

Report On
**“The challenges faced by AKIJ Resources in implementing standardized
job analysis process in their business practices”**

By
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Student ID 18204058

An internship report submitted to BRAC Business School in partial fulfillment of the
requirements for the degree of
BBA - Bachelor of Business Administration

BRAC Business School
BRAC University
August 2022

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Declaration

It is hereby declared that

1. The internship report submitted is my/our original work while completing my degree at BRAC 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/We have acknowledged all main sources of help.

Student's Full Name & Signature:

MD Mahim Hossain Bhuiyan

Supervisor's Full Name & Signature:

Feihan Ahsan
Lecturer, BRAC Business School
BRAC University

Letter of Transmittal

To,

Feihan Ahsan

Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on "The challenges faced by AKIJ Resources in implementing standardized job analysis in their recruitment process "

Dear Sir,

It is a pleasure to exhibit my internship report written on the topic “The challenges faced by AKIJ Resources in implementing standardized job analysis in their recruitment process”. The report was written using the knowledge I obtained while working as an intern in AKIJ resources under your supervision.

With your assistance, I tried my best to express my overall experience as an intern in this report and have provided all the necessary information. I believe this report will hold up to all the standards.

Sincerely,

MD Mahim Hossain Bhuiyan

ID: 18204058

BRAC Business School, BRAC University

2022

Non-Disclosure Agreement

I thus declare that this report will not contain any damaging information that could have a negative effect on the company's reputation, nor will it divulge any sensitive information to the rivals that might lessen AKIJ Resources' competitive advantages.

I and AKIJ Resources are parties to this nondisclosure agreement.

I hereby declare and guarantee that this report will not be published in any online journals or publications. Only the library server at BRAC University will save this report.

Additionally, it states that no damaging information that could hurt the organization is contained in this report.

Acknowledgment

I was able to successfully complete my internship thanks to Almighty Allah's mercy. Without Allah's will, I would not have had the chance to get accepted to a prestigious university like BRAC University and to work as an HR intern in one of the most prestigious Bangladeshi firms like AKIJ Resources Ltd.

I completed my internship, which was a requirement for the undergraduate program, under the direction of Mr. Feihan Ahsan, from BRAC Business School.

I appreciate that Sir provided me with helpful guidance on what to do and what not to do in the internship report.

I want to thank Mr. Feihan Ahsan from the bottom of my heart. I am really appreciative of my supervisor's instruction and assistance in getting the internship report done despite their hectic schedule as I have now finished my internship on AKIJ Resources Ltd.

Throughout the internship, my coworkers were also quite encouraging.

Finally, I'd like to express my gratitude to everyone who helped me finish this report.

I'm thankful for the opportunity to work with AKIJ Resources Ltd and BRAC University for giving me the information I need to avail such opportunity in a competitive employment market.

Executive Summary

In this report, Chapter 1 contains the information about the internship, including basic information about the student, supervisors and job responsibilities that I had at AKIJ Resources Ltd during these 3 months. After that, in the second chapter, I discussed about the company and its different departments, different products, units, etc. In third chapter, I discussed my research topic, research objectives and findings, and suggested some problem-based recommendations from the findings.

The research was targeted toward the job analysis process used in AKIJ Resources LTD as job analysis is a vital part of Human Resource management. Therefore, this report addresses the methodologies used by the company, the challenges and shortcomings faced during the process. Moreover, solutions to some of the issues were also discussed in this report

As there were restrictions in providing some confidential information of the company so this some sensitive confidential topics were excluded but I tried my best to provide an overall idea of the organization and its business practices.

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List of Acronyms

ARL: AKIJ Resources Ltd

MNC: Multi National Corporations

ERP Software: Enterprise Resource Planning Software

OD: Organizational Development

KPI: Key Performance index

HR: Human Resource

Chapter 1 - Overview of Internship

1.1 Information of The Student

Name: MD Mahim Hossain Bhuiyan

ID: 18204058

Program: Bachelor of Business Administration

Area of Specialization (Major): Human Resource Management

1.2 Information Related to Organization:

Period: 15th May 2022 – 15th August 2022 (Duration: 3 months)

Company Name: AKIJ Resources Ltd.

Department – Human Resources, Organizational Development

Address: 198, AKIJ House, Bir Uttam Mir Showkat Sarak, Tegaon Sarak, Tejgaon, Dhaka 1208

1.2.1 Information Related to Internship Company Supervisor:

Name: Md. Abdul Kaium Khondaker

Position: Senior Manager – Human Resources, AKIJ Resources Ltd.

1.3 Job Scope:

1.3.1 Job Responsibilities

As instructed by my company supervisor and also the managers of Human resource department of ARL, I completed these following tasks on a daily basis:

- Assisted in creating and modifying job description and job specifications of various job positions that were present in ARL.
- Assisted in inputting evaluation scores of various employees who have completed various training programs of the company and have started to contribute as a fully committed employee of ARL.
- Maintained and updated employees' personal information in ERP (Enterprise Resource Planning) software used by the company which is ibos.
- Conducted candidate calling for recruitment exams and interviews.

- Assisted in conducting recruitment exams and interviews.
- Prepared official documents such as offer letters, questionnaires etc.
- Assisted in preparing monthly HR budget of ARL.

I would like to describe my individual responsibilities through the following paragraphs:

As an intern exclusively working in providing support to the organizational development team of ARL, I was appointed to assist in creating/updating new and existing job descriptions and job specifications for various vacant/non-vacant positions of the organization. I assisted one of the managers who was responsible for the organizational development segment of the organization, in correcting some of the incorrect job descriptions based on the company standards.

Moreover, I was also instructed to provide extra support to their recruitment & selection as well as their training & development team. I have sorted CVs of candidates based on the requirements of the organization as well as completed the calling process to ensure the attendance of the candidates who have been selected for the preliminary exam and interview for each vacant positions in the organization. Furthermore, I also contributed in creating questionnaires for the preliminary exams and was present during the exam and interview process. I assisted in conducting and maintaining discipline during each written exam & interview session.

In addition, I assisted the training and development team in creating multiple databases of the results of their various training and evaluation process. I also contributed in creating their induction book that was supposed to be developed for distributing in their induction ceremonies.

Other than the duties described above, I also completed a few other tasks such as assisting in their monthly budget preparation, preparing official documents, updating employee personal profiles and preserving various bills and invoices in their ERP software which is ibos. These tasks were not my day-to-day duties which is why I had very few opportunities to be a part of these tasks, still they were equally important and have provided me new learning opportunities when it comes to the roles of the HR department of any company.

1.4 Benefits Received While Working in AKIJ Resources Ltd

If I were to state the benefits that ARL provided me during my internship period the first thing, I will mention is a friendly working environment. When working in a big organization, there

will always be lots of employees and staffs who are working with each other to achieve the company's goals and visions. In this kind of setting a friendly working environment is very crucial as it promotes productivity, good teamwork and effective communication. In ARL I have never faced any disputes during my 3-month work period. Every person was very kind and understanding which helped me to give my best when it comes to completing my day-to-day responsibilities.

Secondly, the real-life experience that I have gained through working in a big organization such as ARL is also another plus point for me. I was able to observe how business strategies were implemented, the business practices followed by ARL, witnessed real interviews and recruitment procedures, learned to operate ERP software and its use cases etc. Overall, I this opportunity has provided me huge amount of knowledge in a very short while which was also far more interactive than attending a class or reading any textbook.

Thirdly, I was able to build relationships with new people who are more experienced and also far more familiar with various industries and companies. I was able to learn new ideas and be aware of various important events through these people every day during my internship period. I hope that such relationships will be very beneficial for me in future as I will be able to reach out to these people for any support related to my study or work-related queries.

Finally, I would like to point out that my internship program was a paid one so I was given a fixed allowance every month which covered my transportation costs and I was able to save some money along the way which was quite useful for me. Moreover, ARL provided 2 days off day every week which is also very necessary when it comes to maintaining a proper work-life balance. Many companies only provide one off day which can hamper mental health and cause exhaustion.

1.5 My Contribution to The Company:

As an intern for a very short period, my contribution to the company is not something I would consider as noteworthy but during my internship period I was very vigilant when it comes to maintaining company policies and ensuring no rules & regulations of the company were breached by me.

Other than that, I completed all my daily responsibilities diligently while also prioritizing the given time frame. I was able to successfully complete all the assigned tasks as instructed by my supervisor and other seniors which helped them in fulfilling their projects and tasks.

I was a part of their on-going job analysis project which is very important for the organizational development of ARL. I completed more than 70 job descriptions and job specifications through coordinating with my co-workers. Completion of this tasks assisted the OD team to be able to shift their attention to other essential aspects of the HR department.

I was also an active member while working with the recruitment and selection team. I assisted in conducting more than 10 recruitment/interview sessions during my 3 months. I was dearly praised for my performance during these three months which is something I am really proud of.

1.6 Difficulties Faced While Working as An Intern

While working for ARL it was quite a nice experience overall but there were still some aspects of the company policies which were not so friendly to the interns and these created some hardships which I had to overcome during my internship period.

Firstly, ARL offered regular pick and drop transportation service to their regular employees but it did not include interns. The interns were needed to request for transportation separately which was not always granted and could get terminated at any time. My home was quite far from the office headquarters and I had to wake up very early to be able to attend office within the reporting time. The transportations that were available to me were not so reliable in order to be able to reach the office on time and I had to change the mode of transport 2-3 times which was a hassle when faced regularly.

Secondly, the internet services provide by ARL was not up to the mark when considering that most of the tasks were dependent on online based ERP software. Similarly, it caused many disruptions when trying to complete various tasks on a day-to-day basis.

Thirdly, the laptops that were given for work purposes specially for the interns were not well rounded in terms of performance and utility. The laptop I was given primarily was very slow and would not respond properly while working on any hardware intensive tasks. The laptops also lacked important connectivity ports which were needed to connect essential drives along with other peripherals. These problems also caused many interruptions when trying to complete a task.

Lastly, they did not have sufficient sitting arrangements for interns to work peacefully which was one of the biggest issues while working for ARL. There were no extra desks for the interns which is why there was no fixed station to work from and it caused many distractions on a day-

to-day basis. For instance, adequate amount of LAN ports were not available when the WIFI was not working as the LAN ports are fixed to each desk and those were already occupied by other employees, difficulty when there were too many documents to work with due to lack of space, being distracted by other guests and clients during work.

1.7 Internship Outcome

There were many opportunities that were presented to me during my internship period. If I consider the opportunities that were available to me during these three months, then this internship program is one of the most important elements in the growth of my professional career and as an individual. As it allowed me to practically learn a lot of things which were not present in the academic curriculum.

During my undergraduate years as a student of BRAC University, I have learned a lot of theories and cases regarding Human resource management and the various segments of the subject which includes manpower planning, training and development, recruitment and selection, compensation management etc. Even though I have gained quite a bit of knowledge through my academic semesters and following my teachers, there was still a deficit that made me feel insecure when thinking about joining as a professional in a progressive organization. In this situation, this internship program provided me the real-life experience that was missing in the learning process. By experiencing and being a part of all the day to day activities of the HR department of ARL, I was able to apply the theories I have learned over the years and was able to relate to the theories and strategies more than ever. I realized that finally the gap that I felt was there is now eliminated which has made me much more confident when it comes to working in a progressive organization and being able to showcase my skills and learnings without feeling nervous or any discomfort.

So, I think this is the best outcome that I have achieved through this internship program. I am very grateful to my university as well as the company, my co-workers and seniors who have assisted me in utilizing such an opportunity.

1.8 Recommendations for Future Internships of The Company

Not everything is perfect so was my experience with ARL. Even though I had a pleasant time working at AKIJ Resources Ltd, there were some difficulties present that I previously stated. Therefore, I would like to provide some recommendations to the company which can further

improve their internship facilities and help the candidates to utilize the opportunities given to them and extract more output.

All the interns should be given a proper orientation program where they will be provided with more information about the organization and its practices. It will help the interns to know about the company further and be able to attach themselves to the company values more firmly.

The interns should also be given access to latest or at least moderate level laptops without any technical issues for smooth work purpose.

They should also work on improving their IT facilities and improve their internet facility as well which will also improve the overall internship experience.

The interns should have their own fixed stations/desks to work from which is a must when working on any project and trying to abstain from any distractions.

The interns should be given mandatory transportation facility to ease their pressure when trying to attend the internship program and maintain punctuality. As the conventional transportation services of our country is not up to mark and also quite expensive, the company should be more considerate towards providing the facility to minimize the hassle faced on the roads. After all, we intern's also have to come to work just like the regular employees and complete regular shifts which can be equally stressful as well.

Lastly, the interns should also be given sick leave facility during the internship program which can be at least 3 days during the whole program. Sick leave is not provided by ARL to the interns instead an amount is cut from the given allowance for any leaves taken which is quite inconsiderate and can cause lack of motivation to perform efficiently. Sickness is not something that can be controllable which is why some considerations should be provided to the candidates for such exceptions.

If the organization is able to improve on these specific aspects, then I am very hopeful that their internship programs will be much appreciated by the future candidates who will be looking forward to completing their internship from AKIJ Resources Ltd.

Chapter 2 - Organization Part



Figure 1 – ARL Logo

2.1 Introduction

Bangladesh is one of the fastest growing economies in the world right now and in such a progressive market there are much demand for various products related to construction projects, agriculture and consumer goods. As new multi-million-dollar structures are being constructed every year and people are being interested in building tall buildings for future living accommodations, construction materials and related products are now quite demanding in the market. Similarly, agriculture is considered the backbone of the economy and is quite important in producing many consumer products that are a daily necessity of the general people. Moreover, other consumer goods such as beverages, packaged food, dry food etc. are also quite popular with the common people. As a result, there are many opportunities to build local brands that can be both reliable and cost effective making it an easy choice for the people. AKIJ Resources Ltd. Is one of the chief organizations who are trying to develop these type of product lines using their own factories and various other assets to output the best quality goods for the people of Bangladesh. They are quite successful in doing so which is why they have many product lines which are quite successful with the people of Bangladesh.

In the following segments, I will discuss the management practices of ARL and try to portray their leadership styles, human resource management practices, reward management, some of their marketing strategies and so on.

I will also discuss about the company's "operational management and information system practices." Similarly, Microsoft tools the company uses to run its business. At the end, of this

part of the report, an “Industry Competitiveness Analysis” was conducted in which various tests such as Porter's His 5 Forces and SWOT were performed to understand the competitiveness of the company. However, for reasons of confidentiality, the data of finance and accounting part was not available. Finally, this part of the report concludes with a summary and conclusion, as well as some recommendations for ARL’s human resources department.

2.2 Overview of The Company

AKIJ Resources Ltd. (ARL) is one of the largest clusters of AKIJ Group after the businesses were divided to each son of Sir Sk. AKIJ Uddin. The journey of ARL started on 26th April 2020. There are around 8 business concerns of ARL, which are the primary income source of the company and they manufacture a wide range of building materials and food commodity products like cement, ready-mix concrete, steel bars, stone chips, poly fiber bags, rice, flour, salt, sugar, fertilizer, etc. for both national and international markets. They prioritize all ethical values in business that benefit humans and the environment both nationally and globally. AKIJ Resources Ltd. as a unit is worth more than BDT 2,000 crore currently, they are hoping to build their net worth to around 1 billion USD in the near future.

The company’s mission & vision are two key statements that provide a clear picture of the company’s aspirations and future goals. Similarly, the mission and vision statements of ARL are given below:

Mission

“Ensure best quality products & services through continuous improvement that benefits society and environment. “

Vision

“Be the Benchmark of Customer’s Choice”

The mission and vision statements clearly state that AKIJ Resources Ltd. prioritizes the customer’s choice and is continuously improving its production and process in order to match with the customers expected quality and preferences. Their only priority is to provide highest quality goods that are safe for both humans and the environment.

There are a total of 8 business concerns of ARL. Which are, M/S The Successors, AKIJ Cement, Magnum Steel Industries, Essential, AKIJ Shipping, AKIJ Ready Mix Concrete and Blue Pill Ltd.



Figure 2 All business concerns of AKIJ Resources Ltd

Data Collection

Before diving in to the organization part I would like to state how I was able to acquire the data and information's used in this report. The data that I used to complete this report all are collected by myself through conversing with my coworker, seniors and managers. Some of the data are collected from their official documentation and ARL website.

Before going into the in-depth analysis of the organization, I would like to point out that as ARL is a private organization and they have various policies which does not allow interns to access all of their confidential information which includes, financial statements, accounting reports, in depth marketing strategies etc. As a result, I will be focusing only on the topics and subjects that was accessible to me without breaching any of the company rules and regulations.

The limitations of this report are due to:

- Policies that do not allow access to confidential company information.
- Time constraints of my internship program which is only 3 months given by the university.
- Busy work environment that caused limited access to people who would have been able to help me in collecting more relevant information.
- The website of ARL is not fully updated yet and it lacks more information.

- The sheer size of the organization, which cannot be covered within such a strict time frame.

2.3 Management Practices

2.3.1 Organizations Leadership Style

AKIJ Resources Ltd. is an organization that believes in participatory leadership. Team members can participate in the decision-making process and provide feedback, but the final decision is made by the leader. Participatory leadership styles have proven to be highly effective in achieving corporate goals. The organization strives for good business practices throughout all of its branches and its goal is to advance in technology by supporting and satisfying customers as much as possible using different programs. At ARL, they prioritize and understand that diversity and inclusion both are ongoing discussions. It means thinking outside of the box and seeing the world in a new perspective. They promise to make sure that the underprivileged, underappreciated, and unconventional perspectives are heard. They also believe that diversity, inclusion and bringing together the world's most diverse minds can help re-imagine business and drive innovation. This includes attracting, retaining and engaging top talents present in the current market. Similarly, being committed to comprehensive labor practices. They also invest in the employees so that they can provide excellent service to their customers as well as benefit all the stakeholders of the business. Above all, their main motto is treating everyone fairly and with respect. This is how ARL encourages growth that can compete with the industry leading standards. Their ability to deliver purposeful work that connects both clients and their diverse employees is aided by a variety of perspectives and experiences. Simply put, they believe that diverse cultures give an organization competitive advantage. There are three elements that must exist for an inclusive culture to exist. The first is people. You need to make sure your employees have the tools they need to do their best. The second is a process aimed at constantly finding new and unusual ways to work together. The third goal is to create safe and respectful workplaces around every section of the organization. As a result, organizations focus on leadership styles that prioritize maximizing employee well-being. Employees of these companies have the right to free speech and to make suggestions about how decisions should be made. Senior management and all employee teams meet quarterly to make decisions for the upcoming season. Employees feel responsible for their work through a commitment that eliminates negativity in their attitudes and actions towards work.

2.3.2 Human Resource Management Practices

Human resources are essential for the growth of any organization as they play a key role in all organizational operations and activities to run the business. Human resource management practices of ARL are discussed below:

Recruitment and Selection Process

In this segment, the first stage of recruitment is manpower planning. The department presents headcount requirements, which the HR discusses with senior management and sets the budget. After that, the requirements are determined, a job description is drawn up, and it is sent to ARL's director and COO, and once approved, the HR department takes steps to post the vacancy on their website or recruitment portal as appropriate. For instance, most job postings are published on LinkedIn, BD Jobs and in some selected Facebook groups. In some special cases if they need more response, they would post their job vacancy in newspapers as well. After receiving all the CVs of the candidates, the CVs are sorted based on the requirements that were finalized by the senior management. After that the shortlisted candidates are called in for a brief written exam and interview. A second interview is held if the position is quite crucial for the organization and that interview can be with high ranked managers and officers. If the candidate is suited for the position based on the evaluation results, then the candidate is asked about the expected salary and compensation. As a budget is already set for the specific position, there is always some headroom for negotiation. If the candidate's expectation matches with the company's offered salary, then the candidate is given the job offer. The candidate will be given a joining date and be asked to bring all the required documents such as bank information and NID.

The requirements of a vacant position are dependent on the type of work that relates to it. Such as if the position is for Electrical maintenance engineer, then the requirements will be for a B.SC pass engineer who specialized in EEE. Similarly, some special training can be a requirement for some crucial positions. Other than that, basic interpersonal skills and other communication skills are a must. ARL tries to recruit the best talent that is available in the current market by comparing educational background and candidates experience as well as skill sets.

Performance Appraisal System

The newly recruited employee is put into a probational period after joining the organization which can span from 6 months to a year. In this probational period the candidate is constantly

monitored and the key performance index's (KPI) are identified. After that the employee becomes a permanent skilled staff of the organization.

All the employees of the organization are evaluated based on their performance and KPI scores which are calculated based on performance results and training outcomes. These are calculated by using 9 box which is another evaluation method that is used to provide a score based on the candidate's response to 9 specific strategical questions.

Training

Employees are trained to achieve their work goals more efficiently and get the most out of their potential. When employees perform a job more efficiently, the company moves closer to its goals. A good employee represents his/her organization in the market and to more potential clients. To improve efficiency, AKIJ Resources Ltd. conducts a training needs analysis.

Firstly, they identify the gaps through initial observations and provide advice and recommendations. They personally ask the employees for their training need or if they are still struggling in any given tasks. After the self-evaluation process and training needs identification they will be allotted in a training program. The training will be conducted by higher management staffs who are far more experienced in the specific task or subject. Moreover, ARL has their own dedicated Training & Development unit which specializes in this specific sector. As a result, they are able to maintain a very professional level when it comes to employee training and organizational development.

ARL tries to provide all kinds of training via own staff or via third party depending on the needs of the personnel and complexity of the training program that is required. Training modules are developed based on the training needs analysis and other methodologies.

Compensation and Benefits

The compensation or salary structure of ARL is confidential and is not disclosed to the interns. As a result, I cannot portray the salary structure of ARL. The specific idea I was able to acquire is that each designation of the organization holds a specific range when it comes the gross salary. Based on the designation salary is offered and the range is maintained by prioritizing the candidate's skillset and experience. If the candidate is a fresher then he or she will be offered the lowest amount from the specific salary range. If the candidate is more experienced and expects a higher base salary which crosses the salary range of that specific designation,

then the candidate may get offered a higher designation in order to match his salary expectation. Through good performance and showcasing progress can enable the employee to achieve promotions which increases the base salary. The salary of each employee is reviewed every year and increments are given based on the performance.

Other than the base salary ARL offers a lot of other monetary and non-monetary benefits as well which are:

- **Festival bonus:** ARL offers 2 festival bonuses per year equivalent to one-month basic salary. These two festival bonuses are mainly given in before each Eid vacations. Moreover, employees from other religious background are also honored in this case.
- **Performance Bonus:** Employees are also offered a share of the organizations profit every quarter. An employee must have full attendance and performance score of more than 70% in order to be eligible for the profit share. The amount of profit share that will be given is dependent of the employee's performance and KPI scores.
- **Medical Benefit:** An employee's medical fees are paid by the organization but there is a specific amount of medical benefit given to the employee's each year which depends on the hierarchy.
- **Discounted medical checkup:** Employees of ARL can avail discount in selected medical facilities.
- **Death benefit:** An employee of ARL can receive a minimum of 1 Lakh taka as death benefit and the amount can increase based on the designation and hierarchy.
- **Gratuity payment:** An employee who has served the organization for more than 7 years is eligible for the gratuity payment. The gratuity amount is calculated by multiplying the base salary with the total years of service.

TA DA and mobile allowances are also provided. Other than these monetary benefits ARL offers pick and drop service to the employees, Subsidized lunch every working day, yearly 10 days paid leave, option to take casual leaves, hajj leave, maternity leave etc. High ranked officers receive their own office car with driver.

These types of benefits can help in driving up the motivation and dedication of the employees working in ARL.

2.4 Marketing Practices

In my 3-months internship program I was able to learn and understand the type of products AKIJ Resources Ltd. is working with. The type of products that ARL manufacture are mostly wide range of building materials and food commodity products like cement, ready-mix concrete, steel bars, stone chips, poly fiber bags, rice, flour, salt, sugar, fertilizer, etc.

Most of these items are sold to retailers so the main business is conducted through B2B. So, majority of the marketing is centered towards attracting popular retailers and dealerships to distribute to the consumers. The food and beverage type products are also directly marketed towards the consumers.

Segmentation: Segmentation is a very important part of executing marketing strategies. As ARL has multiple business segments, they have to approach segmentation process from a different angle as each product line targets a different customer segment and market. Though from my own experience with the company, the most frequent segmentation they pursue is demographic segmentation which allows them to identify customers based on their occupation, income and age.

Targeting: The target consumers of ARL vary as they have multiple business concerns. Their most popular building materials such as cement, ready mix concrete, steel bars etc. are marketed towards various developers and consumers who are constructing their own building house. So, their target market is mainly the upper-class people who have the ability and financial stability to construct such structures.

On the other hand, their food commodity items are marketed towards all levels of people especially low to middle class who are in need of such commodity in their everyday life.

Positioning: ARL tries to position each of their product lines in the hearts of their customers. They try to ensure good quality is being presented while also charging an affordable price which is also competitive with the current market situation. As a result, people perceive their products as customer friendly and reliable. They are trying to increase their production every day. In addition, they avoid risks from competitors by going all out in terms of customer engagement and marketing solutions.

2.4.1 The 4p's of Marketing

Product:

AKIJ Resources Ltd. offers a variety of product to their customers from daily necessities to materials which are required for large scale construction and production processes. They sell rice, flour, salt, sugar, biscuits, fertilizers, cement, ready-mix concrete, steel bars, stone chips, poly fiber bags etc. These products cover a huge portion of the Bangladeshi market.

Price:

Many of the products sold by ARL are competitively priced and are also cheaper in some cases comparing to other competing organizations. As a result, they are able to obtain more customers on a daily basis by providing the best quality products while ensuring affordable prices prioritizing the customers.

Place:

ARL is a large corporation which performs its business activities all over Bangladesh. In every division of Bangladesh one or multiple products produced by ARL is being sold on a daily basis. As a result, they try to promote their products via various campaigns, newspaper advertisements and also other mediums to gain new customers and spread brand awareness.

Promotion:

As the main product line of ARL that is popular around the country is their building materials and cement. These products are promoted via word of mouth and third-party influencers such as dealers and shop owners. They also promote their various other product line through campaigns and advertisements.

2.5 Financial Performance and Accounting Practices

AKIJ Resources Ltd has their own dedicated team for their accounting and finance department. These teams monitor all transactions and conducts monthly/yearly audits. They are the ones who monitor and ensure all the financial transactions and deals are in check. In addition, they are able to grow their customer list through positive economic impact and acquire new customers through maximizing investments. As ARL is a private organization, they are not obliged to publicly provide their financial statements and other reports as a result, these departmental processes and activities are confidential and cannot be discussed.

2.6 Information System and Management software

In AKIJ Resources Ltd, most of their information and management procedures are conducted via their ERP software ibos and using Microsoft excel.

Ibos is an enterprise resource planning software which enables the organization to maintain employee personal databases, daily attendance, meal entry, KPI scores of individual employees, invoices and bills of various transactions, employee TA DA etc.

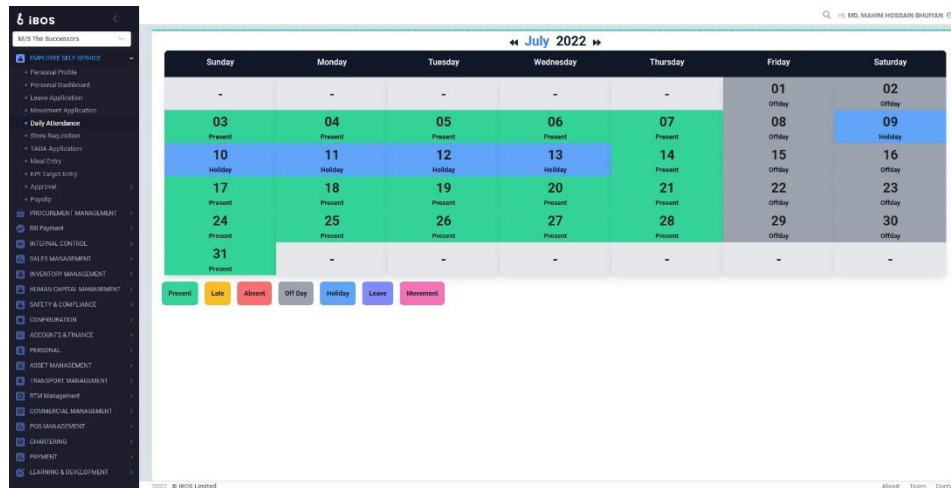


Figure 3 ibos interface

Even though every information is preserved in ibos, the primary information storage is done by manually inputting information in Microsoft office software's such as Office and Excel. Excel is widely used in the organization which also is a part of the information storing process in ibos as ibos allows the user to directly upload excel datasheets in ibos. Other than that, information is also stored in their own servers as well which also has backup facility to store and preserve important information.

2.7 Industry & Competitive Analysis

A firm's industry and competition test or analysis is a type of measurement tool that allows a firm to assess its own position as well as the position of its competitors within the same industry. It is also used to test the capabilities of the organization and create future plans and policies. Additionally, there are various ways companies can conduct this test, which is mandatory even for large organizations. As a result, the SWOT analysis of AKIJ Resources Ltd. highlights the company's internal and external resilience and vulnerabilities, as well as potential areas and threats.

2.7.1 SWOT Analysis:

Strengths

AKIJ Resources Ltd. is a part of AKIJ group which is a very well-known conglomerate of Bangladesh as a result, they already have access to a huge number of retailer and consumers who are already familiar with the name AKIJ group. Therefore, they are able to connect with the people very easily and be able to obtain new customers.

AKIJ Resources Ltd owns many big industrial factories which enable them to produce their own products all by themselves without requiring support of any third-parties which can be a very huge strength for producing consumer goods in a large scale. It also reduces costs and increases competitive advantage.

Weakness

Having multiple business concerns can drive up costs and lower company profits as some businesses may not be as profitable as it seems and the deficit of profit will have to be balanced using the profits of other more profitable business ventures. This can also affect the future scope of the cash cow/profitable businesses as the room to grow may shrink overtime.

AKIJ Resources has a very well-known reputation in the market but relying only on offline marketing mediums and not targeting online platforms increases the risks of becoming detached from the newer generations of the country as most of the younger generations are more attached to the social media platforms.

Opportunities

Being the sole owner of multiple huge industrial businesses can enable the option to attract foreign buyers as well as the opportunity to expand towards other foreign countries which have more diverse markets and stable economy. By following this route, the organization can extract even more profit and be able to establish new business ventures.

As mentioned before, due to owning multiple factories AKIJ Resources Ltd. is able to produce new product lines through their own factories which can enable them to experiment with new product ideas and target various new markets and unexplored customer segments which can be much profitable in the near future.

Threats

There are also other competitors in the market such as Pran, Bashundhora group, Meghna group of industries etc. As a result, there is always the risk of losing to the competitors when trying to compete with similar product offerings in the same market. As a result, the threat of high competition is always present.

Similarly, as Bangladesh's economy is rapidly growing and due to globalization various multi-national-corporations are targeting Bangladesh in order to expand their businesses which also increases the threat of new competitors in the market.

2.7.2 Porter's Five Forces

Force 1 - The Threat of New Entrance: Low

AKIJ Resources Ltd. is a large organization working with products which are produced in very large scale. As a result, most of these production lines require lots of manpower and also not to mention huge monetary budgets in order to execute. Therefore, there are quite a few barriers to entry in this type of industry which is why anyone or everyone cannot access this kind of industrial level production business.

Due to high cost and requiring lots of manpower and other assets, it is almost impossible to enter in this type of industry. So, the level of threat when it comes to new entrance joining the existing market of Bangladesh is quite low unless some MNC's expand their business in Bangladesh which is also quite rare nowadays as building multiple factories or managing labors for own production line can be quite complicated for a foreign brand to operate remotely and building recognition.

Force 2 - The Threat of Substitute Products: High

As AKIJ Resources Ltd. produces various consumer goods and building materials which are commonly used by the general public, there is always the threat of substitute products sold by other dominant organizations in the same industry. This threat cannot be eliminated as there will always be substitute products in the market and gaining monopoly is almost impossible when working with high scale consumer goods.

In this case, in order to cope up with this threat the business needs to achieve competitive advantage via implementing innovation into their production process or implement new business strategies to hold a dominant position in the market. Competitive advantage can be

gained by lowering production costs or being able to offer greater value to the consumers through the product.

Force 3 – Bargaining Power of Buyers: Low

AKIJ Resources Ltd mainly produces and sells the finished goods to the retailers who distribute to their various other branches and sell to the consumers. As most of their products are consumer goods and has a standardized price all over the market, the option to bargain is not so prominent in this case. Therefore, buyers or the retailers have to buy the products based on the standardized market price of each product or material. As a result, the retailer's bargaining power is not so prominent in this case.

Force 4 – Bargaining Power of Supplier: High

The raw materials that are required for production are imported or locally acquired by AKIJ Resources Ltd. As the rate of materials depend on the economic condition of the country and both local and global market, there is always the risk of facing high rates when it comes to acquiring the raw materials for production. This issue cannot be eliminated as it is dependent on the financial and economic condition of the whole country.

As a result, in order to cope up with this risk the business needs to achieve competitive advantage via implementing innovative ideas to reduce production costs to balance this issue.

Force 5 – Competitive Rivalry: High

The degree of competitive rivalry is quite prominent in Bangladesh as it has become a rapidly growing economy. Especially when considering the consumer market there are a lot of brands who are competing with each other to stay relevant with the customer's choice and preferences. AKIJ Resources Ltd. is also competing with other organizations which are also quite dominant in the market for instance, Pran, Bashundhara group, Meghna Group of Industries, ACI, Abul Khair Group etc. are also competing in the same market. These competitors also produce similar products and try to provide similar values to the customers which is why the competition level is quite high.

Therefore, the threat of competitive rivalry is also quite prominent in the industries and market in which ARL is currently venturing. In order to stay relevant there's no option other than achieving competitive advantage and introducing innovation into the production process to gain competitive edge against other dominant players of the industry.

2.8 Summary and conclusion

In my time in AKIJ Resources Ltd. I was able to perceive their business practices and overall business activities which led me to believe that they are one of the most prominent competitors in the consumer market of Bangladesh. They have wide variety of products which are manufactured by themselves and sold all around the country. They have the potential to attain mass growth and become one of the most dominant players in the Bangladeshi consumer market. They are already working on improving their shortcomings.

In order to achieve future growth, they should implement improved business strategies and manpower planning to tackle other competitors. As of now, they are shorthanded due to various internal implications which is hampering their potential. Human resource is one of the most valuable assets of an organization. No matter how much assets are there to be utilized; if skilled manpower is not present in the process, then their will not be any fruitful outcome.

2.9 Recommendations

My recommendations to the company are:

- They should hire and try to retain skilled workforce. They should restructure their compensation and benefits provided to the employees to increase motivation and employee retention.
- They should hire more young talent mostly fresh graduates also skilled interns who are already familiar with their organizations culture to be able to groom them as future assets.
- They should upgrade their information and management software to reduce manual labor and save time.
- They should focus on their online presence specially in social media sites in order to appeal towards the newer generations. Also, must focus on more interactive and resourceful website experience for better user engagement.
- They should focus on their marketing strategies as well specially their digital marketing and social media campaigns as many people nowadays count social media presence as a key feature of a prominent organization.

Chapter 3 – Project Part

3.1 Introduction & Background

After gaining the opportunity to complete my internship program from AKIJ Resources Ltd, I was appointed to work in their organizational development segment in which I was working on their job analysis project. While working on their job analysis project I was given the task to rectify incorrect job specifications and job responsibilities that were previously developed by the organization. During my time working as an intern, I have worked on more than 70 job descriptions of which many were already existing job descriptions that needed further corrections. Some of which needed to be completely restructured due to poor wording and various other drawbacks. As a result, I was able to identify the gaps that were present in ARL's job analysis process and decided to research on the causes behind such issues in their job analysis process & identify the root cause as well as potential solutions that can be used in the future to prevent any such discrepancies. This is why I choose to work on the topic of job analysis and the approach that AKIJ Resources Ltd used to conduct this process.

3.2 Research Topic

My research topic is “The challenges faced by AKIJ Resources in implementing standardized job analysis process in their business practices”

3.3 Research Objectives

Broad Objective: My goal is to analyze the job analysis process conducted by AKIJ Resources Ltd to understand the overall process and elements that are mandatory to successfully pull off such a complicated project.

Specific Objective:

- To identify the root cause behind the shortcomings of their primary job analysis process
- The difficulties faced due to inaccurate job descriptions and specifications
- Highlight probable solutions to mitigate such discrepancies

3.4 Significance

The research's significance lies on understanding the importance of job analysis in the overall organization and how it affects all other roles present in the business. First, we have to understand what is job analysis, job analysis is the process of determining the duties and

responsibilities, the nature of the job, and ultimately the qualifications, skills and knowledge an employee needs to perform a particular job. Therefore, job analysis is an integral part of many of the major segments of HRM such as recruitment and selection, training and development, organizational development etc. This research was conducted to signify the result of poorly conducted job analysis and how it can hamper the overall activities of the organization as well as highlight the correct procedures to conduct proper job analysis.

3.5 Methodology & Data Collection

In order to acquire all the relevant information, the methods of data collection were:

- One on One interaction with high ranked individuals of the HR team of ARL
- Analyzing their previously issued job descriptions and job specifications
- Actively working with their OD team on this specific project
- Conducted my own survey with developed questions by myself

Firstly, I conversed with multiple high ranked personnel of the HR team of ARL such as the senior officers and the managers. I collected their perspective and opinion about this topic for further analysis.

Secondly, I was given the previously conducted job analysis project samples for work purpose which were very informative and also helped me to understand the shortcomings and the areas that needed further improvement.

Thirdly, as I was actively working with their organizational development team in the job analysis project, I had the opportunity to directly observe the process and find out what kind of elements and variables that are related to this whole process. For instance, after their initially developed job descriptions and specifications failed to maintain company standards, the organizational development team went to consult with the actual employees who were working in the specific job positions that required further revision. The employees shared more defined information about their day-to-day responsibilities and roles in the organization.

Lastly, in order to gain more information, I developed some very specific questions that were related to the issue at hand and conducted my survey through conversing with the individual team members of the HR department.

My developed questions are:

- What were the strategies/theories used to conduct the job analysis process?

- How were the responsibilities divided and implemented?
- What are the perceived shortcomings of the primary job analysis process?
- What problems are being faced due to this issue?

Through asking these questions I was able to extract much more information about the challenges and implications that are being faced by AKIJ Resources Ltd.

3.6 Findings

After conducting all the mentioned processes and through my own analysis I was able to find very distinctive gaps that were present in the job analysis process of AKIJ Resources Ltd. These issues were present from their very first attempt in conducting standardized job analysis process and is still present in their final job descriptions and specifications. Some of the issues were, incorrect job roles were mentioned in the job description, vague sentences were used in describing individual roles, job specifications were not clearly stated/ wrong specifications given etc. These issues hampered both the recruitment process as well as all the other functional departments of Human Resources. I will describe all my findings in the in-depth analysis portion.

3.7 In Depth Analysis

As there were already attempts taken in completing the job analysis process which included identifying unique roles, understanding each functional and operational responsibilities of the individual roles, constructing organograms of each department to distinguish responsibilities of each role as well as maintaining the hierarchy of the departments etc. After working for a few weeks, I was able to know and understand the theory that was used to conduct all of these processes which is point factor method and it is also used in job evaluation process as well. From my understanding point factor method enables employers to identify the worth of each job while prioritizing compensable factors. The advantages of point factor method are, it can be used in wide range of jobs and also newly created jobs as well. On the other hand, it also has disadvantages such as, payment for each element is based on subjective evaluation.

An example of a fully completed job description of ARL is given below:


Document	: Job Description	Akij Resources Ltd.
Revision	: 00	Akij House, 198, Bir Uttam Mir Shawkat Sarak, Tejgaon, Dhaka-1212
Date	:	
JOB DESCRIPTION		
I	BASIC INFORMATION OF THE POSITION	
	POSITION/JOB TITLE:	Assistant Officer
	DEPARTMENT:	HR
	SECTION:	Reward Management (RM)
	LOCATION:	Bandar, Narayanganj
II	ORGANIZATIONAL RELATIONSHIPS	
	Immediate supervisor	Deputy Manager HR & Admin
	Next level supervisor	GM (Operations)
	Number of positions reporting to the role	1
	Position titles of direct reportees	Supervisor HR
III	PURPOSE OF THE POSITION	
	PURPOSE OF THE POSITION	The responsibility is to conduct all HR & Administrative tasks and administer compensation packages to all staff.
IV	KEY RESPONSIBILITIES AND ACCOUNTABILITIES	
	1	Prepare daily overtime reports and post them in ERP to gain approval from Unit Head.
	2	Inspect TA/DA reports of staff in ibos and as a line manager provide approval.
	3	Prepare employee salary sheets both manually and using ERP.
	4	Input employee salary and TA/DA amounts manually in ERP software.
	5	Prepare final settlement and employee satisfaction survey.
	6	Conduct personal profile updates of all employees and staff through ERP software.
	7	Prepare an absent list of all departments on the 10th, 20th and 25th of every month.
	8	Prepare monthly manpower and separation reports and submit them to the HR department.
IV	7	Prepare an absent list of all departments on the 10th, 20th and 25th of every month.
	8	Prepare monthly manpower and separation reports and submit them to the HR department.
	9	Monitor and maintain all housekeeping tasks and duties and accommodate
	10	Coordinate the induction program of new employees and maintain all operations.
	11	Conduct new employee registration and input all information related to employee verification such as NID, Bank details etc using ERP.
	12	Prepare salary NOC, VISA, Passport, internship certificates, showcase letters, etc documents as per order and submit for further approval.
	13	Input KPI of both management and non-management staff and provide followup.
	14	Coordinate in the process of creating bank accounts for new employees both management and non-management
V	PERFORMANCE GOALS AND INDICATOR OF THE POSITION	
	1	
	2	
	3	
	4	
VI	KNOWLEDGE AND SKILLS FOR THE POSITION	
	Education Qualifications	BBA Graduate in HR from any reputed Public/Private university
	Experience	2-3 years of relevant job experience
	Functional skills required to execute the role	MS Office, ERP Software, 5s, Lean, Kaizen, PGD in HR
VII	BEHAVIOR	
	CORE VALUES	Ownership: We represent organization and organization reflects us.
		Customer Centric: Serve to delight customer
		Service Orientation: We provide helpful, courteous, accessible, responsive, and knowledgeable customer service.
		Positivity: We believe in pro-activeness, openness, selflessness, trustworthiness and achieve the impossible.
	Teamwork: We do everything helping and respecting each other, sharing information, views and ideas.	

Figure 4 Job description and specification of ARL

As we can see from the given job description and specification of ARL, it was developed on the basis of point factor method. Even though it has both merits and demerits but it is not a cause behind the distinctive gaps in their job analysis process. In order to understand the gaps that were previously present in their job analysis process, I would like to highlight each individual problem below:

- Given job description or responsibilities is not relevant with the position/role
- Vague sentences were used to describe responsibilities of the position which leads to confusion
- Unnecessary words were used which also conveyed misconceptions that failed to convey the actual definition of the responsibility
- Job specifications given were not aligned with the actual requirements for the position
- Missing key points and key functional skills that were required for the role.

Root Causes

After conversing with multiple individuals of the HR department of ARL I was able to identify these key factors that caused these issues:

- The field HR team that was working to complete the final structure lacked proper guidance when it comes to defining the responsibilities in a well-structured manner.
- The unique roles that were identified by higher management was not clearly understood by the field HR team which caused the mismatch in defining roles & responsibilities.
- Lack of training was also a root cause that could've mitigated some of the issues
- HR experts were not present during most of the ongoing process thus the field HR team were not supervised properly
- No cross check/revision was conducted after the final job description and specification was submitted by the field HR team.
- Time constraints also hampered the quality that was required in this process

Consequences

The issues faced by AKIJ Resources Ltd. due to faulty job analysis process can be categorized in two segments for instance, present implications and future implications. The consequences that were faced by the HR department of ARL due to such incomplete job analysis process are given below:

Present Implications:

- Requires rechecking/revision which is causing new personnel to look into the revision work thus wasting more valuable time, budget and energy
- The primarily finalized job descriptions and specifications cannot be used immediately which is causing delays in various other important projects
- Is becoming a hazard for the recruitment team in conducting the recruitment and selection process, especially posting advertisements of vacant job positions in various sites
- Candidates are getting confused regarding the specific responsibilities and roles of the posted job positions due to these issues
- Trainers are not being able to identify employees training needs properly for future development, similarly the employees are facing difficulty in identifying their individual training needs as well.

Future Implications

- It will create a barrier in conducting proper employee assessment as the criteria cannot be determined if specific responsibilities are not highlighted properly
- Is also an obstacle in the succession planning of the employees and organization
- Training needs assessment and overall training and development process can be hampered due to undefined roles
- Will create difficulty in identifying employees' individual competencies if key roles and functional skills are not well defined in the job description and specification
- Will cause discrepancies in the employee performance evaluation process as well
- Will be hazardous for the recruitment and selection team to seek required talent and identify key features of employees required for key roles of the organization.

Probable Solutions

In order to mitigate these issues and ensure proper job analysis process is being followed in the overall organization these probable solutions can be implemented:

Firstly, key HR personnel who are also experts in this field should be engaged throughout the whole process and act as a supervisor to ensure that the whole process is being conducted properly based on the guidelines and requirements of the higher authority. This will also bridge

the gap between the field HR and higher management thus, any confusions that may be present among the field HR can be easily addressed and removing further implications.

Secondly, as AKIJ Resources Ltd. is a large organization with many business concerns there should be multiple HR teams working in the job analysis process simultaneously which will help in reducing the time required for project completion as well as ensure every business structure is being evenly prioritized

Thirdly, the field HR should be given relevant training in order to build their expertise relevant to the project at hand. Training will allow them to be able to identify unique roles and define key responsibilities more effectively. Therefore, enabling them to maintain the required standards.

Fourthly, thorough revision is required before submitting the developed job descriptions and specifications. This will ensure that no vague or irrelevant statements are present in any of the final documents. Therefore, eliminating the need for further rechecking. This will also enable timely delivery of the project.

Lastly, the developed job descriptions and specifications should be compared and evaluated against other renowned competitors of the same industry to understand if there are any other gaps remaining in the process and also for ensuring that the organization is following the industry standards.

By implementing these solutions ARL will be able to mitigate these kinds of issues from their job analysis process and maintain their desired quality standards which will benefit all the functional segments of their human resource department.

3.8 Conclusion

To conclude my overall report, it can be said that the overall business practices of AKIJ Resources Ltd are being conducted very smoothly due to their highly concerned management and also their quick actions in response to any implications related to their strategies and daily processes. They are a part of one of the biggest conglomerates of the country which says a lot about their corporate culture and strategies. They have the potential to become even bigger both as an individual organization as well as collectively operating as a much bigger group which is AKIJ Group. If they are able to standardize and solve the highlighted issues in some of the processes that I have mentioned in my report, they will be able to advance even quicker and gain even more positive results in the long run. I am very grateful for the opportunity to

complete my internship here at AKIJ Resources Ltd. This internship program is also one of my first steps in being introduced to the corporate world and I find AKIJ Resources to be one of the finest choices to complete any internship program.

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