

# **Internship Report On “Grievance Handling Procedure of Scandex Knitwear Ltd.**

*(This report has been prepared for the partial fulfillment of  
the degree of Masters of Business Administration)*

## **Submitted to:**

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## **Submitted by:**

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**ID: 12264007**



**BRAC BUSINESS SCHOOL  
BRAC UNIVERSITY, Bangladesh**

# **LETTER OF TRANSMITTAL**

09<sup>th</sup> July, 2015

Tahsan Rahman

Lecturer,

Brac Business School,

Brac University,

Dhaka.

**Subject: Submission of Internship Report.**

Dear Sir,

I have the pleasure to inform you that, I have accomplished my internship report on Scandex Knitwear Ltd. I tried to know about the Implication of Grievance handling process in Scandex Kitwear ltd. I have tried to give my best efforts and concentration during preparing the report.

I would like to thank you for your prolonged support and guidance during my Internship and preparing the report. And I hope that you would be kind enough to see inconveniences or mistakes that may have appeared beyond my knowledge.

Sincerely Yours,

-----  
MD. Rokeybul Abedin

Bhuiyan

ID# 12264007

Brac Business School.

## Acknowledgement

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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 and foremost, I express my thanks and gratitude to my advisor Mr. Tahsan Rahman Khan for guiding me during my Internship and helping me completing my internship report on **Grievance in RMG**. My course curriculum that has given me a chance to conduct made this report on labor unrest in the readymade garment industry of Bangladesh about which I had scattered ideas for a long. Combining divergent ideas of a topic and finally giving it a concrete shape of report is really a matter of great pleasure. Without his help this report would not have been accomplished.

For collecting data for my report, I had to talk to a number of personalities including members of civil society organizations, NGO activists, owners and managers of garment factories, government officials in the ministries and directorates, members of BGMEA. All of them helped me a lot by providing valuable indications on my research project and I am thankful to them.

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 MBA time I have spent here and all that I have learnt.

I also thank my colleagues who helped me by providing informative instructions. 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 helped to prepare the report.

## **Abstract**

Grievance handling procedure is a part of Labor Laws. Through grievance handling conflict in the workplace is resolved. To motivate the employees, grievance handling is compulsory. Without managing the conflict, motivation of employee is a hard task. To maintain a healthy environment and congenial atmosphere in the organization as well as to avoid legal obligation we should know how to handle grievance, motivate the employee and to manage conflict.

Grievance is any alleged violation of the contract, past practice, employer rules, previous grievance or arbitration settlements, or any violation of any laws. An employer has a legal obligation to provide (whether unionized or non-unionized), in the written statement of terms and conditions of employment, details of the person to whom any employee who has a grievance should apply.

## **EXECUTIVE SUMMARY**

As I have mentioned earlier that this is an Internship report, which is a partial requirement of Post graduation program. Preparing report on Grievance handling process is very common and for some extent trouble-free, but this report is prepared on real practice on the field. Readymade Garments demand is second demand in five fundamental demand of the human being. For enrollment in civilizations garments is fundamental requirement to social members. So, garments demand and style are changing in nature. This demand is comparatively rising than other demands except food. Readymade garments have demand in global markets from the first stage of civilization. Global or International market demand of readymade garments has made challenges to the International vendors in different nature included micro, macro and foreign elements. This indicates the vendors to practices regarding recruitment and selection and the proper compliance management to capture international market.

Ready Made Garments Industries in Bangladesh contain the lion contribution of our national income. Ready Made Garments sectors prospect means the prospects of our economy also. In the year 2012 Ready Made Garments export was 19 billion this is 76% share of our total national exports. In Garments Industry near about 2 million workers are working in 4500 Garments. This employment helps our economy to boost. In total containers handling in sea, air and land ports with 78% of containers are relates to Garments industry.

After implementation of Uruguay Round Negotiations envisaged the phasing out of MFA by the end of 2004, this provides opportunity to the Bangladeshi vendors for covering the new and maximum export to the target market. But our RMG sector faces some internal and external problems.

Scandex Knitwear Ltd. basically export the international market in categories of Garments does not export under Garments. Also this group export major share in USA, EU, Sweden and Canada.

Scandex Knitwear Ltd. is very much conscious about the buyer requirements as well as the employee rights so workers unrest is minimum in the Scandex Knitwear Ltd.'s factories. Compliance department takes a great role to improve the productivity and employee satisfaction in the factory because this department looks after the employee rights.

The focus of this report is to provide information about usage Grievance handling process. And I have shown the usage of those terms in Scandex Knitwear Ltd. I have shown also how the Grievance handling process and other activities go on in a Bangladeshi Garments.

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# Chapter 1

## Introduction

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## **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 the theoretical part of the MBA. Now the rest of the practical part I have completed from Scandex Knitwear Ltd 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 “Grievance”.

As a part of my internship program for my MBA, I got the opportunity to do internship in a garments buying house named Scandex Knitwear Ltd. In Scandex Knitwear Ltd I was assigned in the Human Resource department. My project topics covered the aspects of the HR department and also the Grievance. The topic was given by my university supervisor Mr. Tahsan Rahman Khan (lecturer of BRAC Business School). My project was on the Grievance at Scandex Knitwear Ltd.

### **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 garments buying house sector human resource play a vital role? In this study I would like to share my experience after working with a garment buying house named Scandex Knitwear Ltd. In internship my project was in a broader perspective of Grievance I have conducted a small research work on Grievance. The export-oriented apparel industry of Bangladesh, popularly known as readymade garment (RMG) or simply the garment industry occupies a unique position in economy of Bangladesh. It is the largest exporting industry, which experienced a phenomenal growth during the last three decades. By taking advantage of cheap labor and quota-based market in the USA and EU under the provision of Multi Fiber Arrangement (MFA) of GATT, it attained a high profile in terms of economic growth of the country. The industry



started its modest journey in late 1970s and enjoyed a meteoric rise from 30 enterprises in 1980 increased to 4825 in 2008. Average growth rate of this sector was over 20% per over the last two decades. This single sector alone earns about 80% of yearly foreign exchange of the country. Its contribution to GDP reaches 13% in fiscal year 2009-2010. Since independence, no single sector could accelerate the industrialization process in the country as the RMG sector could do. It has created employment opportunity for about 3.5 million people. Most of them are uneducated and unskilled. About 80% of them are women. To a creditable extent, it has been able to relieve the country from the burden of unemployment and at the same time contribute to the empowerment of women. Thus this sector is playing a vital role in socio-economic development of the country.

But this sector is struggling with a number of problems. Conflict between owners and workers, labor unrest, shortage of gas and electricity, poor infrastructure, poor port facility, lead time complexities, conspiracy of home and abroad, advancing competitors in the quota free international market are some of them which are posing a great threat to its survival. In recent time, labor unrest in the RMG sector has been a matter of serious concern. Almost every day electronic and print media cover news of labor unrest in RMG sector in one place or another across the country. Fixing new minimum wage for the garment workers and issue of implementing the new wage structure have been the prime causes of recent labor unrests across the country. The unrest takes shape of violence and vandalism. The agitated workers come to the street and go storming on vehicles and garment factories.

### **1.3 Origin of the report:**

The report is a requirement for internship of my MBA program. Topic has been assigned by the intern supervisor of BRAC Business School. I have tried my level best to make it a good one and I have been serving the organization 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 his report is to have an assessment about overall activities of Grievance. In broader perspective I have also tried to learn all the activities of a garments buying house.

### **Specific objective:**

1. Understand the Grievance of a garments buying house.
2. Understand how the Grievance policy of Scandex Knitwear Ltd. functions
3. Recommendations on how to improve the Grievance policy

### **Scope of the report:**

The report entirely discusses the current predicament of Scandex Knitwear Ltd. and how they manage different Grievance The report discusses the current Grievance of Scandex Knitwear Ltd. Also in this research I have solely focused on the Grievance and its policies.

## 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 Grievance carried out in the company and its consequences.

**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 organization and its employees.

**Primary Data:**

I have collected primary data from the workers, different managers, analyze damage physically and visit the organization. The research itself is mainly of qualitative research. In the qualitative part it is actually an unstructured, exploratory research methodology based on provides insight and understanding of the Grievance. But as I have chosen to take up qualitative research I have mainly used my observation and try to find out that what the basic problem is happened for the Grievance

**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

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## **2.1 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 unstructured Grievance by Scandex Knitwear Ltd., I have discussed the topics given below:

### **2.1.1 Introduction / Meaning of Grievance:**

Michael J. Jucious defined Grievances as “any discontent or dissatisfaction ,whether valid or not, arising out of anything connected with the company that one employee thinks, believes or even feels, is unfair, unjust or inequitable

Now a day grievance is an important matter for well leading companies, and it’s an inalienable responsibly of higher posted staffs or managing Director to provide satisfactortenty motivation to the best staff and avoid injustice. So to identifying grievance we can define in various grounds. Its synonymous definition is judging or scoring.

Definition of web: A cause of uneasiness and complaint; a wrong done and suffered; that which gives ground for remonstrance or resistance, as arising from injustice, unfair ,etc.

Legal definition of grievance: In labor law a complaint filed by an employee regarding working conditions to be resolved by procedural machinery provided in the union contract. An injury, injustice, or wrong which gives ground for complaint.

Employee grievances are situation in which the employees are dissatisfied with the company.



### **2.1.2 Grievance procedure according to Bangladesh Labor Law-2006:**

(1) Any worker, including a worker who has been laid-off, retrenched, discharged, dismissed, removed, or otherwise removed from employment, who has grievance in respect of any matter covered under this chapter, and intends to seek redress thereof under this section, shall submit his grievance to his employer, in writing, by registered post within thirty days of being informed of the cause of such grievance. Provided that if the employer acknowledges receipt of the grievance, in that case the service by registered post shall not be essential.

(2) The employer shall within fifteen days of receipt of such grievance, enquire into the matter, give the worker an opportunity of being heard and communicate his decision, in writing to him.

(3) If the employer fails to give a decision under sub-section (2) or if the worker is dissatisfied with such decision, he may make a complain in writing to the Labor court within thirty days from the last date under sub-section (2) or within thirty days from the date of the decision, as the case may be.

(4) The Labor court shall, on receipt of the complaint hear the parties after giving notice to them and make such orders as it may deem just and proper.

(5) The Labor court, may amongst other relief, direct reinstatement of the complainant in service, either with or without back wages and convert the order of dismissal, removal or discharge to any other Lesser punishment specified in section 23(2).

(6) Any person aggrieved by an order of the Labor court, may, within thirty days of the order, prefer an appeal to the tribunal, and the decision of the Tribunal on such appeal shall be final.

(7) No court-fees shall be payable for lodging complaint or appeal under this section.



(8) No complaint under this section shall amount to prosecution under this Act.

(9) Notwithstanding anything contained in this section, no complaint shall lie against an order of termination of employment of a worker under section 26, unless such order is alleged to have been made for his trade union activities or passed motivated or unless the worker concerned has been deprived of the benefits specified in that section.

### **2.1.3 Causes of Grievance:**

Grievances generally arise from the day-do-day working relations in the undertaking, usually an employee or trade union protest against an act or omission or management that is considered to violate worker's rights. There are certainly some of the causes that can lead to grievance. Some of them are listed below:

**Morality:** there are some rights which must be provided by the company which shows morality for the company:

- It gives an opportunity to the workers to express their feelings.
- The management comes to know that what the workers think.
- It highlights the morale of the people.
- There may be some complaints, which cannot be solved at supervisory level.
- They must have been resolved by a systematic grievance handling procedure.
- It improves the policies and practices of the company.

**Working environment:** An fulfill environment means so many thing for each staff, they always wants a perfect and wonderful work place for them and to create a manageable work place, company has to be persuade, and some effective steps are:

- Poor working conditions
- Faulty machines and equipments
- Attitude of supervisor
- Behavior of top management





- Favoritism and nepotism
- Strained relations
- Excessive discipline
- Defective promotion
- Lay off and retrenchment
- Inadequate health and safety devices

**Economic manners:** it's an effective motivator for the staffs almost all staffs get motivated for good amount of wages and other relative facilities and some factors are given below:

- Wage fixation and revision
- Payment of overtime
- Inadequate bonus
- Demand for welfare and equipments
- Incentive
- Allowances
- Increments

**Supervision:** some staffs likes to take responsibilities in different situation, specially, project management, promotion, and other exiting activities, its attributed by the interest of the individual staffs, and supervisory is also can be a motivator.

**Work group:**

- many employees are unable to adjust with colleagues
- Suffer from feeling of neglect
- Victimization an object of ridicule and humiliation.
- Maladjustment of the Employee:
- Improper attitudes towards work
- Lack of interest



### 2.1.4 Different Forms:

There are many different kinds of grievances, and usually in Nestle company determines few type of grievance to file according to whom is affected in different levels and workplace:

- 1. Individual Grievance:** Most grievances affect one individual member and are therefore signed by them. Even by filing an individual grievance, operation is helping all members by defending the agreement and the rights of all those covered by the agreement.
- 2. Group Grievance:** Several members have been affected in the same way at the same time, so a grievance is filed for the entire group. For example, management changes the start time for all day-shift workers.
- 3. factual grievance:** when an employee is dissatisfied with his job, for factual and genuine reasons like a breach of term of employment or any other reasons that are clearly attributed to the management, he is said to have a factual grievance thus, factual grievance arise when the legitimate needs are unfulfilled. The problem that he has is real and not virtual.
- 4. Policy Grievance:** Here the union and not the individual file the grievance. This occurs when management is either in violation of the collective agreement or incorrectly interprets it, which may affect all members in the future. For example, management assigns a day worker to work on an “off-shift” without regard to seniority. Even if the worker has no objection, the union may file a grievance to establish and insure that seniority be respected in such cases.
- 5. Disguised:** an employee may have dissatisfaction for reasons that are unknown to himself this may be because of pressures and frustrations that an employee is feeling from other sources like his personal life.



### 2.1.5 Effects of grievance:

- It is a problem solving machinery.
- For management it is a problem detector.
- A channel through which employees present their grievances.
- It ensures proper handling of grievances.
- A method which helps employees to get relief from dissatisfaction.
- Brings uniformity in grievance handling.
- Develops confidence in employees

### 2.2.1 How to grievance handling Procedure Identify grievance:

- Understanding grievances and why employees raised them
- Common grievances
- Negative response to grievance
- Consequences of mishandling grievances
- Handling grievance effectively
- Company's grievance-handling procedure and what you need to do
- Case-studies

A grievance should be redressed as soon as possible, so don't let the sun go down before identifying an employee's grievance. The methods usually adopted for identifying grievances are: Open-door policy, Opinion Surveys, Gripe Box System and Exit Interview.

**Open-door Policy:** - In this method, employees are requested to submit their grievances to their superiors and the problems are discussed and sorted out.

**Opinion Surveys:** -In this method, the employees express their grievances to persons who are not their superiors. The identity of the employee is not disclosed.



**Gripe Box System:** - The employees can drop their complaints in the complaint box. The employee need not disclose his identity if he so desires.

**Exit Interview:** - An employee may leave an organization due to dissatisfaction or on getting better employment. The information collected in an exit interview will be more reliable as the employee can express his opinion more freely and frankly which normally an employee may not do.

### 2.2.2 Principle of Grievance procedure:

1. **Stay calm:** The grievance procedure is meant to provide for the orderly and fair resolution of work-related conflict. Don't take a grievance personally; frame it in objective and behavioral terms.
2. **Put the grievant at ease:** Listen non-judgmentally and strive to understand the grievances viewpoint. Ask what specific remedy is sought.
3. **Reread the contract:** Confirm that the issue is covered by the bargaining agreement and the grievance is ripe. Follow prescribed timelines, or waive them by mutual agreement so you can decide the merits of the grievance.
4. **Clarify the burden:** Remember that management has the responsibility for proving the justification for any discharge or disciplinary matter, while the union bears the burden for enforcing a contract provision.
5. **Do your research:** Avoid snap judgments or rubber stamping earlier decisions. Conduct a proper investigation by gathering all the relevant facts and data, including the names of any witnesses. Be sure to document everything and create a record.
6. **Keep an open mind:** We all interpret events according to our own internal filters, which are shaped by experience, culture, etc. Don't assume that management's witnesses are more credible than the employee's or unions.



7. **Ask for help:** Seek advice from management or labor relations folks before you allow or deny a grievance. Be sure your decision doesn't conflict with the contract or with applicable law.
8. **Make an equitable decision:** Impose graduated discipline that is commensurate with the violation. Don't use a grievance to "get back" at an employee or union for some other action you didn't like.
9. Communicate the decision in a tactful and timely fashion.
10. Keep it professional. Separate the grievance process from your role and responsibility as a supervisor. Ensure that no employee experiences any retaliation for exercising rights under the contract

### 2.3.1 Grievance Handling procedure Steps:

The employee lets the employer know the nature of the grievance if it is not possible to resolve a grievance informally, employees should raise the matter formally and without unreasonable delay with a manager who is not the subject of the grievance. This should be done in writing and should set out the nature of the grievance. The standard statutory grievance procedure is a three-step process:

– **Step 1:** the employee must tell the employer in writing that they have a grievance. The legislation does not set out how the employee must set out the letter; however the Labor Relations Agency provides sample letters on its website. Employees should indicate at this stage if their grievance is because they believe they are being discriminated against.

– **Step 2:** the employer must invite the employee to a meeting to discuss the grievance as soon as possible. The employee must take all reasonable steps to attend this meeting. The employee has a right to be accompanied to this and any appeal meeting by a work colleague or a trade union official. After the meeting the employer must inform the employee of their decision in response to the grievance within a reasonable time and notify the employee of their right to appeal against the decision if they are



not satisfied with it. The employee must make their request for an appeal within a reasonable time of receiving the employer's decision.

– **Step 3:** if the grievance is likely to involve possibilities of major cost, then the industrial relations representative may deny it and send it to may vary substantially depending on the contract. Typical arrangements would include the following parties.

– Firstly, the grievance may be settled locally with the local negotiating committee and management.  
-In more complexes settled by a corporate situations grievance may be level of industrial relation director.

– **Step 4:** when the grievance is unresolved at the third step, the parties submit the dispute to a neutral arbitrator who hears evidence from both sides and renders a decision in favor of on.



## **Chapter 3**

# Findings of the Report

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## Chapter 3: Finding of the Report

### 3.1 Overview of the Company:

**Scandex Knitwear Ltd Unit-2** is established in the year 2009. From the beginning we have doing business with so many customers with our honesty. The unit is the most resourceful factory. **Scandex Knitwear Ltd. (Unit-2)** is a 100 % export oriented ready-made garments & Sweater factory, Located in AEZP, Narayangonj ,Bangladesh.

The Management approach essentially centers on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction and benefits to all members of the organization and to society.

Satisfying the customer is the foremost concern of **Scandex Knitwear Ltd. (Unit-2)** we are committed to satisfy our valued customer through acceptable product quality and on time delivery.

**Scandex Knitwear Ltd. (Unit-2)** cares for its working hands and working environment. Also we are aware of safety, accountability and social commitment.

We have approved our all customer's **COC**. Specially **Scandex Knitwear Ltd. (Unit-2)** Certified by international certification organization **BSCI, Sedex, SOCAM** for social responsibility, also we have valued Product certificate for **Oeko-tex, Organic Contents Standard**, Also we have got **Green** Rating from **Accord** for our building safety. We always respect our buyer **Code of Conduct**.

**Factory Address** : Plot # 42-51, AEPZ, Adamjee Nagar, Shiddirgonj,  
Narayangonj, Narayangonj-1431, Bangladesh.

Telephone No : 88 02 7692194, 7692195, 7692196

Fax No : 88 02 8827732

Web Address : [www.scandexgroup.net](http://www.scandexgroup.net)





Corporate Office : House # 25, Road # 20,  
Black # K, Banani, Dhaka-1213,  
Bangladesh.

Telephone No : 880-02-8861028, 8827731

Fax No : 88 02 8827732

Year of Establishment : Year 2009

**Contact Persons:** Farid Ahmed Patwary

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**: Director**

E-mail: [ferozbi@scandexgroup.net](mailto:ferozbi@scandexgroup.net)

Cell: +880 01713 143259.

**Back ground and experience of the sponsoring Directors:**

Managing Director of the project **Mr. Farid Ahmed Patwary** is a well experienced businessman having long-standing business acumen in trade, commerce and industry. He acquired wide exposure in diversified disciplines of business that covers import, export, manufacturing, banking, insurance & social development. Maximum part of his business life; he was engaged in Textile, Sweater & Knit & woven garments sector. Presently he is controlling following business concerns as the chief executive:

**Vision:**

To be the leading manufacturer of Readymade Garments and one of the most respected Supplier in the country with the satisfied buyers and employees and to generate value for the shareholders while contributing to the wellbeing of the society.



### Objectives:

To set a standard for successful & efficient office management in order to get optimum output with quality. To create employment, promote investment and contribute to Bangladesh economy positively.

Name of the organization	Location	Business Type
Scandex Knitwear Ltd. (Unit-2)	Plot # 42-51, AEZP, Shiddirgonj, Narayangonj, Bangladesh.	A 100% Export oriented readymade Garments Industry. (A Knitwear & auto Jacquard Sweater manufacturing Unit)
Scandex Knitwear Ltd. (Unit-1)	87, Beron, Jamgora, Asulia, Savar , Dhaka, Bangladesh	A 100% Export oriented Readymade Garments Industry. (A Knit Garments Manufacturing Unit)
Scandex (BD) Ltd.	87, Beron, Jamgora, Asulia, Savar , Dhaka, Bangladesh	A 100% Export oriented Sweater manufacturing Industry. (A auto Jacquard & manual Sweater manufacturing Unit)
Scandex Textile Industries Ltd.	Uttar Gazaria , Kaliakoir, Gazipur, Bangladesh.	Knit Fabric knitting, Dying & Finishing Unit.

### Machines:

**Scandex Knitwear Ltd. (Unit-2)** is well equipped with most advanced Auto jacquard, sewing and auxiliary machines, having a total of 507 Sets. These include Juki & Brother brand Single Needle, Double Needle, Interlock, Over lock, Bar tack, Feed of the arm, Zig zag, Button Hole, Button Stitch, Kansai Special, Flat Lock, Eyelet Button Hole, Fusing machines, in knitwear section

**Scandex Knitwear Ltd. (Unit-2)** has a good setup utility room with two diesel Generator, three Gas boilerone industrial compressor, Steam Boiler, Vacuum Iron table, etc.



# Scandex Knitwear Ltd (Unit-2)

A Knit Garments & Sweater manufacturing exporting organization  
(Sister Concern of Scandex Group)

## A Glimpse of Unit-2



**Knitwear Division**



**Sweater Division**


### Factory Address

Plot # 42-51, AEPZ, Adamjee Nagar, Shiddirgonj,  
Narayangonj-1431, Bangladesh.

Tel: 88 02 7692194, 7692195, 7692196, Fax : 88 02  
8827732 [www.scandexgroup.net](http://www.scandexgroup.net)

### Corporate Office

House # 25,  
Road # 20, Black # K,  
Banani,

Dhaka-1213, Bangladesh.

Telephone: 880-02-8861028, 8827731, Fax: 88 02 882773



## 3.2 WAGE & BENEFIT

- ❖ The current monthly minimum wages is 5600 and ensure minimum wages for other grade workers as per BEPZA regulations.
- ❖ Wages & salary breakdown is
  - 60% Basic and
  - 40% allowances.
- ❖ Any work after 8 hour will be treated as overtime. Mentionable here that maximum total working hours a day are 10 hour and per week 60 hours.
- ❖ A worker will get double payment the basic for working overtime more than 8 hours.
- ❖ Overtime calculation:  $\text{Basic} \div 208 \times 2 \times \text{actual O.T. hours}$ . 208 means total working hours in a month =  $(26 \times 8 = 208)$ .
- ❖ No employee is allowed to work more than 10 hours a day & 60 hours a week.
- ❖ In every seven days of week one day is off as weekly holiday.

### **Incentives:**

- ❖ Paying food allowance tk 30.
- ❖ Company pay attendance bonus 450 tk. for full attendance in the month
- ❖ Provident subsidized
- ❖ Transportation facility.

### **Facilities:**

- ❖ Employee and worker are done permanent after four month provision period. All permanent employees and worker are eligible to be a member of P.F. every month tk @8.33% of basic pay is deducted from each member and deposits the equal amount to the fund.



- ❖ Two festival bonuses paid to every employee in a year. Equivalent to two basic of wages/salary during two Eid festive.
- ❖ Provided free Medical facilities. To face any emergency company provides free ambulance services, TB treatment provided at no cost in certain circumstances from BEPZA hospital.
- ❖ Leave encashment: after completion of year if any employee who does not enjoy portion of earned leave or leave not granted as per rules, the amount of that leave paid in cash.

### **3.3 Leaves & Holidays:**

There are 5 types of leaves are provided to the employee in a year.

- ❖ Festival holiday- 12 days with full pay.
- ❖ Casual leave- 10 days with full pay.
- ❖ Earned leave- 14 days with full pay.
- ❖ Sick leave- 14 days with full pay.

### **3.4 ANNUAL INCREMENT**

- ❖ Annual increment is given in accordance with BEPZA regulations. Special increment also given those who demonstrate extraordinary experiences or skills.
- ❖ In addition to above Scandex Knitwear Ltd. follow the BEPZA instruction no- 1, 2 and the country labor law.



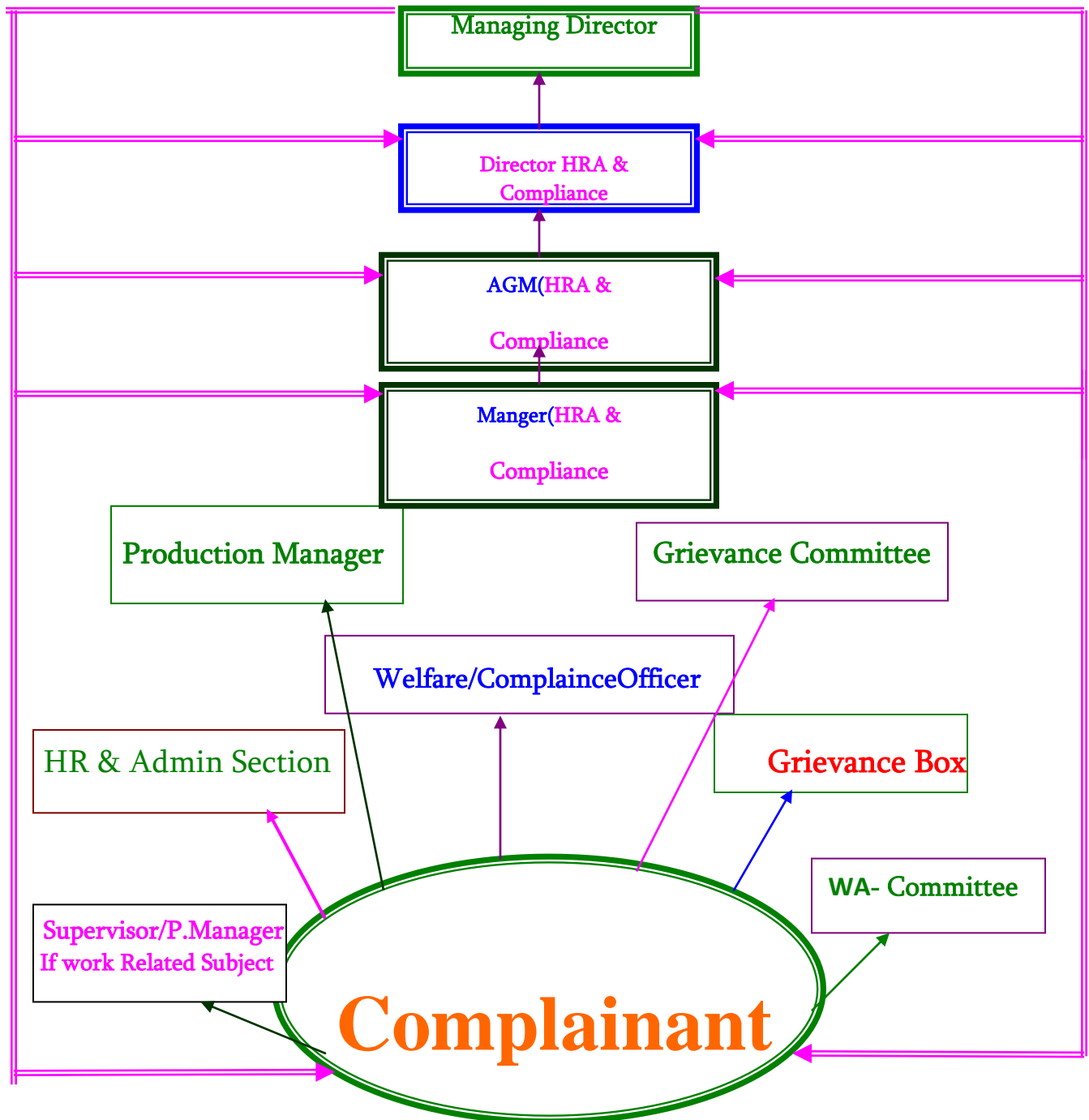
### **3.5 WAGE POLICY**

Previously the company followed the BEPZA instructions no- 1&2 of 1989, The Labor Law 2006 was taken into consideration in case of important reference, Buyers code of conduct, EPZ workers Association and Industrial relation Act-2004 etc. After 2006 the company only strictly follows the Bangladesh Labor law 2006.



### 3.6 Grievance Handling Procedure in SCANDEX Knitwear Ltd:

## Grievance Procedure





## Scandex Knitwear Ltd (Unit-2)

41-52.AEPZ, Adamjee, Siddirgonj, Narayangonj.

### COMPLAIN / SUGGESTION BOX CHECK LIST

- ✚ Member of committee: Md. Abdul Mannan(Manager HRA & Compliance)
- ✚ Member of committee : Md. Kamal Hossain ( Senior Executive (Compliance)
- ✚ Member of committee: Mita Ahemd (Welfare Officer)
- ✚ Member of committee : Rokeybul Abedin ( Admin Officer)

SL No	Date	Floor	Box No	Opening Time	Closing Time	Number of Letter	Signature
1							
2							
3							
4							
5							

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Welfare

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Sr.Compliance

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Manager HRA & Compliance





### 3.7 Some Grievance Cases of Scandex Knitwear Ltd:

Name: Shakila ID: 63268 Section: Quality Join Date: 03/05/12	Permanent Address C/O Haydar Ali Vill: kodomtoli P.O. Adomji P.S. Siddirgonj Dist. Narayongonj	Present address Vill: kodomtoli P.O. Adomji P.S. Siddirgonj Dist. Narayongonj
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21-08-14

Habitual late attendance in several times in previous months which is serious misconduct according to labor law 2006 that's why Company issue Show cause letter in 16/08/2014.

So she asked to join after 3 days of receiving the letter with the cause.

After receiving the letter she gave answer in 27/08/14 and surrenders herself and realizes that was as a serious misconduct. She committed in the next time she will not do this.

25-02-15

In the month of February she was absent for 2 days and came to the office late in 14 days. Even she did not inform the authority about the late present that's why company gave him a warning letter

27-04-15

Due to complain from her supervisor about she is not concentrate in her work and irregular in her work place, due to this complain company gave him another show cause letter.

17-06-15

In 17th June Company suspend her for habitual late attendance and irregular in work place for 3 days. After receiving answer from her suspension pending inquiry will be done by administrative dept.



24-06-15

After receiving her answer company made an inquiry committee consisting of 3 members

25-06-15

In 25<sup>th</sup> June Company inform Shakila that an Inquiry committee is form for inquiry and asked her to come in the office at 28-06-15 at 2:00 P.M. with her evidence and witness if she has.

28-06-15

In 28<sup>th</sup> June inquiry committee sited with her and done all the process and they found accused was guilty and give their report to Admin dept.

29-06-15

After receiving the inquiry report authority suspend Shakila from her workplace from 30-06-15 due to her serious misconduct according to BEPZA and Labor Law 2006

Name: Rohima ID: 45010 Section: Sewing Join Date: 03/05/14	Permanent Address C/O Abdul Jabbar Vill: Chordhukhiya P.O. Alikodom P.S. Dumki Dist. Potuakhali	Present address Vill: kodomtoli P.O. Adomji P.S. Siddirgonj Dist. Narayongonj
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20-06-15

Rohima complaint against her Supervisor that her supervisor misbehaves with her due to production related works in complaint box. After opening the box, welfare officer maintain proper process and done all the process than Admin dept. give supervisor a show cause letter for supervisor misbehave.



Name: Shilpi Begom ID: 31025 Section: Sewing Join Date: 13/09/14	Permanent Address C/O Salamot Ali Vill: Mijmiji P.O. Mijmiji P.S. Siddirgonj Dist. Narayongong	Present address Vill: Mijmiji P.O. Mijmiji P.S. Siddirgonj Dist. Narayongong
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15-06-15

Shilpi complaint against toilet cleaning, she verbally tells the welfare officer to take steps about the problem. Welfare officer take steps and clean the washrooms.

### 3.8 MY FINDINGS

From my observation and practical experience I found that, Scandex Knitwear Ltd. provides a good benefits and compensation to the workers. They follow the regulations strongly regarding the workers.

The regulation that Scandex Knitwear Ltd. follows the combination of-

- AEPZ rules
- BEPZA
- Government law
- Buyer requirement.

Every clause at the guideline provides opportunity is coping to the workers to be more benefits. The clauses established to see the workers facilities. Also the guideline assures the security of workers



benefits and HR.

Though all the facilities provided by the Scandex Knitwear Ltd. to the workers, still the worker turnover rate is extremely high in Scandex Knitwear Ltd.

I have found few reasons that may be the reasons for the workers turnover. They are given bellow:-

In AEPZ workers have many recruiting option. They can move from one company to another in a very short time. They are contractual or permanent but because of their tendency to get new management and perception regarding that other company provides better facilities is major reason for switching the company. And the industry is in high growth so there is a huge demand for workers. So the option of getting job is always open.

- ❖ Different company provides different facilities like- some company better at providing better working environment, some are providing good working condition, and some are in salary, work pressure, working period. Some reasons are like- distance to work place from home etc. Workers focus what their need is. If salary is the reason then their switching rate is high. Similarly other benefits are in consideration. But there are also the perception plays a vital role.
- ❖ Lack of ethics of workers.
- ❖ Loyalty scarcity among the workers.
- ❖ Workers don't understand or give values to the company provided benefits and facilities.
- ❖ Sickness.
- ❖ Misbehave of Floor Manager.
- ❖ Extensive Work Pressure.
- ❖ Excess of overtime.



# Chapter 4

## Recommendations

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## 4. Recommendations

Scandex Knitwear Ltd. is an International business organization which successfully operating their business in the International READY MADE GARMENTS market. In spite of their successful business operations Scandex Knitwear Ltd. having face sort of problems.

So, for solving the prevailing problems and to be a market leader following steps to be taken:-

- ❖ Special training and seminars can be arranged for the employee as well as for the floor manager to practice the Grievance procedure.
- ❖ Grievance handling process should be more authentic and time less. New system may have introduced to done all the process in short time.
- ❖ Company should have boost the workers to express their grievances becasue sometimes they dont want to submit their complaint.
- ❖ Authority should have follow up the Grievance box properly.
- ❖ Scandex Knitwear Ltd. should try to improve their management-style for overcoming the global challenges in different situation. Although present management is not bad but it should be dynamic in future for the betterment of all the aspects.
- ❖ In spite of low unrest in the factory, Scandex Knitwear Ltd. should give more emphases on workers right and try to strictly implement the different laws. If the workers are satisfied their production capacity will boost up by themselves.
- ❖ Scandex Knitwear Ltd. should develop a market analysis group formally for national and international market. This group will be responsible for searching new prospective market and also analysis the present market problems. This group could help Scandex Knitwear Ltd. to become market leaders in International Market.



- ❖ The company should give more importance to the workers orientation and introduction session to develop the workers ethics and culture and also increase the loyalty of workers.
- ❖ To reduce the absenteeism company should give more importance to the worker health issue by providing proper mask, hand gloves, gum boot, helmet etc not only before buyer coming but for the permanent use when this will required.
- ❖ Scandex Knitwear Ltd. should increase the expertise in human resource department for the proper performance appraisal analysis, which provide the power to Scandex Knitwear Ltd. for retain the expert qualified, skillful personnel's in Scandex Knitwear Ltd. also increase the overall performance of the employee, increase the service quality of the employee's, also raise the market share of the International Market.

Finally it can be said that Scandex Knitwear Ltd. should properly take the above-mentioned steps for the overcoming the prevailing problems.



## 5. CONCLUSION

Scandex Knitwear Ltd. is a well-established, modernly facilitated and one of the largest manufacturing private organizations in Bangladesh. It has maintained a strong market position by providing quality service to its buyers. By earning a huge foreign currency it also enriched and accelerated the economy of the country. Without making proper use of human resource the development of an organization is considered as impossible. So it considers its employees as the core resource and put great emphasis on the process of manpower selection and recruitment. The development of the employee ensures the development of the organization and to make the development happen in reality it also provide sufficient facilities. It combines business along with morality and responsibility to achieve its ultimate goal.

Grievance is linked to each other. One generate poll of Potential candidates and other choose the best one. Effective and efficient process of grievance in an organization helps to become more competitive.

*I wish best of luck for the Scandex Knitwear Ltd.*





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- Brief profile of Scandex Knitwear Ltd.

### Website

- United Nations Population Divisions [www.undp.org/pipin](http://www.undp.org/pipin)
- Web site of BGMEA [www.bgmea.com](http://www.bgmea.com)
- Web site of BKMEA [www.bkmea.com](http://www.bkmea.com)
- [www.scandexgroup.net](http://www.scandexgroup.net)