

Report On

{Human Resource practices in RMG industry. An experience with Maruhisa Pacific Co., Ltd}

By

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PGD-KIM 1st Intake

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An internship report submitted to the BIGD in partial fulfillment of the requirements for
the degree of
Post Graduate Diploma in Knitwear Industrial Management

Brac University

August 2019

Declaration

It is hereby declared that

1. The internship report submitted is my original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal

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Subject: **Letter of Transmittal**

Dear Sir / Madam,

As requirements of the **Post Graduate Diploma in Knitwear Industrial Management**, I would like to present the report entitled “**Human Resource practices in RMG industry**”, in accordance with your instruction.

The purpose of the paper is to make a clear understanding about human resource practices in RMG industries and also its challenges. My purpose is to help define the human resource practices and common challenges afflicting factory environment and to provide suggestions on the basis of my three-month internship in Maruhisa Co. Ltd. I was forthright in our discussions and have been candid in my report regarding both the practices of HR in industry and challenges arise in this industry.

I just hope that this report will meet your approval.

Sincerely yours,

Atia Rahman

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BRAC University

Date: August 1, 2019

Acknowledgement

First and foremost, praises and thanks to the God, the Almighty, for His showers of blessings throughout my internship period to complete the report successfully.

I cannot express enough thanks to my academic supervisor Rumana Ali, Sr. Research Associate, BIGD, BRAC University for her continued support and encouragement. She has guided me in each step of producing this report as clearly as possible. Also I would like to express my deep and sincere gratitude to my industry supervisor Mr. Moniruzzaman Sr. Executive, HRD, Maruhisa Pacific Co., Ltd for giving me the opportunity to do internship and providing invaluable guidance throughout this internship. It was a great privilege and honor to work and study under his guidance. His dynamism, vision, sincerity and motivation have deeply inspired me. I offer my sincere appreciation for the learning opportunities provided by BIGD, BRAC University and SEIP (Skill for Employment Investment Program). I would like to say thanks to my PGD mates and colleagues for their constant encouragement.

Finally, my thanks go to all the people who have supported me to complete the research work directly or indirectly.

Executive Summary

This report is prepared for fulfilling the requirement of Post Graduate Diploma in Knitwear Industrial Management. As the class room discussion cannot give complete picture of real business situation, it is an opportunity for the students to know about practical knowledge and working conditions through this program. Dissertation program is very essential for this kinds of program. I have made this report on Maruhisa Pacific Co., Ltd. This report is about human resource practices of Maruhisa Pacific Co., Ltd. I wanted to work on this topic because human resource management is very important for every business. No business organization can be a successful one without sound practices of human resource. On the other hand, Maruhisa Pacific Co., Ltd is a leading Japanese multinational knit garments producer in Adamjee Export Processing Zone.

This report has four chapters. Chapter one is about the company. In 2009, **Maruhisa Pacific Co., Ltd.** was established in Bangladesh as an overseas subsidiary of Maruhisa Co., Ltd. It is known as the flagship factory of Japanese apparel industry in Bangladesh. Maruhisa Pacific Co., Ltd is a leading **A Grade knit garments producer** in Adamjee Export Processing Zone. The production capacity of garment are 1,000,000 pcs/month. It manufactures children's, ladies & men's clothing and sells them to national mass merchandising stores and specialty shops. The company also makes products using various types of blends such as rayon, modal, acrylic, cotton, polyester etc. It also makes functional fabrics. During this internship program, I have completed tasks on recruitment, training, attendance, payment, appraisal, reliving, labor relations etc. which I describe in chapter two. During my academic period in PGD-KIM program, I was initiated with generic and industrial courses. Those courses help me to understand very deeply at my workplace. I tried to assess the application of generic & industry specific courses which I have described in chapter three. I gather knowledge on some strategies for changing and strengthening cultures within the organization. I have learned knowledge on HR practices. Now I can properly understand that the HR department in any dynamic organization should be responsible for recruiting right people in the right positions, putting tools and strategies to work that can help to improve the workforce. Also I attempted to find out the challenges of garment industry such as grievance committee, excess overtime, night shift duty etc. I give some suggestions for industry improvement. I suggest that regular grievance committee meetings should be held at each factory involving the senior management. Excess overtime should be restricted and Female workers should be prohibited in night shift work. In

addition with that, I tried to describe my achievement during internship period and record my learnings from this internship program. I was reflective to my tasks. I work with all the departments of this company. I mark a conclusion in chapter four for overall understanding about importance of human resource practices.

Keywords: Human Resource Management; Employee Relation; Administration; Compliance; Counseling; Grievance.

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List of Acronyms

HRD	Human Resource Management
RMG	Ready Made Garment
BEPZA	Bangladesh Export Processing Zone Association
EPZ	Export Processing Zone
AEPZ	Adamjee Export Processing Zone
ILO	International Labor Organization
CAD	Computer Aided Design
PPE	Personal Protective Equipment
PA	Public Address
ERP	Enterprise Resource Planning
EL	Earn Leave
PGD	Post Graduate Diploma
KIM	Knitwear Industrial Management
PF	Provident Fund
SEIP	Skill for Employment Investment Program

CHAPTER 1

The industrial training is the process that builds a student's understanding and skills which improves his/her knowledge in boosting productivity and services. Academic education provides me with vast theoretical knowledge with limited practical training. For any technical education, practical experience is equally as important as the theoretical knowledge. Therefore, industrial training helps us to be familiar with technical support of modern machinery and information about various processing stages. It also provides us with sufficient practical knowledge about production management, work-study, efficiency, industrial management, procurement, utility and maintenance of machinery, their operation techniques etc. This knowledge cannot be properly achieved by only theoretical knowledge. Therefore, this internship course minimizes the gap between theoretical and practical education, improves my courage and inspires me to take responsibilities.

I am a permanent employee of **Maruhisa Pacific Co., Ltd.** working as an Executive- (HR Admin & Compliance). Recently, under Post Graduate Diploma in Knitwear Industry Management (**PGD-KIM**) Program of BRAC Institute of Governance and Development (BIGD), BRAC University, I worked here as an internee to meet the course's requirement of twelve week's long industrial training.

ABOUT ORGANIZATION

1.1 Overview of the industry

Maruhisa Co., Ltd. is a company based on ready-made knit garments production with an enrichment of all composite facilities. It is a 100% export-oriented Composite Knit Garment Manufacturing factory under the control of Japanese management. It consists of all sections starting from knit fabric manufacturing to finished garments.

In Maruhisa, the number of total employees are 2245 (male: 538, female: 1707) up to 15th July 2019. (Source: ERP, Human Resource, 2019). The company has no branch inside Bangladesh.

Sister Concerns of Maruhisa Co., Ltd.:

- Maruhisa Qingdao Fashion Co., Ltd. (Qingdao, China)

- Maruhisa International Co., Ltd (Ayuthaya, Thailand)
- Maruhisa Pacific Co., Ltd (Bangladesh)

(Source: website of the company & HR Database)

In Bangladesh. This factory is located at Adamjee Export Processing Zone. The address of this company is at: **Plot No: 118-121, Adamjee EPZ, Siddhirganj, Narayanganj.** Recently we planned to increase their production capacity. After successfully completing procedure, this factory got 2 new plots 218-219. Our corporate head office is located at Japan. The address of corporate head office is at: **72, Saita Muya-cho, Naruto-city, Tokushima 772-8508, Japan.**



Photo: Maruhisa Pacific Co., Ltd in AEPZ, Bangladesh (Source: <http://www.maruhisa-pacific.com/about/index.php>)

This factory has 40 sewing line productions where 32000 pieces of garments are producing every day. The capacities of knitting and dyeing are 5000 KG and 7500 KG per day. By direct shipment system, the company smoothly delivers its products to Japanese retailers and thus successfully reduce logistic cost.

1.2 Introduction and History

Maruhisa Co., Ltd. was founded in November 1959 with a vision of becoming a leading manufacturer of children's, ladies' and men's clothing etc. and to sell them to national mass merchandizing stores and specialty shops.

Its journey started in 2009 with the manufacture of knit garments in Bangladesh and it subsequently expanded its backward linkages on knitting, dyeing, finishing, and printing in the year 2011. It runs under Japanese management to ensure high quality production. It is known as the flagship factory of Japanese apparel industry in Bangladesh.

1.3 Vision and Mission

Vision:

The company is dedicated to develop and improve activity to make Bangladesh not only a mass production site of simple products but also valuable products with reasonable price.

Mission:

To become a mass producer in Bangladesh, **Maruhisa Pacific Co., Ltd.** is enlarging their facility rapidly with synergy of excellent technicians and honest workers, it is going forward day by day.

1.4 Goals and Objectives

The goal of Maruhisa Pacific Co., Ltd is to confirm 100% quality of the customer's product. Maruhisa Pacific Co., Ltd is a role model of modern garments industry where is the latest technologies are using.

1.5 Organizational Structure of Maruhisa Pacific Co., Ltd.:

Unlike the most of the traditional organogram of the companies, Maruhisa Pacific Co., Ltd has also the most traditional of the organizational structures that businesses use. Chairman at the top of the heap. Mr Kiminobu Hiraishi is the chairman of this company. He supervises the corporate head office as well as Thailand and China office of the company. The responsible person for the Bangladesh's factory is Mr Koji Sagawa, working as Managing Director of the company. The

department of the company has divided by two parts. One is production department and another is administration. Both production and administration department have sub-section. In production there are sub section as knitting, dyeing, cutting, printing, sewing, quality and finishing. In administration department there are sub sections such as HRD, accounts, commercial, merchandising, purchase, maintenance and IE (what is IE??). In every department, there is a general manager, manager and assistant manager to supervise respective section (figure 1).

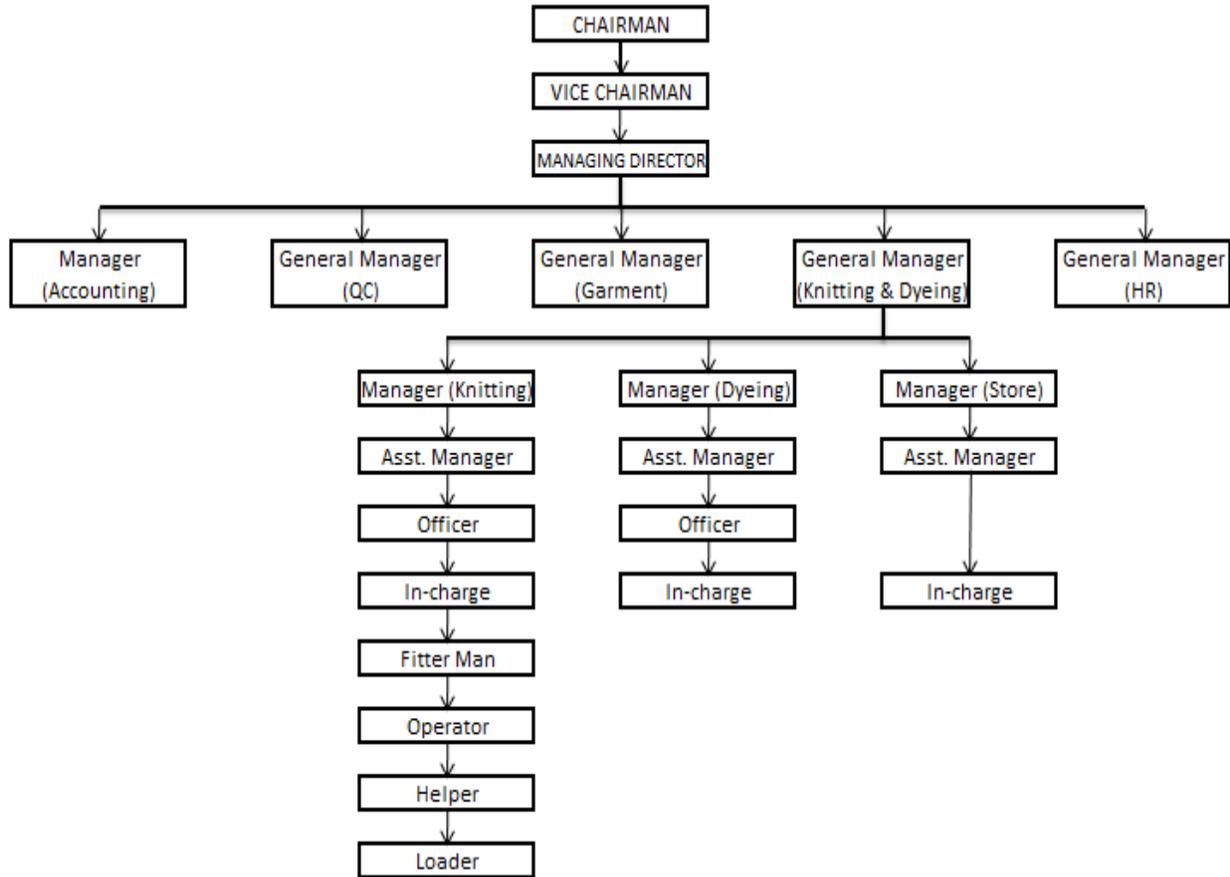


Figure 1: Organogram of Maruhisa Pacific Co., Ltd (Source: company documents, 2012)

1.6 Products/ services produced by the industry

Maruhisa Pacific Co., Ltd is a leading **A Grade knit garments producer** in Adamjee Export Processing Zone. The production capacity of garment are 1,000,000 pcs/month. It manufactures children’s, ladies and men’s clothing and to sell them to national mass merchandising stores and specialty shops. The company also makes products using various types of blends such as rayon, modal, acrylic, cotton, polyester etc. It also makes functional fabrics. (Source: website of the company)

CHAPTER 2

DESCRIPTION ABOUT TASK ACCOMPLISHMENT

This report is prepared based on the information of the websites, employees, executives and HR documents and my activities during internship period. I have started my internship program from 1st May 2019. My reporting period is from 1st May 2019 to 31st July 2019.

2.1 Summary of activity and task

This part of this report is based on my activities during internship. I have started my internship program from 1st May 2019 under Post Graduation Diploma in Knitwear Industrial Management. Tasks completion generally requires the coordination of others. Coordinated human interaction takes on the role of combining the integration of time, energy, effort, ability, and resources of multiple individuals to meet a common goal.

2.2 Initial Job Responsibility:

I worked with Human Resource Development department and most of the tasks of HR are team work. During internship period, I have completed the following tasks:

Production floors are the manufacturing area where assembly or production is carried out either by a combination of automated system and workers. It is the foremost duty for all personnel to visit production floor daily. I used to go to the all production floors to oversee the current environment and reported it to the authority so that they can take necessary steps to fix if there was any problem. From top level management to mid-level, everyone used to visit the production floor every day.

1. Recruitment and Selection

In garments industries, worker turnover rate is mostly high in every month. Due to this rate of turnover, almost in every month, we used to recruit new people for adjusting those turnover. The worker recruitment process in this industry is walk in interview. People come with their required document, then they get selected based on their skills. Selected people go through for final interview and recruit. I was also involved in the process of staff recruitment in the months of June and July.

2. Preparing report on man power

I prepare the daily manpower list. In manpower list, I have collected data on present, absent, late of employees from the ERP logic software. Then, I used to analyze the absent rate, late comer and the actual present data. After preparing manpower data, my responsibility was to report it to our Deputy General Manager. Based on this data, I had to make the lunch order sheet in every day.

3. Yearly increment

In Maruhisa, yearly increments provides employees by their join date. In every month, It was my duty to collect data from the ERP logic software and also to prepare the increment sheets. After completing those steps, the increment letter was stored in the respective employee's personal file.

4. Grievance handling on various issue

Grievance handling was one of the most sensitive sides of my daily work. Various kinds of complaints such as harassment, negative word of mouth, habitual late and absenteeism etc. arise from the various section. We arbitrated these issues.

5. Preparing lunch order sheet and tiffin list

Our company provides lunch facilities to its all employees. Based on man power data, my duty was to prepare the lunch order sheet and tiffin list every day.

6. Appraisal for new joiners

Newly recruited employees undergo for a three months' probation period. In this period, everyone is evaluated based on their job knowledge, application of knowledge, skills, achievement of production or job target, quality of work, wastage reduction, attendance and discipline, health and safety, housekeeping, behavioral attributes and communication. Their section managers/in-charges evaluate it and report to HR. I used to prepare all the documents and make necessary arrangements for appraising new joiners.

7. Confirmation for new joiners and extension of probation period

I used to prepare the confirmation documents for new joiners in our company. New joiner employees who are successfully completed their probation period are nominated for the

confirmation of their service. Those who have not successfully completed their probation, are generally extended for three months more as per new EPZ Law-2019.

8. Announcing compliance rules in PA system

Announcing compliance issues and another internal health and safety issues in a PA system (Public Address System) was another daily work I had as my job responsibility. I announce about toilet issues, floor related health and safety issues, audit announcement etc.

9. Earn leave encashment

I used to calculate the EL (earn leave) for our permanent employees whose working period is continuously one year and prepare the earn leave sheet. After approving those sheets, I used to send it to accounts section for checking.

10. Update minutes and meetings

In order to raise awareness of compliance issues, we trained our employees so that they can obey the rules and regulations of both the company and BEPZA (Bangladesh Export Processing Zone Authority). I maintained those training documentation.

11. Counseling late, absent, pregnant workers

As a HR professional, it is one of the important duties to make awareness among employees. I used to provide counseling to late workers, workers who was absent less than ten days and pregnant workers. It was an everyday work for me.

12. Update Resignation List

For those employees who intended to end their service and send resignation letter to HR, I used to prepare a resignation list and process their payment.

13. Ten days left letter issue

Employees who remained absent in the work place for ten days are consider as left employees. I used to issue letters to the employees authorized from the top management to show the reason

behind those absent and join their respective position immediately. The actual fact is without prior permission of higher authority, it is a punishable offense.

14. Issue and cancelation of PF (Provident fund)

Maruhisa cares about its employees. Everyone gets the facilities of provident fund. In every month, my responsibility was to prepare the provident fund encashment for those who were leaving from the company via resignation.

15. Issue and return of Bus Card

Our company provides car facilities for its executives and bus facilities for workers. I issued bus card for new joiners or who were interested to use car/bus facilities. Those who are not using car/bus get the transportation allowance. Even those who were not interested any more to use car service, I recorded the cancellation of the service in ERP logic software.

16. Promotion, manual increment, promotion with increment

Another work of mine was to prepare all kinds of promotion, promotion with increment, manual increment sheets. I issued those letter based on the acknowledgment of nominated list from respective section manager and managing director for office staff.

17. Issuing show-cause/suspend/warning

In factory HR administration, we used to follow the EPZ Law-2019 and Labor Law-2006 to arbitrate the dispute arising within factory. After investigating the complaint, I issued show-cause letter to the first party on behalf of HR. In extreme cases, the incumbent had been suspended for certain days if he/she was proved to be involved.

18. Eid holiday plan issue to BEPZA

Before the start of Eid holiday, every enterprise of Adamjee EPZ has to send their Eid holiday plan to BEPZA. After discussion in meeting, I prepared the Eid holiday data plan and sent it to BEPZA.

19. Preparing Sehri order sheet

In the month of Ramadan, Maruhisa provides sehri facilities to its employees who are working in night shift. (Knitting & Dyeing). I prepared the sehri order sheet based on the present data of those shift.

20. Training documentation

In order to aware about compliance issues, we trained our employees so that they can obey the rules and regulations of both company and BEPZA. I maintained those training documentation.

21. Opening Complaint/suggestions box

At maruhisa, we are a large numbers of employees. So complain arising rapidly. We used to suggest our people to send their complaint regarding any professional issues into the complaint box. In Maruhisa, there are 22 suggestions box. Opening complaint box was a weekly work for us. I opened the complaint box with the help of admin officer and our Vice president of PC committee.

22. Conducting external fire drill, firefighting training

To maintain our compliance standard & safety issues of workers, we conducted firefighting training and fire drill. Our last fire drill date was 13th July 2019. We have 41 fire hose reels, 40 fire alarms, 606 fire extinguishers, 175 CO2, 425 ABC and others equipment such as fire blanket, rope, hand gloves, masks, gas masks and fire hook for our fire safety issue. Also we have 22 first aid box and 170 first aiders.

23. Update information of employees in BGMEA Bio-metric software

I update a database of our employees through enrollment in biometric software by BGMEA.

Also in addition, I performed any other tasks assigned by management.

CHAPTER 3

CRITICAL ASSESSMENT OF INTERNSHIP WORK

3.1 Application of generic and Industry specific courses during internship

During my academic period in PGD-KIM program, I had generic and industrial courses. Those courses have helped me to understand my workplace very deeply. From the knowledge of **HR Skills and Competencies** (course code: KIM-101), I gained knowledge of the organizational behavior, organizational complexity and cultural dynamics. Now I can understand the observable symbols and signs of organization culture such as the way visitors are greeted, the physical layout etc. This knowledge helps me to find ways to upgrade the workforce and enhancing inter-organizational activities as well as family days. Also I have gathered knowledge on some strategies for changing and strengthening cultures within the organization. I have learnt knowledge on HR practices. Now I can properly understand the fact that the HR department in any dynamic organization should be responsible for recruiting right people in the right positions, putting tools and strategies to work that can help to improve the workforce. Even I have clear understandings on facilitating on-the-job or external training for employees when needed and how to report to top management regarding employee's training needs. Now I have clear understanding about all the administrative works and updating employee's performance reports. Actually HR department represents employee's interest in times of change. Through my learning in HR sessions, I have gained knowledge on how to ensure that mechanisms exist to upgrade employee's skills to match. From HR Skills and Competencies course I have clear understanding about employee motivation and consequences of inequity feelings. Now I can unify the implementation activities to increase unity among employees and equalize to ensure an optimally performing workforce with diversity. Now I know about labor law and labor relations. I can communicate the workers with top level and mid-level management. Compliance and performance management taught me that HR should be a trustworthy sounding board for individual workers and worker groups with specific problems and concerns. Now I register these concerns and react upon them in an appropriate, timely and responsible manner.

By learning negotiation practices in recruitment, I know when authorized decision is pending, HR should link top management and departments to co-ordinate and supervise skill upgrading. If the

organization is in difficulties, HR should represent the workforce's best interest and attempt to guarantee workers' employment for as long as possible.

From the learning about conflict management, I can classify the different views of conflicts. These are traditional views, the human relations view, and the inter-actionist view of conflict management and also the source of conflict. I can realize the effects of conflict on organizational performance.

By learning arbitration and soft skills development, I can settle the industrial disputes and understand the ways of workplace etiquettes such as avoid misunderstandings employees' job satisfaction, increase productivity, get the job done, to make the workplace a happy, stress-free place. Knowledge on time management has helped me to complete my tasks properly.

From HR Skills and Competencies course, I also learnt how to develop team management and make presentation as well as the ways to develop team management, and also to develop leadership skills in the organization etc.

I know how to create and sustain an intra and extra organizational team mindset. This mindset is not only within the organization but also between my organization and its stakeholders. This can be achieved through good communication and the organization of cross-functional teams, job rotations and company events.

From the knowledge of **Analytical Skills and Competencies (Course code: KIM 102)**, I learnt about cost benefit analysis, statistical analysis, profit and loss interpretation, develop my computing skills. Those terms are helping me at my work place. Whenever I make purchase order in a big volume for our factory, those analysis helps me. Computing skills are very important for HR section. Developing my computing skills, I can work faster and more efficiently than previous time.

Course on **Communication Skills (Course code: KIM 103)** helps me most. While I counsel workers among various issues, I can understand their behavioural attitudes through conversations by persuasive techniques. My non-verbal communication has been improved compared to what I had before. . From the learning of communication skills now I know how I can be the centre of attention, be judged by the audiences. Also I can prepare the right way before meetings or any kinds of counselling to workers and I know how I can be a better speaker to them. Now I am able to do some basic writing as well as business writing; my communication skill is improving. This knowledge also helps me in my recruitment related works. Now I believe, that I will be able to

complete in job interview, application and aptitude tests smoothly than previous. I know the skills of winning interview sessions and also know about some blunders of interviews. I find the similarity at my workplace with what I learnt from the course titled **Business Operation Skills (Course code: KIM 104)**. I learn from this course what are the main issues of trade, how to manage business, how to develop ethical and sustainable Business, legal business strategies, these learnings encourage to better perform in my work place. Now I know about the business environment and the interaction between the industry and the individual. Also I have enough knowledge on supply chain management involved in producing and delivering our products.

From the learning of **Introduction to Garments Industry (KIM-201)**, I have gathered knowledge about the total history of garments industry in Bangladesh. Also I have gathered knowledge the ongoing situations of garment industry. This helps me to understand the context and background of the work I am engaged in.

From the learning of **Industrial Engineering (KIM-202)** sessions, I have learned about the whole production process of garments industries and types of processes with their advantages and disadvantages such as make through systems, assembly or group production systems, unit production systems, straight line production systems, modular production systems, progressive bundle systems. Also I have gained knowledge about the various sections of garments industry such as sample, CAD, cutting, sewing, and finishing etc. I have learnt some ideologies of IE which help me to understand about efficiency and effectiveness of work.

3.2 Suggestion for industry improvement (based on internship)

While working I have faced many problems in this industry. I think this factory should change some administrative systems, rules and regulations. These can be as follows:

1. In grievance handling, there is need to change in complaint system. When a complaint arises, it should be justified properly. (Not only justified by floor evidence, but also the history of that employee's previous grievance record based on his/her personal file).

2. Some training documentation shall be updated so that our employees can easily understand and develop themselves in their respective work place. For instance: PPE training (Personal Protective Equipment training helps employees to protect themselves from occupational risk.

3. More awareness should be made on employment is freely chosen. Based on ETI (Ethical Trading Initiative) base code, there is no forced, bonded or involuntary labour. Also the workers are not required to lodge deposits or their identity papers with their employers and they are free to leave their employer after reasonable notice. The freedom of association should be respected. Where the right to freedom of association and collective bargaining is restricted under law, the employer facilitates such as tax rebates, loan sanction, relaxing labor hours etc. the development of parallel means for independent and free association and bargaining does not hinder. Working conditions should be safe and hygienic since unhygienic workplace makes demotivated workers. There should also be a strong commitment against child labour. It must be prohibited. Living wages of workers should be paid on time and their working hours shall not be excessive not more than eight hours. (Source: labor ministry ordinance effected from 08th April 2019). Industries should practice no discrimination within workers. Regular employment shall be provided. Physical abuse or discipline, the threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation shall be prohibited strictly.

4. I think workers should have freedom to submit their complaints to HR admin department in verbal or in written form directly. If verbal complains is given, admin department has to write down to make in written forms, duly signed by the claimer and shall not be disclosed with others. Complaints received by admin department, are placed to the disciplinary committee. Hearing of both claimer and accused is conducted. If required, investigation is carried out. Basing on all these,

decision is made as per depth of offence. In brief, the disciplinary committee should be active and speedy settlement of a grievance should be the cornerstone of the Grievance Policy.

5. Counselling program should be increased and diversified such as wearing ID card, uniform, belated entrance into factory, any kinds of misconduct, company's rules and regulations shall be increased more.

6. Motivation should be provided to employees through various financial and non-financial rewards in order to make them more efficient worker.

7. Industry should be more employee friendly in decent working time. (The ILO has defined a concept of "decent work" that involves "promoting opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and human dignity")

8. Female workers should be prohibited from working at night.

9. Excess overtime hours should be restricted.

10. Gender responsive environment should be ensured so that workers feel encourage to express about sexual harassment or any kinds of grievance.

11. Regular grievance committee meetings should be held at each factory involving the senior management.

12. Every industry should provide the provident fund to its all employees so that employees can feel secure at their respective job.

3.3 Learning for self-improvement

During my internship period, I was reflective to my tasks. I worked with all the department of this company. To communicate to all these department, my attitude were always positive to others. In Maruhisa Pacific Co., Ltd, all executives have to submit the progress of their work to a personnel evaluation table within six month in a year to their respective boss. As per this rules, I also submitted my personnel evaluation table to my reporting boss. An evaluation table is a list of achievement of tasks within six months and target tasks for next six month. It contains some indicator where the employees of Maruhisa Pacific Co., Ltd evaluated themselves as 1st ratter or self-ratter. Their reporting bosses are the 2nd ratter and the honourable managing director is the final ratter for his/her performance during that job period. Moreover, I planned ahead to become more flexible to my work and tried to be an efficient team player within HR team.

As a HR professional, I have to work with all the departments. To work with these department, I often faced difficulties about personality traits of employees. Actually HR is not always in charge of making the decision. In fact, the decision employees don't like may have been made by their boss or the company president. But employees assume that HR is responsible for that decisions which employees may disagree. There is another difficulties I have observed about sexual harassment within industry. As industries have large production floor with a significant man power and the duty hours are become excessive sometimes, both men and women can be victims of sexual harassment. In that situation, female workers are often avoided these matters because of their reputation and social stigma. In our society it is often a threat forthe reputation of the person complaining. For this assumption, female workers are demotivated to complain about sexual harassment.

Many of employees assume that HR has only the company and Management's Interests in Mind. But the actual scenario is different from that assumption.

Production employees feel demotivated to participate in training programs organized by HR because they think it as the wastage of production time. They don't have any clear understanding of HR function.

Most people believe that HR is the most relaxed and least stressful job. In reality, it is very challenging to maintain the large manpower and make them as resource for a HR administration.

In recruitment and selection process, we are ethically obligated to follow up on complaints or issues. But it sometimes becomes challenging because of referrals or influence from dominant or influential parties. For this reason, potential qualified employees cannot get the right position.

During my internship period, I achieved my work quality as expected. Also I accomplish my responsibility on time. I always tried to find another work after completing running work. In this time period I was trying to improve my work in essence against challenges. My attitude was positive when I took those challenges. I tried to improve my efficiency by overcoming those challenges. Now I follow my boss's instruction and company rules. I co-operate with other staffs and achieve my work quality as expected. After finishing my tasks, I report the necessary element and information timely to my supervisor.

CHAPTER 4

CONCLUSION

4.1 Conclusion

In every organization, Human Resource Management should be seen as a strategic function of the organization. It helps to build a competitive edge for an organization by positively engaging its employees. I know this firsthand, there are numerous misconceptions about the human resources function. Many employees do not fully understand the obligations, influence and benefits of HR professionals. But for industrial development as well as employee engagement, HR plays a vital role. The need for effective HR practices cannot be ignored in the garments industries. HR and compliance functions are quite supporting our garment industry. Though I face so many challenges to complete my task, these challenges are minimizing day by day.

After the completion of PGD-KIM internee, I feel I will be able to integrate and apply the key competencies required for each of the functional areas of knitwear industry in Bangladesh. With the added knowledge, skills and other competencies, I will be able to manage and lead the industry efficiently and competently towards sub-sectorial development. This internship program helps me to stimulate creativity and innovation in leaders of the future through generic skill development. It improves my thought processes and analytical abilities.

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3. HR documents & manual of the company
4. Factory memorandum,
5. EPZ law-2019 (PART II, III, IV)
6. Labor ministry ordinance effected from 08th April 2019, department of labor. Available at:
<http://www.dol.gov.bd/site/page/2cc4a3b9-43ef-4af7-92dd->
6. International Labor Organization, available at: <https://www.ilo.org>

Appendixes

1. Bangladesh Export Processing Zone (EPZ) Labor Bill 2019 was passed by parliament aiming to make it friendlier for EPZ workers. This law is effected from 15th January 2019. (Source: <https://www.dhakatribune.com/.../2019/02/.../parliament-passes-epz-labour>)
2. The Bangladesh Labor Act 2006 (the “Act”) has recently been amended by the Government of Bangladesh. Overall, it is notable that the rights of workers have been expanded. (Source: www.dpp.gov.bd/upload_file/gazettes/14212_75510.pdf)