

Report On
Recruitment and selection process at Metrocem Group

By
Mollik Md. Yasin Arafat Ramim
17104173

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

Brac Business School
Brac University
January 2023

© 2023. Brac University

All rights reserved.

Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing 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 which 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:

Mollik Md. Yasin Arafat Ramim

17104173

Supervisor's Full Name & Signature:

Mr. Feihan Ahsan

Lecturer, Brac Business School

Brac University

Letter of Transmittal

Mr. Feihan Ahsan

Lecturer

BRAC Business School

BRAC University

66, Mohakhali, Dhaka

Subject: Submission of Internship Report “Recruitment and Selection Process at Metrocem Group

Dear Sir,

I would want to thank you for monitoring and assisting me throughout my internship for the completion of my BBA. This internship program has afforded me the chance to gain experience in one of the newest and least-explored business fields in Bangladesh and has greatly increased my existing knowledge.

During my internship, I was tasked with researching the "Recruitment and Selection Process at Metrocem Group" with a particular emphasis on organizational and managerial skills. In addition, the study offers an in-depth analysis of the human resource practices of Metrocem Group Ltd.

Please feel free to contact me with any questions. I am happy to answer any questions you may have about the project. Thank you.

Sincerely yours,

Mollik Md. Yasin Arafat Ramim

17104173

BRAC Business School

BRAC University

Date: January 24, 2023

Non-Disclosure Agreement

I signed an agreement with Metrocem Group granting me permission to use and access all business information in order to complete my internship report, "Recruitment and Selection Process at Metrocem Group." Except where otherwise noted, the supervisor of my organisation has expressly authorised and directed the acquisition of all corporate data and information included in this report. Thank you for allowing me to use your data in my report. Thank you for your cooperation. For the course and as an intern at Metrocem Group, a complete presentation and report are required. The company's supervisor severely prohibited the use of sensitive information.

This agreement may only be amended in writing and signed by both parties.

Name of Company: Metrocem Group

Supervisor Name: Khandker Aatur Rahaman Rifat, Group Chief Marketing Officer

Name of Student: Mollik, Md. Yasin Arafat Ramim

Address: BRAC University, Mohakhali, Dhaka-1212

Acknowledgement

Praises be to Allah, the gracious and all-powerful. This report would not have been written without his permission. Without someone is inspiration and ideas, it would not have been possible to finish my report on time. My mentor at Metrocem Group, Khandker Ataur Rahman Rifat, taught me a lot during my internship. His assistance was crucial in writing this report. My internship report, titled "Recruitment and Selection Process at Metrocem Group," was greatly improved by Mr. Feihan Ahsan's help. Thank you, too, to my coworker, whose directions I followed with great success.

I had a lot of interaction with them during my internship. It would have been quite difficult to do this task without them. My parents and a select group of friends have been with me every step of the way, and I am grateful for their unwavering encouragement and companionship. Further, I would like to express my deep gratitude to everyone who contributed to the report's creation.

Executive summary

As part of the requirements for my Bachelor of Business Administration degree, I have just finished a three-month internship at a reputable company known as "Metrocem Group." My internship at "Metrocem Group" provided me with invaluable exposure to the HR industry and enabled me to develop a deep understanding of and expertise in a wide range of related areas. As a result, I will be focusing my internship report on the recruiting and selection processes at "Metrocem Group," drawing on the insights I have learned working there. In this research, I have tried to zero in on the core HR operations at "Metrocem Group" and analyse them, as well as explore the ancillary benefits the company provides its employees. In the report, I elaborate on the kind of activities in which I have taken part and explain why I feel qualified to report on them. Resumes are analysed, information is entered, job openings are advertised, candidates are helped through the interview process, and further services are offered. Throughout the course of the resume review, I have concentrated mostly on the executive search of possible candidates located through BDJobs.com and other relevant sources. Metrocem has a strictly monitored and confidential application process. So that training is not required, I have tried to simplify the many facets of the recruiting and selecting process. The current situation of recruitment, methods of advertising and luring potential employees, and other related subjects like succession planning are all on this list. When talking about methodology, I mentioned both the population and sample sizes. This research analyses the analyses, the range of possibilities, and the limits of the field, and it offers some suggestions for how things could be improved. Within the confines of this report, I have also tried to assess the value of these services and the information I have gleaned from the organisation. The educational component was really helpful for me, and I know that the things I learned will come in handy in the future. My experience liaising with many divisions of the company has given me a well-rounded understanding of HR. Learning opportunities comprised a substantial percentage of my time spent contributing to the company's recruitment and selection processes.

Table of Contents

Declaration	2
Letter of Transmittal	3
Non-Disclosure Agreement	4
Acknowledgement	5
Executive summary	6
Chapter 1	9
1.1 Introduction	9
1.2 Objectives	9
1.3 Methodology	9
1.3.1 Secondary data analysis:	9
1.3.2 Primary data analysis:	9
1.3.3 The sampling design process:	10
1.4 Scope	11
1.5 Limitations	11
Chapter 2	13
Organizational Overview	13
2.1 Overview	13
2.1.1 Code of Conduct	14
2.1.2 Philosophy	14
2.2 Vision	15
2.3 Mission	15
2.4 Values	15
2.5 HR Vision	15
2.6 HR Management Philosophy	16
Chapter 3	20
3.1 Job Description	20
3.1.1 Role and Responsibilities	20
3.1.2 Job as an Intern at Metrocem	20
Chapter 4	22
4.1 Human Resource Management in Metrocem Group	22
4.1.2 The Role of Human Resource Management at Metrocem Group	22
4.1.3 Advantages and Importance of HR in Metrocem Group	23
4.1.4 Recruitment procedure of Metrocem Group	24
4.1.5 Metrocem Group's HR Recruitment Goal	26
4.1.6 Recruitment Management System in Metrocem group	27
4.1.7 Metrocem HR Recruitment Challenges	28
4.2 Theoretical Framework: Recruitment theories	29
Chapter 5	32

Analysis and Findings.....	32
5.1 PLEST Analysis.....	32
5.2 Job Satisfaction of Employees	34
1.3 Findings.....	35
Chapter 6.....	37
6.1 Recommendations & Conclusion.....	37
6.2 Conclusion	38
Reference	39
Appendix.....	40
Questionnaire:.....	40

Chapter 1

1.1 Introduction

As part of the Internship Program for Bachelor of Business Administration students at BRAC Business School, BRAC University, I was allocated to Metrocem Group Limited for my internship. The Career Service Office of BRAC University picked my programme to begin on September 24, 2022, and end on January 5, 2022. My organisational supervisor at Metrocem Group Limited was Mr. Khandker Aatur Rahman Rifat, the Group Chief Marketing Officer. I was assigned to the Human Resources Department. The title I chose for my project was "Recruitment and Selection at the Metrocem Group." My faculty adviser, Mr. Feihan Ahsan, a Lecturer at BRAC Business School, BRAC University, offered this, and my organisational advisor gave his stamp of approval.

1.2 Objectives

The report's objective is to analyse Metrocem Group's human resource policy in connection to human resource practices. These specific goals are included: To identify the issues with hiring and selection procedures to fix the talent management issues to make the departments more focused on their goals and leaner.

1.3 Methodology

Type of data collected for the report:

1.3.1 Secondary data analysis:

I have focused nearly exclusively on secondary data analysis in this paper. This means that the data used to compile the report was culled from both current and archived corporate records. Data was also collected from the Human Resource Manual and other reference materials found online.

1.3.2 Primary data analysis:

The paper focuses primarily on examination of primary data. From the perspective of the HR department in charge of hiring new staff, I prepared a short survey utilising a "descriptive research methodology." Group Chief Marketing Officer Khandker Aatur Rahman Rifat, who is my superior, was my interviewee.

Study methods include both quantitative and qualitative approaches. In order to comprehend the actions of the selection and recruitment division, the qualitative element of the research is conducted in an unstructured, exploratory manner on the basis of small samples. I conducted

my qualitative research using a standardised sample size and a structured questioner technique, both of which are commonplace in the field of personnel recruitment and selection. As I have already mentioned, I conducted this study using a "Descriptive Research Design."

Two sorts of methodologies are utilized in descriptive research design:

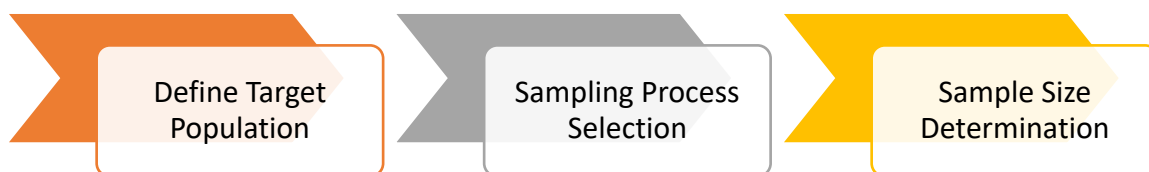
1. Survey method
2. Observation method

The paper focuses primarily on examination of primary data. From the perspective of the HR department in charge of hiring new staff, I prepared a short survey utilising a "descriptive research methodology." Group Chief Marketing Officer Khandker Aatur Rahman Rifat, who is my superior, was my interviewee.

Study methods include both quantitative and qualitative approaches. In order to comprehend the actions of the selection and recruitment division, the qualitative element of the research is conducted in an unstructured, exploratory manner on the basis of small samples. I conducted my qualitative research using a standardised sample size and a structured questioner technique, both of which are commonplace in the field of personnel recruitment and selection. As I have already mentioned, I conducted this study using a "descriptive research design."

1.3.3 The sampling design process:

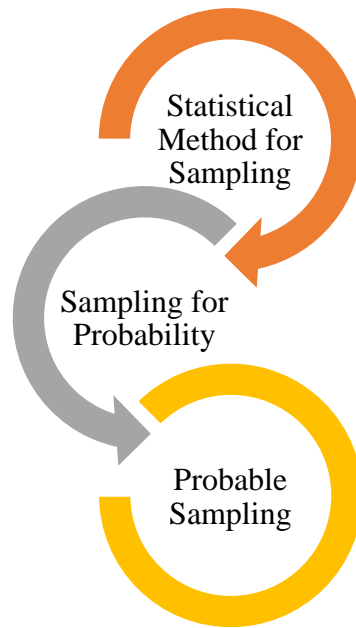
The reasoning for my decision for the sample size of the HR department's interviews can be found in the following outline. Using this structure, I was able to determine the appropriate sample size for my study.



(Figure-01)

Step 1: Sample Size Determination Given the narrow scope of this study, I will only be looking at the Metrocem Recruitment and Selection Team. So, there are 5 people total in the sample, with 3 HRs.

Step 2: I have chosen to employ the approach of probability sampling for this part of the selection process for the sampling technique. I have, in particular, applied the method of systematic sampling, which falls under the umbrella of probability sampling.



(Figure-02)

Step 3: Choosing the Sample Size Aware of the Research's Limited Purpose: Only the Metrocem Recruitment and Selection Department will be the subject of my study. As a result, there are five participants in the sample and three HRs overall.

1.4 Scope

The report extensively assesses the present service offered by "Metrocem Group" and how they do different HR practises at "Metrocem Group." The study assesses Metrocem Group's existing recruitment procedures for top, mid, and entry-level management professionals. In addition, no effort is made to discuss or build a consensus on norms that have little influence on the recruitment of management employees. This report does not include any human resource policies besides recruitment. (Information source: "Marketing Research")

1.5 Limitations

1. These findings are based on the Human Resource Manual of Metrocem Group (2022) and the personal experiences of the group members. Some potential roadblocks include biases on the part of individual employees and conflicts between the HR handbook and current procedures.
2. Because of the limited time available, valuable information may be unnoticed or misunderstood during a short internship. When the internship is short-term, this becomes much more feasible.
3. Metrocem Group's current staff could be to blame for the data's unavailability. It is possible that the necessary information was supplied by competent staff members.

4. Many business owners may not understand the need of adhering to HR policies in order to efficiently find and hire new employees. Time and resources may prevent it from comparing the data it collects with those of other businesses.
5. Data collection was difficult because of the high turnover rate. Lack of proper documentation prevented us from determining the turnover rate.

Chapter 2

Organizational Overview

2.1 Overview

The mission of Metrocem Group is to be the world leader in the production of construction materials by focusing on the complete satisfaction of its customers.

An expert quality control team and a laboratory outfitted to European standards are employed to guarantee that the final product meets both the International Standard (BIS) and the BSTI Standard (BDS EN 197-1:2003 and BUET).

In 1988, the founders began their enterprise by opening a trading house for construction goods. Their primary objective was to capitalise on Bangladesh's then-rapid infrastructure development era, when construction materials were one of the most crucially required components for infrastructure development.

In the year 2000, the pioneers of the group developed a cement plant to meet the ever-increasing cement demand in the development sector. In an era when there were fewer cement makers in Bangladesh, the founders determined that sourcing cement locally was sensible and economically viable.

In 2002, in accordance with the objectives of the senior management of Metrocem, the cement factory became fully operational and began producing cement of such exceptional quality that it was able to capture a considerable piece of the market. Due to the constant adoption of new technological discoveries and methods, cement production has been able to evolve while simultaneously enhancing its efficiency and effectiveness.

In 2005, Metrocem revamped and modernised its cement production process in an effort to achieve these competitive advantages before they became a necessity.

In 2008, Metrocem extended their activities in order to capitalise on the expanding steel production business. Metrocem Steel Limited was envisioned to function similarly in the steelworks industry as its sister company, Metrocem Cement.

In 2009, Metrocem Group made the decision to launch a shipping business. While providing logistical support for their own operations, they discovered a wider demand for the same type of support from a variety of other firms, resulting in strategic and financial success.

In 2010, Metrocem Group launched an initiative to produce eco-friendly bricks. Their goal was to produce bricks from fly ash and cement in order to minimise the production process's negative environmental impact.

Metrocem Miltech, which was founded in 2015, was Metrocem Group's major step toward obtaining a larger market share in the building materials sector. This company's purpose was to offer cranes and equipment for mega-infrastructure projects. Nearing the third decade of the group's lifespan, the management's strategic objective shifted to conquering the Bangladeshi markets for technology items.

Metrocem Technologies Limited is the company responsible for this endeavour. This company's primary purpose is to distribute LG Mobile nationwide.

2.1.1 Code of Conduct

Metrocem's Code of Conduct promotes social responsibility. They pledged:

1. Respect employee variety, personality, and character, and establish a safe, healthy, and comfortable workplace.
2. Follow the law and do business ethically. Create and distribute socially good and safe consumer-satisfying products and services. Be a "good corporate citizen" and help the community.
3. Create a method to ensure this code is being applied correctly. In the event of a violation of the charter, investigate the root of the problem and take steps to prevent it from happening again. Similarly, in order to carry one's load properly.

2.1.2 Philosophy

- They offer products and services that help society flourish in conjunction with their clients.
- They pursue world-leading manufacturing and technological capabilities; they continuously foresee and respond to future developments; they innovate from within; and they pursue unending progress.
- They nurture and bring out the best in Their people, resulting in a vibrant and zealous group. They continue to emphasize the need for acting with integrity and dependability.

2.2 Vision

To create a company that is reputable, inventive, and diverse, offering products that are secure, dependable, and helpful in order to achieve long-term growth and customer pleasure while also adding value to the national economy.

2.3 Mission

To meet or exceed the expectations of their customers in terms of quality, delivery, and cost effectiveness through continuous improvement and interaction with their customers and to develop diversified products and services in conjunction with the introduction of new technology. This will be accomplished by ensuring that the products and services are safe, durable, reliable, and useful.

2.4 Values

They pledge to uphold the following principles in every facet and facet of their enterprise:

- Integrity
- Teamwork
- Continuous Learning
- Quality
- Commitment
- Customer Focus
- Social Responsibilities

2.5 HR Vision

1. Providing the same level of care for their staff as they do for their clients and making talent development a management principle.
2. The objective of the new HR mission of the Metrocem Group, which is connected with the "People First" strategy, is to enable employees to realize their full potential and creativity by cultivating their skills and performance in the most creative and sustainable manner possible.
3. The goal of the HR strategy is to allow their brands to grow through access to and sharing of a talent pool, expertise, standards, and best practices, among other things. It signifies that brand, while benefiting from the developed synergies and following the group's

guidance, will be allowed to exercise their autonomy, a concept that can be summed up in two words: "people" and "commitment."

2.6 HR Management Philosophy

Metrocem Group's employees are the company's greatest strength. The firm's goals and vision cannot be accomplished, and the organisation cannot expand sustainably, if its personnel are not highly engaged and invested in its success. To ensure this, they have laid forth, under the name "HR Management Philosophy," the guiding principles of HR management.

Organizational Principles

To enable its employees to accomplish the company's objectives and vision, Metrocem should be a flexible organisation that can successfully adjust to changes in the business environment. It should also develop a sense of unity within the group of firms it belongs to.

Expectations of Leaders

Senior executives and consultants are expected to guide the members of their organization's teams to successfully accomplish their goals while also having a thorough comprehension of those goals.

Basic Philosophy of Human Resource Management

The Metrocem Group achieves sustainable growth through fostering innovation, upholding integrity, and being accountable to its stakeholders. These values are produced by an organization's capacity to effectively manage the people inside it.

Compensation

They want to cultivate a high-performance culture in which a high degree of dedication, engagement, and contribution are all aligned, and they want to base employee compensation on these criteria.

Talent Management and Development

They want to create a high-performance culture where there is alignment between high levels of dedication, engagement, and contribution and pay based on those criteria.

Performance Management

Through efficient management of their employees' performances, they hope to realise the full potential of their workforce. The primary function of performance management is to serve as

a guide for determining the level of remuneration and incentives, in addition to serving as a tool to encourage the development of talent. Accomplishments and contributions of varying kinds that were brought about by a wide range of activities are duly recognised and appraised.

Employment/Work Environment

They have the belief that it is crucial for employees who are in line with the values of the firm and contribute to the realisation of the company's goal and vision to grow with Metrocem during the course of their careers. They support a workplace that is free from harassment and that encourages diversity, and they provide a working environment in which their employees at the group firms can continue to have high levels of motivation and engagement.

Employee Communication

They place a high priority on having open lines of communication with their staff and listening to their feedback. They value labour union messages that represent employees because they recognise the realities that labour unions exist where employees are represented.

Roles Of HR

The end goal is to make each member of the Metrocem group of companies "a fantastic place to work" by actively seeking out, attracting, and cultivating potential employees, as well as fostering organizational health and strength.

Roles of Management

The leadership of the Metrocem Group has made a commitment to the vision of the HR Management Philosophy and to promoting an understanding of the philosophy among all of the company's executives and managers.

Management Culture

Developing Objectives and Strategies

To build a respectable, imaginative, and varied organisation that provides secure, dependable, and useful products in order to achieve long-term growth and customer satisfaction while also providing value to the national economy

Developing Employees

Managers at the highest levels develop their staff in a variety of ways, including coaching and instruction. Worker productivity at all levels of Metrocem's organisation rose over time. Managers in each department are responsible for this. It is always your obligation to train new

hires and provide ongoing coaching and support to current employees. Regular performance reviews provide an opportunity to provide employees with constructive criticism and praise.

Establish and Uphold Order

It is the responsibility of the management team to design and assess the organisational framework for creating and maintaining flow, which is crucial to increasing the efficiency and productivity of the business. Organizational charts are created to outline the chain of command in an organisation, both in terms of reporting relationships and the levels at which such relationships exist. Moreover, it explains how employees, vendors, and customers all work together to benefit the company. Having a coherent organisational structure helps a business avoid wasting time and energy on unnecessary activities, improves coordination, and makes the most of its assets.

Visionary Communication

It is standard practise for Metrocem's management to instil a shared vision and drive employee performance. Leaders that are able to motivate their people do so by sharing a compelling vision and speaking passionately about it. Leaders that have a strategy to improve efficiency, enhance internal communications, or develop novel products and services will have the support of their workforce. When employees are informed through official meetings, electronic newsletters, and casual chats, they are more inclined to cooperate toward the Metrocem goal.

EHS Policies

To uphold its commitment to the health and safety of its employees, Metrocem adheres to a detailed set of standards and procedures. The majority of them are described in detail below.

Health Policies

1. The company provides initial and annual medical exams and vaccinations.
2. Professionals spread occupational hazard and prevention knowledge.
3. Plant Physician offers immediate medical consultation.
4. Lucrative life insurance programmes with employment

Safety

Risk assessments in every aspect of operation are followed by the creation and training of safe operational procedures (SOP) in accordance with mandatory operational procedures (MOP). Safety checklists and tools for diverse activities reporting

1. "Near Miss Hazard Alerts" to prevent accidents.
2. Root Cause Analysis (RCA) to learn from incidents for safer operations
3. Fire Prevention and Emergency Response drills and awareness training for truck drivers and helpers, barge operators, and laborers

Chapter 3

3.1 Job Description

3.1.1 Role and Responsibilities

Offer assistance in the executive search projects in addition to providing support for all of the training projects. In addition to this, support should be provided to the other industries as well.

During the course of my three months of work experience, I have been given a variety of responsibilities, including having one-on-one conversations and participating in team meetings. I also reviewed the applicants' curriculum vitae, selected the most qualified candidates, and contacted them to schedule interviews. I posted the position online in BD jobs and elsewhere. Intern, you will be helping the HR Manager with the recruitment of management staff. Create a short list of candidates based on the available resumes. Make arrangements for the date, time, location, and participants in the interview, and coordinate everything accordingly.

3.1.2 Job as an Intern at Metrocem

As an intern at Metrocem Group, I worked in every department for twelve weeks. The internship program's working schedule and departments were presented to me before I started my internship. The company's management feels that an intern should work in all departments rather than just one because the major goal of an internship is learning, which may be considerably enhanced by exposure to all divisions. It gives interns a more holistic view of how an organisation works. However, as my main field of study and interest is human resource management, the company has offered me a longer chance to work in these divisions.

Being employed by "Metrocem Group" was an honor. Because it's so large in comparison to other businesses and industries, it's a great place to work. The company's learning opportunities were fantastic. It is possible to have broad HR knowledge. My intern assignment was to manage employee relations and talent under the supervision of a senior colleague. Although I was working on a recruitment programme assignment, I also reviewed CVs, called candidates for interviews, posted jobs in BD, and did other things. assist HR in hiring interns and management. Pick a few available CVs. Plan the panel, location, date, and time of the interview. My boss gave me the go-ahead to support senior associates and all HR departments on various projects. They didn't want me to intern, so they let me do the work of their staff. On projects and business presentations, I collaborated with my team.

The employee relations and talent management team has aided me in better understanding the various HR problems that managers and top management must deal with, as well as how to create effective policies to address them. I also learned about unofficial tasks like setting up application, information, and interview rating forms in various organizations, as well as how hiring practices can vary from industry to industry. It has demonstrated to me how "Metrocem Group" assists big businesses with hiring challenges. Media, banks, and other financial institutions are among the clients of the "Metrocem Group."

A recruitment programme requires time and work to set up. We must first compile departmental requests. Set up an interview if we need to make new hires. There is both internal and external hiring. For headhunting, we occasionally employ HR consultants. programmes for designating positions for hire. A week or more of recruitment may be necessary. The search for candidates was fascinating. I assisted them in adding candidates for new positions and completing other crucial tasks. I checked all of their original birth certificates, medical records, and identification cards. I learned about the formats for job descriptions from this process. Before calling candidates, find out about the position and its responsibilities. Examine the format of the job description used by the client company. I've learned about the qualifications, requirements, and market levels of jobs from this. Without taking part in these projects, I would not have learned these important lessons. I assisted the business with CV entry. I helped sort BD jobs and other CVs on a daily basis. Sort and save CVs in the "Metrocem Group" database for later use. While working there, I acquired official letter-writing skills. I learned a lot from this internship.

Chapter 4

4.1 Human Resource Management in Metrocem Group

Human resource management, or HRM, entails the methodical and all-encompassing administration of an organization's human resources. All aspects of human resource management fall under this umbrella, including recruitment, onboarding, salary and benefits administration, career development, managing change, and addressing employee departures. According to this common understanding, HRM is just an updated version of the older discipline of "Personnel Management."

Human resource management (HRM) is described as a "art and science" here because of the need for both creative insight and methodical analysis in its practise.

4.1.2 The Role of Human Resource Management at Metrocem Group

Personnel at Metrocem are recruited, managed, and given organisational direction by Human Resource Management. Also on the hook are the supervisors further up the organisational structure.

Human Resource Management (HRM) is the business function responsible for overseeing all matters pertaining to the Metrocem group's employees, including but not limited to pay, recruitment, evaluation of performance, growth of the organisation, health and safety, other perks, morale-boosting initiatives, internal communications, administration, and training.

Human resource management (HRM) at Metrocem is both an all-encompassing and strategic method for overseeing the company's workforce and the culture of its workplace. Human resource management at Metrocem ensures that all employees are motivated, engaged, and able to make positive contributions to the company's strategic direction and the realisation of its goals and objectives.

Human resource management increasingly outsources its more traditional personnel, administrative, and transactional tasks. Employee programmes at Metrocem Group are now expected to have a measurable influence on the company's bottom line, and HRM is being tasked with increasing the value of strategic use of employees. Strategy and HRM metrics/measurements to prove HRM's worth are essential for the new role.

Human Resource Management (HRM) encompasses a wide range of responsibilities, the most prominent of which is oversight of the organization's human resources. HRM professionals are tasked with assessing the company's staffing needs, deciding whether to use independent contractors or full-time employees to fill those needs, finding and hiring the most qualified candidates, providing them with the resources they need to succeed, and helping them thrive professionally. Employee benefits and remuneration, as well as employee records and personnel policies, are managed as part of this process. However, they constantly need to make sure that employees have access to and are informed about Metrocem's personnel rules and that these policies are in line with current requirements. Typically, these rules are laid down in handbooks that every worker is expected to have access to.

Growth in human resource management (HRM) is a daily occurrence. Human resource management encompasses but is not limited to the following areas: strategic planning; recruiting and selection; training and development; payroll administration; incentives and rewards; workplace relations; grievance resolution; legal procedures; etc. That is to say, it includes balancing one's own goals with those of the Metrocem organisation, as well as building and sustaining positive connections among team members.

4.1.3 Advantages and Importance of HR in Metrocem Group

1. **Meeting manpower needs:** Metrocem Group needs enough qualified staff to run its business. An organization's changing HR needs require creative HRP.
2. **Replacement of manpower:** Retirement and turnover affect Metrocem group's manpower. HRP is needed to estimate manpower shortages and make appropriate arrangements for hiring new staff.
3. **Meeting manpower demands:** It is possible that the company will grow or upgrade. Manpower planning foresees and satisfies the growing and evolving staffing requirements of the Metrocem group through appropriate hiring and development initiatives.
4. **Adaption to newness:** HR helps use technology effectively. New technology requires retraining and hiring Metrocem employees.
5. **Coping with change:** Businesses can get assistance adapting to shifting consumer preferences, technological advances, and government regulations with the assistance of Metrocem group HRP. People management is impacted when there are shifts in the nature, number, and variety of jobs.

6. **Investing in HR:** Metrocem Group invests in its employees through direct training or job assignments, making them valuable resources.
7. **Adjusting manpower requirements:** It is possible that some areas of Metrocem have an abundance of employees while others are lacking. Such issues can be resolved through promotions and transfers.
8. **Manpower observation:** HRP recommends the type of staff an organization needs with details. This simplifies Metrocem group hiring. Manpower needs can also dictate selection tests and procedures.
9. **Placement of manpower:** HRP helps place newly selected people in departments based on qualifications and department needs. Avoiding surplus or shortage ensures Metrocem group manpower utilization.
10. **Training:** HRP aids in hiring and training. It trains enough people to fill Metrocem's future openings. They offer COBC and ET to improve employees.

4.1.4 Recruitment procedure of Metrocem Group

For Edwin Flippo, recruitment is "searching for prospective employees and stimulating them to apply for jobs in the organisation." Even if there are currently no openings in human resources, the company continues to seek out qualified candidates for the future.

Group managers in Metrocem typically initiate the hiring process by submitting an employee requisition for an open position or a potential opening. Finding sources of labour to meet staffing needs and employing efficient methods to draw in enough of that labour to make efficient workforce selection possible is what they call "workforce planning."

Employers can pick the most qualified candidates from a pool of applicants generated through recruitment. The purpose of recruitment is to hasten the selection process. Failure to recruit properly can harm a company's profitability and staffing levels. Management theories can improve recruitment and reduce labor shortages and management decision-making issues. Compared to Munro's five-fold strategy and Rodgers' seven, Methods like Fraser's grading scale, psychological examinations, in-person interviews, and so on can help refine the selection procedure. It is suggested that various occupations and fields of study use distinct selection processes.

Reasons for hiring:

1. Job openings occur because of internal and external factors such as promotions, transfers, terminations, permanent disabilities, deaths, and employee turnover.
2. New openings as a result of the company's success, expansion, and new ventures.
3. Redefining jobs creates new openings.

The HR department's main function is recruitment and selection, which is the first step to building a company's competitive edge. From candidate sourcing to interview scheduling, recruitment takes time and resources.

Identifying the vacancy:

The hiring process begins when requests for hiring are received by the human resources division from any division of the business. Some examples of these are:

- Vacant Roles
- Total Human Population Size
- Chores to be performed
- Important Requirements
- Creating the person specification and the job description.
- Finding and developing a suitable pool of workers (advertising etc).
- Finding the best candidate with the desired characteristics among the remaining candidates. Organizing meetings with the selected candidates. Procedures for Conducting Interviews and Making Selections

Human Resources' Function in Hiring shifted

- 1) Determines the recruitment process and the roles of the HR Manager.
- 2) Determines the profile of the candidate
- 3) Selects potential sources
- 4) Selects metrics for process success.
- 5) Traditionally, HR was in charge of recruitment administration. HRM maintained and monitored vacancies, but it had little impact on recruitment performance. The HR Strategy evolved as HR's role expanded.
- 6) The Recruitment Procedure came first, from making the process work to managing HR processes.

- 7) Management of human resources focuses on making hiring more efficient and competitive. The demand for an established HR Role in Recruitment is expected to increase rapidly as competition for jobs increases. The primary function of modern HRM is to increase the attractiveness and competitiveness of the recruitment process. Please provide the following details if your profile is a match:
- 8) MS Word resume has been updated.
- 9) Expected CTC and CTC Notice

Metrocem Group's HR Recruitment Scope:

- HR positions are critical to the success of any company.
- To categorize the company's hiring policy.
- Analysis of organizational recruitment policies.
- Contrast the recruitment policy with the overall policy.
- Make recruitment more systematic.
- Organization-wide. It covers corporate offices, sites, and work appointments in India.
- All levels of staff from workers to officers to middle managers to upper management are included.
- A recruitment agency's career counseling clarifies your career options and assists you in selecting the best one.

4.1.5 Metrocem Group's HR Recruitment Goal

- The purpose of this exercise is to identify how many and what kind of workers can be recruited to help the company achieve its objectives.
- Recruitment helps build a pool of potential employees from which management can choose the most qualified person for a position.
- Recruitment is the process by which potential employees are matched with open positions, a process that benefits both parties.
- The process of finding and hiring talented people who will contribute to an organization's success in a variety of ways begins with recruitment.
- The purpose of the recruitment process is to bring in new workers who will be a good cultural fit with minimal adjusting on everyone's part.

4.1.6 Recruitment Management System in Metrocem group

A recruitment management system manages an organization's entire recruitment process. IT systems provide it to HR departments. Recruitment management systems, like performance management, payroll, and others, shape and manage the recruitment process. The recruitment management system's features and benefits are listed below.

- Systematize recruitment.
- The recruitment management system expedites, impartially, accurately, and reliably processes applications from various sources.
- Reduces cost- and time-per-hire.
- The primary recruitment process is managed by the recruitment management system, which includes the company's website application system, unsolicited applications, outsourcing recruitment, and the decision-making process.
- By keeping an active, automated database of applicants, a recruitment management system helps manage talent and maximise the recruitment process.
- The recruitment management system connects the applicant, the company's recruitment department, and the online application system.
- Candidates can network and communicate with one another more easily with the aid of a recruitment management system.
- Recruiters save time and money with the Recruitment Management System (RMS).

Metrocem HR Recruitment

Evaluation of client requirements

- Establish goals and specifications.
- Recognize the client's business and culture.
- Think about what you need to succeed in your job position.
- Find out what will be expected of the candidate.
- Produce a search approach and discuss it with the customer.

The Process of Candidate Identification

- Locate the appropriate resources
- Extensive organisation mapping, research, and database searching to support the profile

- Please update the client on the current state of the talent pool.

Evaluation of Candidates and Presentation

- Assessing potential candidates
- In-Person Meetings with Potential Employees - evaluate educational background, career goals, and cultural compatibility.
- Send in your resumes and have a chat with the client about the final cut.

Interviewing, selecting, and offering

- Interviewing Clients
- Observe Participate in decision-making.
- Talk about how much money the candidate is hoping to make.

Follow-up

- Conciliatory Discussions Regarding Acceptance
- Discussions of qualifications, salaries, and job levels
- Assign a date for joining and onboarding.
- Closing review for client satisfaction.

Metrocem Human Resources Telephone Interview Questions

- Tell me about yourself.
- Please describe your work experience and background.
- Can you please tell me about the CTC you are now earning from your employer.
- How high of expectations do you have for the new group?
- If you are selected, what is the mandatory notice period?
- When did you decide that you needed to stop working there?

4.1.7 Metrocem HR Recruitment Challenges

- Recruiting is a complex process that calls for strategic thinking, business acumen, technical knowledge, the ability to identify and attract the most qualified candidates, tact, marketing prowess (in order to convince prospective employees to accept the position), and insight into how to best align the recruitment procedure for maximum organisational gain.

- HR recruiters face new challenges every day. Such professionals struggle to find the best candidates for the company.
- The employment landscape has shifted in recent years due to technological developments, new avenues for finding candidates, increased levels of competition, and other factors. In an increasingly competitive employment market, human resources professionals are up against new barriers when it comes to recruiting due to poaching and raiding. They have to go through a lot of red tape to identify the most qualified candidates.

Human Resources has the following greatest difficulties while hiring:

1. **Globalization adaptability:** Professionals working in HR need to have the ability to keep up with current events and the changes that are taking on throughout the world. The upkeep of the chronology is within the purview of HR.
2. **Lack of motivation:** Many people have the misconception that recruiting and hiring employees is a thankless career. Even when the company is prosperous, the human resources department or experts are rarely given credit for their role in luring the most talented employees and performance.
3. **Process analysis:** The efficiency and promptness with which the hiring procedure is carried out are of the utmost importance to HR. The method needs to be adaptable, scalable, and quick to respond to any pressing needs that may arise. The process of hiring new employees need to be cost-effective as well.
4. **Prioritization of strategic initiatives:** Emerging innovative systems present human resource management professionals with both a challenge and an opportunity. As a consequence of this, it has become more challenging for recruitment professionals to prioritize their responsibilities and evaluate the requirements of the workforce in reaction to developments in the market.

4.2 Theoretical Framework: Recruitment theories

Two-way recruitment- Recruiter and recruited: A recruited recruiter choose who to recruit. Behling et al. list three methods potential employees choose an employer.

There are three recruitment hypotheses that have developed.

1. The Theory of Objective Factors
2. Critical Contact Theory and

3. The Theory of Subjective Factors

The Theory of Objective Factors: It presumes the applicants are logical thinkers. Candidates for a position would select an organisation based on how well it met their needs in terms of tangibles like salary, workplace amenities, room for advancement, and training and education, according to this hypothesis. According to this theory, the potential employer thinks about a wide range of factors, such as the applicant's level of education, their length of work experience, and any specialised skills they may have.

The Theory of Subjective Factors: Social and psychological considerations are given the most weight in the decision-making process. The prestige of the position, the standing of the company, and other criteria of a similar nature all play a significant part in the decision. According to this idea, the most important aspect for an individual applicant looking for work to consider when selecting an organisation is the degree to which the individual's personality is compatible with the image of the business. The following are examples of subjective factors: personal compatibility with the role, level of expertise, and optimal fit.

The Theory of Critical Factors: The candidate's observations of key elements throughout his interactions with the company are extensively taken into consideration during the decision-making process. Maintaining communication between the recruiter and the candidate, providing a fast answer, and other variables of a similar nature are essential. When applied to seasoned experts, this idea becomes significantly more valid.

There are situations in which a candidate is unable to select one organisation over another based on the objective and subjective factors described above. These situations can arise in situations where there are several organisations that meet the applicant's requirements. This is due to a variety of factors, including little interaction and insufficient data pertaining to the organisation, as well as the organization's own incapacity to do an analysis and arrive at any conclusion. In situations like these, the manager's decision-making will be heavily influenced by a few crucial aspects that he noticed throughout the course of the interview and his interactions with members of the organization's staff.

Note that the theoretical foundation described above by Behling et al. was heavily influenced by the working circumstances that prevailed in industrialised nations like the United States of America and European countries. Many jobs are available, but qualified candidates are hard to come by in these nations. This is in contrast to the situation in developing countries like

Cameroon, where there are fewer job openings but a greater number of people to fill them, which leads to a high level of unemployment. The theoretical foundation that was presented earlier is not applicable in developing nations, with the exception of high-paying positions that need a greater level of expertise and knowledge to qualify for. Candidates in these situations typically have a number of options from which to choose, and the individual in question is in charge of making that decision.

In jobs such as manufacturing, servicing, and clerical work, unemployment occurs when the number of people looking for work significantly exceeds the number of available positions. Candidates have limited options in a circumstance like this, and as a result, they should accept employment with whichever company calls them first. In such a scenario, the prospective employer is in a stronger position to select the most qualified applicants from among the numerous that are on the market.

As a result, the best recruitment strategy should involve a process of screening and redistributing candidates for positions not only open at the time but also anticipated in the future.

According to the findings of Behling's investigation, it is possible to draw the conclusion that the productivity of workers will grow since specific goals of encouraging them through regular payment will be achieved. Their working circumstances will be improved as a result of this, which will lead to increased productivity on their part.

When there is a large gap between the number of people looking for work and the number of positions that are available in the labour market, problems might occur. In this scenario, candidates have limited options when it comes to being offered a position in the organisation. Even if they have the information and the education, the process should be one of sorting through it all and rediscovering their potential.

This is because the correct individuals will be assigned to the right places, and as a result, production will rise. The subjective nature of a candidate's greatest match for the position makes it difficult to establish whether or not their performance will grow. Instead, it should be judged by how the applicant performed in the interview and interacted with the company's employees, both of which have a bearing on the prospect's potential output and judgement.

Chapter 5

Analysis and Findings

5.1 PLEST Analysis

Political Factor

Simply put, Metrocem investigates the political climate in the regions in which they intend to establish open distribution channels for their products. They also take into consideration other political variables, such as the stability of the political climate in certain divisions.

- The government's overall economic strategy and any subsequent policy adjustments.
- Government's declared position on the morality of marketing
- The government's view on culture and religion
- Governmental involvement in regional trade pacts

After weighing all of these political considerations, they settle on pursuing distribution and developing operating enterprises where they may match with others and reap the benefits of making more cash. .

Legal Factors

Metrocem Group is also cognizant of legal difficulties; hence, they employ legal consultants, barristers, and advocates to do a legal analysis of their operations. As the regulations regulating commerce differ by location, it is necessary for them to have their own legal assistance team for the financial recovery, and it is crucial to comprehend how these regulations will impact their operational activity.

Economical Factors

The Metrocem Group also does an analysis on the economic aspects of the country that is doing the exporting. The condition of the economy that they intend to participate in is the primary factor that they take into consideration. They are observing-

- The rates of interest
- GDP growth
- Capacity to make purchases

- The rates of inflation
- Employment levels levies and fines imposed on non-Western nations
- The expense of providing perks to employees
- Potential outcomes for the economy in the long run.

In most cases, they learn about the economic situation in such nations. This is because having success of international business is mostly dependent on the economic situation in the country being done business in. They have high hopes for how successfully they can manage the company if the economy continues to improve.

Socio-cultural Factors:

It is possible that the social and cultural factors that have an impact on business in our nation are substantially different from those in other countries. Cultures differ from one another depending on a variety of factors, including language, religion, and so on. They use these as a foundation for entering new markets where they can supply products of a standard quality. If the culture is different, then there needs to be some sort of adaptation. They do this in order to prepare for the introduction of the market by identifying the cultural variables.

- The predominate language, the dominant religion, and the religion's impact on commerce.
- Options for construction materials Attitudes towards items made in other countries

After conducting this research, they venture into a new market and create a product specifically for that market.

Technological Factors:

One of the simplest and most effective methods to obtain an edge over one's competition is to make technological breakthroughs. The application of technology is absolutely necessary to achieve a competitive edge. Therefore, Metrocem Group is always looking for new technologies that they can use into their business. Therefore, they think about these concerns. Similar to:

- Technology contributes to a decrease in the cost of products and services.
- They now have access to a new channel of communication with customers thanks to technological advancements on facebook, YouTube, Google Adsense.
- Their industry brand and products are advertised via the many forms of electronic and social media.

5.2 Job Satisfaction of Employees

Employee work satisfaction was the subject of my study. I wanted to discover how satisfied the current staff is. The population is 10, and my sample is 5. Both teams have 52 % happy workers and 48 % dissatisfied employees. 81% require advancement within 6 months to 2 years. 23 % of workers believe recruited workers are overqualified. 10% of workers are unhappy with their pay. Most employees place greater compensation first and other benefits last. 28 % of workers believe the office location disrupts work. 90% said reporting officers are occasionally useful. 85 % occasionally like their coworkers. 57% wish to continue with Metrocem for 3–4 years.

5.2.1 The Two-Factor Theory of Herzberg:

According to Herzberg's research, there are two main ways to increase morale and productivity in the workplace:



(Figure 3)

Hygiene Factors

The necessity for a firm to minimise discomfort at work drives hygiene considerations. Employees may be dissatisfied with their jobs if these criteria are deemed insufficient.

Some components of good hygiene are:

- Management and corporate procedures
- Income, income, and more income
- Superiority of Supervision Relationships with others
- Environment of Work
- Confidence in one's job's stability

In this ranking technique, most employees' first option is a higher pay, and their last choice is additional advantages such as a provident fund, a loan, medical facilities, and so on. Interpersonal relationships are also not satisfying. Six employees stated that they are

occasionally happy with their coworkers. A supervisor is occasionally useful, according to 85 percent of those who have reported an officer.

Motivator Elements

One's own drive toward growth determines the variables that serve as inspiration. In the presence of these motivators, workers are more likely to be content in their jobs. If they are successful, they can motivate someone to go above and beyond in terms of their work and output. Parts of the environment that serve as motivators

- Opportunity for progression in status
- Obtaining Notoriety
- Responsibility
- A sense of personal accomplishment and personal improvement at work
- Four of the employees are happy with their jobs, while the other three are not. Almost everyone wishes to advance in their careers within the next six months to a year.

5.3 Findings

The Metrocem Group's extensive recruiting process and high management's bureaucracy slow hiring. As a result of these operations, recruiting in mid- and upper-level management is delayed by at least 50 days each time a position becomes available. Entry, middle, and senior management policies are not differentiated. Metrocem Group is not receiving enough quality resumes for these vacancies.

Metrocem Group struggles with talent management. High turnover and unanticipated demand make HR a poor business strategy. However, HR is receiving substantial investment. Metrocem Group also lacks a marketing department. PR moves to HR. These may cost the company money. Organizational charts were last updated two years ago. Job descriptions seldom change. They changed their job descriptions, causing a big problem. New hires receive job descriptions.

The leader of a Business Unit (BU) is unable to modify severance packages for outgoing employees due, in part, to this structure. In addition, employees frequently quit from Metrocem Group with short notice. This makes it more difficult for HR and the respective BU unit leaders to prepare for the future in terms of staffing. Of the five former employees I have spoken with, three gave the reason of a better offer from another company as the reason for their departure. It is a long way between them for two of them. Fewer women than men apply for jobs in Mohakhali. Employees are also reluctant to operate under a rigid code of behaviour. These days, everyone wants to work for a big multinational. Despite the availability of transit options,

the workplace is situated near Mohakhali, the hub of Dhaka's notorious traffic. They also do not honour religious or cultural festivals like Buddha Purnima, Christmas, or Shob-e-Borat. Therefore, it is important to strengthen the impact of sociocultural factors. Only two Eid holidays were provided. It seems like a societal problem that might lead to friction in the workplace. Competitors in other industries might offer more alluring salary and benefit packages to experienced workers.

The daily turnover rate of Metrocem Group is rising. Due to the high rate of churn, it was unable to collect a great deal of pertinent data.

Chapter 6

6.1 Recommendations & Conclusion

6.1.1 Recommendations

The HR operations of "Metrocem Group" are now at a reasonable level, although there is room for improvement both within and internationally. To simplify and improve the company's overall operations, highlighted areas:

Recommendations in General

- Print media and Bangladeshi distributor channels should be promoted.
- Company should sponsor more magazines and corporate events.
- Should recruit additional HR Associates for the company.
- Company could expand other amenities to improve employee happiness.
- The organisation should perform frequent market research to assess market trends.
- Should provide sufficient attention to intern management in the HR department.
- Reporting Officers ought to be more helpful, kind, and amicable.
- The company's future growth hinges on developing novel approaches and overcoming human resource issues.

Specific Recommendations:

- Appropriate people should be picked for certain positions.
- The company's human resources department should be strengthened with due care.
- Developing socio-cultural activities can improve the work environment.

6.2 Conclusion

The goal that Metrocem Group has been trying to realise may now become a reality thanks to the HR rules that were mentioned above and the proposed revisions to those policies. The Metrocem Group's recruitment practises are convoluted, which causes an unnecessary delay in the success of the company. If the amount of time spent recruiting new employees can be cut down, operations will be able to function more smoothly than they do at the moment. The time it takes to make decisions will decrease. In addition, one of the problems that the HR department at Metrocem Group has been having is trying to hire and keep talented management employees. HRU is already accountable for one thousand workers, making it difficult to separate them from PRU. Separation of roles is an absolute must, according to the researcher.

Reference

Reference books: -

- DESSLER, G. (2010) Human Resource Management. 11th ed. New Jersey: Pearson Prentice Hall.
- A.JUDGE, T. and HENEMAN III, H.G (2006) Staffing Organization. 5th ed. McGraw-Hill: Mendota
- SCHATZMAN, B. T. (2003) Business Communication on Today. 7th ed. Singapore: Pearson Prentice Hall.
- Kangal, S. (2019) Career choice, Medium. Medium. Available at: <https://eduardicle.medium.com/career-choice-d95630c9234>
- Organizational behavior and human decision processes (1985).
- Ulrich, D. (2017) Victory through organization: Why the war for talent is failing your company and what you can do about it. New York: McGraw-Hill Education.
- Marketing, M.B.& (no date) *Metrocem at a glance*. Available at: https://www.metrocem.com.bd/company_profile.php

Appendix

Questionnaire:

- Which Team do you belong to?

a) Employee relations and talent management b) Compensation and benefit

- Are you content with your current employment?

a) Yes b) No

- When do you anticipate being promoted?

a) 6 months; b) 1 year; c) 2 years; d) 3 years; e) No matter

- Do you think that there are occasions when employees have more qualifications than their jobs require?

a) Yes b) No c) Maybe

- Are you happy with the salary that you currently receive?

a) Yes b) No

- Your preferences should determine the order in which you list the first four parameters.

___ a) Pleasant Work Environment

___ b) Increased Pay

___ c) Promotion

___ d) Other Perks

- How does the workplace location affect staff productivity?

a) Certainly does not create difficulties. b) Probably does not cause any issues.
c) I am unsure; d) It likely creates problems.

- Is your reporting officer always accommodating?

a) At all times; b) the vast majority of the time; c) occasionally; d) never;

- How pleased are you with your coworkers?

a) Always; b) most of the time; c) occasionally; d) never

- In what capacity do you hope to continue working with Metrocem?

a) Less than six months;

b) one to two years;

c) three to four years;

d) five to six years;

e) till retirement