

Thesis Report
on
**Recruitment & Selection Process in Bangladesh:
A Case Study on Basundhara Group**

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Letter of Transmittal

February 03, 2021

Md. Rasel Hawlader
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Subject: Submission of Thesis Report.

Dear Sir,

With humble honor and respect, I am submitting my dissertation report on “Requirement & Selection Process in Basundhara Group” As per partial accomplishment of requirements for the MBA degree, this thesis has been carried out under the supervision of you.

This report is an integral part of our academic courses in completion of the MBA program which has given me the opportunity to have an insight into Human Resource Management Recruitment and selection process in shopping mall sector of Basundhara Group specially, real scenario of Basundhara Group.

In completing the report, I tried my best to blend all my knowledge and imported every available details and also attempted to avoid unnecessary amplification of the report.

I humbly respect you to accept this report for your kind evaluation.

Sincerely,



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Certificate of Supervisor

This is to certify that the thesis paper “Requirement & Selection Process in Basundhara Group” has been prepared as a part of completion of the MBA program from Department of Business Administration, Sonargaon University (SU), carried out by S.R Alimul Bashar, bearing ID: 1902017005 under my supervision. The report or the information will not be used for any other purposes.

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Student's Declaration

I am S.R Alimul Bashar, a student of Master of Business Administration, ID: 1902017005 from Sonargaon University would like to solemnly declare here that this report on “Requirement & Selection Process in Basundhara Group” has been authentically prepared by me. While preparing this report, I didn't breach any copyright act internationally.



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Letter of Authorization

Certified that this project report titled “Requirement & Selection Process in Basundhara Group” is the bona fide work of S.R Alimul Bashar, who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part other project report or dissertation on the basis of which a degree or award was conferred on the earlier occasion on this or any other candidate.

Md. Rasel Hawlader
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Acknowledgement

At first I would like to thank All Mighty Allah for making it possible for us to complete our work properly within the given time. Most importantly I would like to thank my dissertation supervisor Md. Rasel Hawlader, who was always ready to guide me and solved all the difficulties that I faced during preparing my report.

I would like to mention some people with due respect and honor who assisted me, without any hesitation to complete our dissertation report within the due time. Therefore, I would like to thank them all from the bottom of my hearts.

Abstract

The Human Resource Planning Research paper, “**Recruitment & Selection Process in Bashundhara Group**” is the most important addition to the practical application of theoretical knowledge and experience on HRM Research Course of the team. This is really a delightful experience. It is amazing and fascinating finding so many dependable people around, who have given necessary guidelines and advices while formulating this paper. Learning what determines a good employer, the team remains ever grateful to them, who all have helped to write this report. our respected faculty for the valuable guidance in the preparation of this report. We have been immensely benefited from his valuable guidance in the process of understanding and preparing this report. Without his active support, continuous encouragement, and constructive criticism, probably it would not be possible to write an informative and objective report.

The core objective of the thesis report is to fulfill the requirement of the MBA program. A student has to prepare project report at the end of the MBA program but the main objective of the report is to get the hands-on experience of the real world organization. The internship was completed with the objective of getting practical knowledge in the “Requirement & Selection Process in Basundhara Group”.

The first responsibility I was assigned on this thesis report to assist me of my practical experience in Basundhara Group. As an permanently employee, I realized that I was successful to gather a lot of significant learning experiences which would be helpful in my future career. The HR department of Basundhara Group offered me ample space and opportunities, not only to learn but also to exhibit my skills as a member of Basundhara Group. I could use my theoretical knowledge of my real practice while participating in many discussions. I also attempted to gather more information on basic job functions of other departments to have better understanding of the relation between them and the HR department. It was commendable to see how wholeheartedly they welcomed, acknowledged and appreciated new ideas and knowledge. I have provided few recommendations based upon my understanding and knowledge.

I successfully completed all the assigned duties and handed them over to the senior supervisor at the end of the internship. I thoroughly enjoyed the challenges that came along every single day. I could also bring some minor improvisations during my internship which were able to leave their marks. These lessons that I have learned will be a valuable one for my future endeavors as well.

Executive Summary

Human resource planning or HRP is one of the widely cited topics for the organizations now days. It is the process by which one organization makes sure that it would get the right number of people for the right position at the right time. Human Resources Planning (HRP) anticipates not only the required kind and number of employees but also determine the action plan for all the functions of personnel management. Human resource planning can be defined as the process of identifying the number of people required by an organization in terms of quantity and quality. All human resource management activities start with human resource planning. So we can say that human resource planning is the principle/primary activity of human resource management.

It has been said that supply of labor is always abundant but the supply of competent and dexterous workforce is not always available. Hence, today the organizations are giving a strong weight in human resource planning.

Bashundhara group, one of the largest business ventures in Bangladesh, has also been practicing human resource planning vigilantly since its beginning in the year 1987. The Group now has over 20 major concerns located in different areas of the country. Each of the major concerns has separate manpower planning which is aggregated in the top level and that has been discussed throughout the report.

In the case of human resource planning, Bashundhara group uses both centralized and decentralized form of recruitment. It relies on both internal and external sources, however, majority (90%) of the recruitments take place through external sources using mediums like peer ads, job agency, referral etc. There are several difficulties or constraints that Bashundhara group faces. These are lack of motivation, strategic prioritization etc.

Human resource planning plays an important role with other HR functions like – selection & recruitment, performance management, training and development, compensation and benefits etc. This is also true for Bashundhara group. Effective HR planning is one of the characteristics of Bashundhara group.

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Chapter: 01

Introduction

1.1 Origin of the Report

The main purpose of the study is to fulfill the requirements of Human resource planning (HRM 411) as the part of our BBA program bearing 3 credits. As the students of Human resource management, we were assigned by our course instructor Mr. Kamrul Hassan to involve in this study. The course HRM 411 as well as this report helps a student to get necessary knowledge which is very useful for the students majoring in Human resource management.

1.2 Objectives of the Study

Broad Objective

The main objective of this term paper is to get the practical insight of the techniques and strategies one organization employs while doing their human resource planning.

Specific Objectives

- To identify how the real business enterprises adapt the tactics to human resource planning.
- To identify the nature of the organization
- Study the human resource planning process of Bashundhara group.
- Identifying the underlying problems and constraints faced by business enterprises while doing HRP.
- To understand the relation of HRP and other HR functions.
- To compare the theoretical and practical aspects of HRP.

1.3 Scope of the Study

- Bashundhara Group and the relative fields were the scope of the study.

1.4 Methodology

The research is basically both exploratory and conclusive in nature. In the first place, an interview with one of the top managers of BG was held. Secondly, a set of questionnaire were prepared and distributed among the HR managers. Based on the data given by them, analysis was done. Finally with the help of secondary data, the report is completed.

Primary data

1. Interview with top manager
2. Questionnaire survey

Secondary Data

1. Company Website
2. Newspapers

1.5 Definitions and Acronym

HRP (Human resource planning) is the process by which one organization gets the right number of people for the right posts in the right time.

BG: Bashundhara Group

JD: Job Description

JS: Job Specification

HRIS: Human resource information system

1.6 Limitations of the Study

- Time constraints were one of the most important factors that imposed restrictions on conducting the study extensively.
- Scarcity of Secondary Data
- Limitation of Scope was another important point that was faced during execution of the study.
- Privacy or reluctance to disclose confidential data was another important problem. □
Cost constraints.
- Lack of experience of the group members.

1.7 Report Preview

The report has been divided into four parts. The first part entails the description of the organization that was selected. It reveals the history, mission, vision, goals and strategies of the organization. It also tells about the organization size, structure, organograms and the enterprises of it. The part concludes with the future goals of the organization.

Second part is dedicated to the theoretical aspects of human resource planning process and management resource process.

Third part consist of the HRP of Bashundhara group , the sources and the constraints. It also tells the relationship of HRP with different HR functions like selection, compensation, performance appraisal etc.

Last part is dedicated to the conclusion and the recommendations we derived from doing the entire research.

Chapter: 02

Organization

2.1 History of the Organization

The Bashundhara Group has started operation as a real estate venture known as "Bashundhara" under the aegis of the Group's first concern - the East West Property Development (Pvt) Ltd in 1987. This project turned out to be a very successful one and had helped foster the growth of trust and confidence of the urban people in "Bashundhara". Dhaka's burgeoning population, coupled with a conspicuously slow growth of housing led to the landmark success of Bashundhara.

Driven by the ramifications of this success, Bashundhara geared up to invest in new fields, including manufacturing and trading. More enterprises were established in the early 1990s, covering diverse activities involving the production of cement, paper and pulp, tissue paper, steel, LP Gas bottling and distribution, and a trading company, among others. The group experienced this tremendous growth in a span of less than 10 years. During this period, additional schemes on land development and real estate were launched and those projects focused more sharply on increasing responsiveness to client needs. The Group's first publicly-traded company, the Meghna Cement Mills Limited, is currently listed on the two Stock Exchanges of Bangladesh.

The Group now has over 20 major concerns located in different areas of the country. The multi-faceted shopping mall and recreation centre called the Bashundhara City has added glamour to the growth of the group. The Bashundhara City Development Ltd is one step ahead in the longstanding effort to strengthen links with the general people through the unique offering of commercial operations and recreation facilities under single roof.

East West Media Group Ltd is the mass media enterprise of the Bashundhara Group that was established in 2009. It now owns Bangla dailies – “The Kaler Kantho” and “The Bangladesh Pratidin”, English newspaper the “Daily Sun” and bilingual online portal “banglanews24.com.”. The media house is also planning to launch a FM radio and a television channel soon.

The Group has come a long way in reaching its goals by complimenting to client needs, learning real-time lessons from past projects, innovating and partnering its project implementation process. Through major investment undertakings in all key sectors, Bashundhara has meaningfully contributed to the country’s economic stability in financial and capital markets. Underlying all of the Group's activities are the common threads of change, flexibility, and fostering closer ties with the Government, the City Corporation and Bashundhara clients. Most of its projects have been success stories - this fact alone is enough to justify a sense of confidence in the Group's future.

2.2 Mission, Vision , Goal of Basundhara Group

Bashundhara Group (BG) is a leading private-sector industrial corporation in Bangladesh. It currently has 14 on-going concerns, ranging from real estate development and management to manufacturing and services. The BG strives to work in partnership with the Government for promoting sustainable development, environment preservation, and employment-generation and poverty reduction. The BG has a particular focus on urban housing, recreation centers, and commercial ventures. Thus, the motto of the Group is “For the People, for the Country”. At the crux of all industrial processes deployed at the Group’s enterprises stands the need to ensure environmental stability. As a result, conscious efforts are made to use re- cycled material as industrial input.

The established mission and vision of BG are-

- Create affordable housing for the people.
- Foster better living environment and pleasant surroundings.
- Ensure environmental balance and sustainability
- Use re-cycled raw materials in industry
- Develop a meaningful partnership with others for development
- Providing better work conditions for the staff members

2.3 Organogram of Bashundhara Group

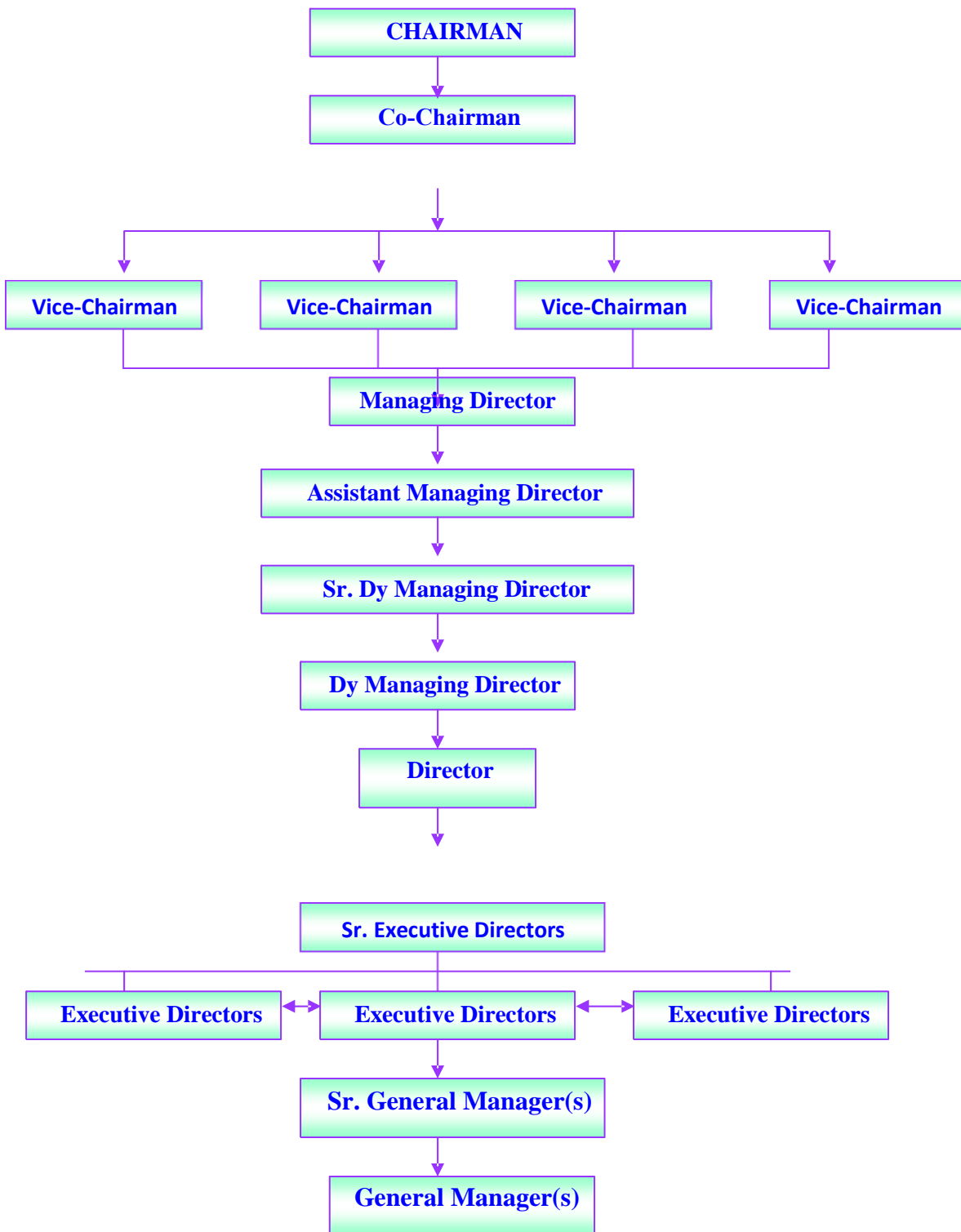


Figure: 2.1 Organogram Of Bashundhara Group

2.4 Enterprises of Bashundhara Group

BG is comprised of the following enterprises.

1. East West Property Development Ltd.
- 2 . Bashundhara City Development Ltd.
- 3 . Meghna Cement Mills Ltd.
- 4 . Bashundhara Paper Mills Ltd.
- 5 . Bashundhara Newsprint & Duplex Board.
- 6 . Bashundhara Tissue Industries Ltd.
- 7 . Bashundhara Still Complex.
- 8 . Bashundhara LP Gas Ltd.
- 9 . Bashundhara Technologies Ltd.
10. Bashundhara Cement Sack Plant.
- 11 .Bashundhara Trading Company Ltd.
- 12 .Bashundhara Industrial Complex Ltd.
- 13 .Bashundhara Paver Manufacturing Plant.
- 14 .Bashundhara Communication & Networks Ltd

2.5 Future Plan of Bashundhara Group

The era of information and communication technology has changed the world with a whisker and now communication has emerged as the key to trade and development. The rapid development of information and communication technology has turned the world into a global village. Moreover globalization and its all-pervasive impacts on states and their economies have made life more competitive, complex and technology driven.

Proximity has turned meaningless as the world is now in the tip of a finger and economy the ultimate focus of a nation and national life. Inter-state trading dependence, investment potentials and free flow of information and raw materials have made the world thriving on the edge of competitiveness.

Now 'staying competitive' is the key to survival in today's world of business where quality rules and standard products and services sneak in shedding physical boundaries. Now, the recent global recession and its impacts have shown yet another challenge and the bitter side of the globalization.

But despite the global challenges and its impacts on local economy, Bashundhara Group has kept on its forward march with visionary goal, best use of its human resources and meticulous planning. Varied range of products with ensured standard, quality services and most effective managerial efficiencies have made the company a market leader in the respective sectors of its operation.

Keeping main focus on business expansion and growth in the most prospective sectors, the group is continuously taking up projects to make it the largest conglomerate in the business arena of Bangladesh despite fast-changing business trend and tricky situation.

Depending on the firm foundation and highly professional human resources, the Bashundhara Group is still making good use of its business potentials and also contributing to the development of the local corporate culture and making a significant contribution to the overall development of the country and its economy.

But despite intriguing growth and business expansion, the company's aims and objectives remain the same – to serve people with maximum satisfaction and keep on working for the greater welfare of the people and the country. Still each and every Bashundhara Group companies care for their clients as their obligation and customer satisfaction remains the key to their success.

Chapter – 03

**Literature Review of Human resource
Management policies And Practices:**

3.0 Meaning of HRM:

Management and human resource management are one and the same. They should never be separated. Management is personnel administration. Management has three jobs, two of which are directly related to personnel managing, a business, managing managers and managing workers and work. The word management has three syllables Manage-Men-T. If T is taken for tact, then etymologically management means how to manage men with tact. Management is the process of efficiently getting things done with and through other people. HRM deals with the design of formal systems in an organization to ensure the effective and efficient use of human talents to accomplish organizational goals.

There are many definitions about human resource management (HRM). One of the well known definitions is offered by Michael Jucious (1984). He defined human resources management or personnel management “as the field of management involves planning, organizing, directing and controlling the function of procuring, developing, maintaining and motivating a labor force.” It is the process of acquiring, retaining, terminating, developing and properly using the human resources in an organization. The acquisition function begins with planning. It includes the recruitment, selection and socialization of employees. Through HR planning, managers attempt to anticipate forces which will influence the future supply of demand for employees.

The development function includes employee training, management, development and career development. As jobs evolve and change, ongoing retraining is necessary to accommodate technological changes. Encouraging development of all employees is necessary to prepare organizations for future challenges. Career planning identifies paths and activities for individual employees as they develop within the organization.

The motivation function begins with the recognition that individuals are unique and the motivational techniques (job satisfaction, employee performance appraisal and compensation).

3.1 History of HRM

The utilization of people, at least in a rudimentary form, can be traced to ancient times. Efforts to best use talents, even through informal in nature, were undertaken whenever people came together in a community. The change has been that during the course of the least century efforts to best manage human resources have become more formal and specialized. The history of HRM can be characterized in two ways. First, as moving through four broad phases: the craft system, scientific management, the human relations approach, and the current organizational science- human resource approach.

3.2 Recruitment and selection process

- **Definition:**

Recruitment is concerned with accomplishing, attracting, and ensuring a supply of qualified personnel and making out selection of requisite manpower both in their quantitative and qualitative aspect. It is the enlargement and maintenance of adequate man- power resources. This is the first stage of the process of selection and is finalized with placement. In simple words, the term recruitment refers to discover the source from where potential employees may be chosen. The scientific recruitment process leads to higher efficiency, better wages, high morale, reduction in labor turnover and enriched reputation. It stimulates people to apply for jobs as it is a positive process. On the other hand, the process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria. Certain employment laws such as anti-discrimination laws must be obeyed during employee selection as it is a negative process.

Recruiting has often been patented as more art than science. It's a communicative discipline where people skills, intrusive interviewing and character instincts are critical to doing a good job. Recruiting is a lot more science than we give it credit for, especially if the organization is doing it correctly. Because it's not just a predicting game anymore. Instead of trying to hire more candidates every year and hoping it works, companies today have more tools and information at their disposal to make strategic adjustments to their hiring programs.

Management is an organization's commitment to recruit, hire, retain, and develop the most talented and superior employees existing in the job market. So, talent management is a useful term when it describes an organization's assurance to hire, manage, develop, and retain talented employees. The components of talent management: Strategic employee planning, Talent acquisition and retention, Performance management, Learning and motivating, Compensation, Career Development, and Succession Planning.

Acquisition is the process of attracting and recruiting the best talent available to confirm that an organization has the right people, with the right skills, who are in the right job, and are employed against the right requirements. This contains elements of employment branding, outreach, networking and relationship building with potential candidate communities to continually build and enrich the talent pool for an organization. When used in the perspective of the recruiting and HR profession, talent acquisition usually refers to the talent acquisition department or team within the Human Resources department. Talent Acquisition professionals realize that each talent has something of value to offer. They also maintain relationships with the best of the talent that lead to more successful networking, more referrals, more business and an amazing give and take of expertise, knowledge and information.

3.3 Differences between Recruitment and Talent Acquisition

- Recruiting is a short-term, strategic effort to fill vacancies with active candidates. Talent acquisition is a long-term, tactical effort to seek out qualified people, foster relationships, and convince them to bring their unique skills to the company. A talent acquisition strategy is designed to attract the best and brightest people to work for the company-regardless of specific open positions.
- Recruiting proceeds tremendous effort. Talent acquisition takes efficient and fruitful processes which are easy to use and candidate centric.
- Recruitment is a linear process, where employers source candidates for the current vacancies presently available. This approach is reactive in its nature, thus leads to enlarged time-to-hire and cost-to-hire. At times organizations compromise even on quality in order to handle cost and time.

On the other hand, Talent Acquisition is ongoing cycle of process that start by building employer brand, communication of Employee, value proposition and continuous relationship with targeted Talent segments. This approach leads to the development of talent pools and talent pipelines eventually generating sustainable talent supply chain. This leads to more strategic nature of the approach and momentous improvements across all Recruitment KPIs.

3.4 Importance of Recruitment and Selection

Many businesses are realizing just how important the process of acquiring talent actually is. Effective talent acquisition is vital for any business and here are the crucial reasons:

Get the right people: Talent acquisition proceeds a long-term view. Those engaged in acquiring talent are much more involved in finding the best candidate for the job. This means that everything from skills to future development to cultural fit is deliberated when a candidate is ‘acquired’ rather than recruited.

Realize a competitive advantage: The biggest asset of an organization is its employees as they have the ability to make the differences. When the right people are not placed rightly, the business may face struggle. By contrast, when the right people are in place, the business will achieve an edge in the market. The right people have the abilities to ensure that work is being completed properly and on time. They are also be more motivated and more productive in the workplace which interprets to an advantage in the market.

Invest in the future: The most vital thing about talent acquisition is that it is forward looking. The key personnel may be looking toward retirement or may move on to opportunities with other firms and other employees are equally inevitable. Replacing them with an external candidate may be a lengthy and costly application and there is no assurance that the hired person will fit with the corporate culture. Talent acquisition looks to ensure that the hiring people have the skills to develop into the key personnel. Since candidates are already screened so thoroughly in the time of hiring, the personnel know that they are the right fit for their current positions and they have the potentialities on the future roles.

Save time and money: One last reason effective talent acquisition is so essential is that it ultimately saves time and money. Though acquiring talent can be a much more involved process, going through the process in the first place can save from spending resources for the long run, such as, training on a person who ultimately is going to leave, and also repetitive recruitment cost.

3.5 Recruitment and Selection Strategies:

The strategic elements of talent recruitment and selection as follows-

Talent Acquisition Planning & Strategy: This confirms business alignment, examines workforce plans, entails an understanding of the labor markets, and looks at global considerations.

Workforce Segmentation: It entails an understanding concept of the different workforce segments and positions within these segments, as well as the skills, competencies, and experiences necessary for success.

Employment Branding: This includes activities that help to expose, articulate and define a company's image, organizational culture, key differentiators, reputation, and products and services. Employment branding can help spread the market position of organizations, attract quality candidates and represent what it is truly like to work for that organization.

Candidate Relationship Management: This contains building a positive candidate experience, handling candidate communities, and continuing relationships for those candidates who are not selected at present against a particular skill set, but have few more skills.

Metrics & Analytics: It is the endless tracking and use of key metrics to drive continuous improvement and to make better recruitment decisions, to ultimately advance the quality of hire. Modern recruiting tools are moving to magnitude long-term metrics like performance, retention, and overall fit. Armed with that data, HR professionals can forecast future success at the company based on the qualities of past high performers.

Working with Other Departments to Integrate Talent Acquisition: Good recruiting can never happen in an emptiness. Working with other departments can influence the skills of hiring team in the talent acquisition process. For example, a marketing manager can assist the recruiter with the employer branding: innovative ways to freshen up print and digital recruiting materials to attract more candidates, film a video that highlights the company culture or a "day in the life" of a certain role, convey the value of the company to life on social channels, in search results, and wherever else top talent might be looking.

The HR personnel can also work with accounting, analytics, or other data-focused departments to help himself analyze the new store of data and to understand how to pull actionable insights from lots of recruiting data so that they can present data in a compelling way when the time comes.

Using Automation to Make Outreach Efficient

Modern recruiters and HR leaders have unbelievable tools at their disposal to find and connect with top talent and these tools are only getting smarter. Automation in recruiting is another appreciated tool. Automation decreases the time it takes to screen candidates, helps evaluate soft skills, and minimizes human bias. Automation is a great tool for screening resumes, acknowledging and rejecting applicants, scheduling interviews, and checking references. As long as it is used in the right ways, automation can protect a lot of time and free up time for tactical talent acquisition.

The recruitment tools: An Applicant Tracking System (ATS), Recruitment Candidate Relationship Management (CRM) system, onboarding system, career site, interviewing tools, and mobile apps can be the finest tools to fulfill the talent strategy to look into new solutions that can help predict candidate success or at least help to reach candidates in the right place and at the right time.

3.6 Process of Recruitment and Selection:

Business of all sizes from small, medium to big, all need a practice for talent acquisition. This is a common concern and analysis raised from company leaders. The five basic steps of talent recruitment process:

1. Generating potential lead

One of the most essential step is to make sure that a pool of suitable talent is generated for the current vacancy. Professional recruiters recommend business leaders to design a practice for potential employees' generation. The process starts with a *job description*, defining what roles the staff will perform, which qualifications the company desire for. Talent Central can be intended to import automatically position-specific information from the company's specific software and the Jobs Descriptions Database when a requisition is created. Information consist of items like the job title and description, and basic qualifications for each job code. For the hiring manager, this automated feature confirms that up-to-date titles and qualifications are used, and advances posting time by reducing the need for data entry. Hiring managers are encouraged to comprise detailed job duties as well as job related preferences to the position description. This information will be reviewed in the strategy term with the recruiter. The posting may be customized by the recruiter in order to attract the highest quality applicants for the position.

The next step relating the tactics to promote the *job postings* in many channels. It could be professional website for job seeker, or via social media platform such as Facebook, LinkedIn posting and sharing at networking events may be additional option. Briefly, the recruiter should exploit all channels to generate as many potential leads as possible.

2. Picking the right questions for interview

There are some fundamental rules in asking the right questions for behavioral interview. The company owners must want about their real experiences instead of hypothetical questions. Therefore, the recruiter should sensibly design a questions list earlier. It is highly advised that he should start by outlining from 3 to 5 most outstanding tasks and key performance indicators (KPI) to gauge the performance of a candidate. Then he can design other relevant questions regarding their past company. Digging into some questions like: "What have you accomplished?", "How long the time you taken to do this assignment?" Their attitudes and experiences will be clearly highlighted through their responses.

3. Utilizing Assessment Tools and Exercises

There are a few more tools and methods for employees' assessment including an IQ, EQ, personality test. The recruiter may also use some kind of physical ability test if the nature of the job needs. Any types of test is acceptable if it does not contain discrimination contents and still related to the scope of work. Some exercises such as team-work discussion, case studies and many other things will help to understand the thoughts and behaviors to continue with the processes and make final decisions.

4. Checking references

There are Three (03) key elements to memorize the checking references step also known as 3 C's: Chemistry, Character, and Competency. The personnel should never forget to make the reference calls and crosscheck the legitimacy of the references contents. Any intuition and feeling about the candidate should not be followed in the time of this task.

5. Making the final selection

The final step will convey the desired results provided that the personnel build a complete HR system. He should clearly outline the scoring, ratings of the candidates then choosing the best possible employees.

3.7 Types of recruitment and selection:

Recruiting individuals to fill the particular post through selection can be done by internally by recruitment within the firm and externally by recruiting people from outside.

Internal recruitment

Internal recruitment is the process of filling the vacant position within the business from its current workforce through – promotions, transfers, former Employees, internal advertisements (Job Posting), employee referrals, and previous applicants etc.

Advantages

- Inexpensive and earlier to recruit
- People already accustomed with the business and know how it operates
- Provides opportunities for promotion within the business which also enhances the motivation
- Supervisors already know the strengths and weaknesses of employees, it's easy to manage them.

Disadvantages

- Limits the possibilities of judging more potential applicants
- Create obstacle for gaining new ideas introduced from outside
- May cause grievances among the candidates not appointed
- Generates another vacancy which needs to be filled

External recruitment

External recruitment means to fill the vacancy from outside manpower selection through- direct recruitment, employment exchanges, employment agencies, advertisements, professional associations, campus recruitment, and word of mouth etc.

Advantages:

- Gain new ideas from the outside people
- Larger pool of candidates from which to find the best employees
- Generate the wider range of experience from outside people

Disadvantages:

- Lengthy process
- More expensive process in line for advertising and interviews required
- Selection process may not be effective enough to elicit the best candidate

3.8 Researchers' view:

Many researchers have contributed to the field of HRM, and have offered intensive and reflect knowledge on the branches of HRM such as scientific recruitment and selection, manpower management, job analysis, purpose of recruitment, and so on. The study highlights on the fact that the recruitment and selection process is integrated with other processes such as strategic plan of the company, training and development schemes, compensation, rewarding/incentive system, performance appraisal, and lastly, industrial relations. Furthermore, according to Silzer et al (2010), there exist several reasons why the most specious information have been more promising; including the well-structured nature of interviews, the use of questionnaires based on a job analysis, attachment of panel of interviewers, the practice of note-making during the interview, and the use of rating scale based on behavioral factors to measure the interviewee's answers all play an vital part in the improvement of the recruitment validity. Therefore, the study has offered a brief review of literature of as many as six authors based on their individual studies and research on recruitment and selection processes.

According to Korsten and Jones et al., Human Resource Management theories highlight on techniques of recruitment and selection and sketch the benefits of interviews, assessment and psychometric examinations as employee selection process. They further specified that recruitment process may be internal or external or may also be conducted online. Typically, this process is based on the altitudes of recruitment policies, job postings and details, advertising, job application and interviewing process, assessment, decision making, formal selection and training (korsten, 2003).

Jones et al. (2006) advised that examples of recruitment policies in the healthcare, business or industrial sector may offer insights into the processes involved in instituting recruitment policies and defining managerial objectives. Successful recruitment techniques involve a sharp analysis of the job, the labor market scenario and interviews, and psychometric tests in order to scrutinize the potentialities of job seekers. Other approaches to selection sketched by Jones et al. consist several types of interviews, role play, group discussions and group tasks, and so on. Any management process turns around recruitment and failure in recruitment may lead to difficulties and unwanted barriers for any company, including unpleasant effects on its profitability and inappropriate degrees of staffing or employee skills (et al, 2006). Moreover, insufficient recruitment may cause hindrances in management decision making, and the overall recruitment process can itself be advanced and amended by complying with management theories.

Alan Price, in his effort of Human Resource Management in a Business, formally defines recruitment and selection as the process of rescuing and attracting able applications for the purpose of employment. He states that the process of recruitment is not a simple selection process, while it needs management decision making and broad planning in order to appoint the most suitable manpower. The standing competition among business enterprises for recruiting the most potential workers in on the pathway towards creating innovations, with management decision making and employers endeavoring to hire only the best applicants who would be the best suitable for the corporate culture and ethics specific to the company (Price, 2007). This would reflect the fact that the management would particularly shortlisted candidates who are well-found with the requirements of the position they are applying for, including team work. Since having qualities of being a team player would be essential in any management position (Price, 2007).

Hiltrop (1996) was successful in signifying the relationship between the HRM practices, HRM-organizational strategies and organizational performance. The findings of Hiltrop's (1996) work also revealed that selectively hiring has a positive impact on organizational performance, and consequently, provides a substantial practical insight for executives and officials involved. Furthermore, staffing and selecting remains to be an area of significant interest. With recruitment and selection techniques for efficient hiring decisions, high performing companies are most likely to spend more time in giving training mainly on communication and team-work skills (Hiltrop, 1996).

As discoursed by Jackson et al, Human resource management approaches in any business organization are developed to meet corporate objectives and materialization of strategic plans via training and development of personnel to attain the ultimate goal of improving organizational performance as well as profits (Jackson, 2009) . The nature of recruitment and selection for a company that is following HRM approach is influenced by the state of the labor market and their strength within it. Work of Bratton & Gold (1999) suggest that organizations are now emerging models of the kind of employees they desire to recruit, and to recognize the applicants correspond to their models by means of reliable and valid techniques of selection. Nonetheless, the researchers have also seen that such models, largely resulting from competency frameworks, raise strength in companies by generating the appropriate knowledge against which the job seekers can be assessed.

However, recruitment and selection are also the initial stages of a conversation among applications and the company that shapes the employment relationship (Bartton & Gold, 1999). This relationship builds a company's manpower development.

However, the process of recruitment does not cease with application of candidature and selection of the appropriate candidates, but involves sustaining and retaining the employees that are selected, as defined by Silzer et al. (2010). Work of Silzer et al was largely concerned with Talent management, and through their work they were successful in determining issues like whether or not talent is something one can be born with or is it something that can be acquired through development. According to this author that was a core challenge in designing talent systems, facing the organization and among the senior management. The only solution to resolve the fact of attaining efficient talent management was by adopting fully-executable recruitment techniques. Regardless of a well-drawn strategical plan on recruitment and selection as well as involvement of highly qualified management team, companies following recruitment processes may face significant obstacles in implementation. As such, theories of HRM can give intuitions in the most effective approaches to recruitment even though companies will have to employ their in house management skills for applying generic theories across particular organizational contexts. Silzer et al described that the primary purpose of successful talent strategies is to create both a case as well as a blueprint for developing the talent strategies within a dynamic and highly intensive economy wherein acquisition, deployment and preservation of human capital-talent that matter, shapes the competitive advantages and success of many companies (Silzer, 2010).

Toward that end Taher et al. (2000) carried out a study to analyze the value-added and non-value activities in a recruitment and selection process. The strategic manpower planning of a company, training and development program, performance appraisal, reward system and industrial relations, was also appropriately sketched in the study. This study was based on the fact that efficient HR planning is an essence of organization accomplishment, which flows naturally into employee recruitment and selection (Taher, 2000) .

Therefore, demand rather than supply must be the prime attention of the recruitment and selection process and a greater importance must be put on planning, supervising and control rather than intervention. In other words, value-added and non-value added activities related with a company's recruitment and selection process impacts its role in creating motivated and skilled workforce in the country (Taher, 2000). Thus, the study recognized the waiting time, inspection time and filing time as non-value added tasks and the cost of advertisement as the only value added activity in the overall process. Therefore, any organization is stimulated to develop the real-time recruitment strategies that must attempt to generate a pool of qualified and well-experienced individuals so as to effectively initiate the selection strategies and decisions. In essence, the potential candidates are encouraged to apply for the open vacancies and also the relevant departments can engage in recruiting the best candidates to upgrade the department's performance (Taher, 2000) .

It pervades the organization. Every person in an organization is involved with personnel decisions. The responsibility for human resource management activities rests with each manager. If managers throughout the organization do not accept their responsibility, then human resources activities may be done only partially or not at all. It is concerned with managing people at work. It covers all types of personnel. It is a continuous function.

It draws on a number of related disciplines, such as industrial psychology, Sociology, Social Psychology, Anthropology and Economics. The function of HRM is advisory in nature. In management terminology, it is a staff function. The personnel manager advises the operating departments on matters relating to personnel. He does not issue orders to them but gives them advice. Traditionally, HRM is the process of acquiring, training, appraising, and compensating employees and attending to their labor relation, health and safety, and fairness concerns but in the changing context. HRM is seen as a set of techniques that claimed to embrace and promote new approaches to management of people and work organization to enhance employee commitment and flexibility as well as their willingness to respond rapidly with the changing market conditions for providing competitive advantage to the organizations.

The basis of scientific management is that there is one best way to do a job. The best way will be the most efficient and therefore the fastest and least expensive. The founder of this new field of scientific management was an American mechanical engineer, Frederick "W. Taylor (1856- 1915). Two of Taylor's contemporaries, Frank Gilbreth (1868-1924) and his spouse Ullian Moeller Gilbreth (1878-1972), joined in becoming the proponents of scientific management or industrial engineering.

In the decade after 1910, the principles of scientific management were applied on a wholesale basis in the United States. Taylor and his disciples assumed that workers wanted to be used efficiently and were motivated by money. This philosophy proved to be incorrect because it ignored feelings- and other motives. Workers were left dissatisfied with their jobs. Union opposition grew as union organizers condemned Taylorism for depriving workers of a voice in the conditions and functions of their work. One result was the emergence of welfare secretaries as organizational employee to oversee programs for the welfare of employees. These programs included recreational facilities, employee assistance programs, and medical programs. The welfare secretary position was the beginning of the professional personnel (now human resource) function.

As antiquated as scientific management seems now, some would argue that many of the basic principles still apply today.²⁶ For example, the many special incentive systems organizations use to motivate employees and reward performance are adapted from Taylor's ideas. The ideas of scientific management are adaptable, and its basic principles continue to have relevance after almost 100 years.

3.9 Human Relations:

The first important discovery about the social context of mass production occurred in the famous experiment undertaken by U.S. social scientists Elton Mayo (1880-1940) and Fritz Roethlisberger (1898-1974) between 1924 and 1932 at Western Electric's Hawthorne plant in Chicago. Mayo and his colleagues sought to study the effects of changes in illumination on productivity. The investigators chose two groups of employees working under similar conditions. The level of illumination was varied for the test group but kept constant for the control group. To Mayo's surprise, the output of both groups rose. Even when the researchers told the workers in one group that the light was going to be changed but then did not change it, the workers expressed satisfaction, and productivity continued to increase. Mayo saw that the significant variable was not physical but psychological; the reason for the increase in productivity was the workers' attitudes toward their jobs and Western Electric. Because their cooperation had been requested, the workers now felt themselves part of an important group whose help and advice were being sought by the company.

The discovery of the "Hawthorne effect" led to further research on the social factors associated with work. Results of these studies led to the human relations movement, with its emphasis on the fact that employees need to be understood in order to be satisfied and productive. However, the idea that good human relations in and of themselves will increase productivity failed to be consistently supported, and many of the movement's ideas were abandoned.

Table-1.1

Evolution of HR
Management Time
period

Before 1890 1900-
1910

1920s

1930s

1940s

1950s

HR Focus

Industrial technologies
Employee well-being

Task design, efficiency,
and impact of work
groups on individual
workers

Union of workplace
Passage of major labor
laws

Employee benefits and
compensation

Employee relations
Specialized personnel
functions

HR Activity

Disciplinary systems
Health and safety
programs

Time and motion studies
Employee counseling
and testing

Communication
programs
Anti-union campaigns
Personnel becomes staff
support to operational
line units

Wage increases
Cost-of-living
adjustments
Pension, health, and
other benefits plans

Training and
development
Separate divisions
within personnel
established; recruitment,
labor

Example Event

National cash register
(nrc) forms first
personnel department to
handle employee issues
period of scientific
management

Major labor relations
legislation:
Norris –LaGuardia Act
National labor relation
Act(wag net Act)

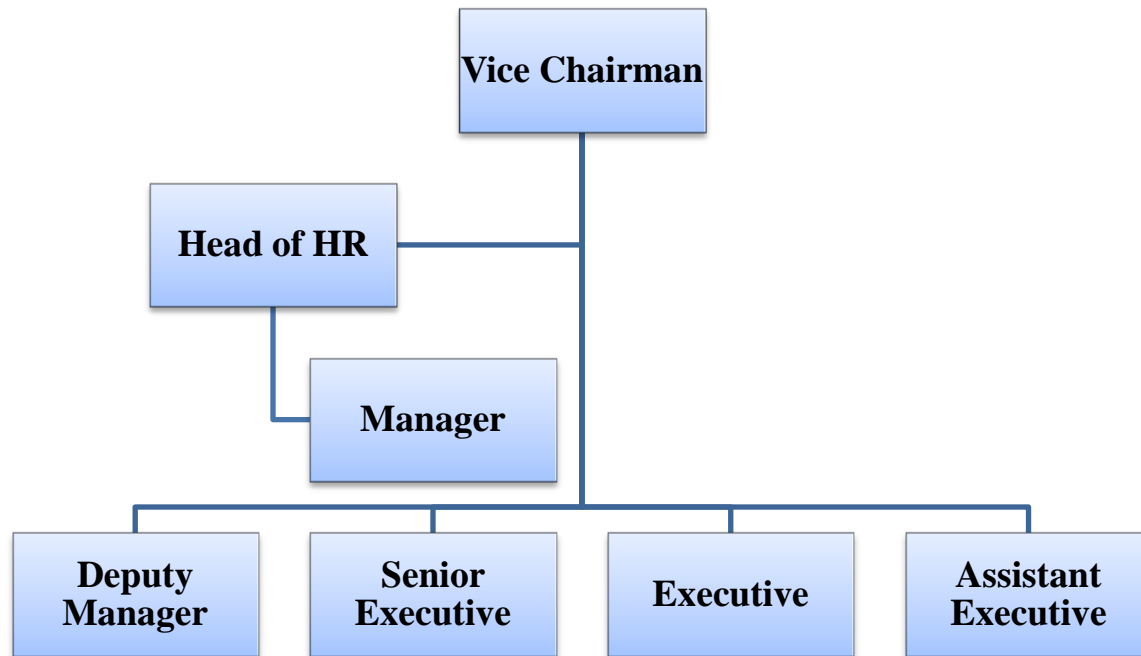
General Motors And the
United Auto Workers
sing first contract with
“escalator “clause.

The Hawthorne studies
from the human relation
movement find
widespread
applicability.

Chapter: 04

Recruitment and Selection Process of Bashundhara Group

4.0 Organogram of HR division



4.1 Types of employees:

Employees shall mean persons in the employment of Bashundhara Group. Though there are 15000 above employees engaged in a regular basis with the whole organization, 3000 employees are assigned with sector – A, and shall be classified into six types as follows:

Apprentice and Trainee:

In this case, the company gives the first-hand knowledge to the fresher as an apprentice or management trainee. An employee who undergoes on the job training for a specific period on a specific job within the Units/Enterprises/Establishments of the BG, shall be paid Subsistence Allowance during such period of training. However, on completion of the training period, the incumbent may be absorbed as a permanent employee or may be let off as per decision of the Authority/Management of the BG.

Probationer:

An employee who is provisionally employed to fill a permanent vacancy in a post and has not completed the period of his probation i.e. 6 months or any other period including extension thereof.

The Employees who are in the probation period, is legitimated to avail sick leave and short leave as per labor law and to earn partial bonus in case of any 'Eid Occasion.

Permanent Employee:

A permanent employee is an employee who has been engaged on a permanent basis or who has satisfactorily completed the period of probation i.e. six months or any other period including extension thereof as may be determined, from case to case, by the Authority/Management of the BG.

The period of probation shall include breaks due to sickness, leave or any involuntary closure of BG. On completion of stipulated period of probation, the employee shall be confirmed in the employment.

After becoming the Permanent employee, an individual can enjoy all of the facilities including full bonuses, yearly increment and leaves mentioned in the BG Policy.

Contractual employee:

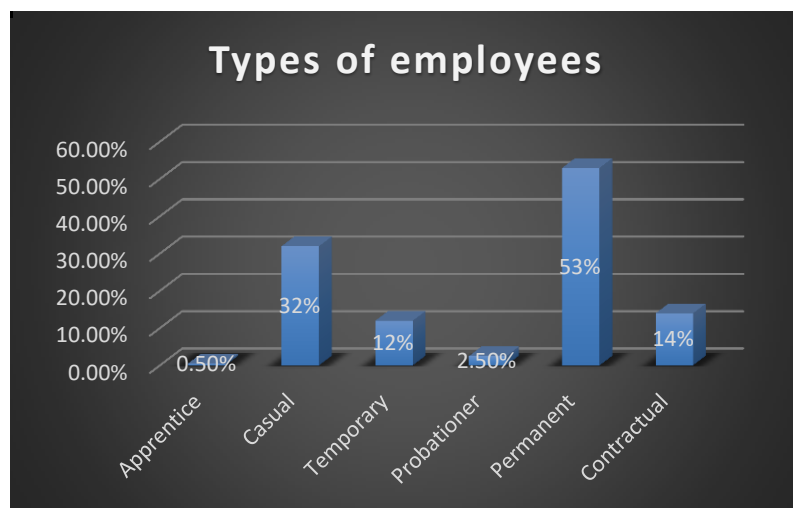
The services of an employee on Contract Services, against expressed terms and conditions of employment, shall be governed by the said terms and conditions as laid down in the Deed of Contract. Generally, in Bashundhara Group, the contract is made for 1 year but the period of such employment may be extended as per mutual agreement.

Temporary Employee:

An employee who has been engaged for job which is essentially of temporary nature and is likely to be finished within limited period. The temporary employees shall be informed of the probable period of the engagement before their employment. Most often this type of employee is appointed for the factory level.

Casual Employee:

An employee who is employed in vacancy essentially of casual nature. This shall include Daily Basis and Piece Rate Basis of engagements. This type of employee is also noticed in the factory premises.



4.2 Preliminary steps of Talent Recruitment

Before going to recruitment and selection, Recruitment and selection team of Bashundhara Group consider four major things to set the standard target of talent hiring. These are taken as pre-requisite of the recruitment and selection process.

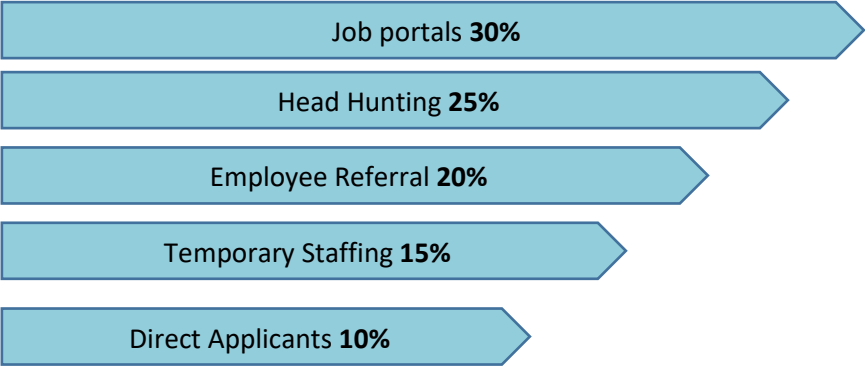
Requisition: There is a manpower requisition form sent from different units of the company to the HRD for demanding the necessary employees for them. In the form, some criteria are mentioned: Position's name, number of vacancies, general requirements from the candidate (i.e. educational qualification, experience, age etc.). Recruitment and selection team then process this requisition for getting proper approval from the management.

Timing: After getting manpower requisition, HRD forecasts possible time to provide required manpower to the concerned department. Generally, it takes *Two to Three months* from getting the requisition form to place new employees from the job market to the regarded position.

Budget: Once, the recruitment and selection team set the standard time to delegate the required manpower to the vacant position, the next mandatory motive goes to anticipate the recruitment and selection budget regarding this purpose. The components of recruitment and selection budget:

| Recruitment & Selection Budget | | |
|--------------------------------|--------------------------------------|--------------------------|
| January - June, 2018 | | |
| SL.No. | Details | Amount |
| 1 | Salary of the HR personnel | 300,000/- |
| 2 | Resources used by the HR personnel | 200,000/- |
| 3 | Cost to Job Advertisement | 200,000/- |
| 4 | Cost to interview committee | 100,000/- |
| 5 | Candidate testing cost | 50,000/- |
| 6 | Cost to employee orientation program | 50,000/- |
| | | Total = 900,000/- |

Sources of candidate: This is also a crucial task done by the recruitment and selection team to predetermine the sources from which they are going to fill the vacant position. For this purpose, at first, they consider the respected position and figure out the appropriate source for that. The final selection of the sources may vary with the different position. The concerned team finds the best source which is fitted with the requirement of the position. The most applied sources are being showed with descending order:



4.3 Methods of talent recruitment

Bashundhara group is always concerned about finding the best talent from the competitive job market. For this purpose, it follows both internal and external methods of recruitment to fill the vacant position.

4.4 Internal recruitment

Internal recruitment is when the empty position is fulfilled from the existing workforce of the organization. Promotion, internal advertisement, hiring retired employee, temporary staffing can be the ways of internal hiring. This company follows:

Promotion: To fill a higher-level position, hiring managers can promote an existing employee. As they already work with the employee, they know the worker's capabilities to perform. It has been noticed that this organization rarely promote its employees to fill the vacant position.

Temporary staffing: This type of recruitment is for granting the temporary employees for the permanent position. Hiring managers test the temporary employees' skills before onboarding them for full time work. For instance, BG has a policy to recruit best intern as Management Trainee (Temporary basis) and after getting a satisfied performance at the particular time, it can offer Assistant Executive post to him.

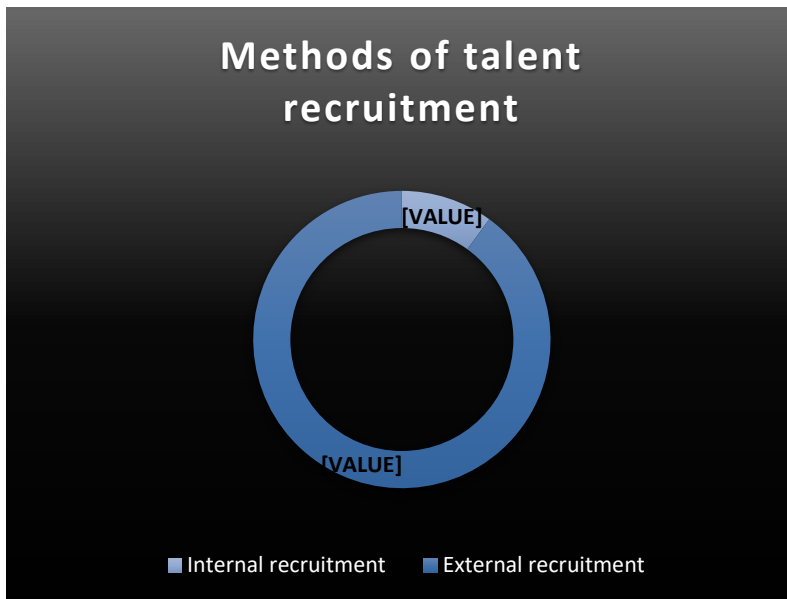
4.5 External recruitment

Most of the time Bashundhara group follow external recruitment method by which it can find the outside skilled candidates for the organization. Job centers, job advertisement, recruitment agency, personal recommendation are very popular sources of external recruitment. Bashundhara group follows:

Job advertisement: Advertisement are most common form of external recruitment here. Bashundhara group advertise the job to enrich the job portals through newspaper (Prothom Alo, Bangladesh Pratidin, Daily Sun, Daily Star), LinkedIn, BD jobs, and job fair. The choosing of the source for the advertisement may depend on the priority of the position and advertisement cost.

Head hunting: Head hunting is a most common process of talent acquisition of a prospective employee, who is working elsewhere and who has a relevant work experience for the particular job profile. Head hunting is carried out by the HR of a company or is outsourced to an agency or job consultant. As, this is the most common way to search talents in Bashundhara group, the recruitment team is directly involved with this.

Personal recommendation: Often referred to as 'word of mouth' and can be a recommendation from a colleague at work are the ways of personal recommendation. Besides, some candidates can directly apply for a position with the recommendation of top management. It enriches the possibilities of finding the right talents as they are introduced by the existing members of the companies. A full assessment of the candidate is still needed however, but potentially it saves on advertising cost.



4.6 Talent Recruitment & Selection Process

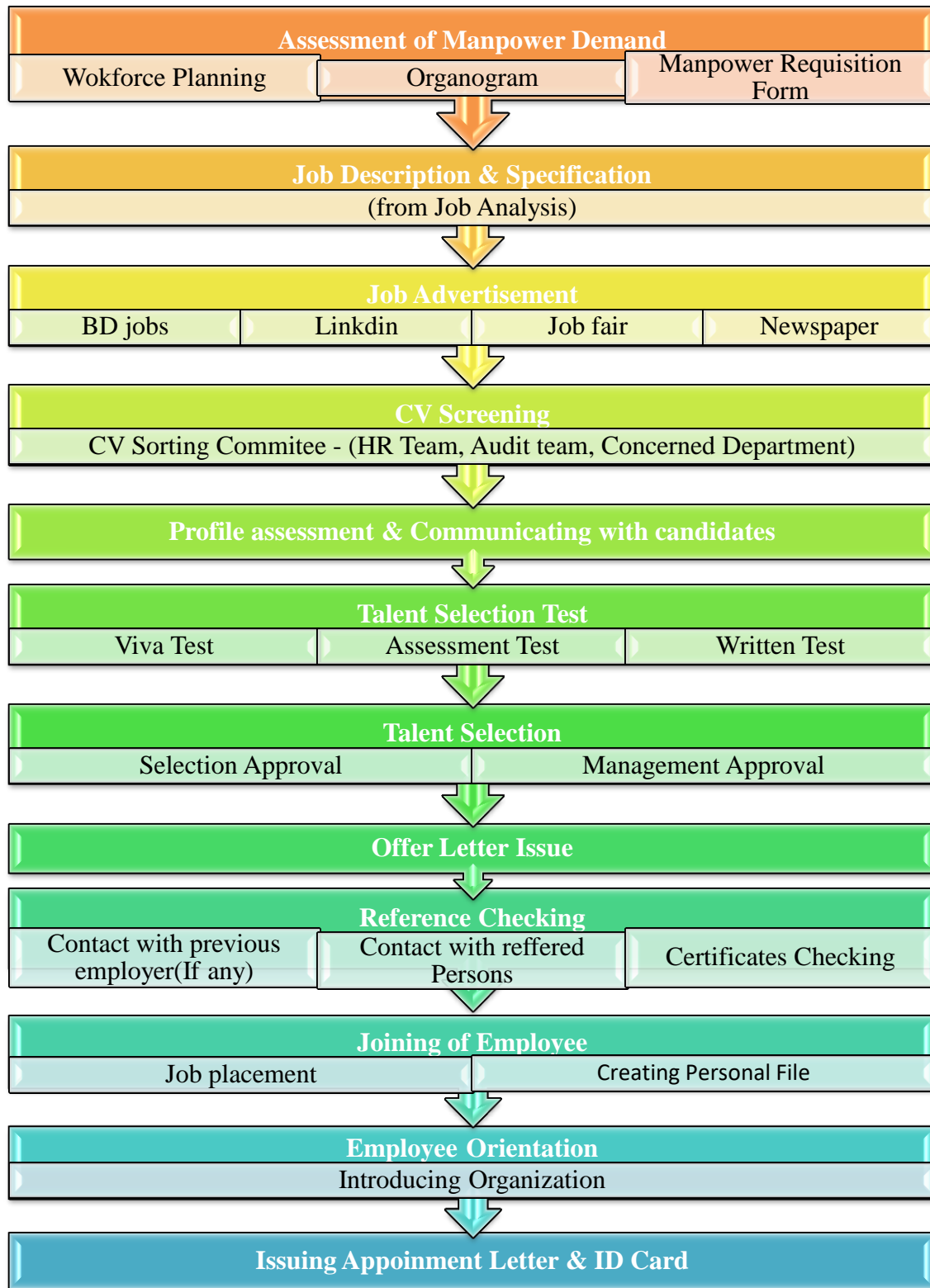


Figure 5.1: Flow Chart of Talent Recruitment & Selection

4.7 Assessment of Manpower Demand

Manpower demand refers to the need of human resources throughout the organization. It occurs when there is a shortage of human resources in the units or departments of the organization. The Corporate Divisions of Bashundhara group are-

- Company Affairs and Secretariat
- Administration and Human Resource Development
- Accounts and Finance
- Internal Audit & Compliance
- Engineering and Technology
- Commercial (Procurement and Logistics)
- Planning and Implementation
- Research and Development
- Marketing and Sales Promotion

The company needs lots of manpower to run such large conglomerate business. In the light of enormous function, the supervisors of the respective units make the **manpower requisition form** to make authentic requirement and send it to the recruitment and selection team of Human Resource Division.

4.8 Workforce Planning

After getting the manpower requisition form, HR division prompts to exploit the valuable time on justifying the demand of manpower. Though there is not any significant technique using for systematic HR planning, the team forecast the demand and supply based on assumption. *Firstly*, they follow the **organogram** of the company and the particular department to justify the demand and also notice some facts like whether there is any layering or delayering happening or not. *Secondly*, they analyze the **Key Performance Indicator (KPI)** of the department to ensure the credibility of the demand like the current manpower is really enough to perform the tasks or not. Then they go for counting the **attrition rate** to understand the tendency of the employees' termination. *Finally*, the Head of HR approve the authentic manpower requisition form and send it to the management for the final approval.

4.9 Job analysis

Job Analysis is a process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job. The purpose of the job analysis is to develop:

- job duties that should be included in advertisements of vacant positions;
- appropriate salary level for the position to help determine what salary should be offered to a candidate;
- minimum requirements (education and/or experience) for screening applicants;
- interview questions;
- selection tests/instruments (e.g., written tests; oral tests; job simulations);
- applicant appraisal/evaluation forms;
- orientation materials for applicants/new hires

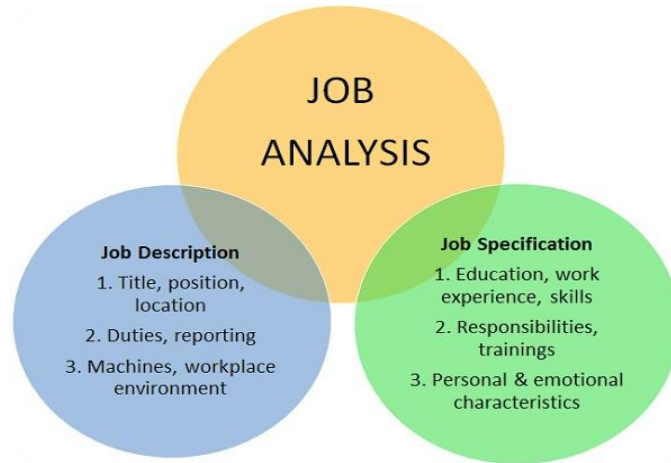


Figure 5.2: Job analysis

Job analysis is very crucial part of the talent recruitment and selection process of Bashundhara group. From job analysis, the company can fix the **job description and specification** by which they not only let the employees learn about the duties and responsibilities of the particular position but also the general requirement from the employees to apply. In a brief, Job description is a document that describes the general tasks, or other related duties, and responsibilities of a position. Whether, job specification is a written statement of the minimum qualifications and traits that a person needs in order to perform the duties and undertake the responsibilities of a particular position.

The components of job description are showed with a sample example:

| | |
|---------------------------------|--------------|
| Employee Name | Designation |
| Department | Job Location |
| Nature of Job | Joining Date |
| Personal File No. | |
| Job Context: | |
| Key Responsibilities | |
| | |
| Position Specification | |
| Job Requirements: | |
| Academic Qualification: | |
| Experience: | |
| Job Location: Dhaka | |
| Salary Range: Negotiable | |

4.10 Job advertisement

After making the job description, the next step is advertising the job. Now a days, Bashundhara group is trying for more **attractive advertisement** of the job to *capture the concentration of the talented candidates as well as to ensure the employment branding*. The company always keep in mind that a well described advertisement also stimulates the candidate's desire and willingness to seek employment in the company. Thus, the literature specifically describes the job description and specification in clear terms and the procedure of application, date, time and other relevant information are also mentioned.

The company advertise the job through four sources: Newspaper, BD jobs, LinkedIn and job fair. It has been noticed that the mostly used sources of the company are BD jobs and Newspaper. Generally, Prothom Alo, Bangladesh Pratidin, Daily star, Daily sun are most of the usable newspapers for promoting the job advertisement. They also advertise through BD jobs on contractual basis, such as, 1 Lac taka for 200 advertisement in a year. Besides that LinkedIn is used for maintaining professional relationships within the social media and Job fair is used to attract the young and energetic resources from the reputed universities to give them some opportunities of sharing the innovative ideas. Moreover, the ultimate source of the advertisement is chosen based on the cost and the mode of the position.

Employment Opportunity

Sr. Executive / Dy. Manager (Quality Control)

In today's complex business environment, an organization's adaptability and ability to manage constant changes through innovation and product quality can be keys to success. Traditional methods may no longer lead to reaching objectives due to vast competitiveness in the marketplace. To win in the marketplace organization needs to make appropriate and hygienic changes on product quality. As such Bashundhara Group is looking for dynamic QC professionals for its Food & Beverage Sector.

Job Summary:
Coordinating all the activities required to direct & control manufacturing quality and ensuring products meet quality & efficiency standards set by the company and conducting different kinds of tests on products to ensure products safety in a cost-effective and timely manner.

Requirements:
Academic : M.Sc in Food Technology /Food Engineering/Chemistry from reputed public universities.
Experience : Min. 3 years working experience in QC in relevant industry.
Age : Max. 40 years.
Competencies: Analytical ability and meticulous attention to detail, ability to plan and prioritize job, Sound computer operating skill, proactive and hard working.
Compensation Package: Competitive and attractive salary & benefits will be offered to the deserving candidates.



The Home
of your
dream job

Application Procedure:

Candidates matching the criteria may send their updated CV along with a latest photograph and photocopies of academic credentials, mentioning the Job Position/Title on the envelope to HR Division, Sector-A, Bashundhara Industrial Headquarters-2, Plot # 56/A, Block # C, Umme Kulsum Road, Bashundhara R/A, Dhaka – 1229 or email it to hr.sector-a@bg.com.bd, mentioning the Job Position/Title in the subject line along with the scanned copies of the academic credentials in the attachment by September 16, 2018.



www.bashundharagroup.com
E-mail: hr.sector-a@bg.com.bd
www.bashundharafood.com

4.11 CV Screening

This is the time from which the selection process is started. Here, employers always focus on screening the best suitable talent for the particular job from thousands of application. Here, they follow some criteria directed by the manpower requisition form while CV sorting.

A CV sorting committee is consisted to perform this significant responsibilities. Here is an example of the committee for screening the candidates for Quality Control Department:

| | |
|--|-----------------|
| Sr. executive, HRD | Convener |
| Asst. executive, Internal Audit & Compliance | Member |
| Executive, Quality Control Department | Member |

After completing the candidates' sorting, the committee prepare a CV Sorting report with indicating the number of total candidates, viewed CVs, shortlisted candidates, and rejected CVs. Then they submit the report to the Head of HR. After giving approval, the Head of HR send the report to the management for final endorsement.

4.12 Profile Assessment and Communication with candidates:

Recruitment and Selection team of HR starts to make profile assessment of the shortlisted candidates to maintain a concise outline of the vital information of the candidates. One of the most important reasons to make this is to help the interviewer finding the necessary qualification of the candidates in a short time on the interview board. A format of the assessment:

| Bashundhara Group | | | | | | | |
|--|---|-----------------------|--------------------|--------------------|----------------------|--------------------|---------|
| Sector-A | | | | | | | |
| Position: Sr. Executive,Dy. Manager, QC | | | | | | | |
| Interview Date: | | | | | | | |
| Interview Time | | | | | | | |
| Venue: BIHQ-2 | | | | | | | |
| Sl. | Name, Contact Number , Date of Birth, Age & Education | Employment History | Existing Salary | Expected Salary | Negotiated Salary | Interview Score | Remarks |
| 1 | | | | | | | |
| | | Total Years of Exp. : | | | | | |

After that the personnel contact with the potential candidates over phone call and message and clearly inform them about the interview types, date, time, and venue.

4.13 Talent Selection Test

Bashundhara group is very much concerned to hire the future leaders, as a result, they arrange various tests to scrutinize the right talent. Selection process of the company varies from the priorities of the position. Generally, the assigned personnel arrange three types of tests.

- Viva test
- Written test
- Candidates assessment test

Sometimes the candidates only face one interview and got the result whether they have been chosen or not. Most of the times, the candidates need to be faced with another session of the testing for being final selected as they are considered as the future talent.

Viva test: There is a formation of interview committee consisting of the expert recruiter of the company for taking the viva test of the candidates. This is the initial testing method of the candidates from which they can learn about the general attributes of the candidates. After being passed in the first stage, the candidates are called up for the next session of the testing if necessary.

The standing committee at the Corporate Office for interviewing candidates intended for recruitment is comprised of the following:

| | |
|----------------------------------|------------------|
| Head of HR | Convener |
| HOD, Concerned department | Member |
| HOD, Internal audit & Compliance | Member |
| HOD, Accounts & Finance | Member |
| Manager, HR | Secretary |

Written test: the written exams are usually One (01) hour long taken for measuring a person's abilities, aptitudes, interests or personality in relation to other individuals. Though the question paper is made by the concerned department and the answer scripts are also checked by them, HR personnel are responsible to conduct the exam under direct supervision.

Assessment test: The Company is very much conscious about hiring the right talent. Hence, the recruitment team organize the day long assessment program in International Convention Center Bashundhara (ICCB) where the candidates are being judged through different tests. The mode of the program may vary for different positions. The ultimate goal of this session is to judge the candidates' knowledge level and potentialities regarding the particular job. The candidates are judged through:

Role Play Exercise:

In this segment, there is a simulated event imposed on the candidates to judge their potentiality to manage the unpleasant events under pressure. The main target to analyze the following qualities of the candidates:

- ✓ Achieving Goals
- ✓ Assertiveness
- ✓ Customer Focus
- ✓ Interpersonal Effectiveness
- ✓ Working Under Pressure

Sample Roles:

- An angry customer
- A dissatisfied shareholder
- A disgruntled colleague
- A failing supplier

Presentation Exercise:

By this segment, the judges try to trace the following qualities among the candidates:

- ✓ Oral communication
- ✓ Organization and Planning
- ✓ Professional Style
- ✓ Presenting Information
- ✓ Time Management

Assessment Factors:

- To what extent were visual aids used effectively?
- Was prior preparation and planning evident?
- Did the candidate come across confident and convincing?
- How was the audience engagement?
- Was the brief question satisfactorily answered?
- What was the standard of oral communication?

Case Study Exercise

- ✓ Analytical Thinking
- ✓ Assimilation of Information
- ✓ Commercial Awareness
- ✓ Innovation
- ✓ Organizing
- ✓ Decisiveness
- ✓ Judgment

Samples Questions:

- Which of the three proposals from the consultant should be implemented, and why?
- Should the business invest in product X, and why?
- Is the joint venture a good idea, and why?
- Is the way forward online presence or increased high street outlets?
- Which market has the largest revenue potential and why?

Team Building Activity

Some games are arranged to judge the candidates' abilities of team work:

- ✓ Communication Skill Test
- ✓ Traffic Jam Workout
- ✓ Jump in – Jump out

Leadership Exercise

The following tasks are given to the candidates to identify the potential leader among all of the participants.

- ✓ Minefield
- ✓ Back to Back Drawing
- ✓ Flip the Lid
- ✓ Yank Me
- ✓ Dropping Cups

4.14 Talent Selection

After taking all of the tests, the assigned HR personnel count the total scores and make a selection approval for the selected candidates and also make a panel in accordance with merit. Then he goes to all of the interview committee members to take their consent on the selection approval and after that takes the final endorsement of the management.

4.15 Offer letter issue

Once the HR personnel get the approval on the final selection, they contact with the selected candidates. If in case, any selected candidate fails to accept the employment, they go to other candidate who is in the panel list. After that they make an offer letter for the finally selected candidates. Hence after, with the consent of Head of HR, the assigned personnel contact with the selected candidates to receive the offer letter. In the letter, they give some guideline to the candidates about the necessary documents which have to be submitted to the organization on the joining date:

- i) Certificates, Mark sheet and Testimonials, in original, with photocopies.
- ii) Release letter/Letter of acceptance of resignation on the company/Letter from previous employer.
- iii) Latest passport size photograph (3 copies).
- iv) Original passport with photocopy, if held.
- v) Original NID with photocopy.
- vi) E-TIN Certificate.
- vii) Proof of Present/Permanent Address (Electricity Bill/Commissioner Certificate).

4.16 Reference Checking

Every candidate get Thirty (30) days from issuing offer letter to join in the company. In the time of the joining date, they are obeyed to submit the joining letter and all of the necessary documents directed by the offer letter. HR personnel then check all of the certificates with the original copy and accept the joining letter after getting initial verification of the certificates. After that the final verification started: Contact with the previous employers (if any), contact with the referred person, and online checking of the certificates. There is still a possibility to abandon the new joiners if the verification has not get satisfied result.

4.17 Joining of new employees

When the personnel got a satisfied result, Head of HR accept the joining letter and introduce the new employee to his/her reporting boss. Moreover, on the joining date, they make a personal file of the new employee and enlist him/her with the employment list of the company.

4.18 Employee orientation

Recruitment and selection team organize an employee orientation program within the office to welcome them and introduce with the new organization culture, policies, rules and regulations. In addition, they also provide some gifts and launch on behalf of the company to the new members.

4.19 Issuing Appointment letter and ID card

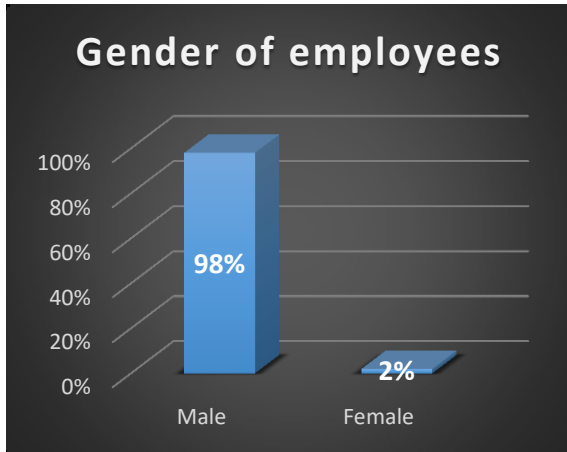
The HR personnel provide the appointment letter and the identity card to the new employees within seven (07) days

Chapter: 05

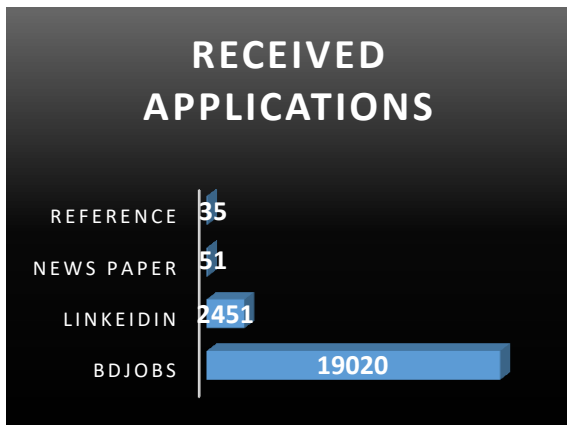
Findings and analysis

5.0 Findings and Graphical analysis

There are some findings and analysis of the observation originated from the internship program:



The chart is illustrating the gender of employees of this company. It must be noted that most of the employees of this company are male.



The chart is showing the numbers of the applications come from different sources and it also indicates that the company gets most of the candidates from BD Jobs.

Total time and round of recruitment and selection process

| | Junior Level | Mid - Level | Top Level |
|---------------|--------------|-------------|-----------|
| Time | 3 months | 2 months | 1 month |
| Rounds | 2-4 | 1-2 | 1 |

It has been noticed that the company is more concerned on the entry level hiring. They take more time to scrutinize the junior level candidates, because they believe that the new members have the lots of potentialities to be the future leader of the organization. In addition, for mid-level and top level employment, they mostly follow headhunting and personal recommendation and arrange on average one formal interview before final selection.

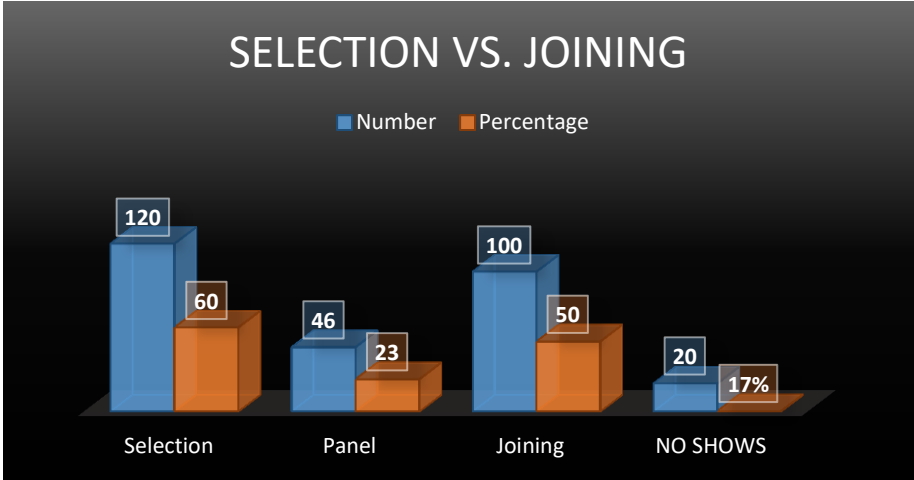
Most common error in the interview time

Not preparing Interview questions in advance

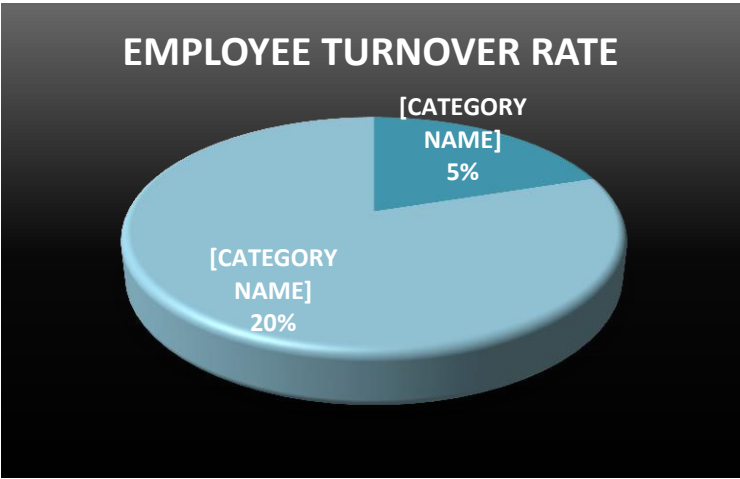
Reliability and validity question

Rushing to hire

On the above it is mentioning the most common error in the interview time done by the interview committee. Often it has been noticed that the interviewers do not prepare their question before going to the interview board, as a result, there is a lack of reliability and validity of questions. In other words, mostly the questions asked to the candidates are not fitted with the respective job. Moreover, there is very rush to hire in this company, which enhances the possibilities to make error.



The graph is showing the number of selection and joining of the employees from January to June of recruitment and selection report. This is also indicating that there is approximately 17% NO SHOWS which refers the number of scheduled candidates not turning up for joining to the job after being selected.



The pie chart is showing that the company has faced with the 5% of permanent employees and 20% of the contractual employees have been left their employment from 2018 semiannual report.



From exit interview, the HR personnel have learned that the above data shown on the graph are the main reasons for leaving this company.

Some monetary and non-monetary benefits have been specified which are provided to the employees to attract the new talents and to retain the existing intelligent:

Perks

- Attractive Compensation package
- Pick & Drop
- Provident Fund
- Gratuity
- Launch
- Training & Exposure Trip

5.1 Benefits of the Talent Recruitment and Selection process:

It is very hard to scrutinize the potential qualities and judge someone as perfect for the respective position among thousands of people.

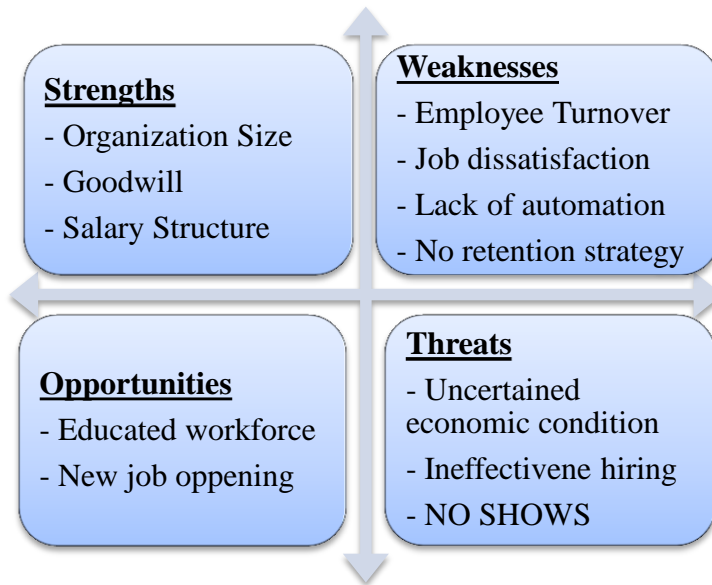
The concerned personnel are continuously hardworking to confirm the better talent recruitment and selection process for the welfare of the organization.

- The first objective of the recruitment and selection team of Bashundhara group is to employ the right talent to place them in the right position. Moreover, the company is continuously growing and one of the most leading conglomerate companies in Bangladesh. Without the diligent workforce, this fame would not be come true which also reflects the successfulness of the selection process.
- Recruitment team is always concerned for attractive job advertisement as well as employment branding to stretch out the talented candidates to participate in a competitive platform.
- The company likes competition, in this regard, the overall recruitment and selection process is very detail oriented as well as competitive. Here, the team have been trying to make sure that new employees are being judged accurately in a competitive way. As, employees are faced with several tests, their potentialities are judged by several ways. The expert committee members of the recruitment and selection team are responsible for taking the tests through assessment center. This is one of the best indications that the recruitment and selection team is trying hard to perform their responsibilities successfully with the major objective of scrutinizing the best talent.
- Though, recruitment and selection process is very expensive and time consuming, due to trying hard of hiring the right talents, the department is minimizing the repetitive expense as well as the time for further hiring is also being saved.
- It must be noted that the attractive recruitment and selection process is creating a positive image to the customers, peers and competitors as the participators are also the part of the society.

5.2 SWOT analysis

SWOT analysis is a useful technique to understand the strengths and weaknesses and to identify the opportunities and threats of the organization or even of a particular department.

Here, the SWOT analysis is being conducted for the talent recruitment and selection sector of Human resource Division.



Strengths: As Bashundhara group is one of the most leading and largest conglomerate businesses in Bangladesh, it has a strong corporate goodwill. It also offers an attractive remuneration package to its employees than its competitors. These strengths may attract the talented applicants to apply for the employment.

Weakness: Most of the common weaknesses of this group is employee turnover and job dissatisfaction. It has been observed that the permanent and contractual employees' attrition rate are respectively 5% and 20% which may arise the question on hiring process. Besides, the 6 days working hour may hinder the applicants from applying which also indicates that the company needs to pay attention on the employees' satisfaction level.

Moreover, lacking of automation in talent recruitment and selection is also a major weakness of the department which hinders them to cope up with the modern and effective talent acquisition process. Furthermore, the absence of employees' retention strategy may result more cost to hire as well as time to hire as the existing workforce is always looking for better opportunities.

Opportunities: The Company is continuously growing and introducing new jobs which offers the huge employment in the country and besides that the raising education rate of the country also ensures the congestion of the workforce.

Threats: The uncertainty of the economic condition is always considerable threat faced by the organization. Besides that the selected employees may reject the offered job; and also the performance of the selected talents are really effective or not may arise pressures.

5.3 Factors Affecting Recruitment Process

The recruitment function of the organizations is affected and governed by a mix of various internal and external forces. The internal forces or factors are the factors that can be controlled by the organization. And the external factors are those factors which cannot be controlled by the organization. The internal and external forces affecting recruitment function of Bashundhara Group are stated bellow:

Management and human resource management are one and the same. They should never be separated. Management is personnel administration. Management has three jobs, two of which are directly related to personnel managing, a business, managing managers and managing workers and work. The word management has three syllables Manage-Men-T. If T is taken for tact, then etymologically management means how to manage men with tact. Management is the process of efficiently getting things done with and through other people. HRM deals with the design of formal systems in an organization to ensure the effective and efficient use of human talents to accomplish organizational goals.

There are many definitions about human resource management (HRM). One of the well known definitions is offered by Michael Jucious (1984). He defined human resources management or personnel management “as the field of management involves planning, organizing, directing and controlling the function of procuring, developing, maintaining and motivating a labor force.” It is the process of acquiring, retaining, terminating, developing and properly using the human resources in an organization. The acquisition function begins with planning. It includes the recruitment, selection and socialization of employees. Through HR planning, managers attempt to anticipate forces which will influence the future supply of demand for employees.

The development function includes employee training, management, development and career development. As jobs evolve and change, ongoing retraining is necessary to accommodate technological changes. Encouraging development of all employees is necessary to prepare organizations for future challenges. Career planning identifies paths and activities for individual employees as they develop within the organization.

The motivation function begins with the recognition that individuals are unique and the motivational techniques (job satisfaction, employee performance appraisal and compensation).

It pervades the organization. Every person in an organization is involved with personnel decisions. The responsibility for human resource management activities rests with each manager. If managers throughout the organization do not accept their responsibility, then human resources activities may be done only partially or not at all. It is concerned with managing people at work. It covers all types of personnel. It is a continuous function.

The maintenance function is concerned with providing those working conditions that employees are necessary in order to maintain their commitment to the organization. The relationship between managers and employees must be handled effectively if both the employees and the organization are to prosper together. HRM deals with the design of formal system in an organization to ensure the effective and efficient use of human talents to accomplish organizational goals. There is a growing recognition that effective use of people in the organization can provide a competitive advantage. 9

It draws on a number of related disciplines, such as industrial psychology, Sociology, Social Psychology, Anthropology and Economics. The function of HRM is advisory in nature. In management terminology, it is a staff function. The personnel manager advises the operating departments on matters relating to personnel. He does not issue orders to them but gives them advice

Traditionally, HRM is the process of acquiring, training, appraising, and compensating employees and attending to their labor relation, health and safety, and fairness concerns but in the changing context. HRM is seen as a set of techniques that claimed to embrace and promote new approaches to management of people and work organization to enhance employee commitment and flexibility as well as their willingness to respond rapidly with the changing market conditions for providing competitive advantage to the organizations.

5.4 Group Interview Method:

The group interview method is similar to the individual interview method except that a number of job incumbents are interviewed simultaneously. Accuracy is increased in assessing jobs, but group dynamics may hinder its effectiveness. Structured Questionnaire Method: Under the structured questionnaire method, workers are sent a specifically designed questionnaire on which they check or rate items they perform on their job from a long list of possible task items. This technique is excellent for gathering information about jobs. However, exceptions to a job may be overlooked, and there is often no opportunity to task follow-up questions or to clarify the information received.

5.5 Technical Conference Method:

The technical method uses supervisions with extensive knowledge of the job. Here, specific job characteristics are obtained from the “experts.” Although a good data-gathering method, it often overlooks the incumbent workers’ perceptions about what they do on their job.

Diary Method:

The diary method requires job incumbents to record their daily activities. The diary method is the most time consuming of the job analysis methods and may have to extend over long periods of time all adding to its cost.

These six methods are not meant to be viewed as mutually exclusive; no one method is universally superior. Even obtaining job information from the incumbents can create a problem, especially if these individuals describe what they think they should be doing rather than what they actually do. The best results, then, are usually achieved with some combination of methods with information provided by individual employees, their immediate supervisors, a professional analyst, or an unobtrusive source such as filmed observations.

5.6 Recruiting Advertising:

A very common formal recruiting method is newspaper advertising. Ads placed in newspaper are accessible to everyone and thus do not discriminate against any groups in disseminating information about job openings. Recruitment advertising has an obvious target people who are seeking work and an obvious goal attracting these job seekers to apply for a job at a particular company. Newspaper ads, however, reach a much wider audience. A well-designed, informative advertisement may help convince those people who are not interested now to apply for the job to consider the company at some later date when they are interested in a new job.

Internet Recruiting:

Internet Recruiting has grown at a phenomenal rate over the past few years. Companies find that Internet recruiting is much less expensive and much faster than traditional methods. It is by far the most economical way to reach a nationwide or worldwide audience of job candidates. Further advantage of Web-based recruiting is as seen by HR Managers and search consultants. A drawback can sometimes be the very large number of resumes that are submitted, many of which are not at all suited to the positions listed.

New graduates are especially active in using the Web to locate job opportunities, apply online, and research companies as potential employers, including the following:

- Resume bulletin boards on which candidates can list their qualifications and availabilities.

- Sites that provide online access to the help-wanted sections of many major newspapers.

- Sites that seek both original job listings from employers and resumes from applicants and provide search and matching services for a fee.

5.7 Employment Agencies:

Another formal method of recruiting is to use an employment agency. An agency finds and prescreens applicants, referring those who seem qualified to the organization for further assessment and final selection. An agency can screen effectively only if it has a clear understanding of the position it is trying to fill. Thus it is very important that an employer be as specific and accurate as possible when describing a position and its requirements to an employment agency.

Private, For-Profit Agencies:

Organizations use for-profit private employment agencies to produce a set of prescreened candidates; job seekers use them to locate a suitable position. For each successful placement, agencies charge a fee that can range from 10 to 30 percent of the employee's first-year pay. The fee may be paid by either the applicant or the employer, depending on the labor market.

Unions:

Unions sometimes provide employment services for their members. For construction workers and stevedores, labor contracts may specify that employers first seek candidates at the union hiring hall before recruiting elsewhere. The union hall refers union members seeking jobs to companies for evaluation and selection,

Campus Recruiting:

Campus recruiting is widely used by large and medium-sized firms that need highly educated entry-level employees. Campus recruiting can be very productive for an organization, since many good candidates can be interviewed in a short period of time and at a single location. Furthermore, it is convenient because the university recruitment center provides both space and administrative support. Campus recruiting is moderate in cost. It is more expensive than word-of-mouth recruiting, gate hiring, or limited advertising, but it can be less expensive than using employment agencies (when the company pays the fee).

5.8 Job Posting

After receiving duly approved requisition from line division, HR will post job opening both internally and externally on the right medium for the target group of potential recruit. The job posting will have detail description of the job, the qualifications required to be eligible for the job, the deadline for application and posting or mobility related issues where applicable.

CV Sourcing and Short Listing

Interested candidates will apply against the position and the potential candidates will be short listed by HR based on the expectations defined by the concerned function in the requisition form. Short listed candidate will need to sign a declaration form informing whether he/she has any relative working in Shahjalal Bank. This declaration must be collected from the candidate at the time of interview. The CVs which have not been short listed will be sent a computer generated regret letter in the form of an email. Rejected candidate can not apply for the same position within the next six months.

Written Test

Short listed CVs will be called in for a written test if the application is against the post of temporary or officer. However for candidates applying for the position of senior officer and above, written test is not mandatory however can be taken at the discretion of Human Resources Division and the line manager. Candidates sitting for a written test must secure 45% marks to proceed in the recruitment process. Candidates who have not qualified in this round will be sent a computer generated regret letter in the form of an email.

Interview

Candidates who qualify in the written test will be called for an interview. The candidates must be informed about the interview time, date and venue at least 48 hours prior to the interview. All communications with the candidate like setting interview time and date, position and salary negotiation etc. will be done by HR only. An interview board will need to be formed with a minimum of three members, one from HR and one from the line division/department and one cross functional. The interviewers sitting in the interview board should be at a higher position than the position for which the candidate is being interviewed. The interviewers must follow the following principles.

5.9 Interview Preparation:

Before interview begins, the interviewer must be fully prepared. They should select method, be familiar with the job requirements, skills that are sought in a candidate, applicant's background.

Establish Rapport:

When the candidate arrives, interviewer must create a comfortable situation making the interviewee easy and relaxed by means of small talk, smiles and a relaxed posture.

Conduction of the Interview:

This is the main part of the interview session. At least 80% time should be allocated for conduction of interview. At this stage, interviewer should ask several job related, behavior- oriented, structured- unstructured and probing questions to assess suitability of the candidate.

Interviewer Not Attending an Interview:

Any interviewer who needs to pull out of the board for other business urgency must inform HR at least 2 hour before the start of the interview and must arrange an alternate interviewer.

Cancellation/time Change of the Interview:

HR needs to inform candidates at least 24 hours prior to the start of the interview about any cancellation. In case a candidate is not available by phone an email and sms must to make to ensure the communication is made. For any vacancy at SJIBL, there can be one to two rounds of interview. The final interview must be taken by the Divisional head from position of Executive Officer and above. Unsuccessful candidates will be sent a computer generated regret letter in the form of an email.

Job Offer

An approval needs to be taken from the MD for all permanent position and temporary position the approval is given by Head of HR. Selected candidates will be made a job offer after salary negotiation and upon acceptance of the job offer the candidate will be sent for medical test at bank selected diagnostics. There will be no salary negotiation for temporary employee. Individuals joining as officer will be on a probation period of six months. Any employee joining above officer level will not have any probation period.

Medical Test

At SJIBL, the job offer is contingent on passing medical examination conducted by the Bank nominated diagnostic centre.

5.10 External Factors:

a) **Image/ Goodwill:** Image of the employer can work as a potential constraint for recruitment. An organization with positive image and goodwill as an employer finds it easier to attract and retain employees than an organization with negative image. Bashundhara Group has built an image which has made their recruitment process much easier to handle.

b) **Political-Legal-Social Environment:** Various government regulations prohibiting discrimination in hiring and employment have direct impact on recruitment practices. Sometime government rules & regulations and labor union restrict management freedom to select those individuals who it believes would be the best performers.

c) **Competitors:** The recruitment policies of the competitors sometime have an effect on the recruitment function of Bashundhara Group. To stay ahead of the competition, many times BG had to change their recruitment policies according to the policies being followed by the competitors.

5.11 Internal Factors:

a) **Recruitment Policy:** The recruitment policy of an organization specifies the objectives of recruitment and provides a framework for implementation of recruitment program. It may involve organizational system to be developed for implementing recruitment programs and procedures by filling up vacancies with best qualified people. Though BG has its recruitment policy it does not follow as it should follow.

b) **Human Resource Planning:** Effective human resource planning helps in determining the gaps present in the existing manpower of the organization. Every year BG determines the number of employees to be recruited and what qualification they must possess.

c) **Size of the organization:** The size of the firm is an important factor in recruitment process. If the organization is planning to increase its operations and expand its business, it will think of hiring more personnel, which will handle its operations.

d) Cost: Minimization of Cost is what every organization look for and recruitment incur cost to the employer, therefore, Bashundhara Group try to employ that source of recruitment which will bear a lower cost of recruitment to the organization for each candidate.

e) Growth and Expansion: Organization will employ or think of employing more personnel if it is expanding its operations

5.12 Forms of Recruitment

The organizations differ in terms of their size, business, processes and practices. A few decisions by the recruitment professionals can affect the productivity and efficiency of the organization. Organizations adopt different forms of recruitment practices according to the specific needs of the organization. There are two forms of recruitment; centralized and decentralized forms of recruitment:

a) Centralized forms of recruitment: The recruitment practices of an organization are centralized when the HR / recruitment department at the head office performs all functions of recruitment.

Benefits of the centralized form of recruitment are:

- Reduces administration costs
- Better utilization of specialists
- Uniformity in recruitment
- Interchangeability of staff

b) Decentralized forms of recruitment: Decentralized recruitment practices are most commonly seen in the case of multinationals operating in different and diverse business areas.

As Bashundhara Group has its own HR department it uses Centralized forms of recruitment in their recruitment process

5.13 Sources of Recruitment

Job openings can be filled internally or externally by the HR department. When job openings cannot be filled internally the HR department fill it from external sources, i.e. from paper Ads, job agency, educational institutions etc. Bashundhara Group (BG) prefers outsourcing its employee. The following pie chart shows the sources of recruitment of BG. Out of 8000 employees, only 400 or 5% was recruited internally and the rest 7600 or 95% of the employees were recruited via external sources.

External sources: The external sources are listed below.

| External Sources | Numbers | Percentage |
|-------------------------|----------------|-------------------|
| Peer Ads | 6400 | 80 |
| Job Agency | 400 | 5 |
| Educational Institute | 0 | 0 |
| Internet | 0 | 0 |
| Employee Referral | 400 | 5 |
| Other | 800 | 10 |
| Total | 8000 | 100 |

Above table shows the external sources from which peoples were recruited in Bashundhara Group. It has been found that majority 6400 (80%) peoples were recruited form the job advertisement given in the Daily Newspapers, followed by 800 (10%) from other sources and 400 (5%) from both job agency and employee referrals

5.14 Constraints Faced by BG

Every organization faces some barriers during the recruitment process. HR professionals of BG are not apart from that. The biggest challenge such professionals face is to source or recruit the best people or potential candidate for the organization. While asking them several questions about barriers about recruitment they have pointed out some factors which are stated below.

Lack of motivation: Recruitment is considered to be a thankless job. Even if the organization is achieving results, HR department or professionals are not thanked for recruiting the right employees and performers.

- **Adaptability to globalization:** The HR professionals of Bashundhara group are expected and required to keep in tune with the changing times, i.e. the changes taking place across the globe. So sometime it becomes little bit difficult for the HR department to align themselves with the frequent change taking place around the world.
- **Process analysis:** The immediacy and speed of the recruitment process are the main concerns of the HR in recruitment. The process should be flexible, adaptive and responsive to the immediate requirements. The recruitment process should also be cost effective.
- **Strategic prioritization:** The emerging new systems are both an opportunity as well as a challenge for the HR professionals. Therefore, they have to review the staffing needs and prioritizing the tasks to meet the changes in the market which has become a challenge for the recruitment professionals of Bashundhara Group.

5.15 Relationship of HRP with other HR Functions

Human resource planning has direct relationship with other Human resource functions like performance appraisal, job analysis, training and development, compensation and benefit, employee relations etc. The linkage of these functions with human resource planning of BG is discussed below.

a. Recruitment and Selection: We know, Recruitment is the process of discovering potential candidates for actual or anticipated organizational vacancies. It is a process of discovering the people for vacant posts which involves recruitment planning, job analysis and matching between supply and demand of human resources.

In BG, the process of recruitment and selection are comprised of the steps discussed below.



a) Human Resource Planning: This is the first step in the recruitment process of Bashundhara Group (BG). Every year BG determines the number of employees to be recruited and what qualification they must possess to avoid HR surplus or deficiency.

b) Specific Request to the manager: After a successful HR planning The HRM department than sends a requisition to the concerning manager for its upcoming HR needs.

c) Job Openings Identified: Here HR department identify the job openings from the historical data, Statistical analysis, new-venture analysis and budget and planning analysis.

d) Job analysis: In this step HR department defines the duties, responsibilities and accountabilities of the jobs it has identified.

e) **Recruitment:** In the fifth step they select the sources of recruitment i.e. internal or external for recruitment.

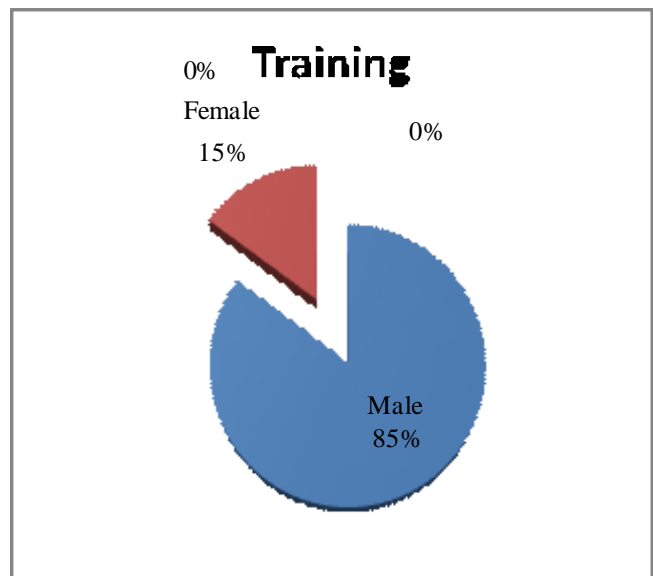
f) **Selection:** Among the applicants applied for the vacant posts, eligible candidates are selected.

b. Training and Development: Training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development. Training: This activity is both focused upon, and evaluated against, the job that an individual currently holds

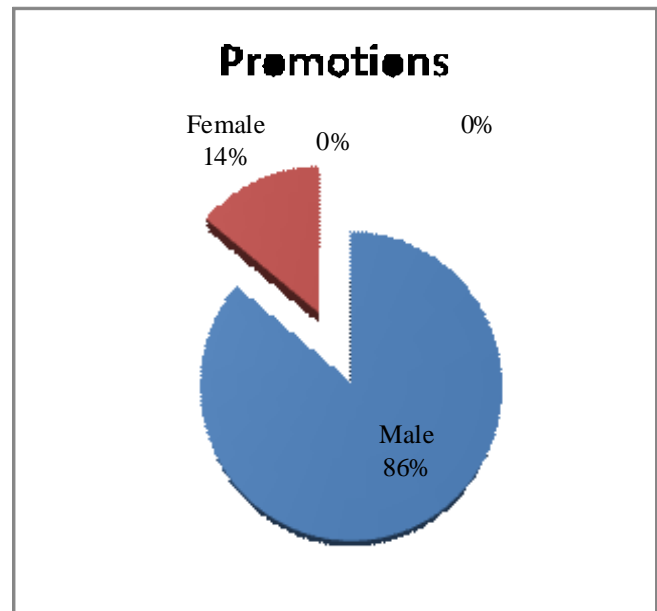
Education: This activity focuses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs

Development: This activity focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate.

The pie chart “Training” shows the number of people received training in BG where we can see that out of 200 people who received training majority (170 or 85%) of them were male and rest (30 or 15%) were female.



The pie chart "Promotions" shows the number of people who received training in BG where we can see that out of 3200 people who received training majority (2750 or 86%) of them were male and rest (450 or 14%) were female.



c. Compensation and Benefit: Employee benefits typically refers to retirement plans, health life insurance, life insurance, disability insurance, vacation, employee stock ownership plans, etc. Benefits are increasingly expensive for businesses to provide to employees, so the range and options of benefits are changing rapidly to include, for example, flexible benefit plans.

Benefits are forms of value, other than payment, that are provided to the employee in return for their contribution to the organization, that is, for doing their job. Some benefits, such as unemployment and worker's compensation, are federally required. (Worker's compensation is really a worker's right, rather than a benefit.) Bashundhara Group uses several systems to determine the compensation and benefit packages for its employees.

d. Employee Relation, Socialization and Orientation:

Socializing, Orienting and Developing Employees are referring to a process of helping new employees adapt to their new organizations and work responsibilities. These programs are designed to assist employees to fully understand what working is about in the organization, and to get them to become fully productive as soon as possible. This means that employees understand and accept the behaviors that the organization views as desirable, and that when

exhibited, will result in each employee attaining his/her goals. Bashundhara Group does this job for the purpose of explore the arena of socializing, orienting, and developing employees.

5.16 Some facts about Bashundhara Group

- BG believes that they offer candidates a strong company reputation and high quality benefits and learning opportunities.
- BG offer a positive culture and learning environment and thus has more satisfied employees and are more successful at retaining them.
- BG use resumes and applications as part of their selection process. Behavior-based interviews are used extensively in selection systems. Applicant testing and assessment are not widely used in typical selection systems.
- BG utilizes less internal resources when recruiting both internal and external candidates.
- BG gives strong emphasis on training and experience evaluations—providing a checklist of specific skills and/or experiences, while selection process.
- Though BG has its own recruitment policy sometime it does not follow as it was supposed to.
- It gives emphasis on developing its own HR resources providing training and other facilities.

Chapter: 06

Concluding Part

6.0 Recommendations

Bashundhara group is very successfully running its business around the country. The one of the best qualities of this company is that it is not complacent and always ready to accept the useful changes. Though it has already the well-established policies for the recruitment and selection process, some effective opinions are recommended for further progress of talent acquisitions:

- The HR department must be more concerned on manpower planning as it is the vital part of the ultimate success of managing and utilizing the manpower. They should establish some normative techniques rather than depending on the assumption for forecasting the manpower demand and supply. For instance, Linear Regression Model for forecasting HR Demand; Movement Analysis, Vacancy Model, Markov Analysis can be used for anticipating manpower supply (, Kenneth; , Monica;).
- The concerned department may publish the job advertisement and application format on their own web site and establish a software with logical direction of CV sorting for searching potential candidates which will save their time.
- The HR department need to establish a proper automation system for the talent acquisition. Initially, they can update their HR Today software (HRIS) and link this with talent recruitment and selection tasks. It has been observed that the huge time is spent on CV sorting, making the candidates' Profile assessment and communicating with them. If these tasks maintained by the software, lots of time will be saved. Moreover, the average lead time of recruitment should not be above 2 months.
- There is not any research on the reason of NO SHOWS. So, the HR department must be aware about this. Like, they can make a survey on the candidates during the last selection test to know about the acceptancy of the several tests, the methods of the tests and to take some advices for further betterment as well as the reason to reject the job.
- The company should be more flexible for hiring the female employees as they are also the assets of the country and they have lots of potentialities which can be utilized for the company's success.

- It has been noticed that there is no planning for meeting up the urgent requirement of the workforce. The recruitment team must be ready and maintain the precautions to face this urgency proactively. They can maintain a contact through establishing own employment media with the candidates who failed to participate on the interview for some rational reasons, and also who were not selected earlier but have other potentialities. This will not only reduce the time to hire the talents but also minimize the cost.
- As, the company need huge workforce to run the large business, there is a frequency of taking interview. Thus, there must be the arrangement of an individual interview room with adequate resources for the recruitment and selection purpose.
- They must be concerned about the error occurred in the interview time by the interview board. For mitigating the errors, they must be prepared with the reliable questions so that they can understand the subject matter knowledge of the candidates on the particular job. Moreover, the assessment techniques must also be reliable with the particular job and it will help them for better judgement of the Knowledge, Skill, and Attitude (KSA) of the candidates.
- As, the mid-level employees have a huge responsibilities to maintain the large workforce and co-operate with the top level, the candidates of this position must face the assessment test so that they are being accurately scrutinized. Moreover, as the recruitment and selection process is not only expensive but also time consuming, the HR division may do *Succession planning* so that they can prepare the future leaders and retain the real talents.
- The responsible personnel must give some motivational speech on the orientation program period so that the new members can comfortably accept their new occupation from the first date.
- The Human Resource department should concentrate on the Turnover rate so that it may below 5%. For this purpose, they should be more aware on the employees' betterment (e.g. training, flexible working environment, motivation and so on).

6.1 Conclusion

The prosperity of every business enterprise depends on its human resources as this is the only intelligent resource which can control and monitor all other resources of the organization. Placement of the right person in a right position among thousands of alternatives is very much challenging job. Proper recruitment and selection system can only scrutinize the real talents and it also helps the supervisors or the line managers to bring out the effective outcome from the talented workforce. Thus, the HR team is always concerned about the accurate recruitment and selection process which may enable the organization to hire and retain the services of the best brains in the market. The effective recruitment process attracts the qualified individuals on the employment opportunities with creating a positive image of the company and giving chances to compare their qualifications and interests among the best candidates. It also enhances the enthusiasm of the competitive candidates to apply for the vacant positions. Moreover, recruitment represents the first impression about the organization to the potential employees and helps them to decide whether they wish to work for such organization or not. Last but not least, it must be mentioned that the HR team of Bashundhara group is always concerned for choosing the right talents and continuously trying to improve themselves for becoming the best recruitment and selection team in the country.

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6.3 Appendix

Questionnaires

Please tick and rank the questions based on the numbers and quality of candidates generated, also roughly specify the percentage mix of each of the following sources adopted if needed.

1. Types of employees -

| Types | Tick Mark | Percentage (%) |
|-------------|-----------|----------------|
| Apprentice | | |
| Casual | | |
| Substitute | | |
| Temporary | | |
| Probationer | | |
| Permanent | | |
| Seasonal | | |
| Contractual | | |

2. Gender of employees with Percentage -

| | |
|--------|--|
| Male | |
| Female | |

3. Most common Errors done by the interview committee in the time of interview -

| | |
|--|--|
| Not defining the job clearly | |
| Stereotyping | |
| Forming First Impression | |
| Not preparing Interview questions in advance | |
| Reliability and Validity in question | |
| Rushing to hire | |
| Similar to me error | |

4. Potential candidates in BG are generated through the following recruitment sources:

| Sl. No. | Sources | Ranking | Percentage |
|---------|---|---------|------------|
| 1 | Direct applicants | | |
| 2 | Placement consultant | | |
| 3 | Job portals | | |
| 4 | Employee referral | | |
| 5 | Through temporary staffing | | |
| 6 | Head hunting | | |
| 7 | Body shopping (Hiring Cheaper Employees from other Country) | | |
| 8 | Any other sources, please specify | | |

5. How much time taken from Job Requisition Form till the Final Offer?

| | For Junior Level | For Mid-Level | For Top Level |
|---------------|------------------|---------------|---------------|
| Time | | | |
| Rounds | | | |

6. Is competency model used for Recruitment and Selection?

- i) Yes
- ii) No

7. How do you plan for meeting up urgent requirement of the workforce?

8. What are percentage of No SHOWS (Shortlisted candidates not turning up for joining job)?

- i) 0-10%
- ii) 10-20%
- iii) More than 20%
- iv) Not at all

9. How do you plan to avoid NO SHOWS? (Scheduled candidates not turning up for joining the job)

10. What is the range of Attrition rate in the Bashundhara Group?

- i) 1% - 5%
- ii) 5% - 10%
- iii) 10% - 15%
- iv) More than 15%

11. Please rank the following reasons for attrition rate from 1 to 9. Like, Topmost Important Reason- 1, 2, 3, 4..... 9 - Least Important Reason.

| | |
|---|--|
| Insufficient Salary Package | |
| Market Condition | |
| Inappropriate Training & Development | |
| Lack of Motivation | |
| Work Environment | |
| Higher studies and other personal reasons | |
| Inefficient Supervisor | |
| Because Other Collogues leave | |
| Other if any | |

12. Out of total recruitment in a year, what is the percentage of internal recruitment?

- i) 0% - 10%
- ii) 10% - 20%
- iii) 20% - 30%
- iv) More than 30%

13. Does the organization provide any Educational Assistance and How?

- i) Yes
- ii) No

14. Which are the metrics undertaken to ensure effective recruitment and selection?

15. Specify the perks (Monetary and non-monetary benefits) provided to employees in order to attract and retain the Talents.