

Internship Report on  
Recruitment and Selection Process of Rangs  
Industries Limited

**BUS 400**

**Prepared For**

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Date of Submission- 5<sup>th</sup>  
April, 2018

**///RANGS INDUSTRIES LTD.**



## **Recruitment and Selection Process of Rangs Industries Limited**

# Letter of Transmittal

5<sup>th</sup> April, 2018

Arif Ghani

Lecturer

BRAC Business School

BRAC University

Subject: Submission of Internship Report.

Dear Sir,

This is the report on “**Recruitment and Selection Process of Rangs Industries Limited**”, that is a requirement for fulfillment of internship course and it is my pleasure to present it before you.

I have tried my best to follow your guidelines in every aspect on my report. I have collected what seems to be most important information to make my report as specific and coherent as possible. I enjoyed the challenges of preparing the report with an opportunity to increase the understanding of business prospects for Bangladesh. I am earnestly thankful to you for your guidance during the preparation of this report. I hope you will appreciate my effort put forth hereby.

Sincerely yours,

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Razuan Rabin  
ID-15304111  
BRAC BUSINESS SCHOOL.

# Acknowledgement

I have incurred many debts of gratitude over the last three months during the preparation of this report. First and foremost, I would like to pay my gratitude to the Almighty Allah for giving me competencies to work hard. Additionally, I am grateful to my parents who provided me with the necessities of life since my early childhood.

The report title as named “**Recruitment and Selection Process of Rangs Industries Limited**” has been prepared to fulfill the requirements of BBA degree. I am very much fortunate that I have received almost and sincere guidance, supervision and co-operation from various persons while preparing this report.

Many people have contributed in the making of this report. First of all, I would like to thank my educational supervisor of the internship program, **Arif Ghani**, Lecturer, BRAC University for giving me the possibility of preparing this report and for his effortful supervision. Without his help, this report could not have been a comprehensive one. Secondly, I would like to express my gratitude to my corporate supervisor, **Ishita Mehjabin**, HRBP, Rangs Industries Ltd for grooming me closely ever since I joined Rangs Industries Limited and for always being very patient with me every time I made mistakes. Last but not the least, I would also want to thank my corporate colleagues Md. Najmus Sakib, Mahbubul Hasan, Syeda Tawquir Fatema for their sincere cooperation of my internship report.

Despite my sincere efforts, there may appear some shortfalls in the report, I apologize for any such unintentional errors.

# Executive Summary

As a part of the Internship Program of Bachelor of Business Administration at BRAC University, I have been assigned for doing an internship project at Rangs Industries Ltd, under the department of Human Resource Management. RIL is one of the sister concerns of Rangs Group of Companies. I have been assigned for completing day to day HR activities such as manpower planning, CV screening, assistance in interview and so on.

Rangs Industries Ltd (RIL) is one of the biggest players in the electronics enterprise in Bangladesh that was hooked up in 1979 had spread its wings all over the country and has a body of workers of greater than 700 and is a pioneer in the Electronics market. Rangs Industries Ltd provides both products and services. Bangladesh is the distributor of Toshiba, Samsung, Panasonic, Philips Household Appliance in Bangladesh and engaged in assembling LCD/LED TV by using imported parts in CKD and SKD form which are being bought in the market on a fee addition. We are importer and seller of Refrigerator, Freezer, Air Conditioner, Generator, Washing Machine and different electrical home appliances. All our merchandise is being bought through an extensive variety of network 35 Sales centers and more than one hundred fifty licensed sellers during the country. Rangs Industries Limited has a rather skill, properly trained & experienced team of workers at all departments working throughout the country.

Since my subject of internship document is “**Recruitment and Selection Process of RANGS Industries Ltd**” I mentioned about a number of activities of Human Resource Management which I did and observed during last three months of my internship in the report. All the things are briefly described in the report. I additionally mentioned about the constraints and challenges that I have faced whilst working with HR Department. These matters are also covered in my report. I have also given some recommendations about how to overcome these issues in the report.

# Table of Contents

Topic	Page no.
<b>Letter of Transmittal</b>	2
<b>Acknowledgement</b>	3
<b>Executive Summary</b>	4
<b>Part-1: Organization Overview</b>	6-9
<b>Part-2: Introduction</b>	10
1(a).Rationale	11
1(b) Background	12-13
1(c) Objectives	14
<b>Part- 2: Literature Review</b>	15
2(a)- Standard Recruitment and Selection Process (Collected from Books, Journals)	15-26
<b>Part-3 : Activities Undertaken</b>	27
3(a). Work Related	28
3(b). Organization Wide	29-40
<b>Part 4: Constraints &amp; Challenges and Action for Improvement</b>	41-42
4(a). Identified in the Organization	43
4(b). Academic Preparation	43
<b>Part- 5: Lessons Learned from the Internship Program</b>	44
5(a). Implications to Organization- Findings Based on Affiliation	45
5(b). Implications to University's Internship Program	46
<b>Part-6: Concluding Statements</b>	47
6(a). Recommendation	48
6(b) Conclusion	48-49
<b>References</b>	50
<b>Appendix</b>	N/A

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## Part-1

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### **Profile of the Organization**

# Organization Part

## Organization Overview:

Rangs Group is a diversified and growing Group of Companies representing Global brands in Bangladesh. Rangs is a well-recognized name in enterprise quarter in Bangladesh since 1979. Rangs Group is one of the premier conglomerates in Bangladesh. With headquarters in Tejgaon, Dhaka, they conduct business countrywide. Driven by means of the ardor to be the first-class and with a group of unique professionals, it brings depended on brands of the world inside the attain of every person in Bangladesh. Small, medium and massive family owned organizations dominate over Bangladesh's \$100 billion (\$288 billion in PPP GDP) economy, which has been growing at over 5 percent since 1995.

Rangs Group started its ride as a single business unit in 1979 and now has grown efficiently in a couple of sectors. Striving to implement the practical initiatives required achieving its vision and guided by a relentless focus on values, the group maintains close relations with its foreign principals thereby guaranteeing quality products and efficient service to their valued customers. Rangs Group believes in delivering operational excellence to meet commitments. For the development of its mission it has diversified and grown to be one of the biggest industrial and buying and selling conglomerates of the country under the same management. With diversification and a wealthy variation of merchandise it has earned repute among Bangladeshi people as a distributor of premium and satisfactory manufacturers and services.

The Business Sectors of Rangs group includes – Automobiles, Electronics, Finance, Securities and Banking, Fisheries, Garments, ICT, Insurance, Media and Publications, Petrochemicals, Pharmaceutical, Real Estate, Services, Maintenance & Securities, Telecom.

## Company Profile:

Rangs Industries Ltd (RIL) is one of the biggest players in the electronics industry in Bangladesh that was established in 1979 had spread its wings all over the country and has workforce of more than 700 and is a pioneer in the Electronics market. RIL is one of the



sister concerns of Rangs Group of Companies (RGC), which is one of the most reputed and largest groups in Bangladesh.

The company was registered under the Companies Act of 1913 and was incorporated in Bangladesh on 11th April, 1985. Rangs Industries Limited at Phoenix Tower (5th floor) 407, Tejgaon Industrial Area Dhaka-1215, Bangladesh is the distributor of Toshiba, Samsung, Panasonic, Philips Household Appliance in Bangladesh and engaged in assembling LCD/LED TV by importing those in CKD and SKD form which are being sold in the market on value addition. We are importer and seller of refrigerator, freezer, air Conditioner, generator, washing machine and other electrical home appliances. All our products are being sold through wide range of network of 35 Sales centers and more than 150 authorized dealers throughout the country. Rangs Industries Limited has highly skill, well trained & Experienced workforce at all departments who are working all departments all over Bangladesh.

### **Corporate Profile of RIL:**

Name	Rangs industries ltd.
Date of Inauguration of operation	11th April 1985
Registered office	Phoenix Tower (5th Floor) 407, Tejgaon Industrial Area Dhaka-1215, Bangladesh
Name of the Chairman of the board	Abdur Rouf Chowdhury
Name of the CEO	Mr. Rubaiyat Jamil
Product & Service	Electronics home appliances
Brands	Samsung, Toshiba, Panasonic, Philips, Toshin
Showrooms	35
No. dealers	Over 150
E-mail	rangsindustries@rangs.com
Website	<a href="http://www.rangsindustries.com">www.rangsindustries.com</a>

## **Company Vision:**

To assemble more globally renowned brands and to increase more showrooms and dealer around the country to provide on different extension to the consumer.

## **Company Mission:**

We constantly strive to implement the practical initiatives required to achieve our vision guided by relentless focus on our values. In doing this, we deliver operational excellence in every corner of the company and meet or exceed our commitments to the community we serve.

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## Part-2

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### **Project Part**

- **Introduction**
- **Literature Review**

# Introduction

## **1(a)-Rational of the Report:**

Education will be the most effective when theory and practice blends. Theoretical knowledge gets its perfection with the practical application. The internship program is designed to bridge the gap between the theoretical knowledge and the real application. We all know that there is no alternative of practical knowledge which is more beneficial than theoretical aspects. The purpose of this study is to become familiar with the real business world and to attain practical knowledge about the overall corporate world, which is so much essential for each and every student to meet the extreme growing challenges in the job market as well as to get an abridged view of the recruitment and selection procedure-one of the most important HR functions; which will give an overall idea how its functionality is carried out properly.

## **1(b)- Background:**

Rangs Industries Ltd (RIL) is one of the biggest players in the electronics industry in Bangladesh that was established in 1979, had spread its wings all over the country and has workforce of more than 700 and is a pioneer in the Electronics market. RIL is one of the sister concerns of Rangs Group of Companies (RGC), which is one of the most reputed and largest groups in Bangladesh.

The company was registered under the Companies Act of 1913 and was incorporated in Bangladesh on 11th April, 1985. Rangs are importer and seller of Refrigerator, Freezer, Air Conditioner, Generator, Washing Machine and other electrical home appliances. All the products are being sold through wide range of network 36 Sales centers and more than 150 authorized dealers throughout the country. Rangs Industries Limited deals with plentiful products of which has about 10 global brands such as Samsung, Toshiba, Sharp, Hitachi, Panasonic and Sony, along with its own brand Toshin. Rangs Industries Limited has highly skill, well trained & experienced workforce at all departments who are working all departments all over Bangladesh.

## **Corporate Division:**

**Marketing Department** - leads and oversees the sales and marketing activities, meet monthly targets, maximize the market share, revenue and profitability by developing marketing strategies. They create and execute strategic marketing and sales plans yearly, to achieve corporate objectives for all products and services

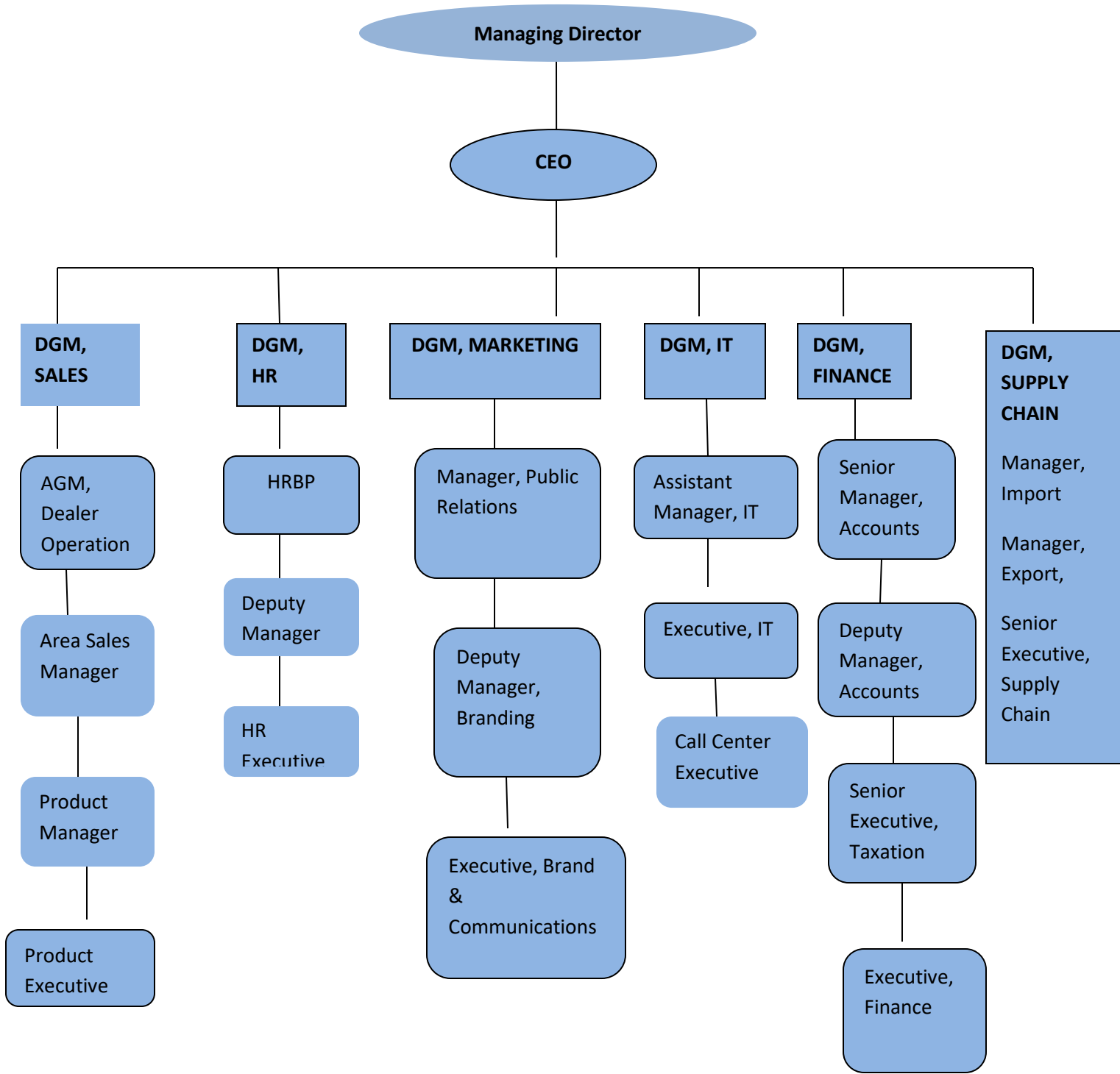
**Finance Department** - The finance department monitors and controls companywide finance and procurement activities. They prepare financial statements while complying with requirements of International Financial Reporting Standard, Bangladesh Accounting Standard and other related local legislations. Business Review is conducted to analyze risk exposure and financial review provides monthly results internally. They provide consultancy and support to all other departments.

**Product Management Department** - The Product Management department team is responsible for making product decisions and often is the chief resource for the rest of the organization when deep product expertise is required. This includes supporting the organizations that help bring the product to market and work directly with customers -- namely marketing, sales and support.

**HR department:** This is responsible for all the HR functions of Rangs Industries Limited, such as HR planning, recruitment and selection, training and development, compensation, support and maintenance. There

**IT Department** - Maintains IT strategies by handling staff; researching and executing technological strategic solutions.

## Organization Hierarchy:



## **1(C)-Objectives of this report:**

Based on two objectives I have prepared this report:

### **Primary Objective:**

The main objective of this report is to provide necessary information about the procedures of Recruitment and selection techniques followed by the Rangs Industries Ltd through the HR Department and recommendation.

### **Secondary Objective:**

- To have a clear view about what is actually happening in the field of HRM of the selected business organization.
- To collect information and insight about the Recruitment & Selection function of the organization.
- To experience different Recruitment & Selection system those are being followed by Rangs Industries Ltd.
- To relate the theoretical knowledge with the real life experience of the Recruitment & Selection process of Rangs Industries Ltd.

# Literature Review

## **Impact of Effective Recruitment Process on Employee Performance of a Company:**

An effective and correctly carried out recruitment and decision of candidates is a tracing mark for a business enterprise or organization to choose the great candidate for a particular job. From Bangladesh's perspective, almost in each organization, interior recruiting performs a full-size position in selecting candidates. However, it leaves a hole to pick out the best candidate from a large pool of applicants. It goes barring saying that high-quality recruitment and selection smoothens the way to fetch the pleasant match candidates for particular positions. As we all know businesses recruit new personnel through internal and external sources and these sources act as massive catalysts for a fine recruitment and determination procedure. Cornelius and Decker (1979) has had research on sources of recruitment and came out with the end result that, folks these have recruited through employee referrals which itself is one of the inner sources; have lower turnover quotes than different groups (depending on the measure). Similarly, the research of Breugh found that lookup scientists recruited through newspapers have been absent twice as often as these recruited thru other sources (Breugh, 1981). On the contrary, the learn about of Caldwell and Spivey (1983) found that formal advertising was normally greater probable to yield successful store clerks. In addition to this, Scientists recruited through university placement have been rated decrease on work best and dependability than direct applicants and respondents to expert journal advertisements (Breugh, 1981). Although, internal recruiting truly paves the way to be regarded as advantageous nonetheless formal recruiting and deciding on procedure is favorable as it assists an organization to pick people from a giant pool of candidates who can be an appropriate match for particular positions.

## **Standard Recruitment and Selection Process:**

Recruitment and Selection is a foundation of Human Resource Management (HRM) practices and its integration to business is imperative to reap organizational strategic goals.



Better recruitment and decision techniques end result in extended organizational outcomes.

According to Dessler, Recruitment and Selection is a predominant HRM functions as it encompasses all organizational practices and choices (Dessler, 2007). Recent technological advances, globalization, social trends and modifications inside agencies have delivered new challenges for recruitment and selection (Rowley & Benson 2002). To successfully face the new challenges recruitment and selection needs to be integrated with business techniques (Lam & White 1998).

Decenzo and Robbins has described recruitment in this way- “Recruitment is the process of discovering plausible candidates for actual or anticipated organizational vacancies. Or from another perspective, it is a linking activity—bringing collectively these with jobs to fill and these searching for jobs” (Decenzo and Robbins, 1999). William F. Glueck has come up with the definition of recruitment as this- “Recruitment can be described as the set of things to do for an company to attract job candidates who have the competencies and attitudes needed to aid the organization accomplish its desires (Glueck 1978).”

Selection, on the different hand consummates the total recruitment method as except this, an perfect candidate can't be selected via any organization. According to (Dessler, 2007), “Selection is one of the most essential features of HRM because wrong decision of personnel hampers organizational performance enormously.” Decenzo and Robbins has voiced that, “An best determination method includes some steps such as filling up application forms, initial screening, preliminary interview, employment tests, written examination, comprehensive interview, heritage examination/ reference check, clinical examinations, and job offer (Decenzo& Robbins 1999).”

Recruitment and selection is no longer any effortless challenge to complete as it includes various steps and formal procedures. Throughout the world, in most of the organizations, the important steps followed in recruitment and decision are almost akin and similar; the only trade that varies is the name of the techniques from employer to organization and from business enterprise to company.

Here, the trendy recruitment and decision methods inscribed by using The University of

California, Riverside (UCR) have been described in the following as it covers almost all the aspects of recruitment and selection method from opening till end.

In order to make bigger affectivity in hiring and retention and to ensure consistency and compliance in the recruitment and selection process, it is recommended the following steps be followed. Details for each step include the minimum recommended best practice to attract a talented and diverse applicant pool. This is as follows:

### **Step 1:**

#### **Identify Vacancy and Evaluate Need:**

The first and fundamental step is to discover the vacant function and evaluating the need of a new employee in that unique post. For newly created position, it has to be kept in mind that, whether changes will affect the function or function or no longer as well as if the vacant role clearly need to be filled up inside the quickest feasible time. To get a translucent view of the situation, conducting a job evaluation will assist to help out identifying gaps, the core skills which are must needed those are missing, these are required for future. On the different hand, for replacement, countless matters want to be stored in idea such as - tasks those have been carried out by way of the previous employee, tasks those are want to be added or removed, working hours and most full-size one, whether or not nonetheless there is requirement for the role at all or not.

### **Step 2:**

#### **Develop Position Description**

Prior to developing the job description, the hiring manager should identify the following:

- ✓ General Information
- ✓ Position Purpose
- ✓ Essential Functions
- ✓ Minimum Requirements
- ✓ Preferred Qualifications

**General Information:** It includes the following:

- Payroll Title
- Pay Grade
- Working Title
- Department Name
- Department Head
- Supervisor Name
- Title Codes and Full Names

**Position Purpose:** The statement should summarize the position's indispensable functions and its function in relation to supporting, administering, or managing the things to do of the department, unit, or organizational unit.

- Includes a description of the function and its relation to the department, organisation and University
- Includes the estimated length (i.e. Limited 6-9 months or Contract 2.5 years) for non-Career positions
- Lists the quantity of openings when there is extra than one position being recruited
- Describes any pre-employment assessments if applicable.

**Essential Job Functions:** When developing imperative functions for the position the following have to be noted:

- Functions of the job which are integral for the position are organized with the aid of significance and percentage of time spent
- Complexity stage and authority for the function ought to be described to assist entice the excellent degree of qualified candidates

- Essential tasks listed must be inter-related to the accomplishment of the fundamental function.

**Minimum Requirements:** The minimum requirements or “basic qualifications” are those qualifications or criteria which was established in advance and advertised to potential applicants. It includes:

- Must be objective, non-comparative and business related
- Can be position/department specific
- The minimum requirements should support the accomplishment of the essential functions.

### **Preferred Qualifications:**

Preferred skills, knowledge, competencies can describe a extra informed stage at which the vital functions can be carried out such as:

- Prior experience with corporate/institutional duties and knowledge of applicable policies and techniques
- Certifications and/or superior degree are additional.

### **Step 3:**

#### **Develop Recruitment Plan:**

Each position requires a documented Recruitment Plan which is accredited with the aid of the organizational unit. A carefully structured recruitment plan maps out the method for attracting and hiring the exceptional certified candidate and helps to ensure a strong applicant pool. Followings are the recruitment plan elements:

- Posting Period
- Placement Goals
- Additional Advertising Resources
- Diversity agencies
- Resume Banks

## Posting Period:

- Minimum posting requirements are as follows:
  - A. Professional Support Staff (PSS) – 10 business days from date posted beginning the next business day
  - B. Management/Senior Professional (MSP) – 15 business days from date posted beginning the next business day

“Open until filled” is an option for both PSS and MSP positions which allows the posting to remain open and viewable on the career site until filled. This option is recommended for all recruitments.

## Placement Goals:

Placement goals are necessary for recruitment and it is an obvious task to review the placement goals and develop recruitment plan which will pave the way for achieving the target those been identified.

## Additional Advertising Resources:

It includes several types of advertisement sources namely; Newspaper, website, company’s Newsletter, recruitment agency, campus recruiting, job fair, social media etc.

## Diversity Agencies:

It pontificates the developing relationships and a pipeline of potential candidates with agencies allowing candidates to have a better understanding staffing needs and company’s mission and values.

## Resume Banks:

Resume banks are another good source for identifying qualified candidates. Job seekers post their resume to these which are then searched by prospective employers.

## **Step 4:**

### **Select Search Committee:**

To make certain candidates selected for interview and final consideration are evaluated by more than one individual to minimize the achievable for personal bias, a selection committee is formed. The hiring manager will pick out participants who will have direct and indirect interaction with the applicant in the route of their job. Each hiring manager must make an effort to appoint a search committee that represents a numerous move area of the staff. A member of the committee will be appointed as the Affirmative Action and Compliance Liaison who will reveal the affirmative action aspects of the search committee.

## **Step 5:**

### **Post Position and Implement Recruitment Plan:**

To post the position:

- The requisition is created with the aid of the Service Center Human Resources Coordinator or Departmental Human Resources Coordinator and authorized by means of the Service Center HR Organizational Coordinator or Organizational HR Coordinator
- Once approved, the Departmental HR Coordinator or Service Center will evaluate the requisition and route on line to the HR Classification Analyst who will assign the classification
- The requisition is then routed to the HR Recruitment Analyst who will put up the position
- Applications can be reviewed and dispositioned once the minimal number of posting days has been reached
- Internal candidates will observe through the everyday utility method and will be covered in the candidate pool along with external candidates

Continuous monitoring of recruitment undertaking and recruitment layout effectiveness is critical to a successful search. Applicant pools for each recruitment can be monitored through search committee contributors at some point of the recruitment cycle by way of reviewing the Affirmative Action Statistics.

## **Step 6:**

### **Review Applicants and Develop Short List:**

Once the position has been posted, candidates will apply via company's job board. Candidates will complete an electronic application for each position (resume and cover letter are optional).

Candidates will be considered "Applicants" or "Expressions of Interest". Applicants are those who apply during the initial application. All applicants must be reviewed and considered. Candidates who apply after the initial application period will be considered "expressions of interest" and not viewable by the search committee. It is advocated that all search committee individuals evaluate all Applicants to ensure more than one character assesses their qualifications and that individual opinion or biases are avoided. It is permissible to have at least two committee contributors evaluate all Applicants for positive recruitments in which there are extensive applicant pools to high-quality narrow down the pool. Alternatively, Human Resources may additionally operate this function. Each committee member can also provide comments to every Applicant's qualifications as they relate to the minimum requirements of the position.

Upon the search committee's overview of the applicants, the Chair or Chair's Associate will evaluate all search committee comments and boost the short list. If the short list is deemed to represent a sufficiently diverse applicant pool, the short list will be approved. Once approved, the applicants can then be contacted for interviews.

## **Step 7:**

### **Conduct Interview:**

It is the most important step in recruitment & selection process as this serves the rudimentary screening of candidates and lets the interview panel members to get to know more about that very person in depth whether he/she will worthwhile for what the company is looking for.

**Preparation of Interview:** Once the quick list is accredited by way of the HR department, the interview process can begin. It is necessary to correct put together for the interview as this is

the possibility to consider the capabilities and capabilities and validate the records the applicant has supplied in their application and resume. Choose one or two questions from each minimally required ability and competency to enhance the interview questions. If similarly follow up needed, have to come up with reviewing the applicant's application or resume and making be aware of any precise issues.

The Committee Chair should determine the following:

- Format of the interview and order of questions
- Questions to be asked of all applicants and the weight assigned
- Who will ask which question
- Whether a work sample should be submitted
- The optimum start date for the position
- Any other details applicants may need about the role that were not noted in the position description

**Interview Questions:** Questions should be relevant to the position and seek information on specific skills and abilities to perform the job. Moreover, the use of behavioral and/or competency based interview questions is strongly encouraged as, when properly crafted, they allow the interviewer to obtain more meaningful data to determine the applicant's ability to carry out the duties and responsibilities of the job, as well assess their ability to adhere to the very company's core competencies.

**Candidate Evaluation:** The prime task of an interview is evaluating the candidate properly based on the person's performance during the interview session. There are several techniques to measure the performance and following is shown one of them.

Competencies Weighted Rating Sheet

Competencies	Weight Assigned	Weight Scale: 1 – Low importance; 2 Medium importance; 3 High importance Rating Scale: 0- Not competent; 1-Low competence; 2- Medium competence; 3-High competence														
		Wt.				Rating				Wt.				Rating		
Communication		0	X		=	0	0	X		=	0	0	X		=	0
Diversity and Inclusion		0	X		=	0	0	X		=	0	0	X		=	0
Employee Engagement		0	X		=	0	0	X		=	0	0	X		=	0
Innovation and Change Management		0	X		=	0	0	X		=	0	0	X		=	0
Job Mastery and Continuous Learning		0	X		=	0	0	X		=	0	0	X		=	0
Resource Management		0	X		=	0	0	X		=	0	0	X		=	0
Results Orientation and Execution		0	X		=	0	0	X		=	0	0	X		=	0
Service Focus		0	X		=	0	0	X		=	0	0	X		=	0
Teamwork and Collaboration		0	X		=	0	0	X		=	0	0	X		=	0
People Management		0	X		=	0	0	X		=	0	0	X		=	0
					Total	0				Total	0				Total	0

\*Note:

0. Not competent: The candidate does not demonstrate competency.
1. Low Competence: The candidate illustrates ineffective behaviors.
2. Medium competence: The candidate illustrates behaviors at the operational level.
3. High Competence: The Candidate illustrates behaviors at the mastery level.



**Welcoming the Interviewee:** : Conducting an interview session looks to be tiring and stride for the panel members if the session is persisted with true quantity of candidates. To conduct the session properly, the participants need to act deftly to convey out the genuine attributes of an interviewee. To do so, followings are advised to be considered:

- Its needed to create the ice breaking surroundings so that the candidate doesn't get intrigued or sense discomfort on the first vicinity as the first affect of a candidate says a lot about how the interview might go.
- It is strongly cautioned to assign a man or woman apart from the interview panel to prepare the session and take care of any queries of the candidates and desirable help them to go through the session from starting till that individual come out from the interview room.
- Allowing enough time for the interview so the interviewee does not experience rushed. Let the interviewee do most of the talking. Have to keep in mind the 80/20 rule. The interviewee must be doing 80% of the talking. While, it's vital to articulate the needs of the respective branch and the role, this time is to acquire as a great deal records to evaluate their journey and make sure a suited fit.
- Properly go through the candidate's CV and do the scrutiny deftly before asking questions regarding the capabilities and abilities. In addition to that, taking notes and asking for further clarification can be executed if needed.
- Be positive to keep away from any inappropriate or unlawful interview questions.

### **Step 8:**

**Select Hire:** Once the interviews have been completed, the committee will meet to discuss the interviewees. Committee members will need to assess the extent to which each one met their selection criteria. Documentation should demonstrate the selection decision. As one of the most critical steps in the process, it is important to keep the following in mind:

- The best candidate for the position was chosen based on qualifications
- The candidate will help to carry out the company's and department's missions

**Reference Check:** The purpose of a reference check is to obtain information about a candidate's behavior and work performance from prior employers that could be critical for taking decision, regardless of their skills, knowledge, and abilities. As past performance is the best predictor of future success, it is recommended, references should be obtained from current and previous supervisors who can speak to the candidate's on the job performance.

**Mandated Hiring Prerequisites:** Depending upon the nature of the position, additional hiring prerequisites may be required. Any costs associated with these prerequisites are the responsibility of the hiring department.

## **Step 9:**

**Finalize Recruitment:** Upon completion of the recruitment system the offer to the chosen finalist is made. Prior to initiating the offer, it is encouraged that one more check of the choice process be performed as follows:

- Review the responsibilities and duties of the position and ensure they were accurately described and reflected in the job description and interview manner
- Review determination standards used to make sure they were based on the qualifications listed for the function
- Confirm interview questions in reality matched the selection criteria
- Confirm all applicants have been dealt with uniformly in the recruitment, screening, interviewing and remaining decision procedure

## **Negotiating the Offer:**

- Whenever possible, it's recommended your best offer be made the first time as this displays proper market and internal equity practices and demonstrates good

faith to the applicant.

- When offering, after finalizing the position, be sure to discuss the total compensation package (in addition to salary) such as paid time off and retirement benefits. Be excited and enthusiastic about the offer and let them know that the company is excited about them for joining the organization.
- Lastly, if possible, discuss the great learning and development opportunities which may be available to them in achieving their professional goals. Most individuals value this just as much, in some cases more, than the base salary being offered.

**Countering the Offer:** Despite tabling best offer, there may be instances where the applicant declines. In such cases:

- Discuss the reasons for the offer being declined with the applicant – and look beneath the surface. Applicants decline offers for various reasons and not always due to the salary being offered.
- If an offer is declined due to salary, the department may make a counter offer provided the amount is within the appropriate guidelines for the role and department
- Counter offers must be reviewed and approved by the Organizational HR Coordinator

**Finalizing the Offer:** It is important that each recruitment be properly completed, including the notification of those interviewed and not selected, as well as all documentation associated with the recruitment should be kept safely by maintaining proper confidentiality. For proper completion of the selection process, followings are advised to conduct:

- Once the offer has been accepted, the Committee Chair or designee notifies the Departmental HR Coordinator and requests the offer letter be sent
- The Departmental HR Coordinator prepares and sends the offer letter
- The Departmental HR Coordinator ensures written acceptance of offer
- The Departmental HR Coordinator enters the finalist information into the ATS (Application Tracking System) upon receipt of the signed offer
- The Departmental HR Coordinator contacts those individuals interviewed and not selected (at a minimum) by phone or email and this too has to be inscribed as documented.

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## **PART 3:**

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### **Activities Undertaken (The Main Project Part)**

## My Activities at Rangs Industries Ltd

During the internship software of twelve weeks, I had assigned with plenty of human resource activities such as taken care of recruitment and selection process, database up gradation, personal file documentation etc. of Rangs Industries Ltd. But my primary duty was once to coordinate the whole recruitment and resolution process. Before describing the entire process of how I have skilled the entire functions by myself for the duration of the internship tenure, let's seem to be at the how the employer shows its prudence and gives significance to the process.

Rangs Industries Ltd has been one of the most coveted and famend SBU of Rangs team for more than three decades. Going to the wire, we see there are range of issues of the organization and each of these wants skillful, prescient, prudent and committed employees who will take the organization similarly in advance in the opposition with other market players. It is perceived that in order to gain the company's goal, there have to have environment friendly and excessive caliber human resources. Therefore, the organization can pay most attention and efforts in recruiting quite certified and capable employees who are willing to face challenges in accomplishing Company's goals. The position of HR in recognize to attracting, holding and motivating qualified and knowledgeable personnel is enormous. The formula and implementation of a sound employment policy have exceptional importance in the achievement of favored objectives.

### Guiding Principles:

No doubt that recruitment and selection of the desirable and eligible candidate is a long stride task however in phrases of selection, Rangs Industries Ltd follows quite a few policies which are based on the following guiding principles:

- **Fairness:** Rangs tries to utilize accessible human assets at its best. The corporation does

not discriminate in opposition to any job seeker and employment on the basis of race, color, religion, sex, age, nationality or any other component that does no longer pertain to the individual's capability to do the job. The business enterprise applies every employment coverage in a fair, uniform and constant manner.

- **Right character at the right place:** The corporation offers best effort to ensure satisfactory healthy of competencies and thus recruit proper and equipped persons at the right job at the proper time.
- **Efficient and effective:** At all stages of recruitment process, all out efforts are given to make certain that the steps are environment friendly and effective.
- **Standard Method:** The steps and methods being observed at some stage in the path of recruitment, determination and placement conform to the standards of the company.
- **Development Focus:** Where certified human assets are no longer quite simply available, and even their hiring are subject to cost, therefore, Rangs Industries Ltd initiates to improve employees. The company is committed to advance its Human Resources to reap the Company's goals and will discover and use the accessible improvement opportunities.

## Recruitment and Selection Process:

- **Human Resource Planning (HRP):** Human resource planning or manpower planning is in reality the manner of getting the right, eligible and qualified people into the right job at the proper time. It is a gadget of matching the supply of people with openings the agency specialists over a given time frame. According to Edwin B. Geisler, "Manpower planning is, "the technique via which a company ensures that it has the right quantity of human beings and the proper type of people, at the right places, at the proper time, doing things for which they are economically most useful" (Geisler, B.E, Human Resource Management, ed.2008)

Activity of human resource planning : The major activity of human resource planning includes:

- Forecasting future manpower requirements, either in terms of mathematical projections of trends in the economic environment and development in industry, or in terms of judgmental estimates based upon the specific future plans of a company.
- Making a stock of current manpower assets and assessing the extent to which these assets are employed optimally.
- Anticipating manpower trouble with the aid of projecting current sources into the future and comparing them with the forecast of requirements to decide their adequacy, both quantitatively and qualitatively.
- Planning and scheduling integral programs of requirement, selection, training, development, utilization, transfer, promotion, motivation and compensation to make sure that future manpower requirements are accurately met.

Human resources are recruited according to the need. All the Directors and Head of the Department of the exclusive business enterprise & initiatives sit down together and take selection whether or not the requested manpower is vital to be recruited or not. The recruitment of certain number of manpower has to be justified. Then they encompass the justified range of manpower in the annual budget plan. Not crucial that the wide variety of projected manpower has to be recruited in accordance to the annual finances plan. It can be altered as necessary. Recruitment happening barring price range diagram additionally relies upon on the want of the situation, such as helper, cook or office attendance etc. they recruit on the need of the situation.

### **Step-1:**

**Manpower Requisition:** The recruitment and selection process kicks off with the manpower requisition of human resources or clients. While requesting for filling the replacement of existing vacant position or new position, the concerned department will fill up a recruitment requisition form and send it to the HR department with the approval from CEO either sometimes HR department take approval from MD.

In the following a sample of manpower requisition form Rangs Industries Limited is attached:





Internal use only	Replacement FTE	SBU: <b>RANGS INDUSTRIES LTD.</b>	
<b>Approval Note</b>			
Request for Hiring (to be completed by responsible Manager)			
Designation:		Grade	Executive/Sr. Executive/Asst. Manager/Manager/AGM/GM
Location of role:			Bangladesh
Type of request: (external hiring, contract renewal, contract extension, making permanent of contract)	External hiring as Replacement		
Date to hire:		End of contract:	
Orientation salary per month (BDT):		Within budget:	<input type="checkbox"/> Yes <input type="checkbox"/> No
Responsible Manager:			
Department:			
Summary of Job responsibilities			

Minimum Educational Qualification
Minimum Experience
Reason for hiring

**Decision functional head (if applicable)**

Approved:	Yes	Comments with signature/ email copy attach of that approval
	No	
<b>Decision CEO RANGS Industries Limited</b>		
Approved:	Yes	Comments with signature/ email copy attach of that approval
	No	

For existing positions, respective department will inform the HR of any vacant position so that HR can co-ordinates/notify the other offices of the vacant position. Whenever needed, the Head of HR review the available records if there is any Qualified and suitable candidate available from the company. In special circumstances and to make a quick decision the Head of HR may propose any suitable staff within the company from respective department for the position to respective Department Head.

On the other hand, for a new position each Department follows the following procedures:

- New employee position has to be discussed with Head of HR will in advance. In case a new position needs to be created, then the Department Head will submit a request to Head of HR for approval with proper justification attached with a detailed job description.
- After receiving manpower requisition, it is forward to MD
- Upon the approval of MD, HR recruitment process will begin or whenever possible internal transferor promotion will be made to fill up the vacant position.
- All new appointment must be in accordance with the approved department budget and must be approved by the Managing Director and Head of HR give suggest about the new position.
- It is the function of HR to ensure consistency throughout the company in regard to the creation of any new position. HR reviews and ensures that a position with similar responsibility is placed in the same grade level.

## **Job Analysis:**

Job evaluation is the procedure of gathering and analyzing records about the content material and the human necessities of jobs, as nicely as, the context in which jobs are performed. This technique is used to decide placement of jobs. Recruitment system ideally starts with the analysis of job description and individual specification for that job. A job description and analysis of person specification provide the foundation for stipulating the job title and revenue scale of the position.

## **Job Specification:**

Job specification defines the education, training, experience, skills and talents required through the jobholder. The job specification is vital, because the key part of the job specification, established at the beginning, is used in structured selection interview. The concerned branch will assist to HR department for preparing the job specification.

The following information's are targeted in the job specification:

- The age of the applicant
- Title of the position.
- Division, Department or Section.

There are minimal educational as well as experience qualification for each position

## **Job evaluation:**

It is an evaluation of the relative well worth of a variety of jobs on the basis of a constant set of job and personal factors, such as skills and competencies required. According to [businessdictionary.com](http://businessdictionary.com), numerous strategies such as job ranking, job grading, and aspect

evaluation are employed in job evaluation. Moreover, research suggests that each approach is nearly as correct and reliable as the different in rating and pricing specific jobs. Job evaluation varieties the foundation for wage and salary negotiations.

## **Step- 02:**

**Recruitment Sources:** There are basically 2 sorts of sources from the place human sources are selected. It is one of the top tasks to pick out the skillful and suitable person for specific positions. Rangs Industries Limited does the search in an effective manner. The 2 primary sources are:

- Internal Sources
- External Sources

Internal Sources: Under this division there are several ramifications lies. They are:

- Present employees or transferred employees
- Employee referrals or worker recommendations
- Former employees; who desires to join due to the fact of their willingness
- Former applicants; they can come via walk-in interview or thru electronic mail or cellphone call.

### **Advantages:**

- Cheaper than external recruiting
- Chosen personnel are acquainted with the organization
- Ensures the chance of suitable selection
- Quicker and simpler to conduct

### **Disadvantages:**

- Conflict amongst colleagues
- Limiting the desire of pull of candidates

**External Recruitment:** It has a number of types; they are:

- Advertisement: Through newspaper, as it is the most frequent and in more than a few social media platform; most often Facebook. Moreover, bdjobs.com has end up the top and pinnacle platform for posting job advertisement and it is a smartphone based application.
- Employee exchange
- Professional/Trade Associations: As such ICAB (The Institute of Chartered Accountants of Bangladesh)
- Campus recruitment
- Mergers & acquisitions
- E-recruiting

Advantages:

- Larger pull of candidates and increases the risk to pick out the terrific person
- Helps an organization to be in the competition with the opponents
- Fresh abilities convey in higher productivity for a company

Disadvantages:

- Prolonged time length and greater cost.
- Existing employees' morale will go down
- Takes longer time for new worker to get used to with the organizational setup

### **Step-3:**

**Application Receiving and initial screening:** From different sources our HR team collected CVs of applicants. Most of the time CVs were taken from bdjobs.com, Facebook and some through recommendations or references. During the initial screening, selection panel review the applications based on the JD (Job Description) and see whether the applicants match with the desired criteria. Applicants are shortlisted for initial interview based upon key selection

criterion. On the contrary, those who lack skills or experience or required attributes are simply debarred or rejected. I had been performing this duty since last three months.

#### **Step-4:**

**Arranging Interview:** Selected candidates are then informed by me about the interview details over the phone and ensures that candidates will come for interview. After the confirmation, the next task includes:

- Downloading and printing the CVs of the candidates
- Printing out the assessment for each of the candidates and staple along with the CVs and keep all the CVs in a separate file mentioning the position and date.

As soon as the candidates for initial interview are shortlisted, then next task is to prepare an interview schedule which has a specific pattern to follow and includes several information. They are:

- Time and date
- Address ( e.g.407, Phoenix Tower 5<sup>th</sup> Floor, Tejgaon I/A,Dhaka)
- Name of the designation for whom they applied ( e.g. TSO,ASM,Sales Executive, TM)
- List of candidates with contact number and current workplace.

#### **Step-5:**

**Compile Interview Question:** Our respected manager and the department head decides whether the interview will be based on written test or only viva or it will comprise both written and viva. Depending on the types of positions, questions are being prepared, such as, for the position of Branch Manager (BM) of showroom, we took both written and viva test of the candidates and the written test was 10 marks test which was based on mainly sales related questions, true/false, multiple choice questions and few questions were analytical. What has our panel members kept in mind that question has to be open ended and well worded so that

candidates don't face complexity during the test cause the written test's duration was only 15 minutes.

### **Step-6:**

**Conduct Interview:** Conducting interview may seem quite easy to perform but it has a number of tasks included which all are substantial. Before the day of interview, one copy of interview schedule was given to the reception and another copy was kept to me. On the day of interview, at least 30 minutes before the interview's commencing I had to go to reception and check how many candidates came and inform it to my manager. In addition to this, those who didn't come to interview before the mentioned time, I had to call them and ask where they, why didn't they come yet and will they come or not. After informing all these to my manager and respected department's panel member, we start the interview. The duration of the interview usually depends on the types of positions such as, I had got the opportunity to assess candidates of Sales Executive position for showrooms and assembly crew for production and I was the who guided them to interview board from reception and only was mandated to ask tell us about themselves-the initial question of all interviews. Mainly my task was to observe the candidate; their gesture, responses etc. and was instructed by my line manager to take notes from the session. I had jotted down several questions those were asked to the very candidates. They are:

- About Career and achievement
- Which routes he covered?
- Last year's achieved volume and target (in %)?
- What does SKU (Store Keeping Unit) do?

The panel members ask about the current gross salary, their expected salary, whether it's negotiable or not as well as gets notified about the notice period means how many days will take to get the release order from the current company if they get selected for our beverage unit to work for. Then with formally notifying the candidates that they will get another call if the gets selected for the final interview.

### **Step-7:**

**Select successful candidates (Final Interview):** After the initial interview been conducted, the panel member shortlisted the candidates for next phase, that is to face the final interview with our Chief Executive Officer (CEO for) upper level position such as Deputy Manager, Senior Manager (Finance) along with Head of HR and DGM of Accounts department. For other positions, Respective Head of departments and Head of HR take the interview. I was instructed to notify the shortlisted candidates about the final interview, who will take, the time & date and advised to take best preparation to face the panel members confidently.

The next step is alike the initial interview; preparing schedule, give one to reception, keep one to myself and another copy to panel members. This time two separate files are prepared which contained shortlisted CVs with assessment and another with fresh copies which were assessed by CEO and Head of HR.

I led the candidates to interview board with best wishes and waited outside the room. Usually each interview took 15 minutes on average which varied depending on the candidates. As one candidate came out after interview, I took short follow-up about how was the interview, how much positivity he has that he will get selected as well were the panel members seemed satisfied or not etc.

After successfully conducting the final interview, our panel members select the candidates to be appointed for the position they were looking for with all the criterion being matched as well as salary's been properly negotiated. A consensual recommendation is made and forward to HR along with al papers for next course of action. To get the written approval after that HR send a memo to top management with all the information that had been processed during the selection steps. Employment approval later is signed by the CEO or Head Of HR.

### **Step-8:**

**Check References:** Before handing over the appointment letter to the selected personnel, our HR team checks the viability or credibility of the references used by the candidates as it is regarded as an essential step of recruiting and selection process.

### **Step-9:**



**Formally handing over the appointment letter/ job offering letter:** Our HR department, after getting all the clearance and permission, selected candidates are offered appointment letter after notifying to receive as soon as possible. The appointment letter confirms the employment of the candidate in Rangs Industries Limited and the candidate is given a certain period of time, which was the candidate were told in the interview to join or ask them when they are available to joint if they are already working in somewhere else. But when it is urgent to joint then the candidate is told to join as soon as possible or mention a date. Sometimes both negotiate and fix a date. Based upon this, our HR department gives the candidate an offer letter mentioning the date on which he will come and be appointed.

Appointment letter includes:

- Job title, grades/step and remuneration.
- Place of posting
- Name of section of department
- Effective date of appointment
- Probationary period, condition of confirmation and notice period

After receiving all the necessary documents from the candidate, our HR department keeps all those documents in a separate file which is known as Personal File, in which all the further documents will be attached. The documents we needed for personal file includes:

- Resignation letter from previous employer
- 2 PP for Joining report and ID cards.
- All up to date educational certificates.
- Experience letter (If any)

Finally, handing over the appointment letter, we congratulate the candidates with best wishes for a new start at Rangs Industries Ltd.

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## **PART 4:**

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# **Constraints/Challenges and Proposed Course of Action for Improvements**

## **Constraints Regarding the Recruitment and Selection Procedure:**

It goes without saying that any recruitment and selection procedure is constituted of prolonged steps and a hectic task to do. Throughout my tenure at Rangs Industries Limited I have spotted several gaps in the recruitment and selection process in comparison with preferred approaches which were very much clear to me to be understandable. Some of them are stated bellow:

- One of the gaps that I've found is lack of variety as the companies in modern day, constantly brings diversity in recruitment processes to be known about the candidates whether they are up-to-date or not. In our company, when the written tests were taken, regardless of the positions, whether it's for officer or managerial position; questions were all the same. But if there's diversity prevailed for different positions, candidates would have been scrutinized more deftly and accurately.
- Another gap that I seemed as inappropriate is, considering a candidate for some other function in lieu of the applied position. Due to this, when I notified the applicants over the telephone about the fact, many of the applicants actually became down to face the interview. As it stands, the process loses some of its coherence with the policy.
- In addition to this, sometimes it also has been seen that, some of the candidates give interview without being listed on the short list and of which I weren't aware of. Some of the recruitments gets done internally and it's an awry of the standard policy.

However, there are several other challenges came into the way during the application of the recruiting and selection procedure in the company. They are mentioned in the next page.

### **Identified in the Organization:**

- Much of the information was confidential for which there was lack of necessary information.
- Some parts of the data used in the report are given on an approximate basis due to confidentiality.
- Time constraint is another hurdle that was hard to overcome during the period

### **Academic Preparation:**

- Hard to select data like which are important and which are not.
- Having a lacking in required knowledge about different situational requirements
- The major difficulty faced in carrying out the study was collection of data / information.  
No organized data could have been made available by searching all possible sources.

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## **PART 5:**

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# **Lessons Learned from the internship program**

## **Major Findings:**

The issues that are to be emphasized in the whole recruitment and selection procedure are summarized below along with implications to organization as well to university's internship program:

- Sometimes lack of insufficient feedback from the respective department
- Departments can't take any decision without getting clearance from Higher Authority. So sometimes it will be time consuming
- Apart from the horizontal intakes, the HR Division is very alert and meticulous for selecting candidates and also the process is quite very transparent so that they can choose the best candidates among applicants
- When they search for any experienced people they give more concentration on Previous experienced, Educational background, length of services etc. so that they can select the most suitable experienced people
- When they select entry level candidates than they concentrate more on pro-activeness, creativeness, ideas which related with the post
- It is noticeable that turnover rate is pretty high in mid-level management positions.
- The HR department ensures that each employee has an updated and appropriate job description stating clearly the purposes, duties, responsibilities etc.
- The reference checking procedure of RIL is very much impractical and unprofessional. HR does not have any kind of Reference Checking Form.
- There are only six personnel in the HR department. So they have to struggle more and high competition.

## **Implications to Organization/Company:**

- It has also been noticed that in some cases few positions get vacant for a long time due to unavailability of proper and excellent individuals to pertain those positions. As a result, other

employee working at the same level or at the same department takes the pressure of the vacant positions job responsibilities. So they should recruit on an urgent basis to which position is vacant. Also another option is they can increase compensation for existing employee who taking responsibility for vacant position.

- Another problem is they don't recruit in timely for vacant position due to promotion. And big factor is though employee get promotion but his/her job responsibility has same to the previous position which is not help to carrier development. They should give new responsibility or challenge for the new promoted employee.
- However, the major factors underlying the high turnover rate have been identified. They are: better job opportunity/ higher compensation, overtime working pressure, family problem professional problem, lack of career development opportunities, corporate politics etc.
- They do huge paper work for recruiting a new employee which is time consuming and increase costs. They should avoid much paper work by using modern technology in order to recruitment.
- The CV bank is not technical rather it is traditional. They should be able to make a technical CV bank.

### **Implications to University's Internship Program:**

University can arrange a training session by renowned organizations' HR department where they share their policies regarding recruitment with the students. In this way students can get practical impression about actual process of recruitment in an organization. They also provide a lecture in the class room for the students about their recruitment system. It will be much serendipity for the students as they will get a snippet look of the corporate world and specially the recruitment and selection functionalities.

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## **PART-6**

# **Concluding Statements**

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## **Recommendation:**

The following suggestions should be furnished related to the effectiveness of the recruitment and selection procedures of Rangs Industries Limited:

- Rangs Industries Limited should arrange a lot of training schedules, seminars and workshops for its existing employees to make them more effective and efficient. So that, there are less numbers of performance gap among the employees.
- There should be more team meeting in HR department to stay in track with everyone in the team to generate more good works. Because same dept. employee works are interrelated, so that if someone is not aware of something which creates a miscommunication. So to stay on track I think twice every week should be incorporated.
- Original qualifications be absolutely scrutinized by way of the HR recruitment team
- Interpersonal skills, communication capabilities must be examined deftly at some point of interview
- The scope of cellphone interview and e-recruitment technique ought to be accelerated more
- Time-prolonging in taking off interview should be cut short
- Formal notifying about rejection through e mail must be introduced
- Through compensation survey, the management has to redecorate fascinating compensation package
- Performance assessment device ought to be improved
- A vacant role should be stuffed or the recruitment technique be started as quickly the worker leaves the job or the choice for his leaving is announced
- During the method of new recruitment, a screening mechanism must be introduced to select the best candidate who will work with the respective branch for a longer period
- Working surroundings must be accelerated for its personnel which is assist to create loyalty for the organization.

## **Conclusion:**

The internship program has provided me with the scenario of the real corporate world. I tried to implement my academic knowledge as much as I could at Rangs Industries. Doing so it enhanced my communication skills, made interpersonal development, and also developed my analytical and technical skills which will come handy in the future to play a major role in my corporate career. Before my internship I did not know much about the corporate world and it's

culture, but soon after I was enrolled as an intern at Rangs Industries I have learnt a lot from them and I can proudly say that I have successfully gained a lot from this internship and look forward to utilize the skills and knowledge that I have gained properly to achieve a advanced potential corporate career. As the days passed I became very close to my department's member, Moreover I became very close to the CEO. The opportunities I was given still surprises me. The whole working experience made me more loyal and tough and created a new bonding with Rangs Industries. Initially I wanted to give up, but it is also important to recognize and appreciate what I have accomplished. I will never lose sight of how much progress I have made. I can focus my attention on similar initiative in the future. I can also recall an experience that felt negative at the time but turned out to be a good thing in the long run. It is likely that an employee has norms at place. There might be bad practices that need correcting right away. The gap would be very much reduced if Rangs industries could offer training to its interns and also occasionally to their permanent employees. The training would benefit both the company and its employees. The benefits would include:

- Increased productivity.
- Enhancement in performance.
- Employee satisfaction
- They would be Up-to-date.
- Employees would develop skill sets that will allow them undertake a greater variety of tasks

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