

## Report On

### **A study on the effectiveness of HRM practices and how it helps to resolve the internal worker disputes of DKL Ltd; Epyllion Group.**

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the  
requirements for the degree of  
Bachelor of Business Administration

BRAC Business School  
BRAC University  
October, 2021

## **Declaration**

It is hereby declared that

1. The internship report submitted is my own original work while completing a 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.

### **Student's Full Name & Signature:**

**Rukaiya Ahsan Farah**

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**Student Full Name**

ID:17204019

### **Supervisor's Full Name & Signature:**

**Md. Shamim Ahmed**

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**Supervisor Full Name**

Lecturer and Deputy Register, BRAC Business School

BRAC University

## **Letter of Transmittal**

Md. Shamim Ahmed

Lecturer and Deputy Register,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

**Subject: Submission of Internship Report.**

Dear Sir,

It is my pleasure to exhibit my internship report to you written based on the topic “A study on the effectiveness of HRM practices and how it helps to resolve the internal worker disputes of DKL Ltd; Epyllion Group”. The report has been prepared based on the knowledge I have gained while working as an intern and also by doing research under your supervision.

I have tried my level best to fulfil all the requirements you have desired and I hope it will meet your level of expectations.

Sincerely yours,

---

Rukaiya Ahsan Farah

17204019

BRAC Business School

BRAC University

2<sup>nd</sup> October, 2021

## **Non-Disclosure Agreement**

The following information used within the report is made and entered into by and between **Epyllion Group** and the undersigned student at BRAC University **Rukaiya Ahsan Farah (17204019)**. The purpose of doing so is to refrain from disclosing data and related information of the organization which might be confidential.

## **Acknowledgement**

Upon the successful completion of my internship report I would like to express my special thanks and gratitude to my academic supervisor **Md. Shamim Ahmed** Sir due his constant support that he has provided me through giving proper guidelines regarding the structure of the report.

Moreover, I am thankful to the entire HR team of Dekko knitwears ltd and to my main supervisor **Md. Ibrahim Khalil** Sir for providing me with the valuable information and also helping me to get adjusted with the environment of the workplace. It was my pleasure to get a chance to work as an intern over here and to get practical knowledge about the HR practices and challenges of the RMG sector which was made possible to learn smoothly through their moral support and motivation that they have showcased upon me.

Last but not least, the ultimate gratitude should be given to Almighty Allah for keeping me safe and healthy during this challenging pandemic time and due to his blessing today I am able to complete my internship journey.

## **Executive Summary**

Epyllion Group is one of the leading apparel companies within the RMG sector of Bangladesh and has been growing rapidly due to its green corporate's functionality. Therefore, being a HR major student, it was a pleasure to do an internship in one of their units which is Dekko Knitwears Ltd. Moreover, this internship report comprises the experiences and learnings gathered while working as an intern starting from explaining the hardships, benefits, its different management practices and a competitive overview of its industry. Furthermore, this report emphasizes deeply on its HRM practices including both the factory and corporate level. Most importantly, the main intention was to conduct research on the internal worker dispute which is one of the pivotal factors behind the declining success rate of the garments industry of Bangladesh. So, Epyllion being a part of this industry has to share similar problems hence this report tries to reflect the key parameters associated or give rise to such disputes and the HRM practices of DKL that they practice in order to resolve the matter. Besides, the report ends with an exhibition of the viewpoint of the HR head and workers upon this issue. Lastly, the report is intended to provide helpful recommendations that can guide Epyllion for its future endeavors.

**Keywords:** Human Resource Management; Internal Disputes; Ready Made Garments; Epyllion Group; Dekko Knitwears Ltd

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## List of Acronyms

✓ DKL	Dekko Knitwears Ltd
✓ EKWL	Epyllion Knitwears Ltd
✓ HRMS	Human Resource Management Software
✓ RMG	Ready Made Garments
✓ CSR	Compliance Social Responsibility
✓ KPI	key Performance Indicators
✓ BGMEA	Bangladesh Garment Manufacturers and Exporters Association
✓ BKMEA	Bangladesh Knitwears Manufacturers and Exporters Association
✓ ERP	Enterprise Resource Planning
✓ EBIM	Employee Biometric Identity Management System
✓ EPZ	Export Processing Zone

# Chapter 1

## Overview of Internship

### 1.1 Student's Information

Name: Rukaiya Ahsan Farah

ID: 17204019

Program: Bachelor of Business Administration

Area of Specialization (Major): Human Resource Management, Accounting

### 1.2 Internship related information

#### 1.2.1 Information Related to Internship Organization:

Period: 15 June, 2021 – 15 September, 2021

Company Name: Epyllion Group – Dekko Knitwears Ltd

Department – HR, Admin and CSR

Address: Plot-I/6, Road-06, Section-07, Mirpur Industrial Area, Dhaka-1216.

#### 1.2.2 Information related to Internship Company Supervisor:

Name: Md. Ibrahim Khalil

Position: Senior Manager- HR, Admin & CSR, EKWL

#### 1.2.3 Job Scope – Job Description:

The duties and responsibilities that I performed with in the workplace are as follows:

- Moving from one desk to another and observing their daily HR activities that they perform, often visiting the different parts of the factories in order to get accustomed with the environment and lastly asking questions and knowing about their policies through reading documents.

- Helping my co-supervisor in the recent Covid 19 campaign in which the company has taken many initiatives to bring almost all the workers under Covid vaccine registration. Therefore, I was assigned to do research and prepare a speech related to useful Covid related information which was later announced via mike to the workers in order to encourage them to do registration. Moreover, I personally have done vaccine registration of around 200 workers which was also a part of their KPI.
- Filling up the personal information form of the newly recruited workers by asking them, collecting pictures and information of the following worker's relatives whom they want to make as their nominee and then finally adding the information to their service books.
- Entering the increment salary figures of the workers in the service book and then placing them into each file.
- Seeing how different trainings and counselling of the workers are being conducted by getting involved with them as well as perceiving knowledge about the file posting into the HRMS by sitting next to them.

## **1.3 Internship Outcomes**

### **1.3.1 Contribution of mine to the company:**

A person can mark his/her contribution to the company by performing the roles effectively. Therefore, as an intern the contribution that I believe to have done to the company are as follows:

- Contributing through acting as a helping hand in the maintenance of personal files of the workers by communicating with them, collecting information, filling up the forms and ordering the files through ID numbers.
- Assisting the admin assistant in taking sign of the workers and providing them with the appointment letters.
- Moreover, supporting them in doing the biometric registration of the newly recruited workers.

- Furthermore, believe to have contributed through playing a role in the Covid 19 initiatives through helping them in the registration process of a huge number of workers and then keeping track of their names in a file.
- Lastly, providing assistance by identifying problems during buyer audit while visiting the floors with the HR officers.

### **1.3.2 Benefits received while working in Dekko Knitwears Ltd:**

To begin with, during my undergraduate studies in BRAC University all the major courses related to HRM that I have done were almost based on theoretical aspects. Therefore, seeing that theoretical knowledge getting implemented into the practical world surely acted as a beneficial factor for me. For instance, we have read about different activities of HR practices so experiencing them on my own and in some what working on it seem to me a great opportunity that too in one of the renowned organizations that values their manpower and works for its developments. Hence, all these experiences earned is going to help me in my future workplace.

Moreover, working as an intern in DKL helped me to get exposure to the corporate world lifestyle which taught me the value of time. I got to know how to finish all the work within a specific deadline which will now help me to set targets in life. Furthermore, they have educated me on how to handle pressures, maintain a good relationship with the fellow employees as well as with the workers. Also, I got to learn how to develop leadership skills and different aspects of labor laws and its implementations.

Additionally, I got the opportunity to closely observe the RMG based activities where the HR department plays a key important role. Reading about it in the articles and seeing its real side was different as its activities are far vaster than we imagine. Hence, it added a lot of new experiences in my life.

Lastly, it helped me to work on my soft skills which mainly includes communicating with different people on a continuous basis and somewhat assist me to overcome my inefficiency of being an introvert and also knowing more about my own potential.

### **1.3.3 Difficulties faced while working as an intern:**

Though it was pleasure working as an intern in DKL but nevertheless still faced some challenges and difficulties which are given below:

- The first and foremost crucial challenge was working with in this ongoing uprising Covid cases where daily use to get 2-3 news of workers getting sick and getting Covid positive. So, working under this situation was always risky.
- The interns are not allowed to have access to the HRM software though they have shown me some of the aspects and functionalities of it but still not being able to use the software practically act as a limitation to me in terms of learning mainly when the whole process is unknown and new to you.
- Moreover, they were not cooperating enough in providing me with the information about the organization's other departments mainly the marketing and the accounts department because according to the company's policy they want to keep this information confidential. However, they did support me in whatever I wanted to learn.
- As the human resource department is a very busy department so during a particular period of month most probably at the end of the month the HR teams get busy in preparing salary sheets and making audit reports. As a result, they could not focus or give me much time during those periods and in some cases had to sit idle.

### **1.3.4 Recommendations for the future internships to the company:**

Though it was a pleasure working in DKL and got all the support from them in terms of learning but still according to me there are some areas in which they can improve are given below:

- According to me, I think the intern should get their own desk in the office which might give them a feel of a regular employee and might boost their confidence more as not being able to sit in a fixed place and most of the time moving into a different desk might make someone feel demotivating at some point.

- I would recommend them to provide access to the software to the interns at least making them doing software related work more instead of just explaining since almost maximum works are done by the software therefore it is important that an intern properly learn about it.
- Moreover, apart from getting knowledge about the department the interns are working in, the company should also provide opportunities to the interns about having ideas about the other department as well.
- Since the organization is focusing more on the environmental impact, they should try to reduce the amount of paper usage.
- Lastly, I think the HR office in DKL is a bit congested with a lot of things, mainly with the number of files of the workers and other official documents stored and piled up. So, there should be a separate room for keeping the files and making the workplace more breathable and more space to work smoothly.

## **Chapter 2**

### **Organization Part**

#### **2.1 Introduction:**

Doing an internship is a requirement and part of our undergraduate program after the completion of all the required credits. To me, doing an internship in an organization provides great opportunities to the students to explore the outside world and gaining experiences through implementing theoretical knowledge learned during the 4years of studying in the universities. It helps to generate ideas about the office works as well as business activities which helps students to make future choices and decisions. Similarly, I was fortunate enough to do an internship in Dekko Knitwears Ltd which is a sister concern of Epyllion Group and the very first wing of Epyllion through which it started its journey back in 1994. In the present context Epyllion has successfully been able to make themselves ranked within the top listed garments manufacturer in Bangladesh due to its effective business tactics.

##### **2.1.1 Objective:**

The objective of writing this report is to give a glance about the Epyllion group and the HR functionalities of DKL that I have experienced while working as an intern. Giving an overview about how the HR department plays a crucial role in maintaining the factory through their daily practices. Moreover, outlining about the different parts of the organization as well as providing a competitive analysis of industry in general. In particular, the prime objective is to showcase how their roles and practices help to mitigate the internal problems, challenges and the conflict of the workers and whether the workers are satisfied with their services or not.

##### **2.1.2 Methodology:**

- Primary data – The collection of primary data was made through observing the work of the HR team, asking questions to fellow colleagues and supervisors, and interviewing the workers for survey purposes.



- Secondary data – The medium of secondary data for this report was different online articles, research papers, website of Epyllion group, going through old reports and reading the documents regarding the policies.

### **2.1.3 Scope:**

Although being working as an intern over here I could not get much scope to involve myself in the software related works due to confidentiality issues. But, however, I was able to get at least a thorough overall view of HRM practices needed to run and maintain a big workforce. Moreover, I got to learn about how to keep record of worker's information from start to end as well as making a good rapport with them. Lastly, this internship provides me with the opportunity to think strategically, working with different classes of people and visualizing the RMG sector in a bigger picture.

### **2.1.4 Limitations:**

Apart from having less access to software one of the prime limitations faced while writing the report was unavailability of information about the other departments due to company policies as well as not enough information found in the online portals. Moreover, to me the time frame of internship seems a little less for one to grasp, learn and expertise over something mostly if the area of learning is vast. Furthermore, the lockdown of all the offices including RMG sector did hamper more in the learning process since though the other offices can continue working online but for a factory-based office it is difficult to work online as most of its work revolves around the activities of the factory and workers. Lastly, there are other works done by the corporate HR such as drafting of different papers and the recruiting process of management staff therefore not being able to gain these knowledge act as a limitation to me.

## **2.2 Overview of the company**

Epyllion established their company in Mirpur area back in 1994 through introducing its very first venture Dekko Knitwears Ltd which is the oldest and the mother company of the organization. Their journey towards the RMG sector started with only 200 manpower and two sewing lines and was mainly involved in manufacturing and exporting knit based apparel to abroad. However, by the time being within a short period of time they gradually managed to open more such manufacturing units and successfully expanded their business through both backward and forward integration. For instance, initially they established their very own supply chain including all types of garments accessories, knit garments, textile, washing etc. and now have eventually opened their own retailing brand ‘Sailor’. Therefore, due to their remarkable success and way of transforming their business at present they now managed to build an 18000 plus bigger workforce along with 111 sewing lines running within different factories and boosting up their production speed through producing around 92000 pieces of RMG in a day. Moreover, they now have almost 13 factories located in 3 areas apart from Mirpur such as Gazipur, Uttara and Narayanganj. Besides, they have not just stayed limited within garments products rather diversified into other areas as well. Their visionary way of thinking helped them to quickly gain a reputable market position in this RMG sector and now undoubtedly one of the top notches RMG manufacturers of Bangladesh whose main motive is ‘human spirit’ which entails working for the betterment of its human resources through valuing them more. Additionally, they also focus on meeting the needs and demand of its customers through effectively planning and implementing their strategies accordingly hence was awarded with the title super brands in 2021. Lastly, they are now working for the betterment of the surroundings through promoting more eco-friendly ways of doing business such as planting trees and giving the factory premises and corporate office a touch of greenery.

### **2.2.1 Vision and Mission statement:**

“By seeing their vision statement, it is noticeable that they want to create a channel through which all their associate parties can connect and fulfil their aspiration. Also, they want to establish themselves as a brand in the country which will be an exemplar of green corporate as well as would like to become a style of living for their all types of customers and suppliers”.

## Mission

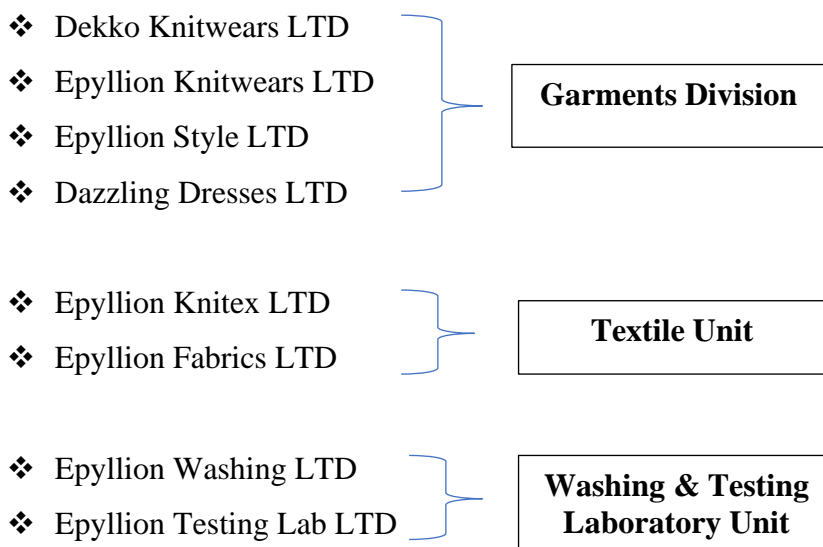
“As per their mission statement, their objective in order to achieve their vision is to create an institution whose main attraction will be its human resources. So, they have started their journey towards fame along with such inspired, experienced employees and the intention is not just to make profit rather to taste the enjoyment of life”.

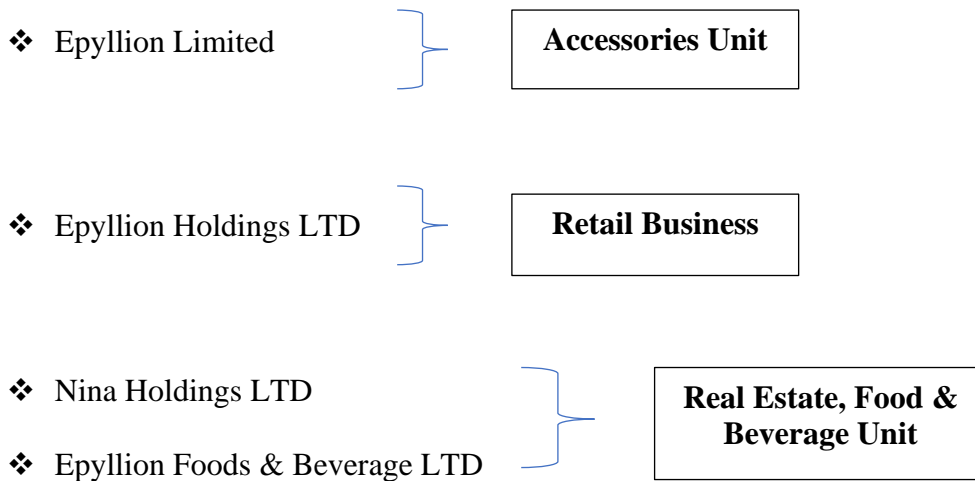
### 2.2.2 Brands of foreign buying partners:



*Figure 1: Foreign Brands Logo*

### 2.2.3 Types of Business units:





### 2.3 Management Practices

Epyllion group follows a **democratic style leadership** as it has active participation of the executives and mid-level managers in the decision-making process. For instance, in DKL they do organize monthly HR meetings where the factory managers and all executive levels remain present where they share their views and opinion and then the ultimate decision is made by the manager. Furthermore, in many cases the factory workers are also interviewed and their experiences are noted in order to make proper implementations of strategies. Therefore, this sort of leadership style helps an organization in identifying problems properly as well as generating solutions. Most importantly, it creates and maintains a proper communication channel between the corporate and other business units.

The overall management group of Epyllion is named as MANCOM consisting of Executing Board members and Management Committee. The board members include the chairman, managing directors and directors whereas the management committee is comprised of 7 top executives. The board members take participation in the policy and decision-making issues where as the executives which are mostly young and dynamic are in charge of strategic planning and its implementations.

### **2.3.1 Human Resource Management Practices:**

Every organization does have a HR department. Sometimes for small companies the owner itself alone plays the role of a HR but a good, profound company always maintains a separate HR team. In the case of Epyllion all the business concerns and units have a separate HR department lead by the corporate HR. It is important to maintain a separate team for each unit because the HR department plays a very significant role in managing the manpower of the factories and all the units follow the same manner of practices guided by the corporate and the Bangladesh Labor law. Therefore, the different HRM practices which I got to learn through working as an intern in DKL are explained below.

### **2.3.2 Recruitment and Selection Process:**

#### **➤ How HRP is done and approved?**

The first step of the recruitment and selection process is HRP (Human Resource Planning). In order to run an organization, the number of manpower required for each department is already decided beforehand through a planned budget. In Epyllion both corporate and factory level need to prepare this budget but the main focus area of the factories is to determine the number of workers required to run the production so that they can reduce cost and the corporate prepare budget to ensure the number of employees. Therefore, in DKL the HRP which is the annual manpower budget is presented to the corporate office for approval before the start of every fiscal year (July-June). The budget includes how many workers will be retained, deducted and will be newly added from which department along with their designation and duty. The budget is prepared by the presence of each department head such as department head of HR, IE etc. who sit together in the conference room at the end of the year and before calling a meeting they all review the number of workers required for each respective department. Reviewing each year is important because every year the company tries to introduce new advanced technology such as more computer equipment or advanced machinery which might replace the need of a worker hence due to this reason after analyzing all these factors it is crucial to conduct a meeting and form a new budget.

MANPOWER STATUS									
SECTION	DESIGNATION	BUDGET	ON ROLL	PRESENT	ABSENT	ABSENT %	LEAVE	LEAVE %	EXPECTED TO BE MIGEATED
CUTTING	STAFF	10	10	10	0	0	0	0	0
	OTHERS MANPOWER	98	100	96	4	4	0	0	0
GRAND TOTAL		1008	1021	957	45	4.41	19	1.86	0

**Figure 2: Example of Monthly Manpower Planning of DKL**

So, based on the budget prepared recruitment is done and the above figure is an illustration of how a HR decides on the number needed to be recruited for a particular department. Moreover, it is very common to see workers leaving the factories at the end or during the month creating vacancies for different positions as a result HR need to have a continuous recruitment at the start of every month. However, recruitment in corporate is done based on need and demand.

It should be noted that, preparing such budgets only entails an assumption or target which means it can be changed based on the situation. Such as, it might be a case that a department needs to hire more additional workers than the required budget which might be due to sudden increase in workload. Hence, those extra workers will be then recruited on a temporary basis and will be termed as an **amendment budget** which will be then sent to the corporate office through a note sheet and after going through procedure and signed by the COO the HR department can recruit these additional workers. Lastly, after the end of a certain period those workers on their own migrate upon getting new job opportunities and in this manner the manpower is then aligned with budget without forcefully firing any workers.

➤ **Steps of Recruitment Process in factory level:**

- Initial process is to do advertisement for recruitment which can be done in 3 ways – Hanging banners in front of the building, distributing leaflets in front of different gates of garments factory, Internal sourcing where own workers are encouraged to bring their known familiar person for a job.
- Primary interview at gate where their name is asked and verified with the NID card. Then they are asked where they used to work before and what types of work, they used to do.

- Maintaining a register book at the gate to maintain a record of people entering into the factory and going out (it means they will not be hired). e.g. – name, date, time of entering and leaving, sign, job criteria, name of people who brought them.
- Again, verifying their authenticity of information by inputting their information in the computer.
- After getting certain information another interview is being taken by calling them. e.g. – asking for a service book, what type of work they have expert knowledge.
- Keeping all the names in an internal register book for safety and the selected workers are then sent for a medical test where they are examined to see whether they are fit for work or not.
- The medical team gives a coupon for a skill test for those who are skilled based workers which will be done by their line IE (Industrial engineering).
- In a skill test a worker is asked to perform a demo task and their time required to complete that task is then recorded which then inputted into the software and the software then grade the worker based on the standard time and practical time taken. So, based on the grade the computer auto generates a salary.
- After passing the skill test, they are then recruited and the non-skilled based workers are directly recruited through negotiation of salary.

➤ **Some specification required for recruiting worker:**

1. Knowledge about the job and machinery.
2. Good behavior
3. Have some goal
4. Disciplined and maintains rules
5. Leadership Quality

## 6. Communication skills

However, **at the corporate level the recruitment process** is mainly done through the advertisement of job vacancy in different online job portals e.g., Bd Jobs, LinkedIn etc. stating position, educational qualification and job description. Then those who are interested send their CV to the required mail address from where the HR do CV sourcing and then select some candidates for interview. Initially, a small interview is taken over the phone and then called in the corporate office for a written exam. The exam questionnaire is prepared upon discussion with the department officers who needed employees to fill up the vacant position. After the candidates are done with the exam a final interview board is set up consisting a panel of different experienced personnel including HR. So, at last the candidates scoring good in the exam are interviewed based upon their written exam and then if the panel finds the candidates suitable further talking about salary is done and eventually recruited.

### ➤ **Maintaining a personal file for a new worker:**

- Job Description
- Appointment letter
- Job Application letter
- Medical fitness form
- Personal information form
- Operators' performance evaluation
- NID card
- Nominee NID card

A personal file of a management level staff is almost same just that some extra documents are being added such as educational certificates.

### **2.3.3 Performance Appraisal System:**

It is the duty of HR to look after the performance of the workers as well as management staff no matter for how many years they are working in the company hence it is crucial to do a



performance evaluation after recruiting the right person. Moreover, along with doing a performance evaluation a HR person also adds benefits and yearly increments to a particular person based on his/her evaluation. Epyllion follows the traditional method of appraising its employees and workers and is now working to introduce new method of appraising. Besides, the performance appraisal is done on a both quarterly and yearly basis after the end of each 4months performance is being evaluated through an appraisal form created by corporate HR where an employee or a worker is expected to meet certain criteria. The parameters that are included in an appraisal form includes both general and technical parameters e.g., discipline, attendance status, percentage of leave, absenteeism, loyalty towards company, respect towards juniors and boss etc. and each parameter includes certain points which add up altogether 100 points. So, employees of both management and non-management staff(workers) are appraised against 100 points.

➤ **Steps of appraising:**

1. First task is numbering our own selves. There is a section where an employee gives points to themselves on each criterion such as he/she thinks that out of 5 he should be given 4 for discipline hence that particular employee put number 4 in the form. This step is taken to see how well an employee can judge themselves.
2. Following their own marking the form is then passed down to that employee's immediate boss who then marks the employees on the parameters in another column and gives comments.
3. After then both numbers are being averaged and the employee is then being given a remark which is good, very good, average, poor excellence.
4. Every employee wants to stay above good. Those who are tagged with average and poor performance are then brought under counselling or asked to attend training sessions which is done by an HR welfare officer.

5. In counselling they sat with their boss and the shortcomings and areas of improvements were being discussed. And then in the next quarter they are then judged again to see whether they are really overcoming their problems or not.
6. If marks increase then no need to do further counselling and if the performance marks decreases then the employee is then given a time for 2-3 months where they are asked to look for another job.

Based on performance evaluation **transfer** and **promotions** are being done. Transfer occurs when an employee is not able to work or performance is low in a certain department so in that scenario that particular employee is then transferred to another department to see whether he/she can be able to perform in another environment or not. In a sense it is more about giving another chance. So, a transfer letter is drafted by HR management from the corporate HR and the letter entails the department to which he/she is transferred, designation and department supervisor under which an employee will work. Promotion on the other hand is being done for performing well and similarly the promotion letter is also done by HR and it includes the reason for promotion, new JD also done by the corporate.

### **2.3.4 Training and Developments Initiatives:**

Epyllion highly emphasizes on improving the performance of its employees and developing their career so that they can achieve their organizational goals and objectives and in order to do so they conduct several types of training sessions. Moreover, apart from achieving goals and objectives training is crucial to cope up with the demand and industry competition as providing training is also a part of the industry law.

#### **➤ Purpose of Conducting Training**

- Fulfilling buyers' requirements is one of the prime objectives of conducting training as if you can successfully make them satisfied then the chances of getting order gets secure. Moreover, maintaining this sort of practice helps to gain a reputation in the

market which then further attracts more buyers. Therefore, buyers provide a list of training which they want to get conducted.

- Maintaining compliance indicates making sure that the laws are properly performed within factory premises. Hence, as per the labor law act training needs to be provided to the workers.
- Improving individual performance of both employees and workers in order to increase efficiency for which certain training needs to be done.

**There are almost around 40 plus training sessions conducted within a factory, some of the important training list provided below.**

1. Worker Orientation program
2. Company code of conduct
3. Buyer's code of conduct
4. First aid training
5. Fire Safety training
6. Uses & Advantage of using PPE & Safety in workplace
7. Maternity awareness training
8. Harassment & Abuse in workplace
9. Grievance Handling Procedure
10. Product Safety
11. Social Compliance
12. Waste management

- **Worker Induction program** - Worker induction is the first and most important initial part of a training program where the newly recruited workers in the factory are welcomed following a 2-day orientation session conducted for about 2 hours. The ultimate purpose of conducting this training is to make the workers aware about the company policies, benefits, procedures and rules and regulations so that they can make themselves comfortable with the new work environment.

➤ **Employee induction program** – Employee induction program is similar to what mentioned above but it is conducted for the employees newly recruited in corporate. It is a 3-day program. The first day is a session which is about briefing the policies and the other 2 days activities include visiting different factories, taking notes and then giving a presentation.

➤ **How Training need analysis are assessed in Epyllion:**

- Identifying gaps of individual employees through observation
- Knowing the interest of employees
- Sometimes after conducting performance evaluation based on the remarks of the boss, need for training are analyzed.
- Interviewing with the employees and noting their recommendations.
- Through seeing the buyer's checklist, training needs are also assessed.
- Then finally determining ways of conducting training sessions.

➤ **Steps of conducting training:**

After the training need analysis process and determining ways the trainer's pools are being created who will be responsible for conducting the session.

- Creating a training calendar which is applicable for both corporate and factory and booking the place beforehand.
- In case of workers training at first the target group is identified. Such as, for maternity training the target group will be the pregnant women.
- Generating attendance sheets and informing the date and time to the supervisor so that they can make some time for the workers on that day.
- Then conducting the training and after the session is over taking workers attendance as well as making them fill up the evaluation form to see whether the training was successful or not and that how they were able to learn.

- Finally making a report consisting of a content page, training module, feedback, attendance sheet as proof to present during the audit.
- **Types of Trainers** – Training in Epyllion is conducted by both internal and external trainers in case of external training skilled trainers are being hired from outside and in terms of internal training trainer’s pools are created through a combination of both corporate and factory personnel. For instance, regarding Health & Safety related training the company has made affiliation with parties such as BGMEA, BKMEA who can act as a reliable source of trainers. Moreover, in some scenarios renowned faces who have expertise knowledge are welcomed as a guest to share their thoughts and give guidance to the employees through their motivational speech.
- **Other Initiatives:**
- There are also many other initiatives taken by Epyllion to generate awareness among the workers apart from just verbally conducting training for them. For instance, drama performance, making posters and decorating notice boards, telling educational quotes through miking etc.



*Figure 3: Type of creating awareness*

### **2.3.5 Compensation and Benefits:**

Hiring people and providing training is not sufficient enough and will not attract a person to continue for long in an organization if compensation and benefits are not provided. Therefore, in this regard Epyllion ensures that both their workers and employees get payment on time as well as can enjoy the benefits associated with compensation. So, providing compensation and benefits is also a fundamental task of a HR which is done by HR through Payroll software. Although it is hard to know about the compensation structure of the employees, some of the procedures of the compensation system regarding workers and benefits provided to both employees and workers are explained below.

<b>Grade Bonus</b>	<b>Basic Salary</b>	<b>House Rent</b>	<b>Medical Allowance</b>	<b>Conveyance</b>	<b>Food Allowance</b>	<b>Gross Salary</b>
Grade 2 Worker	9044	4522	600	350	900	15416
Grade 3 Worker	5330	2665	600	350	900	9845

*Figure 4: Illustration of Workers Wage Distribution*

Apart from the basic salary the other benefits such as medical allowance, conveyance, food allowance is fixed and the rate is provided by the government. The basic salary depends upon the grade of the workers which is determined through their skill test and work experience calculated by deducting the benefits and dividing it by 1.5. Moreover, the house rent depends upon the basic salary rate. Lastly, gross salary can be computed through adding all the benefits including house rent and basic income.

### **Apart from salary and wages other benefits and bonuses provided at both the factory and corporate level to worker and employees are as follows:**

- **Leave benefits** – The company provides 6 types of leave facilities such as
  - Weekly holiday is Friday.
  - Casual leave which can be taken for family and personal problems but cannot be granted more than 3days.
  - Each year they can take up to 14days of paid sick leave.

- There is a practice in this organization that if a person works for 18 days long without being absent, then they will get 1 extra leave for working 18 days at one go known as Annual leave. Additionally, they will get 40 extra paid leave allowance which they can utilize the following year. However, if they do not enjoy this paid leave then can claim 50% wage of that additional leave which remains left out.
- Festival leaves of about 11 days in a year e.g., Eid and if the age of job of a worker is 1 year, then they can also enjoy festival bonus which is 50% of salary
- Maternity paid leave of about 112 days which is limited up to the first 2 child births.

➤ **Leave Management Procedure for both workers & Employees:**

- First, they will have to take a leave form from the HR office and then fill it up.
- Second, take a sign from the immediate boss
- Submit the form to HR office
- The HR office entry into the software
- Take a sign from the head e.g., Manager
- Keep the form into the personal file.

➤ **Attendance bonus** – A bonus of 500 is added at the end of the month only if they report timely as well as remain present throughout the whole month. However, if any emergency cases arrive then in that case, they can submit a leave form before 5pm. As a result, to keep tracking of this bonus the HR daily monitors the attendance sheet in HRMS and inputs some data manually into the software such as the gate slips for those who didn't bring their Id card since attendance will be counted when they will punch their card before and after leaving the premises.

➤ **Biometric insurance** facilities for both employees and workers and if a person dies then the insurance amount will be provided to their close relatives

- **'Kheya'** a special merit-based scholarship of amount ranging from 10k-15k given yearly to employees and workers whose children are doing well in studies.
- **Nutrition allowance** to pregnant women who will enjoy 25 taka every month which start from the time of their leave.
- **New born baby gift** of Tk 1 thousand applicable up to the first 2 children.
- **Picnic** is organized every 2years and the expenses are paid by the company.
- **Affiliation with Islamic Bank hospital.** So, if the employees or workers show their Id card, then get some discount.
- **Overtime Bonus** if worked for extra hours.
- **Service Bonus** applicable which is calculated based on years worked.
- Yearly **Increment Bonus** to every worker which is 5% of their basic salary.



## 2.4 Marketing Practices

Apart from all other parts of an organization the marketing department plays a crucial role in achieving success since it helps an organization to connect with its customers and positioning the value of its brands within the customer's mind through market analysis. Therefore, it is a requirement for every business organization to form an effective marketing team so that they can outshine their competitors and the most crucial aspect of a marketing team is to look for ways for branding and promotions. Similarly, Epyllion group also does have a separate marketing team for its retail brand 'Sailor' which is run by the corporate office as a whole. Although, as per the organization policy there was unavailability of detailed information regarding their marketing policies and strategies however from observation and discussion few of their activities in practice were found. For instance, after every newly designed dress is manufactured, they launch those products through arranging different events which includes ramp walk and fashion show where popular faced models are invited to walk wearing their newly design dresses. This is done in order to gather more attraction from the customers and media houses. Furthermore, other promotional activities they follows are like as providing discounts during festival times, special discounts for their employees, social media marketing (Facebook, Instagram, YouTube), distributing leaflets in newspaper, investing in different billboards, affiliating with mobile banking and digital payments platforms such as people making their payment through Bkash helps them to get additional discounts. Lastly, they also do sponsors in different sports events organized by BGMEA.



*Figure 5: Sponsoring in BGMEA Cup tournament 2018*

## **2.5 Financial Performance and Accounting Practices**

The information related to financial performance and accounting practices were not disclosed by the supervisor as according to the company policy these facts cannot be shared with any one and they choose to keep it as confidential. Hence, their decision should be respected.

## **2.6 Operations Management and Information System Practices**

Epyllion invested in installing Fast React software which is a UK based software mainly used in the RMG sector by the planning and marketing team. This software helps to make effective planning decisions and generate a perfect time schedule of each step of the production once the data of the order is inputted into the software. Moreover, sharing email and files is a daily task of the employees for which they rely on using Office outlook which is a software that helps them to officially communicate with bosses and outside parties. Furthermore, the HR department uses the HRM software whose functionality is designed by the company's own IT sector. The software is designed based on their practices and is used by the HR team for recording personal information of both employees and workers, daily attendance sheet, salary calculation, salary increment, nominee posting, recording information of counselling, calculation of leave and benefits. Similarly, they also do have a HRMS Skill named software which is used by the IE department. It is used mainly to generate skill-based salaries of the workers such as finishing, operator, line ironman whose works are graded based on the standard time and required time of working. Hence, once the time is inputted into this software it auto generates a grade and salary as well as can also be used for increment purpose. Besides, there is another software that I got to know about which they use is ERP that enables them to generate different notes and receipts such as material receive and issue note, internal delivery gate pass, store return note etc. Furthermore, the organization has made affiliation with Rokat which is a digital banking service provided by Dutch Bangla Bank and is used to give payments to the workers. Lastly, since it's a registered company under BGMEA so as per their requirement all the employees and workers need to get registered for life insurance using EBIM, a software prepared by BGMEA to list down information.

## **2.7 Industry and Competitive Analysis**

Industry and Competitive analysis are a sort of measurement tools for an organization to assess its position within the industry as well as the other firms operating within the industry. This technique is also used to identify an organization's potential as well as act as a solution for further development of the strategies and policies. Moreover, there are different ways in which an organization can conduct this analysis and it is a requirement for big companies to do such analysis. Therefore, for Epyllion group SWOT method is being used which will help to reflect the company's both internal and external strength and weakness along with its future opportunities and likely threats. So, the SWOT analysis of Epyllion group are as follows:

### **Strengths:**

- Have created their own supply chain for manufacturing their RMG products by doing backward integration.
- Creating goodwill in the market through affiliating with renowned foreign brands and having a proper maintenance of compliance.
- Achieving loyal clients who prefer giving them contracts on a continuous basis due to providing qualitative services.
- An effective segregated team in each unit along with highly skilled management professionals who deal with the corporate part of the organization.
- Proactive HR employees in case of solving internal disputes and decision making at factory level.
- Focusses on both workers and employee's development through conducting different employee engagement initiatives and training sessions.
- Establishing own retail brand.

## **Weakness:**

- Epyllion uses the old traditional appraising system to appraise the performance of their employees. Therefore, this system does not include a 360-degree overview of an employee's performance because this does not judge an employee based on all criteria that Epyllion needs in their workforce to enhance the performance. Moreover, in this modern competitive era, an employee should be assessed based on a lot of things so that a company can get an advantage in the industry for which they need a strong performance measuring technique.
- Not enough transparency of information into the factory level due to which the employees experience lack of knowledge about other departments of an organization.
- Increase migration rate of factory workers which reflects the company's failure to motivate and retain workers hence it increases cost of hiring each month as well as rate of productivity also decreases since new workers need some time to get adjusted and be familiar in operating machineries.
- Experienced employees leaving the organization also act as a weakness as the company spends a lot on enhancing those employees' skills and knowledge.

## **Opportunities:**

- The demand of RMG products is something which is not going to get replaced hence there are chances of new buyers entering into the market. For instance, recently they have got a new buyer named Carhartt.
- Improvement in merchandising and marketing department which will help Epyllion to get more market coverage and reputation abroad.
- Opening new production lines and factories in the outskirts of Dhaka mainly in the EPZ areas will create opportunities for the company to get access to a greater number of laborers.

## **Threats:**

- Unable to hold skilled employees act as a threat for the company as it leaks the company's strategies and tactics in front of the competitors who can therefore use it to compete against them.
- There are a number of rules and regulations given by both the government and BGMEA which Epyllion had to follow. As a result, it sometimes hinders the progress of the business as it needs to spend additionally in order to maintain compliance.
- Threat of new business entering into this market since in Bangladesh there is no strong entry restriction for the newcomers which in a sense increases the level of competition.

## **2.8 Summary and Conclusions**

To sum up, after experiencing some serious incidents in the past which has managed to tarnish the image of the RMG sector of Bangladesh the government has come up with a lot of initiatives and strict rules and regulations. As a result, it can be seen that at present time there has been a lot of development in this sector though many have adopted these new developments but still some are yet to overcome their challenges. Therefore, Epyllion can be portrayed as an example who has been operating in this sector for almost 27years and has successfully managed to earn a reputation in this market through their CSR and business functionality. Starting from a single factory to now almost having 13 factories into different areas that too having both backward and forward linkages they have come a long way. Moreover, they have established a strong effective management practice where the experienced corporate team has been leading from the front and guiding the small team at the factory level. Furthermore, their HRM practices are very well organized and executed whose objective is to work for both employee and workers development and has been showcased through their way of functioning at the factory levels. Last of all, the marketing and information system are also on the verge of progress which is in a sense helping the organization to reach out more customers and getting rid of the manual paperwork. However, regardless of all the accomplishments there are still some aspects in which they should work on in order to move forward and are explained in the recommendation parts.

## 2.9 Recommendations

According to me, the following recommendations for Epyllion are as follows:

- Firstly, they should soon start the KPI based and 360° evaluation procedure for both management and non-management staff so that the right person gets promoted and chances of biases will decrease which will also motivate others not getting a promotion to work harder.
- They should share more information to the factory level employees so that they can be aware of the future endeavors and can act accordingly. For instance, it is important for an HR department operating at factory level to have a sound knowledge about other departments of the organization.
- Moreover, the company should transform its HRM into SHRM as the employees especially in HR departments who play a key role in the organization can therefore work strategically which will help the organization to accomplish its goals.
- Similarly, they should also focus more on branding their organization name ‘Epyllion group’ along with their retail brand ‘Sailor’ by promoting their different programs such as management trainee programs, internship programs in order to attract more newcomers and to create an impact in the job market.
- Furthermore, in DKL office space for each team functioning be it HR, IE, MCD etc. should be increased because shortage of working space might hamper productivity of employees.
- Lastly, apart from knit based products Epyllion should also invest in other types of garment’s products such as woven products which will help them to attract more foreign buyers.

## Chapter 3: Project Part

### “A study on the effectiveness of HRM practices and how it helps to resolve the internal worker disputes”

#### 3.1 Introduction

HR is known to be the father and an integral part of an organization mostly those who are related with the garments sector. Indeed, for this sort of businesses their core customers are its own workers hence the ultimate practices of HR are destined to provide satisfactory services to its workers and to make sure that the workers are productive and motivated. Therefore, if the workers stay motivated then the chances of internal clashes and grievances gets mitigated, that is the initial way a HR tries to play their role effectively. However, it is not always possible for a HR person to be successful in these matters as a result it gives rise to problems such as disputes within the workers. Moreover, this report is written with an aim to present this problem in a broader aspect. The **prime research question** in this project is “What are the causes of internal disputes and how it can be solved through effective HRM practices?”.

#### **Problem Statement**

In relevance to the garments industry of Bangladesh the intensity of this problem is huge as it is capable of hindering the overall growth of this sector as well as can tarnish its hard-earned image in front of outsiders (Chowdhury & Rahman, 2017). This problem is very important and needs to be solved because in the past we have seen a lot of destruction based on worker disputes in our economy. Such as vandalizing and destroying employers’ property.

If we visualize the RMG sector or textile industry of our country then it can be seen that there are a number of factories operating at different industrial zones which act as an income source for thousands of workers. In addition, the majority of these workers are mostly illiterate or have minimum educational qualifications which creates a gap between the employers and the workers. Due to this it becomes difficult sometimes to make them understand the scenarios which then creates disputes. So, effective human resource practices are required such as proper counselling, effective selection of worker’s leader and a structured training and development. Similarly, Epyllion Group is also a large scale RMG manufacturer in Bangladesh who operates with thousands of workers and employees and therefore need to deal with similar issues every now and then.



### **3.1.1 Literature review:**

#### **Concept of Workers disputes**

Disputes is one of the common phenomena and has become a crucial part of work life which can be seen throughout the world mainly due to more acceptance of freedom of speech which ultimately giving rise to a number of strike activities (Velden, n.d.). Similarly, in Bangladesh workers disputes have been occurring on a continuous basis and have become a critical issue to deal within the RMG sector. For instance, as per survey conducted it was seen that in 2017 181 disputes were noticeable among which 91 cases belonged to the garments sector (Mirdha, 2018). Moreover, the term worker disputes come with a lot of variations as its occurrence depends on some of the situations happening within the factory premises. Therefore, some of the likely types are wages and benefits related disputes, protesting for wrongful termination, disagreement with employers related to new policy, lack of safety facilities etc. As a consequence of this, both operation and profit margin of an organization gets affected. However, some people argue that the trend of conflict has declined over time due to strict government rules and regulation regarding labor law rights (GPS, 2020). Even though it has decreased in bd compared to previous statistics, the number of conflicts is significant enough to have a strong impact on both the organization and the economy.

#### **Impact of relationship between the HR and worker in generating disputes**

On the other hand, the HR management act as a middle man between the organization and workers as all the decisions taken by the higher authority are passed to the workers by HR. As a result, if any communication gap occurs over here then it automatically creates a negative culture with in the workplace. Hence, it then also creates a misunderstanding between the workers and the HR such as even if they want to say positive things which might benefit them the workers might eventually take it negatively. Therefore, in future the workers are more likely refute to accept any new changes because of generating a trust issue upon the management team which then give rise to disputes. For example, (Rabbi, 2020) have stated that an unproductive communication might lead to a shutdown of projects or even the functionalities of an organization. Although, some studies suggest that this misunderstanding between the HR and workers due to gap in communication can be resolved as there are also other higher bodies presented in an organization apart from HR. So, if the changes are portrayed by them directly or if there are increase engagement of such bodies then the bad relationship of HR and workers will not affect in the implementation of new changes (Colvin, 2004). But this might not work

for the industries like garments sector as they need to deal with a huge number of workers hence it is not possible over here for director bodies to directly engage with the workers. So, there is no chance of excluding the HR as they are the one who will ultimately represent these bodies.

### **Occurrence of Internal disputes due to less workers involvement**

Besides, because of our growing market demand the organizations need to implement new changes or need to introduce new technology. But this new change acts as a two-sided coin which can either make a working atmosphere easier for employees and workers or can even sometimes make it difficult for them to learn and adopt new things. However, these implementations of new changes give rise to dispute when the changes are directly imposed upon the workers without having a proper discussion with them. So, less involvement of workers in the change making process makes them feel that they are not important for the organization and fail to understand why these changes are needed for them (Kappel, 2018). Hence, due to not having any strong hold of opinion power they gradually started building a grudge against the organization and ultimately the organization needed to witness conflict in the workplace. While, it is argued that it is not always good for an organization to include their employees or workers in the decision-making process as someday they might leave the organization and may share the internal information with rivals who may then take advantage of it (Obiekwe et al., 2019). Nevertheless, in garment industries if workers are involved in the decision-making process and if they leave at the end of the day this might not have that much impact within the competition because the information which will be shared with them will be related to the worker level and factories not related to corporate. So, not making them a part of the process will rather have a greater impact.

### **Accuracy of HRM practices in solving the disputes**

The benchmark of HRM effectiveness is not a fixed thing rather its standard evolves on a continuous basis. Like as, the standard that used to determine the effectiveness of HR before is not the same if compared to present context as the more time passes by the more complexity within the workplace increases. So, in order to meet the challenges, the minimum standard of HR needs to be increased. As a result, relying only on HR is not an effective solution as it is not possible for HR to solely solve the conflict related problems arising in the organization; rather some problems need to be solved and looked after by the management and other

respective departments (Muller, 2017). In contrast, it is also being argued by others that if proper training is given in order to develop the HR team, then it is possible to upgrade their standard of providing effective practices within the workplace (Mayhew, 2019). Yet, even if these measures are taken still, it will remain doubtful that HRM practices can effectively eliminate all the problems such as internal worker disputes. In addition, in the factory-related workplace from providing compensation and benefits to firing workers all the aspects are being played by the HR so even if they try to implement necessary steps to mitigate the conflicts the workers will have a perception that the HR is just trying to have a control on them and is misusing their position.

### **3.1.2 Objectives:**

The **Broad Objective** of this research is to identify the effectiveness of HRM practices in dealing with the workers disputes.

However, the **specific objectives** for this research are given below which will help to express the various aspects of the problem.

- Identify the types of workers disputes.
- Find out whether the relationship between HR management and workers give arise to dispute.
- Point out whether the less workers involvement in change making evolves conflict in the organization.
- Discover whether depending on the HRM practices are enough to solve the disputes

### **3.1.3 Significance:**

If looked into the past scenarios the ultimate task of HR was to recruit, select and provide benefits to the employees but as the time passes by the role of HR also gradually increases. According to the present context, a HR is now considered as a business partner because of their effective measures to deal with the manpower of an organization but however even after

playing such effective roles there can be a lot of ways in which a HR might fail to solve a problem. This is probably because due to change in working patterns as before it was mostly industrial based but now it is evolving more into service based. Therefore, among the various problems this project part signifies a problem which is internal worker disputes that is not being solved yet even after effective practices.

So, this report provides a detailed thorough analysis of the possible causes of disputes, its consequences and the effective practices that can help to resolve the issue. Moreover, the problem has been discussed in a broader aspect which is based on the overall garments industry of Bangladesh. Therefore, as Epyllion is also a part of this industry and needs to deal with the same problem even after taking necessary actions hence this research will also act beneficial for them as they can get to know about the intensity of the problem. In addition, the industrial relations that are being practiced in DKL and got to know while working as an intern has been discussed along with a survey taken on their workers. Hence, this report will also highlight the workers perception on the following practices and will clearly guide Epyllion on the areas that need to be or can be developed and by this they can also reduce the dispute.

### **3.2 Methodology**

The methodology part helps to guide the readers to know about the types of research it is and the medium of data collection. Therefore, the types of research done for this project part belongs to both **descriptive** and **explanatory**. This is because the descriptive research purpose is to describe something and is based on observation, which is exactly, I am doing in this research such as describing the types of disputes occurring and observing the HRM practices of DKL. Besides, since I am also explaining the causes of disputes that is why it is also explanatory research as it objectifies the same thing.

Moreover, the **sample target population** for conducting the survey was the workers of DKL and used a **convenience sampling technique** since the survey depended on the availability and willingness of the workers to participate. Lastly, the method of collecting information for this entire report was based on a **mixed method research** as both the qualitative and quantitative methods were used.

**So, the primary data collection for this report are as follows:**

- Observing the works done by the HR department and visiting the factory floors to have deep understanding.
- Discussing with the co-supervisor and other HR co-workers about their functionalities.
- Having a conversation with the HR manager of the factory.
- Conducting a survey on the workers working in the cutting, finishing and sewing department.
- Noticing the interaction between the HR management and the workers.

**However, apart from these there were also other secondary data used in order to complete the report are as follows:**

- Seeking knowledge through reading official documents.
- Screening the website of Epyllion Group.
- Taking ideas from old reports, online articles, journals, research papers.

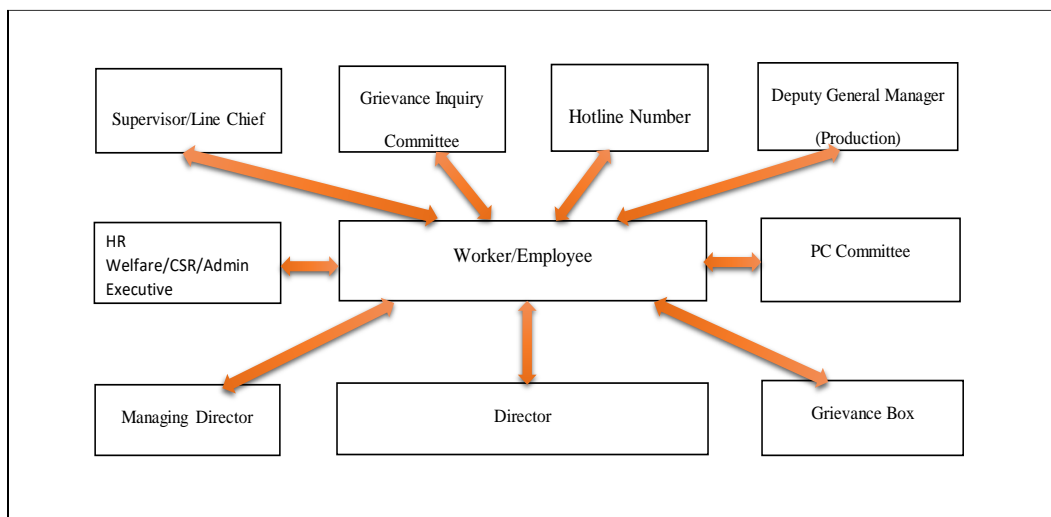
### **3.3 Findings and Analysis**

The above-mentioned problem which is the internal worker disputes and the objectives expressed in the literature review in a broader perspective are justified over here. It is justified by showcasing the HRM practices of Epyllion that they use at the factory level to resolve conflict. Moreover, since Epyllion is also a part of this industry and needs to go through the same problem hence an analysis on their effectiveness of HRM practices in resolving internal worker disputes will help to clarify the overall research purpose. The practices were noted through observing their works as well as having a discussion with them. Furthermore, following this an interview with the HR head was taken to seek his opinion regarding the objectives and lastly, a survey was conducted to shed light on the effectiveness of their HRM practices.

### **3.3.1 HRM practices in DKL to sort out conflict issues:**

- **Accumulating Intelligence in the factory** – The workers with whom the HR share good relations are appointed as their intelligence whose duty is to come to the HR office and share any problems they have heard while working on the floor. In this manner, the HR can keep information of the ongoing problems or can take necessary steps before any problem arises.
- **Forming PC Committee** – The HR plays an active role in the formation of a participation committee which consists of a group of 14 members where 6 are from the owner's side and the rest 8 are from the worker's side. These 8 members represent the whole factory workers and act as leaders who communicate their problems to HR and higher authority. Therefore, from electing the right candidates, taking all the measures for conducting elections, meeting with them following every 2 months and then preparing meeting minutes all are being portrayed by the HR.
- **Counselling & Training** – Training regarding how to report any grievance and its medium is being discussed on a continuous basis with the workers. This is done in order to reduce the level of disputes occurring as grievances eventually evolve into disputes at a later stage. Moreover, counselling is done to workers who want to leave the factory due to any dissatisfaction in the workplace. Similarly, complaints made by the supervisor regarding any worker for their unethical behavior and working patterns are also being resolved through counselling them.
- **Forming inquiry committee** – For any large complaint or dispute an inquiry is being formed which is initiated by the HR. This inquiry committee is formed consisting of parties from both sides such as the victim can choose their own member according to their choice and same goes for the accused person. This is done to refrain from providing any sort of biases and the ultimate decision is being given by the inquiry team through collecting solid proof.
- **Medium of expressing worker's grievance** –

- ❖ A grievance box is situated inside the washroom at each floor so that a worker does not feel hesitant to submit their complaint in front of others.
- ❖ Can use hotline numbers to complain through the phone verbally.
- ❖ Can come directly to the HR office and submit a written complaint to the welfare officer who maintains a grievance register book.
- ❖ Can at first inform their line chief or supervisor under whom they are working and the supervisor or line chief can then pass the information to the HR office.
- ❖ They can also go to the PC committee or else to the inquiry committee with their problems.
- ❖ Lastly, also have an option to directly convey the problems to the factory manager or the corporate head authorities via phone call or an immediate visit.



**Figure 1: Grievance Flowchart**

### **3.3.2 Opinion of MR. Ibrahim Khalil, Sr. Manager of DKL, Epyllion Group regarding the effectiveness of HR in worker dispute resolution:**

Following questions asked and the interpretation of their answer are given below:

#### **1. Does the relationship between HR management and workers give arise to dispute?**

**Answer:** Upon asking this question MR Khalil said, *“Yes the relationship between HR and the non-management staff will affect the workplace and will create dispute in the long-term. Not only HR it is also applicable for the other person within the organization such as relationship with the employees and the higher authority will also likely to generate disputes but the impact is greater for HR. This is because HR is more affiliated with the workers and works closely with them as a result HR is more misunderstood by them. So, if HR have a good relationship with the workers, then the workers can understand their doings, will trust them more and difficult decisions can be implemented easily through properly explaining them”*.

#### **2. Can rate of disputes increase due to less worker’s involvement in the decision-making process?**

**Answer:** According to him, *“Not involving workers in the decision-making process often gives rise to disputes. For example, a recent incident happened in one of our factories where a top managerial person gave direct order to remove all the mirror from the washroom as he have observed that workers waste a lot of time grooming themselves on the mirror. So, this decision was given without taking the worker’s opinion regarding the matter as well as without involving the pc committee. As a result, it creates disputes among the workers making them complaining about the fact in the HR office and also got offended for not involving or letting them know about the decision before its implementation”*.

#### **3. Are HRM practices enough to solve the disputes?**

**Answer:** He replied, *“If the sole responsibility of resolving an issue is given upon one department, then it surely does not act effectively as this ultimately creates a burden*

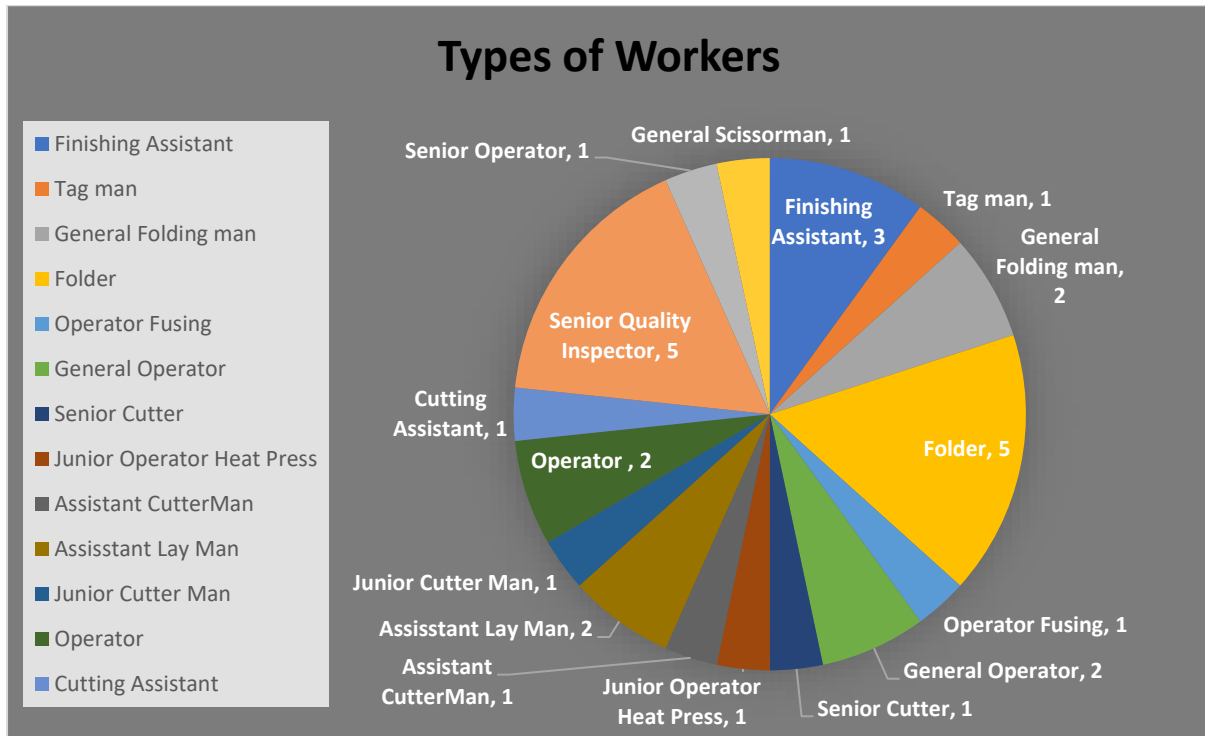


*for the employees working under that department and they feel unproductive. Moreover, it also hampers their performance such as if the duty of disputes resolution is given to the HR department, then their performance will be appraised based on the success rate of resolving the dispute even if it is not possible to do good in that job. So, it means once a job is given it is going to be counted on their performance evaluation no matter what. Hence, it is important to divide this job among the other respective departments”.*

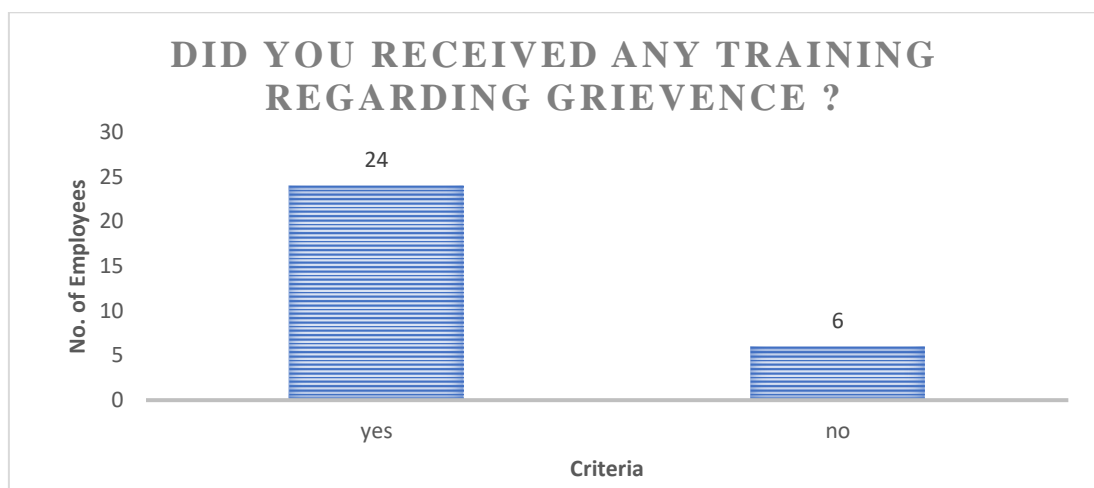
- ✚ So, from the above statement of the manager it is quite clear that the claim which I have developed in the research statement is justified because in this statement of manager he is supporting my claim and also agreeing that relying only on HR is not an effective solution to resolve a dispute. However, there are some of the practices that they use to resolve the dispute but those do not guarantee a complete dispute resolution. Hence, I believe that my statement is valid and for further validation I am also presenting a survey done on workers shown below.

### 3.3.3 Interpretation and Analysis of Worker Survey:

**Chart 1:** The categories of 30 workers who participated in the survey are graphically represented below.



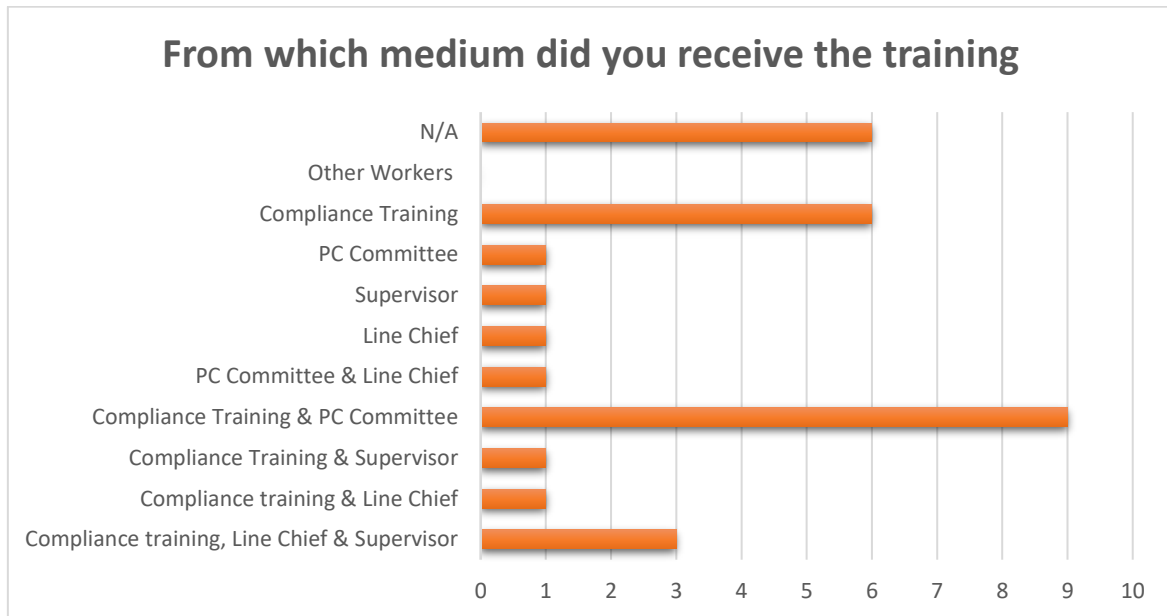
**Chart 2:**



- After asking the 30 workers whether they have received any training regarding grievances in the workplace 24 have said yes and the rest 6 have said no. The 6 people

who have said no were basically newcomers who are yet to receive the training but the rest 24 who have been working for a long time have received training which indicates that in DKL training is being provided.

**Chart 3:**



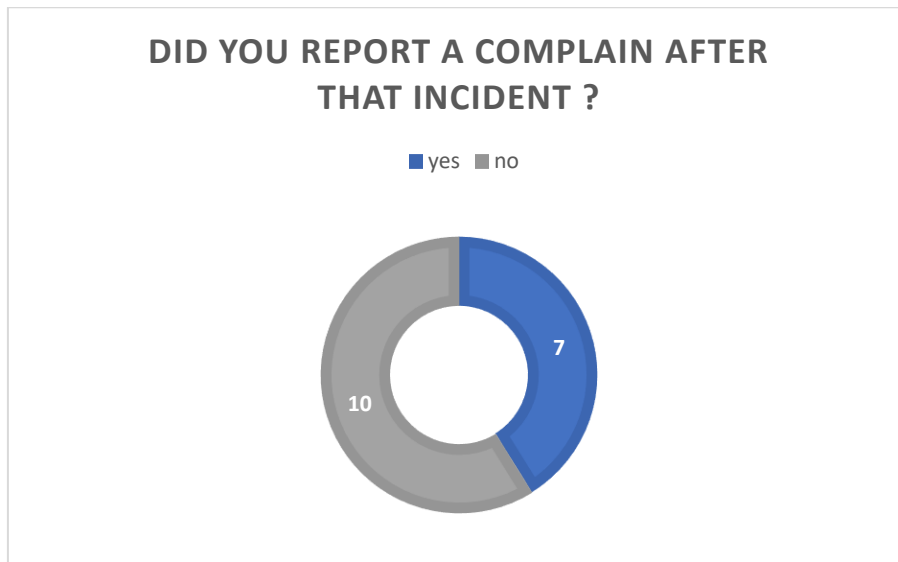
- Following the above question, they were then asked about the medium from where they have known about grievance or receive the training. So, this chart expresses all the medium but it seems that they got to know about grievance very less from their supervisor, line chief and other co-workers which also proves that involvement of other department is less.

**Chart 4:**



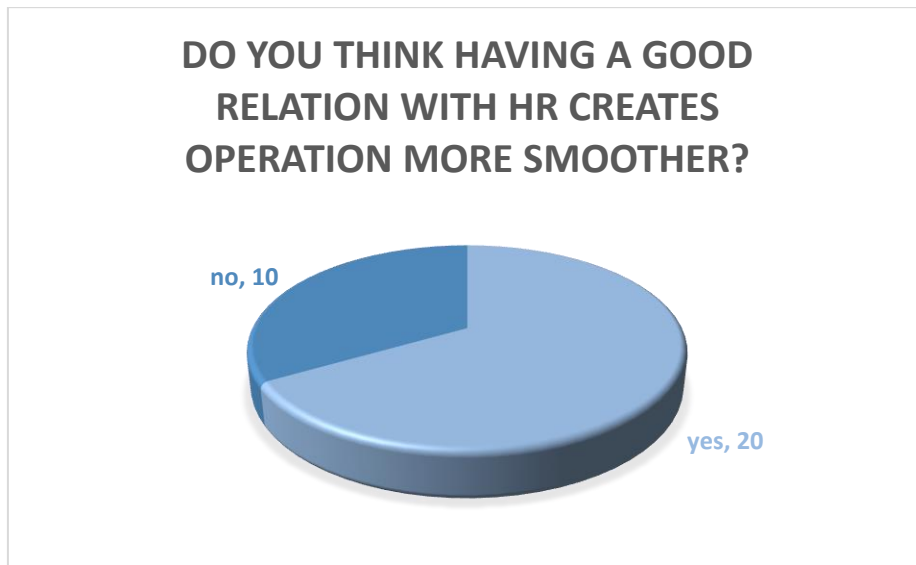
- Next, they were asked about any incident they faced during their work life which they wanted to complain about and out of 30 around 17 have said yes and rest did not face any incident.

**Chart 5:**



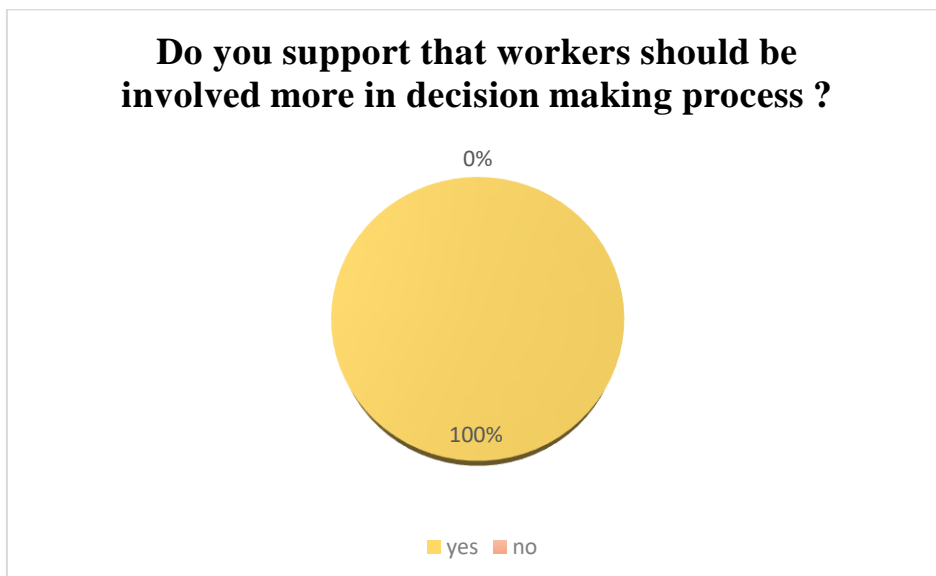
- This chart reflects the question asked to them which is about reporting a complain after they have faced any incident. However, it indicates that even after having 17 people who faced an incident only 7 got courage or did report but the majority of them did not get enough motivation or did not feel comfortable to report that incident. This also questions the efficiency of HRM practices as even after having training and complaining facilities they did not complain which also justifies my statement that only relying on one department is not enough.

**Chart 6:**



- Most of the workers after asking the above-mentioned question in the chart have agreed with this statement which supports my argument.

**Chart 7:**



- Upon asking the question regarding their involvement all the workers agreed that they should be involved more in the decision-making process.

### **3.4 Summary and Conclusions**

To sum up, this project part is done to identify a problem occurring within the garment industries which is also ultimately a problem that Epyllion also has to go through. Therefore, the problem identified is the internal worker clash and how effective are the HRM practices in solving this matter. Besides, a detailed breakdown of the problem into different specific aspects has been explained properly in the literature review following a proper clarification of the problem statement in Introduction. Furthermore, the statements regarding the problem made in the literature were justified in the analysis part where firstly the HRM practices followed in DKL were properly represented and then an interview taken with the HR head was outlined. So, the questions asked to the managers reflects the statements made in the literature review this were done to reflect his opinion regarding the matter and based on his answer it was visible that he agreed with the fact that disputes are likely to occur even if effective HRM practices are being provided to the workers and it is important for the HR to share a good report with them as well as involving them before giving any order. Lastly, a survey on the workers is also demonstrated through different charts which also favor this report as they also all somewhat agree with the statements that were developed for this project issue.

### **3.5 Recommendations**

Firstly, as there were mostly mediums of complaining for workers but not for the employees so they should also create a channel for employees so that they can share about their problems and thus provide necessary training related to this. Moreover, there is no doubt that they take necessary actions to mitigate the issues but then again as the workers feel that they should also be involved therefore the HR can make the PC committee a part of their planning which they will be doing for making any new changes for the workers. Furthermore, the workers should feel more comfortable to come to HR and report a problem that they feel to complain about and for this HR need to make their bonding with the workers stronger. This can be done more effectively when they will try to analyze the situation from the worker's point of view. Besides, this will also reduce negativity and help to make trust in the workplace. Lastly, they can also keep an evaluation process just like performance appraisal which will help to keep them track of the grievance of both the workers and the employees as well as should divide this process among all the other departments. So, working together as a unit within the organization can be helpful to resolve any conflict efficiently.

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