

Report On

**HRM Practices and employee retention of RMG industry in
Bangladesh: A Case Study on Sterling Styles Limited (Sterling Group)**

By

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ID-21264019

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

MBA Department
BRAC University
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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:

Anjuman Ara Shilpi

ID 21264019

Supervisor's Full Name & Signature:

Mohammad Rabiul Basher Rubel

Associate Professor, BRAC Business School

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Letter of Transmittal

Mohammad Rabiul Basher Rubel

Associate Professor

BRAC Business School,

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of the internship report on ‘HRM Practices and employee retention of RMG industry in Bangladesh: A Case Study on Sterling Styles Limited (Sterling Group)’

Dear Sir,

With due respect and humble submission, I want to state that I am Anjuman Ara Shilpi, ID-21264019, an MBA student of BRAC Business School. I am extremely grateful of the opportunity to present a report about my internship with the title “**HRM Practices and employee retention of RMG industry in Bangladesh: A Case Study on Sterling Styles Limited (Sterling Group)**”, a quantitative research-based report. It is a unit of BUS 400, my final course required to earn a master’s degree in business administration. I should add that it was advantageous to have the chance to do my internship at Sterling Styles Limited. I connected corporate research to academic studies, researched Sterling Styles Limited’s HR operation process and their retention program. Writing a report while doing an internship could be challenging, and this report was finished in a short amount of time due to urgency.

I, therefore, truly hope you will consider any discrepancies in my report as a result.

Sincerely yours,

Anjuman Ara Shilpi

ID-21264019

BRAC Business School

BRAC University

Date: December, 2024

Non-Disclosure Agreement

This agreement is made and entered into by and between Sterling Styles Limited and the undersigned student at Brac University

.....Anjuman Ara Shilpi.....

Acknowledgement

I would like to express my appreciation to Manzurul Faisal Haque, Director of Sterling Styles Limited, and Ms. Sirajam Munira, Senior Manager, Talent Acquisition-HR, Sterling Styles Limited for their invaluable support and assistance in writing this report.

Also, I sincerely appreciate Ms. Sirajam Munira who has helped me to make the questionnaire for the survey which is used for research in this report.

Finally, I would like to express my deepest gratitude to Dr. Mohammad Rabiul Basher Rubel, Associate Professor, BRAC Business School, BRAC University, for his immense support while writing this report. I have managed to finish this report with as much detail as possible because of his guidance, assistance, support, and suggestions.

Executive Summary

The report includes the workspace knowledge and internship experience gathered from Sterling Styles Limited. It also aims to address the drivers of HR in Sterling Styles Limited and their influence on it. The aim of this study is to collect data, observe, assess, and demonstrate the influence of the drivers of HR on RMG sector in Bangladesh.

HRM practices under investigation include recruitment and selection, training and development, rewards and benefits, career development opportunities, and employee participation are examined in the context of their impact on employee retention rates. Preliminary findings reveal a strong positive correlation between three out of these five areas that emphasize employee retention. Employees who feel secure in their jobs and are satisfied with HRM practices are more likely to exhibit innovative and creative behavior, contributing ultimately to the retention or turnover rates. In conclusion, this research sheds light on the critical role of HRM practices in enhancing employee retention and, subsequently, fostering to high retention in the company. The results highlight the importance of creating a supportive work environment through fair recruitment and selection and offering adequate training and development facilities, offering opportunities for employee participation and development along with adequate rewards and recognition, and recognizing the influence of HRM practices on the creative potential of the workforce. Understanding these relationships can assist organizations in formulating more effective HRM strategies and ultimately lead to improved employee retention and a more innovative and competitive workforce.

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Chapter 1

Overview of Internship

1.1 Student Information

Name: Anjuman Ara Shilpi
ID: 21264019
Program: Masters of Business Administration (MBA)
Major: Human Resource Management (HRM)

1.2 Internship Information

1.2.1 Company Information

Company Name: Sterling Styles Limited
Department/ Division: Human Resources Department
Tenure: 11th September, 2023 to 31st December, 2023
Address: House: 12, Road: 07, Sector: 07,
Uttara, Dhaka 1230
Logo:



1.2.2 Internship Company Supervisor's Information:

Name: Sirajam Munira
Position: Senior Manager, Talent Acquisition-HR.

1.2.3 Exploring Job Scope: From Description to Daily Responsibilities

I got the chance to work in the Talent Acquisition Team of HR Department in this reputed company. My internship period was from 11th September to 31st December. I was given the responsibility to assist in onboarding, performance appraisal, assist in developing good HR practices and other operations of TA Team that effects employee retention. At Sterling Styles Limited, I was for:

- In position to filling up the vacant positions by successful onboarding of the required candidates and also assisting in developing HRM practices in the company to boost up retention.
- Aiding other tasks in retaining employee and reducing turnover rate.
- Sorting and organizing files of different interview and onboarded employees in such a way which will later on make it easier to find out the information for employee analysis.
- Participating in sessions on orientation of the new joiners and exit interview of the employees who are leaving to understand the reason behind their leave.
- Presenting report of monthly employee turnover, retention rate, probation period assessment and performance appraisal
- Acquired practical knowledge related to the field of recruitment, employee engagement existing HR practices and the motivation factor for retention in the company.

Filling up the vacant positions and developing good HR practices:

In most cases, when a job vacancy arises, the department head looks for a replacement to fill that position. If they require a new hire, they obtain requisition forms from the HR department and submit them to the Talent Acquisition Team, with approval from management. The form contains all the necessary information regarding the position, including its name, required experience, educational qualifications, and necessary skills to perform the job. There are existing HR practices, but being in this company, I felt we have lot more to work on this.

Aiding in retaining employees and reducing employee turnover rate:

I assisted in identifying job requirements, creating job descriptions, posting job advertisements on various recruitment platforms, sourcing candidates, screening resumes and applications, scheduling and conducting interviews, evaluating candidates, facilitating

recruitment decisions, and onboarding new hires. There are few things that trigger the employee turnover reason to be negative. In Sterling Styles Limited, I saw there is better work support but not the environment. We have to work a lot to create better work environment and culture. We have found that we have to work on few fields to make this turnover rate better as training the existing employees in the technology side for their personal as well as professional growth which will benefit them as well as the company.

Sorting and Organizing:

I am responsible for creating folders for employee screening and interviewing. These folders contain interview files with candidates' names, their resumes or CVs, and other interview assessment papers. Additionally, I save employees' compensation data, which is signed by the HR, employees, and management, along with the marked CVs. I keep this information regularly updated for quick and easy access when needed.

Participating in orientation of new employees and exit interview of the employees leaving to understand the reason better:

When we hire new employees, our team provides them with orientation. As the one responsible for hiring, I conduct the orientation myself, giving me the opportunity to welcome them personally. During the orientation, I introduce them to our company culture, values, and goals, and help them understand their roles and responsibilities in their respective departments. I always make sure to ask if they have any concerns or questions to help them feel more integrated and engaged. I also check in with them after their first day to ask about their experience during and after the orientation, and then introduce them to the concerned parties. Besides I take part in the exit interview which helps to find out the lacking of the company's ongoing process which is dissatisfactory and need to work on it.

Presenting report on performance appraisal and probation period assessment:

During an employee's probation period, they are assessed twice: once after three months, and again after six months when they become permanent. The department head is responsible for assessing the employee, while the employee is also given the chance to share their views about the company and their department during that period. The criteria on which employees are assessed include communication, job knowledge, punctuality, discipline, self-learning approach, taking initiatives, multitasking, listening skills, and professionalism. Additionally,

the employee is given the opportunity to assess their department and department head based on criteria such as mentorship, leadership, working strategy, quality of work provided by the department head, and job security.

1.3 Outcomes of the Internship

1.3.1 Contribution of the Students to the Company

It's a great opportunity to be a part or being able to work in the group of company in Bangladesh. The internship journey is a milestone in work life as it gave me a learning in the first phase and have a practical experience in understanding different views, though I am a full-time employee here. While making this report, I have learnt, gained and could show my proficiency in recruitment and selection field. Throughout my journey, I found my colleagues very supportive and coworkers really had positive view towards every work, which made the environment of the work favorable. I found information during the entire Gained regulatory knowledge related to the field in modifying existing HR practices if needed and developing the new one, the process of department reporting, that really helped me to complete my work throughout the internship.

1.3.2 Benefits those students acquired

Through my internship period from September, 2023 till today May, 2024, the knowledge and wellbeing that I received will shape up my career I trust. I would like to point out some highlighting points to be noted:

- Communicating with parallel and other departments enhanced my skill wide communication.
- Gaining practical experience than a bookish one.
- Increased my self-esteem and confidence and multi-tasking capability.
- Working experience in group of company gave inner confidence to grow.
- Skills have improved and developed.
- Acquiring practical knowledge

1.3.3 Problems and Difficulties

During my internship period at the company, I faced many challenges.

The environment was good, but even had to go through a lot of things that is indescribable. Electricity used to go frequently which disrupted the flow of work. Besides, mobile network

is a big issue which delayed the work process. It was time consuming. While doing the screening task, network lagging was excessive.

Not everyone reacts positively to our words. There are variances in opinions. That's what happened when I tried to share different opinions on different tasks. There were number of employees who have been working in this organization for more than 13-17 years. It's obvious they are highly experiences. In this case, what happened, some took things positively when I tried to bring some modification in the system or process while others didn't get it right. At this point, it was difficult for me sometimes to get that work done for which my steam leader sometimes had to be rude to me though later she understood I was not wrong.

The head office is at Uttara in Dhaka. They don't provide lunch for free. But lunch is one of the very basic benefits that the management could provide it for free, but didn't. It was disappointing. In here, the management can invest in catering services which is now-a-days more or less everywhere in Bangladesh.

In a new place, it takes time to settle down and understand the environment with the new face of people. Here same happened for me, which was I was little nervous with the people, but I was active in work. I was always very much cordial with my head of department. For any kind of difficulties, I went to her for any task and gradually it became ease with the help and support of my people around. They became almost comfortable that they feel good to work with me.

CHAPTER 2

Organization Overview

2.1 Introduction

Sterling styles and its associate companies are organizations that have grown organically, with a lot of thought and passion. From its inception in 2007, they have carefully plotted their growth, not entirely on business numbers, but more on the needs and demands of the ever-evolving markets. They believe that the bitterness of poor quality, by far outlasts the sweetness of a low price. So, their primary objective has been, to make a product that reflects good quality at a great value. This is the underlying objective, which they continue to strive for continuously, every day. Never driven by just numbers, their objective and goal has always been to create an organization, that would embody their passion and skill, and one that would be driven by robust systems, instead of individuals. They take pride in building, nurturing and possessing a great team of professionals, who are truly the mainstay of their business model. They are an organization, run by a team rather than a few visionary individuals. Their goal is to be a value partner to their clients, a fair employer to their people and an active contributor to their society.

Our company started its journey with the efficient management and the skilled technical experts. They are almost in a place where they made remarkable footprint in the fashion world and global market. Their exports go to major stores in the USA, Europe and Canada. Their current capacity is with current production capacity of the over 24 million a year, specializing in pants, shorts, overalls, jackets, shirts and much more for Men's, Women's, Boy's & Girl's. Quality, Price and Delivery are the three pillars of their company

2.1.1 Company Profile

	
Name of the Company	Sterling Styles Limited (Sterling Group)
Legal Form	Private Limited Company
Industry	Readymade Garments
Date of Incorporation	2007; 13 years ago,
Founder	
Head Office	House: 12, Road: 07, Sector: 07, Uttara-1230, Dhaka, Bangladesh.
Concerns	Sister concern of Sterling Group
Key people	Md. Fazlul Haque (Managing Director), Manzurul Faisal Haque (Director)
Products	Denim Top-Bottom
Slogan	<i>“On time shipment with better quality product”</i>
Website	https://www.sterlingbd.com/about/

2.1.2 History of Sterling Styles Limited

Sterling Styles Ltd went into operations in 2007, on bottom wear production, with a simple goal of attaining a respectable reputation in terms of honest and ethical dealing, with their buyers and their work force, who are their strength.

Feeling the need to have their own laundry, to be a meaningful denim wear supplier, they commissioned their own wet and dry process facility, Blue Creations Ltd, in 2015. This laundry was set up with a long-term vision of catering to a sustainable product and has in place, the best-in-class equipment, to meet such requirements.

With an aim to diversify their product base, into other denim wear categories, they added Tech Max Ltd, a sewing facility, to the group portfolio in 2018.

Their facilities are geared to meet the most stringent quality demands and they continue to persevere to make them models of excellence

2.2 Overview of the Company

Sterling styles and its associate companies are organizations that have grown organically, with a lot of thought and passion. From its inception in 2007, they have carefully plotted their growth, not entirely on business numbers, but more on the needs and demands of the ever-evolving markets'. Sterling Styles Ltd went into operations in 2007, on bottom wear production, with a simple goal of attaining a respectable reputation in terms of honest and ethical dealing, with their buyers and their work force, who are their strength.

2.2.1 Vision & Mission

2.2.1 Vision

To be the country's topmost garment manufacturer where they will be empowering our country's women, youth and the communities who are disadvantaged

2.2.2 Mission

To make individuals capable in achieving their best potential by delivering innovative, reasonable and pleasant financial solutions in a customer favorable way.

2.2.3 Principles

Sterling Styles Limited has some principles to conduct the business and run the company:

- Being most cooperative in all type of communication and business interactions.
- Giving hundred percent effort in acquiring the market and being the leader
- Making the Diversity a key to every corner in and outside of the company.
- Emphasizing the teamwork at its best.
- Smart usage of technology for providing topnotch customer service.

2.2.4 Core Values

The company I worked and I am working has some core values which is actually their book for the success guidelines. Below core values will allow the company to enjoy amazing escapade:

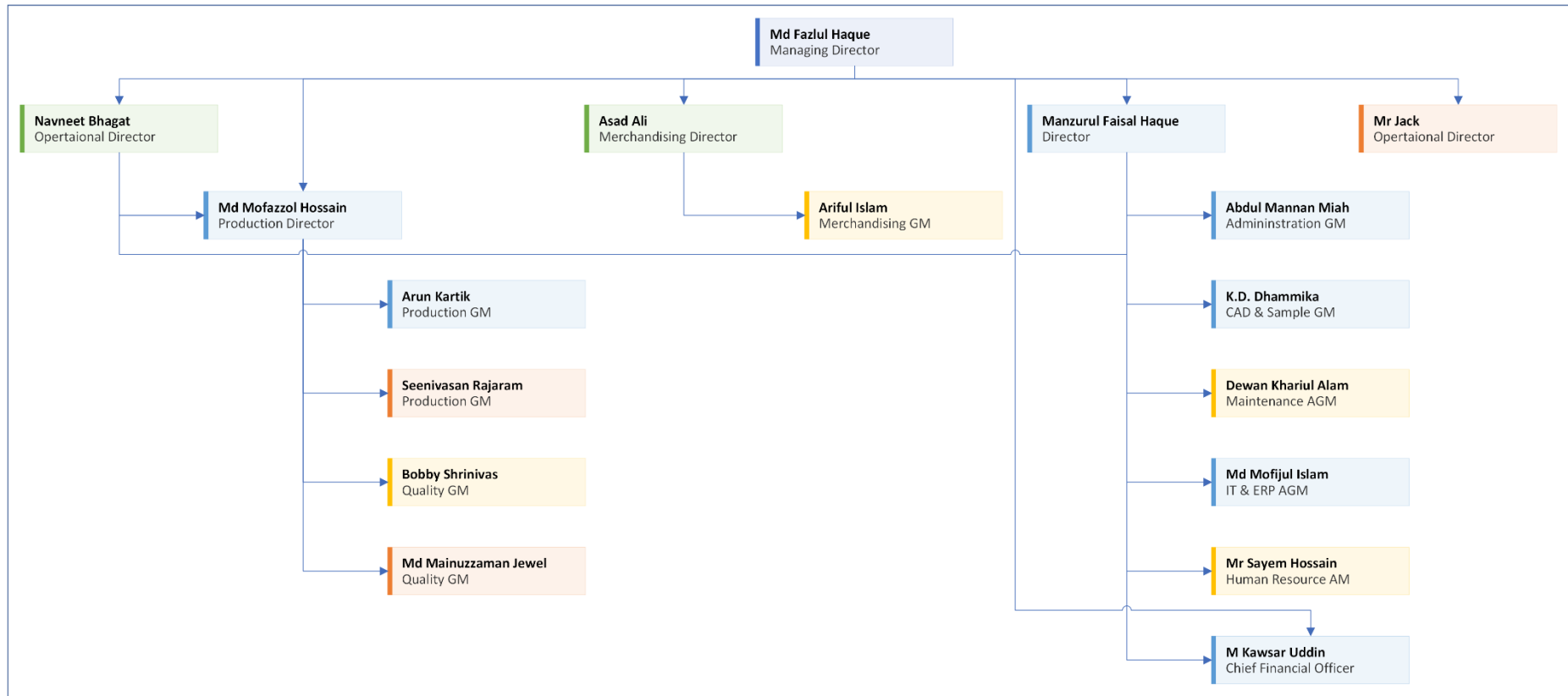
- Client's and customer's satisfaction is embraced
- No compromise in quality is accepted
- As pursuing the automation.

2.2.5 Leadership

The company believes in transparency and accountability. Here the employees work independently. There are reporting bosses but they won't create on the work to not maintain both work and professional life. At this, our management is strictly serious.

There are multiple leaders as the Director (Owner of the company), who have been separated in terms of their job role. They finalize the total guidelines and also reviewing the overall businesses financial policies. Mr. Manzurul Faisal Haque is the director and owner of Sterling Styles Limited.

2.2.6 Organogram



2.2.7 Shareholders

Sterling Styles Limited, a garment manufacturer based in Bangladesh, was established in 2007. The company specializes in producing denim wear and other bottom wear.

The board of directors of Sterling Styles Limited includes Md. Fazlul Haque, who serves as the Managing Director. He is a key contact person for the company and can be reached at management@sterlinggroup.com.bd (BGMEA).

2.2.8 Product Offering of Sterling Styles Limited

They are producers of quality denimwear and casual bottoms. Our products are crafted with a passion and focus on quality and aesthetics. All elements of fashion are carefully interwoven with an efficient ability to produce volumes with a consistency and value.

They have their own in-house design studio called S&S denim studio, which analyzes trends, creates and develops fashion products. They take leads from working brands, WSGN and their designers in Spain and Italy. Run by a team of dedicated professionals, they create their own seasonal lines, for adoption, inspiration and showcasing their manufacturing capabilities. They are manufacturing varieties of products with 37 production lines in total of two manufacturing units like denim pant, jeans, padded jacket, shorts, shirt and so on.

2.2.9 Our Certifications



2.2.10 Corporate Social Responsibility

Corporate social responsibility (CSR) is a self-regulating business model that helps us to be socially accountable—to itself, its stakeholders, and the public. During the novel COVID-19, the thought of CSR has drastically increased worldwide. As many people have affected due to this, the business came forward with a helping mind and provided many supports to the affected ones in different way. Our company always tries to maintain a healthy and helpful environment where their employees and their family members will be beneficial in different way. Our company gives gifts and money to the children of the employees who acquires good result in SSC and HSC. And also, those employees who completes SSC and HSC while working. As a readymade garments manufacturer in Bangladesh, our company wants to be in a way to minimize any severe impact to the environment through effective means of conduction, design, manufacturing and distribution of the products and services.

Chapter 3 Project Part

The Role of HRM Practices in Employee Retention – Insights from Bangladesh's RMG Industry

3.1 Introduction

Although Bangladesh's ready-made garments (RMG) industry has expanded dramatically over the past few decades, there are still issues with the quality of locally made clothes and retention of employees in this sector. RMG accounts for over 40% of manufacturing, 50% of the labor force, and 78% of the sector's total export revenue, according to the BGMEA report (2014). There are 4.2 million workers in the RMG industry, with 90% of them being women. Nonetheless, there is a great deal of room for expansion and opportunity in Bangladesh's RMG industry. In order to take advantage of these chances, HR policies should be appropriately implemented with an emphasis on high-quality performance and employee retention. In recent knowledge-based economic situation, the most important resource is human capital, followed by organizational effectiveness and efficiency is mostly determined by how well this resource is used, particularly in the case of Bangladesh's ready-made garment sector. However, RMG companies still have to deal with the fact that their workforce is undertrained, underpaid, and underutilized. RMG has a higher labor unrest rate than its competitors and a lower staff productivity rate as a result of poor HR procedures and policies. Since RMG is a growing industry for investment, it is now imperative to enhance and maintain the growth of clothing firms. In Bangladesh's RMG industry, human resource management needs to be given far more consideration. Literature in this area has demonstrated that HR practices received little attention, despite the fact that HR practices are critical to the quality and performance improvement of Bangladesh's RMG sectors, where human resources are the primary driver of industrial growth and long-term competitive advantage in business. Thus, this work is necessary to raise the bar in order to close this research gap.

3.2 Problem statement

To identify the methods of retaining qualified individuals by executing Human Resources Management Practices, this research has been designed. It also gives a way to identify the factors impacting the employee retention. Unhappy employees always remain demotivated which detains them from working in higher level. They always tend to move or switch. Thus,

this dissatisfaction increases the turnover rate which decreases the employee retention rate. Sometimes it is noticed that the employees those who are staying with the company for a long time, do not perform their best. It's not that they are incapable, but are willingly not within their work. The reason could be lack of harmony work culture, motivating factors, poor peers' relationship, imbalance in work life and personal life, etc. (Das & Baruah, 2013) (Nasir & Mahmood, 2016). When the talented and active employee gets demotivated, that impacts their work speed. They distant themselves from work thus impacting the level of performance to degrade. At this the company reputation goes down and also the productivity lessens. At this the company cannot get the benefit of competitive advantage. We have seen many studies on the determinants of employee retention effecting the organizational performance by going through a multiple article. But there is less view of the direct relation between HRM Practices and Employee Retention. Additionally, the methods by which retained employees continue to work while embracing current HR procedures are also identified.

3.3 Research Questions

We are focusing on the following two major aspects in this study: –

3.3.1 Broad Research Question

Does the practice of human resource management affect the retention of employees?

3.3.2 Specific Research Question

1. Does recruitment and selection have positive influence on employee retention?
2. Does training and development have positive influence on employee retention?
3. Does employee participation have positive influence on employee retention?
4. Does rewards and recognition have positive influence on employee retention?
5. Does career development opportunity have positive influence on employee retention?

3. 4 Research Objectives

Our purpose to do this research is –

3.4.1 Broad Research Objectives

1. To identify the influence of recruitment and selection on employee retention.
2. To identify the influence of training and development on employee retention.
3. To identify the influence of employee participation on employee retention.
4. To identify the influence of rewards and recognition on employee retention.
5. To identify the influence of career development opportunity on employee retention.

3.5 Significance of the Study

By examining the impact of various HRM practice areas on employee retention and the relationship between retained employees and employee engagement, this report is anticipated to inform future research. The idea that HRM practices prioritize employee retention and the relationship between retained employees and impactful employee engagement will theoretically be made clearer.

The study will offer a better method for putting HRM practices into practice in a way that will maximize employee retention and minimize turnover. Once more, it will help the organization's policymakers make the greatest use of the best resources to achieve the best results.

3.6 Literature Review

3.6.1 Employee Retention

The term "employee retention" describes the organizational hierarchical structures and procedures used to prevent key personnel from departing the company. Employers make every effort to retain essential personnel as long as they can at their highest, and to extract optimal performance in order to gain a competitive edge. Employee Retention is dependent on how well organizations manage their human resource management procedures. Retention, however, is a multifaceted aspect of an organization's human resource policies that begin with hiring the right people and continue them across the company portfolio in order to meet the organization's objectives (Azeez, 2017). In order to link employee success to the company's goal, the author also discussed a variety of retention tactics, including bonuses, promotions, and direct communication from top managers. Between the 1970s and the mid-1980s, the idea of employee retention initially gained traction. At that time, none realized the importance of retaining potential employees or the benefits it would have for the business. According to Ng'ethe, Namusonge, and Iravo (2012), prior to that, individuals typically join

the organization in order to earn enough money to pay their daily costs. They stay for a longer amount of time, sometimes even for the remainder of their working life. But as workers started to face the problem of employees' turnover, job mobility and voluntary job changes evolved across many industries. Thus, the management of the organizations critically evaluated and created employee retention as a management strategy to keep the organization's potential people (Nair & Malewar, 2013).

3.6.2 Key Elements Influencing Employee Retention

Employees who leave willingly are potential concerns. Turnover can be defined in two terms, one is voluntary and another is involuntary. A voluntary turnover is the one when one leaves by their own choice and involuntary is the one when they leave without their consent. This leads to dysfunctional and functional turnover. Dysfunctional is costly for the company. As per Terence et al., (2001), there might be multiple reasons for the company people who are voluntarily tends to leave. It might be personal or family matters that triggers them or might be organizational that forces them to leave. It can be cultural, work environment or tempting job opportunities. Lengthy duration for promoting the employees can also be the reason for this. One of the major issues can be termed which is the general turnover. Another reason for the employee turnover can be the poor compensation and benefits program of the organization. Keeping that aside focusing on the factors like recruitment and selection, training and development, career advancement opportunities, rewards and recognition which might have a positive relationship on employee retention. In some cases, factors like salary, promotion influences the dissatisfaction level to gear up to leave the company, whereas some loyalty factors play a positive role in here. There are lot other factors for the dissatisfaction as lack of working knowledge growth, lack of supervision and career growth opportunities and also lack of genuine recognition.

3.6.3 Human Resource management Practices

HRM procedures can enhance workers' quality of work lives, which will increase production." At this time, a lack of suitable HRM practices always increases employee turnover, lowers productivity, and causes an abundance of job disappointment. However, if HRM practices are carried out well, they can help improve overall organizational performance and growth. Therefore, a high turnover rate is an adverse sign for the workforce and has an impact on worker productivity and work performance, according to Holtom et al. (2005). High employee turnover always results in a production gap since it demands new

skill development to fill the gap resulting from the departure of talented performers, and this process is always expensive (Hughes and Bozionelos, 2007). According to Mehedi Hassan (2014), "labor-intensive manufacturing firms are facing a shortage of workers and high employee turnover in developing nations such as Bangladesh due to a lack of proper HR policies and procedures." Since the staff is the primary driver of quality performance, incompetent HRM procedures inevitably have an impact on an organization's ability to compete (Mehedi Hassan, 2014). According to Ichniowski et al. (1997) and Rahman (2011), inappropriate manpower planning is one of the most important and critical variables affecting human resources, along with labor surplus and shortage. These problems indicate the reality that HRM practices do not align with the aims of firms. In context of Bangladesh readymade garments industry, we considered and focused on few HR practices in our company.

3.6.4 Relationship Between HRM Practices & Retention

Human resource (HR) practices are the activities that go into strategically implementing HRM (Reina & Scarozza, 2021). According to Beijer, Peccei, Van Veldhoven, and Paauwe (2021) and Saifalislam, Osman, and AlQudah (2014), these practices encompass the systems and policies that affect the behaviour, performance, and attitudes of employees, who are regarded as the most precious assets of any company organisation. Employee views and retention can be influenced by hiring and selection practices, training and development, pay and benefits, and employee health and safety (Harney, Dundon, & Wilkinson, 2018). HRM's strategic plan is what makes it so important (Boselie et al., 2021). A crucial orientation is the efficient application of its procedures: HR procedures significantly influence the development of the attitudes that characterise the interactions between employers and employees. Therefore, it is essential to learn more about how these HR procedures affect employee retention in the context of higher education. The goal of the research: Examining the connection between different HR procedures and employee retention within a company was the aim of this study. The impact of HR procedures on workers from different demographic backgrounds, including Americans and foreign nationals, is also examined in the paper. The study's motivation: Despite the essential role that higher education institutions play in fostering innovation, building knowledge capital, and conducting research and development, little research has been done on employee retention in this field. 270 employees from three higher education institutions in the United Arab Emirates (UAEs) made up the sample size for this study, which used multiple regression analysis and descriptive statistical analysis. Key conclusions: The findings show that different populations within the same section are

affected differently by HR practices. Therefore, in order to achieve consistent outcomes in terms of employee retention, loyalty, and commitment, HR management ought to consider a unified approach to HR operations. Contribution: Nevertheless, the findings also showed that enhancing employee empowerment, pay, and benefits, along with further training enforcement, can help close this retention gap. Keywords: UAE; employee retention; HRM techniques; human resource management; higher education. Three private higher education institutions in the United Arab Emirates were studied to see how HR strategies affect staff retention.

Authors	Objectives of the study	Findings
Rubel et al. (2023)	The objective of the study as to assess the effect of HRM practices on employee retention in the RMG industry in Bangladesh.	The findings of the study showed significant positive influence on different dimensions of HRM practices and employee retention.
Rashid, F. <i>et al.</i> (2019)	It aims at providing a tool, a procedural framework, to enhance HRM in various companies operating in Bangladesh via the development of appropriate policies that will ensure high organizational performance, employee retention and sustainable competitive advantage.	The findings showed that lack of appropriate HR Practices always create high turnover rate, increases absenteeism as well as reduces profit of the organization.
Chowdhury Sabbir Hassanss (2015)	To understand and analyze HRM Practices of RMG sectors of Bangladesh	To understand and analyze HRM Practices of RMG sectors of Bangladesh
Md. Momotaj Al	The main objective of the study id to identify different problem areas of this sector and find a probable solution	To understand the solutions to this problem and get the things done permanently.

	to this.	
<i>Chandrasekara, C.M.B.R.D.</i>	The main focus of this study is to identify the effect of recruitment practices on employee retention in selected large scale apparel firms	For the employee retention to be successful, it has to be positively linked to the recruitment practices
Alajlani, S., & Yesufu, L. O. (2022).	The purpose of this study was to examine the relationship between various HR practices and employee retention in an organization.	HR practices can improve employees' retention, with moderate positive perceptions
Aleem, M. U. (2018).	The main focus of the organizations is towards the training for their employees.	The findings are that training is very much important for everyone in the organization
Mngomezulu, N., Challenor, M., Munapo, E., Mashau, P., & Chikandiwa, C. (2015).	The main focus is to study and review the impact recognition has on retention of talented workforce at the workplace.	The findings shows that there exists a strong positive correlation between recognition. Aspects and motivation aspects.
Hossain, G., & Mahmood, M. (2018).	The main objective of this study is to identify the root causes of employee turnover in the garment industry in Bangladesh.	The finding shows that poor labor or human resources management practices causes the high employee turnover which need to work on for maintaining employee retention.

3.7 Dimensions of HRM Practices

3.7.1 Recruitment and Selection

The primary emphasis of the recruitment and selection process lies in selecting the most suitable individual for the specific role. Mládková (2005) asserts that employees should possess the ability and willingness to collaborate, communicate effectively, and be open to sharing their knowledge through reciprocity, reputation, and altruism. Schuler (1987) highlighted in his research that some authors propose more general, implicit, and less formalized selection criteria. In Bangladesh's ready-made garments industry, the absence of defined recruitment and selection policies significantly impacts employee turnover and competitiveness (Mehedi Hassan, 2014). Geisler (2006), on the other hand, defined manpower planning as "the process - such as forecasting, developing and controlling by which an organisation assures it has the right people in the right places at the right times executing the work for which they are most useful economically." Manpower planning is linked to the ideal staff size for the organisation, suitable training designs, pay systems, and future workforce management goals. These are all highly recommended in the context of Total Quality Management (TQM) practices in Bangladesh's RMG industry (Ahamed, 2013). "Most Bangladeshi garment factories pay little attention to labour standards and labour rights, prohibit union activities, create an unsafe working environment, inefficient regulations and discard fair labour practices," claims Bansari (2010)

3.7.2 Training and Development

Training means when an employee's individual performance in the organization is focused and is decided to assess their performance by providing a training facilities to improve. Training need analysis is important for the improvement of the individual employee besides improving the performance of the overall organization. When one employee will be provided with the training, the surrounding peers or colleague will be knowledgeable as well by getting the feedback from that particular employee. Now-a-days various training program is designed. On the job training, classroom training, off the job training, etc. Now-a-days e-learning, virtual learning, online class learning, online courses, session attending are famous in getting out knowledge besides the job. These are the modes of getting certification of the training. Different studies reflected how training impacted positively on the employee growth and retention positively. Continuous learning opportunities are always welcomed by the employees unless they are negatively impacting their career life.

3.7.3 Employee Participation

With its high labour intensity and considerable turnover of employees, the ready-made garments (RMG) industry places emphasis on employee participation and retention. Here are some key points and strategies to understand and address these issues:

When workers participate in organizational activities and decision-making processes outside of their direct job responsibilities, it's referred to as employee participation. It is significant because it can raise employee commitment and sense of ownership while also increasing job happiness and productivity.

Direct Participation: Through suggestion systems, problem-solving groups, and direct consultations, employees participate directly in decision-making processes. **Indirect Participation:** Committees, unions, or other representative entities serve as the means of representing employees.

3.7.4 Rewards and Recognition

Employees do not only want attractive pay and benefits, but also expect that their efforts are valued, appreciated and treated fairly. Deeprose (1994) argued that the motivation of employees and their productivity can be enhanced through providing them effective recognition which ultimately results in improved performance of organizations. A meaningful, thoughtful employee appreciation program is about valuing employees' efforts and having respect for who they are and what they do (Hart, 2011). Mathis and Jackson (2004) explain that, the important factor in job satisfaction is what employees expect from their jobs and what they receive as rewards from their job. Job satisfaction, as defined by Locke (1976) cited in Gruneberg, (1979, p. 3), is “a pleasurable positive emotional state as a result of work appraisal from one’s job experiences”.

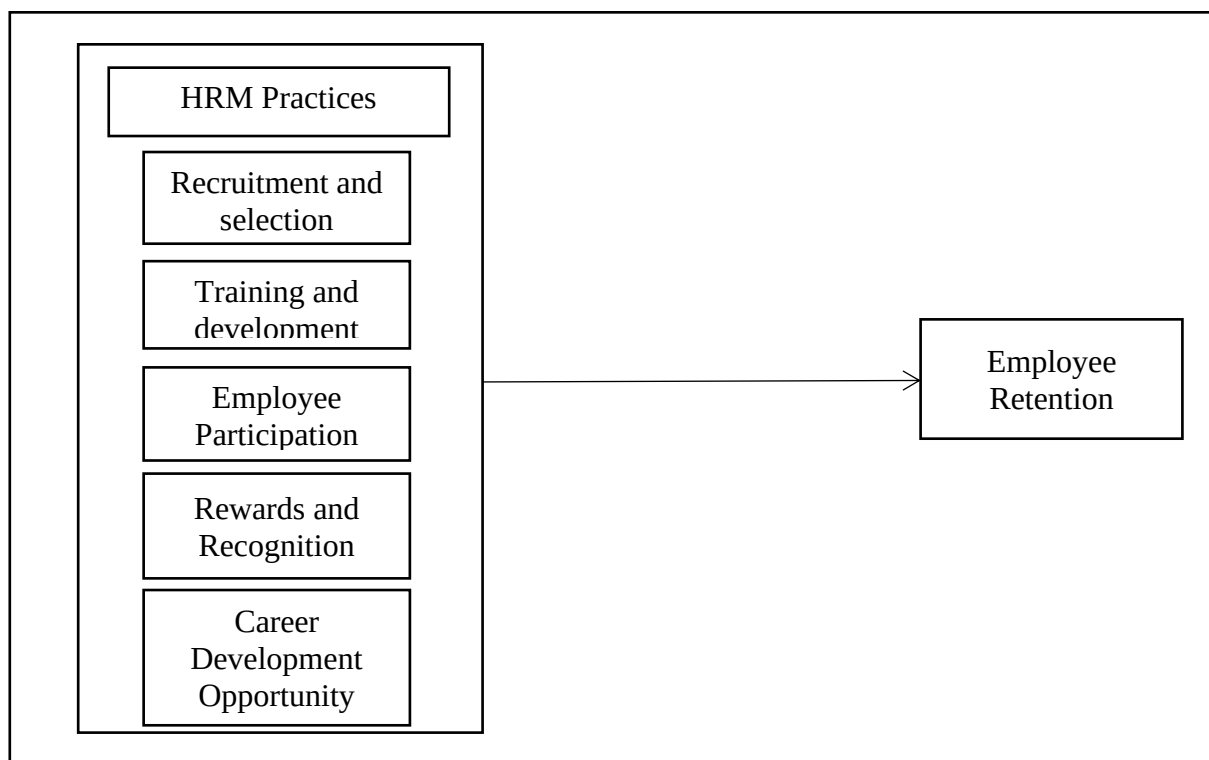
The acknowledgment of one’s contribution to the organization in the eyes of public is called recognition (Bowen, 2002). One of the vital factors, which effect the job satisfaction, is reward and recognition. Maurer (2001) emphasized that we should consider the link between organizational successes as the consequence of employee job satisfaction. Reward and recognition is proved key factors, which influence the employee job satisfaction (Jun et al., 2006). No reward system and lack of recognition for completing the tasks, is the result of poor system, which is prevailing in typical organizations, such system that hinders in the way of supervisors to encourage their workers for doing a good job (Pascoe et al., 2002). Simply, poor reward and recognition system reduces job satisfaction.

3.7.5 Career Development Opportunity

Career development fosters personal growth by giving opportunities to gain skills, knowledge on extra duties, areas, responsibilities and progress in their career.

3.8 Research Framework

In the context of Bangladesh's RMG industry, the current study aims to investigate how HRM practices affect employee retention. Five factors—recruitment and selection, training and development, employee involvement, rewards and recognition, and career development opportunities—are taken into account in this study to explain HRM practices and their effects on employee retention. once more to determine how HRM strategies affect employee retention. The current study's research framework is suggested in the accompanying figure.



3.8.1.1 Strategic approach to recruitment and selection

Recruitment and selection are critical HR functions that directly influence the quality of hires within an organization. Employee retention, on the other hand, refers to the ability of an organization to retain its employees over time. The hypothesis suggests that if the recruitment and selection processes are executed effectively, they can lead to higher employee retention rates. The hypothesis posits that when recruitment and selection are conducted effectively, they increase the likelihood of hiring individuals who are well-suited to the organization's

culture, job roles, and long-term goals. This alignment can lead to better job satisfaction, performance, and engagement, which in turn can reduce turnover and increase employee retention.

Hypothesis 1a: recruitment and selection have positive impact on employee retention.

3.8.1.2 Generic approach between Training and Development and employee retention

Employees who receive regular training and development opportunities are likely to feel more competent and confident in their roles. This skill enhancement often translates into better performance, leading to career growth opportunities within the organization, which can increase their commitment and reduce turnover intentions. Training programs can lead to greater job satisfaction as employees feel valued and supported by the organization. Satisfied employees are less likely to leave, contributing to higher retention rates. When organizations invest in the professional development of their employees, it fosters a sense of loyalty and commitment. Employees who perceive that their employer is invested in their future are more likely to stay with the company for a longer period. Development opportunities lead to higher levels of engagement, as employees are more likely to feel challenged and motivated. Engaged employees are less likely to seek employment elsewhere.

Hypothesis 1b: Comprehensive training and development programs are positively correlated with higher employee retention.

3.8.1.3 Dependency level between employee participation and employee retention

When employees are actively involved in decision-making and other organizational activities, they tend to feel more valued and respected. This sense of inclusion can lead to higher job satisfaction, which is a key factor in employee retention. Employee participation fosters a sense of ownership and responsibility towards the organization. Employees who feel they have a stake in the company's success are more likely to be committed to staying with the organization long-term. Participation often involves collaboration and communication, which can strengthen relationships among employees and between employees and management. Strong work relationships can create a supportive work environment, reducing turnover intentions. When employees are involved in decision-making, they are more likely to understand and align with the organization's goals and values. This alignment can increase their commitment to the organization and decrease the likelihood of them seeking opportunities elsewhere.

Hypothesis 1c: Higher levels of employee participation in decision-making processes and organizational activities are positively correlated with increased employee retention rates.

3.8.1.4 Bonding between rewards and recognition and employee retention

Employees who feel adequately rewarded for their contributions are likely to experience higher job satisfaction, which can increase their commitment to the organization and reduce turnover rates. Rewards can include financial incentives, bonuses, promotions, and other tangible benefits that make employees feel valued and fairly compensated for their work. Recognition fulfills an employee's intrinsic need for appreciation and respect. When employees are regularly acknowledged for their efforts, they feel more connected to their work and the organization, fostering loyalty. This sense of belonging and value can decrease the likelihood of employees leaving the company.

Hypothesis 1d: The implementation of a structured rewards system positively influences employee retention rates

3.8.1.5 Connection between career development opportunity and employee retention

Employees who perceive that their organization offers ample career development opportunities are more likely to report higher job satisfaction. Employees value growth and development. When an organization invests in their career advancement, employees feel more valued and satisfied with their job. Career development opportunities lead to higher levels of employee engagement, which in turn increases the likelihood of retention. Employees who see a future for themselves within the organization are more likely to be engaged, motivated, and committed to their roles.

Hypothesis 1e: There is a positive relationship between the availability of career development opportunities and employee retention

3.9 Methodology

3.9.1 Research Type

It is difficult to select the effective approach for the report completion. The study I worked with is quantitative. I made some survey questionnaire based on that I got my outcome. I took feedback from multiple number of employees of the company. While distributing the survey questionnaires to a target group, distributing the mixed type, open ended and closed questions give a clear survey. In this, there are opinions and feedback of the managers, executives, different level of employees who can actually understand this survey. We tried to be specific

as much as we could. All those who gave the feedback are the employees of Sterling Styles Limited. Questionnaire system examines accordance with various variables in doing research. The survey contained lot of questionnaires related to subject that I chose for the research.

3.9.2 Population, Sample, and Unit of Analysis

Population can be defined in different ways if we take the opinion of different scholars. For every kind of research, there is a target group of people. These target group of people has to be identified for preventing any sampling and selection errors. We can consider city, or nation, or individual, or employees, and many more. But in this research, we considered only the employees inside the organization. Not even anyone outside the organization.

In this research the target audience are the all types of white-collar employees as executives, junior executives, managers, higher officials, etc. They are from various departments as HR, Administrative, compliance, accounts, merchandising, and so on. They are mainly in readymade garments sector in Bangladesh as I am working in this sector and I also chose my topic related to this.

3.9.3 Research Instrument

The way how the study has been measured has been described in this part. We did a survey developing questionnaires in this study. It has been expanded into two parts. Different sections like A, B, C, D etc. contains perception regarding the different use. Moreover, the information regarding the employee retention and the human resources practices has been the role play for completing the survey. It also carried the demographic information in some part.

Table 1: Variables

Variables	Author	Items
Recruitment and Selection	Björkman, et al., (2014)	4
Training and development	Bibi, Ahmad, & Majid, (2018)	5
Employee Participation	Bibi et al. (2018)	5
Rewards and Recognition	Björkman, et al., (2014)	5
Career Development Opportunity	Bibi et al. (2018)	3

Employee Retention	Rubel, Kee and Rimi (2023)	4
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3.9.4 Data Collection

To conduct the survey, we send an email to the company people. Not only HR department but also other departments participated in this. Full time employees were engaged in this survey. No part time people were considered. In the survey questionnaire, we tried to cover the full research topic as much as it was possible. Google link was shared via WhatsApp mode. Why this method was chosen? For minimizing the time to conduct the survey.

3.9.5 Data Analysis

Tools like data insertion, descriptive analytical, reliability analysis were used to perform the analytical activities or analysis. Analysis package of SPSS was also used.

Descriptive Output

The average or center tendency is indicated by the variable in the data set having the highest mean. When a variable has the highest mean, it means that its values are often greater than those of the other variables being considered. For figuring out which research factors have a greater overall impact or influence, this can be quite important. The study variables' means and standard deviations are displayed in Table 2. A 5-point Likert scale was used to measure the independent and dependent variables. The variable with the highest mean is appreciation. A high mean does not necessarily indicate whether the variable is more significant or relevant; it only indicates the average value. The findings for that variable are more varied when the standard deviation is high. This could demonstrate that this variable is more variable or has a wider range of values, and it could also help to clarify the degree of variability or dispersion in the data. The independent variable with the largest SD in Table 2 is supervisory support. For example, the bigger of the SDs of all the other variables is SD = 1.034.

Table 3: Output of the descriptive analysis

Variables	N	Minimum	Maximum	Mean	SD
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Recruitment and Selection	115	1.00	5.00	3.72	0.89
Training and Development	115	1.00	5.00	3.91	.723
Employee Participation	115	1.00	5.00	3.79	.719
Rewards and Recognition	115	2.00	5.00	3.82	.679
Career Development Opportunity	115	1.00	5.00	3.71	.802
Employee Retention	115	1.00	5.00	3.89	0.798

3.9.6 Demography

The accuracy of a census evaluation method is known as Demographic analysis. The pinnacle of traditional success is called Demographic. In particular, a body of scholarly research that has provided insightful point of view on a variety of crucial matter. Basic factor contributing to this achievement is demography, which lends itself relatively well to quantitative observational research (Morgan et al. 2015).

3.10 Reliability Analysis

According to the study's findings, 0.887 is significantly higher than the required minimum dependability level of 0.6. We used measuring scale and its components using reliability analysis. Several commonly used scale reliability measures are produced using the reliability analysis technique, which also offers information on the correlations between various scale items. Inter-rater reliability can be assessed using the within-class correlation coefficients. One indicator of internal consistency is Ronbach's alpha. Stated differently, it demonstrates the complexity of a group of components. This acts as a standard for the reliability of the scale..

Cronbach's Alpha	N of Items
.837	26

3.11 Correlation Analysis

A statistical method for determining the relationship between variables and assessing how strongly they are linearly related. To put it simply, correlation analysis is used to determine the magnitude of change in one variable as a result of the change in the other. In this study, correlation analysis is used to show a relationship between the various variables.

		ARS	ATD	AEP	AR&R	ACDO
ARS	Pearson Correlation	1	.543**	.418**	.552**	.485**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	97	96	95	96	97
ATD	Pearson Correlation	.643**	1	.599**	.742**	.516**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	96	96	94	95	96
AEP	Pearson Correlation	.518**	.499**	1	.480**	.520**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	95	94	95	94	95
AR&R	Pearson Correlation	.352**	.642**	.480**	1	.524**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	96	95	94	96	96
ACDO	Pearson Correlation	.385**	.516**	.520**	.524**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	97	97	97	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

3.12 Regression Analysis

Regression analysis can help identify the most important factors, as well as those that can be overlooked, and their interactions. It simplifies the process of understanding how multiple inputs may impact a single dependent variable simultaneously. When a researcher is focusing on a single effect of an independent variable, they usually need to conduct multiple regressions because simple regression can be influenced by omitted factors. In this study, the impact of each variable is assessed using regression analysis to analyze the research findings.

Based on the analysis it can be find that the five dimensions of HRM practices explain 34.9% of the variance of employee retention.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642 ^a	.377	.349	.721

a. Predictors: (Constant), ASS, ATS, AT&D, AAPP

3.13 Findings and Analysis

The study hypotheses and the results of the data analysis are covered in this part. Descriptive statistics of the various variables employed in this study as well as the demographic data of the respondents are used as the initial step in the data analysis process. Analysis is done on the relationship between the independent variables and how strong it is.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.037	.498		.073	.942	-.953	1.026
	ARS	.049	.097	.053	.501	.618	-.144	.242
	ATD	.245	.163	.180	1.998	.035	.078	.569
	AEP	.369	.132	.301	2.764	.006	.107	.631
	AR&R	.297	.146	.224	3.123	.046	.006	.588
	ACDO	0.98	.076	.212	1.52	.025	.006	.988

a. Dependent Variable: ACRE

Table 6: Output of hypotheses analysis

3.14 Discussion and Conclusion

As we considered the five dimensions that are discussed above, there those dimensions are independent whereas employee retention is the dependent. Three out of five hypothesis supported the survey whereas other two didn't support. Means three are significant and other two are insignificant. When the recruitment and selection go wrong, it leads to higher turnover. The employees tend to leave immediately after joining from the company. This increases the employee turnover rate reducing the employee retention rate.

When employees do not find any opportunities of growth, possibilities to career expansion in the current place, they find new opportunities with new upgraded position with new and advanced job role. Besides, if they don't get promotional growth in their present role, they tend to switch thinking and with a hope that their designation will be upgraded with higher salary.

Recommendation

To identify the importance of these findings, the organization shall focus on their recruitment and selection strategy. They should work on their process to simply and make it more effective that will totally and efficiently describe the job role and responsibilities. When it will be aligned with the role, the selection criteria will be matched, the choice will be effective. This will have a less chance to go wrong the recruitment and selection procedure.

Besides, creating a favorable work environment where there will be consideration of on the job and off the job training for the growth of the employees both personally and professionally with the career advancement opportunities like getting promotion after the completion will give them positive attitude towards getting or receiving the training.

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Appendices

Confidential

Dear Participant,

This survey aims to serve an MBA internship report (research based), and we need your kind participation with some insights for its accomplishment. The research aims to determine the effect of human resource management practices on employee retention. The enclosed questionnaire has been designed to collect information on organizations HRM practices and employee retention.

Your participation in this research is completely voluntary. There are no known risks of participation beyond those encountered in everyday life. Your responses will remain confidential and anonymous. Data from this research will be kept secret and reports only as a collective combined total. Moreover, the objective of the research is not to collect any type of confidential data about the organization.

We thank you sincerely for your valuable time and effort in completing the questionnaire. Your valuable feedback will definitely contribute to the advancement and success of this research. If you are interested to know about the research outcome later on, please do not hesitate to contact my academic supervisor or me.

Sincerely,

Anjuman Ara Shilpi

MBA Program, BRAC University

Questionnaires

Section 1

Background (demographic) information of the participants [Please tick (✓) the appropriate box]

1	Gender	1.	Male	2.	Female	3.	
2	Age	1.	20-29 years	2.	30-39 years	3.	40-49 years
		4.	50-59 years	5.	59 years above		
3	Religion	1.	Muslim	2.	Hindu	3.	Christian
		4.	Buddhist	5.	Others		
4	Marital	1.	Single	2.	Married	3.	Divorced

	status	4.	Widowed			
5	Education	1.	Honors/Bachelor degree	2.	Master degree	3. PHD
6	Monthly Income	1.	Below 35000	2.	35000-55000	
		3.	55000-75000	4.	75000 above	
7	Total Work Experience	1.	01 – 05 Years	2.	05 – 10 years	
		3.	10 – 15 Years	4.	More than 15 years	

Section 2 Recruitment and Selection

This section is designed to measure your perceptions regarding the **recruitment and selection** of your organization. Please read each statement carefully and put (√) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

1	In my organization recruitment process for a job is very extensive.	1	2	3	4	5
2	My organization places adequate importance on selecting the best person for a given job.	1	2	3	4	5
3	My organization provides adequate emphasize on recruiting the best person.	1	2	3	4	5
4	In my organization selection criteria are designed to select the best person for the job.	1	2	3	4	5

Section 3 Training and Development

This section is designed to measure your perceptions regarding the **training and development** system in your organization. Please read each statement carefully and put (√) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

1	In my organization all categories of employees have the opportunity to receive training.	1	2	3	4	5
2	My organization provides various kinds of training and development programs for every individual employee.	1	2	3	4	5
3	Each employee receives sufficient training in my organization.	1	2	3	4	5
4	My organization uses adequate time and resources to train every typical member.	1	2	3	4	5
5.	In my organization all number of employees compulsorily receives training and development facilities.	1	2	3	4	5

Section 4 Reward and Recognition

This section is designed to measure your perceptions regarding the **compensation** system of your organization. Please read each statement carefully and put (✓) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

1	In my organization rewards are sufficient.	1	2	3	4	5
2	When I do good quality work, my organization appreciates me.	1	2	3	4	5
3	In my organization, the benefits we receive are fair.	1	2	3	4	5
4	I feel that my organization is giving adequate reward for my performance.	1	2	3	4	5
5	My colleagues congratulated me in recognition of my efforts.	1	2	3	4	5

Section 5 Employee Participation

This section is designed to measure your perceptions regarding the **employee participation** system of your organization. Please read each statement carefully and put (✓) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

1	In my organization employee participation are available.	1	2	3	4	5
2	In my organization employees have the opportunity to participate in organizational activities.	1	2	3	4	5
3	All level of employees in my organization is allowed to participate.	1	2	3	4	5
4	In my organization each employee gets fair chance to participate.	1	2	3	4	5
5	In my organization each employee is encouraged to participate in job activities.	1	2	3	4	5

Section 6 Career Development Opportunity

This section is designed to measure your perceptions regarding the **Career Development Opportunity** system of your organization. Please read each statement carefully and put (✓) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

1	I have a clear understanding of my career path and promotion plan.	1	2	3	4	5
2	I have more than one potential position to be promoted to	1	2	3	4	5
3	My immediate supervisor knows my career aspirations.	1	2	3	4	5

Section 7 Employee Retention

This section is designed to measure your perceptions regarding the employee retention of your organization. Please read each statement carefully and put (✓) mark at the most appropriate option from your concept or opinion as a scale of 1 = strongly disagree to 5 = strongly agree.

1	I see myself working at the organization in a year	1	2	3	4	5
2	I see a future for myself in this organization.	1	2	3	4	5
3	I love working for this organization	1	2	3	4	5
4	The work I am doing is significant.	1	2	3	4	5

Thank you for your kind participation and valuable time.