

GRIEVANCE PROCEDURES IMPLEMENTATION IN POSH GARMENTS LTD

Internship Report

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Submitted in Partial Fulfillment of the Requirements for the Degree
Bachelor of Business Administration



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Internship Report Approval Form

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INTERNSHIP/PROJECT INFORMATION

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Internship Report Topic: Grievance Procedures Implementation in Posh Garments Ltd

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☐ Approved ☐ Not Approved ☐ Partial Re-write ☐ Full Re-write

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Name: Saria Tarannum (Priyam)

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Letter of Transmittal

29 September, 2021

Abdul Baten

Assistant Professor

ULAB School of Business

University of Liberal Arts Bangladesh

Subject: Submission of Internship report on “**Grievance Procedures Implementation in Posh Garments Ltd**”.

Dear Sir,

I am gratified to inform you know that I have successfully completed my internship in Posh Garments Ltd within three months duration. I would like to thank you for providing me guidance during my internship and it is such an achievement for me to prepare the report under your supervision. This report is based on “Grievance Procedures Implementation in Posh Garments Ltd”.

The three months of this internship duration have helped me to discover myself in a new manner. I have learned about the HR practices, policies, grievance mechanism and about the importance of implementation of Bangladesh Labor Law Act in the ready-made garments factory. I have tried my level best to follow the guidelines provided by you and to prepare the internship report accordingly.

I would be really grateful to you if you accept this internship report and give your valuable feedback on it.

Sincerely yours,

Saria Tarannum (Priyam)

ID: 171011209

Acknowledgement

First of all, I would like to thank the Almighty Allah with whose blessings I could complete my report successfully within the due schedule. During the internship period, I have experienced and explored a lot of things which enhanced my knowledge. To achieve the opportunity to be a HR intern in Admin, HR & Compliance department of Posh Garments Ltd. I have learned regarding their HR activities, organization's policies, grievance mechanism, Labor Law Act implementation etc.

Secondly, I would like to thank my supervisor Abdul Baten, Assistant Professor, ULAB School of Business, University of Liberal Arts Bangladesh who has provided his valuable feedback. I would also like to give special thanks to Mr. Sohel Rana (Acting In-charge, Admin, HR & Compliance Department) of Posh Garments Ltd who has guided me and provided the required information's for the report. The staffs of Posh Garments Ltd was really cooperative and supportive during the three months internship duration and helped me to prepare myself professionally for future.

Executive Summary

The internship report named “Grievance Procedures Implementation in Posh Garments Ltd” is prepared to know the insights of grievances, types of reported grievances and the effectiveness of implementation of the process. The subsistence of grievance procedures and the department of managing grievances shows the reality that conflict is certain in the management of ready-made garments between the workers and the employers. Effective grievance procedures implementation is a fundamental aspect of the ready-made garments industry. Suppressed grievances can lead to serious labor unrest in the factory.

Posh Garments Ltd. is very much apprehensive about the requirements of the buyers as well as the workers’ rights stated according to Bangladesh Labor Law Act so the unrest of workers is minimum in the Posh Garments Factory. As it is a compliant factory, the executive compliance ensures the workers’ health and safety and is responsible for the compliance audit. The primary objective of this report is to understand the grievance procedures implementation and the factors which plays a significant role for the effectiveness of current grievance procedures implementation in Posh Garments Ltd. In this report, both primary and secondary data have been used. The primary data has been collected from interviews and personal observation whereas the secondary data has been collected from Posh Garments Ltd published website and from their internal files. This internship report is written on the basis of my personal experience which I achieved as a HR intern in HR and admin department and also from interviews taken within three months internship duration. During my internship period, I have taken interviews of the staffs and the participation committee members who are involved in regulation of the grievance mechanism. There are two parts in this report Part-A and Part-B. In part-A, there is description of the organization profile, mission and vision, organogram of the factory, industry analysis, SWOT analysis, my roles and responsibilities as an intern, personal observations, recommendations. In Part-B, there is background of the study, research objective, research methodology, theoretical background, analysis and findings, and then at last the conclusion and recommendations based on my perception.

Table of Contents

Part-A: Internship Experience	8
Chapter One	8
Organizational Profile	8
Industry Analysis	10
Chapter Two.....	13
Interns Role and Responsibility	13
Chapter Three	15
Observations and Recommendations	15
Part-B: Research Report.....	17
Chapter One	17
Research Design	17
Chapter 2	20
Theoretical Background.....	20
Chapter Three	23
Analysis and Findings.....	23
Chapter Four.....	28
Conclusion and Recommendations	28
References:	29
Interview questionnaire for Posh Garments staffs	31

Part-A: Internship Experience

Chapter One

Organizational Profile



Fig. Posh Garments Logo (Posh Garments, 2021)

History: According to the private statistics, the RMG sector of Bangladesh consists of more than 5000 garment factories whereas BGMEA stated that it is around 4000. Categorization of ready-made garments are divided into two such as woven and another one is knitted. The products which fall into woven category are shirts, pants and trousers and products such as T-shirts, Polo shirts, under garments, socks, stockings and sweaters falls into knitted category (Anon, 2021).

Organization Overview: Posh Garments Ltd started its manufacturing and exporting apparel journey in 1984 and has more than thirty-five years of experience in this sector. It is located in Tejgaon which is known as the industrial site of Dhaka city. It consists of a compliant factory with the involvement of specialized workforce, adaptable platform for production and experienced, skilled staffs (Anon, 2021). The garments factory consists of more than 1200 employees. In terms of manufacturing, Posh Garments assure that the workforce associated with it provides the best quality and the maintenance of workmanship remains consistent no matter what the number of orders is. The quantity for minimum order is 2,000 pieces per color, per style. If the quantity of orders is huge then also efficiency is maximized through reduction in the manufacturing cost. The process and quality checking are done through a strict administration. The administration consists of internal audits, critical checking process and testing on fabric, accessories, garments are carried out via third party and also prior shipment the pre-final inspection @ AQL 2.5 takes place. For the reduction of the wastage of materials and to increase the efficiency level of production, Enterprise

Resource Planning (ERP) is used on which the core functions are based. As Posh Garments Ltd is a woven factory, the products manufactured are ladies' tops, skirts, night wear, blouse, hospital uniform, school uniform and men's casual wear shirts, shorts and boxer. The design and development are based on customer's preferences. Choices are provided on the fabrication, varieties of accessories, and also on several methods of packaging such as flat pack, boxed pack and hanging garments. The countries in which the manufactured products exported are Netherland, Germany, Belgium, France, Switzerland, Mexico, Austria, Ireland, Turkey, Spain, United Kingdom and Singapore. The buyers or the customers of Posh Garments are C&A, New Yorker, Trampoline, Adler, Real, Jeans Fritz. The mission and vision of Posh Garments Ltd are:

Mission: To manufacture various range of apparels with prominent price, designs with innovation and adding value.

Vision: To be the solution of a unique manufacturing apparel (Posh Garments, 2021).

Organogram of Posh Garments:

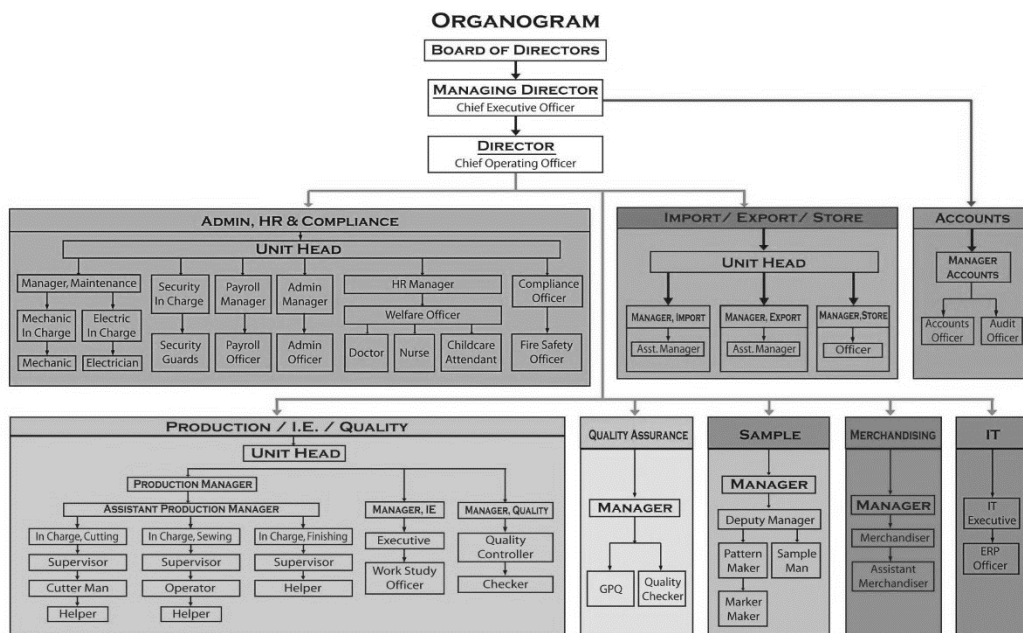


Fig. Posh Garments Organogram (Posh Garments, 2021)

Industry Analysis

Porter's Five Forces:

The enlightenment regarding the Five Forces Model was done by Michael E. Porter's in 1979 who was a Business School Professor in Harvard. The article's title named "How Competitive Forces Shape Strategy" was written by him for the Harvard Business review. The detailed version of it was done later in his book on Competitive Strategy. The aim of this model was to provide a new path for the identification of valid strategy, evaluate and to regulate the factors outwardly in the environment of an organization (Luenendonk, 2019).

Competition in the industry (HIGH): Porter's five forces model important aspect is the competition of industries within each other. BGMEA stated that, Bangladesh tends to earn the highest through exporting ready-made garments of worth \$ 27.9 billion in the 2019-2020 financial year. In exporting ready-made garments Bangladesh is in the second position around the world (Harry, 2021).

The pricing strategy plays a big and significant role in the ready-made garments industry. In Posh garments, at first submission of sample to the buyer happens then selection of sample takes place from the buyers' side after negotiation regarding the price. After the prices are fixed, then the orders are provided to Posh Garments Ltd. There are many renowned garments factories such as Ha-Meem Group, Beximco (Textiles and Apparel Division), Square Fashions Limited, DBL Group, Opex Sinha Group, Fakir Group, Asian Apparels Limited etc. As Posh Garments is only a woven factory so the competition in the market with the other composite factories are really high.

Threat of new entrants (LOW): Bangladesh has 4000 ready-made garments factories currently operating in the market. The threat of new entrants is really low as sourcing of loans from the banks, initial investments to set up the factory is risky for the new entrants. The proper location to set up the factory becomes a challenge for the new entrants. Finding of proper buyers becomes very difficult for the new entrants. Posh Garments has already an experience in this industry for more than 30 years and is quite established and also knows the ways to fill-up the requirements of the buyer's demand (Mahmood, 2021).

Bargaining Power of Suppliers (LOW): As Posh Garments is doing business for many years, the raw materials that is roll of fabrics suppliers are listed already by Posh Garments so they purchase the raw materials from them. If the prices of the raw materials are increased then Posh Garments has options of substitutes who are offering in low prices. There are many suppliers' availability in this industry. Sometimes due to shortage of supply of raw materials by the local suppliers in due time shipment is delayed. Then the dependability on the foreign suppliers for the roll of fabrics increases who maintains quality, provides on time supply. These leads to decrease the bargaining power of suppliers (Bureau, 2020).

Bargaining Power of Buyers (HIGH): As Posh Garments is a woven factory, it manufactures women clothing but there are also other readymade garments factories which produces not only women clothing but also men's as in which is a knit factory. The fashion products which are manufactured in the ready-made garments sector are more or less similar. There are so many alternative options and differentiation of products are also less which increases the bargaining power of buyers.

Threat Of Substitute Products (HIGH): When there is a reduction for the customers to switch then the threat of substitute products becomes higher or stronger. The readymade garments factory manufactures a kind of similar fashion products but the slight variation is in terms of prices, quality can be observed. Though the collection of fabrics is done from different suppliers but the quality is kind of similar. The choice of options also increases for the customers so the threat of substitute products becomes higher.

SWOT Analysis

Strengths:

- Exceptional production of fashion products such as ladies' tops, blouse, dress, skirts, night wear, girl's dress, hospital uniform, school uniform, men's casual wear shirts, shorts and boxer.
- Quality of the fashion products are maintained in a strict manner and higher-level quality fashion products are provided to the customers.
- Posh Garments Ltd has group of experienced, skilled employers, workers and staffs. Different types of training programs are arranged and implemented to

improve the efficiency and hence which increases the productivity of the workers and staffs.

Weaknesses:

- Exploration of skilled, efficient manpower is very difficult which leads Posh Garments Ltd sometimes in a difficult situation.
- The retention of the workers is higher as most of the workers leave due to inability to afford Dhaka city's living costs, unable of adjustments.

Opportunities:

- Though already Posh Garments Ltd is exporting its products to various countries but the demand of ready-made garments in the international market is really high. Through searching of more buyers and with addition of extra buyers' expansion in the international market can be done effectively.
- Posh Garments Ltd has an enormous potential to grab the international market through exporting their products in countries like North America, South America.
- As Posh Garments is a woven factory, expansion can be done through establishment of knitted factory which will manufacture men T-shirts, Denim, Polo shirts, under garments etc.

Threats:

- Due to the ongoing pandemic situation, orders are delayed and sometimes as well as cancelled.
- There is unfair pricing competition in the readymade garments industry.
- The buyers will provide orders to those after making comparisons with factories who are providing the lowest price to purchase in the market for the direct products.
- Due to migration of workers in the villages, skilled, efficient manpower are decreasing significantly.
- The turnover rate of women workers is increasing as after being married, being pregnant leaving and also not rejoining after post pregnancy.

Chapter Two

Interns Role and Responsibility

My roles and responsibilities: In this pandemic situation, I feel I am lucky enough to be able to get the opportunity to join as a HR intern in Posh Garments Ltd. I was assigned to be physically present at office for six days a week. The duration of the internship period was fixed for three months. The departments where I was assigned to work were HR department and admin. The supervisor who guided me in my whole internship period was the HR, payroll manager of Posh Garments.

The responsibilities that I was provided by the supervisor are given below:

- Assisting the executive compliance to every floor of the factory for monitoring the workers.
- Assisting the executive compliance in training programs such as training on types of leaves, maternity, new mother training, fire safety, forced labor policy training, transmittable and non-transmittable diseases such as Covid-19, Aids, Typhoid etc.
- Making of training evaluation form to take feedback from the workers regarding training.
- Preparing personal files with the documents of employees.
- Checking the documents of workers that whether they submitted all the required documents based on their grades. Documents such as NID, CV, photocopies of certificates, application form.
- Submission of worker's doctor's form based on their health conditions to the registered assigned doctor in the factory.
- Assisting the fire safety officer in the demonstration of fire safety for workers.
- Filling up the database with the workers, staff's personal information.
- Filling up the database with the notices published till date.
- Preparing a file of maternity leave and calculating the maternity leave salaries based on internal policy.
- Preparing the survey questionnaire form as per the managing director's instructions and filled up by calling over phone the short-listed candidates.
- Informing the short-listed candidates through call regarding interviews schedule.
- Preparing the interviews schedule and reporting to the Acting In charge (Admin, HR & Compliance Department)

- Assisting the acting in charge (admin, HR & Compliance Department), merchandiser manager, general manager in taking interviews of the selected candidates.
- After the interviews of the selected candidates, preparing the assessment forms consisting of range of ratings based on the required skills such as communication skills, technical skills etc.

Chapter Three

Observations and Recommendations

Observations: I always wanted to explore the manufacturing industry so in the initial stage of my career getting this opportunity really helped me to observe and experience a lot of things. While being employed as a HR intern I have observed many things in Posh Garments Ltd.

- Implementation of strict rules and regulations, code of conduct is carried out. Before entering the factoring premises and before leaving all staffs, employees, workers belongings like bags are checked thoroughly by the security guards.
- The promptness of the employees, staffs and workers regarding time management is monitored through identity card punching machines and the workers one through face-punching machines. Without face punching and without verification workers daily attendances will not be recorded and will not be taken into account.
- The safety of the workers, staffs and employees are highly maintained as during entering the factory premises all the workers, staffs and employees are sanitized properly and also body temperature is measured for the pandemic. Guidelines of Covid-19 provided by the government is followed. In every two months, fire and safety training is provided and demonstration is done through switching on the fire alarm. Trained fire safety officer provides the training on using the fire extinguisher, hose pipe etc.
- The workers' health conditions are checked significantly and the employer are really cautious and responsible in checking of workers' health condition through the registered appointed doctor in the factory.
- The workers eye sight are also being checked by an eye doctor by the factory's employer expense. The workers are getting these benefits with free of cost.
- There is also a children day care where the women workers can keep their children aged up to one year safely and the children are taken care of by the governess. The governess is monitored that whether she is taking care of the children in a well manner or not.

- The facility of keeping the children in children day care is really an admirable positive initiative which reduces the stress of new mothers and also ensure the safety of the children.
- The salaries of the workers, staffs and employees are always paid in every month of seventh working day.
- There is also a facility of yearly two times festival bonuses and attendance bonus are also provided to those workers who maintains time significantly.
- The policies designed; procedures implementation is all done on strict following the Bangladesh Labor Law Act. Grievance procedures implementation, compensation benefits, wages of workers are all based as per Labor Law.
- There is total seven grades of workers and each worker is provided training and counseling is also done to increase their efficiency and productivity more.
- The major problem is every month many workers leave the factory and many of them remains long absent and sometimes does not bother to inform their assigned supervisors.
- The work load pressure is really high for the workers, employees, staffs. The work life balance cannot be maintained at all for the hectic working hours and over time is also done by the workers to complete the manufacturing for completing orders in due, specified duration.

Recommendations:

- To work in the RMG industry, to know about the Bangladesh Labor Law Act is a very important factor. Without knowing, Bangladesh Labor Law HR will not be able to make internal policies, will not be able to solve disputes. Maternity leave, grievance procedures, grievance implementation to make internal policies, Bangladesh Labor Law Act must be followed.
- Bangladesh National Building Code should also be known but not mandatory especially for factories, factories building part should be studied which will be helpful to work in this sector.
- The Fire Safety Act should also be studied so that the guidelines can be designed based on that.

Part-B: Research Report

Chapter One

Research Design

Background of the study: In the RMG industry, disruption of labor is a serious complicated issue as it is based on exporting. Disruption of labor is very harmful which can lead to decrease the productivity, the work environment, quality of fashion products and can delay due duration of the shipment. The issues mentioned is considered and then “The Grievance Handling Policy” was proposed so that the worker’s grievances and demands can be heard by the management (Rahman, 2015).

A complaint turns into a grievance when the aggrievement of the workers, staffs regarding the work is reported to the management level through a formal writing. According to some organizations, the procedures of solving grievances should be carried out through the channel of normal grievance procedure (Radhamani, Elango, and Logeshwari, 2018).

Implementation of effective grievance handling procedures is very important and should never be unresolved for a longer period as the outburst of it can have a very negative impact for the ready-made garments industry. So, it is very necessary to provide the workers, staffs an effective way to raise their grievances. An effective grievance handling mechanism provides a strong message by the management level that a platform is provided to the workers, staffs to raise their grievances and their reported grievances are being given importance. This will help to build a cordial positive, trustable relationship between the management level and the workers, staffs. The procedures of solving grievances should be unbiased and should be explained well to the worker, staffs so that while reporting it the process should be easier for them to carry out. The importance of effective implementation of grievance procedures should be taken into account by the management also as it will reduce disruptions in the working environment, production. If there is a stoppage in the production, delay of shipment will occur and both the owner of the factories and the workers will face loss. In the initial stages of the grievance handling procedures, if there is repeated denial of grievances then there will be a negative impact in the process and the outcome of relationship between the management and the workers will turn very negative and a

resentful one. There is already a history of worst-case scenario in Bangladesh due to lack of communication among the owners of factories and the workers (Tabassum, 2006).

Therefore, this research will help us to know about the insights of the grievance procedures being carried out in Posh Garments Ltd to solve disputes and also the effectiveness of current grievance procedures implementation.

Research Objectives: The main objective of this report is given below:

- To understand the grievance procedures regarding the steps that are followed to carry out.
- To find out the effectiveness of current grievance procedures implementation functions.

To carry out the study, the questions that will be asked to the interviewee or the respondents are given below:

- i. What is the process of reporting grievances of workers and staffs?
- ii. What are the types of grievances being reported?
- iii. What are the factors which help the implementation of grievance procedures to be effective?

Research Methodology: In this study, qualitative research method has been used. Both primary and secondary data has been used to carry out the research.

Primary Data:

To carry out the study, the staffs of Posh Garments Ltd who are involved in the procedures of grievance mechanism are chosen to be the sample population. Out of the total thirty staffs and seven participation committee member who are associated with the procedures, twelve staff's and five participation committee members interviews were taken with a questionnaire which consists of open-ended questions. As I have done the internship by physically going to office, so I had the opportunity to take face to face interviews. So, this is how the primary data was collected and the respondents were really cooperative to answer the questions regarding grievance mechanism. The main source of data was collected through open-ended interview and personal observation.

Secondary data:

This data has been collected from the factory's published website. Also, the internal data consisting of internal grievance policies, steps of implementation, method of measuring effectiveness which is the factory's own data written in their files from there also has been collected.

Limitations of the study:

- The sample size is very small with comparison to the entire population.
- The research is limited to only one ready-made garments factory.
- There is lack of manpower along with other restriction for required resources.
- Access to the information related to the factory was not adequate due to maintenance for the confidentiality related to factory. This acted as an obstacle to the scope of an analysis.
- Due to the lack of duration in preparing the report many aspects regarding the topic to explain in detail was really difficult.

Chapter 2

Theoretical Background

According to labor law, grievance is also defined as a resentment of workers, staffs based on the working environment which needs to be sorted out by procedural machinery provided in the union contract. Complaints can be reported on the basis of detriment, any inequity or for any injury occurred. Employee grievances are those circumstances in which the workers, staffs aggrievements regarding the organization can be known (Suzon, 2013).

Due to the working conditions, some grievances can also occur such as inappropriate placement of the worker along the job, interchange of schedules or the implementation of process. Inaccessible of appropriate tools, machines and equipment to carry out the job. Maintenance of strict schedule for production. Inadvertency of maintenance of accurate amount for discipline. Lack of good relationship with the supervisor. Grievance can also occur from the policy of the management such as due to payment of wages, leaves, payments for earn leave, incentives, senior level positions, shifting of staffs, for promotion, demotion, termination, shortage of inadequate planning of career along with the employee development plan (Anwar, 2016).

The consequences of grievances:

Without the influence of grievance, an organization hardly can carry out its operation. Hence, to manage grievance adequate implementation of grievance procedures plays a significant role for the settlement of the management's blunder and shortcomings. For the introduction of positive changes in the organization, grievances should be handled with effective devotion along with vigilance. This will help to intensify the productivity of the organization and also the staff's gratification. But if the grievances are not solved properly, some negative consequences will take place in the organization. The negative impacts act in the reduction of the organization's output and as well as the productivity. There are some negative consequences of grievances (Anon, 2021). They are:

- ❖ Reduction in the productivity
- ❖ Increase of the rate of absenteeism
- ❖ Violating the provided orders
- ❖ Insubordination of behavior
- ❖ Reduction in the quality of work

- ❖ Reduction in cooperation within the staffs
- ❖ Pessimism within the staffs
- ❖ Discordant correlation between the management and the staffs

Therefore, a required rumination should be provided to sort out the grievances immediately when they take place.

Outcomes of grievances:

Identification of grievances and not timely rectification may negatively influence the workers, managers and the factory or the organization.

The following are the outcomes: -

On the production:

- Reduction in quality of production
- Maximum rate of wastage of material, spoilage/leakage of machinery
- Per unit cost of production increases

On the managers:

- Relationship of superior-subordinate turns into a strained one
- Regulation and level of control increases
- Turmoil level increases and thereby machinery for the maintenance of industrial peace.

Grievance procedure according to Bangladesh Labor Law Act- 2006 (Section 33)

- (1) Any worker, including a worker who has been expelled, abridged, fired, downsized, removed, or otherwise eliminated from profession who has grievance regarding any matter covered within this chapter, and has the intention to seek rectify thereof under this section, shall propose his grievance to his employer through writing by a post which has to be registered within duration of thirty days of being reported of the reason of such grievance. Provided that if the employer accepts the receipt consisting the grievance, for that circumstance the service by registered post shall not be obligatory.
- (2) Within fifteen days of receipt of such grievances the employer shall investigate the reported grievances, provide the worker a chance to hear his side and the decision should be conveyed through following the process of writing to him.

- (3) If the employer is unable to provide the decision under sub-section (2) or if the worker is disappointed with the decision provided, he may make a complain through the process of writing to the Labor Court within a duration of thirty-days from the previous date under sub-section (2) or within thirty days from the date of the provided decision, as the case may be.
- (4) The Labor Court shall on the purpose of receipt of the complaint should listen to both the sides after notifying both the parties through a notice and implement such an order as it may perceive just and convenient.
- (5) The Labor Court, may amongst other relief direct reestablishment of the complaint in service either with or without back wages and transform the order of expelled, abridged, fired, removed to an alternative lesser retribution with the specification in section 23 (2).
- (6) Within thirty days of the order provided, if any person is disappointed with the order provided by the Labor Court has the option for an appeal to the Tribunal and the decision based on such appeal of the Tribunal shall be the ultimate one.
- (7) For lodging complaint or to appeal under this section, there is no court fees shall be payable.
- (8) Under this section, no complaint shall amount to execution under this Act.
- (9) Notwithstanding anything contained in this section, no complaint shall lie against an order of termination of employment of a worker under section 26, unless such worker is asserted to have been made for his trade union activities or passed spirited or unless the worker concerned has been impoverished of the felicities specified in that section (Anon, 2006).

Chapter Three

Analysis and Findings

In Posh Garments Ltd, there are total seven grades for workers where salaries from one grade to another grade varies significantly based on the grades. The probationary worker does not have any grade. After three months of the probation period, it is mandatory to mention the grade he/she is promoted to. Every worker has a service book which consists of worker's application form, CV, NID, citizenship certificate, educational certificates, doctor's form based on worker's health condition and age verification form, present and permanent address, appointment letter provided to the worker, job responsibilities. The designation of the worker, identity card, grade, joining salary, service confirmation letter, present salary, increment letter, total salary, remarks and the signature of concern admin/HR should be there too. All are followed according to the Bangladesh Labor Law Act (2006) under sections of 5, 6, 7, 8 and 9 (Anon, 2006).

Incentives provided to the workers:

- ❖ House rent is 50% of basic salary
- ❖ Medical allowance: 600 BDT
- ❖ Transport allowance: 350 BDT
- ❖ Food allowance: 900 BDT
- ❖ Attendance bonus: 500 BDT
- ❖ Festival bonus: Full basic amount (After one year completion)

Overtime: If the workers work for more than eight hours in a day, or more than forty-eight hours in a week then according to the Bangladesh Labor Law Act (2006) under section 108 it will be counted as overtime. The wages for overtime will be the double amount of the basic salary.

According to the Bangladesh Labor Law Act (2006) under section 123, all the basic salaries along with the overtime wages are paid within the seventh working day (Anon, 2006).

Overtime Calculation:

$$\left(\frac{\text{Basic Salary}}{208} \times 2 \right) \times \text{Total Overtime}$$

Types of leaves provided:

- i. Earn or Yearly leave (according to Bangladesh Labor Law Act 2006 under section 117 and labor rules of 2015 section 107)
- ii. Casual leave- For ten days in a year (according to Bangladesh Labor Law Act 2006 under section 115)
- iii. Sick leave- For fourteen days in a year (according to Bangladesh Labor Law Act 2006 under section 116)
- iv. Maternity leave- For sixteen weeks or 112 days (according to Bangladesh Labor Law Act 2006 under sections of 46, 47 and 48)
- v. Festival leave- Eleven days (according to Bangladesh Labor Law Act 2006 under section 118)

Organogram Chart of the employees who are involved in handling grievance procedure in Posh Garments Ltd:

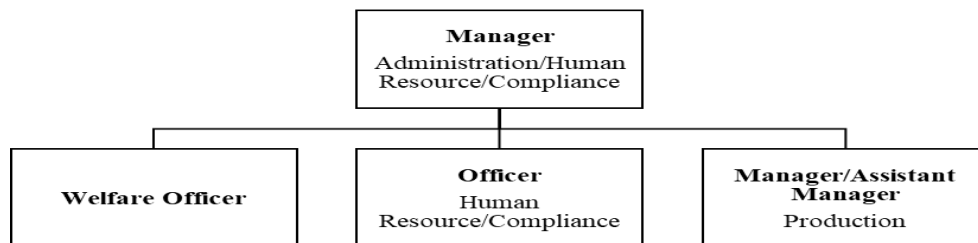


Fig. Posh Garments Organogram (Posh Garments, 2021)

Grievance Policy followed in Posh Garments Ltd:

Complain Procedure: -

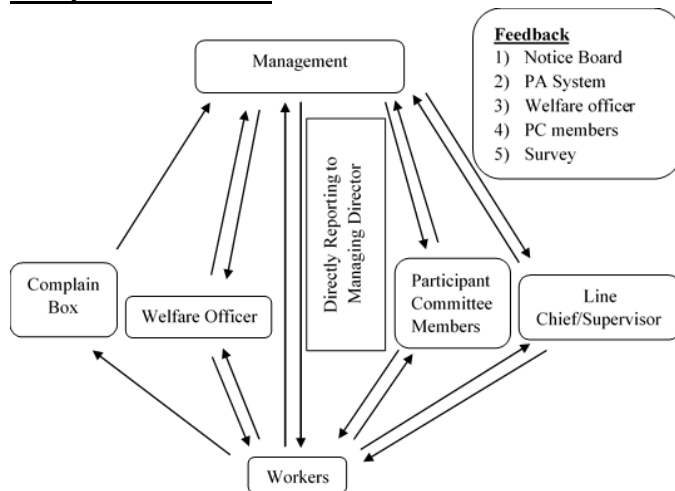


Fig. Grievance Complain Procedure (Posh Garments, 2021)

The newly recruited workers are being notified about reporting the grievance procedures through training and counselling sessions. The participant committee represents the workers rights and demands to the management. As a result, they work as a middle man between the management and the workers.

Purpose: The purpose of the grievance policy and procedure in Posh Garments is to diminish any disputes, misunderstandings, misperception of the workers and the staffs.

Target: The target of the grievance policy and procedure in Posh Garments is to modulate the conflicts, disagreements, suppressed opinions and to raise awareness and also to ensure peaceful working environment.

The procedures followed to receive grievance:

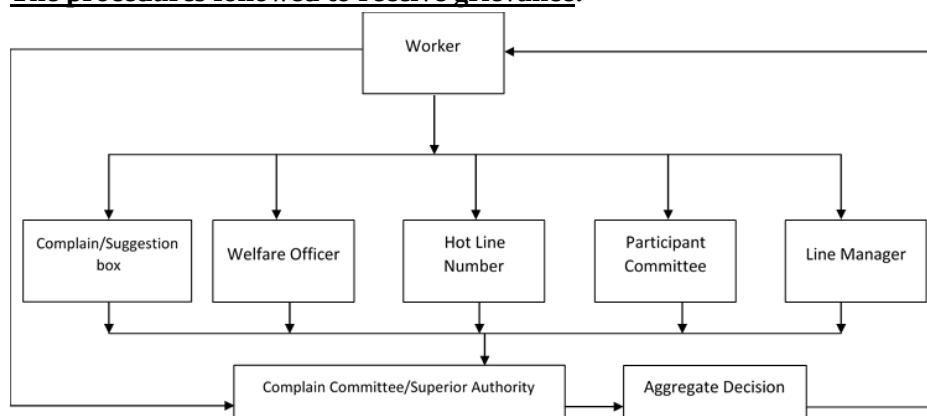


Fig. Complain Procedure (Posh Garments, 2021)

- 1) Directly reporting verbally or through writing to the welfare officers.
- 2) Directly reporting verbally or through writing who is the in charge or supervisor in floors.
- 3) Through the complain/suggestion box in the washrooms of every floor in the factory.
- 4) Through the members of the participant committee.
- 5) Through the hotline number that can be the welfare officer's number.
- 6) Through the higher authority such as the director or the managing director either verbally or in writing.

Grievances are reported in two ways, verbally and in written. In every floor of the factory in the washroom, there is a complain box where the workers can put their complaints through writing without disclosing their name as it will help to maintain their privacy. The accused person name and identity card number and detailed of grievance will be mentioned. The complaint box is opened weekly on Saturday on the presence of a welfare officer and a member from the worker's participation committee. Then the reported grievances are noted down with specified dates in the register. The data of the past grievances are maintained in the register file.

Types of grievances:

The types of grievances that are reported mostly are the behavioral issues of the supervisor, line chief, production manager. Also, regarding layoffs, termination, resignation, discharge etc. can submit the grievances related to the management. The management within thirty days will provide a decision to the person who reported the grievance. If the person who reported a grievance is not satisfied with the management's decision the person can also inform his/her grievance to the Labor Court or to any NGO to receive a satisfactory solution. Hygiene of the washroom, water-related problems, bad or fishy smell coming from washroom, canteen issues, discriminatory behavior, fans are not working, excessive heated floor of the factory due to the machines heat etc. these types of grievances are also reported. There are very few sexual harassment related grievances are reported as Posh garments has zero tolerance for sexual harassments.

Depending on the type of grievances, counselling sessions are also being conducted. Counselling sessions helps to identify the root cause of the grievances. After the

grievances are reported and documentation is done in the register, the accused person is given seven days to show cause. Sometimes also warning letter is provided depending on the type of grievances reported. After receiving the accused person's show cause letter, if the management is not satisfied with his/her specification of cause. Then a committee will be formed with the combination of management and the accused person's nominated people to do further investigation. The investigation is done in a specified duration. After the investigation is completely done, a report will be provided to the management and then the action will be taken based on the report. The decision must be provided within sixty days.

Feedback of the decision

- The feedback of the decision or the action will be provided through declaration of notice in the notice board.
- Through PA System i.e., through public announcement system on the mike.
- Through the welfare officers.
- Through the participation committee members.
- Through providing letter or email.

Periodic Trend Analysis: Survey will be carried out after the solution provided on those accused people. After a certain point of time, survey will be repeated on those accused people against whom grievances were reported to know the progress. The grievances which are reported mostly for those survey analysis is carried out so that it becomes easier for the management to find out the type of grievances reported, also is there any repetitive grievances. This is known as periodic trend analysis.

Effectiveness measurement of grievances:

To find out the effectiveness of current grievance procedures implementation satisfaction survey regarding grievance, harassment and discrimination is carried out. Survey forms are being distributed to the workers which consists of questions and they fill up those questions. In every three to six months, this satisfaction survey is carried out depending on the existing manpower of the factory. After the surveys are done, the surveys summary is provided on the notice board so that everyone knows the effectiveness of grievance procedures. If it is found that there is a trend of repetitive grievance, then the management focuses on that and takes the initiative for the reduction of it.

Chapter Four

Conclusion and Recommendations

Conclusion: Effective implementation of solving grievances have a strong linkage with the factory's productivity and also to remain competitive in the market. Posh Garments Ltd is a well-established, contemporize manufacturing woven factory in Bangladesh which is successfully doing 100% exporting to various countries. It is contributing to the economy of the country by earning a large amount of revenue from exporting. Without adequate usage of the human resource, the enhancement of an organization is not possible at all. To decrease the labor unrest in the factory, grievance handling mechanism is a very important aspect to be considered.

Recommendations:

- ❖ Regulation in every floor of the factory should be escalated. Each floor should be divided with assigned people who will monitor physically each floor in every two hours. The duties and responsibilities can be divided in roster wise in each floor.
- ❖ Canteen pass taken by the workers should be monitored by the in charge and supervisors of each floor.
- ❖ An understanding balanced cordial relationship should be created by being friendly with the workers and the participant committee by the welfare officers. This will help them to provide a platform to raise their suppressed grievances.
- ❖ Excessive friendliness can cause disruptions in the factory as it will provide the workers the courage to do whatever they want to. So, the relationship with the workers should be balanced.
- ❖ Every grievance reported should be taken into account remarkably, no matter how insignificant the grievance seems like in the initial stage of reporting. The solution of the grievances should be provided with shorter duration as much as possible so that the suppressed grievances does not gets accumulated higher in number.
- ❖ Establishment of many more training programs and counselling sessions so that the workers, staffs does not feel any hesitation and feels comfortable to report any type of grievances.

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Interview Questionnaire for Posh Garments staffs

- 1) Who are involved in regulation and solving the grievances reported by the workers?
- 2) Do the workers are aware about the reporting procedures of the grievances?
- 3) How the workers are being aware about the procedures of reporting grievances?
- 4) What is the purpose of establishment of grievance policy and procedure?
- 5) What is the target of establishment of grievance policy and procedure?
- 6) What are the processes of reporting grievances of the workers?
- 7) Does the privacy of workers are maintained? How?
- 8) Is there any specific duration to solve the reported grievances?
- 9) What are the types of grievances reported mostly by the workers?
- 10) Which are the factors that helps the implementation of current grievance procedures to be effective?
- 11) How does the data of the reported grievances being noted down?
- 12) How the types of grievances reported mostly are being analyzed?
- 13) How the effectiveness of implementation of current grievance procedures are being measured?

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