

Report On
**Factors influencing women's leadership progression in the
textile industry of Bangladesh**

By

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

BRAC Business School
Brac University
September, 2024

Declaration

It is hereby declared that

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

Student's Full Name & Signature:

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Designation, Department
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Letter of Transmittal

Dr. Nusrat Hafiz
Assistant Professor,
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Madam,

This is my pleasure to present you my report written on 'Factors influencing women's leadership progression in the textile industry of Bangladesh', which I was appointed by your direction.

I have tried my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Kazi Afsana Rahman
ID - 20104086
BRAC Business School
BRAC University
Date: Month, Day, Year

Non-Disclosure Agreement

This agreement is made and entered into by and between SQUARE Textiles and the undersigned student at Brac University.....

Acknowledgement

I would like to thank my university supervisor Dr. Nusrat Hafiz (Assistant Professor) for supporting me with every difficulty I faced while writing the report. Ma'am has always been considerate about new ideas and has made herself available for every query.

I would also like to thank Mousumy Akter, Executive-I, HR & Admin, SQUARE Textiles, Tanvir Ahmed, Senior Executive-II, HR & Admin, SQUARE Textiles and the whole HR department of SQUARE Textiles for constantly supervising me and trusting me with responsibilities which have taught me a lot in the course of my internship period.

Executive Summary

This report discussed the nature of my work as an intern and how I have designed this report to proceed further. Next, this report shows the organization's different structure, recruitment process, its achievements, findings on financial situation, and examines the market position through SWOT analysis and Porter's Five Forces. At the end, the report is written on the main objective to find out the factors that influencing women's leadership progression in the textile industry of Bangladesh.

Keywords: Human Resource, Recruitment, Selection, Organizational development, SWOT, Employee hiring, Recruiters, Market analysis, Financial Growth.

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Chapter 01

Overview of the Internship

1.1. Student Information:

This report is written by Kazi Afsana Rahman, ID: 20104086, an undergraduate student at BRAC Business School, BRAC University, with a major in Human Resource Management and a minor in marketing. This semester, summer 2024, I have aimed to finish my undergraduate degree from BRAC University with the successful completion of my internship.

1.2. Internship Information:

As a business school graduate, doing an internship is a significant part of the graduation program as it gives us a hand on experience of what we have learned in these four years of academic education. This helps a business student to face the real challenges and learn how to overcome those, how the corporate culture is and as well as how to act in a professional manner and most importantly, making networks with leading organizations in Bangladesh. It was my humble gratitude and pleasure to the almighty for granting me the opportunity to work at one of the biggest organizations in Bangladesh, SQUARE Textiles, as their HR intern for the past 3 months. As a result, I have acquired valuable knowledge regarding the work I was involved in as well as about the organization overall. This internship report is highly based on the knowledge that I have gathered during my internship program. Therefore, this report only focused on publicly available and non-confidential information to retain the integrity and confidentiality of the organization.

1.2.1. Internship period, department/division, address:

I started my internship at SQUARE Textiles in the Human Resources Division for a three months long tenure. The first day of my joining was on 9 June, 2024 and will end on 10th

September, 2024. The corporate office of SQUARE Textiles is at Anita Center, Plot# 77, Sector #7, Dhaka-Mymensingh Road, Uttara, Dhaka.

1.2.2. Internship Supervisor Information:

During my internship tenure, I was assigned under

- ☐ Shamsul Haque, AGM-HR & Admin, SQUARE Textiles Division.
- ☐ Mousumy Akter, Executive, Learning & Development, HR & Admin, SQUARE Textiles Division.

It was my immense pleasure to work under both talented and hardworking people, as I got to learn about different aspects of a corporate job and learn to overcome my flaws.

1.2.3. Challenges faced during the internship:

Academic internship opportunity exposes a student about the real-life work environment that they might face during their permanent job tenure. As an intern working at one of the biggest companies in Bangladesh, I have learned many valuable lessons from my supervisors, seniors which I will implement and cherish in my future endeavors.

Nevertheless, there is always another side of the door. During my internship, along with having an insightful internship period, I have also faced a few challenges. Few of the challenges that I have faced during my internship are -

- Having issues regarding adjusting to the corporate setup for the first time. The internship experience is my first time working in an organization. As everyone was so professional and my senior so I was facing difficulties to open up and build communication. However, with the guidance of my supervisor I have managed to overcome it.
- Three and a half months long internship program felt quite short to learn and understand in depth about the corporate culture and the nature of the work.

1.3. Internship Outcomes

1.3.1. Background of the study:

Any knowledge is considered worthless if it is not implied practically. From the medical profession to business, academic knowledge is gained in order to have practical implementation of the required information. As an undergraduate, internship is a hands-on experience of the knowledge that has been gathered during the four long academic years. This journey also serves the purpose of working in an organization to get more knowledge about the corporate world. Both academic knowledge and internship provide a student a 360-degree idea of the business world and what they can pursue in the future. As a student at BRAC University, it is part of my curriculum to complete an internship, mostly in the last semester. In the information provided in this report, I tried to incorporate all the crucial and authentic information without violating the confidentiality of the organization.

1.3.2. Objective of the study:

Any knowledge is considered worthless if it is not implied practically. From the medical profession to business, academic knowledge is gained in order to have practical implementation of the required information. As an undergraduate, internship is a hands-on experience of the knowledge that has been gathered during the four long academic years. This journey also serves the purpose of working in an organization to get more knowledge about the corporate world. Both academic knowledge and internship provide a student a 360-degree idea of the business world and what they can pursue in the future. As a student at BRAC University, it is part of my curriculum to complete an internship, mostly in the last semester. In the information provided in this report, I tried to incorporate all the crucial and authentic information without violating the confidentiality of the organization.

This report is written to have an in-depth idea on the women's leadership progression in the textile industry of Bangladesh. The information that has been gathered both primarily and secondarily will provide the reader a clear view of the corporate culture and working process of SQUARE Textiles. As SQUARE Textiles is one of the leading industries in Bangladesh, it has maintained a strong branding image that has created a lucrative impression on the job seeker in Bangladesh. As a result, this report will provide a beforehand knowledge on the recruitment and selection process of SQUARE Textiles, making it more reliable and convenient for any potential job holders.

Specific Objectives:

- defining the recruitment process in detail.
- discussing the selection process in detail
- Role of the HRBP and the recruiter in the recruitment process
- finding out improvement points in recruitment and selection process

1.3.3. Scope of the study:

This paper showcases different aspects of the recruitment and selection process at SQUARE Textiles. It also discusses several working parts, process and employee relation of the organization, including departments like Finance, Marketing, Management, Commercial, etc. Moreover, this report will give a generic idea of their hierarchy and how the business operates in this highly competitive and growing industry. Besides, the information given here contains my responsibilities as an HR intern and the projects and tasks that have been given to me to complete. Through this report, one can easily gather a general idea of SQUARE Textiles in terms of their management, operation, success, and future prospects.

1.3.4. Methodology:

The information provided in this report is gathered in a systematic order. Although, working as a Human Resources Management intern, I have to maintain the privacy of the organization as doing such the report is based on qualitative research rather quantitative. As a result, the data collection method is a mixture of both primary and secondary data collection. I have conducted mostly primary research to collect the information. For example, my experience as an intern at SQUARE Textiles, discussions with my supervisors and information provided by her, and the experiences of existing interns. However, gathering all the necessary data was a bit difficult task for me as I had to follow the company regulations and privacy. My supervisors have done their best to provide the necessary information to make this data collection process smoother.

1.3.5. Source of Data:

□ **Primary Data:** During my internship, I have had several discussions on the recruitment and selection processes of SQUARE Textiles. Moreover, I was given tasks to coordinate different responsibilities by my organizational supervisor, which has given me exposure to knowledge regarding this topic. Last but not least, I had an informal conversation with Mousumy Akter, Executive, and Tanvir Ahmed, Senior Executive about the overall recruitment process of the organization.

□ **Secondary Data:** As for the secondary data, I have collected all the necessary numbers from SQUARE Textiles financial statement. I have also collected other data from the former interns and SQUARE Textiles website.

1.3.6. Limitation of the report:

Working under one of the largest and fastest growing organization of Bangladesh, not to mention that, maintaining their information confidential is one of the primary concerns of the organization as a whole. On top of that working in the HR division makes collecting data more

difficult as this department deals with the valuable stakeholders. Hence, following are the limitations I faced during writing my report.

a) It's challenging to conduct research while keeping the organization's confidentiality as an intern.

b) The majority of the information I have obtained is based on my own experience and the information provided by my supervisor and other senior executives and executives; it is challenging to translate this qualitative data into quantitative form for use in statistical analysis tools.

1.3.7. Contribution to SQUARE Textiles:

I am extremely fortunate to work at SQUARE Textiles as their Intern in the HR Division. My work experience there has not only taught me regarding multiple aspects of the HR Division but also taught me about the culture and practices based on which a corporation runs. During my internship, I was assigned to multiple tasks and projects where I was able to learn numerous things that have enlarged my knowledge. Below, I have mentioned some of the major tasks that was executed by me –

- a) **Revising Role Profiles:** A role profile is a job description where job purpose, job responsibility and key outcomes are written along with the position name, department, division, reporting, etc. Here my job was, according to the job description, find out whether the purpose, responsibilities or outcomes are written as it is supposed to be. I used to create comments on any issues and after that I had to cross-check with my supervisor to check the authenticity of the work.
- b) **Interview Scheduling:** In this I had to follow several steps including calling the candidates, making score cards, making attendance sheets, organizing the resume

and so on. I have called several candidates to inform them about their interview time, venue and other necessary information.

- c) **Coordinate Interview:** I was also assigned coordinated physical interviews. At first, I have to make sure the receptionist receives the attendance sheet. After that, I call individual candidates to make sure their presence at the venue in time and then make sure that they are placed in the waiting room and help candidates by directing them towards the interview room. In the mean time I may have to help them with any kind of query or need. Lastly, I need to make sure that the candidates have left the venue properly.
- d) **Collecting CVs based on the criteria:** I was given the job specification statement to collect CVs for the specific position. As HR collect CVs from various places such as bd job website, square textile career site etc. Based on the job specification, I figured out what the criteria's they are looking for. According to that, I check the CVs to find out if it matches with these criteria. After collecting these CV's, I hand it over to the senior to finalize the CV's.
- e) **Payroll:** In this part, I entered salary related data of different non departmental employees for example floor-in-charge, cleaner, guard and receptionist. I have input their attendance in the excel sheet and based on that I prepared a monthly salary statement.
- f) **Job Confirmation & Extension:** Learned and prepared job confirmation and job extension approval. Besides that, created excel sheet with the specific information of all the selected candidates along with the number they got in written. Maintained serial while doing that as it will be better for the respected interviewer to track the information that only need or required.

g) Training: In this given task, I prepared annual training plan and training calendar instructed by my supervisor. After that, as per training calendar, arranged a training session. Arranged training materials and instructed the floor-in-charge to provide refreshment during training. Prepare training related materials, both hard and soft copy of it.

Chapter 02

Overview of the Organization

2.1. About SQUARE Textiles:

SQUARE Textiles Division is Bangladesh one of the diversified business sectors that has started its textile business with a spinning unit named as SQUARE Textiles Limited in 1997 in Gazipur. After a year, it established its Unit 02 in 1998. Gradually SQUARE Textiles started its several units such as Square Spinning, Square Texcom, Square Fashions, Square Apparels and Square Denim. The plant is situated in Bangladesh's Saradaganj, Kashimpur, Gazipur, Bhaluka, Saraipur. Its head office is located at Uttara in Dhaka. Where all 6 factories different parts are controlled. (About Square Group, n.d.)

The Idea of establishing the organization SQUARE came from the legendary entrepreneur of Bangladesh, Sir Samson H Chowdhury. With his creative innovation and leadership perseverance, he built a small pharmacy business in a small village of Pabna in 1952 and then with the partnership of three of his friends, he ventured into a partnership pharmaceutical company. In 1958 they named it SQUARE. Over a span of five decades, he built SQUARE group. After that, in 1994 he built SQUARE Textile division which is a venture of Square Group and now Sir Mr. Tapan Chowdhury, the son of Samson H Chowdhury is the Chairman and his daughter Ms. Sanchia Chowdhury is the director. The operation of SQUARE Textiles was started in 1997. It was also enlisted in Dhaka Stock Exchange & Chittagong Stock Exchange in 2002. Today, it is one of the most advanced vertically integrated organizations in the nation for all types of textile goods, with over 35,000 trained workers and state-of-the-art machinery. (About Square Group, n.d.)

Concern of SQUARE Group

Square itself today more than just a name of an organization but it's an institute that has career spanning across four and half decades and successfully developed several concern organizations under the umbrella such as - Pharmaceuticals, Toiletries, Garments, Textile, Information Technology, Health Products, Food Products and Hospital. These are the most renowned organization under Square but besides these, these has several sister concern organizations as well. (Square Textiles Ltd, n.d.)



Fig 01: SQUARE Group

2.1.1. Corporate Division of SQUARE Textiles

Square Textiles has six different division who are the part of them. All the division of this organization are given below -

1. **Square Textiles PLC.** – This division has 5 Spinning Units Factory located at Sardaganj , Sreepur ,Kashimpur Road, Gazipur and Olipur, Habigonj. This division prepare the garments for Bangladeshi and foreign companies.
2. **Square Fashion Yarns Limited (SFYL)** – This division has 2 Spinning Units and the Factory is located at Uttora Vangnahati, Sreepur, Gazipur. This sector works with yarn.

3. **Square Texcom Limited (STcL)** – The Spinning Unit of this Factory is located at Kathali & Bhaluka , Mymensingh.
4. **Square Fashions Limited (SFL)** – This division producing a wide range Readymade Knit Apparels like Polo Shirts, T-Shirts, Tank Top, Trousers, Hooded Jacket & Cardigan, Sports Wear, Undergarments, Men's & Ladies Fashions Wear, Kids Wear & Circular Knit Fabrics both in open width and tubular width in different weight. The two Knit Fabric & two Garments Units Factory of this division is located at Jamirdia Masterbari, Bhaluka, Mymensingh and Vogra, Gazipur.
5. **Square Denims Limited (SDL)** – This division works for producing denim fabrics, innovative and diverse denim and jeans. The Denim Fabric & Garments Fabric Unit located at Olipur, Habigonj Garments Unit located at Dubaliapara, Bhaluka, Mymensingh.
6. **Square Apparels Limited (SApL)** – This division works with world class woven fabric with innovative ideas, beautiful color and classic design. The Woven/Shirting Fabric & Garments Fabric Unit located at Jamirdia Masterbari & Bhaluka, Mymensingh. Garments Unit located at Mamarishpur, Bhaluka, Mymensingh.

There are several employees in the Hr & Admin department where each people are responsible for different department related activities like transport facility control, arrival & overtime track, salary & insurance insure, recruitment etc.

Besides Hr Department, Square Textile Division Has different other departments in Anita center which is the head office of Textile division.

2.1.1. Mission of SQUARE Textiles Limited:

The mission of SQUARE Textiles is to produce quality products and services by strictly maintaining on ethical and moral standards at a minimum cost as possible to the society ensuring optimum benefits to the consumers, the shareholders and other stakeholders. (About Square Group, n.d.)

2.1.2. Vision of SQUARE Textiles Limited:

The main concept behind developing their business from their vision, SQUARE Textiles sees it as a means to the well-being of the investors, stakeholders, employees and member of the society at large by creating new wealth in the form of goods and services that go to satisfy the wants of all of them without disturbing or damaging the socio-ecological balance of the mother earth and the process of human civilization leading to peaceful co-existence of all the living beings. (About Square Group, n.d.)

2.1.3. Objectives of SQUARE Textiles Limited:

- Strive hard to optimize profit through transparent business operations within the legal & social framework with unkindness to none and justice for all in respective of gender disparity, status, faith of religion or region.
- Create more jobs with minimum investments.
- Be competitive in the internal as well as external markets.
- Maximize export earning with minimum imported in-put.
- Reduce the income gap between top & bottom categories of employees.
- Promote corporate social responsibilities among all.

2.2. Achievements of SQUARE Textiles Limited:

Working as a one of the popular industries of Bangladesh, Square Textile has a very high reputation not only in Bangladesh but globally. From 2000 to 2021, there are several achievements that SQUARE Textiles have earned over the year. Some of the achievements are mentioned below (Square Textiles Ltd, n.d.)

Year	Achievements
2000	• Awarded Oeko-Tex Standard 100 Certificate • Awarded ISO-9001:2008 Certificate
2002	• Listing with Dhaka Stock Exchange Ltd & Chittagong Stock Exchange Ltd. • Awarded Cotton USA Certificate
2003	• Awarded SUPIMA license
2007	• Awarded Global Organic Textiles Standard (GOTS) Certificate
2008	• Awarded Cotton made in Africa (CmiA) Certificate
2009	• Awarded USTERIZED Certificate
2010	• Received HSBC Export Excellence Award.

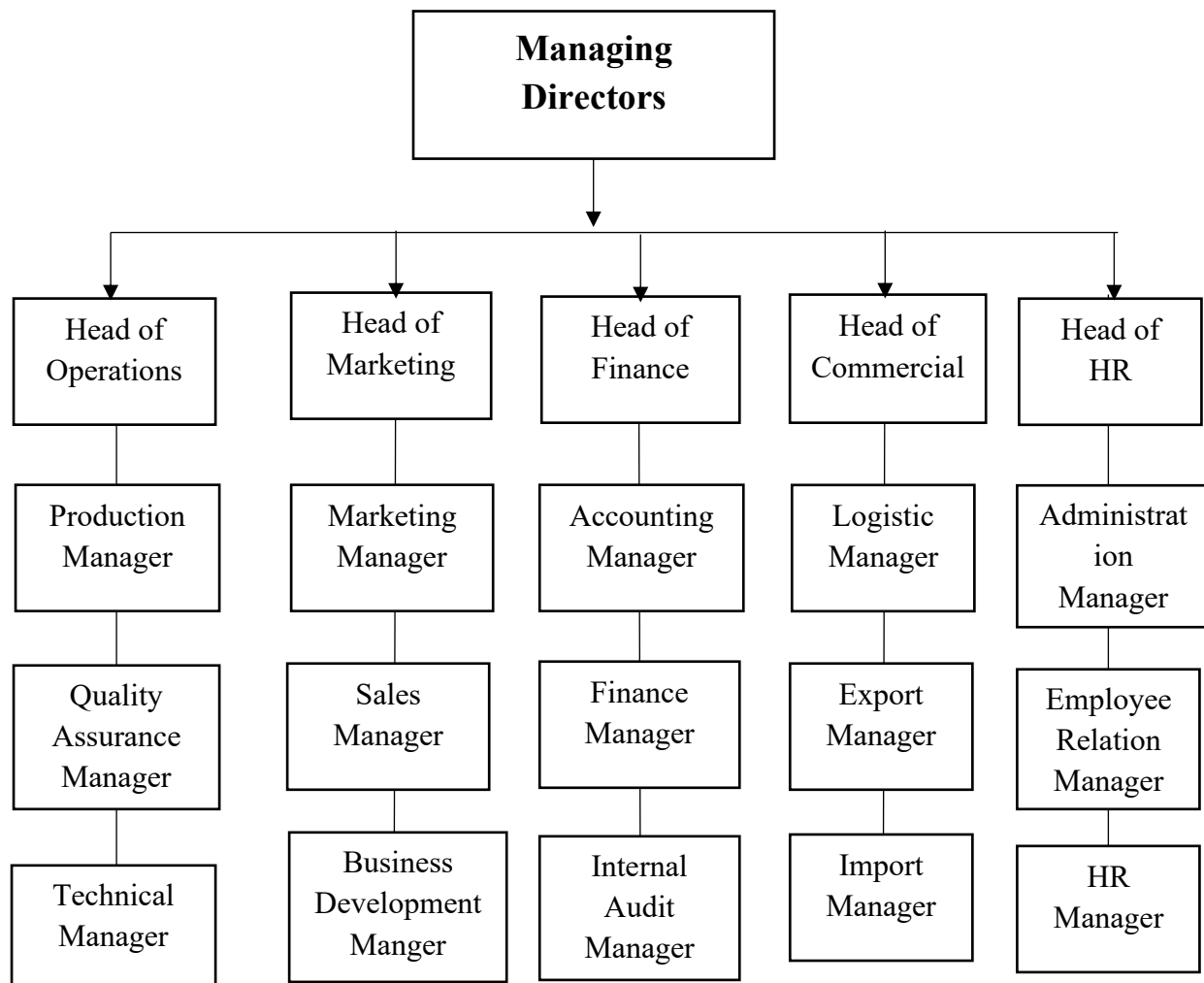
2011	• Authorized Capital BDT 3,000 million
2015	• Won ICSB National Award Gold for Corporate Governance Excellence.
2017	• Awarded as Best Taxpayer Textiles Sector • Awarded "AA" rating in the long term and "ST-1" in short term by CRISL
2018	• Won Export Trophy Gold
2020	• Awarded "AA" rating in the long term and "ST-1" in short term by CRISL
2021	• Won Export Trophy Gold

Table 01: Achievements of SQUARE Textiles Limited

2.3. Organogram

2.3.1. Managing directors of SQUARE Textiles

Square Textiles is one of the largest textiles industries of Bangladesh that has several divisions working with it. The head office of all the 6 division is in Uttara Anita Centre. Some of the departments that are working are –



2.3.2. Functions of Square Textile Division Human Resource

SQUARE textiles have 6 of its unit and all the hiring process of those unit are controlled and handle by the Human Resource management department of SQUARE Textiles. Here in the given chart is showing the hierarchy of Human Resource department of Square Textiles.



Fig 02: Hierarchy of HRM

2.3.1. Target Customers of SQUARE Textiles

The products that SQUARE Textiles work with are yarn, garments and fabric. The target customers of SQUARE Textiles are export oriented readymade garments Industry. In the country, various garments factory take yarn from SQUARE Textile and some International Company like Puma and Zara also are the customer of SQUARE Textiles as they collect fabrics from SQUARE Textiles and even order garments from the organization as well. SQUARE Textiles also sell fabrics to some Bangladeshi organizations like Beximco Kitting, Grameen Knitwear, ShashaDenim, Knit Concern etc (Square Textiles Ltd, n.d.).

2.4. SQUARE Textiles Law & Rules

SQUARE Textiles highly maintain the code of conduct and labor laws. They never tolerate any kind of activity in the workplace that does not go with the rules of their corporate sector (About Square Group, n.d.). These are some of the facts they strictly maintain in the organization –

1. No bonded Labor
2. Freedom of Association
3. Safe Working Conditions
4. No Child Labor
5. Reasonable Hours of Work
6. No Discrimination
7. Regular Employment
8. No Harsh Treatment

2.4.1. Employee Facilities Provide by SQUARE Textiles

SQUARE Textiles is very much concern about the employee's mental health and employees work life balance. They provide free lunch and tea break for employees. They also provide free transportation facilities as well. They're the first organization to provide shelter facility to the employees. The employee of SQUARE Textile has also the benefit of getting discount on their health checkup and other health related facility from Square Pharmaceutical Hospital. They provide health insurance to the employees as well (About Square Group, n.d.).

2.5. Financial Performance

In the purpose of making future decisions regarding the organization based on present scenarios, analyzing financial performance of an organization is a core requirement to understand the business and running it smoothly. Here is the Net Profit Margin, Total Asset Turnover and Return on Asset (ROA) of the years 2023, 2022 and 2021 has been calculated to understand their financial performance over the last 3 years. (STXL - Sister Concerns, n.d.)

A. Net Profit Margin: The net profit margin is the ratio of profit a company generates to the total amount of sales or revenue the company creates and it expressed in percentage. It reflects how much a company earns of each TK they spend on sales.

The formula for Net Profit Margin: $\text{Net Profit} / \text{Revenue}$

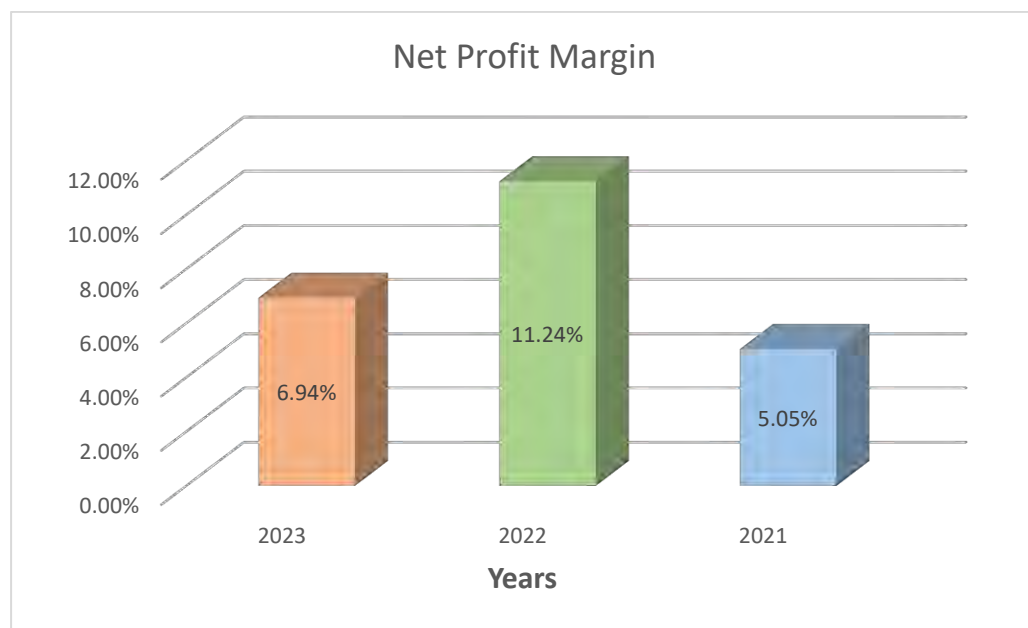


Fig 03: Net Profit Margin of Square Textiles (2023,2022,2021)

From the chart, we can see that there's a change in each year's profit margin. In 2021, the profit margin percentage was 5.05% which grew in more than double in the next year and it was 11.24% in 2022. Again, we can see that in 2023 the profit margin drop

in 6.94% Meaning that they were earning profit close to their sales and did noticeable performance in 2022 but could not maintain it, causing the drop of percentage so they need careful monitoring of costs and potentially increasing sales efficiency to sustain or improve profitability in the future. (STXL - Sister Concerns, n.d.)

B. Return on Assets

ROA helps the company to understand how much profit they are earning in terms of the value of its assets. A company's assets are accumulation of all of their resources and making maximum profit out of it is one of the core goals for an organization. The more the ROA is the better it is for the company and the investors as this shows that the company is earning more profit against their assets.

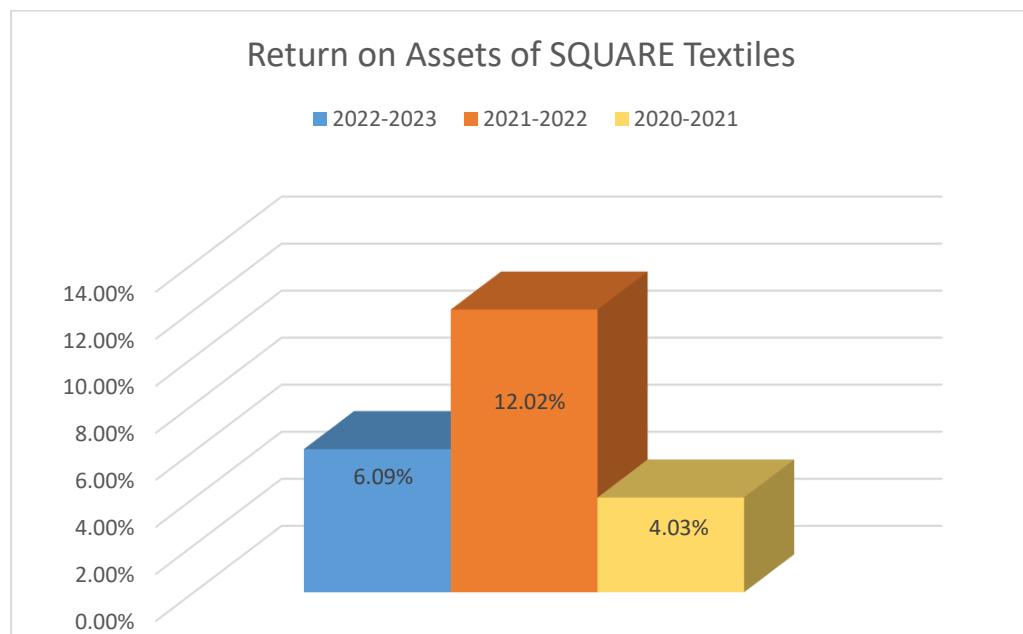


Fig 04: ROA of SQUARE Textiles

In this chart we can see that in 2020-2021 the ROA of SQUARE Textiles was 4.03% which increase in a significant number in the next year. In 2021-2022 the ROA was 12.02% which is more than double of the previous year. But in 2022-2023 the ROA drop in almost double and it was 6.09%. So, it can be said that the ROA rate of SQUARE Textile is not stable. (STXL - Sister Concerns, n.d.)

2.6. Industry and Competitive Analysis

2.6.1. SWOT Analysis

SWOT analysis is an effective tool that is being used in the strategic management process in any organization. The four components of this SWOT analysis are Strengths, Weakness, Opportunities and Threats that is being analyzed to understand and the company condition. Usually, an organization consists of two major environments, one is its internal environment and another one is an external environment. In order to analyze these environments, SWOT is a useful tool for the strategic management process.

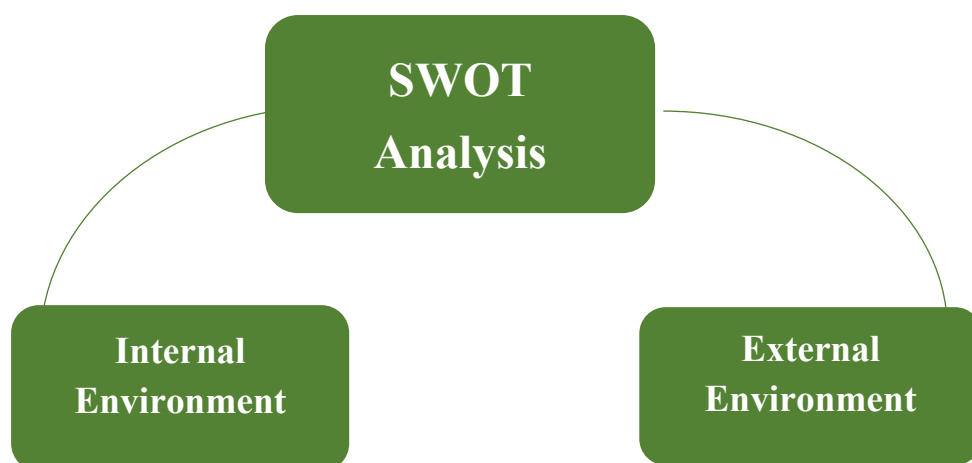


Fig 04: SWOT Analysis

To understand the internal and external environment of SQUARE Textiles better, SWOT analysis of SQUARE Textiles is given below –

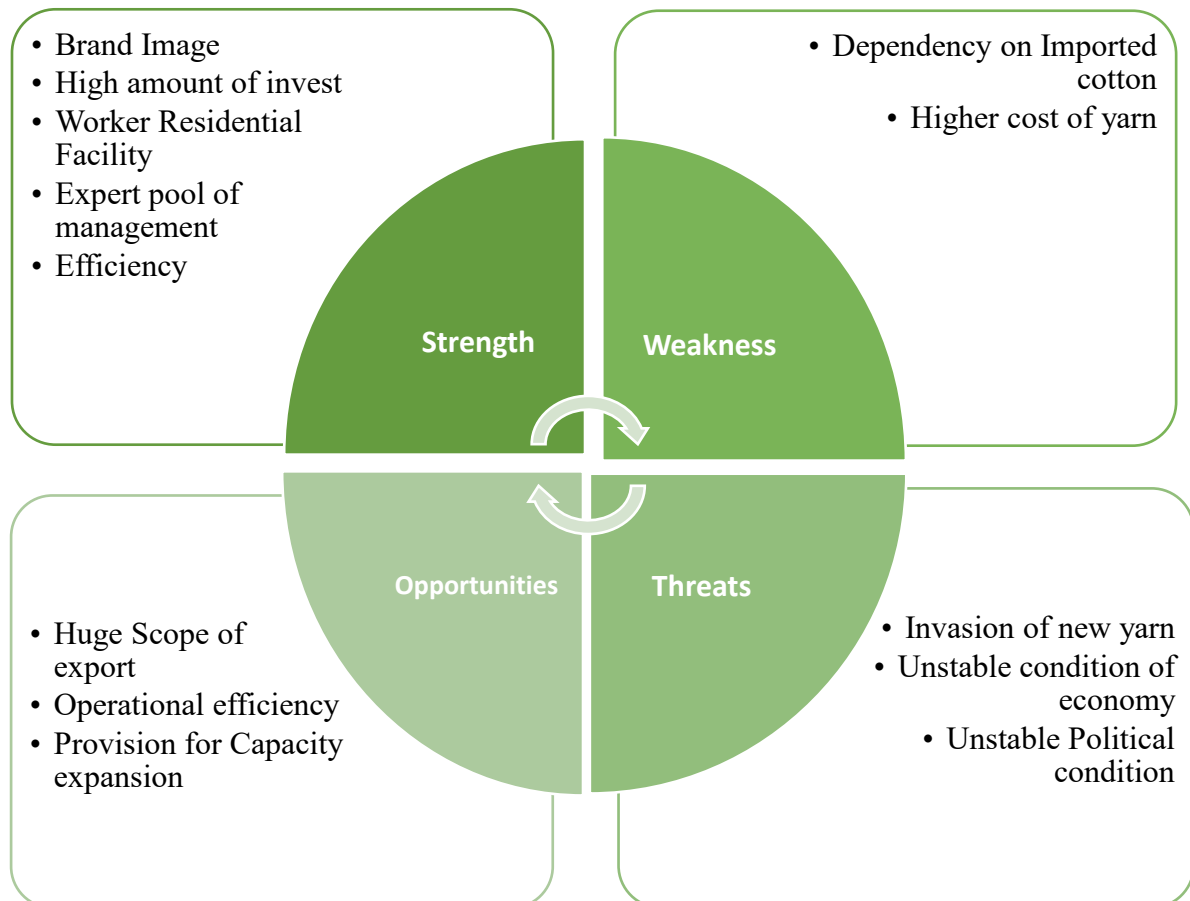


Fig 05: SWOT Analysis of Square Textiles

Strength- Square Textiles is one of the sister concerns of Square Group which has a huge brand image in all over the Bangladesh and as well as internationally. Square is a very prominent and it has a very strong brand value all over the Bangladesh. So, even after having a complicated comparative market, Square Textiles is one of the renowned and top-level textiles of Bangladesh.

Weakness- To maintain the high-quality production, Square Textiles had to import yarn from the foreign market because lack of quality yarn in the home country which causing it to increase the cost of the yarn. This is also increasing the dependency of Square Textile on exported cotton.

Opportunities- Square Textiles has a great opportunity in foreign market as most of the luxury clothing brands like PUMA, GUCC, ZARA and companies like these searches for a low budget labor country but where quality is maintained. Bangladesh is one of the suitable places for them to maintain the low budget labor and Square Textile is renowned for their quality yarn and fabric which can attract the foreign industries easily. This can result in huge number of exports. This opportunity can also help to capture a significant market portion in the Europe and USA market which will also create a great impact on the economy of Bangladesh. Square Textiles also imports its machinery from highly technological country like Japan, Germany and Italy so it has a highly efficient machinery than its competitors.

Threats- The invention of cheap yarn of India and its inflow in the country through black market can cause trouble for Square Textiles. The economic condition of a country can a huge negative impact on the market which can cause several problems in import and export of goods and as well as production. So, both unstable economic crisis and political situation can cause serious damage.

2.6.2. Porter's Five Forces

Porter's five force model that is introduced by Michael Porter is a classic model that an organization use to measure and highlight the organizational strategy and their competitive external environment. This helps an organization to highlights and understand that the organizational strategy should be focused on the opportunities and threats of the external

environment which will help gaining sustainable competitive advantage so the organization use them to make the best strategic decisions.

The five forces are –

- Threat of new entrants
- The threat of substitute products or services
- Bargaining power of customers (buyers)
- Bargaining power of suppliers
- Competitive rivalry

1. Threat of new entrants (Low to moderate): Every Textiles Industries requires stable supply of yarn and fabrics as well as capital investment a good brand image as well. The brand image helps the organization to attract not only native customers but as well as foreign buyers as well. It helps to build trust between two parties. RMGs like Square Textiles s must follow the guidelines of the Legal and Regulatory system of Bangladesh which makes the barriers to new entrants high. The current economic situation of Bangladesh makes it hard for any new industry to start their operating and so the threat of new entrants low to moderate. (About Square Group, n.d.) Some of these are:

- To cope up with the new inflation rate of Bangladesh right now, new entrants will face huge challenges where they will have to face competitors like Hameem Group, Square Textiles who has a strong brand image and large market share.
- Availability of quality yarn and fabrics is also difficult because of high price. Due to replica and black-market supply, even the big companies are facing problems.

- Raising gas price and shortage of natural gas is also creating problems for new entrants to survive in the market.

2. The threat of substitute products (Moderate): The fashion of clothing is changing globally every day. New preferences and new fashion are raising. Though the preferences of this young generation are changing and creating the demand of new fabrics but the demands of Square Textiles yarn and fabrics is still high in the global market and as well as in the country. The foreign buyer has a good connection and trust over the Square Textiles in terms of quality fabrics and communication process. Shifting of foreign brands toward new or alternative yarn and fabric can also happen. (About Square Group, n.d.)

3. Bargaining Power of buyer (Moderate): Large retails and brands has significant bargain power over RMGs and they can demand for lower price in terms of favorable condition and volume orders. On the other hand, RMGs like Square Textiles who has unique and quality production can also has the scope to bargain power. Moreover, if the buyers get access to extensive information about alternative suppliers can increase their negotiating power. These are the factors that makes the bargaining power of the buyers moderate. (Square Textiles Ltd, n.d.)

4. Bargaining Power of Suppliers (High): Textiles Industries like Square Textiles is highly dependent on raw materials, yarn, fabrics, natural gas to complete the production smoothly. If the number of suppliers is less than it can cause high bargain power of suppliers. As Square Textile has a great demand of specific yarn and fabric in their production, it causes the supplier demand of bargaining power higher. The price of the gas is also higher due to the limitation of natural resources which also causing the suppliers to increase the price. Moreover, the labor strikes of demanding higher salary and better work place is gives the workforce some bargaining power as well. (Square Textiles Ltd, n.d.)

5. Competitive rivalry (Moderate): The RMG sector in Bangladesh is highly competitive with various manufacturers, huge market share and strong brand images as well. In Bangladesh there are over 4000 garments factories among them Hameem Group, Ananta Group, Standard Group, Masco Industries Square Textiles, Dekko Group, Akij Group are renowned. Price is another part of the competition in this Industry. Intense price competition is a common factor in the RMG industry. Manufacturers may compete on efficiency and cost as well. In terms of differentiation of product, quality and price differentiation may increase rivalry as companies vie for the same customers. In terms of Square Textiles, there are several competitors in the industry with quality product and low price but Square Textiles has also created a brand image as they serve quality product and met the needs of their buyers. Having intense price competition in the market, Square Textiles has a moderate competitive rivalry. (Square Textiles Ltd, n.d.)

Forces	Threats	Opportunities
Threats to New Entrants	Low to moderate	Might be beneficial for the existing companies
Bargaining power of suppliers	Moderate	beneficial for the existing companies
Bargaining power of buyers	Moderate	beneficial for the existing companies
Threat of Substitute	High	Not beneficial for existing companies
Industry Rivalry	Moderate	beneficial for the existing companies

Table 02: Porter's Five Forces

Chapter 03

(Project Part)

Factors Influencing Women's leadership progression in the textile industry of Bangladesh

3.1. Introduction

Bangladesh is the second highest importer in the world in terms of readymade garments and one of the main reasons behind this is the cheap labor which attract the international companies to do business in Bangladesh. Bangladesh earns a good amount of money from the garments sector. There was a time when the percentage of educated female were very low in our country and a few of them were able to get any job as people were not used to it that female will also do jobs rather than household. But in time, the perception has change and a great number of females now works in various industries of Bangladesh including garments sectors. If we notice, we can see that, in the garments sectors almost 50 to 55 percent people who works are female. But if we talk about the leadership position, still there are very few women who are in the leadership position of a textile sector in Bangladesh. (Masud, 2022)

In this chapter, my key concern is to finding out the factors that influencing in the women's leadership progression in the textile industry.

3.2. Research Objective

The primary objective of this research is to finding out the relationship between number of women in the leadership position in the textile department of Bangladesh and the factors that affecting it. Specifically, this research helps to understand the key factors that demotivating fresh graduate females to work in the textile sector of Bangladesh and the managerial misconducts of textile sectors that causing the lower number of women in the leadership position.

3.3. Research Methodology

In this research, I focus my attention to the Bangladesh textile sectors and the percentage of female works in the leadership position. Based on multiple study, this research has conduct to understand that, what are the factors that influencing female to work in the textile department. Qualitative method was used to conduct this research. The questionnaire has been made with open-ended questions. The number of interviewees were 5. All of them have completed their undergraduate and looking for jobs.

3.4. Questionnaire

The questions are defined to address the research issues and achieve the objective of the report. The questionnaire was address to those women who are recent graduate or looking for jobs to identify their preference in terms of job, which industry they prefer and factors influencing female graduates career choices and their perception of industry readiness for new entrants in the textile industry of Bangladesh.

<https://docs.google.com/document/d/1Im1vAXm2SehTMxntzD3tkskS67kdIsvXYtuhyJxndW4/edit?usp=sharing>

3.5. Data Collection

The data was collected via direct interaction. The number of women were 5 and the estimated time to complete the questionnaire was 10 to 15 minutes. After collecting the data, the outcome was analyzed thematically.

3.6. Women leadership in textile industry of BD

In Bangladesh, there are over 4000 RMG factories. Many people work in this textile sector. A good number of female and male workers are working in this sector and contributing to the economy of the country. But the number of women in the leading position of the textile sector

of our country are still very low. According to the ILO's research, it has been found that 84 percent of women workers in the RMG sector are in low grades, compared to 68 percent of men. Another concerning factor is that, from 2010 to 2018, the proportion of surveyed women in most managerial positions declined and their overall average representation in such roles remained approximately 9 percent. (Garments, 2024)

Mostly women are in the textile sector working as a labor but it is shocking that there are very few well educated women who works in the leading position or higher position in the textile sector of this country. There are several reasons behind this. (Pierli et al., 2022) Some of the major reasons are –

- Lack of friendly environment for women.
- Long promotional time.
- Difficulty balancing work and home responsibilities.
- Managerial misconduct face by women.
- Most female workers are hired for lower position
- Discrimination & Harassment
- Most female does not prefer to work in RMG
- Long working hours.

3.7. Data Analyzing

3.7.1. Key Factors Influencing Women's Leadership Progression

Most of the educated women avoid doing jobs in the textile sector for the long working hours. They do not feel it safe and it also create difficulties for them to raise their children. They rather

prefer doing Job in the MNCs, Banks, and Hospitals or even in the Educational Institutes where there is a fix office hour. (Staff Correspondent & Staff Correspondent, 2019) Another major concerning factor is the long promotional period. There is an age limit of retirement and then the promotional time is also long in this sector. It takes almost 5 to 6 years for an employee to get promoted from executive to senior executive. These factors also demotivated the educated female to work in the garments sectors. Most of the female thinks that, one of the main reasons behind the low number of females in the leadership position of the textile industry is the lack of friendly environment for women in the textiles industry and the managerial misconduct. (Jenns & Jenns, 2023) The glass ceiling phenomenon is one of the common things in most of the industry of Bangladesh, especially in the textile industry of Bangladesh. There is a common situation we see in most of the corporate sector of Bangladesh, which is discrimination that women face. In the garments sector, the percentage is a bit high. The reason behind this is, in the higher level of the garments sector, the majority are male and they also assume that handling garments workers and participating in decision making process is only possible by the man or women have lacking in decision making. As a result, mostly in the job requirement, they prefer male employee.

3.7.2. Fresh Graduates' Insights on Career Opportunities and Challenges

From the survey, majority of the female's first priority was work life balance. As a female, they preferred a flexible working hour, friendly environment and a career growth. They also have expressed their concern regarding working or joining in a textile industry as they think that there is a lack of friendly environment in the textile division of Bangladesh for female employees. They prefer organization that maintain a good organizational culture, specially maintain gender bias in terms of promotion and recruitment in a higher position. They seek to have opportunities to career development as well.

3.7.3. Factors influencing female graduates career choices

Most of the female expect to be treated them in a same manner a male employee gets treated. (Amsi et al., 2022) From the survey, it is clear that women want a fare promotional activity in the organization, they want that the organization will give them the equal chance of getting promoted and help them to grow. According to them, as a female, the chance of growing and getting fare promotion is very difficult in the textile industry of Bangladesh. As a reason most of the female are confused or either doesn't want to work in the textile industry of Bangladesh. (Mamun & Hoque, 2022) Every year, there are a good number of students graduating and looking for jobs. As textile industry in Bangladesh is one of the large industries, they can give a chance to these fresh graduate females the opportunity to grow and contribute to the economy of the country. Conducting a training program can help to teach the fresher to cope up with the industrial activity.

3.8. Conclusion, Recommendations & Limitation

The main objectives of the study were to understand the factors that influencing women's leadership progression in the textile industry of Bangladesh. In this sense, it allows to enrich the literature to women leadership in the textile industry and the factors that are influencing it and causing a very low percentage of female leadership in the textile industry of Bangladesh. (Uddin, 2021) From the survey, it can be seen that there are several factors that is causing female graduate to not interested or comparatively less interest in the textile sector of Bangladesh. Most of the leaders of textile sectors finds it convenient to work with male. As a result, majority of the higher-level employees in the textile industry are male. Female also face difficulties getting promotion where male does not face as much as difficulties as a female. However, there is still a low number of female leaders in the leading position of textile industry and from the survey, it is also seen that from 5 random fresh graduate female, there is 1 female who wants to work in the garments industry if there is a growth opportunity for her career.

Others are concern regarding several factors among which the lack of support due to gender stereotypes comes first. (Wing, 2024)

From the report, a concerning factor can be seen that even in this technologically developed era where female is as much as educated as male are not getting the chance to perform in the leadership position of the biggest sector of Bangladesh textile. Keeping these in mind, textile industry can take an initiative to do a betterment in their recruitment process by giving a male and female same amount of chance and create a safe environment for female employees.

There are some limitations in the research. First, the empirical analysis is limited to only five fresh graduate or who are looking for jobs. The questionnaire was also filled out exclusively by females. To further, it could be much more interesting to increase the number of participants and including male leaders. In this way, multiple contexts can be considered, compared and analyzed. (Uddin, 2021)

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