

Report On

Human Resource Management Practices and Sales Force Retention of FMCG Organization in Bangladesh: A quantitative analysis on Square Toiletries Ltd.

By

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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
June 2023

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Declaration

It is hereby declared that

1. The internship report submitted is my/our 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.

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Irin Sultana Meem
19104112

Supervisor's Full Name & Signature:

Dr. Mohammad Rabiul Basher Rubel
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BRAC University

Letter of Transmittal

Dr. Mohammad Rabiul Basher Rubel

Associate Professor

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of the Internship Report

Dear Sir,

With all due respect I would like to inform you that, I am Irin an undergraduate student of BRAC Business School. I am exceedingly grateful of the chance to deliver a paper on my internship entitled "Human Resource Management Practices and Sales Force Retention of FMCG organization in Bangladesh: A quantitative analysis on "Square Toiletries Ltd."

Which is a unit of BUS 400, the final course that I intend in order to obtain my Bachelor of Business Administration. I should also say that getting the opportunity to finish my internship at Square Toiletries Limited was advantageous. I had the opportunity to connect what I learned about new corporate aspects with my academic studies. In addition, I attempted to conduct some research for my report on Square Toiletries Limited's Human Resource Management Practices for field-based sales representatives.

Throughout this internship program, I have had the chance to carefully examine practical work and observe the ways it contrasts with theoretical research. Given that I am still studying, this paper and my work experience have provided me the opportunity to gain knowledge about the fundamentals of this organization. Therefore, I sincerely hope that you will take into account any inconsistencies in my report.

Sincerely yours,

Irin Sultana Meem

19104112

BRAC Business School

BRAC University

Date: June 22, 2023

Non-Disclosure Agreement

This agreement is made and entered into by and between Square Toiletries Limited and the undersigned Irin Sultana Meem, a student at BRAC University, in order to avert the unauthorized disclosure of the company's privileged information.

Irin Sultana Meem

19104112

BRAC Business School

BRAC University

Acknowledgement

In the beginning, I want to acknowledge my academic supervisor, Dr. Mohammad Rabiul Basher Rubel Sir, for guiding me through the completion of my whole report and managing to stay focused on my advancement on timeline and I had been capable of completing this whole report nicely. Secondly, I want to thank my on-site supervisor Abu Saleh Yeasir Arafat Shamir Sir, at Square Toiletries Limited for giving me the opportunity to get expert help as well as the information I required to finish my report. Furthermore, I would like to appreciate each and every coworker at Square Toiletries Limited for their cooperation throughout my quest.

Executive Summary

This report was developed with the understanding and experience I received while interning at Square Toiletries Limited. It is fundamentally a written document which integrates my comprehension of on a daily basis human resources duty alongside company scheduling and planning. The report focuses on my internship obligations, behaviors, comprehending successes, and other factors.

The complete report is separated into chapters. The initial section is finished by incorporating information such as student information, internship information, supervisor information, My duties and responsibilities, internship outcome, student contribution, student benefits problem & difficulties, and recommendation. Through this section, I attempted to convey an overview of the entire report.

In the second section of the report, I include a summary of the company's history, mission, vision, HR practices, employee retention, quality policy, brands and merchandise, departments, and sister concerns. The research report will additionally discuss their supervisory, promotional activities, functioning, and data technology practices, as well as an evaluation of rivals.

The third chapter is dedicated to analysis, procedure, and perception. In this section, I combine diverse data, pictorial visuals for HR practices. This report's data covers workforce dispersion, employee turnover, retention of staff as well as HR department involvement results for sales force retention.

Last but not least, I finished my report with a concise. In accordance with the results of my research, I offer my recommendation for the company. Furthermore, the sources I adapted have been included in the last section.

Table of Contents

Declaration.....	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement.....	v
Executive Summary	vi
Table of Contents	vii
List of Acronyms	xii
Chapter 1 Overview of Internship.....	1
1.1 Student Information	1
1.2 Internship Information.....	1
1.2.1 Period, Company Name, Department/Division, Address	1
1.2.3 Job Scope – Job Description/Duties/Responsibilities.....	2
1.3 Internship Outcomes	4
1.3.1 Student’s contribution to the company	4
1.3.2 Problems/Difficulties	5
1.3.3 Recommendations.....	6
Chapter 2 Organization Part	7
2.1 Introduction.....	7
2.2 Overview of the Company.....	8
2.2.1 Mission.....	9

2.2.2 Vision.....	10
2.2.3 Values & Principles	10
2.2.4 Product offerings.....	11
2.2.5 Corporate Social Responsibility of SQUARE Group.....	12
2.2.6 Slogan	13
2.2.7 Quality Policy	13
2.3 Management Practices.....	14
2.3.1 Executive Management.....	14
2.3.2 The Human Resource Department of STL	14
2.3.3 Leadership Style.....	15
2.3.4 Recruitment and Selection	16
2.3.5 Training and Development	17
2.3.6 Compensation	18
2.4 Marketing Practice	20
2.5 Operations Management and Information System Practices.....	24
2.6 Industry and Competitive Analysis.....	25
2.6.1 SWOT Analysis	25
2.7 Summary and Conclusions	31
2.8 Recommendations/Implications.....	33
Chapter 3 Project Part	35
3.1 Introduction.....	35

3.1.1 Background/Literature Review	36
3.1.2 Objective(s).....	37
3.1.3 Significance.....	37
3.2 Methodology	37
3.2.1 Research Design.....	38
3.2.2 Population, Sample and Unit of Analysis	38
3.2.3 Research Instrument.....	40
3.2.4 Data Analysis	40
3.2.5 Limitation.....	41
3.2.6 Confidentiality of Data	42
3.2.7 Budgeted Time Limitation.....	42
3.2.8 Data Insufficiency	42
3.3 Findings and Analysis.....	42
3.3.1 Employee Retention.....	42
3.3.2 Employee Relation in Square Toiletries Limited.....	43
3.3.3 Dimension of HR Practices.....	44
3.3.4 Sales and Trade Program Practices of Square Toiletries Ltd	45
3.3.5 List of the benefits of Square Toiletries Limited	46
3.3.6 Survey Questionnaire:.....	46
3.3.7 Output of reliability.....	53
3.3.8 Correlation Analysis	53

3.3.9 Regression analysis	55
3.3.10 Hypothesis Analysis.....	56
3.3.11 Observed Findings	56
3.4 Recommendations/Implications.....	59
3.5 Summary and Conclusions	60
References.....	61

List of Tables

Table 3.1 Variables.....	34
Table 3.2 Reliability Statistics.....	46
Table 3.3 Correlation Matrix.....	47
Table 3.4 Regression Analysis.....	48
Table 3.5 Hypothesis Analysis.....	49

List of Acronyms

STL	Square Toiletries Limited
HRM	Human Resource Management
SO	Sales Officer
TSO	Territory Sales Officer
ASM	Area Sales Manager
DSM	Divisional Sales Manager
RSM	Regional Sales Manager
STL	Square Toiletries Limited
SKU	Stock Keeping Unit
QC	Quality Control
ROI	Return on Investment
SFR	Sales Force Retention
CSR	Corporate Social Responsibility

Chapter 1

Overview of Internship

1.1 Student Information

Name: Irin Sultana Meem
ID: 19104112
Program: Bachelor of Business Administration (BBA)
Major: Human Resource Management (HRM)

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

Period: January 11, 2023 to March 30, 2023
Company Name: Square Toiletries Limited
Department/ Division: Human Resources Department
Address: Samson Center, 43 South Avenue, Road-126, Plot-
CES(G) 5A, Gulshan-1, Dhaka-1212

1.2.2 Internship Company Supervisor's Information: Name and Position

Name: Abu Saleh Yeasir Arafat Shamir
Position: Assistant Manager, Human Resource Department, Square Toiletries Limited

1.2.3 Job Scope – Job Description/Duties/Responsibilities

My main responsibility was to assist HR personnel in their normal operations, management works as an HR intern. While working for Square Toiletries Limited my responsibilities were:

- CV collecting and sorting
- Assisting in the recruitment & selection process
 - Communicating with the applicants
 - Creating Applicant summary
 - Coordinating interviews and written tests
 - Scripts checking and result preparation
- Preparing Job Confirmation letters and Recruitment Proposals
- Managing employee files

CV collecting and sorting

I used to begin sorting those CVs after the CV submission deadline. Prior to that, I used to gather data regarding the position and the duties of that role. I used to carry the job posting with me for reference. Again, I used the sorting criteria that my supervisor had provided to me as my sorting foundation. Typically, the sorting criteria included things like education, institution, age, and experiences. These requirements were based on what was needed for the job they were looking for.

Assisting in recruitment & selection process

Communicating with the applicants:

My job was communication with applicants. Sometimes it was difficult to accomplish. It was a little challenging for me since sometimes I have to persuade the applicants about the working atmosphere at our organization. Sometimes the preferences of the candidates could not satisfy

our standards, and other times the preferences of the applicants could not match our company's policy. Ultimately, we used to have a strong pool of candidates. My ability to communicate has improved significantly as a result of this work.

Preparing Summary of the applicants:

A date for the written test and interview is set once a strong pool of candidates has been obtained. Written tests are now administered up to the executive level, and then the chosen applicants are contacted for additional interviews. Starting with high level positions, no written test is necessary. They merely have to go before the interview panel. I have to prepare a summary of the applicants that has been chosen before performing the written test or interview. Their name, phone number, educational background, and years of experience were listed in the summary. The ability to quickly scan an applicant's profile is helpful to the examiner.

Coordinating written tests and interviews:

I was in charge of organizing the written exams and interviews. My responsibility was to keep track of applicants' serial numbers and ensure that they arrive on time for the written test and interview. Again, one of my responsibilities was to monitor the written tests.

Checking scripts and preparing result:

The main challenge commenced after the written test. I used to get scripts with the acceptable responses, review the script, and then prepare the results so that the most qualified candidate could be chosen.

Preparing Job Confirmation letters and Recruitment Proposals

The task of creating job confirmation letters and recruitment proposals was lastly assigned to me. When an applicant is hired following the recruitment process, these tasks are completed. The selected individual can then join as soon as possible after these have been approved by our GM. Therefore, these are the tasks that I have completed thus far during my three months at STL. I genuinely believe that these past three months have taught me a lot. At STL, an unforgettable experience was undoubtedly had.

Employee file management

An intern in STL's HR division is responsible for managing the files of current workers. My responsibility was to confirm that all necessary paperwork was present in the employee's personal file and notify my supervisor if anything was missing or required additional attention.

1.3 Internship Outcomes

1.3.1 Student's contribution to the company

- An intern gets the chance to apply their knowledge from academy classes to real-world situations depending on the place of work they chose on a daily basis by learning skills like teamwork, collaboration, and gain practical knowledge about corporate strategies, environments, culture etc.
- A student can gain practical work experience for their CV or resume through internships, which also teach them how they should conduct themselves in a work environment.

- During an internship, an intern may learn important things about his or her strengths and weaknesses. Internships give students the opportunity to receive feedback on their work from supervisors and other industry professionals, as well as a unique level of hands-on educational and practical perceptions that an intern might not be able to achieve on their own.
- An intern has an ideal chance to expand their professional network. As an illustration, while I work in a FMCG organization, I am surrounded by talented executives and my supervisor is aware of my potential, enthusiasm, and eagerness to work. We regularly communicate so that they can support me in my career goals and I can use them as references on my resume.

1.3.2 Problems/Difficulties

Conventional conditions prevail at STL. The staff members here get along well with one another. Even though this organization has an outstanding work environment, I nevertheless had some difficulties when collaborating with the department on a project. The limitations that I saw are detailed below–

- An enormous amount of paperwork. Even though they had multiple web-based and data-based technologies, they still used to save a lot of paper. To illustrate, even after entering all the information relating to employment and selection into their program, they must still keep all the paper duplicates and registered copies in case the subsequent authorization is required.
- It requires an extensive amount of monotonous physical labor, and it is challenging to keep track of and double-check everything.
- Working rigidly assigned hours all the time might occasionally be a demotivator.

-The office has hours of operation from 8:30 to 5:30. While the standard workday is 8 hours, the employees are required to work 9.

-In other offices, lunch gets carried for an hour. There is no set break time for lunch because STL serves lunch for every employee.

1.3.3 Recommendations

They should continue treating interns like regular workers because it motivates learners like me who want to work in an environment where their efforts are valued.

STL should adopt digital internship programs in the future. Due to their reputation, they frequently receive requests for internships. They can increase interest in the program by starting intercampus tournaments. To attract candidates from diverse institutions, they should plan a variety of employment fairs. They can target young people more while introducing their business. They will have no trouble finding top candidates from the youthful stars. They can also start the on-campus hiring process.

Chapter 2

Organization Part

2.1 Introduction

Bangladesh has been highlighted for having a population of more than 160 million, making it a very densely populated nation. If we attempt to approach this from a commercial viewpoint, it can be claimed that Bangladesh is a nation with a significant number of customers, whose consumptions are increasing the profits of enterprises on a daily basis. Consumers are the main concerns that need to be considered because this report is about an FMCG (Fast Moving Consumer Goods) organization. There are some businesses operating in Bangladesh that are significantly increasing our GDP through their commercial gains. SQUARE is one among the firms in this regard. SQUARE Group began its journey as a relatively small company, but over time, it has grown its branches like a tree.

SQUARE TOILETRIES LIMITED (STL) is one of the members of the concern group called SQUARE. A large workforce is always striving to ensure the success of this business. STL has established a productive HR team that manages the workforce and works to make the maintenance of the workforce more competitive than that of other companies in the sector. Being a member of that effective team and learning more about how HR manages such a large staff was a terrific opportunity for me. To have a more comprehensive understanding of the corporate HR team, I have immersed myself in this team to learn the benefits and drawbacks of HR management. I wanted to combine everything that I had learned through STL with the knowledge I had acquired from academic degrees.

I made the choice on recruiting and choosing the members of the STL Field Force (FF) since I learned that there are numerous difficulties that should be brought to light as well as refers to

that needs to be eliminated. The retention rate of this particular section changes more than that of another department, which makes it difficult for STL's HR staff to manage. Due to their remote locations and the inability to constantly monitor them, The HR team is finding it increasingly challenging to motivate this particular category of workers. As a result, the retention rate changes continuously. This report really provides a general review of STL's HR practices together with information on the company's history, products it offers, internal structure, organogram, operations, terms and policies, throughout the years employee retention trend, etc. This study will not only provide a thorough analysis of the organization, but it will also highlight a few areas that require attention, improvement, and emphasis. Once more, this report will highlight those elements that may serve as a recruiting tool for potential employees of SQUARE TOILETRIES LIMITED.

2.2 Overview of the Company

Among the biggest and most well-known firms in our nation is the Square Group of firms. They have numerous branches across the nation that sell and provide services and goods. They currently control the majority of the marketplace sectors in our nation. They have a solid record in Bangladesh's pharmaceutical industry for producing high-quality medications for more than 40 years. SPL made its professional appearance in 1958 from a little house in the village of Ataikola near Pabna in an unassuming manner. Square was partnered with an agreement for management with Burmumgrad Hospital International of Thailand for the governance of Square Hospitals Ltd. at the time, along with other large concerns like Square Consumer Products Ltd., Square Informatics, and Square Hospitals Ltd. The Square Group of Companies is a multinational conglomerate with operations in numerous commercial and industrial sectors. The result of its tremendous diversity, whether connected or unconnected, is its current untouchable position. The goals of the Square Group of Companies are to perform ethical

business practices within a moral and legal framework in order to fulfill the purpose as expressed in the vision. The mission of the Square Group of Companies is to relieve human suffering via high-quality, cutting-edge healthcare. As a component of the advancement of human civilization, the vision of the Square Group of Companies promotes the accumulation of riches via material and ethical advantages. According to the Association's bylaws, The Board of Directors corresponds to frequently to debate initiatives and plans, keeping notes while doing so while arriving at conclusions which the Executive Management will implement. Therefore, it is obvious to me that the Square Group of Companies is a crucial and major contributor to our nation's economy and government.

The list of some other concern company of Square Group are mentioned



2.2.1 Mission

□ To see client understanding as the largest of the company's most significant resources and, as a result, to go above and beyond in understanding customers' shifting needs for the purpose allow them to offer the highest level of pleasure.

- To provide consumer goods at fair prices while steadfastly upholding a stand on quality. They work tirelessly to create their products to meet the highest standards of quality across the world.
- To maintain a welcoming workplace and to assemble and develop the main resource of STL and its relatives. Additionally, look for an exceptional level of employee inspiration and fulfillment.
- To really uphold one's responsibility to the government and society while upholding the highest moral standards, as well as to go above and beyond to fulfill a social request without engaging in acts of negligence, unfriendly behavior against the environment, or dishonest or corrupt behavior.

2.2.2 Vision

Square Toiletries Limited tries to comprehend the distinct demands of the customer and translate those needs into goods that fulfill them in a distinctive way with high-quality goods, excellent service, and reasonable prices. "SQUARE TOILETRIES LIMITED"

According to STL, business serves as a tool for the welfare of shareholders, employees, and society at general, generating prosperity via material and ethical advantages as a byproduct of the development of human civilization.

2.2.3 Values & Principles

Square Toiletries Ltd. bases its beliefs and principles on three pillars: the welfare of customers, staff, and society. The company feels obligated to promote social welfare. Despite being a for-profit company, STL doesn't always prioritize making a profit; instead, it strives to be even

more focused on upholding its social obligations. As a result, STL feels a strong sense of obligation to its clients, employees, and society at large.

These key values and concepts are demonstrated in each and every one of STL's activities, from the day-to-day company operations of the quality policy.

2.2.4 Product offerings

STL thinks that everyone has a right to safety and health. To provide the attention that their customers require, they have this incredible product range under many names. because they love us and want to see us happy. Square Toiletries has 21 brands and more than 55 items across a variety of categories such skin care, hair care, oral care, infant care, fabric care, scourers, male grooming, female hygiene etc. It is recognized as one of the top manufacturers of high-quality cosmetics and toiletries in the world. Care is at the heart of STL's primary business. All of these items are produced in two automated plants owned by Square Toiletries Limited, one in Pabna and the other in Rupshi (Narayanganj). the brand of the merchandise that is created by Square Toiletries are given in the below



As a distinct business of "Square Pharmaceuticals Ltd.," "Square Toiletries Ltd." began its adventure with just one product and that is "**Jui Coconut Hair Oil.**" Presently, it offers over 55 products under 20 brands in a variety of categories, including scourers, male grooming, OTC, skin care, hair care, oral care, baby care, and fabric care. However, "Square Toiletries Ltd." is best known for its winter care items.

Its major brands include:

Skin Care: Petroleum jelly, Oil, Serum, Glycerin, Body lotion, Lipstick etc.

Hair Care: Hair Care Oil and Shampoo.

Oral Care: White Plus and Magic Tooth Powder.

Baby Care: Baby Lotion, Shampoo, Talcum Powder, Gel Toothpaste, and Olive Oil.

Fabric Care: Laundry Soap, Washing Powder, Fabric Whitener.

Scourers: Dish Washing Soaps and Toilet Cleaners.

Male Grooming: Shaving foam, Aftershave Lotions, Talcum Powder.

Others: Air Fresheners, Sanitary Napkins, Zero Cal, etc.

2.2.5 Corporate Social Responsibility of SQUARE Group

SQUARE understands that progressive labor laws are wise business decisions, particularly for a firm like ours with international aspirations. We have a trade union, and in accordance with the country's current labor laws, our human resources policies have been regularly updated. We firmly forbid any sort of forced labor and do not let any female employees to work the night shift. The principle of "No Child Labor in SQUARE" is one we actively uphold. SQUARE's basic values of transparency and corporate ethics are scrupulously upheld

throughout all phases of the business operations. Each company in SQUARE is designed so that the management can guarantee the greatest level of both financial and behavioral accountability. Square has a policy of zero tolerance for any form of corruption. Other CSR initiatives include:

- Quality Lunch facility with a clean dining
- Women Empowerment
- Celebrate International Women's Day
- Transport facilities for executive level, Corporate Head Quarter, Dhaka
- Square kindergarten for employee's children at Pabna, Shalgira

2.2.6 Slogan

The company STL's slogan is "we care for you."

2.2.7 Quality Policy

According to STL Below Quality Policy's official website, rigorous compliance has been upheld Each and every department is committed to doing all possible to comprehend customer demands in order to maximize satisfaction and establish market leadership (Square Toiletries Limited, 2021).

- Make an effort to maintain the highest level of quality standards in accordance with the international standard ISO 9001: 2008 and to continually improve manufacturing technology.
- Devoted to sustaining a friendly workplace culture and attaining quality goals through ongoing staff training.

2.3 Management Practices

2.3.1 Executive Management

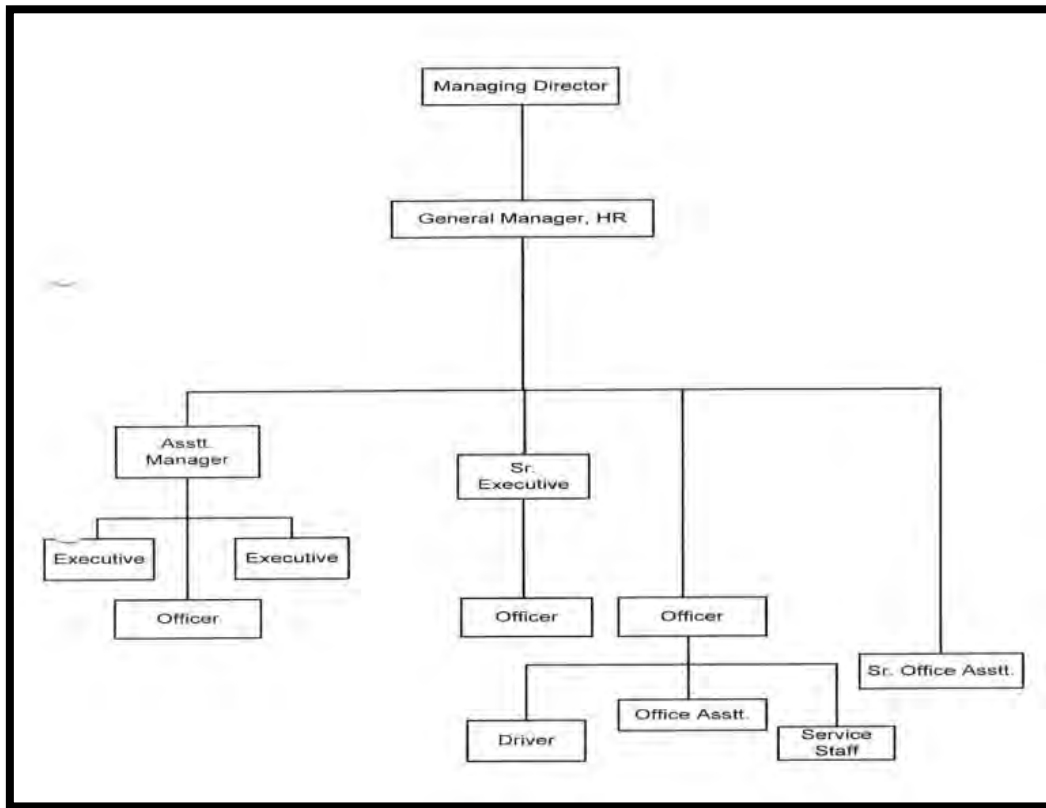
The Chief Executive Officer (CEO), who has been given the required and sufficient power by the Board of Directors, is the Managing Director, who is in charge of the Executive Management.

At every level of line management, additional authority is delegated in order for the Executive Management to function. The Executive Management is liable for inadequacies and given praise for great performance and is charged with creating different plans and more segmented plans for each profit c with available objectives for each product and service. These tasks are completed by the executive management with the help of several committees, subcommittees, ad hoc committees, and standing committees.

2.3.2 The Human Resource Department of STL

The spontaneous contribution of Human Resources is what STL regards as productivity. Programs for strategic human resource development provide STL and HR the drive they need to reach their goals. The flow of precise information and the justification of inquiries are essential to maintaining Square's position as the most dependable and open firm, and they also help to boost employee enthusiasm since they are the true owners of their work and contributors to the company. The HR department at SQUARE represents the special mixing of professionalism and sharing the stress and success equally like a family where each member has a great deal of care, feeling, and pride for their own firm Square. HR helps to guarantee an important supporting function in the creation and execution of HR policies in order to guarantee seamless execution, intuitive involvement, the accomplishment of company objectives, and fulfillment of employee requirements. HR persists to manage labor unions

skillfully, and no unrest has been reported at a dispute as of yet. The employees at SQUARE cherish it as their own families.



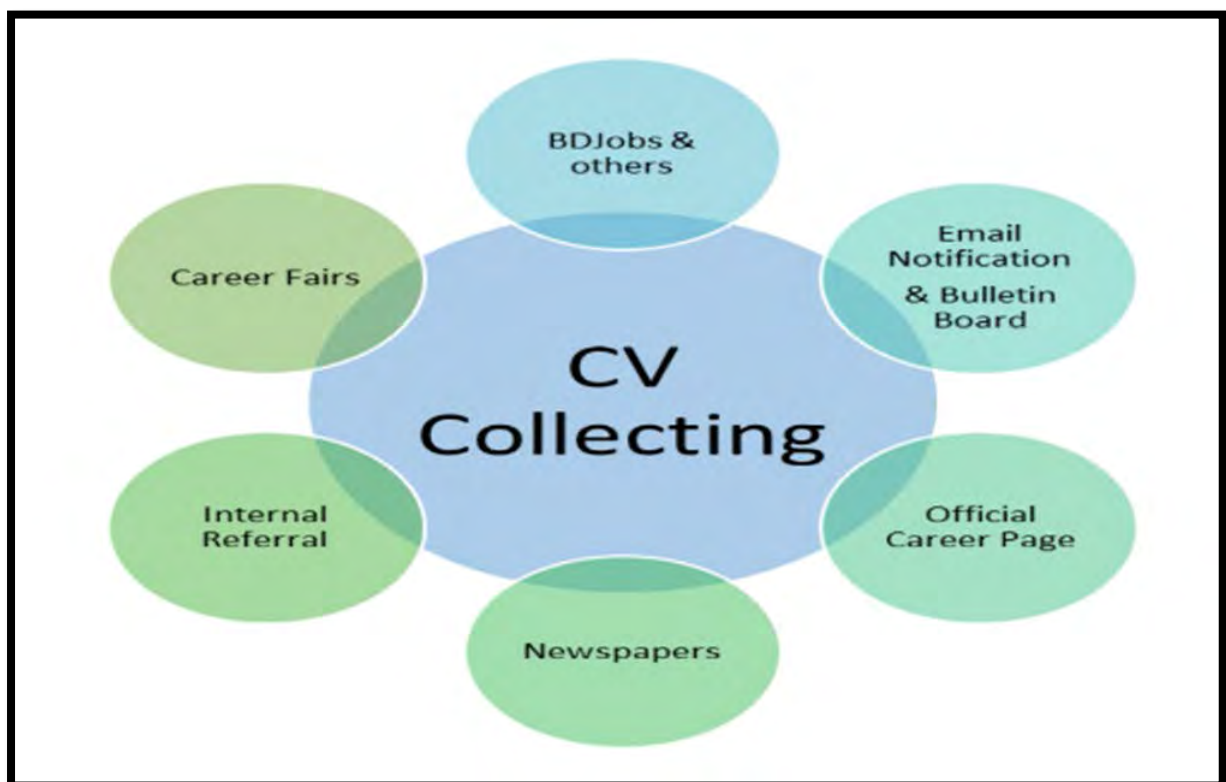
2.3.3 Leadership Style

The majority of Square Toiletries Limited's managerial procedures are democracy. By employing this type of management, the company offers both worker and employer viewpoints with equal importance. Before making a decision in any circumstance, the manager usually interacts with the subordinate to it. This kind of management gives employees a high priority in the process of making choices, which motivates them to become more involved in their actions.

Prior to executing any kind of determination, our organization's general manager, Ms. Monami Haque, arranges brief conferences with both upper management level and non-management level subordinates.

2.3.4 Recruitment and Selection

High-caliber candidates that desire the freedom of the position and the tools to advance their careers are sought after by STL. SQUARE is a place for person who has always stood out. The organization's recruiting procedure is broken down into four categories, each of which is comprised of vocations in different sectors, and it employs thousands of individuals from diverse backgrounds and races who work in the vacant positions. Depending on the employment type and job grade/group distribution. As strategy of a company gets direct impact from the type of employee it has, Square seeks to recruit talents and nurture them. For collecting CVs there are multiple channels that STL follows.



Moreover, the Job Description for hiring personnel is strictly maintain for talent acquisition.

Do you have the SQUARE qualities?

Square Toiletries Limited (STL), a sister concern of **Square Group** is the leading local FMCG company having multiple leading brands in its portfolio. We manufacture and market 20 brands that deliver the highest standards to the stakeholders. Wellbeing of consumer, employee and society are the three foundation pillars of the values and principles of Square Toiletries Ltd. Currently STL is looking for dynamic, hardworking, intelligent and self-driven candidates for the following position:

Designation: Territory Sales Officer
Department: Sales
Work Location: Anywhere in Bangladesh

Responsibilities:

- Monitor and Coordinate the activities of Sales officers & Distributors
- Monitor & ensure unit-wise sales
- Collect market information and track competitor activities

Requirements:

- Graduate in any discipline from reputed university
- Minimum 3 years of working experience in relevant position, preferably in reputed FMCG Company
- Must have good knowledge in MS Excel
- Able to Drive motorcycle & valid driving license is mandatory
- Age within 38

If you think you are the right person we are looking for, please submit your resume with cover letter and a recent passport size color photograph (not more than 6 months old) by **25 September, 2021** through e-mail at **hrd-stl@squaregroup.com**

- The position and department must be mentioned in the subject line of your mail
- Square Toiletries Ltd. is an Equal Employment Opportunity provider

f /STL.SquareGroup
 www.squaretoiletries.com

SQUARE TOILETRIES LIMITED

2.3.5 Training and Development

The corporation sets up several career-development options for the employee to maintain the square individuals current with KSA. STL practices several sorts of training, including

- Field Training

This kind of training is planned for field-level employees like sales officers. The newly recruited SO was required to complete practical experience in a prospective market for 2 to 5 days.

The TSO and ASM are given command over the divisionally separated SOs. Based upon the supervisors' assessments of their freshly assigned SOs after the training, the qualified applicants are picked.

- In House Training

The instructional period will last for two days. The participants that go through field training are chosen for this training session. The location of this training is the Dhaka office. Each department offers a succinct synopsis of the company, its standards of actions, and its responsibilities. Following this training, the candidates are evaluated through written exams and interviews.

- On the Job Training

The first six months after an individual start working for a corporation are referred to as the probationary phase. During this time, the employee works with peers, groups, and individuals to gain experience and learn new skills.

2.3.6 Compensation

The Square group is always concerned with its most precious resource, which is its workforce. Square practice and create some best culture and laws to improve the workplace and keep employees happy in their jobs. Workplace culture, security management, employee benefits, and employment rules are all designed with the benefit of the square's residents in mind. According to my assessment, Square has the finest labor and pay practices among the national-level businesses.

- Basic & Bonus

For certainly every position, the basic pay scale was extremely satisfactory. In a very small percentage of cases, employers will pay more if an employee has exceptional experience. Square offers greater incentive deals as compared to other comparable Bangladeshi

organizations. Whereas other companies only offer two to three bonuses, Square offers five bonuses (two for the holidays and three based on performance).

- **Transportation Facilities**

They offer a wide range of transportation options that essentially span the whole metropolitan area of Dhaka. High-quality AC buses are used every day for up-down transportation for all-female executive level staff. Employees at the highest levels of management have access to personal vehicles and shuttle services.

- **Lunch Facility**

One of the attractive perks that employees receive from Square is a subsidised lunch facility. Almost every day, they provide lunch while maintaining adequate sanitary standards and balancing the six nutritional components of the cuisine. Additionally, employees are permitted to have tea and snacks twice daily.

- **Work Environment**

Each employee may begin their professional calendar day with the appropriate level of relaxation thanks to the design of the workplace environment. The well-furnished workplace and hygienic break room increase staff efficiency. One of the driving forces behind the design of a better work environment is the workplace culture.

- **Retirement Benefits**

The retirement savings and gratuity, part of the monetary assistance offered by the corporation, are made available to Square employees.

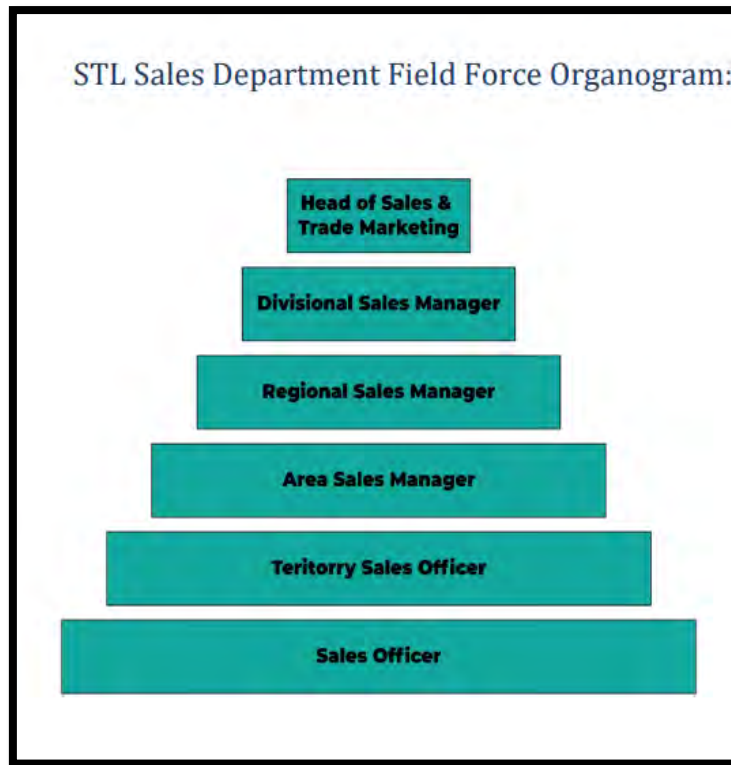
- Earn Leave

If an employee doesn't utilize their allotted time, they can cash it in through the company's earn leave program. Additionally, all aspects of the leave policy, notice period, employee health and hygiene, quality policy, etc. are carried out in accordance with Bangladeshi labor law.

2.4 Marketing Practice

For a business to be successful, marketing is essential. The many corporate elements that make up STL's marketing division include sales teams, brand teams, and commercial teams, to name a few.

The product, the packaging, and the launch campaign are the main concerns of the brand team. Their top priority is to comprehend and satisfy customer needs. The sales team is dedicated to maintaining their products being sold by all of the distributors, marketplaces, and divisions. The commercial team collects the raw materials and packaging materials and makes connections with people outside the company to gather all the supplies needed for the product and packaging that will be made in the factory later. The business has a group of seasoned professionals and committed workers who have taken on the responsibility for crucial relationships with others, uphold the company's quality standards, and apply their original thinking to progress the organization.



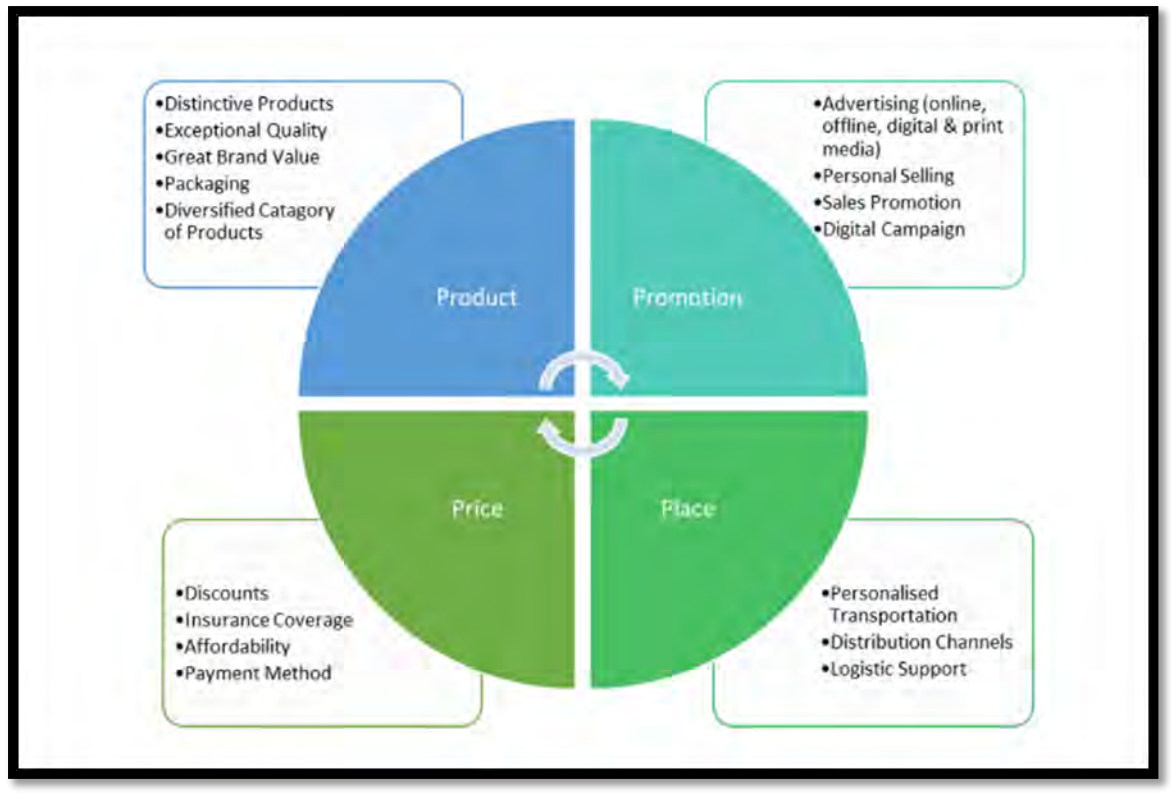
4P of Marketing

One of the leading producers of toiletries and cosmetics in Bangladesh, Square Toiletries Limited, has to have a unique marketing approach in order to accomplish their objectives and maintain their profitability. I'll now go through their most recent marketing tactics.

Product: Square Toiletries Limited currently produces 55 distinctive items underneath 21 of its own brands. This variety of products thus meets the needs of varied industries. The products they make are of the greatest conceivable quality thanks to their unwavering commitment to their quality concept. In addition to that, the package is excellent for an item from Bangladesh. They primarily focus on delivering items associated with winters. Therefore, the caliber of STL's products and wrapping has a significant impact on the reputation of the company. They are actively expanding their activities for the purpose of research and development and putting new plans into place. Companies are concentrating on diversifying their current goods by changing packaging or preferences rather than developing a brand-new item. Square Toiletries

delivers a broad and distinctive range of products to its clientele. Everything from cosmetics to home cleaning supplies are ensured to be of the highest possible standard. Furthermore, packaging is developed and revised in accordance with customer preferences, which helps the company establish a distinctive value in the marketplace.

Price: The majority of STL's products are developed with middle-class consumers in mind. As a result, the items are more affordable than those of STL's competitors. In order to increase sales and broaden its customer base, a firm will frequently provide discounts, BOGO, and credit options to its customers. Product line pricing and competitive pricing are prominent options for the company's pricing strategy. The selling prices of all the things are fairly reasonable considering their level of quality because they adhere to standard costs defined by other worldwide firms in the exact same sector. They make sure that both the wealthy and the less wealthy middle classes in our society can cover the expenses. To boost sales, they use a variety of tactics, including discounts and freebies. Customers who purchase STL items are therefore in an advantageous position in that they get products of high global standard at an affordable cost.



Place: The availability of STL goods is evident in grocery shops and hyper markets both in urban and in rural areas. The effective management of distribution networks and logistical assistance ensures this availability. For the aim of obtaining raw materials, the firm has a dedicated supplier. Meanwhile, the company is able to spread its products across Bangladesh thanks to the personalized transportation network. In order to more easily transport items to their target clients, companies need to establish their logistic capabilities. To phrase it differently, assuring the buyers' satisfaction throughout transactions. To reach customers, the items have to be readily apparent in all relevant situations. Due to this, STL has set up a method for shipping its goods surrounding the nation. It still follows the conventional manufacturer-distributor-retailer-customer supply chain. Through 261 authorized distributors, they can ensure exact shipment everywhere. STL has the capability to send out its merchandise on schedule thanks to the accessibility of state-of-the-art and efficient transportation networks.

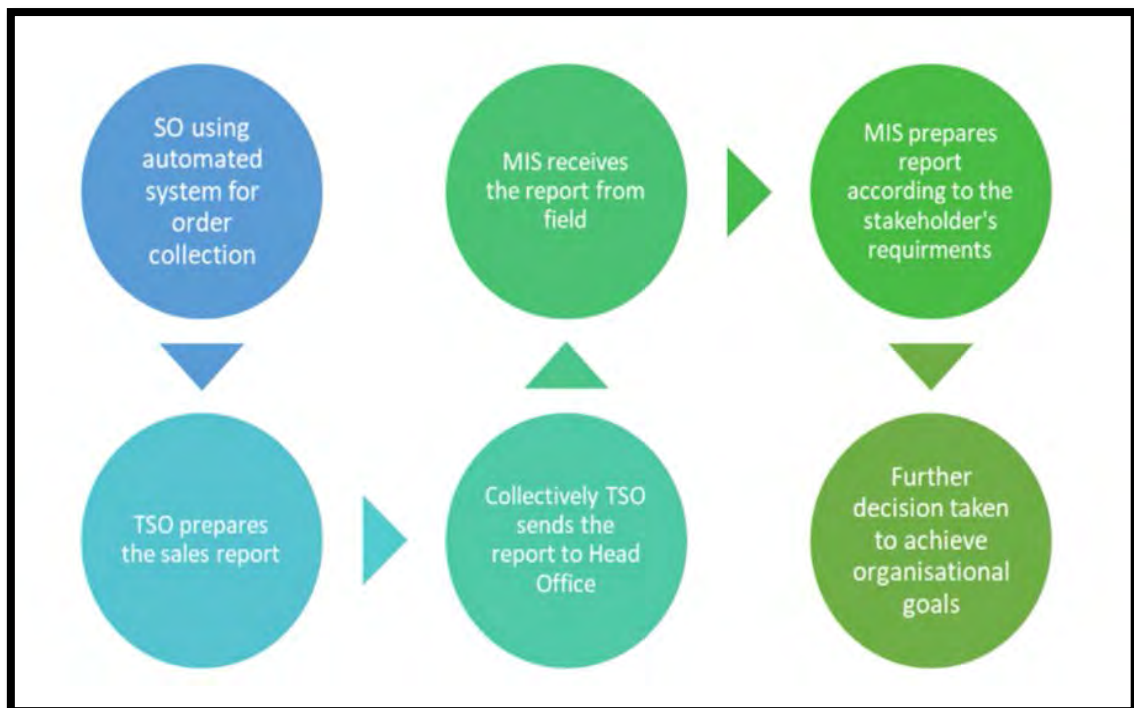
Promotion: To market items, STL typically chooses limited marketing strategies like advertisements, television ads, etc. Throughout the advertising effort, they urge caution when marketing the good they manufacture. Two instances of communal misunderstandings are the detection and elimination of social prejudices. STL mostly uses radio, television, and its own salespeople to market, informing customers about deals, rewards, and other promotions. The ongoing examination of its customers' ethical behavior constitutes one of among the most fundamental aspects of its marketing activity. Businesses primarily use digital media platforms for advertisement. They promote numerous specials like BOGO and discounts on billboards, in newspapers, on TV advertisements, and in online social media posts. They are supported by a number of business agents who handle individual selling and sales promotion.

2.5 Operations Management and Information System Practices

- The maintenance and monitoring of product quality are one of the key functions of every organization. A developing FMCG company like STL adheres rigorously to the quality policy. A complete department performs its tasks to guarantee that the policy is upheld by the workforce and production. QC upholds the level of the product by performing research with a professional touch. STL maintains the highest level of quality standards and upgrades all production technologies in accordance with ISO 9 9001:2015 and ISO 22716:2007 international quality standards.
- One of the key tasks for efficient operations is the upkeep and transmission of information across departments. With the use of automated tools and software, STL manages this sort of work. Below is a picture of the data transmission process from the field sales team to the MIS department.

- STL conducts interview sessions for their hiring process using the online meeting tool Zoom. In addition, the HR division administered a written test via an internet platform during the pandemic period to verify that HR operations ran without a hitch.

- Information system practice at the field level is also apparent. Without performing any manual tasks, Sales Representatives examine the order and record each transaction using a self-developed application.



2.6 Industry and Competitive Analysis

2.6.1 SWOT Analysis

On the basis of my observations made throughout my internship program, I have developed this SWOT analysis. Here is what it is:

STRENGTH

- Ethics in human resources
- Customers' opinions of the items' quality
- Qualified personnel
- Support from other sister concerns of the group



1. Recognized as a Reputable Local Business

STL is a national member of the renowned local conglomerate Square Group. It has a strong local presence in addition to having a strong global brand recall.

2. Exceptional Brand Portfolio

It has a diverse product line and a deep and broad portfolio of brands, which uniquely positions it at the top of customer preferences across the nation.

3. Taking Out a Loan from a Sister Concern

Square Group is widely regarded as the biggest local conglomerate in Bangladesh. Each business unit has access to borrowing funds from its sister concern. In turn, this lowers the chance of bankruptcy that would have happened had the company units had bank loans.

4. Solid Relationship with Retailers

STL has developed a solid partnership with retailers by providing them with favorable margins and incentives, which is crucial for a business to maintain its position as a market leader in the consumer sector. This gives STL the ability to reach the target market. For instance, Square Toiletries Limited organizes an event called "Jeteo Paren, Peteo Paren" every year where stores are recognized for their contributions to the annual winter gift advertising campaign, which takes place from October 15 to December 22. They manage their relationships with clients well in this way.

5. Economies of Scale

These take place when more output results in reduced long-term average costs. Due to its ability to produce on a large scale, STL is able to outbid its suppliers, which lowers the production cost.

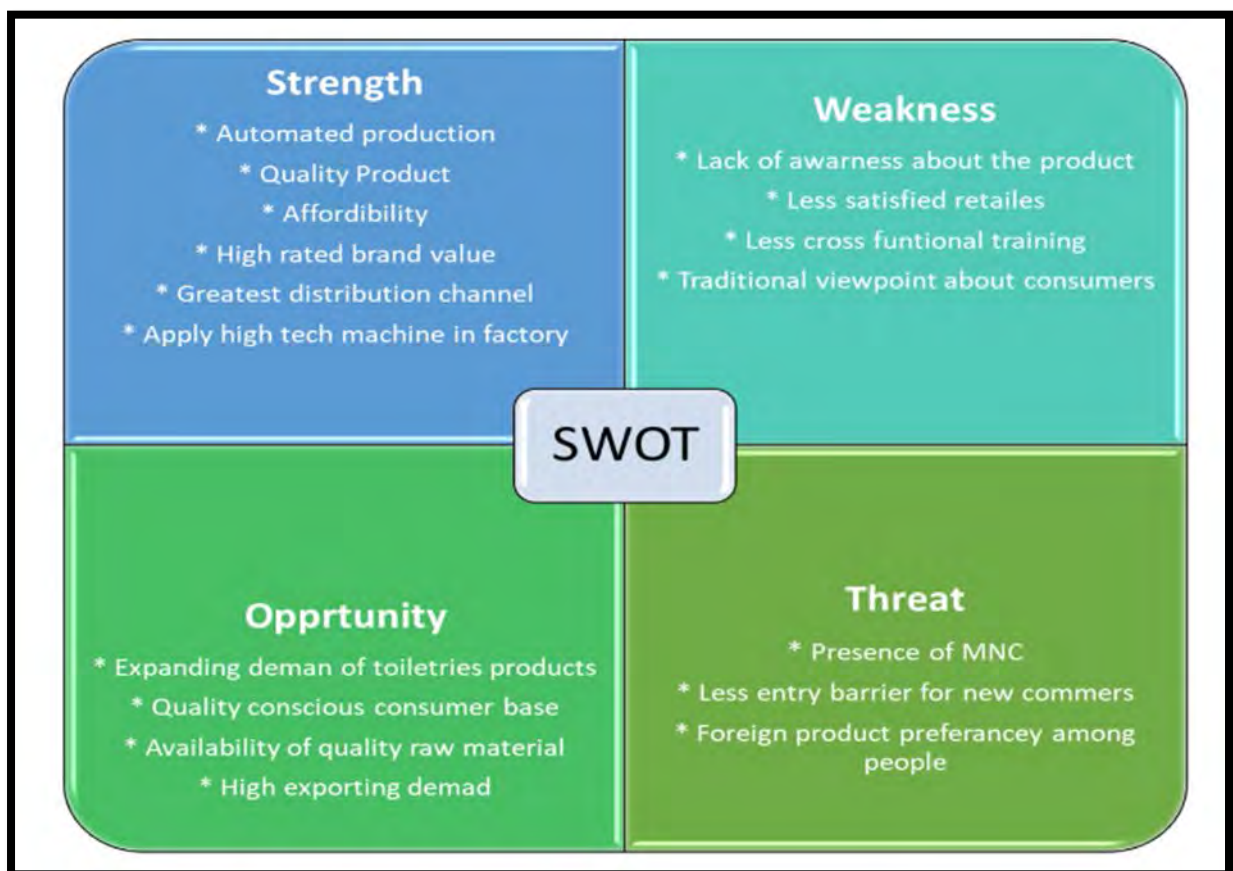
6. Research & Development

STL is a creative business that spends a lot of money on the creation of new brands and goods. To support various goods, formulations, and packaging, STL offers equipment designed specifically for certain items. It goes through thorough testing to ensure it complies with global standards and is produced using GMPs (Good Manufacturing Practices). Due to this capability, STL has raised the entry barriers for new competitors.

WEAKNESS

- o Limited financial resources in comparison to comparable multinational companies

- o Inadequate sales, distribution, and policy networks
- o A decrease in research and development projects
- o A lack of coordination between certain of its departments
- o Some workers of other sister companies view "Square Toiletries Ltd." as a rival and are unwilling to offer assistance
- o Inadequate training initiatives for employee growth



1. Extremely Strong Competition and Substitutes

Kohinoor Chemicals, ACI, and Unilever are all present in the market where STL operates, which makes it extremely difficult for STL to maintain its dominance. These companies aggressively compete with STL for market share in the FMCG (Fast Moving Consumer Goods) sector. The goods of STL may be quickly replaced with alternatives due to the intense competition.

2. No direct contact with Clients

Due to the nature of its company, STL does not directly interact with its final customers. It is dependent on its merchants and wholesalers. Retailers may not encourage the final customers to purchase STL items if they have a poor relationship with their suppliers. This will eventually affect the sales.

3. Ineffective Organizational Management

Square Group is a sizable local conglomerate, and as such, its management style is quite adaptable. As a result, there is a significant problem with bureaucracy inside the corporation.

OPPORTUNITY

- o The expanding pool of potential clients
- o Large chance for export to several nations
- o Cheap labor force

1. Economic Crisis

Due to political unrest, several small businesses with cash flow issues had to find a way out. This has given STL chances because they were able to increase their consumer base and gain market share thanks to their effective distribution strategies.

2. Growing Demand for Healthy Products

Consumers nowadays are more informed and favor healthy products, therefore STL has a strong chance to expand its line of healthy and secure items within its "Health and Hygiene" product sector in order to gain market share and outcompete rivals.



3. Foremost Profitable Brands

STL's primary brands that generate the most revenue is Jui, Chaka, Senora, Magic, and Meril Protective Care. The establishment of future sales growth and maintaining profitability despite rising raw material costs should be prioritized for these businesses.

4. Increase in Exports

STL already exports to 13 nations, including Germany, the UK, Australia, Malaysia, and the United Arab Emirates. Because Square Toiletries Limited (STL) has received ISO 9001: 2000 certification, they are successful in it. Because foreigners trust them because of this quality standard, they can increase their exports in the future to generate more sales revenue.

THREAT

- o Expansion of rivals
- o Shifting preferences and requirements of the consumer
- o The accessibility of higher-quality international items
- o Exorbitant prices for supplies and equipment

1. Intense Competition

On addition to Unilever, there are other global corporations that are gaining a significant amount of market share. These rivals consistently attempt to make life difficult for STL and attempt to raise entrance hurdles into untapped and developing areas.

2. Tough Situations for Business

The business climate is becoming more challenging due to the worsening economic crisis, stringent government restrictions, and a cutthroat economy. It has caused the businesses to place a greater emphasis on liquidity than profitability.

3. Complex Organizational Structure

STL is one of Square Group's more than 20 group entities. Just STL has two plants for its manufacturing operations. Due to everything said, Square Group's structure is incredibly intricate. A poor corporate strategy can be a significant factor in a company's demise.

2.7 Summary and Conclusions

Due to its premium brand value and extensive array of high-quality products, Square Toiletries Limited is one of the top names in the industry. They have a highly skilled and diverse workforce, a well-organized management team and hierarchical structure, a smart marketing team with unique ideas, a team with cutting-edge operational and technological capabilities, and more. Their broad product offering offers consumers everything they could possibly need on a daily basis. Because of this company's wide range of capabilities, they are able to handle their CSR initiatives while producing, managing, and reaching a sizable portion of the population.

The company, which has been in business for over three decades, is doing all in its power to please both domestic and foreign customers. Due to their high standards in production and high-quality goods, the nation has the potential to grow its rate of product export revenue. In order to compete with well-known companies, STL is upgrading its quality standards and implementing cutting-edge technology to boost employee and employer performance. The appropriate graphical description of how STL handles its enormous talent pool is provided in the next section.

Although there are numerous foreign businesses producing cosmetics and toiletries in Bangladesh, Square Toiletries Limited excels at providing a broad range of goods.

Through its high annual turnover, domestic production, exports, and—most importantly—the creation of jobs, the toiletry industry significantly contributes to the country's economic growth. This sector is not projected to undergo a big drop very soon because their product line is one that will virtually always be in demand among customers. As a result of the introduction of new rivals, existing firms will become more creative, competitive, and equipped to deal with possible challenges.

As technology has become the foundation of everything, STL focused on automation in their sales monitoring process. This allowed them to monitor the entire sales process and gain a comprehensive understanding of the entire sales operation and manufacturing. The business process is now simpler than it was previously because to this monitoring automation.

Square Toiletries Limited, among the first companies established in Bangladesh, has through the years developed an image for integrity and persistence. The organization STL's slogan is "we care for you," which means they have remained committed to offering excellent goods that are created in this country but are of outstanding quality on an international level for an extended period of time. Company leaders' abilities and accomplishments to the business are the major factors contributing to their development. They worked tirelessly to offer cutting-edge and essential commodities for every one of their customer tiers, and as a result, they become the leader in their field. They have the ability to appeal to a broad range of customers due to of the significant-quality, automated equipment employed in their factories to make products with an exceptional level of versatility. In a word, they offer things for all ages, which is more than plenty given the situation of our nation as a whole.

However, because improvements take time to implement, STL is also making an effort to update its product formula in order to take into account recent developments in the commercial

sector. As they develop within the organization, their commitment to providing the best possible customer service and leading the sector will soon be realized.

2.8 Recommendations/Implications

During my time working with the Sales team as part of my internship at Square Toiletries Limited, I became aware of a few things that made me want to offer some advice that they would find useful.

- Nonstop shifts may rapidly get tiresome for everyone involved if there is no scheduled break during the workday for employees to take a break and recharge. Humans may find it challenging to maintain mental attention for extended periods of time. I believe that giving employees the chance to take breaks in between shifts will boost their general productivity.
- In order to be relevant in the market, keep up with the schedule, and stay competitive, STL should have a focus on catching the most recent promotional trends that are taking place all around the world. They should focus on increasing their budget as campaigns and promotional activities broaden the audience for their products in order to carry out more successful promotional activities. They will be able to interact with their target audience more closely as a result.
- They are compelled to maintain their old hierarchy for all purposes, and in my opinion, this causes some procedures to take longer than they should. If authority was passed across different management levels while taking into account the significance of the jobs involved, the work may be finished sooner. In addition, they need to employ more automation and technology in their daily operations while reducing the quantity of paperwork they now perform in order to keep up with the digital age.

- Every one of STL's goods are beyond any question of the highest quality, but in order to differentiate themselves from the similarly superior goods offered from other the best opponents, they need to focus more on the way they are packaged and conduct more research and development.
- They should hire additional workers since they have a heavy workload, and both management and non-management staff members need to exercise greater caution.
- The management should be less restrictive when it comes to the freedom of choice for employees.
- The business should help its employees become more tech-savvy so they can handle their everyday functionalism. A self-developed e-commerce platform that allows customers to browse, order, and buy items will provide them an added competitive advantage.
- They need to use more innovative marketing techniques if they want to increase their revenue substantially. They might launch a fresh marketing with their goods to draw in customers. For instance, during this pandemic era, they may conduct a social awareness campaign by concentrating on their Brand Sepnil by working with competitors. Here are some suggestions for Bangladesh's sales automation process, taking into account the overall report.
- Because technology is developing at a rapid rate, the automation system should also be evolving.
- The entire procedure ought to be more structured than it is now.
- The automated process ought to be more accommodating for sales representatives, distributors, and officials.
- Keep the system beautiful and up to date, and constantly keep an eye on how your rivals are performing.

Chapter 3

Project Part

Examine the relationship between HRM Practices and Employee Retention

3.1 Introduction

To maintain business success, one must be able to adapt to new trends and cope with competition. Square Toiletries Limited will continue to improve its operating practices to be more adequate in domestic and international markets, leverage all resources to expand its overall business, and become one of the leading fast-moving consumer goods companies in Bangladesh.

Square Toiletries Limited opposes with other competitors while increasing their share of the market, and they have created other different brands to appeal to a broader customer base. In order to promote these fresh goods and get maximum market share as possible, they are constantly hiring new salespeople. Almost each week, new sales officers join the team, making it much more difficult to keep track of the way they behave and perform. Sales force retention is critical to increasing the margin of profit. The findings in this report will not only assist in identifying the factors responsible for employee turnover, but it will also assist in determining whether there is a hole or development required for the human resources department to correct this issue.

After all, when an employee leaves a company, they are deprived not only of their assigned job, but also of the organization's confidential information, the training provided, the corporate culture and the thought processes of top management. "Engagement is important for organizational performance, but it's not a panacea." To achieve key organizational goals, other elements must be added to the mix. Additional components must be incorporated into the mix

to achieve key organizational goals. Motivation is enhanced when combined with appropriate nutritional supplements (O'Malley, 2000, p. 13).

3.1.1 Background/Literature Review

A business must concentrate on retaining workers if it wants to keep skilled and effective staff and reduce attrition. In order to accomplish this, it requires creating a fantastic workplace that promotes involvement, show appreciation to employees, provide excellent benefits and compensation, and maintain an equilibrium across life at work and at home.

Employers are especially keen on retaining the employees during times of reduced joblessness and greater competition for talent. Corporations utilize human resources technology to assist with attracting, integrating, involving, and honoring employees, in addition to providing greater flexibility at work and modern benefits like as mental and financial well-being initiatives, to attract and keep employees.

Retention of workers is critical for workplace collaboration and cohesiveness, so that employees may develop confidence and depend on one another.

Lower profits and an erosion of edge over rivals are two of the largest disadvantages whenever skilled individuals quit the organization. High rates of staff turnover may render it more difficult for a business to achieve its goals since they cause consistency problems, an impairment of corporate knowledge, and expensive recruitment and orientation procedures. Additionally, the departing of employees may lower confidence and tempt other employees to abandon the business.

3.1.2 Objective(s)

Broad Objective

To examine the influence of HR practices on sales force retention.

Specific Objectives

- To examine the influence of recruitment and selection on sales force retention.
- To examine the influence of training and development on sales force retention.
- To examine the influence of job security on sales force retention.
- To examine the influence of performance appraisal on sales force retention.
- To examine the influence of rewards on sales force retention.
- To examine the influence of promotion opportunity on sales force retention.

3.1.3 Significance

The research results will provide a summary of Square Toiletries Limited's HR practices related to employee retention. In addition, it is helpful to understand how employees perceive their work. At the end of the study, certain recommendations will be put into practice during the three-month internship. As the report will contain data that will give Square Toiletries Limited a long-term advantage over its competitors in the industry. Recommendations can also help a company evaluate its procedures and make the necessary adjustments to make them more modern and efficient. Not to mention that the research report will facilitate further research on the topic.

3.2 Methodology

This chapter describes the methodology of the current work. This chapter describes study design, populations, samples and units of analysis, sample size, methods for determining

sample size, measures used in the current study, and questionnaire design. A description of the data compilation and analysis process has been added at the end of this chapter.

3.2.1 Research Design

Research design is the systematic process of collecting and analyzing data and their results to make decisions about hypotheses (Creswell, 2009). This study is a cross-sectional study that collects data and knowledge gained from January 2023 to March 2023 through research. At the same time, the current study can be considered as a correlation study with all relevant data compiled according to a theoretical framework (Cooper and Schindler, 2008).

Data from the current survey includes managers' ratings on various aspects of employee retention and meaningful engagement. In this study, a survey consisting of questionnaires was used to collect data. Salkind (2006) advocated the use of questionnaire techniques to explore relationships between various variables in social science research.

3.2.2 Population, Sample and Unit of Analysis

Population is the total number of people or events considered (Sekaran & Bougie, 2010). Identifying target groups is critical for any research project to avoid sample selection errors (Cavana, Delahaye, Sekaran, 2001). The current thesis's target group is all white-collar individuals working in various professional, desk, administrative, or management positions in various organizations in Bangladesh, as they are the primary responders to this survey. According to Rubel et al. (2015), they are the most important workers in this industry because they are primarily responsible for directing employee behavior, making them the largest group in the industry. Therefore, we use supervisors as legitimate sample subjects in this study.

In Bangladesh, there were a total of 628 registered major organizations and 79,00,000 SMEs. Dhaka was chosen as the sampling frame from which the samples were extracted. Dhaka was chosen because over 80% of them in the organization was based in Dhaka. According to Sekaran and Bogie (2010), a sampling frame is a valid representation of the study population, and choosing an appropriate sampling frame can help researchers obtain good results. Therefore, the current study used Dhaka as a representative sampling base for all traditional workers in Bangladesh.

Sekaran and Bogie (2010) recommended collecting a minimal sample of at least 10 times the total number of variables presented in the study. Based on these authors' guidelines, the current study has a sample size of 50 (5x10) or greater. Again, Hoe (2008) pointed out that the sample size for multidimensional studies should be at least 200 examples. Hair et al. (2017) propose a sample size of 100 for structural equation modeling using partial least squares (SEM-PLS). These authors also point out that the inclusion of 100 respondents may allow the study to produce an appropriate outcome.

In the current study, decision sampling techniques were used as part of an uncertain sampling strategy. Although there is no comprehensive list of respondents, an evaluative sampling technique was employed. Since no exact list of respondents exists, Sekaran and Bougie (2010) argue that evaluative sampling methods are preferable. Furthermore, Cooper and Schindler (2011) show that predictable selection is appropriate when researchers choose samples that fit many principles. This sampling strategy was used to collect data from a pre-selected pool of respondents for this particular study. Respondents to the current study were selected based on two criteria:

- Have worked for the organization for more than a year.
- Work in two or more organizations as an employee.

3.2.3 Research Instrument

This section illustrates the measurements made with the instrument utilized in this particular research. The questionnaire is divided into two parts. Part 1 is divided into five sections. Section A addresses the Recruitment and Selection process questions. Section B contains three elements related to Training and Development, whereas Section C contains information on three things related to job Performance Appraisal. Section D contains information regarding the three elements of Rewards in the organization. Finally, Part E contains information regarding the organization's three Promotion Opportunity items. Furthermore, Part 2 includes three elements that assess the job's significance in terms of Employee Retention.

Table 3.1 Variables

Variables	Items	Sources
Recruitment and Selection	3	Rubel, Hung Kee & Rimi, (2021)
Training and Development	3	Rubel, et al. (2021)
Performance Appraisal	3	Rubel, et al. (2021)
Rewards	3	Rubel, et al. (2021)
Promotion Opportunity	3	Rubel, et al. (2021)
Employee Retention	3	Bibi, Ahmad & Majid (2018)
Total	18	

3.2.4 Data Analysis

For data analysis and hypothesis testing, the current study included a variety of tools and approaches. The Social Science Statistics Package (SPSS version 21) was used, for example, for data insertion, qualitative evaluation, reliability assessment, and model testing of hypotheses.

3.2.5 Limitation

There is however no study endeavor that is flawless. These flaws are referred to as limits. The report's principal weakness is the reality that it depends on facts gathered from word of mouth while analyzing secondary data. Some of the material provided in the study may be distorted as employees attempt to circumvent their own limitations in their jobs and hold other departments accountable for their own shortcomings. Because the study is not thorough, instead being based on one of the facilities of the Square Group of Companies, as well as a restricted number of departmental employees, any final decision regarding the entire organization's facility may not be formed. Considering the study was completed in a limited amount of time, it was unable to be exhaustive or persuasive. During my inquiry, I encountered certain common restrictions. Due to the organization's practice of preserving confidentiality, I was unable to gather information about all departments.

The following statements describe the limitation of my study work:

- Data and information on the subject were difficult to come by.
- The investigation was further hampered by a lack of data.
- Due to inexperience, the study was not particularly successful.
- Another issue is the lack of more practical and up-to-date data.
- Another disadvantage of this study work is the interviewer's unwillingness to respond.
- Officers and workers who are youthful, energetic, and talented are in short supply.
- There is a scarcity of relevant information.
- Time Limitations.
- Inadequate expertise.
- Lack of understanding of the functional aspects of the activities of capital markets.
- Updating data is in limited availability.

3.2.6 Confidentiality of Data

Due to various departmental issues and confidentiality issues, I was unable to obtain sufficient information. Each organization has its own secrets that are not shared with other organizations. To ensure the anonymity of the organization, some employees did not provide sufficient information during data collection.

3.2.7 Budgeted Time Limitation

This was one of the major impediments to covering all parts of the report.

3.2.8 Data Insufficiency

There is a shortage of knowledge regarding the various costing methodologies used by different companies, as well as the degree of costing applications. Inadequate books on the topic have been written, and there is a scarcity of facts and figures. These limitations limited the breadth of proper analysis. If these constraints had not existed, the report would have been more valuable and appealing.

3.3 Findings and Analysis

3.3.1 Employee Retention

Employee involvement and job satisfaction are two of the most significant measures for retaining valuable employees as well as sustaining a strong relationship between employers and employees. Employee turnover has numerous negative consequences in every industry. The detrimental effect of turnover is felt by customers who observe that they are dealing with a constant influx of new individuals. High turnover often indicates to customers that something is amiss with an organization or brand. The following are significant business advantages:

Improved process efficiency: Long-term employees understand how the company wants things to work and can leverage organizational knowledge to work more efficiently and achieve company goals faster.

Increased employee productivity: Experienced representatives can often complete orders quickly and efficiently. Hiring new legislators, on the other hand, typically introduces workflow delays and unavoidable mistakes that cost time and money.

Stronger work ethic: When employees have an overwhelming sense of belonging to an organization, they tend to be more motivated, satisfied with their work, and as a result perform better. A high turnover rate can have the opposite effect.

Minimized personnel expenditures: Companies may spend a lot of financial resources each year on recruiting and training new personnel. The best way to cut costs is to retain employees.

Enhanced consumer experiences: Consumers prefer shops in which they can develop acquaintances with a number of employees and over time, come to recognize friendly, familiar people. Reduced percentages of turnover can improve favorable feedback from customers.

Increasing Revenue and ROI: Revenue growth is directly correlated with reduced staff turnover, higher morale among workers, and enhanced staff circumstances, according to multiple research studies.

3.3.2 Employee Relation in Square Toiletries Limited

Employers and employees have different requirements and ideals, and an effective connection necessitates some compromise. This equilibrium is frequently represented by a psychological contract, an intelligible contract between an employer and employee which specifies the professional relation. This agreement, either with or without the backing of official labor negotiations, affects both parties' achievements and falls into one of her three channels:

1. Employee security
2. Employee wellness
3. Workplace conditions

Employee security

Square ensures the safety of its employees. It provides all types of job security such as worker insurance, but it also provides labor insurance.

Employee Wellness

Each employee receives a free medical checkup, a health insurance card, and the appropriate medical facilities.

Workplace conditions

The staff member conditions at work are extremely sanitary. The Square Group of Companies is an organization with an ISO 9001:2000 certification.

3.3.3 Dimension of HR Practices

- Recruitment & Selection
- Training & Development
- Job Security
- Performance Appraisal
- Rewards
- Promotion Opportunities

3.3.4 Sales and Trade Program Practices of Square Toiletries Ltd

For an FMCG, the Sales Department is the energy that keeps the financial engine running by creating and accomplishing revenue goals through different channels of distribution, partners, trade programs, and so on. Wholesale suppliers, sellers, e-commerce, modern traders/super stores, distributor point owners, deliverymen, and other distribution channel partners are important to Square Toiletries Ltd. STL products are delivered to end users via these channels from the manufacturing plant. Almost 1200 Field Sales Employees work around the clock to obtain purchases, guarantee shipping, resolve, collect bills, and offer incentives so that the organization can meet and exceed its sales goals.

The company's sales agents go to marketplaces regularly to collect orders from merchants and distributors. Every selling manager has an everyday goal of 30 memoranda that must be met for them to maintain their key performance indicators ratings. To reach this goal, STL uses trade marketing incentives that target each chain in its supply chain and attract their interest in order to raise consumer interest in STL commodities. STL makes the following trade promotion incentives to its multichannel collaborators:

1. Normal Bonus- In this case, the retailer receives one item absolutely free when he purchases more than one of the exact same item SKU in a single invoice.

2. Slab Bonus- A slab bonus is earned whenever an establishment orders more than 36 pieces. For example, if a shopkeeper orders 36 pieces of one particular item in only one bill, he is going to get three extra pieces as a standard bonus. As component of the Slab bonus, he will, however, earn four free pieces.

3. Trade Program Bonus- Transaction incentives are not one-time benefits like regular or flat-rate incentives. This is only available for a limited time and STL does not offer a free one.

Instead, financial incentives and gifts are offered. These programs are known by titles such as the Grishmar Anondo Program, the Appayon Program and the Harkata Program.

3.3.5 List of the benefits of Square Toiletries Limited

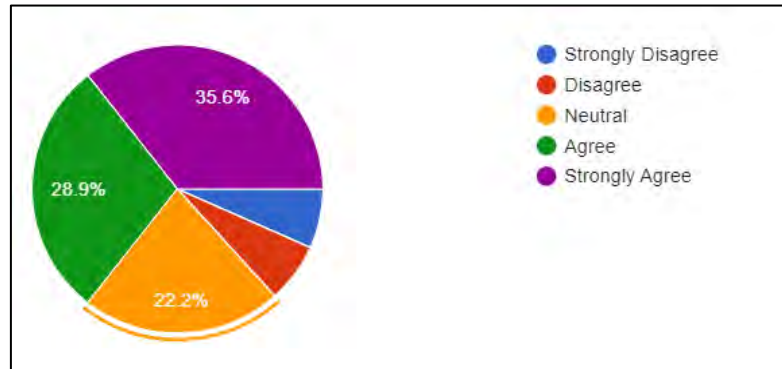
There are 5 Bonuses for the employees of Square Toiletries Limited.

- Leave Fare Assistance
- 50% Discount in Square Hospital
- Life Insurance
- Provident Fund
- Gratuity
- Transportation
- Lunch
- Mobile Set & Sim (For Employee of Sales i.e. Field Workers)
- Discounted Products of Square

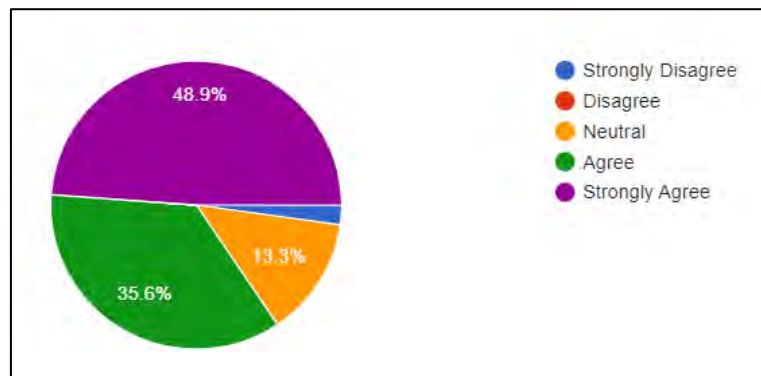
3.3.6 Survey Questionnaire:

For collecting data for my research, I have used survey questionnaire among around 100 employees from sales department. Each question has five option starting from Strongly Disagree, Disagree, Neutral, Agree and lastly Strongly Agree. The questionnaire and responses are given below:

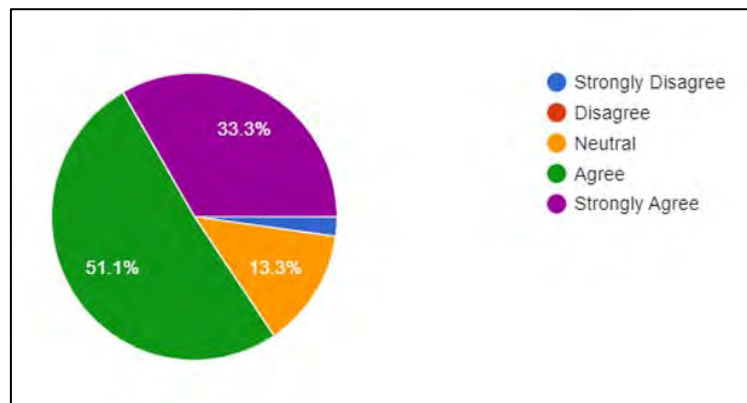
- In my organization recruitment & selection process for a job is very extensive



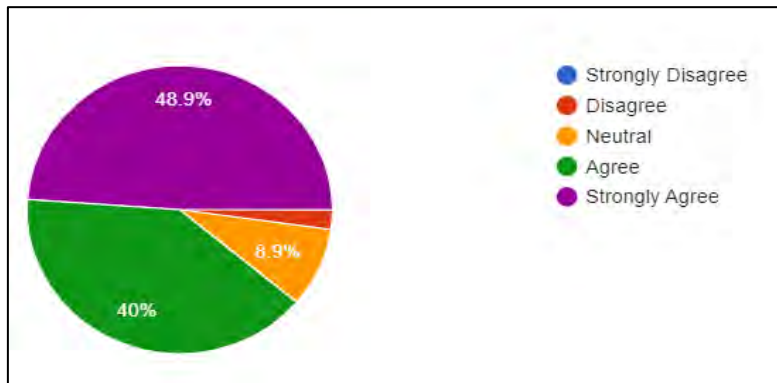
- My organization provides adequate emphasize on recruiting the best person



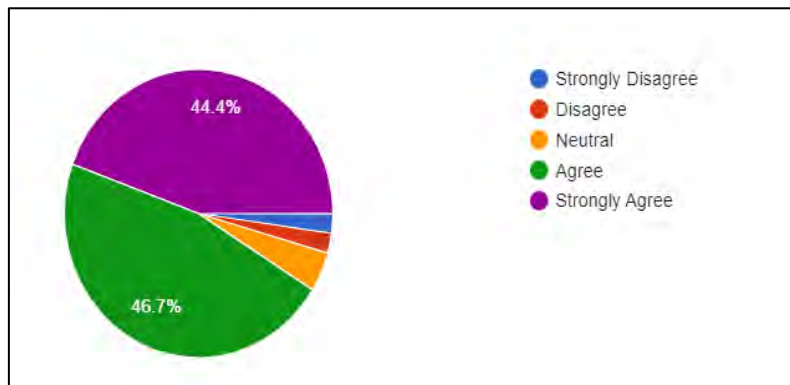
- The staffing process in my organization gets first priority



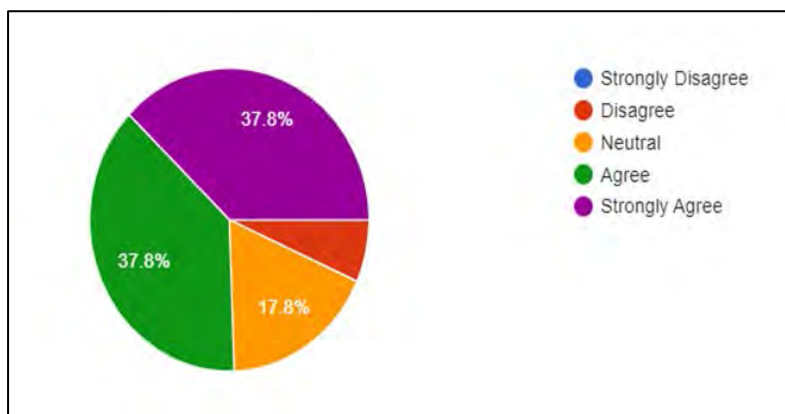
- In my organization selection criteria are designed to select & recruit the best person for the job



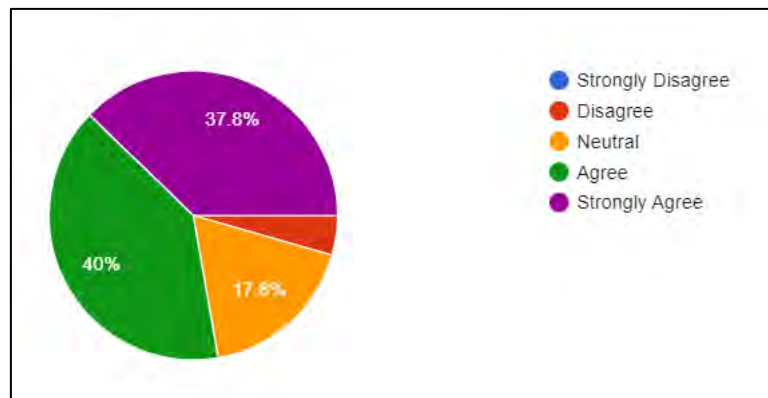
- My organization provides various kinds of training and development programs for every individual employee



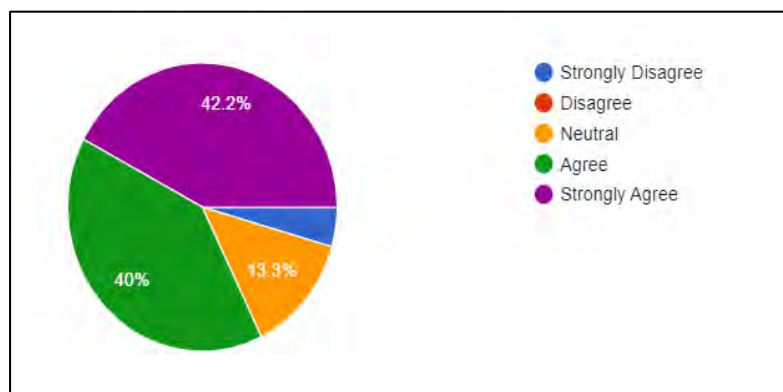
- In my organization all categories of employees have the opportunity to receive training



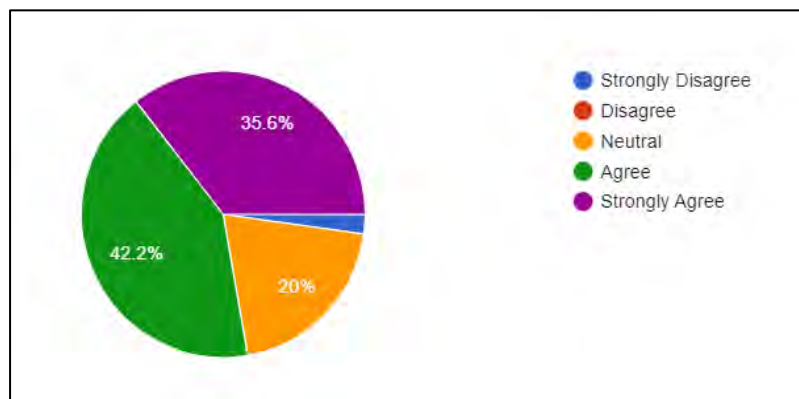
- In my organization all number of employees compulsorily receives training and development facilities



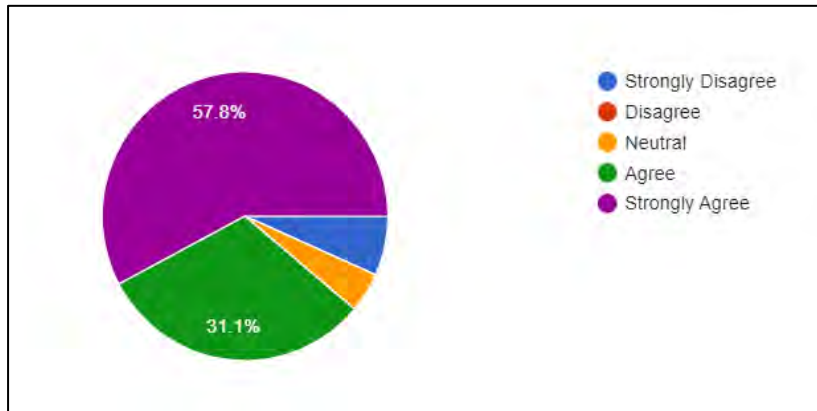
- In my Organization job description for every position is adequate and appropriate



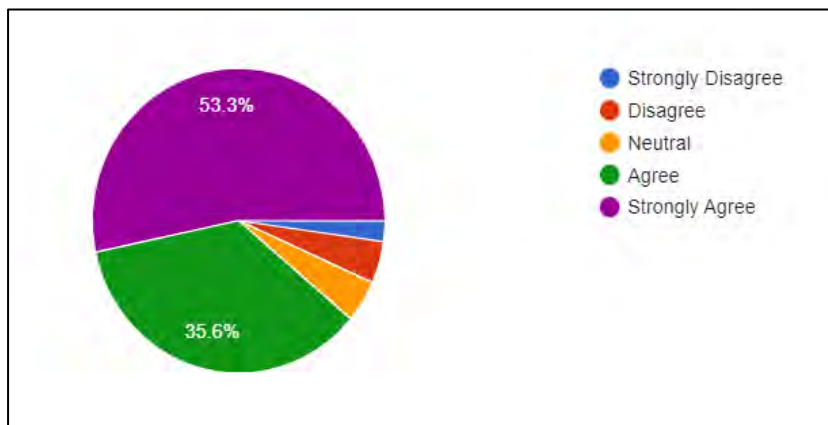
- In my Organization all major jobs are subject to formal job analysis



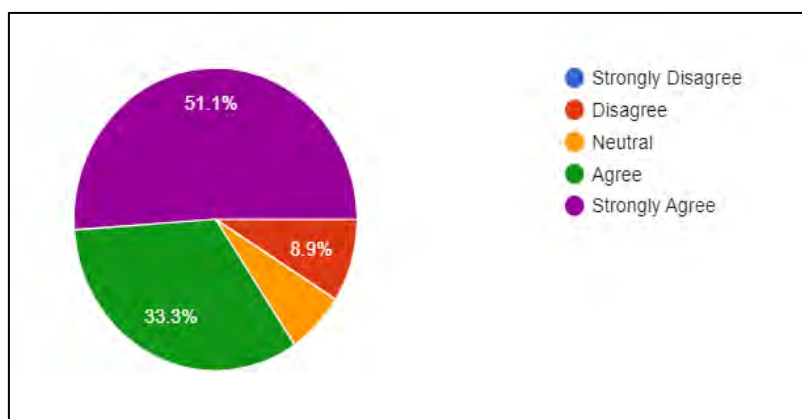
- In my organization biasness is strictly discouraged



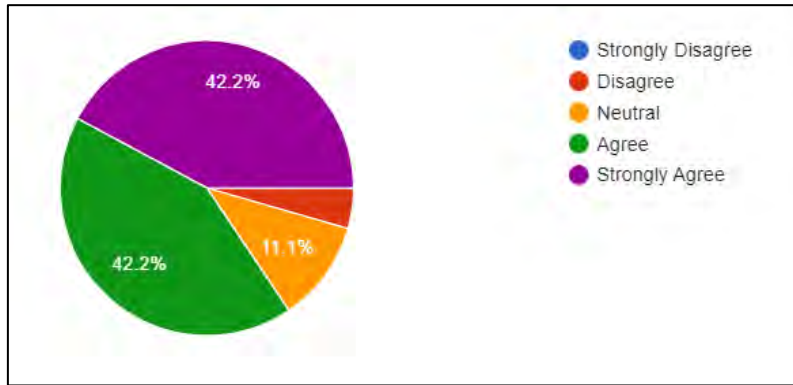
- My organization takes proper measure against inconvenience



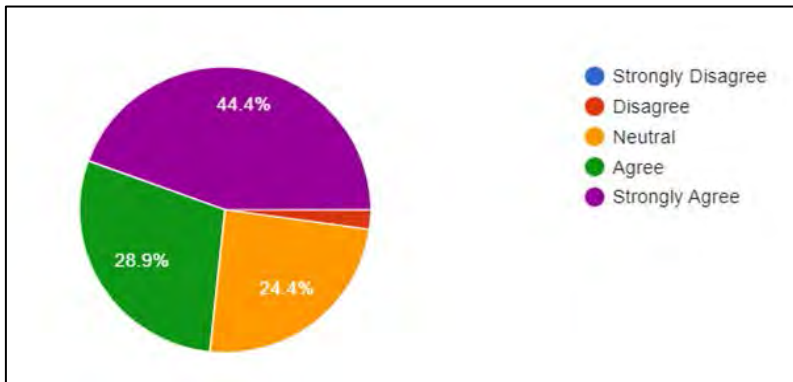
- In my organization, only capable employee gets performance appraisal



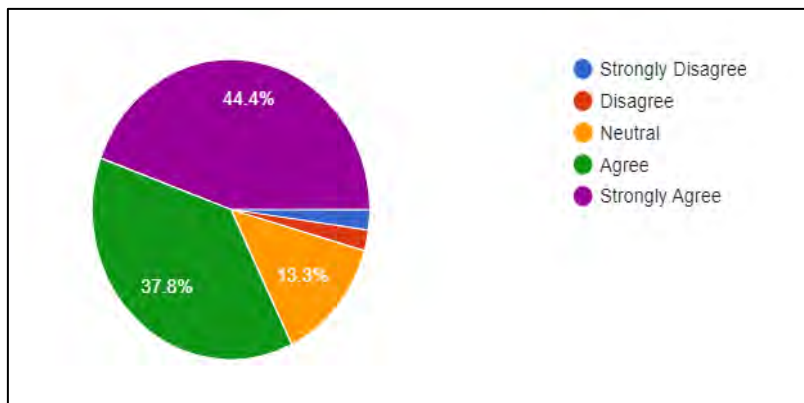
- In my organization promotion opportunity is satisfactory



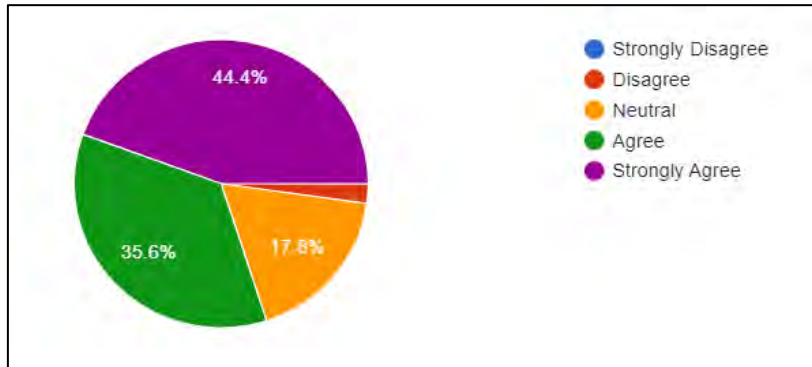
- In my organization promotion opportunity are available



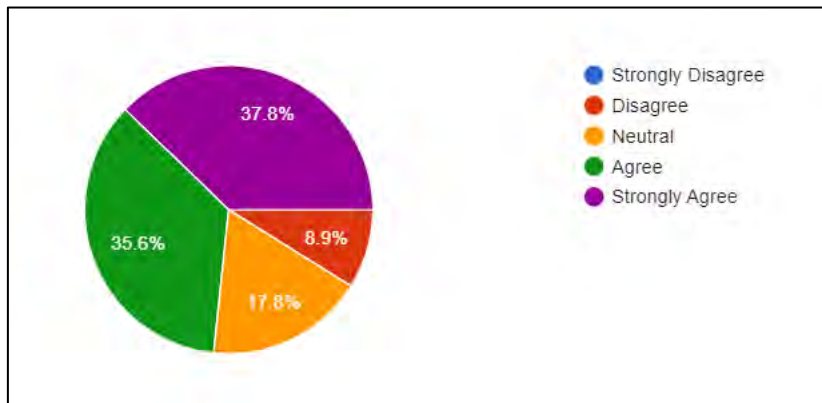
- Sales people in my organization promote based on their performance



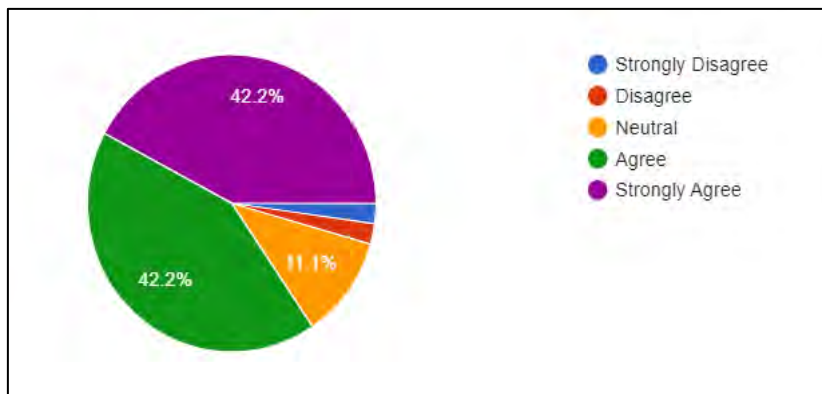
- In my organization rewards are sufficient



- My organization offers attractive incentives



- In my organization, the benefits we receive are fair



From the response of the aforementioned survey questionnaire, the majority of employee of sales department are satisfied with their job. However, if we consider the scenario of FMCG industry the ratio of resign, job shifting is higher than any other departments. Mostly the position for sales officer (SO) and Territory sales officer (TSO) has less retention rate, which clearly indicated the higher turnover rate.

3.3.7 Output of reliability

In relation to the analysis, the dependability criterion was 0.871, a value that is substantially greater than the minimum requirement of 0.6. This Reliability Testing method calculates a variety of frequently employed reliability scale metrics and also includes information on the interactions between certain scale elements. Within-class coefficients of correlation are readily accessible to calculate estimates of inter-rater dependability. Cronbach's alpha is an indicator of internal consistency. "High" alpha values do not always imply that the metric is one-dimensional. a well-known.

Table 3.2 Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.871	18

3.3.8 Correlation Analysis

A coefficient of correlation is an individual number or statistic that demonstrates a link between two different variables. This value is computed using two ways. Product-moment correlation coefficient by Karl Pearson r or simple correlation coefficient by Karl Pearson r and rank

correlation coefficient by Spearman rho or Spearman's rho for short and direction (NJ Gogtay et al. 2017).

Table 3.3 Correlation Matrix

		AVE RS	AVE TD	AVE JS	AVE PA	AVE RWD	AVE PO
AVE RS	Pearson Correlation	1	.580**	.683**	.589**	.641**	.512**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	155	155	155	155	155	155
AVE TD	Pearson Correlation	.580**	1	.827**	.718**	.672**	.628**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	155	155	155	155	155	155
AVE JS	Pearson Correlation	.683**	.827**	1	.555**	.489**	.521**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	155	155	155	155	155	155
AVE PA	Pearson Correlation	.589**	.718**	.555**	1	.589**	.689**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	155	155	155	155	155	155
AVE RWD	Pearson Correlation	.641**	.672**	.489**	.589**	1	.521**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	155	155	155	155	155	155
AVE PO	Pearson Correlation	.512**	.628**	.512**	.689**	.521**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	155	155	155	155	155	155
**. Correlation is significant at the 0.01 level (2-tailed).							

3.3.9 Regression analysis

In the simple regression model, the components are summed in the noise term. Multiple regressions are a method which enables you to include extra components in your analysis individually to evaluate their effect. It aids in quantifying the impact of multiple concurrent variables on one dependent variable. Although simple regression can be influenced by missing factors, multiple regressions are sometimes required regardless of whether a researcher is only looking for a single component of an independent variable.

Table 3.4 Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.427	.179		2.831	.009	.116	.638
AVE RS	.213	.081	.209	2.38*	.041	.023	.282
AVE TD	.176	.073	.0169	1.98**	.061	.126	.126
AVE JS	.178	.081	.172	1.42	.123	-.082	.321
AVE PA	.321	.078	.292	2.96**	.029	.060	.134
AVE RWD	.232	.078	.228	2.48**	0.041	.060	.323
AVE PO	.289	.079	.281	2.81*	0.06	.060	.213

3.3.10 Hypothesis Analysis

The results of this research suggest that female graduates gain from occupational significance. Student entrepreneurial desire and motivating variables are advantageously correlated. However, the individual who is closest to the viewpoint rejects the theory.

There is a good connection between motivation for the learners and their goal in terms of the support relevance.

Table 3.5 Hypothesis Analysis

Hypothesis	Relationship	Decision
H1	Recruitment and Selection > Employee Retention	Supported
H2	Training and Development > Employee Retention	Supported
H3	Job Security > Employee Retention	Not Supported
H4	Performance Appraisal > Entrepreneurial Intention	Supported
H5	Rewards > Employee Retention	Supported
H6	Promotion Opportunity > Employee Retention	Supported

3.3.11 Observed Findings

There are some issues that must be addressed as quickly as feasible for the company's benefit.

This are:

- I. Lack of Growth Scope: Opportunities for advancement in this area are few compared to other departments in STL. There are no expansion options (such as SO to TSO or ASM to RSM). Hire people from outside instead of making a succession

plan. Hiring an external employee typically takes longer, requires more effort and costs than hiring an in-house employee. Campaigns and campaigns are sometimes held in the field. As a result, existing employees lose motivation and move to other companies where growth is expected.

- II. Lengthy Training Sessions: Before hiring field force, particularly SO and TSO, STL performs two types of training sessions: "Field training" and "In-house training." The issue now is that candidates must bear all expenses (such as food, lodging, and travel costs) during these training sessions. Sometimes a very competent candidate refuses to attend trainings due to a lack of funds, and without training, they will be unable to join STL and will not receive confirmation. As a consequence, they are losing potential personnel.

- III. Adjustment Issues: Field forces have been distributed anywhere in Bangladesh. They are given access to one of six zones: Dhaka Zone, Khulna Zone, Rajshahi Zone, Barisal Zone, Sylhet Zone, and Mymensingh Zone. The issue currently is that field force employees are having difficulty adjusting. When I discussed the two employees that resigned their jobs previously, two of them raised the same issue to me. Many find it tough to depart from their families behind and adjust to a new environment.

- IV. Lack of Attractive Incentive Policy: In comparison to other companies, STL's incentive structure is not very appealing. They pay salaries and bonuses as usual, but they make no particular effort to encourage them (for example, there is no

monthly accomplishing goals award for staff). This is a major cause for resigning a job. It does not inspire them.

- V. Lack of Automated Database: In STL, records are typically kept manually by one person. they have all the paperwork. As a result, document maintenance has become a chore for HR departments. Additionally, certain records can be lost and there is no way to recover them. Again, they pile up tons of paperwork in one place.

- VI. Lack of Space for Recruitment: STL purchase space is limited. There is a recruitment test, but you have to take it in the conference room, training room, company cafeteria, and even the employee's workplace. As a result, it becomes very difficult to conduct the exam at multiple venues, and there are times when successful applicants do not gather.

- VII. Laziness of the Interviewers: Examiners have been observed to be reluctant to complete employee evaluation forms during interviews. Simply fill out the form for the candidate of your choice and leave the rest blank. Then, in order to perform oral grading, one must issue phony grades to other candidates and display them in front of the auditors. This demonstrates the interviewers` incompetence.

- VIII. Direct Top Management as Interviewers: ASM, RSM and DSM interviewers receive ongoing guidance from senior management. Direct contact with top management. As a conclusion, you stumble during the interview. They ended the interview without understanding anything. This affects the morale of applicants.

3.4 Recommendations/Implications

If there is an issue, there is also a way out. Similarly, for these STL shortcomings, there are a lot of approaches to get to the right pace and engage with other companies in the industry. In this section, I will discuss the remedies that I believe can assist STL in conquering their current issues and impediments.

In my point of view,

- Adaptation concerns can be resolved if STL is able to provide dormitories to workers so that employees can feel at home. STL does have dormitories, but they are located near their workplace. They should look for more dorms in the places where they work.
- In order to attract a greater number of prospective workers and keep current employees, additional incentives should be provided in addition to a pay. For example, they could introduce an employee of the month title for meeting a monthly objective, offer a commission for exceeding the target percentage, and establish certain leisure activities for employees who live alone.
- STL has begun to use software in some situations, such as monitoring employees' attendance, but not in others. They are unable to do so because the company's information technology team lacks a sufficient number of IT experts. As a result, they should hire skilled IT personnel to strengthen their database infrastructure.
- Lastly, STL should do an additional interview with ASM, RSM, and DSM before meeting with top management. This now aids in the selection of individuals that are a good fit for the firm. As a direct consequence, the quantity of applicants will be reduced,

and senior management will be less hesitant to evaluate a large number of prospects, allowing the correct match for the organization to emerge readily.

3.5 Summary and Conclusions

Ultimately, SQUARE Toiletries Limited may be stated to be following a standardized approach in order to hire the ideal employees for their firm. The issue is related to the environment, which is influencing the company's retention rate. The majority of STL's work is done manually, and this is the area in which they fall short. They should embark on a significant makeover for their organization, which would speed up the process of keeping and attracting candidates. Following all of the study and assessment of the STL process, it is evident that the problem is not with the recruiting process, but with its regulations and structure.

Aside from the issue, they provide a decent working atmosphere and possibilities to learn about other topics. As an intern, I learned about all facets of human resources and operations, which has definitely broadened my perspective. They foster a cooperative environment in which one will never pass judgment on another and will always value one's effort and contribution.

In the end, it can be pointed out that if they were to try to get around their shortcomings by diverse and unique solutions, they would be capable to attract a good group of people who would rather work for MNCs than local enterprises. The way they operate provides an opportunity for an individual to explore and find one's latent skills. It is, indeed, a pleasant place to work.

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Appendix

1. In my organization recruitment & selection process for a job is very extensive.

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

2. My organization provides adequate emphasize on recruiting the best person.

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

3. The staffing process in my organization gets first priority

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

4. In my organization selection criteria are designed to select & recruit the best person for the job.

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

5. My organization provides various kinds of training and development programs for every individual employee.

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

6. In my organization all categories of employees have the opportunity to receive training.

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

7. In my organization all number of employees compulsorily receives training and development facilities

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

8. In my Organization job description for every position is adequate and appropriate

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

9. In my Organization all major jobs are subject to formal job analysis

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

10. In my organization biasness is strictly discouraged

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

11. My organization takes proper measure against inconvenience

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

12. In my organization only capable employee gets performance appraisal

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

13. In my organization promotion opportunity is satisfactory

Strongly Disagree
Disagree
Neutral
Agree

Strongly Agree

14. In my organization promotion opportunity are available

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

15. Sales people in my organization promote based on their performance

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

16. In my organization rewards are sufficient

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

17. My organization offers attractive incentives

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

18. In my organization, the benefits we receive are fair

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree