



**Case Study on:**  
**A Comprehensive Analysis on Change Management and HR practices**  
**of Dekko Garments Limited**

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**Case Study on**  
**A Comprehensive Analysis on Change Management and HR practices**  
**of Dekko Garments Limited**

**By**

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**A case study submitted to BRAC Business School in partial  
fulfillment of the requirements of the degree of MBA**

**BRAC Business School**  
**BRAC University**  
**December 2020**

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## **Declaration**

It is hereby declared that

1. The case study I submitted is my own original work while completing degree at BRAC University.
2. The case 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 case does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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## Letter of Transmittal

14<sup>th</sup> December, 2020

Dr. Akbar Ali Khan, Professor

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212.

**Subject: Submission of Internship Case Study.**

Dear Sir

With due respect, I would like to inform you that, I am a student of BRAC Business School, BRAC University. It is my absolute pleasure to submit the internship case study titled '**A Comprehensive Analysis on Change Management and HR practices of Dekko Garments Limited**' which has done as a part of the requirement of the course BUS-699. Your guideline has been followed in every aspect of preparing this case. I have really enjoyed working on this case and I have tried my level best to make an effective case study. This internship case is focused on both theoretical and practical knowledge.

Within the title limit I have made this internship case study as comprehensive as possible. But there may be some mistakes due to various limitations. So, I beg your kind consideration in this regard. I hope that my work would meet the level of your expectation. Any query on this case is appreciated.

Sincerely yours,

Saleh Ahmad

ID 18364019

BRAC Business School

## **Acknowledgement**

First of all, I would like to thank almighty Allah for giving me the opportunity, strength and patience for completing my internship in this pandemic.

My gratitude goes to entire BBS Department of BRAC University for arranging Internship Program that facilitates integration of theoretical knowledge with real life situation. Also, I would like to give my special thanks to my academic supervisor **Dr. Akbar Ali Khan** from the deepest corner of my heart for providing encouragement and valuable direction.

The encouragement as a continued source of inspiration provided by our parents is fully appreciated.

## **Executive Summary**

Garments industry is now playing a vital role in our country. To run any garments in an effective and efficient way we have to make a strong Human Resources Department. It also helps to get the maximum output anyway. In spite of challenging variables in this pandemic, the garments business is surviving anyhow maintaining a lot of protocols to remain best. Dekko Garments limited is contributing the people of Bangladesh by various aspects. It is one of the largest garments' factory in the district of Gazipur with the vision to stand out as a leading Green Garment factory in Bangladesh and contribute significantly to the national economic territory. HR department is significantly leading 100% compliance activity over the horizon and 80% of women worker indicating the pure empowerment of immobilized gender.

I had an opportunity to pay a visit at Dekko garments Ltd. and I interviewed Md. Oziur Rahman, Assistant Manager- HR and Compliance, over the phone where he shared some points also related to HR practices and change management ideas practicing due to pandemic for the factory. I tried to cover as much as possible HR and change management activity of Dekko Garments Ltd.

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# **I. Objective of the Case Study**

From this case, I tried to know the HR functions of Dekko Garments Limited as well as the Change Management in all the functions of HR and health & safety initiatives of the garment's factory taken during Covid-19 pandemic and their contribution for the economy of our country. Moreover, this case study was conducted with the following specific objectives: -

- To know the HR functions of Dekko Garments Limited
- To identify the Change Management issues for every possible function of DGL
- To evaluate the working environment and conflict management activities
- To find out the prospects and limitations of DGL
- To recommend some possible solutions to overcome the noted problematic areas

## **II. Requirements & Standards**



# A. Introduction

Dekko Garments was established in 1992 named Dekko Apparels Limited and Dekko Fashions Limited in mainly based on the woven items. It is an export-oriented garments in Bangladesh and its mother factory named Dekko ISHO Group. Dekko garments have boasting 39 lines, 767 sets of machineries and it produces over 2.5 million pieces of clothes per annum. Dekko group agrees with ILO guidelines, has bunch protection and fortunate store offices for the entire workforce of the organization. This organization provides security issues and guide for wellbeing. Dekko ISHO was certified ISO 2001: 2004 and ecologically consistent sourcing plant. This organization believe in quality, welfare and global outlook. Tom Tailor, LINDEX, KIABI, S. Oliver, OVS, Celio, Inditex, GMO etc. are the buyers of Dekko Garments Limited.

Dekko Garments achieved the fifth position among the Green Garments in Bangladesh. BGMEA categorized the organization as the emerging garments. It achieved many awards like Best Workers Choice Factory, Top Compliance Factory Award and Finest Green Factory Award.

The vision of the organization that the buildings and communities will regenerate and sustain the health and vitality of all life within a generation. The mission of the organization is to focus on uphold the maturity growth. DGL is always devoted to support their foreign buyers, satisfying, meeting their expectations and enabling to be more competitive in global garments industry.

DGL believes in quality first profit last, increase the capability of the workers, expand job market with profit sharing investment, satisfy buyers, maintain good relation over the factories and finding out talents from the generals.

HR, admin and compliance is a synchronized department to manage the overall function of the origination. The reason for HR arranging is to empower associations to envision their future needs and to cope with the necessities. HR department works for future improvements and to figure out the problems or limitations of the organization. HR has to consider various functions in the organization.

## **B. Background**

The role of Human Resource Management is undoubtedly significant for garment industry from when the pieces of clothing is an assistance in the industry. Here the board of hazard and individuals are two major challenges in this garment industry. This is very important to identify the way to deal with difficulties to get possible and effective solutions. Everyone wants to grab the market in that industry but a few can succeed to attain due to quality product, efficient and skill labour, up to the mark commitment, working environment, remuneration, training, motivation, or fringe benefits. Therefore, these issues are really important to look over at any cost for this industry. Any business related to clothing is very important to maintain the regulations, welfare and compliance issues for the time being. Despite of the facts evaluating the legitimate reasons the individuals decide to invest in this industry for the sake of potential buyers, low labour cost and BGMEA support. To get maximum profit from this industry, one has to focus on manpower and that's why there is no alternate of Human Resources. On the other hand, pieces of clothing have to separate themselves to make their own specialties and specifically in this area there is an aggressiveness works end of the day. Dekko Garments Limited is well known for its dynamic activities in our country. It believes in reasonable approaches and desperate to serve the best assistance to the clients and it is contributing to our GDP at the same time.

The level of HR department is up to the mark when they run HR functions and the activities related to HR. The necessity of HR arranging manpower organization is to oversee their portfolios to cope with the future needs. They divide HR into four separate functions called staffing, training and development, motivation and maintenance. Strategic HR planning, recruitment and selection are the part of staffing. All activities related to induction or orientation program, employee training and employee development are the part of training. Motivation theories, job design, performance appraisal is the part of motivation. Communications, safety and health are the part of maintenance. Employees are categorized into three different levels named; lower level, mid and upper level. HR department has to focus on all level so that the level of output remains same or better. The factory is really important to look after and the factory organogram will give a clear picture about factory management and leaders.

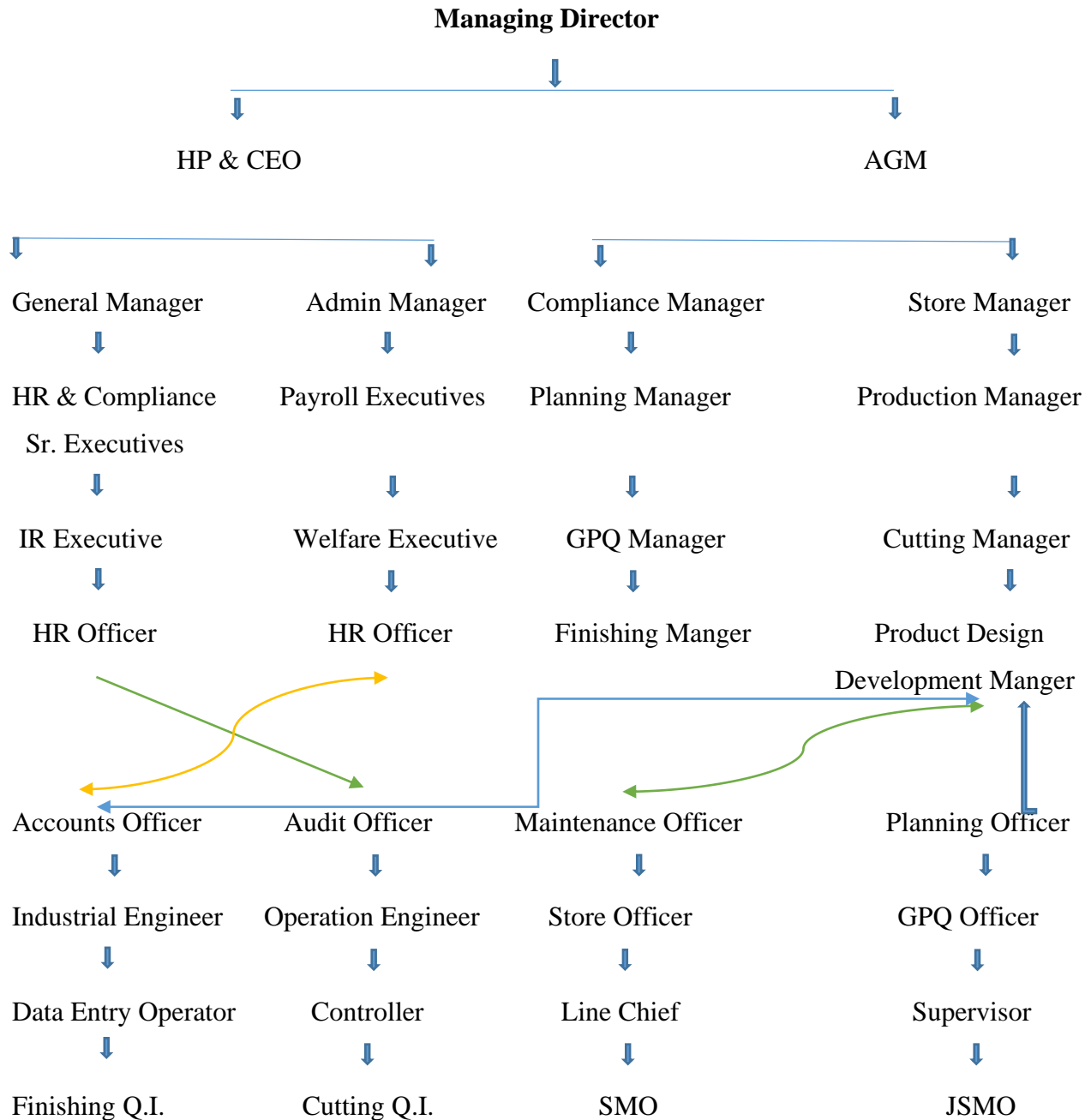


Diagram: Dekko Garments Factory ORGANOGRAM

Dekko Garments Limited is as successful as in keeping with great expectations from different corner of the world apparel buyers. Dekko Garments believe in such a finest drive of quality which is genuinely undercrossed with the global welfare. They are not only able to retain buyers' valuable and confidence, but they achieved more competitiveness.

## C. Evaluation of the Case

The HR department of Dekko Garments Limited plans to implement change in management where and when it is necessary. As the factory type is priority woven 5, it is always trying to maintain and meet the BGMEA protocols, buyers' satisfaction with quality control. Dekko Garments has 529 management employees in total and almost 600 factory workers having a registration number 8637 in Bangladesh. Moreover, it has 261 machines with a 90,000-production capacity yearly in dozen. To evaluate the case, I focused on HR planning of Dekko garments. So that I able to know the change and management controlling procedure for both management employees and workers in the factory.

### **Steps of HR Planning of DGL:**

- Forecasting inside and outside condition
- Assessing and examining the HR capabilities and supply
- Arranging marketable strategies to connect with cooperate methodology
- Execution and allocation of HR

### **Change Management in Planning**

Plan can be changed when it is necessary in Dekko Garments. This plan helps to manage the change process and it is also making sure the budgetary control, scope and communications. It can impact on the business, buyers, customers and necessary stakeholders.

### **Methods of Recruitment of DGL:**

- Direct recruitment: Direct appointment action with strong qualification or experience.
- Employee referrals: Informal communications among supervisors or managers lead to this section.
- Skill Inventories: Education, skills, working records can be used to identify employees.
- Advertising: Job advertisement mentioning job context, job description, job specification and others.
- Personal Contact: Good communication can provide an opportunity.
- Reappointment: Appoint someone again with new terms and regulations.

### **Change Management in Recruitment**

Change management in Dekko Garments in hiring process is very important where recruitment is done as strategic advantage rather than burden. Moreover, this is essential and done with creating environment where new employees are hired to fill the vacant positions.

#### **Methods of Selection of DGL:**

- Test: written, aptitude and medical
- Interview: preliminary, stress, situational
- Negotiation/Offer: Conditional/ contractual/ permanent

### **Change Management in Selection**

The GM of HR is the higher authority in Dekko Garments regarding selection of an employee. Sometimes change should be brought in any unexpected situation. Higher Management decides all issues and experience in garments industry is one of the most prior qualification to be selected in that organization.

#### **Methods of Training:**

- On the job: Horizontally or vertically arrange training or learning environment through work load and on the job duties.
- Off the job: Traditional forms of learning through seminar, workshop and simulations.
- Job Rotation: Way of learning something new through rotating their jobs.

#### **Steps of Training Process:**

Need Analysis → Industrial Design → Validation → Implementation → Evaluation

- Need Analysis: Need analysis is basically indicated and identifies the skills of job performance required and assess all the requisite tool.
- Industrial Design: Here an individual decides on compiling and support the necessary training program contents, exercises and workbooks.
- Validation: In this step the bugs are worked out of the training by presentation program.
- Implementation: Focusing actual training target group with an outcome intention.
- Evaluation: Management evaluate the success or failure of an individuals.

#### **Methods of Development:**

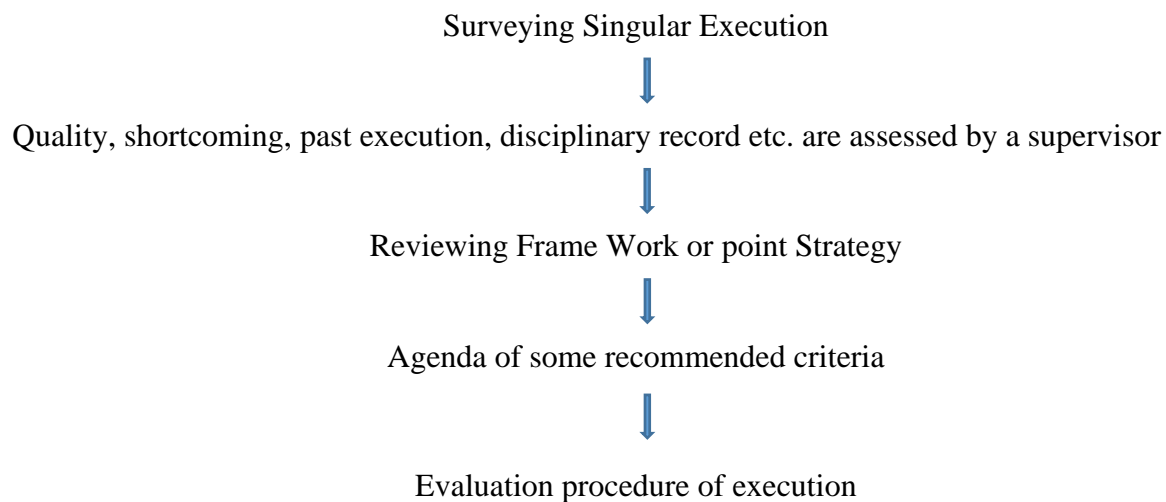
Development is all about future-oriented programs for the top-level management. The concept of employee development focuses on education, behaviour, conceptualization and attitude. It helps to make sure the personal growth of an employee.

### **Change Management in Training & Development**

Training Needs Analysis (TNA) is a systematic method that is strictly followed and analysed by the manager of Dekko Garments Limited. TNA is basically the difference between the actual performance and the performance which is required. To bring change in training or development TNA is a must. Moreover, TNA provides a logical benchmark for planning and strategic decisions. Employee development depends on the job and Dekko Garments tries to identify first for planning of change management. On the job development is only considered for the top-level managers.

### **Performance Appraisal of DGL:**

The performance appraisal in Dekko Garments is basically considered on pieces of clothing.



This appraisal is applicable basically in factory. The production line administrator is the foremost responsible for the individuals who work in manufacturing plants. He intends to assess the activity and performance of the subordinates. The industrial leaders are the one who evaluate the reports from the supervisors and the administrators. In a sense they follow Management by Objectives (MBO) to evaluate their performance. Promotion, advancement, augmentation and reward all depend on the responsible authority of the factory.

## **Change Management in Performance Appraisal**

Performance management is a significant area performed by the managers considering the recommendations of supervisors or reporting boss. If an organization run its business in traditional way, then the appraisal would also be traditional. Change is required only when the existing method or procedure is not suitable or fair enough to judge or evaluate once performance.

## **D. List of Questions Central to the Case:**

In my case I will try to investigate about the following questions-

- How DGL can execute Strategic HR Planning with mission and vision statement?
- What can they do when Management System somehow fails?
- How can they control Personal Conflict and Resolution in the factory?
- How to build Strong Communication Channel to control over workers?
- In which way the employees would be more satisfied having the Performance Appraisal System practicing at DGL?
- How can DGL Management deal with Resistance to Change?
- What do I see the greatest Challenges for DGL employees regarding Compliance?

## **E. Proposed Solutions and Changes**

**Q1. How DGL can execute Strategic HR Planning with mission and vision statement?**

**Ans:** Strategic HR Planning refers to the process of identifying present and future needs of an organization. Before executing any strategy, DGL prefers to identify the gap between where they are and where they want to be. Besides, DGL tries to forecast the limitations or fault why a negative situation happened to them.

According to the mission statement theory we know it denotes the business, objectives of an organisation and the such way to reach the objectives. The mission of DGL is to uphold the maturity growth for the next decades. Because they are now in a very good position where maintaining the similar market growth would be the challenging one.

The theory of vision statement we know it indicates the future position of an organization that means where they want to go in future. The vision of DGL is that the buildings and communities will regenerate and sustain the health and vitality of all life within a generation.

**Proposed Solution:** As we know, Strategic HR Planning is considered for long term solutions in manpower area. Therefore, after raising a problem the management of DGL can identify the problem with analysing both internal and external sources of that problem and later they discuss and plan to form a strategy where the main objective of the strategy is to support to both mission and vision statement at the same time.

**Possible Changes:** The impact of the SHR Planning is not short term oriented at all. As a result, the management of DGL can revise the strategic plan by adding or ignoring any issues. When the SHR Plan is useful, it could definitely bring a positive and effecting change in the organization.

**Q2: What can they do when Management System somehow fails?**

**Ans:** Garments is a very serious industry because both the management and workers are equally responsible for any unexpected error. We know, management is a process where the regulations of an organization manage man tactfully. In the management system, the organogram and hierarchy are very important to note and follow. Because management follows a chain and a chain makes result.

The concept of age and old dilemma we know that the management is used to say an employee or worker that you are supposed to do it in time accordingly but you not responsible enough to do it. This is a very common scenario in almost industry. Eventually, employee wants to succeed at work and managers should make a proper environment to make them succeed.

**Possible Solution:** In that circumstance, the workers of DGL can talk to other superior leader who is close to him or make an influence to avoid further negative situation.

**Possible Changes:** The workers are not supposed to bring change in the organization. It is mandatory for the management to cooperate with the workers to get better outcome.



### **Q3. How can they control Personal Conflict and Resolution in the factory?**

**Ans:** Personal Conflict is a result of miscommunication. It happens due to several reasons related to work load, attitude, race, gender, behavior etc. It is really important to place equal emphasize on theoretical and practical ground at the same time. Conflict does not happen within a moment as it takes time and turn the situation bigger.

HR can help people by learning, understanding or counselling. It works end of the day. This is a big responsibility of HR. The HR of Dekko Garments is also responsible to deal with Labour Union. So, resolution may come again and again.

**Possible Solution:** The HR has to build a good relationship with the workers so that they can share their problems or reservations arguments in personnel.

**Possible Changes:** Changes may come only when the management is fully cooperative to workers in every possible way to make sure a peaceful environment.

### **Q4: How to build Strong Communication Channel to control over workers?**

**Ans:** Communication Channel is a way of interaction between person. Due to lack of good communication conflicts may arise and environment may be polluted. To maintain an accurate communication channel, management should develop an environment for both sender and receiver. Communication may be formal or informal in nature. It may be usual or sensitive or confidential. The message might be for an individual, a peer or a team or a higher-up someone who wants to lead.

**Possible Solution:** Direct phone call, conference call, video chat, pre-recorded video, direct emails, mass emails, text message, notice, instant message or verbal movement might be a possible way. But it varies from person to person. As a result, DGL management could analyse the individual nature first so that they can behave and communicate accordingly.

**Possible Changes:** Mistake might happen here and miscommunication may lead a relation into fragile. As a result, change management should stand in the middle. Counselling, sharing, helping, supporting, coordinating, managing etc. changes may keep the communication remain strong.

**Q5. In which way the employees would be more satisfied having the Performance Appraisal System practicing at DGL?**

**Ans:** Performance appraisal refers to a way of reviewing or discussing the performance of an employee of his assigned duties and responsibilities. The appraisal is basically based on the results obtained by an employee. Open lines of communication channel help to maintain a flexible relationship among employees. Relation between employer and employee is also very crucial in terms of performance appraisal.

There are basically two forms of appraisal called traditional and modern. Point Raking Method, Grading Method etc. are the traditional methods. KPI, 360 evaluations, Assessment Centre, Web Based Performance etc. are the modern methods. Apart from that there are some methods that are directly related to the specific tasks or works. This may be evaluated from Group (for merit pay) or individual level (to assess target needs). The rate of work may be objective or subjective in nature.

Depends on various stakeholders. These are immediate supervisor, committee leader, production superior, subordinates, peers, clients, self-appraisal, specialist, speed or delivery, punctuality, behaviours, intelligence etc. Appraisal methods may be Absolute Standards, Relative Standards and Objectives.

Absolute Standards: Easy appraisal, checklist or critical incident, adjective rating, forced choice

Relative Standards: Group order, individual or paired

Objectives: MBO

**Factors that that Distort Appraisal:**

- **Halo Error:** The tendency to let the assessment of an individual where no one trait influence the evaluation of that person.
- **Similarity Error:** The tendency of judging someone based on an evaluator perceives him or herself.
- **Central Tendency:** Average rating tendency.
- **Attribution Theory:** Appraisal based on perception.
- **Impression Management:** Relationship with supervisor or leader etc.

**Possible Solution:** The term satisfaction is a myth. Management can barely satisfy an employee and it's a human nature. So, the employees or workers of DGL are hardly satisfied due to lack of motivation. The management of DGL should consider Herzberg's two factor theory. Besides, DGL can focus on fringe benefits to make workers more satisfied.

**Hygiene Factor-** The absence of hygiene factors an employee will work less hard as it is related to the needs of an employee. Poor hygiene factors decrease employee performance.

Ex: remuneration, working condition, supervision, security, relationship etc.

**Motivator Factors-** The presence of motivator factors employee will work harder. It is directly related to the performance and it increases employee satisfaction.

Ex: Achievement, recognition, growth, advancement etc.

**Possible Changes:** The management of DGL may bring changes in appraisal system after talking to an individual workers or employees. Need and satisfaction criteria may differ from one to another.

#### **Q6: How can DGL Management deal with Resistance to Change?**

**Ans:** Resistance to change refers to an act struggling with modifications that has at least an alter to cope with. It is a term of change management and it means a collective approach to prepare, support or help an organization to change.

**Possible Solution:** To deal with resistance to change DGL can consider the followings-

- **Participation:** Participate in making any change is not always a good thing. This is not a good way to think of a problem. It may lead to trouble but the reverse scenario also may happen.
- **To Understand the Nature:** DGL should focus on understanding the nature of resistance because it's a social change where the relationship of human might be the technical one.
- **Strong Management:** Management of DGL can take necessary steps to control over resistance to change. Because it is created from certain blind spots of an organization

At the DGL factory these cases are very common in nature. So, only good leaders are able to give an effort to make good change in the factory.

**Possible Changes:** To bring any change in an organization, management should think twice because it has also a negative impact. It causes costs too. Therefore, to get a positive change DGL management should search every possible way to that can lead the change into negative line.

**Q7. What do I see the greatest Challenges for DGL employees regarding Compliance?**

**Ans:** Compliance Management denotes the act of regulations that should be followed by people of an organization. It comprises policies, audit, securities, cleanness etc. This is one of the most important areas for DGL as buyers usually pay a visit and it matters end of the day.

The Compliance requirements that are followed by DGL are given as follows-

- **Child Labour:** No children under 15 years of age are allowed to work in DGL.
- **Forced Labour:** Forced labour is totally prohibited in any factory in Bangladesh.
- **Health & Safety:** Health workplace and safety from accidents or injury or illness from occurring must be provided.
- **Collective Bargaining:** All staff have the right to join and bargain on their behalf.
- **No Discrimination:** Discrimination is such a crime in case of HR issues.
- **Working Hours:** A factory has to comply with collective bargaining, working hours and public holidays.
- **Remuneration:** The right of staff must be respected.
- **Standard Management:** Management has to be cooperative with workers with providing facilities and maintaining rules that are easy to obey.

**Possible Solution:** All the DGL workers are compelled to obey the policies and rules of compliance. But in some cases, some of them are not as much cooperative as they should be. Therefore, the management should be very strict on that by warning or terminating workers.

**Possible Changes:** Any possible change related to compliance like; time management policy, weekly holiday fund, labour welfare, overtime register, zero abasement policy, buyers code of conduct, anti-discrimination policy, environment policy, canteen policy, toilet, no smoking sign, first aid box, doctor, safe guard, room temperature etc. could make an environment safe and sound.

# F. Recommendations

## 1. SHR Planning:

- DGL should consider ideas of mid and lower-level managers before making any strategic decision. Because it may help to minimize long-term risks and motivate workers in a sense.

## 2. Management System:

- DGL should build flexible and fearless communication channel to avoid management failure.

## 3. Personal Conflict and Resolution:

- Good relationship, counselling and cooperation may help to avoid the situation.

## 4. Strong Communication Channel:

- Comfortable medium of communication may control over workers.

## 5. Performance Appraisal System:

- Identify the actual motivating factor for an individual and serve accordingly as it varies from person to person.

## 6. Resistance to Change:

- Understanding and discussion may help to adapt changes in DGL.

## 7. Compliance:

- Strict compliance policies may find everyone respected.

# III. Additional Notes on Case Study

## **A. Health & Safety Initiatives During Pandemic**

The number of Covid-19 cases continues to increase day by day. As a result, Occupational Safety and Health (OSH) is compulsory to maintain by all the factories. DGL has taken the following initiatives during pandemic:

- Safety in the workplace with adding child care facilities
- It has been compulsory for the administrative workers and guard to wear Personal Protective Equipment (PPE) during office time.
- Free masks were distributed to all DGL workers and they believe in no mask no entry.
- They have arranged community care for working mothers and support their mental health through providing lifestyle suggestions.
- Hand Sanitizer has been provided to every DGL workers.
- World Health Organization recommends people to keep at least 1 meter (3 feet social distancing) apart. For some factories it is suggested to keep 1.83 m distancing for preventing virus.
- Clean surface has been maintaining since opening.
- DGL has been providing Covid-19 check-up for every worker and financial support as much affordable.
- As most factories have no residential facilities, it is barely possible to maintain full guidelines of compliance.

To keep our economy running DGL is trying to contribute with their level best by following the instructions of BGMEA, UNICEF, ILO and WHO. As about 70% of workers live near the factory premises. Therefore, providing quarantine or isolation facility is hardly possible for the workers of Dekko Garments Limited.

## **B. Impact of Covid-19 on Payroll and Promotion**

The economy of our country is mostly dependent on RMG sector for manufacturing employment. The garment industry usually contributes 11.2% to the GDP of our economy. Due to pandemic, there is a massive impact on payroll and promotion in almost every factory every organization.

The orders of DGL have been reduced; buyers are not much motivated to continue the same quantity of order. This situation is really tough for every organization.

**Impact on Payroll:** According to the instruction of BGMEA, factories are requested to go no termination process. In that situation, workers are pretty helpless. According to a survey of BRAC University, 47% RMG workers reported not receiving their wages and felt uncertain about their job. After the permission to keep remain garments open, this scenario is a bit flexible but not as smooth as previous. A monthly minimum wage of 8,000 Taka (\$95) is one of the lowest wages of global garments that is hardly given by the management of DGL.

**Impact on Promotion:** Covid-19 lockdowns started in March 2020. Promotion is hardly expected in that circumstances of pandemic. On the other hand, the management of DGL and other organizations are now trying to grab the candidate's attention considering very low cost due to job crisis in the market. Therefore, promotion and commitments are barely can be maintained in DGL.

## IV. Conclusion

This case study will give a very good understanding and a crystal-clear idea and information on Change Management and HR Practices of Dekko Garments Limited. DGL deals with clothing assume a functioning job for the improvement of the nation. I tried to know the involvement in assemble of pieces of working and the relationship of workers with the management. The HR functions of the factories, the management strategies relating to HR, the changes happen to policies or regulations bring any positive changes into the organization. DGL has several limitations and prospects as well where management should emphasize through planning, discussion, sharing, cooperation, motivation and understanding. As the compliance issues of DGL are very vital, the management should handle very tactfully where the recommendations might help anyway.

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