Internship Report On

Effectiveness of Recruitment and Selection Process of Aarong

-A Study on Project Staff

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Letter of Transmittal

23th April, 2017

Mahreen Mamoon

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Subject: Internship report on "Effectiveness of Recruitment and Selection Process of Aarong - A Study on Project staffs"

Dear Ma'am,

It is indeed a great pleasure to have opportunity to submit a report on "**Effectiveness of Recruitment and Selection Process of Aarong - A Study on Project staffs**" which is written in concern of the internship program and is predestined part of the internship program assigned in the beginning of the semester. The report reflects on the learning and knowledge acquired throughout the internship tenure. I have prepared this report in accordance with the supervision and instruction given by you and expect this report to be informative as well as extensive. In spite of various difficulties and challenges faced while preparing the report, I have given utmost care and sincerity to make the report worthwhile.

I hope that this report meets your approval and. I would be glad to explain you with any clarification if required.

Sincerely,

Rini Prava

ID- 12104087

Letter of Endorsement

The Internship Report titled "Effective Recruitment and Selection Process of Aarong – A Study on Project Staffs" has been submitted due to fulfillment of the requirements for the degree of Bachelor of Business Administration (BBA), Major in Human Resource Management, and Assistant Professor of Business Administration Mahreen Mamoon on 23rd April 2017 by Rini Prava, ID- 12104087. The report has been accepted and may be presented to the Internship Defense Committee for evaluation.

Mahreen Mamoon

Internship Supervisor

Assistant Professor

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Acknowledgment

I would like to take an opportunity to convey my inmost appreciation to them whose support and cooperation was significant to bring this report in lights. First I would like to convey my endless gratitude to the Almighty ALLAH who made my each steps successful and helped in all kind of difficulties.

Secondly I would like to express my deepest gratitude to Mrs. Mahreen Mamoon for her constant support, efficient guidance and constructive recommendation regarding this report who has given me the opportunity to prepare this report on "Effectiveness of Recruitment and Selection Process of Aarong – A Study on Project Staffs". She was always kind and supportive to give me proper guidance to complete this report. I will always be grateful to her for her cordial guidance and contribution. I would also like to thank OCSAR (Office of Career Service and Alumni) for their support.

Finally I would like to show my heart wrenched sincere to Aarong & Human Resource Management team for their careful and valuable guidance from the beginning till the end of my internship program which were extremely valuable for my study both theoretically and practically. I would like to convey gratefulness to my supervisor and HR executive of Aarong and AAF (Ayesha Abed Foundation) Tahmina Hossain who was always dedicated to her guidance and support. I also want to thank Assistant Manager of Human Resource Department of Aarong and AAF S. M. Zahidul Islam, Senior Officer Monjuri Monika Drong and Sanjida Sultana and HR officer Ishfaque Halim for their spontaneous support and precious guidance through my entire internship program.

Executive Summary

The study of this report is a reflection of one of the top leading fashion retail store and social enterprise of BRAC "Aarong" and this report describes the Effectiveness of Recruitment and Selection process of project staffs (Sales Associates) of Aarong along with the process of recruitment and selection. The report is divided into 3 sections. The first part of this report is all about the Organization, Aarong where I have described about the background of the organization with its mission, vision statements and key values, product line of Aarong, its wide range outlets and operational network by organogram. Besides, I did different analysis of Aarong such as Porter's five forces analysis, PESTEL analysis, and internal analysis and lastly SWOT analysis. Then I describe the literature review part which was the ultimate support of this research work. The next part of this report describes about the job function of Aarong and about my affiliation with Aarong. Besides it covers the nature of Human Resource practices of Aarong along with my regular activities in Aarong for which I was assigned for. I also described about the learning aspects from Aarong in that same part. Right after this part the most crucial part of the report comes forward which is all about the research on Effectiveness of the recruitment and selection process of project staffs. Furthermore it started with the summary of research gap, research question, and research objective along with the methodology I followed to collect data. After that I described about qualitative research I did for the overall study of this report in the data collection part. The next part is done with crucial analysis to find out the effectiveness of the recruitment and selection process of project staffs of Aarong by analyzing turnover ratio, retention ratio, hiring cycle and cost and time efficiency. I described the result of the analysis in the findings part of the report. Lastly I suggested Aarong with some recommendation to improve and make changes for the betterment of the recruitment and selection process of project staffs. Finally the report closed with conclusion focusing on some good activities of Aarong conducts regarding recruitment and selection process.

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1. Introduction

BRAC Business School requires 3 months of internship at the end of BBA program. The objective of internship program is basically to have practical experience of the real job life to enrich our professionalism and also to contribute our skills and expertise to the company by performing the assigned job duties and responsibilities. I have done double major in Human Resource Management and Marketing but I got opportunity to do my internship at the social enterprise of BRAC and one of the leading fashion houses Aarong, in the HR department. The HR major courses helped me to form a bridge between my academic learning and practical experience. I was assigned to assist the recruitment and selection team of Aarong, specifically for the recruitment and selection of the project staffs of Aarong. So I did this report on the topic of "The Recruitment and Selection Process and its Effectiveness of the Project Staffs of Aarong". Project staffs of Aarong are basically the Sales Associates of Aarong. The analysis of the overall procedures for recruitment and selection of project staffs which are maintained by Aarong is discussed in this report precisely. After that I did a brief discussion about the effectiveness of the recruitment and selection process of the Project staffs.

2. Background

2.1: About Aarong

Aarong which refers to “Bengali Village Fair” is an ethical brand and social enterprise of BRAC, established in 1978. With the determination of BRAC which is poverty alleviation through economic development and human capacity building specifically focusing on the empowerment of women, Aarong has started its journey to empower rural artisans to rise above poverty. As Aarong follows the principal of providing a stable and gainful source of employment to the rural artisans and lifting up the traditional identity with the commitment of quality service to its consumers, Aarong has reach to a very successful leading position in the Fashion and lifestyle Industry. Today Aarong is spread across all over the country with 17 retail stores and supporting over 65,000 Bangladeshi artisans where 85% of them are women.

Figure 1: Logo of Aarong

Aarong created a pathway for under privileged women by employing them and giving them opportunity to become self-dependent. Through Aarong the benefits they receive are beyond the wage they could earn by selling their product by themselves. As the strong support entity of BRAC significant proportion of Aarong’s earning go directly into BRAC’s development programs like healthcare, education, economic and social development etc.

2.2: Mission and Vision of Aarong

Aarong's mission is similar to BRAC. Aarong's mission is to make "Aarong" the best in the world in providing the distinctive Bangladeshi lifestyle experience which helps to promote Bangladeshi superiority while empowering people and protecting the environment.

The vision of Aarong is to establish them as world's one of the famous fair trade fashion house by remaining the market leader throughout its business. Aarong has expanded and wants more to expand internationally with the dream to develop more artisans of Bangladesh by making them self-dependent and reducing unemployment all over the country. Besides, Aarong wants to create more and more international customers towards Bangladeshi Culture.

2.3: Key Values

Aarong follows the same values of BRAC. Aarong has got 4 key values which are;

- **Innovation**- Aarong has been a successful innovator to lift the poor of Bangladesh out of poverty. Aarong attempts to display global leadership in ground breaking development initiatives.
- **Integrity-** Aarong values the transparency and accountability by maintaining clear policies and procedures with utmost level of honesty.
- **Inclusiveness**- Aarong is always committed to engaging, supporting and recognizing the values of society irrespective of race, religion, gender, ethnicity, age, physical or mental ability, socioeconomic status and geography.
- **Effectiveness**- Aarong values effectiveness in all of their works and activities as Aarong has to perform better with constant improvement facing all sort of challenges and difficulties.

2.4: Products of Aarong

The synonym of Aarong can be stated as the originality and uniqueness. Reaching out to weavers, potters, jute workers, jewelers, brass workers, wood carvers, leather workers and most importantly sericulture workers, Aarong embraces the best quality products across the nation. Every single products of Aarong reflects the culture, tradition and heritage of Bangladesh. Recently Aarong has blended up the Bengali tradition with western taste in one of its product line which is "Taaga". Aarong has wide range of product offerings for different aspects of lifestyle starting from men, women, and children to home décor, beauty and cosmetic products. With the best quality and touch of unique designs Aarong is successful enough to attract the local and foreign customers. The main division of the product line of Aarong is given below and the details of the product line are given on the appendix 1.

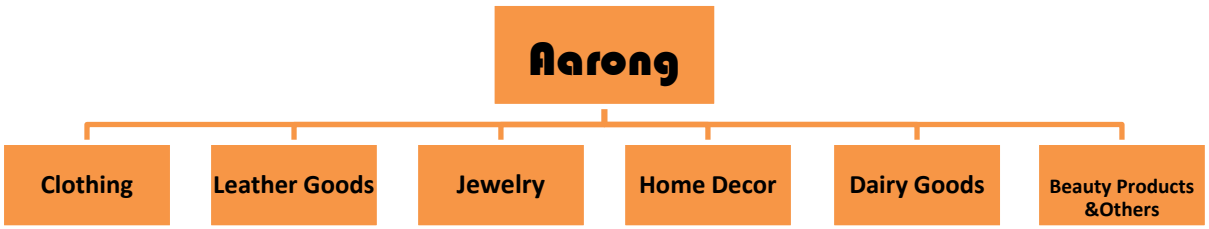


Figure 2. Aarong Product Line

2.5: Outlets

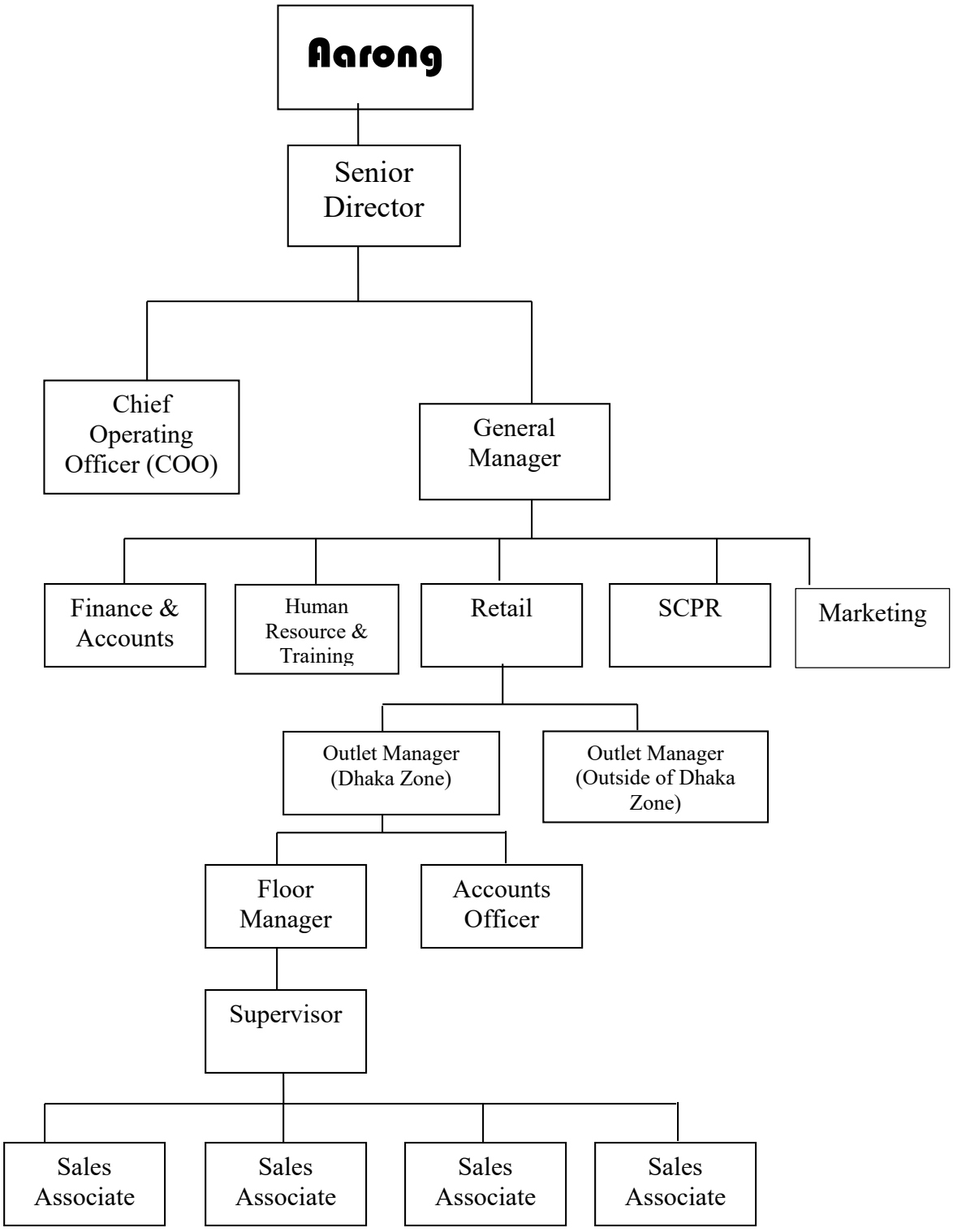
Aarong has 16 retail outlets all over the country. Among them 10 outlets of Aarong is in Dhaka city and rest of them are outside of Dhaka. The list of Aarong outlets is given below;

Year of establishment	Area
1978	Shurabad Road, Dhaka (closed)
1983	Nasirabad, Chittagong
1984	Moghbazar, Dhaka
1985	Sylhet Town, Sylhet
1989	Lalmatia, Dhaka
1995	Khulna Town, Khulna
1997	Gulshan, Dhaka
1998	Bashabo, Dhaka
2001	Uttara, Dhaka (Reopened in 2011)
2008	Halishahar, Chittagong
2010	Mirpur, Dhaka
2012	Comilla Town, Comilla
2013	Narayanganj
2014	Jamuna Future Park, Dhaka
2015	Dhanmondi, Dhaka
2015	Banani, Dhaka
2017	Bashundhara City, Panthapath, Dhaka

Table 1- Outlets of Aarong

2.6: Organogram

The organogram of Aarong is given below;



2.7: Five Forces Analysis of Aarong

According to the theory of five forces the analysis of each force for Aarong is given below;

Supplier Power: Suppliers of Aarong have no controlling power over the company as they are dispensable and can easily be swapped out. Because Aarong ensures best quality and maintains standard of the supplied raw material for the final goods and determines the price of the product for supplier.

Buyer Power: The bargaining power of buyers of Aarong is definitely low. Most of the customers are loyal to the brand and is satisfied with the higher quality of the products even the price is premium.

Competitive Rivalry: The rivals of Aarong are basically Jatra, Deshi Dosh, Onnomela, Kay Kraft, Swadesh, Rong, Nipun, Grameen Check etc. which have created a strong competitive market with the undifferentiated products. Aarong sells differentiated products for different segmented consumers. So, the bargaining power of rivals is moderate.

Threats of Substitute: The substitute products of Aarong can increase the switching amount of customers from Aarong to others. But because of the differentiated market with different segmented customers, customers do not will to switch to alternatives.

Threats of Entry: New entrants might find new ways to popularize and make attractive their own products through clever usage of social media and analyzing new choice of consumers. But still it is not that easy to compete with Aarong, one of the leading Brand of Fashion Industry where customer never cares for premium price of best quality products.

2.8: PESTEL Analysis of Aarong

PESTEL is an ideal tool for analyzing different influences of outside factors of a company. The PESTEL analyze of Aarong is given below;

Political: Aarong gets complete governmental support in every sphere of political issues and aspects. Aarong strictly maintains the rules and regulations of taxation and other trade policies. It properly follows the political agreement to export its products outside of our country. Besides it gets support from government even in every sort of crucial issue. The latest example of governmental support can be explained like, Aarong got complete security help by RAB and police for the sake of the safety and security of employees and customers at the time of terrorist attack in Holy Artisan Restaurant.

Economic: Aarong plays vital role to support the economy of our country. With the mission of poverty alleviation Aarong gives a huge platform to ensure employment of under privileged rural people. Thus Aarong helps to improve the economic condition of our country. Besides concentrating on economic factors, Aarong ask customers for tax through Vat with the actual price of the product due to maintain taxation policy.

Social Factors: Aarong strongly follows the social factors of our country which is considered in getting involved with the shared beliefs, norms and attitudes of the overall population. Aarong stands with the dignity of the socio cultural facts of our country and directly-indirectly it encourages our population to follow the actual norms and tradition of our country by its products and key values.

Technology: With the changing trend and technological support Aarong has established an online website through which its consumers buy its product so easily. Besides, it follows social media through which Aarong communicates with the customers directly.

Environmental Factor: Aarong believes in producing ecofriendly products and also recycle products with sustainable raw materials though it is a great fact that the scarcity of raw materials is increasing. It is one of the important factors to Aarong because; Aarong has to

maintain the policy of carbon footprint target given by government, coping up with pollution target etc. Still the company is being supportive with the environmental issue.

Legal Factor: The legal factors are basically known as health and safety, equal opportunities, advertising standards, consumer rights and laws, product labeling and product safety etc. Aarong strictly follows above all the legal facts and has clear maintenance about what not to do out of policies.

2.9: Internal Analysis

Internal analysis refers to the process to identify and evaluate the characteristics of any organization which includes the resources, capabilities and core competencies of the company. Aarong's internal analysis is done to identify the strengths and weaknesses of the company and also to take good strategic decisions.

Internal Analysis of Aarong includes its Resources, Capabilities and Core competencies and it is discussed below;

Resources: Aarong's resources are divided into some segments such as;

- **Financial Resource:** Aarong's financial strength lies upon the income of all the outlets all over the country. Aarong has total 17 outlets across the country and the earnings from each outlet is basically the financial resource of Aarong.
- **Physical Asset:** The tangible goods such as the inventories, production machineries of production and sub- production centers, the properties- Ayesha Abed Foundation (production and sub production centers) etc. are the physical asset of Aarong.
- **Human Resource:** From the rural artisans, producers and staffs of production centers, sales associates and management staffs of outlets to the top level managers of Aarong head office each and every project and management staff are included in human resource of Aarong.

- **Intangible Resource:** The significant logo of Aarong, the patents and copyright of its registered pictures, methodology of business strategy etc. are the intangible resource of Aarong.

Capabilities: Aarong' s working process to maintain the production and overall management of the organization as a whole, routine and policies it follows, accumulated knowledge which are used to take decisions and planning for new projects, work activities done through the overall organization etc. are the capabilities of Aarong. With the support of the resources Aarong follows its specific routine and processes to get all the work done due to developing core competencies.

Core Competencies: Core competency which is known as the defined capability which distinguishes Aarong from its rivals. The characteristics which signify Aarong from its rivals are;

- Superior and unique designs of Aarong's product line
- Dedicated customer service
- Diversified distribution channels across the country
- Diversified product line establishing ethnicity and culture of Bangladesh
- Best quality products

With these core competencies Aarong has achieves customer loyalty and has become a successful leading Fashion House.

2.10: SWOT Analysis

SWOT analysis is the analysis of strengths, weaknesses, opportunities and threats of any organization. The strengths and weaknesses of Aarong are known as internal analysis and threats and opportunities are known as external analysis. The SWOT analysis of Aarong is given below;

Strengths:

- Leading brand values and reputation
- High consumer loyalty
- High quality products
- Diversified product line and distribution channel
- Dedicating customer service

Weaknesses:

- High price range of products
- No diversified marketing strategy
- Online shop is not attractive
- Indifferent designs of product line
- Less training session of sales associates

Opportunities:

- Diversified and unique product categories
- Increasing amount of distribution channel
- Entrants into international market
- Cultural events facilities
- Seasonal influence in fashion

Threats:

- Increasing amount of competition
- Changing trend and technology
- Price war between rivals
- Political instability
- Recession

3: Literature Review

Ruth Mathew defines the recruitment and selection process as, “Human resources department has the support and expertise of employment specialists who assist hiring managers with the procedures to ensure any company leaders and making wise hiring decisions”.

According to Korsten (2003) and Jones et al. (2006), “Human Resource Management theories emphasize on techniques of recruitment and selection and outline the benefits of interviews, assessment and psychometric examinations as employee selection process”.

Alex Saez, an author and analyst suggested that “Cost is a major reason why effective recruitment and selection is important. There are many ways in which poor recruitment practices can result in financial losses”.

“A good recruitment and selection policy should be based on principles such as; Respect for diversity, ethical decision making, selection according to merit, equal treatment for all and procedural fairness” stated by Paul Slezak (2016).

Cameron Laker, a Human Resource Analyst (October 8, 2015) explained about turnover mitigation, according to him “Turnover risk mitigation is the number of candidates screened out post-interview as a result of poor peer feedback (reference scores)”.

According to hr.ucr.edu (n.d), an organization need to follow some important steps for recruiting and selection process, which are

- Identify Vacancy and Evaluate Need
- Develop Position Description
- Develop Recruitment Plan
- Select Search Committee
- Post Position and Implement Recruitment Plan
- Review Applicants and Develop Short List
- Conduct Interviews
- Select Hire

- Finalize Recruitment

Ginger Bruner (January 18, 2012), defines effectiveness of recruitment and selection process such as, “Establishing and maintaining an effective recruitment process can decrease the amount of time it takes to hire new employees, increase the quality of new hires and increase overall employee productivity”.

4: HR Practices

In this part the practices and responsibilities which are done in Aarong Human Resource Department is discussed precisely according to the primary data, collected from the HR recruitment team and also by my observation. Besides, I have also explained about my job task which I was assigned to do in HR department for my internship period

4.1: Nature of Job

The nature of job is basically the job and responsibilities of HR department which are practiced in Aarong. Aarong's HR activities includes engaging and recruiting right people for right job at right time maintaining all sorts of requirements and proper process. Rather than that, HR department of Aarong performs wide range of activities related with separation, grievance, and compensation management and so on. These core responsibilities of Aarong HR department are performed by 4 different teams;

Figure 3: Aarong HR Department

Recruitment and Selection: Aarong has got Recruitment and Selection team for conducting recruitment and selection related activities. After getting the requisition of management and project staffs of Aarong and Ayesha Abed Foundation (Production Center), recruitment and selection team takes approval of required department director, manager or chairperson to start recruiting procedures. Then the activities like internal, external advertisement, CV sorting, interview calling and scheduling, recruiting and selecting final candidates, training (for project staffs), selecting salary and benefits etc. is conducted chronologically.

Grievance and Separation: Grievance and separation team works for the investigation for accusation or any sort of complaint issues. Besides, the team works for all sort of termination and resignation of employment of management and project staffs. This team practices management of penalty issue, warning, dismissal, transfer etc.

Compensation: The compensation team works with salary, compensation and benefits of Aarong. The pay system and pay scale is similar to BRAC but still in some cases there are some variations. The activities which are conducted by this team are;

- **Salary**- According to the grade and slab each staffs gets different salary, the compensation team works with making salary of management and project staffs of Aarong.
- **Compensation and Benefits**- This team provides compensation and benefits as the equivalent of the service for injury, loss, debts and so on. Benefits like, Life insurance, transportation support adjustment, increasing of slab for higher performance etc. are settled by this team.
- **Allowances**- The allowances such as mobile allowances, overtime allowances, medical allowances etc. are prepared and provided by compensation team.
- **Loan-** Another major responsibly of this team is to provide and sanction loans for house rents/building, car loan, travel loan etc. for the management staffs.
- **Travel Endorsement**- Both national and international official trips for higher management staffs are also conducted by this team.

HRIS- HRIS means Human Resource Information System which works to maintain the online records of each employee of Aarong to different HR systems. Along with that confirming

employee attendance and leave, providing visiting card, ID card, confirming medical and life insurance policies etc. are controlled by HRIS team.

There are several activities which are also conducted by HR Department. Such as;

Performance Appraisal- In the beginning of every year, Performance Management System of Aarong is conducted by recruitment and selection team. The PMS of Aarong defines the performance of each employee through overall year. The activities which recruitment and selection team conducts for PMS are;

- Accumulate the PMS form of each employees of each production and sub production centers and also of Aarong head office
- Entry the result of each employee performance of previous year in excel file
- Sorting out promotion and demotion according to the production centers
- Giving inputs of increment and slabs
- Making final updated report with proper verification with graph, charts and presentation slide to represent to the Head of All the departments due to any changes regarding updated performances

Job Confirmation- After 6 months of probation period, the project staffs get final confirmation for the job by meeting up target performance remarks. HR recruitment and selection team sends confirmation form to the departments before one month of confirmation. After filling up the form with proper remarks and recommendations HR recruitment and selection team ensures the form is properly done or not. Then this team of HR takes approval from departments' heads/ COO/CFO etc. for final confirmation.

Health Care Service- Health care service is one of the important services which are provided by Aarong for their employees. A doctor as Aarong's employee is assigned to check up and serve for any medical issues of employees and verifies the sickness of employees if they need any sick leaves. Besides, the doctor verifies the accidental leaves and adjustment of any employees of Aarong by visiting them in the hospital. HR department set up appointment with the doctor for employees collects consultation fees with preparing proper records and deposit them to the accounts.

4.2: My Job

This part of my internship report is all about my job responsibilities which I was assigned to do at Aarong.

As I have done major in Human Resource Management, I did my internship in HR department of Aarong. I was supervised by the HR executive of Aarong and Ayesha Abed Foundation who has the overall control for HR activities over the project staffs of Aarong. My job was to assist her with all sort of HR activities related with project staffs. It includes the recruitment and selection activities of project staffs. I got opportunity to play an active role in each steps of the recruitment and selection process of Sales Associates by which I got to learn the practical aspects of recruitment and selection process. Along with that I had opportunity to work a little for Aarong's Performance Management System. The job and responsibilities which I was assigned to is briefly given below;

CV Sorting: Due to recruiting Sales Associates, who are known as project staffs I use to sort out CVs out of various resources. The CV of all the candidates is collected from internal sources and external sources such as bdjobs.com (online web resource of pool of CVs), all the outlets of Aarong over the country etc. According to the requisition from all the outlets, I used to sort pool of CVs with checking the reference properly. The requirement of short listing the candidates are;

- The age of the candidate has to be within 18- 28
- The candidates has to be continuing study especially under graduate study
- The educational background has to be from any board except Madrassa
- According to the photo of the CV, the candidates have to look smart and formal enough to meet one of the capabilities.

Thus the CV of the candidates were sorted out and shortlisted in excel file for interview calling.

Calling for Interview and Joining: After sorting out the CV and short listing them I used to call the shortlisted candidates for both interview and joining. The day before interview, I had to call the shortlisted candidates for interview mentioning the time slot and date with the office

address. And After the training session of selected candidates, I had to call them for the second time for joining formalities.

Listing for Interview and Training: I had to list up the candidates name with interview time slot along with their contact number and father's name for interview session. I also had to list up the details information of candidates who gets selected for training session.

Joining Formalities: One of the most important responsibilities I was assigned for is to attain joining formalities of the final selected Sales associates after training. For joining sales associates has to submit documents such as educational certificates, passport and stamp size photos and recent paper of graduation and reference letter to join the required outlet. My job was to cross check the references with the main copy and collecting their paper for making files of individuals. Besides, I was also assigned to make them filling up joining form of Sales associates with proper manners and process. Then I had to issue access card to them for joining at their selected outlets.

Filling and Pin Providing: After collecting the documents of individual sales associates, I used to make files for individual and provide PIN for each sales associates. PIN is the code number which is given to every project and management staffs of Aarong after their joining to selected departments and outlets.

Making Appointment letter: I was also assigned to make appointment letter of project staffs right after making individual files and providing PIN. As soon as the appointment letter would have been made, it was sent to the deployed outlets of Sales Associates.

Database Entry: To keep online record of each Sales Associates into the Human Resource Management System, I use to give entries of sales Associates and other project staffs (Cook, Assistant Cook, Restaurant Supervisor etc.) with their personal and educational information by taking help from their submitted documents. It has to be done within the month they used to join.

Deployment and Handover listing: Deployment list is the list of Sale Associates joined in different outlets on different dates. I used to make deployment list mentioning their deployed outlets with more personal information. I also had to make handover list for each month, where

I needed to make a record of all the Sales Associates according to the outlets and the month they joined and reconfirm their individual files and HRMS updates.

Database entry for Confirmation: After 6 months of probation period, Sales associates get confirmation of their job. My task was to give entry for confirmation into HRMS after 6 months of probation period of Sales Associates.

Thus, I had to follow all these above mentioned tasks and responsibilities every time when the recruitment and selection of Sales Associates took place.

Learning Aspects from Aarong:

During my internship period, I got opportunities to learn about practical knowledge and environment of corporate office. Aarong has given chance to be a little part of the organization for a very short period of time but with so many responsibilities. I also got chance to learn and have idea about how PMS (Performance Management System) is conducted. Moreover, my overall learning aspects from Aarong are given below;

- Performing organizational norms, etiquette and culture in a proper manner
- Taking responsibilities and completing within deadline
- Experiencing the relationship between academic learning with practical activities conducted at Aarong
- Maintaining the responsibilities with proper procedures and transparency
- Working under maximum pressure
- Relation between different departments within organization

5: Research Gap

While making this report, I faced some difficulties. The limitations for my research are as follows;

- **Deficiency of Updated Information**: The information of secondary source such as the information of the official website is not updated.
- **Confidential Information**: Due to organization policy and restriction, it was really hard to collect information as it was confidential.
- **Time Limitation**: 3 months of internship period is not enough to get a complete report done with proper information. It is really difficult to understand the overall organization within this short period of time.
- **Deficient Area of Knowledge:** As I was assigned for specific responsibilities in Aarong, It is difficult to have all sort of knowledge and know how about all the departments and relation between them with their activities.

6: Research Question

The questionnaire I made for the research was on the basis of retention rate and turnover status of Sale Associates, the project staffs. The status of retention and turnover ratio would help me to find out the possibility of clear vision of Aarong's maintenance of effective recruitment and selection procedures. I also tried find out the hiring cycle, cost of per hire, offer acceptance rate etc. which would help me to understand the measurement of effective recruitment of Aarong. I needed to understand to what extent Aarong defines effectiveness of a recruitment and selection process and their recommendation for any changes they like to make. To find out the outcome of the effective recruitment and selection of project staffs, I needed to find out the measuring tools that Aarong follows to conduct an effective recruitment and selection process. Besides, the challenges which Aarong faces for maintaining effective recruitment and selection process also a purpose of the questionnaire.

7: Research Objective

The main objective of this report is to conduct the summary of Aarong as the organization and to analyze the effectiveness recruitment and selection process of project staffs of Aarong. But the internship program includes two types of objectives. They are described as follows;

Broad Objective: Broad objective of this report refers to have practical knowledge and experience from the professional world. The broad objectives of this report are;

- To gain practical knowledge and experience related to major concentrated area
- To understand the corporate behaviors with its culture and policies
- To learn and relate academic knowledge with practical experience
- To know details about the company

Specific objective: Specific objectives of this report are;

- To research about the process of recruitment and selection process of project staffs
- To find out the effectiveness of the recruitment and selection process of project staffs
- To converse the learning aspects from the report

8: Methodology

The information I have collected and used for this report are taken from various resources. In order to find out the effectiveness of recruitment and selection process of Aarong, I have used different methods to collect and represent information. Most of the data is collected by qualitative research method. I have collected data from two types of data. Which are;

- Primary Data and
- Secondary Data

Primary Data – Primary data is known as the data which are collected by direct observation and first-hand experience. I prepared this report with extensive use of primary data. The data is collected from group of people of HR department who are directly related to recruitment and selection process of project staffs of Aarong. I collected data by interviewing different HR personnel along with my observation. The following methods are used to collect primary data;

- Face to face conversation with the recruiters
- Direct interviews of recruiters
- My practical experience and observation while recruitment and selection procedures

Secondary Data Source- Secondary data source is the source where the data and information are collected by third party or agents of the company. I have taken help from secondary data source to accomplish the target of my research. The secondary sources are;

- The official website of Aarong,
- Different articles published in Aarong's magazines,
- Financial Statements
- Different reports of Aarong

9: Data Collection

Previously I have already mentioned that I did qualitative research for data collection. To be more specific, I have collected information following purposive sampling which goes under non probability sampling.

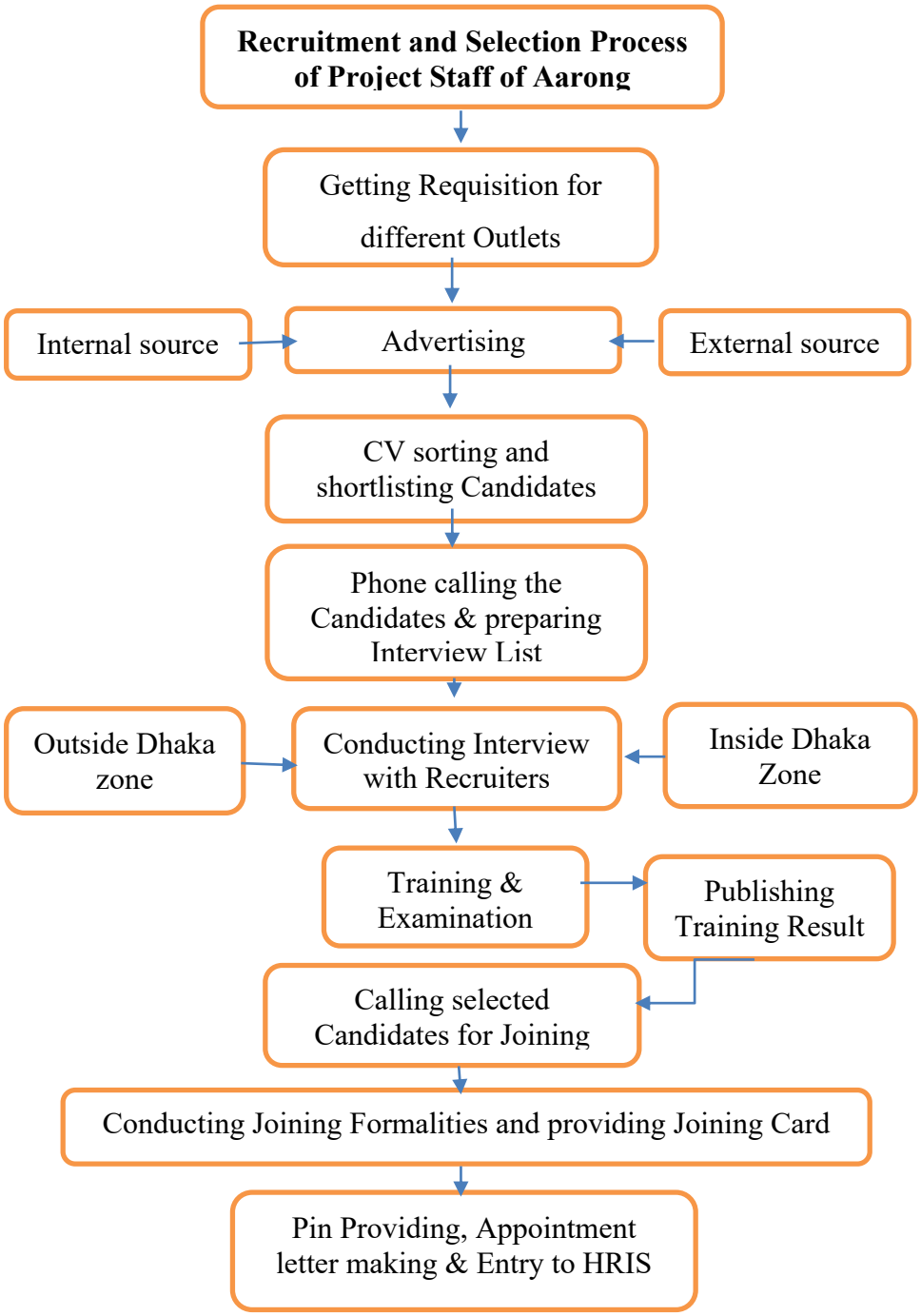
According to the theory of non-probability sampling, it is the sampling method by which the samples are chosen for specific purpose and non-randomly with a pre-determined basis of selection. Following this method I have non-randomly selected the samples due to collect relevant data of the research. More precisely, I have chosen to do purposive sampling or judgmental sampling because it is related to the group of participants designated according to the pre-selected criteria related to particular research questions.

My purpose was to collect data related to effectiveness of recruitment and selection process of project staffs. Therefor I needed to collect retention ratio and turnover ratio with the causes and initiatives to be taken for retention. I have specifically selected the Assistant Manager of Grievance and Separation as one of the purposive samples to get data related to those criteria. Besides, I have interviewed Assistant Manager of Recruitment and Selection to get the data of hiring cycle, cost per interview, offer acceptance ratio of candidates etc. of project staffs.

According to the theory of purposive sampling, the sample size for the research was precisely selected to fulfil research objective.

10: Data Analysis

In this part of the research, I have described about the process of recruitment and selection of Project staffs and also its effectiveness. The process of recruitment and selection is conducted by following some important steps. The chart of the overall process of recruitment and selection process is given below;



Aarong strictly follows the steps mentioned in the chart for recruitment and selection of project staffs. To find out the effectiveness of this procedure, I have taken 4 different criteria to measure and analyze.

They are as follows;

1. Turnover Ratio
2. Retention Ratio
3. Hiring Cycle
4. Cost and Time Analysis

For measuring and analyzing these 4 factors, I have taken the data of 2016 of sales associate. According to the data of 2016, I found the following information of Sales Associates;

Total Number Of Sale Associate	1480
Turnover Rate	275
Lead time per Hiring	1 Month
Recruitment cost per Hiring	1500-2500/= (For Dhaka Zone), 3000/= or above (For outside of Dhaka Zone)
Retention Ratio	81.41%

Table 2 Data of Sales Associates in 2016

10.1: Turnover Ratio

Turnover ratio is one of the important fact to measure because it can reflect the effectiveness of recruitment and selection process. The less turnover ratio the more effective recruitment and selection process. To find out the turnover ratio I followed the given formula;

$$\text{Turnover Ratio of Sales Associate} = \frac{\text{Turnover Rate}}{\text{Total Number of Sales Associate}}$$

= 275/1480

= 0.1858 or 18.58 %

So, the turnover ratio of sales Associates is 18.58 %

Reasons of Turnover: There are some certain reasons which results into turnover. The reasons which causes turnover of Sales Associates are given below in the chart;

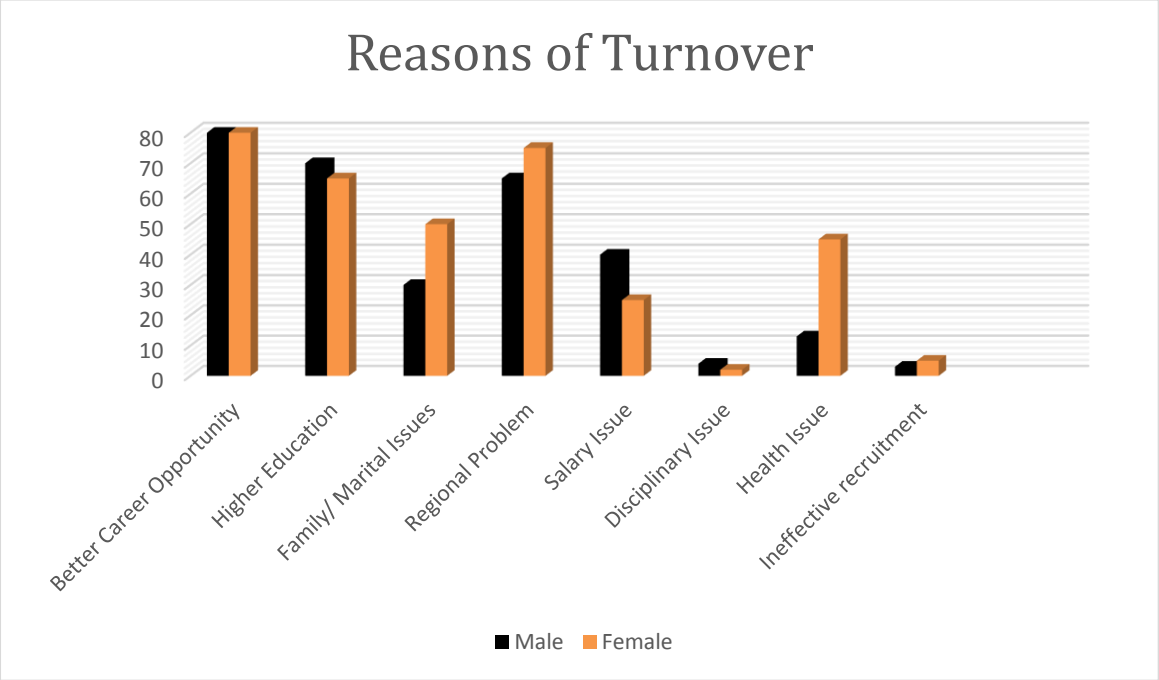


Table 3 Reasons of Turnover of Sales Associates

Interpretation: This chart is based on the collected data of qualitative research done for meeting the objective of this research. The chart is showing the rate of the factors for male and female individually which causes turnover of project staffs. The male and female bar in the chart shows different rate for different factors of turnover.

10.2: Retention Ratio

It is highly important to know about the retention ratio of Sales Associate to understand about the effectiveness of recruitment and selection process. The greater retention rate the greater effectiveness of the process. To figure out the retention rate, I have subtracted the turnover rate from total number of Sales Associates;

Retention Rate = Total Number of Sales Associates – Turnover Rate

= 1480 – 275

= 1205

Retention Ratio in Percentage = Retention Rate / Total Number of Sales Associates

= 1205/1480

= 0.8141 or 81.41 %

So the Retention Ratio of Sales Associates is 81.41%

Retention Strategies: To hold and increase the retention rate of sales associates, Aarong follows some effective strategies. The following strategies helps to mitigate turnover ratio of sales Associates.

- Salary Adjustment
- Promotion and increasing grade
- Free transport facility
- Paid leave for higher education and accidental issue
- Maternity leave for 6 months
- Internship Opportunity
- High probability to get internally recruited

Aarong maintains these strategies very effectively which lowers down the turnover ratio than retention rate. The following chart shows the yearly fluctuation of retention and turnover rate according to different slots of Sales Associates;

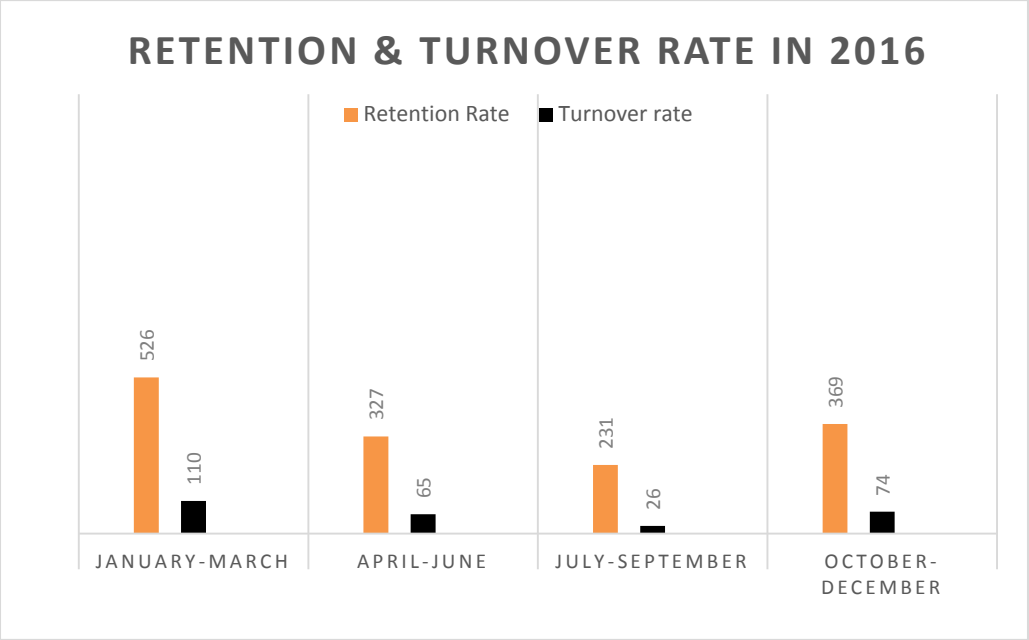


Table 4: Retention & Turnover Rate of Sales Associates

Interpretation: In the chart I have showed 4 time slots of the condition of retention and turnover rate of project staff of 2016. Each slot is prepared with 3 months with 2 different bars which contain the amount of retention and turnover rate of Sales Associates over 3 months of period. Here, in the first slot of January to March, the retention rate was 526 where turnover rate was 110. The rest of the slots are alike the first slot which show different amount of retention and turnover rate of Sales Associates in different slots.

10.3: Hiring Cycle

It is really very important to know about the hiring cycle and lead time of recruitment of project staffs to find out effectiveness of recruitment and selection process. The longer period of hiring cycle, the more effective recruitment and selection process becomes. Hiring cycle of Aarong's Project staffs varies from Management staffs. According to my observation and information given by HR Executive of Aarong, the lead time of recruiting the project staffs is about 1-1.5 months. Sometimes it changes depending on the sudden requisition of any outlets of Aarong for any kind of emergency.

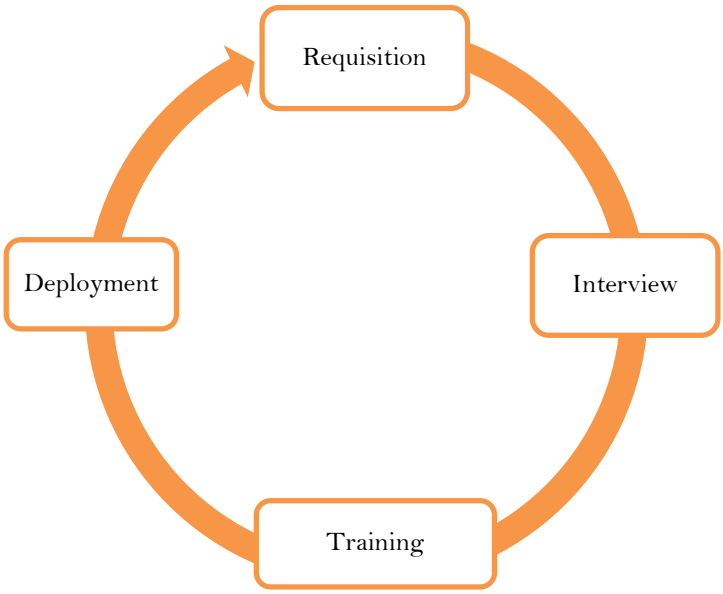


Figure 4: Hiring Cycle of Project Staff of Aarong

Interpretation: This chart shows a continuous process of recruitment and selection of project staffs of Aarong. After requisition, the interview and training is conducted to select the project staffs finalizing their deployed area/outlets. Right after 1-1.5 months of deployment of project staffs, Aarong gets new requisition and this process keeps continuing.

10.4: Cost & Time Analysis

The effectiveness of recruitment and selection process can be visualized by efficiency of cost and time for the process. The cost for each recruitment and selection process of project staffs varies depending on some criteria. The criteria's are like;

- Involvement of Recruiters
- Involvement of Intern (If interns are related to recruitment and selection process)
- Advertisement
- Administrative Expenses
- Technological Support (Telephone, Internet posting)

- Training

The general cost of per hiring process is given below in the table;

Factors	Cost
Advertising Cost (Poster, Internet posting)	200/=
Technological Cost (Telephone)	200/=
Administrative Cost	200/=
Snacks and Beverage Cost	100/=

Table 5 Cost per Hiring of Project Staff of Aarong

Interpretation: The cost of per hiring process includes the above expenses. Among them, the involvement cost of recruiters and cost of training cannot be collected because of organization policy. According to the HR executive of Aarong, the total cost per hire of project staffs is about 1500-2500/= taka in average.

But there are few cases for which this cost of hiring might get changes. The conditions can be like;

- The cost gets comparatively lower when the recruitment and selection procedure is conducted in the working day
- Unlike the working day, the cost gets higher when the recruitment and selection process takes place on a weekend

Most of the time, the recruitment and selection process is conducted on working day rather than weekend. The recruitment and selection process is hardly conducted on weekend once in 3 or 4 months.

Time Analysis: Time efficiency is the metric which focuses on tracking of speed of hiring quality candidates. One of the most critical part of maintaining time efficiency is to fill the vacancy and also to select right candidates within time schedule of requisition. Aarong gets

requisition for project staffs on each month but the number of required sales associates or project staffs varies on every requisition. Here, the time schedule which Aarong maintains to hire project staffs after getting requisition is given below;

Recruitment Activities & Day	Requisition	Advertisement	CV Sorting, Screening & Calling for Interview	Interview & Selection For Training	Training & Test	Joining	Deployment
Day 1							
Day 2-6							
Day 7							
Day 8							
Day 11							
Day 13-14							
Day 15							

Table 6: Time Schedule of Recruitment & Selection of Project Staffs

Interpretation: This table shows the schedule of recruitment and selection process of project staffs. The rows show the activities conducted for the process on the specific day and the days are shown in column of the table. After getting requisition for hiring on the first day, the advertisement is done from 2nd day of getting requisition till 6th day. Right after that day CVs are sorted, screened and the shortlisted candidates are called for interview. The interview is conducted on the 8th day and candidates get selected for training. The training is conducted after few days or at least after 2 days. After training the result of the test get published minimum after one day and joining of the project staffs are done within 13th to 14th day. Approximately on the 15th day of the month, Sales Associates get deployed to their selected outlets according to the requisition.

11: Findings

In this part of the report, I am going to describe about the findings of the analysis. I have analyzed 4 different factors due to find out the effectiveness of recruitment and selection process of Project Staffs. The findings of my analysis regarding those 4 factors are explained below;

- In the part of Turnover Ratio I have analyzed the overall turnover ratio in percentage of project staffs of 2016. The turnover ratio of project staffs is 18.58% of total number of sale associates. So, it clears that the rest amount are the retention number of project staffs. Therefore, I figured out the percentage of retention ratio of project staff which is 81.14%
- In table 3, I have made a chart with the reasons of turnover of project staffs. The factors which increases the turnover ratio of project staffs the most are better opportunity in other organization and also higher education. As most of the project staffs are students, the factors mentioned in the table effects to cause turnover.
- In the same table, I have also shown the rate of ineffective recruitment process which causes turnover of project staffs of Aarong. The rate of ineffective recruitment is only about 3-4% which happens hardly once or twice a year due to not getting proper amount of required male or female sales associates. But this factor of turnover holds the least rate to cause turnover.
- In the retention ratio part, I found out the percentage of retention rate of project staffs of Aarong which is 81.14%. According to the data of 2016, I made the table of Retention and Turnover Rate (Table 4), where I have shown the amount of retention and turnover rate of 4 different time period of 2016. Each slot of 3 months shows that the ratio of retention is higher than the turnover rate. In the first slot, the retention rate is about 526 where turnover rate is 110. Alike this slot, each slots of 3 months shows higher amount of retention rate where turnover rate remained much lower all through the year. So, the continuous higher rate of retention through 2016 proofs that the recruitment and selection process is effective enough to select right project staffs.

- In the hiring cycle part, I discussed about lead time of recruitment of project staffs and also about the cycle of hiring and selecting them. The lead time of hiring project staffs is 1 to 1.5 months. According to John W, Boudreau, the author of "Effective Human Resource Management, A Global Analysis", the longer lead time defines that right people has been staffed in an organization as the requisition for new staffing requires after longer period of time. Aarong gets requisition for new hiring of project staffs on every month but with different amount of required sales associates. According to the data given in figure 3 shows the hiring cycle of project staffs. Aarong's HR executive claims that the duration of 1 month is standard period of lead time for hiring new project staffs of Aarong.
- Cost and Time analysis is another important metric to find out the effectiveness of hiring and selecting project staffs. Aarong maintains the recruitment and selection process cost effectively. The cost of involvement of recruiters and training cost are confidential data but still I got to know the overall cost per hiring of project staffs including them. The amount of cost per hiring in average is only 1500-2500 taka. This amount of expense for per hiring is very much reasonable for an Organization like Aarong by which almost more than 100 project staffs get selected by the recruitment process. Sometimes one recruitment and selection process covers the requisition of next month with selected candidates of previous month. So it is clear enough to understand how cost effective Aarong's Recruitment and Selection process of project staff is.
- In the time analysis I have shown the time schedule (Table 6) of recruitment and selection process of project staff to figure out the efficiency of the whole process. Table 6 shows that after getting the requisition, Aarong completes the overall recruitment process (from interview to deployment) within 15 days only. As I played a role in recruiting and selecting the project staffs, I observed and experienced how efficiently the tasks were done. Completing all the activities of recruitment and selection process for more than 150 candidates by 15 days is definitely efficient enough to hire right project staffs. As I previously discussed that retention rate is higher than turnover rate, it is clear that "right" project staffs get selected effectively and efficiently on time.

In a nutshell, all the information included above verifies that the process of recruitment and selection in Aarong is effective.

12: Recommendation

According to my observation and analysis of the report, some recommendation can be suggested to Aarong for more improved and effective recruitment and selection process of its projects staffs. The recommendations are given below;

- **Updated Information on Website:** The information given on the official website of Aarong is not updated. The candidates of Aarong might need minimum preparation regarding the interview due to have knowledge of the organization and its retail stores. The non-updated information will make the candidates as well as any people misinformed about Aarong.
- **CV Selection:** During the selection of the CVs for project staffs (sales associates) Aarong does not prioritize about well formatted CV with updated educational information and signature of candidates. It is very important part of sorting out the CV to choose right people for the organization. Aarong should give importance to sort out CVs with proper format and information of candidates.
- **Online resume submitting System:** Aarong should provide the opportunity to the candidates to submit their CVs online. It is really difficult to sort tons of CVs manually which is very time consuming. Furthermore the CV dropping procedures entirely depends on the candidate's attendance. Therefor Aarong must avail the process to drop CV online.
- **Technological Support:** Aarong should create a software to convey the message of selection to all the selected candidates at once. I recommend Aarong to develop such process to make the selection process efficient and effective.
- **Written Test before Interview:** Aarong conducts only interview for recruiting Sales Associates but no written test. Written test before interview can be very effective to choose best of best employees from pool of candidates. Aarong should arrange written test for sales associates before conducting interview for effective recruitment.
- **Psychometric tests:** Aarong should take psychometric test of the candidates for sales associates to measure candidate's suitability for the actual job so that Aarong can hire

right employees for right job. It will also help Aarong to find out the candidate's behavioral styles and personal characteristics which is definitely very important factors to play the role of sales Associate.

- **Training after Selection:** Aarong provides training to the candidates after interview to finally get selected. Later on the selected candidates get training again not before their job conformation but after the interview. The selected candidate should get more training session on some specific aspects such as; career path with the support of Aarong, benefits from retail store, product and customer service, about the organization etc. right after getting selected as project staffs. This would help Aarong to reduce the rate of turnover of project staffs.
- **Medical Check Up:** Aarong should provide medical checkup for all the newly joined candidates of Sales Associates so that it can take any sort of precaution of any vital disease and also get understand about the selected employees health issues. It will help Aarong to control turnover issue.

These are the possible recommendation for Aarong to make the recruitment and selection process of Project Staff (Sales Associates) more effective and efficient.

13: Conclusion

Aarong is not only the successful retail fashion house but more than that. Being a social enterprise of BRAC, Aarong is always dedicating to improve and develop internally and thus it has evolved itself as a successful leading brand of the nation. Aarong allows diversity among all kinds of people including minorities and women.

Aarong has given me a field to learn about practical aspects of Human Resource Management. I derived the organizational etiquettes, professionalism from Aarong. Alongside, Aarong taught me to tactfully take decision in any difficult situation. I also learnt the recruitment and selection process of sales associates of Aarong. In this report I have tried to fulfil the all the criteria that was needed to complete the report with proper verification. To conclude, I am overwhelmed by the fact that Aarong has given me a platform to enhance my practical learnings.

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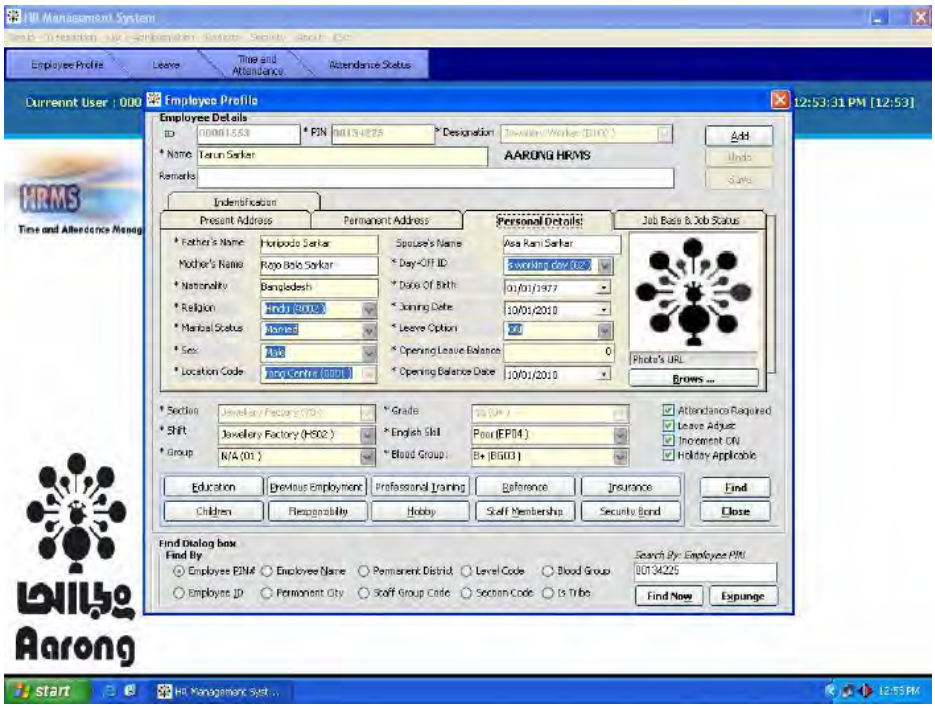
15: Appendices

1. Product Line of Aarong

Table 1: Products Available in Aarong Outlets

Men's Products Panjabi Shirts T-Shirts Fatua Kurta Scarves and Uttorio Sandals Sherwani	***Women's Products*** Sarees Shalwar Kameez Kurta Ladies Panjabi Shawls/Scarves Shoes Bags Fabrics	***Home Textile*** Products Bed Table Living Kitchen Kids Rugs Fabrics	***Leather Products*** Shoes Bags Wallets Belts Boxes Photo Frames Office
Children Products Clothes Toys Books Shoes	***Home Accessories*** Bed Table Living Kitchen Lamps	***Jewelry Products*** Gold Silver Pearl Other	***Terracotta Products*** Decorative Dining Lamps Plant Accessories
Bamboo/Leaf Products Living Dining	***Metal Products*** Decorative Living Lamps	***Candles*** Pillar Floating Decorative Seasonal	***Jute Products*** Decorative Personal Accessories
Paper Products Cards Stationery Wrapping Paper	***Wood Products*** Decorative Living Table	***'Nakshi Kantha'*** Products Decorative Fashion Bed Table Personal Accessories Decorative Fashion	***Glass Products*** Table
Ceramics Products	***Food Products***	***Herbal Products***	

2. HRMS Tool of Aarong for online record of staffs


HR Management System
Employee Profile
Leave
Time and Attendance
Attendance Status
Durrennt User : 000
Employee Profile
12:53:31 PM [12:53]
Employee Details
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AARONG HRMS
Remarks
Identification
Present Address
Permanent Address
Personal Details
Job Basis & Job Status
* Father's Name Horipodo Sarkar
Mother's Name Rojo Bala Sarkar
* Nationality Bangladesh
* Religion Hindu (R002)
* Marital Status Married
* Sex Male
* Location Code Jessy Centre (0001)
Spouse's Name Asa Rani Sarkar
* Day-Off ID 5 working day (02)
* Date Of Birth 01/01/1977
* Joining Date 10/01/2010
* Leave Option XX
* Opening Leave Balance 0
* Opening Balance Date 10/01/2010
Photo's URL
Brows ...
* Section Jewellery Factory (S01)
* Shift Jewellery Factory (HS02)
* Group N/A (01)
* Grade
* English Skill Poor (EP04)
* Blood Group B+ (BG03)
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Leave Adjust
Increment ON
Holiday Applicable
Education
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Professional Training
Reference
Insurance
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Responsibility
Hobby
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Employee PIN
Employee Name
Permanent District
Level Code
Blood Group
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