and post-measure, it is possible to demonstrate the cost savings or value added as a result of training. Although some evaluation designs do not require them, pretests provide a logical benchmark for evaluation. The needs analysis can provide that pretest.

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4.6 Performance Apprisal System

Basic Idea Fundamental idea:

In HRM, execution examination is utilized to assess worker's present and past presentation comparative with his exhibition standard. Its impact may bring about expanded compensation, an advancement or help with self-awareness regions through preparing. Assessing the presentation may appear as a five moment casual talk among workers and their boss, or an increasingly intricate, a multi week forms including numerous particular advances. Execution examination likewise expect that the representative comprehended his presentation standard and the necessary zones of progress. His director gives the worker the input.

Based on certain measures, DGL assesses the exhibition of the workers. The means can be:

1. Surveying Singular Execution
2. An account articulation depicting various issues of the Workers • Quality • Shortcoming • Achievement of errand/accomplishing objective • Past execution • Disciplinary record • possibly • Recommendations for Development
3. Point strategy or reviewing framework
4. Agenda of some recommended Criteria Evaluation Procedure of Execution
5. The use of HRM procedure of the representatives in a huge association like is done in a few stages. For the individuals working in the manufacturing plants, generally the production line Administrator is the most notable individual for dealing with the representatives. Thus, he embraces the duty of assessing the exhibition of the subordinates in a specific time. On the off chance that he is the leader of an industrial facility, at that point he reports to the more significant position authority of the Garments ltd. about the effectiveness and possibility of the representatives, for he can legitimately survey their presentation well. As per his report important moves are made by the Garments ltd. the executives in regards to advancement, augmentation, and reward, etc.

Corrective Activity

It is truth that all can't perform similarly well in the calling. Therefore, the degree of effectiveness differs individual to individual. A few shows astounding execution in the individual field for appropriate devotion, awareness of other's expectations and hard work; unexpectedly, many are discovered the polar opposite. In the event that any official

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of this Garments ltd. neglects to perform agreeably as indicated by his necessary standard, chance is given to him to improve his effectiveness by various ways. Here and there he/she is offered time to improve the condition, or essential preparing (formal or casual) is given to beat the current lacking. After that in the event that he neglects to improve in the particular zone, his advancement or different advantages may not be granted in due time contingent upon the choice of the more significant position authority.
Interaction with the more significant position authority The individuals from the top administration screen the exercises of the Pieces of clothing normally. They visit the workplaces of the association situated at various locale and sort out the issues and prospects in various regions. Later on, they attempt to take vital activities for the thriving of the Articles of clothing. Or then again illuminate the concerned position to make strides for tackling various sorts of issues. It spurs the representatives to work genuinely and furthermore make them mindful about their obligation.

4.7 Promotion Policy:

- **Basic Concept**

It refers to the inside movements in which pay, status besides conditions of the new position increases as compared with the old. Promotion is an important aspect of employee motivation. Regular and systematic promotion makes an employee more dedicated to the employer and he becomes more aware about his duties and responsibilities. Otherwise, frustration can prevail among the employees leading to less productivity and high turnover.

- **Promotion policy of Dekko Garments**

By and large following three years advancement is given/granted to the capable representatives. For the people filling in as administrators or in senior positions the advancement time frame is, nonetheless, two years. In actuality, advancement and augmentation relies upon the report of ACR (Yearly Secret Report). On the off chance that a representative doesn't get advancement in due time he can get increase. In any case, if ACR is negative, advantage can likewise shift in such manner. In the Pieces of clothing division, targets are given to the officials to gather more investors for the association. On the off chance that one can satisfy this objective, his earnest exertion is checked by the power and includes an incentive in his profession. For the most part, following three years move is done according to the guidelines of the Garments of

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clothing. In any case, this standard isn't appropriately pursued for different reasons. In the event that vital, a representative can be moved in another factory inside 15 days or hardly any months. For this situation, the administration takes the choice in such a manner as though the chain of workers or the customary activity in the factory or different workplaces isn't hampered. Like significant budgetary choices, need appraisal is additionally significant for the Garments of clothing in regards to move of representatives in various areas. In such manner, the collaboration of the head of the factories is fundamental. At the point when the authority works business in remote zones, it offers need to the representatives identified with that region for satisfying the ideal objective.

Disciplinary Activity

The term discipline alludes to condition in the association where workers act as per the association's principles and guideline and measures of worthy conduct.

Practices of Dekko Garments

For keeping up the control and the notoriety in the Pieces of clothing industry DGL takes numerous disciplinary activities out of luck. It guarantees the straightforwardness and responsibility of both the representatives and business.

The management of the Garments takes actions against the defaulter by:

- Warning
- Suspension
- Show cause
- Punishment Transfer
- Dismissal

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Chapter Five

Analysis and Findings

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5.1 Analysis:

HRM in organization

Every organization needs to have well trained and experienced people to perform the activities that have to be done. HRM is a process of learning a sequence of programmed behavior. It is application of knowledge. It gives people an awareness of the rules and procedures to guide their behavior. It attempts to improve their performance on their current job and prepare them for an intended job. Development is a related process. It covers not only those activities which improve job performance, but also which bring about the development of the personality; help individuals in the progress towards maturity and actualization of their potential capabilities so that they become not only good employees but better men and women. In organizational terms, it is intended to equip person to earn promotions and hold greater responsibility. This may well include not only imparting specific skills and knowledge but also inculcating certain personality and mental attitudes. As the jobs become more complex, the importance of employee development also increases. In a rapidly changing society, employee HRM and development are not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain a skilled and knowledgeable workforce. HRM has played a very important role in helping the corporation to reach the commanding heights of performance. Any HRM would be considered to be successful only when the knowledge gained by the participants is transferred to the job performance. HRM is an important function of HR. The impact of HRM process is to mold the employee's attitude and help them to synergies individual goals with organizational goals. It also helps in reducing dissatisfaction, complaints, absenteeism and labor turnover.

5.2 Dekko Garments Ltd. HRM institutes:

"The beginning of knowledge is the discovery of something we do not understand." By-Frank Herbert.

Now a day, banking has become more complex than before. The area and the scope are getting wider. In this pace, technology also dominates banking. The word "Banking" means who collects deposit from one and lends it to others. But, present situation is a little bit different from the previous concepts. We cater needs of the customer and try to extent best possible service with a variety of decoration and blending. Whatever we do, we need to know about the basic and the advance level of banking. We need to learn about different Act, Laws, Rules and principles. To meet the demand, Dekko Garments Ltd. established its own HRM institute in September, 2006.since then the institute provided HRM to almost 2,071 officers and executives. In 2010, the

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HRM institute imparted HRM to 508 officers and executives. The HRM institute is now located at Rahbar Tower (1st floor), 75-76, Ring road, Ring road, Adabor, Dhaka-1207.we have arranged different courses like:

- Customer services and relationship management.
- Orientation on banking operation.
- Foundation HRM course for P.O.
- Credit operation and management.
- Credit monitoring, supervision and recovery.
- Financial analysis for credit officers.
- Foreign exchange and money market products.
- Foreign remittance-rules and procedures.
- Credit risk grading system.
- International trade finance and Fx operation.
- Audit, Inspection, control and compliance.
- Cash management.

The instates invites renowned Bankers and personalities of the country of the country including Bangladesh Bank, Bangladesh Institute of Bank Management, Public and private Banks, different universities and other national and multinational companies.

In the year 2011, EBTI also arranged 26 workshops on different topics so that bankers can interact with each other and do have the scope to share their knowledge. This is two-way traffic. Recently JBTI have added some more courses like Foreign Exchange and Technique, Credit risk management, IT security antivirus and IT operation in DEKKO GARMENTS LTD.

Objectives of HRM Institutes of Dekko Garments Ltd.:

The major objectives are:

- To enrich both theoretical and practical knowledge in banking and also developing managerial skills of the employees of bank.
- To Gain an understanding of Bank's strategy and how one can drive it forward.
- To Gain an understanding of Dekko Garments Ltd.'s structure and customers.
- To improve HRM process based on day-to-day banking needs.
- To develop new HRM process for achieving organizational goals.
- To raise the standard of performance of the work force employed in the bank.
- To develop personal and business skills of employees and also meet senior managers need.

Goals of Dekko Garments Ltd. HRM Institutes:

Dekko Garments Ltd.focuses to determine the needs of their employees according to the

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customer needs by assessing need analysis. Course objectives clearly state what behavior or skills will be changed as a result of the HRM and should relate to the mission and strategic plan of the company. Setting of HRM goals helps to evaluate the HRM programs and also to motivate employees.

Need assessment of HRM And Development at Dekko Garments Ltd:

The Dekko Garments Ltd. follows the following procedures for HRM need assessment for their employees.

- Organizational Analysis
- Task Analysis
- Personnel Analysis.

Organizational Analysis

Organizational analysis involves determining the business appropriateness of HRM, given the company's business strategy. Exim Bank first determines about the company's resources for HRM, related cost associated with HRM and the expected benefit of HRM. In Dekko Garments Ltd. the scope of the organizational analysis depends on -

- Who is to be trained?
- What type of HRM process is contemplated?
- The volume and nature of their business.

For collecting necessary information Dekko Garments Ltd. follow the following procedure-

Organizational goals

HRM must be relevant with the company's goal. It helps to identify the specific HRM needs in a particular HRM area.

Determining organizational HRM climate

The organizational HRM climate should be very much supportive and cooperative. For example, if managers and employees do not trust one another, employees may not participate fully and freely in a HRM program. For this, Dekko Garments Ltd. tries to give proper attention to identify the gap and to reduce it.

Resource analysis

Dekko Garments Ltd. analyze the resource which comprises an explanation of the layout of information, the different types of accessible tools and the monetary resources.

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Task Analysis

Task analysis is a detailed study of the job that determines what specific skills the job requires. Dekko Garments Ltd. analyzes job requirements for HRM by finding the job responsibilities, the skills and knowledge are needed for successful performance. EBTI takes some steps for task analysis:

- Select the jobs to be analyzed.
- Develop a preliminary list of tasks performed on the job.
- Choosing the method for conducting a need assessment.
- Validate or confirm the preliminary list of tasks.
- Identify the knowledge, skills or abilities necessary to successfully perform each task.

Personnel Analysis

EBTI targets each individual employee to identify their job performance. Using information or data from an employee's performance review in determining HRM program needs is the most common method. Employee has performance deficiencies. HRM can be designed to help the employee to meet the performance standard. Employees also surveyed, interviewed or tested to determine their HRM needs. They can indicate problems they have or provide recommendations to solve problems. These interviews can be conducted on an individual basis or in a group setting.

Who needs HRM?

The new hires always need HRM and old employees also need HRM to save them from functional obsolescence and to learn new knowledge and skill. There are two types of new hires.

1) Fresh hires

Fresh employees are those who recently completed their studies and have no or little experience of banking. Such employees need to attend a formal HRM session to know about the banking procedures. These fresh selected employees are categorized into two parts according to their posts; hence the HRM methodology of both differs with each other.

a) Management HRM officer (MTO)

MTO's hired only once in a year as they are selected for middle level executive posts, so their HRM is quite complex as compared to junior officers.

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b) Junior officer (JO)

Junior officers are hired according to the needs of different branches and departments. Their works are non-managerial and clerical in nature, so their HRM needs are not as complex as MTO's. After selection they have to attend theoretical HRM session at HRM institute.

2) Current employees

Dekko Garments Ltd. provides 26 courses in different aspects of banking. So the HRM needs of current employees are fulfilled.

Need Assessment Techniques for the Operatives and Fresher's:

Record

In Dekko Garments Ltd. maintains proper performance records and s of an employee. The branch manager of Dekko Garments Ltd. collects necessary information and analyzes the operative's records weekly, monthly, quarterly and annually. After analyzing the employee records the branch manager prepare s. On the basis of the branch manager determines which operative employee needs to be trained and in what aspects.

Job Analysis

Job Analysis is a process to identify and determine the job duties and responsibilities of a particular job and the required qualities and qualification to perform that job. Job Analysis is a process where judgments are made on collecting data from a job. EBTI conducts the job analysis through the use of several methods such as incumbent interviews, supervisor interviews, observations, desk audits, or other analysis.

HRM Need Assessment Techniques for the Executives:

Observation

In Dekko Garments Ltd. Executives are also observed. In case where the executive is new to the organization, a senior executive assigned as an observer to assist the new executive to stay into his role. Observation is one of the important methods for preparing them to be future executives. This method allows the mentor to determine what is required to improvement's performance. Once the observer identifies the problem, weakness, and the area that needs to be worked upon, the observer can advise relevant HRM. The observer can also provide opportunities to work on special processes and projects that require use of proficiency.

Performance Analysis

By using this technique Dekko Garments Ltd. identifies which employees need to be trained and who need not. The purpose of a HRM need assessment is to identify performance requirements or needs within an organization in order to direct resources to the areas of greatest need to fulfill the organizational goals and objectives and thus providing quality products and services.

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HRM methods:

Methods are the ways through which employees are trained. Dekko Garments Ltd.several methods of HRM depending on the situation and HRM objectives. However, the methods of HRM can primarily divided into two types.

I. On-the-job HRM Methods

II. Off-the-job HRM Methods

On-the-job HRM for operative employees and fresher's

On the job HRM is normally given by a senior employee or manager to a junior on the job site of the Bank. The employee is shown how to perform the job and is allowed to do it under trainer's supervision. The various forms of on the job HRM are as follows:

Orientation

After selection Dekko Garments Ltd. arranges orientation program for new employees. Orientation is the planned to introduce new employees to their jobs, coworkers, and with the organization. However, orientation should not be a mechanical, one-way process. Because all employees are different so orientation must incorporate according to needs. Orientation requires cooperation of individuals of the HR unit and other managers and supervisors.

Job Rotation

Job Rotation implies systematic movement of employees from one job to the other. Job remains unchanged but employees performing their shift from one job to the other. This is described as job rotation. With job rotation, an employee is given an opportunity to perform different jobs, which enriches his skills, experience and ability to perform different jobs. In Dekko Garments Ltd. all operative employees and fresher involved in the Job Rotation Schedule. In Dekko Garments Ltd. the operative employees and fresher gets rotated in every 6 months.

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Apprenticeship

Apprenticeship HRM is a system in which an employee is given instruction by more experienced employee or employees in all the practical and theoretical aspects of the work required in a skilled occupation. EBTI Apprenticeship HRM provides for new worker with comprehensive HRM in the practical and theoretical expect of work required in a highly skilled occupation.

On-the-Job HRM for the Executives

Coaching

Coaching is an essential part of a progressive manager's responsibilities. It benefits the employee, the coach and the organization. The employee benefits because they have a coach to facilitate their professional growth. The coach is also benefited because the process of coaching helps solidify the coaches' knowledge, skills, and abilities; thereby enhancing their own professional growth and ultimately, the organization is benefited because both individuals and managers are actively involved in professional growth, and this enhances overall organization performance. The executives and coach mutually determine the procedure of the coaching. In Dekko Garments Ltd., Executives also have mentors. In cases where the executives are new to the organization, senior executives are assigned as a mentor to assist the new executives settled into his role. Mentoring is one of the important methods for preparing them to be future executives.

Job Rotation

Job rotation is a HRM that requires an individual to teach several units or departments and perform each job for a specified time period. In Dekko Garments Ltd. the job rotation is generally concerned with the officers. The officers in Dekko Garments Ltd. get their job rotated in every year. For such job rotation the officers get to know their future role.

Problem solving HRM

Dekko Garments Ltd. Problem solving HRM basically given to the executives of the organizations. This type of HRM is very important for the manager so that he can better resolve all the issues related to the employees and customers as well.

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Off-the-job HRM for operative employees and fresher's

Orientation and Socialization

After selection of new employee Dekko Garments Ltd. arranges orientation and socialization program for them. It only arranges orientation program for new employee to provide the following messages –

- Learning job procedures.
- Establishing relationships with co-workers.
- Give employees a sense of belonging by showing how their job fits into the overall organization.
- Acquaint the employee with Bank's policy, rules, regulations, activities and different functional areas.

Classroom HRM

Classroom HRM is conducted off the job and probably the most familiar HRM method .It is an effective means of imparting information quickly to large groups with limited or no knowledge of subject being presented. Dekko Garments Ltd. uses it for teaching factual material, other theories portion of orientation programs; sometimes apprenticeship HRM and safety programs are usually presented utilizing some form of classroom instruction.

Off-the-Job HRM for the Executives:

Counseling

Counseling is face-to-face communication in which one person helps another to make decisions and then to act on them Dekko Garments Ltd. often trained their executives through the counseling. The main concentration of the HRM is to teach them through proper counseling by a well-equipped mentor.

Video presentation:

In EBTI arrange video presentation program for their executives and this program showing executives both positive and negative side of their job and also present how they overcome their problems or deficits. Television, films and slides presentation are similar to lectures and are very useful to train the new incumbents.

Lecture method:

Lecture-based HRM is one of the most popular types of HRM. In this HRM method, a trainer (or "lecturer") gives a presentation or talk to a group of trainees. This method is good for basic HRM that can be delivered in a group setting. Lecture-based HRM is often used to deliver sessions on topics that require little trainee participation and feedback, such as basic safety HRM or

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information on company policies. Lecture-based HRM is not well-suited to topics that require a lot of trainee interaction or the use of role play to reinforce concepts.

Evaluating HRM programs:

The process of examining a HRM program is called HRM evaluation. HRM evaluation checks whether HRM has the desired effect. HRM evaluation ensures that whether candidates are able to implement the learning in their respective workplaces, or to the regular work routines. The most important way to evaluate the HRM program is by checking the link with the objective and goals of the bank

- By measuring the effects on organization.
- By checking the employee reaction.

Purposes of HRM Evaluation in DEKKO GARMENTS LTD.:

For the following reasons Dekko Garments Ltd. conduct HRM evaluation:

Feedback

Dekko Garments Ltd. taking feedback from the trainees (employees) to identify the organizational HRM objectives meet or not.

Research

Dekko Garments Ltd. conduct research in the time of HRM for ensuring that the transfer of knowledge about duties and responsibilities are correctly matched with acquired knowledge.

Control

Controlling is the key prerequisite for effective HRM. Dekko Garments Ltd. control their HRM program from start to finish by monitoring every activity carefully.

Manipulating data

Dekko Garments Ltd. manipulate or rearrange the research data without fundamental change for their own benefits (understand the actual scenario of the HRM process)

Intervention

By intervention Dekko Garments Ltd. identify the reason for the gap between the existing and desirable outcomes.

Process of HRM Evaluation in Dekko Garments Ltd.:

Before HRM

The learner's skills and knowledge are assessed before the HRM process. If the candidates are unaware of the objectives and learning outcomes of the program and then HRM becomes as a waste of resources. Once aware, they are asked to give their opinions on the methods used and whether those methods confirm to the candidates preferences and learning style.

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During HRM

Ask the trainee to reflect on their understanding and enthusiasm thought. Well-designed portion of HRM will ask them to do this as part of the learning process, example through interactive sessions and practical application, with regular recaps or by completing feedback forms at the end of each session.

After HRM

After HRM, evaluation consists of an attempt to measure the effects of trainee's job behavior. For example- the extent of increased productivity, quality, sales, and profits or employee turnover of a trainee's department. So, results can be very beneficial for the organization and also providing a foundation for future HRM programs.

Techniques of Evaluation:

Dekko Garments Ltd. mostly follows following evaluation techniques:

Written Test

After completion of the HRM at the institute the trainees have to take participation in the written tests and certificates are given by Dekko Garments Ltd. HRM Institute.

Interviewing

Dekko Garments Ltd. arranges interview after completing HRM and development process to measure the performance of employees. This method helps interviewer to know what exactly an employee thinks about his or her own job and responsibilities. It involves analysis of job by employee himself. In order to generate honest and true feedback or collect genuine data, questions asked during the interview should be carefully decided. And to avoid errors, it is always good to interview more than one individual to get a pool of responses. Then it can be generalized and used for the whole group.

Observation

Observation of work activities and employees behavior is a method of job analysis which can be used independently or in combination with other methods of job analysis. After completing the HRM process the evaluator of Dekko Garments Ltd. conducts the analysis by observing employees in the performance of their duties, recording observations as they are made and most of the time this observation is done for the executives trainees.

Management development:

In case of management development the Dekko Garments Ltd. mainly follows the On-the –job experiences for managers that are planned and unplanned opportunities for a manager to gain

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self- knowledge, enhance existing skills and abilities, or obtain new skills or information within the context of day-to-day activities (for example, mentoring, coaching and assignment to a task force). Also some seminars, workshops and meetings are conducted for management development.

Agencies of HRM and Development Program of Dekko Garments Ltd.:

The following agencies conduct the HRM and Development process of Dekko Garments Ltd.–

Dekko Garments Ltd. HRM Institute (EBTI)

Dekko Garments Ltd. HRM institute was established in September 2006. Since then, institute has been conducting various types of HRM programs on different banking affairs in order to develop knowledge, skill and attitude of the employees of bank.

Bangladesh Institute of Bank Management (BIBM)

Bangladesh Institute of Bank Management (BIBM) registered under the Societies Act, 1860 was established in 1974 with an initial primary focus of providing HRM to the officials of banks and financial institutions of Bangladesh in order to strengthen and update their skill. This institute operates by the contribution of Bangladesh Bank and other commercial banks of the country. Dekko Garments Ltd. sends their executives to BIBM for various types of HRM.

Other institutes:

Dekko Garments Ltd. regularly sends their employees to other institute for HRM. Sometimes Dekko Garments Ltd.sends them to some private institution and private/public universities for HRM purpose. These institutions are-

- Bangladesh Bank.
- Different Universities.(DU)
- National and Multinational companies.

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SWOT Analysis:

The SWOT analysis comprises of the Organization's internal strength and weakness and external opportunities and threats. SWOT analysis gives an organization an insight of what they can do in future and how they can compete with their existing competitors. This tool is very important to identify the current position of the organization relative to others, who are playing in the same field and also used in the strategic analysis of the organization. That is why this section of the report discusses about SWOT analysis of Dekko Garments Ltd.

"S" = Strengths – Attributes helpful for achieving the objective.

"W" = Weaknesses – Attributes harmful for achieving the objective.

"O" = Opportunities – External conditions that are helpful for achieving the objective.

"T" = Threats – External conditions that may harm the business's performance.

The SWOT Analysis of Dekko Garments Ltd.is presented in a table below:

Strengths:

- Name recognition within the community
- Large customer base
- Community involvement/increasing presence in the market
- Management knowledge of industry
- Financial condition: Strong capital and asset quality
- Regulatory performance is strong and positive
- Fine environment in side of the branch
- Co-ordination and co-operation among the staff
- Attractive Location
- Old Bank which implies greater reliance to customer
- Quality products and services
- Better infrastructural facilities and friendly corporate culture
- Customer loyalty
- Welfare for the society
- Already established Company reputation and goodwill as a leading Bank
- Clear vision
- Better location of the branch
- High quality transaction processing across the Group
- Focused and detailed marketing plan with prior concurrence from Credit Management
- Full-fledged back –up data center support

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Weaknesses:

- Lack of technological resources as well as Internet banking
- Lack of knowledge of customer profile
- Insufficient focus on quality customer service and mortgage banking
- Overall market share needs to grow Opportunities:
- Cross-selling existing customers
- Growth in commercial business
- Increase market share through growth of loan portfolio
- Increased presence by means of additional ATMs
- Enhanced business development in all product areas and promotion of those products
- Strategic marketing towards customers of large merging banks
- Attracting candidates for acquisition over the next few years
- Potential market for internet banking
- Insurance products
- Initiation of concept of Firs generation Banking

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Opportunities

- More Experienced & Managerial know-how to do
- Opportunity to expand geographically within Bangladesh.
- Scope of market penetration through diversified products
- Automation of transaction processes and online branch banking
- Value addition in products and services
- Increasing purchasing power of people
- Electronic Banking could be installed.
- ATM Both should be expanded.
- Market leadership of Dekko Garments Ltd.
- The growth of banking business
- Customers are looking for good quality and have the willingness to bank with Dekko Garments Ltd.

Threats:

• Strong community bank competition Non-bank competition

• Inefficiencies within the operations of the bank

• Possibilities of more stringent regulation

• Lack of appeal to younger, Student, affluent potential customers

• Political instability of the country

• Lack of Flexibility to adapt to any change

• The continuing increase in non-bank competitors offering similar services.

• Continued deregulation and globalization of services.

• Increased technological innovation and technology costs in order to compete effectively.

5.3 Findings of the Study

The findings of the study are as follows:

- ✓ Pandemonium between head of production and HR is an open secret clash. That actually encourages the internal chaos and mismanagement.

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- ✓ Nepotism is everywhere, even in an arbitration. Sometimes convicted get less punishment than innocent. And it makes distrust among the workers.
- ✓ The keeper is the eater and this sector is a burning example of this.
- ✓ Lack of training & deviation from training session demolishes the creativity and smart work.
- ✓ The decision of not giving earn leave money to anybody is totally incompatible. It makes bad impression to the overall management.
- ✓ Frequent changes of management are the major blockage of quality development. Since Job is the house of physical and mental stress, perseverance is badly needed there.

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Chapter Six

Recommendations and Conclusion

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6.1 Recommendations

- ❖ Top authorities of the Dekko Garments Ltd.should take the necessary steps to resolve that dilemma either by sacking or performing mutual arrangement between those departments.
- ❖ Justice delayed is Justice denied. Nowadays human resource management is morally Human Relation Management. Since workers strike is a big challenge of this trade so management should professional than egoistic.
- ❖ Reducing the excessive demand of money is only the way to come over from this disease.
- ❖ The HR division needs to expand the representative instructional hub along these lines the directors and the worker both show signs of improvement offices on preparing program. Likewise, the HR division ought to be readied standard human asset arranging since it encourages chief to set up the perfect individuals at the ideal time at the ideal spot.
- ❖ The HR manager should prepare the standard pay scale so that the employees may feel very much comfortable to build their career for long time in the Garments.
- ❖ All the allowance should be available and easier for the employees. Because of the pay scale increasing, the turnover rate is lower than before and the freshers are also interested in government garments.
- ❖ It is high time to look at this kind of shortcomings for the betterment of future of this golden industry.

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6.2 Conclusion

As one of the biggest green production line Dekko Garments of clothing Ltd is working many corner of the world giving the pieces of clothing to various classes of clients. The zone where there is no green manufacturing plant of any Pieces of clothing of the cutting edge focused Garments of clothing division, there one can discover a processing plant of Dekko pieces of clothing. Garments of clothing assume a functioning job for the improvement of the nation. Dekko Garments Ltd has made estimable improvement over the previous years. I am glad for getting the open door for proceeding with my profession in this association. I attempted to assemble involvement with pieces of clothing with the relationship of keen work and outline all the data inside the report. It will likewise be useful for the pieces of clothing the board on the off chance that they cautiously investigate the issue and consider proposal in this paper and take fundamental activities for restorative measures. Bangladesh in sending out readymade garments of clothing in the focused globalized advertise demonstrates the nation's situation in the neoliberal economy. Building up great administration is the principal need to piece of clothing part, guarantee safe workplace, laborers' privileges and proceeded with development of the segment. The investigation shows the HR action in readymade pieces of clothing plants just as the part all in all. Since, one of the key components of good administration is building up responsibility and straightforwardness at all degrees of duty under a strong administration. There is no point of reference of legitimate corrective measures against partners that have abused the law.

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Questionnaire

1. Age: _____
2. Gender: ☐ Male ☐ Female ☐ Non-binary ☐ Prefer not to say
3. Role at University: ☐ Student ☐ Lecturer/Faculty ☐ Administrator ☐ Other (please specify): _____
4. Country: _____
5. Name of Institution (optional): _____

Section B: Academic Freedom

6. Do you feel free to express your academic or political views on campus?
   ☐ Yes ☐ No ☐ Not Sure
7. Have you or someone you know faced restrictions or consequences for academic speech or research?
   ☐ Yes ☐ No ☐ Prefer not to say
8. Rate the level of academic freedom at your institution (1 = Very low, 5 = Very high):
   ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
9. What are the main threats to academic freedom in your institution? (Select all that apply)
   ☐ Government interference
   ☐ University administration policies
   ☐ Student pressure or protests
   ☐ Commercial or corporate influence
   ☐ Religious or cultural pressure
   ☐ Other (please specify): _____

Section C: Human Rights and University Life

10. Does your university promote human rights and social justice in its curriculum or activities?
    ☐ Yes ☐ No ☐ Not sure
11. Are human rights topics integrated into your academic program (courses, research, discussions)?
    ☐ Yes ☐ No ☐ Partially

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12. Have you participated in any university-led human rights initiatives, campaigns, or events?

☐ Yes ☐ No

13. Do you think your university protects marginalized or vulnerable groups (e.g., ethnic, religious, LGBTQ+)?

☐ Strongly agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly disagree

Section D: Civic Engagement and Social Impact

14. How involved is your university in civic and community engagement?

☐ Very involved

☐ Somewhat involved

☐ Not involved

☐ Don't know

15. Have you participated in community service or outreach programs organized by your university?

☐ Yes ☐ No

16. Do you believe universities should play a role in promoting democracy and human rights?

☐ Strongly agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly disagree

Section E: Open-Ended Questions

17. What do you think are the greatest threats facing universities in your country today?

18. In your opinion, how can universities better protect human rights and academic freedom?

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