

Report On
“Recruitment and Selection Process of Square Toiletries Limited: A
Study based on Challenges”

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
May 2022

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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.

Student's Full Name & Signature:

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Supervisor's Full Name & Signature:

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Assistant Professor, BRAC Business School

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Co Supervisor

Tarnima Warda Andalib, PHD

Assistant Professor, BRAC Business School

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Letter of Transmittal

MD Mizanur Rahman, PHD

Assistant Professor,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship report on Recruitment and Selection Process of Square Toiletries Limited; A Study based on Challenges.

Dear Sir,

This is my immense pleasure to submit the report that I wrote as part of my Bachelor's program at BRAC University while working at Square Toiletries Limited.

The internship report sums up all of my learnings and experiences that I could gather during my 3 Months Internship program at Square Toiletries Limited in HR Department. This was a wonderful opportunity for me to learn about corporate life. I hope this report seems valuable and reliable to you.

I'd like to thank for all the support and advice that you provided, and would be hoping that it meets your expectation level.

Sincerely yours,

Nusrat Tasnim Tahsin Anita

18104230

BRAC Business School

BRAC University

Date: May, 2022

Non-Disclosure Agreement

This agreement is made and entered into by and between Square Toiletries Limited and the undersigned student at BRAC University for the commitment of avoiding the unauthorized disclosure of confidential information of the organization.

.....

Square Toiletries Limited

.....

Nusrat Tasnim Tahsin Anita

Acknowledgement

Firstly, All the praises and thanks to the Almighty Allah that I could successfully finish this Internship report having sound health.

My heartfelt gratitude to my academic supervisor, Assistant Professor, MD Mizanur Rahman, PHD, and Co-supervisor, Assistant Professor, Tarnima Warda Andalib, PHD, for all kinds of help during the completion of my entire internship report as without their guidance and suggestions I, would never be able to write the report. The valuable insights that My Supervisors have provided me made it possible to finish the report properly.

Secondly, my sincere gratitude to Mrs. Monami Haque, GM, HRD, Square Toiletries Limited, For her support and motivational insights.

I am grateful to Mr. Abu Saleh Yeasir Arafat Shamir, my on-site supervisor at Square Toiletries Limited, for providing me with professional assistance and the data I needed to complete my project. Last but not the least, I'd like to express my honest gratitude to every senior colleague, A K M Khairul Kabir, Mrs. Anisha Hossain, Md. Hasan Mir, Md. Mahedi Hasan, Mr. Mohimin Ul Alam at Square Toiletries Limited for their endless care and provisions and made my 3 Months of Internship worthy especially Ms. Tamanna Mahmuda, without whom my entire journey would have been tough. Also to mention, it is only because of her constant support and motivation that I could easily integrate with corporate life while maintaining a great work-life balance.

Thank you.

Sincerely,

Nusrat Tasnim Tahsin Anita

ID: 18104230

Executive Summary

We all know, Square is not a name rather it symbolizes quality. 50 years of hard work has made it possible for Square to become one of the leading manufacturers and top-line esteemed conglomerates in Bangladesh. Square Toiletries Limited started its journey with a single product and as a separate division and improved its operations with time. I consider myself lucky to be a part of this organization and be able to observe their wide areas of executions.

I have closely worked with their HRD (Human Resource Department) and I have been exposed to their Recruitment and Selection process which is one of the key parts of any organization to maintain their Human Resource and their capabilities which directly helps any organization to be more competitive in the market place.

In the first chapter, the report comprises the details of the Internship were starting from the information of the intern, job responsibilities to challenges faced during the internship period, and the outcomes.

In chapter 2, there is an overview of the organization. Here is a broad overview of Square Toiletries Limited, its history, and present functional conditions.

Chapter 3 is the last part which is solely dedicated to the report's research topic. Where the detailed recruitment and selection process of Square Toiletries Limited is discussed. Processes vary from company to company and the importance of every step is different. Recruitment & Selection processes are considered to be more crucial because if it is not operated effectively, it can lead to wrong hiring. Lastly, every HR professional faces several challenges while performing the whole process. This report also includes those challenges and how they deal with the situations. Last but not least there is a brief discussion regarding the condition of their recruitment process during covid-19. I also tried to include their response to the changes and how they had coped with them. Finally, some recommendations are also included which might help the company to be more effective in its operations.

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Chapter 1: Overview of Internship

1.1 Information of the Student

- Name: Nusrat Tasnim Tahsin Anita
- ID: 18104230
- Program: Bachelor of Business Administration
- Major/Specialization: Double Major, Human Resource Management & Computer Information Management.

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

- Period: 3 Months (25th January- 24th April)
- Company Name: Square Toiletries Limited
- Department/Division: Human Resource Department
- Address: Rupayan Center (11th Floor). 72 Mohakhali CA Dhaka-1212

1.2.2 Internship Company Supervisor's Information Name and Position

- Name: Abu Saleh Yeasir Arafat Shamir
- Position: Assistant Manager, HRD, Square Toiletries Limited

1.2.3 Job Scope – Job Description/Duties/Responsibilities

- As a HR intern, as a whole assisting HR professionals in their day to day administrative tasks is the main job responsibilities which includes different tasks. Here are the tasks that I had to fulfil while working in Square Toiletries Limited.
 - Screening resumes and application forms
 - Schedule and confirm interviews
 - Updating internal databases with new information
 - Helping hr. professionals to complete their tasks
 - Communicating information within the company through e-mails.

1.3 Internship Outcome

1.3.1 Students contribution to the company

I did my 3 months long internship in Square Toiletries Limited and performed different administrative tasks to fulfil my job responsibilities. I am broadly explaining them below.

- **CV sorting:** since I worked in HR department and worked solely in different recruitment and selection process, the first and foremost task is to screening the CV's and sort them that best matches with the position requirements by comparing them with the job ads. I sorted cv of different positions for example, Sales Officer, Territory sales officer, Production Executive, Machine operator and so on.
- **Attendance Making:** After we sorted the potential candidates who match our criteria we make their attendance copies and update their contact information. This file is used for several tasks. First of all, we send them sms to attend the exam and then I had to call them to make sure that the texts have been delivered properly and confirm their availability. Secondly, attendance copies are used to ensure their presence in written exam or interview.
- **Candidates Details file making:** in Square Toiletries Limited we call it candidate summary where all of the educational degree and work experiences are gathered for the interview purpose.
- **Official Documents creating:** I had to prepare several official letter or documents for the candidates whom have been selected and are offered to join the company. for example, recruitment proposal, offer letter and appointment letter etc.
- **Assisting in exam process:** I helped in checking the exam papers, marks updating in database. Also helped in terms of questions findings.
- **Communicating candidates:** I used to communicate with the candidates regarding updates and answer their queries. This includes informing them about their selection, asking them to come for the next process, scheduling their preferable time to ensure their presence, collecting information for official purpose and so on.
- **Assisting co-worker:** During my work period, I used to help my senior co-worker to complete their tasks. Such as, scanning documents, printing, making photocopies etc. Also, communicating within the company through e-mails by sending required documents to the concerned recipients.

These tasks are the regular basis and effective completion of the tasks are the must requirement. I believe helping my senior workers and contributing this small part could help them to complete the tasks within the due time and reduced their work pressure to some extent.

1.3.2 Benefits to the student

I consider my 3 months long internship in Square Toiletries Limited as the major learning of my future career. Getting to work in one of the leading organizations in Bangladesh has taught me a lot. My first and most important learning is the experience of real life work environment and operations of a large company. After that, I get to know several work culture that we

cannot understand by reading books. Also got to know the day to day activities that are essentials to run the organization. Working in STL has been different because, here I was treated like a regular employee and had to maintain all the rules that are mandatory for any regular employee. I believe, this work experience has made me more punctual and focused to my work. Maintaining proper schedule is one of the main responsibilities. Also to mention, I had make several mistakes while doing the tasks and proper guidance and corrections from my senior colleagues helped me to identify my lack ins and improve myself. After that, I developed my communication gaps and became more became more confident while communicating. After that, adjusting in any corporate culture takes a lot of time. Gradually I tried to adjust with the new culture and its rules and regulations. Since, HR professionals are always piled up with works, they have to go through a lot of pressure and deadlines. I also tried to develop the ability to work under pressure. All of my senior colleagues continuously motivated and guided me throughout my journey and luckily they also wanted me to learn. I was given tasks to tackle the situation and face the challenges so that I could come up with solutions to overcome. I consider this part of contribution throughout the internship will have a great impact in my future and also enhance my career opportunities. Last but not the least, appreciation always works as fuel to keep a person motivated and I feel privileged that while working for STL, I got appreciation for every task completion.

1.3.3 Problems/Difficulties faced during the internship

New experiences always come up with some challenges and overcoming them is what matters in the end. From the very beginning of my internship I also faced some challenges and took some time to get adjusted. All though, I am satisfied with the work environment I got in STL, I had trouble in terms of communication. Since everyone was my senior and approaching them for queries was hesitant in the beginning. But developing the communication skills helped me to go through. After that, office timing was quite strict and attending timely was challenging also the 9-hour long office hours was tough to get adjusted. Meeting the deadlines, ensure continuous involvement was also challenging. Last but not the least, sometimes I had to finish several works at a same time, and prioritizing them at the first place was difficult and with time I learnt to do that.

1.3.4 Recommendation

By working in STL, I really liked the work culture and their behavior towards the intern that is, they want everyone to learn from this very short period of time. My personal recommendation is that; they should continue their culture of treating interns as their regular employee as it motivates fresher's like me to work where their presence is valued. Also, my own observation is that, we mainly get to work in recruitment and selection process. But HRD

are responsible for so many tasks that are important for the company. If we can work in other fields also, it can help us to gain more knowledge about HR functions. It will enable different doors of opportunities in future job sectors.

Chapter 2

2.1 Organization Part- Overview, Functions, Operations and Strategic Inspection

2.1.1 Primary Objective

The primary objective of this report is to complete the under graduation with help of my knowledge of HRM acquired from my major courses and collectively prepare a report. Most of the information put in the report are based on my own observation throughout my 3 months' internship.

2.1.2 Secondary objective:

- To enhance the understanding of overall HR practices
- Gain the real life experience and observation of corporate culture
- To understand how HR policies are implemented in real life situation
- Getting able to distinguish between bookish knowledge and practical knowledge
- Detailed knowledge gain how HRM is done in Square Toiletries Limited
- Acquire hands on experience of working in recruitment and selection process

2.1.3 Limitations

Having shorter period of time to work in an organization is itself is a limitation. Every sector is broadening day by day and their functions are also increasing to cope up with the new market needs. Traditional HR functions are also changed with time so for me only 3 months' period was not enough to understand the whole HR process. However, I could only work solely on the recruitment and selection process. Because of the proper schedule I had to understand different process by one to one conversation rather than taking part of that process.

2.2 Company Overview

The journey of Square group started in 1958 with Samson H Chowdhury, along with his 3 friends. Now we can see their confidence & hard work paid off. When asked why the name “SQUARE” was chosen he remembered - "We named it SQUARE because it was started by four friends and also because it signifies accuracy and perfection meaning quality" as they committed in manufacturing quality products. Now that small company of 1958 is a publicly listed diversified group of companies employing more than 56,000 people. The current yearly group turnover is 1000 million USD as of 2017. It started as a pharmaceutical company called Square Pharmaceutical Limited and gradually they started to expand their business in different industries after the consistent performance of their pharmaceutical company. Now Square has variety of products and brands under one name. also that small company is now a publicly listed diversified group of companies employing more than 56,000 people. The current yearly group turnover is 1000 million USD as of 2017. The journey was made with utmost honesty and hard work. Sister concerns of Square Group-

- *Square Pharmaceuticals Limited Bangladesh*
- *Square Toiletries Limited*
- *Square Hospitals Ltd*
- *Square Textiles Ltd*
- *Square Informatix Limited*
- *Square Food & Beverages Limited*
- *Mediacom Limited*
- *Maasranga Productions Limited*
- *Masranga Communications Limited*
- *Sabazpur Tea Company Limited*
- *Aegis Limited*
- *Square Consumer Products Limited*
- *Square Securities Management Ltd.*

At a Glance



Note. *sister concern of square group - Google Search.* (n.d.). Wwww.google.com. Retrieved June 1, 2022, from

https://www.google.com/search?q=sister+concern+of+square+group&rlz=1C1CHBD_enBD909BD909&s_xsrif=ALiCzsY1wSvFsIMV60jv1WFJuQSLc7P62g:1654069549323&source=lnms&tbm=isch&sa=X&ved=2ahUKEwjN9K6f4Yv4AhXdINgFHbHhACoQ_AUoAXoECAEQAw&biw=1422&bih=641&dpr=1.35

2.2.1 SQUARE TOILETRIES LIMITED

Square Toiletries Limited started its journey from the scratch and introduced only one product and became a separate division. Ever since STL became a private limited company, they have been proving their integrity towards the business by producing quality products that are maintained by international quality. At present, STL is one of the largest manufacturers of toiletries products in Bangladesh having 50 products under different brands. To maintain their smooth process of production, STL has several modern and updated machinery that produces international quality products. Their automated plants are situated in Pabna and Rupshi in Bangladesh where all of the brands are produced. In order to collect raw materials, STL has a partnership with renowned international suppliers.

Apart from the capital and physical assets that STL has, one core asset is its employees. Employees have the same value as assets tend to have over the company. Square is always dedicated to making a better workplace for its employees where employees are always motivated and eager to work with their utmost integrity and passion. STL provides development opportunities to their

employees so that they can flourish and achieve better careers in the future. According to STL, the workplace should not be a place where employees come and leave after regular activities. It should be a place where employees find out their best version and create new opportunities and ideas for the company. At present, STL itself is employing over 2000 employees and provides equal opportunities to the employees irrespective of gender, race, etc. having highly motivated employees, STL has the lowest turnover rate in comparison to other organizations.

2.2.2 As Unique As You

We belong to a unique nationality. In our every footstep - from our inimitable history of cultural heritage to our love for mother dialect to our glorious freedom fight to our beautiful flora and fauna – we are only one of its classes. This unmatched feature of us is also acutely rooted to every one of us in our individual affinity, enthusiasm, needs, dreams and hopes. At STL we believe in the importance of uniqueness both at individual and national level. Being a part of the most admired local conglomerate of Bangladesh - Square Group, we have gained the expertise and upheld somber eagerness in fulfilling your expectations with our quality product ranges through utmost sincerity. We consider you as unique in terms of your needs, and to satisfy that we have pooled a unique team of dedicated employee and stakeholder. Only for you we are relentlessly striving to be "as unique as you".

2.2.3 Vision

We attempt to understand the unique needs of the consumer and translate that needs into products which satisfies them in the form of quality products, high level of service and affordable price range in a unique way.

2.2.4 Mission

- To treasure consumer understanding as one of our most valued assets and thereby exerting every effort to understand consumers' dynamic requirements to enable us in offering maximum satisfaction.
- To offer consumer products at affordable price by strictly maintaining uncompromising stance with quality. With continuous R&D and innovation we strive to make our products complying with international quality standards.
- To maintain a congenial working environment to build and develop the core asset of STL – its people. As well as to pursue for high level of employee motivation and satisfaction.

- To sincerely uphold the responsibility towards the government and society with utmost ethical standards as well as make every effort for a social order devoid of malpractices, anti-environmental behaviors, unethical and corruptive dealings.

2.2.5 Values and Principles

Well-being of consumer, employee and society are the three foundation pillars of the values and principles of Square Toiletries Ltd. Square Toiletries Ltd. believes that it is their obligation to work for the welfare of society. In spite of being a commercial organization STL doesn't always opt for profit, rather it tries to be even more focused towards the fulfillment of its commitments to society and hence has an intense sense of responsibility to its customer, its people and its society as a whole. From the day to day business operation to quality policy, in every single activity of STL these core values and principals are reflected.

2.2.6 Quality Policy

- Dedicated to make every effort to understand consumer needs to provide maximum satisfaction and to achieve market leadership.
- Strive to continuously upgrade manufacturing technology and to maintain optimum level of quality measures in conformity with the international standard – ISO 9001: 2008.
- Committed to achieve quality objective through continuous employee training and maintaining congenial working environment.

2.2.7 Corporate Social Responsibility

Senora: For years, Square Toiletries has been doing campaigns for its brand Senora and educating people about menstruation. It has also got success in terms of acceptance among the people and they have been able to spread its news among both genders of people. They are also warning people about menstruation hygiene, the effects of early marriage, and so on. There is also one hotline regarding menstruation FAQs, especially for a teenager who is shy to talk about their problems with anyone.

Senora Confidence: Recently, Square Toiletries has taken the initiative to provide digital vending machines in different universities to make it more convenient for the girls to have the access. Also there are so many misconceptions among the people regarding menstruation and often girls are shy to ask for help. This initiative will help the students during emergency and

more people will get to know so that they learn to accept it normally rather than making other girls uncomfortable with their wrong conceptions.

Supermom and Meril: In order to promote their brand and Products, it's been 8 years since Square Toiletries introduced a call center system to help pregnant women and women of all ages through their counseling team. Here they can contact the regular doctor and famous psychologist Dr. Mehtab Khanam regarding their physical and mental health and also the health issues of their children.

JUI: This is one of their signature brand and product in Bangladesh. They have been making several educational TVCs promoting their products and women empowerment and educating women about their rights. They are also encouraging women to fight for their safety and rights. This is a strong step for every woman to come out of the darkness of societal misconception.

Supermom Baby Diaper: Square has initiated one insurance policy up to 20000 takas. If anyone buys a large packet of baby diapers he/she can register for the policy for 1 month by following the instructions. There are several parts of the insurance where both the parents and one child can come under ta insurance policy. The insurance consists of hospital bills, diagnostic bills, life insurance and others. This is really great initiative by Square Toiletries Limited.

2.2.8 Brands and Products of Square Toiletries Limited

Square Toiletries Limited uses a tagline for their seevral brand and launch their products under several catagory. The products are discribed below;

Figure 1 PRIDE OF WOMANHOOD



Note. D. (2022, March 2). *Brands That Care*. SQUARE. <https://squaretoiletries.com/brands-that-care/>

Figure 2 FEEL LIKE A MAN



Note. D. (2022, March 2). *Brands That Care*. SQUARE. <https://squaretoiletries.com/brands-that-care/>

Figure 3 CARE FOR THE LITTLE ONE



Note. D. (2022, March 2). *Brands That Care*. SQUARE. <https://squaretoiletries.com/brands-that-care/>

Figure 4 HEALTH & HYGIENE





Note. D. (2022, March 2). *Brands That Care*. SQUARE. <https://squaretoiletries.com/brands-that-care/>

Figure 5 HOME CARE



Note. D. (2022, March 2). *Brands That Care*. SQUARE. <https://squaretoiletries.com/brands-that-care/>

Figure 6 FABRIC CARE



Note. D. (2022, March 2). *Brands That Care*. SQUARE. <https://squaretoiletries.com/brands-that-care/>

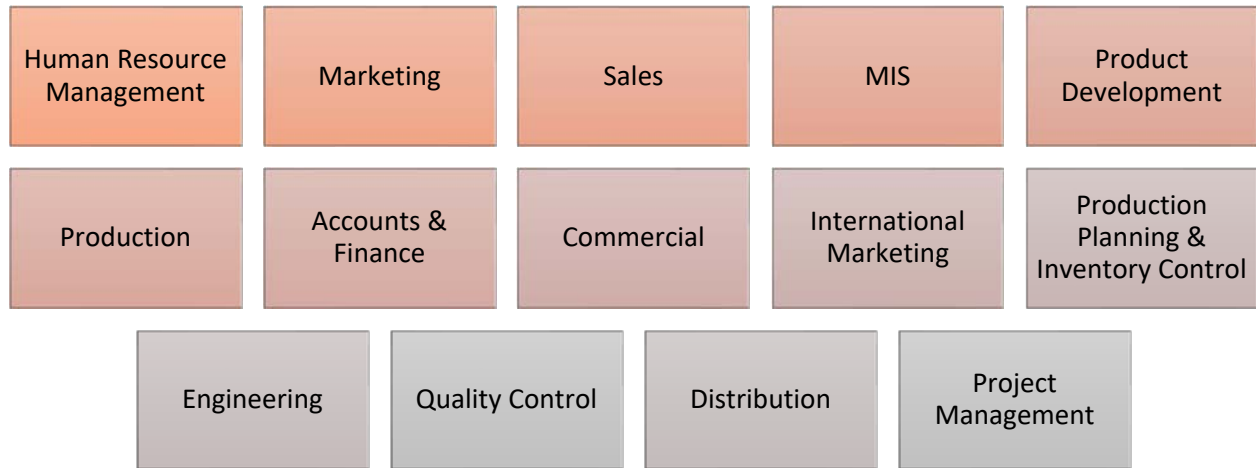
2.2.9 Plants of Square Toiletries Limited

Square always stands for perfection and innovations. They are always extending their capabilities and enhancing innovativeness in producing products. Fully concentrated research and development are done for the specification of each product according to the needs of the customer and their packaging which makes it visible among hundreds of similar products. Since Square

never compromises its product quality, they are maintaining high-quality machinery and technologically updated methods for production. For this purpose, Square Toiletries owns two fully functional and mechanized plants situated in Rupshi and Pabna. Where quality of products is fully checked during procurement and all of the production processes are done while maintaining GMP of productions.

2.2.10 Departments of Square Toiletries Limited

Source. Self-Created



2.2.11 Global Partners of Square Toiletries Limited

Square Toiletries Limited is now producing 20 brands. All of the research and development parts of the products are done by their highly qualified R&D department where they are ensuring constant innovation and improvement. Their marketing department also develops strategies to make the best paths for their target consumer. And overall to make the process international and effective, STL has made partnerships with several global brands around the world. They are,

Germany	UK	Malaysia	Singapore	Germany
• Cognis	• IFF	• Uniqema	• Fermentich	• Clariant

Note. *Business & Values.* (n.d.). SQUARE. <https://squaretoiletries.com/business-and-values>

2.2.12 Global Reach of Square Toiletries Limited

It is important for a company to sustain itself in the long run by increasing its market size and becoming globally connected. There are very few Bangladeshi companies that are exporting their products globally and Square Toiletries Limited is one of them. They are delivering their quality products in different countries. The countries are,



ASIA



MIDDLE EAST ASIA



EUROPE



NORTH AMERICA



AFRICA



AUSTRALIA

Note. *Business & Values*. (n.d.). SQUARE. <https://squaretoiletries.com/business-and-values>

2.3 Management Practices

2.3.1 Leadership Style

In every organization, leadership styles can determine the extent of employee contribution, the motivation level of the employees, and also the level of transparency. In Square Toiletries Limited, their leadership style is democratic or in other words, participative leadership style. Because, the participative leadership style, is required to involve every concerned employee during the process of decision making and it is evident that, this type of initiative makes an employee more involved in organizational work and makes them feel valued. Which apparently, makes them more motivated to work. As similar, in STL, their management always shows a democratic leadership style and gives the chance to the worker to provide their suggestions and then take the final decision. As a result, there is always maintained transparency which helps to reduce internal confusion. I have seen my department head arrange meetings with different levels of management. So, it improves the impact of any decision where every concerned employee could make their stand.

2.3.2 Recruitment and Selection Process

This is one of the important functions of Square Toiletries Limited. Because hiring the right candidate who is a perfect job fit can affect the performance of the organization from each end. So, they are so careful to maintain the quality and efficiency of the process. Square as an umbrella brand ensures its worker's high qualifications and ability to flexible work. STL always look for candidates as a resource of the company and provides enormous facilities to prove their excellence and expertise. Their employability is high in the current market and they hire people of every region and ethnicity regardless of any bias. There is an opportunity to develop from the current position if an employee can express their sincerity and gather experiences over the employment period.

Depending on position and classifications of requirements there are different categories of STL to recruit employees. They are,

- Entry-level Management
- Mid / Senior Level Management
- Graded/Non-Management Staff
- Field Force
- Executive/ Non-Executive

In every hiring, STL always makes sure that the news reaches properly to the candidates by circulating in the different portals and having multiple application processes. There are some basic requirements and policies that STL has made must prerequisite for the hiring process. For example,

- Merit should be the main concern
- The background of every employee's career life should be checked before employment
- Medically fitness is a must
- Everyone should get an equal chance and every step of the process should be transparent.

2.3.3 Training and Development

Training and Development opportunities are mostly initiated by every organization to enhance the learning of their employees. An employee gradually learns over the life cycle of their employment. So companies give them the way to learn and develop themselves so that they can improve their positions and work better for the organization. Square Toiletries Limited arranges different types of training and development opportunities for their employees according to their positions and needs. They are,

- **Field Training:** this type of training is mostly arranged for the field force or employee who works in different markets. They are mainly Sales Officers. When a sales officer is recruited, it is made mandatory for each of them to attend field training under their supervisors and then their performance is evaluated. Their supervisor then recommends their selected sales officers and hiring managers to get to decide about their appointment.
- **In-house training:** this training is also for the sales workers and it takes place after they are done with their field training. This is mostly a 2 days training where they are educated about their responsibilities and during this training, there is also an evaluation of their knowledge gathered from the training.
- **On-the-job training:** In STL, when an employee joins, the first 6 months of this employment period is considered a probation period. Where he/she is expected to learn their overall duties and responsibilities and also they are given tasks by senior managers. During this period the employee is also considered a trainee and their performance is also

evaluated. After the period of probation, all the employee has to attend one confirmation interview where higher-level officials try to understand the employees learning level. So here employees learn by doing their actual job.

- Managerial training: STL also encourages their management to attend off-the-job training to develop their efficiency of performance and contribute to the organization's goal achievement.

2.3.4 Compensation

According to (Waqar Azmi,2020) It works in a way – ‘Better is the compensation & benefits, better is the performances and retention!’ From internal motivation to a higher level of productivity, Compensation and Benefits does it all!

As we all know, Human Resource Managers design the compensation and benefits plans in a way that will motivate their employees to work appropriately and also stay motivated throughout their work life cycle. STL also arranges so many unique benefits for their employees besides their basic compensation that are rare in the market.

❖ Compensation

- Basic payment & Bonus: In a regular manner, every employee in STL gets quite moderate payment as their basic and it depends on their experience and qualifications. It is rare that the payment is seen lower. Their pay scale is one of the best-paying companies in Bangladesh. Other than that, employees also get an extra increase in their payment if their expertise is worth paying for and they can be a good resource for the company. Along with their basic pay, they get 2 festive bonuses in a year.
- Profit bonus: Mostly in every organization, employees are entitled to 2 festive bonuses but in STL, they get 3 extra bonuses which are for all positions and that are determined according to their performance.

❖ Benefits

- Transportation Facilities: STL is providing all female employees and employees from the Executive level with official transport high-quality AC buses which are spread almost all over the Dhaka metropolitan. Transportation for higher officials is personal car benefits.
- Lunch: here in STL, all the employees of every level get the lunch facilities which is fully subsidized. Along with lunch, employees also get tea two times a day. The facilities of STL are properly maintained and are designed considering all the aspects of maintaining proper hygiene.

- Earn leave: there is an opportunity of earning leave. A certain amount of leave is entitled to every employee which they can use in need. In case they don't need those leaves, they can get equal cash that is allocated for the leaves.
- Retirement facilities: employees of STL are given a handsome amount of monetary benefit when their employment period is over, so they can use that for their future.

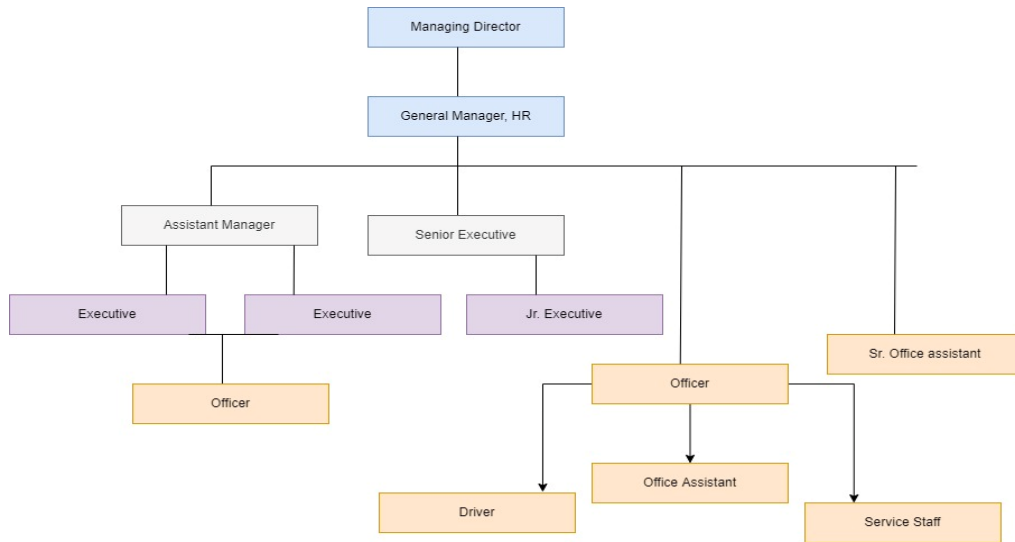
▪ *List of the benefits of Square Toiletries Limited*

5 Bonuses
Leave Fare Assistance
50% Discount in Square Hospital
Group Life Insurance
Provident Fund
Gratuity
Transportation
Lunch
Mobile set & Sim
Discounted Proucts of Square

Source. Self-created

❖ Hierarchy-

Organogram of STL HR



Source. Self-created



Management Hierarchy of STL

Source. Self-created

2.3.5 Marketing Practices of Square Toiletries Limited



Marketing Mix. Source. Self-created

Being one of the largest manufacturers of toiletries and cosmetics products in Bangladesh, Square Toiletries Limited must have a unique marketing plan that helps them to achieve its target and maintain its profitability. Here I am discussing their current marketing practices.

Product- Square Toiletries Limited now produces 50 types of different products under 20 brands of its own. So here is a variety of products targeting several markets. The quality policy of producing their product is maintained strictly which is why the quality of products is on an international level. Other than that, as a product of Bangladesh, their packaging is top-notch. They are mostly focusing on winter-based products. So the quality of their products and packaging both bring a great brand value for STL. currently, they are developing their research and development activities and initiating new strategies. They are now focusing on differentiating their existing products by either different flavors or different packaging rather than producing a whole new product.

Price- The prices of all the products are quite affordable in comparison to their quality as they are following benchmarking prices having the same category as other multinational companies... They ensure the pricing to be affordable from below middle class to a higher class of the people of our society. They are having a competitive advantage over rivals as their pricing is more concentrated. They follow different strategies to increase their sales by providing discounts, and gifts. So consumers are in a win-win situation after buying products of STL as they get the products at a budget price with international quality.

Place- it is important for every company to design their logistic systems in a way that makes the way of getting the products easier for the target customers. In simple words, ensuring the convenience of the consumers while buying the products. The products should be visible and

available in every possible place to reach the consumers. For this purpose, STL has its distributional channel to distribute its products nationally. They still follow the traditional distribution channel that is Manufacturer-Distributors-Retailers-Customer. They have 261 commissioned distributors to ensure the correct delivery in every area. Having all the modern and developed transportation systems are helping STL to deliver the products on time.

Promotion- To promote their products, STL usually opts for limited promotional activities such as advertisement, tvc, etc. During the promotion, they use care-based marketing for their products. For example, indicating any social misconceptions and breaking social stigmas. STL mainly uses radio, television, and its own sales representative for personal promotion. Where they let the consumers know about their offerings and discounts and so on. One of the main integral parts of its promotional activities is that the customer's social responsibilities are always considered.

2.3.6 Operation Management Practices

In the words of Adam Hayes, 2021, Operations management involves utilizing resources from staff, materials, equipment, and technology. Operations managers acquire, develop, and deliver goods to clients based on client needs and the abilities of the company. So in STL, we have management personnel who are responsible to maintain the effective management of the overall operations.

- Quality control- STL always prioritize the maintaining of their product's quality in any circumstances. In order to maintain the quality of its products, it has one independent department called Quality Control. This concerned department is continuously involved in research and development purposes to improve the quality of the products. Apart from that, the products of STL are certified for maintaining International Standard– ISO 9001: 2015 and ISO 22716:2007. So every quality test report is analyzed for future and continuous effort to understand customer needs is also performed under STL's quality control management.
- Resource maintenance- STL has two large production plant situated in Pabna and Rupshi where fully automated machineries are used to produce quality products. Regular maintenance of the production unit is performed and they are also analyzed in comparison of production or demand. For example, machineries are optimized and added if more production is needed according to the resource planning.
- Data management- proper management of information are also considered in terms of operation management in STL. By ensuring the coordination of data among workers, company, departments and also with shareholders, the process of effective operation is performed. STL has its another department for information system management and with help of the officials, every data is collected and processed for successful operation

management. By using technologically advanced software's, data are stored. All the information from different departments are collected MIS department and these data are further analyzed to make management decision and developing strategies.

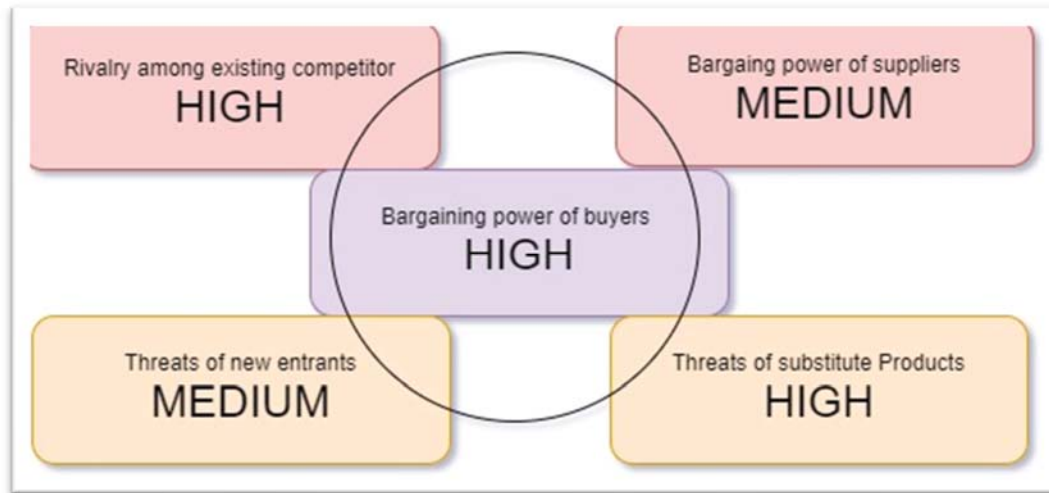
2.3.7 Information System Practices

In today's world, effective management of data or information can provide an organization competitive advantage. Most importantly HR officials always deal with employee-related data and necessary processes that demand important pieces of information quickly. Traditional HR functions have changed and new responsibilities are also added. One of them is HRIS which means Human Resource Information System. In Square Toiletries Limited, there is an updated HRIS that is used daily for an effective management process. Because of this many of their manual activities are decreased and become automated. Here are situations where they use their HRIS,

- At first, to ensure communication internally and externally, they have a LAN connection installed internally for information transfer.
- They have automated software installed to track the attendance of the employees. By using the software, employees have to scan their identity cards and the software automatically transfers the timing and employee information to the software. From there, the respective officials can easily extract the information.
- Other than that, STL uses its information system to store every necessary information that is maintained by the HR department. For example, information related to a particular employee, their basic information, joining date, leave updates, salary, benefits, and so on.
- STL has developed its information system over the years, and they have a particular app for employee usage. The app contains several options to perform activities easily from anywhere. As an employee has to apply for leave, late, or market visit, he/she can easily apply those from the app.
- Not only official information is stored, but information about plants and their activities is also stored in their HRIS. As everything is controlled by the head office, employees have to update their every possible information to the concerned official.
- Field workers are also included in their official information system and their activities are also tracked by software, for example, their daily attendance, order tracking, deliveries, etc. most of the work does not need any manual activities.
- There is a continuous exchange of information through their interconnected mails and employees are instructed to update their database with proper information. Every recruitment information, for example, the number of candidates, shortlisted for interviews, attendance, results, and so on. Also, the information on plants is updated on the internal database daily.

2.3.8 Industry and competitive analysis

❖ *Porters Five forces model-*



Source. Self-created

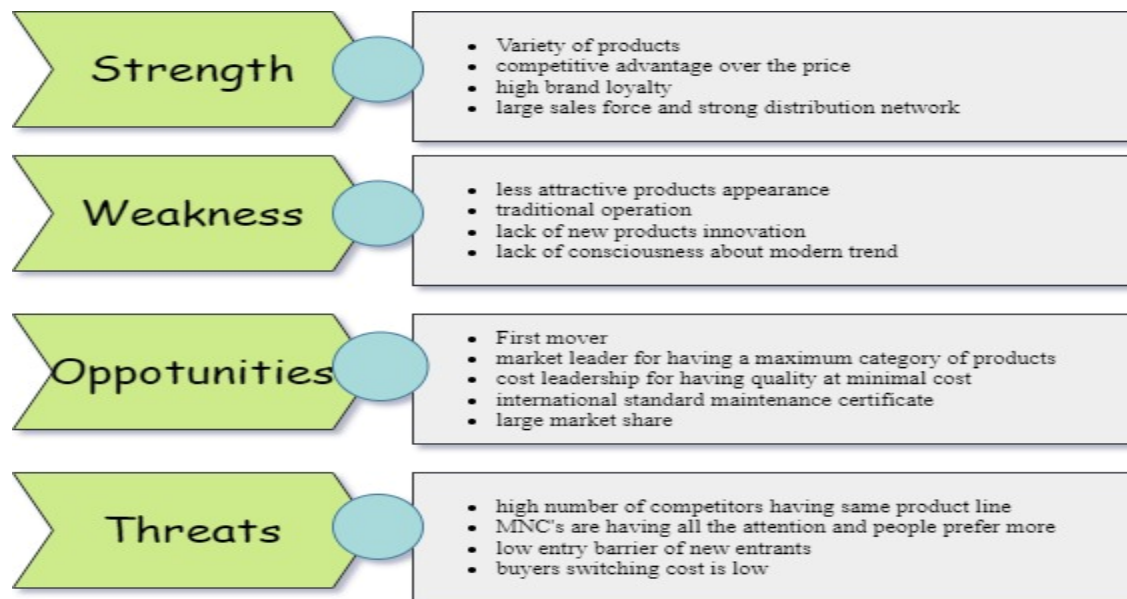
- Rivalry among existing competitors is considered high for Square Toiletries Limited. In Bangladesh, we have other companies who are STL's direct rivals and all of them are producing the same products. They have around 25 competitors and 5 of them are top on the list. As their products and difference in quality are quite minimal so their rivalry is high and this kind of situation demands more improvement of products to get a competitive advantage.
- Bargaining power of the suppliers is medium. As there are so many companies operating in these toiletries so the bargaining power of suppliers is medium for some different reasons. First of all, STL is quite strict about the quality of the products as they maintain international standards and exports in different countries. So, having a good quality raw materials is essential. Because of the strict policies, STL does not accept materials without proper QC and because of the brand value suppliers, bargaining power is medium as they are also interested to supply raw materials to STL.
- The bargaining power of the buyers is high as there are many similar products available in markets and differences between their price is minimal so buyers can easily switch. To maintain its brand loyalty, STL is developing its product quality day by day and is targeting a broader market through identifying the unique needs of the consumer and performing corporate social responsibility.
- Threats of the new entrants are medium. There are many factors that but this decision. First of all, the possibilities and scope of this industry can attract new entrants sustaining in the long run with higher profitability is difficult. For

newcomers, it needs a large amount of capital to invest but achieving economies of scale is tough as the existing companies have achieved it through years of hard work and experience. Although brand loyalty in this market is low having a lot of options but creating brand value for new entrants is considerably difficult. So the threats of new entrants can be considered medium.

- Threats of substitutes are high. As early discussed, we have other national brands as well as multi-national brands who are offering the same products as STL and they have quality levels very close to each other. Also, every product is manufactured considering the preferences of the consumer of Bangladesh, so people can easily switch from one product to another. Here STL is offering shampoo of their brand Meril on the other hand Unilever is offering Sunsilk which has a large market base.

❖ *SWOT Analysis-*

Here I'm providing an in depth swot analysis of Square Toiletries Limited.



Source. Self-created

2.3.9 Summary and Conclusion

Square Toiletries Limited is one of the oldest company of Bangladesh which has created its place in the market for years of hard work and honesty. Tagline of STL is “we care for you” and they have been proving this for so long through their commitment of providing quality product that is made in our own country but the quality level is International. The experience of their leaders and their contribution towards the company are the main reason of success. Their continuous effort to

innovate new and something that is necessary for each level of consumer helped them to become one of the market leader. In STL, there is proper management of hierarchy and in most of the cases they follow traditional process rather than following new and contemporary HR process. Having a quite versatile product which are produced by high quality automated machineries in their plants, they are being able to cover a large segment of consumer. In a simple word, they have some products for each age group and that is too considering all of the factors of our country.

Although, all changes need time and STL is also upgrading and trying to modify their products formula and trying to cope up with the new changes occurred in Business world. Their sincerity towards serving the consumer and becoming the market leader will soon take place as they develop themselves by each of the sector of business.

2.3.10 Recommendation

During my internship period in Square Toiletries Limited, as I worked along the HR team, I observed few things that I would like to suggest some thoughts that might be useful for them.

- First of all, the continuous working hour become monotonous to the worker as there is no specific time to take break from the work. We as a human, it is tough for us focus hours and keep our mind concentrated. So at least 30 minutes of break from work should be given to get back to the work.
- Then, they have to maintain their traditional hierarchy for every purpose and according to me in some process it takes longer time than usually it should take and works could be done earlier is the power was transferred in different management level considering their importance.
- After that, my observation towards the products of STL. No doubt all of the products here are qualityful but their packaging needs more emphasis and more research and development should be done to make their products attractive in the market when comparing them with high class products of other top class competitors.
- STL should focus on increasing their budget for better promotional activities to reach more near to their target customers as campaigns and promotional activities increase product reach.

Chapter-3 The Project

“Recruitment & Selection Process of Square Toiletries Limited; A Study based on Challenges”

3.1 Introduction

As days are passing, the world is becoming more competitive in every aspect. To run a business with higher profitability requires to have the potential to get adjusted to changes and maintain competitiveness. Square Toiletries Limited has been developing its management practices to be more effective in both national and global markets. By managing their all assets effectively, they are developing their overall business and becoming one of the biggest FMCG in Bangladesh. They are competing with their rivals and also increasing their market size day by day. Recently they are launching more new brands to capture a broader market. The use of modern HRIS is also helping STL to maintain its huge database and ensure effective business performance. During my internship at STL, I tried to use my theoretical knowledge in a practical situation and my target was to identify the real-life process of a corporate organization and how every process is linked with one another, and successful completion of a process affects the next. So in my report, I will discuss the detailed recruitment & selection process where I got the chance to work from the very beginning to the end. Also, every process has some challenges itself, and effectively dealing with that challenges helps an organization to become more competitive than its rivals. Also, during the pandemic, every organization had to do some changes in their regular process, some parts of that are also being included.

3.1.2 Origin of the Report

As a student of BRAC University, this 3-month long internship program is a prerequisite for getting the final graduation certificate. The following report carries the grade equivalent to a 4 credit hour course. So, the completion of this report is necessary to fulfill the requirement of BRAC Business School. The main purpose of the internship program is to bring the students in the light of corporate culture or real-life work conditions. Some of the reasons are,

- Fulfill the necessary requirements of BBA Program of BRAC University,
- To get the opportunity of experiencing real business world
- Gaining detailed knowledge about the job responsibility
- Successful implementation of theoretical knowledge into practical work conditions.

3.1.3 Objective of the Report

The main objective of this report is to understand the whole recruitment and selection process of STL and find out the reason for their long timeline. Also, finding out what are the policies they are using to help them to maintain their hiring process efficiently and find out potential candidate also

the extent to which they are inclined with that in real life. Our other main objective is to discuss the challenges they are facing during their recruitment and selection process and how they are planning to overcome them. After that, there is a brief part about the condition of the process during the pandemic and lastly, come up with some recommendations that STL can use to modify their process and to become more efficient.

3.1.4 Significance of the study

The result of the report will provide an overall insight into the recruitment and selection process of Square Toiletries Limited and after the whole research, there will be some recommendations that are observed during the 3 months' internship. As the report will consist of information that helped Square Toiletries Limited to lead the market for years by using their processes effectively, it will be helpful for small businesses to get an idea of how to conduct these types of processes. Also, the recommendation can be helpful for the company to reevaluate their process and make some changes to make their process less time-consuming and updated. Last but not the least, the research report will be helpful for further research on the topic.

3.2 Methodology

After considering the importance of recruitment and selection process for every organization, the overall research was conducted to get the idea of practical situations and proper understanding of the situation was ensured. The study of the report was done in a systematic manner beginning from the topic selection and then finding out relevant information through several primary and secondary data. All of the identified data is properly analyzed and presented in a way so that there is proper coherence within the report and all the important information can get a proper highlight.

During the research for this report, qualitative approach has been opted to identify necessary information's. The information's that are used in this research is mostly based on primary data. Information is collected through a participant observation technique and contributing practically in the workplace hence it was easier to compare the extent to which policies are implemented in the real process and identify the challenges. I myself as an observer, worked on the same side of the participants. Where I considered my senior coworker as the participants for my observation and as a result, I experienced the real life work frame by self-contribution. Other important data was collected through individual interviews with my supervisor and other senior colleagues of the organization to get the raw perspective and as a result proper work life situations and challenges were properly identified. No structural questionnaires were used during the interview. After that, the research also consisted of secondary data from the internet and related articles, web searches, reports, and data of the organization from the websites. Lastly, this report also includes a declaration form of the information's that are used to make this report informative and insightful.

Selection of the Topic

I selected the report topic so that it is relevant to my work areas. Before finalizing the topic, a thorough discussion was done with my both supervisors from university and STL. Their valuable opinion and suggestions were taken so that the report is informative and standard.

3.3 Limitations

Although my utmost effort was given to make this report informative and useful, there are always some limitations that cannot be overlooked. Because of the restrictions and privacy matter, many information's were not included to maintain the company policy. Because of the solely contribution in HR department, it was hard to identify the process and overall techniques of other departments of the company. Moreover, having a short timeline of for the internship was tough to understand the whole company process in detail as a result, there are personal opinion ad observations were included.

3.4 Findings and Analysis

3.4.1 Human Resource Management Process

The human resource management process generally includes several processes or activities that are done by maintaining a proper sequence. The process always starts from the job analysis with adequate HR planning and then proceeds to the recruitment and selection process. The final part refers to the employee management which includes some parts like, Training & Development, Performance appraisal, compensation & benefits, and lastly, ends with the employee termination if the employee leaves the organization. So, the overall human resource management process means managing the employee life cycle in any organization. Each part of the process is crucial and has different necessities for the organization. So that, the organization can achieve its goals and objectives through effective employee performance. In HRM, employees are considered an asset to the company so, it cannot go wrong when selecting a candidate as a right fit for the job. This is when the importance of recruitment and selection arises. This is one of the important processes linked with an organization's success. It falls under the term talent management. In talent management, the whole process is concerned with the employees. It does not end with hiring one talented candidate who is right for the job. In order to gain the competitive success of the

organization, every employee should be given development opportunities, and the company must be able to retain them in the long run with proper facilities.

3.4.2 Manpower Planning in Square Toiletries Limited

Planning is one of the inevitable parts of any organization. If it is manpower planning or others. It is important to align with the organizational strategies perfectly. Manpower planning includes the strategies that are made to ensure that the supply of manpower is sufficient for current operations and also includes future supply and demand. Manpower planning is necessary for different stages of an employee's life cycle, starting from acquisition to effectively retain the employee for a long time.

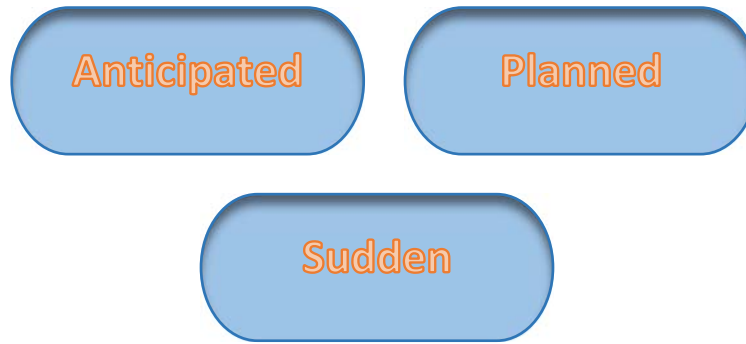
Similarly, Square Toiletries Limited also has a manpower planning process for their organization. They perform their planning yearly base. They try to match their personnel or manpower planning with their strategic goals and objectives based on their current operational situation. Since changes in market demand, productivity concerns and increase in product lines need more manpower, they always try to match that ratio of demand and supply. In STL, they usually prefer their managerial decisions of manpower demand rather than analyzing it with any other techniques. This is because they believe their management decisions are more dependent on real-life situations and by dealing with the current market trends and conditions they can provide more insightful suggestions for this planning. STL also plans their overall personnel needs in their planning process. Where it includes facilities and benefits that an employee needs to get to perform his/her duties properly and with utmost motivation.

3.4.3 Recruitment and Selection Process

Although the terms recruitment and selection are mentioned together, there is a significant difference between them. They are related to each other as one comes after another. Recruitment is the process of looking for prospective candidates and taking the necessary steps to make them apply for the post through eye-catching ads and circulars. While selection process refers to the actual process of hiring a candidate by proper selection methods and the process ends with providing a job to the candidate. Effective and right recruitment and selection process help to get the right candidate for the job and also for the organization.

3.4.4 Needs of recruitment

Recruitment means filling up the gap of a worker in a different position so that the long-time vacancies do not affect the business process. The need for recruitment can arise anytime and there are mainly 3 types of recruitment needs.



- Anticipated needs: This type of needs is often effected by different factors and they are always predicted by management. Management always anticipate this type of needs based on experience or upcoming requirements such as increased product line, expansion line merger or acquisition etc.
- Planned needs: when organization knows the particular requirements and plan the recruitment process proactively. For example, if someone is going to retire, opening of a new position etc.
- Sudden needs: Sometimes the needs arise due to unavoidable circumstances and urgent reasons. Such as, sudden demise of the employee, resign and so on.

3.4.5 Recruitment and Selection Process of STL

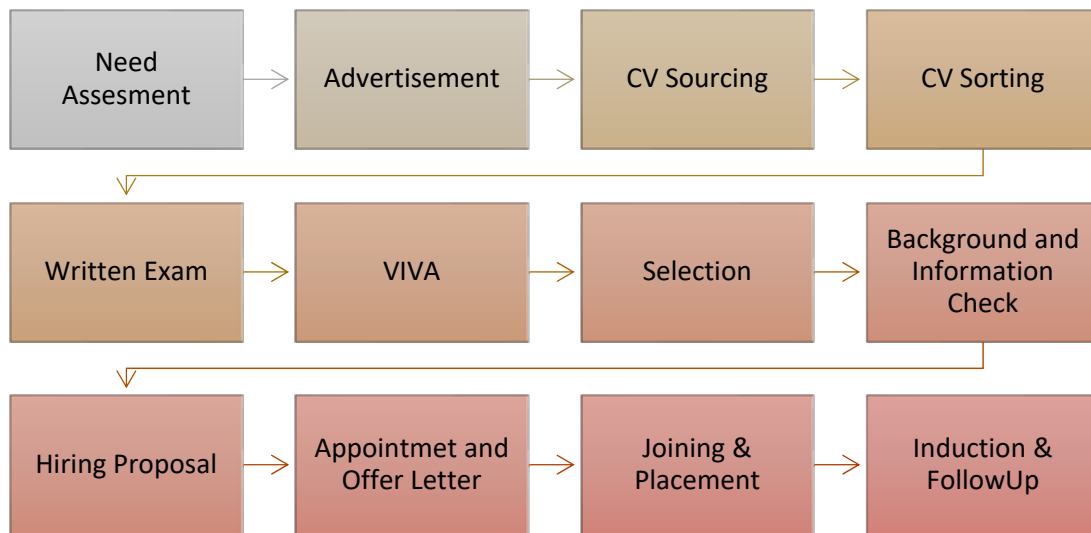
STL always looks for candidates having high caliber to face the challenges and perform the required tasks effectively. Their candidates should have the adaptability to adjust to the changes and have the ability to think strategically. In their recruitment and selection process, they maintain higher transparency to avoid misconceptions and ensure the effectiveness of every step as they have a very long and time-consuming process of hiring. Being a company where each gender is given equal opportunity to prove their capabilities, STL is promoting its gender-neutral policies for years. They also promote women's empowerment in every sector. For ensuring their recruitment and selection is effective they have several policies to abide by.

- Having the correct attitude is as important as having the functional competencies of the required position.
- Recruitment & Selection will be based on merit.
- Requisitions are to be approved by top management for further process
- Panel interviews are performed with respectable departments head.
- Positions like Officer, MT, GET are evaluated through written exams
- Higher positions are to undergo different assessments, for example, focus group discussion

- Information correctness and proper verification are an integral part.
- The medical fitness of the candidates is must
- Equal employment opportunities are ensured.

3.4.6 The Process

The recruitment and selection process of STL is a lengthy and time consuming consisting several steps. According to the responsible personnel, they follow their traditional process of hiring a candidate and although it is time consuming, it's properly maintained according to their policies and transparency of the process is ensured. Here to manage the whole process HR department is responsible. These are the steps of this process-



Source. Self-created

- **Need Assessment-** The process of recruitment in STL starts when there is any vacancy or there is a demand for a new employee. Here is it called hiring requisition. In every hiring requisition, there is every detail regarding the need, for example, the number of employees needed, where he/she would work, to whom to report, etc. This requisition always comes from respective departments to HR since the further process will be dealt with by the HR department. In need assessment, there are also some important parts. Such as,
 - Analyzing the job description and job specification for hiring the potential candidates.

- As per the policy, Taking approval to continue the process from higher management is a must. Here, if the position is new, they need approval from their Managing Director and if the position is replaced then the approval will be given by General Manager.

o Advertisement- after the approval is given to start the process, now the task is to place eye-catching advertisements to attract candidates. The hiring advertisements are posted in different platforms. The list of platforms is given below.



Platforms of advertisement of jobs/ Source- Self-created



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: Executive
Department: Product Development
Work Location: Pabna

Responsibilities:

- Initiate lab/pilot trial, stability study and evaluate Products & Raw Materials.
- Develop analytical testing methods for new and existing Products & Materials
- Prepare specifications for new products & review existing products
- Analysis of trial and competitors product

Requirements:

- MSc in Chemistry/Applied Chemistry/M. Pharm from reputed university.
- 3/5 years of experience in the relevant field will get preference
- Advanced knowledge in MS Excel is preferable
- Age within 33 years

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 **11 March 2022** 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](https://www.facebook.com/STL.SquareGroup)
www.squaretoiletries.com

SQUARE TOILETRIES LIMITED

Note. Square Toiletries Ltd Job Circular 2022 / BD GOVT JOB. (2022, May 11). <https://bdgovtjob.net/square-toiletries-ltd-job-circular/>

- **CV sourcing-** After the posting of a job advertisement, there are given a deadline to apply. And at the end of the deadline, CVs are collected. In some cases, there are other types of sourcing such as internal or external sourcing.
- **CV sorting-** After the successful sourcing of CVs, HR officials go through the applications and try to find out the best candidates who match the criteria most and have the required qualifications. The sorted candidates then are communicated to attend written exams. During communication with the candidates, firstly they are sent SMS with necessary details and also called to ensure the reach of SMS properly. Proper attendance is also maintained for their official database and tracking of the presence of the candidates.
- **Written Exam-** Selected candidates are to attend written where department-wise questions were made to evaluate their subjective knowledge also other basic knowledge. The result of the written determines the further number of candidates getting calls.

- **Viva-** In STL, they have mostly interviewed more than once. Proper evaluation of the scripts is done by respective departments and based on the result, a certain number of candidates get called for interviews. The number of candidates can differ based on the performance of the candidates and the interviewer's preference regarding the number of candidates getting called. Generally, candidates have to attend panel interviews where different concerned management are present. In this process, candidates are again shortlisted and they are again called for the second round of interviews where normally department heads are responsible to finalize the candidate. This is the general case for almost every position. But in terms of different senior-level management positions, they don't attend any written exams so for them there is a session called focus group discussion where their diverse quality is judged such as, negotiation skills, convincing power, and so on

- **Selection-** Taking interviews by multiple levels of management, one or more candidates are selected to offer a job. But there are sometimes different situations too. In some cases, no potential candidates are chosen hence the process needs to start again from the beginning.

Before finalizing the paperwork to offer a candidate, there is some background check. This includes rechecking the certificates, clearance certificates, and most importantly medical checkup is a must prerequisite for a candidate to ensure that there is no serious health condition.

- **Hiring Proposal-** This phase is concerned with paperwork approval which needs to be approved by the managing director. While interviewing a candidate, HR always talks about the salary and there is always a negotiation part for every employee according to their qualification and experiences. So according to the company policy, HR then finally negotiate the salary with the candidate, and then in STL, they prepare a hiring Proposal with all the necessary details containing personal and professional information with company information such as salary, joining date, work station, supervisors, etc. Finally, the paper is approved by Managing Director.

- **Appointment & Offer Letter-** In this step, the HR team prepares an official appointment and offer letter following company policies. These letters include all the terms and conditions benefits, facilities, and other official information.

- **Joining & Placement-** For the joining of an employee, HR officials maintain all kinds of papers such as, different types of forms, code of conduct and checking certificates and so on. Also to proceed for the onboarding session, HR arranges small meetings with the candidates to make the introduction, with all the concerned departments with whom the employee will have to coordinate.

- **Induction & Follow Up-** In the last step, all of the information of the employee are maintained as a file called personal file, which is preserved in their HRIS and both manually. Then, future follow ups are done by HR as this department is concerned of the human resources of the company.

After considering the whole process of recruitment and selection of STL, it is quite evident that, as they are totally inclined with their policies and they are to ensure that every steps of the process is properly done before moving forward.

3.4.7 Recruitment & Selection of Square Toiletries Limited during Covid-19

For the past 2 years the whole world has gone through a tough phase also the pandemic phase was new to history. The world had to shift to a new system to adapt to the situation and sustain itself. So to deal with the situation every company started to get adjusted to the change and new processes. Similarly, STL could not just stop their operation for this very long time hence they also managed to accustomed to the new ways of doing their operations.

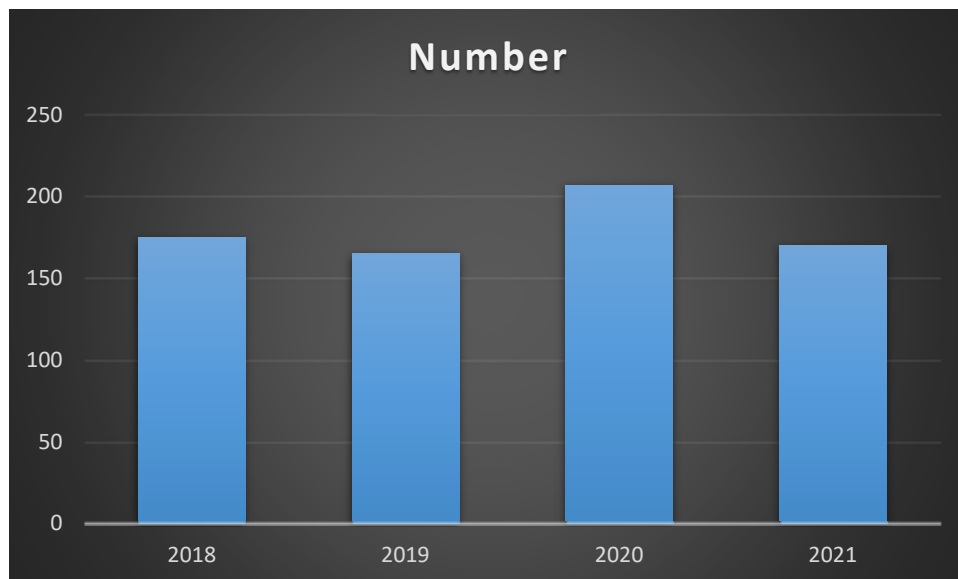
If we consider specifically their recruitment and selection process during the covid-19 pandemic, the process was slow. As we all know, people were more concerned about having a job rather than thinking of even switching. So, at the very first moment, the process got slowed down a bit. As with time, the situation got better than previous, they also started their recruitment and selection process. But continuing the process as before was not possible to manage. So here STL has faced some challenges. Some of them are,

- As physical presence was impossible, they had to switch online. And running online operations was a time-consuming phase to learn that medium. Although there were challenges, STL managed to continue its operations online based. For example,

communicating with the candidates and taking their interview sessions were done online by using the zoom platform.

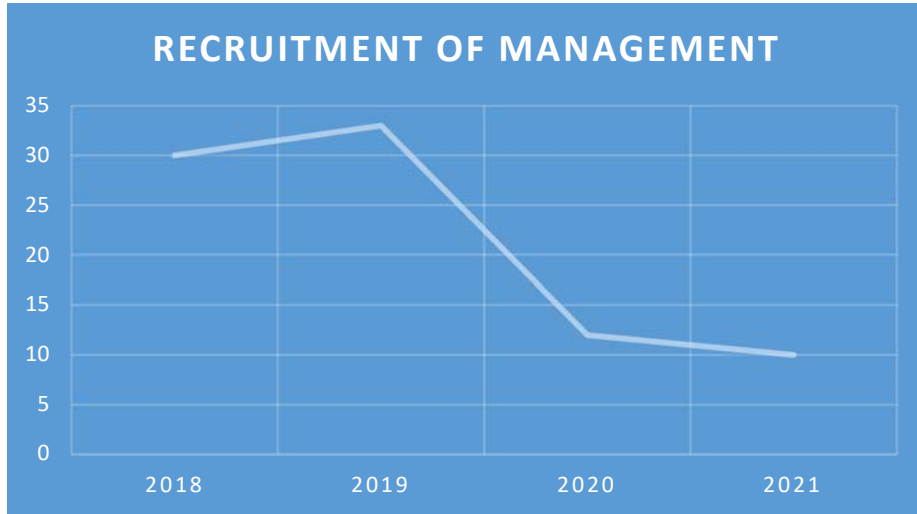
- Many of the candidates were new to the zoom platform so hiring managers had to educate them about the usage either verbally or by arranging mock sessions.
- There were obviously connection issues, getting disconnected during the meeting, not being able to connect timely, electricity issues, and as well as network problems were some main hurdles of a smooth interview session.
- Positions such as Sales Officer, Territory Sales Officer, and so on are subject to written exams. So, to conduct the exams, the online platform WhatsApp was used to track the timing.
- Along with the online exams there were obviously physical exams after certain time. But they had to break down the process into pieces. For example, they could not call a lot of people together for the health issues, so they called people by little number by which their process took more time than average that eventually made the process lengthier.

Here are some problems that every large or small organization had to face during the pandemic. Despite having such difficulties in the first place, STL was successful to operate its recruitment and selection process both physical and online and there was no record of wrong hiring and employee performance. This is when comes the years of experience of the managerial personnel here in STL that helped them to hire candidates that had the best qualification in the right moment and were capable of achieving company goals and objectives by ensuring better performance.



Here is a chart that shows total number of recruitment that took place in last 4 years in their permanent category. In this chart we can notice the trend of recruitment. We all know, in the year of 2020, the first phase of covid-19 hit and a lot of people lose their job and it was difficult for many people to survive. In that time, Square Toiletries Limited kept their employment

opportunities right and did not stop hiring. According to them, they also provide people job opportunities during that difficult period. So, their employability was high. Although they continued their recruitment process, there was no compromise of health and hygiene, proper maintenance of distance and safety measure were followed properly.



Here is another chart which shows the trend of recruitment trend of management position. Before covid-19 the number was high but gradually the number got decreased over time. One of the main reason could be, these posts are not generally vacant where as they are filled up as replacement. So replacement of the higher positions is on the other hand decreased.

3.4.7 Challenges of the Recruitment & Selection Process of Square Toiletries Limited

At present time recruitment and selection process are developing and more strategized to make the process more efficient than previous and the hiring should be right according to the position requirements. We all know no process is smooth and every process comes with some difficulties and challenges to deal with. Every organization came out of their traditional recruitment process and follow the trends. Even though there are always several challenges that hiring managers often face during the process. The same goes for the Square Toiletries Limited. But effective dealing with challenges and not affecting the process is what makes them find out the right candidate that matches with job needs. Below some of the challenges that STL is facing currently are discussed.

SL	Challenges	Description	Rating
1	A large pool of applications	Despite mentioning all the required criteria, there are thousands of applications with different qualifications.	1 2 3 4 5

2	Unable to find the desired candidate	Often screening hundreds of applications and the whole recruitment process, finding desired candidates is tough	1 2 3 4 5
3	Negotiation	Aligning with the company policies and benchmarks during negotiation is challenging.	1 2 3 4 5
4	Long Process	In order to make the process transparent, there is a very lengthy process that often results in losing the potential candidates.	1 2 3 4 5
5	Challenges for the Sales Officer position recruitment	Availability of the job and issues with market posting cause frequent job shifting.	1 2 3 4 5
6	Online Recruitment Exams	Shifting to the online recruitment process due to covid increased challenges.	1 2 3 4 5

Rating criteria -Challenges and situations are rated based on own observation.

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4=Agree, 5= Strongly Agree

- **A large pool of applications-** Is one of the common challenges that every organization faces. Although STL always properly mentions their job requirements in their job posting hence there are thousands of applications that don't go with the requirements. So, as there is a policy of screening each one of the applications it takes a long time to sort out the CV.
- **Unable to find the desired candidate-** Sometimes, the process goes to the interview sessions but still panel members fail to finalize any candidate for the role. It becomes very challenging for hiring managers as starting from the need assessment to the interview session, it took a lot of time and effort. As even after that no candidate gets selected, they have to run the process from the beginning and post the advertisement again. And the similar process needs to start again.
- **Finding expertise in unique roles-** In some cases company searches for different unique roles that are hard to find. It takes a lot of time and cost to find the required experience and qualifications within our country. For this kind of situation, the company often tries to outsource from different countries. During my internship period, I also witnessed the hiring of a foreigner for the new project of STL. The recruitment process took months to finalize and besides the selection process, appointing the candidate took more than double the time it takes for hiring native people.

- **Negotiation-** Negotiating with the employees to finalize them is another challenge that the HR team often faces. As STL has its own policies and benchmark of salary and benefits, sometimes it is tough to get a positive response from the candidates. Naturally, candidates demand high but the company cannot cross its budget. As a result, few candidates come to the end and step back which costs time and effort of the company.
- **Long Process-** As previously mentioned recruitment and selection process of Square Toiletries Limited is a long process that needs more time to execute. So, each step is given enough time to evaluate and proceed to the next step. The challenge here is to make the candidates engaged since a lot of candidates search for jobs at the same time and there is a chance of losing potential candidates to competitors. Although, for years, STL has been following the process and in order to make the process more transparent and properly evaluated they take time for each hire. This eventually works in a favor of them as it reduces the chances of wrong hiring and finally it is worth the time.
- **Challenges for the Sales Officer position recruitment-** There is a challenge more or less in every hiring position. But, in STL they face different types of challenges for this specific position. First challenge is that they shift their job frequently, as a result, there is continuous hiring happening in STL. As there is a large number of positions for this position in the market, the workers get the chance to switch. After that, many of them quit the job because of their market posting. Since the markets that are given to the sales officers are based on the availability of the market and demand, so if the workers do not find that flexible they often quit jobs. Then, often HR team finds it difficult to appoint the employees as they have issues with the notice period, and clearance certificate and often wrong information is found during the background check, also medical fitness is a must in STL so being medically unfit also effects the hiring process. So as a whole, a lot of time hiring cannot be finished for the above issues and needs to be started again.

3.4.9 Summary and Conclusions

In today's world, every organization has to stay competitive all the time to ensure a higher level of efficiency in every aspect of their business. For years, traditional processes and methods have changed a lot and organizations are also developing themselves to adapt to the changes as much as they can. An organization's success and achievement of goals depend directly on how its human resource are performing or they are managed in any organization. In this case, recruiting and also retaining a potential candidate is a crucial task.

We have so many toiletries companies that are competing directly in this industry with Square Toiletries Limited. Having so many top candidates, their performance of them is appreciable because for years they have been operating in this industry and their growth was seen in different sectors. Because of their proper management of assets and resources they are having a large market share also. STL is one of the companies that have thousands of employees and manages their

employee life cycle with proper policies and ensuring their correct benefits and facilities. During my internship at STL, what I have observed is that STL is so strict about its rules and regulation to create a suitable work environment for every employee and also ensures the safety of each employee. Their labor laws are ingrained in every, managerial aspect.

Lastly, talking about their hiring process and systems, according to me, although the process is time-consuming and also lengthy in comparison with other competitors they are highly regulated by their policies and every aspect are ensured. Although STL, being a company of 1994 follows their traditional process of hiring along with other administrative sectors. They are committed to carry out a fair and transparent hiring process, and every steps of the process are considered to be important for finding their potential candidate. From hiring to retaining the candidate, STL ensures their better work-life balance and uses them as an asset to the company. All employees are evaluated from their end yearly to measure their performance and there is a performance appraisal for this.

In this report, I mainly tried to put together all of the activities that I have done and learned from them. Since I completely worked and got involved in their recruitment and selection process, it was quite insightful to bring the correct information about the process coming from the bookish knowledge and portray how a company like STL is operating its whole process. There is also a detailed discussion about the company and its operation, and I tried to use charts and patterns to make it more expressive. There is some information that are missing as a result of their high confidentiality which is why no hypothetical analysis was also included.

3.4.10 Recommendations

Although Square Toiletries Limited is one of the leading manufacturers in Bangladesh and they have particular business standards that are being developed over the years and have also been reshaped according to the business needs. As I worked similarly to a regular employee and they also treated me the same way I observed some situations that I would like to recommend STL to give consideration. Here are some of my opinions listed below,

- They are using their LAN connection to operate their business functions, but there are several situations where we need internet, so to do that employees use their own devices. STL should enable internet connections by maintaining their restrictions on using different sites.
- During their recruitment and selection process, they have different levels of interviews to attend. In my opinion, the maximum number of candidates have jobs and looking for better options. So, as a regular employee of a certain company, it becomes difficult for the candidates to attend several sessions and take leave from the workplace. Rather than doing this STL can introduce day-long sessions than calling them on different days. Nowadays many MNCs are using these methods because it helps to be time-efficient and management gets more time for other work.

- After that, evaluating aptitude and competencies is vital recently. In their day-long sessions, they can arrange some discussion sessions to evaluate their verbal approaches, manipulation power, and other skills.
- The compensation and benefit of STL are satisfactory because they have other benefits added to their basic pay. Although, at different levels, the pay scale should be revised because if an employee joins STL because of the brand value, very soon he/she will be demotivated because as discussed earlier, compensation is one of the inevitable factors to keep an employee motivating and involved in their work with utmost satisfaction.
- Although the culture and work environment of STL is quite appreciable, hence their workplace needs renovation and there is a lack of space. The workplace also keeps a worker fresh and less exhausted. Also, arranging several recruitment exams or interviews need more space. Otherwise, officials have to wait for a day-long to arrange any program meeting schedules.

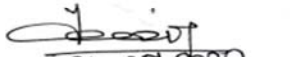
Declaration of Information

To whom it may concern

The undersigned, Nusrat Tasnim Tahsin Anita, (ID-18104230) student of BRAC Business School has completed her 3 months internship in Square Toiletries Limited, HR Department under the supervision of Mr. Abu Saleh Yeasir Arafat Shamir, Assistant Manager, HRD, Square Toiletries Limited as per the requirement to fulfill the degree and prepared research report titled, "Recruitment & Selection Process of Square Toiletries Limited & Analysis of the challenges of the detailed process". She has undergone the necessary approaches for collecting information.

As far as the report is concerned, she has followed a qualitative approach to collecting related information. During the internship, maximum utilization was made to accumulate necessary data through practical work and student observation. Apart from observation and contribution, she has done one-to-one interview sessions with concerned officials of the HR department and collected opinions and perspectives through discussion. So maximum data included for research is primary data. However, to make the report informative and insightful secondary sources are also considered along with the personal recommendations of the student.

Thank you & Best wishes



24.05.2022

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Declaration of Information

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