

Report on
Outsource Implementation in the HR Hiring Process of Berger Paints Bangladesh Ltd.

By
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17304114

An internship report submitted to BRAC Business School in Partially fulfillment of the
Requirements for the degree of Bachelor of Business Administration

BRAC Business School
BRAC University
February, 2022

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Declaration

It is hereby declared that

1. The internship report submitted is my original work while completing my University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material that has been accepted or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student Full Name and Signature:

Sumaya Sultana Asha

Student's Full Name

17304114

Supervisor's Full Name and Signature:

Mr. Mohammad Atiqul Basher

Lecturer, BRAC Business School

BRAC University

Letter of Transmittal

Mr. Mohammad Atiqul Basher
Lecturer,
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on “Outsource Implementation in the HR hiring process of Berger Paints Bangladesh Ltd.

Dear Sir,

With due respect, I would like to inform you that I have completed my internship report on "Outsource Implementation in the HR hiring process of Berger Paints Bangladesh Ltd." Which I have been assigned to in the completion of my BBA program. This report includes my journey and experience throughout the internship period in Berger Paints Bangladesh Ltd. For your concern, right now I am submitting my internship report.

I have put my maximum effort into the completion of the report incorporating the most crucial information and recommendations in a most compactly and comprehensively manner. Moreover, I would like to thank you for your assistance and support in the successful completion of this report.

I am faithful that this report will serve the desired purpose.

Sincerely yours,

.....

Sumaya Sultana Asha
ID: 17304114
BRAC Business School
BRAC University

Non-Disclosure Agreement

This agreement is made and entered into by and between Berger Paints Bangladesh and the undersigned student at BRAC University Sumaya Sultana Asha, ID: 17304114.

Acknowledgment

To begin with, I would like to show my sincere gratitude to Almighty Allah for bestowing upon me the ability to complete this task of writing this report as per the guideline provided. A student must prepare an internship report describing the chosen topic as part of the course “BUS 400” which is required by the BBA program of BRAC University. I have started my internship in the HR Department of “Berger Paints Bangladesh Ltd.” under HRBP, on 26th September 2021. So, aligning with my job responsibilities my topic of the internship report has been selected which is “Outsource Implementation in the HR Hiring Process of Berger Paints Bangladesh Limited”.

I am thankful to the people without whom it wouldn't have been possible for me to complete this internship report. With due respect, I wish to express my gratitude to my supervisor Mr. Mohammad Atiqul Basher, Lecturer, BRAC University, for his incisive guidance, support, and inspiration during the whole time which helped me to develop an insightful report.

My heartfelt appreciation goes to “Berger Paints Bangladesh Limited” for allowing me to do my internship there. I want to thank my on-site supervisor Mr. Syed Mizanur Rahman for allowing me to work under his supervision and helping me by sharing his knowledge of HR and the outsourced Recruitment-Selection process. He has always been extremely helpful and encouraging. I would also like to show my immense indebtedness to Mrs. Rahat Afroze, Mr. Jamil Ahamed, and GM HR for investing their valuable time to provide the organizational information and assisting me in the completion of the report.

Also, I would like to express my profound gratitude to the other officers of the HR Department for being friendly, supportive and helping me adjust to the work environment. Lastly, I would like to acknowledge the outstanding work atmosphere that helped to deepen my knowledge and gain hands-on experience.

Executive Summary

This internship report is a reflection of the experience and knowledge I acquired during my 12-week internship period in “Berger Paints Bangladesh Ltd.”. Fundamentally, this report is contemplation that blends my learning from my daily activities in the HR Department. Other than reflecting on my responsibilities, duties, and learning, this report focuses on the organizational functionalities, structure, and a thorough insight into the organization.

This paper contains three chapters. The first chapter will provide detailed information regarding my internship experience. This chapter contains information about the internship, student, and company. It also discusses my duties, responsibilities, contributions, challenges, and recommendations.

The second chapter contains the overview of the organization containing all the relevant information which will help the reader to understand the nature of the organization. Some of the major components of this chapter are the company’s: history, internal structure, departments, products, competitors, functional practices, and industrial scenario. All these pieces of information are discussed briefly in this chapter.

In the third chapter, I have discussed my research topic which is “Outsource Implementation in the HR Hiring Process of Berger Paints Bangladesh Ltd.”. I have reflected on my findings and analysis of the topic in this chapter. I have done both qualitative and quantitative analysis. I have included different stakeholders, manpower distribution, recruitment & selection process, global & industrial perspective, affirmative sides, and risk factors of outsourced hiring in this report incorporating organizational and secondary data. As the last segment of the chapter, I have provided my interpretations and suggested room for improvements in the recommendation part.

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List of Acronym

RPO= Recruitment Process Outsourcing
OSP=Outsourcing Service Provider
ZO=Zonal Officer
SSO=Sells Support Officer
TP=Third Party
TO=Territory Officer
TM = Territory Manager
HRBP= Human Resource Business Partner
HSE= Health and Safety Environment
HROD=Human Resource Organizational Development
JD=Job Description
MNC =Multinational Company
BPBL =Berger Paints Bangladesh Ltd.
J&N= Jenson and Nicholson
VOC=Volatile organic compounds
CSR= Corporate Social Responsibility
IS=Information System
IT= Information Technology
GM= General Manager
LC=Letter of Credit
R&D= Research and Development
MIS= Management Information System
HRIS=Human Resource Information System
CAGR= Compound Annual Growth Rate
PSF= Product Support Officer
B2B=Business to Business
B2C= Business to Customer

Chapter 1: Overview of the internship

1.1 Student Information

Name: Sumaya Sultana Asha

ID: 17304114

Program: Bachelor of Business Administration

Major: Human Resource Management

2nd Major: Computer Information Management

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

Period: Total of 12 weeks (3 months from September 26, 2021, to December 24, 2021)

Company Name: Berger Paints Bangladesh Ltd.

Department/Division: Human Resource Department

Address: “Berger House” Plot 08, Road 02, Sector 03, Uttara Model Town, Dhaka-1230, Bangladesh.

1.2.2 Internship Company Supervisor’s Information:

Name: Syed Mizanur Rahman

Designation: HR Business Partner, Sales & Manufacturing

1.2.3 Job scope

Job Description/Duties/Responsibilities: Being an Intern in the HR Department of Berger Paints Bangladesh, I had to assist my supervisor (HR BP) along with carrying out other duties and responsibilities. Apart from assisting my supervisor, I functioned in many other HR activities with other employees. These responsibilities include many activities in the recruitment and selection process, like:

- **CV Screening:** CVs are collected from different portals and physical newsletters for various positions. Also, different positions have different criteria for selection. As part of the management work, I had to do CV sorting based on the criteria according to which they initially select a candidate. I had to do CV Screening for the position of ZO, SSO – Order taking, TP Officer, TP worker, TM, and Territory Officer (Sales).
- **Communicating with potential candidates:** I had to communicate with the potential candidates to inform them about their selection, interview mode, interview date and to

convey additional necessary information. Also, I sent emails to the candidates asking for the necessary documents.

- **Interview summary/Scheduling:** After doing the cv screening I had to prepare the interview summaries for the recruiters to have a better understanding of the candidate. Mostly I made interview summaries for HRBP and Head OD.
- **Record Keeping:** One of my responsibilities was to ensure that all the documents has been received from the candidates and whether the candidates has followed the instructions properly or not while sending the documents. I had to keep a record of the missing documents on employee files and interview schedules for HRBP.
- **Documentation:** As a part of the documentation process I had to prepare the "External Hiring Form" for the recruited candidates and "Evaluation Forms" for the candidates to be interviewed. Moreover, I had to compile files, prepare interview summaries, prepare appointment letters and scan received documents of new hiring as part of my work for the management.
- **Monitoring Interview sessions:** I have also participated in the interview with the supervisor and observed the process. Based on the observation I used to take important notes.
- **Others:** I also participated in the interview process through helping HRBP in the decision-making and evaluation process. Moreover, I was also responsible for preparing interview questionnaires.

Other than these initial responsibilities I had to carry out many other duties as well. They are mentioned below:

- **Manpower planning:** BPBL is going to have a third factory that will be fully automated. For that factory, they need to develop manpower planning. I have contributed to preparing the report on manpower planning that includes the total manpower requirements for different functionality of the factories.
- **Preparing Menu:** Preparing a lunch menu for every week was one of the responsibilities of the HR Admin. As an HR Intern, I had to help the head of admin on preparing a healthy and nutritious lunch menu for the whole corporate office (Around 200 employees).
- **HSE Calendar:** HSE focuses on and works for the health and safety-related issues for the employees. HSE calendar will highlight the health and safety-related concerns

where every month will show convey different health and safety-related messages. I was responsible for designing the layout of the calendar which will be published and distributed in the year 2022.

- **360-degree rating:** 360 rating is a rating system for the employees where peers, direct reporting, and other employees will rate each other. I was responsible for preparing the excel file containing the rater's name and their contact information for the Head of OD.
- **Employee Male female ratio analysis:** As part of the work of management I had to analyze the employee male-female ratio for the years 2020 and 2021. I had to make charts and graphs showing the comparison between the male-female ratio of the same year and different years.
- **Preparing Question paper for ZO:** The recruitment of ZO is followed by multiple steps of assessment. In the initial stage of the assessment, candidates have to go through the written test assessment. I was responsible for reforming the question paper for the assessment. So, I made a question bank that will help HRBP to set multiple question papers for written assessments. This question bank includes questions on economics, sociology, Business, Finance, Accounting, Reasoning questions, GK questions and mathematics.
- **Employee retention policy:** As part of the work of HR I helped The Head of OD in updating the employee retention policy. My work involved identifying and updating the criteria based on which talent will be retained.

1.3 Internship Outcomes

Doing this internship brought many positive outcomes. I could develop new skills as well as improve my existed skills.

- **Organizational skills:** Multi-tasking, working under pressure, communicating professionally, and having spontaneity.
- **Soft skills:** Confidence, Resilience, Time management, Compassion, Trustworthiness, Equity, work in an unconventional setting.
- **Technical skills:** Bangla typing, using outlook, using the scanning machine, use of different unique functions of MS Excel and MS Word.

1.3.1 Student's Contribution to the Company

As part of my internship responsibilities and outside of my responsibilities, I have contributed in many small and major activities of the HR Department as a student. These contributions are:

- I have assisted in the recruitment process by screening CVs collected from linked-in, vendors, currier, and other sources which includes comparing CVs against JD.
- I have also assisted in the process of selection through conveying information regarding interview schedules, company information and resolving quarries of the employees.
- As a student, I have contributed to the documentation process of important files in correct order, scanning the documents and keeping records of the missing documents.
- I have made a question bank for the written test assessment of the potential candidates.
- I had to prepare the "External Hiring form" according to the information's candidates provided in the personal data form on regular basis. Moreover, I had to communicate with the employees for the confirmation of any information provided by them, if needed.
- Being a student, I have participated in the tasks of other employees. like: Calendar designing, policymaking, case solving, manpower planning, and giving input of compensation growth formula on excel.
- I have contributed by being a helping hand in the work of other employees at various tasks of the HR Department in terms of filing and organizing documents in an orderly form.

1.3.2 Benefits to the student

It was a wonderful opportunity for me as an undergrad student who didn't have any organizational experience before to be able to work in a balanced corporate environment for the past 12 weeks. It was quite an intriguing and career-boosting opportunity to be able to embark myself with Berger Paints Bangladesh Ltd. The knowledge and experience I have earned from BPBL have influenced my beliefs, attitude as an individual, and way of working. In the first place, the environment of a corporate office is much different and unique in a way that the daily operations are operated in a smooth and coordinated way. As a student, I could closely observe how everyone in the department carries out their responsibilities, fostering a friendly and respectful work setting with coordination. Moreover, I have always been enthused about working in the corporate work environment of an MNC, and working in the HR department of BPBL helpful in broadening my horizons significantly. I have learned the fundamental functionality of HR in the academic sector. The real-life work setting is very much different than bookish knowledge which changed my ideology considerably. Furthermore, I could understand that selecting or rejecting candidates based on what is written on their CV is a hard job as the judgment cannot be 100 percent correct always.

Also, I have learned about the outsourced activities of the HR Department. Working with the supervisor allowed me to closely observe the hiring process of outsourced employees. As I was closely assisting HRBP in the hiring process, I could learn that outsourced hiring is done mostly by the OSP Agencies. OSP Agencies or Vendors recruit workers and officers on behalf of the company requirements. Besides, I learned about conducting job analysis, communicating formally, scheduling interviews, evaluating a candidate, and decision making.

Trebley, this 12 weeks of experience also helped me to learn the use of scanning-machine and more efficient use of Microsoft Outlook, Microsoft Word, Microsoft PowerPoint and Microsoft Teams. Moreover, I got to know about the versatility of this department and it justifies the fact that HR Department is closely connected with all the other departments. I got to know about the "Exit Interview". It is a kind of interview that is designed for the employees who are leaving the organization to get feedback from them regarding the area of improvement. Furthermore, I got to know about the formats of their employee documents. Like: compensation plan, external hiring form, offer letter, appointment letter, personal data formant, and many more during the process of preparing the forms and recording the employee data.

Conclusively, despite the process of different departments being much complex and well standard, the work environment is very much flexible. BPBL insures the work-life balance for its employees. One of my greatest learning from this 12 weeks' experience was, adjusting to a situation where interacting with a variety of professionals on regular basis is a must. Moreover, BPBL's flexible work culture is so welcoming and stimulating that I could easily adapt and mix up with the other employees which made me feel equally valued. Employees there are so motivating which made me more confident and overwhelmed at the same time. I am very grateful for being able to work in an organization where everyone values each other's perspectives. Concisely, BPBL has benefited me with many organizational skills, technical skills, improved soft skills, and real-life experiences which can't be gained in the books.

1.3.3 Problems/Difficulties (Faced during the internship period)

Like any other organization, BPBL also has its pros and cons. Difficulties I had to face during the internship period is mentioned below:

- They don't have an organized work structure for the interns and there is no way to see the functionalities of other departments as they don't allow rotational work for interns.
- Using Microsoft Outlook was a bit uncomfortable for me as it is tardy in functioning and sometimes it shows errors.

- Interns can't access internet connection. For this reason, most of the time I had to use my mobile data for accessing the internet.
- The laptops provided to the interns are very slow which hampers the productivity of work.
- They don't provide permission to connect the printer to the intern's laptop. So, I had to approach other employees, every time I need to print something.
- There is no proper seating arrangement for the interns.
- My internship mode was physician which is pretty unconventional for the pandemic situation.

1.3.4 Recommendations (to the company on future internships)

BPBL is the market leader in the painting industry of Bangladesh and one of the largest MNC's in Bangladesh. Reflecting on my experiences as an intern at BPBL, I am offering the below-mentioned recommendations to the company:

- They can standardize their emailing system with better communication and a cloud-based storage system by incorporating Microsoft workspace.
- They should offer work from home mode to avoid any safety issues.
- I recommend BPBL to introduce the interns to SAP Success factor and give them access to it. As it is an HR Analytics tool (HRIS), it will be a great learning tool for them.
- They also should consider giving the interns a better laptop, seating area, and access to Wi-Fi. These things will give the interns a considerable atmosphere as the employees which will boost their motivation.
- BPBL can introduce a structured internship program where there will be a particular set of activities and rotational training which will be provided in different departments for the interns to have an overall understanding of how all the departments function in the corporate office.

Chapter 2: Organization Part

2.1 Introduction

2.1.1 Human Resource Management

In basic terms, HRM is the process and practice of Hiring, recruiting, selecting, deploying, and managing the employees of the organization. HR Department of an organization has many responsibilities except for the hiring and management of employees. Human Resource Management also concerns the retention of the employees, coordinating the departments and reaching both organizational & strategic goals. Furthermore, the Human Resource department works on ensuring the health & safety of the employees, exaggerating employee productivity and conflict resolution in the office or factory. According to the article "What is HR management in an organization", it is critical to have a well-thought-out plan, methodical operation, and a viable product or service. However, all these things are contingent on the organization's people's aptness to put strategies, plans, and procedures into action to make a firm successful.

2.1.2 HR Outsourcing

When an organization relies on a third party to undertake its Human Resource activities, it is called Human Resource outsourcing (R Biswas,2021). These third-party firms are the vendors or OSP Agencies for the company. The primary motive of using outside sources to get the work done that the company can do itself is mostly for cost optimization. Outsourcing of the HR activities includes hiring manpower, employee development, performance appraising, compensation or payroll management, managing incentives, providing consultancy, employee relationship management, and so on (R Biswas,2021). Companies also outsource technology for HR practice. like, HR analytics is a technology that is being outsourced in many organizations. The most commonly outsourced HR functions are payroll, benefits, recruitment and headhunting.

2.1.3 Origin of the report

The origin of this report is the internship program which is a requirement of the BRAC University BBA program. The primary purpose of this internship was to prepare a meaningful report in the completion of the BUS 400 course. As part of the completion of the internship, I have worked for the past 12 weeks in the HR Department of "Berger Paints Bangladesh Ltd" and assisted HRBP in the process of recruitment and selection process along with preparing documents, keeping recordings, etc. During this time I was able to observe the HR functions closely which helped me in fulfilling the purpose. I have chosen the topic "Outsource

Implementation in the HR hiring process of Berger Paints Bangladesh Ltd.", as per the suggestion of my academic supervisor Mr. Mohammad Atiqul Basher, and organizational supervisor Mr. Syed Mizanur Rahman in the continuation of my analysis.

2.1.4 Objective of the report

The primary objective of this report is to reflect my internship outcome which is a requirement of BRAC Business School. The report shows the observations and on-the-job experiences I have earned during this whole time while imposing my academic knowledge in the HR Department of BPBL.

Moreover, I was able to know about different functionalities of the HR and other Departments of BPBL including the departmental practices, policies and processes. Moreover, I could distinguish the difference between academic and practical knowledge while preparing this report. And most importantly, I could identify the area of future improvement in their organizational function through this report.

2.1.5 Methodology

Type and population: Both quantities and qualitative data have been collected. The responses of approximately 70 employees have been collected for the analysis in the report.

Method of data collection: questionnaires, interview, observation, Work experience, company documents, and informal discussions.

2.1.6 Source of data collection

Data has been collected from primary and secondary sources.

Primary sources are:

- Experience which I gained from daily work activities in the HR Department.
- Communicating with the employees of other departments along with HR Department.
- Interviewing the key personnel's sub- sequentially and face to face.

Secondary Sources are:

- Different operation manuals have been used to collect data.
- Different Journals and annual report of BPBL has been used as the secondary source of the data collection method.
- The official website of BPBL was also a secondary source of data.
- Different types of online documents, articles, and company web portal has been used as secondary sources of data collection.

2.1.7 Scope

While doing the 12-week internship in the Department of Human Resources in "Berger Paints Bangladesh Ltd.", I could be familiar with the organizational culture which is way different than I thought it would be. Moreover, I got to know about the outsourcing of manpower, recruitment-selection process, and Health and Safety assistance (HSE). There is a scope of better understanding the organizational function incorporating with academic knowledge.

2.1.8 Limitation

There were some limitations of the report which are highlighted below:

- Due to the confidentiality and stick policy of the organization, it was not possible to get much information, as BPBL does not disclose such information to the interns.
- There was a very limited time provided for the completion of the report as well as the internship period which was challenging and a limitation toward making the report much more insightful.
- Another limitation was that the organizational culture and method of work is much complicated than that what we studied academically. So, the conflict between academic knowledge with real-life experience and the lack of prior experience regarding Human Resource Management restricted me to make the report more informative and meaningful.

2.2 Overview of the company

2.2.1 Company History

The name Berger Paints Bangladesh Ltd. is present in the painting sector for almost 250 years. BPBL is one of the renowned Multi-National companies in Bangladesh. And, one of the oldest names in the industry of painting with the greatest technological advancement. According to the official Facebook page of Berger paints Bangladesh, they provide unparalleled services and provides with best quality paints for all kinds of substrates.

Berger started its journey in 1760 as a dye and pigment business by a German citizen "Louis Berger" in England. Gradually the business grew and expanded worldwide for its innovation and revolutionary approaches. In 1950 Berger paints started importing from Berger UK and later they used to import from Berger Pakistan. 1970 is the year when the first factory Of Berger was established in Bangladesh under the name of "Jenson and Nicholson" in Chittagong and the name of the factory was changed from J&N Bangladesh Limited to Berger Paints Bangladesh in the year 1980.



Significant years

1995	Berger Successfully established a double Tight Can manufacturing plant (J&N).
1999	Modern sale of the art paint has been established in Dhaka.
2003	This is the year when the corporate office of Berger Paints Bangladesh Ltd. has been relocated in Uttara from Chittagong. They have also established a powder coating plant.
2005	The most modern State-of-art research & development unit has been established in Dhaka.
2007	This year Research and development unit was established in Dhaka. Moreover, BPBL has been listed in DSE & CSE this year. In the same year, they started going into Technical collaborations.
2009	Implementation of SAP throughout the company.
2010	Collaboration between Coil Coating and BECKER'S group took place this year as well as they successfully made all of their products lead-free.
2011	Launch of odder-free and eco-friendly paint known as "Breath Easy". Also, BPBL joined hands with Hempel (Sales & Distribution deal)
2012	Started to export Emulsion in Thailand from this year.
2015	they implemented ISO 14001 Environmental Management System (EMS) and OHSAS 18001 Occupational Health and Safety Management system(EHS) at its corporate office, Dhaka Factory and Chittagong Factory

2016	Share point implementation throughout the company happened.
2017	BPBL Implemented ISMS 27001:2015.
2020	Berger paints partnered with Japan's Chugoku for marine coatings.

Figure 1 : Significant Years

2.2.2 Vision, Mission, and Core values

Berger paints focus heavily on the company's ethical devotion in producing high-quality products. The company's vision and mission statement are as follows:

Vision

“To be the most preferred brand in the industry ensuring consumer delight”

Mission

“We shall increase our turnover by 100 percent in every 5 years

We shall remain a socially committed ethical company”

Core values

- Respect
- Integrity
- Commitment
- Excellence

2.2.3 Company Information

- One corporate building is located in Uttara.
- Two Factories in Dhaka and Chittagong.
- Two plants in Dhaka Savar (Emulsion plant and Powder Coating Plant)
- One Subsidiary Company (Jenson and Nicholson Bangladesh Ltd.)
- Two Associate companies (Berger Becker Bangladesh Ltd. & Berger Fosroc Ltd.)
- Two outsourced facilities in Gazipur (DVL) and Chattogram.
- Approximately 1600 employees including almost 1000 outsourced employees throughout the organization.
- 14 strategically located sales offices throughout the country.
- Offers nationwide professional service through 14 home decor offices & sales depots inside Dhaka & outside.

- A Wide distribution channel reaches the whole country with a network of almost 3000 dealers.

2.2.4 Global Reach

Berger paints has its global reach in five countries. From these five countries, they have 16 manufacturing units in India, 2 in Nepal, and 1 each in Poland and Russia. Moreover, BPBL has business operations in 46 countries.

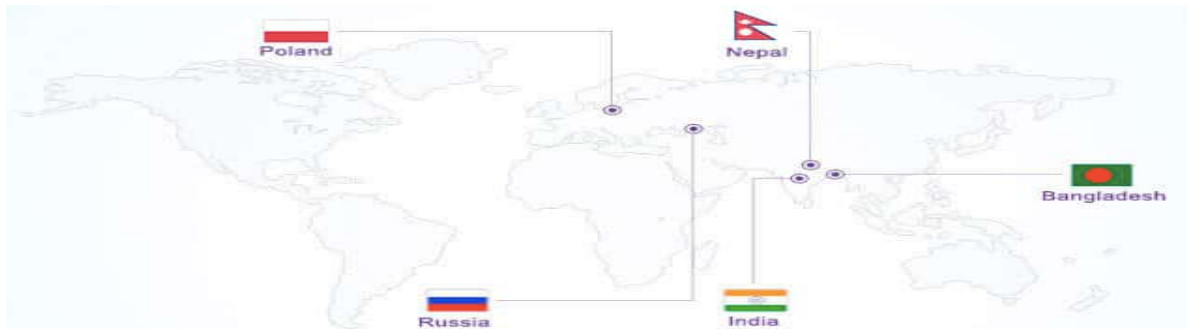


Figure 2 : Global Reach

2.2.5 Strategic partners

	Tinting System
	Coil Coating
	Pretreatment Chemical
	Wood Coating
	Vehicle Refinish
	Marine Coating
	Construction Chemicals

Figure 3;Strategic Partners

2.2.6 Quality Policy

Berger paints Bangladesh has been following Their quality policy strictly which led them to achieve their current level of excellence in the business world. BPBL adheres to worldwide quality management standards to ensure maximum customer satisfaction. Moreover, Berger paints Bangladesh is committed to carrying their social and ethical responsibility along with maintaining their identity of being the market leader through their business activities. Lastly, BPBL has competent personnel and stakeholders who are contributing to the sustainable growth of their business operations.

2.2.7 CSR Activities & Awards

CSR

As part of the work of CSR, Berger paints has provided personal protection equipment including masks, sanitizers, gloves to the stakeholders along with 6000 painters all over Bangladesh. Emergency fund assistance has been provided to the painters (2 crores). For the members of "Shomporko Club" BPBL has collaborated with Digital Health Service. BPBL has been donating to different organizations that work for differently challenged and autistic children for almost 11 years (2009). Furthermore, BPBL organizes competitions for differently able people, provides merit-based scholarships and awards to the students for academic excellence (2020). In addition to that BPBL has been working on cultivating the talent of painters through government authorized Painter Training Institute (2020).

Awards

Berger paints Bangladesh is No. 1 Paint Company in Bangladesh and has won the "Best Paint Brand of Bangladesh Award" 10 times. Also, BPBL has been awarded with Best Paint in Bangladesh award under multiple category. Other awards are:

- “Top VAT Payer” award under the category of Manufacturing in the year of 2018-2019.
- "ICMAB Best Corporate Award 2019" under the category of multinational manufacturing industry for multiple dimensions of activities (Sales & Financial performance, contribution to national exchequer, HR management, corporate governance, shareholders return, investment growth, and CSR activities)
- “Bangladesh Supply Chain Activity award (BSCEA)” for 3 years in a row.

2.2.8 Brands and Products

Business Lines



Figure 4; Business Lines

Diversified offerings

Category	Products
Textile Emulsion	TexBond
Brush & Roller	Feather
Adhesive	Power Bond
Powder Coating & pre-treatment Chemicals	SupraKoat & SmartKoat
Wood Coating Solutions	Innova
Vehicle Refinish	Nexa, Bilux & V-Fleet
Exterior Solutions	Weather Coat COOOL, Weather Coat Antidust, Weather Coat Smooth, Radiance Acrylic Exterior Emulsion, Drocem sold Cement Paint

Figure 5; Diversified Offering

Diversified product categories

Even in different Category of paints, they have the category of water-based and solvent-based.



Figure 6: Product Category

2.2.9 Environmental improvement

Energy Saving

BPBL has implemented many projects in the process of improving the environment. They have introduced the solar-power in their factories with 106.5 kW. They have also installed a water base, solvent base, and powder coating plant. Moreover, they do reuse the collected power which they have saved in production process. Furthermore, Lead and VOC free products are two of their significant approaches toward environmental Improvement.

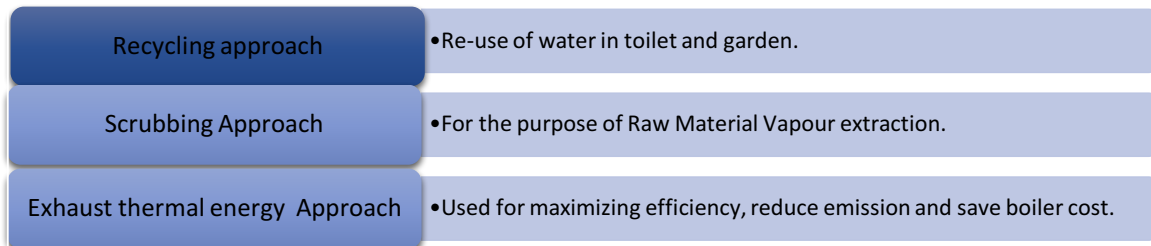


Figure 7 : Waste Management

Implementing management system

Berger paints Bangladesh has implemented different management systems from time to time. These Management systems are for Quality control, Environmental Management, Health & Safety, and Information system. They are mentioned below:

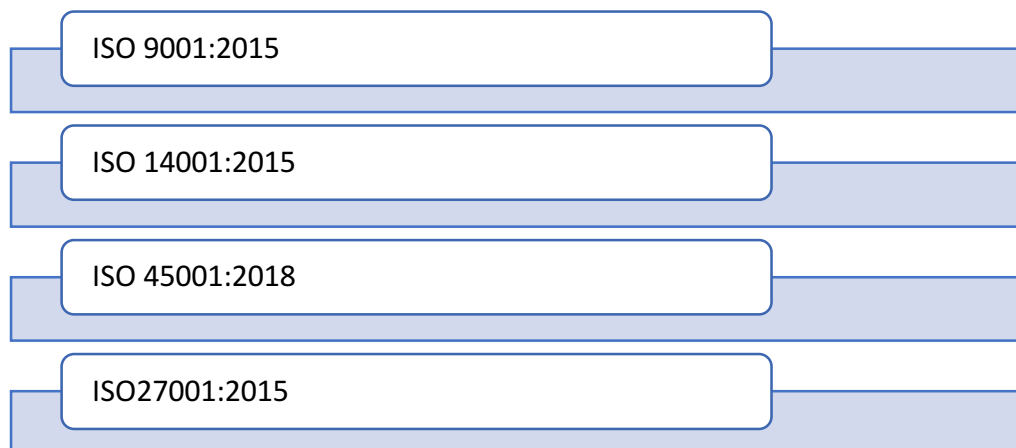


Figure 8;Information Management System

2.2.10 Departments

There are 5 departments and one joined the ventured company in their corporate building. For the departments, all the departments operate in their unique way. However, the Hierarchy of authority is more or less the same for all the departments for the corporate head office.

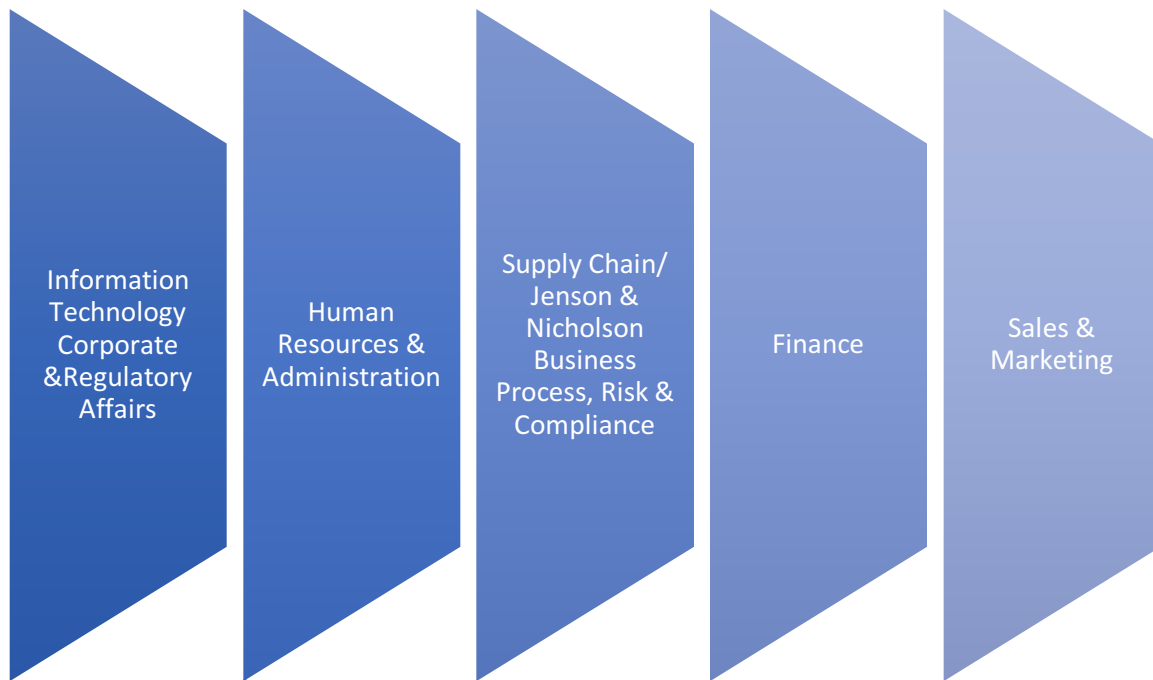


Figure 9; Departments

2.3 Management Practices

2.3.1 Leadership Style

BPBL follows a democratic level of leadership style which is reflected in their organizational hierarchy at both managerial and non-managerial levels. There is no single authority that takes all the decisions. Every level of employees is capable of presenting their opinion in the decision-making process and policies are subject to change based on the recommendation of the employees regardless of the position.

2.3.2 Recruitment and Selection

BPBL recruit three categories of employees:

- Permanent
- Temporary
- Outsourced

For the permanent and temporary payroll, the recruitment process is different for the positions of fresh graduates and managerial positions. Moreover, for the outsourced hiring the hiring, headhunting, and assessment process is done by the vendors along with the issuing of appointment letters.

For fresh graduates	For Managerial Position
<ol style="list-style-type: none"> 1. Job posting (Online) 2. CV/Resume collection 3. Initial / preliminary interview (Shortlisted employees) 4. Assessment center 5. Final interview 6. offer letter (If selected) 7. Hired 	<ol style="list-style-type: none"> 1. Reach to the head hunters / Recruitment Consultant 2. CV/Resume collection 3. Psychometric Test 4. Final Interview 5. Offer letter 6. Hired

Figure 10: Recruitment process of permanent Positions

2.3.3 HRIS

SAP is a software solution provider company. Berger paints Bangladesh Ltd. has implemented SAP throughout the whole company in the year 2009 and "Share Point" in the year 2016. They started using SAP success factor in 2018 with PM and GM (Performance and Goal Management). In 2022, They will be incorporating Recruitment, on boarding, and off boarding in the upcoming years. Implementing share point brought a huge change in their daily operations. Employees can request appliances, IT, financial, HR and training approval assistance through "SharePoint". Moreover, they can apply for purchasing products on employee discounts and access many insightful organizational documents. It brought some level of automation in their process which increased efficiency and minimized the processing time for any employee concerned functions.



Figure 11:HRIS

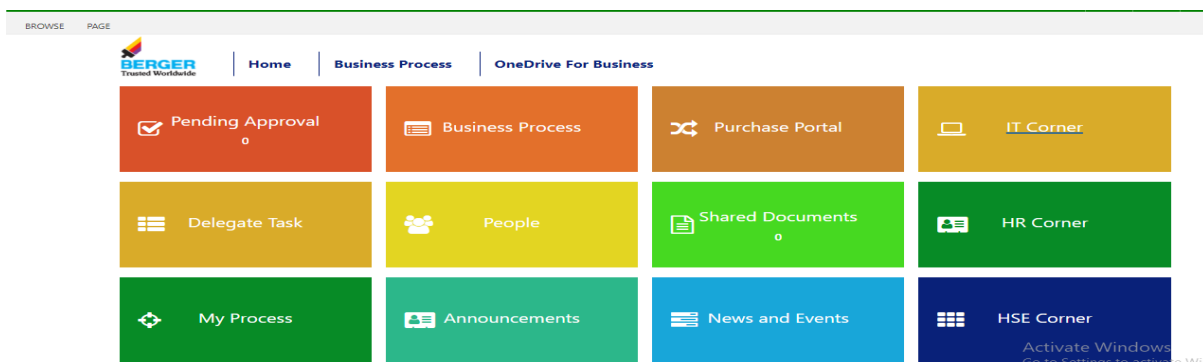


Figure 12:Portal

2.3.4 Training and Development

Training, development, employee engagement are all part of the training and development section of the HR Department. The number of training and employee engagement activities are set at the beginning of every financial year of the company which is March to April.

Training and Development

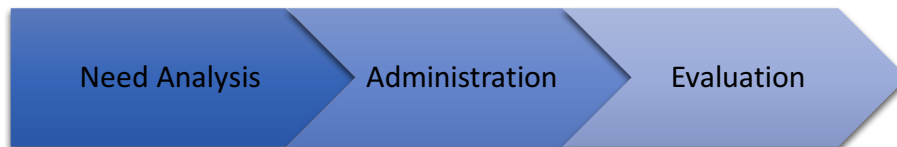


Figure 13: Training Steps

According to the Head of HROD, the process starts with training need analysis which is conducted based on the data collected from competency gap analysis. employees have a set of competencies in all stages that they have to obtain for carrying out their job responsibilities. This competency gap is analyzed by rating every level of employees for all the competencies individually. Raters will be the employee him/herself and the line manager. In that case, if the rating from the line manager is higher than what the employee rated him/herself this is the blind spot. However, if the line manager rates less than what the employee has rated him/ herself then there is a competency gap. Based on the common competency gap among the employees training is designed. Based on "Need Analysis", Administration will be done by the HR team. Finally, the evaluation process is done to identify the learning outcome from the training program. In the year 2021 BPBL has conducted training, emphasizing Gender inequality, women's rights and empowerment, health and safety based on the current situation, competency gap, and organizational need.

Performance Management

Objective ↑	Outstanding (4)	Outstanding Result Unsatisfactory Behavior	Outstanding Result Strong Behavior	Outstanding Result Superior Behavior	Outstanding Result Outstanding Behavior
	Exceed Expectation (3)	Superior Result Unsatisfactory Behavior	Superior Result Strong Behavior	Superior Result Superior Behavior	Superior Result Outstanding Behavior
	Fully Met Expectation (2)	Strong Result Unsatisfactory Behavior	Strong Result Strong Behavior	Strong Result Superior Behavior	Strong Result Outstanding Behavior
	Partially Met Expectation (1)	Unsatisfactory Result Unsatisfactory Behavior	Unsatisfactory Result Strong Behavior	Unsatisfactory Result Superior Behavior	Unsatisfactory Result Outstanding Behavior
		(1) Partially Met Expectation	(2) Fully Met Expectation	(3) Exceed Expectation	(4) Outstanding
		Values/Behavior →			

Figure 14: Performance Matrix

There is a performance management matrix that BPBL follows to assess the performance of the employees. This Matrix is made considering the company values or expected employee behaviors and objectives against the actual value or behavior of the employees.

Employee engagement and HSE

BPBL has many employee engagement and HSE activities which are being conducted every year. They are:

- Long service award
- Birthday gifts
- Woman's day gift
- Step count challenge award
- Healthy week program

- Health checkup day
- NIBOSH Health and Safety Certification course (16 classes)

2.3.5 Compensation system

BPBL determines compensation plans based on the hierarchy of employee position and Bands(A-H). Bands only determine the amount and base of the compensation where compensation elements and determination factors remain more or less the same.

Compensation Factors	Compensation and Benefits	Allowances	Bonus and increment
<ul style="list-style-type: none"> • Level of Skills • Economic Condition • Performance • Company Policy 	<ul style="list-style-type: none"> • Base Pay • House Rent • Insurance • Medical • Motivational Compensation • Retention Compensation • 30% discount on paint purchase • Vehicles • Provident Fund • Gratuity 	<ul style="list-style-type: none"> • Transportation Allowance • Leave Allowance • Staff Visit Allowances • Lunch allowance 	<ul style="list-style-type: none"> • Festival Bonus • Target Achievement Bonus • Profit Bonus • Yearly increment

Figure 15: Compensation Plan

2.3.6 Organizational Hierarchy

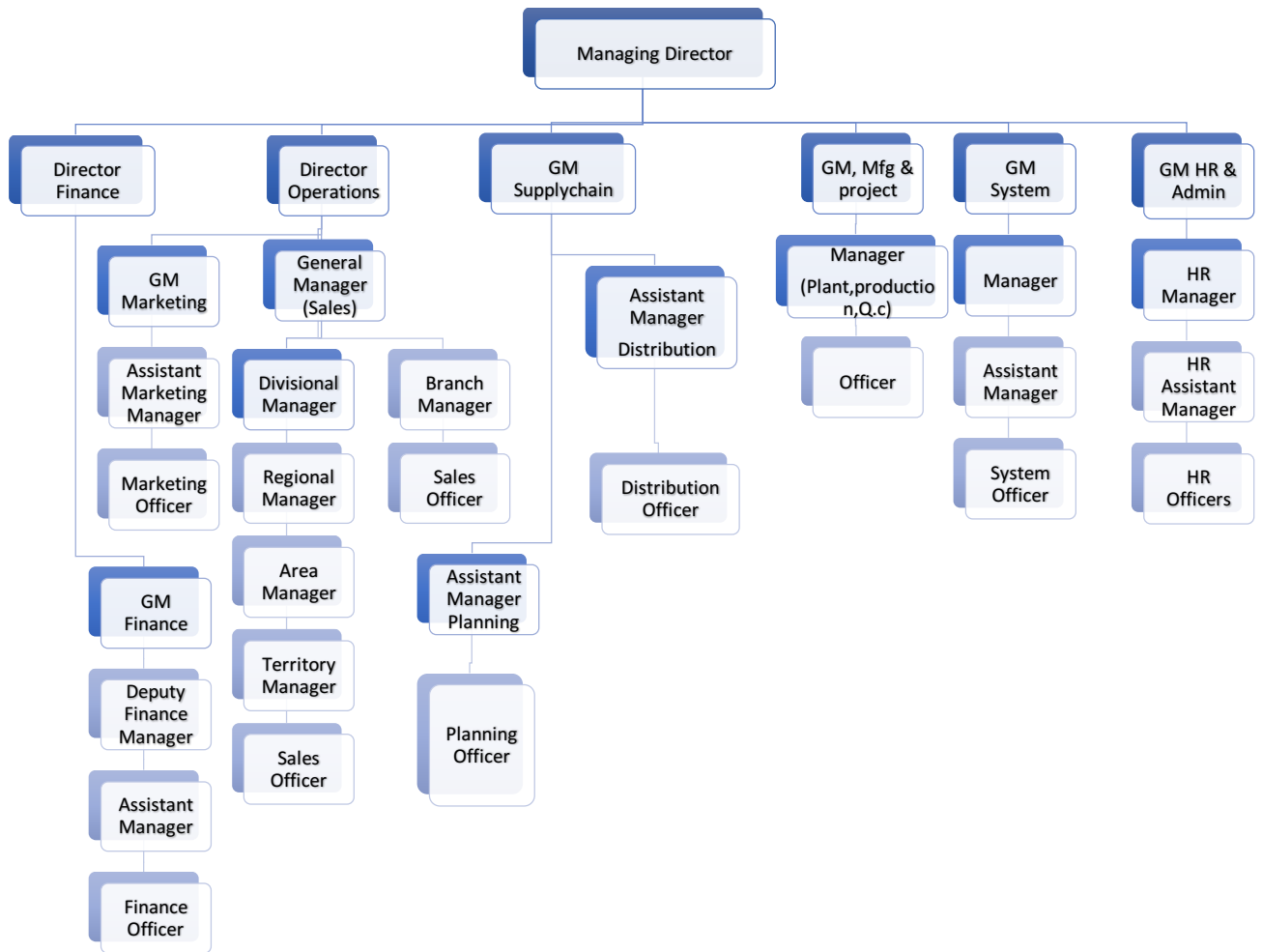


Figure 16: Organizational Hierarchy

Hierarchy of HR Department (Corporate Office)

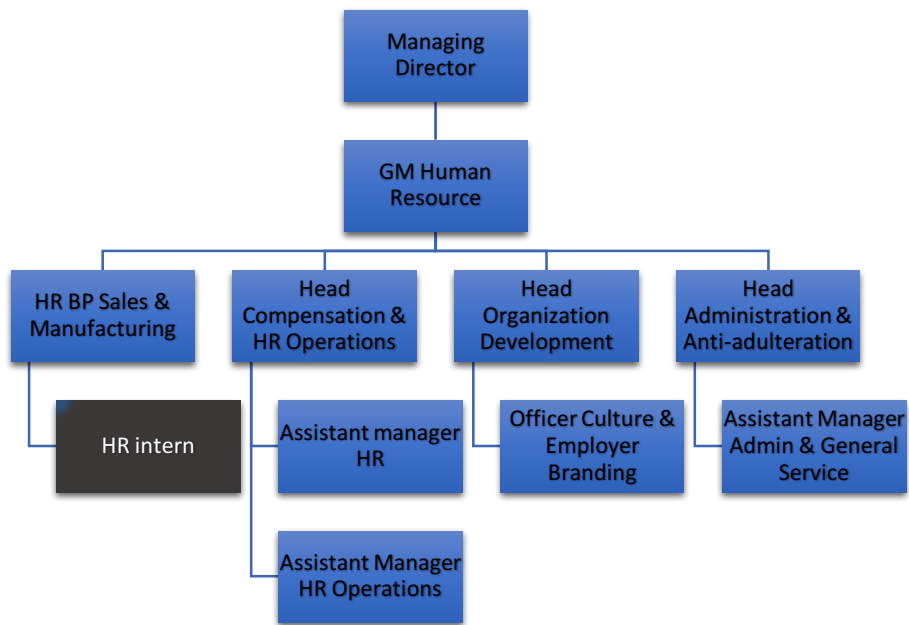


Figure 17: Hierarchy (HR Department)

2.4 Marketing practice

2.4.1 Target marketing

In the painting industry, most of the company target the decorative segment. However, Berger has targeted customers in multiple segments of the Market. Berger paints Bangladesh Ltd. does both B2B and B2C marketing.

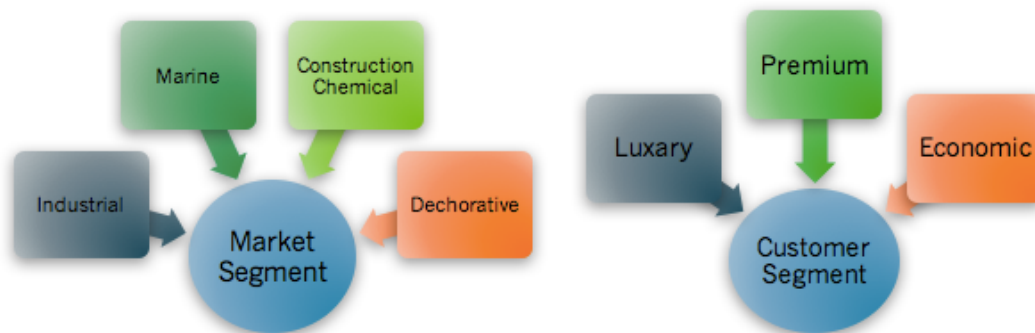


Figure 18: Target Market

2.4.2 Marketing Channels

Major marketing platforms for BPBL is mentioned below:

- i. Television
- ii. Newspaper
- iii. Website

- iv. Social media platforms
- v. Posters and billboards
- vi. Magazines

2.4.3 Marketing 4 p's of Marketing

Product Mix

- BPBL offers multiple ranges of products which they are well known for. Like: decorative, industrial, Marine, Interior, Exterior paints and solutions.
- Their customers are consumers and other Companies.
- Core elements of their products are unique which differentiates their products from the competitors and is hard to be copied.

Price Mix

- BPBL follows the pricing pattern of the competitors and sets the price of their premium, luxury, and economic products according to which is closer to competitors to get a competitive advantage. Moreover, the Pricing of their products is different for different stakeholders. Like: Factory, Dealer, Retail, and end customer.
- BPBL adopts multiple strategic approaches to provide the products at the best price.
- BPBL has the minimum profit margin even in its premium products. For the premium products, the cost of raw materials is high. So even though the pricing is premium, profit per product is low. During the pandemic situation when the product cost raises their selling price remained the same.

Place

BPBL has strong distribution channels and follows a complex distribution approach. The appropriate placing of the products has a great impact on the sales of the product.

- BPBL focuses on the best-fit marketing strategy to reach the right customer segment.
- BPBL does both direct selling and selling through retailers and dealers.
- BPBL chooses the right marketing platforms for its targeted customers.
- A nationwide distribution network helps them to reach the maximum customers from Dhaka, Chattagram, Bogra, Sylhet, Comilla, Rajshahi, and Khulna.

Promotion Mix

They are setting themselves apart from the competitors through their innovative and different strategic approaches to product promotion.

- Promotion focusing on specific customers.
- Product-wise slogans.
- Conveying messages through promotion.
- Arranging customer engaging programs (Renovating customer's houses).
- currently more than half of our population are internet users which allowed them to use online platforms as marketing channels.

2.4.4 Promotional Activities



Independence day special digital campaign



Berger Wrong Bodle Rongin Kori Campaign



Berger Latest Campaign on going back to memory lane



Berger Happy Home Reality Show Campaign



Shomporko Program

Figure 19: Promotional Activities

2.5 Financial performance and Accounting Practices

Berger has a well-organized accounting and Financial practice which is very important to uphold the overall company performance of the organization. "Ramco" is the software that is being used in BPBL as accounting software. The financial year of Berger paints Bangladesh Ltd. is counted from March to April. BPBL releases its "Statement of Financial Position" on quarterly bases (Three Quarters). According to " Dhaka Tribute", BPBL has achieved revenue growth of 2.8% and volume growth of around 6% at the end of financial year March 31, 2021. The estimated revenue of BPBL is around 453 crores up until the July-sep period of FY21 which was about 406 crores in the previous year_(The Business post, 2021). So, the company's revenue increased more than 11%. Here, some significant financial performance from 2015 to (2020-2021) is shown below which has been collected from the annual report of BPBL (2020-2021):

In Thousands Taka

Particulars	Jan-Dec 2015	Apr 2016-Mar 2017	Apr 2017-Mar 2018	Apr 2018-Mar 2019	Apr 2019-Mar 2020	Apr 2020-Mar 2021
Revenue	1,09,03,051	1,24,69,613	1,41,76,256	1,56,29,479	1,62,19,044	1,66,69,802
Gross Profit	38,90,387	49,53,192	50,46,900	57,22,137	62,40,646	66,32,362
Income Before Tax	19,33,454	24,54,008	22,53,564	26,49,490	30,92,467	34,72,362
Net profit for the year	14,25,955	17,76,673	16,69,930	19,57,827	22,92,448	25,48,788
Shareholders Equity	40,38,513	53,66,735	60,80,657	75,75,155	87,08,157	98,90,766
Total Assets	63,39,060	84,37,826	89,80,428	1,07,61,587	1,29,29,511	1,53,00,038
Total Current Assets	39,49,727	50,87,352	54,62,783	65,83,908	77,21,912	94,68,201
Total Current Liabilities	21,31,089	25,73,140	26,62,782	29,44,023	34,83,507	47,30,285
Current Ratio (Time)	1.85	1.98	2.05	2.24	2.22	2.00

** The company changed the accounting year from January-December to April-March in 2016. Therefore, the Financial Statements for 15 months covering January 2016 to March 2017 were presented at the AGM of 2017. For convenience of comparison, the financial performance of 12 months have been presented here.

Figure 20: Financial Performance (Company Annual Report)

The figure shows that in terms of total financial performance of six years, the revenue, gross profit, income before tax, net profit, and the asset has increased. Income before tax has increased to 12.3% in 2021 (Dhaka Tribute, 2021). Their current liability has also risen along with the current assets. Furthermore, their current ratio was 2.00 in 2021 that is an acceptable range. The revenue, profit and shareholders' equity growth over the years has shown below:



Figure 21: Revenue and Shareholder's Equity

2.6 Operations Management and Information System practices

2.6.1 Operations Management practice

Their operational management practice includes their supply chain unit and planning unit. Operation Management deals with outside stakeholders. like: dealers, sellers, suppliers,

painters, and other vendors. As part of the planning process, the unit sets the sales goal and budget on yearly basis and adopts necessary strategies to achieve the sales goal and desired outcome which includes monitoring the performance and evaluation of related parties. Moreover, the supply chain unite of BPBL works on the Demand planning of the products, monthly operational review regarding demand planning most importantly in the process of procurement, production, purchase, Customer satisfaction, and distribution.



Figure 22: Procurement Process

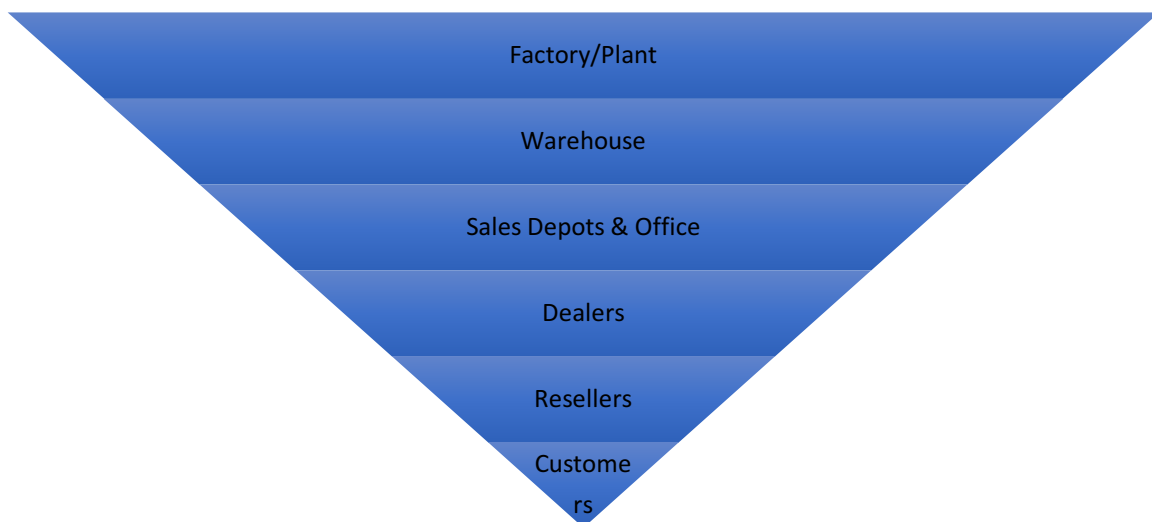


Figure 23: Distribution Process

2.6.2 Information System Practices

The information system practice of BPBL is operated by the IT department. They have notable assistance from the IT staff which allowed them to efficiently gratify their clients with great and distinct service and paint quality. As stated by the IT support officer of BPBL, as part of their responsibility they have to serve almost 1300 in-house IS users along with vendors and banks. Three of their sections of IT department are:

- **Development**

The development team is responsible for serving the employees by providing IT solutions to the users along with developing software and different programming tools to ease the operational process of the organization. Like: the implementation of Success Factors to assist the HR functionalities, defending the systems against any intrusion, and working from home.

- **Infrastructure**

This unite of the IT department is responsible for providing assistance to the employees on daily basis and moderating the portals. Like: approving the laptop for new employees and interns, Updating the user session for the laptop on the basses of the request in "share point", Approving the request of connecting scanner and printer, Maintaining the Online purchase portal throughout the purchase process Which includes purchase request, production, delivery, and clearance.

- **Basis**

All the accounting softwares that are being used by BPBL are authorized by the basis team of IT. Users will have to seek access permission of t-codes from the basis team of IT. Moreover, this section of the department is responsible for giving training to the employees on this software. Like: SAP and Ramco.

2.7 Industry and Competitive Analysis

2.7.1 Paint Market Share in Bangladesh

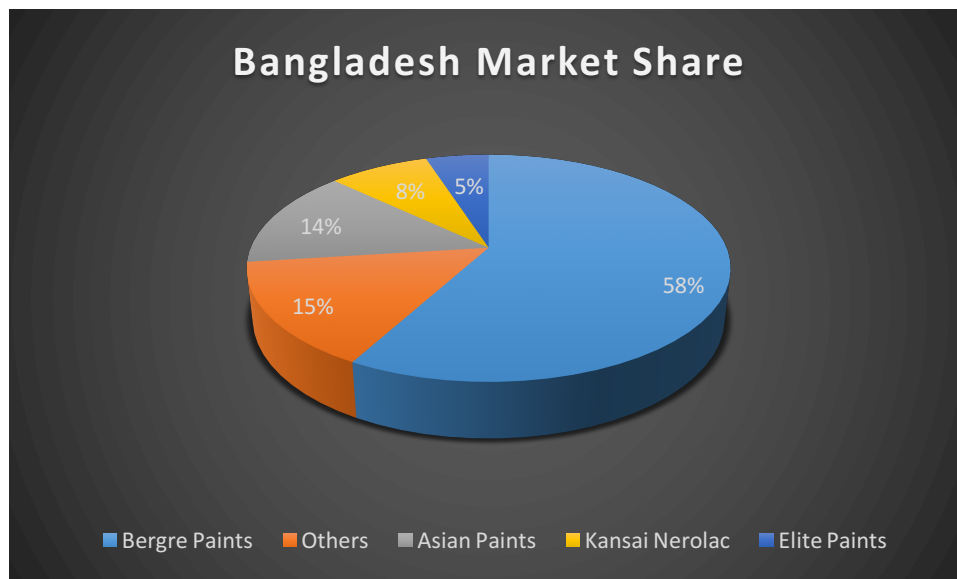


Figure 24:Market Share (Company Data)

Berger Paints Bangladesh Ltd. holds the maximum share of the Bangladeshi Paint industry which is 58%. Moreover, Asian paints, Kansai Nerolac, Elite paint, and others have consecutively 14%, 8%, 5%, and 15%.

2.7.2 SWOT Analysis

Every organization analyzes the SWOT Analysis which helps them in making the organizational goals and objectives more defined and effective in terms of competing against the competitors and the market situation of the products.

Competitors:

Despite being the market leader of the industry, Berger has to compete with other brands both globally and locally. Some of the major competitors of BPBL are:

- Asian Paints
- Kansai Nerolac
- Elite Paints

Strength

- Brand image
- Strong R&D
- Competent and efficient Top management
- Wide range of Distribution network
- Majority market share
- Acceptable level of profit margin
- Implementation of MIS (Satisfactory)

Weakness

- Lack of the availability of raw materials locally
- Currency depreciation within the country
- Spiking price of the basic materials
- Not having proper key distribution channels
- Lose of customer base due to wide range of premium products which they can't afford.
- High cost of imported basic materials

Opportunity

- Adoption of the latest technology
- Loosening the international trade barrier
- Loosening the government regulations for the chemical industry

- Creation of new customer base (Internet)
- Introduction of diversified products at a more reasonable price
- Strong R&D is capable of producing more environmental and budget-friendly products that can increase total revenue through the maximization of sales.

Threat

- Newly imposed government regulations (Constitution and laws)
- Availability of more desired and convenient substitute products
- Competing with competitor's in terms of price
- Adoption of a new marketing strategy by the competitors.
- Development of new products by the competitors.
- The unavoidable natural and political situation
- Newly imposed trade barrier

2.7.3 Porter's Five forces

- **The threat of New Entrants into the industry**

As Berger paints Bangladesh is already holding the maximum market share and has a strong brand image, the threat of new entrants into the industry is low for BPBL. Moreover, due to the required heavy investment, huge manpower, and scarcity of the availability of raw materials the frequency of new entrance in the industry is very low.

- **The Threat of Substitute products**

The threat of Substitutes is high for BPBL. There are many other companies in the Bangladeshi market which are selling similar products as Berger. They also sell decorative paints. Some of the major substitute product seller companies of Berger are: Asian paints, Kansai Nerolac and Elite paints as they hold the majority shares in the market after BPBL.

- **Bargaining Power of suppliers**

Berger mostly accumulates their raw materials from different countries. Supplier saturation is high for BPBL which makes it easier for them to switch suppliers limiting the bargaining power of the suppliers. Moreover, the availability of a large number of key suppliers makes it easier for them to switch suppliers without any financial loss. Furthermore, their brand value has an important role in obtaining more power than suppliers as suppliers are always in competition to work with BPBL. There is minimal risk of forwarding emigration as well.

- **Bargaining Power of buyers**

The bargaining power of buyers is low. BPBL has both B2B and B2C customer bases. Having a large volume of customers gives them the advantage of having low bargaining power of customers. Like, BPBL sells industrial and marine paints which are not commonly offered and BPBL has the brand value which makes BPBL the most preferred brand for buyers. Whether it is industrial paint or decorative or marine paint, BPBL is preferred by most customers, and bargaining power is low as their price is fixed and discount is offered based on the volume of purchase. Moreover, entering the industry is tough which lowers the chances of backward integration.

- **Rivalry among competitors:**

The intensity of rivalry among the competitors are high. Even though BPBL holds the largest market share in the industry which is 58%, strong rivalry exists with other companies as everyone in the industry sells more or less similar products. So, if one competitor makes any changes or brings innovation, it is not that difficult for others to imitate that and upgrade their products. Competitors are constantly developing their products with their investment and quality resources, as everyone aims to be the market leader. Furthermore, BPBL always has to be under immersive pressure to keep up with the quality of their product while providing at a considerable price. Also, BPBL has to adopt competitive marketing strategies to remain being the market leader.

2.8 Summary and Conclusions

Berger paints Bangladesh has distinguished itself from other competitors through their unique business strategies, operational processes and Management practices. They have been honored with the best paint Brand in Bangladesh 10 times in a row. Also, their commitment to not compromising the quality regardless of all the difficulties made them the most trustworthy brand in Bangladesh and worldwide. Moreover, they have the most diversified products with a different price range that allowed them to have a large customer base. Providing high-end products at the premium price and economic products still with the best quality at a lower price is a great challenge for them, yet a great competitive advantage. Their brand loyalty helped them to reach a 58% market share even in the pandemic with revenue growth of 11.63%. BPBL is a flat organization in terms of hierarchy as all the employees are treated with respect and everyone's opinion is valued. Other than ensuring a higher level of customer satisfaction, they maintain a healthy relationship with their other internal and external stakeholders. Despite being the market leaders they emphasize continuous adoption and development of new

marketing strategies. They try to come up with marketing approaches that are much more informative and thoughtful. Like: they have recently launched a video campaign that will take you back to memory lane. They even launched the "Shomporko Program" for the benefit of their painters. Apart from having a strong brand image, their strong R&D, strategic approach, financial performance, HSE activities, operational practices, and other inimitable strengths are keeping them ahead of the competitors.

2.9 Recommendations/implications

Even if BPBL is advanced in many aspects there is still an area of improvement which they will have to work on to remain to be the market leaders.

- One of the biggest risk factor of BPBL is that their largest shareholder is a foreign company which is "U.K. Paints (India) Pvt Ltd." with 95% shares. So, there is a potential for coercion. Management can reconsider the distribution and come up with a strategic approach to minimize the risk.
- They should adopt automation in their factories more and in the process of order taking which will help them to eliminate the excessive use of papers and increase efficiency.
- In terms of marketing their most recent launch which is "Artista Acrylic Color", can be more approachable in attracting target customers. As, this is a different customer base, Identifying the segment and proper market research is essential. Moreover, arranging painting competitions and publishing the advertisements on the most effective platforms with a proper marketing strategy is essential.
- BPBL can consider conducting marketing campaigns more often incorporating with the awareness regarding the current pandemic.
- Along with focusing on competency-based training, they should consider providing training considering the working culture and behavioral traits of the employees.

Chapter 3: Project Part

3.1 Introduction

HR practices of an organization are some of the core roles of the organization, as the smooth functioning of the organization in a favourable work environment depends on the efficiency, effectiveness, and different combination of skills of the employees. The hiring process is one of the major roles of the HR Department, including training & development, succession planning, performance management, and employee engagement.

Outsourcing different organizational tasks have been practiced for a very long time. Berger paints Bangladesh Ltd. is also outsourcing mostly their non-core tasks of different departments. As an MNC Berger paints Bangladesh has to perform several different tasks to maintain their core business activities for which they employ external resources to assist them in performing the non-core job responsibilities to be performed by the internal employees. Like: Human Resources, Information Technology, manufacturing, Supply chain, and other non-managerial responsibilities. As part of Human Resource practices, BPBL is outsourcing recruitment for various positions. Even when the recruitment of those positions is being performed by a third party, BPBL doesn't compromise on their standard and classified recruitment and selection process.

Through outsourcing some of its talent resources, BPBL is embracing diverse knowledge, skills, and capabilities. Moreover, they are continuously working on retaining their outsourced manpower as an important part of their organizational resources. In this way, they are having huge exposure in conquering human resources.

3.1.1 Background/ Literature Review

Today, education is not limited to the realm of books. Every field of education contains a field of knowledge. The education we get in our institutions is mostly knowledge-based and it is only limited to our area of majors. To allow students to get experiential knowledge related to their area of major and to give students the freedom of choosing their area of interest in building a career, the course BUS 400 has been designed as part of the BRAC University BBA Program to give students real-life work experience through obligating them to work in an organization for a while and manifest the gained experience in a report. This report aims after my undergrad degree.

I have always been interested in starting my professional life in a renowned MNC. So, being able to do my internship in Berger paints Bangladesh Ltd. was a great opportunity where employees are valued well for their talent and have a work-life balance. After applying to the internship program of Berger paints Bangladesh Ltd. I went through two stages of the selection procedure to get selected.

This part of the report will cover the whole Recruitment-Selection process, compensation planning, manpower distribution of outsourced employees of Berger Paints Bangladesh Ltd. While working as an intern in the Hr Department under the supervision of HRBP I could get a thorough knowledge regarding the hiring and management process of Outsourced employees along with relevant tasks associated with the process.

3.1.2 Objective

- **Broad Objective:** The primary goal of this project is to understand the outsource implementation in the HR Hiring process of Berger Paints Bangladesh Ltd. The report will also show its impact on the organization.
- **Specific Objective:**
 - i. To describe BPBL's method of outsourcing recruitment.
 - ii. To get a thorough knowledge regarding outsourced recruitment, selection, and Documentation process.
 - iii. To identify different stakeholders and their roles in the outsourced hiring process.
 - iv. To analyze the perspective of outsourced hiring.
 - v. To find out the risk factors.
 - vi. To identify the best possible solution to improve their procedure efficiently.

3.1.3 Significance

Berger paints is a brand of multiple business lines and has a multiple number of operational activities. Being the market leader of the industry, Berger is continuously developing their product quality in terms of both innovations in paints and making the products harmless. Moreover, they have successfully implemented Information Systems throughout the organization. Especially notable implementations are SAP Success Factor and SharePoint in HR Department for talent management. They need a huge quantity of manpower for core, non-core, management, and non-management positions. Including all the positions and jobs in the organizational headcount is challenging.

This report will only focus on the business that is being operated in Bangladesh. Here I am covering the whole recruitment and selection process of outsourced workers/officers including the type nature and different functions of the process including the implementation of automation in the process. This report will also focus on the reason for outsourcing the recruitment of some specific positions, benefits, and limitations of this practice.

Preparing this report will be helpful as I am getting in-depth knowledge regarding the organizational activities and the functions of outsourced hiring. It's adding value in developing my professional skills.

3.2 Methodology

Primary Source:

- Communicating with different key personnel both inside and outside of the organization.
- Subsequent interviews and face-to-face interviews with employees from different departments.
- Day-to-day work experience and observation.

Secondary Source:

- Official website of BPBL.
- Company data source. Like: SharePoint and Success Factor.
- Company Annual Report.
- Company Employee data file 2021.
- Different online news articles, reports vlogs.

3.3 Finding and Analysis

3.3.1 Outsourced jobs

As already mentioned, BPBL Outsource its non-core activities. These are the activities that are performed behind the core functions. Like, SSO order taking and invoice, Assistants, PSF, Colour Consultants, Technologists, Warehouse assistants and officers, ZO, RM officer and worker, Driver, and Security guard. Mostly these recruitments are outsourced. However, other than these some other functional jobs are also outsourced in the corporate office, Depots, Sales offices, and Factories. contractual jobs in replacement of some permanent employees who are on paid leaves are also outsourced.

All the outsourced employee works on a contractual basis. However, they have the opportunity to move to the permanent payroll and include themselves in the permanent headcount of the company based on their performance and skills.

3.3.2 Outsourcing Agencies/Vendors

Berger Paint Bangladesh Ltd. is working with multiple outsourcing agencies to outsource their HR recruitment and headhunting. Their primary outsourced activity is recruitment. OSP Agencies with whom BPBL is working with is given below:

DHAKA LOGISTICS SERVICES & SOL
EZONE HRM LIMITED
SMART TALENT SEARCH LTD.
TALENT CENTRIC
ADVANCE FACILITIES & MGT SERV
SALIM & SONS
MS & COMPANY
NUR UDDIN & BROTHERS

Figure 25: Outsource Service Provider List

When they outsource recruitment, Berger has to give commission to the outsourcing Agencies/Vendors for each employee hired by them on monthly basis. This commission will be based on the number of employees working in different positions of Berger hired by a particular vendor or outsourcing agency. In terms of headhunting through vendors or agencies, recruitment will be done by the HR department of BPBL. Here, the first month's salary will be given to the agency as commission. After the first month, the OSP Agency/vendor won't have any claim over the employee. These employees are permanent employees of BPBL as the recruitment and selection are done by the organization.

3.3.3 OSP Contract/Agreement

Berger is working with their vendors under a legal agreement. This Agreement contains all the necessary information regarding the service exchange including terms and conditions in a detailed form. According to the BPBL's vendor agreement, the agreement contains the following information:

- Detail description of the services to be provided
- Commandment and Duration of the agreement
- Duties of the service provider
- Duties and Rights of the client (BPBL)

- Form of service charge and working policy of the service provider including issuing appointment letter, ID card, and meeting the standard of the client.
- An independent service provider that can't result in any joint venture or association or partnership.
- Confidentiality, Insurance, Taxation, and conditions of termination of the agreement.

3.3.4 Manpower Distribution and Analysis

Manpower distribution

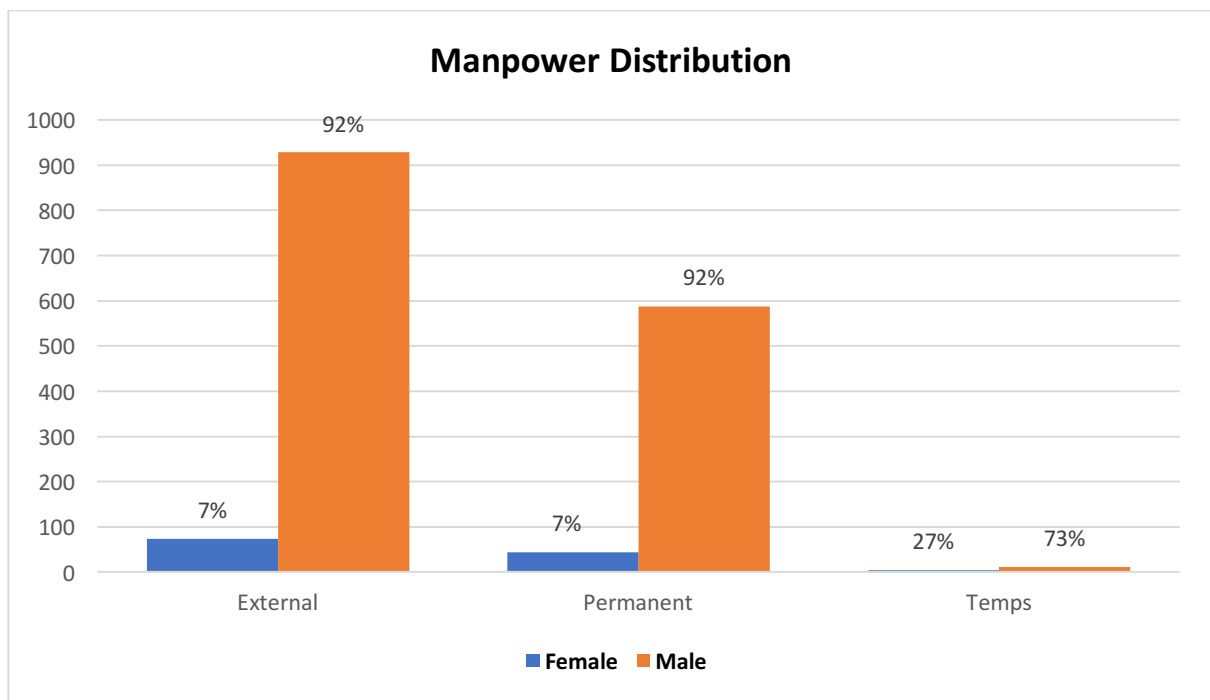


Figure 26: Manpower Distribution

According to the employee data 2021 of BPBL, approximately 1600 employees are working in BPBL including Corporate, depots, sales offices, and factories. From the total number of employees, almost 61% of employees are outsourced or external, 38% of employees are permanent and 1% of employees are temporary. In terms of male and female distribution, male and female distribution is 92% and 7% for external and permanent employees consecutively. For the temporary employees, 27% employees are female and 73% employees are male.

Locational Distribution

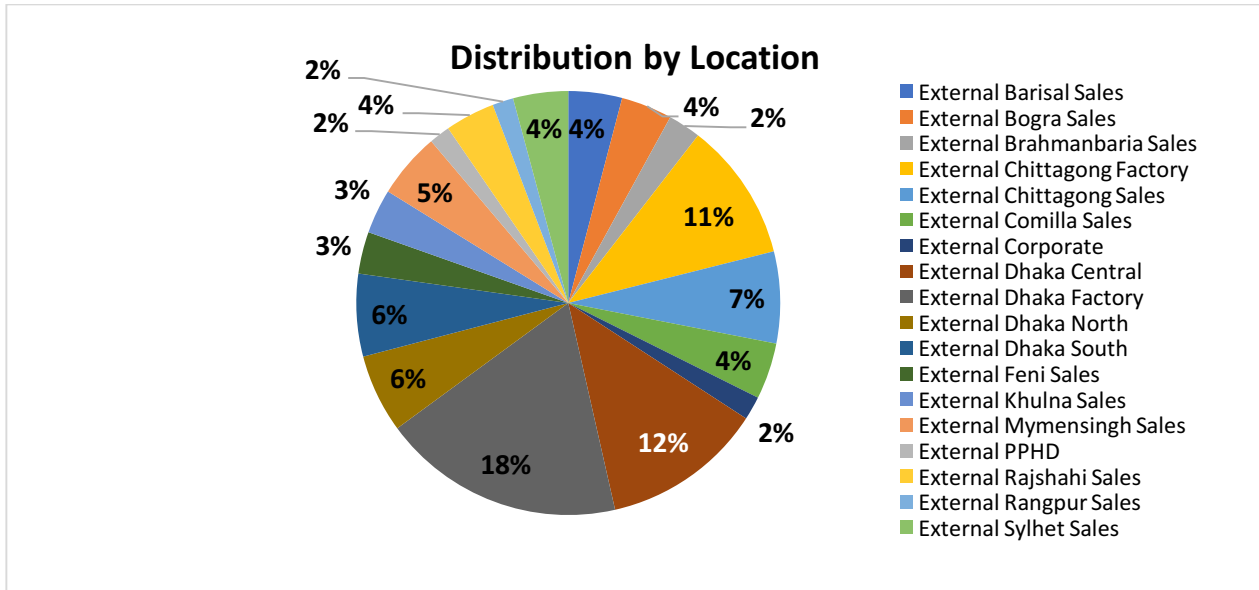


Figure 27: Distribution by Location

There are approximately 1000 employees including officers and workers. As per the chart shown above, outsourced employees are distributed throughout the organization nationwide. These locations are : Dhaka, Barisal, Bogra, Brahmanbaria, Chittagong, Comilla, Feni, Khulna, Mymensingh, Rajshahi, Rangpur, and Sylhet. The pie chart shows that Dhaka Factory has the maximum number of outsourced employees which is 18%. Dhaka central has 12%. Moreover, the Corporate office has 2% of outsourced employees. Even though employees are being recruited in different geographic locations, the recruitment process is done under the supervision of HRBP from the HR department of the corporate office.

Distribution Based on the position

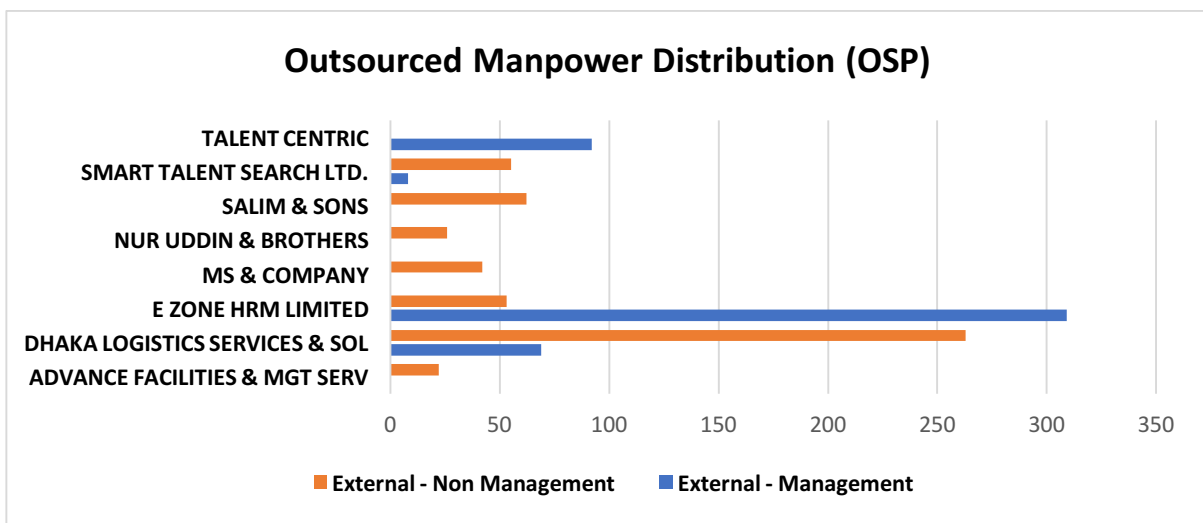


Figure 28: Distribution by OSP

The Bar chart shows that Most of their Non-Management position has been recruited by "Dhaka Logistics Services & SOL" and Management positions have been recruited by "E Zone HRM Limited". It also shows that most of their total outsourced employees had been recruited by Talent Centric, E Zone, and Dhaka Logistics. So, it can be said that they are BPBL's major Outsource Service Providers.

Workers & Officers Distribution

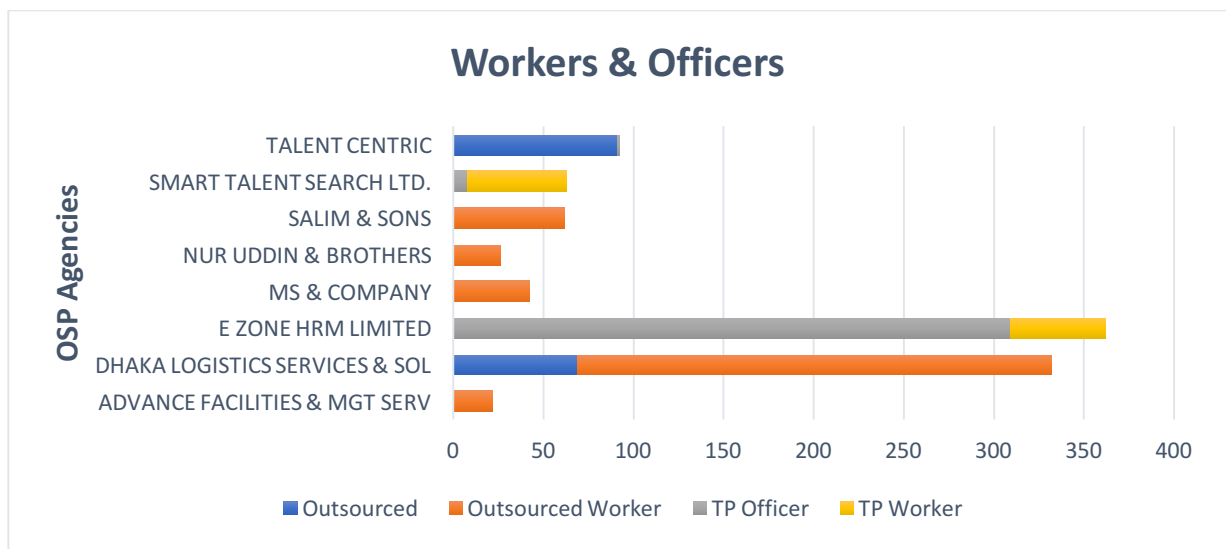


Figure 29: Workers & Officers

Here, Outsourced Manpower Distribution has been shown based on recruitment through OSP Agencies. The graph shows that most of the outsourced employees in a managerial position has been employed by "E Zone HRM Limited" and most of the employees in non-managerial position has been employed by "Dhaka Logistics Services & SOL". Based on the graph, BPBL's major OSP Agencies are Talent Centric, E Zone HRM Limited, and Dhaka Logistics Services & SOL.

Functional Distribution

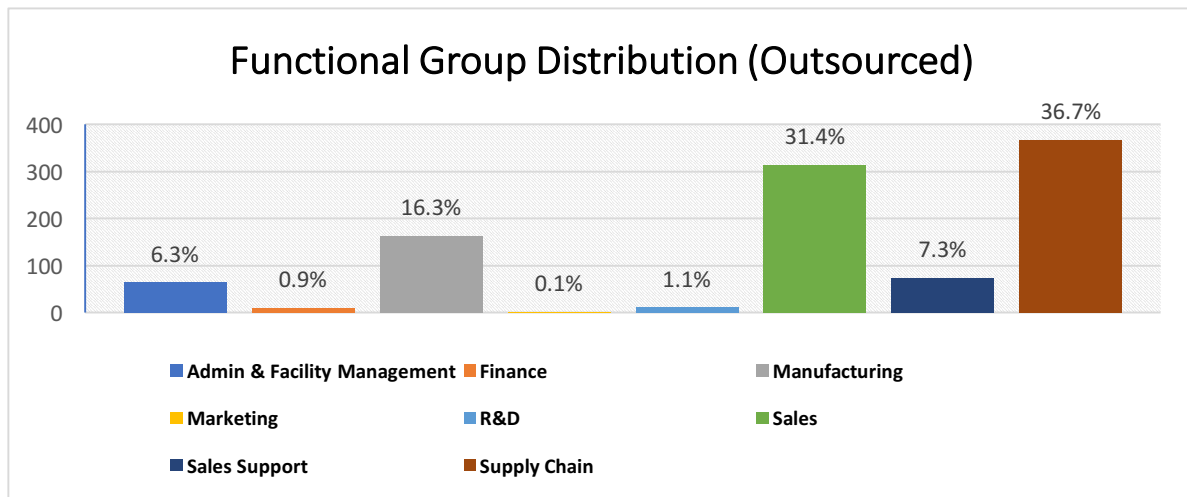


Figure 30: Functional Group Distribution

In terms of Functional Group Distribution, most of the outsourced employees are working in various positions of Supply Chain (36.7%) and sales (31.4%) function. However, the least outsourced employees are working in R&D (1.1%), Finance (.9%), and marketing (.1%) consecutively. Moreover, Total 16.3% of the outsourced workforce works in the Manufacturing function.

3.3.5 Outsource selection process



Figure 31: Outsource Selection Process (BPBL)

This is the selection process of ZO and SSO positions specifically which has the most involvement of the HR department of BPBL as HRBP is present in most of the processes.

The first two steps are done by the vendors these are the organizations who work as agents and recruit employees on behalf of Berger. This is how Berger outsources recruitment. They are third-party organizations. Employees who are being hired through them are called outsourced

employees. After being shortlisted in the written test 2 steps of the interview, final selection and negotiation are in the hands of HRBP. After that, the Employment contract is signed and employed by a third party. The HR officers start to proceed in the hiring which includes some formal procedures.

Need Determination

In the first-place personnel from the respective offices and department request for required manpower from the HR department. After approving the request HRBP approaches the OSP Agencies for headhunting and recruitment.

Source CV

CV of the outsourced workers and officers are shortlisted based on a specific criterion provided by BPBL to OSP Agencies. The candidate must have a certain level of education. Moreover, individuals must have a certain CGPA in SSC, HSC, Bachelors, and Masters. Also, Experience is needed \pm 2 years for ZO and SSO. BPBL doesn't prefer students from reputed public and private universities for outsourced hiring as the positions are non-core and it may create an internal clash.

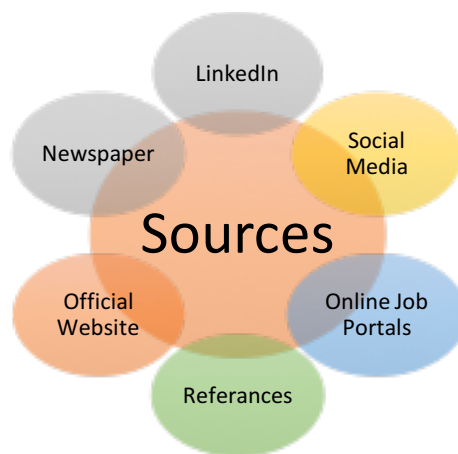


Figure 32:CV Sourcing

CV sourcing for different positions is done by outsourcing agencies or consultant farms. They do the job posting as per the requirement of the organization in different sources. Moreover, job hunters can reach them by submitting their CVs on the agency's official website. Then Agencies shortlist the candidates based on the criteria set by BPBL.

Written Test

A written test is conducted under the supervision of HRBP. Based on the result of this stage, an initial interview is conducted. Candidates have to get at least 70% marks in the assessment to move to the next stage.

Initial Interview

In this stage, shortlisted candidates are called. I was responsible to schedule the interview with candidates following their preferred time and availability of the slots. An initial interview is conducted either in the corporate office of BPBL or in Google Meet based on the job location of the candidates. Here, Evaluation is done by the recruiters individually through evaluation forms.

Interview Evaluation Form

Name:		Date:	
Interviewer	1. 2.	Position : ZO/SSO Order/Invoice Others:	

* Rating Scale: Excellent: 4, Good: 3, Acceptable: 2, Poor: 1

Sl. No.	Functional Competency	4	3	2	1
1	Possess the required academic result & qualification				
2	Have understanding of the role				
3	Have required knowledge, skill & relevant experience				
4	Ability to interact with stakeholders				
5	Ability to maintain effective & cordial relationship with stakeholders				
6	Ability to work in a team				
7	Loud and Clear Voice				
8	Body Movement				
9	Physical Fitness				
10	Overall Impression				
11	Present Employer & Length of service with them				
12	Present Salary:	Expected Salary:	Proposed Salary:		
13	Notice Period:	Expected Joining Date:	Proposed Location:		
14	<input type="checkbox"/> New Hire	<input type="checkbox"/> Replacement			
15	Replacement of	ID	Separation Date		
16	OPM:	OPM Designation:			
17	Willing to travel	Yes	No	NA	
18	Can drive motorcycle	Yes	No	Willing to drive motorcycle	
	Have Driving License	Yes	No	Driving License No :	
19	Suitable for the position	Yes		No	

Overall Comments

Interviewer Name & Signature

Interviewer Name & Signature

Figure 33: Interview Evaluation Form

Final Interview

Based on the evaluation form of the initial stage interview, the final interview is conducted. Here, HRBP gives his feedback and observations regarding the selected candidate to the line manager of the employee.

Negotiation

If the candidate gets selected after the final interview, HRBP negotiates and finalizes the candidate's hiring considering the work experience, expectation, and previous job.

Employment contract

In this stage of the selection process selected candidate collects the appointment letter of job confirmation from the OSP/vendor.

Date: December 29, 2021

Vill: Lakhipura (Ward No. 4), PO : Baitali 4383,
PS : Chandanish, Chattogram

Dear _____

Subject: Appointment

We wish to offer you the position of **Raw Material Officer** purely on a contract employment basis for _____ " under _____ subject to the following terms and conditions:

COMMENCEMENT AND END OF EMPLOYMENT

Your employment commences with effect from **January 09, 2021**.

Your initial place of posting will be at "**Chittagong Factory**". However depending on business needs, you may be transferred anywhere in Bangladesh at the discretion of _____. As determined by _____, you may also be transferred from one job to another with due consideration to your capabilities and background.

REMUNERATION

You will be paid a monthly gross salary of **BDT. 22,000/- (BDT Twenty Two Thousand Only.)** with all other admissible benefits.

Basic Salary	BDT.	_____	-
House Rent Allowance	BDT.	_____	-
Conveyance Allowance	BDT.	_____	-
Medical Allowance	BDT.	_____	-
Total	BDT.	22,000/-	

All payments are subject to income tax deduction at source, if any. All such payments shall be disbursed to you through your Bank Account that you will communicate to us for the purpose.

FESTIVAL BONUS

You will be entitle to festival bonus 4 times of your monthly basic salary, paid in two instalments in Eids: Eid-ul-Fitr and Eid-ul-Azha.

Festival Bonus will be prorated for incomplete periods.

WORKING HOUR

Your hours of work will be from Sunday through Thursday and alternate Saturday: 8.00 A.M. to 5.30 P.M. with 1 (One) hour break. However, depending on the urgency of work, your hours of work shall not always be limited to any set working hour.

Page 1 of 3

Figure 34: Appointment Letter

3.3.6 Hiring Process

Required Documents

As part of the hiring process, HRBP asks the candidate to submit the required documents which include: personal data form, Educational certificates, Photocopy of passport, Curriculum Vitae, NID, updated CV, and recently clicked passport size photo. Finally, after receiving all the documents from the candidate HRBP prepares the "External Hiring Form".

External Hiring Request				
SAP ID	:		
Name	:	xxxxxxxxxx		
Position Title	:	xxxxxxxxxx		
Location	:		
Operational Manager	:	xxxxxxxxxx		
Designation & Department of Operational Manager	:	xxxxxxxxxx		
Date of Birth	:	xx/xx/xx		
Blood Group	:	xx		
Emp Sub Group	:	[Select]		
New / Replacement	:	[Select]		
In case of replacement, please provide name and ID of the person to be replaced or replacement of.				
Replacement of (if applicable)	:	[Select]		
Vendor	:	[Select]		
Salary Details	:			
		Basic	House Rent	Medical
		-	-	-
			Conveyance	Total
			-	-
Monthly Salary	:	BDT	-	
Expected Joining Date	:	xx/xx/xx		
NID	:	000	000	0000
Permanent Address	:	xxxxxxxxxx		
Present Address	:	xxxx		
Phone Number	:	00000-000000		
Notes (if any)	:	Assessment has been done by xxxxxxxx		
Requested by		Signature with date		

Hriday Majumder.xlsx

1 | 1

Figure 35: External Hiring Form

PERSONAL DATA FORM
(Use Block Letters)

Please Paste Recent Photograph Lab Print 1.5 x 1.25 Inch

- Name :
- Date of Birth : Place of Birth
- NID No. : Blood Group
- Permanent Address : House/Road No.
 PO : PO Code : PS:
- Present Address : House/Road No.
 PO : PO Code : PS: Dist :
- Emergency Contact : Name : Relationship :
- Spouse's Name : Marriage Date
- Father's Name :
- Mother's Name :

10. Educational Details

Examination	Name of the Institute	Result	Year	Group/Major Subject
SSC				
HSC				
Graduation				
Masters				

11. Details of Reference (Preferably Govt. Svc/Bankers/School Teacher. Name, Designation, Organization &)

I hereby certify that the abovementioned statements are true and made by me. I am fully liable for the abovementioned statements.

Signature & Date

Figure 36: Personal Data Form

Compensation Plan

Compensation plan of outsourced employees includes basic pay, house rent, Medical and Conveyance. Outsourced employee's compensation plan is different from the permanent employees in a way that they don't get the facility of insurance, gratitude and company share benefit.

Hiring in HRIS

The procedure they have been following to create a profile for outsourced employees in SAP Success factor has been shown below:



Figure 37:Hiring in SAP Success Factor

In Success Factor, if the newly recruited employee is not a replacement of a previously existing employee a new position in the system has to be created. Then, After employee data entry and approval request, approval is done by the general manager of the HR department. After that, the employee will have an SAP ID which will represent the profile of the employee. Finally, the hiring process will be done and hard copy documents will be stored.

3.3.7 Industrial and Global perspective

Geographic Perspective

The practice of outsourcing the recruitment section is worldwide and the size of the market is expanding. It is estimated that the RPO market size will be expanding and North America is heading toward being the market leader with a market share of 41 percent.



Figure 38: Estimated Global Market Value (RPO)

Especially during the time of the Covid-19 pandemic, the growth was unexpected. Like: in 2020 the approximate value of the RPO global market was 5.8 Billion US dollars. It is estimated that the market size of outsourcing the recruitment process will reach 14.4 Billion USD at the CAGR rate of 13.8% by the 7 years (Research and Markets, 2021). In addition, the estimated market size of U.S outsourcing recruitment is 1.7 Billion US dollars.

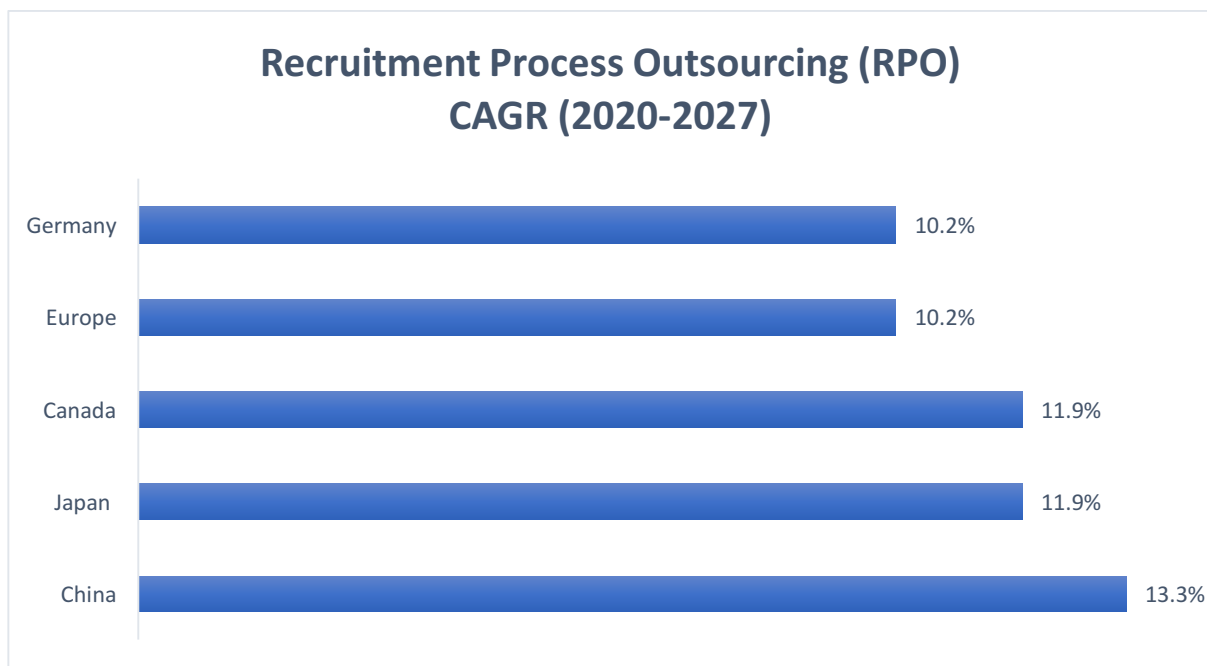


Figure 39: Geographical Growth Rate (RPO)

CAGR stands for Compound Annual Growth Rate. Here, in the graph, the estimated CAGR of Germany, Europe, Canada, Japan, and china for the year 2020 to 2027 is shown, where china has the highest growth rate which is 13.3%. Then comes Canada and japan with a growth rate

of 11.9% for both the countries. Furthermore, Germany and Europe have the lowest estimated growth rate which is 10.2%. Also, it is estimated that RPO market of north America will experience 18.2% CAGR growth between the years 2020-2026_(Kbv research, 2020).

Industrial Perspective

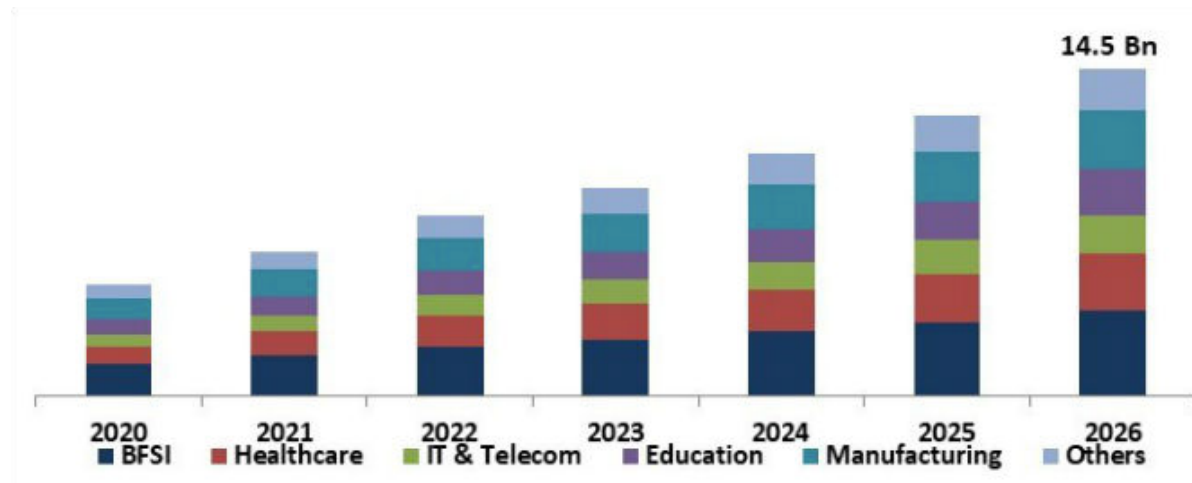


Figure 40: Industrial Market Size (RPO)

According to the global market, RPO market size is different for different industries. Here, it shows the major sectors where the Outsourcing Recruitment process is practiced like: BFSI, Healthcare, IT & Telecom, Education, Manufacturing, and others. According to the graph, BFSI has the highest market share. Then comes the Manufacturing sector, Healthcare sector, Education, IT and other sectors consecutively from the year of 2020 and estimated to remain same up until 2025. However, in the year 2026, the market size of healthcare and manufacturing will be the same for RPO.

Healthcare, Manufacturing, and BFSI are the sectors having the most outsourcing practice in the recruitment and selection process. Some major reasons for this scenario are the lack of skilled personnel Cost-benefit, increased flexibility, and speeding up the organizational core functions.

Different Perspectives of RPO

- **OSP Agencie’s perspective**



Figure 41: Talent Centric (Recruitment Process)

According to the article “Outsourcing: A strategic tool for a more strategic HR”, deciding the steps of recruitment and selection process to be outsourced is critical. This is the standard outsourced recruitment and selection process by OSP Talent Centric. "Talent centric" follows 5 steps recruitment process based on the client's requirement. In the processing, they conduct 2 stages of the interview in general. One is a phone interview and another one is face to face interview.

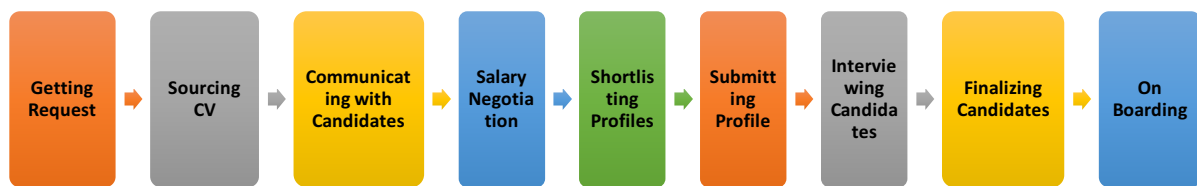


Figure 42: Outsource2india (Recruitment Process)

This is the recruitment process followed by a renowned OSP Agency from India. They have been providing RPO Service for more than 22 years. According to the company website of "Outsource2india", they follow 9 step recruitment process. In their process, they communicate with the candidates first. Then, they negotiate salary and after that, they shortlist potential candidates.

- **Authors Perspective**

As the history of RPO is not that long, there is no in-depth research in all the areas of this function. There are 6 steps in the outsourced recruitment process. They are: 1. Job-Creating, 2. Sourcing candidates, 3. Job posting on different platforms, 4. Screening outsourced job applications, 5. Tracking Candidates, 6. Finally interviewing candidates (Ume-Amen,2010, as cited in Betgerikar, 2015).

It shows that all three processes mentioned above have some common steps. These steps are cv sourcing, screening, and interviewing. The process varies from organization to organization in a way that some organization follows the different approach of interviewing and negotiation. There can be two or three interviews. The standard approach of following and completing every step and skillful recruitment team are the factors that determine how good of a recruitment process is. Moreover, OSP Agencies are mostly liable for recruiting and selecting the right person, under the instruction. Ultimately, they will be issuing the appointment letter for the outsourced employees.

3.3.8 Affirmative sides

- Outsourcing recruitment assists in employing skilful and properly qualified employees at a minimal cost. The main intention of RPO is associated with cost. The practice mainly focuses on cost optimization.
- As per Hays (1999), the primary motive of outsourcing agencies are to relieve the burden of the companies and help them to focus on other core organizational tasks. Moreover, when there is a sudden rush in the recruitment for different open positions, outsourcing the process saves time and eliminates ineffectual tasks.
- To improve the quality of job performance organization can have employees from diverse background and capability as OSP Agencies has networks nationwide. This practice will add valuable competencies to the employees and talent pool with diverse KSA.
- Outsourcing employees can add new capabilities in the organization.
- It eliminates a time-consuming process and minimizes the pressure. Outsourcing agencies conquers the best resources in a way that they have strong networking all over the country, proper industry insight, recruitment resources, and technology
- Hiring outsourced employees through agencies help in bringing efficiency despite having the scarcity of permanent recruits.

3.3.9 Disadvantages and Risk Factors

Disadvantages

Outsourcing the recruitment process has many positive effects on organizational function and Financial performance. It also comes with many Disadvantages. This is the reason experts advise not to outsource all the activities in a function. If the process is not done accordingly, it

may result in losing the technical ability of the company which will eventually inhibit the scope of innovation.

- Even though Outsourcing agencies have the best recruiters, resources, and technologies to choose the most suitable candidate. It can never be better than organizational management as an organizational recruiter has the proper knowledge regarding the position in the organization and the best knowledge about the company, job responsibilities, organizational culture, and value.
- It is a challenging task for Outsourcing Agencies to select someone who can be a representative of the company, as there is a combination of multiple backgrounds and cultures.
- Outsourcing recruitment can be disadvantageous in a way that Outsourcing Agencies only focus on filling the vacancies they are told to fill and they don't have the knowledge of other vacancies within the company. As a result, the company may lose potential candidates who may be a perfect fit for other positions.

Risk Factors

There are three crucial risks of Outsourcing the recruitment process of an organization. Firstly, availing of this service can degrade the fundamental abilities of the organization. Secondly, losing cross-functional capability. Finally, losing supplier control. There are some other risks of RPO is given below:

- Breach of data is one of the major risks of hiring OSPs to perform the role of recruiters.
- The expectation of the organization might not match with the service provided by OSP. In that case rather than cost minimization it will result in being a costlier process (Roa, 2020).
- The risk of the hidden cost of the process turning out to be more than the optimized cost is high.
- Depending too much on the credibility of an outsourcing Agency can bring a huge drawback to the organization if somehow the contract between the agency and organization ends.
- The relationship between an organization and an outsourcing agency is based on trust and commitment. Unethical behaviour from OSP is a huge risk as well.

3.4 Summary and Conclusions

Berger paints Bangladesh Ltd. has to deal with many challenges and tremendous pressure as a leading brand. A little drawback in any of their organizational performance has a huge impact

on their brand image. Upholding this image is difficult. BPBL is doing a remarkable job in holding its market position and dealing with competitors. In the process of their organizational activities, BPBL is contributing to the economy of Bangladesh. Even during the lockdown due to the Covid-19 pandemic, BPBL could manage to hold its market position and profit margin.

Berger has an HR Department with the most new-fangled professional community. Currently, they are only outsourcing the recruitment part of employee management which is one of the most decisive HR functions. Also, despite having many limitations Berger is being able to avail outsource recruitment service successfully and being benefited through their tactful approach to any problem. By outsourcing the recruitment process Berger is contributing to creating employment opportunities, as a large number of employees from all over the country are being hired in multiple non-core functions of the organization, depots, sales offices, and factories, as the process is much more flexible than permanent recruitment, selection, and employee retention.

the sector of the outsourcing HR function is flourishing despite having many risks and limitations. OSP organizations are coming out as well as individual outsourcing professionals in Bangladesh.

In a nutshell, this report provides a clear insight into the recruitment and selection process of BPBL along with global & industrial approaches, risk factors, limitations, and suggestions as to the area of improvement. Moreover, I have presented the manpower distribution for a better understanding regarding their distribution of outsourced employees in different geographic locations and functions. Moreover, I have tried to show Berger's relationship with outsourcing Agencies. In the future, BPBL may incorporate other HR functions in outsourcing practice and make the process more flexible through incorporating much advanced technological approaches.

3.5 Recommendations/Implementations

- They can incorporate their Outsourced recruitment process as well as employee data in HRIS to manage over a thousand outsourced employees. In this way, the full procedure will be automated and eliminate their dependency on hardcopy papers. Moreover, it

will require less manpower to manage the outsourced recruitment process within the organization.

- They can include their OSP Agencies in the SAP success factor so that they won't be needing extra documentation in papers or computer Hard drives.
- They can make an extra section for outsourced employees in HRIS/SAP Success factor to keep a record of the employee activities, analyze employee behavior and keep track of employee turnover. It will be an easier method of engaging with the employees and their perspectives regarding their job and organizational procedures.
- There should be a formal procedure of receiving employee feedback from the outsourced employees through the HRIS/SAP success factor or in other forms.
- They should include the process of an exit interview for outsourced employees. As the turnover rate of outsourced employees are higher than the permanent employees, this process will help the HR personnel to get a better incite about their expectations and perception regarding their employment through outsourcing agencies.
- They can modify the assessment process of ZO and SSO positions. Currently, in their assessment, they are assessing the candidates mostly based on GK, grammar, biology, and Business studies-related bookish questions. They can incorporate different reasoning and situational-based questions as these kinds of questions will reflect their level of understanding of the job, their behaviour, and actions while performing in the job.
- They can consider conducting most of their recruitment process online so that candidates won't have to visit the office for any recruitment procedure which will eliminate the risk of getting Covid and ensure employee safety.
- In both outsourced and permanent recruitment, the ratio of gender is not equal. The HR department should take some initiative in balancing this ratio by organizing NBL programs that will only focus on empowering women as their female ratio is very low. Even If they consider recruiting only women in some positions while outsourcing employees, it may contribute to balancing the ratio.

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