

INTERNSHIP REPORT

**RECRUITMENT & PERFORMANCE
APPRAISAL OF RANCON MOTORBIKES
LTD, SUZUKI BANGLADESH**

BUS 400



PREPARED FOR
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RECRUITMENT & PERFORMANCE APPRAISAL



Way of Life!

RANCON
MOTORBIKES



Letter of Transmittal

5th April, 2018

Ms. Tanjina Shahjahan

Lecturer

BRAC Business School

BRAC University

Subject: Submission of Internship Report

Dear Madam,

I am hereby submitting my Internship Report, which is a part of the BBA Program curriculum. It is a great honor to work under your active support and supervision. This report is based on, “Recruitment & Performance Appraisal of Rancon Motorbikes Ltd.”. I have got the opportunity to work Rancon Motorbikes Ltd in “Human Resource Department” under the supervision of Mrs. Shahrin Hossain, Senior Executive, RMBL (Human Resource Department).

To prepare this report I have collected most relevant information to make this report more logical and reliable. My primary sources of information regarding this report are my superiors and colleagues.

I shall be grateful if you are kind enough to enlighten me by providing your valuable judgment regarding this report. Thank you for your concentration and patience.

Sincerely Yours

Samiha Tasnim

ID: 14104075

BRAC Business School

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Letter of Endorsement

The internship Report entitled “Recruitment & Performance Appraisal of Suzuki Bangladesh, Rancon Motorbikes Ltd.” has been submitted by Samiha Tasnim, bearing ID: 14104075, from BRAC University as a partial fulfillment for the requirement of Bachelors of Business Administration, Major in Human Resource Management. The report has been prepared under my guidance and has been accepted. This report may be presented in the Internship Defense Committee for evaluation.

Ms.Tanjina Shahjahan
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Acknowledgement

First of all, I would like to thank the Almighty Allah for giving me the knowledge and health which are incomparable to anything. After that, I would like to thank my family for their constant support and well wishes.

I would like to thank my honorable faculty supervisor Ms. Tanjina Shahjahan for providing me with the opportunity to observe and analyze such an interesting topic and, moreover for her invaluable guidance, suggestions and advice. I would like to express my gratitude to Mrs. Shahrin Hossain, Senior Executive HR, Mr. Shanawaz Ahmed Khan, Senior Executive HR and Mr. Tahmidul Islam, SBU HR lead of Rancon Motorbikes Ltd, whose earnest cooperation and guidance have made this project as proximate to perfection.

I would also like to thank my organizational colleagues for their sincere cooperation during the completion of my internship project. I would also like to express my gratitude to Mr. Shawn Hakim, Managing Director of Rancon Motorbikes Ltd. My sincere thanks goes to the various personnel I had contacted of this organization for the completion of this project for their invaluable and timely cooperation and all others who helped me to complete this internship project.

Executive Summary

As a part of the Internship Program of Bachelors of Business Administration program at BRAC University, I have been assigned for doing an internship project at Rancon Motorbikes Ltd, where I am working as HR Intern. In RMBL, I have been assigned for completing day to day HR activities from interview scheduling to Database updating. I had the opportunity to work under Mrs. Shahrin Hossain, Senior Executive of RMBL where I am able to learn about the process of Interviewing Candidates. I also had the opportunity to work under Mr. Shanawaz Ahmed Khan, Senior Executive, where I could learn about the operational works that HR has to do such as updating database, managing employee personal files, Leave management and Insurance management.

My project is to discuss on "Recruitment & Performance Appraisal of Rancon MotorBikes Ltd.". This has been assigned by my faculty supervisor Ms. Tanjina Shahjahan, Lecturer, BRACU and my organizational supervisor also approved the project and authorized me to prepare this report.

The main objective of this report is to analyze on the recruitment and performance appraisal process followed by RMBL. Each steps are monitored and mentioned with details from screening process until the joining day, all the methods are scrutinized precisely. They mainly undergo interview for recruitment. The Performance Appraisal process is very important and is monitored with great importance in RMBL. The process followed by RMBL is based on their KPI, which is monitored and is described in details.

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Chapter 1: Organizational Overview

1.1 History of the Organization

Rancon Motorbikes Ltd, Suzuki Bangladesh is a concern of Rancon Holdings Ltd. At the beginning of its journey, it was a part of the RANGS Group. Rangs Group is a diversified and growing Group of Companies representing Global brands in Bangladesh. Rangs is a well known name in business sector in Bangladesh since 1979. Rangs Group is one of the premier conglomerates in Bangladesh. With headquarters at Tejgaon, Dhaka, with a business that operates countrywide. Driven by the passion to be the best and with a team of unique professionals, it brings trusted brands of the world within the reach of everyone in Bangladesh. Small, medium and large family owned businesses dominate over Bangladesh's \$100 billion (\$288 billion in PPP GDP) economy, which has been growing at over 5 percent a year since 1995.

Rancon Holdings Ltd was initially a concern of Rangs Group but after few years of operation the company with hold its own potential and got separated from the Rangs Group and formed its own entity as RANCON Holdings. It is one of the largest conglomerates of Bangladesh and has an upper hand on the businesses it holds due to its significant time span in the market. It holds it own dignity and pride in the field of market.

1.2 Mission

Be the trendsetter in all business we operate.

1.3 Vision:

We set our vision to be a leader and role model in diversified business sectors that cater to every growing human need.

1.4 Values:

-Leadership- To Rancon, Leadership is not just leading people and growing itself. Its main agenda is to uphold the employees and enhance their career which in turn will increase the efficiency of the company. It has never delayed to appreciate its employees with their performances and is always up to encourage them and grow together.

-Think Out-of-the-Box- From the very beginning of its journey Rancon believes to think in a unique way which will distinguish them in the market field

-Passion to excel- Anything and Everything that Rancon produces is done passionately with great hardwork and endeavour to success.

-Keep Learning- Rancon Believes that learning never ends. No matter if it has become a large entity, it never underestimates its competitors and tries to learn from all over the world.

-Have Mutual Respect- Respect is very important for individual satisfaction and performance. The very first thing that Rancon does is it respects its employees and appreciate their work in every way possible.

-Have Fun, Be Healthy- The moto is to work in a healthy and fun environment which will keep its employees in proper health and in turn will increase the performance of the employees.

1.5 Strategic Business Unit of Rancon Holdings Ltd.

- Garda Shield
- Mercedes-Benz (Bangladesh)
- Mitsubishi Motors Bangladesh
- RANKSTEL
- RANGS Industries Ltd.
- RANGS Properties Ltd
- Shell Bangladesh
- Shokaler Khobor
- In Space Architecture
- Rancon Oceana
- Rancon Automobiles Ltd.
- Suzuki Bangladesh

Garda Shield:

Garda Shield has launched its services in Bangladesh with an aim to provide international standard integrated security, safety & facility management services across the country. With corporate headquarters in Dhaka, Bangladesh, Garda Shield is a privately-held security and risk management company providing contract security & facility management services across many varied industries and vertical markets including corporate headquarters, commercial real estate properties, financial institutions, educational campuses, manufacturing and industrial facilities, retail shopping centers, residential communities, and sensitive government facilities throughout Bangladesh.

Mercedes Benz (Bangladesh)

Rancon Motors is the distributor of Mercedes Benz in Bangladesh. It is not been long enough as it has started distributing Mercedes Benz. The headquarters are at Tejgaon. It's a sub business unit of Rancon Motors and they are planning to establish it in a wider base.

Mitsubishi Motors (Bangladesh)

Initially it was a concern of Rangs Group at the year of 1979 and after the entity Rancon Holdings Ltd got separated to enhance its own wings, Mitsubishi Motors was given under the RHL entity. In 1979, Rangs Limited was awarded the sole distributorship of Mitsubishi Motors in Bangladesh. They assemble and import passenger and light-commercial vehicles, delivering the same globally famed Mitsubishi driving and service pleasure.

Rankstel

Their objective is to experience the magic of the fastest internet. Ranks Telecom Ltd, a member of Rangs Group, launched its fixed line operation under the brand name of RanksTel on 14 April, 2005. Ranks Telecom Ltd. is registered with Registrar of Joint Stock Companies under Companies Act 1995 (Revised). They hold PSTN, ISP, IPTSP and ICX licenses to operate nationwide. RanksTel also has IGW license and currently originates and terminates international voice traffic.

Rangs Industries Ltd

Rangs Industries Ltd (RIL) is one of the biggest players in the electronics industry in Bangladesh that was established in 1979 had spread its wings all over the country and has workforce of more than 700 and is a pioneer in the Electronics market. RIL is one of the sister concerns of Rangs Group of Companies (RGC), which is one of the most reputed and largest groups in Bangladesh.

RANGS Properties Ltd

It is one of the leading property developer of modern buildings that are the representations of architecture at its best level. It was started at the year 1996, and from then it has pursued how to change peoples' lifestyle in a best and modern way in a higher standard of living.

Shell Bangladesh

It is basically Rangs Petroleum Ltd. They are the sole distributor of Shell lubricants in Bangladesh, Shell is an international energy company that aims to meet the world's growing need for more and cleaner energy solutions in ways that are economically, environmentally and socially responsible.

Shokaler Khobor

This is one of the leading daily newspapers of Bangladesh. It is a concern of Rancon Group.

In Space Architecture

This is Rancon Digital Innovation team, it is sensitive to the built form itself and to the built environment and the context as well. Despite being young architects, through their heartiest try and effort INSPACE ARCHITECTS LTD is gradually setting a signature mark in today's architecture in Bangladesh. More importantly, this signature does not at all refer to the built form only but also in the holistic approach towards architectural solution.

Rancon Oceana

Rancon Oceana Limited inaugurated its journey in full swing since 30th January. It is a concern of Rancon Holdings Limited, one of the country's most reputed and well established business group since 1979. Rancon Oceana Limited operates a fleet of deep sea shrimp vessel in the Bay of Bengal. The vessels have got adequate technical features and facilities with a team of highly trained experts and crew to ensure eminence quality of shrimps and on board packing. Rancon Holdings Limited is the pioneer in deep sea fishing and exporting shrimps in different region around the globe since 1982 with a brand name of 'Fisher'.

Rancon Automobiles Ltd.

RANCON Automobiles Ltd. is the sole distributor of JMC (Jiangling Motors Co.) in Bangladesh. The journey of RANCON Automobiles Ltd., A reputed concern of RANCON, started from 2010 with JMC. From the very beginning of the journey, we have ensured the quality of our imported products in every way possible. We did not just stop there! We also guaranteed top class after sales service nationwide. JMC is one of the biggest companies in China commercial vehicle industry and one of China's Top 100 Listed Companies for consecutive eight years. Our wide product range includes 1.5 ton, 3.0 ton, Single Cabin, Double Cabin Pick-ups & Dump Trucks.

Suzuki Bangladesh

It basically falls under Rancon Motorbikes Ltd. It was established in the year 2014 and one of the leading distributors of Suzuki Bikes in Bangladesh.

1.6 Overview of Suzuki Bangladesh

RMBL is a concern of Rancon Holdings Ltd - a well-established business group in Bangladesh. Rancon Motorbikes Limited Bangladesh was established in the early year of 2014. As the sole distributor of world famous SUZUKI bikes in Bangladesh it has to maintain the standard of SUZUKI. Suzuki is a Japanese Brand which is very reputable and classic and RMBL has taken that liability to uphold their charisma and maintain that to the fullest level in Bangladesh. Basically their core function till now is to import Suzuki Bikes from India and mitigate the needs of Bike lovers in Bangladesh. Very soon they are planning to move towards manufacturing so they do not have to import bikes any more. Suzuki Bangladesh of RMBL has numerous showrooms and service centre all around the world. Their bikes are considered of high class and are highly distinguished than any other competitors. In a very short time it has gained a wide range of popularity in Bangladesh. Their main Headquarters is in Dhaka, Tejgaon but it has another branch in Chittagong too, along with a factory with a wide range of modern equipments in Gazipur, with a total of 337 employees working in RMBL



There are two other sub business units of Rancon Motorbikes Ltd, They are:

RACE (Rancon Accessories Ltd.)

ACL (Answer Communications Ltd.)

RACE was established in the early 2014 along with Suzuki Bangladesh. The Core function of RACE is to distribute branded products and accessories of Suzuki, which are necessities of bikers while riding their bikes. The products include: Helmets, Jackets, Boots and Gloves. Basic necessities for a Biker. The products are world class branded products with quite a high range of price.



ACL is a very new Sub Business Unit, which has been in function for almost 1 year. Their main function is event management. This is a very small team with a number of 9 members only. They are planning to expand it with the success of their work. They have already arranged few events which were highly successful and are planning to diverse their nature of work to make it more efficient and successful.

The Resources of Rancon Holdings Ltd.:

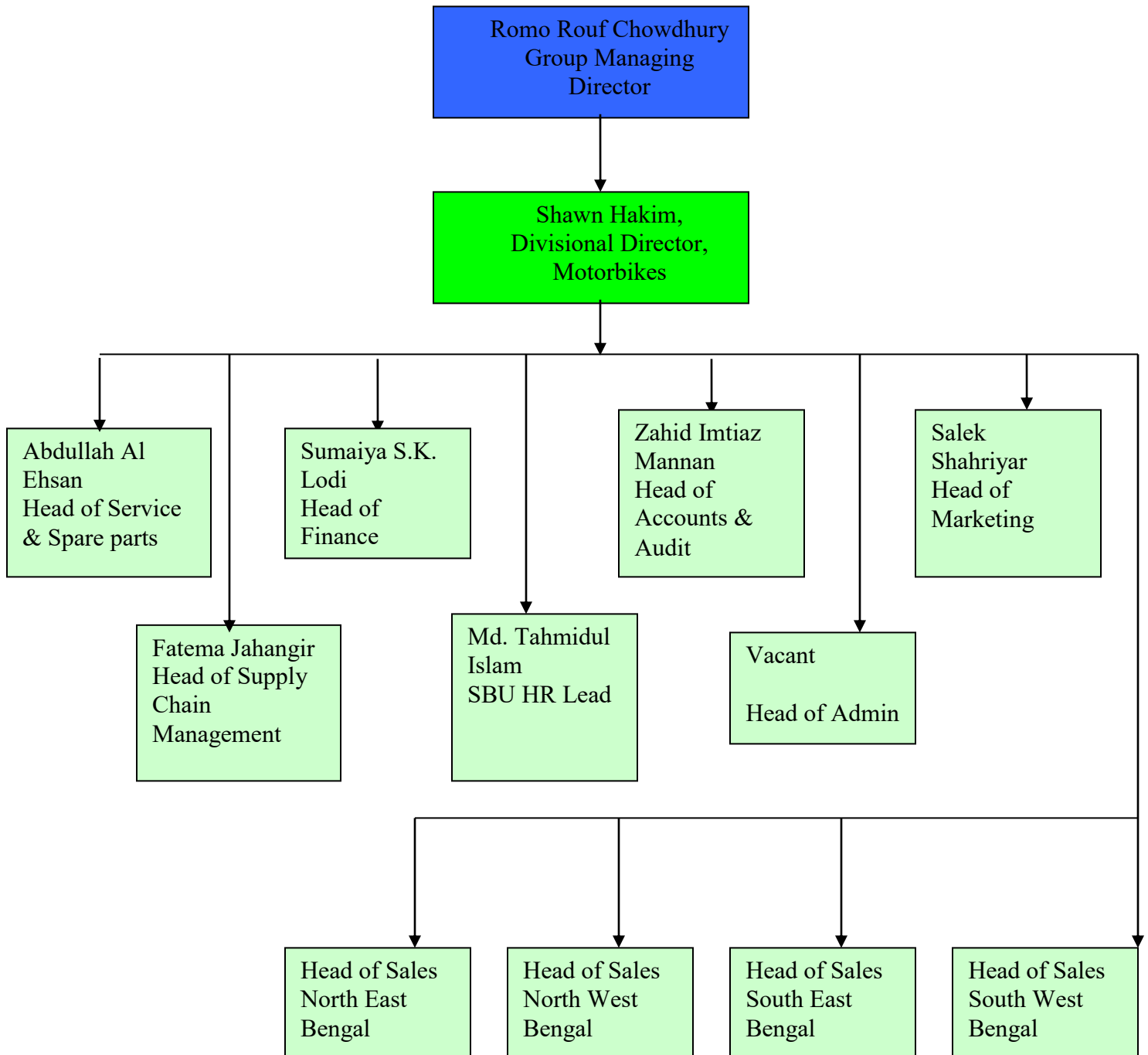
- Romo Rouf Chowdhury, Group Managing Director
- Ataur Rahman, Vice Chairman
- Md. Shahidul Islam, Director, Finance
- Shahriar Harun, Director, People & Technology
- Shawn Hakim, Divisional Director, Motorbikes
- Mashid Rahman, Divisional Director, Real Estate and Hospitality
- Mohammad Moinul Islam, Divisional Director, Automotives-1
- Shareq Fahim Haque, Divisional Director, Automotives-2
- Imran Zaman Khan, Divisional Director, Automotives-3 and Lubricants
- Syed Tawfique Wahid, Group Chief Administration Officer
- Kaiser Chowdhury, Group Chief Human Resources Officer
- Md. Farouq Hossain, Group Chief of Audit and Company Secretary
- Md. Nurul Islam, Group Chief Legal Counsel

The Business Leaders of Rancon Holdings Ltd:

- Sherif Bukhtiar Dawla, Managing Director of Garda Shield Security Services Ltd
- Sajid Karim, Managing Director of RANCON Developments Ltd
- Fahim Chowdhury, Managing Director of Ranks FC Properties Ltd
- Kehfil Wora Chowdhury, Director-in-Charge of RL-RML-RMBL-RkPL (Chittagong Zone)
- Kazi Samiur Rahman, Managing Director and CEO of RANCON Electronics Ltd
- Shoeb Ahmed, CEO of RANGS Ltd, RANCON Motors Ltd, and RANCON Auto Industries Ltd

- Raj Hoq, CEO of RANGS Properties Ltd
- Shoeb Al Ashraf, CEO of RANCON Automobiles Ltd
- S. M. Ashiqur Rahman, CEO of Ranks Telecom Ltd, Ranks ITT Ltd, and Softex Communications Ltd
- Sardar Md Khaled Bin Hasan, CEO of Ranks Petroleum Ltd
- Rubaiyat Jamil, CEO of RANGS Industries Ltd
- Tanvir A. Chowdhury, CEO of Dainik Shokaler Khobor Publications Ltd
- Sajeed Bin Sulaiman, CEO of RANCON Oceana Ltd and SRL Marine Products Ltd
- Hirao Tsuneaki, CEO of Rangs Workshop Ltd
- Duncan Power, General Manager of Rangs Workshop Ltd
- Wahedur Rahman Adib, General Manager of Inspace Architects Ltd
- Ashek-E-Elahi Auni, Managing Partner of Answer Communications Ltd
- Tanvir Shahriar Rimon, CEO of Ranks FC Properties Limited

1.7 Organogram of Suzuki Bangladesh (RMBL)



1.8 SWOT analysis of Suzuki Bangladesh, Rancon Motorbikes Ltd

Strengths- Rancon Motorbikes Ltd is a concern of a very reputed and well known company of Rancon Holdings Ltd, which was previously a part of RANGS Group. They have many SBUs and Suzuki Bangladesh is one of the very prominent business unit of RHL. There are only 2 Suzuki Bikes dealer in Bangladesh in RMBL is one of them. So, they are in a very strong position. Bike lovers are very intimidated by the Brand Suzuki, which itself is a very prestigious and reputed brand and it is a great strength for RMBL.

Weakness- Servicing facilities of the Bikes needs to be improved and the company is already working on it. Since Suzuki Bikes holds a significant class and standard, it is quite expensive then other bikes in the market, which can lower the affordability of the normal people.

Opportunities- RMBL already holds a huge position in the market. But there are many Suzuki Bikes which are available in other countries but they are yet to be available in Bangladesh. RMBL can take that opportunity and flourish the market of Bikes with new amazing Bikes and can grab a larger proportion of the Market.

Threats- To few people Bikes are necessities and to some they are luxury. Suzuki does offer bikes of various range but there are many people who prefer cars on motorbikes. There is a high risk factor of using Bikes, that is, it is very prone to road accidents which highly decreases the number of customers. Another threat is, in Bangladesh the bike market is huge and there is huge competition. Suzuki has to work to enhance their sales and outway other companies and establish the brand name with more dignity.

Chapter 2: Project Part

2.1 Introduction

Recruitment and Performance Appraisal

Recruitment and Performance Appraisal, both hold a significant implication in Human Resource Management System. Recruitment is the process of hiring employees in certain positions of the organization which obtains various responsibility and has to go through a vigorous procedure in order to obtain the perfect eligible candidate. Performance appraisal is the key factor of the efficiency of one's work. It is basically the evaluation sheet of the employees on which their day to day hard work is judged and monitored. In Human Resource Management both of these factors has a huge implication.

According to the definition of Recruitment, it is the process of identifying and hiring the most qualified candidate either from within or outside of an company for a job vacancy in a most timely and cost effective way.

A performance appraisal (PA), also referred to as a performance review, performance evaluation, development discussion, or employee appraisal is a method by which the job performance of an employee is documented and evaluated. Performance appraisals are a part of career development and consist of regular reviews of employee performance within organizations.

2.2 Origin of the Report

The sole purpose of this report is for the completion of my Internship Program of my graduation at BRAC Business School of BRAC University. And to provide my insight about Suzuki Bangladesh, Rancon Motorbikes Ltd. The main purpose of the internship program is to give students the idea of the real corporate world and to obtain the knowledge that how the corporate world works and what are the key requirements it

wants from the students and how the students should prepare themselves for the near future.

The main significance of the report is the completion of the internship program and to enlighten ourselves with the knowledge that we have gained during this 3 months time in assigned organization. The internship program provides students with opportunities of job fields and widen the horizon of our knowledge in the corporate dynamics. It makes us realize how different the real works are than the books that only taught us theories. It is basically a practical implication of our 4 years of under graduation program.

2.3 Backgroud of the Report

The report is based on the Recruitment process and the Performance Appraisal Process of Rancon Motorbikes Ltd. The processes that RMBL follows and other suggestions are provided that it can undergo in the future.

2.4 Objective of the Report

The report is based on the Recruitment Process and Performance Evaluation of Suzuki Bangladesh, Rancon Motorbikes Ltd in order to find out the efficiency of the recruitment process in the organization and are the employees who are being selected are the best eligible candidates or not and if there is any gap in this then how it can be mitigated for better efficiency and effectiveness in the workforce.

Specific objectives are:

- Current Recruitment Process
- Effectiveness of the Process
- Current Performance Appraisal System
- Effectiveness of the System
- Better Recommendation

2.5 Scope of the Report

Human Resource Management is a huge sector and has a lot of factors where we can work and bring out specific data and reasons about the efficiency of the workforce and how it can be enhanced for a better profitability. The report has the scope to cover different aspects of HRM, which mostly includes recruitment, selection, and performance appraisal, how it is being measured and monitored, loopholes in measuring the performance. It was part of my academic program to learn about different HR issues here mostly researched on job advertisement, recruitment, selection practices of Rancon Motorbikes Ltd and to make concentrated suggestions or recommendation about the recruitment or successful job advertisement other than narrate the observation and reach to a conclusion.

2.6 Methodology

Most of the data are obtained from secondary sources and many of the information were obtained from primary sources.

Primary information are obtained while working at Suzuki Bangladesh (RMBL), I have asked many questions to the Senior Executive of HR, who was my supervisor and she helped me a lot to understand the entire process of recruitment and selection. I have obtained many information about performance appraisal and how it is maintained from another Senior Executive of the HR team.

Secondary information was obtained from internet, form the website of Rancon Holdings Ltd and Rangs Group. To get information or data about the specific objective that is the existing gaps between required capabilities for a vacancy and the available capabilities in a shortlisted candidates pool, I have browsed our corporate job advertisement site that is bdjobs.

2.7 Limitations

The limitations of the study was that HR is a very confidential department of any company, which was no different in terms of RMBL so there were many information where I had no access of so I could not undergo a indepth research for the requirement for the project. Hence the availability of the information was limited.

Performance appraisal is a highly confidential factor for any individual's career and for the company too. Therefore, such information cannot be disclosed to anyone, so it was quite difficult to obtain authentic information about the appraisal system.

2.8 Literature Review

According to Edwin B Flippo

Recruitment is nothing but the process of searching the candidates for employment and then stimulating them for jobs in the organization. It is the activity that links the employees and the job seekers. It is also defined as the process of finding and attracting capable applicants for employment. It is the pool of applicants from which the new employees are selected. It can also be defined as a process to discover sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting the manpower in adequate numbers in order to facilitate the effective selection of an efficient working force.

According to David A De Cenzo

The recruitment needs are of three types which are as follow:

- (a) First one is Planned Needs: These are the needs that arise from the changes in the organization and retirement policy creating vacancy for new jobs.
- (b).Second one is Anticipated Needs: These are those movements in personal which an organization can predict by studying trends both in external as well as internal environment.

(c) Last one is Unexpected Needs: These needs arise due to various reasons like deaths, resignations, accidents, illness, relocation etc.

Alo (1999) defines performance appraisal as a process involving deliberate stock taking of the success, which an individual or organization has achieved in performing assigned tasks or meeting set goals over a period of time. It therefore shows that performance appraisal practices should be deliberate and not by accident. It calls for serious approach to knowing how the individual is doing in performing his or her tasks.

Atiomo (2000) agrees with Fajana (1997) that performance appraisal is a system which provides organizations with a means of identifying not only what people's performance levels are but which areas those levels need to be improved if maximum use is to be made of human resource. According to Atiomo, every organization should ensure that the individual is clearly aware of what his functions and responsibilities are to make performance appraisal effective.

Chapter 3

My Internship at Suzuki Bangladesh, RMBL

3.1 Nature of Work of HR Department

The HR department of Suzuki Bangladesh, Rancon Motorbikes Ltd is consisted of seven members. There is Mr. Rubaiyat Ahmed, The Divisional Head of HR who is responsible for the Sub Business Units of Rancon Motorbikes Ltd, that is Suzuki Bangladesh, RACE, ACL. RMBL has SBU HR lead, who is basically the head of the HR team of Suzuki Bangladesh. The HR department has a Manager, newly appointed, who is incharge of the Factory, A.K.M. Jubaer Ferdous and Assistant Manager, Tusher Ahmed Apu. There are three Senior Executives- Shanawaz Ahmed Khan, Shahrin Hossain Nishita and Md. S.M Al-Amin.

There nature of work includes:

- HRM involves management functions like planning, organizing, directing and controlling.
- It involves procurement, development, maintenance and management of human resource.
- It helps to achieve individual, organizational and social objectives.
- HRM is a mighty disciplinary subject. It includes the study of management psychology, communication, economics and sociology.
- It involves team spirit and team work
- The coordination in the HR team is praiseworthy; everyone is helpful and friendly and is always in high spirit.

3.2 My works:

- Assisted in the recruitment process. Prepared the interview schedules and candidate evaluation sheets.
- Made phone calls to the eligible candidates for interviews and made sure that they are attending it.
- Updated the employee database
- Updated the employee personal files
- Made sure that an employee personal file contains all the necessary documents
- Managed leave and late forms
- Managed salary disbursement process which has to be provided in cash to individual employees.
- Monitored interviews
- Updated Employee Insurance Files

3.3 Lessons Learned from the work

- Corporate Culture and work ethics
- How to manage certain rush situations and work accordingly
- Significance of Employee Database
- Significance of Employee Personal Files
- The importance and confidentiality lies within a recruitment process and how it should be handled.
- A corporate world does not only recruits graduated people, it also needs many technical people to support the work of the graduated employees and are known as non management employee.
- HR department does not only deals with corporate high level people, it has to start their work from the very low level of cleaner, dish washer to very high level of CEO, COO, CTO.
- The role HR is very important and all the employees action and work relies on the HR and how that should be conducted abide by the labour law.

Chapter 4

The Recruitment Process

4.1 Recruitment Process

Recruitment is the process of attracting prospective employees and stimulating them for applying job in an organization. There are various methods of recruitment but for the sake of simplicity, they have been categorized under two broad headings.

- Internal Recruitment
- External Recruitment

4.2 Benefits and Importance of Recruitment

1. Helps to create a talent pool of potential candidates for the benefits of the organization.
2. To increases the pool of job seeking candidates at minimum cost.
3. It helps to increase the success rate of selection process by decreasing the no of visits qualified or overqualified job applicants.
4. Helps in identifying and preparing potential job applicants who will be the appropriate candidature for the job.
5. Finally it helps in increasing organization and individual effectiveness of various recruiting techniques and for all the types of job applicants.

Chapter 5

Recruitment Process of the Organization

5.1 Recruitment Process of Suzuki Bangladesh, RMBL

The recruitment process is quite a hazardous and lengthy process and is very crucial because an eligible candidate is required to serve the company and for that the Human Resource Department has to look for a eligible candidate who can serve the company in a proper manner and can lead the company to have a greater profitability and enhance the efficiency of the work. In this respect, it must be borne in mind that each individual has a valuable contribution, irrespective of the position or status of the employee in the organization. Recruiting applicants and selecting prospective employees is known as the key strategic management of Human Resource Management. Stated that an organization's performance is a direct result of the individuals employs. The specific strategies used and decisions made in staffing process will directly impact an organization's success or lack thereof. The aim of the policy and procedures is to support the recruitment and selection of people with necessary ability, skills, qualification and competencies to contribute effectively for the organization.

The recruitment process is framed in such a way so that the selected employees can uphold the vision of RMBL and can contribute effortlessly to the organizational works and ethics.

It is basically the Sub Business Unit Head/Function/Line Manager who will work with the new employee. That's why the BU Head/Function /Line Manager are involved fully in recruitment process. The BU Head/Function/Line Manager depends upon the people that they recruit to assist them in achieving their KPIs or action plans. The BU Head/Function/Line Manager is in the best position to assess the candidate's technical and professional ability to fit in the team and assess it accordingly.

The job specification is provided to the SUB HR lead and to the divisional Head of HR by the Head of other department and a Job description is prepared in accordance to that specifications. It is the responsibility of the SBU HR Lead to review and update the Recruitment Standard from time to time. Such standards would not be applicable to existing employees but for promotion cases, the set standards except the educational qualification should be considered.

When a vacancy comes about within the approved establishment and it is deemed necessary to fill in the vacancy, the Employee Requisition Form should be completed and a copy of the form should be sent to Manager, HR who should find out if there is any suitable candidate already working in the Group for whom a transfer to the vacant position would mean either a promotion or better prospect promotion. HR Manager will return the Requisition Form with his comments to the requiring department at the earliest. Hence, the search will start for the new candidate.

5.2 Vacancy Advertisement

It is done both internally and externally as Rancon Holdings Ltd is a huge company with many Sub Business Units, so there can be other potential candidates or interns working in different SBUs, so the Senior Executive of the HR who is responsible for the recruitment process contacts with the HR executives (responsible for recruitment process) and discusses about the job opportunity and whether they have any potential candidates or if. If yes, they asks them to forward their CV in mail, and the process hereafter continues.

But if it believed that there is no candidate within The Rancon Holdings Ltd who is suitable for the role, the advertisement should be done externally as Organizational rules and regulations as well as internally. It may be chosen to advertise internally and externally at the same time if there is a tight time frame.

5.3 How to Advertise

The Job description is made, which contains a short organizational profile, job designation, qualifications required, number of years of experience and the salary range. This job description is then published, RMBL prefers bdjobs.com mainly in order to look for employees. But some of the JDs are also published in social networks such as facebook groups regarding vacancies. As RMBL belongs to a highly established and renowned company the response from the candidates is quite huge.

5.4 Shortlisting Applicants

Effective employee selection is a critical component of a successful organization. How employees perform their jobs is a major factor in determining how successful an organization will be. Job performance is essentially determined by the ability of an individual to do a particular job and the effort the individual is willing to put forth in performing it.

Through effective selection, the organization can maximize the probability that its new employees will have the necessary KSAs (Key Success Areas) to do the jobs they were hired to do. Thus, employee selection is one of the two major ways (along with orientation and training) to make sure that new employees have the abilities required to do their jobs. It also provides the base for other HR practices—such as effective job design, goal setting, and compensation—that motivate workers to exert the effort need to do their job effectively.

Shortlisting is the process of deciding which potential job candidates will be interviewed. Since it is generally most effective to interview only three or four candidates for a particular position, here need to screen all applicants and create a shortlist of those who best meet the selection criteria. During the time of short listing applicants, concentrated on all criteria those are recommended.

These must be consistent with the advertised requirements. Shortlisting is a very important part of the recruitment process. Although it can be time consuming it is worth conducting it with care and consideration. If employer don't want to miss an excellent candidate or doesn't want to waste their time with someone who doesn't meet the requirements then they can use the rating system, through which it will be easier to shortlist the applicants.

Job applicants differ along many dimensions, such as educational and work experience, personality characteristics, and innate ability and motivation levels. The logic of employee selection begins with the assumption that at least some of these individual differences are relevant to a person's suitability for a particular job. Thus, in employee selection the organization must (1) determine the relevant individual differences (KSAs) needed to do the job and (2) identify and utilize selection methods that will reliably and validly assess the extent to which job applicants possess the needed KSAs. The organization must achieve these tasks in a way that does not illegally discriminate against any job applicants on the basis of race, color, religion, sex, national origin, disability, or veteran's status.

5.5 Interview

After the shortlisting is done, from a pool of CVs only few CVs are selected who are the very best among the applicants and those who meets the criteria perfectly. Mainly they are contacted via phone calls to offer the job opportunity and are asked whether they are interested or not. If the candidates are interested then further details and interview date and time are shared. The interview date and time basically depends on the availability of the SBU HR Lead and also on the availability of the Head of other departments for which the interview is being conducted.

The evaluation sheet of the candidate is a very important tool for RMBL. Prior to every interviews the Candidate evaluation sheet is prepared and is attached with the CV. It contains a range of marks from 1-5. But in my 3 months of internship period I have

noticed that, they prefer to provide their comment on the evaluation sheet rather than marking it. They comment on the skills the candidates possess. If the candidate is a fresher then they judge them with the depth of knowledge they have. If the candidate has a long time experience then they judge them with their professional qualifications. Ask them about their current/previous works and how they have dealt with any problems that arises and how they have solved it.

The interview panel mainly contains 2-3 members. There has to be a member from the HR team. The SBU HR Lead mainly tackles the responsibility of the interviews. And depending on the department for which the interview is scheduled, the Head of that department seats on the interview.

The Interview Evaluation Sheet used in RMBL is mentioned below:

CANDIDATE EVALUATION

Applicant: MD. Rakibul Hasan (Milon)

Date: 3rd April, 2018 **Time:** 3:30 PM **Place:** 387, Tejgaon, I/A

Position: Executive/Sr. Executive

Department: Spare Parts **Unit:** RMBL

FIRST ROUND:

INTERVIEW PANEL & DESIGNATION	Suitable	Not Suitable	Forward to another unit	COMMENTS	SIGNATURE
Md. Tahmidul Islam SBU HR Lead					
Abdullah Al Ehsan Head of Service					
CURRENT SALARY					
EXPECTED SALARY					

FINAL ROUND:

INTERVIEW PANEL & DESIGNATION	Suitable	Not Suitable	Forward to another unit	COMMENTS	SIGNATURE
Shawn Hakim Divisional Director					
Rubaiyat Ahmed Divisional Head of HR					

Instructions

1. Please grade on the scale: 5 - Outstanding, 4 - Above Average, 3 - Average, 2 - Below Average, 1- Poor. Your rating should represent a comparison of this individual to the job requirements. Rate only those characteristics NECESSARY for the job.
2. After the interview the interviewer should review the form and make a recommendation as to whether the person should be employed or considered for employment or rejected.

5.6 Candidate Selection

Candidates are selected in the interview board depending on the years of experience and proficiency level mainly. Educational level is a factor too. People with an MBA degree can apparently demand a higher salary than people with just a bachelors degree. There are few candidates graduated from universities out of Bangladesh, so they are considered at a different level and given a higher priority. In the interview board, the interviewers tend to bring out the bests within the candidate and tries to understand the underneath psychology behind it. With the years of experience gained by the interviewers, they can easily judge the potential within a candidate and how can that be useful for the company. The selected candidates have to go through a second interview. This interview is with the Managing Director of the Motor Bikes Division, Mr. Shawn Hakim. After the interview, the candidates selected by the MD is selected and further procedure is carried out.

5.7 Joining of the Candidate

After all the above procedure is done, the candidate is called for the verbal offer.

Verbal offer:

The verbal offer of the role the candidate is given. The discussion should cover the following:

- Congratulate the Candidate
- Tell them about the Role at which they are appointed
- Ask for a payslip from the current or past organization in order to prepare the offer letter.
- The compensation package offered is based on the salary discussion on the interview board.

Written letter of offer

A written letter of the offer must be forwarded to the candidate. Once the candidate has verbally accepted the position, the appropriate letter of offer is organized. This letter should be sent to the candidate as early as possible after receiving the payslip from the candidate. An introductory package will be sent to the successful candidate, along with the letter of offer. At least one week before the person commencing in their new position, an appointment letter is prepared and the candidate is asked to come over at any time to take the appointment letter and see if there is any queries or not.

Day of Joining

There are few formalities at the day of joining. The selected candidate is asked to remain at the premises of the office within a certain time. The senior executive of HR who is responsible for recruitment greets the new employee and gives him the joining letter where the employee has to sign. The employee has to submit all the basic documents such as:

- Educational certificates

- Documents from previous workplace such as appointment letter, resignation letter, words of good conduct/recommendation letter.

- TIN certificate

- NID

- Bank account's document, nominee document

5.8 Induction

The new employee is then taken on a introduction ride by the senior executive of HR to everyone's desk and is greeted with everyone. That is actually gesture of acceptance and welcome and in the process they exchange few words. In RMBL there is a trend of official induction in the main office of Rancon Holdings Ltd. where HR people from all the SBUs come to the Holdings and give presentation about their own SBUs and provide others with knowledge what they actually do and what Rancon Holdings Ltd is all about. All the new employees from different SBUs are invited in the induction program and they have to spend an entire day over there.

Chapter 6

The Performance Appraisal Process

6.1 Performance Appraisal

Performance appraisal is the process of obtaining, analyzing and recording information about the relative capability of an employee. The focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee.

Its aim is to measure what an employee does. It is a powerful tool to calibrate, refine and reward the performance of the employee. It helps to analyze one's achievement and evaluated its contribution toward achievement of overall organizational goals. By focusing the attention on performance, performance appraisal goes to the hearts of personnel management and reflects the management's interest in the progress of employees.

People differ in their abilities and aptitudes. There is always some difference between quality and quantity of the same work on the same job being done by two different people. Therefore performance management and performance appraisal is necessary to understand each employee's abilities, competencies, relative merit and worth for the organization. Performance Appraisal rates the employees in terms of their performance. Performance appraisal takes into account the past performance of the employees and focuses on the improvement of the future performance of employees.

6.2 Objective of Performance Appraisal

- To review the performance of employees over a given period of time.
- To judge the gap between the actual and desired performance.
- To help the management in exercising organizational control.

- Helps to strengthen the relationship and communication between supervisor-subordinates and management- employees.
- To diagnose the strengths and weakness of the individual so as to identify the training and development needs of the future.
- To provide the feedback to employees regarding their past performance.
- Provide information to assist in the other personal information in the organization.
- Provide clarity of the expectation and responsibilities of the functions to be performed by the employees.
- To judge the effectiveness of the other human resource function of the organization such as recruitment, selection, training and development.
- To reduce the grievance of the employees.

If employee's development is required for performance improvement then solving these performance problems should be straightforward with clear understanding of root causes. Possible approaches include changing the work environment, better prioritization of conflicting priorities, time off, additional training, shadow or buddy system, mentoring or coaching, changing team environment or set objective and so on.

6.3 Methods of Measuring Performance

There has been numerous methods prepared in order to measure employee's performance and how they can be helpful to give appropriate feedback to the employees so that they can enhance their performance and able to perform better in the near future.

The appraisal methods fall under 2 categories:

- Past Oriented Method
- Future Oriented Method

Chapter 7

The Performance Appraisal Process of the Organization

7.1 Existing Performance Evaluation Process at RMBL

Performance evaluation is a very crucial factor. It can enhance the performance of an employee whereas it can also deteriorate the performance of an employee. In RMBL it is considered with great importance and has 2 types of forms

- A performance appraisal is done while transferring an employee from probation period to confirmation
- Another performance appraisal is done on the existing confirmed employees for promotion or salary increment

Probationary performance evaluation is done after 6 months of joining. The following format is used here:

Probationary Performance Evaluation Form

Employee Information			
Name		Designation	
Department		Present Salary	
Date of Joining		Confirmation Due Date	
Educational Qualification		Service Length in Rancon	

Performance Rating Criteria				
Outstanding	Excellent	Satisfactory	Improvement Required	Unexpected Performance
9-10	7-8	5-6	3-4	1-2

SL #	Evaluation Criteria	Score
01	Communication Skills	
02	Self-presentation	
03	Quality of Job done	
04	Ability to meet deadlines	
05	Capability to work under pressure	
06	Sensitive Information Handling	
07	Punctuality / Timeliness	
08	Proactiveness / Initiative	
09	Attitude/ Behavior	
10	Career Commitment	
Total Score (A)		
Gross Average Score (A / 10)		

Recommendation (by Supervisor/Evaluator): Please tick - ☐	
Confirmation	Extend Probationary Period for _____ days
Terminate Employment	Others (<i>specify</i>):

Comments (if any)			
Evaluator's Signature		Name	
Designation		Date	

Confirmation Proposal <i>(to be completed by Human Resources Department)</i>
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Next Supervisor's Comments/Signature	
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01	Leave availed during probation period	
02	Disciplinary action taken or verbal warning given to the employee during probationary period	
03	Probationary period extended before or not	

Confirmation Effects				
Designation				
Department				
With effect from				
Salary breakup	Heads	Option - 1	Option –2	Option - 3
	Basic			
	House Rent			
	Conveyance			
	Medical			
	Special Allowances			
	Total			

Comments with signature

Comments with signature

As you can see in the above pages, it's a 2 pages form, where the name of the employee, Educational Qualifications, Department, Designation, Salary is mention in the above column.

The performance is rated on the basis of numbers which is divided in few segments:

Unexpected performance: 1-2

Improvement required: 3-4

Satisfactory: 5-6

Excellent: 7-8

Outstanding: 9-10

The performance is based on the following key skills:

1. Communication Skills- This the way employees talk and behave with others. Their attitude towards other supervisors or employees or with different clients.
2. Self-presentation- This is the way employees represent themselves in the organization and how they move around the office. The smartness of the employees is major factor here. How the employee carries herself/himself within the office premises and also in different places if the employee is required the present the organization
3. Quality of Job done- This is the way a job is done by the employee. It is judged after assigning the employee with particular work and the supervisor, under which the employee is working (mainly the head of the Departments) has to observed and test the employee on basis of his/her performance
4. Ability to meet deadlines- This is whether the employee has the ability to complete a project or given task within a specified time span.

5. Capability to work under pressure- This point is a very crucial one. It portrays the level of employees capability to take pressure and how much hard work are they able to do. This specifies whether an employee is able to handle pressure and with that increased pressure whether they are able to complete their work perfectly or not.

6. Sensitive Information Handling- In corporate arena, there are different types of scenarios an employee has to handle. There are many confidential works with has to be dealt with great privacy and cannot be leaked to anyone.

7. Punctuality / Timeliness- This point specifies the time at which the employee enters the office premises, whether the employee come early than the scheduled time or late than the scheduled time and is monitored regularly.

8. Proactiveness / Initiative-When a person is proactive, they are acting in advance of a future event. Proactive employees typically don't need to be asked to do something, and will usually require less detailed instructions. They work with their own initiation and try to work with their own understanding and wants to bring the best out of it.

09 Attitude/ Behavior- This is the way employees behave with one another in the organization. The supervisors also observe whether the employees are at bad terms with anyone or not, or whether they are able to mingle with the circle and get adjust with the work culture in the organization, or are they having any problem to adjust in the organization.

10 Career Commitment- This is the way an employee is committed to their work with hardwork and perseverance and how long they want to go and survive. Career commitment comes with high future goals and hopes. Every employee should be committed to their work and should endeavour to succeed.

Probationary forms also keeps under consideration the number of leaves the employees have taken, whether any disciplinary action was taken against the employee and whether there was any extension or not of the probationary period.

Performance appraisal of the existing employees is done ones in fiscal year, which is July to June. The form measuring performance appraisal is given below:



Assessment Period:	From	July 01' 2016	To	June 30' 2017
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1. Details of Appraisee:

EMPLOYEE ID	«Employee ID»	EMPLOYEE NAME	«Employee Name»
DESIGNATION	«Designation»	LEVEL	«Level»
DEPARTMENT	«Department»	SBU NAME	RMBL
UNIT	«Department»	JOINING DATE	«TT»

2. * Rating Scale – please put your rating as per the following table	Grade	Increment
9 -10 = Outstanding Performance (exceeds set expectations by a wide margin)	A	16%
7 - 8 = Excellent Performance (exceed set expectations)	B	12%
4 - 6 = Good Performance (meets the expectations)	C	8%
2 - 3 = Below Average Performance (needs substantial improvement)	D	Nil
0 - 1 = Very poor performance (needs disciplinary action)	E	Nil

* Fraction is not acceptable

Key Performance Indicators for the position

SL#	Personal Development Competencies	Rating Score	
		Supervisor's Score	Reviewer's Comment
1	People Leadership (create an environment where staff are highly motivated and developed)		
2	Creative Thinking (takes an innovative approach to business problems)		
3	Career Commitment (is motivated to excel within the role and to succeed within the organization)		
4	Pro-activeness/Initiative (Willingness to expand responsibilities. It includes motivation willingness to be self-directed and work without supervision)		
5	Rational Decision Making (makes well reasoned timely decisions)		
6	Quality of Job done (Consider work thoroughness and accuracy)		

Key Result Areas/Competencies

(Please write the 4 KRA's/Target which were fixed jointly by the Appraisee and Appraiser for the financial year 2016-2017)
(In case of KRAs fixed at the beginning of the year)

7			
8			
9			
10			
Total			
Total (average between supervisor and reviewer)			

Performance as a whole (please tick - ✓)	
☐ 90 -100 = Outstanding Performance ☐ 70 - 89 = Excellent Performance ☐ 40 - 69 = Good Performance	☐ 20 - 39 = Below Average Performance ☐ 00 - 19 = Very poor performance

Special Qualifications or ability (if any)	
Shortcomings/Limitations	
Suggestions for Improvement	

Signature with comment and acknowledgement by the Appraisee on the above performance
Appraiser's Recommendation with signature (Not to be seen by the Appraisee)
Reviewer's Recommendation with signature (Not to be seen by the Appraisee)

Salary and other benefits (for HR department use only)				
Components	Previous Year	Present	Proposed	Other Recommendation
Basic				☐ Promotion ☐ Increment ☐ Transfer ☐ No increment ☐ Termination ☐ Others
House Rent				
Conveyance				
Medical				
Total				
Date of Last Promotion				Promoted As

It contains the details of the appraisee as mentioned above which is, Name, Designation, Department, SBU Name, Joining date.

The employees are rated on grades on which the incremented salary depends.

9 -10 = Outstanding Performance (exceeds set expectations by a wide margin), Grade: A
Increment: 16%

7 - 8 = Excellent Performance (exceed set expectations), Grade: B, Increment: 12%

4 - 6 = Good Performance (meets the expectations), Grade: C, Increment: 8%

2 - 3 = Below Average Performance (needs substantial improvement), Grade: D,
Increment: Nil

0 - 1 = Very poor performance (needs disciplinary action), Grade: E, Increment: Nil

The Key Performance Indicator (KPI) used here are:

1. People Leadership (create an environment where staff are highly motivated and developed)
2. Creative Thinking (takes an innovative approach to business problems)
3. Career Commitment (is motivated to excel within the role and to succeed within the organization)
4. Pro-activeness/Initiative (Willingness to expand responsibilities. It includes motivation willingness to be self-directed and work without supervision)
5. Rational Decision Making (makes well reasoned timely decisions)

6. Quality of Job done (Consider work thoroughness and accuracy)

There is a segment of Key Result Indicators which includes the significant criteria of individual employees, which the supervisors think and will write that according to their experience with the employee and the level of work done.

Chapter 8

Observation and Recommendation

8.1 Critical Observation

1. Suzuki Bangladesh, RMBL is on operation from 2014 and is a very polished organization with everything well organized and well maintained. The office is highly maintained and well decorated and has a very good work environment and culture.
2. RMBL provides good benefit packages to its employees and these benefits lead them to stay long term with the organization. Benefit packages of RMBL are attractive salary, provident fund, subsidiary lunch facilities, and transport facilities for employees, profit sharing, increment and so on.
3. A very good practice that RMBL has is that it shares a large amount of Profit share with the employees at the end of the year. Which actually pays all the hard work that all the employees has done for the organization and are well deserved.
4. The recruitment process completely relies on the board the interview panel. They do not undergo any other recruitment process rather than interview. No written tests even used for recruitment.
5. There are 2 steps of interview, one with the HR team and the Heads of the Department for which the interview is being taken and the other is with the Divisional Managing Director.
6. In the recruitment process RMBL does not perform reference check is done, which is a major issue.
7. There are many non management employees such as cook, cleaner, technician, helper, driver. The recruitment process of the non management employees also follows a

systematic rule. They have to undergo an interview, where their skills are judge and in that way they are hired. They are recruited in a contractual basis of 6 months and the recruitment procedure is abide by the labour law of Bangladesh

8. The performance appraisal of the probationary employee is considered with great importance as a newly recruited employee should be able to serve the company in every way possible so that their work helps the company to attain higher profits in the long term and hence, their performance is monitored from the very beginning.

9. The performance appraisal of the existing employees largely depends on their KPI and how it is performed. It is basically provided by the Head of the Departments and they are ones to judge the employee.

10. In performance appraisal system the main function of the HR department is to prepare the performance appraisal form and mail it to the department Heads with a specific deadline and the Heads have to submit the forms with their remarks within the given time and the HR department has to follow by the remarks that how much salary should be incremented, whether the employee should be promoted or not.

11. HR department at RMBL does not follow any automated system to maintain the regular HR updates. All these are done manually like singing of leave / late forms, maintaining the leave/ late forms, maintaining employee database and regular updates. All I found much disorganized set up of employees leave forms and databases. And it is very time consuming to find the leave forms of all employees of different concerns who have been taken leaves throughout the year to make their leave encashment statement.

8.2 Recommendation

1. Suzuki Bangladesh, RMBL has many efficient resources which they have hired through the existing process but I think they should also focus on other methods of recruitment such as written tests, Focus group discussions, group work and presentations.
2. It is not a very common organization within the university students, in order to have more market exposure it can undergo campus campaigns to attract more talented young people.
3. The Company could participate in the job fairs in their recruitment. A considerable volume of applications is dropped in the organizations as a result of the exposure created in the job fairs. The organization can promote its image as a potential recruiter through its successful participation in the job fairs.
4. The company can facilitate online CV-posting system such as e-portals that is a very popular and effective practice used by the top business organizations.
5. In response to the performance appraisal system, the responses are kept completely confidential with high priority. But the employees should be known about their ratings individually and that way they can be aware of their performance and can enhance it further in the long run.
6. They should use a proper HRIS in order to monitor and update all the employees information, which will make works more handy and well organized.
7. A lot of information of non management employees are missing so that should be considered with importance and the management should take actions in accordance to that in order have all the information of the employees.

8. They only focus on the KPI of the employees and that too is given by the Head of the Departments. I recommend a thorough observation should be made by the HR team too in order to evaluate the performance of the employees effectively.

The other methods that can be used are:

1. Critical incident method
2. 360 Evaluation
3. Self-Evaluation Method

Critical Incident Method:

In this method, the managers are told to maintain the records of the positive and negative behavioral performance of employees for different time periods. These records are evaluated to get the final report.

This method is very much helpful for tracking an employee's step-by-step development. The identification of the additional training required becomes easy in this process. In this method, the higher ranking members of the organization can deliver periodic feedback which enables the employees to improve upon their weaknesses.

One limitation of this method is that there is a possibility of generating reports with prejudice. That is why this method is not solely dependable.

360 Evaluation:

Using this method, an employee is evaluated on the basis of feedback from his immediate supervisors, peers, and from the members of the other departments with which he works on a regular basis. By using this method, the acceptability and compatibility of an employee in the company environment can be judged. It can also be judged whether an employee's performance differs when he deals with other departments or not. The multi-source data helps evaluate an employee's interpersonal and team building skills.

The limitation of this method is that the feedback may vary person to person because here, feedback is delivered on the basis of the personal point of view.

Self-Evaluation Method:

In most of the cases, employees are not aware of the areas which need personal improvement. Awareness of the limitations helps encourage employees to take the necessary steps to overcome them. The self-evaluation method reveals how much an employee is aware of his/her limitations. Here, the employees are asked to judge their own performance. A set of multiple-choice questions is given based on the performance evaluation where they are to answer what they believe about their own competency and performance. This method opens the scope of discussion with the employees. Discussion makes the problematic areas clear. It also helps take the effective measurements to improve the skills and talent collaboratively.

One drawback of this method is that you cannot solely depend on this method. You need to combine this method with other methods to get the desired result.

9. Proper training and development program should be introduced to enhance the career growth opportunities of employees. Though management feels that training is unnecessary cost of an organization so its important to convince management that through training an employee can develop its skills that ultimately give benefits to the work and help the organization to achieve its goal. Better training opportunity can help employee to convert in important asset of organization. So management itself helps and motivates its employees to attend the training session.

10. Organization should assess the need of its employees to create the better working environment. It's important to arrange daily consultancy with employees to make them feel that they are being cared by their supervisors. And through assessing their need and attitude toward work they can also understand the psychology of their employees and for what they are good at.

11. Performance appraisal format should be different based on the department and its employee's role. RMBL follows a single format to every of its departmental people.

According to me format should be different based on working nature. For example, leadership skill, communication skill are important for Marketing and HR people, finance people should be more focused on analytical and decision making skills and IT people should be more focus on technical skills. Thereby traits included in format should be differentiated by the nature on department.

12. Organization should assess the performance every month or quarterly to measure the performance accurately. Through this way employees will be aware of their task to be performed perfectly. There will have better documents to show in the yearend about the total performance of an employee. Monthly assessment documents will be kept with supervisor. At the yearend all the documents together supervisor can get the exact rate of an employee and submit the final sheet to the HR. For those SBU where supervisors are frequently changed, they can get the idea of its employees by seeing the previous work records of the employees.

9. Conclusion

Recruitment process and the performance appraisal process of an organization is very crucial and highly significant. Recruitment process mitigates the need of important resources in the organization and enhances the performance of the organization, which brings profitability in the organization.

Recruitment process and performance appraisal has a major connection with each other. After the recruitment is made perfectly the next step is performance appraisal for the employees confirmation and after a year is a complete performance appraisal of the employee. Depending on this appraisal the employees future increment, promotion and other necessary changes are made.

Suzuki Bangladesh, Rancon Motorbikes Ltd is a concern of Rancon Holdings Ltd and is in operation since 2014. In a very short time it has organized an outstanding work place and environment. The performance of Suzuki Bangladesh needs changes to increase sales and profitability. But they are still operating in a good manner and is one of the major dealers of Suzuki Bikes in Bangladesh.

The recruitment process used by the organization is very simple and solely depends on the interview panel and interview skills of the interviewee. Interviews largely depend on their skills and how skillful are they in solving problem and background knowledge in the subject.

The performance appraisal of the employees depends largely on the KPIs of the employee and how a particular work is done. Employee's efficiency level is evaluated here and there personality traits. This evaluation is done once in a year, which is very crucial for the employee and for the organization.

There should be few changes made in the performance appraisal process and also in the recruitment process in order to enhance the efficiency in the organization.

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Questionnaire for Survey

1.Establishment Year.

2. Recruitment Processes used by RMBL?

- a. Written
- b. Interview
- c. FGD
- d. All of them

3. What is the importance of Recruitment Process?

4. What is the Induction Process at Rancon Holding Ltd?

5. Satisfaction on the Recruitment Process

- a. Strongly Satisfied
- b. Satisfied
- c. Dissatisfied
- d. Strongly Dissatisfied

6. Any Future plans for changes in the recruitment process and their process of implications?

7. What is the Performance Appraisal process?

- a. Based on KPI
- b. Management By Objectives
- c. Psychological Appraisals
- d. Assessment Centers

8. Satisfaction on the Performance Appraisal Process?

- a. Strongly Satisfied
- b. Satisfied
- c. Dissatisfied
- d. Strongly Dissatisfied

9. What is the importance of Performance Appraisal Process?

10. Needs of Performance Appraisal Process?

- a. Increments and Promotion
- b. Performance Evaluation
- c. Evaluation of HR Programs
- d. Training and Development

11. Any future plans for changes in the Performance Appraisal Process?
