



## **Practicing Human Resource Management in Akij Jute Mills Limited: a Study on Bangladeshi Context**

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### EXECUTIVE SUMMARY

This study investigates the Human Resource (HR) challenges faced by Akij Jute Mills Limited, addressing primary objectives of identifying and rectifying existing issues in HR practices. Secondary objectives encompass the investigation of Training and Skill Development, verification of performance recognition, examination of employee engagement, and the formulation of appropriate measures to overcome HRM-related issues. The study holds paramount significance as it serves to assess and enhance organizational performance, shedding light on HR strategies' effectiveness. Additionally, it explores employee satisfaction, engagement, talent acquisition, compliance, diversity, and the company's adaptability to industry trends. Employing a research philosophy that recognizes the pivotal role of successful HR practices in organizational success, the study conducts a comprehensive examination of Akij Jute Mill's HR management. The focus extends to talent acquisition and onboarding, with a close examination of the Recruitment and Selection system through thematic analysis. The research, guided by theoretical saturation, involves semi-structured interviews with 14 employees, ensuring depth and richness in qualitative data. Data collection spans self-administered questionnaires distributed between August to October, emphasizing privacy, confidentiality, and participant autonomy. Primary data is gathered through semi-structured interviews with 14 Akij Jute Mill employees, while secondary sources include internal and external data. Analysis relies on thematic analysis, uncovering recurring patterns and themes that inform recommendations. The implications of this study are multi-faceted. It guides recommendations for enhancing HR strategies, improving organizational performance, fostering a positive work environment, and refining talent acquisition and retention. Furthermore, it contributes insights into compliance, diversity, and adaptability to industry trends, ensuring Akij Jute Mills' competitiveness and resilience. The findings contribute to the efficient management of resources and cost, influencing the overall prosperity of Akij Jute Mills Ltd., positioning it for sustained success in the dynamic jute industry.

Keywords: Talent Acquisition and Retention, Training and Skill Development, Performance Recognition and Engagement, Strategic HR Strategies.

## **1 INTRODUCTION :**

### *1.1 Background*

Organizations today face new problems in the form of managing human resources and acquisition in a highly dynamic business environment. Given their limited availability and value, human resources are viewed as a source of long-term competitive advantage. An organization's performance is influenced by a number of elements, but its employees are the main factor that impacts its success. Having creative and high excellent human resources is essential to producing innovative goods and services. When workers are happy in their positions, it becomes much easier for the company to accomplish its objectives. HRM procedures in any corporation are centered on making the best use of human resources and managing them skillfully to produce the most. People management involves determining strategies and tactics to identify change means of achieving organizational objectives. Khan M. A. (2010) showed that in a fast-paced business environment, there needs to be a way to improve performance, and HRM practices need to be created and put into place. To stay ahead of the competition, businesses need to spend money on these kinds of practices to a large or small degree. Human resources management is a very important part of helping an organization reach its goals and stay ahead of the competition. Employee resource management (HRM) practices are the things that companies do to keep track of their employees and make sure they are working towards the company's goals (Schuler, 1987). Human resource management practices include planning, hiring, training, using, evaluating, keeping, and retaining the right number and mix of skills of employees to help the company reach its goals. Additionally, they include the policies, procedures, and activities that go into managing people inside of companies (Appelbaum, 2001). Bogdanova (2008) declared that a positive attitude towards one's work is the result of balancing and adding up one's many specific likes and dislikes related to one's work. A worker's degree of contentment in relation to their work is known as job satisfaction. An important measure of an employee's attitude towards and contentment in their work is the degree to which they report high levels of job satisfaction. Employee happiness is inversely proportional to the amount of work that an organization gets done. A company can only succeed if its employees are happy in their work. A reduced turnover rate is directly correlated with an organization's degree of employee contentment. Therefore, it is critical for every company to prioritize employee happiness in their work and professional development. Human resource management

strategies aim to maximize the development and allocation of human capital for the achievement of long-term objectives by providing workers with a variety of advantages and a positive work environment, all of which serve to inspire workers to give their all on the job.

### **1.2 Problem Statement**

A careful examination of Human Resource Management (HRM) practices within the dynamic operational framework of Akij Jute Mill has shown apparent weaknesses in important areas. The organization is dealing with a lack of Talent Acquisition and Retention initiatives, a lack of Training and Skill Development facilities, insufficient Performance Recognition for employees, and a conspicuous lack of Employee Engagement programs. These challenges, taken together, pose a severe barrier to the organization's success. This study aims to delve deeply into the core causes of these deficiencies, with the goal of proposing strategic solutions that not only strengthen the staff but also improve the overall efficacy of HRM practices at Akij Jute Mill. The need for a full HR revamp becomes clear, emphasizing the importance of aligning these practices with industry norms and employee expectations in order to foster a workplace suitable to long-term growth and success. The ability to attract and retain top-tier talent is crucial to organizational success. Akij Jute Mill is struggling with a lack of efforts targeting Talent Acquisition and Retention. The implications of this gap are significant, affecting the organization's ability to secure and keep talented workers required to satisfy the dynamic jute industry's expectations. To fortify this core part of HRM, a deliberate re-evaluation of recruitment techniques and the establishment of employee retention programs are required. In an industry that is constantly evolving, the lack of formal Training and Skill Development facilities is a significant challenge. Employees at Akij Jute Mill encounter challenges in responding to industry trends, limiting the workforce's total adaptability and growth potential. Strategic interventions such as comprehensive training programs, workshops, and skill development initiatives are critical for equipping employees with the tools they need to prosper in a fast-changing industry context. Recognition is a potent incentive; however, Akij Jute Mill's present Performance Recognition system falls lacking. This weakness has the potential to lower worker morale and hamper sustained high-performance levels. A strong system for recognizing and rewarding employee efforts is required to foster an organizational culture of excellence and drive. The absence of Employee Engagement programs compounds the difficulties at Akij Jute Mill. A positive work environment, job happiness, and general employee well-being are all important factors in organizational success. It is critical to implement effective engagement activities in order to foster a workplace culture that promotes cooperation, innovation, and employee pleasure.

### **1.3 Research Questions**

I. What are the main problems that are faced in the Human Resource management Department of Akij Jute Mills?

### **1.4 Objectives of the Study**

Primary Objective:

1. To identify the problems faced in the HR practices of Akij Jute Mills Limited.
2. Secondary Objectives:
3. To investigate the major issues of Training and Skill Development facilities of Akij Jute Mills.
4. To verify the performance recognition for the employees in Akij Jute Mills.
5. To identify how the employees engaged with the decisions of Akij Jute Mills.
6. To recommend appropriate measures for overcome HRM practice related issues.

### **1.5 Significance of the Study**

The study on the prosperity and practices of the Human Resource Department at Akij Jute Mills Ltd. holds significant importance in several key areas. Firstly, it provides a crucial opportunity to assess and enhance organizational performance by identifying areas for improvement in HR strategies. Additionally, the study delves into the realm of employee satisfaction and engagement, shedding light on the effectiveness of HR practices in fostering a positive work environment. Talent acquisition and retention strategies are also under scrutiny, ensuring that the company can attract and retain top talent. Moreover, the research investigates the organization's commitment to compliance and ethical standards, playing a pivotal role in maintaining a positive corporate image and legal standing. The study also examines how well the company adapts to industry trends, ensuring it remains competitive and resilient. Employee development and training programs are scrutinized to gauge the company's investment in enhancing the skill set of its workforce. Furthermore, the research explores the company's stance on workplace diversity and inclusion, recognizing their impact on overall organizational success. Lastly, the study assesses the efficiency of HR practices in terms of cost management and resource optimization, contributing to the overall prosperity of Akij Jute Mills Ltd.

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## **2 COUNTRIES AND INDUSTRY CONTEXT :**

### **2.1 Introduction**

Jute is one of Bangladesh's most important cash crops. The jute industry makes a significant contribution to the Bangladeshi economy. Jute is an important economic, agricultural, industrial, and commercial industry in Bangladesh. Bangladesh manufactures a variety of jute products that are also environmentally beneficial. Every year, Bangladesh generates a significant amount of foreign currency by exporting jute and jute products to other countries across the world. This contributes to Bangladesh's national income. Jute used to be known as the "Golden Fiber" of Bangladesh. However, the

industry's current and future success and expansion are at risk (Aktar, 2014) (Sadekin, 2015). Khan M. N. (2010) shared details about the jute export management system. Most jute export companies still work manually, from drafting documentation to updating various files, paperwork from before and after shipment, and so on, which takes a lot of time and leaves room for errors, which can have disastrous consequences. He proposed a system using new technologies to solve the existing problem. That system focuses on eliminating manual business upkeep and ensuring a systematic overflow. This technique made the work more efficient, allowing more time to be spent on the business. Tareq (2015) studied the impact of storage environment on the quality of jute seed in Bangladesh. According to the findings of this study, jute seed loses viability in storage, resulting in a lack of quality seed compared to the demand for planting, impeding the spread of jute farming in Bangladesh. Furthermore, this study discovered that prolonging the storage period causes a decrease in seed quality. Khan M. N. (2019) shared details about the jute export management system. Most jute export companies still work manually, from drafting documentation to updating various files, paperwork from before and after shipment, and so on, which takes a lot of time and leaves room for errors, which can have disastrous consequences. He proposed a system using new technologies to solve the existing problem. That system focuses on eliminating manual business upkeep and ensuring a systematic overflow. This technique made the work more efficient, allowing more time to be spent on the business.

## 2.2 Structure of the Jute Industry in Bangladesh

Bangladesh is the world's second largest jute producer. Despite the fact that Bangladesh is the world's leading supplier of jute products. This industry contributes 3% of Bangladesh's total exports and 1% of Bangladesh's GDP. Source: Bangladesh Investment Development Authority (BIDA), 2020. In Bangladesh, there are two types of jute factories: traditional and modern. Bangladesh Jute Mills Corporation (BJMC) operates 19 traditional facilities that produce burlap, CBC, and sack. Another 42 traditional jute factories are privately owned and operated by the Bangladesh Jute Mills Association (BJMA). Only 7 to 10 of these mills are operational, with the remaining five to seven operating with difficulty. Because the original organizations are severely burdened with bad debts, and banks are unable to fund them in accordance with the inflated debt situation. Following the closure of Asia's largest jute mill, Adamjee Jute Mills in Narayanganj, the government provided better quality machinery to mills owned by Bangladesh Jute Mills Corporation (BJMC), and sold the remaining almost abandoned machinery to private entities with a capacity of 20 to 50 looms. There are now 30 mills producing conventional jute products, all of which are supervised by the Bangladesh Jute Mill Association (BJMA). The Bangladesh Jute Spinners Association (BJSa) represents fifty privately owned jute spinning facilities that produce jute yarn or twine. But In Bangladesh, there are two major points of view on the operation of the existing mills under (Bangladesh Jute Mills Corporation) BJMC. One side favors privatization the current publicly owned jute mills, while another favors reforming and redeveloping BJMC facilities.

## 2.3 Geographical Location of the Jute Industry

Bangladesh is located in South Asia, surrounded on three sides by India, on the south-east by Myanmar, and on the south by the Bay of Bengal. The majority of the country's jute industry is concentrated in the south. Figure 1 depicts the jute industrial areas of different districts in Bangladesh. Figure 2 depicts the area-wise output of jute. The jute output varies across the country.



Fig.1- Location of jute industry in Bangladesh



**Fig.2- Area wise production of jute**

#### **2.4 Production of jute in major jute producing countries including Bangladesh**

The table shows jute production in the major jute producing countries, which are Bangladesh, China, India, Myanmar, Nepal, and Thailand. According to the data, Bangladesh's jute production area has been fluctuating from 2000-01. The number of jute manufacturing regions varies not only in Bangladesh but also in the other countries. In comparison to the major jute producing countries (China, India, Myanmar, Nepal, and Thailand), only India uses more area to produce jute. Though it has fluctuated since 2008-09, both India and Bangladesh have a rising trend in their jute producing land area. China, Myanmar, and Nepal, on the other hand, have dramatically reduced it. (Akij Jute Mill Limited, 2020)

**Table 1. Food and Agriculture Organization**

Year	Bangladesh	China	India	Myanmar	Nepal	Thailand
2017-18	715.33	11.50	746.68	1.26	8.01	0.57
2016-17	696.05	12.22	754	1.28	8.01	0.5
2015-16	664.89	13.44	742	1.29	8.64	0.6
2014-15	656.80	14.42	818	1.67	11.35	0.74
2013-14	665.74	17.10	837	1.02	11.30	1.0
2012-13	680	19.3	901	3.5	10.6	1.3
2011-12	620.2	19.3	905	8.2	10.6	1.4
2010-11	587	18.8	900	12.6	13.1	1.4

2009-10	485.8	24	773.7	9.6	11.7	1.3
2008-09	408.1	26.2	785.6	14.3	11.6	1.4
2007-08	500	33	952	20.4	11.7	1.2
2006-07	533.4	31	931	46.5	12	2.3
2005-06	466	31.1	931	41	12.2	3.1
2004-05	418	32	916	35.4	11.8	16.6
2003-04	499.8	41	1000	44.1	11.9	20.4
2002-03	436.2	56	1025	58.7	11.7	27.2
2001-02	519.6	52	986	53.5	11.3	19.2
2000-01	448	50	873	31	14.5	19.2

### 3 ORGANIZATIONAL CONTEXTS

#### 3.1 About Akij Group

##### 3.1.1 Introduction

The businessman Sheikh Akijuddin founded the Akij Group in the 1940s as a jute trade

Headquarters location	Dhaka
Founder	Sheikh Akijuddin
Founded	1940
Number of employees	More than 1 lakh (Direct and Indirect) Direct Employess:35053

Company before branching out into cigarettes and other industries. The history of the Akij group dates back to the latter half of the 1940s. The Group began modestly in its early years by trading jute, which was referred to be the nation's "golden fiber" and brought in the largest quantity of foreign exchange. The Group started the second stage of producing bidis, or handmade tobacco. In 2022, they made about 150 billion taka's a year. In 2019, Akij Group won the esteemed Best Employer Brand Award. One of the largest local taxpayers is the Akij Group. The company has expanded over the years, and it currently manages 31 manufacturing units that provide employment to more than people across various categories. These units include tobacco, imported goods, printing and packaging, textiles, hand boards, pharmacies, leather production, and real estate. The Company intends to carry out other initiatives. The programs continue to be developed. Particular interest has been expressed by foreign investors in partnering with them in joint ventures. They are paying close attention to the problem, and perhaps things will get better soon. Additionally, the Akij group participates in socio cultural events. In the district town, the Company provided free care for an important orphanage. Additionally, the Group bought a modern medical facility that was formerly held by Save the Children (UK). It is for mothers and children. The hospital is operated as a non-profit organization by Ad-Din Welfare Trust. The biggest industrial corporations in Bangladesh are called the Akij Group. Textiles, tobacco, food and beverage, cement, ceramics, printing and packaging, medicines, consumer goods, etc. are among the industries included in this company (Akij group 2022).

### 3.1.2 Vision of Akij Group

The Vision of the Akij Group is to grow its company abroad and rank among the global market leaders.

### 3.1.3 Mission of Akij Group

The Mission of Akij Group is goal is to dominate its industry with hard work, the greatest marketing approach, and the backing of satisfied customers.

### 3.1.4 Objectives

Akij Group's Objectives is to provide the highest-quality goods and services in a way that meets the needs of the market.

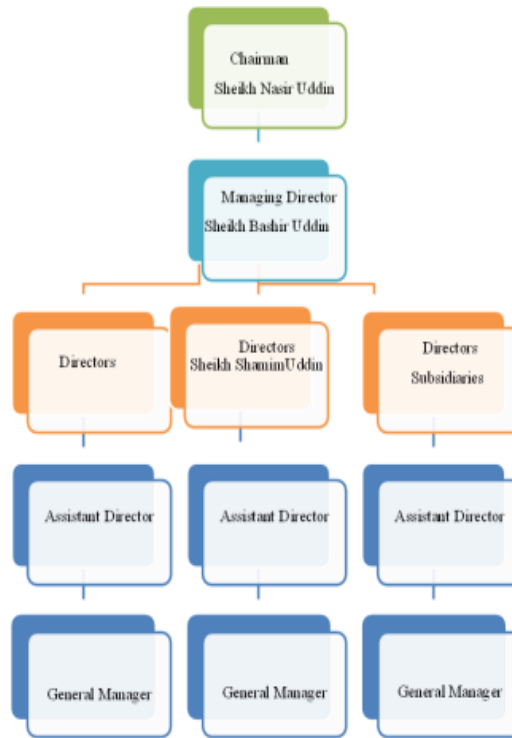
### 3.1.5 The present Concern of Akij Group

### 3.1.6

<ul style="list-style-type: none"> <li>➤ Akij Bakers Limited.</li> <li>➤ Akij Plastics Limited.</li> <li>➤ Akij Cables limited.</li> <li>➤ Abrar Tours and Travels</li> <li>➤ Ad-Din Foundation</li> <li>➤ Akij Automotive Industry</li> <li>➤ Akij Biri Factory Ltd.</li> <li>➤ Akij Cement Company Ltd.</li> <li>➤ Akij Ceramics Company Ltd.</li> <li>➤ Akij Computer Ltd.</li> <li>➤ Akij Corporation Limited</li> <li>➤ Akij Food &amp; Beverage Ltd.</li> <li>➤ Akij Particle Board Mills Ltd.</li> <li>➤ Akij Pharmaceuticals Ltd.</li> <li>➤ Akij Printing &amp; Packaging Ltd</li> <li>➤ Akij Real Estate Ltd.</li> <li>➤ Akij Securities Ltd.</li> <li>➤ Akij Textile Mills Ltd.</li> <li>➤ Akij Jute Mills Ltd.</li> <li>➤ Akij Match Factory Ltd.</li> <li>➤ Akij Motors</li> </ul>	<ul style="list-style-type: none"> <li>➤ Akij Wildlife Farm Limited</li> <li>➤ Akij Zarda Factory Ltd.</li> <li>➤ Dhaka Tobacco Industries</li> <li>➤ S.A.F Industries Ltd.</li> <li>➤ Akij Foundation School and College (Uttara, ManikGanj, and Mohammadpur)</li> <li>➤ Akij Rice Mill Industry</li> <li>➤ Akij Flour Mill Industry</li> <li>➤ Akij Ceramics Ltd.</li> <li>➤ Akij BIAX Films Limited.</li> <li>➤ Blue Pill Limited</li> <li>➤ iBOS Limited</li> <li>➤ Akij Assets Ltd</li> <li>➤ Akij College of Home Economics</li> <li>➤ Akij Foundation School &amp; College</li> <li>➤ Akij Gas Company Ltd.</li> <li>➤ Akij Gas Station Ltd.</li> <li>➤ Akij Hotel and Resorts</li> <li>➤ Akij Institute of Technology</li> </ul>
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### Business Structure of Akij Group

Akij Group is structured in a way that resembles a pyramidal organizational chart. The Akij Group is headed by Sheikh Nasir Uddin, who serves as Chairman. Sheikh Bashir Uddin, the Managing Director, is underneath him. The next level consists of three directors, three assistant directors, and three general managers. Just below the directors, you'll see a list of three subsidiaries. (Akij Group, 2022)



**Fig. 3- Organogram of AJML.**

### 3.2 About Akij Jute Mill Limited

#### 3.2.1 Profile

Akij Jute Mills Ltd is a part of the Akij Group, an established company in Bangladesh known for its extensive commercial operations. The company has obtained certification in accordance with the ISO 9001:2015 standard. The site is situated inside the Jashore district, namely at the Noapara location. The location of the Mongla Seaport in close proximity and the convenient access to the jute produced in the Hard District contribute to its location advantage. The jute mill exhibits a specific architectural design that sets it apart from other mills in its category. The overall land area of Akij City is 162602.45 square meters. AJML has been awarded the National Export Trophy continuously for the years 2002 to 2009 by the Government of the People's Republic of Bangladesh. (AJML, 2022).

**Table 2. Profile of Akij Jute Mills Ltd.**

Official Name	Akij Jute Mills Ltd
Established	1994
Location	Akij City, Abhaynagar, Noapara, Jashore.
Area	The establishment of a factory within the campus, as of March 15, 2012. The area measures 111,490.54 square meters. The presence of a factory located outside the campus, as of March 15, 2012, is observed. The overall land area, as of March 15, 2012, is 51,111.91 square meters. The area in question measures 162,602.45 square meters.
Total Employee	8300
Capacity	50 Thousand M/Tons (Approx) of Jute Yarn & Twine per annum. 5 Million pcs. Of Std. 'A' Twill, 'B' Twill & vegetable oil treated Sacking Bag per annum.
Specialty	High number of doubling in drawing and computerized feeding in spreader machine for excellent regularity of yarn

**Source: (AJML, 2022).**

To meet the demands of the customers, the mills are currently undergoing a major expansion project. It is possible to find jute manufacturing in both hard and soft locations. Most of the time, jute was brought in at the beginning of crop season. The highest quality Tossa Jute is purchased during the busiest seasons of the year. Jute is divided into five different classifications, A through E, according to its color, cleanliness, and general appearance. The following are these grades: B, C, D, and A. To process everyday yarn, jute must be chosen in the best possible condition, and then the flow chart must be adhered to. The most recent iteration of the AJML, the short nap spinning frame, is in charge of producing incredibly uniform and light jute yarn counts. The fiber itself is robust and has a high degree of resilience. To keep dust from gathering and questions from coming up, this rotating frame needs to be maintained clean. Carefully controlling the humidity keeps the atmosphere dust-free and guarantees proper operation of the spinning frame. These kinds of yarns can be used in many different situations. The quality control department, outfitted with an extensive testing apparatus for both jute yarn and finished concern, is examined. A team of seasoned professionals oversees the mills, and they don't take any chances regarding the jute's quality. Compared to other jute firms worldwide, Akij yarn is highly dependable. They are appreciative of the help they have gotten throughout the years from their most devoted customers. The AJML wishes to prove, without all questions, that they are a trustworthy business partner. For the fifteenth time, AJML has received the gold national export trophy in appreciation of the company's dedication to the export sector of the country. (AJML, 2022). The goods are categorized as CRT (Carpet Rugh Tonic), CRP (Carpet Rugh Pioner), CRX (Carpet Rugh Xplora), CRI (Carpet Rugh Initia), and CRM (Carpet Rugh Master). Among the buyers, CRT is the most favored option. The company prioritizes the quality of its products, which is why they provide their employees with several types of training. The ability to tie knots is crucial for employees in the jute business. AJML provides its staff with four different methods for tying knots. The knots mentioned include the weaver's knot, shaver's knot, spliced knot, and latex knot. They adhere to a daily production quota, which serves as the basis for all operational endeavors. On average, their production ranges from three hundred and ninety to four hundred metric tons (Rahman, 2001).

**3.2.2 Vision of Akij Jute Mills Ltd**

The vision statement of Akij Jute Mills Ltd. is "To establish Bangladesh a world feature in jute yarn production and show our nation on a global stage." (AJML, 2022).

**3.2.3 Mission of Akij Jute Mills Ltd**

The mission statement of Akij Jute Mills Ltd. is "To excel in delivering best quality Jute Yarn to the customers as per their customized needs" (AJML, 2020).

**3.2.4 Business Strategies**

To fulfill its objectives, AJML (Akij Jute Mills Limited) applies some basic strategies. These are (AJML, 2022)-

- Purchase the very best quality of hard district Tossa raw jute.
- Employs qualified & experienced employees to detect defects among finished goods.
- Always ensure the stock of raw jute to ensure no breakdown in shipment.
- Maintains the latest technology for production.
- Always observes the pace of work to produce the high-quality jute yarn & twine.
- Always monitors & controls the daily activities for better production.

**3.2.5 Principles of Akij Jute Mills Ltd**

Akij Mills Ltd. started production of jute yarn for carpet factories and others keeping in mind the following principles (AJML, 2022):

- a. To make good fabric, the best quality jute is required. They source all of their raw materials from the world's best jute growing region. To ensure quality consistency, they purchase jute throughout the year.
- b. The maintenance and up-keep of the machines are kept at the highest standard in order to get the best out of machines, both in quality and efficiency.
- c. The emphasis is continuity and customer loyalty. As such it is their top priority.
- d. The Mill is run by a skilled and experienced team of experts and a well-educated workforce.
- e. The Mill employs about 7500 (approx.) workers, most of which are destitute females of locality.

**3.2.6 Goal of Akij Jute Mills Ltd**

Akij Jute Mills Ltd. strives for success in everything it does. They made plans to make sure customers were happy and that goods were delivered on time and without any problems. Because of this strategy, it is important for everyone to be dedicated to doing their best. (AJML, 2022).

**3.2.7 Departments of Akij Jute Mills Ltd**

Akij Jute Mills Ltd. has 23 different departments and a staff of around 759 here (AJML, 2020).

**Table 3. Departments and staffs of Akij Jute Mills Ltd.**



Department	Manpower (Staff)
Admin & HRD	21
Account & Finance	10
Store	10
S.P & D	15
IT & MIS	51
Audit	08
I & I	06
Civil	07
Medical	06
Labor & Welfare	66
Jute	82
Production-1	17
Production-2	15
Production-3	12
Production-4	14
Production-5	16
Production-6	15
Production-7	23
Quality Assurance	76
Mechanical	49
Electrical	20
Transport	96
Security	124

Source: (AJML, 2022).

### 3.2.8 Organogram of Akij Jute Mill limited

Akij Jute Mills Ltd. has 23 departments. Among them 3 departments are directly controlled by Executive Director. Other 20 departments are monitored by the managers. The organogram of AJML (2020).

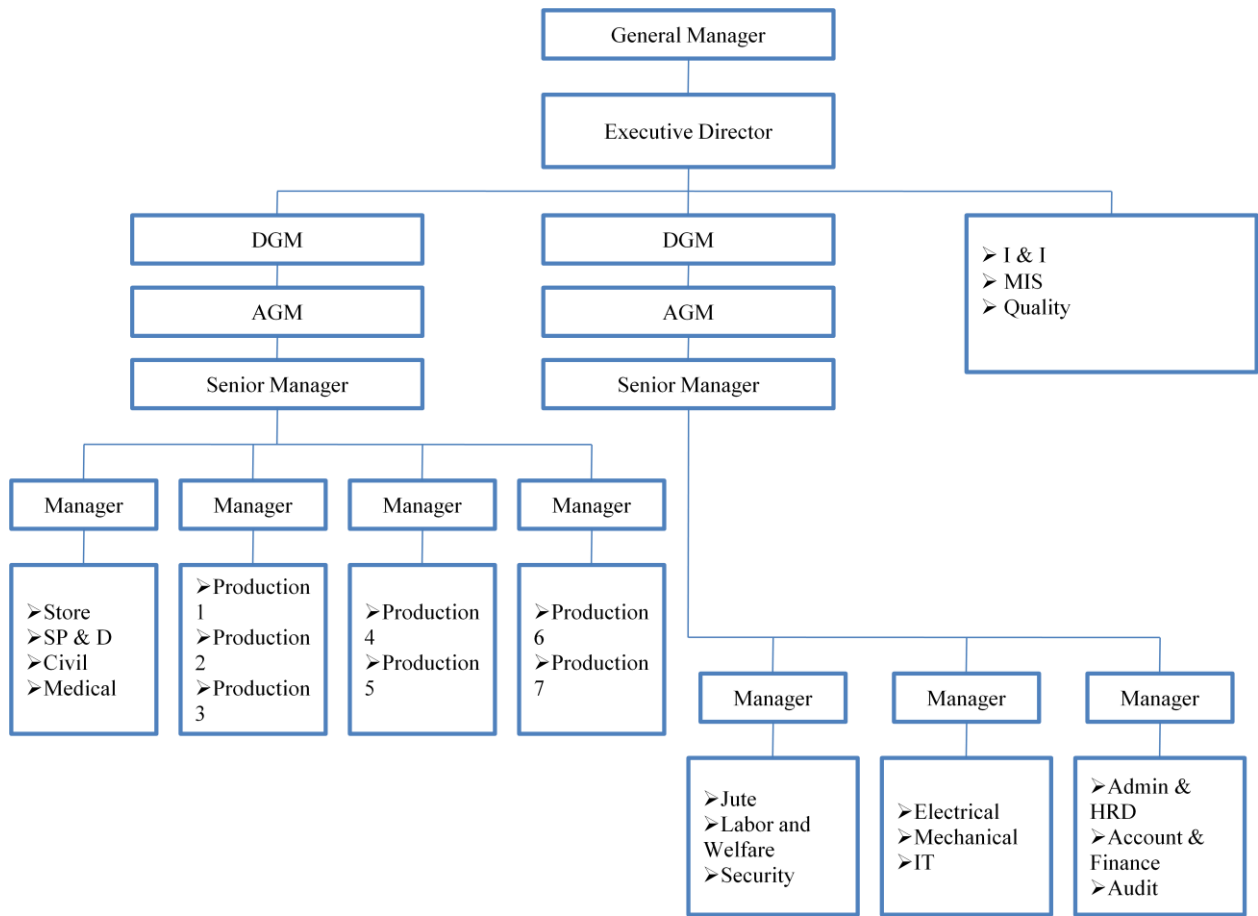


Fig. 4- Organogram of AJML.

Source: (AJML, 2022)

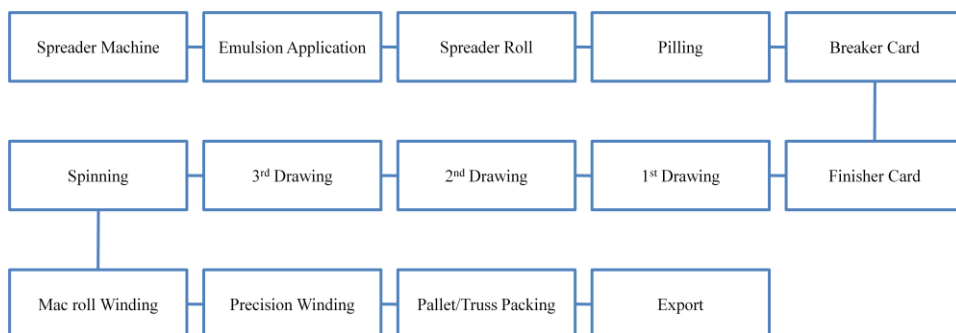
3.2.9 SWOT Analysis of Akij Jute Mill limited

Table 4. SWOT Analysis.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>• Strong brand name.</li> <li>• Good reputation among customer</li> <li>• Favorable access to distribution networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of service role</li> <li>• Lack of employee’s performance monitoring system.</li> <li>• Lack of extension of product line.</li> <li>• Lack of strategy for developing new jute products.</li> </ul>	<ul style="list-style-type: none"> <li>• An unfulfilled customer needs.</li> <li>• Arrival of new technology.</li> <li>• Adopting global strategies.</li> <li>• Capturing maximum jute market of the world.</li> </ul>	<ul style="list-style-type: none"> <li>• New regulations.</li> <li>• Increased trade barriers.</li> <li>• Emergence of substitute products.</li> <li>• Political instability.</li> <li>• Trade union.</li> <li>• Downtown in the global economy.</li> </ul>

Source: (AJML, 2022).

3.2.10 Flow Chart of Akij Jute Mills Ltd



**Fig. 5- Flow Chart of Akij Jute Mills Ltd.****Source: (AJML, 2022).****3.2.11 Exporting Country**

Today, AJML has become a global organization and is delivering a significant portion of total demand of Jute Yarn around the world. It has achieved this position by satisfying customized goods on demand and maintaining all the prerequisites. The basic strategy of AJML is to attract customers by serving them as per their requirements. Being an export- oriented company, most of the customers of Akij Jute Mills Ltd. are international buyers. Akij Jute Mills Ltd Export Jute Yarn to various countries in the world such as Turkey, Belgium, Germany, Nederland, Poland, Brazil, Argentina, USA, UK, KSA, Japan, China, Mongolia, Korea, India, Pakistan, Afghanistan, Malaysia, Indonesia, Croatia, New Zealand, Morocco, Egypt, South Africa, Estonia, Ivory Coast, Algeria, Mexico, Moldavia. Today, AJML has become a global organization and is delivering a significant portion of total demand of Jute Yarn around the world. It has achieved this position by satisfying customized goods on demand and maintaining all the prerequisites. The basic strategy of AJML is to attract customers by serving them as per their requirements. Being an export- oriented company, most of the customers of Akij Jute Mills Ltd. are international buyers. Akij Jute Mills Ltd export Jute Yarn to various countries in the world such as Turkey, Belgium, Germany, Nederland, Poland, Brazil, Argentina, USA, UK, KSA, Japan, China, Mongolia, Korea, India, Pakistan, Afghanistan, Malaysia, Indonesia, Croatia, New Zealand, Morocco, Egypt, South Africa, Estonia, Ivory Coast, Algeria, Mexico, Moldavia, Canada, Greece, Sri Lanka, Thailand, Bosnia and Herzegovina, Jordan, Oman, Russia, Uzbekistan, Tajikistan, Kazakhstan, Turkmenistan etc (AJML, 2022).

**3.2.12 Man Power of Akij Jute Mills Ltd.****Table 5. Man Power of Akij Jute Mills Ltd.**

Designation	Number
Executive Director	1
DGM	3
AGM	2
Total top management	6
Senior Manager	2
Manager	12
Assistant Manager	8
Total Manager	22
Senior Officer	40
Officer	43
Assistant Officer	59
Total Officer	142
Senior Supervisor	64
Supervisor	137
Assistant Supervisor	90
Total Supervisor	291
L-17+18	39

L-19	66	
L-20	193	
Total Support Staff	298	
Total top management	6	Total759
Total Manager	22	
Total Officer	142	
Total Supervisor	291	
Total Support Staff	298	

Source: (AJML, 2023).

## 4 CONTEXT OF THE CONCERNED DEPARTMENT

### 4.1 Human Resource Department of Akij Jute Mill Ltd

Human resource management encompasses all management choices and activities that have a direct impact on or influence the people or human resources employed by the firm. Human resource management is critical in every business. As a result, it is a key component of Akij Jute Mills Limited. Akij Jute Mills Limited has a separate HR department. They adhere to HR processes such as recruitment, selection, and performance evaluation. Human resource managers are primarily concerned with fulfilling the organization's objectives, mission, and vision by leading, motivating, and involving a broader range of human assets. The name of the human resource management department at the time of inception was management department. The name was changed to admin in 2003. The name was changed to Human Resource Management and Administration Department in 2010. The Head of HRM is in charge of all HR operations, including recruitment and contract management, staff management, disciplinary and grievance management, and provident fund administration (AJML, 2020).

### 4.2 Manpower of HR department

Table 6. Manpower of HR department

Designation	Number
Manager	1
Assistant Manager	2
Senior Officer	3
Officer	3
Assistant Officer	6
Supervisor	6
Total	21

Source: (AJML, 2020).

### 4.3 Structure of the Human Resource Department of AJML

There are 21 employees in the HR & admin department. Among them 14 employees are in the Human resource management department (HRD) and 7 are in the admin department. There are 3 senior officers for 3 working shifts. 12 employees are divided among 3 shifts and their working time is 8 hours (AJML, 2022).

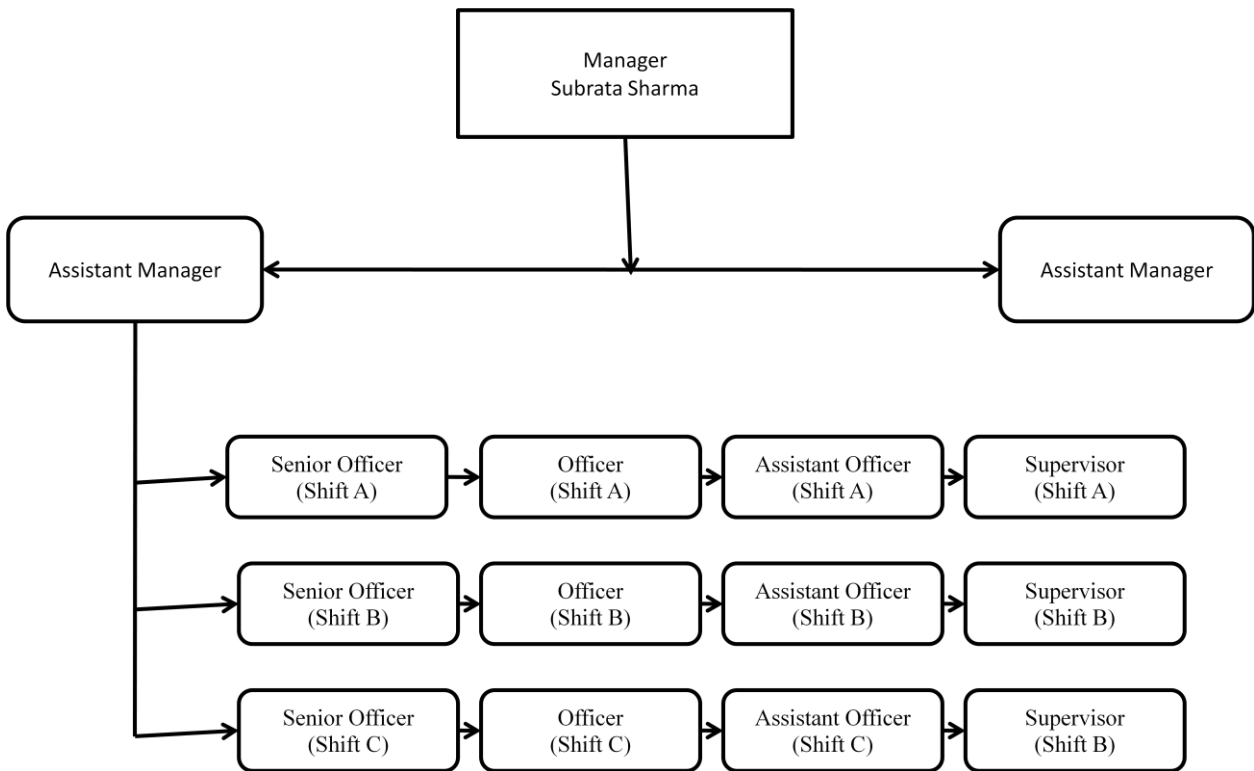
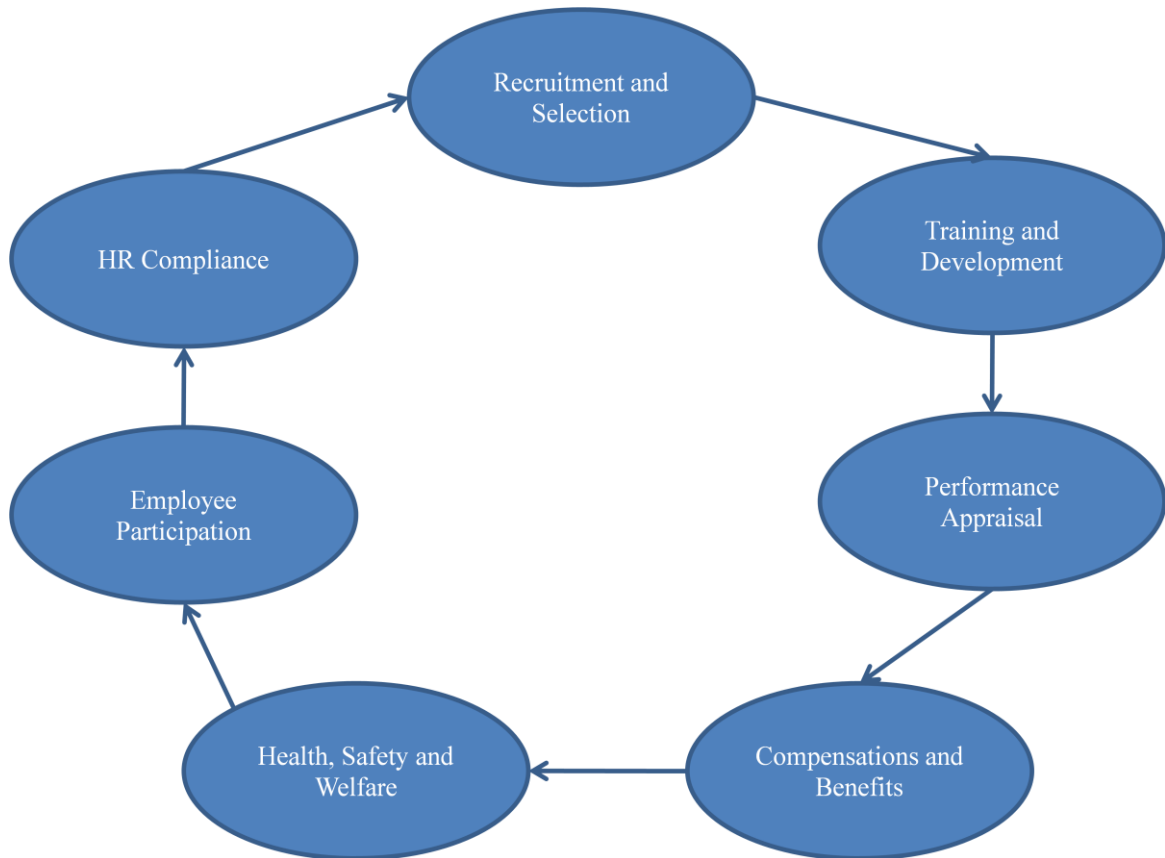


Fig. 6- Structure of the Human Resource Department of AJML. Source: (AJML, 2022).

4.4 Major Human Resource Functions of AJML



**Fig. 7- Major Human Resource Functions of AJML.****4.4.1 Recruitment and Selection**

Akij Jute Mills Limited provides equitable employment opportunities to all employees. The company's policy is to attract, retain, and inspire qualified and trained employees. To that end, the Company provides a competitive compensation package that provides equitable possibilities for advancement for all workers and employees. HR has a significant role in recruiting, keeping, and encouraging professional and highly qualified employees. The creation and implementation of a sound job policy has a significant impact on achieving the desired outcomes. The HR department is responsible for recruiting new personnel. Receiving Applications > Screening Applications > Employment Tests > Employment Interviews > Checking References > Medical Exam > Final Selection > Appointment Letter. (AJML, 2020).

**4.4.2 Training and Development**

Akij Jute Mills Limited provides training because it is an organized technique of providing present or future employees with the opportunity to develop KSAs (Knowledge, Skills, and Abilities). Training is important not just for newly hired employees, but also for existing employees, who must be regularly trained to enhance and renew their skills, knowledge, and abilities (KSA) in order for the firm to thrive. Training aids in the bridge between theoretical knowledge and the knowledge required for the profession. (AJML, 2020).

**4.4.3 Performance Appraisal**

It is a formal assessment of an employee's efficiency and value to a business. Companies use performance appraisal to provide feedback on employees' work and to justify salary raises and prizes, as well as termination choices. They can be carried out at any time, but usually on a yearly, semi-annual, or quarterly basis. Furthermore, the Chairman of this firm consistently observes Islamic Law and Tradition, so the performance rating system is a hybrid of modern and Islamic systems. This firm's HR department conducts performance evaluations in a systematic manner, which includes: The HR team compares employee compensation based on performance to the aims and goals of their firm. Following that, ED sir (Executive Director) checks the report's reliability and submits it to the Chairmen, who make the final decision. The manager or department head determines which components should be implemented to increase employee performance. Supervisors are responsible for motivating staff to perform well. The firm's chairmen, department heads, and officers are all connected by VIBER 24 hours a day, seven days a week, so that any and all information can be easily distributed and decisions can be made in a timely manner. In this firm, every employee and worker is always subject to electronic monitoring and direct personnel inspection, allowing any imbalance or poor performance to be easily identified and remedied. Every day, the production rate and efficiency rate are measured in this firm, and a report is presented to the chairman separately for each mill and each working shift, so that poor performance of an employee or worker can be quickly identified and addressed.

**4.4.4 Human Resource Practices**

The policies, methods, and systems that influence employees' behavior, attitudes, and performance are referred to as human resource management (HRM). HRM methods interact with organizational activities aimed at managing the pool of human resources and ensuring that the resources are used to achieve organizational goals (Schuler and Jackson, 1987) (Schuler and MacMillan, 1984) (Wright and Snell, 1991). HRM is associated with all group action responsibilities concerned with rewarding, utilizing, developing, choosing, recruiting, and enhancing the potential of a company's human resources (Qureshi et al., 2007). HRM procedures may change from one organization to the next and from one country to the next. Koch and McGrath (1996) investigated HRM techniques to enhance employee dedication, competence, and capacity, which lead to the attainment of organizational objectives.

**4.4.5 Employee Participation**

The degree to which employers allow or encourage employees to share or participate in organizational decision making is defined as participation in decision making (Probst, 2005). According to Zhu et al. (2015), allowing employees to participate in drafting the mission statement, setting policies and procedures, and selecting rewards improves communication and boosts employee morale and satisfaction. Meyer and Allen (1991) discovered that if employees are invited to participate in decision making and the employer focuses on his/her decision, it might be a substantial positive predictor of employee job satisfaction.

**4.4.6 HRM Practices and Job Satisfaction**

HR practices and work satisfaction have been extensively researched in a lot of the world, and it is expected that job satisfaction is directly related to HR practices (Ting, 1997). Many researchers discovered that good HRM strategies resulted in improved work satisfaction, which in turn increased organizational performance. According to Lamba and Choudhary (2013), HRM strategies including as training and development, remuneration, and welfare measures have a substantial impact on organizational commitment and are connected with superior organizational performance, as well as assisting in the retention of competent individuals. Goyal and Shrivastava (2012) discovered that implementing proper HR practices can boost employees' commitment and happiness with their organization. Hashim et al. (2015) did a study in Kuala Lumpur to investigate the impact of HRM practices among small businesses and their implications on employee satisfaction and commitment. According to the findings of this study, there is a

favorable association between HRM practices and employee happiness and commitment. Absar et al. (2010) conducted a study to investigate the impact of HR procedures on job satisfaction in the manufacturing industry in Bangladesh. The study discovered that HR policies had a significant impact on job satisfaction. According to the findings of this study, there is a favorable association between HRM practices and employee happiness and commitment. Absar et al. (2010) conducted a study to investigate the impact of HR procedures on job satisfaction in the manufacturing industry in Bangladesh. The study discovered that HR policies had a significant impact on job satisfaction. (Delery, 1996).

**Table 7. Summary of Previous Studies on the Relationship between HRM Practices and Job Satisfaction.**

Author(s)	Findings
(Aziri, 2008)	According to the results, there is a favorable correlation between remuneration and workers' happiness on the job.
(Masoodul . H, 2013)	The findings demonstrate that performance evaluation, training, remuneration, and promotion practices all contribute to higher levels of work satisfaction among Nigerian employees.
(Lawler, 1967)	The results show that HRM practices have a beneficial effect on overall work satisfaction, and that this effect becomes stronger when HRM practices are studied in depth.
(Spector, 1997)	Human resource planning, training, and development are positively associated with work satisfaction, according to the study
(Hoppock, 1935)	Among 200 SME's in Kuala Lumpur, HRM practices correlate positively with worker satisfaction and loyalty.
(Syed, 2012)	The research found a favorable correlation between human resource management practices and job satisfaction. Recruitment, selection, development, training, assessment of performance, and pay and benefits are all part of these procedures.
(Igbal, 2013 )	According to the research, there is a strong correlation between factors affecting HRM practices and employee happiness on the work, such as feedback on performance, opportunities for professional growth, autonomy in making decisions, and fair pay.
(Lado, 1994)	Job satisfaction is favorably correlated with HRM practices, but it is negatively correlated with remuneration. This suggests that the majority of employees are dissatisfied with their employer's payment practices, which in turn affects their job satisfaction.

## 5 PROBLEM STATEMENTS :

An in-depth review of HRM processes within the ever-changing operating environment of Akij Jute Mill has shown serious deficiencies in important areas. There are major problems with the company's initiatives for acquiring and retaining personnel. Without a comprehensive strategy in this area, the company's ability to attract and keep exceptional employees is hindered, which might put its long-term survival at risk. There are not many resources for acquiring new skills, which compounds the issues that Akij Jute Mill limited is currently facing. In today's rapidly evolving industrial landscape, failing to provide employees with chances for continuous learning might lead to a workforce that lacks crucial competencies and abilities. Not only does this hinder workers' opportunities for growth, but it also hinders the company's ability to adapt and remain competitive. The failure to adequately recognize the achievements of workers also emerges as a significant problem. In the absence of an effective Performance Recognition system, morale among employee's falls, production decreases, and top talent may seek out better opportunities elsewhere. Equally important are employee engagement programs for the vital role they play in establishing a pleasant work environment. Failure to make an attempt to engage and invest employees in their job could have a negative impact on morale and the culture of the organization.

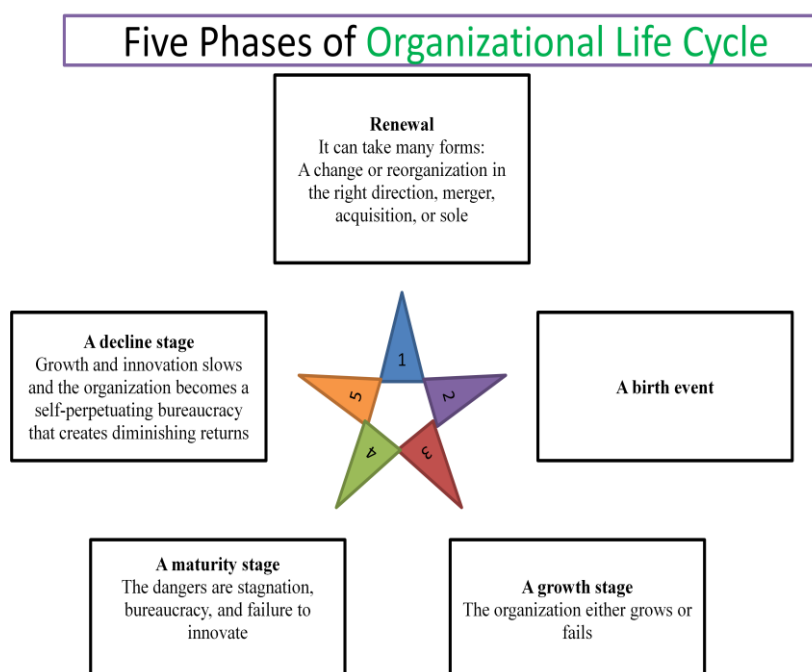
The future of Akij Jute Mill Limited is in risk due to these interconnected problems. This study will look at the issues from every angle to find out what's causing them and how to remedy them. Through an analysis of the causes and the proposal of strategic solutions, this research seeks to enhance HRM practices at Akij Jute Mill limited, thus strengthening the organization's workforce. An HRM framework that is more robust, adaptable, and employee-centric is what we aim to establish as a final goal. We can realize our organization's potential and succeed in the ever-changing business environment with the support of this framework. It is clear that a total redesign of HR policies is required at Akij Jute Mill in order to bring HR procedures in line with employee expectations and industry standards. This connection is necessary for cultivating an atmosphere that promotes development and success over the long run. The key to every company's success is attracting and keeping great people. Due to the neglect of talent acquisition and retention, Akij Jute Mill is currently seeing difficulties in this field. Because of this deficiency, the organization is unable to recruit and retain the skilled labor force necessary to meet the dynamic needs of the jute industry, which has far-reaching implications. Reevaluating recruiting techniques and putting in place effective retention initiatives are critical to bolstering this fundamental aspect of HRM.

In a field where trends come and go at a rapid rate, Akij Jute Mill has a significant challenge: an absence of formal training and skill development facilities. Workers have a hard time adjusting to changes in the sector, which limits the workforce's overall flexibility and opportunities for

advancement. Strategic interventions that might be employed to address this issue include seminars, skill development initiatives, and comprehensive training programs. Providing employees with the resources they need to thrive in an ever-evolving industrial setting is critical if Akij Jute Mill Limited is to remain competitive and adaptable as market demands change. In order to accomplish it, follow these instructions. Integrating Talent Acquisition, Retention, and excellent Training and Skill Development into HR procedures is vital for creating a workplace that not only meets but beyond industry standards. This is going to provide the groundwork for development and success in the long run. Because they encourage employees to maintain high levels of performance over time, recognition programs may be a boon to any business. The current Performance Recognition system at Akij Jute Mill Limited is not up to scratch. Because of this deficiency, employee morale may suffer and the establishment of an excellence-driven culture may be impeded. To manage this critical aspect of human resource management, we urgently want a robust system that recognizes and rewards workers for their accomplishments. Among the many advantages of such a system is its ability to foster a high-performance culture within the company and to publicly acknowledge employees' efforts and successes. The lack of staff involvement initiatives exacerbates the issues currently faced by Akij Jute Mill Limited. When employees are content and well-rounded in all aspects of their lives mental, physical, and social the organization thrives. Successful engagement activities are essential if we wish to cultivate a work environment that values teamwork, creativity, and employee satisfaction. A more positive work environment and increased productivity are the results of programs that foster employee engagement and a sense of community. Akij Jute Mill has to address this lack of employee involvement if it wants to enhance its organizational dynamics and guarantee that its employees are content and contributing to its success. Building a work environment that supports Akij Jute Mill's growth and success in the long term while also meeting the requirements of employees in the here and now requires an effective Performance Recognition system and extensive Employee Engagement activities.

## 6 LITERATURE REVIEW :

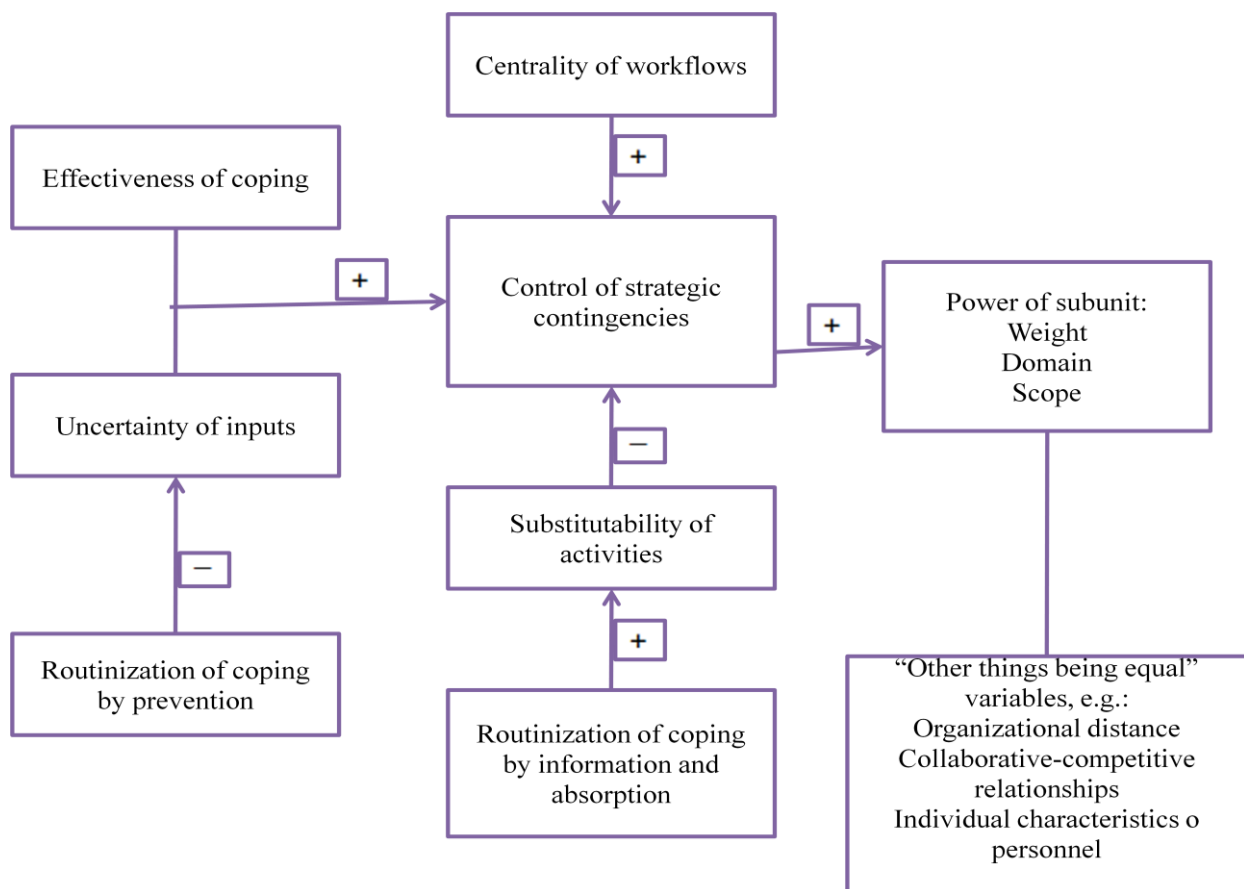
In the world of business and management, workplace learning is regarded as critical for organizations to thrive or remain competitive. Firm characteristics such as corporate priorities, management styles, and limited internal resources and competencies, on the other hand, are always organizational elements that influence how organizations implement workplace learning. According to organizational life cycle (OLC) theory, when a corporation grows from inception to high-growth to maturity, its features change and its internal resources and capacities evolve. The dynamics of the organizational life cycle have been studied in the literature, but little is known about how they may relate to workplace learning. This is the first theory of human resource management. Organizations, like live creatures, have life cycles, according to historians and academics. They are born (formed or established), grow and develop, achieve maturity, begin to decline and age, and, in many circumstances, die. Various predictive models have emerged from the study of the organizational life cycle (OLC). These models, which have sparked much scholarly debate, are linked to the study of organizational growth and development. External environmental circumstances, as well as internal elements, have an impact on organizations at any stage of their life cycle. Organizations and entire industries have had their ups and downs. Products, like people, have life cycles, which marketing and sales professionals have long recognized. For academics, it seemed natural to conclude that organizations, too, have life cycles. Within the context of the knowledge economy, organizations face an unpredictable business climate that is continually pressed by the shifting effects of globalization, competition, and technological innovation (Thoumrungroje, 2007). As a result, learning for employees is increasingly viewed as a prerequisite at work (Sloman & Webster, 2005), and whether or not they have the ability to learn offers a source of competitive advantage for a corporation (Eddy, 2006). Organizations learn while their personnel learn, maximizing long-term staff productivity and business success (MacDuffie, 1995).



**Fig. 8- Five Phases of Organizational Life Cycle.**



Organizations, however, grow through a series of stages, a process described by the organizational life cycle. In either case, each stage or state of firm development has its own set of features. The organizational life cycle (OLC) has been studied in the literature, but little is known about how it relates to workplace learning. The goal of this study is to review OLC theory in order to understand how the concept of growth stage has specific consequences for various workplace learning techniques in organizations (Greiner, 1998). The difficulties of analysing power are well known as a result of the insightful reviews by (Youndt, 1996). These issues prompted March (1966: 70) to wonder if power was only a euphemism employed to conceal our ignorance, and he concluded pessimistically that the power of the concept of power "depends on the kind of system we have." Part of March's (1966) pessimism can be traced to the difficulties that come with community studies. When the community is the unit of study, the governmental, political, economic, recreational, and other units that comprise the community may not necessarily interact and may even be oriented outside the community's claimed bounds. The modules of a work organization, on the other hand, are mutually related in the interdependent activities of a single identifiable social system. The perspective is influenced by Lawrence and Lorsch's (1967a, 1967b) encouraging studies of subunits, and it begins with their (1967a: 3) definition of an organization as "a system of interrelated behaviours of people performing a task that has been differentiated into several distinct subsystems." Tannenbaum (1968) and his colleagues' substantial work, in which the distribution of perceived power was displayed on control graphs, exemplifies this method. The emphasis was on vertical differentiation of perceived power, or the exercise of power by managers who could change the distribution and overall amount of perceived power by modifying their conduct.



**Fig. 9- Distribution of Perceived Power.**

The interdisciplinary study of systems is another of HRM theories or a theory that is commonly used to Human Resource Management. A system is a unified agglomeration of interconnected and interdependent natural or man-made pieces. Every system is defined by its structure and purpose, confined by space and time, impacted by its environment, and expressed by its functioning. If a system exhibits synergy or emergent behavior, it may be more than the sum of its parts. Changing one component of a system may have an impact on other components or the entire system. These shifts in behavioral patterns may be forecastable. The growth and degree of adaption of systems that learn and adapt are determined by how successfully the system interacts with its environment. Some systems help other systems by keeping them running and preventing failure.

The goals of systems theory are to represent a system's dynamics, limitations, and conditions, as well as to explicate principles (such as purpose, measure, methods, and tools) that can be discerned and applied to other systems at all levels of nesting and in a wide range of sectors to achieve optimum equality. It is clear how it can be applied to HR, making it one of the most commonly discussed HR ideas.

Transactional cost theory is one of the HR theories. Transaction cost theory is a component of corporate governance and agency theory in human resource management. It is predicated on the premise that when you hire someone to accomplish something for you, you will incur charges. For example, directors to run the company you control. Transaction cost theory is a version of the agency interpretation of governance assumptions. Governance frameworks are described as being based on the net impacts of internal and external transactions, rather than contractual connections outside the organization. When dealing with another external party, there will be transaction costs:

- Costs of search and information: to locate a source.

- Costs of bargaining and decision-making: to purchase the component.
- Costs of policing and enforcement: to monitor quality.

The structure of a firm can influence its ability to control transactions and thus costs. Similar to the primary goal of HR theories, it is in management's best interests to internalize transactions as much as possible in order to eliminate these expenses and the associated risks and uncertainties concerning prices and quality.

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## 7 MATERIALS AND METHODS :

### 7.1 Research Philosophy and Design

The project identifies Akij Jute Mills practices of Human Resource Department. Understanding the critical role that a successful practice plays in the success of an organization, this research attempts to explore the subtleties and complexities of organization's human resources management practices. The research aims to identify possible gaps, problems, and opportunities for development within Akij jute mill's approach to talent acquisition and on boarding by closely examining the Recruitment and Selection system. Here thematic analysis has done and the identified themes, their characteristics are showed.

### 7.2 Sample

The population of the project paper is the employees of Akij Jute Mills Limited. The sample is collected from the Akij Jute Mills Limited, Khulna. Semi Structured Interview are executed. In order to reach theoretical saturation, the participants in this study were hand-picked. In qualitative research, the idea of theoretical saturation is crucial, especially for studies that use content analysis or in-depth interviews (Rowlands, 2016). This is the moment at which gathering more data does not yield any further insights or knowledge. This means the researcher has gathered enough information to draw firm conclusions about the issue they are studying. A total of fourteen individuals have been interviewed for this study. Our discussions came to a close when we reached the level of theory, which corresponds to the 9–17 participant range advised by Hennink (2022). Respondents for this study were chosen using criteria that were specifically related to the research aims; the selection process was not random.

### 7.3 Data Collection Methods

The information was gathered through the use of self-administered questionnaires, in person to person. The poll was carried out between Augusts to October. I distributed surveys to Human Resources Department Employees of Akij Jute Mills Ltd. Different level employees of HR department were the target audience for the poll. The research's objectives, privacy and confidentiality assurances, as well as the option to leave the study at any time, were all explained to participants.

#### 7.3.1 Primary Data Sources

The study collected primary data using semi-structured interviews with study individuals in order to acquire their responses. As part of the research, 14 Akij mill limited employees were questioned.

#### 7.3.2 Secondary Data Sources

Secondary sources were included both internal and external information. Internal sources consist of information that is already present within the organization, whereas external sources are data that is obtained from the external environment by other individuals or entities. In order to compile and evaluate secondary data for this study, an organization's website, online sources, academic periodicals, and unpublished materials were consulted.

### 7.4 Data Analysis and Reporting

Through the use of thematic analysis, qualitative data gathered from interviews and documents have been examined. This methodology entails the detection of recurring themes or patterns in the data, facilitating the revelation of significant insights and the formulation of conclusions (Braun, 2006). By subsequently categorizing these patterns into numerous themes and subthemes, an in-depth comprehension of the respondents' individual perceptions and representations was achieved. The data classification, categorization, and the formulation of themes in order to address the research objectives constituted the analysis procedure.

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## 8 RESULTS AND DISCUSSION :

In order to begin the interview, demographic information was collected from the participants. Subsequently, the primary focus shifted to the identification of challenges and possible alternatives pertaining to employee attrition within the department. The time allotted for each participant to respond to specific, semi-structured inquiries pertaining to this matter ranged from 15 to 25 minutes. The subsequent sections of this chapter will provide an in-depth analysis of the identifications and discoveries that were made throughout these interviews.

### Table 8. Interview Content Analysis.

Theme	Description	Characteristics
Lack of Talent Acquisition and Retention	Uncompetitive compensation and benefits, ineffective recruitment process, negative employer brand image.	High employee Turnover, difficulty attracting top talent.
Lack of Training and Skill Development	Outdated training programs, inadequate focus on skill development.	Decreased productivity, innovation, and Competitiveness.
Insufficient Performance Recognition	Lack of a transparent performance management system, insufficient recognition for achievements.	Low morale, Decreased motivation, and a sense of being undervalued.
Lack of Employee Engagement Programs	Absence of employee engagement initiatives, lack of open communication and employee participation.	Disengaged Workforce with low levels of commitment and satisfaction.

## 8.2 Demographic Information of the Respondents

Table 9 offers a comprehensive glimpse into the diverse demographic profile of the HRM team members interviewed at Akij Jute Mills Ltd. This profile encompasses their name, job titles, tenure durations, educational backgrounds.

**Table 9. Demographic Characteristics.**

Respondent	Name	Designation	Experience	Educational Qualification
1	Mr. Subroto Sharma	Deputy Manager, HR & Admin	7 years 3 months	MBS & MBA In Hrm
2	Imran Hossain	HR Officer, HR & Admin	4 years 2 months	MBA In Hrm
3	Sakhawat Hossain	Senior Officer, HR & Admin	2 years 7 months	MBA In Hrm
4	Khairul Islam	Senior Manager, Quality Assurance	2 year 5 months	BBA
5	Ohidul Islam	Deputy Manager, IT & MIS Department	3 Years	BBA
6	Md. Ripon Hossain	Assistant Officer, IT & MIS	2 years 5 months	BBA
7	Habibur Rahman	Senior Manager, Audit	1 year 6 months	BBA
8	Md. Humayon Morsed	Senior Supervisor, Audit	1 year 9 months	BBA
9	Nezamal Islam	Store Manager	2 year 2 months	Degree
10	Abdul Hakim	Deputy Manager, Jute.	4 Years	BBA
11	Abu Zafar	Deputy Manager, Production	3 years	BBA
12	Bashir Ahmed	Assistant Officer, Production	3 years 3 months	BBA
13	Anup Banik	Mill incharge, Production	4 year 2 months	Degree
14	Mohir Uddin	Assistant Officer, Labor & Welfare	3 year 1 months	BBs

## 9 DISCUSSIONS :

### 9.1 Major Findings

A variety of HR difficulties restrict Akij Jute Mill's capacity to recruit, retain, and engage top staff, impeding its development and success. Uncompetitive compensation and benefits packages, an ineffective recruitment process, a negative employer brand image, outdated training programs, an insufficient focus on skill development, the absence of a transparent performance management system, insufficient recognition for achievements, and a lack of employee engagement initiatives are among the challenges.

Akij Jute Mill's uncompetitive wage and benefits packages fail to recruit and retain talented personnel, resulting in substantial staff turnover. This frequent inflow and outflow of employees disrupts the organization's operations and raises the price of acquiring and training new staff. The organization's recruiting procedure is inefficient in terms of reaching out to potential applicants and properly analyzing their talents and expertise. As a result, the organization's ability to attract top people is hampered since its talent pool does not match its needs. The poor employer brand image of Akij Jute Mill conveys a picture of a conventional and archaic organization with an unattractive work environment. This image discourages prospective employees from joining the organization and adds to the high staff turnover rate.

The organization's training and skill development programs are out of date and do not provide personnel with the skills they need to adapt to changing industry needs. This lack of up skilling and re-skilling results in a workforce that is neither productive, inventive, or market competitive. Akij Jute Mill's performance management system is unclear and fails to communicate clear expectations and feedback to employees. Furthermore, the organization's recognition system is inadequate, making employees feel unwanted and undervalued. These factors have a negative impact on employee morale and motivation.

Employee engagement efforts, such as social events, team-building activities, and wellness programs, are lacking in the workplace, resulting in a disengaged workforce with low levels of commitment and satisfaction. Employees feel separated from the organization and lack a sense of belonging, limiting their total contribution to the success of the organization.

To summarize, Akij Jute Mill's HR difficulties constitute a substantial danger to its ability to fulfill its strategic goals and preserve its competitive edge in the sector. To address these issues, the organization must establish comprehensive HR policies aimed at recruiting, keeping, and engaging top personnel.

### 9.2 Recommendations

As I was connecting with AJML, so from my observation I think they need some improvement in the present Human Resources Department that they provide to their staffs and workers. Some of the hr practices need to improve. From my experience of working there, these steps can help AJML for the improvement.

Here are some specific recommendations for addressing each challenge:

#### • Talent Acquisition and Retention:

- Conduct a thorough market analysis to determine competitive compensation and benefits packages.
- Implement a modern Applicant Tracking System (ATS) to streamline the recruitment process.
- Develop a strong employer brand by promoting employee success stories and fostering a positive work environment.

#### • Training and Skill Development:

- Conduct a skills gap analysis to identify areas for training and development.
- Develop and implement comprehensive training programs tailored to specific job roles and industry trends.
- Partner with educational institutions or industry experts to provide specialized training.

#### • Performance Recognition:

- Establish a clear and transparent performance management system.
- Regularly recognize and reward employee achievements through various incentives, such as bonuses, promotions, and public recognition.
- Encourage feedback and foster a culture of appreciation.

#### • Employee Engagement:

- Conduct employee engagement surveys to identify areas for improvement.
- Implement employee engagement initiatives, such as social events, teambuilding activities, and wellness programs.
- Foster open communication and encourage employee participation in decisionmaking processes.

Akij Jute Mill Limited can develop a more engaged, productive, and successful staff by addressing these HRM concerns and adopting the recommended solutions, thereby contributing to the organization's overall growth and sustainability.

### 9.3 Limitations of the study

- a. **Limited scope:** The research focuses entirely on Akij Jute Mill Ltd's HRM practices, without taking into account the organization's industry, competitive environment, or external factors that may impact its HR problems.
- b. **Self-reported data:** Employees provided self-reported information for the study, which may have introduced bias or inaccuracy. To achieve a more comprehensive understanding, it would be prudent to gather data from a variety of sources, including employee surveys, interviews, and observation.
- c. **Insufficient historical information:** The research was performed out at a specific moment in time, which restricted the capacity to evaluate the effects of HRM practice modifications and their progression. By conducting longitudinal research, a more comprehensive comprehension of the intricacies of HRM challenges at Akij Jute Mill could be achieved.
- d. **Limited focus on causality:** Adequate emphasis on causality: While the study did ascertain correlations between human resource management practices and employee outcomes, it failed to establish causal relationships. Additional investigation is needed in order to ascertain the precise mechanisms by which human resource management practices impact employee turnover, productivity, and engagement.
- e. **Generalizability of findings:** Based on a singular case study of Akij Jute Mill limited, the applicability of the study's results to other organizations or industries might be limited. Further investigation is required in order to ascertain whether the results can be applied to a more extensive framework.

- f. **Lack of consideration for cultural factors:** The research did not explicitly include Akij Jute Mill Ltd and its cultural environment, which might impact employee views, expectations, and responses to HRM practices.
- g. **Limited exploration of underlying causes:** The study concentrated on identifying the symptoms of HRM issues rather than delving deeper into the underlying primary reasons. Further analysis would be required to identify the systemic issues causing the reported HR problems.

## 10 CONCLUSIONS :

Akij Jute Mill, a prominent player in the jute industry, is facing significant challenges in its Human Resource Management (HRM) practices. These shortcomings, if not addressed, could hinder the organization's growth and success.

A key challenge lies in attracting and retaining top talent. Uncompetitive compensation and benefits packages, an ineffective recruitment process, and a negative employer brand image are contributing to high employee turnover. Additionally, outdated training programs and an inadequate focus on skill development are hampering the organization's ability to adapt to evolving industry demands.

Furthermore, the absence of a transparent performance management system and insufficient recognition for achievements are leading to low morale and decreased motivation among employees. Moreover, the lack of employee engagement initiatives is creating a disengaged workforce with low levels of commitment and satisfaction.

To address these HRM challenges, Akij Jute Mill needs to implement comprehensive HR strategies that focus on attracting, retaining, and engaging top talent. This includes offering competitive compensation and benefits packages, revamping the recruitment process, and enhancing the employer brand image. Additionally, investing in training and skill development programs, establishing a transparent performance management system, and implementing effective recognition programs are crucial for boosting employee morale, motivation, and engagement.

By addressing these HRM challenges and implementing strategic solutions, Akij Jute Mill can create a more engaged, productive, and successful workforce, ultimately contributing to the organization's overall growth and sustainability.

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#### APPENDIX :

##### Questionnaire:

1. "How can organizations enhance HR support to tackle challenges, promote employee satisfaction, foster organizational growth, and ensure compliance with labor regulations?"
2. "How can organizations efficiently manage and overcome challenges stemming from a shortage of manpower to ensure smooth operations and sustained productivity?"
3. "How can organizations address and overcome challenges posed by technological insufficiency to foster innovation, improve efficiency, and stay competitive in today's dynamic business environment?"
4. "How can organizations alleviate the impact of resource scarcity to cultivate a less demanding work atmosphere, promote employee well-being, and enhance overall productivity?"
5. "How can organizations strategize and implement long-term HR benefits to address the absence of such provisions, fostering employee loyalty, satisfaction, and overall organizational stability?"
6. "How can organizations improve workplace conditions to mitigate the negative effects of poor and noisy environments, promoting employee well-being, concentration, and overall productivity?"
7. "How can organizations enhance onboarding processes to address the lack of proper training and mentoring for new joiners, ensuring a smooth integration, skill development, and long term employee success?"
8. "How can organizations improve communication between HR and other departments to address issues related to poor coordination, enhance collaboration, and ensure a more cohesive and efficient workplace?"
9. "How can organizations strike a balance between addressing very low salaries and high work pressure to create a more equitable and sustainable work environment that promotes employee well-being and job satisfaction?"
10. "How can organizations shift from a boss-centric culture to a more leadership-oriented approach to foster a collaborative and empowering work environment, promoting employee engagement and organizational success?"