

Report on  
“Human Resource Management Practice at Aarong”

By

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A thesis submitted to the BRAC Business School in partial fulfillment of the degree of  
Master of Business Administration

BRAC Business School  
BRAC University  
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# Approval

The thesis titled “Human Resource Management Practice at Aarong”.

Submitted by:

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Of spring, 2022 has been accepted as satisfactory in in partial fulfillment of the requirement for the graduation degree of Master of Business Administration on Spring 2022.

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# Letter of Transmittal

Dr. Akbar Ali Khan  
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**Subject:** Submission of the thesis report on “Human Resource Management Practice at Aarong”.

Dear Sir,

I actually have the satisfaction in filing the thesis report on “Human Resource Management Practice at Aarong”. It is my satisfaction to perform the studies report below your supervision. I actually have organized a thesis report on “Human Resource Management Practice at Aarong. I wish this report displays at the present day troubles at the Bangladeshi venture.

I have tried my best to follow your guidelines in preparing this report. I have presented what I do believe to be most important information to make my paper as specific & coherent as possible.

I hope that this paper will fulfill your requirements and hope my effort would satisfy you. It was a great experience for me to do this report and I would like to thank you for your guidance and for giving me this remarkable opportunity to work on this organization.

I, therefore, would like to request you to acknowledge my dedication and hard work and kindly accept my report for further assessment.

Sincerely yours,



Md. Mubarak Husen  
Student ID: 191640

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My special thanks go to my family, for providing mental support and to continue other logistic support to prepare this paper. I appreciate their cooperation and sacrifice of their considered time. I also like to thank to BRAC University for continue online semester during COVID 19 pandemic situation.

For collating my observation source of information was collected from different books, journals and related scholastic articles on internet. I also thank all those authors for their hard work.

Finally, I extend my regards to all of our well-wishers for their co-operation.

## **Abstract:**

This report in first chapter, I attempt to cowl the historical past of the file, beginning of the report, cause of the rational, methodology, scope of the file, limitations, goals, targets and defined motive of the file. I attempted to speak about advantage the file observe of task approximately Aarong style logo with inside the first chapter. And with inside the 2d chapter, I attempted to speak about approximately Aarong history, relation with BRAC, Ayesha Abed Foundation and beginning of the Aarong and what merchandise they carry for Bengali people. Next with inside the 0.33 chapter, I attempted to speak about approximately HR sports of Aarong. What styles of sports Aarong follows? And at ultimate I even have given my opinion and attempted to complete the file with a few guidelines and end part.

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# Chapter-01

# Introduction

## **1.1 Introduction**

“To supply a steady and profitable source of work for the privileged rural artisans, lift up the

conventional personality and the commitment of quality benefit”.

Based on those basic Aarong all began its excursion in Bangladesh. Aarong is an organization that is resolved to direct the existences of downsides, progressing customary articles from Bangladesh and laying out the doorways so their items might be exchanged. All through Bangladesh and in worldwide objectives, the character of Aarong is the equivalent expression of extraordinary creativity and uniqueness. The originator and the makers of the object amplify marketed via way of means of Aarong, have now no longer because it have been installation the agency as pioneers in deshi craftsmanship, however have too reignited intrigued and ubiquity for patterns and traditional creates which are nearby the nation. It is the altruistic mix of contemporary-day and general that guarantees that each article is exact and saleable in predominant society. Aarong in this manner has many craftsmans creating earthenware production work, pearls, woven wicker holder, silk, calfskin things, metal parts and heavenly wooden longings.

These days, hardly any city customers will fight that Aarong is the nearby Mecca for deshi craftsmanship. Aarong's item designs has added client consideration lower back to the items and examples which can be natural to Bangladesh, its makers mixing the customary with the ongoing in a way that has gotten second client offer, starting a revolt in designs that has as of now been taken up by boundless different shops and stores. Aarong's thing plans focus on the contrasting sorts and surfaces of makes and plans that have been passed along from one period to another among weavers and craftsmans in make revolve focuses around the country.

The name of the association Aarong will be a Bangla word. It implies “a city affordable or market”. The town reasonable gives skilled workers of all exchanges a commercial center to show and offer their conventional crafted works. The naming of Aarong as such maintains the organizations commitment to advance the innate merchandise of our nation, which are a portion of our wealthy social and creative legacy.

Page 1

It is the craftsmanship exhibiting arm of BRAC from 2010-(Building Assets Over people group), the greatest NGO in Bangladesh and inside the world. Aarong has made a town sensible for the gifted specialists of all trades meet up to show and arrangement their ordinary meticulous work.



It makes a difference vitalize the conventional craftsmanship and discover a more extensive showcase for their items broadly and universally. Set up in 1978, Aarong might be a sensible trade association devoted to bring roughly sure changes inside the existences of obstructed craftsman and oppressed commonplace women by reestablishing and propelling their capacities and make. Coming to out to weavers, potters, metal specialists, goldsmiths, jute workers, bushel weavers, wood carvers, calfskin workers and then some, Aarong handles and supports an alternate portrayal of 65,000 craftsman's, 55% (Included - AAF) of whom are women. These days, Aarong has been able to be the foundation whereupon free pleasant bundles and family-based craftsman publicize their make, in an effort to situate the country's workmanship industry on a world phase of appreciation and certification. Throughout the quite a while, Aarong has procured a title as one of the best provincial make creators and sponsor in homegrown and abroad.

## **1.2 Aim of the study:**

From this research to gaining knowledge how to deal with the working employee of any organization. Gain knowledge of how the attitude of a skilled HR professional plays a role to success.

## **1.3. Objectives of the study**

General objective of this report is to analyze the HRM systems of Aarong.

- a) To grasp HR arrangements and practices of the Aarong.
- b) "A Research on Training & Development Program".

This report has specific purposes, including:

Learn about recruitment and selection systems, training and development. Along with the program, reward system, performance evaluation system. Get ideas for organizational

structures, management processes, and coordination systems. To figure out Employee fulfillment rate.

#### **1.4 The Methodology of the report**

This task required a systematic process of selecting topics for the final report, including some intermediate steps. For performing the study, the data sources were identified and collected, classified, analyzed, interpreted and presented in a systematic manner. The topic needed a hypothetical examination too. However, the whole process of methodology is given below:

##### **Primary Sources:**

1. A conversation of consul with the respective officers of the Aarong.
2. Practical experience sharing by respective officers of the Aarong.

##### **Secondary Sources:**

1. Annual report and related with books of Aarong.
2. Different written document of Aarong.
3. Google and web site etc.

#### **1.5 Limitations of the Study:**

1. Due to the COVID 19 situation I have strict limitation for collecting data primarily. This study is based on secondary sources such as books, journals, web resources, comments, newspapers, and national and international documents.

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2. Given time is not enough for such comprehensive study.
3. Aarong as a commercial organization they are very busy and they could not able to give me enough time for discussion about various topics.

4. As a private organization has some restriction to serve all the real data of the venture of the general people as a result the study is mostly depends on artificial files and annual reports.
5. There were some restrictions on agency access to sensitive information.

# Chapter-02

## Profile of Aarong

### **2.1 History of Aarong**

BRAC the most important NGO of globalwide became installation in 1972. At that factor in 1976, BRAC the most important NGO of the arena dedicated to lessen destitution and attractive the underprivileged people has all started a touch interest to improve sericulture a number of the women of Manikganj. Afterward, Aarong became born in 1978 require of

creating a distinction the distraught, destitute silk ranchers of Manikganj. Their visionary goal to regulate the lives of denied artisans and underprivileged provincial women via way of means of animating and empowering their expressions and creates. At the tremendously beginning their goal shoppers have been a few sellers of Dhaka. Before lengthy sufficient, Aarong commenced to increase and unfold throughout the entire city, from one unmarried keep to the finest retail chains of Bangladesh. Presently, Aarong consists of a massive own circle of relatives of 65,000 artisans with bendy experts counting weavers, potters, brass employees, jewelers, jute experts, wicker box weavers, wooden carvers, calfskin employees and more. Specialists, wicker box weavers, wooden carvers, calfskin employees and more. Among those artisans, 85% of them are rustic women which seem high-quality symptoms and symptoms in the direction of permitting women. Nowadays, it is able to be successfully stated that Aarong has gotten to be the finest level for the small loose bunches and own circle of relatives primarily based totally interest for providing their makes inside the countrywide and normal showcase. Aarong is stands because the meddle bridge via which country artisans and women can provide their home-made gadgets and produce nourishment to their table.

- Spot installment on item conveyance to empower proficiency and efficiency.
- Contact manufacturers in faraway regions to make sure the honest cost in their efforts.
- Marketing conversation and records for artisans.
- Advances towards buy orders wherein necessary.
- Support for product design and product development.
- Education and training on capacity building to improve product quality and marketability.

## 2.2 Profile of the Aarong

<b>Name of the Organization</b>	<b>Aarong</b>
<b>Years of Establishment</b>	<b>1978</b>

<b>Head Office</b>	<b>346, Tejgaon Industrial Area, Dhaka-1208, Bangladesh</b>
<b>Product and Services</b>	<ul style="list-style-type: none"> <li>• <b>Men’s Product</b></li> <li>• <b>Women’s Product</b></li> <li>• <b>Children products</b></li> <li>• <b>Leather Product</b></li> </ul>
<b>Number of Branches</b>	<b>24</b>
<b>Total Producer</b>	<b>700</b>
<b>Customer</b>	<b>All age group customer</b>
<b>Slogan</b>	<b>“ Ake Britta Banglar Mouk”</b>
<b>Working Manpower</b>	<b>70000+</b>

### **2.3 Aarong sort brief**

Aarong is one of the best Reasonable trade associations of the country. These days, barely any metropolitan customers will fight that Aarong is the local Mecca for deshi craftsmanship. Aarong object plans has acquainted purchaser consideration lower back with the items and

examples which are natural to Bangladesh, its planners mixing the conventional with the current day in a way that has acquired second customer offer, beginning a revolt in styles that has presently been taken up with the guide of utilizing endless various shops and stores. Aarong object plans middle on the various kinds and surfaces of makes and designs which have been exceeded alongside from generation to generation amongst weavers and artisans in make facilities across the nation.

Aarong too performs the part of defender and promoter of traditional Bangladeshi gadgets and plans. It homes a huge plan library in which leftovers of our rich make legacy, together with Nakshikantha craftsmanship and Jamdani designs, had been extensively investigated and chronicled for display in addition to destiny utilize.

## **2.4 Functions of Aarong**

**The elements of Aarong are as under:**

- ❖ To keep up with a wide range of client..
- ❖ To make venture.
- ❖ To expand different administrations.
- ❖ To Conduct Social government assistance exercises through AAF establishment.

## **2.5 Mission**

“Be the best socially responsible enterprise empowering people to realize their potential by creating appeal for a Bangladeshi life style experience.”

## **2.6 Vision**

Aarong's vision is to establish them as one of the most famous Fair Trade fashion houses in the world and continue to be the market leader throughout their business. Aaron has expanded his business internationally. Aaron has the dream of training more Bangladeshi artisans, making them independent and attracting more international customers to Bangladeshi culture.

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## **2.7 Logo**

The Aaron logo is an image of a peacock. The tail is brilliantly beautiful with a colorful variegated pattern of iridescent colors. The color of the logo peacock is orange to represent energy. Through this logo, Aarong conveys that the product is as stunning and unique as a

peacock. In addition, we would like to use emblems to emphasize natural and eco-friendly products.

## **2.8 Naming**

The name of the association Aarong is Bengali. It implies a town celebration. Village pageant gives a marketplace in which craftsmen from all industries can show and promote conventional handicrafts. Such naming of Aarong confirms the organization's dedication to sell indigenous items in our country, that's a part of our wealthy cultural and inventive heritage.

## **2.9 AARONG means**

**A:** Active: we will execute our plans in an **active** manner.

**A:** Appealing: we will make ourselves and our workplace **appealing**.

**R:** Reliable: we will carry out our duties in a **reliable** manner.

**O:** Outstanding: we will perform in an **outstanding** manner

**N:** Novel: we will always look for **novel** creative ways of improving everything we do.

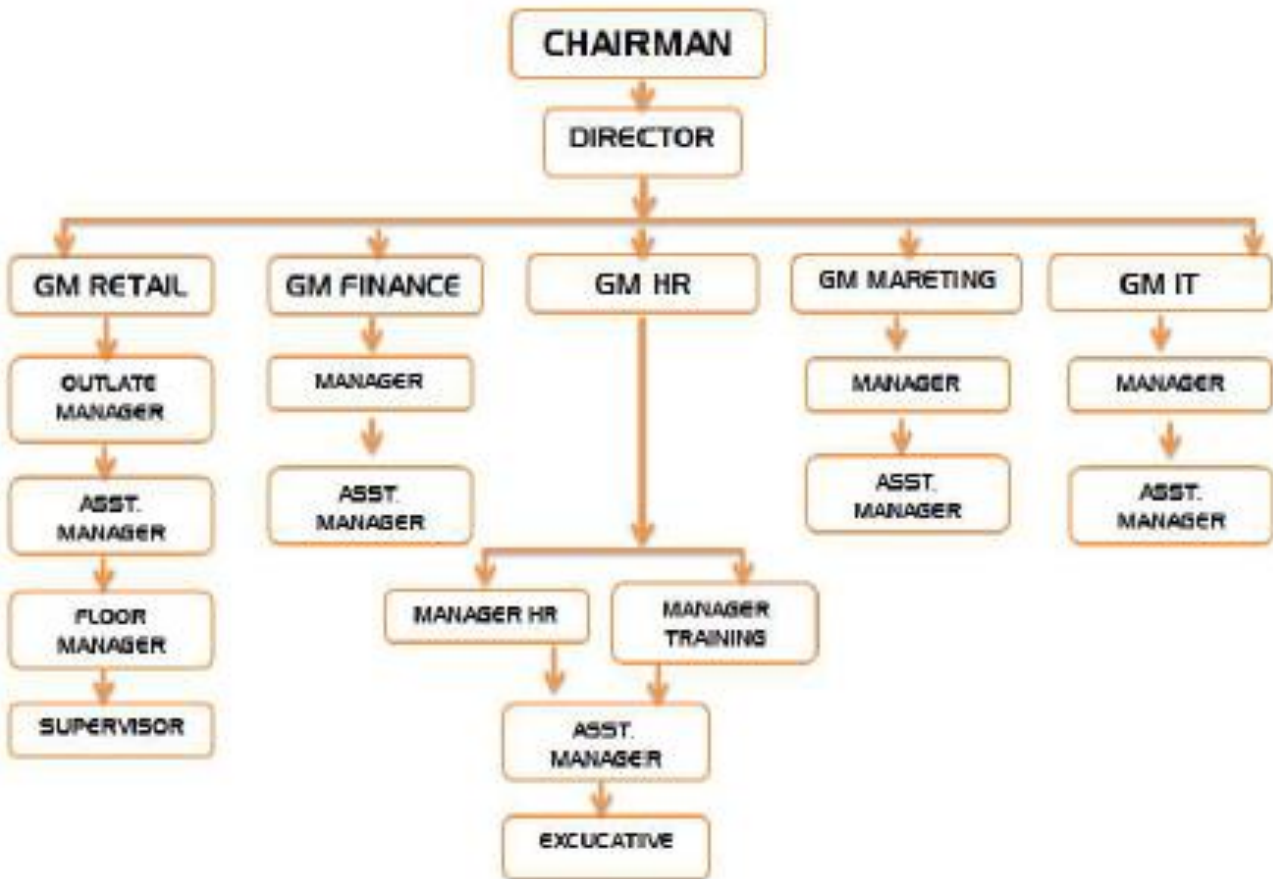
**G:** Genuine: we will be **genuine** in our thoughts and actions.

## **2.10 Management hierarchy of Aarong**

The Human Resources division is situated in Corporate Offices at Tajgoan. A wide range of enlistment processes are overseen by HR. Aarong's HRD is extremely gifted and perceptual. You become a representative in an extremely legitimate manner and pick the perfect



individual perfectly located. Aarong HRD knows how to draw in representatives and through persuasive apparatuses, preparing, schooling, direction and that's only the tip of the iceberg.



## **Chapter-03**

# **HR Policies and Practice of Aarong**

### **3.1 HRM Introduction at Aarong**

Human resources approaches are built up to bolster regulatory capacities, execution administration, worker relations and asset arranging in an organization. These are a few of the vital gadgets that play noteworthy and crucial component in paintings achievement in addition to notion of the representatives. HR techniques ought to be compelling and enforceable with endorsement from each management and workers. Each agency creates its HR techniques in association with the agency`s objectives, mission, desires and targets.

The Human Resource Department (HRD) of Aragon was set up with an objective to maximize work fulfillment, upgrade straightforwardness and guarantee procedural equity for all workers. As the trade unit of BRAC one of the biggest advancement organizations within the world, Aarong has well developed HR arrangements. Aarong incorporates a Human Asset office comprising of qualified, potential and committed staff is committed to achieve the organization`s goal and to function successfully. The reason of Human Resource Division is to supply broad exertion to guarantee that the staffs are legitimately assessed additionally to supply with due administrations and privileges in time. Besides the point of HRD is to ensure a working environment where the staff are supported and considered as outright assets. To this conclusion, HRD is committed to ensure the task of right individuals within the right put at the correct time, to prosper human possibilities and give a better than average work climate.

This report was created with a focus on Aaron's human resources development policies and procedures. Be that as it is able to it`ll be profoundly tough to cowl all of the facet of the Human Asset hone within the quick area of this record. For this purpose this record facilities on paintings fulfillment, enlistment and backbone handle, employee inspiration, execution examination, preparing program and generally HR arrangement of Aarong.

### **3.2 HRM Practice at Aarong**

Aarong is the only of the largest style residence in Bangladesh with 24 stores across country. Behind the style residence/way of life shop Aarong has a company office. Aarong has been using a large wide variety of personnel from all around the world and in a few instances distant places personnel. Here is the organogram of Aarong to examine the places of the representatives who're stressed in enormous Human Resource exercises:

- ✓ Recruitment and selection Process
- ✓ Confirmation
- ✓ Promotion
- ✓ Transfer
- ✓ Dismissal
- ✓ Termination
- ✓ Leave Management
- ✓ Salary Management
- ✓ Increment
- ✓ Performance appraisal
- ✓ Resignation
- ✓ Retirement

### **Recruitment process for staffs:**

Selecting and enlisting tremendous people for an business enterprise is in truth one of the fundamental essential and fundamental views of jogging an business enterprise because the determinations so taken to this respect can take the business undertaking to the heights of triumph. In such manner, it should be borne in considerations that everyone incorporates an advantageous responsibility, unprejudiced of the area or popularity of the worker extraordinarily business venture.

Staffing is the approach of enlisting applicants and deciding on drawing close people it's miles referred to as the important thing are of Human Asset Administration. Expressed that an

organization`s execution can be a coordinate end result of the human beings it utilizes. The precise methodologies applied and alternatives made in staffing deal with will mainly have an effect on an organization`s victory or want thereof.

- The request is received by the department.
- Workforce planning and forecasting was carried out to estimate the number of staff employed. Prepare your advertisement and post it to the appropriate source.
- Receiving, screening and classification of CVs from applicants.
- Inspection date and type planning and determination.
- The sales person will only have one interview. Computers, realistic and different vital checks are achieved on everyday fabric and different fabric primarily based totally on paintings requirements.
- Contact selected applicants for the exam by email or phone determines the requirements for supervisors and members of the interview committee. Will contact the affected program. Make a list of supervisors and interviewers.
- Written exam, job interview, and leaflet creation for service training. Preparation question and answer script.
- Schedule service training to interview selected sales representative candidates and calculate the expected number of key candidates selected for service training.
- Deployment of selected service candidates.

The probation duration at Aaron is 365 days for ordinary group of workers and 6 months for income group of workers. During the trial duration, personnel are intently monitored with the aid of using managers or associated supervisors to document performance and provide feedback and points to performance evaluation according to performance indicators. Employees who meet all required criteria and achieve the lowest performance assessment score are identified as full-time employees of Aarong. Aarong guarantees Equal Opportunity (EEO) for employees when hiring recruiting staff. Aaron, who works for the world's largest BRAC, explains that it is an illegal employment practice, not discriminating on the basis of race, color, religion, gender, or country of origin.

### **3.3 Recruitment:**

Aarong has its very own recruitment and choice crew that handles the whole recruitment and choice process. Aarong has an impartial education and improvement branch that still performs a vital position withinside the choice process. The motive of the rules and strategies is to guide the recruitment and choice of personnel with the skills, competencies, qualifications, and competencies had to successfully make contributions to Aarong.

Aaron has a large number of employees nationwide. Select different types of employees based on the type of work. Aaron's staff is divided into five types. They are:

- 1 .Regular
2. Part time
3. Temporary
4. Contractual
5. Project based

**Regular:** Regular personnel paintings 5 days every week from Sunday to Thursday to 8:30 am to 5:15 pm. These personnel get hold of the whole reimbursement program (bonuses,

earnings increases, overtime, and insurance) and all different centers supplied via way of means of the company.

**Part time:** Part-time representatives are people who does now not fine art on the typical walking hours, they're given the energy of adaptable work of art hours. Part-time workers are enrolled for the stores for instance - benefits partners, keep assistant, watches and so on. They are not given the offices of the typical workers. Anyway they will take transport of certain offices dependent certainly upon the agreements they have with the association.

**Temporary:** Aarong is searching out transient employees for quite a few purposes. Aarong & AAF is searching out a transient employee if the placement is open and it takes a long term to hire. Temporary employees can paintings full-time or part-time. Ramadan`s transient income assistant works part-time. Meanwhile, at Aarong, transient employees for documentation paintings full-time.

**Contractual:** Contractual workers are hired for a specific project or a specific period.

Ramadan sales staff have a one-month contract, and the intern has a three-month contract with Aaron. However, relying on the character of your business, your corporation might also additionally increase the agreement together along with your worker.

**Project based:** Project-primarily based totally personnel are employed for unique projects. Organizations make contracts with them to paintings on unique projects. To open new branches in Mirpur and Uttara, Aaron employed an indoors clothier to lay out a brand new branch.

Recruitment and Selection crew is accountable for recruiting all types.

There are two types of candidate sources that Aarong uses to recruit.

1. Internal Source
2. External Source

**Internal source:**

Aarong considers current employees an important source of recruitment, except for low-level positions. Whether it's a new job or a next transfer, the benefit of an internal candidate is that you know your organization's environment and have detailed information about official policies and procedures. Promotions and transfers are often decided by the responsible department with input from human resources.

**External source:**

Aarong also believes in innovation and inspiration, so HR hires people from outside the company. Job ads in a variety of media are important media for attracting outside candidates.

**3.4 Performance rating system:**

Execution examination framework is characterized as an orderly course of arranging, sorting out, checking, assessing, overseeing and remunerating the exhibition of individual representatives utilizing standard devices. It is a proper administration process helped out through interest. This framework isn't simply a yearly occasion, it addresses an orderly interaction according to a comprehensive viewpoint. The substance of the exhibition assessment framework is that representatives augment their capacities to fulfill individual guidelines and accomplish organization objectives.

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Aarong has a performance rating system that closely resembles a combination of the "Behavior Fixed Rating Scale (BARS)" and "Key Performance Indicators (KPI)" performance rating mechanisms. Current performance is measured using:

- a) Performance appraisals for certain behaviors
- b) Current job performance record, including leadership qualities or assessments, asset the executives, business improvement, correspondence, and so forth.



The association considers the framework to be an all year interaction. Each Aarong representative is assessed one time per year. Furthermore, representatives are assessed when their work surpasses a half year. Aarong has three types of performance review forms, namely senior, intermediate and entry level, because not all employees can be evaluated in the same way.

The purpose of the performance review system is to evaluate them from different angles and find out their strengths and weaknesses and give them the opportunity to improve to be more effective.

A performance evaluation system has various components, specifically execution arranging, execution observing, execution advancement and yearly assessment, every one of which is connected and incorporated with the other, there are multiple child components within each of these components.

In this study, the performance evaluation system of senior executives is introduced. The components of the presentation survey structure are-

- a) Performance Rating
- b) Performance skills
- c) Career and development
- d) Performance
- e) Surveys and remarks by analysts, commentator supervisors, and self-appraisals. At Aarong, there are four sorts of execution survey designs, Form A for upper-level workers, Form PA-B for mid-level representatives, Form PA-C for junior workers, and Form PA-C for junior representatives. The latter is execution assessment for deals partners.

**Evaluation forms are used by Aarong in the following pages:**



# Aarong

## Performance Appraisal Form-II

(For Top level employees)

**Personal Information**

Name:..... PIN:.....  
 Grade/Level..... Designation.....  
 Department/Section..... Project..... Location.....  
 Joining Date..... Date of Last Promotion..... Length of service (till date).....  
 Evaluation period:..... From..... To.....  
 Reason for Evaluation: ( ) Scheduled ( ) Recommendation

Tick (✓) appropriate answer:

**Education Qualification:**

( ) S.S.C ( ) H.S.C ( ) Bachelor Degree ( ) Masters ( ) Others

**Marital status:**

( ) Unmarried ( ) Married ( ) Widower ( ) Widow ( ) Divorced

**Language Proficiency:**

**English:**

( ) Excellent ( ) Very Good ( ) Good ( ) Satisfactory ( ) Poor

**Bangla:**

( ) Excellent ( ) Very Good ( ) Good ( ) Satisfactory ( ) Poor

**Others (Please Specify).....**

( ) Excellent ( ) Very Good ( ) Good ( ) Satisfactory ( ) Poor

**Computer literacy:**

( ) Excellent ( ) Very Good ( ) Good ( ) Satisfactory ( ) Poor

**Performance Evaluation**

Please bear in mind the Employee's work performance should be judged by appropriate standards. Please use the Rating Scale given below. Appraisers are encouraged to make specific comments in cases where they feel that the Employee's performance is 'Unsatisfactory' or 'Excellent'.

Rating Scale	
(1-2) = Unsatisfactory (3-4) = Improvement Needed (5-6) = Good (7-8) = Very Good (9-10) = Excellent	Fails to meet job requirements. Performance is deficient in certain areas. Meets performance standards of the job. Results clearly exceed most position requirements. This rating should be given on the basis of performance, which is recognizable as being far superior to others.

(6) Strategic planning	Marks Obtained	Full Marks	Comments
❖ Aware of competitor performance		2.5	
❖ Inform about market situation		2.5	
❖ Inputs to long term strategic creation		2.5	
❖ Sets realistic priorities		2.5	
<b>Total marks</b>		<b>10</b>	
(7) Negotiation	Marks Obtained	Full Marks	Comments
❖ Changes opinions of others		2.5	
❖ Backs up arguments with data		2.5	
❖ Looks for win-win situation		2.5	
❖ Able to see issues from others point of view		2.5	
<b>Total marks</b>		<b>10</b>	
(8) Self motivation and responsibility	Marks Obtained	Full Marks	Comments
❖ Accepts challenges willingly		2.5	
❖ Readily tackles demanding tasks		2.5	
❖ Gets outstanding results		2.5	
❖ Generally enthusiastic and positive		2.5	
<b>Total marks</b>		<b>10</b>	
(9) Communication and Interpersonal skill	Marks Obtained	Full Marks	Comments
❖ Maintain good relationship with co worker, subordinates, team member and other departments		2.5	
❖ Shares and interprets information willingly (If required)		2.5	
❖ Presents information in right form		2.5	
❖ Confident, unhesitant and articulate while speaking		2.5	
<b>Total marks</b>		<b>10</b>	
(10) Discipline	Marks Obtained	Full Marks	Comments
❖ Punctuality		2.5	
❖ Promptness at the start of the work day		2.5	
❖ Attendance		2.5	
❖ Adherence to the rules and regulation		2.5	
<b>Total marks</b>		<b>10</b>	



Employee's Signature: ..... Date: .....

Recommendation (if any):

Confirmation  Extension of probationary period for ..... months  Promotion  Special Allowance/

Increment  Change of Designation  Termination  Dismissal  Regularization  Training

With effect from: .....

Reason(s) for Recommendation (if any): .....

.....

**Appraiser's Information**

Name of Appraiser ..... PIN: .....

Designation ..... Department .....

Length of time you have supervised employee: Years ..... Months: .....

Appraiser's Signature ..... Date .....

**Reviewing Superior**

Comments .....

.....

.....

Name ..... PIN ..... Designation .....

Signature ..... Date .....

**Director**

Comments .....

Signature: ..... Date .....

**Managing Director**

Comments .....

New PA form of sales associates and changes we have made



**Aarong  
Performance Appraisal Form  
Sales Associate**

Employee Name:		
Grade:	Location:	Badge #:
Joining Date:(dd/mm/yy)	Grade Change:	
Evaluation Period:	From:	To:
<b>Rating Scale</b>		
1 = Unsatisfactory	(UN)	Fails to meet job requirements.
2 = Improvement Needed	(IN)	Performance is deficient in certain areas.
3 = Average	(AVG)	Meets performance standards of the job.
4 = Good	(G)	Results clearly exceed most position requirements.
5 = Excellent	(EX)	This rating should be given on the basis of performance, which is recognizable as being far superior to others.

Note: Tick (✓) the appropriate option

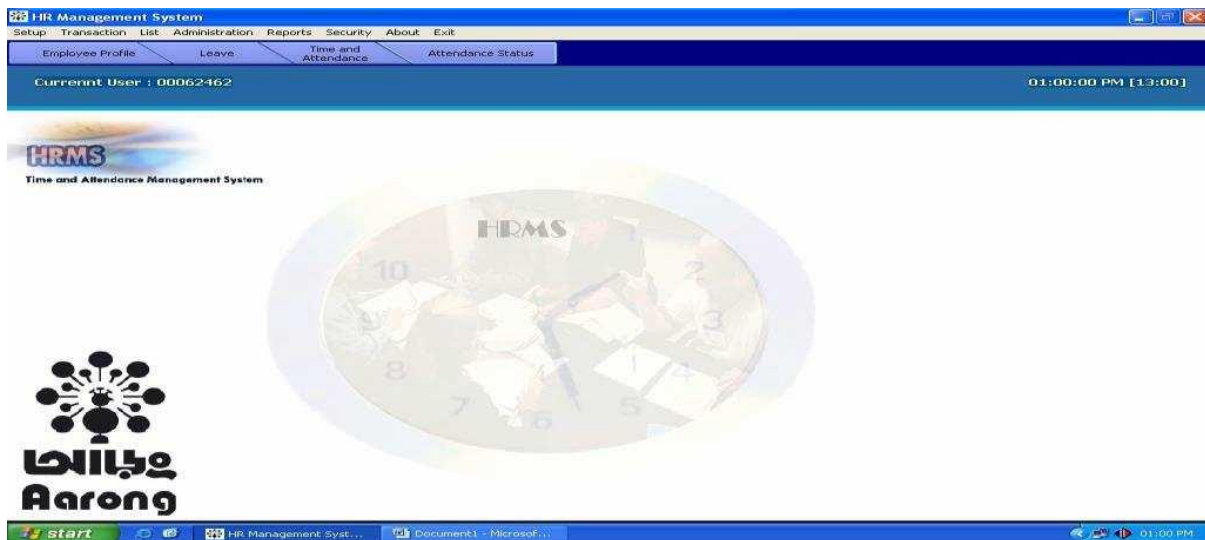
<b>Customer Service</b>					
	(UN)	(IN)	(AVG)	(G)	(EX)
Customer Greeting:					
Communication with customers:					
Pro-active Salesmanship:					
Customer Relations:					
Knowledge about products and features:					
Knowledge about sales policies and services offered:					
Promptness of service:					
Refilling stock:					
Appraiser's Comments:					
<b>Behavioral aspects</b>					
Internal Relationships & Teamwork:	(UN)	(IN)	(AVG)	(G)	(EX)

**Sales Associate's Performance Appraisal Form**

### 3.5 Human Resource Information System (HRMS):

Starting from the beginning of the business, Aarong has kept up with his specialist data physically. Each Aarong representative has a non-public report with a totally interesting non-public recognizable proof number (PIN), where the HR branch keeps each record. With the business developing, Aarong has a tremendous staff of 650 individuals in administration positions and in excess of 45,000 individuals working underway focuses, which can be truly challenging to oversee along these lines. Handcrafted. That is the reason keep his representatives and keep it up to this point Aarong's mechanized framework.

After a particular arrangement, the HR branch needs endorsement from the top administration, since it requires a lot of cash, time, and some secrecy. With Aarong's solid IT group, they had the option to fabricate HRMS (Human Resource Management System).



This internal worker data set framework contains every one of the significant and fundamental information of every representative. It contains worker preparing, individual data, protection and preparing data, references, and so forth. With the assistance of this product, Aarong's HR division can follow their participation and opening equilibrium. This data set gives a fundamental key to HR related questions and assignments.

### **3.6 Management of Leave:**

Leave management at Aarong HRD is a significant errand as there are numerous workers in 27 offices at Aarong headquarters, besides the headquarters there are also sales outlets. Leave management is done using HRIS. Thanks to the human resource management system, the work of the human resources department becomes quite easy.

Aarong maintains employee timekeeping with fingerprints, employees' fingerprints every morning upon arrival at work. Attendance records are stored in the use management software of the human resources department. All employees of the Main Office and Apparel Company at Niketon use their fingerprints to log in. At its simplest, the employee who opened the door still maintained his timekeeping manually. These engagement statistics are used when the employee leaves. When employees are due for leave, they must complete a departure application and get endorsement from their branch administrator, and afterward submit it to the HR branch.

Following a one-month cutback, the HR division refreshed the worker's leave of the earlier month in individual offices. In the HR branch, one of a kind group are distributed in various divisions, which is the cycle by which HR directors and leaders leave their doled out divisions. Leave reports are coordinated with time usage programming and on account of retailers, with participation enrollment and kept in the HRMS. HRMS consistently counts divisions by cost and non-cost and prescribes yearly strength to representatives. The HR branch then, at that point, proposes a rundown of non-tax takeoffs to the Finance and Debt branch to make changes in the cost system. There are many kinds of takeoffs that workers can notice. That is:

- ❖ Earn Leave
- ❖ Leave for sick
- ❖ Leave for Maternity
- ❖ Leave for Paternity
- ❖ Leave for Extra ordinary

### **3.7 Promotion System:**

As with any organization, promotion is an important aspect of Aarong's talent. Promotions at Aaron are given to serious employees once a year. Every November, we receive evaluations from our bosses and recommend excellent human resources for promotion. The assessment must be reviewed by human resources, approved by the General Director and shipped off the Director for endorsement. Aaron has 20 staff levels and all promotions are done the same way. Assuming the Director supports the advancement, the advancement record will be sent back to the representative for execution. The Human Resources Department provides employees with a copy of the promotion letter and a copy of the Finance and Accounting Department. And finally, update the HRMS promoted employee designation.

### **3.8 Management of Salary:**

Aarong has a system for each vacancies, though as the standard living in society improves, the salary is adjusted once a year. Payroll adjustments usually take place in July. The human resources department is responsible for adjusting salaries and completing all relevant procedures. In addition to confirmed employees, payroll adjustments also consider unconfirmed employees. HR calculates and adjusts the newly approved salary. She then sends a letter to the employee, notify her of the new adjusted salary and send another copy to her account for her to adjust her salary.

At Aarong, employee salaries are raised every January. Aarong has 20 levels of staff, and each level has a fixed promotion level. At each level, employees can receive 20 salary increases and, in some cases, at least once a year based on their performance. The HR department is in charge of the calculation. When the new salary is adjusted, the human resources department will send a letter to each employee in each department and send a copy to the account to adjust to the new salary structure.



### **3.9 Dismissal Process:**

Aarong is very strict and organized in terms of rules and regulations. All worker follow these rules. Like some other association, Aarong follows a set of rules. On the off chance that somebody disregards the Code of Conduct or doesn't keep the overall rules, a warning letter will be given first, unless it is strict. However, if it is unavoidably harmful to the organization, they investigate and collect evidence of those who violate the code of conduct. If an employee proves responsible for a violation of the Code of Conduct, Human Resources Development will take further steps to excuse the worker from the association. In such cases, there are a methods that should be finished. These are:

- ❖ In the first place, the justification for the excusal is submitted to the Human Resources Department.
- ❖ HRD names an examination group to lead the examination and present a report to HRD in one week or less.
- ❖ Next, check the HRD and send it to the director of Aarong. The director makes the final decision.
- ❖ As soon as a decision is made and an employee is made redundant, Human Resources will notify the dismissed employee of the dismissal. When an employee is dismissed, he or she usually receives all the facilities promised by the organization, such as charity funds and tip insurance.

# **Chapter-04**

**Findings, Recommendations,  
Conclusions, References and  
Appendix**

## 4.1 Study Findings

During my research in Aarong, I discovered various problems with observers. That is:

- Fair System of Recruitment and Selection: Aarong trusts in a fair enlistment and determination process for its representatives. They endeavor to make the entire interaction fair and impartial. Straightforwardness in the enlistment and choice cycle is their main need.
- Hire the right people for the right positions: Aarong's goal is to have enough people in each department to move the organization forward.
- The entire the human resources office is all around planned and coordinated, although limited manpower can be an issue.
- Due to a lack of research and development, we continuously improve our workflow through technology, but we do not pay special attention to employee development and its requirements.
- Capability gaps are noticeable among employees, and goal-actual performance gaps are noticeable among employees.
- Aarong's rewards and profits are not attractive compared to other organizations.
- Due to the salary system, the employee turnover rate is high. Unless Aaron improves their payroll system, they will have a hard time finding more skilled employees.

## 4.2 Recommendation

After completing this research, I came up with recommendations that Aarong could use for their promotion. Those are,

- In addition to recording the interview, Aaron planned to complete a written computer test to understand the applicant's computer skills and other work-related skills.
- Sales reps training should be job-related, not simply item direction.
- The workload of the human resources department is very large but the number of employees is relatively small. As the organization continued to grow, Aarong needed to hire more HR staff to do his job more efficiently.
- Aarong's site ought to be refreshed all the more frequently with current subjects and opportunities. The information is provided to more people, which makes it easier for the human resources department to work.
- Aarong needs to implement an online application for jobs. This can reduce cyber hunting time on bdjobs and other sites.
- Aarong's reward package is unattractive and requires salary and other rewards to be restructured.

### **4.3 Conclusion**

Since 1978, Aarong has been in the mussel industry and they are now the leading mussel brand in Bangladesh. At the show, Aarong offers the neighborhood and the world the chance to own a Bangladeshi craft. It acts as an agent of Bangladeshi culture to the outside world. Thanks to the strong commitment of artisans, craftsmen and management staff, Aarong has come this far. Aarong's skilled human resources ensure the commercial operation and promote the development of the trade. Aarong HR ensures the integration, acquisition and retention of skilled people in the organization and makes a difference by putting the right people, in the right place, at the right time to do the job. Fit. Competent and skilled employees are always loyal to Aarong for the best salary package. The employees of this organization are generally satisfied with their compensation benefits. Either way, competitors can entice Aarong's bonuses by advertising more attractive salaries and other perks. For this reason, Aarong should pay more attention to it and should increase the remuneration of employees. It can award performance rewards, benefit sharing, and employee lunches. Anyway, the recruitment and selection of personnel is the most important task of the human resources department. But they have a number of other obligations such as swapping employees, maintaining employee engagement, managing take-offs, performing assignments related to assessment, employee validation, division of labor, claims management, etc. so that Aarong's personnel can perform activities because competitors cannot match Aarong's ability. As Aarong grows and expands its dealerships across the country, the organization will require some highly skilled human resources. Aarong's Human Assets department will ensure the involvement of a skilled and qualified workforce for Aarong. Through employee attraction, achievement, and ability to announce a great gift package to the HR office in terms of gifts, Aarong will be stimulated to move forward.

## 4.4 References

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### **Website**

- <http://www.aarong.com>
- [www.brac.net/content/aarong](http://www.brac.net/content/aarong)
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### **Journal**

- Annual report of Aarong Limited-2019
- Annual report of Aarong Limited-2018

## APPENDIX

### Interview on HRM practices at Aarong.

**Interview 1: With the Assistant Manager of Aarong,  
Ms. Tahmina Hossain, Human Resources Department,  
Aarong**



**Mubarak:** Aarong is one of the oldest brand of our country which started its operation right in 1978. How much do you think the Human resources policy have changed during these years in here?

**Tahmina:** After started operation in 1978 Aarong has come a long way of course in these years. Aarong directly works for government after Bangladeshi people and it has more than 24 outlet right now. I don't know if you know or not, after liberation war Bangladesh faced many economical problem. And Ayesha Abed Foundation try to help the poor people by creating Aarong. Now Human resources policy of Aarong is a significant policy in the job market.

**Mubarak:** What kind of difference are referring can you please explain?

**Tahmina:** In previous policies, many employees did not have a clear idea, but now all employees are informed about the policy. Some new policy has now enriched HR like Anti-Harassment and Non-Discrimination Policy, Employment Policy, Leave and Leave, Meal Time and Rest, Employee Conduct Policy, Employee Safety Policy, Communication Policy Social Media, Privacy Policy.

**Mubarak:** Do you think the working traditions of Aarong is relatively stable than other govt. or private organizations?

**Tahmina:** If you consider job security then of course Public sector in Bangladesh is way safer than private sector. And off course Aarong is stronger than most private sectors right now in Bangladesh with great facilities.

**Mubarak:** Please mention the strong and weakness of compensation policies in Aarong

**Tahmina:** No high-ranking official can do any harm to this policy due to any personal anger, I consider this aspect as the strong aspect of Aarong compensation policy and the process of staff recruitment seems to be the weak aspect of my compensation policy.

**Mubarak:** As you have worked in several organizations, how much the way of work varies in different organizations?

**Tahmina:** At first I worked in nestle for 3 years after joining in entry level position. Then I was switch to BRAC. After working there for few years I worked in 2 other corporate offices in Dhaka. Lastly I shifted to Aarong. So I have experience both the corporate culture and other culture for long days. I think if you want to learn and implement one should work in Aarong. Corporate office mainly focus on corporate people but in Aarong we get to work with the vast population who's under educated producer and this is really challenging which I solely enjoy.

**Mubarak:** As a Assistant manager of HR, what do you think are the significant values and beliefs of this organization?

**Tahmina:** As I mentioned earlier we believe in serving mass people. Most of the organization target is different but like most of the outlet of Aarong our culture and believe are to earn the trust of rural people and encourage their satisfaction.

**Mubarak:** Is it possible to change a particular way of work in Aarong that has been historically stable for years? Give your opinion.

**Tahmina:** Not really. As I told you we have more than 24 outlets and almost seventy five thousand employees are currently working in Aarong, it is not possible for making any change in overnight. But I would definitely say scenario is changing a lot. The top management considers development over tradition became embracing in nature.



**Mubarak:** Please discuss the effect of COVID 19 in the compensation policies of Aarong.

**Tahmina:** During COVID 19 many organizations have applied different policies, but Arang has not done any harm to its employees.

**Mubarak:** There are employees from different areas of the country with distinctive nature. Most of them get posted away from their home. How the employees are managing to work together?

**Tahmina:** After joining in Aarong offices, many employees face difficulties for posted in a whole new district which the employee is not familiar with. So the starting of the service might seem difficult. But with time a strong relationship and bond is built among the employees because they spent time together more than with their families in the weekdays. The mixture of subculture, emotional attachment and bond with the customer reflects on the culture of Aarong.

## Interview on HRM practices at Aarong

### Interview 2: With the Officer of Aarong, Tabia Tasnim Promi



**Mubarak:** Please describe the recruitment process of Aarong.

**Promi:** In our recruitment process have some steps these are firstly Requests are received from the department. Then, perform human resource planning and forecasting to estimate the number of people to hire. After preparing the ad and posting it on the appropriate source, we take the CVs of the candidates, filter and organize them. Plan and determine the date and format of the test. For the position of Sales Associate, only interviews are done. Based on computer work requirements, practical tests and other necessary tests are conducted for routine tasks and other tasks. Contact candidates selected for review by email or phone and learn about access requirements and interview panel members and contact programs involved. Prepare a list of force majeure and members of the interviewing committee. Prepare instruction sheets for written tests, interviews and service training. Practice question and answer scenarios. Prepare a service training schedule for the sales associate candidates selected during the interview and calculate the expected number of candidates primarily selected for service training. Finally, deploy the selected candidates to the service.

**Mubarak:** What type of categories employees work at Aarong?

**Promi:** Actually five categories employee work at Aarong, Those are

1. Regular
2. Part time
3. Temporary
4. Contractual
5. Project based

**Mubarak:** What do you your high official do to motivate you?

**Promi:** Our boss has provided us freedom of work. He always mentions one thing that your desk is your own little office, you take decisions here. This is really inspiring. Also he keeps shuffling employees in different departments so everyone here gets the opportunity of learning almost all outlets I believe.

**Mubarak:** How can you describe your relation with your colleagues?

**Promi:** All the employees of this Aarong came from different districts and this is very difficult to attend office after a long journey from home to workplace. So we get to spend time with one another even after office on weekdays. In fact you can call a little family of Aarong itself here.

**The above interviews were conducted and written with permission of these two officials.**