

Internship Report On:

Contemporary Challenges of Employee Recruitment & Selection Process
Perspective in Service Providing Business Sectors



Submitted To:

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Date of Submission: 19 April, 2018

Letter of Transmittal

Date: 05 April, 2018

Mehreen Mamun
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Brac Business School
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Subject: Letter of Transmittal

Dear Madam,

This is a great pleasure that at the end of my post-graduation program this is the time to submit the Internship Report on '*Contemporary Challenges of Employee Recruitment and Selection Process in Service Providing Business Sectors*' that you have assigned me as important requirement of HRM perspective. I found the opportunity to be quite interesting, didactic and effective. I tried my level best to depict a real ground scenario and observations in the recruitment process of a service oriented industry.

The report contains a deep and wide scenario on the difficulties of recruitment process of field forces working in the ground level in a service providing company. The strategies, policy and method of recruitment and the convergence of this process with the prevailing socio economic factors has been identified and analysed in depth. Here I have gathered information through practical work in the field and conducting number of interviews. It was really a effective method of learning and acquiring practical knowledge which is not available in the curriculum.

I am grateful to you for your cordial support and patience to guide me to connect my academic knowledge with practical field of experiences. Your guidelines will enable me to go forward with a vision of developing my thinking process in a constructive and creative way.

With best Regards

Mohoshena Akter

Letter of Endorsement by the faculty

ACKNOWLEDGEMENTS:

First of all I would like to be submissive and extremely grateful to almighty Allah (SWT) for his blessings on me for enabling me to complete my post-graduation degree with a sound mind and health. Secondly, I would like to be grateful to my parents who inspired me the most to pursue my academic certification process.

Thirdly, I am proud and happy to perform my post -graduation process in a institution like Brac University and the honourable recognized faculty members. They have enabled me to think professionally and logically with a view to analyse and identify the depth and width of a particular fact in an organizational perspective. Besides I would like to thank to all my classmates who were really very cooperative in the process of doing group assignments or any other academic requirements.

Finally, I would like to express my utmost thank to Aegis Services Ltd. (A sister Concern of Square Group) and the GM, Operations and AGM-Head of HR & Admin who provided me an opportunity to work in a real ground professional field which is a platform to connect me my academic knowledge with professional life.

It would have become really very difficult for me to manage such a big challenge alone by myself without the combined effort of the above mentioned peoples and institutions.

EXECUTIVE SUMMARY:

Aegis Services Ltd is one of the most recognized quality services providing company of a Square Group. It has a very strong base of business in Bangladesh. Though Aegis was grown with the intention of backward integration of Square group but in the process of time Aegis has grab the opportunity of service market opportunity and expanded its operation outside the Square Group. If we consider the business opportunity with BCG Matrix we can say that before few years in 2013 it has become a 'Star' group from '?' mark with huge business opportunity. Now it has the tremendous growing business opportunity and yet to be a cash cow firm for Square Group if Aegis can establish the art and science of manpower planning and managing. The craftsmanship of HR is the part of core operation here in the service providing company like Aegis. Thereby Aegis is providing a great opportunity to learn and match the basic and functional nitty-gritties of human resource management and development. Therefore getting an opportunity to work here in the core HR-operation has enabled me to relate how the HR mechanisms contribute and improve the value chain of an organization and increase the profit margin. This craftsmanship of managing and developing human resources starting from planning to termination through recruitment & selection, orientation, on-boarding, training and development, career planning with the advancement of compensation and benefit package the full employee life cycle is being practiced here.

Within the many functions of core HR operations I have selected the difficulties of recruitment process of Aegis to analyse and evaluate. The difficulties faced to recruit people have both the positive and negative influences as well. The factors are both internal and external. The internal analysis will represent the pros and cons of prevailing recruitment systems and the scopes for change and development of the process. On the contrary there is no scope to change the external influential factors which are macro level problems applicable for all other organizations as well. Through this analysis I will try to discuss some control mechanisms to adjust or extract the best value out of an adverse external environment to run the HR operations smoothly. These are the basic scenarios of my internship program which will be discussed in the subsequent sections. I believe that there can be much better options for improving the process but I have put a little effort to represent the best of my knowledge and capabilities which is congruent at this stage of my age and experience.

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Part -01: Organization and profile of the organization

Name of the Company: Aegis Services Ltd.

Established On: 01 March, 1999

Founder Chairman: Samson H Chowdhury, The honourable founder chairman of Square Group.

Board of Directors:

- **Chairman** : Mr. Samuel S Chowdhury
- **Directors** : Mr. Tapan Chowdhury
- **Managing Director** : Mr. Anjan Chowdhury
- **Managing Director** : Mr. Charles C R Patra

General Manager (Operations & Marketing): Lt. Col. Shaheen Mohammad Abrar (Retd)

GM-HR/Head of HR: Mr. Anjan Kumanr Paul

Director, Accounts and Finance: Mr. Md. Golam Kibria Bhuiya

Types of Business: Service Providing

Corporate Head Office: House No-04 (Motia); Road-02/A, Block-F, Banani Chairmanbari, Dhaka-1213

Corporate Headquarter: 48, Mohakhali C/A, Square Centre, Dhaka-1212

Telephone: +8802 9896033, +8802 8837321

Fax: +8802 9899250

E-mail: aeqis@squaregroup.com

Website: www.aegis.com.bd

Facebook: www.facebook.com/aegis.services.bd

Certificate of Incorporation No: C-37471(1771)/99

Trade License: Dhaka City Corporation No.0922347

VAT Registration No: 5101032334

TIN No: 002-201-7129/CO-2/Dhaka

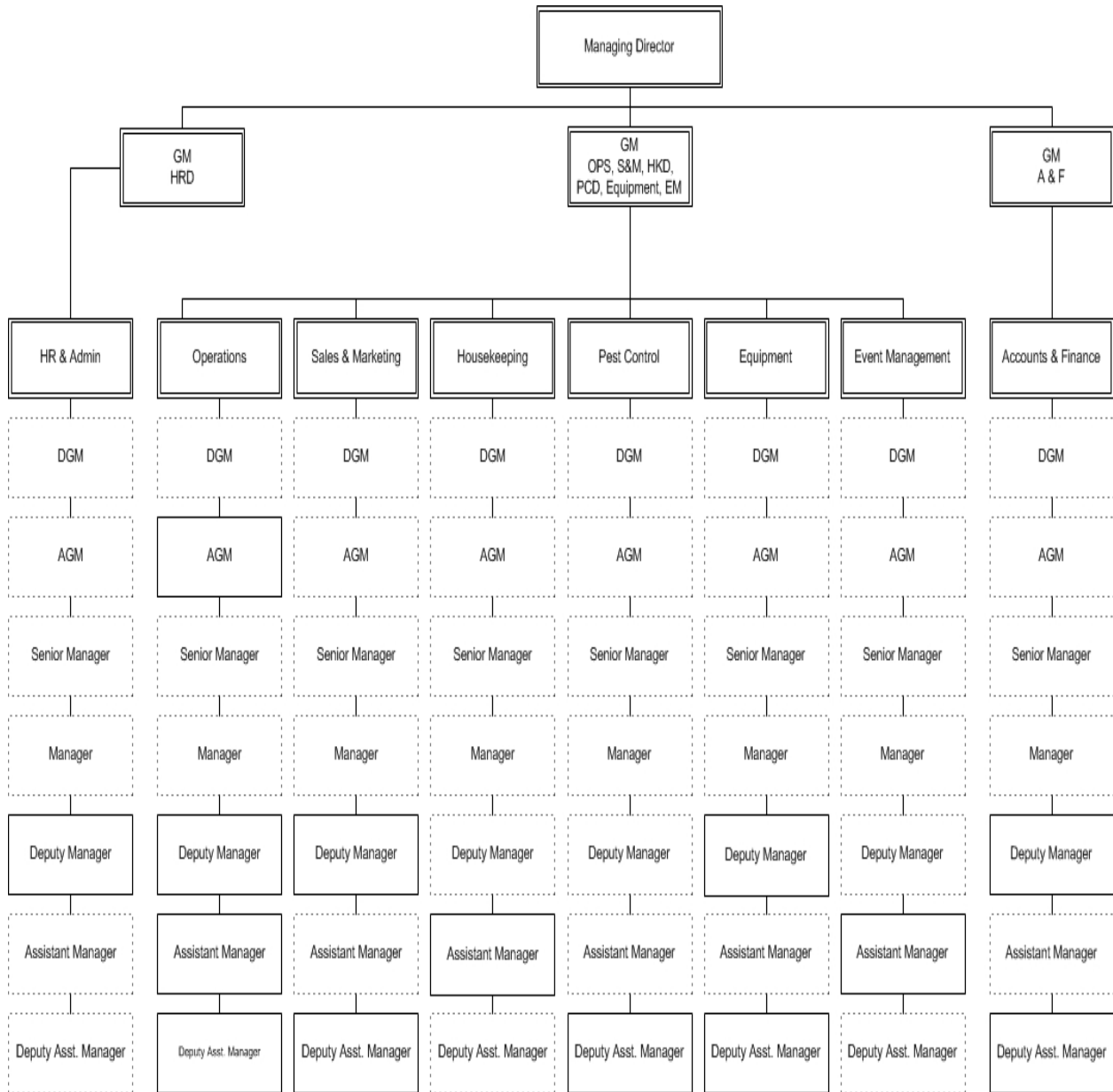
Functional Information: Business Units/Types of Services Provides:

- a. Security Services (This is the major and highest contribution in revenue generating services)
- b. Corporate House-Keeping
- c. Pest Control Services
- d. Security Equipment and Access control
- e. Fire Fighting System

f. Event Security Management

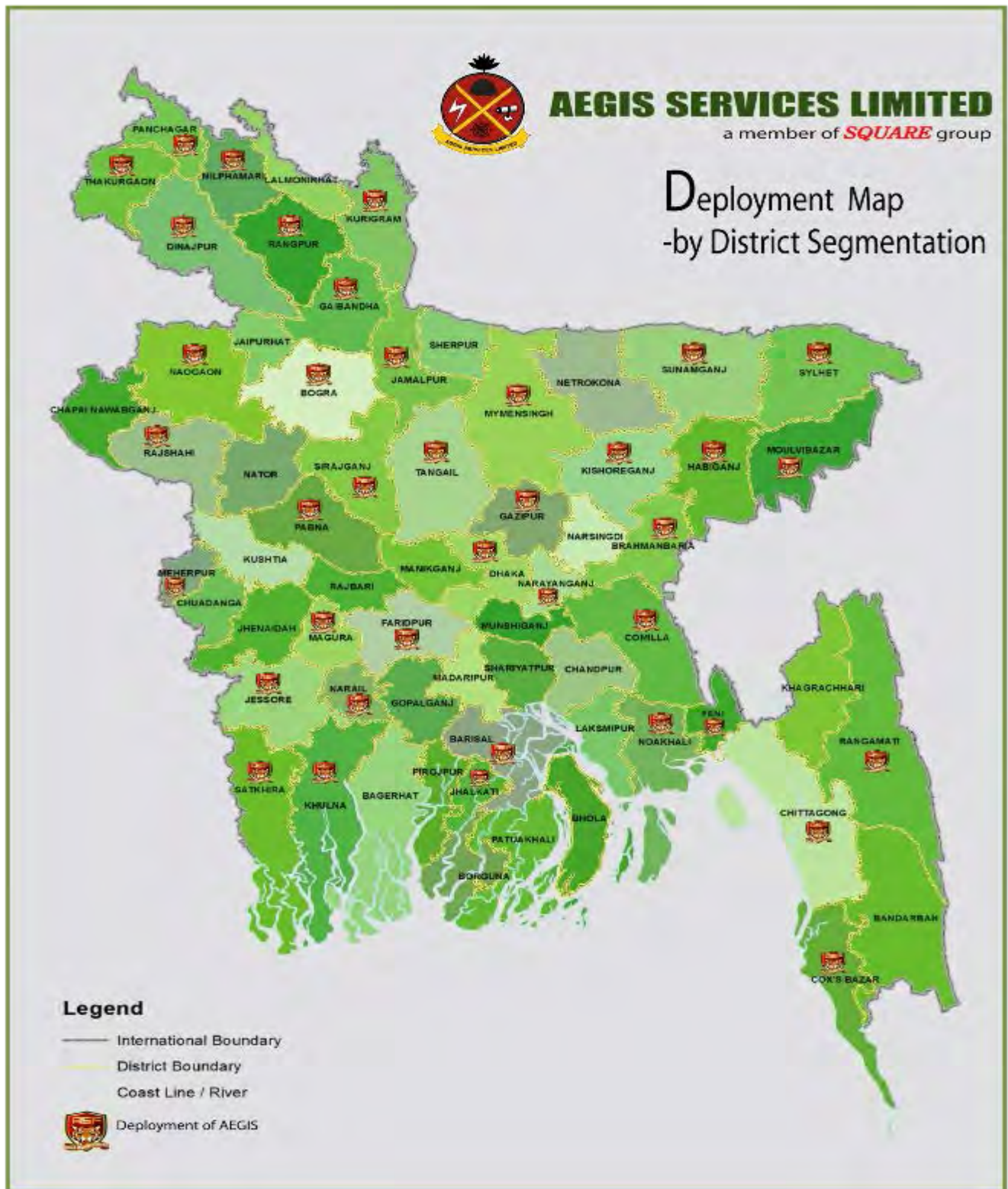
Organization/Organogram of Aegis:

Aegis is basically a pyramid structural organization. It's hierarchy is comparatively long and complex. But an effort is now given to reduce the unnecessary positions and make it as flat and simple.



Business Networks of Aegis: All division of Dhaka including all districts of Bangladesh. But there are two major control area where business density is high are considered as Dhaka & Pabna. An endeavour is going on to establish a new business hub in Chittagong. But it has small scale regional office in all divisions affiliated with

Square Phrama Sales and distribution Centres. It has 39 regional offices scattered in the whole Bangladesh. The overview of its operational disbursement has been represented in the following table:



Training Facilities: It has **02 Training Centres** located in Ashulia, Savar and Pabna. In Ashulia there is a 70 bighas of land facilitated to provide multipurpose Training and shooting facility for about 200 people at a time with accommodation. In Pabna 50 persons can be trained at a time with accommodation.

Number of Employees:

No of Office Staffs	No of field Forces	Business Units	Affiliated Manpowers
Management Staffs: 30 Non -Management staff: 50	5000 in various ranks and appointments	Security Operations	3700
		House Keeping	1500
		Pest Control	10
		Security Equipment	20
		Fire Fighting	4
		Event Security Management	03

Vision:

“To be the most trusted service provider in Bangladesh for all of our offerings.”

Mission:

“To support the growth of our clients by providing effective solutions to their business needs.”

Corporate Strategy: ‘Maintain the same SQUARE quality’

Business Strategy: High Price, Best quality for niche Customer Group

List of Clients:

Out-House Client	In-House Client
Aarong Centre & Aarong	Square Pharmaceuticals Ltd.
New Jarowa House	Square Toiletries Ltd
MIDAS Financing Ltd.	Square Food & Beverage Ltd
Brandwin Group of Constructions Ltd	Square Hospitals Ltd.
Transparency International, Bangladesh (TIB)	Square Fashions Ltd. (1, 2, 3)
LAB-AID Cardiac Hospitals	Square Spinning Mills Ltd.

Popular Hospitals Ltd.	Square Textiles Ltd.
Dhaka Central International Hospitals.	Square Denim
Dhaka Community Hospital Trust (Moghbazari)	Square Agro Processing Ltd
Cumilla City Hospitals	Square Herbal & Nutraceuticals Ltd
NTV (Int'l Television Channels Pvt. Ltd)	Square Securities
RTV	Square Apparels
Channel-9	Square Formulations
Desh TV	Maasranga Television
The Daily Star	Mediacom
The Daily Prothom -Alo	Sun Communications
ABC Radio	Square Nursing College
Bangladesh Edible Oil Ltd (BEOL)	Square Air
Syngenta	Murano Tex
Viyellatex	Square Fashion Yarn Ltd
Grameen Phone	Shahbajju Tea Estate, Mowlovibazar
Multimode Group	
Lal-Teer Seeds	
Mir Ceramics Ltd	Out Side Clients
Bangladesh Petro-Chemical Industries Ltd (BPCL)	UNESCO
Eastern Housing Ltd	UNDP
Renata Pharmaceuticals Ltd	WFP
ABC Properties Ltd	IOM
H & M	Save The Children
Shahjalal Islami Bank Ltd.	Sajida Foundation
Genesis Fashions (M& J Group)	Action-Aid
Posh Garments	Care Bangladesh
International Recreation Club, Gulshan	Total Gaz
Bengal Foundation	Energypac LPG
Blues Communications Ltd	Premier LP Gas
Grey Advertising & event Managements	Probashi Palli Group
Asiatic	East West University
ZXY Inaternational	Pledge Harbor Int'l School, Mawna

Galaxy Technologies	SFX Green Herald Int'l School, Mohammadpur
Energypack	Norwest Industrial Park Ltd
Dhaka North City Corporation	Arcorp Denim Ltd
Romania Food & Beverage Ltd	Universal Food Ltd, Pabna
Le- Meridian	Norwest Industries Ltd
Mohammadi Group	

List of Competitors in the market:

- a. G4S (Multinational Company)
- b. Elite Force
- c. ISS (Integrated Security Services Ltd.)
- d. Orient
- e. Securex
- f. Millennium Certies
- g. For House Keeping: Property Care Services Ltd. (PCS)

History & Inception:

AEGIS SERVICES LIMITED is a proud concern of **SQUARE Group**. Security with the same **SQUARE** assurance made AEGIS SECURITY FOREC (ASF) a preferred security service partner with the leading companies of Bangladesh. Since its inception in **01 March 1999**, ASF is proudly playing the role of securing your surroundings.

'AEGIS' means impregnable protection or shield. As the name implies, ASF believes that protecting manpower, assets and valuables of a company is a strategic requirement for any business operation and ASF is safeguarding these to facilitate sustainable business growth.

ASF with its around **6500+** dedicated and trained members create a safe and secured environment for operation and proudly facilitating business process. Members are specially trained in industrial

security and safety, electrical safety, safety for use of mechanical tools/equipment, conflict management, confronting with awkward situation etc.

It was established with a very small scale with a view to shift dependency on external service providing agencies and achieves ownership by own security service personnel. Later on this concern has become a greater amount of revenue generating backward integration. Aegis is one of the sensitive and priority concern in terms of support services to its all other concerns. This has a very high potential of business growth. This is one of financially stable and profitable SBU of Square group. Aegis is providing the following business services to its in-house and external customers:

The stability of this business comes from almost 60% of its internal stakeholders and assets (Like land, transportation and distribution channels) dedicated by the parent companies. The overall operational networks and functions are highly integrated with other sister concerns.

Corporate and Business Logos:



Square Logo



Aegis Logo



ASF Logo

Special Features of Aegis:



Qualitative Aspects of Aegis:

- AEGIS strictly focuses on the IQ level of each security personnel with minimum academic qualification during recruitment time.
- AEGIS ensures background screening (Police Verification) of all security personnel which is a unique feature of AEGIS.
- AEGIS has a well-established training school with all kind of physical and psychological training facilities.
- AEGIS training centre is the biggest training centre for any security company of Bangladesh.
- AEGIS schedule 30 days training programs with complete residential facilities and also provide free food for the trainee security personnel considering the extra nutrition requirement during the training period.
- After completing the training period a security personnel of AEGIS became a well-motivated security personnel who can serve anywhere with utmost professionalism.
- After the deployment AEGIS ensure a close monitoring system so that no one can deviate from his assigned responsibility.
- AEGIS ensure highest on job training and Re-fresher training, pre deployment training for its security personnel after deployment in any location.

- AEGIS strictly maintains performance based promotion system.
- AEGIS security personnel are dedicated for one post only at a time but others company of Bangladesh assign multiple duty post for a guard in different shifts.

All these qualitative aspects make a guard best qualified guard in Bangladesh

Guard Force Benefit Aspect:

- AEGIS provide highest take home wages to its security personnel in Bangladesh compare to the same sales rate of others company
- AEGIS provide full free accommodation to its security personnel
- AEGIS provide overtime benefit to the guard force but not too much duty
- AEGIS ensures contributory provident fund to its guard force\
- Gratuity benefit – Matured in one year (No security company have this kind of provision, some of the security company take 5 years to mature the gratuity fund which violets the labor low)
- AEGIS provides earned leave benefit to its guards (No security company provides this kind of benefits)
- Sick leave benefit(with pay)
- Casual leave benefit (with pay)
- 50% discount in **SQUARE** hospital
- 30%-50% discount on all **SQUARE** product

All these financial benefits make an employee best motivated force in Bangladesh

Social Aspect:

- AEGIS motivate a guard as a responsible security person thus our guards lives with social dignity
- AEGIS value the job of a security guard and also have a good impression to its clients

Compliance Aspects:

- AEGIS policies 100% comply with the Bangladesh labour low-2016 and Labour Rules imposed-2015 (Other security company don't follow the labour low)
- AEGIS never provide service in any non-compliant organization
- AEGIS never recruit minor in its workforce

Fair Policy to Handle Any Discrepancy:

- AEGIS is an equal opportunity employer
- AEGIS investigate properly to solve any discrepancy

Special Focus on Female Employee:

- AEGIS has a strict policy to preserve the rights of women and to give priority of female security personnel
- AEGIS never tolerate any issue which hamper the working environment of female security assistant
- Aegis provides the best supporting facilities for women to work like accommodation and maternity benefits as per Bangladesh Labour Law

Part -02: Project part

1. Introduction

Aegis Services Ltd. being a service oriented business unit thereby it requires a huge amount of recruitment on every month. The recruitments are planned and executed on weekly basis and plan is done for 1 month. The recruitment chain and process is developed by Aegis was done in 2005. Later on it was never reviewed or updated. The ratio of recruitment of male and Female of various departments have been mentioned below

a. Rationale: (Why are you interested to undertake this report? What is the importance of this report)

- 1) To relate academic knowledge with the actual professional scenario.
- 2) To reflect my points of considerations, observations
- 3) To get an idea regarding the present scenario of job market, recruitment process and recruitment difficulties.
- 4) To identify small problems by commonly ignored in recruitment
- 5) To improve the problematic scenarios with professional intelligence and directives

b. Background

In the process of pursuing MBA internship is a platform to link the students with the professional or actual work life environment. In order to get the flavour and taste of doing a particular job internship program is a good platform. In the internship program various types of tasks are assigned by the supervisors. While performing a job or any particular assignment, there are number of external and internal factors which influence the work process. These internal factors can be overcome in a systematic way. But it is very difficult to manage or adjust with the external factors. As I was assigned to deal with the recruitment process and preliminary screening of candidates therefore I got a scope to monitor the factor with keen interest. There are number of external and internal factors identified on these perspectives. These internal and external influential factors are going to be highlighted and discussed in the perspective of recruitment in Aegis

c. Objectives: (What are your objectives/purposes you intend to attain or achieve in this report?)

The objectives of this report are as follows:

- 1) to identify the external and internal problems faced by in intern while selecting and recruiting candidates for a field level jobs.
- 2) To analyse the problems in depth with reasons and influential factors
- 3) To bring some recommendations or solutions to manage those problems with academic knowledge and experience opinion.

2. Review of Related Literature: Books, Reports, Journals

- a. Bangladesh Labour Law-2006 and Labour Rules-2015
- b. Strategic Human Resource Management-Cen gage Publications by Monica Belcourt

3. Activities Undertaken:

a. Work related:

The following Job descriptions were assigned to perform:

- 1) Process for hiring, recruit female field forces as required and complete the preliminary selection process for secondary interview
- 2) Look after and communicate with all field forces female staffs for their welfare.
- 3) Visit the operational areas and identify the problems of the female staffs
- 4) Maintain the turnover report of recruitment and termination
- 5) Communicate with potential candidates for job and invitation for interview
- 6) Conduct exit interview
- 7) Any other task assigned by the management

b. Organization wide:

- 1) Maintain good relationship with all other departments.
- 2) Keep keen eye on their activities and their functions to coordinate and cooperate.
- 3) Follow the norms, rules, regulations, customs and etiquettes of office.

c. Other Relevant Activities:

- 1) Support while investigating any accident or incident
- 2) Support in managing conflict and dispute resolution

4. Constraints/Challenges and Proposed Course of Action for Improvement:

a. Identified/observed in the organization:

Recruitment process of Aegis is found to be different from traditional method of hiring executives or managers like publishing advertisement in newspaper, posturing or floating announcement in job media Centre like Bdjobs.com. The overall recruitment process and selection criterion has been mentioned in [Appendix-A](#) and [Appendix-B](#) respectively. Every month Aegis needs the following average amount of forces in various departments:

		Monthly average need of Candidate	No of candidates apply for job	No of candidates selected/ filtered	No of candidates drop out in Training/ initial days	No of candidates finally join
Security Operations	Male	220	200-250	180	20	160
	Female	10	30	18	10	08
Housekeeping	Male	45	70	65	15	50
	Female	37	55	50	25	25
Equipment Technician	Male	04	40	10	-	04
	Female	-	-	-	-	
Total		318	400-440			

Almost 200-250 males and 20-35 females required to recruit against turnover and new job opening. These huge amounts of candidates are not even hires by any agency. Though some agencies expressed their interest to provide candidates but Aegis didn't show any interest because it may bring another chain of disaster. Initially they used to circulate/published advertisement through national newspapers like 'The Daily Prothom Alo/The Daily Jugantor and some local popular newspapers. But in the process of time the feedback of publishing vacancy announcement/Walk in interview started failing or less responsive. The reason may be due to technological advancement young generations are more Facebook/technology biased rather than spending time on reading newspapers. However after considering number of courses of actions the following method has been identified and nominated to implement and still is effective for hunting their desired candidates.

However, Aegis recruits their field forces from the very remote regions of all 07 divisions of Bangladesh. There are 06 recruiting inspectors who are retired military professional (JCO/Sergeants) and expert in managing recruitment process internally selected and they are appointed for recruitment only. They visit particular Thana's of a district which program is monthly made by the head of HR & Admin and circulated to all. According to that program they visit that area and stay there for 04-05 days in a week. They first take the permission from local police station and the local administration (UNO/Chairman of Union Council). After

getting the necessary permission they select a venue for recruitment like school or open field with one/two rooms. While performing the assigned task of recruitment and selection there are number of challenges and constraints identified. The sources of challenges can be segregated in two aspects as external and internal challenges. External challenges are due to the macro environmental factors like the socio economic and education system prevailing in Bangladesh. Internal Challenges are due to our company and the stakeholders working process. The details of the factors are described below:

Challenges due to Internal Factors:

- **Type of Job and social Status:** First of all during the initial stages of 1999-2005 the candidates used to come of better quality with dedication. But after emergence of many new entrants in the market this type of jobs are readily available and generally they don't prefer to perform this type of security job with uniform. Many of the candidates consider it as good job that provides them status to their society.
- **Shifting Duty Pattern and Limited scope of Leave:** This is a basically shifting duty job round the clock including weekends and national holidays. Sometimes the load of duty and OT increases too much when SSC, HSC examination is going on and the season of threshold. Company faces equal amount of pressure of manpower and on the contrary demand increases from operations. Demand of leave increases and providing leave also becomes very difficult. During Eid and Durga Puja we are unable to provide 100% leave by virtue of our service pattern but we try to sanction at least 40% of the staffs leave during Eid/Puja. Thus now candidates don't prefer to join these types of industries.
- **Reporting Location for Interview:** The recruitment process is found to be not very well organized. The recruitment is done in Ashulia Gouripur in the training centre of Aegis. The location is not on side of a main road, it is located much inside from main road which is very difficult to identify as there is no road no or house/plot no for being out of City Corporation. Though it is an area where numbers of factories are located but even though maximum of our candidates are fresh from village and they face much difficulties to reach there alone with their heavy bag and baggage. Therefore a good number of candidates fail to reach over there.
- **Only one day of a week recruitment is done:** Generally female candidates are trending to report on scattered basis. They mainly come in reference to one of her friend/cousin/sister/ brother/ neighbor. They board on their home initially and with their reference they are able to collect information of Aegis through local employees working over there. But single day reporting reduces the administrative hassel but it also allows missing a greater number of potential candidate.

- **Sudden demand:** It has been observed that a sudden demand of employee is placed which is only 2-3 days or even instant notice period, which is very difficult to manage or hire. Because maximum time these group of people come from rural areas especially from North Bengal zone. They take at least 01-4 weeks of time to report to office after managing transportation cost, at least 01 months food and accommodation cost. Managing this money consumes a good amount of time to report after calling them for interview
- **Experiences in other similar industry are not preferred to select:** Aegis wants a fresh blood to grow them with Square Groups customs and cultures. When a candidate is already grown in the market with experience in the similar field with other companies it becomes difficult for them to adjust or convert themselves into a new dimension of behavioural aspects. That filters another group of candidates while hiring.
- **Strict following of recruitment criterion:** Aegis has a very strict and structured recruitment and selection criterion. Generally they don't compromise with this minimum benchmark of selection like height, weight, age, education, health and background checking. This steadiness makes the recruitment process much filtered to hire expected amount of candidates but this process ensures quality services to the stakeholders.
- **Recruitment criterion for selecting people:** some of the selection criterion seems to me very challenging to hire better candidate and retain them for a longer period of time like at least 03 years. These are due to selection of teen age group like 18/19. These 18-22 age groups are found to be not very responsible and capriciousness is identified during training period and performing job. Childish attitude, sense of having no responsibility to their job and managing difficulties in various critical situations are found to be very adverse which makes the performance questionable. But this age group is the most attracted for this job and holding the 70 % of total force.
- **Compensation & Benefit Package:** The compensation and benefit package is well structured and fixed. The detail compensation and benefit package has been mentioned in [Appendix-C](#) of this document. It is reviewed every year. The packages are very competitive but long term benefits are really exception than any other companies in Bangladesh. To ensure the long term and fringe benefits monthly take home salary is comparatively sounds low than its competitors. Though the concepts and explanations will break the wrong idea but initial impression goes down. Generally Aegis offers salary for 8 hours basis and the competitors' offers salary for 12/10 hours basis which sound obviously much higher than Aegis offers for 08 hours.
- **Cost of Recruitment:** The mentioned recruitment and selection process costs about Tk-1045/- per head on an average based on the total monthly recruitment cost versus the total number of candidates join in the

training. This amount is of course a very high amount which other way increases the cost of services. Another parallel method is being practised here that is if any active employee invites/instigates a candidate he/she will get Tk-500/- for referring him to join. This method is obviously cost effective and a direct incentive to refer more people but the response is comparatively very low.

- **Training & development Procedure:** The training pattern and curriculum has been designed for 4 weeks and the maximum effort has been given on physical activities which are almost like a Para-military forces. This extensive physical labour oriented training is difficult to accept and adjust by many candidates. Those who cannot cope up with this process quit at the early stage of his joining.

Challenges Due to External Factors:

- **Socio-Economic Factors:** In our social perspective unemployment is a great factor. It's because not only that the scope of employment is low but also our confined mentality, unnecessary ego and maintaining social status are the equivalent reasons to remain unemployed. Recently maximum of the candidates are found that they come to join listening that it is a Square Group but when they come to know that it is a uniform job.
- **Academic Inflation:** Now many of the citizens are found with graduation, pursuing Honour's and Master's degree coming for these types of job where is worthy of for the people who are class-VIII /JSC qualified to HSC. But there are lots of candidates coming up with master degrees for this type of job. Initially it was hired but the observation regarding them is found to be very pessimistic. They remain very hopeless, frustrated, their academic qualification restricts them to provide better services. Later on Aegis decided to filter them while recruiting but even though there are some candidates who hide their actual information to get a job. But this effort doesn't remain confidential rather it reveals or discovered by their behaviour and attitude. This factor also creates candidate crisis for hiring people.
- **Educational Weakness:** Besides academic inflation there is another form of problem related with overall education system. The candidates are coming up for preliminary interview their basic academic knowledge expected from them doesn't match. Candidates are very much equipped with JSC/SSC/HSC certificates but they fails to prove that they are worthy of it. They cannot answer the questions of their own result and year of passing exam even. Sometimes they lost with the question of their school/college name or even their date of birth. These types of candidates are affluent and we sometimes forced to hire them due to manpower crisis but in return expectation and performance from them is obviously very poor in reality.

- **False information & Fake documentation:** There are lots of candidates found and detected coming up with false and fake documents like birth certificate, NID card, academic certificates also. Sometimes they are found to be hiding or concealing their actual academic information like age, Honour's or Master's degree in fear of being rejected.
- **Lacks in Sense of Responsibility:** Maximum time they are from very poor background people. But their general behaviour in performing job is observed as very callous and not responsible. Maximum time they are found to be apathetic or capricious in performing or reporting in duties. These problems are much chronic in the female workers community.
- **Family pressure and Support:** There are many teenagers who come to join with Aegis only to stay away from family due to emotional bargaining issues. Both female and male candidates are found like this similar type of case joining for a very short period of time. Whenever the problem is solved or the emotions faded away seeing the reality of life they immediately get apart with or without notice. This behaviour is chronic within the teenage group whose age is between 18-22 years old.
- **Unemployment Crisis:** Right at this moment there are about 26 lac citizen are unemployed. Unemployment makes a person idle, lacks of confidence and loosens the dignity of life. A longer period of unemployment compels a large group of young people to join by any means and through which they are ensured with at least one month's accommodation with balanced diet food. Immediately after completion of the training they try to flies away or deserted from the post or from the road. It is very difficult to identify and detect this group from earlier.
- **Numbers of competitors are growing:** A lot of similar service oriented industries started growing from 2005-2006. As a result lot of similar employment opportunity has been created. But their compensation structure, training and recruitment procedure is quite different. Due to their short duration training like 1-2 weeks and 12 hour's duty system allows them to get more number of candidates. Maximum of their business strategy is low cost minimum service provider to survive in the market. But these groups of business are consuming a good amount of unskilled forces.
- **Competitors Compensation Packages:** Competitors are providing services and preparing their forces according to various categories of performance and physical fitness. Aegis offered Tk- 6,800/- in 2017 whereas competitors are offering almost similar amount of money but for 12 hours is likely to be Tk- 9,000/- and that sounds much heavier. And then decide to join in other companies.

b. Academic preparation:

This type of recruitment procedure had not been included in our academic session or discussed in the programmes. This is a very unique/un-usual process of hiring people. Therefore there is no scope of matching it with the regular academic content or theories.

3. Lessons Learned From The Internship Program:

Implications to organizations/company-Based Affiliation:

It was a great and impressively relevant opportunity for me to work with such an organization where their core operation is highly integrated on HR and all the activities are both implied and explicit. While undergoing the academic sessions many of the aspects and processes of HR were theory basis and there were many issues which was clear to me. But after working with Aegis the vagueness started getting clear to more clear. At the end of the total process of learning and on ground practicing the issues are now transparent clear to me. Not only the academic factors but there are many factors also through which I came across while working seems to me very new and quite relevant. Those customized issues opened my eyes to think critically and analytically to run a business organization. I came to connect and relate the all other relevant operations and supporting functions which are also very important to run an organization. The importance of financial aspects, limitations of budget and its rational allocation and limitation of resources and managing all the functional activities within this restricts are also equally important. There were lot of special accidents, incidents, conflict and dispute scenarios which I have seen to manage those were not the part of academic curriculum.

Finally in reality study or academic knowledge didn't provide me an overview regarding how to manage and satisfy the internal and external stakeholders in managing critical and circumstantial scenarios. Whatever has mentions in the books and theories are of considering an ideal situation or in a fixed scenario. But in reality that ideal situation never exists. All the process and function have numerous factors which are continuously changing with the internal and external factors basing on which the decisions and work process changes. This was a great platform for me to learn all those issues from this internship program.

4. CONCLUSION:

Managing and observing HR operations by directly being involved in a service oriented company like Aegis where dealing with manpower is the main business is a great opportunity to learn being a student of business

post-graduation program like MBA. In the initial part the company profile and their business functions, systems policies and procedures have been discussed. Specially being a service oriented company a huge recruitment function they need to handle which is a great mechanism to run the business like providing in-bound logistics. However the process and policies related to other competitors are seems to me much better and well organized in Aegis and all the systems and policies are almost same and well-set with the other senior SBUs of Square group like Square Pharmaceuticals Ltd. and Square Toiletries. In spite of that Aegis is holding a great value and image within the very strong SBUs which has tremendous growth potentials.

As my internship topic was on the recruitment process and the challenges of recruiting now a day I tried to relate the actual problems faced by Aegis. First of all, I tried to highlight the overview of the recruitment process and selection criterion of Aegis. Then I tried to identify the difficulties and challenges faced while recruiting and selecting candidates in recent days. The challenges and problems have been differentiated under two circumstances which are external and internal factors. Internal factors were somehow occurred due to the organizations strategy, tactics, policy and procedures which are possible to change and overcome by changing the system. But problems which are the outcomes of macro environmental factors are considered as external factors which are not very easy to overcome all on a sudden. But obviously there are some control mechanism can be integrated through which the risks or problems can be filtered or minimized. Finally some solutions against the problems has been recommended but these may not be very perfect solution for converting all the problems being solved.

5. RECOMMENDATIONS:

The recommendations I want to mention is the outcome of my observation and analysis on gap between the academic learning and the practical implication or work process are as follows:

1. As maximum of the MBA students comes from multi-diversified academic backgrounds. Therefore there can be a platform/channel for all the students to bring them into a same line of thinking.
2. The duration of each semester is recommended to increase. Because 04 month (Practically 03 months) is not adequate enough to cover all the important parts of the syllabus.
3. Besides academic theory study, case study and group tasks, presentation there can be number of small actual projects on managing and solving various types of problems can be given which needs on ground involvements and come up with a solution. Like to give an overview of a recruitment process a small task on CV sorting and categorization project can be given to a particular group. They will visit that

company help them to do the work on ground for 01 day long visit and perform the job. There will be a company representative who will evaluate the process and project work on ground and give them a score.

4. The overall MBA program doesn't have any industry visit. In order to relate the academic knowledge there can be number of industry/organization visit on weekends and it should be made compulsory for all students. Because someone working in a food manufacturing industry may not have very good idea on textile or iron/steel industry. Again someone working in bank may not have a very clear picture on service or merchandising/trading industry.
5. Whatever we are learning we need a scope to relate our academic knowledge to all types of industries like (Manufacturing, merchandizing and service oriented industries).
6. Many of us work in a small organizations or giant organizations. But we don't know the process of other similar organizations striving for survival. Don't know how a new business is on the way to grow from loss to profit. It would be better for us to get a platform where people are indulging their all efforts to make an organization loss to profitable.
7. We are studying HR in a general perspective applicable for managing types of organization. But in reality these managing HR varies from industry to industry and organization to organization. It is recommended to provide an opportunity to the students that hoe the HR functions varies from organization to organization and industry to industry.

6. REFERENCES:

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- b. Facebook page of Aegis: www.facebook.com/aegis.services.bd
- c. Company brochure of Aegis.
- d. Recruitment policy and selection criterion of Field Forces of Aegis reviewed on 14 January, 2017.
- e. Compensation and benefit package for field Forces amended on 03 January, 2018.
- f. Strategic Human Resources Management, by Monica Belcourt, Cengage Learning

7. LIST OF APPENDICES:

- A.** Recruitment Process of Aegis
- B.** Selection Criterion of Field Forces
- C.** Compensation and Benefit structures of Aegis Field Forces

Appendix-A: Recruitment Process of Field Forces:

Recruitment and Selection Process

Recruitment and selection procedure of Aegis is very systematic and standard. For that they have already made selection criteria for various incumbents. Recruitment schedule follows the under mentioned sequence. Advertisement is published in the national dailies, candidates are asked to report to our training centre on a specific date. A number of boards are formed beforehand to conduct the recruitment. All the tests are conducted simultaneously. Candidates proceed one after another and appear in the series of tests. The one who qualifies in the entire test is asked to appear for the written test. Any one disqualified in any test is rejected right from there.

We prefer to recruit fresh and young boys as security guards because they can be trained and moulded as per our need.



Recruitment types

a. Recruitment through Recruitment coordinator

Recruitment coordinators are responsible for visiting potential areas of Bangladesh to recruit best employees for the organization. Coordinators take different strategies to get the best outcome.

1. Can recruit security personnel/housekeepers in large amount
2. Can recruit qualified candidates

b. Recruitment through Post In charge

Aegis has 230 posts in all over Bangladesh. Outside of Dhaka we have 116 posts. In every post we have qualified post in charge. These people have good hold with local area people. Furthermore we provide them training on how to conduct recruitment effectively.

1. Can recruit good candidate as they have hold with local people.
2. As local people can see duty places, they feel reliable about the job

c. Recruitment through AEGIS Security personnel

Security guards/housekeepers are the main person who can uphold companies reputation to others people. If they are motivated, they can bring many good things for the company. We Aegis; Member of SQUARE Group provide facilities to our security personnel/housekeepers as per Bangladesh labour law. Therefore, our guards/housekeepers are motivated and they also try to bring their relatives, friends, juniors to join at Aegis. New candidates are aware of their benefits and working environment so their desertion rate is very low.

d. Direct recruitment from training centres

We have two training centre at Ashulia and Pabna. In front of these training centres we have bill boards for candidates. After seeing the bill board and also knowing information from other source, candidates come to the training centre to join Aegis.

e. Direct recruitment from Aegis Sub-offices

We have Sub-offices in various locations in Bangladesh. From different source candidate get the information about recruitment and come to join at our office. After proper screening we select them as a trainee.

Recruitment Tools/ Media

Recruitment tools are used to attract best candidates to full fill vacancies. Analysing the cost and outcome we follow below tools.

a. Announcing Using Mike In The Recruitment Area

Sometimes people couldn't see the advertisement but through miking people can listen and get aware of recruitment. Usually mike announcement can cover many areas. People also can ask question to recruitment coordinators while announcing.

b. Posturing :

Posturing is another media where people can get the recruitment advertisement. In a poster candidate can see their benefits, prerequisite etc. Eager candidates also can contact with the recruitment coordinators about the job as contact numbers are given in the poster.

We prefer to fix poster at school, market, tea stall, important places etc.

c. Hand notes /Leaflets and Flyers distribution:

Hand note is a media where employer and employee can meet each other. Candidate can ask for benefits, can know job responsibility etc. Employer also can uphold company benefits, nature of job, prospectus etc.

We prefer to distribute hand notes at market, college, tea stall etc.

d. Billboard:

Billboard is eye catching and it also creates reliability of the organization. We have our billboards at Ashulia training centre and at Noroshinghopur.

e. In-house circular:

We also provide recruitment circular at in-house. In *SQUARE* there are more than 50,000 employees. Therefore, they also inform to their relatives, natives, friends etc. In this way we recruit many candidates.

Minimum Criteria:

a. Security Guard (Male)

1. Education :Class VIII pass
2. Age : 18 to 30 years
3. Height : Minimum 5 feet 6 inch
: 5 feet 2 inch for indigenous
4. Health : Sound Health
5. Experience : Experience not mandatory



b. Security Guard (Female)

1. Education :Class VIII pass
2. Age : 18 to 30 years
3. Height : Minimum 5 feet
4. Health : Sound Health
5. Experience : Experience not mandatory



Procedure of Recruitment

Five tests are conducted to assess fitness of candidates. There are separate boards assigned for each job and they are independent of taking decision.

- **Preliminary Screening:** A two member board is composed for screening the applicants. If any applicant does not fulfil our requirement or if they are over aged, they are screened out.
- **Physical Tests:** A team of 3 members take physical test based on selection criteria and their appearance, height and weight.
- **Medical Test:** Medical test is conducted to test general physical fitness with special emphasis on eye, ear, nose and diseases like hypertension, diabetes and asthma.
- **Interview:** Interview board judges a candidate's general knowledge, academic knowledge and appearance.
- **Written Test:** Knowledge on Bengali, Mathematics, and English, IQ and general knowledge etc are ascertained through a written test.

Appendix-B: Selection Criterion For Field Forces

Aegis Services Ltd uses quality as a benchmark for our operational integrity. For that while recruiting we maintain a standard recruitment policy. We believe quality product will provide customer satisfaction. We don't recruit security personnel from other company. For this our recruitment criteria is strictly followed. The criteria is stated under,

S/N	Qualification Criterion	Designations			Remarks
		Officer/ Inspectors	Supervisors	Guards	
1	Age	35-50	25-50	22-40 years	Age may vary for Retired defence personnel
2	Height	5' 6"	5'5"	5'5" (Male) 5'1" (Female)	Minimum height indicated
3	Education	HSC	SSC	Eight	Minimum level indicated
4	Experience	20 years	10 years	0 year	Minimum years indicated
5	Area of Working experience	Retired Military JCO or equivalent	Sgt of Army / Aegis Supervisors	Aegis Trained Guards	
6	Communicative Skill in English	Basic Communication skill in English	Workable communication skill in English	Minimum communicative skill in English	
7	Fire-Fighting & First Aid Capabilities	Highly trained	Well trained	Basic knowledge and practiced	Regular practice in the posts and training from the Training Centre
8	Security	Highly trained	Well practiced	Basic knowledge	

	Equipment Handling	and well-practiced		is given to handle	
9	Communication Equipment Handling	Highly trained	Well practiced	Basic knowledge is given	
10	Emergency Situation & Crowd Control	Highly experienced	Highly experienced	Well experienced	Experienced from various event managements
11	ERT (Emergency Response Team) Support	Well acquainted	Well acquainted	Well trained	

Aegis thrives for effective background check and verifications. We have our very own background verification team to perform these background checks. We don't recruit security personnel whom already worked for any other security providing organization previously. We employ fresh energetic people and train them to become an effective security member of our team. We also pursue for police verification yearly.

Appendix-C : Compensation & Benefit Structure of Aegis Field Forces

Motivation and welfare is a prerequisite for high morale and employee retention. Because of competitive market we had to strike a balance between employee cost and service charges.

Free Accommodation:

Free accommodation is the most expensive but most useful ingredient to motivate our employees. We manage the accommodation for them to motivate them into the work & duty.

Salary:

We have catered for a very handsome amount as carry home salary for an employee. We ensure the salary posting within first 3 days of the month. This motivates them to concentrate on duty.

Annual Salary Increment:

We have catered for yearly increment for every employee. This will act as an incentive and compensation for annual evaluation. Based on the performance we categorize 05 scales of annual service increment to individual employee.

- **Annual Bonus:** We catered for 2 Annual bonuses equal to 2 basic salaries and disbursed during two major festivals in a year.
- **Over Time:** Over Time (OT) is admissible to an individual if he works for more than 8 hours in a day on holidays
- **Conveyance Allowance:** Conveyance allowance is admissible to an individual if he moves on official tour as per the '**Transportation and Tour Policy-2017**'.
- **Special Day Allowance:** We ensure a certain amount of cash allowance for the employee on special days like- **16th December & 26th March**
- **Eid-Day Allowance:** Beside Eid Bonus we encourage the employees with some allowance who perform their security duties on Eid Holiday and ensure the safety of life & valuable during holidays.
- **Promotion:** Beside the above mentioned, cash and kind benefits, there is provision for promotion for the qualified and competent candidates.
- **Leave and Holidays:** We have catered for leave and holidays for our employee.

- **Leave Encashment:** We have catered for leave encashment for those who didn't take the leave.
- **Kit and Washing allowance:** This allowance is catered for ensuring tip top turn out and bearing.
- **Medical Allowance:** To meet Medicare needs a medical allowance is given to security personnel. 50% discount for the treatment at **SQUARE** Hospital & 25-30% Discount on **SQUARE** Pharmaceuticals Ltd.'s drugs and injections.
- **Food Allowance:** To meet the messing expense food allowance is catered for.
- **Good Conduct Allowance:** To motivate our employee and to increase their efficiency we provide them Good Conduct allowance at the end of the financial year.
- **Provident Fund:** **AEGIS** is the first ever Private Security Service providing company of the country to provide Provident fund to employees.
- **Performance bonus:** We provide the performance bonus at the end of the year to our employees.
- **SQUARE Product Purchase:** We provide the employee discount on buying **SQUARE** product.
- **Gratuity:** According to Labour-Law we provide gratuity to the employees
- **Profit Share:** We distribute 5% of Annual Profit among the whole **AEGIS** employees
- **Life Insurance Benefits :** We also provide Life Insurance Policies to the employees of **AEGIS**