



Inspiring Excellence

Internship report

On

**Employee Recruitment and Development Process at maf
Shoes Ltd.**

**Prepared for
Mr. Mohammad Noman Hossain Chowdhury
Senior Lecturer
Internship Advisor
MBA Internship Program**

**Prepared by
Arnob Das
ID 12264063
Masters of Business Administration
BRAC University**

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Letter of Transmittal

Date: 17th January, 2016

To

Mr Mohammad Noman Hossain Chowdhury

Senior Lecturer

BRAC Business School

BRAC University

66, Mohakhali, Dhaka

Subject: Submission of Internship Report on Employee Recruitment and Development Process at maf Shoes Ltd.

Dear Sir,

I would like to thank you for supervising and helping me throughout my internship program in completing my MBA. This internship program has given me opportunity to experience one of the latest and unexplored areas of business in Bangladesh and has expanded my present knowledge manifold.

This report is a study on Employee Recruitment and Development Process at maf Shoes Ltd. with special focusing on organizational as well as managerial skill with which I was assigned during my internship. The report also contains in-depth review of the human resource practices in the maf Shoes Ltd. Ltd.

Please feel free in contacting me if you have any queries. I would be glad to provide any clarification regarding the project.

Arnob Das

ID# 12264063

Masters of Business Administration

BRAC University

Executive summary

As part of my MBA program, I have completed my three months internship program from a well-known industry named “maf Shoes Ltd.”. During my internship period in “maf Shoes Ltd.”, I have gained valuable knowledge and experience in the field of Human Resource. So based on my learning and experience from the organization I have completed my internship report on the recruitment and selection activities of “maf Shoes Ltd.”. In this paper I have tried to focus and analyze the core Human Resource functions of “maf Shoes Ltd.” and what kind of value added services they are providing to their employees. In the report I have discussed what kind of activities I have done describes in details. The services include CV screening, Data entry, Job posting, Assist in interviews, Help candidate in the time of joining etc. In CV screening I have basically discussed about the Executive Search of candidates from BD jobs or other relevant sources .In maf joining process is very strict and confidential. In case of training I have tried to explain the different area of recruitment and selection. In recommendations how the industry can improve and also give some suggestions. In this report the problems, scope, limitations and various analyses are also done. In this report I have also tried to analyze the benefits of these services as well as my learning from the organization. From my personal view the learning aspect was fruitful and the experience there will help me in the future. I have learnt many aspects of HR, working with different sections of the company. Mainly working with recruitment and selection section of the company was a great learning opportunity.

PREFACE

BRAC University is well-reputed institution, which aims at producing the learners' with perfect knowledge, discipline and with moral values since its establishment year 2001 under the private university Act-1992. Its purpose is to educate capable young men and women with the board objective of introducing a seat of higher learning and dissemination of knowledge on an international standard and is also to develop in them a high level of interdisciplinary and professional knowledge, which they can put to practical use.

The university has included a compulsory comprehensive internship course in MBA program to widen the academic knowledge and to bring the student additional to institution education.

This report is based on the industrial internship program carried out by me at maf Shoes Ltd. The objectives of the program were to gather practical experience about the working of the organization and to know how to communicate the corporate and dealer and find out the comparative marketing strategy. During my study period, I have discussed and consulted with the related and responsible officials and dealer and collected relevant information on the questionnaire method based. Thus I have been able to prepare this internship report in this form.

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INTRODUCTION



1.0 Introduction

I have done my major in Human Resource Management from BRAC Business School. There I have completed 60 credits of the theoretical part of the graduation. Now the rest of the practical part I have completed from maf HR department. This practical part will be evaluated by my honorable academic supervisor. For that reason I have prepared this report on the basis of my practical experience and submitted to my supervisor. The topic of the report is an overview of overall HR activities of maf Shoes Ltd. As a part of my internship program for my MBA I got the opportunity to do internship in a footwear manufacturing company named maf Shoes Ltd. My internship period started from October 5th and ended at 5th December. In maf Shoes Ltd. I was assigned in the Human Resource department. My organizational supervisor was Mr. Abdur Rahim (Administration Manager). My project topics covered the aspects of the HR department and the various issues related to it in respect to the company. The topic was approved by my university supervisor Mr. Mohammad Noman Hossain Chowdhury (Senior lecturer of BRAC Business School). My program started from 01 September 2015 and ended at January 2016. My project was on the recruitment process at maf Shoes Ltd. It was assigned to me by my organizational supervisor.

1.1 Statement of the Problem

Human resource is one of the most important parts of an organization and only a proper utilization of this resource can help the company to reach its target. The growing competition in the merchandising industry in Bangladesh has meant that each and every similar company is working very hard either to regain its previous position or they are trying to sustain their current position. So, basically it's up to the Human Resource Department that how they are using this valuable resource to help the company to regain its position. If this resource can be properly utilized according to the plan of the company, only then the best output could be found. That is why Company needs to maintain a sound HR policy and work their way according to the policy which would ensure a proper utilization of the human resource.

1.3 Objectives

Merchandising is very much comprehensive and complex industry. It deals with different areas to capture the market and it requires huge promotional activities to survive. But, most of all it needs to have a structured administrative system which will be followed by the employees of the organization. The Administrative and the HR policy should be made in such

a way that it reflects the need and demands of the employees to make them happy. We will focus deeply into the recruitment and will see how it is working to manage all the employees and the total system of the organization. Based on the above facts, the specific objectives of the study are as follows:

- **To give an insight into the overall recruitment and selection process**
- **To identify the problem of recruitment and selection process of the company**
- **To find proper recommendation where necessary.**

1.4 Methodology

A research methodology defines what the activity of research is, how to measure progress, and what constitutes success. The following section highlights the alternative methods used to conduct this research at its various steps.

1.4.1 Research Design

A research can be classified on the basis of Objective, Function, Nature of Data, Research place and each category of business research is divided into several categories.

- From the view point of the objective it is an applied research. The main objective here is to find out the recruitment and selection process of maf Shoes Limited
- From the view point of the clarity it is a descriptive research, because it is undertaken to describe all the issues of the recruitment and selection process of maf Shoes Limited and also the collaboration with other department
- From the view point of the nature of data it is a qualitative research because the data was collected from both primary and secondary sources like internet, interview, focused group studies etc.
- From the view point of research place it is both Field research and Desk research.

1.4.2 Nature of Data

The natures of data used in this report are both primary and secondary data.

1.4.2.1 Primary Data

Primary data has been collected through interviews with the officials of the maf Shoes Limited. There were some other ways the data was collected that was the focused group study and informal interviews with the different personnel of the maf Shoes Limited.

1.4.2.2 Secondary Data

Secondary data has been collected from the various sources like some journals, annual report of the maf Shoes Limited and the internet.

1.4.3 Data Collection

Primary data is collected through formal and informal interview and focused group study etc.

Secondary were obtained from the following sources

- Newspapers, periodicals and websites
- Different articles of Human Resource Management

1.4.4 Data Analysis

There is no certain analyzing tool to analyze the data of a descriptive research. This report is mainly to explain the HR practice of maf Shoes Limited.

1.5 Scope of the report

The report entirely discusses the current predicament of maf Shoes Limited and how they perform different HR practices at maf. There port discusses the current HR policies of the maf Shoes Limited. Also in this research I have solely focused on the HR Department and its policies.

1.6 Limitations

Each and every effort has limitations of its own and the study also was not out of this. Although several obstacles existed on the way of my works, but I received a great opportunity to learn the reality of the practice. Fairly I observed the recruitment and selection process as well as other practices of the organization.

The major limitations that I faced during my internship period and preparation of this report are as follows:

1. Less availability of adequate data was a major problem in making the report.
2. The search is limited to just one company.
3. I could not able to get detail information about Recruitment and selection process of maf Shoes Ltd. because it was confidential.
4. Lack of technical expertise, manpower and other resource constraint.
5. Due to the time limitations many aspects could not be discussed in the report.

COMPANY OVERVIEW



2.0 A Brief Introduction of maf shoes Limited

maf Shoes Limited is a 100% export oriented quality shoe manufacturing company with the ability to deliver impeccable quality and punctual shipment within a framework through a professional, reliable and sincere business atmosphere. It is a sister concern of T.K. Group of industries which ranks as one of the top five group of industries in Bangladesh. The company manufactures a wide range of attractive and comfortable footwear for all age groups. maf shoes Limited is equipped with a vertical production unit producing its own EVA foam sheet, EVA outsole, PU outsole and Rubber outsole in its own factory premises. The Group also has its own tannery. For maintaining global standard and prompt delivery, the company sources best quality raw materials from reputed suppliers of all around the globe.

The company has well equipped and well experienced product development team that provides instant technical and production support. The technical team manages and follows manufacturing flow from scratch to finished product and also involves in improving the efficiency through in improving the efficiency through continuous R & D. The company's high end laboratory checks physical properties of each and every pair of shoes in bulk production. maf Shoes Limited is well compliant by European Customers in terms of Social, Environmental, Quality Assurance, Safety and Security. Within a very short period of time, maf shoes Limited has acclaimed credit from its international customers for ensuring global standard of quality. The company is currently operating in the export market of France, Spain, Japan, USA, Brazil and other EU countries and exploring new export markets to establish its strong footprint

In below I have provided some key basic information to know about maf Shoes Limited.

2.1 maf Shoes at a Glance

Company Name	:maf Shoes Limited
Year of Establishment	:2010
Legal Status	:Private Limited Company
Building Area	: 250,000 SFT
Number of Employees	: Around 3,000
Core Products	: Finished shoe units, Out sole units
Main export market	: France, Japan and Other EU Countries
Registered Address	: 63, Khatungonj, Chittagong, Bangladesh
Factory Address	: Outer Signal, Chandgaon I/A, Chittagong-4212, Bangladesh

Distance from Port	: 18 KM
Website	: www.mafshoes.com
Email	: info@mafshoes.com

2.2 Mission of maf shoes Limited

To be one of the world leading footwear manufacturer in terms of designing and manufacturing of superior crafted footwear along with maximization the value of the products and achieve customer satisfaction by combining quality, innovation, expertise, diversity, trend & service.

2.3 Vision of maf shoes Limited

Our vision is to be a model of excellence as a footwear manufacturing factory to provide value for our customers and service to our community.

2.4 Product Range

There is several product ranges in maf Shoes Limited which is produced for different countries and different buyers. Such product range given below;

1. Sports/ Synthetics Shoes
2. Leather Shoes
3. Flip-Flop and EVA Foam Unit
4. Rubber and PU Unit

2.4.1 Sports/ Synthetics Shoes

maf Shoes Limited is one of the leading manufacturer and exporter of sports shoe from Bangladesh to major shoe brands and retailers in FRANCE, SPAIN, BRAZIL, JAPAN, USA and other EU countries. Our major clients include world renowned international brands and retailers such as Decathlon, Kappa, Skechers, Wal-Mart, Deichmann and H&M,

maf Shoes Limited's sports shoe unit stands for exclusivity, comfort and fashion. Its edge in the market is in providing all the support from product development to bulk production through maintaining quality standards with a practice of being up to date with the latest global trends and fashion to meet the different needs of customers. From the adrenaline rush

of the playground to randomness of everyday hangouts, its sports shoes cater to all. The production process uses the latest technology to provide consumers with shoes that are both durable and lighter at the same time.

2.4.2 Leather Shoes

The leather products of maf Shoes Limited portray pure elegance and fashion. All of the shoes give the right image and confidence to corporate professionals and dynamic business leaders. By using the finest quality leather, efficient stitching and premium finishing provides both exclusive style and durability to the leather products.

The leather Shoes of maf Shoes Limited aims to be a significant part of celebrating outstanding craftsmanship through product development according to the customer requirement.

The leather tannery owned by T.K. Group of Industries is one of the finest and internationally recognized finished leather manufacturing plant of Bangladesh.

2.4.3 Flip-Flop and EVA Foam Unit

The Flip-Flop unit covers a wide range of design and colors for men, women and children. Our Flip-Flops provide a good combination of comfort and style, which makes it unique for customers to select from a wide product range. Our colorful variants bring the beachside freshness in your life, no matter where you go.

To meet the demand of EVA Foam as well the Sole of the other units maf Shoes Limited EVA unit is continuously producing and supplying best quality EVA foams that are being used in the Finished shoes as well as Flip-Flops.

2.4.4 Rubber & PU Unit

To make the whole production procedure smooth and spontaneous, the company also produces Rubber and PU outsole in its own factory premises. The rubber unit currently holds a production capacity of 300,000 pairs of rubber outsoles every month. The PU unit produces around 230,000 pairs of PU outsoles per month. There is a high demand for both of these Outsoles in Global as well as local market. World renowned customers like Sketchers, Timberland and Oxylane are using these Outsoles currently. For maintaining global standard

and prompt delivery, the company sources best quality raw materials from reputed suppliers of all-around of the world.

2.5 Design and Development

maf Shoes Limited's expertise covers design, development and sample making for bulk production. Our products cater to fashion-forward customers of all ages. At the design and development stage, we collaborate with our customers to develop products that provide the best value to customers. We have fully equipped facilities such as sample room, showroom, and technical center with 2D/3D Crispin software by Delcam, to meet our customer's sophisticated demands.

2.6 Training Center

To develop skilled employee, maf has its own well equipped training center where experienced trainers provide training to the new comers. Every single employee has to go through the training program.

2.7 Quality Control Department

Internal Lab

maf Shoes Limited has well equipped in-house laboratory to check all kind of physical properties of finished shoes and raw materials. We never compromise with customer requirements and our own quality standard. We are continually upgrading our lab facility by adding new machineries.

Quality Control

An independent department is responsible for checking the safety and quality of all newly developed products as well as those that are mass-produced for buyers. We insist that every pair of shoes shipped from our factories must be in accordance with the requirement of customers. So we check bulk quality with confirmation sample from raw materials to every stage of production, e.g. raw material, outsole upper materials before cutting, stitched upper, lasted upper and finished shoes.

Quality control personnel who are all experts in their respective product assignments check the quality at every stage of production, from the incoming raw materials to the finished product.

2.8 Major Buyers

By providing highest level of standard through products and services, maf Shoes Limited has retained its customers from all around the world. Our reputed customers include international brands and retailers such as:

- Decathlon
- Kappa
- Deichmann
- Timberland
- Walmart
- Skechers





LITERATURE REVIEW

3.0 Literature Review

A literature review is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. In this report as I am dealing with the HR policies practiced by maf Shoes I have discussed the topics given below:

3.1 HR planning and forecasting

In simple words, HR or Human Resource Management is managing all the people of the organization in such a way that a bridge could be maintained between top level-mid level and lower levels of an organization. According to Mr. Jack Welch, “Every person who leaves goes on to represent your company. They can either bad-mouth or praise.” Organization needs employee or worker to accomplish its mission and vision or company’s goal. To make this happen HR professionals use different techniques that starts with the very first procedure ‘Man Power Planning and Forecasting’. To get a job done and to get the job perfectly done are 2 different things. All the companies always search for the 2nd one because only perfectly done assignments can provide the optimal outcome.

That’s why HR professionals search for the right person for the vacant position of an organization. However, manpower planning and forecasting helps us to find what positions the firm will have to fill, and how to fill them. Manpower planning covers all future positions from maintenance clerk to CEO. In case of staffing HR officials also need to be very concern about overstaffed or understaffed issue. Every action leads to a reaction, so HR officials also need to be concern about the existing employee satisfaction while recruiting. It’s better to include the internal potentials in forecasting so that they can also arrange an internal recruitment if needed. The most common Manpower planning approaches involve the use of simple techniques like ratio analysis or trend analysis to estimate staffing needs based on sales projections and historical sales to Manpower relationships. The usual process is to forecast revenues first and then estimate the size of the staff required to achieve this sales volume. An organization should always be ready for any unexpected threats. Human Resource Inventory provides the idea about the organization’s present capability for a proper response of any unexpected threats.

3.2 A Synopsis of HRM Concept

Human resource management (HRM) practices are being increasingly treated as dependent rather than independent variables. Whereas in the past researchers focused almost exclusively on how changes in HRM practices affect employee performance or satisfaction, researchers now are beginning to ask how organizational conditions shape HRM practices. Examples of organizational conditions hypothesized to impact HRM practices include strategy (Hambrick and Snow 1987; Snow and Hrebiniak 1980; Olian and Rynes 1984; Lawler 1984; Hambrick and Mason 1984; Gupta and Govindarajan 1984a, b; and Miller, Kets de Vries and Toulouse 1982), organizational life cycle stage (Kochan and Chalykoff 1987; Kerr 1982, 1985), technological change, union presence, internal labor markets and even whether or not an organization has a personnel department (Osterman 1984; Pfeffer and Cohen 1984; Cohen and Pfeffer 1986).

Until recently almost all HRM research was dominated by the *technical* perspective. The technical perspective presumes that organizations wish to plan, staff, appraise, compensate, train and develop their employees in order to ensure that the right people (skill-wise) are in the right place (job) at the right time (Collins 1979). The technical perspective leads to research designed to develop techniques for maximizing the match between employees' knowledge, skills and abilities on the one hand and the demands of the jobs on the other (Schneider 1985). The presumed result of good matching is organizational effectiveness, from which individual employees and the organization as a whole both benefit.

The *control* perspective views HRM practices as a means for organizations to ensure the predictability and reliability of social interactions. The goal is to ensure that employees behave as solid citizens, living according to organizationally approved norms and values (Noland and Bakke 1949; Hollingshead 1949; Bowles and Gintish 1976; Edwards 1976; Collins 1979). This perspective recognizes that organizations attempt to govern social performances in addition to job performance. Desirable social behaviors presumably include getting along well with others and acting as a good citizen who shows concern for the organization's functioning.

The *institutional* perspective posits two major explanations as to why organizations use particular HRM practices: organizations copy the practices they see being used by others, and/or they adopt practices to gain legitimacy and acceptance (Meyer and Rowan 1977; Zucker 1977; Meyer 1980). The institutional perspective assumes that legitimacy and acceptance are important objectives for most organizations because constituencies have the

power to offer and withhold resources which, in the long run, may determine the firm's economic performance.

The *political* perspective holds that HRM practices reflect the distribution of power in an organization. For example, having an extensive set of HRM practices implies a powerful personnel department upon which others must depend when making personnel-related decisions (Osterman 1984; Pfeffer and Cohen 1984). But existence of other powerful groups—such as unions or competitors who minimize their labor costs—may act to countervail or suppress the expression of the personnel department's wishes (Doeringer and Piore 1971).

As suggested by Kochan and Chalykoff (1987) the *economic* perspective can also explain variations in HRM practices. Relatively affluent conditions in an organization permit it to pay higher wages. This in turn enables an organization to attract more job applicants and be more selective. Higher selectivity (lower selection ratios) diminishes the need to train employees. Furthermore, the attraction of more highly qualified individuals may lead to conditions that give more power and discretion to the employees, thus reducing the attractiveness to them of collective bargaining. The reverse scenario holds under less affluent economic conditions (Osterman 1984).

Based on the five perspectives previously presented which help explain some of the variation and similarity in HRM practices across organizations, we aim to diagnose two private organizations from human resource management practices perspective.

The Hypothesis is: Is Human resource management effect the organization performance.

- **Selection**

The process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria. Employee selection can range from a very simple process to a very complicated process depending on the firm hiring and the position. Certain employment laws such as anti-discrimination laws must be obeyed during employee selection. .(Dessler, 2010)

- **Recruitment**

Recruitment refers to the process of attracting, screening, and selecting qualified people for a job at an organization or firm. For some components of the recruitment process, mid- and large-size organizations often retain professional recruiters or outsource some of the process to recruitment agencies.

The recruitment industry has five main types of agencies: employment agencies, recruitment websites and job search engines, "headhunters" for executive and professional recruitment, niche agencies which specialize in a particular area of staffing, or employer branding strategy and in-house recruitment. The stages in recruitment include sourcing candidates by advertising or other methods, and screening and selecting potential candidates using tests or interviews.(Dessler, 2010)

Over the past decade, researchers have stressed the fact that the recruiters should be more observant towards the first phase of the recruitment process as it can prove to be very crucial in terms of selecting the right people to do the job(Barber, 1998; Rynes, 1991). Barber (1998) argued that the initial phase of recruitment may be the most critical stage since individuals that do not apply are rarely exposed to the later, more interpersonally intensive, phases. Further, Boudreau and Rynes (1985) argued that if a firm can handle the pre-interview information then it can increase applicant awareness and interest in learning more about organizational offerings and can turn out to be a positive point to the economic utility of recruiting efforts. There is some evidence that recruitment practices affect applicants' perceptions of the organization and intentions to apply. For example, (Powell, 1984; Taylor & Bergmann, 1987) said that organizational attributes, such as training, compensation and advancement opportunities can be very helpful if the applicant's perceptions about these concepts are positive. Further, research demonstrates that recruitment practices affect applicants' general feelings of attraction towards, or beliefs about, fit with an organization (Kristof, 1996; Taylor & Bergman, 1987). Other research, however, has found either no or mixed effects regarding the role of ad specificity in the recruitment process (Belt & Paolillo, 1982; Mason & Belt, 1986). Given these mixed findings and the lack of a theoretical foundation in these studies, our understanding of recruitment processes may be enhanced to the extent that we can explain how and when detailed advertising will affect applicant intentions to apply to organizations. Theories from marketing research may be particularly effective for explaining the effects.

3.3 History of Human Resource Management

The History of Human Resource Management is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. Human Resource management is evolving rapidly. Human resource management is both an academic theory and a business practice that addresses the theoretical and practical techniques of managing a workforce. Human resource management has its roots in the late and early 1900's. When there are less labor then there are more working with machinery. The scientific management movement began. This movement was started by Frederick Taylor when he wrote about it a book titled 'The Principles of Scientific Management'. The book stated, "The principal object of management should be to secure the maximum prosperity for the employer, coupled with the maximum prosperity for each employee." Taylor believed that the management should use the techniques used by scientist to research and test work skills to improve the efficiency of the workforce. Also around the same time came the industrial welfare movement. This was usually a voluntary effort by employers to improve the conditions in their factories. The effort also extended into the employee's life outside of the work place. The employer would try to provide assistance to employees to purchase a home, medical care, or assistance for education. The human relations movement is the major influence of the modern human resource management. The movement focused on how employees group behavior and how employee feelings. This movement was influenced by the Hawthorne Studies.

3.4 Functional area of HRM

- ✓ Human resource auditing
- ✓ Human resource strategic planning
- ✓ Human resource planning
- ✓ Manpower panning
- ✓ Recruitment / selection
- ✓ Induction
- ✓ Orientation
- ✓ Training
- ✓ Management development
- ✓ Compensation development
- ✓ Performance appraisals
- ✓ Performance management
- ✓ Career planning / development
- ✓ Coaching
- ✓ Counseling's
- ✓ Staff amenities planning
- ✓ Event management
- ✓ Succession planning
- ✓ Talent management
- ✓ Safety management
- ✓ Staff communication
- ✓ Reward



FINDINGS

4.0 Findings

4.1 Recruitment and Selection process in maf Shoes Limited

Recruitment is the process through which the organization seeks applicants for potential employment. Selection refers to the process by which it attempts to identify applicants with the necessary knowledge, skills, abilities and other characteristics that will help the company to achieve its goals, companies engaging in different strategies need different types and numbers of employees. The strategy a company is pursuing will have a direct impact on the types of employees that it seeks to recruit and selection.

4.1.1 Recruitment and Selection Framework (Worker Level)

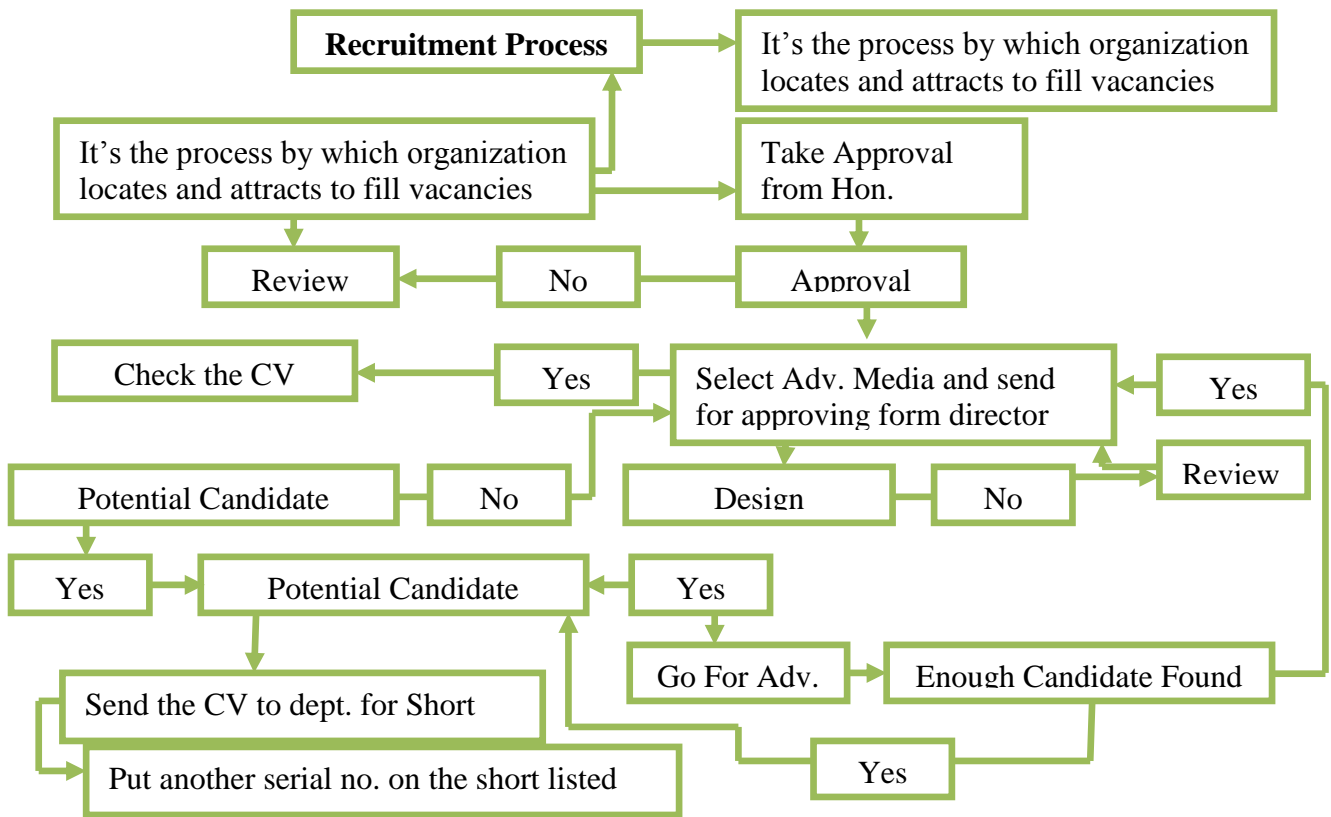
Processes are being maintained to recruit are as follows:-

- Respective department head with the approval of the HR Manager prepares requisition for additional and replacement workers.
- Vacancies announced by advertising, posters, leaf lets, putting banners at the front side of the main gate, different places, and reliable sources.
- Application receives from hand to hand and in most of the cases walk in interview system is followed.
- In cases of skilled workers, recruitment's being done by "on the job test" (Practical interview)
- In cases of unskilled workers, recruitment's being done by written and oral test.
- General health checked-up by factory medical officer is an essential part of recruitment procedure.
- Salary, wages, and other benefits fixation is done in fulfillment to the applicable
- Bangladesh labor laws-2006 and minimum wages gazette.

4.1.2 Recruitment and Selection Framework (Officer Level)

- Assess the need for the job and ensure there is adequate funding for it
- Review the job description to ensure that it meets the present and future requirements
- Review the person specification to ensure it meets the requirements of the job description
- Design the selection process
- Draft the advertisement and select the advertising media
- Short list using the person specification only

- Written tests for entry level employee
- Interview and test short-listed candidates
- Validate references, qualifications and security clearance
- Make appointment



Flow Chart of Recruitment Process

There are two kinds of source maf Shoes Limited uses for recruitment .They are

1. External source
2. Internal source.

We try to discuss all relative sources which are used for recruitment in maf Shoes Limited.

4.1.3 Internal source

maf shoes Limited thinks that current employees are a major source of recruits for all but entry-level positions. Whether for promotions or for ‘Lateral’ job transfers, internal candidates already know the informal organization and have detailed information about its formal policies and procedures. Promotions and transfer are typically decided by operating managers with little involvement by HR department.

- **Job-posting programs**

HR departments become involved when internal job openings are publicized to employees through job positioning programs, which informs employees about opening and required qualifications and invite qualify employees to apply. The notices usually are posted on company bulletin boards or are placed in the company newspaper. Qualification and other facts typically are drawn from the job analysis information.

The purpose of job posting is to encourage employees to seek promotion and transfers the help the HR department fill internal opening and meet employee's personal objectives. Not all jobs openings are posted. Besides entry level positions, senior management and top staff positions may be filled by merit or with external recruiting. Job posting is most common for lower level clerical, technical and supervisory positions.

- **Departing Employees**

An often overlooked source of recruiters consists of departing employees. Many employees leave because they can no longer work the traditional 48 hours work week .School, child care needs and other commitments are the common reason. Some might gladly stay if they could rearrange their hours of work or their responsibilities .Instead, they quit when a transfer to a part-time job may retain their valuable skill and training. Even if part-time work is not a solution, a temporary leave of absence may satisfy the employee and some future recruiting need of the employer.

4.1.4 External source

When job opening cannot be filled internally, the HR department of maf Shoes Limited must look outside the organization for applicants. We discuss all the external source of recruitment at below:

- **Walk-ins and Write-ins:**

Walk-ins are some seekers who arrived at the HR department of maf Shoes Limited in search of a job; Write-ins are those who send a written enquire both groups normally are ask to complete and application blank to determine their interest and abilities. Usable application is kept in an active file until a suitable opening occurs or until an application is too old to be considered valid, usually six months.

- **Employee referrals**

Employees may refer job seekers to the HR department. Employee referrals have several advantages. Employees with hard to find job skill may no others who do the same work.

Employees' referrals are excellent and legal recruitment technique, but they tend to maintain the status quo of the work force in term of raise, religions, sex and other characteristics, possibly leading to charges of discrimination.

- **Advertising**

Want ads describe the job and the benefits, identify the employer, and tell those who are interested how to apply .They are most familiar form of employment advertising .for highly specialist requites, ads may be placed in professional journal or out of town newspaper in areas with high concentration of the desired skills

4.2 Problem regarding to recruitment in the company

4.2.1 Job Analysis

One of the most serious problems in recruitment of the company sometimes they do not know the nature of the position for which you are hiring. The company should routinely conduct a job analysis for each position and create a complete, accurate description of the function and tasks. Job roles evolve over time, so the current requirements of a position might need to be formally updated. Without a job analysis, your job posting might not accurately reflect the skills and traits required, and your selection tools might not accurately assess candidates.

4.2.2 Misalignment

Even with an awareness of a job's purpose, you can have misalignment in the job description and selection tools used for recruitment and selection. Hiring managers or committees need to take time, often in conjunction with human resources specialists, to develop job descriptions and interview questions in tune with the position. This often involves meeting prior to a job posting, during which you discuss the job and qualifications, and outline recruiting and selection materials.

4.2.3 Narrow Focus

During the selection process, a hiring manager might become too enamored with a singular quality or talent he expects of a candidate. This can limit his focus when looking over

applications and resumes, and conducting interviews. If a current employee in a service job, for instance, has lacked a positive attitude, the manager might place too much emphasis on this trait among candidates for the next hire. While a positive attitude is beneficial in a service job, the best candidate also normally needs to be patient, competent and able to communicate well.

4.2.4 Poor Culture Fit

Generally, employers have two different strategies to choose from in hiring: You can look to get the most talented people possible and build a company around them, or you hire employees who not only meet the talent needs of a position, but also fit well within the business culture. Objective screening tools usually offer more insight into a candidate's skills and experiences to perform the job. The indirect qualities, such as friendliness, communication skills and interpersonal skills, require some interviewer observation. Someone with loads of talent might negatively affect your work culture if he doesn't have the attitude and personal qualities to blend well with other employees.

4.2.5 Recruiting more HR personnel

Currently the company has 10 HR employees. As in this company there is a huge need of HR then there should be more HR personnel hired in order to make the HR team more stronger and so that the employees can be handled for smoothly and all the operations in the company functions properly.

4.3 Findings and Recommendation

4.3.1 Providing more facilities to increase job satisfaction

More facilities should be given in order to increase the job satisfaction in the company. It is a fact that if the employees are happy then they will feel more motivated towards work and thus increase the productivity in the long run. Many facilities can be provided to the labors such as health benefits, occasional arrangements during festivals, air conditioning, health care and more importantly day care centers for the female employees who have children. The Reporting Officers must be more cooperative, cordial and friendly to HR department. For example: those workers who present 26 days in a month he or she gets Tk.500 as a present bonus. They provide some other allowances like mobile handset allowances for higher level workers (on the basis of gross salary and employees' performances), those worker who gives services more than 2 year they get marriage allowances, there is also a scholarship facilities for worker child like for PSC TK, 500/24 months, JSC TK700/24 months, SSC TK1000/24 months.

4.3.2 The HR should monitor the line managers properly.

According to my observation I have found out that one of the main reasons of the employee turnover is because of the line managers. The line managers make them go through a lot of hassle. The line managers also take bribe from them for appointing them or introducing them to the HR. For example, form the view point of Bangladesh it is very much familiar that peoples is taking bribe from interviewee candidates. According to the secondary data in garments/footwear industry women worker are faced that problems. According to my observation to the company situation maf should monitor the line managers.

4.3.3 Introduce service employee career development

At first, the employees' requirements and needs should be fulfilled and then they can become aware of their customer's needs. We learn from this that it will reduce employee turnover and can contribute to increased customer satisfaction. This segment also talks about the empowerment of the employees. It is important because it increases employees' latitude in performing their daily tasks including solving customer problems and handling service failures, and it is related to increased frontline service employee performance.

5.0 Conclusion

There is no end to progress in any sector of an organization. There is always a way for expansion. So every organization has to take the advantage of this scope. maf Shoes Ltd. knows that in the volatile world of quota free access, winners would be decided based on their international competitiveness. In the generally prevailing uncertain ie a dim pending liberalization of quota regimes the design team again played a pivotal role in changing the perception of maf Shoes as a typically Asian supplier with increased customer contacts, collaborative working method.

maf Shoes Limited is a growing shoes company. It is export oriented quality shoe manufacturing company with the ability to deliver impeccable quality and punctual shipment within a framework through a professional. From the very beginning, the company had faced many challenges and defeat successfully to convert the company. From a very small unit, it is a giant organization today. Human resource division at the maf Shoes Limited is vast and elaborative which compromises the overall management process. Strong recruitment and selection process and teamwork's are the secrets of maf's success.

It is very difficult to give a complete remark after conducting a research within such a limited time frame. However with the survey analysis it can be said that, the appraisal system of maf is a modern and well worked out system with a little room for improvement here and there. There is a mixed feeling existing in the organization, the raters feel the system is very where as others feels it could have been better. The gray areas of the system is identified in the research, if taken care, the system will be a defensible one and people of maf will be more satisfied ultimately contribute better in achieving the corporate goal. Many of the problems about the performance appraisal system are known to senior management. They are consciously thinking of making some change in the as well as officer's appraisal form. The change will be incorporated by the upcoming few years.

6.0 References

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