



Internship Report
on
Recruitment & Selection Process in Bangladesh:
A Case Study on Al Muslim Group

Submitted by:

Roman Khandaker

Student ID: BBA2201025113

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management (HRM)

Semester: Fall-2025

Submitted to:

Department of Business Administration

Sonargaon University (SU)

147/I, Green Road, Tejgaon, Dhaka-1215

Date of Submission: January 03, 2026



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Md. Rasel Hawlader

Assistant Professor

Department of Business Administration

Sonargaon University (SU)

147/I, Green Road, Tejgaon, Dhaka-1215

Date of Submission: January 03, 2026

Letter of Transmittal

January 03, 2026

To

Md. Rasel Hawlader

Assistant Professor

Department of Business Administration

Sonargaon University (SU)

Subject: Submission of Report on “**Recruitment & Selection Process in Bangladesh: A Case Study on Al Muslim Group.**”

Respected Sir,

With due respect and honor, I am pleased to inform you that I have successfully completed the requirements for this internship report, which is a mandatory component for the completion of the Bachelor of Business Administration (BBA) program.

It is my pleasure to submit the internship report titled “**Recruitment & Selection Process in Bangladesh: A Case Study on Al Muslim Group.**” During the internship period, I gathered and analyzed what I believe to be the most accurate and relevant information available regarding the recruitment and selection practices of Al Muslim Group, a prominent RMG company in Bangladesh. The insights presented in this report are based on first-hand experience, company documents, and direct observation of HR processes.

I sincerely believe that the findings and discussion in this report will meet the required academic standards and offer a clear understanding of the recruitment and selection methods implemented at Al Muslim Group.

I humbly request you to accept this report for your kind evaluation and review.

Respectfully yours,

Roman Khandaker

Student ID: BBA2201025113

Department of Business Administration

Sonargaon University (SU)

Letter of Authorization

I, Md. Rasel Hawlader, Assistant Professor, Department of Business Administration, Sonargaon University (SU) hereby certify that the Report work entitled as “**Recruitment & Selection Process in Bangladesh: A Case Study on Al Muslim Group.**” has been prepared by Roman Khandaker, ID: BBA2201025113, Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfilment for the degree of the Bachelor of Business Administration (BBA) with major in HRM. To the best of my knowledge, the above-mentioned work has been conducted by the student himself. Any opinion and/or suggestion made in this study are entirely that of the author of this report.

The report is an original work and prepared as a partial requirement of the degree the Bachelor of Business Administration (BBA).

Md. Rasel Hawlader
Assistant Professor
Department of Business Administration
Sonargaon University (SU)

Student's Declaration

I, **Roman Khandaker**, a student of **Bachelor of Business Administration (BBA)**, ID: **BBA2201025113**, from **Sonargaon University (SU)**, hereby solemnly declare that this report entitled “**Recruitment & Selection Process in Bangladesh: A Case Study on Al Muslim Group.**” has been originally and authentically prepared by me.

This report has been undertaken under the supervision of **Md. Rasel Hawlader**, Assistant Professor, Department of Business Administration, Sonargaon University (SU), and reflects my own efforts, observations, and analysis conducted during the internship period. I affirm that the content presented in this report is the result of my individual research and practical experience, and all sources of information have been acknowledged appropriately.

I further certify that this report has not been submitted, either in part or in full, for the award of any degree, diploma, or certificate at this or any other institution. This work has been completed with academic integrity and adherence to the relevant ethical and copyright standards.

I understand the importance of this declaration and confirm that the information provided is accurate and true to the best of my knowledge and belief.

Sincerely,

Roman Khandaker
Student ID: BBA2201025113
Major: Human Resource Management
Semester: Fall 2025
Department of Business Administration
Sonargaon University (SU)

Acknowledgement

First and foremost, I wish to express my deepest gratitude to my supervisor, **Md. Rasel Hawlader**, Assistant Professor, Department of Business Administration, Sonargaon University (SU), for his constant guidance, support, and encouragement throughout the preparation of this report. His valuable insights and expertise in Human Resource Management have significantly enhanced my understanding and played a crucial role in the successful completion of this case study on “**Recruitment & Selection Process in Bangladesh: A Case Study on Al Muslim Group.**”

I would also like to thank all the faculty members of the Department of Business Administration at Sonargaon University for their continuous support and commitment to creating a stimulating and engaging learning environment.

My sincere appreciation goes to **Al Muslim Group** for providing the necessary information and access, which were essential for the completion of this study.

Finally, I am truly grateful to my family, friends, and classmates for their unwavering encouragement, motivation, and support throughout this journey. Their presence and assistance have meant a great deal to me and helped me remain focused and dedicated.

Roman Khandaker

Student ID: BBA2201025113

Major: Human Resource Management

Semester: Fall 2025

Department of Business Administration

Sonargaon University (SU)

Executive Summary

This internship report titled “**Recruitment & Selection Process in Bangladesh: A Case Study on Al Muslim Group**” has been prepared as a partial fulfillment of the requirements for the Bachelor of Business Administration (BBA) degree. The main purpose of this report is to analyze and evaluate the recruitment and selection practices followed by Al Muslim Group, a well-known organization in the Ready-Made Garments (RMG) sector of Bangladesh. The study focuses on understanding how the organization plans its manpower needs, attracts potential candidates, and selects suitable employees. Both primary and secondary data were used to conduct this study. Primary data were collected through direct observation and informal discussions with HR personnel during the internship period, while secondary data were gathered from company records, websites, reports, and relevant academic sources. The findings indicate that Al Muslim Group follows a structured recruitment and selection process that includes manpower planning, job analysis, internal and external recruitment, shortlisting of candidates, interviews, and final selection. The organization places significant importance on candidates’ experience, skills, and suitability for the organizational culture. However, the study also identifies certain limitations, such as reliance on traditional recruitment methods, limited use of online recruitment platforms, and time constraints in the hiring process. Based on the findings, the report provides several recommendations to improve the effectiveness of the recruitment and selection system, including greater use of digital recruitment tools, improved HR planning, and the development of standardized selection procedures. Overall, the report concludes that an effective recruitment and selection process is crucial for organizational success, and with some improvements, Al Muslim Group can further strengthen its human resource management practices and competitiveness in the RMG industry of Bangladesh.

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Chapter: One

Introduction

1.1 Introduction

In today's rapidly evolving business environment, human resources play a pivotal role in driving organisational success. Among the many functions within human resource management, the processes of recruitment and selection stand out as strategic pillars—ensuring that the organisation attracts, evaluates and appoints the right individuals who not only meet the immediate requirements of a role but also contribute to the long-term goals of the enterprise. Recruitment and selection are no longer mere administrative tasks; they are fundamental to securing a competitive advantage in a constantly shifting talent marketplace.

Recruitment refers to the activities that identify and attract potential candidates for job vacancies. It encompasses everything from defining job requirements, employer branding, sourcing through internal and external channels, and engaging candidates. Selection, in contrast, is the systematic process of screening, shortlisting, assessing, and ultimately choosing the most suitable candidate for the job. Together, these inter-linked processes ensure that an organisation obtains the right number of people with the right skills, at the right time, and at the right cost.

The significance of deploying effective recruitment and selection methods cannot be overstated. When done properly, these methods contribute to improved match-between candidate and job, reduced turnover, enhanced employee performance, better organisational fit, and improved overall productivity. For instance, research has shown that organisations with structured recruitment and selection policies tend to achieve higher organisational effectiveness. Conversely, weak methods may lead to mismatches, increased recruitment costs, extended vacancy periods, lower morale, and turnover—issues no organisation can afford in today's competitive environment.

Modern organisations face a multitude of challenges in these processes: growing competition for talent, the need for diversity and inclusion, rapidly changing job roles driven by technology, and a demand for speed and efficiency without sacrificing quality or fairness. Using technology such as applicant tracking systems (ATS), social media sourcing, and analytics has become increasingly important in recruitment and selection. Additionally, the selection phase demands rigorous methods—such as structured interviews, competency-based testing, and behavioural assessments—to ensure candidates are evaluated not just for immediate skill fit but cultural alignment and future potential.

Given this context, during my internship at Al Muslim Group. I observed and engaged with the actual practices of recruitment and selection. This report presents a comprehensive evaluation of those methods: from the initial sourcing of candidates through to their final appointment, including screening, interviewing, testing, decision-making and onboarding. It assesses how well the methods align with the strategic objectives of the organisation, how efficient they are in terms of time and cost, how fair and transparent they are, and how effectively they result in quality hires.

Through this report, I aim to provide not only an analytical perspective rooted in theoretical frameworks and industry research, but also real-world insights grounded in hands-on experience during the internship. The goal is to offer actionable suggestions that the organisation—and others like it—can adopt to refine their talent acquisition processes, deliver greater value through people, and maintain a competitive edge in attracting and retaining high-quality employees.

In summary, this evaluation underscores the notion that recruitment and selection are not passive HR functions but dynamic, strategic processes. When implemented thoughtfully and systematically, they become enablers of organisational resilience, innovation and growth. This report therefore contributes to understanding how the practical realities of recruitment and selection align (or misalign) with theoretical ideals—and how organisations can strive for continuous improvement in these critical HR activities.

1.2 Objectives of the Study

This internship report is presented as a partial fulfilment of the requirements for the Bachelor of Business Administration (BBA) degree, majoring in Human Resource Management. It aims to merge theoretical insights with the hands-on experiences I gained during my internship at Al Muslim Group, focusing specifically on the evaluation of the company's recruitment and selection methods.

➤ General Objective

To assess and evaluate the recruitment and selection methods employed by Al Muslim Group to determine their effectiveness, alignment with best-practice human resource management principles, and contribution to the organisation's strategic goals.

➤ Specific Objectives

- To investigate and describe the existing recruitment processes at Al Muslim Group (including sourcing channels, employer branding, candidate pool composition and timeline).
- To examine and analyse the selection methods applied (such as screening, interviewing, testing, assessment tools) and evaluate how they align with the job requirements and organisational culture.
- To measure key performance indicators of the recruitment-selection process (for example time-to-hire, cost-per-hire, quality of hire, turnover of recent hires) insofar as data permits.
- To evaluate the fairness, transparency and compliance of the methods with regulatory, ethical and diversity standards in recruitment and selection.

- To identify strengths and weaknesses in the current recruitment and selection practices of Al Muslim Group and to recommend practical improvements for enhancing effectiveness, efficiency and strategic alignment.
- To integrate theoretical perspectives from human resource management literature with practical, on-the-ground experience obtained during the internship, thus bridging the gap between theory and practice.

1.3 Methodology of the Study

This chapter outlines the methodological framework adopted for the study entitled **“Recruitment & Selection Process in Bangladesh: A Case Study on Al Muslim Group”**. The purpose of this methodology section is to clearly define how the research was designed, how data were collected and analysed, and how the study was conducted with rigour and transparency.

Data Sources

➤ Primary Data

Primary data was collected through direct engagement and observation during the internship. The following sources were used:

- Structured questionnaires were administered to the new employee sample to gather measurable responses on their hiring experience, perception of selection fairness, time taken and satisfaction with the process.
- Observational data and HR records (subject to confidentiality) at Al Muslim Group were reviewed to capture process metrics (e.g., average duration of recruitment cycle, number of applicants, cost indicators).

➤ Secondary Data

Secondary data was gathered to support the theoretical framework and analyse the Evaluation of Recruitment & Selection Methods in broader contexts. The following materials were reviewed:

Relevant literature on recruitment and selection best practices, academic research in human resource management, and internal organisational documents (job-descriptions, recruitment policy) were reviewed to ground the empirical findings in theory.

1.4 Research Approach

➤ Qualitative Component

This will explore participants' perceptions, experiences, and opinions regarding the effectiveness, strengths, and weaknesses of current recruitment and selection procedures. Tools such as interviews and open-ended questionnaires will be used to gather detailed insights from HR personnel and selected employees.

➤ Quantitative Component

To objectively assess recruitment outcomes, numerical data will be collected through structured surveys and existing organizational records (e.g., time-to-hire, hire quality, retention rates). This will allow statistical analysis of trends and relationships in the recruitment and selection process. By integrating both qualitative insights and quantitative data, this approach ensures a balanced and in-depth evaluation of how recruitment and selection methods operate in practice and how they impact organizational goals.

1.5 Limitations of the Study

Although this research aims to provide a comprehensive evaluation of the recruitment and selection practices at Al Muslim Group, it is important to acknowledge certain limitations that may influence the interpretation and applicability of the findings. All research studies have inherent constraints that can affect the depth of analysis, generalizability, and accuracy of results. Recognizing these limitations enhances the transparency of the research and helps readers understand the context within which conclusions are drawn. Common limitations include factors such as restricted access to data, time and resource constraints, and the potential for bias in responses, all of which may limit the extent to which the study's outcomes reflect broader organizational realities.

Sample Size Constraints:

The number of HR personnel and employees who participated in surveys or interviews may be limited, which could reduce the generalizability of the findings to the entire workforce of Al Muslim Group.

➤ Response Bias

Participants might provide socially desirable responses or may not fully disclose their honest perceptions, potentially affecting the validity of the data collected.

➤ **Time Limitations**

Due to time restrictions for completing the research, the study may not have captured all nuances of the recruitment and selection processes in depth.

➤ **Access to Information**

Some internal HR documents or performance data relevant to recruitment outcomes may not be accessible due to confidentiality, limiting the completeness of the analysis.

➤ **Methodological Constraints**

The research design and tools selected (e.g., survey instruments or interview techniques) may have inherent limitations that prevent full exploration of complex recruitment strategies.

Chapter: Two

Profile of the Organization

2.1 Company Overview



Name of the Organization: AL-Muslim Group

Date of establishment/founding year: In 1992

Founder Name: S.M. Amzad Hossain

Type of Organization: A multidimensional B2B business model for RMG sector. A state-of-the-art & eco-friendly garments accessories manufacturing facility which is certified by their leading partners H&M, C&A, NEXT, BESTSELLER and CELIO.

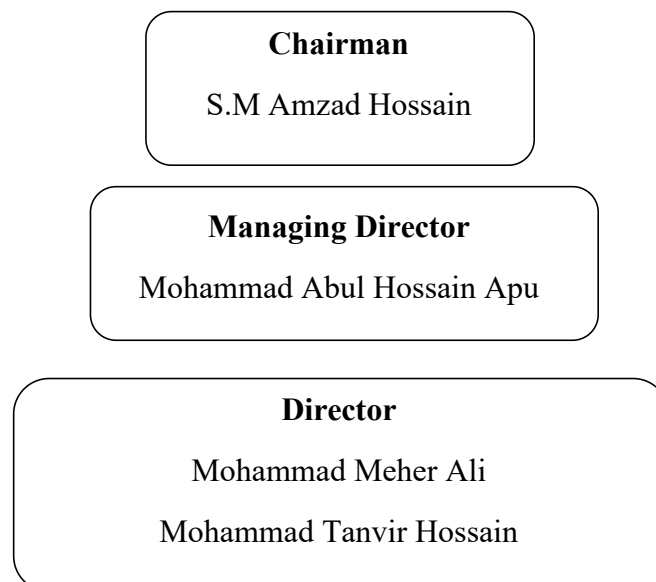
Location: 14, Gedda, Karnapara, Ulail, Savar, Dhaka –1340

Managing Director: md@pacificbluejeans.com

Executive Director: kausar@pacificbluejeans.com

2.2 Board of Directors of AL-Muslim Group

Organogram



2.3 Vision

They envision becoming the global leader in the ready made garment industry, setting the standard for excellence in manufacturing and innovation. They aim to be not just a manufacturer but a trusted partner for our customers, contributing to the fashion landscape while leaving a positive impact on the communities we serve.

2.4 Mission

Their in-house facilities are strategically crafted to ensure the highest quality, competitive pricing, and excellent services, aiming to satisfy our esteemed customers. Ultimately, their mission is to stand out as a symbol of excellence in the apparel industry, fueled by innovation, quality, and a strong commitment to customer satisfaction.

Message from The Founder & Managing Director:

“We are committed to build up long-term partnerships with our customers by offering quality product & service, updated market information, superior garments and on time deliveries”

2.5 Values at Workplace:

- **They respect their people, treat them equally.**

They value their contribution, respect their ideas, provide a safe working environment, to perform and empower themselves in order to reach greater heights in their career.

- **Honesty and integrity are paramount to us.**

They believe in fair trade, adhering to rules and regulations of the country we operate in and remaining transparent in all their dealings.

- **Customer satisfaction is their main goal.**

Customer satisfaction is their priority. They strive to supply the best quality apparel solutions to all their clients.

- **Quality is a way of life for them.**

Across the entire organization, they have instilled a sense of ownership and accountability in every individual to continue the drive towards their future growth and success.

- **They value working as a team.**

They value empowerment and teamwork everywhere they operate, because they know that when they unite and work together with full potential, nothing is beyond their reach. Success starts and ends with their unity

❖ **Sister Concerns**

- A.K.M. Knit Wear Ltd.
- Pacific Blue (Jeans Wear) Ltd.
- Al-Muslim Washing Ltd.
- Al-Muslim Garments Acc. Ltd.
- Al-Muslim Yarn Dyeing Ltd.
- Al-Muslim Apparels Ltd

2.6 Organisational Structure

Number of employees (approximate): More than 28,000 Employees.

Quality Management Process

- They focus on continuous improvement on Quality Management System to safeguard their products. Below are some of the thumb rules they follow –
- A strict check point in each process of pre-production and production to ensure the supreme quality of products.
- 100% bulk fabric shrinkage, skewness and color shade checking before cutting.
- Quality control for 100% garments they produce and 7-0 Random inspection procedure with a corrective action plan for the high-risk areas.
- The company also has parallel management structures for both production and quality management. Their integrated Statistical Process Control (SPC) strongly assures the supply of quality merchandise to their customers.
- Their QC teams are certified as CFAs (Certified Factory Auditors) by our Customers. CFAs are authorized to ship the goods on the Customer's behalf.
- In the process of production, an individual tracking number is affixed inside all the garments to back track the fault till the responsible person.
- Their built-in quality-conscious approach has enabled to achieve a defect rate of under 2% by the customer's quality audit team.

2.7 Products

Their main strengths are

- Denim and non-denim bottoms/ jackets across all categories.
- Outerwear - Synthetic jackets with fake down and Padded jackets.
- Other Products - Chino shorts, Cargo shorts, Swimming shorts, Dungaree, PU Jackets, and many more.

2.8 Key departments

➤ In-house Design Innovation Centre

Their team of Designers constantly follow the latest fashion trends and translate the same into commercial business. Following the same, they prepare our collection by choosing the right fabrics and techniques. They seek to find in every personality the best and to match with the uniqueness of each brand they work with. They present 6 times a year their collection to their customers, so that it can reduce their workload and time. Team in Spain and Dhaka are continuously on the job to provide complete design solutions

➤ Sustainable Washing

Sustainability is embedded in many of the daily processes in the company and it is a key factor in both strategic and operational decision making. Their long-term focus on sustainable production makes them a strong competitor in the industry. Their produced garments are with low impact to environment, made using less water, less energy, sustainable raw materials and much less chemicals by using advanced laundry technologies. They are one of the most advanced and updated production companies in the country with all latest machineries to produce sustainable garments

Eco-Friendly Washing Facility

Their latest machinery is:

- Ozone by Jeanologia Spain
- Laser by Jeanologia Spain
- Fully automatic conveyor dryer
- Green Drying Machine
- UP Arm
- CORE Machine

“Their EIM scores are under 33 Lt. per garment” (Low Impact Process)

This means WATER COMSUMPTION is 0 to 33 Lt/garment. The total consumption will be the one resulting the quantity of water used in each process step. To supply their laundries, they have machines that provide:

- Low liquidation machines
- ECO DRUM SYSTEM
- Engineered Embossed Drum Design
- Green Dryers

Sustainable Product Initiative

Social Compliance Score verified by H&M - 69.00%

Environmental Score verified by ITS – 65.00%

HGG Index

- Higg Index (Social)
- Environmental (FEM 3.0)
- Assessment for 2018 completed and verified.
- Score – Platinum

ETP information

They have a biological ETP plant with the capacity of 220m³/hour and extending 280m³/Hour. Their ETP status is “GREEN” certified by H&M.

Environmental Project:

- Higg FEM 3.0 (C&A, H&M, Bestseller);
- Clean Chain (C&A);
- Sustainable Chemical Management (SCM) for (C&A);
- BluHive (Bestseller);
- Best Chemical Management Program (BCMP) for (H&M);
- Rain Water Harvesting (H&M);

- Water Treatment Plant (WTP) for own project;
- Water Recycling for (H&M);
- Zero Liquid Discharge (ZLD) for Department of Environment (DoE);
- 3R (Reduce, Reuse, and Recycle) for the Department of Environment (DoE);
- Waste Recycle Survey for (H&M);
- Zero Discharge of Hazardous Chemicals (ZDHC) for (C&A, H&M); Rain Water Harvesting
- Solar Panel Survey for (H&M)

Embroidery, Printing, Poly & Quilting Facility

Al-Muslim Group is equipped with fully integrated compliance Embroidery, Sequins, Poly, Printing, and Quilting unit. They hold a huge capacity in every segment as mentioned below:

- Embroidery - 650000 pcs per month
- Printing - 520000 pcs per month
- Quilting - 200000 yards per month
- Poly - 200000 yards per month

2.9 Al-Muslim Garments Accessories LTD.

Al-Muslim Garments Accessories Ltd. established in year 2008 with a multi- dimensional B2B business model for RMG sector. A state-of-the-art & eco-friendly garments accessories manufacturing facility which is certified by our leading partners H&M, C&A, NEXT, BESTSELLER and CELIO.

Certifications of **AGAL** :

- GOTS
- FSC
- RCS 2.0
- OEKO-TEX®100

Products of **AGAL** :

- Sewing Thread

- Pocketing
- Twill Tapes
- Drawstring
- All types of Elastics
- Heat Transfer Labels
- Hang Tags/ Waist Tags/Joker Tags
- Printed Labels
- Photo Board
- Polybag
- Gum Tape
- Woven Belts

Testing Laboratory

Al- Muslim Textile Testing Laboratory is one of the finest in-housed lab in the country where they are consistently ensuring the best of quality products to their customers. They are able to perform Physical and Chemical tests in JIS, AATTC and ISO methods.

Al- Muslim Textile Testing Laboratory is approved by their leading partners BESTSELLER, C&A, NEXT, CELIO and H&M.

Al- Muslim Textile Testing Laboratory is accredited by Bureau Veritas.

2.10 Corporate Social Responsibility

- Free lunch to all the 22000 workers everyday.
- Relief Distribution during COVID crisis and on continuous basis including local festivals.
- Educational stipends
- Health Care Center with 24/7 Ambulance Service
- Assist to get free treatment to employee's family
- Dedicated Rescue and fire-fighting team

- Periodic Mosquito Repellent Treatment
- Environment Clean Program (Free Dustbin Distribution)
- Benefit to women employees thru "HER" project
- Tree Plantation
- Child care center

2.11 Training & Development

To aware Their employees about new technologies , workplace safety, Health & Safety and rights & benefits, They are providing regular training with all employees (workers & staffs) regarding labor law, Health & Safety, buyer COC, and all other relevant requirements of buyers.

Training on Anti-Discrimination, Anti - Harassment & Anti – Abuse, Diversity & Equal and Forced labor & Child Labor.

- Training on Compensation Policies & Practices.
- Training on Labor Law.
- Training on working hour policy & Legal requirements
- Training on Freedom of Association and Collective Bargaining
- Training on Grievance procedures.
- Training on Disciplinary action & procedures.
- Training on PPE & Safety Procedures/Snap button / Over lock Mc op.
- Training on Emergency procedures / Emergency Preparedness Plan.
- Training on Fire Safety
- Training on General Awareness.
- Training on Health and Safety.
- Training on new technologies for upgrading skills

Associate Partners' Contribution to the Annual Turnover.

H&M – 30%

BESTSELLER – 20%

C&A – 10%

NEXT – 10%

INDITEX – 7%

LEE & WRANGLE – 5%

CELIO – 5%

COTTON ON – 5%

TOM TAILOR – 2%

OTHER BRAND- 6%

2.12 Awards & Recognitions

- Receiving SILVER Trophy from Prime Minister Sheikh Hasina for highest exporter of the fiscal Year 2016-2017.
- Receiving GOLD Trophy from Prime Minister for highest exporter of the fiscal Year 2013-2014.
- Receiving BATEXPO award from Ex. Prime Minister on 12th December 2013.
- Receiving GOLD trophy from Commerce Minister Mr. Tofail Ahmed for highest exporter of the fiscal year 2014-2015.
- Their MD is being congratulated by US Ambassador after receiving BATEXPO award.
- H&M Excellence Award “GREEN ETP” and Overall Brand Performance

Chapter: Three

Internship Responsibilities

3.1 Internship Responsibilities in Al Muslim group

During my internship at **Al Muslim Group**, I was assigned to the **Human Resources Department** with a specific emphasis on supporting the recruitment and selection process. My role was structured to provide practical exposure to several stages of talent acquisition, enabling me to integrate theoretical knowledge gained from my academic studies with real-world HR operations. This chapter outlines the detailed responsibilities and tasks I undertook throughout my internship period.

One of my primary responsibilities was the collection and organization of candidates' CVs received for open positions. I gathered CVs submitted through various recruitment channels, such as email submissions, job posting platforms, and direct applications received by the HR office. Upon receiving these documents, I ensured each CV was correctly logged and stored in a centralized system to facilitate easy retrieval. To streamline the database, I created a structured Excel spreadsheet that incorporated essential candidate information. This spreadsheet included fields such as full name, contact details, educational background, work experience, skills, and the position applied for. Such structured record-keeping not only supported efficient data management but also enabled the HR team to monitor application flow systematically and reduce the likelihood of errors during the screening phase.

After organizing the initial pool of applications, I engaged in a thorough review of the CVs to assess how well each candidate's qualifications aligned with the job requirements. This review process required careful attention to detail and a clear understanding of the job specifications provided by the HR supervisors and hiring managers. The purpose of this review was to identify candidates who demonstrated the necessary educational background, relevant work experience, and key competencies deemed essential for the roles being offered. The selection of suitable applicants also involved evaluating soft skills and other indicators of professional potential as presented in the CVs.

Following the evaluation of applications, I prepared a shortlist of qualified candidates who met the core criteria set by the HR department. Shortlisting was an essential responsibility, as it directly influenced the quality of the candidate pool forwarded for further assessment. I maintained transparency in the shortlisting process by documenting the rationale for including specific candidates, which was reviewed and validated by my supervisor before proceeding. This stage of the recruitment process enhanced my ability to apply critical thinking and judgment in human resource decision-making.

Once the shortlist was confirmed, my responsibilities extended to candidate outreach and communication. I contacted shortlisted applicants through professional channels, primarily via email and telephone, to confirm their interest in the positions. During these interactions, I asked relevant questions concerning their availability, willingness to participate in further selection stages, and any additional clarifications related to their applications. Clear and respectful

communication was vital at this point, as it reflected the professionalism of the organization and helped maintain a positive applicant experience.

Another important task involved scheduling interviews and informing the candidates about their interview details. Upon receiving confirmation of interest from the applicants, I coordinated with HR supervisors to allocate suitable dates, times, and venues for interviews. I then communicated this information to the candidates in a timely manner, ensuring they received clear instructions regarding the schedule and any documents they needed to bring. This required efficient time-management skills, as coordinating multiple schedules between candidates and interviewers was often complex. Through this process, I developed a deep understanding of how structured planning and communication contribute to the smooth functioning of HR operations.

Throughout these responsibilities, I consistently applied professional language, organizational skills, and ethical standards, which are fundamental to human resource management functions. Engaging in these tasks not only strengthened my technical proficiency in tools such as Microsoft Excel, but also refined my interpersonal skills, which are crucial when liaising with potential employees and internal stakeholders alike. Overall, these experiences provided me with meaningful insights into the recruitment lifecycle and solidified my interest in pursuing a career in HR.

Chapter: Four

Analysis & Findings

4.1 Recruitment Criteria at Al-Muslim Group

Al-Muslim Group follows a systematic and merit-based recruitment and selection policy to ensure that the right candidates are hired for the right positions. The criteria are designed to align employee capabilities with organizational goals, production standards, and compliance requirements. These criteria vary depending on the nature of the job, level of responsibility, and departmental needs, but certain core standards are maintained across all positions.

Recruitment criteria refer to the minimum requirements that candidates must meet to be considered for employment.

a. Educational Qualifications

Educational background is one of the primary recruitment criteria at Al-Muslim Group.

- For entry-level and trainee positions, candidates are usually required to have a Bachelor's degree in relevant disciplines such as Business Administration, Textile Engineering, Industrial Engineering, Accounting, or HRM.
- For technical and production roles, diploma or specialized technical education is often preferred.
- For senior and managerial positions, higher academic qualifications and professional certifications are given priority.

Educational requirements ensure that candidates possess the necessary theoretical knowledge to perform their duties effectively.

b. Relevant Work Experience

Experience is an important criterion, especially for mid-level and senior positions.

- Fresh graduates may be recruited for **Management Trainee Officer (MTO)** or junior executive roles.
- Experienced professionals are preferred for positions requiring technical expertise, leadership, or compliance knowledge.
- Practical experience in the RMG sector is considered a strong advantage.

c. Job-Related Skills and Competencies

Candidates must demonstrate skills relevant to the job role, such as:

- Technical knowledge related to garments manufacturing
- Computer literacy and software skills
- Communication and interpersonal skills
- Problem-solving and decision-making abilities

These competencies ensure operational efficiency and workplace effectiveness.

d. Physical and Mental Fitness

For factory-based and production roles, candidates must be physically fit to meet job demands. Mental stability and stress-handling capacity are also considered, especially for high-pressure operational roles.

e. Legal Eligibility and Documentation

Candidates must:

- Be of legal working age
- Provide valid academic certificates, NID, and other required documents
- Meet all legal and compliance-related employment requirements

4.2 Selection Criteria at Al-Muslim Group

Selection criteria are used to evaluate and compare shortlisted candidates to make the final hiring decision.

a. Performance in Screening and Shortlisting

After recruitment, candidates are shortlisted based on how well their qualifications, experience, and skills match the job description. Only candidates meeting the minimum criteria move to the next stage.

b. Written Test Performance (If Applicable)

For some positions, especially trainee and technical roles, candidates must pass a written test. The test may assess:

- Job-related technical knowledge
- Analytical ability
- English language and basic aptitude

Written test performance plays a key role in narrowing down the candidate pool.

c. Interview Evaluation

Interviews are one of the most critical selection criteria at Al-Muslim Group and are conducted in one or more stages:

- **Technical Interview:** Evaluates job-specific knowledge and practical understanding.

- **HR Interview:** Assesses communication skills, attitude, motivation, ethical values, and cultural fit.

Candidates are evaluated on confidence, clarity of expression, and alignment with organizational values.

d. Behavioral and Attitudinal Assessment

Great importance is given to candidates’:

- Discipline and professionalism
- Teamwork ability
- Willingness to learn and adapt
- Positive work attitude

This ensures long-term retention and a healthy workplace culture.

e. Reference and Background Verification

Before final selection, Al-Muslim Group may verify:

- Previous employment records
- References provided by the candidate
- Authenticity of academic and experience documents

This step ensures transparency and reduces recruitment risk.

f. Medical Fitness and Compliance Standards

For factory and operational roles, candidates may undergo a medical fitness check to ensure compliance with workplace safety and labour standards.

3. Final Selection Criteria

The final selection decision is based on a combined evaluation of:

- Academic qualifications
- Relevant experience
- Test and interview performance
- Behavioral suitability
- Compliance and medical fitness

Only candidates who meet all essential criteria are offered employment.

4.3 Source of Recruitment at Al-Muslim Group

Al-Muslim Group adopts a mixed recruitment strategy, utilizing both internal and external sources of recruitment to ensure the availability of qualified, skilled, and competent human resources. The selection of recruitment sources depends on the nature of the vacancy, urgency of manpower demand, organizational hierarchy, and required skill level. By using diversified recruitment sources, the organization aims to maintain workforce efficiency, reduce recruitment costs, and ensure operational continuity.

1. Internal Sources of Recruitment

Internal recruitment refers to filling vacant positions from within the existing workforce of the organization. Al-Muslim Group strongly encourages internal recruitment as it promotes employee motivation, career development, and organizational loyalty.

a. Employee Referral

One of the most commonly used internal recruitment sources at Al-Muslim Group is employee referral. Existing employees recommend suitable candidates from their personal or professional networks. In some cases, experienced or retired employees also suggest potential candidates, particularly for production and operational roles.

This method is highly effective because referred candidates often have prior knowledge about the organization's work environment, culture, and expectations. As a result, employee referral helps reduce recruitment time, training costs, and employee turnover. Additionally, referred candidates are generally more reliable, as current employees take responsibility for their recommendations.

b. Promotion and Transfer

Al-Muslim Group also fills vacancies through promotion and internal transfer, especially for supervisory, administrative, and managerial positions. Employees who demonstrate strong performance, leadership ability, and commitment are promoted to higher positions. In some cases, employees are transferred from one department to another to meet operational requirements.

This method enhances employee morale and encourages long-term retention by offering career growth opportunities. Internal promotions also ensure better role performance, as promoted employees are already familiar with organizational policies, compliance standards, and production processes.

2. External Sources of Recruitment

When suitable candidates are not available internally or when the organization seeks fresh talent and specialized expertise, Al-Muslim Group relies on external recruitment sources.

a. Online Job Portals

Online job portals are the most frequently used external recruitment source at Al-Muslim Group. Vacancies are advertised on popular job platforms such as BDJobs and other recognized employment websites in Bangladesh.

These platforms allow the organization to reach a large pool of qualified candidates within a short time. Online recruitment is cost-effective, time-saving, and efficient, as it enables HR managers to screen applications digitally and maintain a structured recruitment database.

b. Company Website

Al-Muslim Group also publishes job circulars on its official corporate website under the career or recruitment section. This source ensures authenticity and helps attract candidates who are genuinely interested in working with the organization.

Applicants who apply through the company website are often more informed about the organization's vision, values, and operational standards. This improves candidate quality and alignment with organizational culture.

c. Newspapers and Print Media

For senior-level positions or large-scale recruitment, Al-Muslim Group sometimes uses national newspapers and print media. Newspaper advertisements help reach a broad audience, including experienced professionals who may not actively use online job portals.

Although this method is comparatively costly and slower, it remains effective in ensuring credibility and wide visibility, particularly for strategic and leadership roles.

3. Direct and Walk-In Applications

In certain cases, especially for entry-level or factory-based positions, Al-Muslim Group accepts direct or walk-in applications at the HR office. Candidates submit their resumes and required documents physically.

This method is particularly useful for recruiting local workers and operational staff. It also supports social inclusion by providing employment opportunities to individuals who may have limited access to digital platforms.

4.4 Detailed Process of Recruitment at Al-Muslim Group

The recruitment process of Al-Muslim Group is designed to ensure the availability of competent, skilled, and suitable human resources in line with organizational objectives. The company follows a systematic, structured, and compliance-oriented recruitment procedure to attract qualified candidates for both factory and corporate positions. The process involves several sequential steps, starting from manpower planning and ending with candidate shortlisting for selection

1. Manpower Planning and Vacancy Identification

The recruitment process begins with manpower planning, where each department evaluates its workforce requirements based on production targets, expansion plans, employee turnover, and operational needs.

- Department heads submit a manpower requisition to the HR department.
- The requisition specifies job title, number of employees required, job responsibilities, qualifications, and experience.
- HR reviews and approves the request in consultation with top management.

This step ensures that recruitment is conducted only when necessary and aligns with organizational goals.

2. Job Analysis and Job Description Preparation

After approval of manpower requisition, the HR department conducts a job analysis to clearly define the position.

- A detailed job description (JD) is prepared, including duties, responsibilities, reporting relationships, and working conditions.
- Job specifications are also developed, outlining required education, experience, skills, and competencies.

Clear job analysis helps attract suitable candidates and ensures fairness in recruitment.

3. Selection of Recruitment Sources

Once the job requirements are finalized, HR determines the most appropriate source of recruitment, which may be internal or external.

- **Internal sources** include employee referrals, promotion, and transfer.
- **External sources** include online job portals (such as BDJobs), company website, newspapers, and walk-in applications.

The choice of source depends on job level, urgency, and availability of internal candidates.

4. Job Advertisement and Announcement

For external recruitment, HR publishes job advertisements through selected channels.

- Job circulars include position title, qualifications, experience, job location, and application deadline.
- Online platforms are commonly used to reach a large number of candidates efficiently.
- For senior or mass recruitment, newspaper advertisements may also be used.

This step helps attract a wide pool of potential applicants.

5. Application Collection and Management

After job advertisement, HR begins collecting applications.

- Applications are received through online portals, email, company website, or physical submission.
- HR maintains a database of applications for record-keeping and screening purposes.
- Incomplete or irrelevant applications are excluded at this stage.

Proper application management ensures transparency and efficiency.

6. Initial Screening of Applications

HR conducts an initial screening of applications to shortlist suitable candidates.

Screening is based on:

- Educational qualifications
- Relevant work experience
- Job-related skills
- RMG industry background (preferred)

Only candidates meeting the minimum requirements are shortlisted for the next stage.

7. Shortlisting of Candidates

After screening, HR prepares a **shortlist** of candidates who best match the job requirements.

- Shortlisted candidates are reviewed jointly by HR and the concerned department.
- Priority is given to candidates with relevant industry experience and skill alignment.

This step reduces the number of candidates and ensures quality control before selection.

8. Communication with Shortlisted Candidates

Shortlisted candidates are contacted through:

- Phone calls
- Emails
- SMS notifications

Candidates are informed about:

- Interview date and time
- Interview location
- Required documents

Proper communication ensures candidate preparedness and smooth coordination

9. Forwarding to Selection Process

After recruitment activities are completed, shortlisted candidates are forwarded to the selection process, which includes written tests, interviews, and final evaluation.

At this stage, the recruitment process formally ends and the selection phase begins.

4.5 Detailed Process of Selection at Al-Muslim Group

Selection is a critical function of Human Resource Management at Al-Muslim Group, as it involves choosing the most suitable candidates from the pool of applicants recruited through various sources. The organization follows a systematic, merit-based, and compliance-oriented selection process to ensure that the right person is appointed for the right job. The selection process begins after the recruitment phase and continues until the final appointment of candidates.

1. Receiving Shortlisted Candidates from Recruitment

The selection process starts once the recruitment phase is completed.

- The HR department receives a list of shortlisted candidates who meet the minimum recruitment criteria.
- Shortlists are prepared based on educational qualifications, experience, skills, and job relevance.
- The shortlisted applications are forwarded to the concerned department for further evaluation.

This step ensures that only qualified candidates enter the selection process.

2. Preliminary Interview (Initial Assessment)

In many cases, HR conducts a preliminary interview to evaluate the basic suitability of candidates.

- The objectives of this stage are to assess:
- General communication skills

- Attitude and personality
- Basic understanding of the job
- Salary expectations and availability

Candidates who fail to meet basic organizational expectations are eliminated at this stage, saving time and cost.

3. Written Test

For certain positions—especially Management Trainee Officer (MTO), executive, and technical roles—a written examination is conducted.

The written test may include:

- Job-related technical questions
- Analytical and logical reasoning
- English language proficiency
- Basic aptitude and numerical ability

This step helps evaluate the candidate's theoretical knowledge and problem-solving capability objectively.

4. Technical Interview

Candidates who successfully pass the written test are invited for a technical interview.

- Conducted by departmental heads or senior managers
- Focuses on practical knowledge, work experience, and job-specific skills
- Candidates may be asked about garments production processes, compliance standards, HR policies, or operational procedures depending on the position

This stage ensures that candidates possess the technical competence required to perform the job effectively.

5. HR Interview

After passing the technical interview, candidates attend an HR interview conducted by the Human Resources Department.

The HR interview evaluates:

- Behavioural characteristics
- Communication skills

- Motivation and career goals
- Cultural and organizational fit
- Understanding of company policies and work ethics

This stage is crucial for assessing long-term suitability and employee retention potential.

6. Final Evaluation and Selection Decision

Following all assessment stages:

- HR compiles performance results from written tests and interviews.
- A final evaluation is conducted jointly by HR and departmental heads.
- The most suitable candidates are selected based on overall performance and merit.

Selection decisions are made in alignment with organizational policies and manpower requirements.

7. Reference and Background Verification

Before issuing the final appointment:

- HR verifies academic certificates, experience letters, and references.
- Background checks ensure the authenticity and reliability of the candidate's information.

This step minimizes hiring risks and ensures compliance with company standards.

8. Medical Examination (If Required)

For factory-based and physically demanding roles:

- Selected candidates may undergo a medical fitness test.
- This ensures that candidates are physically and mentally capable of performing job duties safely.

9. Issuance of Offer Letter

Candidates who successfully complete all selection steps receive a formal offer letter.

The offer letter includes:

- Job designation
- Salary and benefits
- Joining date
- Probation period and employment terms

Candidates must formally accept the offer to proceed further.

10. Joining and Confirmation Process

After accepting the offer:

- Candidates complete joining formalities and submit required documents.
- They are placed on a probation period, during which performance is evaluated.
- Upon successful completion of probation, employees are issued a confirmation letter.

4.6 Process of Placement at Al-Muslim Group

The placement process at Al-Muslim Group generally follows the steps below:

1. Job Assignment

After the final selection and acceptance of the offer letter:

- HR assigns the employee to a specific **department, section, and job role**.
- Placement decisions are made based on job description, interview performance, and departmental requirements.

2. Reporting to the Department

- Newly appointed employees are instructed to report to their respective department heads or supervisors.
- Departmental supervisors introduce the employee to team members and explain job responsibilities.

3. Orientation and Induction

Employees receive basic orientation regarding:

- Company rules and regulations
- Working hours and attendance system
- Safety and compliance policies
- Organizational culture and values

This helps new employees adapt smoothly to the workplace environment.

4. Probation Period Placement

- Most employees are placed on a **probation period**.

- During this time, their performance, discipline, and adaptability are closely monitored.
- If performance is satisfactory, the employee is confirmed in the same position

5. Adjustment and Follow-Up

- HR regularly follows up with departmental heads to ensure the employee is comfortably adjusted.
- If necessary, job rotation or reassignment may be done to better utilize employee skills.

Objectives of Placement at Al-Muslim Group

- The main objectives of placement include:
- Proper utilization of employee skills and abilities
- Reducing employee turnover
- Increasing job satisfaction and motivation
- Ensuring smooth operational workflow
- Maintaining productivity and quality standards

4.7 Findings of the Study

The findings of this study are based on direct observation, informal interviews with HR personnel, and analysis of organizational practices during the internship period at Al Muslim Group. The findings reflect the actual recruitment and selection practices followed by the organization within the Ready-Made Garments (RMG) sector of Bangladesh.

1. Existence of a Formal Recruitment Framework

Al Muslim Group follows a formal recruitment framework guided by its Human Resource department. Vacancies are identified based on manpower requirements arising from expansion, employee turnover, or production pressure. Although the framework exists, written policies are not always strictly followed in practice, particularly during urgent hiring situations.

2. Dominance of Traditional Recruitment Methods

The organization largely depends on traditional recruitment methods such as employee referrals, walk-in interviews, notice board announcements, and local advertisements. These methods are cost-effective and suitable for factory-level recruitment but limit access to a broader talent pool for skilled and professional positions.

3. Limited Strategic Manpower Planning

Recruitment activities are often reactive rather than proactive. Due to sudden production demands or employee turnover, recruitment decisions are sometimes made on an emergency basis. As a result, long-term manpower planning and forecasting are not consistently practiced.

4. Positive Role of Internal Recruitment

Internal recruitment through promotion and transfer is commonly practiced, especially for supervisory and mid-level positions. This approach enhances employee motivation, reduces recruitment costs, and helps retain experienced employees. However, internal job postings are not always formally announced, which may reduce transparency.

5. Dependence on Walk-in Interviews for Mass Hiring

For operators, helpers, and factory staff, walk-in interviews are the most frequently used recruitment method. While this allows quick hiring to meet production deadlines, it often results in limited candidate screening and documentation, increasing the risk of selecting unsuitable candidates.

6. Manual Application and CV Screening

Most applications and CVs are screened manually by HR personnel. Due to high application volume, especially for factory positions, the screening process can be time-consuming and prone to human error. The absence of an automated applicant tracking system reduces efficiency.

7. Multi-stage but Flexible Selection Process

Al Muslim Group follows a multi-stage selection process including application screening, preliminary interview, skill or technical test, final interview, reference check, and medical examination. However, the number of stages varies depending on urgency, position level, and availability of candidates.

8. Emphasis on Practical Skills and Experience

During selection, practical skills, work experience, and job performance ability are given greater importance than academic qualifications, particularly for production-related roles. This approach aligns with the operational needs of the RMG sector but may overlook candidates with growth potential.

9. Limited Use of Standardized Selection Tools

The organization relies mainly on unstructured interviews and supervisors' judgment. There is limited use of standardized written tests, structured interviews, or scoring systems. This may lead to subjectivity and inconsistency in selection decisions.

10. Time Pressure Affecting Selection Quality

Due to strict production schedules, the selection process is sometimes rushed. In such cases, background verification and reference checking may not be thoroughly completed, increasing the risk of employee turnover and performance issues.

11. Basic Medical Examination and Compliance

Medical examinations are conducted mainly for factory-level employees to ensure physical fitness and compliance with workplace safety standards. This practice helps reduce workplace accidents and absenteeism.

12. Limited Use of Digital Recruitment and Selection Tools

Although some online recruitment platforms are used for office-level positions, overall adoption of digital tools such as online job portals, social media recruitment, and HR software is limited. This restricts employer branding and talent outreach.

13. Orientation and Post-selection Support

After selection, newly appointed employees receive basic orientation regarding factory rules, job responsibilities, and workplace discipline. However, structured induction and training programs are limited, especially for non-managerial employees, which affects early job performance.

14. Overall Effectiveness of the System

Overall, the recruitment and selection process of Al Muslim Group is functional and suitable for meeting immediate manpower needs. However, the lack of strategic planning, standardized tools, and digitalization limits its effectiveness in long-term human resource development.

Chapter: Five

Recommendations & Conclusion

5.1 Recommendations

Based on the analysis of the recruitment and selection processes of Al Muslim Group, several recommendations are proposed to enhance efficiency, transparency, and effectiveness in human resource management:

1. Adopt Digital Recruitment Platforms

Al Muslim Group should increase the use of online recruitment tools such as job portals, professional social media platforms (e.g., Linked-in), and applicant tracking systems. Digital recruitment will help reach a larger and more diverse talent pool, reduce reliance on traditional methods, and streamline application screening.

2. Develop Structured Recruitment Planning

The organization should implement proactive manpower planning by forecasting staffing needs based on production requirements, turnover rates, and business expansion plans. A structured recruitment plan will reduce last-minute hiring and improve the quality of candidates.

3. Standardize Selection Procedures

Al Muslim Group should introduce standardized selection tools such as structured interviews, scoring systems, written and aptitude tests, and skill assessments for all positions. This will reduce subjectivity, ensure consistency, and enhance the reliability of selection decisions.

4. Strengthen Reference and Background Verification

Thorough reference checks and background verification should be consistently applied to all candidates, regardless of position level. This will minimize risks related to hiring unqualified or unreliable employees and enhance overall workforce quality.

5. Enhance Orientation and Training Programs

Newly selected employees should undergo comprehensive induction and training programs. Proper orientation will help employees understand organizational policies, job responsibilities, and workplace culture, leading to improved performance and reduced turnover.

6. Increase Use of Internal Recruitment Opportunities

While internal promotions and transfers are practiced, the company should formalize internal job postings and communicate them transparently. This will motivate employees, support career development, and ensure merit-based advancement.

7. Implement Performance-based Recruitment Metrics

The organization should monitor and evaluate recruitment and selection effectiveness using performance metrics such as employee retention, job performance, time-to-hire, and cost-per-hire. This will allow continuous improvement of HR practices.

8. Reduce Dependency on Walk-in Interviews

Although walk-in interviews are suitable for mass hiring, the company should combine them with pre-screening and shortlisting procedures to ensure candidates meet minimum requirements. This will improve efficiency and reduce recruitment errors.

9. Promote Employer Branding

Al Muslim Group should enhance its employer image through online platforms, career fairs, and community engagement. A strong employer brand attracts more qualified candidates and improves the organization's reputation in the labor market.

10. Encourage Continuous HR Development

The HR department should engage in regular training on modern recruitment techniques, labor law compliance, and technological tools. A skilled HR team will be better equipped to implement efficient recruitment and selection strategies.

These recommendations, if implemented, can help Al Muslim Group improve workforce quality, reduce turnover, increase productivity, and maintain a competitive advantage in the RMG sector in Bangladesh.

5.2 Conclusion

The recruitment and selection process is a critical function of Human Resource Management that directly influences organizational productivity, employee performance, and overall success. This internship report focused on analysing the recruitment and selection practices of Al Muslim Group, one of the leading organizations in the Ready-Made Garments (RMG) sector of Bangladesh. The study revealed that Al Muslim Group follows a structured and practical approach to recruitment and selection. The organization effectively uses a combination of internal and external recruitment methods, including promotions, transfers, employee referrals, walk-in interviews, and advertisements. For selection, multi-stage processes such as application screening, interviews, practical and skill tests, reference checks, and medical examinations are implemented to ensure suitable candidates are hired for various positions. However, the analysis also highlighted certain limitations. The recruitment process relies heavily on traditional methods, with limited use of digital tools and online platforms. Selection practices lack standardized tools such as structured interviews or scoring systems, and urgent hiring needs sometimes compromise thorough evaluation. Moreover, orientation and training programs for new employees are basic, particularly for non-managerial staff, which may affect early job performance and retention. Based on these findings, the study provides recommendations to improve the effectiveness of recruitment and selection at Al Muslim Group. These include adopting digital recruitment platforms, standardizing selection tools, strengthening background verification, enhancing orientation and training programs, formalizing internal job postings, and implementing performance-based recruitment metrics. Such improvements will help the organization attract, select, and retain skilled and motivated employees while maintaining a competitive edge in the RMG industry.

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