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Thesis Report
on
An Analysis of the HRM Practices of Epyllion Style Limited: A Study of Epyllion Group

Submitted by:

Md. IftakharulMobin

ID: EMBA2403033013

Program: EMBA in Human Resource Management

Major: Human Resource Management

Department of Business Administration

Sonargaon University (SU)

Submitted to:

Department of Business Administration

Faculty of Business

Sonargaon University (SU)

Date of Submission: 03rd January , 2026



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Thesis Report

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**“An Analysis of the HRM Practices of Epyllion
Style Limited: A Study of Epyllion Group”**

Letter of Transmittal

Md. Mostakin

Lecturer

Department of Business Administration

Faculty of Business

Sonargaon University

Subject: Submission of Thesis Report on “An Analysis of the HRM Practices of Epyllion Style Limited: A Study of Epyllion Group.”

Respected Sir,

With due respect, I am pleased to submit my thesis report titled “**An Analysis of the HRM Practices of Epyllion Style Limited: A Study of Epyllion Group.**” This report has been prepared as part of the requirements for the EMBA program in Human Resource Management under the Department of Business Administration, Faculty of Business, Sonargaon University.

Throughout my thesis at Epyllion Style Limited, I had the chance to observe and understand how different Human Resource Management practices are carried out in a professional setting. In this report, I have presented my learning, experiences, and findings as honestly and carefully as possible, while keeping the academic guidelines in mind.

I would also like to take this opportunity to express my sincere gratitude for your valuable guidance and support during the preparation of this report. I truly hope that my work will meet your expectations and offer some practical insights into the subject.

Thank you very much for your time and kind consideration.

Sincerely Yours,

Md. Iftakharul Mobin

ID: EMBA2403033013

Program: EMBA; Major: HRM

Department of Business Administration

Faculty of Business

Sonargaon University

Certificate of Approval

This is to certify that the thesis report titled “**An Analysis of the HRM Practices of Epyllion Style Limited: A Study of Epyllion Group**” has been prepared and submitted by **Md. Iftakharul Mobin, bearing student ID: EMBA2403033013**. The report has been submitted in partial fulfillment of the requirements for the Executive Master of Business Administration (EMBA) in Human Resource Management under the Department of Business Administration, Faculty of Business, Sonargaon University.

The report has been completed under my guidance and is approved for submission.

Md. Mostakin

Lecturer

Department of Business Administration

Faculty of Business

Sonargaon University

E-mail:

Declaration

I, **Md. Iftakharul Mobin, ID: EMBA2403303013**, a student of the Executive Master of Business Administration (EMBA) program with a concentration in Human Resource Management under the Department of Business Administration, Faculty of Business, Sonargaon University, hereby declare that the thesis report titled “**An Analysis of the HRM Practices of Epyllion Style Limited: A Study of Epyllion Group**” has been prepared and written entirely by me.

This report is entirely my own work and has not been submitted anywhere else for academic or professional purposes. The information, analysis, and suggestions included in the report are based on what I learned and experienced during my thesis at Epyllion Style Limited, along with secondary data collected from reliable sources.

Md. Iftakharul Mobin
ID: EMBA2403303013
Program: EMBA; Major: HRM
Department of Business Administration
Faculty of Business
Sonargaon University

Acknowledgement

First and foremost, I would like to express my deepest gratitude to the Almighty Allah for giving me the strength, patience, and guidance to complete my internship and prepare this report successfully.

I am deeply thankful to my family for their constant support, encouragement, and blessings, which inspired me to stay focused on my academic goals.

I would like to express my gratitude to my thesis supervisor, Md. Mostakin, Lecturer, Department of Business Administration, Faculty of Business Sonargaon University, for his kind guidance and suggestions during the thesis period, as well as the preparations of the report.

I'm also grateful to the management of Epyllion Style Limited, for giving me the opportunities to do my thesis and for their cooperations and support during my internship.

Lastly, I want to thank my faculty members for learning me and prepare me for the thesis.

Abstract Summary

This thesis report, titled “**An Analysis of the HRM Practices of Epyllion Style Limited: A Study of Epyllion Group,**” is prepared on the basis of my practical experience during my placement at Epyllion Style Limited, a well-known apparel manufacturer in Bangladesh. The main purpose of this study is to explore the company’s Human Resource Management (HRM) practices, identify their strengths, and point out the areas where improvements are still needed. To conduct this analysis, I relied on a survey of 100 employees, along with my personal observations, informal discussions, and the review of relevant company documents.

From the findings, it is clear that Epyllion has a structured HR system in place. The company follows organized practices in recruitment, training, performance evaluation, compensation, employee relations, workplace safety, and compliance with labor laws. These policies not only help the company maintain discipline and meet buyers’ requirements but also ensure a certain level of support for the employees. However, some challenges remain. The survey results highlighted issues such as high employee turnover, lack of effectiveness in training programs, doubts about the fairness of performance appraisals, dissatisfaction with salary and benefits, safety concerns, and a continued dependency on traditional methods despite partial automation.

To address these challenges, several steps can be considered. For example, developing stronger retention strategies could reduce turnover. Training programs should be designed in a way that is more practical and relevant to employees’ needs. Performance evaluations need to be made fairer and more transparent. The salary structure may also require a review to ensure it reflects both market standards and employee expectations. In addition, workplace safety and welfare initiatives should be further strengthened, and the use of digital HR tools should be expanded to reduce dependency on traditional methods.

In conclusion, although Epyllion Style Limited already maintains a solid HR foundation, there is still room for continuous improvement. If these recommended measures are adopted, the company will be better positioned to enhance employee satisfaction, increase motivation, and remain competitive in the global apparel industry.

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List of Abbreviations

Topic	Elaboration
HR	Human Resource
HRM	Human Resource Management
HRIS	Human Resource Information System
KPI	Key Performance Indicator
CSR	Corporate Social Responsibility
RMG	Ready-Made Garments
EPZ	Export Processing Zone
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
ILO	International Labour Organization
MBO	Management by Objectives
BARS	Behaviorally Anchored Rating Scale
SWOT	Strengths, Weaknesses, Opportunities, and Threats

Chapter-01

Introduction

1.1 Introduction

As part of the EMBA program in Human Resource Management, writing a thesis report is a required part of the course. It helps students apply the theories learned in class to real organizational settings. In this report, I have studied the HRM practices of Epyllion Style Limited, a concern of Epyllion Group. The report looks at how the company manages its employees, the challenges it faces, and the policies it follows.

For this report, I used both qualitative and quantitative methods. A survey was conducted with 100 respondents, chosen through purposive sampling to collect relevant information. In addition, I relied on observation, informal discussions, and secondary sources to support the study.

This study is important for me as a student because it has given me the chance to connect classroom learning with practical experience. At the same time, it highlights the current HR practices of a leading apparel company in Bangladesh. The results and suggestions from this report may also be useful for future research and for the organization itself.

1.2 Literature Review

Human Resource Management (HRM) is often seen as one of the key functions for the long-term success of an organization. Armstrong (2014) describes HRM as a planned and consistent way of managing people, with focus areas such as recruitment, training, performance management, and employee relations. Dessler (2020) also explains HRM as a system that links organizational strategy with the growth and development of employees to improve both productivity and competitiveness.

Recruitment and selection are considered the starting point of HRM. Successful recruitment allows organizations to attract and keep the right people who match their goals and values. Mondy and Martocchio (2016) point out that clear and fair recruitment processes help to build trust and increase the chances of hiring capable employees. Training and development are also highlighted as important functions. Noe (2017) connects effective training with higher employee performance and the ability of organizations to adapt to changes.

Performance management, especially appraisals, is another important part of HRM. Dessler (2020) explains it as a process of comparing employee performance with set standards and giving feedback. Traditional methods, like rating scales, are still used, but more recent approaches include ongoing feedback, 360-degree evaluations, and Management by Objectives

(Aguinis, 2019). Roberts (2003) notes that employees are more satisfied with appraisal systems when they find them fair, transparent, and helpful for career development.

Pay and rewards are also central to motivating employees. Herzberg's Two-Factor Theory (1968) suggests that recognition, fair pay, and growth opportunities are strong motivators, while unfair or unclear pay structures often cause dissatisfaction. Locke and Latham (1990) also argue through Goal-Setting Theory that employees perform better when they are given clear and realistic goals as part of appraisal systems.

In the case of Bangladesh's apparel industry, research shows that companies are slowly moving towards more structured HR practices, but problems remain. Studies point out issues such as high employee turnover, few opportunities for career growth, and limited training (Islam & Siengthai, 2010). Khan and Taher (2008) also noted that although compliance with labor laws has improved, many firms still struggle to introduce modern HR practices that could increase employee motivation and overall performance.

From the review of existing studies, it is clear that HRM is more than just administrative work. It is about creating systems that balance the needs of the organization with the development of its people. For companies like Epyllion Style Limited, the success of HRM depends on how well their practices are aligned with strategy, how transparent the processes are, and how flexible they can be in meeting both industry demands and employee expectations.

1.3 Background of the Study

Human Resource Management (HRM) has gradually developed from being only an administrative activity to becoming one of the main drivers of organizational growth. In today's competitive business world, employees are often considered the most important asset of a company, and managing them properly is crucial for achieving both long-term success and sustainability. Practices like recruitment, training, performance evaluation, and employee motivation not only shape workplace culture but also have a direct impact on productivity and job satisfaction.

In Bangladesh, HRM has special importance in the apparel and textile sector, which is one of the biggest contributors to the national economy. This industry depends heavily on a large workforce, but at the same time it faces continuous challenges such as high turnover, stressful working conditions, lack of skilled workers, and limited career development opportunities. To

handle these issues, strong and effective HR practices are needed so that employees remain motivated, performance levels improve, and labor laws are properly maintained.

Epyllion Style Limited, which is part of the Epyllion Group, is a well-recognized company in this sector. With its large workforce and structured HR system, the company provides a good example of how HR policies work in practice. Studying its approach allows us to see where the company is doing well, how it supports its employees, and where more improvement is needed.

This background forms the basis of my study, as it connects the theories I learned in class with real-life practices in the industry. At the same time, it reflects the broader role of HRM in Bangladesh's apparel sector. By focusing on Epyllion Style Limited, this report aims to present insights that are not only academically useful but also practically helpful for improving HR practices in similar organizations.

1.4 Scope of the Report

This report mainly focuses on the HRM practices of Epyllion Style Limited, with special emphasis on recruitment, training, performance appraisal, and employee relations. The study is limited to the information collected during the internship period, supported by a survey of 100 respondents and secondary data. It reflects the practices of one organization and does not cover the entire apparel industry.

1.5 Objectives of the Report

Broad objective:

The primary objective of this study is to evaluate the human resource policies and practices at Epyllion Style Ltd.

Specific objectives:

1. To know about the HRM practices of Epyllion Style Limited;
2. To analyze the HRM practices of Epyllion Style Limited;
3. To provide recommendations based on findings.

1.6 Problem Statement

Although Epyllion Style Limited has well-structured HR policies, like many other apparel organizations in Bangladesh, it faces challenges in areas such as employee turnover,

performance management, and career development opportunities. This creates a gap between policy and practice, which needs to be analyzed to provide useful recommendations.

1.7 Methodology of the Study

This study used both qualitative and quantitative methods. Primary data were collected through a survey of 100 participants, selected through purposive sampling to make sure the information came from relevant sources. Along with the survey, I also relied on observations, informal discussions, and company documents. Secondary data were taken from books, journals, websites, and earlier research to support the findings.

1.7.1 Sources of Data

Primary Sources:

- Survey of 100 respondents from Epyllion Style Limited
- Direct observation during internship period
- Informal discussions with employees and supervisors
- Practical experience gained from HR activities in the organization

Secondary Sources:

- Books and academic journals on Human Resource Management
- Company documents, reports, and HR manuals
- Websites and online publications related to HRM practices
- Previous research and articles on HRM in the apparel sector

1.7.2 Target Population

The focus group for this study is the employees of Epyllion Style Limited. It mainly considers the staff who are directly connected to human resource activities, such as recruitment, training, performance evaluation, and employee relations.

1.7.3 Sample Size

In this study, a total of 100 employees from Epyllion Style Limited were chosen as the sample. This number was considered suitable because it could be handled within the available time and still give useful results. Since the study looks at HRM practices, participants were taken from different departments and job levels so that a variety of opinions and experiences could be

included. Having 100 respondents also lowers the chance of random mistakes and makes the data more dependable, giving a fair picture of the company's HR practices.

1.7.4 Sampling Technique

This study followed the purposive sampling method, which is a type of non-probability sampling. In this method, participants are chosen on purpose because they have knowledge or experience that fits the aim of the research. As the study is based on HRM practices, it was necessary to include employees who take part in or are influenced by activities like recruitment, training, performance review, and compensation.

1.7.5 Data Analysis Tools

- **Microsoft Excel:** The survey data was organized and calculated using Excel. Basic functions such as percentage counts and cross-tabulation were used to find common trends.
- **Thematic Analysis:** For the qualitative information collected from discussions, observations, and open-ended answers, thematic analysis was used to identify key points and recurring ideas.
- **Graphical Representations:** Graphs, pie charts, and bar diagrams were used to visually present the findings. Visual representation makes complex data easier to understand and allows for quick comparison between different variables.

1.7.6 Limitations of the Study

- The study is limited to one organization and may not reflect the practices of the entire industry.
- Time constraints restricted in-depth exploration of some HR functions.
- Responses in the survey may be influenced by personal bias of the participants.
- Access to some internal company information was limited due to confidentiality policies.
- The sample size, though useful, may not fully represent the views of the entire workforce.

Chapter-02

Organizational Overview

2.1 Introduction of the Company

Epyllion Style Limited is one of the major knitwear manufacturing units of the Epyllion Group, a leading name in Bangladesh's apparel industry. The Group started its operations in 1994 with Dekko Knitwears Limited, which began with only a few sewing lines. Over the years, the company has expanded into a fully integrated organization that now includes garment factories, textile mills, washing plants, and accessories production units. As part of this expansion, Epyllion Style Limited was established in 2006, and since then it has played an important role in the overall success of the Group. The factory is located in Gazipur and mainly produces knitwear items such as T-shirts, polo shirts, sweatshirts, and trousers. With more than forty sewing lines and over a thousand workstations, the factory produces over one million garments per month for both local and international buyers. The company is also registered with the Bangladesh Garment Manufacturers and Exporters Association (BGMEA), which helps ensure compliance with industry rules and global standards.

One of the biggest advantages of Epyllion Style Limited is its strong connection to the Group's supply chain. By having access to its own textile mills, dyeing and washing facilities, and accessories factories, the company can maintain strict quality standards, deliver orders on time, and handle large international shipments efficiently.

Apart from production, the company also focuses on sustainability and social responsibility. The factory is part of a "Green Complex" that promotes energy saving, waste reduction, and eco-friendly practices. In addition, through the Epyllion Foundation, the Group invests in education, healthcare, and community development projects. Epyllion Style Limited supports this mission by ensuring workplace safety and providing a supportive environment for its employees.

Over the years, the company has built strong relationships with globally recognized brands such as H&M, Marks & Spencer, G-Star Raw, and C&A. These long-term partnerships show the company's ability to maintain quality, meet ethical standards, and deliver products on schedule. By focusing on its workforce and constantly improving its operations, Epyllion Style Limited has positioned itself as a reliable and competitive player in Bangladesh's ready-made garment sector.

2.2 Mission, Vision, and Values of Epyllion Style Limited

2.2.1 Mission

The mission of Epyllion Style Limited, which is the accessories unit of the group, is to create a balance between technological advancement and human values. The company aims to provide complete solutions for garments and accessories industries while keeping its focus on both efficiency and responsibility.

2.2.2 Vision

Epyllion Style Limited aspires to become a trusted and leading name in the accessories sector. Its vision highlights ensuring accuracy in production, maintaining timely delivery, and offering reliable services to clients. At the same time, the company values the well-being of its employees and contributes positively to the community. This vision not only expresses its business goals but also shows the long-term direction of Epyllion Style.

2.2.3 Values

From documentation on the broader Epyllion Group, key values include:

- **Respect for people** - celebrating human spirit and nurturing talent.
- **Ethics and transparency** - committing to honest business, clear governance, and social responsibility.
- **Social responsibility** - through sustainable business practices, CSR projects, environmental stewardship, and community engagement.

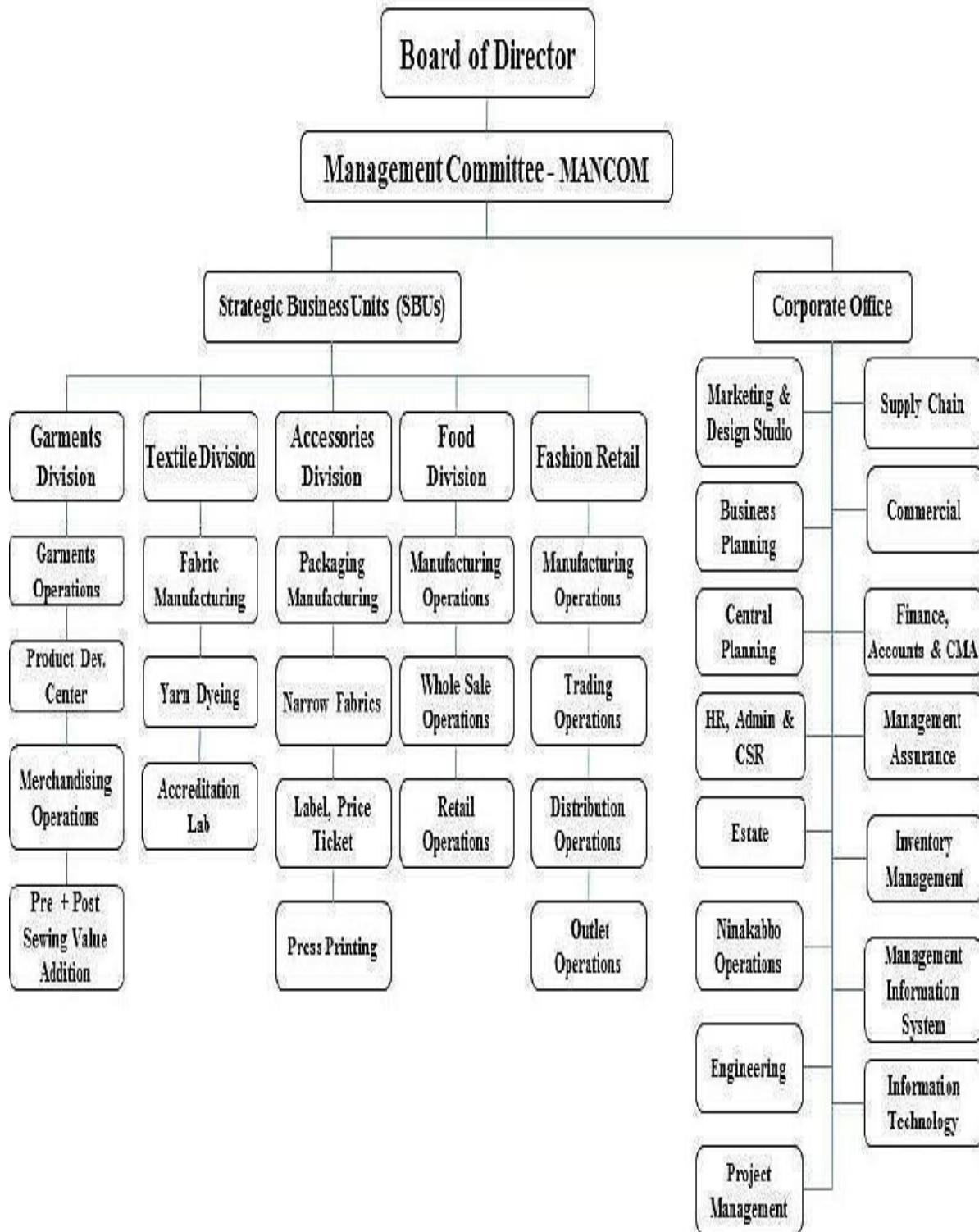
2.3 Objectives of Epyllion Style Limited

While Epyllion Style doesn't publicly publish a formal objective list, the following summaries reflect the organization's broader direction based on group documentation:

- Deliver consistent, high-quality knitwear products, such as T-shirts, sweatshirts, polos, trousers, and kids' items, to local and international clients.
- Maintain alignment with BGMEA and export standards, ensuring competitive readiness.
- Strengthen integration within the Group's end-to-end manufacturing chain to deliver efficient and reliable production outputs.

- Support the Group’s sustainability, ethical compliance, and growth goals through shared values, especially workplace practices and worker welfare.

2.4 Organizational Structure of Epyllion Style Limited



2.5 Government Affiliations

- Epyllion Style Limited is a registered member of the **Bangladesh Garment Manufacturers and Exporters Association (BGMEA)** under the Ministry of Commerce.
- The company follows export regulations and customs policies under the **National Board of Revenue (NBR)**, including bonded warehouse facilities and tax benefits.
- It complies with labor laws set by the **Ministry of Labor and Employment**, ensuring worker safety, minimum wage standards, and labor rights.
- The company cooperates with the **Export Promotion Bureau (EPB)** for trade facilitation and participation in export-related programs.
- Epyllion Style Limited also aligns with national policies like the **Export Policy** and the **National Skills Development Policy**, which support the garment industry.

2.6 Core Values for the Customer

- ✓ Commitment to delivering high-quality knitwear that meets international standards.
- ✓ Ensuring timely delivery to maintain customer trust and long-term partnerships.
- ✓ Adopting ethical and sustainable production practices to meet global expectations.
- ✓ Providing flexibility in design and production to cater to diverse buyer needs.
- ✓ Maintaining transparency and accountability in all business dealings.

2.7 Competitive Advantages of Epyllion Style Limited

- ✓ Strong vertical integration with its own textile, dyeing, and accessories units.
- ✓ Large-scale production capacity with modern machinery and skilled workforce.
- ✓ Established relationships with globally recognized brands like H&M and M&S.
- ✓ Eco-friendly “Green Factory” initiatives that attract sustainability-focused buyers.
- ✓ Experienced management and strict quality control systems ensuring consistency.

2.8 HR Team in Epyllion Style Limited

- HR team led by **AGM–HR** with executives and senior executives under him.
- Focus on **recruitment, onboarding, and talent acquisition**.
- Handles **training, development, and employee engagement programs**.
- Ensures **policy making, compliance, and HR documentation**.
- Works on **performance appraisal, succession planning, and KPI management**.

- Promotes **culture, welfare, and workplace safety**.
- Builds **links with universities** for internships and fresh talent.

2.9 Products of Epyllion Style Limited

Knitted Fabrics	GMT	Accessories
➤ Single Jersey	➤ Men's Knit Polo, T- Shirt, Sweatshirt, Cardigan, Knitted Bottom,	➤ Drawstring
➤ Single Lacoste (Single Tuck Back Pique)	➤ Boy's knit Polo, T- Shirt, Sweatshirt, and Cardigan.	➤ Twill Tape
➤ Polo Pique	➤ Lady's T-Shirt, Sweatshirt, Cardigan.	➤ Elastic
➤ Double Lacoste	➤ Polo, T-Shirt, Sweatshirt, Cardigan of Girls	➤ Price Ticket
➤ 1X1 Rib	➤ Kid's & Baby's Knit Polo, T-Shirt, Sweatshirt, Cardigan	➤ Poly
➤ 2X1 Rib		➤ Gum Tape
➤ Ottoman Rib.		➤ Auto Carton
➤ Terry: 2T Fleece, 3T Fleece		➤ Manual Carton

2.10 Major Export Products and Market of Epyllion Style Limited

Buyer Name	Logo	Operating Country
C&A		Belgium
M&S		UK
Varner Group		Norway
s.Oliver		Germany
G Star Raw		Netherlands
Celio		France
Target Australia		Australia
Original Marines		Italy
Tommy Hilfiger		America
H&M (Hennes & Mauritz)		Sweden
River Island		UK

2.11 Chronological Achievements of Epyllion Style Limited

Year	Achievement
1994	Epyllion Group is born , launching as a readymade garment (RMG) manufacturer/exporter, marking the start of what would become a full-fledged textile and accessories conglomerate.
January 2012	Launched notable CSR programs like: <ul style="list-style-type: none"> • “Social Service on Wheel”, bringing internet, healthcare, agri-service, and e-learning to rural Basundia near Jessore. • “Keen Hand for Educational Assistance”, offering scholarships and stipends for both meritorious students and employees’ children
February 2012	Joined the UN Global Compact , formally committing to principles in human rights, labor, environment, and anti-corruption.
2013–2023 (almost every year)	Regularly submitted “Communication on Progress” (CoP) reports to the UN Global Compact, reflecting ongoing sustainability and ethics efforts.
2015–2016	Grew export capacity by around 25% and expanded production capacity by 8% . Also, launched “Sailor” , a local fashion brand, opening its first outlet in Dhaka in April.
2016	Awarded the Standard Chartered–Financial Express CSR Award —a big pat on the back for impactful social responsibility work.
2020 (March)	Amidst COVID-19, rolled out “Joy of Giving” initiative, offering medical and relief aid to over 4,000 families in Gazipur and Sunamganj during lockdown.
2020 (Flood Season)	Continued under “Joy of Giving,” helping more than 3,000 stranded families and reconstructing 116 homes—spending Tk 2.32 crore on resettlement.
2021	Received a Recognition letter from Accord on Fire & Building Safety for Epyllion Knitwears Limited , reinforcing their commitment to safe workplace standards.
2022	<ul style="list-style-type: none"> • Achieved LEED Gold certification for Epyllion Knitwears Limited (HW), honoring its green infrastructure. • Named Champion in the Social Excellence category at The Sustainability Leadership Award (TSL) by BGMEA (in collaboration with GIZ), recognizing social impact in health, education, housing, and youth support.
2024	<ul style="list-style-type: none"> • Awarded the Thrive Champions Award in four categories for women empowerment and sustainable growth, via PVH, USAID, and CARE Bangladesh.
2025	Earned the title “Most Sustainable Garments Factory” at the SDG Brand Champion Awards 2025 for Epyllion Knitwears Ltd – HW .

Chapter-03

HRM Practices at Epyllion Style Limited

3.1 Introduction to HRM at Epyllion

The Human Resource Management (HRM) practices of Epyllion Style Limited show how the company manages its people in a structured way within the garment industry. The HR department not only works to achieve the company's business targets but also gives importance to employee welfare and development.

At Epyllion, HR is not limited to routine administrative work. It takes part in planning, workforce development, and ensures compliance with local labor laws as well as international standards. A strong focus is placed on employee well-being. The company provides facilities such as day-care centers, medical services, and subsidized shops to support workers and their families.

For professional growth, the Learning and Development Department (LDD) arranges training programs and workshops that help employees gain new skills and prepare for future roles. Epyllion also maintains links with universities and training institutions, which helps them bring in young talent through internships and placements.

Another major role of HR is compliance. The company follows the Bangladesh Labor Act strictly and has earned recognition from international organizations for maintaining workplace safety and ethical practices. To keep employees motivated, HR organizes award programs, cultural events, and awareness sessions. These activities help to raise morale and create a stronger bond between the company and its workforce.

In conclusion, HRM at Epyllion works to balance employee welfare with organizational success. This makes HR one of the most important functions in ensuring both productivity and a supportive workplace.

3.2 Recruitment and Selection Practices

- ✓ The selection process usually includes, firstly **CV screening, then written tests, interviews, and it sometimes takes practical assessments**, depending on the role.
- ✓ HR ensures fairness and transparency in hiring, avoiding discrimination and promoting equal opportunities for all applicants.
- ✓ For executive and managerial positions, **panel interviews** are commonly used to assess both technical and behavioral competencies.

- ✓ Fresh graduates often enter through **internship programs** and campus recruitment drives, which later lead to permanent placements based on performance.
- ✓ The HR team also maintains a **CV database** and uses HR software to track applicants, making the process faster and more organized.
- ✓ Along with technical qualifications, soft skills such as communication, teamwork, and adaptability are considered during the selection process.
- ✓ Job descriptions are clearly defined and provided during recruitment, so applicants understand roles and expectations before joining.
- ✓ Final recruitment decisions are usually approved by higher management to ensure alignment with departmental needs and company policies.
- ✓ This structured process helps Epyllion build a workforce that is skilled, motivated, and aligned with its long-term objectives.

3.3 Training and Development (T&D)

- Technical training on machine operation, quality control, and safety standards is required.
- Soft skill training sessions on communication, leadership, and teamwork.
- Supervisory and mid-level management development programs.
- Collaboration with external training providers for specialized courses.
- Continuous on-the-job training to improve productivity and reduce errors.
- Emphasis on creating career growth opportunities through skill development.

3.4 Performance Appraisal System

- An annual appraisal system with structured evaluation criteria.
- Use of key performance indicators (KPIs) to measure employee achievements.
- Supervisor feedback sessions to provide guidance and suggestions.
- Appraisal results linked to promotions, increments, and rewards.
- Emphasis on fairness and transparency in the evaluation process.
- Opportunities for employees to share their views during appraisal discussions.

- Performance outcomes used to identify training needs and career planning.

3.5 Compensation and Benefits

- Competitive salary structure is following government wage guidelines.
- Overtime payments in compliance with labor regulations.
- Festival bonuses provided twice a year.
- Attendance and performance-based incentives.
- Provident fund and gratuity facilities for long-term employees.
- Maternity leave and related benefits as per labor law.
- Health and medical support services for employees.
- Subsidized meals and transportation facilities.
- Yearly increments based on performance and company policy.

3.6 Employee Engagement and Motivation

- Regular communication between the management and workers to build trust.
- Recognition programs to reward outstanding performance.
- Team-building activities and cultural programs to enhance bonding.
- Training and career development opportunities to motivate employees.
- Safe and healthy workplace environment to reduce stress.
- Grievance handling system to address employee concerns quickly.
- Employee participation in decision-making at operational levels.
- Encouragement of suggestions and innovative ideas from workers.

3.7 Industrial Relations and Compliance

- Recognition of worker participation committees (WPC) to strengthen communication.
- Regular dialogue between management and worker representatives to solve disputes.
- Adherence to buyer codes of conduct and international compliance standards.
- No tolerance policy for discrimination, child labor, or forced labor.

- Compliance audits conducted by buyers and external agencies.

3.8 Health, Safety, and Welfare Practices

- Well-ventilated and adequately lit factory environment.
- Fire safety measures including extinguishers, alarms, and regular drills.
- Use of personal protective equipment (PPE) for workers in sensitive areas.
- On-site medical facilities and access to professional doctors.
- Pure drinking water and hygienic sanitation facilities.
- Daycare center facilities for female employees with children.
- Canteen services offering subsidized meals.
- Training sessions on occupational health and safety awareness.
- Emergency evacuation procedures and safety signage across the factory.

3.9 Workplace Diversity and Inclusion

- Equal employment opportunities regardless of gender, religion, or ethnicity.
- Strong participation of female workers in production and supervisory roles.
- Policies against workplace harassment and discrimination.
- Support for maternity leave and facilities to encourage female workforce participation.
- Engagement programs that promote respect and teamwork among diverse groups.
- Training sessions on awareness and sensitivity to foster inclusivity.

3.10 HR Technology and Automation

- Use of Human Resource Information Systems (HRIS) for employee records.
- Automated attendance and payroll systems for accuracy and efficiency.
- Online recruitment tools for screening and selecting candidates.
- Digital performance management system for tracking employee goals.
- E-learning platforms and digital training modules for skill development.

- Data-driven reporting to support HR planning and policy-making.
- Use of biometric systems to ensure transparency in attendance.

3.11 Corporate Social Responsibility (CSR) and HR's Role

Epyllion Style Limited actively participates in corporate social responsibility (CSR) programs, and the HR department plays a key role in implementing these initiatives. HR ensures that CSR activities not only benefit the community but also create a sense of pride among employees.

- Recruitment policies aligned with ethical labor practices.
- HR ensures fair wages, safe working conditions, and compliance with labor laws.
- Employee participation in CSR initiatives such as tree plantation and awareness programs.
- Training programs on sustainability and environmental responsibility.
- Support for community development projects like education and healthcare.
- Encouragement of volunteerism among employees for social causes.
- Collaboration with NGOs and stakeholders for long-term social impact.

3.12 Future Directions of HRM at Epyllion

Epyllion Style Limited recognizes the need to modernize HR practices to stay competitive in the global apparel industry. The company is focusing on innovation, technology, and people-centered strategies for the future.

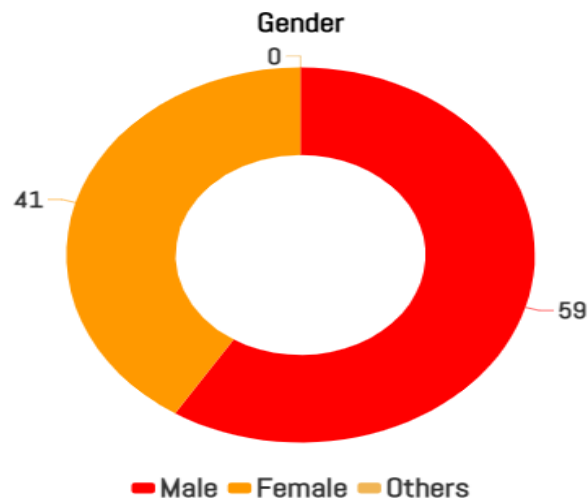
- Greater use of digital HR tools for recruitment, training, and performance management.
- Expansion of diversity and inclusion programs to strengthen workplace harmony.
- Stronger focus on employee well-being through health and wellness initiatives.
- Adoption of advanced learning platforms for continuous employee development.
- Building leadership pipelines to prepare future managers.
- Enhancing sustainability-driven HR policies to meet global buyer expectations.
- Moving toward data-driven HR decision-making for better workforce planning.

Chapter-04

Analysis of the Report

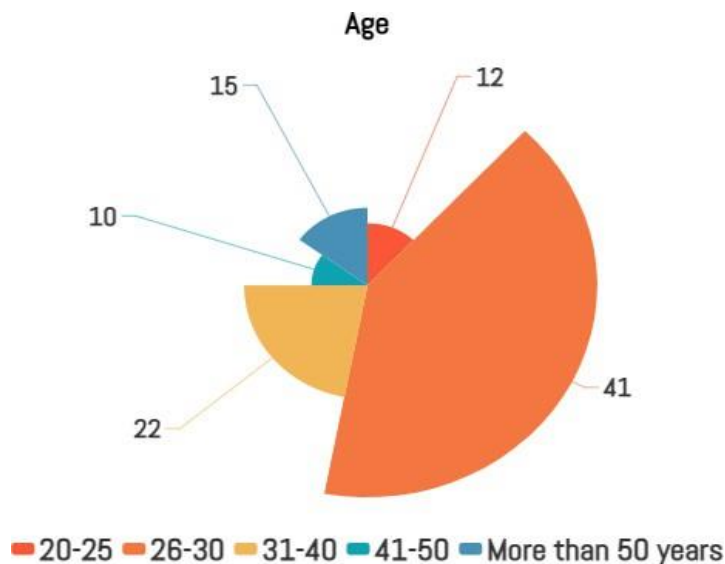
4.1 Questionnaire Survey Analysis

4.1.1 Gender



Interpretation: The survey results show that out of the 100 respondents, 59 percent were male and 41 percent were female, while no respondents identified as others. This indicates that the participation in the survey was slightly higher among males compared to females.

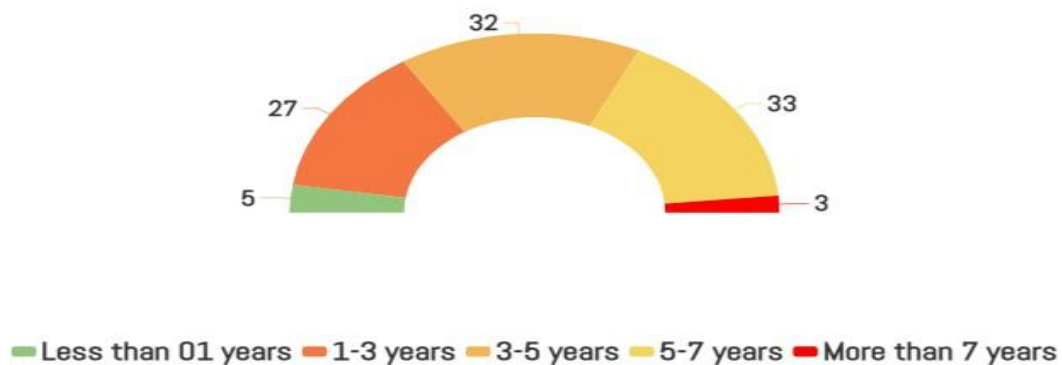
4.1.2 Age



Interpretation: The chart indicates that the majority of respondents fall within the age group of 26–30 years, representing 41 percent of the sample. This is followed by 22 percent in the 31–40 years group, while 15 percent are above 50 years. Respondents aged 20–25 years make up 12 percent, and 10 percent belong to the 41–50 years group. This shows that most participants are in their early to mid-career stages.

4.1.3 Duration of employment at Epyllion Style Limited

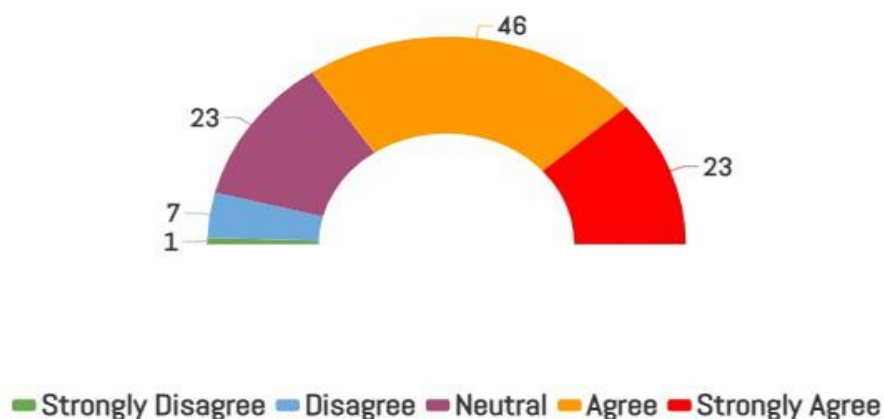
Duration of employment at Epyllion Style Limited



Interpretation: The survey result on the duration of employment at Epyllion Style Limited shows that 5 respondents have been working for less than one year, while 27 employees fall in the range of 1 to 3 years. A larger portion, 32 respondents, reported working between 3 to 5 years, and the highest count of 33 employees have been in service for 5 to 7 years. On the other hand, only 3 respondents indicated that they have been employed for more than 7 years in the organization.

4.1.4 The recruitment and selection process at Epyllion is fair, transparent, and based on merit.

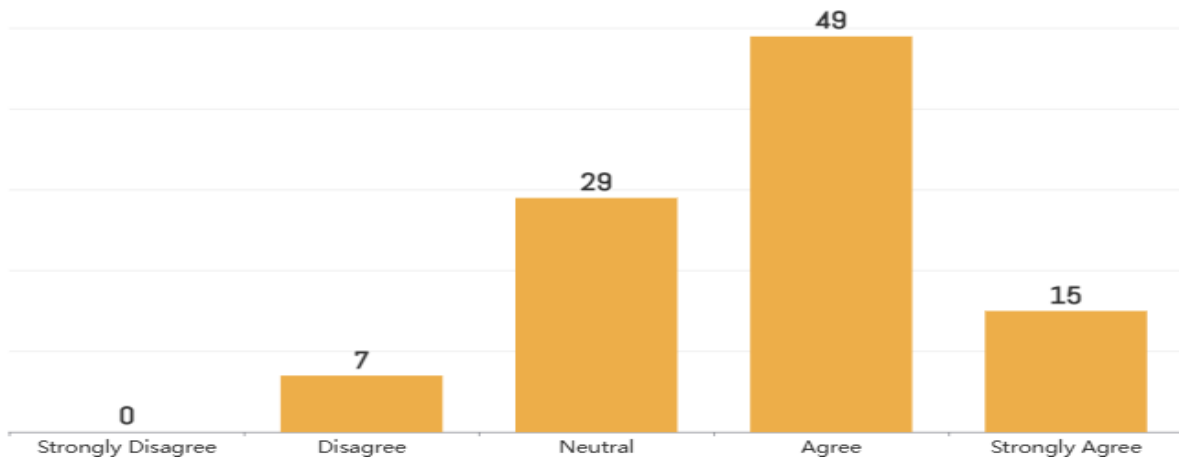
The recruitment and selection process at Epyllion is fair, transparent, and based on merit.



Interpretation: This chart shows that only 1 respondent strongly disagreed and 7 respondents disagreed with the statement. A total of 23 participants remained neutral, while the majority expressed positive views, with 46 agreeing and another 23 strongly agreeing that the process is fair, transparent, and based on merit.

4.1.5 The training and development programs offered by Epyllion improve my skills and career growth.

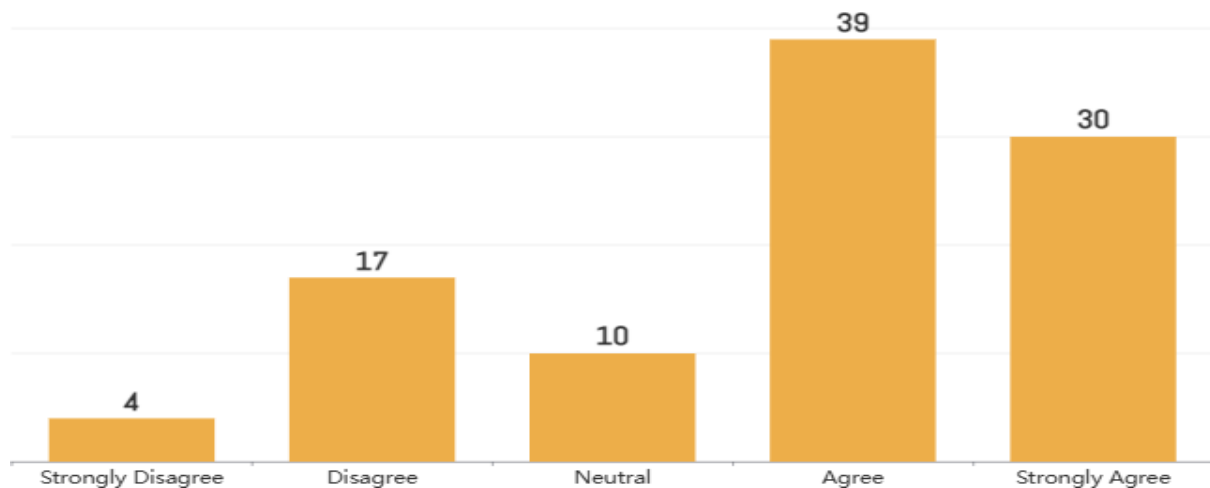
The training and development programs offered by Epyllion improve my skills and career growth.



Interpretation: The chart indicates that no participants strongly disagreed, while 7 respondents disagreed. A group of 29 participants remained neutral, whereas 49 agreed that the programs help improve their skills and career growth. Additionally, 15 respondents strongly agreed with the statement, reflecting a generally positive perception.

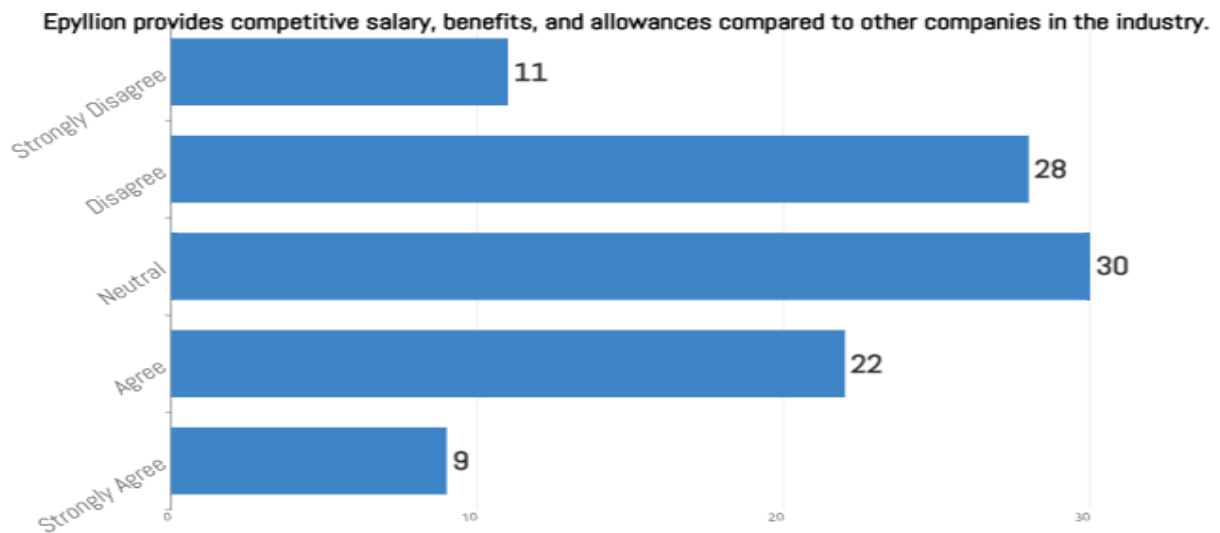
4.1.6 The performance appraisal system at Epyllion is clear, unbiased, and linked to my actual performance.

The performance appraisal system at Epyllion is clear, unbiased, and linked to my actual performance.



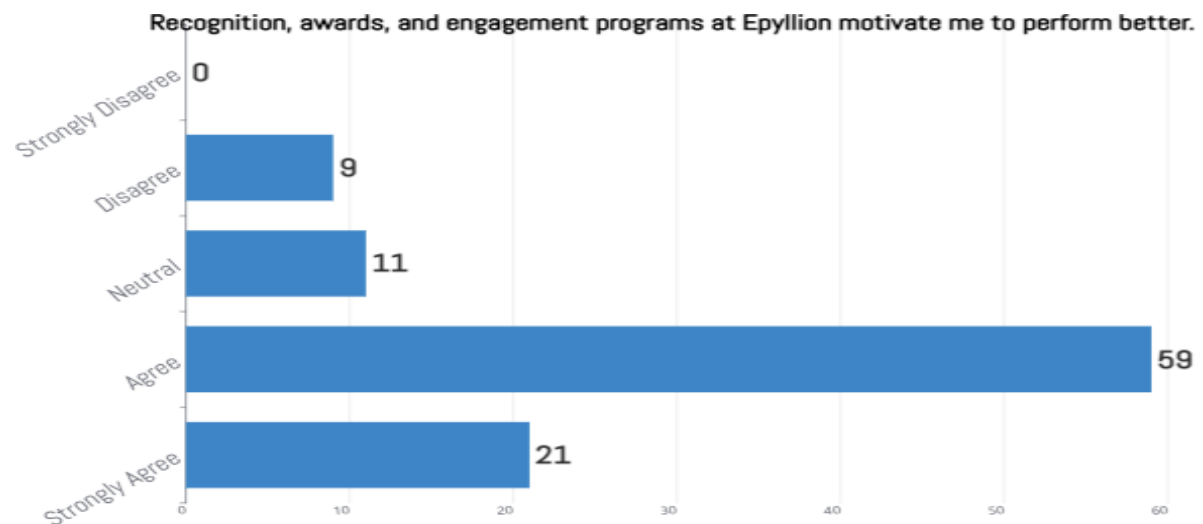
Interpretation: The chart on the performance appraisal system at Epyllion shows that 4 respondents strongly disagreed and 17 disagreed with the statement. Another 10 participants stayed neutral, while 39 agreed and 30 strongly agreed that the appraisal system is clear, unbiased, and connected to actual performance.

4.1.7 Epyllion provides competitive salary, benefits, and allowances compared to other companies in the industry.



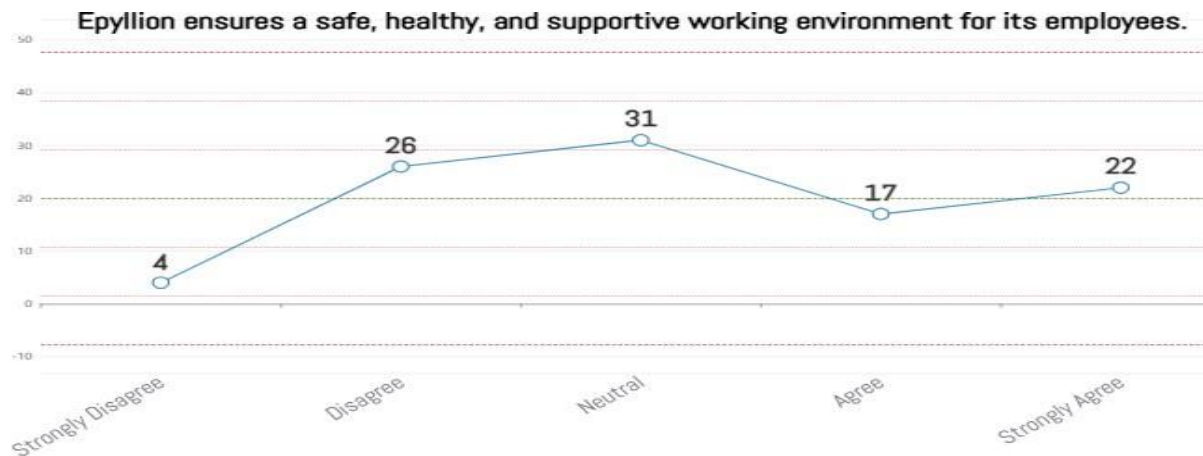
Interpretation: The responses on salary, benefits, and allowances at Epyllion show that 11 participants strongly disagreed and 28 disagreed with the statement. A total of 30 respondents remained neutral, while 22 agreed and 9 strongly agreed that the company offers competitive compensation compared to others in the industry.

4.1.8 Recognition, awards, and engagement programs at Epyllion motivate me to perform better.



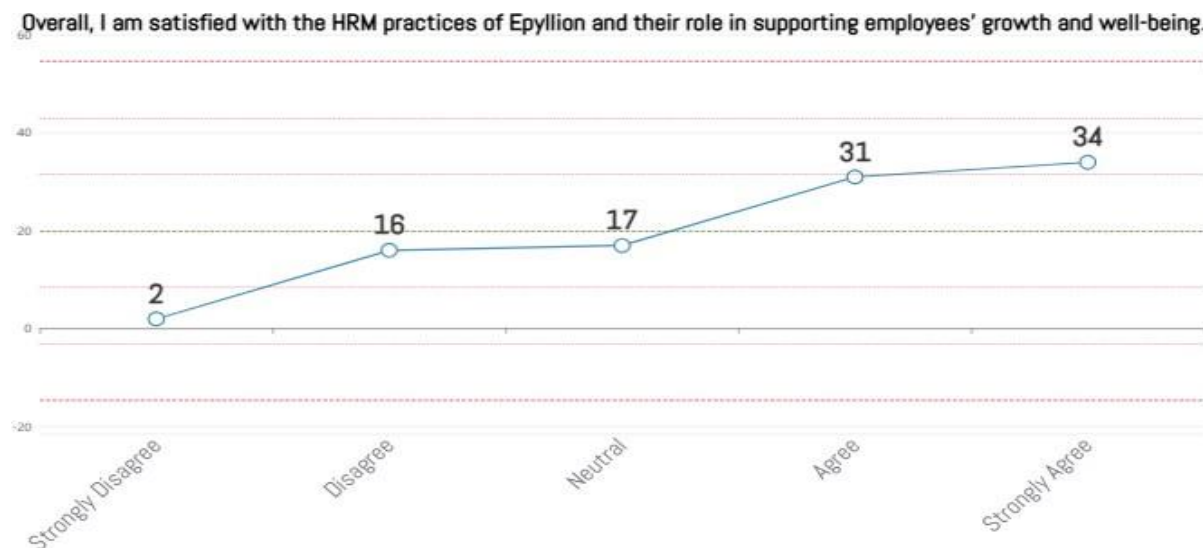
Interpretation: The results on recognition, awards, and engagement programs at Epyllion indicate that no respondents strongly disagreed, while 9 disagreed and 11 remained neutral. A larger share of participants expressed positive views, with 59 agreeing and 21 strongly agreeing that such programs motivate them to perform better.

4.1.9 Epyllion ensures a safe, healthy, and supportive working environment for its employees.



Interpretation: The findings on workplace environment at Epyllion show that 4 respondents strongly disagreed and 26 disagreed with the statement. Another 31 participants remained neutral, while 17 agreed and 22 strongly agreed that the company ensures a safe, healthy, and supportive working environment.

4.1.10 Overall, I am satisfied with the HRM practices of Epyllion and their role in supporting employees' growth and well-being.



Interpretation: The overall satisfaction with HRM practices at Epyllion shows that 2 respondents strongly disagreed and 16 disagreed, while 17 remained neutral. In contrast, 31 participants agreed and 34 strongly agreed that the practices support employee growth and well-being.

4.2 SWOT Analysis of Epyllion Style Limited

A SWOT analysis provides a structured evaluation of the internal strengths and weaknesses, along with the external opportunities and threats that influence the strategic positioning of Epyllion Style Limited in the apparel industry of Bangladesh.

4.2.1 Strengths:

- **Integrated Operations:** The company manages its own textile, knitting, dyeing, accessories, and garment units, which helps control quality and reduce costs.
- **Reliable Buyers:** It has long-term business ties with well-known international retailers such as H&M, C&A, and M&S, ensuring a steady flow of export orders.
- **Sustainability Efforts:** Being recognized as a “Green Factory” shows its focus on the environmentally friendly practices, which improves its reputation on abroad.
- **Skilled Workforce:** The organization has a good number of trained employees, and with proper HR support, this helps keep operations smooth and efficient.
- **Compliance:** The company strictly follows labor laws and safety standards, and also meets buyer all type of audit requirements, which helps maintain reliability and trust.

4.2.2 Weaknesses:

- **Export Dependence:** A large share of the company’s earnings comes from international buyers, which makes it sensitive to fluctuations and uncertainties in the global market.
- **Raw Material Dependence:** Since the company relies heavily on imported raw materials, it often faces delays and reduced flexibility when urgent orders arise.
- **Rising Costs:** The company faces higher expenses because of the need to invest in new technologies and to meet different compliance requirements. These factors add to the overall operational cost.
- **Limited Local Presence:** Even though the company has a strong production capacity, it does not have much visibility in the local fashion market compared to its international reach.
- **Employee Turnover:** Retaining workers, especially in production, is a challenge. This leads to frequent recruitment and training, which increases costs for the company.

4.2.3 Opportunities:

- **New Markets:** There are chances to reach markets outside Europe and North America, which would help reduce dependence on a few regions.
- **Automation:** Bringing in more digital systems in areas like production and HR could help cut costs and make work faster and easier.
- **High-Value Products:** Moving towards design-focused and higher-end clothing can raise profits and also create stronger connections with buyers
- **Country Advantage:** Bangladesh's growing role in apparel exports gives the company more space to attract new customers and expand its business.

4.2.4 Threats:

- **Tough Competition:** Countries such as Vietnam, India, and Cambodia are strong competitors in the global apparel market.
- **Economic Risks:** Recession or reduced demand in key export countries can directly impact orders.
- **Labor Unrest:** Political or worker-related unrest in Bangladesh can affect production schedules.
- **Compliance Demands:** Stricter buyer requirements for audits and compliance may increase pressure on operations.
- **Price Fluctuations:** Unstable prices of cotton and yarn make cost management more difficult.

Chapter-05

Findings, Recommendations & Conclusion

5.1 Findings of the Study

1. **High Employee Turnover at Production Level:** Survey data (Figure 4.1.3) shows that only 3% of respondents have worked for more than 7 years, while the majority, 60%, fall within the 1–5 years' range. This reflects weak long-term retention, especially among production workers.
2. **Limited Effectiveness of Training Programs:** According to the survey (Figure 4.1.5), 29% of employees stayed neutral and 7% disagreed about training helping career growth. This indicates that training programs are not consistently impactful for all workers.
3. **Concerns about Performance Appraisal Fairness:** Survey results (Figure 4.1.6) reveal that 21% of employees either disagreed or strongly disagreed with the fairness of performance appraisals, showing a noticeable lack of trust in the evaluation process.
4. **Dissatisfaction with Compensation and Benefits:** The survey (Figure 4.1.7) indicates that 39% of respondents disagreed or strongly disagreed that salary and benefits are competitive, while only 31% agreed. This reflects dissatisfaction with pay compared to industry standards.
5. **Workplace Safety and Support Gaps:** Findings (Figure 4.1.9) show that 30% of employees disagreed or strongly disagreed that the workplace is safe, healthy, and supportive, while another 31% stayed neutral. This suggests employees are not fully confident in safety measures.
6. **Dependence on Traditional HR Practices:** Although Epyllion has started using HR software (Chapter 3.10), survey analysis indicates mixed satisfaction in efficiency-related practices. Neutral responses in training (29%) and workplace safety (31%) suggest that reliance on traditional systems still limits HR effectiveness.

5.2 Recommendations

1. **Retention Improvement Measures:** Since only 3% of employees have stayed beyond 7 years, HR should create loyalty incentives such as tenure-based bonuses, career progression plans, and improved welfare facilities to encourage long-term commitment.
2. **Training Program Redesign:** As 36% of respondents showed either disagreement or neutrality about training effectiveness, programs should be revised with practical skill-building, mentorship, and post-training evaluations to ensure real improvement.
3. **Fairer Performance Appraisal System:** With 21% of employees doubting appraisal fairness, Epyllion should introduce self-assessment options, provide evaluator training, and allow review appeals to strengthen trust in the evaluation process.
4. **Competitive Compensation Adjustment:** Because 39% of employees expressed dissatisfaction with pay, HR should benchmark salaries with industry standards, introduce skill-based allowances, and expand medical or family benefits to reduce discontent.
5. **Strengthened Workplace Safety and Well-being:** As 61% of employees were either neutral or negative about safety, management should conduct frequent safety audits, expand counseling services, and improve protective equipment to build employee confidence.
6. **Wider Use of Digital HR Solutions:** Given mixed responses linked to traditional practices, Epyllion should expand automation in recruitment, training, and payroll, and introduce employee self-service systems to enhance transparency and efficiency.

5.3 Conclusion

This study on the Human Resource Management practices of Epyllion Style Limited highlights both the strengths and the areas that require further development. The organization has a structured HR framework that covers recruitment, training, performance appraisal, compensation, employee engagement, and workplace compliance. These practices show that the company values its people and is aware of the importance of HRM in maintaining competitiveness in the apparel industry.

The survey findings also pointed out a number of challenges. These include high employee turnover, training programs that are not always effective, concerns about the fairness of appraisals, dissatisfaction with pay, questions about workplace safety, and a continued dependence on traditional HR methods. Such issues show a gap between what policies promise and how employees actually feel, and if not addressed, they may affect both staff satisfaction and the company's growth in the long run.

The recommendations in this report suggest ways to close these gaps. They include stronger policies to retain workers, improving training design, making appraisal systems fairer, offering more competitive pay, ensuring better workplace safety, and introducing more digital tools in HR. If these steps are put into action, they can help build trust among employees, increase motivation, and improve the overall HR practices of Epyllion.

In summary, Epyllion Style Limited has built a strong base in human resource management, but the main challenge is to keep updating its practices to match employee needs and industry standards. With steady improvement, the company can strengthen its image not only as a reliable exporter but also as a preferred workplace in Bangladesh's garment industry.

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Appendix

Survey Questionnaire Sample

SL	Questionnaire Items	Scale				
		Male		Female		Others
01	Gender					
02	Age	20-25	26-30	31-40	41-50	More than 50 years
03	Duration of employment at Epyllion Style Limited	Less than 01 years	1-3 years	3-5 years	5-7 years	More than 7 years
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
04	The recruitment and selection process at Epyllion is fair, transparent, and based on merit.					
05	The training and development programs offered by Epyllion improve my skills and career growth.					
06	The performance appraisal system at Epyllion is clear, unbiased, and linked to my actual performance.					
07	Epyllion provides competitive salary, benefits, and allowances compared to other companies in the industry.					
08	Recognition, awards, and engagement programs at Epyllion motivate me to perform better.					
09	Epyllion ensures a safe, healthy, and supportive working environment for its employees.					
10	Overall, I am satisfied with the HRM practices of Epyllion and their role in supporting employees' growth and well-being.					