



INTERNSHIP REPORT ON
HR POLICIES AT ZEAL KNITWEAR LTD.



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Letter of Transmittal

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To

Raihana Mannan

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BRAC Business School

BRAC University

66, Mohakhali, Dhaka

Subject: Submission of Internship Report “Recruitment and Selection Process at Zeal Group

Dear Madam,

I would like to thank you for supervising and helping me throughout my internship program in completing my BBA. This internship program has given me opportunity to experience one of the latest and unexplored areas of business in Bangladesh and has expanded my present knowledge manifold.

This report is a study on ‘Recruitment and Selection Process at Zeal Group’ with special focusing on organizational as well as managerial skill with which I was assigned during my internship. The report also contains in-depth review of the human resource practices in the Zeal Group Ltd.

Please feel free in contacting me if you have any queries. I would be glad to provide any clarification regarding the project.

Thank you.

Sincerely,

Nafis Ahmed

Acknowledgement

The successful completion of this report might never been possible in time without the help some person whose inspiration and suggestion made it happen. First of all I want to thank my supervisor Md.Nazmul Huda for guiding me in Zeal during my Internship. Without his help this report would not have been accomplished.

Then I would like to thank my advisor, Ms. Raihana Mannan for helping me completing my internship report on “Recruitment and Selection Process at Zeal Group”.

I would like to express my gratitude to all the faculty and staff members of BRAC University and specifically, BRAC Business School. This report is a culmination of the four years I have spent here and all that I have learnt.

I also thank my colleagues who helped me by providing informative instructions. I was closely attached with them during my internship tenure. Without them this project would have been very difficult.I also thank my parents, and some friends who kept on this long process with me, always offering support.

And finally I also express my sincere gratitude to all those who participated to prepare the report.

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Executive summary

The garment industry of Bangladesh has been the key revenue generating sector for the last couple of years. At present, the country generates about \$9.35 billion worth of products each year by exporting garments product. The industry provides employment to about 3 million workers of whom 80% are women. Zeal Knitwear Limited is one of the emerging garments in our country. I have conducted my internship in this organization in the Human Resources Department. Currently it consists of 750 employees and generated revenue of 3 million dollars per year. The company was established in 2005 and its production side is located in Gazipur. During my whole internship tenure I have worked in several sectors of Human Resources Department of the Garment's Production and Manufacturing Sectors. At the same time I had to keep a good link with the company's HQ at Nawabpur.

The Human Resource Department of the Garment is the most crucial department which has to work with the daily manpower and the resources. As an intern I didn't get the chance to work in every sector very deeply but I had my contribution on the marketing department.

A big promoter of the industry till now has been the cheap labor in our country. However, recent political developments are creating a barrier to this sector. Moreover, workers are now well-aware of the high profits enjoyed by the companies, and as a result demanding higher salaries. This is the same problem that is circling Zeal Ltd. The company's biggest drawback is the high labor turnover which is directly arising for this sole reason. As a result, the company's HR department has taken steps to tackle this problem. The solution that I helped to come up with, is creating a better working environment and preventing and monitoring the commission received by the line managers from the labors, so that no injustice occurs to them.

Chapter 1

Introduction

1.1 Introduction to Report

I have done my major in human resource management from BRAC Business School. There I have completed four years of the theoretical part of the graduation. Now the rest of the practical part I have completed from Zeal Knitwear's HR department. This practical part will be evaluated by my honorable academic supervisor. For that reason I have prepared this report on the basis of my practical experience and submitted to my supervisor. The topic of the report is "an overview of overall HR activities of Zeal Knitwears Ltd.

As a part of my internship program for my BBA I got the opportunity to do internship in a garments manufacturing company named Zeal Knitwear Ltd. My internship period started from June 5th and ended at 5th September. In Zeal Knitwear I was assigned in the Human Resource department. My organizational supervisor was Mr. Nazmul Huda (Administration Manager). My project topics covered the aspects of the HR department and the various issues related to it in respect to the company. The topic was approved by my university supervisor Ms. Raihana Mannan (lecturer of BRAC Business School).

My program started from 5th June 2012 and ended at 5th September 2012. My project was on the HR policies at Zeal Knitwear Ltd. It was assigned to me by my organizational supervisor.

1.2 Background of the study

In this era of competition where there is no room for error, efficiency in production plays a great part. Efficiency in all aspects, passion for gaining advantage is the key for survival and growth. In all trade there's a saying it's the people who make all the difference. In readymade garments (RMG) sector human resource play a vital role. In this study I would like to share my experience after working with a RMG company named Zeal Knitwear Ltd. In internship my project was in a broader perspective HR management. In addition I also drove change management and implemented the international compliance standards in all parameters. I have conducted a small research work on HR driven efficiency.

1.3 Origin of the report

The report is a requirement for internship of my BBA program. Topic has been assigned by the line manager of Zeal Knitwear. I have tried my level best to make it a good one and I have been serving this company as an intern of human resource development department for the last three months.

1.4 Objective of the study

General objective

The main objective of this report is to have an assessment about overall activities of Human Resource department. In broader perspective I have also tried to learn all the activities of an RMG company.

Specific objective

1. Understand the HR operations of an RMG company
2. Understand how basic HR activities of Zeal Knitwear Ltd. functions
3. Recommendations on how to improve the HR effectiveness.
4. Understand the reason behind the high turnover rate

Scope of the report

The report entirely discusses the current predicament of Zeal Knitwear Ltd. and how they perform different HR practices at Zeal. The report discusses the current HR policies of the Zeal Knitwear Ltd. at its top, mid and entry management level employees. Also in this research I have solely focused on the HR Department and its policies. (Information source, “Marketing Research”)

1.5 Methodologies

To make this report meaningful and presentable, I used primary and secondary research base. Most of the data came from my critical observation. Primary data came from my experience, observation, unstructured interview. On the other hand secondary data has been collected through internet, different journals, and regular reporting.

Research Objective

To find out the main mismanagement regarding HR activities carried out in the company and its consequences and why the rate of turnover is increasing.

Limitations

- Sample size is very small compared to the entire population
- The research is confined to just one company
- Lack of technical expertise
- Lack of manpower and other resource constraint
- Inadequate access to information (sensitivity of company information) which disrupts the scope of analysis
- Due to the limitations many aspects could not be discussed in the report

1.6 Data collection Method

Data was collected through previous documents, archival records and highly dependent on observation. Main source of data is open ended interview and observation. To find out the system loop hole and inefficiency I had to stay long hours with the factory and its employees.

Primary Data:

I have collected primary data from the workers, different managers, analyze damage physically and visit the factory. The research itself is mainly of Qualitative research. In the qualitative part it is actually an unstructured, exploratory research methodology based on small samples indented to provide insight and understanding of the selection and recruitment department's activity. But as I have chosen to take up qualitative research I have mainly used my observation and used standard sample size from the population of the whole recruitment and selection department.

Secondary data:

I gathered information from the journals and yearbook. They don't have that much information given in the internet.

Chapter 2

Literature review

A **literature review** is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. In this report as I am dealing with the HR policies practiced by Zeal Knitwear I have discussed the topics given below:

2.1 HR planning and forecasting

In simple words, HR or human Resource management is managing all the people of the organization in such a way that a bridge could be maintained between top level-mid level and lower levels of an organization.

According to Mr. Jack Welch, “Every person who leaves goes on to represent your company. They can either bad-mouth or praise.”

Organization needs employee or worker to accomplish its mission and vision or company’s goal. To make this happen HR professionals use different techniques that starts with the very first procedure ‘Man Power Planning and Forecasting’. To get a job done and to get the job perfectly done are 2 different things. All the companies always search for the 2nd one because only perfectly done assignments can provide the optimal outcome.

That's why HR professionals search for the right person for the vacant position of an organization. However, manpower planning and forecasting helps us to find what positions the firm will have to fill, and how to fill them. Manpower planning covers all future positions from maintenance clerk to CEO. In case of staffing HR officials also need to be very concern about overstaffed or understaffed issue. Every action leads to a reaction, so HR officials also need to be concern about the existing employee satisfaction while recruiting. It's better to include the internal potentials in forecasting so that they can also arrange an internal recruitment if needed.

The most common Manpower planning approaches involve the use of simple techniques like ratio analysis or trend analysis to estimate staffing needs based on sales projections and historical sales to Manpower relationships. The usual process is to forecast revenues first and then estimate the size of the staff required to achieve this sales volume.

An organization should always be ready for any unexpected threats. Human Resource Inventory provides the idea about the organization's present capability for a proper response of any unexpected threats.

2.2 Recruitment

Over the past decade, researchers have stressed the fact that the recruiters should be more observant towards the first phase of the recruitment process as it can prove to be very crucial in terms of selecting the right people to do the job(Barber, 1998; Rynes, 1991). Barber (1998) argued that the initial phase of recruitment may be the most critical stage since individuals that do not apply are rarely exposed to the later, more interpersonally intensive, phases. Further, Boudreau and Rynes (1985) argued that if a firm can handle the pre-interview information then it can increase applicant awareness and interest in learning more about organizational offerings and can turn out to be a positive point to the economic utility of recruiting efforts. There is some evidence that recruitment practices affect applicants' perceptions of the organization and intentions to apply. For example, (Powell, 1984; Taylor & Bergmann, 1987) said that organizational attributes, such as training, compensation and advancement opportunities can be very helpful if the applicant's perceptions about these concepts are positive. Further, research

demonstrates that recruitment practices affect applicants' general feelings of attraction towards, or beliefs about, fit with an organization (Kristof, 1996; Taylor & Bergman, 1987). Other research, however, has found either no or mixed effects regarding the role of ad specificity in the recruitment process (Belt & Paolillo, 1982; Mason & Belt, 1986). Given these mixed findings and the lack of a theoretical foundation in these studies, our understanding of recruitment processes may be enhanced to the extent that we can explain how and when detailed advertising will affect applicant intentions to apply to organizations. Theories from marketing research may be particularly effective for explaining the effects.

2.3 Training

According to Clinton O. Longenecker ,“Training leads to better performance; ineffective training creates problems; training must be a managerial priority; managers must create a system for training that is tied to actions that ensure effective outcomes and educating workers to see the big picture is paramount” (Longenecker and Fink, 2005). He mentioned that in all the organizations, the people in charge of the employees is very keen to make training available to their people and make it an absolute necessity. By doing so, the company can achieve great results and thus gain competitive advantage over the rival firms.

There is no doubt that managers at all levels of organizations around the world are under increasing pressure to produce better results sooner rather than later. In this rush to increase performance, many business leaders and their organizations frequently overlook the competitive advantage to be gained by properly training and educating their workforces that they need to compete in a global economy .And because of downsizing the importance of effective training is increasing every day. As the recession has damaged almost all the country’s economy in the world the companies are looking to have fewer but efficient employees. The explosion of technology in the workplace, empowerment, work teams, tight labor markets and often times, the lack of high quality graduates are ready to fill entry-level positions. Thus proving the fact that training can come to use in a very crucial manner. Yet the high level managers have to go through a lot of hurdles to keep the training programs active.

Conceptually, it is assumed that training by developing employee skills and knowledge enhances business performance (Kitching, 1998; Kerr and McDougall, 1999; Patton et al., 2000). However, several empirical studies have shown that the relationship between training and small firm performance remains debatable (Birley and Westhead, 1990; Wynarczyk et al., 1993; Cosh et al., 1998; Storey, 2004).

Workplace learning and its benefits

A firm owner of a clothing enterprise commented, they produce very good quality garments products both for the domestic market and the international market and it is important that their employees have to possess advanced technical skills so that they can operate all the machinery they have.

Unfortunately, the quality of vocational education and training in India is not up to the mark, so to avoid any skill shortages the worker is trained at the workplace. Of the small firm owners, 19 further argued that workplace training is crucial to the competitiveness of their firms as it facilitates the introduction of new technology.

The owner of a clothing firm also added, most of their machine operators carry out inspections to check whether their machines need repairs or adjustments. Workplace training plays a role to educate them to adapt to new ideas in their work, which in turn gives them the opportunity to invest in advanced equipment.

Moreover, in order to stay productive and efficient, workers must be kept motivated. Noe (1986) described motivation as a transfer of the trainee's desire to use the knowledge and skills mastered in the training and development program on the job. Below, five critical elements are identified which influence the transfer of training process by affecting the employee's motivation to transfer the newly acquired skills and knowledge to the actual job setting.

2.4 Benefit and compensation

This particular aspect of a job probably holds more appeal than anything else, and has the greatest impact on whether employees stay or leave. All over the world, majority of the employees work for the purpose of supporting themselves and their family financially. Therefore, this is undoubtedly the most important factor affecting job satisfaction.

Benefits are always a great way to motivate the employees. In terms of HR it actually means to pay the job holders for doing their job. Compensation also covers the aspects of intangible benefits such as holiday benefits, payment appraisals, bonuses etc.

2.5 Succession Planning

- ❖ Identify key positions considering size of business, growth potential, organizational complexity etc.
- ❖ Create success profile for selected positions.
- ❖ Review succession planning process in terms of readiness, individual competences versus success profile, prioritization and analyze the gaps.
- ❖ Identify and formulate action plan to close the gap.

2.6 Retention

Labor markets have been tightening over the past decade, and replacement costs associated with filling vacancies have been spiraling upward for years.

It can turn out to be very expensive if there are high rates of turnover as recruitment is very expensive and time consuming.

The turnover rates of any company can be taken into account to compare its progress in the future performance with the past performance. In Zeal the turnover rate isn't that high and is not a matter of concern. Retention problems can affect the financial status of a company if goes unnoticed for long.

2.7 Work Environment

In this era of globalization where there can be mixed culture in a company the work environment is quite important. The employee relationships can affect the company's performance.

As most employees spend a significant part of their day working, the environment of their workplace is also a very important factor affecting their job satisfaction. Job environment includes physical aspects of the workplace like working conditions, availability of resources as well as coworker's behavior, politics etc.

Some changes of patterns have been witnessed during the research in this direction due to the major upheavals during the crucial steps of downsizing. Dougherty & Bowman (1995) said that during such periods organizations appear to experience lack of communication in many levels (even though communication appears to be particularly important at these times. Similarly, downsizing organizations appear to suffer a deterioration of trust (Buch & Aldrige, 1991) and an increase in uncertainty.

Work environment is always a major in terms of labor intensive industries as there are lots of workers working together in a single unit. If the working environment is not properly handled then it can lead to chaos and cause a lot of problems for the company.

Chapter 3

Findings of the report

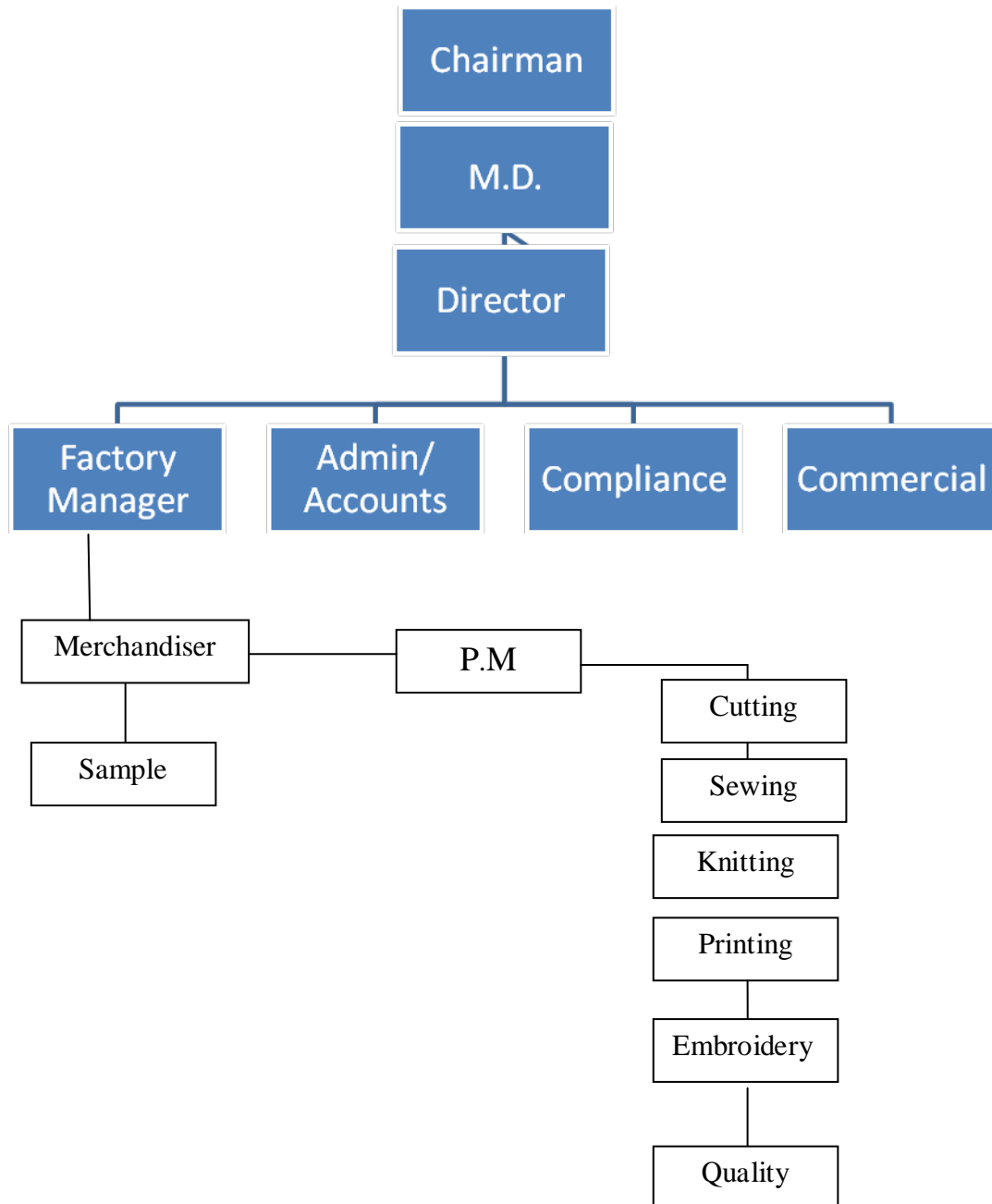
3.1 Overview of the Company

Zeal Knitwear Ltd. started its journey in garment industry in 2005 with interests in fabrics manufacturing and trading. Zeal group is a 100% export oriented composite garments industry.

The company is constantly providing customers across the world with garment sourcing solution, with manufacturing facilities. Bangladesh entered in readymade garments business in early 1980s. At that time there were very few local entrepreneurs who knew the trade. Mainly the foreign entrepreneurs directly operated their business for the cheap labor. But during late 1980s and early 2000s the scenario of garment sector of Bangladesh started changing local expert and entrepreneurs started experiencing the knowledge of the trade.

In the above context Zeal group is a privately owned company which was established in 2005. The owners possess a vast experience in dyeing, finishing, knitting of fabric.

Organogram



Key Facts About Zeal

The total number of employees is about 750 in 8 lines that work at two floors (per floor 4000 square meter).

However, they are still looking towards further development and expansion in order to cover all branches of the industry, taking into consideration the availability of the raw material-cotton, competitive labor, and low power cost.

They have directed, hardworking, and efficient workforces, supervised and directed by a well-coordinated supportive management team. Not only Zeal ensures the top quality of the products but also they treat safety, security, and hygiene as their priority area. They are equipped with fire fighting services and have a medical team of doctors and nurses to render services to their employees.

Production Process

Buying house is the middle man between the buyer and RMG factory. It is quite difficult to arrange buyer for RMG factory because most of the buyer come from foreign. And RMG factories website is not that much effective that's why a class of broker grow in this gap between buyer and the manufacturer. As they always maintain correspondence with the buyer they have better understanding of buyer's requirement. They act as a helping hand for us.

Costing

For costing of garment they have considered many things such as fabric consumption, accessories, fabric GSM, color, Print, embroidery, sewing charge, and other additional expenses that is required in the production process.

Mission

“Provide on time quality services.”

Vision

“To be recognized as one of the most reliable garments factory by 2016”

Zeal's responsibility to Environment and Society:

Next to its security measures, the factory is will equipped and furnished with enough fire-fighting equipment ,fire alarms systems and trained personnel for facilitating emergency evacuation. All of which contribute to minimizing the fire-risks. The factory environment, with excellent lighting and ventilation, is one of the very best of its kind in Bangladesh.

Products of Zeal Bangladesh:

Knitting of fabrics is 100% cotton, blends and 100% polyester.

Dyeing and finishing fabric of 100% cotton, blends and 100% polyester.

They are manufacturer and exporter of readymade garments like t-shirts, polo shirts, sportswear, underwear, and sweatshirt, casual wear, night wears, & polar fleece jacket etc.

Different type of printing like pigment, rubber, flock, foil sugar, Dicsas, Deactive, Embross, Plastic sole, gel, stone print .

All type of embroideries besides, they have very strong marketing division for all kinds' of ready- made garments to expand market to Europe, U.S.A, Canada and all over the world.

3.2 Functionality of HR Department & my Job Description as an Intern

3.2.1 Core activities of HR department of Zeal Ltd.:

Attracting the Candidates: Internal versus External Advertising

The objective is to recruit the best person for the position. In Zeal Knitwear most of the employees are employed through internal advertising such as personal contacts of the manager, line managers, security guards and so forth. There is a vacancy sign posted outside the factory which lures in employees.

In case of top management employees they are recruited through a more formal manner, such as through headhunters, newspaper advertisements, and job sites (like BD Jobs).

Those who best meet the skills, qualifications, experience and competencies required for the position would fill vacancies.

Human resource forecasting:

Human resources use forecasting to predict the organization's future demands for people and for jobs. Major factors to be examined are the company's objective (growth, construction, status quo) and the employment history of the company (retirements, resignations, terminations, and death). The combination of these two sources results in an initial forecast of personnel needs.

Recruitment and Selection

This Recruitment and Selection Policy has been framed with the view of recruiting and selecting people who have a strong desire to achieve the company's vision, and who will assist in achieving the business results.

Actually not a day goes by that a worker does not leave and a new one is not hired. But there are many criterions to be considered as there is the issue of strikes due to various reasons. Then there is the problem of people leaving after getting their payment. The female labors are given more priority for recruitment as during strikes they are less physical than the males.

Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization whereas selection involves the series of

Initial Screening

After collecting CV from various sources the second important thing is initial screening. In this stage, the important task is to select the eligible resume and deselect the unqualified resume. This initial screening is being conduct based on the company's requirement. Company looks for the several requirements, say for example

- Educational Background
- Education Institute
- Related Job Experience

After the basic Recruitment and Selection process there are other processes that are considered by the company, which are stated as follows:

Training

Training refers to a planned effort of a company to facilitate the learning of job-related knowledge, skills or behavior of employees. The goal of training efforts is for employees to master the knowledge, skills or ability emphasized by training programs and to apply it in organization day-to-day activities.

In garments sector training is a very crucial issue as the whole industry is very labor oriented. In Zeal there is a training centre where the new recruits are trained and given proper instructions of how to carry out the operations and complete the order. It requires a lot of skill to carry out the operations and has to be fast to meet the deadlines. In this company the deadlines are very strict. If the deadlines are not met then it can result in a horrific conclusion such as the cancellation of the order and losing buyers and having to sell the products at a very cheaper price locally. For such reasons training both onsite and outside hold a lot of value. Onsite training also plays a big part as well as the employees have to operate lots of machineries and require very technical skills.

Compensation

They pragmatically share their knowledge and experience of wider reward good practices and specific sector based challenges to generate the most appropriate solution for their employees.

Reviewing current pay structure and identification of reward design principles in the context of best practices. Review internal equity issue. Analysis market going rate and trends to address external competitiveness. Developing options in the salary & benefits area of Total Reward.

Succession planning:

The Zeal Knitwear has succession planning which is a tool to assist with planning the company's future people needs. Within the succession planning process, potential successors are identified for certain management positions. When such a position becomes vacant, an individual may be approached about the vacancy. However, this may not preclude advertisement, or consideration

of people who respond to that advertisement. Vacant positions not filled through the succession process are advertised.

Human resources inventory

It actually gives us an idea of how many employees are available in the company, such as what are the skills, abilities, interest and qualifications of the present employees.

The personnel inventory allows the managers to match the organizations present personnel strengths and weaknesses against the future requirements. When the decision is made to recruit new employees, information must be gathered on each position. At the same time they must establish minimum requirements so that suitable applicants can be hired. This information is developed through job analysis, job description, and job specification.

In garments sector the job analysis is done by surveying the skill requirements needed to be an eligible employee from the line managers. Their feedback from past and current experiences determines the job analysis.

Job description is a written summary of the scope, function, duties, responsibilities, and relationships involved in a job. Job descriptions help management to select, orient, and compensate employees effectively. In Zeal it can come to be very useful as it is a labor intensive company. For e.g. when a line manager is hired that person is given the responsibilities.

Job specification is a document that describes the characteristics and qualifications needed in someone who could successfully perform a given job, job specification helps managers determine an applicant's fitness for a certain position by defining qualifications for education, training, experience, and behavioral qualities the person must have to perform the job.

3.3 Importance of HR department in the company

As we know that the garments sector is a very labor intensive industry. If the labors are not handled properly then it can lead to really bad consequences such we have seen in the past like the strikes that occurred in Ashulia. The work that is done needs very skilled hands whereas the implementation of proper training is required. Whenever there is a riot because of salary issues it is the HR department that takes the initiative of handling the situation. HR department needs to keep in touch with the skilled workers so that whenever the need arises for labor they can be easily recruited without facing the problems of training employees from the start. Then everyday labors are leaving their job and new people are being recruited, so the issue of recruitment is always active. When the buyer visits the factory to inspect, it's the HR department which ensures the buyer's demand list. Even how many labors have to be fired to reach the profit that also is calculated by the HR. So we can see all the HR policies are very much in practice in Zeal Knitwear.

3.4 My responsibilities as an intern in Zeal

3.4.1 Orientation and training

First week I was introduced to Zeal. I had to visit different managers and departments to figure out how the garment factory works and how all the department works. How Brands Supply chain, Brand, Customer Development are interrelated. As an intern of HR I had gone through HR activity in detail. At the same time how to inter-relate all the data's from several departments and report it to the HR head.

3.4.2 Assisting the recruitment process

As an intern I received a lot of support from my superiors and as a result, I had the opportunity to be involved in most of the sectors of the factory. I was actually involved in the recruitment

process. I would sit beside the HR personnel and assist him and observe how the whole thing is being operated.

I also screened the CVs of the candidates; short listed them and called them for interview. In case of labors their CVs are not the usual formal CV but rather their national ID card or their educational background mainly covers it. Arrange interview dates, time and venue and panel for interview and coordinate accordingly.

But rather than the hiring there is sometimes the issue of firing employees. When the orders are not that much, to cut the cost the top management has to take the decision of how many workers to fire. It can prove to be a very hectic experience as well. As they are poor it is tough for anyone to look them in the eye and fire. Many incidents take place where the employee goes politely but sometimes things don't go so smoothly, they tend to argue and reason and it can be very awkward.

After shortening the application, interviews are conducted as per requirement of the post, which include written, viva, and practical test on individual's skill, health test by house nurse all the selected candidates are issued appointment letter where all the terms and condition of the service is written clearly. As per the mentioned date on appointment letter candidate are supposed to come with required papers (if not deposited before). No child labor can be recruited in this facility, minimum age of the applicants 18 year. It will not be relaxed under any circumstances. Minimum educational standard are laid down for skill worker is class eight and for unskilled worker SSC. Those who have been convicted by any court of law for criminal offences will not be considered for employment. If any applicant or employee thinks that he/she is discriminated under any circumstances can report to welfare executive.

3.4.3 Review of the organization's current manpower and resources

While I was in the organization I had to visit the organization to review the organizational current manpower and resources. Competitive pricing is the pre-requisite for getting an order. Every order comes up with a technical sheet. In a technical sheet of an order everything are

specifically mentioned. Like the construction of the fabrics, raw material of the fabric, dying formulation and dying process. design, swatch, team, packaging and all small technical details. Cost estimation is very complicated thing. First thing is that, find out the fabric requirement for production, check that production floor is free for production, trim an all other required things. Next thing is ask the suppliers for their price. In many cases buyers have their nominated suppliers. In that case we have to communicate with the suppliers. As the price of all raw materials. Buyers are very serious about the quality of the raw material and compliance standard of the manufacturer. Quality and worker compliance is very important for their brand value. After examining fabric requirement and per yearn costing we quote the price to the buyer. All in not obvious that all time the lowest price bidder wins. In addition to the price previous performance, quality, delivery before schedule is also very important to get order. Last but not the least price plays the most vital role forget the order. Costing estimation has got some system. First thing is that fabric cost estimation, cost associated with other accessories. CM that is cutting and making cost is the margin of the company. In CM is included with all expenses related factory. How many machine hour required for all the production is also required for the costing.

I participated in how to collect buyer's requirement. Nowadays the business model of big brands has changed. Most of the RMG brands outsource their requirements to low cost production abduction destination. As we know that cheap, available and skilled RMG workers make Bangladesh one of the most preferred RMG production destinations in the globe. We basically supply our products to western Brands. By season they used to change their fashion, color, style. Before the season they procure their inventory. Most of the time they go value for money supplier. They circulate their requirement to the supplier that is different garments factories ask for price quote. Lowest bid with compliance wins the contract. Another thing that may happen is some garments factories used to select by different brands as their regular supplier. Collecting buyer's requirement is a very important task for the business. Keeping in touch with the buyers' agent or directly with the buyer is the key for survival followed by the growth.

Merchandiser co-ordinates everything. After getting work order suppliers send pre-production sample to us. They have to send to the buyer for approval. Or sometimes they suggest for testing in local laboratory. After approval from laboratory. After getting approval from the supplier they

give the suppliers go ahead signal. In that time suppliers start manufacturing. When raw materials are in house we have to go for a quality inspection of raw materials. After approved by our local QC (quality control) inspector we finally approve the raw materials for production. As an assistant merchandiser we have to communicate all update to the buyer or buyers' local agent.

I monitored how the whole production process works from scratch. From collecting the fabrics till the finished product. I also went to the fabric warehouses situated in Konabari. I saw how a pattern is being made, how the product is sewed, how the swatch is made, how it is packed and loaded to the covered van.

3.4.4 Maintaining the employee attendance

I worked with the production manager. There are eight lines in this garments and I was given the responsibility of one line .I had to make sure that all the workers of that line were present by keeping the count and meeting their demands. I also kept in contact with the line manager to keep the production record per hour. In the garments sector overtime is a very common issue. So many a times when there was overtime I also stayed late and kept the records. I sometimes also kept the records of the supplies coming in the factory such as fabrics, accessories, needles etc. I was also involved in the salary distribution. During the salary distribution things get very rough.

But throughout my whole internship experience I was mainly involved with HR department and the recruitment process.

Zeal has zero tolerance on unnoticed absenteeism as it hampers the production process a lot. The top management follows as per t labor law imposed by the Bangladeshi government.

The law states that any employee who wants to take a leave must inform the Supervisor .Irregular attendance or tardiness will not be tolerated and may result in termination.

Employees who will be late or absent from work must inform their Supervisor at least two (2) hours prior to normal starting time.

Employees will only be paid for the number of days worked. Employees must sign in the attendance register personally while entering the work place.

3.4.5 Reviewing the HR policy

My research is mainly focused on qualitative study based on observations of the whole garments' HR department throughout my whole experience one very crucial element that I noticed is that the labors are the heart of the garments industry. But ironically the turnover rate was very high. A high employee turnover rate can be detrimental for any organization. High turnover rates can create a lack of staff to complete essential daily functions of a company. In addition, high turnover rate can cause a loss of productivity as new employees take some time to get up to speed, particularly in complex jobs.

During my internship period I also reviewed the HR policies of the company. The HR policies are as follows:

Standard Conduct

2Employees are expected to conduct themselves on the job in a manner that contributes to operating effectiveness, productivity, safety and a harmonious work environment. If employees do not meet the company's expectations of performance and/or conduct, corrective action, up to and including termination may be taken. It is within management's discretion to determine what measure would be appropriate under each circumstance. ZEAL KNITWEAR LTD does not employ mandatory progressive steps of corrective action. To monitor all the activities the authority has installed cameras all around.

Harassment Policy

Nowadays this is a major issue and if any such incident takes place it can ruin the reputation of the company. So it is strictly monitored by the authorities.

But if any employee feels that he or she is subjected towards any such behavior then that person is free to complain it to the authority.

Security

Theft is a common thing in Bangladesh that frequently occurs. To protect from such incidents Zeal has taken necessary precautions such as hiring good security guards.

(Zeal Knitwear rules and regulations manual)

The recruitment policy in Zeal is as follows:

Recruitment and selection policy:

The company employs best person for every position amongst those made available for selection, according to the company's authorized employment procedure. No discrimination is made in selection due to sex, religion, cast, creed or regional consideration. This policy is applicable in promotion, separation, recruitment, transfer, and training or any other field.

1. The circulation of vacancies is usually done through advertising in newspaper, bdjobs, etc.
2. The candidate has to provide following documents with application.
3. Detailed bio data of the employee.
 - A. Job application
 - B. PP size photograph
 - C. Education certificate and/or
 - D. Age certificate/chairman/doctor certificate

SWOT analysis of Zeal's HR department

Now I will discuss a little about the HR department's strengths, weaknesses, threats and opportunities. During my time as an intern in Zeal Knitwear I was basically involved in the HR department and their processes. Without the labor it would be almost impossible to run any garments company. Nowadays the workers know their worth and are demanding more and more everyday but the owners are not willing to meet their demands and thus we witness all these

strikes and horrific displays. So the HR department has a lot of work in their hands and has to make sure that the labors are satisfied and are doing their job properly because if they cannot produce the products on time then they will miss the shipment.

<p>Strength</p> <ul style="list-style-type: none"> -Strict recruitment and selection process to obtain only the very best employees -Effective training and retraining programs to ensure greater productivity, efficiency and effectiveness of the employees 	<p>Weakness</p> <ul style="list-style-type: none"> -Need more HR personnel -The training sessions are not sufficient
<p>Opportunity</p> <p>Increases in benefit package might reduce turnover rate.</p>	<p>Threat</p> <ul style="list-style-type: none"> -Employee turnover rate is very high

Newer employees also lack expertise and knowledge so, more time is spent on training programs. This generated more costs with little paybacks. Most importantly, a high turnover rate can prevent an organization from accumulating human capital which is vital for an organization’s growth and survival in the long run. If any garments miss their date then crores of taka will be lost. In Zeal Knitwear I also sat with the HR personnel while recruiting the labors and make sure whether that individual is fit for the organization or not. Many skilled workers leave the company for no valid reason at all, many of whom leave after getting the salary from the company. Oddly enough though, the same workers end up coming back to the company again. It is like they follow a cycle. Training is very important as the labors need to have very skilled hands. On the job training is mainly applicable for the garments industry. Male workers cannot be re-recruited as they are the main cause of riots in the industry. There are also lots of problems while the overtime is going on. Many a times they actually force the authority to give them overtime so they can earn some extra cash. Then after downsizing the riots take place. The line supervisors charge money from the workers by means of threat even though they are the

ones who recruited them. Supervisor's attitude plays a major role in determining the level of job satisfaction because employees are monitored and assessed by supervisors on a regular basis. Therefore, the treatment that the employees receive from supervisor is vital in determining job satisfaction. Supervisor's attitude includes several issues like supervisor's fairness towards employees, the level assistance with employee queries, clear and precise instructions just to name a few.

The issue of job satisfaction should be given more priority. Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work.

The effects of low job satisfaction can be far-reaching and this issue is of concern for small business owners as well as large companies. If employees are not happy with their jobs, several areas of their work are affected and their behavior can also affect other employees. The common affects of poor job satisfaction are as follows:

High Employee Turnover Rates

As I found out, the labor turnover of the company was quite high. The garments industry in Bangladesh is so vast that there is always some work available for the workers. For instance, if they get a hundred taka more in some other company they will surely leave their current company. Many times they just leave for no reason at all and sometimes they leave after getting their payment. Sometimes I had to give my opinion about the person being interviewed. As the garments factory is very labor intensive, most of the recruitment is done on the labors. But there are many criterions to be considered as there is the issue of strikes due to various reasons. Then there is the problem of people leaving after getting their payment. The female labors are given more priority as during strikes they are less physical than the males. I had to see whether they are fulfilling the recruitment policy of Zeal or not.

Job Stress

Employees are paid a fixed amount per month and so the company are always trying to make them as hard as possible for the money's worth. Their salaries are not that much but they are giving a lot of effort to meet up the deadlines.

Poor Overall Morale

What I found out was that the top management was not that much fluent in English but the top management has to be very fluent in English as they have to negotiate with the buyers from abroad. As the quantities of production are very high even one cent can make a whole lot of a difference. The merchandisers have to be very dynamic and knowledgeable in order to carry out the whole process smoothly.

Chapter 4

Recommendations

Although the HR activities of Zeal Knitwear is doing a decent job at the present, but there is scope to enhance development both internally and externally. To streamline and strengthen the overall activities of the factory the following areas have been identified:

4.1 Recruiting more HR personnel

Currently the company has 20 HR employees. As in this company there is a huge need of HR then there should be more HR personnel hired in order to make the HR team more stronger and so that the employees can be handled for smoothly and all the operations in the company functions properly.

4.2 Providing more facilities to increase job satisfaction

More facilities should be given in order to increase the job satisfaction in the company. It is a fact that if the employees are happy then they will feel more motivated towards work and thus increase the productivity in the long run. Many facilities can be provided to the labors such as health benefits, occasional arrangements during festivals, air conditioning, health care and more importantly day care centers for the female employees who have children. The Reporting Officers must be more cooperative, cordial and friendly to HR department.

4.3 The HR should monitor the line managers properly.

According to my observation I have found out that one of the main reason of the employee turnover is because of the line managers. The line managers make them go through a lot of hassle. The line managers also take bribe from them for appointing them or introducing them to the HR.

4.4 Introduce service employee career development

At first, the employees' requirements and needs should be fulfilled and then they can become aware of their customer's needs. We learn from this that it will reduce employee turnover and can contribute to increased customer satisfaction.

This segment also talks about the empowerment of the employees. It is important because it increases employees' latitude in performing their daily tasks including solving customer problems and handling service failures, and it is related to increased frontline service employee performance.

Chapter 5

Conclusion

There is no end to development in any sector of an organization. There is always a room for development. Every organization must take the benefit of this scope. The company has established itself as a garments manufacturer of high reputation with a customer profile that includes some of the best names in the business. Zeal Knitwear Ltd. knows that in the volatile world of quota free access, winners would be decided based on their international competitiveness. In the generally prevailing uncertainties and impending liberalization of quota regimes the design team again played a pivotal role in changing the perception of Zeal Knitwear as a typically Asian supplier with increased customer contacts, collaborative working method.

This is an optimistic hint of future expansion of Human Resource and production department of Zeal Knitwear garments. From the study it is also clear to us that which products, what commodities are used by these customers. So, finally I will say that this internship at Zeal Knitwear Ltd. Compliance and Production under the Human Resource Department has enlarged my theoretical knowledge of bachelor of Business Administration in to some practical knowledge and made my education more complete and practical.

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