

Internship Report
on
“The Role of HR in Recruitment and Selection Process of
Square Toiletries Limited”

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

BRAC Business School
BRAC University
04 March, 2025

Declaration

It is hereby declared that

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

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Senior Lecturer, BRAC Business School

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Letter of Transmittal

Date

Shihab Kabir Shuvo

Senior Lecturer,

BRAC Business School

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Subject: Submission of Internship Report

Dear Sir,

With great pleasure it is my duty to acknowledge that I have finished writing the report on “The Role of HR in the Recruitment and Selection Process of Square Toiletries Limited.” During the preparation of this report I interned at Square Toiletries Limited wherein I had the opportunity to work in the HR department so as to get the supervision of an honorable HR Manager of the company.

I have invested a great deal trying to ensure that I collected the accurate data and present the recommended proposition as and when it is required in as concise and compact a manner as possible. I am very much certain that the report will conform to the criteria and hence, it is my prayer and hope that you will accept the report and as you do so, please.

Sincerely,

Sheikh Jannatul Ferdous

21104024

BRAC Business School

BRAC University

Date:

Non-Disclosure Agreement

This agreement is made and entered into by and between Square Toiletries Limited and the undersigned student at BRAC University.

Sheikh Jannatul Ferdous

ID: 21104024

Acknowledgement

The completion of my internship report during excellent health is a blessing from Allah, the Almighty, for which I am eternally grateful. Thanks to the helpful feedback I received from my supervisors, I was able to finish the report correctly. I could not have finished my internship report without all of their help and suggestions.

Muhammad Shahnur Rajib, Manager of Square Toiletries Limited, was my on-site supervisor and a tremendous source of encouragement and insightful guidance; he also provided me with the information and expertise I required to complete my project, for which I am extremely grateful. Finally, I would like to express my deepest gratitude to Ms. Tamanna Mahmuda and Mr. Md. Shaheduzzaman, two senior colleagues of Square Toiletries Limited, for their continuous support and care throughout my three-month internship. Also, I could not have integrated into corporate life or maintained a good work-life balance without their constant support and encouragement.

Thank you very much.

Sincerely,

Sheikh Jannatul Ferdous

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Executive Summary

This research focuses on analysing Square Toiletries Limited's (STL) hiring process in detail and highlights the company's strengths and weaknesses and how to build on the strengths and overcome the weaknesses. The company has to recruit various positions and they opt to hire candidates from both internal and external sources, including referrals from the in-house employees, those who apply from the internet, newspapers and jobs fairs as well as partnering with a recruiter. To ensure equity, openness and agility with the company's long-term goals STL has a structured hiring process that requires one to write a test, multi stage interviews, reference checks, and pre-employment medical examination.

Based on the findings, one of the factors that have made STL to be very successful is its policy on diversity, equal opportunity and talent management. But there are a few issues that make it non-efficient in the process. Some of them are using old-fashioned paper-based record keeping, not offering adequate training to new employees, and having disparate assessment feedback systems. Furthermore, to be competitive in the industry, STL may have to offer more cash incentives for some positions while non cash incentives are preferred to foster employee satisfaction.

In the case of recruitment, STL has a systematic and tactical procedure of recruiting new employees to enable them to achieve their objectives. The ability to sustain growth and competitiveness in the market is a function of the company's ability to attract, train and retain high quality human capital, which is an area that can be improved by addressing the mentioned restrictions.

Keywords: Recruitment; Selection; Trend analysis; Recruitment Approval Document; Manpower Planning; Onboarding.

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List of Acronyms

STL	Square Toiletries Limited
AGM	Assistant General Manager
SO	Sales Officer
TSO	Territory Sales Officer
ASM	Area Sales Manager
DSM	Divisional Sales Manager
HRIS	Human Resources Information System

Chapter 1: Overview of internship

1.1 Information of the Student

Name	Sheikh Jannatul Ferdous
ID	21104024
Program	Bachelors of Business Administration (BBA)
Major	Human Resource Management

1.2 Internship Information

Duration	3 months (21 October - 20 January)
Company Name	Square Toiletries Limited
Department	Human Resource Department (HRD)
Address	Samson Center, CES (G)5A, Plot-43, Gulshan-1, Dhaka-1212

1.2.1 Internship Company Supervisor's Information Name and Position

Name	Muhammad Shahnur Rajib
Designation	Manager, Human Resource Department (HRD)

1.2.2 Job Scope - Job Description/ Duties/ Responsibilities

- *Updating the Candidates' Database with Employment Details*

My role was to keep the candidates' database up to date with the right and current employment details of candidates on a regular basis. These included details of personal information, work experience, contact information & other such required information. Using this tool I was able to make sure that any information on a candidate was logged and assigned a category to make it

easier for the HR and recruitment teams to pull data and follow up or plan for future recruitment efforts.

- ***Organizing Interviews with Shortlisted Candidates***

My role involved scheduling interviews for candidates who had successfully progressed through the previous rounds of the recruitment process. This included scheduling interview times between candidates and interviewers when they may have both been busy, preparing materials that were needed, and making sure interviews were set up properly. This involved some time management on my part to accommodate any schedule changes, but I was able to keep the interview process running organized and on time.

- ***Preparing HR-Related Reports***

To support decision-making and track recruitment metrics, I prepared various HR-related reports. Key reports I handled included:

- After-Joining Feedback: Gathering and summarizing new joiners' initial feedback to understand their onboarding experiences and identify any potential improvements.
- Exit Tracker: Documenting and analyzing data on employees' reasons for departure, identifying trends, and facilitating a better understanding of turnover factors.
- Interview and Training Calls: Maintaining a record of calls made for interviews and training sessions to ensure comprehensive follow-up and transparency across recruitment activities.

- ***Screening Resumes and Maintaining Communication with Candidates***

I was responsible for resume screenings to determine whether or not applicants matched the requirements for the position. The next step was to assess their qualifications, skills, and experience, then compile a list of candidates to advance to the following recruitment stages. In addition, I kept candidates informed of their status and answered their questions to ensure a good experience from initial application to onboarding.

1.3 Internship Outcomes

1.3.1 My Contribution to Square Toiletries Limited

With my internship at Square Toiletries Limited, I had focused more on HR and recruitment processes with objective of improving efficiency and effectiveness. I enabled the HR team in quickly retrieving and analyzing data related to the candidates, which saved valuable time during various recruitment activities, by ensuring that the candidates' database was always updated with correct and detailed information about their respective employments. By arranging interviews for the shortlisted candidates I was able to assist to a well-organized and coordinated interview process reducing the conflicts in scheduling and ensuring everyone participating was prepared best for the entire interview process.

Besides these logistical responsibilities, preparing HR-related reports including after-joining feedback, the exit tracker, and records of interview and training calls helped Square Toiletries Limited to identify the experiences of the employees and recruitment statistics. These reports were useful in pointing out some of the trends, pointing out gaps in the onboarding and retention processes, and in providing data for fine tuning the recruitment strategies.

In addition, I contributed by analyzing resumes of the potential employees in order to make better choices of candidates thus helping to ensure that only those with near perfect qualifications for the job were considered for an interview. Being able to communicate with the candidates at all touch points of the recruitment process not only enhanced their experience, but also provided a professional outlook to Square Toiletries Limited's recruitment process. By these contributions, I was able to assist and build on the HR team to ensure that the recruitment process is well coordinated, efficient and informed by research at Square Toiletries Limited.

1.3.2 Benefits of the Internship Program

The internship program in Square Toiletries Limited offers great value for students who intend to venture into the business world after their studies. This opportunity provides a good opportunity for the practical experience to occur and provides the students with a good chance to make use of

the theoretical knowledge in a real business environment, particularly in the fast moving consumer goods industry. Such practical experience in core HRM activities as staffing/selection, databases, report generation, and actual selection of interns for various organizational positions, interns gain actual practical experience that is valuable for different fields including Human Resource Management, Business Administration and Management.

Another strength of this program is the chance to learn and practice practical professional competencies including communication, time management, and problem solving. Through the performance of day-to-day tasks interns understand the significance of data veracity, the subtlety of interacting with candidates, and the complexities of calendar and interview planning. These skills make them more eligible candidates and help them to lay a great foundation that prepares them for future careers.

Also, some of the benefits include acquiring broader exposure to the corporate environment and business etiquette. Due to its practical orientation, the internship at Square Toiletries Limited provides interns an opportunity to interact with personnel at a higher level and learn from senior individuals in the company about best practices in Human Resource Management, corporate guidelines, structure and function of the organization among others. It can allow students to learn more about what is required of them at the workplace, build relationships with people and even gain contacts when they join the job market.

In a broader vision, this internship at Square Toiletries Limited is meaningful and brings the knowledge gap between theory and practice into practice. It provides students with a set of skills, gives professional outlook and insight into the working environments to prepare them for the labour market and subsequent careers as graduates.

1.3.3 Challenges

Here are some challenges I faced during my internship at Square Toiletries Limited:

- ***Adjusting to Corporate Culture***

First of all, they were uncomfortable at work, using office equipment, dressing formally and

following corporate standards. Paying attention to some norms of interaction and observing how hierarchy works in the organization seemed time-taking but actually helped in becoming more at ease in a professional environment.

- ***Managing Multiple Tasks***

Coordination of many tasks like database update, scheduling interviews, report writing etc. was difficult as there was always a time crunch involved. This I was able to learn because in a short span of time I was able to learn how to manage time effectively and prioritize the different activities.

- ***Handling Large Volumes of Data***

The candidates' database was large and required daily management and updates, which were challenging because the work involved a lot of accuracy. Checking that all information was as recent as possible was time-consuming in terms of verification, but it has contributed to the strengthening of the data analysis aspect.

- ***Maintaining Effective Candidate Communication***

For any candidate that was interacting with the firm in the recruitment process, it was important to ensure that the communication was timely, but this challenge involved answering queries in time and or following up on schedules appropriately. From this experience I gained communication skills that also showed me how crucial it is to make a positive impression on a candidate.

- ***Creating HR Reports without Prior Experience***

Some of the activities which took some time to accomplish were preparing HR's reports including the exit tracker report as well as the after joining feedback report because I had little exposure to preparing such reports. It required the usage of new instruments and approaches to reporting, and increased the general level of analytic thinking and knowledge of HR KPIs.

1.3.4 Recommendations on Future Internship

Following my internship experience, I can confidently say that Square Toiletries Limited is an excellent choice for interns and recent graduates in the field of human resource management. But I do have some suggestions regarding how the company and its interns can improve things in the future.

- The students are expected to exhibit good manners and communicate effectively. You are not going to find a more accommodating or sympathetic personnel elsewhere. Whenever students effectively convey their concerns, their supervisors and teammates are quick to listen and offer solutions.
- Since STL frequently hosts training sessions for its employees, it would be fair for them to include the interns as well. Workshops should be organized to teach professionals how to manage their time effectively, work with data, communicate effectively, and prepare reports. Interns will be able to improve their skills and become more valuable assets to the company as a result.
- Laptops of the interns should be kept up-to-date at all times by Square Toiletries Limited. I think using Microsoft Excel 2016 instead of 2019 slowed me down and prevented me from being as creative as I may have been.

Chapter 2: Organization Overview

2.1 Introduction

Square Toiletries Limited (STL) is one of the leading Fast Moving Consumer Goods (FMCG) companies in a South Asian country, Bangladesh, and has been one of the pioneers of innovation in the region. It was initially set up in 1988 as a division of Square Pharmaceuticals and received its autonomy in 1994 (*SQUARE Toiletries Ltd.*, n.d.). Currently, STL provides health and hygiene, personal care, and essential home products that today's society needs and demands. Company vision and mission reflect commitment towards quality and satisfaction of the clients; the organization has established a healthy market share and customers. Being the largest export-oriented organization, STL not only runs its business in Bangladesh but also exports to thirteen countries, including the UK, Australia, Germany, etc., which helps Bangladeshi brands become global.

2.2 Overview of the Company

Square Toiletries Limited has expanded its portfolio past 50 products, making it a significant cooperative in the consumer goods industry. These products are divided into 20 unique brands, with each brand aiming to meet particular customers' wants on their market (*Brands That Care - SQUARE*, n.d.). This broad range makes it easy for STL to capture all these categories of people; we can group them under ages, income, and geographical location (urban or rural areas). The structure allows for a diversified production and sales portfolio, which certainly has a positive impact on the company in terms of its stability. As a consumer brand SQUARE Toiletries Limited is serving its customers with skin care products, hygiene products & lastly home cleaning essentials for the last 34 years. Its products relentlessly cover children to adults & from male to female with sustainability & affordable price. Square Group's sister companies-

- ***Square Pharmaceuticals Limited***

The largest pharmaceutical firm in Bangladesh is SQUARE Pharmaceutical Limited.

- ***Square Toiletries Limited***

The 1988 launch of SQUARE Toiletries Ltd. as a division of SQUARE Pharmaceuticals. Founded in 1994, SQUARE Toiletries Ltd. STL manufactures 50 cosmetics and toiletries for export. STL produces goods in Rupsi & Pabna. Equipment designed for a certain product is produced, created, and packaged by STL. Dragoco, Firmenich, etc. are used by STL.

- ***Square Food & Beverage Limited***

One particular business was Square Food & Beverage. Customers have favored SCPL because of its superior goods and services.

- ***Square Agro Development and Processing Limited***

To advance the country's agricultural industry, SQUARE established a plant tissue culture facility. Agro Biotech will offer high-quality planting supplies all year round. Agro Biotech provides farmers and nurserymen in this agriculturally based nation with high-yielding, disease-free, stress-free seed and seedlings

- ***Aegis Services Limited***

The Aegis Services Limited of the SQUARE Group. Square Pharmaceuticals established "Aegis Services Limited" to safeguard businesses, industries, construction sites, and residences. Aegis is an invulnerable shield. The company will be shielded from security risks by Aegis. Square Group and other clients are safeguarded by Aegis.

- ***Square Air Limited***

Square Air has begun helicopter service. To transport executives and offer EMS for Square Hospital, Square Air purchased a brand-new Bell 407 helicopter.

- ***Square Hospitals Limited***

The 300 bed hospital in Square Hospital. Methodist Healthcare in Memphis has connections to Christian Medical College-Vellore in India as well as Care IVF Centre in Singapore. Dhaka is served by the hospital. Two structures on Panthapath are connected by bridges. The 18-story hospital is 450 000 square feet in size. The ASTRAS building, which has 136,000 square feet. Both structures adhere to American building & fire codes. There are 60 exam rooms & 1,200 outpatients every day at this facility. Wait times for admissions, emergencies, and outpatient clinics are monitored.

- ***Square Securities Management Limited***

The Dhaka and Chittagong Stock Exchanges' capital market trust is managed by Square Securities Management Limited. CDBL's DP is SSML. Since 1998, SSML has provided knowledgeable, committed service and first-rate technical assistance. To better serve business clients, wealthy individuals, and financial institutions, it is growing.

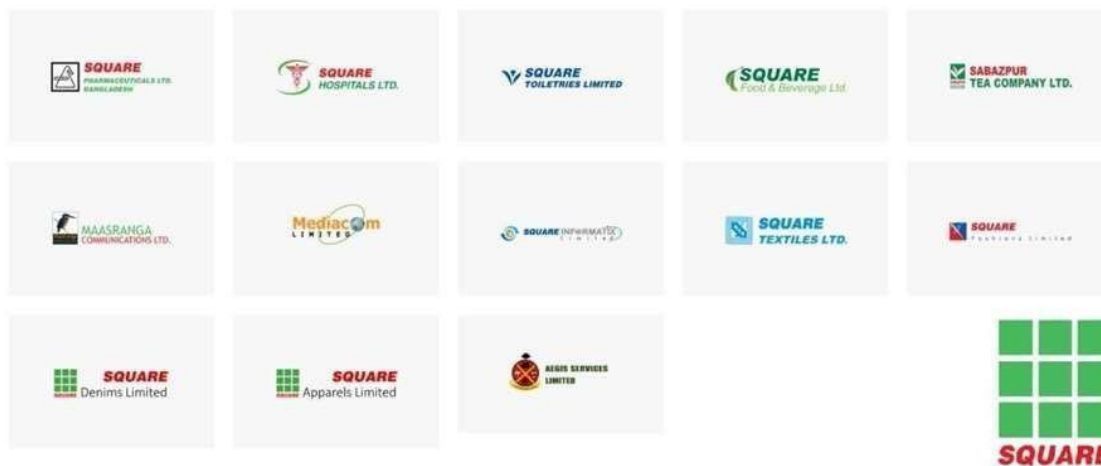


Fig 1: Sister concerns of Square Group

2.2.1 Vision of STL

Square Toiletries Limited's vision is to lead the FMCG market by providing innovative solutions that cater to the needs of diverse consumers. Its focus is on delivering high-quality products that

improve the lives of customers while maintaining sustainable and ethical business practices. “We attempt to understand the unique needs of the consumer and translate those needs into products which satisfies them in the form of quality products, high level of service and affordable price range in a unique way” (*Square Group We Care*, n.d.). This vision also emphasizes STL’s ambition to be recognized globally as a trusted Bangladeshi brand. By prioritizing customer satisfaction and social responsibility, STL aims to set benchmarks in the FMCG industry.

2.2.2 Mission of STL

STL's mission rests on three core pillars: a deep customer focus, striving to exceed customer expectations through quality, affordable, and accessible products; employee empowerment, fostering a supportive environment for professional and personal growth; and a commitment to sustainability and responsibility, actively engaging in community welfare, environmental protection, and sustainable production practices, exemplified by initiatives like the "Senora Hygiene Awareness Program" which educates women about menstrual health (*Square Group We Care*, n.d.).

2.2.3 CSR of Square Toiletries Limited

Square Toiletries Limited (STL) has CSR as part of its business model on community and social issues with an aspect on sustainability. The areas of CSR activities to be undertaken by STL are social issues, health and hygiene awareness, and enabling through knowledge enhancement.

- ***Health and Hygiene***

By its primary brand, Senora, STL was the first company to create consciousness about menstruation and undertake community education to erase norms around it. Efforts such as the social introduction of the digital vending machines in learning institutions guarantee the availability of sanitary products for women. This is in addition to the helplines that STL runs to offer assistance in menstrual health since people are often uncomfortable seeking help face-to-face.

- ***Women And Family Needs***

Services under the Supermom brand assist pregnant women and mothers by providing them with free consultations with doctors and psychologists. STL also offers special insurance solutions connected with purchases of baby products, which proves the company's concern for families' safety.

- ***Health Promotion and Prevention***

On its platform, STL serves to raise awareness on various societal issues, such as early marriage or women's rights. Jui and other similar campaigns promote the use of women to take personal responsibilities of exercising, protecting, and asserting human rights for a non-discriminative society.

2.2.4 Departments of Square Toiletries Limited

Internal Audit Department
Marketing
Accounts and Finance
Management Information Systems (MIS)
Human Resources
Product Development
Commercial
Production Planning and Inventory Control
Quality Control
Sales and Distribution

Fig 2: Departments of STL

2.3 Management Practices

As a human resources management strategy, STL's management practice aims to ensure that the organisation is vibrant and performs optimally. They include hiring, remuneration, promotion, training, and assessment, which are central to the success of the company.

2.3.1 Leadership Style

STL adopts participative and transformed leadership through demonstrating a high level of participatory approach in decision-making. There are appropriate levels of employee participation within the organization's decision-making processes since the senior management ensures that they engage the employees, which also increases corporate responsibility among the staff as well as their personal responsibility of decision-making. Engaging people means having their input to reduce situations where assumptions are made and everyone is informed of the other's decision. An example of this is the focus on cross-functional teams in STL. Unlike in other companies, marketing, research and development (R&D), and production departments are integrated with each other at all stages of the product development and launch. Secondly, STL leadership fosters an innovative and agile culture that is ruled on the belief that organisations must be able to quickly realign for the dynamic markets and consumer base. Pursuing such steps proactively puts STL in a position to defend and secure its standings in the marketplace and also benefit from new opportunities.

2.3.2 Recruitment and Selection Process

Recruitment in STL is an essential event meant at creating a pool of qualified candidates for various positions. To note, the company operates with high standards in respect to the quality and flexibility of its workforce. STL hires employees across different levels, such as:

- Entry-level Management
- Mid/Senior-level Management
- Field Force
- Executive and Non-executive Staff

The recruitment process is guided by key principles:

- ***Meritocracy:*** Employment preference is based on the qualifications and skills of the candidate.
- ***Comprehensive Background Checks:*** Guaranteeing that a relevant candidate meets certain professional standards.
- ***Equal Opportunity:*** Promoting diversity and inclusivity.
- ***Medical Fitness:*** It includes the physical and mental health of the recruits placed with the organisation.

The vacancies are posted on the open-sources to prevent unfair competition and to open for anybody who wants to apply. STL promotes career development in the organization so that employees are promoted within the company depending on their performance. The recruitment process followed by STL is designed to select the best of talent for STL while being equitable and unbiased. The process typically involves several key stages:

- ***Job Postings:*** It is announced by different media, websites of STL, social media sites especially LinkedIn, and local websites like Bdjobs.com.
- ***Screening:*** The Human Resource Management (HRM) section scrutinises the CVs and application documents and selects candidates deserving of interviews based on their education level, experience, and matching personal attributes and expertise.
- ***Assessments:*** Shortlisted candidates will sit for one or more of the following assessments: aptitude tests which cover written tests to determine their knowledge and skill, and practical tests or case studies, which test their ability and performance of activities inherent in the position being sought.
- ***Interviews:*** Through a number of interviews conducted by the representatives of HR departments and heads of respective departments, the candidates are evaluated based on their technical competencies, interpersonal and communication skills, analytical and problem-solving skills, and organizational-cultural compatibility.

In addition, STL also provides campus offers to fresh talents through proper advertisement and placement in reputed universities in Bangladesh like BRAC University, IBA, NSU, etc. This

strategy means that young, talented people will be recruited and trained at STL since the company is on the lookout for such talent.

2.3.3. The Compensation System

Square Toiletries Limited (STL) provides a competitive and systematic compensation structure to ensure it hires talented people and retains more of them. In addition to wages, STL has provided several incentives, such as production turnover bonuses, transport services, concessions, and retirement packages, to make employees realize that they are considered valuable assets. This strong system exemplifies STL's dedication to cultivating employer and employee satisfaction and dedication levels. Currently, STL has an industry-competitive compensation system, which is also more structured on a performance basis in order to get the best out of the employees. Key features of the system include:

- **Base Salary:** Based on industry standards, requirements of the specific position, education standards, experience, etc., pays are fixed.
- **Performance Bonuses:** Stock options and annual bonuses are the major incentives based on performance, and results achieved by both employee and company are closely connected.
- **Transportation Facility:** All the executives move from up to down and down to up through vehicle facilities daily. It is fully subsidized. For this purpose, they have a huge number of good quality buses. Even top-level employees get a car from the office for their use.
- **Work Environment:** They have a good work environment with all good amenities. Other than the field employees, all the managers also get well-furnished office arrangements accompanied by all the necessary apparatus.
- **Retirement Benefits:** Square offers their staff one of the best privileges that any company can offer which is financial security. They should have a good plan of provident funds. In detail, every month a definite percentage of the employee's salary is transferred to their provident fund accounts. Every time the employee resigned, they received the amount once again, which is the final settlement with the company.

- ***Earn Leave:*** It is known to all that earning leave has so many advantages in organizations nowadays. This earn leave privilege is provided to the employees of Square. They can encash this leaf if they don't use it.
- ***Subsidized Lunch:*** Employees received lunch in their office every day with full sponsorship. It helps them from the daily hassle. It is also a very good attempt for the employer to get good-quality, hygienically packed food regularly. If the employees skip lunch during the month of Ramadan, they have the opportunity to take iftar or to be paid in cash at least an amount for iftar.

2.3.4 Training and Development Initiatives

The issue of training and development, especially as they relate to the employee, is of great priority to STL. To enhance its human resource capabilities, STL organizes field training for new employees up to those developmental programs for managers. These programs are based on specific roles to facilitate on-going learning and growth in the organization's career paths. It is in this premise that STL embraces commitment to its employees' need to update their skills through training and education. These initiatives include:

- ***Technical Training:*** The training strategies focus on improving the effectiveness and competencies of production employees to work on operations, transactional skills, new innovations, and implementations when it comes to producing goods and services.
- ***Leadership Programs:*** Talent management programs are provided to the middle management as organizational training to enhance their capability to take up top management positions in the firm by developing their tactical thinking, people management, and problem-solving abilities.
- ***CSR Training:*** In specific, STL also offers CSR and sustainability education to employees regarding the employers' CSR and sustainability policies.

STL also hires outside training organizations to organize specific training and workshops, for example, digital marketing workshops for the company's marketing department, to make sure the participants of the process are as informed as possible about the current state of the industry.

2.3.5 Performance Appraisal System

Performance appraisal can be identified as one of the foundational building blocks for talent management in STL. To monitor employee performance, elements of organizational performance, known as KPIs, are utilized, and compensation is commensurate with performance. This system does not only make employees responsible for their actions but also provides the encouragement for employees to deliver their work and fulfill their goals for the success of the organization. According to STL, it is essential to provide organizational feedback on a consistent basis, linking objectives, and rewarding high performers. The system includes:

- **Quarterly Reviews:** Employees get formal feedback on performance every three months, and there is provision for discussion, appraisal, and fine-tuning of performance plans.
- **Development Plans:** Organizational development plans are designed to help professionals work on their weaknesses and develop related career paths for employees.
- **Recognition and Rewards:** Employees with high performance are also given gifts and/or bonuses, are promoted, and are publicly applauded during company functions. This system has new idea execution and utilization of creativity for the improvement of the current position held by an employee.

2.4 Marketing Practices of Square Toiletries Limited

This study aims to look into the marketing mix of STL, one of Bangladesh's biggest toiletries and cosmetics manufacturers, which involves several required elements: product quality, product price, and promotional activities.

- **Product Strategy**

STL's product offering includes more than 50 products in 20 different brands to suit the different wants of the customer. Some of the FMCG products include health and hygiene products, of which we have Senora sanitary napkins, Supermom diapers and toiletries, and Meril soaps and lip balms (*Brands That Care - SQUARE*, n.d.). Concerning the organization of STL, it emphasizes the strategic importance of product quality. STL sources its materials from reputable suppliers, such as Dragoco or Firmenich. Adherence to GMP makes products of international qualities, and also through innovation packaging, customers are attracted to the products. For

instance, their winter care products must be crafted in a well-thought-out process so as to suit their purpose in the winter season.

- ***Pricing Strategy***

Thus, STL has adopted the policy of close-to-market pricing strategy, which makes it compete with local and global players such as Unilever. They make their prices lower for middle and lower-income earners while at the same time giving the higher-income earners a more ‘luxurious’ touch. In addition to the building of customer relationships, STL also applies the policy of using discount offers and promotional campaigns to improve customer value perception. For example, in moments like festive holidays, the buyers are offered free gifts or hugely discounted combo deals, making STL products interesting.

- ***Place Strategy***

Distribution plays a vital role for STL, and the company has an authorized distributor of 261 to provide the products all over the country. Goods are moved effectively from production factories to dealers, small business people, or directly to the consumer. It presents the traditional distribution structure in partnership with commercial electronic commerce and type sellers of modern trade, supermarkets, and cyberspace. Stellar logistical support helps STL deliver on time while efficiently addressing demand and inventory needs across the urban-hinterland divide.

- ***Promotion Strategy***

There is more than an element of social awareness in STLs promotional strategies. Senora campaigns are, in many instances, used to address certain social concerns, such as menstruation. The advertising platforms are television, radio, and personal selling through agents. For instance, STL’s campaigns focus on the versatility of the products they sell while at the same time imparting health-enhancing information. However, STL does not only operate CSR programs but also emphasizes the brand concept as socially responsive and customer-oriented.

2.5 Industry and Competitive Analysis

2.5.1 Porter's Five Forces Model

1) *Competitive Rivalry (High):*

To its operations, STL's competitors entail other local and international companies, including Unilever and Marico. The market for toiletries and cosmetics is competitive in Bangladesh because there is little product differentiation. To this end, STL comes up with new products and improvements to product quality as a way of counter-arguing the claims of its unending reliability and validity.

2) *Bargaining Power of Suppliers (Moderate):*

Suppliers have moderate power because STL has very high standards for their suppliers. Thus, STL is focused on procuring only high-quality materials while suppliers achieve stable, long-term cooperation with a reliable buyer. Hence, to manage dependency risks, STL has a diverse supplier base such that no supplier becomes a monopoly provider to the company.

3) *Bargaining Power of Buyers (High):*

Currently, this industry has high bargaining power for consumers because they are capable of switching to other brands. Regarding this, STL has understood the issue by focusing on the quality of its products to be far better than the prices it charges its clients, besides engaging in promotional incentives and corporate social responsibility.

4) *Threat of New Entrants (Moderate):*

Economies of scale are difficult to obtain by new entrants as well as brand establishment for enterprises. However, the market's growth potential draws competitors, which STL has to counter through innovative and efficient activities.

5) *Threat of Substitutes (High):*

For STL, the type of products that it sells differentiates the market with so many alternatives at the disposal of the consumer. For instance, their Meril Soap deals directly with Lux and Sandalina; hence, STL has to look at the differential advantages like natural base and better packing.

2.5.2 SWOT Analysis

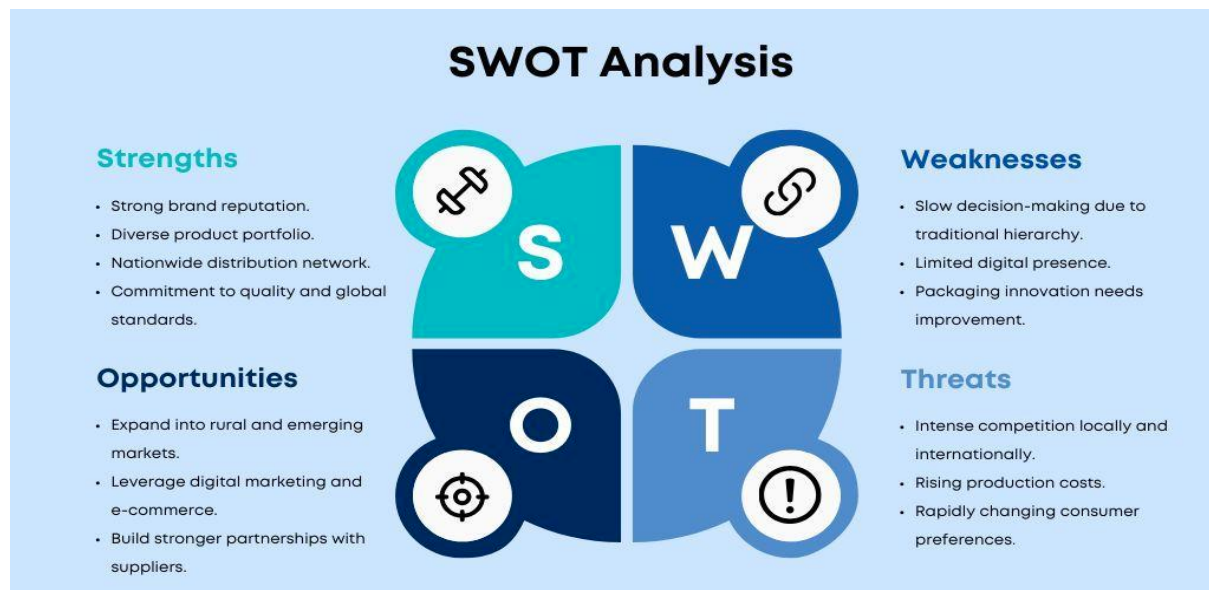


Fig 3: Swot Analysis

2.6 Operations Management Practice and Management Information System

2.6.1 Operations Management Practices

It may be noted that operation management has the essence of establishing and managing a set up such as Square Toiletries Limited and hence can be defined as the key to its success. In its procurement of materials, right from its production to the delivery of its products, STL follows carefully choreographed planning and execution to suit the needs of the clients and to sustain the competency of the company. Highly effective technology implementation allows STL to exercise tight control over the production process's quality and resources, guarantee adherence to industry standards, and make data-based decisions. These practices assist the company to meet the volatile demands of both Bangladeshi and world markets as well as develop superior products. One of the primary reasons for STL's success is its robust operational management that is primarily focused on STL's operations concerning production, logistics, and resource management throughout the value chain.

- **Quality Control**

To this end, the quality of products must be preserved at STL and this becomes the fourth organizational culture. Their dedicated Quality Control department ensures every product meets

ISO 9001:certifications for 2015 and for International Standardization Organisation - ISO 22716:2007. Products go through a series of tests in procurement and production in order to conform to international standards. This is evident in their products, such as Jui Hair Oil, to which consumers bring unadulterated trust since it will perform as advertised.

- ***Manufacturing Excellence***

At present, STL has two sophisticated and completely automated plants at Rupshi and Pabna. Such plants have modern equipment matched to a certain product type to assure high levels of accuracy and uniformity. Time-to-time maintenance schedules and other resource management plans assist STL a lot in keeping its production rates high. For instance, in busy times of market demand, STL enhances its production capabilities to fully determine the market demands without a decline in the quality of the end product.

- ***Data Management***

The Management Information Systems (MIS) department has a central function in STL's operations. It gathers and interprets information received from departments of the organization for strategic planning. There is use of sophisticated software to aid in the monitoring of stocks, sales, and distribution abilities. This way STL can foresee the market opportunities of the business and minimize loss, hence improving resource utilization.

2.6.2 Management Information System

The management information systems department of the company is the department that is responsible for the attainment of the sales target and the trade marketing campaign. Through effective database management and the provision of accurate information, this division is crucial in boosting sales and lowering losses. Invoices are checked and validated so that the firm may run promotional initiatives quickly and effectively. They summarize the distributor's payment claim and the incentives for retailers and wholesalers in spreadsheet form. After software verification and processing, the company may swiftly pay its distributors, retailers, and wholesalers the correct amount.

On occasion, sellers, wholesalers, or distributors would ask for more money than the actual amount of goods they sold. The digitized verification procedure in the MIS department makes it easy to spot such mistakes, so the sales and finance departments can make the right calls. Through an automated service, it also records all sales data, profit information, transaction

details, and inventory levels. The automated service is checked for errors and fixed on a regular basis. Furthermore, sales report analysis and sales representative targets are both handled by the MIS section. Any training on sales automation is also the responsibility of this division. Here you may find all the data regarding trade programs, sales growth, and company losses.

2.7 Conclusion

This research recognizes Square Toiletries Limited (STL) has garnered significant prominence in the context of the Bangladesh Fast Moving Consumer Goods (FMCG) sector through core competencies. One major strength embraced by the company is the constant and strict adherence to production quality and reliability. The strategy is in line with its product manufacturing and service delivery system, making it align itself with those modern trends. For sustainability, STL has ensured waste management strategies and energy conservation measures in its plants.

It is important to point particularly to the modern management practices integrated into the operational framework of the company. These are selection criteria that include matrix organizational structure that cuts across the functional form in order to promote organizational cooperation and timely decision-making processes. This has been achieved through proper mix of the traditional and the new media in the marketing communication in their respective organizations, thereby creating good brand awareness among the various demographic segments. From healthcare, professional development, and work-life policies, STL's commitment to the welfare of its employees is limitless to health needs beyond basic necessities. This has meant that most employees remain with the organization for long. It has also fostered a strong corporate culture program that has showcased holistic commitment to CSR in areas such as stewardship responsibility, product responsibility, social and environmental management, social leadership responsibility, as well as the art of taking responsibility. It has been stated that through their health and hygiene awareness programs they have addressed millions of Bangladeshi citizens, especially in remote countryside. Environmental activities include the planting of trees as well as water harvesting exercises. Other initiatives by the company include community welfare projects aimed at education, particularly for women, and empowering them to become entrepreneurs

since the company has preferred to support such projects that have long-term beneficial impacts to the societies and places the projects are implanted. The highlighted strategies, such as market adaptations, embracing technology in manufacturing, and training employees, have opened new horizons of growth in the future for STL. They have been able to sustain their product market timing and niches while exploring the whole country market through their market research and consumer profiling skills.

2.8 Recommendations

In this case, strategic transformation becomes the key to its growth and ability to fend off competitors due to the current position of Square Toiletries Limited and overall market environment in the FMCG sector. The following are those recommendations which will tell STL concerning areas where it can better direct its assets and commitments so as to improve its operation performances, encourage innovations and advance its competitive stance in the market. These strategic objectives are aimed towards covering short- and long-term issues and opportunities aligned with STL's current competitive advantages in manufacturing and distribution channels and company image. Here's a more concise version of the strategic analysis:

- ***Digital transformation brings about the realization of technological integration***

The challenges Square Toiletries Limited and various other firms face indicate that the organization requires total digitalisation. This includes deploying combined ERP systems for inventory of actual stock and allied computerized processes. These programs enable the prediction of market trends from the sales data and surely help in product design or even better, marketing techniques. In production facilities, the use of IoT sensors can be used to monitor quality and gracefully degrade before needing to be serviced. This is beneficial when used in IoT sensors in production facilities. The use of digital platforms can improve the shopping experience as well as gather data on consumers.

- ***Sustainable manufacturing includes manufacturing processes and environmental management with lesser emissions of toxic pollutants***

This is the perspective that environmentalism requires a proper change for the better. In addition, they should use renewable energy sources in manufacturing plants and recycle water in the

factories. A zero-waste manufacturing policy matched by biodegradable packaging solutions would also show green business involvement and increase effectiveness. This proposes that through the disclosure of environmental metrics, consumer trust and brand value would be created.

- ***Marketing and New Product Development for Global Markets***

International business implies the set focus on the worldwide market and product objectives. Thus, research and development centers should decide in favor of designing new products to conform to a particular market, like halal products for the Middle Eastern markets or natural products for European markets. Partnerships with the local operators can help to get the information about the market and easier market entry. The need for inventions relates to the overall formulation, packaging design and modes of application that are suitable in various markets.

- ***Professional Growth of Staff & Corporate Climate***

Unfortunately, developing a strong learning organisation is critical over the long run. Technical and soft skills are an ideal area to focus on to strengthen at STL, and leadership development programs can also help to identify and retain talent at the company. Relationships with academic institutions, for example, may help secure pools of talent, and frequent audits of skills gaps will inform training requirements. There should be coordination of cross-functional teams to encourage the generation of new ideas and the transfer of best practices.

- ***Supply Chain Performance & Reliability***

It also indicates that supply chain resilience calls for diversification of relations with the suppliers and the deployment of superior tracking systems. The integration of blockchain can enhance the issue of transparency and quality, while analytics can enhance issues to do with inventories and distribution channels. Possible strategies to increase market response are the development of regional distribution centers; as for the vertical relationships, opportunities for integrating with suppliers of key materials should be sought to better control costs and quality.

Chapter 3: Project Part

3.1 Introduction

The report is created in order to accomplish a portion of the internship program's requirements for my Bachelor's Degree in Business Administration, as approved by BRAC Business School, BRAC University. The main purpose of a three months long internship program is that it is designed to provide students real-world experience and a chance to apply their academic understandings and finally, prepare a report on it and submit it to the respective department. I joined Square Toiletries Limited as an Intern in the HR department on a contractual basis for three months to fulfil the aforementioned requirements. My joining date was on 20 October, 2024 and continued my internship at the company till 23 January, 2025. Following the discussion with my supervisor, the topic that has been chosen for writing the internship report is "The role of HR in recruitment and selection process of Square Toiletries Limited" My supervisor, Shihab Kabir Shuvo and co-supervisor Ahmed Abir Choudhury have been really co-operative in guiding and supervising in the preparation and completion of the report.

3.1.1 Theoretical Background

Human resource management would not be complete without the essential tasks of hiring new employees. It is the action of seeking out and acquiring possible candidates. In order to get into international corporations, organizations are using cutting-edge recruitment and selection processes. A reliable procedure for hiring new employees is crucial to any company's success (Bhuiyan et al., 2021). Simply said, recruitment is the process of advertising open positions within an organization and enticing qualified individuals to apply. In order to hire the most qualified candidate with the necessary expertise, there is usually a set procedure to follow during the recruitment process. Following these steps will help you manage the recruitment process in a logical and progressive manner. To ascertain the current state of the labor force's supply and demand, human resource planning is typically the first step in such a management process. After this, we will go on to more practical concerns. The characteristics of the job itself, the qualifications needed of the person currently holding the post, and an exhaustive analysis of the job itself are all part of this (Thebe & Van Der Walldt, 2014). To select an applicant from a pool of candidates means to choose the one who will best meet your needs. Application reviews,

interviews, testing, and background checks are some of the usual steps in the selection process. An impartial and fair assessment of applicants' abilities, experience, cultural fit, and other relevant factors is the fundamental goal of the selection process (Sarraf, 2023).

3.1.2 Objectives

The primary objective of the report is to assess the recruitment and selection procedures and initiatives of Square Toiletries Limited and identify areas that require further improvement or change. To reach the ultimate goal, the key milestones are:

- An analysis on well organised process of recruitment procedure of Square Toiletries Limited
- To relate and implement the theoretical knowledges in the organization of Square Toiletries Limited.
- To provide recommendations and essential recommendations for the advancement of the current recruitment processes of the organization.

3.1.3 Significance

This research endeavors to explore and evaluate the function of HR in recruitment and selection at Square Toiletries Limited and how orderly their process must be. The study assesses the employment of existing recruitment practices, via personal observations, identifying both statutory practices and what can be compromised as such. Based on these findings, the report sets out key recommendations to improve the process. This study highlights the importance of strategic HR functions in ensuring the effectiveness of recruitment, further demonstrating that modern HR practices are essential for enhancing the performance of organizations.

3.2 Methodology

In the preparation of the report and in its completion a combination of both primary and secondary sources of information was used. Primary sources– personal experience & deep observation During my internship at Square Toiletries Limited Moreover, the primary sources are the information that I collected through in-depth conversations with HR manager and

other company employees. Secondary sources of information, on the other hand, consist of the company's website as well as pieces published in newspapers and scholarly journals.

3.3 Overview of the Human Resource Department of the Company

Management revolves around this fundamental function. All the other aspects are built upon the foundation of planning. It necessitates that those in management assess the present state of HR and make recommendations for its future direction. The next step is to identify and execute the appropriate courses of action that will lead to the achievement of the company's goals and objectives. Planning is a vital part of every organization, including Square Toiletries Limited. They plan for potential recruitment needs with consideration of their mission, strategic objectives, and the many other factors that contribute to increased efficiency, such as technological advancements. Since they worry that other methods might not be as precise, they also rely on managerial judgment, which provides them with a real-world scenario. These are basically graphical methods that cannot measure the real need but it depends on the change of productivity and market conditions and many other variables.

3.3.1 Recruitment and Selection process

The head office in Gulshan, Rupshi Narayanganj, and Pabna are the three primary sites where Square Toiletries Limited's enormous employees are located. In addition, the sales department has additional staff members whose job it is to oversee different marketplaces across the entire country. This enormous workforce comes from all walks of life, so finding the right recruitment channels to entice top talent is essential. STL fills open positions with qualified candidates found through internal and external recruitment processes. The head of the relevant department announces the opening of the position and initiates the recruitment process by submitting a formal request. As soon as the HR department gets the request, they begin posting ads to the appropriate sources. Human Resources decides where to look for candidates based on the needs of the open job. Square Toiletries Limited is continuously trying to fill open positions with top-tier talent that values autonomy and has the means to advance in their careers. They would seek out exceptional individuals and place them in a position where they can thrive, regardless of

their subject of study, because there are always openings for talented people to grow. There is a wide range of ethnicities and cultural origins represented among the thousands of employees. Merit, an attitude that is on par with functional competencies, panel interviews featuring the HR director and the functional head, sources through campuses, consultants, referrals, internal postings, and the internet, verification, and physical fitness are all components of any standard employment contract. Furthermore, they do not discriminate on the basis of gender, ethnicity, religion, or community and provide equal opportunity to all.

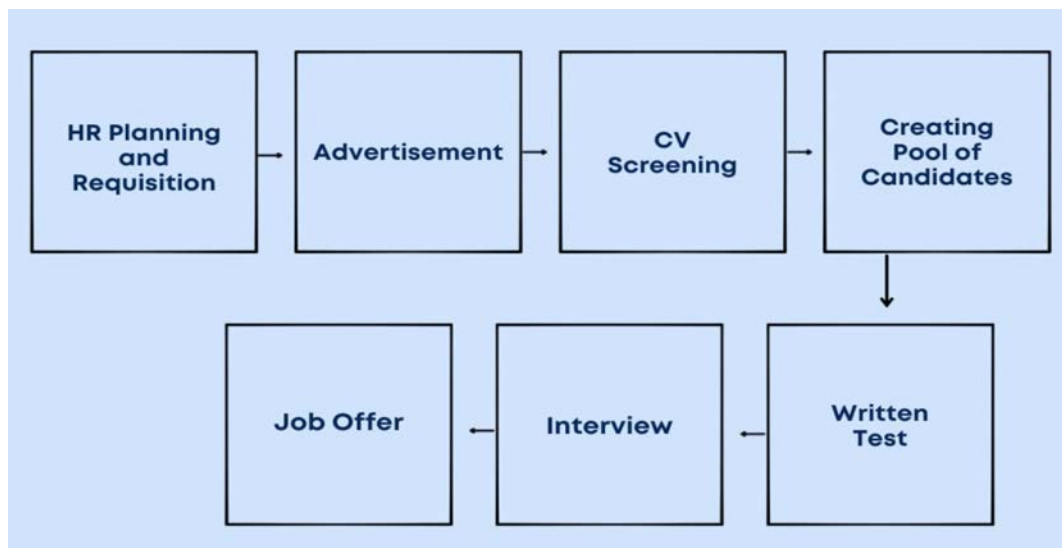


Fig 4: Steps of recruitment process at STL

3.3.2 Recruitment Process

The HR department carries the task of recruitment, searching to attract qualified applicants. They take the provided appropriate job description and specification by respective departments to initiate the recruitment process. The functions that the recruitment department focuses on:

- Need Assessment
- Advertisement
- Written test
- Screening and Short – listing Applications
- Interview
- Employment decision
- Medical test before employment

- Offer letter
- Induction
- Placement
- Follow –up

Throughout every step of the recruitment process, there are a number of various criterion selections that are made, which make the procedure as a whole worthwhile. Every phase, beginning with the planning of human resources and ending with the making of the job offer, involves a variety of difficult decisions, which typically originate from the leaders of the relevant departments as well as other individuals who are involved in the process. Following is a description of the several stages that comprise the recruitment process-

- **HR Planning:** When it comes to human resource planning, Square Toiletries relies heavily on HRIS as its primary method of analysis. For the most part, this location makes use of forecasting methods like Trend Analysis in order to anticipate the people's requirements in the not too distant future. In addition, the ratio analysis has been implemented for the Sales department, which often has the biggest people requirements throughout the year. This analysis takes into account the sales target as one of the variables.
- **Requisition:** In order to fill a vacant post, the head of the corresponding department will submit a hiring requisition. This demand will then be sent to the Human Resources department, which will then forward it to the Managing Director, who would then finally give their official approval. After the formal approval, human resources will begin the process of filling the vacancy in accordance with the requirements. After the requisition has been initiated, the subsequent stage, which is the selection of the recruitment source, will take place.

Recruitment Sources

Depending on the job category of the open post, there are three different methods that STL recruitment can be carried out. As a result, the process of recruitment for this company is divided into three distinct categories, each of which is carried out according to the various job grades and groups. Such that:

- Entry-level Management

- Mid or/and senior level Management
- Non- Management staff

1) Internal Source

There could be an existing person who already works in the organization and get filled in the position if that suits the needs of the company. Thus the position is swapped to put the person in the new post. If there is no available person inside then the management goes out to look for the person.

- ***Job-posting programs:*** The HR department becomes involved when internal job openings are publicized to employees through job positioning programs, which informs employees about opening and required qualifications and invites qualified employees to apply. The notices usually are posted on company bulletin boards or are placed in the company newspaper. Qualification and other facts typically are drawn from the job analysis information. The purpose of the job posting is to encourage employees to seek promotion and transfer the help the HR department fills internal openings and meet employee's personal objectives. Not all job openings are reposted. Besides entry level positions, senior management and top staff positions may be filled by merit or with external recruiting. Job posting is most common for lower level clerical, technical and supervisory positions.
- ***Employee referrals:*** It relates to the utilization of personal connections to identify employment possibilities. This is a recommendation from a current employee concerning a job candidate. The rationale for employee referrals is that "it takes one to recognize one." Employees in this instance are urged to suggest the names of their acquaintances employed in other organizations for potential vacancies in the near future.
- ***Succession Planning:*** Square Toiletries Limited prefers to develop leaders from within rather than bring in outsiders, they put a lot of emphasis on succession planning. As a means of grooming current workers into future leaders, the company offers on-the-job training (OTJ). It is not uncommon for a former executive to hold a managerial role now in this organization. Even though it works better at the managerial levels, succession planning is used at nearly every level of the company's structure.

2) External Source

The company ultimately decides to use outside resources for hiring after considering all of the aforementioned factors. We choose people based on how well they match the job description in terms of skills, experience, and education. Consequently, individuals from outside STL are considered for employment opportunities when there are no suitable internal candidates. This also encompasses ads from outside sources that may entice a larger pool of qualified applicants.

- **Advertisement:** In order to entice a wide range of market talents, the company's ads appear in national daily. In addition, similar to other firms, Square Toiletries Limited relies on bDjobs as a primary source for recruiting. To minimize undue pressure from stakeholders to hire their preferred candidates, it runs two sorts of ads in publications, sometimes hiding its identity and only mentioning a GPO Box number. On the other hand, this can cause people who are interested in applying to miss out on the opportunity because they were unaware of the organization. Because of this, they have started running open ads recently; they see candidate quality as an important goal of the hiring process, and they hope to attract the best and brightest by being as transparent as possible.
- **Employment Agency:** An employment agency can locate and evaluate potential candidates before recommending them to a business. As a result, the business saves money by not having to pay the agency to conduct the prescreen checks. The organization is able to fill a post more rapidly in this fashion since the agency takes the qualification requirements carefully while searching for candidates and the company provides an accurate description of the role.
- **Walk-in and Write-in:** Walk-ins and write-ins are for people who are actively looking for work but do not want to send in resumes. The term "write-in" refers to job-seekers who don't specify a specific position but yet fill out an application to assist businesses gauge potential candidates' interests and skills. Typically, walk-in interviews are used for field level managerial positions.
- **Consulting the CV Bank:** If a data bank has applications from qualified individuals who match the position's qualifications, those individuals will be contacted for an interview and/or written exam. In the future, a person may receive a call for a different position for which they are a good fit.

3.3.3 Selection Process

Selection is the process of gathering information for the purpose of evaluating and deciding who should be employed in particular jobs.

Screening and Short-listing Applications

Sorting and screening of the advertisement responses is done. Both the resumes and the cover letters are evaluated. The quality of the cover letter (i.e., how well it responds to the advertisement or if it's a generic response), the letter's style and language, and the attention placed on the areas requested for the adverts are the aspects that are evaluated. The selection criteria listed in the primary specification are given varying weights according to their respective importance. (The international universities of the United Kingdom, Australia, etc. are considered on level with the top in the country, while domestic institutions like IBA and BUET are given the most weight). A large number of the best applicants are narrowed down to a manageable amount based on the cumulative weights of all the applications that meet the required standards in terms of experience, education level, computer proficiency, etc. On the other hand, HR representatives review each CV alongside the line manager to see whether any important criteria are omitted. Those that make it to the next round will be asked to take a written exam.

Written Test

Initial evaluation is conducted using written examinations. All positions at Square Toiletries Limited, with the exception of senior executive and higher, require candidates to take a written test. Those holding the position of Regional Sales Manager or higher within the sales department's field force are exempt from taking the written test. Human Resources and each relevant department work together to develop written test questions. The questions for executive levels include both an aptitude test and theoretical questions/case studies. The following components make up the aptitude element of the test:

- o English
- o Mathematics
- o Analytical Ability

The theoretical part is set by the relevant department which tries to check the job related knowledge of the candidates. In addition for some of the bottom level employees some general

knowledge/ current affairs questions replace the theoretical part. A candidate requires to secure a specific percentage in both the theory and the practical sections, which include math, English, and analytical sections in order to qualify to the next round of the selection process. Once more, depending on the requirements of the specific job a candidate may be required to take a practical part (computer test, operating machines, driving test etc).

Interview

A three-stage interview procedure is used. The "elimination method" is used to conduct a preliminary interview. The next step is to conduct a second interview with a select group of applicants. After that, the last interview is scheduled for the chosen candidate. In order to accommodate candidates who may have other commitments at the time of the interview, STL makes every effort to accommodate their schedules. All of the remaining applicants are required to complete an employment application form prior to the As a part of the selection process, candidates are asked to undergo an interview once they successfully complete the written test. At this point, the selection committee makes its ultimate choice as to which candidate to hire. Panel interviews are used only at STL. Panel interviews, sometimes called board interviews, consist of a group of interviewers (often the AGM-HR and the appropriate department head) who talk to each candidate individually before combining their ratings to get a final panel score. With this panel setup, interviewers can ask clarifying questions later on. The most important aspect of an interview is making an evaluation of the candidates. There are two different interview evaluation forms used at STL to assess the performance of the interviewees. The two forms have some different criteria which are checked individually by all the interviewers in order to select the most suitable candidate for the job. The criteria assessed during the interviews include:

- Executive Level

SQUARE TOILETRIES LIMITED
CANDIDATE EVALUATION (For Executives)

Applicant:	Contact Phone No.:	Place:
Date:	Time:	
Position:	Department:	

CRITERIA	RATING	COMMENTS
EDUCATION (Relationship between job & position available)		
EXPERIENCE (Relationship between work experience & position available)		
CIRCUMSTANCES (Relationship between social standing including present salary, marital status, dependents etc. and the position available)		
IMPACT (How does he/she present himself/herself and create impression on others)		
KNOWLEDGE ADVANCEMENT (Is he/she aware of the technological advancement in his/her professional field)		
COMMUNICATION (How articulate is he/she in putting ideas across and also his/her ability to comprehend problems)		
MATURITY-ATTITUDE (Self-confidence, independence and flexibility)		
AMBITION-ATTITUDE (Expectations, initiative and desire to advance)		
JUDGEMENT (Logic, opinion and soundness of reasoning)		

REMARKS (Please put your comments indicating the suitability for the post)

Interviewer's Name & Signature: _____ Date: _____

Instructions:

- During the interview indicate on the form, by putting rating in the appropriate box, how will the candidate matches the defined requirements for the position. POSSIBLE RATING : 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 characteristic NECESSARY for the job.
- 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.

Fig 5: Candidate Evaluation for Executives

- Non Executive Level

SQUARE TOILETRIES LIMITED
CANDIDATE EVALUATION (For Non-Executives)

Applicant:	Contact Phone No.:
Date:	Time: Place:
Position:	Department:

CRITERIA	RATING	COMMENTS
EDUCATION (Relationship between job & position available)		
EXPERIENCE (Number of jobs, progression, reasons for leaving etc. and relevancy to our requirements)		
REFLEX (Comprehension of the problems questions put forward and instinctive response to them)		
IMPACT (How does he/she present himself/herself and create impression on others)		
DEPTH OF KNOWLEDGE (Job related knowledge)		
COMMUNICATION (Oral expression and articulation)		
MATURITY-ATTITUDE (Self-confidence, independence and flexibility)		
SAFETY AWARENESS (Is he/she conversant with common safety procedures)		
MOTIVATION (Initiative and desire to continue and advance on the job)		
ANY OTHER SKILLS (Any special skill that may help in doing multi-skilled job)		

CURRENT SALARY & EXPECTATION	
ANY RELATION IN SQUARE (name and Department)	
COMMENT (Please indicate suitability)	
INTERVIEWED BY	

TOTAL SCORE INTERVIEWER'S SIGNATURE

Instructions:

- 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.
- 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.

Fig 6: Candidate Evaluation for Executives

Reference Check

Reference checks are a great way to find out what others think about a candidate's work ethic, character, and fit for the job. This is a chance to check the candidate's answers provided in their interview and resume. Internal applicants should also be checked by speaking with their manager or other persons they have worked with. The judgment based on one or two hours of interviews is not as reliable as the opinion of a referee who has worked for a long time. Contacting the candidate's immediate supervisors is necessary. It is important to get the candidate's permission before contacting their referee, particularly if you want to contact their current job. Anxieties over the organization contacting a current employer are common among candidates. If they feel uneasy, the candidate has the option to select someone else, such as a coworker, rather than their present employer. Please only contact referees who are directly related to the candidate's job history unless they are a recent college grad or high school dropout. It is recommended to conduct at least two reference checks, preferably more. A reference-checking guide is available and is generally used. A reference check guide should be prepared in advance and should inquire as to the relevant experience, education, and abilities of the referee. Line managers or HR staff are responsible for checking references. In order to prepare for such questions, candidates would have mentioned specific instances, assignments, or projects throughout the interview process. Asking the referee to describe the candidate's actions in those scenarios can help determine if the candidate's account matches the referee's. Asking the referee their subjective thoughts on things like work quantity and quality, strengths and flaws, etc. might be helpful, albeit they may not always be a dependable reference.

Employment Decision

The candidate is given an application blank if they are comfortable with the job description and the organization discussed at the final interview. All the information a company needs about its employees is included in the application blank, which is a standard format for employee information. This form, together with the candidate's resume, must be filled out and sent to the employer.

Pre-employment Medical Check-up

The next step after submitting an application and resume is for the candidate to undergo a comprehensive medical examination to ensure they are physically able to carry out the duties of the position. The medical evaluation is carried out by a licensed medical professional who compares the applicant's physical abilities to the ones listed for each position. Any internal applicant looking for a position that calls for a different set of physical skills should also get a medical.

Joining of the Candidate

After completing all of the processes listed above, the candidate who was chosen to be considered for the position requested that they present all of their academic and professional certifications, as well as their prior employment separation confirmation application and any other documents that are relevant, and that they adhere to the criteria.

Offering the Role

Following the completion of the health examination, the candidate is presented with a letter of offer that details the compensation package, employment responsibilities, and utilities that will be provided by the firm. The candidate who was chosen to be the recipient of the employment offer still has the opportunity to withdraw from consideration for the position. In the event that any difficulties occur with regard to compensation structure, amenities, or other matters, he or she is always free to discuss them. The door to human resources is always maintained open for any kind of discussion that may be pertinent.

Verbal offer

The verbal offer of the role to the candidate is given once the medical and reference checks have been successfully completed. The discussion should cover the following:

- Tell the candidate that you would like to offer them the role.
- Say congratulations to them.
- Tell them the remuneration package that is being offered, including superannuating.
- Ask them if they are happy with it.
- Ask them if they verbally accept the position.
- Tell them that we will be sending them a written letter of offer and introductory package.

Written letter of offer

The candidate must receive a formal offer letter in writing. The process of drafting a formal offer letter begins once the candidate has verbally agreed to the post. The candidate should get this letter no later than two days after the verbal offer. The successful candidate will get an introductory package in addition to the letter of offer. An appointment notice will be posted on notice boards and/or the internet at least one week prior to the new hire's start date.

3.3.4 Summary of recruitment and selection process of Square Toiletries Limited

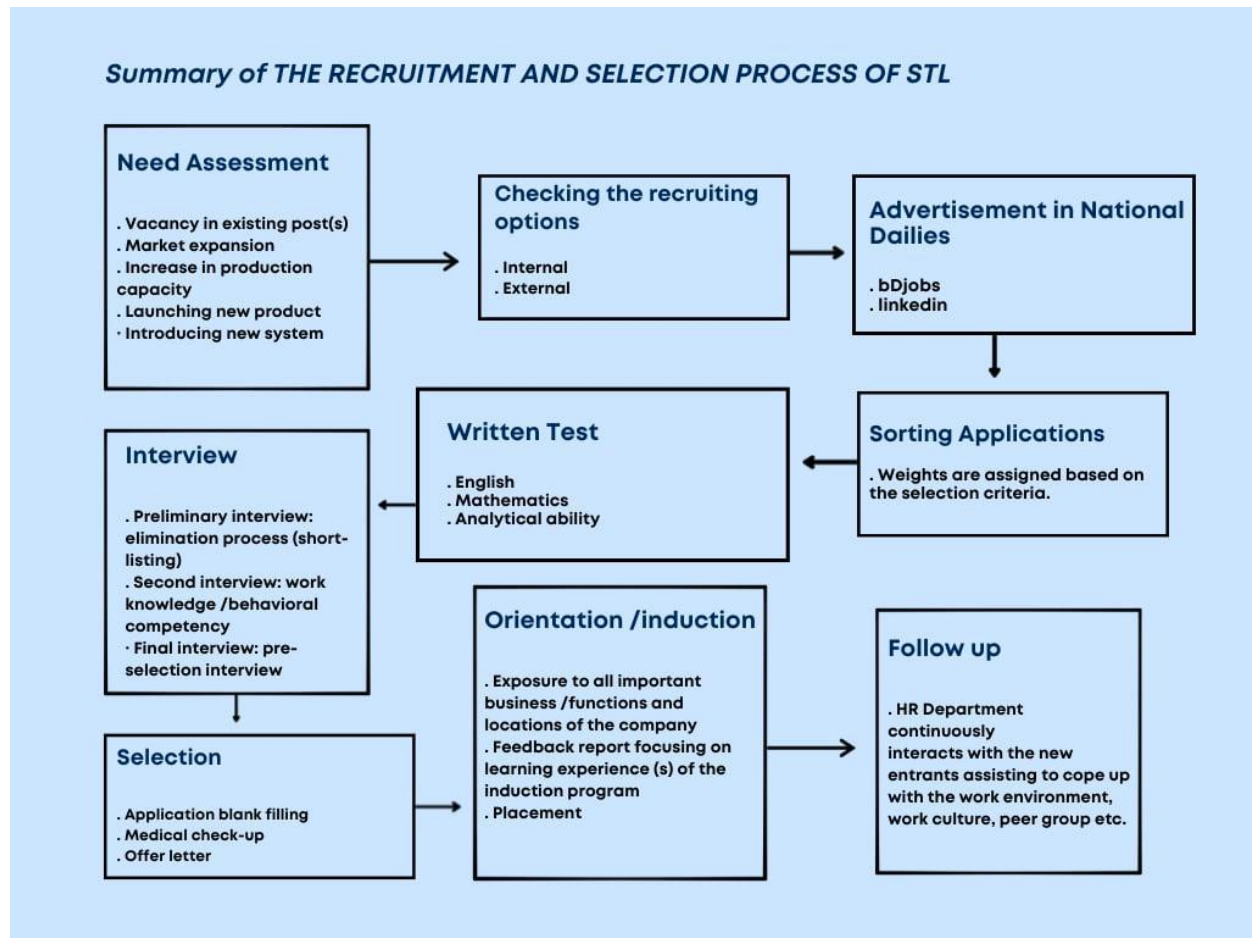


Fig 7: Summary of recruitment and selection process of STL

3.4 Analysis of Recruitment and Selection Process of the Company

Information about an appointment should be posted on notice boards and/or on the internet at least one week before a new hire starts;

Square Toiletries Limited (STL) follows a structured and comprehensive recruitment process to identify and attract potential candidates who would be a good fit for the organization and its culture. For the election process within the organization the organization works in a four step selection process which are planning, internal methods for recruitment, external methods for recruitment and at last combination of both internal and external methods for recruitment. STL uses tools such as ratio and trend analysis to predict future needs for staffing in which departments will be priority to target such as sales during HR planning, the first step of the recruiting process. For job applicants, there are two major channels: Internal and external recruiting. Succession planning, employee referrals and job posting programs make up the cornerstones of internal recruitment strategies, both in theory and practice, that seek to promote from within. External recruitment methods include public service advertisements in newspapers, working with employment agencies, walk-ins, and resume banks. The firm welcomes new methods, including anonymous ads and bdjobs-type portals, that help it to keep the outside votes and to keep communication open, honest, and enduring between the team and the managing board. There is a strict and organized procedure for selecting candidates at STL. After applications are screened using particular criteria, candidates are put through written exams that evaluate their analytical, mathematical, and English abilities, as well as any job-related theoretical or practical knowledge. To assess candidates comprehensively, a three-stage interview method is used, one of which is panel interviews. Checking references is an additional step in the hiring process that verifies a candidate's credentials and work history. STL collects the required paperwork and verifies that the candidate has passed any pre-employment medical exams after the selection process has ended. Both the verbal and written forms of the final employment offer are formal and convey all relevant information, such as salary and duties, to the prospective employee. Fairness and equal opportunity form the basis of STL's selection and recruitment process, which actively seeks to diversify its workforce in terms of gender, race, and culture. In sum, the systematic approach shows that the company is serious about coordinating the skills of its employees with its long-term goals, which in turn creates an innovative and productive staff.

3.5 Findings from the Analysis

After working there as an intern I had my own observations and I have come up with the following findings that have been summarized based on the observation of the recruitment and selection process of Square Toiletries Limited:

- STL exclusively offers On the Job (OTJ) training to their newly hired staff members. According to my observations, the new employees, particularly the recent grads, have a difficult time in the beginning of their employment. There is no particular training that is geared to prepare a new employee to take on the issues that are going to be presented in the future. Employees who have recently joined the company typically use the majority of their provision time to become familiar with the culture of the organization as well as other important matters.
- Keeping all of the relevant paperwork in physical copy form is something that STL does in order to keep employee personnel files organized. A consequence of this is that they wind up with mountains of documentation for each and every employee. The implementation of a computerized inventory system would be preferable for a business that has more than two thousand employees. At the moment, the management refuses to implement a new system to replace the one that is already in place because they are of the opinion that in order to implement a new system, they might have to hire additional employees. This is due to the fact that updating software for more than two thousand employees is a significant hassle. In a similar vein, there are some workers who are not interested in getting rid of the traditional personal files because they have been accustomed to having them for a considerable amount of time.
- The evaluation forms for the interviews are not filled out by all of the interviewers; rather, they simply fill out the form for the candidate who was picked, leaving the other forms without being filled out. In order to bring the process to a close, unfilled forms are frequently filled out with marks that are chosen at random.
- In order to be eligible to participate in their respective markets, SOs are required to participate in an in-house training session that is held at the headquarters. Two distinct methods are utilized in order to assess their performance throughout training: Both a written test based on the sessions from the previous day and a final interview are included. However, the majority of the time, their written assessment sheets are not

examined, and they are submitted to their personal file in the same manner. This issue was explained by one of the trainers as follows: "The actual evaluation is based on the final interview, and the written evaluations are unable to test their learning." Because of this, the trainees go through the course without receiving any appropriate feedback before they are required to face the final interview. As a consequence of this, students lose their motivation to participate in the training, which has an effect on their overall rating.

- From the point of view of the candidates, the financial benefits that are provided by the company may be slightly more competitive when compared to the benefits that are provided by competitors operating in the same industry. The non-financial benefits that Square Toiletries emphasizes are not sufficient to keep people motivated, so the company focuses more on those benefits. For example, candidates for non-executive positions, such as those for the position of SO or TSO, do not always want or are motivated by the non-monetary perks; rather, they are extremely interested in the monetary benefits.

3.6 Implication

The current method of recruiting has the potential to be significantly improved and made more efficient if the flaws that are currently associated with the method are identified. If HR takes the issues that were discussed above in a positive light, they may be able to find a solution to them. On the other hand, in order to put an end to the issues that were discussed earlier, they might have to expand the money that they already have. The incorporation of new software, the introduction of new training programs, the recruitment of new staff members, the modification of the current compensation structure, the expansion of the training venue, and other similar activities must all be included in the budget. On the other hand, a number of other disadvantages, such as the interview form, the background check, the obligation to conduct timely medical tests, and so on, are occurring mostly as a result of the management's lack of interest. It is possible that the company will have to execute long-term plans in order to eliminate some of the issues, such as the incorporation of software, the implementation of larger training venues, and the improvement of wage packages; however, the end result will undoubtedly be favorable in the long run. Because of this, the process of hiring new employees has a great deal of room for improvement and may be made more efficient there. The way things are currently going should

not be considered ineffective; rather, the reviews that were discussed earlier can assist in elevating it to a level of quality that is superior to what is currently being offered.

3.7 Limitations

The development of the report is subject to a few constraints, beginning with the data that was acquired through having detailed discussions with two HR professionals of the company who were somewhat reluctant to share critical information due to company policy. The report was prepared with the intention of presenting the findings of the conversations. As a result of the fact that the majority of the information is proprietary and is not disclosed to anybody other than the top management, the majority of the information that is required could not be located. In addition, the data cannot be generalized because the sample size is small.

3.8 Conclusion

The administration report title is "The Role of HR in Recruitment and Selection Process of Square Toiletries Limited" describing HR policies (specifically enlistment and determination) of STL which is a main individual care organizations in Bangladesh. This has established a well-built team that can achieve STL's objectives thanks to its system of merit, a system of diversity, and a system of inclusivity. For example, this can be observed in its commitment to aligning the company's human resources with its business goals by constantly trying to train and grow its workforce or hire new talent. STL's talent management initiatives have the following highlights, Multichannel recruitment, Holistic assessment processes, and Competitive remuneration frameworks. However, some inefficiencies deprive you of their full potential. Examples of this include dated technology, new hires failing to receive thorough onboarding training, and evaluation processes that are often not standardized. The solutions to these issues must be found by STL if they are to coexist in an energetic and competitive manner in the FMCG business, such as improved employee training programs and the use of digital tools and other technology for integration. From the strategic advice to embrace digital transformation, explore new global markets, and adopt sustainable manufacturing practices,

these initiatives ensure the company has both a strong foundation and a clear path toward continued success and innovation. In short, with the foundation of operational excellence STL has developed well-integrated and innovative HR frameworks. STL continues to build its credentials as a choice company in Bangladesh and abroad on the path of sustainable growth with aligned prospects for transformational strategy and upcoming challenges.

3.9 Recommendations

There are a few things that I feel should be done differently that would make the hiring process more efficient and successful:

- Activities like group discussions, case study presentation etc are included to make the hiring process for executive level positions better. Shortlisted candidates can be requested to submit a case study, deliver a presentation, and conduct a group discussion after finishing written exams. By incorporating these phases, the process can be significantly improved for evaluating candidate quality. However, the candidates will also benefit much from the hands-on experience.
- Using software that stores all of the documentation in an employee's personal file is one way HR may eliminate unnecessary paperwork. Quite a few of Bangladesh's most prestigious companies are already using this method of personnel record keeping.
- Since the interview evaluation forms are often incomplete, it would be beneficial to make certain changes so that interviewers may complete them more rapidly and easily. Interviewers will be asked to indicate individuals using ticks instead of spaces if a new form design is introduced.
- It would be beneficial to implement new employee orientation seminars tailored to specific needs, particularly for recent graduates. It would be beneficial to implement a training program that includes a thorough introduction to the company, factory tours, introductions to important departments, technological usage, etc., to facilitate the onboarding process for new employees.
- With more precise, well-written ads, the organization can limit the number of potential candidates. It can be accomplished by specifying the required educational background,

the schools that are favored, etc. The HR department should highlight the wage scale and other advantages, particularly for entry-level workers.

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