

Report On
From CV Screening to Final Selection: Enhancing Recruitment
Efficiency at Square Food & Beverage Ltd.

By

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

BRAC Business School
BRAC University
May, 2026

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing a degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Supervisor's Full Name & Signature:

Zaheed Hosein Mohammad Al-Din
Senior Lecturer, BRAC Business School
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Letter of Transmittal

Zaheed Hosein Mohammad Al-Din
Senior Lecturer,
BRAC Business School
BRAC University
Kha 224 Pragati Sarani, Merul Badda, Dhaka 1212

Subject: From CV Screening to Final Selection: Enhancing Recruitment Efficiency at Square Food & Beverage Ltd.

Dear Sir,

It is my pleasure to present my internship report on From CV Screening to Final Selection: Enhancing Recruitment Efficiency at Square Food & Beverage Ltd. where I worked as an HR Intern under the guidance of my company supervisor, Executive HR, SFBL, Kazi Mostofa Bahzad Hamim.

I have attempted my best to finish the report with the essential data and recommended proposition in as significant a compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Ismat Sumaia Tuna
22304179
BRAC Business School
BRAC University
Date:

Non-Disclosure Agreement

This agreement is made and entered into by and between Square Food and Beverage Limited
and the undersigned student at Brac University.....

Ismat Sumaia Tuna

ID : 22304179

Acknowledgement

First and foremost, I would like to express my sincere gratitude to Almighty Allah, then my academic supervisor, Zaheed Hosein Mohammad Al-Din, Senior Lecturer, BRAC Business School, BRAC University for the continuous guidance and feedback throughout the preparation of this report.

Second, I am also grateful to the General Manager, Mohammad Aminul Islam Khan for his leadership guidance and encouragement throughout my internship period. I'd especially like to thank my organizational supervisor, Kazi Mostafa Bahzad Hamim, HR Executive of Square Food and Beverage Limited, for giving me the opportunity to conduct the internship under his supervision. His continuous guidance, valuable suggestions and supportive mentorship throughout my internship period, made every work easy and helped me to gain hands-on knowledge, better understanding of the real life applications of HR.

I am thankful to BRAC Business University, BRAC University for arranging this mandatory internship program, because of this, I got the opportunity to work in such a reputed organization like Square Food and Beverage Limited.

Executive Summary

The report “From CV Screening to Final Selection: Enhancing Recruitment Efficiency at Square Food & Beverage Ltd.” has been prepared as a requirement for the BUS 490 internship program. The main objective of this study is to analyze and enhance the recruitment and selection process of Square Food & Beverage Limited (SFBL).

The report begins with a brief overview of Square Food and Beverage Limited, one of the leading FMCG companies under Square Group, highlighting its overall success, later it includes a detailed description of my internship experience in the HR department, where I was directly involved in the recruitment and selection process, such as CV screening, exam coordination, interview arrangements and documentation.

Both primary and secondary data were used to conduct this report. Primary data was collected through surveys and discussions with HR professionals and employees from different departments and secondary data was gathered from company websites and academic sources. The findings identify that the recruitment process at SFBL is structured but largely dependent on manual systems.

The HR department is providing qualified candidates to other departments successfully. HRTS and ATS will help to store data in one place and another one will help to convert full employee information into summary within a minute. So, this study strongly suggests that implementing digital tools can significantly reduce time, improve accuracy and lower workload.

Keywords: Recruitment and selection process, Human Resource Management, Digital Recruitment, Human Resource Information System (HRIS), Applicant Tracking System (ATS), Manual system, Recruitment Efficiency.

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List of Acronyms

SFBL	Square Food and Beverage Limited
PIF	Personal Information Form
HRIS	Human Resource Information System
ATS	Applicant Tracking System
HOD	Head of Department
GM	General Manager
CFO	Chief Financial Officer
CEO	Chief Executive Officer

Chapter 1: Overview of Internship

1.1 Student Information :

Name : Ismat Sumaia Tuna
ID : 22304179
Program : Bachelors of Business Administration (BBA)
Major : Human Resource Management

1.2 Internship Information :

1.2.1

Period : January 14, 2026 - April 14, 2026
Company Name : Square Food and Beverage Limited
Department : HR
Address : 11/C, Road No. 27, Block F, Banani, Dhaka-1212

1.2.2

Company Supervisor Information

Name : Kazi Mostofa Bahzad Hamim
Position : Executive HR of Square Food & Beverage Limited

1.2.3 Job Scope

Job Description :

- Updated company database and maintained candidates records.
- Assisted in posting job circulars for various positions.
- Assisted in exam setup for the recruitment.
- Attended in the recruitment process from CV screening to final selection.
- Assisted in maintenance and updating of the employee records and other HR related documentation.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

- Assisted in recruitment documentation, including CV screening, collecting employee personal information forms and making candidate summaries for the interview.
- Supported in written examinations by checking the paper, result sheets and also confirming candidate attendance.
- Helped in organizing interview sessions and also assisted in compiling marks after interviews.
- Assisted in post interview activities, including preparing selection proposals, appointment letters and joining documentation for new hires.
- Helped in explaining joining procedures and required documents to new hires.

1.3.2 Benefits to the student

As this is my first corporate platform from the classroom to the office, I actively contributed to the HR department to gain practical knowledge and understand the recruitment and selection process from CV screening to final selection process in a real world corporate environment:

- Gained practical knowledge of the overall recruitment and selection process.
- Acquired hands-on experience from CV screening, written examinations, interview coordination and documentation.

- Realizing the importance of documentation accuracy in maintaining HR compliance and internal control.
- Get practical knowledge about corporate culture, workplace behavior and professional ethics.
- Understand the relation between academic HR theories and their practical application in a corporate environment.

1.3.3 Difficulties During internship

During these three months of the internship, I got a welcoming environment and never felt like an outsider, the working environment of SFBL is very friendly and supportive. There were still some challenges I faced throughout this journey. There is a significant amount of paperwork at SFBL, much of the work is document based. Because of this, completing tasks often takes more time than expected. There was no fixed lunch break, I had to manage my daily work time with some flexibility. In addition, financial reports were not available to interns. Therefore, the financial analysis part could not be included in the report due to limited access to relevant data. For the busy schedules of HR teams, I got less chances for detailed feedback. Besides this, the experience was very valuable, it helped me better understand real workplace practices and improved my patience, adaptability and professional skills.

1.3.4 Recommendations

- The organization should reduce excessive paperwork by introducing more digital systems which will help save time and increase efficiency.
- There are no Flagship Internship Programs like other companies, I was the only intern in the HR department. The organization can consider hiring more interns or young trainees as the workload in the department is quite high for a single intern to manage.
- In SFBL, there is no fixed schedule for lunch, they should fix a lunch break schedule for each department.

Chapter 2 : Organization Part

2.1 Introduction

Square Group is one of the most well known business groups in Bangladesh. It represents not only a brand name but also a symbol of quality and trust in the country. The Group has established a strong presence across multiple sectors, including pharmaceuticals, consumer goods, toiletries, textiles, healthcare services, agro vet industries, information technology and food and beverage. In 1958, through Square Pharmaceuticals Ltd., Square Group began its journey and its founder is Samson H. Chowdhury (e-Home2U, n.d.). He started a small pharmacy in Ataikula village, located in the northwest part of Bangladesh in 1952 (Square Pharmaceuticals PLC., n.d.). In 1958, he entered into a partnership in a pharmaceutical business with three of his friends (Square Pharmaceuticals PLC., n.d.). After that, the business continued to expand and later established several sister concerns, forming the Square Group. The founders of Square were very careful about maintaining quality and producing good products. The company focused on quality, ethical practices and continuous improvement which helped it grow over time into a diverse corporate group. After Mr. Samson H. Chowdhury, Mr. Samuel S. Chowdhury got the leadership position, serving as the Chairman of Square Group and Mrs. Ratna Patra working as the Vice Chairman (The Daily Star, 2012). Square Group has around 80,000 employees and earns a large amount of revenue each year, showing its strong position in the market and steady growth. Behind this success, the entrepreneurs' continuous hard work, creativity, strong dedication and patience all played an important role in bringing the company to this stage. Square has successfully expended its business,

Sister Concern of Square Group

 SQUARE PHARMACEUTICALS LTD. BANGLADESH	Established in 1958.
 SQUARE TOILETRIES LIMITED	Established in 1988 as a division of Square Pharmaceuticals Ltd. and later became an independent private limited company in 1994.

 SQUARE TEXTILES LTD.	Established on October 15, 1994 and started its commercial operations in 1997.
 Mediacom LIMITED	Established in 1997.
 SQUARE <i>Food & Beverage Ltd.</i>	Established on February 23, 2000.
 SQUARE INFORMATIX L i m i t e d	Established in 2000.
 SQUARE HOSPITALS LTD.	Established on December 16, 2006.
 SABAZPUR TEA COMPANY LTD.	Established in 2006.
 SQUARE AIR LIMITED	Established and launched its helicopter services in 2009-2010.
 MAASRANGA COMMUNICATIONS LTD.	Established and commenced its official broadcast on July 30, 2011.

(e-Home2U, n.d.)

In 2014, Square Consumer Ltd. was renamed as Square Food & Beverage Ltd. to better focus on the food and beverage business and strengthen its market position which is now one of the leading subsidiaries of Square Group in Bangladesh. Over the years, it has built several popular brands which have already gained a strong customer loyalty. Today, the company plays an important role in the FMCG sector of Bangladesh.

2.1.1 Objectives

- To continue to provide the very best of what the consumer wants.

- To explore new segments of the market and to cater to it.
- To continue to assure intrinsic quality of hygienic food products.
- To enhance consumers' standard of food habits.
- To ensure that the products are available at consumers' doorsteps.
- To enhance the strength and skill of the organization that will contribute to the company's increasing growth both in domestic and global markets (Square Food & Beverage Limited, n.d.).

2.1.2 Scope of Study

During this three month period of my internship, I got a clear understanding about the whole recruitment process. Starting from CV screening to the final selection of candidates, I got the opportunity to attend the whole process. I gained practical knowledge of the real corporate culture. It helped me to understand how the company works, its culture, ethics and various HR practices. This also helped me to improve my personal development which made me more confident, social, adaptable and familiar with professional work culture.

2.1.3 Methodology

To ensure a clear understanding of the recruitment and selection process at Square Food & Beverage Limited, this report has been prepared using both primary and secondary data sources.

Primary Data :

- Face-to-face discussions were conducted with my supervisor and other HR members.
- Direct observation of recruitment activities.
- Hands on experiences in CV screening, exam coordination and candidate communication.

Secondary Data :

- Relevant textbooks and academic materials.
- Official website of SBFL. Online articles and journals related to recruitment and selection.

2.1.4 Significance of Study

This study focuses on analyzing the recruitment and selection process of Square Food & Beverage Limited, especially from CV screening to final selection process. The topic was chosen because recruitment plays a vital role to ensure that an organization hires the right people which ultimately affects overall performance and helps to fulfill the organizational goals. Because of this hands-on experience on the recruitment section, understanding how the recruitment process works and the study is all about connecting the theories of textbooks and with what actually happens in real HR work. The recruitment process is very important for every organization because it helps to hire the right people. The right candidate hires at the right time not only saves time but also reduces cost. A structured recruitment process helps the organization select qualified and suitable employees who can perform their job properly and help to achieve the goals. On the other hand, if the recruitment process is not done properly, it can lead to a lot of problems and extra costs also. It may also create problems like low performance and high employee turnover which can affect the organization negatively. This study is important because it helps to find out the main problems in the current recruitment process and suggests practical ways to improve it. The findings of this report will be helpful for the HR department of SFBL to make the recruitment process more organized, faster, more effective and technologically improved. Basically it will help to improve the recruitment and selection process in reaching its goals by ensuring better hiring practices.

2.1.5 Limitations

- Even though the company uses different software and digital systems, much of the work is still handled through paper based documents.
- Because there are many applications and the screening is done manually, shortlisting CVs takes a lot of time and is not very efficient.
- Due to company confidentiality policies, internal documents such as the annual report were not available.
- Employees were very busy with their regular duties which made it difficult to take detailed feedback from them.

2.2 Overview of the Company

2.2.1 Background Information

Among its many ventures, Square Food and Beverage Ltd. is one of the largest manufacturing companies in the country. Firstly, the company was named Square Consumer Products Ltd.. It started its journey in 2000 as a part of Square Group. Within a short period, it established a strong position in the market by offering quality products and ensuring customer satisfaction. Later, on 1st September 2014, the company was renamed as Square Food & Beverage Ltd.. SFBL has modern and well equipped factories in Pabna and Dinajpur where products are carefully made to fulfill the customers needs. Due to the excellent quality management system Square Food & Beverage Limited obtained ISO 9001 in 2005 (Square Food & Beverage Limited, n.d.). Moreover, the company has obtained ISO 22000 for its food safety management system (Square Food & Beverage Limited, n.d.). The company has about 2,500 employees and a friendly work environment which helps keep employee turnover low. They believe that employees are their core asset, if they can satisfy their employees first, they will be able to reach their company goal as well. In addition to serving the local market, the company has expanded internationally by exporting its products to many countries while maintaining global standards (Square Food & Beverage Limited, n.d.). It has five brands with approximately more than 60 products, those brands are Radhuni, Ruchi, Chashi, Chopsticks and Aram.



2.2.2 Products of SFBL

Radhuni : It was introduced into the market in 2001 (Square Food & Beverage Limited, n.d.) . It offers basic spices, mixed spices, cereals, pulse based products, edible oil and dairy items, attracts housewives by offering products which are time saving and convenient for them. More than 40+ items are offered by Radhuni (Square Food & Beverage Limited, n.d.)



Ruchi : Ruchi provides ready to eat snacks. Those products are chanachur, fried dal, jhuribhaja, peanuts, chutney and honey which is very popular among young consumers for its tasty, healthy and innovative products.



Chashi : Chashi focuses on products which are sourced directly from farmers, preserving natural freshness. Chashi Fragrant Chinigura rice is the company's most popular product and it holds a leading position in the market.



Chopstick : It offers a range of instant noodle products, including instant noodles, ramen and stick noodles, available in different flavors such as masala, chicken and spicy variants. They manufactured noodles without using testing salt in the process which is healthy. Additionally, the company also uses vitamin B for its yellowish color, rather than any food coloring.



Aaram : On the other hand, it is a comparatively newer brand, introduced around 2020 with products such as 100% fruit juice variants including mango, apple, and orange (Square Food & Beverage Ltd., n.d.). BSTI requires, these juices contain 25% fruit pulp.



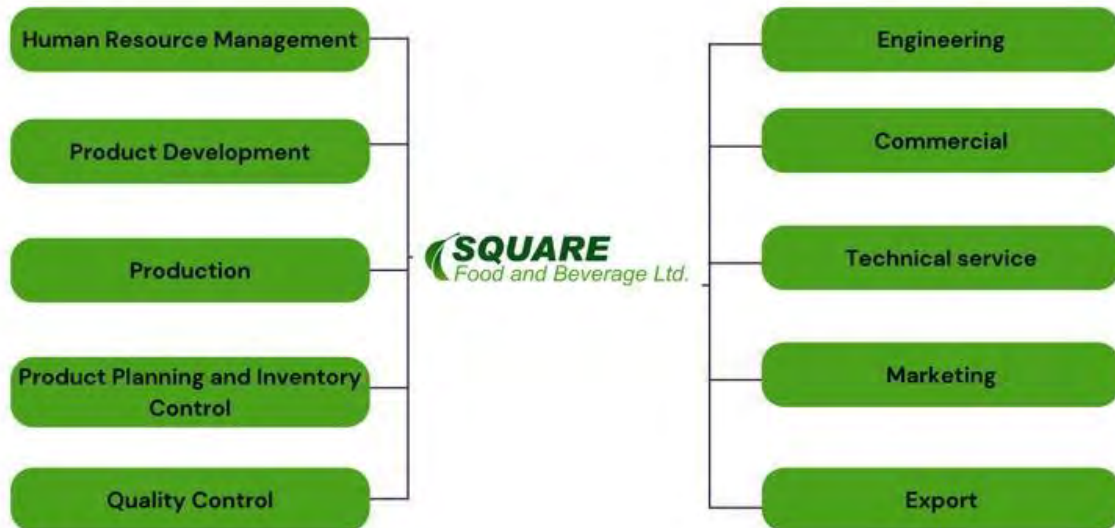
Brand of SFBL			
Brand Name	No of SKU	No of Products	No of Categories
Radhuni	76	38	4
Ruchi	55	25	3
Chashi	3	2	2
Chopstick	3	2	1
Aaram	1	1	1

2.2.3 Mission of SFBL

We want to be the world-class food products manufacturer in Bangladesh by ensuring intrinsic quality products and customer services with state-of-the-art technology and motivated employees (Square Food & Beverage Limited, n.d.).

2.2.4 Departments of SFBL

Square Food & Beverage Ltd. has different departments based on its functions and organizational needs,



(HR Executive Kazi Mostofa Bahzad Hamim, 2026)

Basically all of their team is trying to build a strong reputation by maintaining high product quality so that they can fulfill their customers' needs. Along with it, they are adapting modern production technologies, also focusing on continuous innovation. Besides achieving business success, SFBL also plays an active role in society with different CSR activities, such as the Radhuni Kirtimoyee Sommanona and various cultural programs that support tradition and creativity. Overall, the company's focus on quality, innovation, customer satisfaction and social responsibility which helped it build a strong position in both local and global markets.

2.3 Management Practices

2.3.1 Leadership Style of the Organization

Square Food and Beverage Limited follows a moderately participative leadership style with some democratic elements. In this leadership approach, HR executives and managers are actively involved in operational decision making processes. For example, during recruitment, HR executives are responsible for finding out the gap, ensuring the hiring requisition, posting the circular, collecting CVs, shortlisting and scheduling written exams and interviews. Then these shortlisted candidates are discussed with managers and General Manager. Based on this discussion, the GM makes the final decision. Employees are not directly into the decision

making, they play a significant role in shaping the outcome. The GM reviews and then takes the final decision based on both organizational requirements and team feedback.

Participative

The leadership style is participative leadership because:

- Employees like executives, managers, those are directly involved in key HR activities.
- Decisions are taken based on discussion.
- The GM consults with team members before deciding any result, information moves both from top to bottom and from bottom to top.

But when important matters arrive, the GM may make decisions on their own which shows employees are encouraged to share their opinions but the final decisions are taken by the higher management.

Moderate

It is moderate participative, not a fully democratic system due to the following reasons:

- As the GM makes the final decision, employees do not have equal decision making power.
- Executives and Managers are there for recommending the candidates but they cannot finalize hiring decisions independently.
- The organization follows a clear chain of command that major decisions must be approved by higher authority.

This type of leadership keeps a balance between involving employees and maintaining control on the HODs which helps to ensure efficiency and good quality decisions.

2.3.2 Bridge between Leadership Style & Organizational Goals

This leadership style motivates employees to feel included and also creates a supportive working environment. If employees feel valued, they become more active and motivated to do their work. All of these help to achieve organizational goals. Also this involvement enhances job satisfaction which helps to reduce employee turnover and builds long term stability in the workplace.

Strengths

- Different employees share their ideas which helps to reduce hiring errors and take better outcomes.
- Individuals feel valued and included in the decision making process which increases job satisfaction and stronger engagement with their work.
- Employees gain practical exposure to real decision making situations, which improves their individual skills.
- It reduces bias in decisions rather than relying on a single opinion.

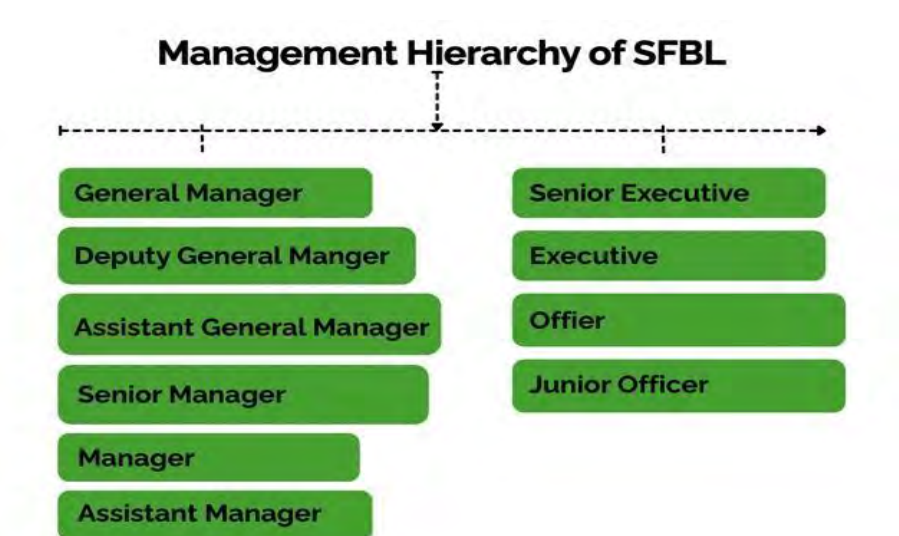
Limitations

- Group discussion can delay while making decisions.
- As final decisions are often made by senior authority, if they are unavailable, it can create delays.

But overall, this leadership style supports effective teamwork, improves decision quality and strengthens the overall recruitment process within the organization.

2.3.3 Management Hierarchy of SFBL

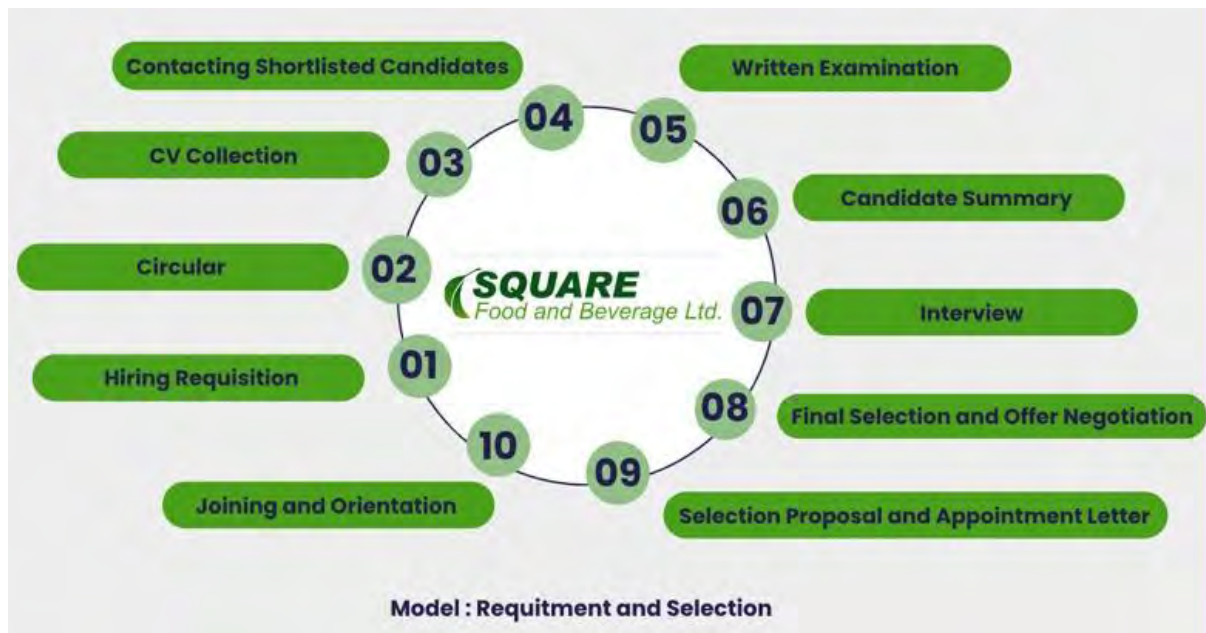
Square Food & Beverage Ltd. follows a well organized hierarchical system in its management levels. The following is a sample structure that shows how work is carried out and who reports to whom in the organization,



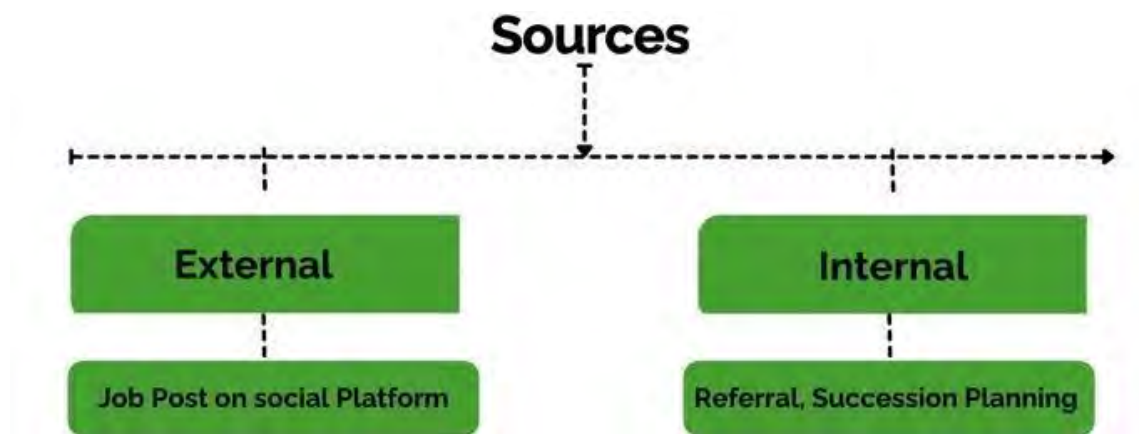
(HR Executive Kazi Mostofa Bahzad Hamim, 2026)

2.3.4 HR Planning Process

Recruitment and Selection Process



- **Hiring Requisition** : When a department identifies a manpower gap due to workload or resignation, hiring requisition files. The HR team discusses the hiring need with the Head of Department (HODs). After receiving the approval from them, a formal requisition form is prepared, signed by the HODs for further processing. Square Food & Beverage Ltd. divides its recruitment process into three levels as different positions have different requirements. As all jobs are not the same, this classification allows the organization to use suitable hiring methods for each level.
 - Entry Level Management
 - Mid or Senior Level Management
 - Non Management Staff
- **Circular** : After the approval, a job circular is made based on the required position, qualifications and job responsibilities. The circular is then published through different platforms such as Facebook, LinkedIn, Bdjobs and the company's website. Basically they post their circular through external and internal sources,



- **CV Collection :** After the deadline, CVs are collected from multiple sources including online applications and email submissions. HR executives carefully screen all CVs based on job requirements. Candidates are shortlisted based on their :
 - Educational background
 - Relevant work experience
 - Age and other job specific criteria

- **Contacting Shortlisted Candidates :** Messages are sent to inform them about the written exam and shortlisted candidates are also contacted by phone to confirm their attendance.

- **Written Examination :** The test is to evaluate their technical knowledge, analytical ability and job related skills. The answer scripts are checked by HR executives and also by interns, the MCQ part, minimum passing marks are determined by the General Manager.

- **Candidate Summary :** Before interviews, HR prepares a candidate summary sheet, which includes every details in short, based on the Personal Information Form (PIF) sent by email before interview:
 - Educational qualifications
 - Work experience
 - Personal Informations

- **First Interview :** Candidates who pass the written test are invited for the first interview. This interview is usually conducted by:
 - HR Managers
 - Senior Executives
- **Second Interview :** Shortlisted candidates from the first interview proceed to the second phase, which is conducted by top management :
 - Head of Department (HOD)
 - General Manager
 - Chief Financial Officer (CFO)
 - Chief Executive Officer (CEO), depending on position level
- **Final Selection and Offer Negotiation :** After the final selection, from HR they get a call for salary negotiation. HR tries to convince them with the decided salary from higher authority and other companies' benefits.
- **Selection Proposal and Appointment Letter :** After the negotiation, HR prepares their selection proposal from their personal information and appointment letter. These documents are issued officially to confirm employment.
- **Joining and Orientation :** On the joining day, selected employees receive all the instruction about the company polices, all get introduced to all the departments.

Compensation System

The compensation system of Square Food & Beverage Ltd. is well organized and it follows both company policies and the labor laws of Bangladesh. At the same time, SFBL keeps its salary and benefits competitive within the FMCG industry to attract, motivate and retain skilled employees.

- **Basic Salary Structure :** The basic salary is the main part of an employee's total pay, usually making up about 50% to 60% of the total salary (HR Executive Kazi Mostofa

Bahzad Hamim, 2026). It varies depending on the employee's designation in the organization.

- **Bonuses :** Overall , employees get three bonuses in a year. They receive festival bonuses during major religious occasions such as Eid. Normally, they get two festival bonuses in a year and each bonus is equal to their basic salary. Along with this, employees also get a performance bonus (HR Executive Kazi Mostofa Bahzad Hamim, 2026). Based on how well an employee or the company performs and how well targets are achieved, they get another bonus.
- **Provident Fund :** Square Food & Beverage Ltd. provides provident fund for employees as a long term benefit. Employees contribute a small portion of their basic salary, usually around 8% to 10% and the company adds an equal amount to it (HR Executive Kazi Mostofa Bahzad Hamim, 2026).
- **Gratuity Benefit :** They also provide gratuity to employees. This benefit is given after an employee completes a certain period in the organization. The amount of their gratuity is calculated as one month's basic salary for each completed year of service and is paid when an employee resigns, retires or finishes their employment tenure (HR Executive Nowrin Ahamed, 2026). This is a reward for employees for their loyalty.
- **Allowances and Facilities :** SFBL offers several indirect benefits to its employees,
 - Employees are provided with a full meal during their shift.
 - Employees get pick and drop transportation services.
 - Depending on position, they get mobile allowance, travel allowance, etc.
- **Medical Benefits :** Employees of Square Food & Beverage Ltd. get medical facilities at Square Hospitals. They get 50% on every healthcare service (HR Executive Kazi Mostofa Bahzad Hamim, 2026). Moreover, their family members, such as spouses and parents, also get his benefit.
- **Employee Product Discount :** Employees receive special discounts on company's products, including Radhuni, Ruchi, Chashi and all other square group products. On

average, they get about a 30% discount (HR Executive Kazi Mostofa Bahzad Hamim, 2026). It helps to reduce their expenses and also encourages them to engage more with the company's products.

Training and Development

Square Food & Beverage Ltd. provides employee training and development to improve workforce skills and performance.

- **On the Job Training :** Where employees learn directly by performing their actual job under their supervision. This helps them understand real work situations and gain practical knowledge quickly.
- **Field Training :** Especially for employees involved in sales, they have to go into the market, observe real business activities, interact with customers and learn how operations are handled in real life conditions (HR Executive Nowrin Ahamed, 2026). This helps them build practical skills, confidence and a better understanding of the market. And for all employees they have to go for factory visits, so that they can understand how other employees work.
- **Skill development :** They arrange sessions to improve specific job related skills, making employees more efficient and capable in their work. Every month they arrange meetings coordinated by HODs with their employees into the department (HR Executive Nowrin Ahamed, 2026).

Performance Appraisal System

Square Food & Beverage Ltd. follows a structured performance appraisal system to evaluate employee performance and mark their professional development. The system is mainly based on Key Performance Indicators (KPIs) and Individual Development Plans (IDPs). It looks at their job performance, efficiency, productivity and behavior such as in teamwork, communication, and attitude. Employees are judged based on how well they complete their tasks and contribute to the organization. The process is mainly handled by line managers. They observe employees' performance, evaluate their work and complete the KPI and IDP

forms. For example, an Area Sales Manager (ASM) may act as a line manager for an Territory Sales Officer (TSO). After completing the evaluation, these forms are submitted to the HR department. This process ensures that employee performance is properly documented. Managers review the submitted information, provide feedback.

2.4 Marketing Practices

2.4.1 Marketing Strategy

Square Food & Beverage Ltd. uses mass-market and value-based marketing strategies in the FMCG sector. The strategy is to serve a large consumer by offering high quality products at affordable prices while maintaining strong brand trust (Kotler & Armstrong, 2006). The marketing strategy is built on three core objectives, high product quality, affordable pricing and strong brand trust. It's affordable pricing for most people that's why products can easily be found and used in both city and village areas.

They also invest in promotional activities and partnerships to attract the customers and increase product visibility. They offer discounts and special free gifts through various retail and online platforms like SHWAPNO, Meena Bazaar which help to reach a huge customer base. These play an important role in strengthening brand awareness and encouraging repeat purchases.





In the competitive food and beverage industry of Bangladesh, this approach helps SFBL position itself as a reliable brand among consumers from different income groups.

2.4.2 Target Customer, Targeting and Positioning

Target Customer of SFBL

SFBL has a wide variety of products, so its customer diversity is also high. The company does not focus on a single type of customer, rather it serves a broad customer base across Bangladesh.

- **Household Consumers :** Households represent the most important customer segment for SFBL, especially for the brand Radhuni and Chashi. Their main purchase is everyday food items like spices, rice, and noodles. Radhuni and Chashi sell the products which are connected with regular meal preparation. This makes them highly relevant to Bangladeshi households, specially the urban middle class household, who want the best products at affordable prices.
- **Working Professionals :** Another important customer group is working individuals who have limited time for meal preparation. Radhuni, Chopsticks prefers convenience based food items such as ready biryani masala, faluda, phirni, roast masala, instant products, ready halim and so on (Mahbub, 2019). SFBL offers products that are easy to prepare and time-saving and maintain taste and quality as well through this

strategy, they try to attract these customers. This makes the brand highly relevant in fast-paced urban lifestyles.

- **Younger Consumers :** SFBL specifically targets younger consumers through its Chopstick noodles brand and Ruchi. Chopstick noodles, Ruchi Chanachur, and Ruchi Achar (Pickles) are very popular among school and college going students, and young adults because they like food that is tasty, quick and ready to eat. They also care about different flavors, convenience and nice looking packaging.

Targeting and Positioning Strategy



- **Targeting Strategy of SFBL :** SFBL uses a mass marketing strategy which does not focus on only one group of customers, it tries to serve almost all types of people in the FMCG market. This works well because food and household products are basic needs that everyone uses regularly. The company's targeting strategy can be understood in three simple ways
 - They focus on reaching customers everywhere, both in cities and rural areas of Bangladesh.
 - They focus on making their products affordable, especially for lower and middle-income people as well as still maintaining good quality

- **Positioning Strategy of SFBL :** Positioning means how a company wants customers to think and feel about its product compared to other brands. In simple words, SFBL wants to create a special space in the customer's mind. They always keep in mind that consumers should not compromise on quality even at an affordable price. They try to keep their price low competitively from others. As food safety is a major concern for consumers, SFBL highlights cleanliness, quality assurance and standardized production processes (Erittra, 2021). It also brings customer trust and repurchase. It's really important to maintain hygiene, especially when it comes to food. And customers also like products which are easy to make, spice mixes, pickles and instant noodles are designed to save time and effort for consumers. This strategy focuses on making things easy, and which is very useful for urban households and working professionals.

2.4.2 Marketing channels

SFBL does not sell directly from the factory to their customers. Instead, it uses different steps to distribute their products everywhere in Bangladesh.

- **Direct Distribution Channel :** The product moves step by step from the factory to the final destination through middlemen. Firstly they produce the goods in the factory, then these products are sent to company distributors (Erittra, 2021). Then they supply the products to local retailers such as grocery shops. Then the retailers sell the products directly to consumers.

Factory → Distributor → Retailer → Consumer

- **Wholesale channel :** They sell a large quantity of products to the wholesalers instead of directly selling to small shops. They take the bulk stock and distribute it to small retailers, especially in rural and semi urban areas. This system is very helpful because it allows the company to reach villages where direct selling is hard or expensive.

- **Modern trade channel :** They directly sell to the large retail chains and supermarkets. Then these big stores sell the products straight to urban customers in cities, such as, Shwapno, Meena Bazar and Agora.
- **E-commerce Channel :** They use online platforms to sell their products. Customers can order products from Daraz and Chaldal. The products are delivered directly to their home after their confirmation. This system is very convenient for general working class people. Through this site, customers can buy products from anywhere and also can receive their order without going to a store without any hassle. For example, a working professional can order Ruchi snacks from Daraz and have them delivered to their home easily.

2.4.3 Product Development and Competitive Practices

Square Food and Beverage Limited continuously improves and increases its product variants according to their customer needs and feedback. The company regularly introduces new types and makes existing products better, because their first priority is their customers preferences.

Ansoff Matrix of SFBL



- **Market Penetration :** SFBL sells its existing products in the same market more effectively. They focus on increasing sales by improving distribution, promotions. It also takes customer feedback to improve the product to sell it in the same market. For an example, Ruchi chanachur is already popular in Bangladesh, so SFBL increases its sales by making it more available in shops, giving promotions and improving quality based on customer reviews.
- **Product Development :** SFBL also makes new or improved products for its existing customers. After the feedback, they try to develop new flavors or new variations of the product. For example, they introduced new flavors of Chopstick Noodles like Ramen or changed the packaging size for their customers.
- **Market Development :** They also sell their existing products in new markets or areas to attract new customers. For example, Randhuni products are expanded into rural villages or new regions so that the households can also make their cooking easy.
- **Diversification :** This is the most risky strategy to introduce completely new products into new markets. SFBL recently launched Aaram drink, fresh fruit juice. Square Food & Beverage Ltd.'s competitors are FMCG companies like Pran-RFL Group, Akij Food & Beverage Ltd. SFBL always tries to keep its product prices affordable for general consumers to stay competitive (Mahbub, 2019). Another strong point is its wide distribution network which helps the company supply products easily to both urban and rural areas.

Competitors of SFBL			
	Company		Company
1	PRAN Foods and Beverage Ltd	5	Partex Beverage Ltd
2	Akij Food and Beverage Ltd.	6	Fu-Wang Foods Ltd
3	Bashundhara Food and Beverage Ltd	7	Bombay Sweets & Co. Ltd
4	ACI Foods and Beverage Ltd	8	Transcom Beverages Ltd.

2.4.4 Branding activities (Advertising and promotion strategies)

Square Food & Beverage Ltd. do a wide range of branding activities to build a strong image in the market. These activities are not only limited to advertising, but also the company has organized different social and cultural programs to promote its brand values. SFBL participates in various promotional campaigns, sponsorships, advertisements and cultural events. Every year, Square Food & Beverage Ltd. arranges the “Radhuni Kirtimoti Sommanona” program to motivate successful women in society (The Daily Star Bangla, n.d.). This initiative not only supports women but also creates excitement which builds a strong emotional connection with the Radhuni brand among the public.



The company also arranges “Shera Radhuni,” a program where people can participate and show their cooking skills (The Daily Star, 2025). These types of activities are effective branding strategies which directly involve customers and make the brand more connected to daily life.



SFBL also hires brand promoters to promote their products through newspapers, magazines and also online platforms by making ads, videos so that all kinds of people can see about the brand. SFBL creates interesting and eye-catching video advertisements that easily grab attention when people watch TV or social media. Their advertisements on big digital billboards and screens on busy roads are also seen which grabs many peoples attractions. SFBL is trying to make a positive impression by promoting their brands in this engaging way. As a result, customers become more interested, remember the brand easily and feel encouraged to buy the products.



2.4.5 Critical Marketing Issues and Gap

Although SFBL has established a strong position in Bangladesh's FMCG market, it still faces several marketing limitations.

- SFBL mainly operates in the local market, around 85-90% of its total revenue comes from Bangladesh (HR Executive Kazi Mostofa Bahzad Hamim, 2026). Its earning from international markets is still quite low, less than 10-15% (HR Executive Kazi Mostofa Bahzad Hamim, 2026). They export their products in Asia, the Middle East, North America and some other regions. They have a limited global expansion and weak export presence.
- Competitors like PRAN and Akij Food have a strong presence in the market. They are holding major shares. Industry estimates show that PRAN controls about 35–40% of visibility (Erittra, 2021). The competition with these strong brands creates pressure on pricing strategies, distribution networks and product innovation.
- Competitors are also advanced in technologies. They are generating approximately 60-70% higher engagement rates on social media platforms through influencer marketing, video content, and interactive campaigns (Erittra, 2021). SFBL's digital reach is still developing, limiting its ability to connect with younger, tech based consumers.

Possible Improvement Areas

SFBL should focus on several key strategies. The company should focus its e-commerce presence by partnering more with platforms like Daraz, Chaldal and other online marketplaces which will help to increase online sales in the coming years. As today's young generations are big fans of social media, it will help to boost brand awareness among young consumers by working with social media influencers and content creators. Also expanding exports to South Asian and Middle Eastern countries will help reduce reliance on the local market and increase global brand recognition.

2.6 Operations Management and Information System Practices

2.6.1 Use of Information Systems in SFBL

Square Food & Beverage Ltd. uses information systems to handle its large amount of operational and HR data. Daily activities become faster, more accurate for this system and

also help the company collect, store, process and share information smoothly across different departments.

- **Data Collection** : SFBL collects important data such as employee information, CVs, sales and distribution data and inventory or stock details through emails, online submissions or letters.
- **Data Storage** : SFBL stored their important data such as employee information, CVs, recruitment records, attendance, hiring requisition, sales and distribution data and inventory or stock details by scanning physical documents and converting them into digital form for easier use and better security. All collected data is stored in centralized databases, the file name “Hotshare” managed by the HR and operations departments (HR Executive Kazi Mostofa Bahzad Hamim, 2026). But they also keep the paper files.
- **Data Processing** : Basic processing is done using Excel. For example, KPI data is entered manually and then summarized in spreadsheets. This helps in preparing performance reports, payroll related information and simple analysis.
- **Information Sharing** : Information is shared mostly through printed documents and emails. Interns often help in forwarding information between departments, ensuring communication between HR, management and for outsiders like retailers ,also in the teams they use whats app and emails.

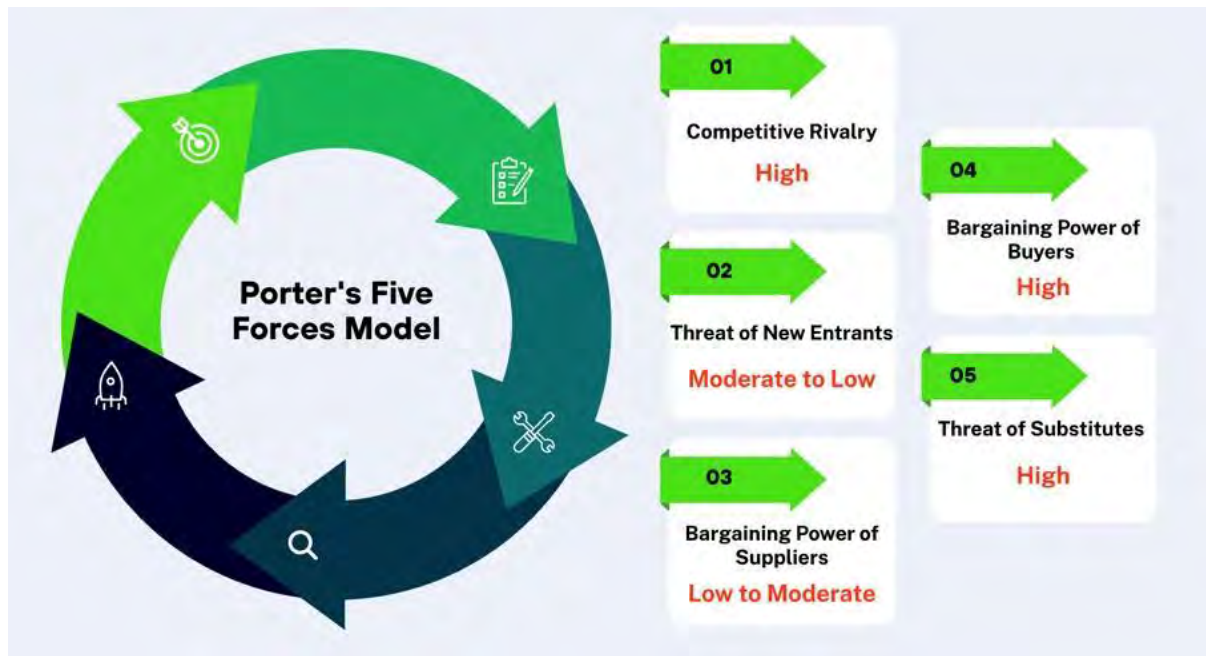
2.6.2 Use of Database and Office Management Software

As an intern, from my observation, In SFBL, the use of advanced integrated software systems is limited. The organization does not fully depend on a centralized automated database system. Instead, it maintains both paper documents and basic digital tools. Most operational and HR related records are first collected in physical paper files. After initial processing, some of these documents are scanned and stored in digital folders for backup and easy reference. They keep both of the papers online and offline. This approach ensures record availability and physical verification, but it may also create delays in quick data retrieval and limit real-time decision-making efficiency.

2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Forces

This Model is used to analyze the competitive intensity of SFBL's industry.



- **Competitive Rivalry (High)** : SFBL competes mainly with big companies like PRAN-RFL Group, Akij Food & Beverage Ltd, ACI Foods and Beverage Ltd and several other local and emerging brands.
 - Customers have many choices because companies offer similar food and beverage products. The FMCG market in Bangladesh is highly competitive.
 - Brands try to attract customers by offering affordable prices with better quality products.
 - SFBL maintains a good market presence due to its trusted brand image, consistent quality and wide product range.
- **Threat of New Entrants (Moderate to Low)** : The FMCG industry in Bangladesh has moderate to low chances for new companies to enter because making a start in this market requires a lot of money, strong brand image and a wide distribution system. Big companies like PRAN-RFL Group, Akij Food & Beverage Ltd, Transcom Ltd, are already controlling most of the market and retail space. It's hard

for new companies to enter. But even though big companies dominate the market, small new businesses can still enter by focusing on specific unique segments, not competing directly with big brands.

- **Bargaining Power of Suppliers (Low to Moderate) :** The level of control that suppliers have over SFBL is low to moderate. As the company sources its raw materials from multiple suppliers which reduces dependency on any single source. As a result, SFBL has the flexibility to switch suppliers if needed, especially when there are issues related to price or supply. But the power of suppliers is not completely low for certain raw materials, the number of reliable suppliers is limited. In these cases, suppliers may have slightly more influence over pricing and quality.
- **Bargaining Power of Buyers (High) :** The level of control that buyers have over SFBL is high. Customers in our country are very pricesensitive, they prefer lower priced products with good quality. They can easily switch to other brands if prices increase. Retailers also play an important role in influencing buyer power. They decide which products to display in stores which can affect customer demand and purchasing decisions.
- **Threat of Substitutes (High) :** The threat of substitute products for SFBL is high because customers can easily choose other similar products instead. There are many alternative FMCG products available in the market. For example, a customer can easily switch from Ruchi snacks to PRAN snacks without any difficulty. The switching cost is very low, customers do not lose anything by changing brands. They can simply choose another product based on price, taste or preference.

Overall, the FMCG industry in Bangladesh is very competitive because of the existing companies and high power of customers. There are also many substitute products available so customers have many choices. However, new companies find it hard to enter the market because it requires a lot of investment and strong branding. At the same time, suppliers have low to moderate power since companies can choose from many different suppliers.

2.7.2 SWOT Analysis of SFBL

The analysis helps to understand its internal strengths and weaknesses, as well as external opportunities and threats in the FMCG industry.

- **Strength :** SFBL has several strong internal strengths that help to maintain a good position in the market. It has a strong brand image which creates high trust among customers. The company also offers a variety of popular products such as Radhuni, Ruchi, Chopstick, Chashi and Aaram. SFBL has a wide distribution network all over Bangladesh. Its products are easily available in both cities and villages. It is also known for consistent product quality and has a large workforce of more than 2,500 employees to support its operations. These strengths are not easy for competitors to copy.
- **Weaknesses :** SFBL has some internal limitations. In certain areas, the company still depends on paper based processes which reduces efficiency. It also has limited use of advanced digital systems in HR and daily operations. The company's shift toward fully automated systems is slower compared to modern FMCG companies.
- **Opportunities :** SFBL has many growth opportunities in the external market. The fast growth of e-commerce platforms like Daraz and Chaldal is creating new ways to sell products. There is also rising demand for packaged and ready to eat foods. The company has good potential to expand internationally through exports. In addition, using digital marketing and influencer promotion can help it reach more young customers. The increasing urban middle class population is also boosting the demand for FMCG products.
- **Threats :** SFBL faces several external challenges in the market. It has strong competition from big local companies like PRAN, Akij , ACI Foods and Beverage and so on, as well as international FMCG brands. Changes in raw material prices can increase production costs. Consumer preferences are also shifting toward healthier and organic foods which may reduce demand for some current products. In addition, inflation can lower customers' buying power and new foreign brands entering the market increase overall competition.

2.8 Conclusions

This chapter gives an overview of how Square Food & Beverage Ltd. manages their department and shows they run their business in Bangladesh's FMCG sector. The company has built a strong market position through its wide product range, strong distribution network and focus on quality, hygiene and customer satisfaction. Day by day the famous brands Radhuni, Ruchi, Chashi, Chopstick and Aaram are making a good impression on people's minds. It focuses on delivering affordable and reliable products while maintaining consistent quality. However, the company is dealing with strong rivals like PRAN, Akij, transcom, ACI and so on. Competitors are increasing in the market day by day but they are still very much dependent on manual things, so they need to adopt more digital and modern business practices to overcome these. SFBL is a strong FMCG brand in Bangladesh, but it needs continuous improvement to stay competitive in the changing market environment.

2.9 Recommendations

- SFBL should increase the use of fully digital systems instead of paper based work to make operations faster and more accurate.
- The company should focus on e-commerce platforms and use digital and influencer marketing which will help to make a good impression on young customers.
- Using tools like CV screening and applicant tracking systems can make things quicker and easier.
- They should focus on export and entering new countries can reduce dependence on the local market and also it will bring long term growth.

Chapter 3

3.1 Introduction

As technology is growing rapidly, business activities are becoming faster and more dynamic. Organizations are trying to improve their Human Resource functions by using modern and efficient methods to stay competitive in this competitive business environment. The whole HR activities are very important for a company because they directly connect with the overall company's success. A well structured recruitment process helps a company to hire the right

people, save time, reduce costs and make better decisions. The primary focus of this study is to examine the existing recruitment and selection practices, particularly the CV screening stage and identify areas where efficiency can be improved. Even though SFBL has a strong structured recruitment system, much of the process still relies on manual work and paper based methods. Depending on these, causes delays, increases workload and raises the chances of mistakes in selecting candidates as well. This chapter will identify the gap between current practices and modern recruitment methods. Here, the main focus is identifying the existing challenges and suggesting practical solutions. Also, It highlights inefficiencies in the current system and explains how using technological tools can make the recruitment process faster, more accurate and more reliable.

3.1.1 Background and Problem Statement

Background Information

At Square Food and Beverage Ltd., the recruitment process involves several stages from CV screening to final selection. They are following a semi-traditional recruitment process where CVs are collected through email or online submission like BDjobs, LinkedIn or Google Form and screening, CV summary and others are done manually by HR personnel. During the recruitment and selection process, the company handles each stage from the beginning very carefully. They collect CVs manually and conduct CV screening by themselves. After that, candidates go through a written exam, then step by step pass two rounds of interviews. All documents are kept in paper form. Later, these papers are scanned to store it online, but most of the process still depends on physical documents. If HODs need any of the documents for any observation, they want the hard copy's from the HR managers.

Problem Statement

Square Food and Beverage Ltd. faces some difficulties while handling the recruitment process because of manual and paper based systems which creates delays, increases the workload for HR staff. It is hard for the HR team to handle and track a large number of applications efficiently which makes the recruitment process delayed. After the hiring requisition is approved, the other steps of hiring start. Sometimes it takes more than a month to hire someone because every step is done manually and very carefully. It is important for

SFBL to improve the recruitment process by keeping both paper works and using digital tools.

3.1.2 Objectives

- To evaluate the effectiveness of the current recruitment practices.
- Identifying the key challenges in the current recruitment process.
- To understand the recruitment process and suggest improvements for the increase of digital tools.
- To explore how technology can improve the recruitment process.
- To suggest practical recommendations for delays.

3.1.3 Significance of the Study

- This study will help Square Food and Beverage Ltd. to identify the effective ways to make the hiring process faster and more organized.
- It highlights how improving recruitment methods can save time in CV screening and reduce overall hiring costs and time.
- The study shows the importance of reducing manual work which helps to reduce mistakes and misplacement of important documents.
- It encourages to move from paper-based processes toward modern digital HR systems and also helps to stay competitive in the modern business environment.
- It also highlights, moving towards modern technologies will help to reduce the company's overall daily cost like paper, printing, staplings.

3.1.4 Scope of the Study

This part only focuses on the recruitment and selection process of SFBL.

- Covers CV screening to final selection
- Based on internship experience and employee feedback
- Does not include other HR functions like payroll or training
- Help to remove the barrier of hesitation while dealing with different candidates.

3.2 Literature review

According to Edwin Flippo, “Recruitment is the process of searching for prospective employees and simulating them to apply for jobs in the organization.” Hiring a suitable candidate on time is very important for an organization, so recruitment efficiency is a very important responsibility for each HR department. Recruitment is the process of finding and attracting possible candidates for a job, while selection is the process of choosing the best candidate from all the applicants (Muscalu, 2015). The effectiveness of the recruitment process means how quickly and correctly an organization can fill job vacancies. A good recruitment system helps reduce hiring time and cost, while also improving the quality of new employees (Sinek, 2011). It includes several stages such as job analysis, CV screening, testing, interviews and final selection which play an important role in selecting the most appropriate candidates. When the whole process is done manually, it makes mistakes while handling a large number of applications and also takes a lot of time. Modern tools like Human Resource Information Systems and Applicant Tracking Systems help organizations manage recruitment activities more efficiently (Werther & Davis, n.d.). A delay in the hiring process can also make a bad impact on the whole organizational goal, using technological tools can help to make the process fast. Organizations are slowly moving towards modern technologies to stay competitive in the market which makes the recruitment process faster and more efficient. Digital transformation in recruitment has become a new important trend for every organization.

3.3 Methodology

This study is based on primary data. The data was collected through questionnaires and informal conversation with HR executives and employees. The data for this study was collected through structured questions prepared in advance. The questions asked to the selected respondents, their ratings were carefully noted and documented. The collected information was then used for further analysis in this report. In the HR department of SFBL, there are a total of 8 employees in the recruitment and selection section.

The data for this study should be collected from those individuals who are directly involved in handling the overall recruitment process. Since SFBL mostly depends on manual processes and most of its employees are middle aged, questionnaires and informal interviews were

selected as the primary data collection methods. As they are managing the overall process, they can clearly identify the challenges they face and suggest potential solutions. These help to understand the existing issues and the current recruitment practices within the organization.

3.4 Findings and Analysis

Three months internship period is not sufficient to fully understand the culture, policies, ethics and overall operations of a large organization like Square Food and Beverage Ltd.. I worked mainly on the recruitment and selection process, as I was directly involved in assisting this function which allowed me to observe closely how the recruitment system operates in practice. To gain deeper insights, I also conducted a survey to evaluate the effectiveness of the recruitment and selection process. The objective of this survey was to understand whether the system is efficient and also understand the satisfaction level of different departmental managers regarding HR recruitment practices. A few questions of the survey were for the departments of Sales, Accounts & Finance and mainly rest of the questions for the HR Department.

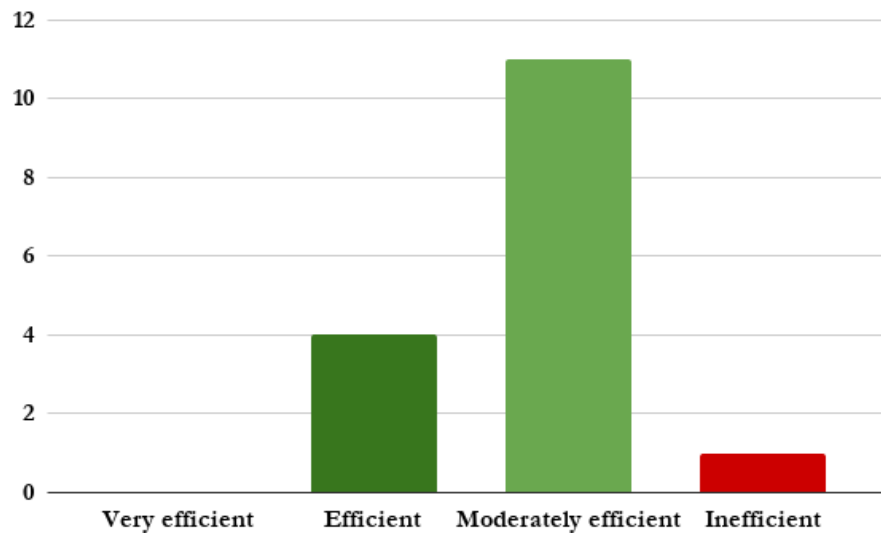
3.4.1 Analysis and Interpretation of the Data:

The data of this study were collected through survey questionnaires and interviews. These methods collected both quantitative and qualitative data. The interviews were conducted in a conversational way to gather detailed perspectives about the recruitment process and collecting responses through survey questions.

Survey Questionnaires:

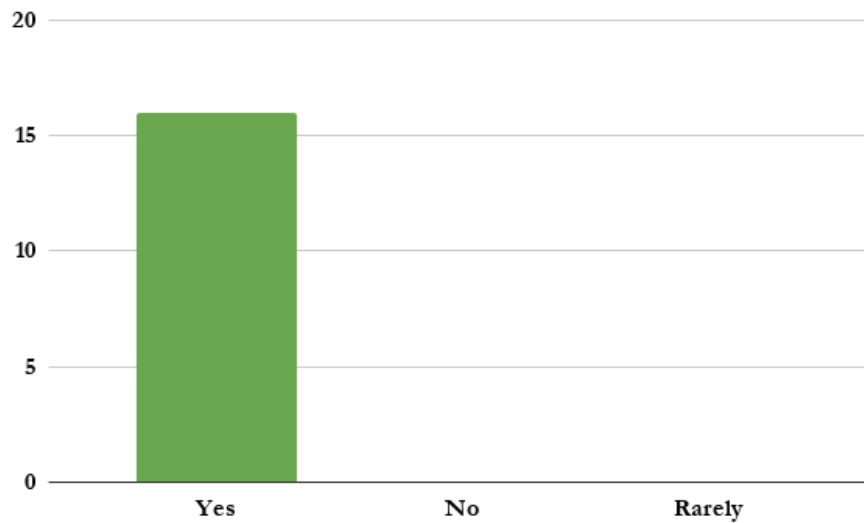
For all departments (Including HR department),

1. How efficient do you consider the current recruitment process?



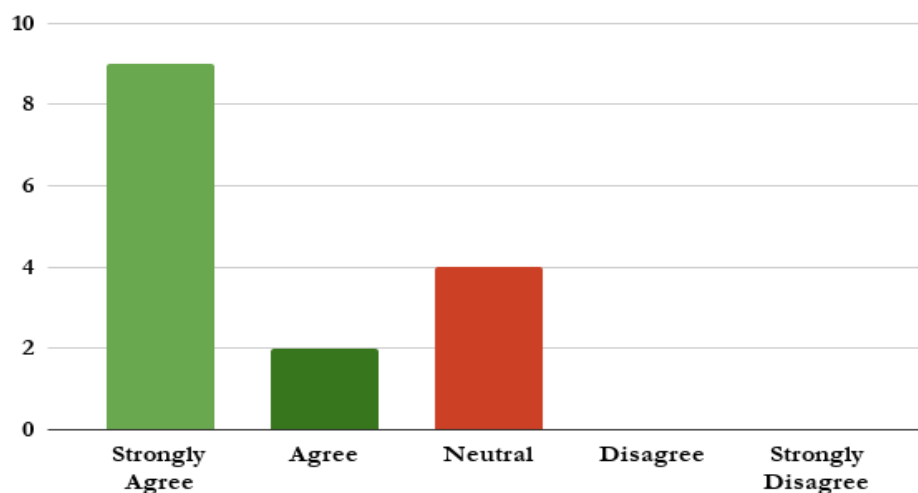
The current recruitment process is largely viewed as moderately efficient, the majority of respondents 11 out of 16, selected this option. Only 1 respondent rated the process as inefficient. Meanwhile, 4 respondents considered the process efficient, according to them the current process performs effectively because it's done by human observation. Overall, these findings suggest that the recruitment system is at a satisfactory level, but it can be improved, especially in terms of speed. Because the process is done very carefully which takes a lot of time, and for this reason, it stops most of the work for the department where the vacancy is empty. SFBL always tries to hire the best candidates for them, while doing this, it takes a lot of time.

2. Does the HR department provide enough qualified candidates for your department?



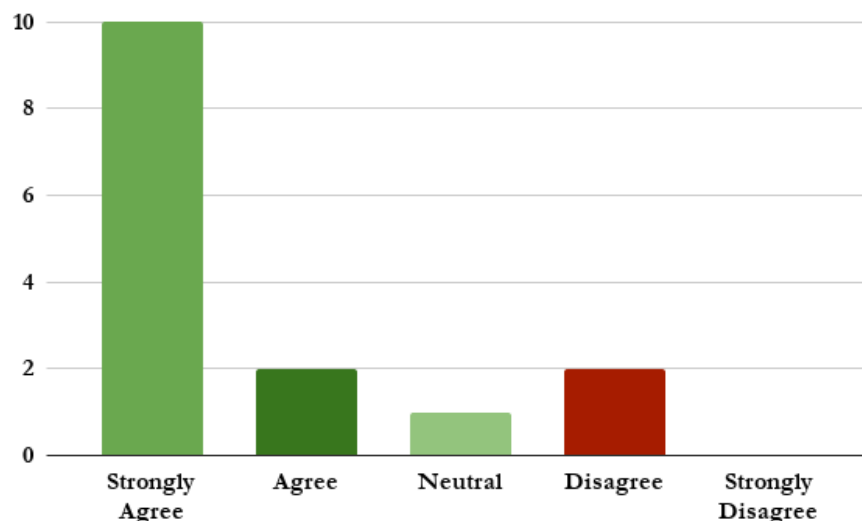
The responses regarding whether the HR department provides enough qualified candidates show a completely positive perception. This result reflects a high level of satisfaction among the departments, as they feel that the HR team is able to maintain a strong talent pool and provide candidates who match the job requirements.

3. Do you think the current recruitment process takes too much time?



The responses regarding whether the current recruitment process takes too much time show mixed opinions. Though a large number of respondents think the recruitment process is time consuming. Out of 15 participants, 9 respondents strongly agreed and 2 respondents chose the option agree, which means most of the employees believe the recruitment process takes longer than expected. However, 4 respondents selected neutral. Overall, the findings suggest a common concern about the time, highlighting a need for improvements to make the process quicker, sometimes it takes more than a month to hire an employee.

4. Do you think delays in hiring negatively affect the achievement of overall organizational goals?



Most of the participants believe delays can negatively affect the overall organizational goals. At the same time, one respondent remained neutral but two disagreed with the statements. They mentioned, the impact of hiring delays may depend on the specific department or role. According to the 12 total respondents who chose Agree, when vacancies are empty for a long time, it can create problems in the departmental operations. It will increase the workload for existing employees which will reduce their productivity and it can cause turnover.

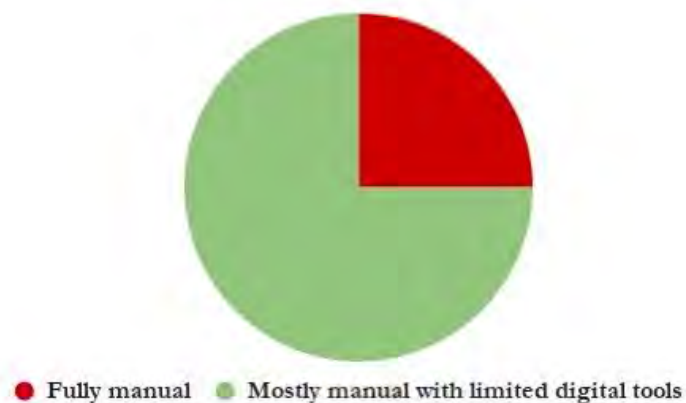
In an organization, each department is connected with another. If one department faces delays, it may create problems for the whole organization. Overall, improving the recruitment process is important for maintaining both departmental performance and organizational success.

Key Dimension	Satisfaction Level	Concern Level
Recruitment Efficiency	Moderate	Medium
Availability of qualified employees	High	Low
Duration of hiring process	Low	High
Impact on organizational goal	Low to moderate	High

Overall, the findings highlight that the recruitment process is quite concerning. However, the duration of the hiring process is considered too long. It creates dissatisfaction among departments and delays in hiring negatively affect organizational goals. Overall the current process is not enough to meet departmental needs.

Only For HR department,

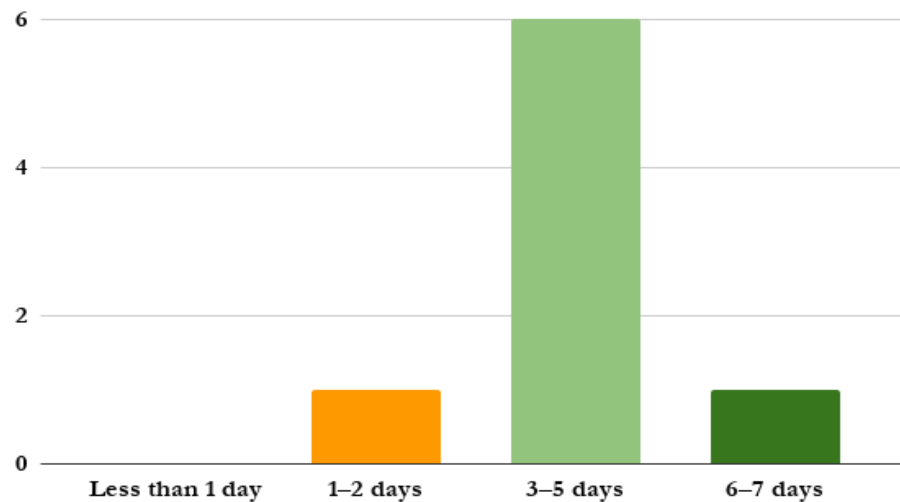
5. How do you do the CV screening process conducted in your department?



The responses regarding the CV screening process indicate that the majority of the employees perceive it as mostly manual with limited digital tools. Around 75% of the respondents chose this option, indicating that the department mostly depends on manual processes with limited use of basic digital tools. This shows that although some basic digital tools are used, the process is fully done manually. 25% of respondents reported that the process is fully manual which means, in some cases, the whole process is done manually, which can make the

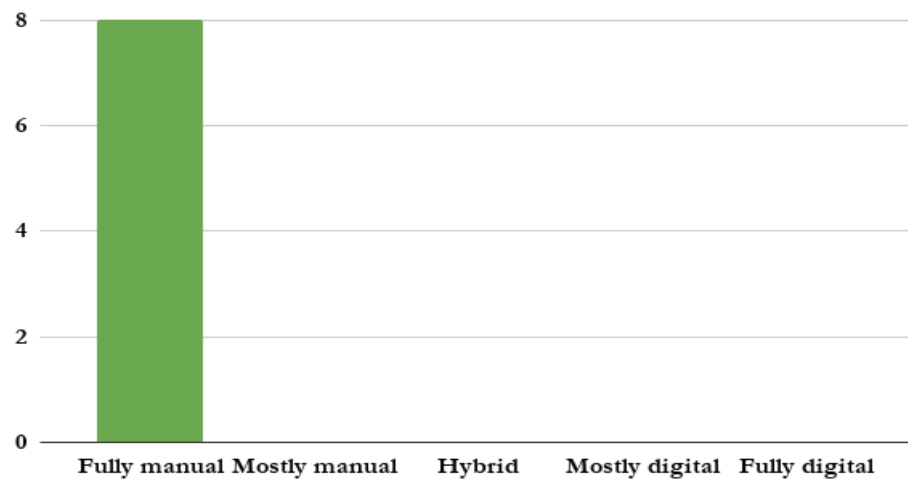
process slower and less organized. However, none of the respondents selected the option “fully digital”.

6. On average, how long does CV screening take for one recruitment cycle?



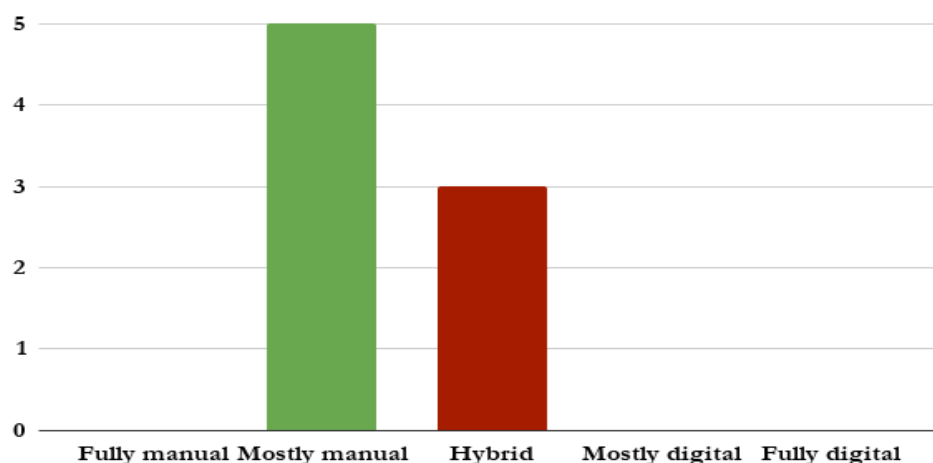
The responses regarding the duration of CV screening show that the process generally takes a moderate amount of time. 75% of the respondents (6 out of 8) said that CV screening takes 3-5 days for one recruitment cycle. One respondent chose 1-2 days, while another one respondent mentioned 6-7 days which means the duration of CV screening depends on workload and different situations. It is also important to mark that none of the respondents said the process is completed in less than one day. Basically, the process is time consuming. Respondents also indicated that it creates significant work pressure, when a large number of CVs need to be reviewed within a limited time manually.

7. How do you prepare the documents from CV summaries to selection proposals during recruitment?



From the CV summaries to selection proposals prepared during recruitment is a completely manual process. All respondents, 100% (8 out of 8), totally agreed with the statements. All the documents are prepared in a fully traditional way. It can also take a lot of time and effort, especially when dealing with a large number of applicants.

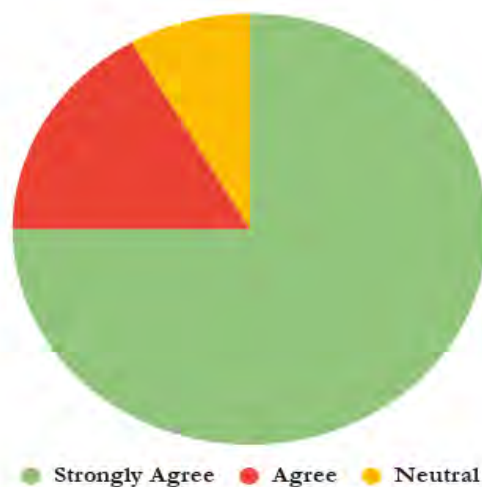
8. How are employee recruitment records and documents maintained in your department?



The responses regarding how employee recruitment records and documents are maintained show that the process is mainly manual. Majority of respondents, 62.5% (5 out of 8)

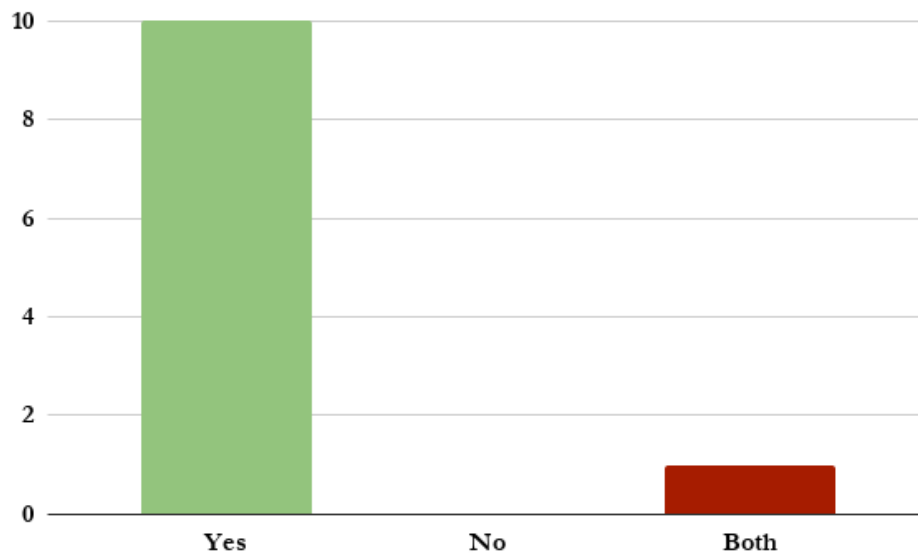
highlights, records are kept through a fully manual system, indicating that paper-based documentation is still widely used in the department. According to a smaller portion of respondents, 37.5% (3 out of 8), the system is mostly manual, the papers later scanned and kept as a soft copy. However, none of the respondents selected hybrid, mostly digital or fully digital systems, showing that digital record management is not yet in practice.

9. Do you think using a digital recruitment system would improve the efficiency of the recruitment process?



Most of the respondents think a digital recruitment system will improve recruitment efficiency. About 81.8% of respondents strongly agreed and 18.2% agreed with this idea. According to them, doing each step manually takes a lot of time. If they use digital tools which will help them to do most of the work automatically, then they cross check it by themselves, it will be an effective idea. Only 9.1% (1 out of 11) stayed neutral and no one disagreed. According to the neutral respondent, nothing can be compared with the manual system, because it's done very carefully but time consuming. So, in some sectors, digital tools must be used. Overall, Most respondents believe a digital system can make recruitment faster and more efficient which will reduce manual work, save time and also improve the speed and accuracy of the hiring process.

10. Do you think using both digital tools and manual processes in recruitment would be more beneficial for the organization?



The responses show a highly positive perception, out of 11 respondents, 10 answered “Yes.” The majority of respondents strongly support adopting a hybrid recruitment system. According to them, combining digital tools with manual processes can improve the overall recruitment process by reducing administrative pressure, reducing the pressure of handling huge amounts of pressure, and improving accuracy, while still allowing human judgment for cross-checking and final decision-making. Only one respondent selected “Both,” it can be beneficial, but it may increase organizational costs initially. However, the respondent also mentioned that if both approaches are balanced properly, it can still be effective for the organization.

Interview:

- **What is the biggest challenge during CV screening?**

The biggest challenge during CV screening is finding a large number of applications within a limited time. Especially when applicant volume is high depending on the position. According to the respondents, platforms like BDjobs provide some filtering and keyword search support, the screening process still requires significant manual review to identify suitable candidates. HR executives still need to check CVs individually to ensure proper matching with job

requirements. According to one of the respondents, advanced digital tools can automatically shortlist candidates by aligning CVs with job requirements (HR Executive Kazi Mostofa Bahzad Hamim, 2026). It would help save time, reduce manual effort and allow the HR team to focus on other tasks, while still keeping human cross checking for accuracy.

- **What is the biggest challenge while doing CV summaries?**

According to the respondents, preparing every document manually makes the process more difficult, as shifting towards a digital system could help. The biggest challenge while doing CV summaries is fully manual, which is very time consuming. HR collects information from personal information forms (PIF) and candidates' CVs, then manually prepares candidate summaries by entering details such as educational background, work experience and personal information. This takes significant time, especially when handling many candidates and there is also a chance of small errors during data entry. During the internship period, my supervisor had started experimenting with an Applicant Tracking System (ATS) to support digital screening and make the process more efficient. But other employees are still unfamiliar with using tools. So, it is really important to make changes into the recruitment process.

- **Overall Findings from Interview Discussion**

The interview was conducted with an HR team at Square Food & Beverage Ltd., The common findings was manual recruitment practices remain valuable, integrating digital tools alongside manual cross checking could significantly improve recruitment efficiency. Most respondents emphasized that the existing recruitment process from CV screening to final selection is largely manual. Manual systems ensure accuracy and careful evaluation, but often makes the process lengthy.

According to Kazi Mostafa Bahzad Hamim, Executive, Human Resources of SFBL, and Mr. Fayeze, Senior Executive, HR, the recruitment process has traditionally relied on manual procedures. While Mr. Hamim was experimenting with an Applicant Tracking System to do the CV summaries from taking the information from PIF. This tool directly makes the candidate summary within a minute, by summarizing the information. He observed that digital tools can support and speed up tasks such as CV screening and documentation. He highlighted that combining digital tools with manual verification could reduce delays.

Similarly, Md. Sabbirul Islam, Manager, Human Resources of SFBL, mentioned that the organization has depended on manual recruitment methods for a very long time, which sometimes make hiring take over one or even two months. According to him, manual methods provide good observation by humans, but using digital tools can make the recruitment process faster and improve response time.

Ms. Lubna, Sr. Manager, HR and Ms. Nowreen, Executive HR, discussed the operational challenges they are facing, when handling the large applicant pools and urgent hiring demands from other departments. While shortlisting, preparing CV summaries, arranging written tests and coordinating interviews become highly time consuming. Most of the time they have to do overtime work including holidays. They strongly supported integrating digital tools while retaining manual review for accuracy and control.

According to Mr. Shuvroto Junior Officer, HR, the current recruitment process is done very carefully and maintains the quality. He believes that the process is effective. Every step is reviewed and evaluated properly. However, the process is also very time consuming, especially during CV screening and candidate summary. When I mentioned ATS, he said that it could make the recruitment process more efficient. Digital tools could help to reduce the overall pressure. He also suggested that HR professionals could perform a final cross-check after the use of digital tools.

Ms. Orpa, Executive, HR, who recently joined Square, mentioned that her previous organization was more technologically advanced. She observed that many tasks in SFBL are currently performed manually which makes the process lengthy. However, she also acknowledged that SFBL carefully reviews candidates and puts significant effort into selecting the most suitable employees. Based on her experience, she suggested that SFBL could invest more in technology and digital recruitment tools.

Ms. Anamika, Management Trainee, HR, she previously worked as an intern at Square Toiletries. Now she is working as a Management Trainee. She has observed that Square are still performed manually. She suggested some improvements should be introduced to make the process more efficient. She is from the HR department but most of the time she worked for the sales team. That's why she experiences pressure from the sales department, especially when it's urgent and needs a large number of employees. And Ms. Naznin, Senior Officer,

HR, Ms. Anamika reports to her. Although she is not currently directly involved in recruitment activities, when she was involved in recruitment, many activities had to be performed manually. At that time, there were fewer digital facilities available. Some improvements have been introduced over time but there is still room for further development.

On the other hand, the General Manager, Mohammad Aminul Islam Khan, supported the strengths of manual recruitment. According to him, no technological tools can fully replace human judgment in selecting the best candidates. Though it can be slower but maintains the quality and organizational standards. At the same time, he acknowledged that as everything is moving towards technologies, investing in digital tools could enhance efficiency, alongside with manual systems as well.

Respondents also mentioned that employee records are very important for every organization, managing large volumes of paperwork creates additional workload. In this context, digital support is very important to keep the records in one place. Overall, the interview findings suggest that the most effective approach is not replacing manual recruitment with digital systems, but combining both. Manual processes provide accuracy, human judgment and digital tools can reduce administrative burden, save time and improve process efficiency.

Name	Designation
Mohammad Aminul Islam Khan	General Manager
Lubna Noman	Sr. Manager, HR
Md. Sabbirul Islam	Manager, HR
Fayez Ahmmed	Sr. Executive,HR
Kazi Mostofa Bahzad Hamim	Executive,HR
Humaira Sultana Orpa	Executive,HR
Anamika Hossain Srabonty	Management Trainee, HR
Shuvroto Das	Junior Officer, HR

3.4.2 Findings:

Positive Findings

Based on the survey results, there are many positive aspects that exist in the current recruitment process of the organization. Overall, the HR department is performing very well in providing qualified candidates and maintaining basic recruitment functions effectively.

- According to all respondents of other departments, HR provides enough qualified suitable applicants for them.
- The recruitment process was moderately efficient, according to them, it is generally acceptable and manageable.
- There is good coordination between HR and other departments, which helps in several ways like, understanding manpower needs clearly and providing suitable candidates.
- The HR team is also maintaining a good balance while managing the whole recruitment process, even with limited tools.
- But also the recruitment process is changing rapidly with the time, they are accepting the use of advanced technologies in recruitment and selection.
- One employee has started experimenting with ATS tools for the recruitment process.

Challenges

The survey also highlights several key challenges in the current recruitment process. These issues mainly relate to time consumption, manual work, and lack of digital tools.

- The recruitment process is time consuming, as most respondents reported that CV screening takes 3-5 days or more.
- There is a high dependency on manual systems while doing CV screening.
- From the process of CV summaries to selection proposals are prepared 100% on manual process, which increases workload and reduces efficiency. Sometimes it causes small mistakes about the candidate information.
- Recruitment records are mostly kept in paper form. Later, they are scanned and stored digitally, but the organization still trusts the paper documents.
- Lack of automation increases the risk of delays, inefficiency and difficulty while tracking the candidates' information.

3.5 Summary and Conclusions

This study is about highlighting the factors to enhance the recruitment and selection process of Square Food and Beverage Ltd.. The findings are based on primary data collected through questionnaires and informal discussions with HR employees. The study found that the recruitment process is still dependent on paper-based format from CV screening to final selection process. This increases workload and makes the process time-consuming. CV screening usually takes 3 to 5 days or more and employees consider the process moderately efficient but lengthy. Recruitment records are mostly maintained in physical files. Similarly, the candidate summary for the interview is done manually from CVs and certificates, which can increase errors and reduce efficiency. Despite these challenges, the HR department is effective in providing sufficient qualified candidates but they also mentioned the process is very time consuming. However, most respondents strongly agree that implementing a digital recruitment system would improve speed, accuracy and efficiency. And also it will reduce the workload from the employees, they will feel motivated that the company is concerned about their pressure. It will increase their productivity as well. Therefore, digital transformation is necessary to improve overall recruitment effectiveness.

3.5 Recommendations

Based on the survey findings, the recruitment process of SFBL is still highly dependent on paper format which is very time consuming. To improve the efficiency of the recruitment process from CV screening to final selection, the organization should move from manual system to digital recruitment system like HRIS/ATS (International Journal of Multidisciplinary Research and Growth Evaluation, 2025).

Time Comparison: Manual vs Digital System

Activity	Manual System	Digital System	Time Saved
CV Screening	3-5 days	1-2 days	~50–60%
From Candidate Summary to selection proposal	Fully manual (3-4 hours)	Auto-generated (10–20 minutes)	~80–90%

Record Maintenance	Continuous manual updating	Instant database storage	Significant reduction
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Impact on Cost, Efficiency and Employee Workload

Factor	Manual System	Digital System
Cost	High paper, printing, storage cost	Reduced administrative cost by ~30–40%
Employee Pressure	High workload and time consuming	Reduced workload significantly
Data Accuracy	Risk of human error	High accuracy with system tracking
Employee Satisfaction	Moderate	Improved satisfaction and reduced stress

Time is very important for every organization because saving time will increase productivity and allow the HR professionals to focus on more strategic factors. During my observation, I found that the whole process from CV screen to final selection is fully manual. HR staff carefully review each candidate's personal information form which they send by email to the candidate to fill it up and their resume, then manually combine the information to create a candidate summary for interview evaluation. It requires very sharp attention at every step while checking personal details, educational background and work experience. The overall recruitment process is very time consuming and becoming more pleasurable because of the manual system.

- To improve the whole recruitment process, the HR department should move toward a digital recruitment system using tools. ATS and HRIS software are very useful for the HR team (Werther & Davis, n.d.). This will help automate key tasks like CV

screening, candidate summary and keep the records in one file. Instead of manually reviewing each CV and preparing candidate summaries, Applicant Tracking System (ATS) can automatically transform CVs into the format you want. HR staff can then focus mainly on reviewing and verifying the information which will improve both speed and accuracy.

- SFBL can utilize the proper use of their valuable time with digital tools. Currently, CV screening takes around 3-5 days, it can be reduced to around 1-2 days, if they shift their system to modern technologies. Candidate summary can be completed within a minute by using automated systems. This will allow HR employees to complete recruitment tasks in less time.
- From a cost perspective, digitalization will reduce expenses related to printing, paper usage, physical storage and manual administrative work. It will cost once while buying it, after that they can use it for years but the manual system which cost regularly. This will make the recruitment process more cost effective and sustainable.
- HRIS is a central digital system which will help to store and manage all information in one place. It helps HR departments reduce the dependency on paper documents and store the data more in an organized way.

Overall, implementing digital tools will not only save time but also reduce costs, workload pressure on HR employees. It will improve working conditions and increase overall productivity. This will help the HR department operate in a more efficient, modern and structured way.

According to SFBL, their main concern is always for their employees' satisfaction. If SFBL changes their current recruitment process by including modern technologies, it will reduce the pressure of their employees and also to achieve its organizational goals more effectively. This small change can make a big difference in the workplace. Employee satisfaction is a key objective of an organizational overall success (Werther & Davis, n.d.). If the company cares about employees and their needs, they will feel valued and motivated. This can increase

employee satisfaction, productivity and increase their motivation. Because using modern tools for the recruitment process can also reduce pressure on existing employees. Lastly, these improvements will benefit both the employees and the organization in the long run.

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