

# Internship Report

**On**

**“Employees’ Assessment of Recruitment and Selection Process: A  
Survey on New Joiners of DBL Group”**



**Submitted By**

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Program: MBA

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## Letter of Transmittal

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Date: September 7, 2016

Dr. Khan Md. Raziuddin Taufique  
Assistant Professor  
BRAC Business School

**Subject:** Submission of Internship Report

Dear Sir,

Here, I am submitting my internship report which you have assigned me as a part of my MBA program. The topic of my report is - *“Employees’ Assessment of Recruitment and Selection Process: A Survey on New Joiners of DBL Group”*. This report is an outcome of the three months internship program which has experienced by me. My main focus of the study is to compare the new joiners’ expectation and the real practice of Recruitment & Selection Team of DBL Group.

I have enjoyed this report. Especially the given direction on report, helped me a lot, made the hard work easier for me. The whole experience helped me to be familiar with professional environment as well as corporate world.

I would like to assure that I will remain standby for any clarification, explanation as and when required. Any sort of query or criticism on this report will be beneficial for me to learn more and enrich my knowledge. As, I have tried my best effort, I hope you will consider the mistakes that may take place in the report.

**Sincerely Yours,**

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Kaniz Fatima Shila  
Program: MBA  
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## Declaration of Student

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I hereby declare that, this internship report entitled “*Employees’ Assessment of Recruitment and Selection Process: A Survey on New Joiners of DBL Group*” is submitted as a partial fulfillment of the requirements for the completion degree of MBA program to BRAC Business School. I have tried my best to collect necessary information for making this report a worthy one. It is my original work and it has not been submitted elsewhere for any other degree or other similar title.

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Kaniz Fatima Shila

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## Acknowledgement

I would like to take this opportunity to convey my heartfelt appreciation to them whose blessing and cooperation was important to bring this report in light. At first, all praise to Almighty who gave me the stamina to complete this tedious task. I have prepared this report as a partial requirement of MBA program under BRAC Business School, BRAC University. I am highly indebted to a number of assistance, guidance, help and co-operation from various sources to make this report productive. On the basis of such efforts, I have prepared my report.

From the very beginning, I would like to express my respected appreciation to my faculty advisor - Dr. Khan Md. Raziuddin Taufique, Assistant Professor, BRAC Business School, BRAC University. His proper guidance, generous help and day to day suggestion helped me a lot in making this report a worthy one during completion period.

I would like to take the opportunity to express my heartiest gratitude to the Recruitment & Selection Team of DBL Group for their valuable suggestion, constant encouragement and endless cooperation at every stage of my internship period. Without their proper direction with relevant documents, it would have been extremely difficult to accomplish.

I must also take this opportunity to thank DBL Group and its Group HR, for giving me the opportunity to complete my internship requirement in their organization and made me feel very comfortable from the very beginning till the end by providing information.

Finally, my sincere gratitude goes to my family for supporting me during my internship period. Despite my utmost care, this report is not free from limitations. There might remain some mistakes and flaws for which I beg excuse.

## Executive Summary

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DBL Group is a diversified business entity which has vertically integrated textile and apparel manufacturing facilities, with concerns in ICT & Telecommunications and Ceramic Tiles. It started its business in 1991 and till date it has resulted in a conglomerate of 18 concerns with the process of investing into Pharmaceuticals and Light Engineering sectors. It has a dedicated and skilled workforce of more than 22,600 employees and believes in earning the loyalty of its employees to keep their devotion toward the company.

So their Group HR role is not only concentrated to hiring, firing, letter issuance, dispatches or filing stage but also it has started to perform employee motivation, employee development, employee retention, facilitating organizational development initiatives etc. which contributes to the achievement of organizational goals to add value.

The main focus of this report is to compare and evaluate the expectation of the new employees and how the HR team is practicing. The report is divided into five sections. Every section describes various aspects. The first section is all about the internship period at DBL Group, reasons for choosing this topic, information collection procedure for the report and limitations which I have faced.

The second section describes some theoretical aspects which are important to know about the Recruitment & Selection Procedure.

The third section describes about the DBL Group, its philosophy, organizational pillars, products and services which are providing by them.

The fourth section describes the comparison and evaluation the real practice of Recruitment & Selection Team of DBL Group which is the central part of the report. Here, the scenario of the actual practice and expectation of the new joiners' is shown. On the basis of analysis & day to day observation, SWOT Analysis has been done for DBL Group. Though DBL Group is trying to involve with the best HR Practice but identification of DBL Group's strengths, opportunities, weakness and threats helps to provide some recommendations for their better HR (Recruitment & Selection) improvement.

At the end, fifth section covers a formal conclusion with findings along with recommendations. And, the sample questionnaire which I have used to do the analysis is attached as appendix.

I hope that the reader of this report will be satisfied to my brief discussion of 'Expectation of the New Joiners' and Practice of Recruitment & Selection Team of DBL Group'.

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### 1.1 Background of the Study

Internship program is a prerequisite for acquiring MBA degree. After completion of the full credit, fresh students must undergo with the internship program. Internship program is a great opportunity to have an experience of the real corporate world as well as professional environment before entering into their professional life. Internship in the modern business world helps students to demonstrate skills and competence from their supervised experience and in addition enables them to demonstrate maturity and acceptable professional, personal and interpersonal behavior. As the classroom discussion alone cannot make a student perfect in handling the real business situation, therefore it is an opportunity for the students to get accustomed with the real life situation through this program. To fulfill this requirement I was worked as an intern in DBL Group with Recruitment and Selection Team for three months. This not only fulfils the requirement of the program but also facilitates the dissemination of knowledge of Recruitment-Selection practice of local companies of Bangladesh. It helps me a lot to compare theoretical knowledge with practical experience.

### 1.2 Objectives of the Study

#### 1.2.1 Broad Objectives

The main objective of this report is —to evaluate the practice of Recruitment & Selection Team of Group HR and where the Team needs improvement. The following are the other objectives of the title of the report, which are also attained in this study.

#### 1.2.2 Specific Objectives

- To know about the recruitment and selection process of Group HR of DBL Group
- To find out the problems faced by the candidates during the Recruitment & Selection procedure of DBL Group
- To find out the problem faced by the new joiner's of the company
- To know about the expectation of the experienced employee and fresher's who newly joined in DBL Group

### **1.3 Rationale of the Study**

I had my own as well as my organization was rational behind selecting this study. First of all I was asked to work with Recruitment & Selection wings and find out their problems. Then I started to work on this topic so that the report would be beneficial to enrich my knowledge as well as for the organization to distinguish how they are practicing and what the others expectation. As I was appointed to do work for Recruitment & Selection wings, my internship supervisor suggested me to prepare an internship report on same topic but based on an analysis so that the information becomes beneficial to the organization by maintaining their confidential issues. Most prominently my feeling is that I want to express the problems of Recruitment & Selection wings of the organization. The total function of this section should be understood upon completion of this report. Like if in future, I want to work in any organization then my knowledge of this report could help me in my work. Also, it will also be helpful to the Business School of my university. They would be able to know the expectation of the external customers. So, as a whole, this topic can certainly help all of us in various ways.

### **1.4 Methodology**

Methodology refers to the essential part of the study and the process of collecting information and arranging it in terms of the relevant issues of the study. It is designed in a way so that it corresponds to achieve the objectives of the study.

The actual information provided in this report was collected from two different sources, namely primary and secondary source.

#### **1.4.1 Primary Sources:**

- Questionnaire survey (face to face and telephone interview)
- Practical deskwork in which I was appointed
- Day to day conversation and discussion
- Direct observation of work

#### **1.4.2 Secondary Sources:**

- Company Website
- Relevant report study as provided from the internet

## **1.5 Limitations of the Study**

It was a nice experience for me as an Intern at DBL Group. The entire employees from top level to bottom level were very helpful. Therefore I have faced some limitations for preparing this report. These are following –

- As an intern it was difficult for me collect information about the company's internal issues
- Lack of availability of information
- To maintain company secrecy some information are not mentioned in this report

## **1.6 Internship Role**

I was appointed as an intern at the Group HR of DBL Group. I had to work for Recruitment & Selection Team. My major duty was to assist Recruitment & Selection Team in different organizational activities.

During my internship period, I had also done the following duties:

- Checking departmental requisition for a position (Replacement or New Vacancy)
- Job Posting on BDJobs according to Role Profile
- Screening and Short listings as per given requirement
- Making CPS, Conduct & Assist in Interview process
- Prepare Salary approval sheet for the new joiner and conducting the negotiation meeting with the candidates
- Processing Offer Letter & Medical Test
- Making Employment Letter, Appointment Letter
- Handling process of each & every new employee including orientation

## 2.1 Introduction

Two important functions of a human resources department are recruitment and selection. These two distinct functions generally help to increase efficiency in hiring and retention and to ensure consistency and compliance in the organization.

## 2.2 Recruitment

It is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is pool of applicants from which new employees are selected. According to theory, the steps in recruitment process are:

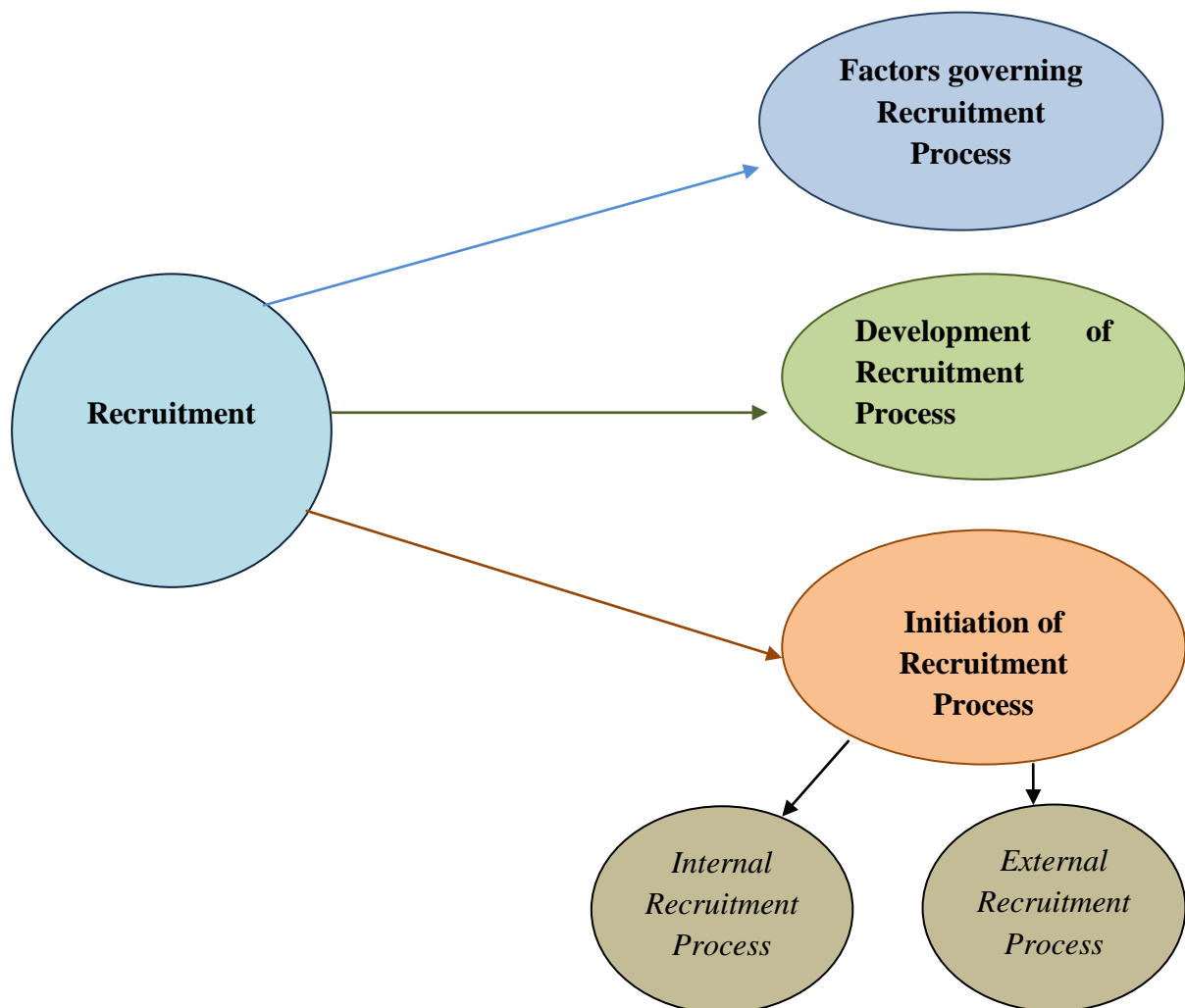


Figure 1: Steps in Recruitment Process

### **2.2.1 Factors Governing Recruitment Process**

There are two factors that direct the recruitment process. They are Internal Factors and External Factors.

Internal factors are those which arise within the organization. It can be controlled by the organization. The **forces of internal factors** are – *Recruitment Policy, Human Resource Policy (HRP), Growth, Cost, Size of the Firm* etc.

External factors are those which arise from the outside of the organization. It cannot be controlled by the organization. The **forces of external factors** are – *Supply and Demand of Labor Market, Unemployment Rate, Social & Political Condition, Son's Of Soil (Employment for Local People), and Company's Image* etc.

### **2.2.2 Development of Recruitment Process**

By depending on the internal & external factors, the development of the recruitment procedure should consider the following matters:

- Manpower planning and establishment of position
- Clarification of the scope and skill sets required to successfully perform the duties of the position
- Review of the Job Fact Sheet or Position Description to ensure that the skills and abilities required coincide with the current expectations of the position. If they do not, then a position evaluation should be undertaken
- Review of the compensation available to the position (i.e. salary and benefit plans, etc.)
- Analysis of the impact that the hiring will have on the budget

### **2.2.3 Initiation of Recruitment Process**

After the development of the recruitment procedure, the organization starts to initiate the recruitment process. It is the process of finding and sourcing quality profiles for the organization. It includes researching profiles that exactly matches the position.

This process could be done in two ways. They are – Internal Recruitment and External Recruitment.

**a. Internal Recruitment**

The assessment of an employer's current staff to ascertain if any current employees are sufficiently skilled or qualified to perform required job vacancies. When a business engages in internal recruitment, a current employee might be reassigned to the new position by giving them either a promotion or an internal transfer.

➤ **Sources of Internal Recruitment Process:**

The sources of Internal Recruitment Process are –

- Current Employee
- References from present employee
- Databank of former applicants
- Retired Employee
- Former employee
- Own Web

➤ **Advantages & Disadvantages of Internal Recruitment Process:**

<b>Advantages</b>	<b>Disadvantages</b>
<ul style="list-style-type: none"> <li>• Less costly</li> <li>• Candidates are already oriented toward organization</li> <li>• Organization have better knowledge about the candidates</li> <li>• Enhancement of employee morale and motivation</li> <li>• Good performance is rewarded</li> </ul>	<ul style="list-style-type: none"> <li>• Perpetuates the old concept of doing things</li> <li>• Abets raiding (make a person provide something)</li> <li>• Candidate’s current work may be affected</li> <li>• Politics play greater role</li> <li>• Morale problem for those not promoted</li> </ul>

*Table 1: Advantages & Disadvantages of Internal Recruitment Process*

## **b. External Recruitment**

The assessment of the current available pool of job candidates, other than existing staff, to ascertain if any are sufficiently skilled or qualified to fill and perform existing job vacancies. When a business engages in external recruitment, a head hunter might be used to facilitate the search, contact and recruitment process.

### ➤ **Sources of External Recruitment Process:**

The sources of External Recruitment Process are –

- Advertising
- Employment agencies
- Temporary help
- Executive recruiters
- Referrals and walk-ins
- College recruiting
- Free and fee-paying
- Website services

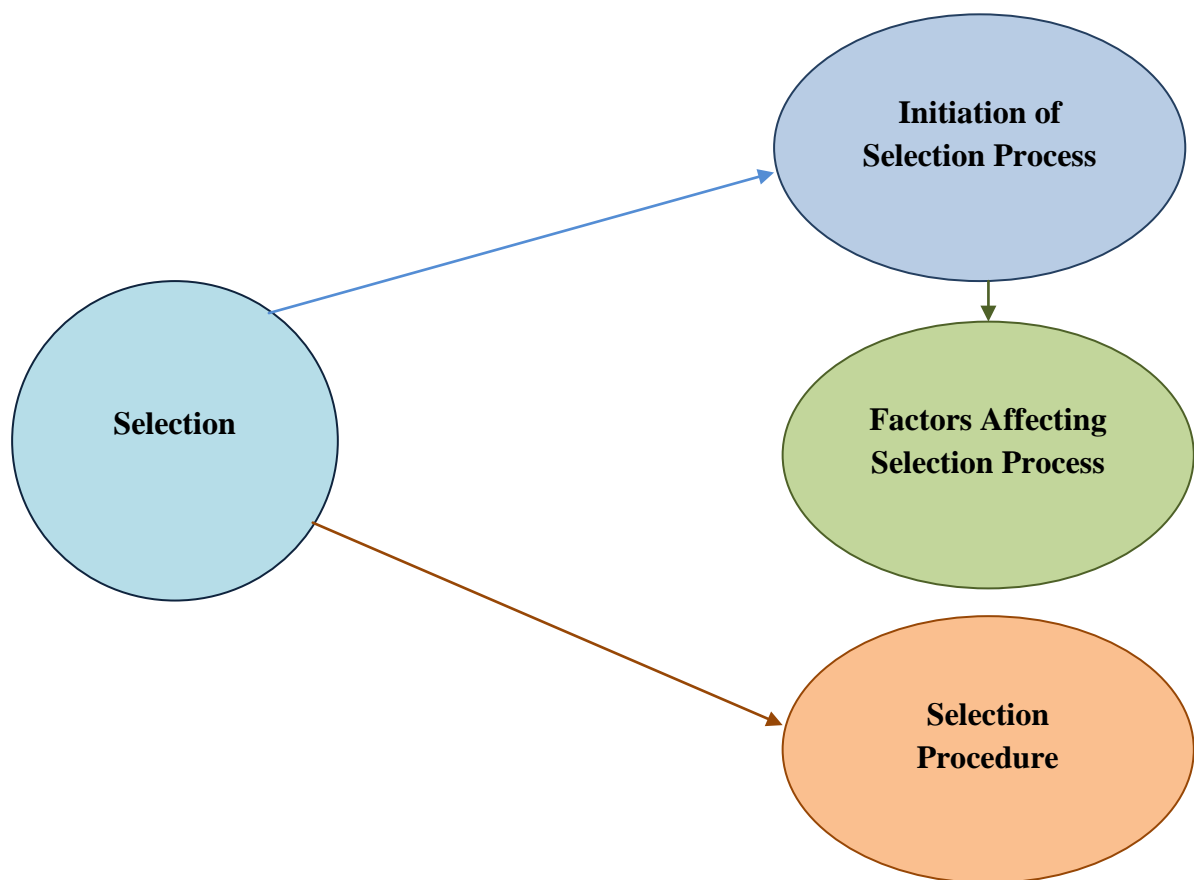
### ➤ **Advantages & Disadvantages of Internal Recruitment Process:**

<b>Advantages</b>	<b>Disadvantages</b>
<ul style="list-style-type: none"><li>• Benefits of new skill, new talent and experiences to organization</li><li>• Compliance with reservation policy becomes easy</li><li>• Scope of resentment, jealousies and heartburn are avoided</li></ul>	<ul style="list-style-type: none"><li>• Better morale and motivation associated with internal recruiting is denied to the organization</li><li>• It is costly</li><li>• Chances of creeping in false positive or false negative error</li></ul>

***Table 2: Advantages & Disadvantages of External Recruitment Process***

### 2.3 Selection

Selection is the process of differentiating between applicants in order to identify those with a greater likelihood of success in a job. The selection of a candidate with the right combination of education, work experience, attitude, and creativity will not only increase the quality and stability of the workforce, it will also play a large role in bringing management strategies and planning to fruition. According to theory, selection steps include:



*Figure 2: Steps in Selection Process*



### 2.3.1 Initiation of Selection Process

In this stage, Candidates send their CVs in application for a specific vacancy, or they send unsolicited CVs for any suitable position. The HR division collects job applications against each job vacancy and short listed the CV's from that collection. After that, the HR team fixed a panel for the interview session in a specific date and informs the candidates to appear in that session.

#### ➤ Factors Affecting Selection Process

After initiating the process, some factors may affect this procedure. They are:

- |                              |                                       |
|------------------------------|---------------------------------------|
| • Company's Policy           | • Supply and demand of specific skill |
| • Human Resource Policy      | • Unemployment rate                   |
| • Cost of hiring             | • Legal and political considerations  |
| • Reception from the Company | • Company's Image                     |

*Table 3: Factors Affecting Selection Process*

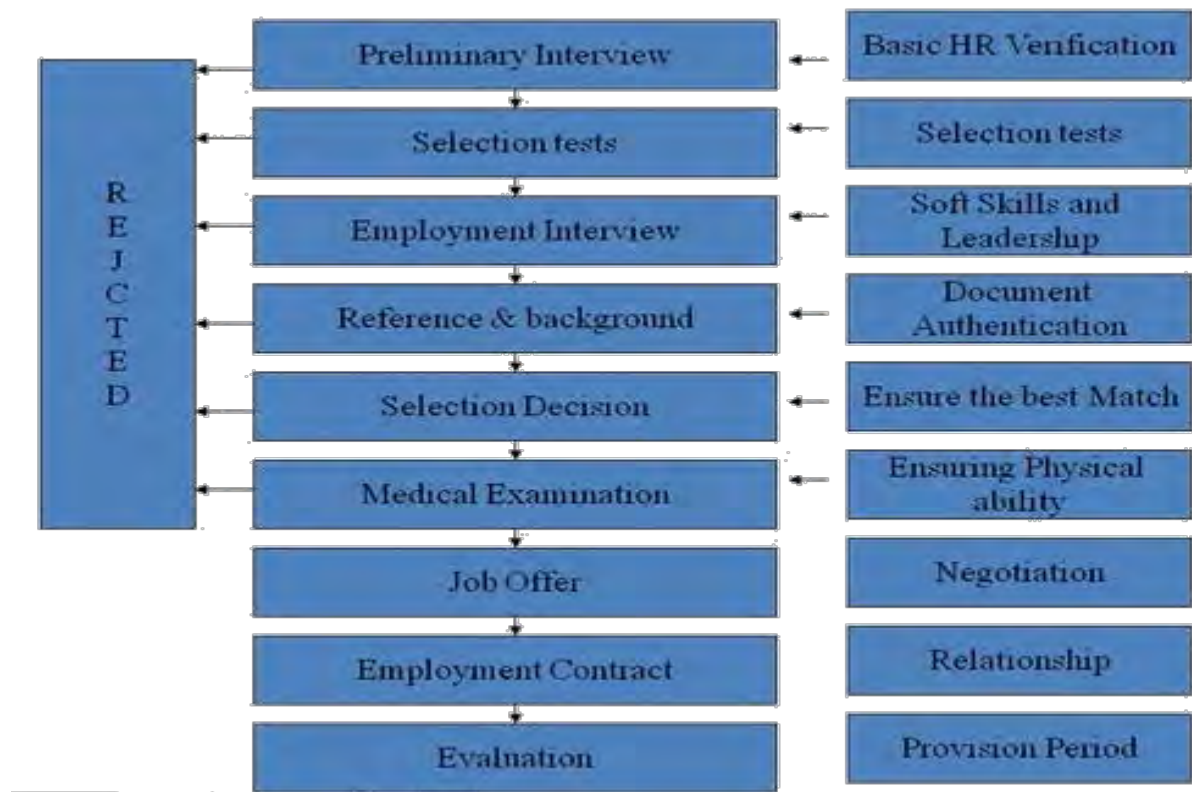
### 2.3.2 Selection Procedure

Selection must be differentiated from recruitment. It is a negative process as the inappropriate candidates are rejected here. The recommended following steps are generally followed:

#### a. Preliminary Interview- Basic Testing Concepts

- i. **Ability Tests:** Helps to determine how well one can perform his task
- ii. **Aptitude Tests:** Helps to determine a person's potential to learn in a given area
- iii. **Personality Tests:** To measure a prospective employee's motivation to function in a particular working environment
- iv. **Interest Tests:** To measure an individual's activity preferences. (For career change or when there are multiple careers option available)

- v. **Written Test:** Helps to check verbal ability, numerical ability, reasoning ability based on the educational background



*Figure 3: Selection Procedure*

**b. Selection Tests**

Every employee has their own way of conducting selection test. Generally the following tests are practiced:

Tests	Description
Thomas Profiling	Identifying behavioral requirement for the job
MBTI	Understanding personality type
PAPI	Behavior in work place
16 PF	Measuring personality factors
ASUFA	Locus of control

*Table 4: Selection Tests Description*

### **c. Interviews**

It is formal, in depth conversation conducted to evaluate the applicant's acceptability, Adaption to Leadership, soft skills, unskilled, skilled, managerial and professional employees. Generally it is a two-way exchange of information, the interviewers learn about the applicant, and the applicant learns about the organization

#### **i. Shortcomings of interviews:**

- Absence of reliability
- Lack of validity
- Biases

#### **ii. Preparing for the Interview**

- Abundant research exists that reliability and validity of the selection interview are higher when an interview is structured, planned and standardized in form. This approach fosters a comprehensive investigation of the applicant's background, precludes personal and non-job-related questions, and increases impartiality in qualification assessment. Therefore, an interview plan is strongly recommended.
- Prior to developing the interview plan, it is critical to be clear about the job requirements and stick to them throughout the hiring process. This ensures that you “don't fall in love with each candidate and redefine the job to fit”.

#### **iii. Types of Interview**

- One to one Interview: Only two participants – Interviewer and Candidate.
- Sequential Interview: Involves series of interviews, Candidates moves from room to room.
- Panel Interview: Two or more interviewers - Formal session.

### **d. Reference Check and Back ground**

- Educational Documents verification
- Previous employment verification
- Law enforcing organization verification

#### **e. Selection the Best Fit**

- Role profile matching with Talent's competency
- Budget Matching
- Values of candidate
- Time matching

#### **f. Medical Examination**

To ensure Talent is physically fit for the role offer.

#### **g. Job Offer**

- Offering the job to the talent by giving
- Employment condition
- Salary and benefit offer, other facilities
- Expected time to join
- Job confirmation rules and duration

#### **h. Employment Contract**

After negotiation of offer, employers do the employment contract with talent to make long term relationship.

#### **i. Evaluation / Confirmation**

Employer does the evaluation for specific period as per employment contract to confirm the candidate.

So, Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organization will get quality performance of employees. Moreover, organization will face less of absenteeism and employee turnover problems. By selecting right candidate for the required job, organization will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested.

## **2.4 Importance of Recruitment & Selection Procedure**

Employing the right person is the most important part for the organization. An effective recruitment and selection process reduces turnover. These processes match up the right person with the right job skills. It also helps –

- To find out a candidate who is reliable and carries out the objectives of the organization for providing quality services and goods to organization's customers
- To increase the success rate of the selection process by reducing the number visibly under qualified or job application.
- To reduce the probability of the job applicants, once recruited selected, will leave the organization only after a short period of time
- To meet the organization's legal and social obligation regarding the composition of its workforce
- To increase the organizational effectiveness in the short term and long term project

So, an effective recruitment & selection process of an organization helps to attract potential candidates, improve organization's evaluation of various recruiting techniques to find out the best candidate for the right place.

## **2.5 Training & Development**

Training improves the knowledge, skills and attitudes of employees for the short-term, particular to a specific job or task. It includes –

- Employee Orientation
- Skills & Technical Training
- Coaching
- Counseling

On the other hand, Development helps to prepare for future responsibilities, while increasing the capacity to perform at a current job. It includes –

- Management Training
- Supervisor Development

## **2.6 Benefits of Training and Development**

Training and development helps the employees to achieve their personal goals which in turn help to achieve the overall organizational objectives. Thus, the benefit of training and development divides into two broad heads – Organizational benefits & Personal benefits.

### **Organizational Benefits**

- Improves the morale of the workforce
- Leads to improve profitability and more positive attitudes towards profit orientation
- Improves the job knowledge and skills at all levels of the organization
- Aids in organizational development
- Improves relationship between superior and subordinate

### **Personal Benefits**

- Helps the individual in making better decisions and effective problem solving
- Aids in encouraging and achieving self-development and self-confidence
- Provides information for improving leadership, knowledge, communication skills and attitudes
- Helps a person handle stress, tension, frustration and conflicts
- Helps a person develop speaking and listening skills
- Helps eliminate fear in attempting new tasks

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## Chapter Three: Company Overview

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### 3.1 About DBL Group

DBL Group has achieved the glory for the county and become one of the largest suppliers in the world for quality apparels at competitive price with more than 22,000 family members full of enthusiasm and dedication, and with the latest state of art technological application,

It attracts and develops the best people with the right skills. It prepares people to excel at working in teams which have no functional or geographic boundaries and to thrive in diverse business cultures and environments. It also provides equal employment and advancement opportunity for all qualified individuals without discrimination. So, the quality of people is a key strength for DBL Group and that's why employee engagement and how people feel about working here is a top priority for them.

At present, it is a Group of companies with 20 concerns –

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#### Apparels and Knitting

1. Dulal Brothers Ltd.
2. Jinnat Apparels Ltd.
3. Flamingo Fashions Ltd.
4. Jinnat Fashions Ltd.
5. Jinnat Knitwears Ltd.
6. Mawna Fashions Ltd.

#### Cotton Spinning

1. Matin Spinning Mills Ltd.

#### Fabric Dyeing and Finishing

1. Mymun Textiles Ltd.
2. Hamza Textiles Ltd.
3. Color City Ltd.

#### Fabric Printing

1. DB Tex Ltd.

#### Distribution

1. DBL Distribution Ltd.

#### Garments Printing

1. Thanbee Print World Ltd.

#### Packaging

1. Parkway Packaging & Printing Ltd.

#### Ceramics

1. DBL Ceramics Ltd.

#### ICT & Telecommunications

1. DBL Telecom Ltd.
2. DBL Communications Pvt. Ltd.
3. DBTEL

#### Sports

1. DBL Sports Ltd. (Chittagong Vikings)

#### Dredging

1. DBL Dredging Ltd.

## **3.2 Organizational Philosophy**

### **3.2.1 Vision**

“To be the leader in its business domain and have a visible contribution to the GDP of Bangladesh”

### **3.2.2. Mission**

“DBL Group is committed to provide the best quality products and services through competent, dedicated employees and state-of-the-art technology minimizing adverse effects of our business operations on the environment.”

### **3.2.3 Slogan**

“Our People, Our Pride”

### **3.2.4 Core Values**

- Integrity
- Commitment
- Passion
- Innovation
- Trustworthiness
- Sustainability



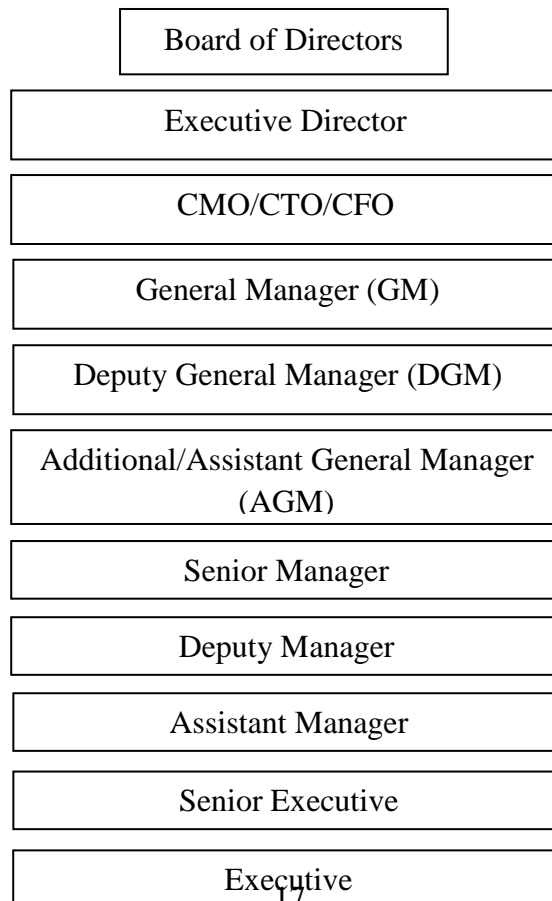
### 3.3 Organization Pillars

A company needs to focus on all parts of the organization. To survive in today's competitive environment, DBL groups' organization pillars include Board of Directors, Chain of Command, Development Partners, Major Buyers etc.

#### 3.3.1 Board of Directors

Name	Position
Abdul Wahed	Chairman
Md. Abdul Jabbar	Managing Director
Mohammed Abdur Rahim	Vice-Chairman
Mohammed Abdul Quader	Deputy Managing Director

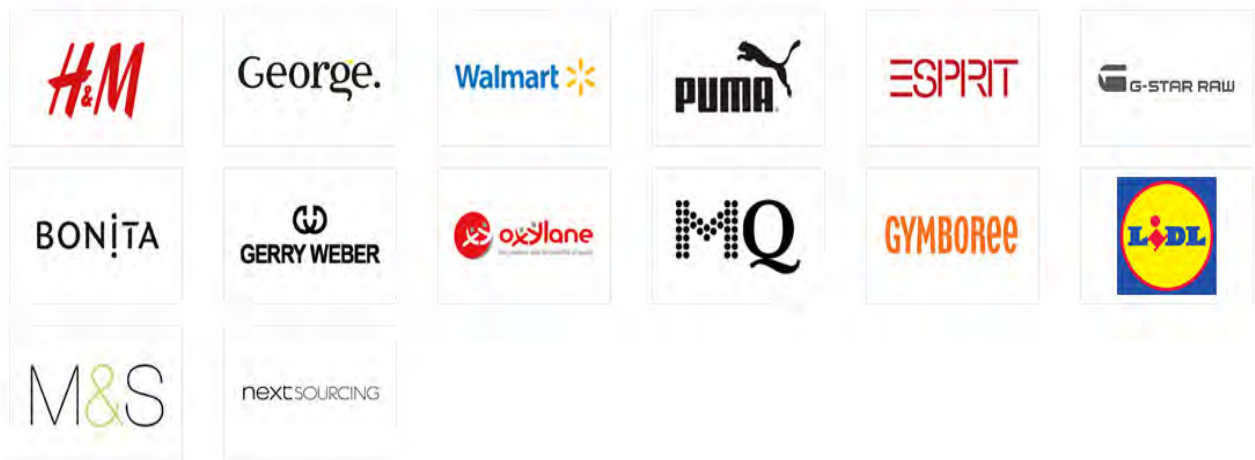
#### 3.3.2 Chain of Command



**3.3.3 Development Partners:** DBL Group works more effectively when it has mutually beneficial relationships, built on trust, sharing of knowledge and integration, with its partners. Organization’s development partners are –



**3.3.4 Major Buyers:** Buyers are those group of people who generally who who purchases finished goods or services, materials and experienced in market analysis, purchase negotiations, bulk buying, and delivery coordination.



**3.3 Export Destinations:** The country, to which goods are going in order to be consumed, further processed, or manufactured, as presumed by the shipper at the time of exportation.

List of export destination countries are –

Europe		Asia & Oceania	
1. Austria	11. Poland	1. Australia	9. Philippines
2. Belgium	12. Russia	2. China	10. Singapore
3. Croatia	13. Serbia	3. Hong Kong	11. South Korea
4. Denmark	14. Spain	4. India	12. Taiwan
5. France	15. Sweden	5. Indonesia	13. Thailand
6. Germany	16. Switzerland	6. Japan	14. UAE
7. Greece	17. Turkey	7. Malaysia	
8. Italy	18. UK	8. New Zealand	
9. Netherlands			
10. Norway			

South America		North America	Africa
1. Argentina	7. Paraguay	1. Canada	South Africa
2. Bolivia	8. Peru	2. Mexico	
3. Brazil	9. Uruguay	3. Panama	
4. Chile	10. Venezuela	4. USA	
5. Ecuador	11. USA		
6. El Salvador			

**3.3.6 Achievements and Awards:** Based on the special effort, superior ability to hard work, DBL Group has been awarded too many prizes. List of awards starting from the year of 2009 are given below -

1. BGMEA CSR Award, 2008
2. HSBC Export Excellence Award, 2009
3. Standard Chartered – Financial Express CSR Award, 2010-11
4. Social & Environment Excellence Award, 2012
5. DHL The Daily Star 13th Bangladesh Business Awards, 2013
6. HSBC Export Excellence Award, 2013
7. Social and Environmental Compliance Award, BGMEA, 2013

8. National Export Trophy, 2013
9. CPI2 Top Factory Award, 2014
10. ICQCC Silver Award 2014
11. George Ethical Compliance, 2014
12. HSBC Export Excellence Award, 2014
13. Textile Institute Sustainability Award, 2014
14. Social & Environment Excellence Award, 2014
15. ICMAB Best Corporate Award, 2014
16. JBCCI Business Excellence Award, 2014
17. Sustainable Performance on HRP Award, Decathlon, 2015
18. Best Wastewater Management Award, Decathlon, 2015

### **3.4 Products & Services of DBL Group**

Product and service details are given below:

#### **1. Spinning:**

Spinning mill – Matin Spinning Mills Ltd., is one of the most modern spinning mills in Bangladesh having 50,000 spindles. The mill is well equipped with the best machinery available. Facility also has a testing laboratory which is equipped with machines and instruments from Switzerland.

#### **Summary – Spinning:**

**Capacity:** 25 tons/day

**Count range:** 10 to 60 Ne

**Machines:** Rieter (Switzerland); Toyota and Murata (Japan)

#### **Raw materials:**

- Cotton from USA, Africa (Mali, Zimbabwe, etc.)
- Viscose and Modal from Lenzing (Austria)
- Polyester staple fiber from Indorama (Thailand)

## **2. Knitting:**

One of the best knitting industries of Bangladesh and only manufacture the best quality garments for clients. Over the years quality products and reputation have created a strong business relation with the world's famous clothing brands like H&M, Wal-Mart, George, Esprit, Puma and many more. We use the latest technology, energy efficient machinery and environment friendly production process to deliver the best quality to clients.

### **Summary – Knitting:**

**Capacity:** 45 tons/day

**Machines:** 133; Mayer & Cie, Terrot (Germany); Fukuhara (Japan)

**Basic Types:** Single Jersey, Auto Stripe, Fleece, Rib, Interlock

## **3. Dyeing & Washing**

Dyeing and Washing facilities comprise of advanced machinery and are among the leaders in the garments Dyeing and Washing industry of Bangladesh. Here, onsite lab creates quality color, in the minimum time, as per our customer needs and demands. It also offers several washing treatment to meet the customer's satisfaction. We deliver quality products and our growing customer dependency on us drives us to deliver the best.

### **Summary – Dyeing:**

**Capacity:** 90 tons/day

**Machines:**

- Dyeing – Sclavos (Greece); models - Venus, Athena-1, Athena-2, Athena-3
- Finishing – Brückner, Osthoff (Germany); Santex (Switzerland); TubeTex (USA); Ferraro, Lafer, Corino, Bianco (Italy)

**Capability to dye/finish:** Cotton, Viscose, Modal, Nylon, Polyester, Wool, Silk and its blends and with Elastane, and also very light to heavy fabrics; Finishing includes brushing, sueding, shearing, and singeing

### **Summary – Washing:**

**Capacity (avg.):** Normal wash 68,440, Acid wash 20,000 pcs/day

**Machines:** Tonello (Italy); Nagaishing (China)

**Types:** Heavy Garments, Heavy Enzyme, Alkali, Burnout, Heave Perlite, Crinkle Acid, PP

Spray + Enzyme, Oil, Dirty Dyeing, Pigment Color Spray + Enzyme, etc.

#### **4. Printing**

The company has facilities for both fabric and garments printing under separate business units. It introduced in Bangladesh the latest Laser Engraving Technology from Europe for fabric printing. The garments printing make use of manual systems and also incorporate modern technology with automated systems.

##### **Summary – Fabric Printing**

*Capacity:* 20 tons/day

*Machines:* 2 Rotary Printing (Reggiani, Italy: 20-color head & MHM, Austria: 12-color head); 1 Flat Printing (Reggiani, Italy: 20-color head)

*Types:* Pigment, Reactive, Discharge, Disperse, Acid, etc.

##### **Summary – Garments Printing:**

*Capacity:* 100,000 pcs/day

*Machines:* 1 M&R (USA), 4 MHM (Austria), 10 manual machines (label print); manual table with travelling carriage – 2,000 ft.

*Types:* Rubber, Pigment, Discharge, High Density, Photo Print, Puff, Glitter, Flock, Foil, Metallic, etc.

#### **5. Apparels**

It is the largest knit garment manufacturers and exporters of Bangladesh. Major markets include Europe, USA and Canada and the company is the Platinum Supplier of H&M for Knit Garments. H&M, Walmart-George, Puma, Esprit and G-Star are among our major buyers.

##### **Summary – Apparels:**

*Capacity:* 9 million pcs/month

- Women 40%, Men 20%, Kids 40%

*Machines:* 5,000

*Types:* Single Needle, Overlock, Interlock, Kansai, Feed off the Arm, B/H, B/S, Zigzag, etc.

## **6. Packaging**

Carton manufacturing plant, Parkway Packaging & Printing Ltd., is fully automated. The raw materials are imported from Australia, Indonesia & Thailand. The factory has a floor area of 60,000 sq ft with 24 hours power supply from in-house gas generator.

### **Summary – Packaging:**

*Capacity:* 50,000 pcs/day; 3-ply and 5-ply

*Machines:* Mina Wei, Godech (Taiwan); Vega (Italy)

*Types:* Master, Hanger, Inner, Top, Divider, etc.

## **7. DBL Distribution Ltd.**

DBL Distribution Ltd. has a well-functioning management structure comprising of qualified engineers and a strong after sales support team. DBL Distribution Ltd has offices in Dhaka and Chittagong which are the main business centers of Bangladesh. It is trusted by the renowned business houses of Bangladesh for our quality products and services.

DBL Distribution Ltd is the exclusive authorized distributor of:

1. Enecon Corporation, USA
2. Inkcups Now Corporation, USA
3. Lapp Kabel GmbH, Germany
4. COMMAX, South Korea
5. Wizard Electronics Taiwan

## **8. DBL Ceramics**

DBL Ceramics is a new concern of DBL Group which is expected to start production in mid 2016. The facility will boast ultra modern technology and will have an initial production capacity of 40,000 square meters per day. The latest printing machinery of the company will allow producing a wide variety of designs, textures and surface effects, catering for a variety of tastes, from rustics through to contemporary marble designs in superior glossy mirror finishing.

## **9. DBL Telecom**

DBL Telecom was incorporated in 2007 and has recently received the International Gateway (IGW) license from Bangladesh Telecommunication Regulatory Commission (BTRC). DBL Telecom is an International Gateway (IGW) Service Provider and IT infrastructure development company. DBL Telecom Limited offers services and advice in the fields of Telecommunication and Information Technology. As an IGW (International Gateway) license holder, DBL Telecom offers wholesale voice business globally.



## Chapter Four: Project on Employee' Assessment of Recruitment & Selection Process

### **4.1 The Recruitment and Selection Process of DBL Group**

To know the future demand of human resources, the HR division of DBL group usually provides all the other divisions and factories with a requisition form at the beginning of the year. From the information collected from these requisition forms, the HR division gets an estimate of the human resource requirement for the division as well as factories.

#### **4.1.1 Steps in Recruitment Process**

To recruit skilled and qualified employees for the achievement of objectives of the organization through the achievement of the position description, the following steps are maintained by DBL Group:

- a. Requisition of recruitment:** Generally, the concerned Department Head raise the requisition of recruitment through the prescribed Recruitment Requisition Form with required information and after that forward it to the Human Resources Department of Corporate Office. Then the Human Resources Department of corporate office completes its formality such as – approval of Managing Director, approval of HR budget etc.
- b. Attracting applicants:** DBL Group usually uses internal and external sources of recruitment to attract potential applicants. Employee referrals as well as recommendation from the current employees about any person are their internal sources to recruit. On the other hand, Professional organizations (Account associations, Labor unions, Management associations) references and Job posting on BDJobs.com are their external sources to recruit. The advertisement in BDJobs.com includes name of the position, nature of work, age limits, educational qualification, qualities and experience required for the job, job responsibilities and duties, expected salary, place of the job etc.
- c. Receiving applications:** In the advertisement, potential and confident applicants are asked to submit their applications along with their resume, certificates and other necessary documents within a period of time. Then the HR department receives all the resumes submit by the applicants.

- d. Sorting out of Applications:** The next step is the short listing of CVs. Usually the HR department is engaged in the short listing. But the HR department may delegate this step to the respective divisions (for which the selection is being carried out) to save time. To recruit experienced candidates, CVs may be sorted out from the collection of unsolicited CVs received. Once potential candidates are thus found out, they are contacted and called for an interview.
- e. Informing Candidates:** After the applications are sorted out and a preliminary list is prepared, the candidates are informed and are called for a written exam (for entry level positions) or an interview (for experienced employee for mid-level or senior level positions).

#### **4.1.2 Steps in Selection Process**

Selection is the process of choosing the best one among the number of applicants. DBL Group's Management team typically followed a standard pattern, beginning with an initial screening, interview, presentation and concluding with the final employment decision.

- a. Group interview:** For an entry level position, after the written test, the applicants may meet with two or more interviewers, allowing all other several candidates who are applying for the same position. Here, the interviewers evaluate the individual on the same questions and answers and check how the individual respond and react to other candidates, as well as how individual respond to questions directed at him/her.
- b. Individual interview:** Generally, it is a panel interview where two or more interviewers conduct a structured interview. In this stage, the questions are developed before the interview begins and are asked to every applicant to check their ability, aptitude, personal interest, adaption to leadership etc.
- c. Reference Check and Back ground:** When talent's competency matches with role profile, HR budget, then educational documents, previous employment certificates and all other sorts of certificates are checked by the HR Team.
- d. Job Offer and Medical Test:** In this stage, management offers the job to the potential candidate by informing the employment condition, salary & other benefits as well as expected time of their joining. DBL group generally offers either to join in the first date

of the month or the fifteen day of the month, to make the salary calculation easier. After that they send the candidate for medical evaluation. Normally, the evaluation consists of a regular health checklist includes blood pressure, eye test, sugar test, blood grouping etc. All sorts of expenses in this regard are borne by DBL Group Management.

**e. Final Selection and Appointment Offer:** Based on positive report on health status from the medical center as well as positive reference check, the candidate is selected for appointment. At this stage, the selected candidate is offered employment with DBL Group. The appointment authority of DBL Group issues an appointment letter to the selected candidates. The appointment letter includes –

1. Job title, Grade/Step and Salary
2. Nature of appointment
3. Place of posting
4. Name of section or department
5. Effective date of appointment
6. Probationary period, conditions of confirmation and notice period
7. Ending date of employment (applicable for contract employee)
8. DBL Group standard terms and conditions

The appointment letter and job description will become valid only after signing by the Director HR and the employee, in the space provided for the purpose.

## 4.2 Survey Analysis

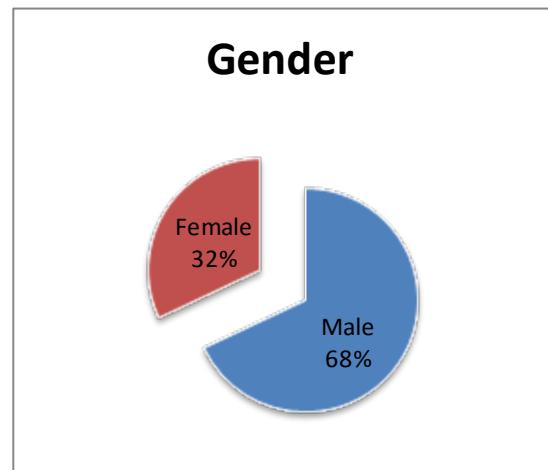
Survey analysis is all about using data to reveal information that is important to making decisions. In this project, survey analysis has been done on the employees' who are newly joined called new joiners' assessment. There are two parts of survey analysis - Demographic analysis and Questionnaire analysis. These two are described below:

### 4.2.1 Demographic Analysis

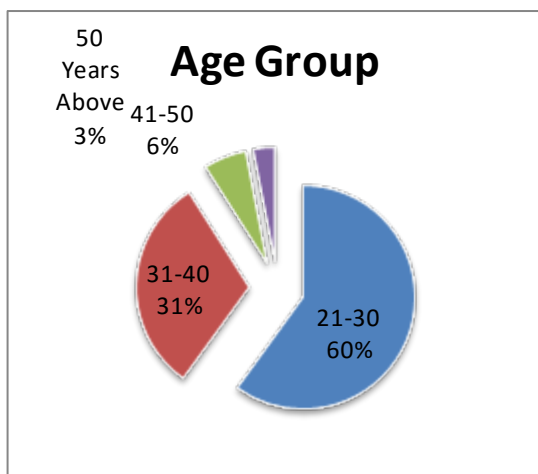
In this section respondent's gender, age and year experience of their career details are analyzed. Analyses are described below:

#### a. Gender:

*Analysis:* Among 100 people surveyed 68% was male and 32% was female.



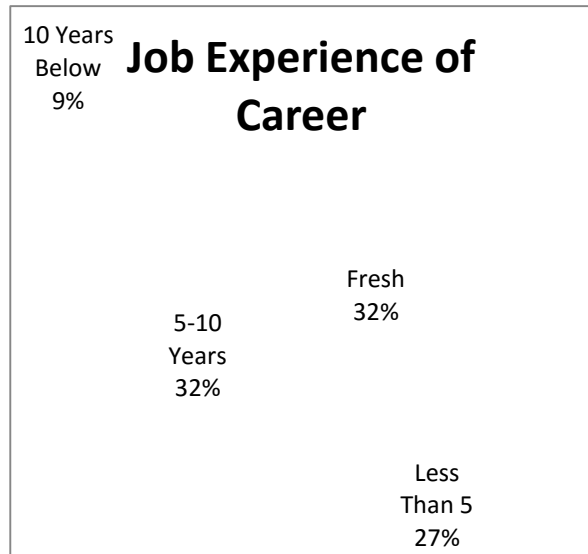
#### b. Age:



*Analysis:* Among 100 people surveyed majority of the respondents (60%) belong to 21-30 years age group, 31% belong to 31-40 years group, 6% falls in the 41-50 years age group and rest (3%) belong to Above 50 years age group.

**c. Job Experience of career:**

*Analysis:* Among the 100 people surveyed 32% was fresh (first job), 32% had 5-10 years of experience, 27% had less than 5 years of experience, and 9% had experience below 10 years.



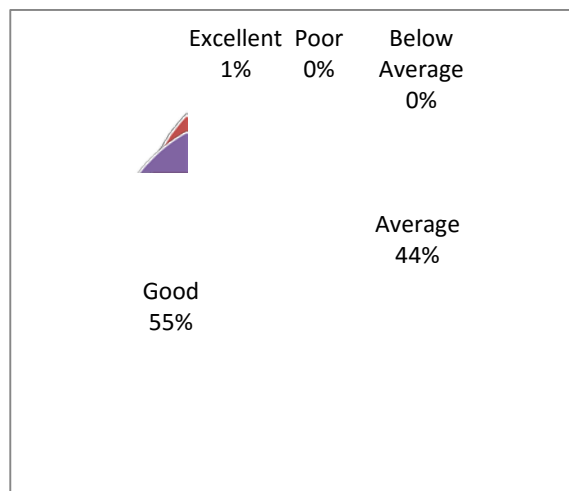
**4.2.2 Questionnaire Analysis**

In this section, the problems are going to find out through respondents data analysis.

**1. Job Advertisement:** There are two parts analyzed here:

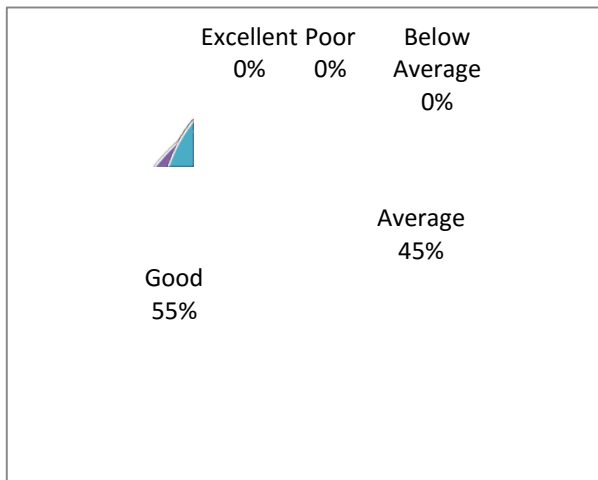
**(a) Create interest through advertisement**

Options	Percentage
Poor	0%
Below Average	0%
Average	44%
Good	55%
Excellent	1%



*Analysis:* Among 100 people surveyed 55% selected Good, 44% selected Average and 1% selected Excellent.

**(b) Instill a desire to apply**



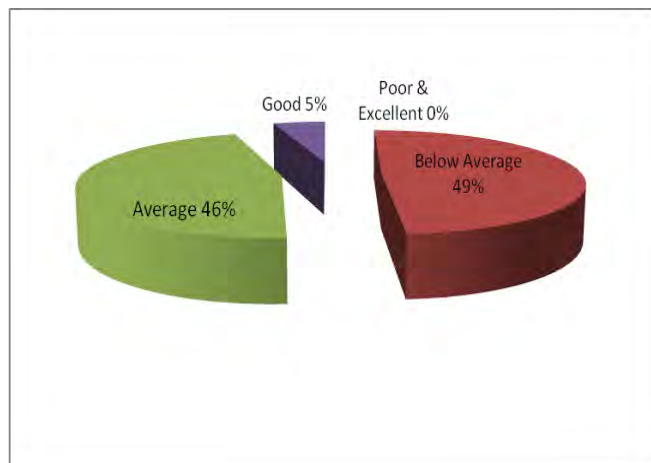
Options	Percentage
Poor	0%
Below Average	0%
Average	45%
Good	55%
Excellent	0%

**Analysis:** Among 100 people surveyed 55% selected good and 45% selected average.

**2. Interview Session:** There were four parts analyzed here:

**(a) Welcome from reception**

Options	Percentage
Poor	0%
Below Average	49%
Average	46%
Good	5%
Excellent	0%



**Analysis:** Among 100 people surveyed 5% selected Good, 46% selected Average and 49% selected Below Average.

**(b) Sitting arrangement**

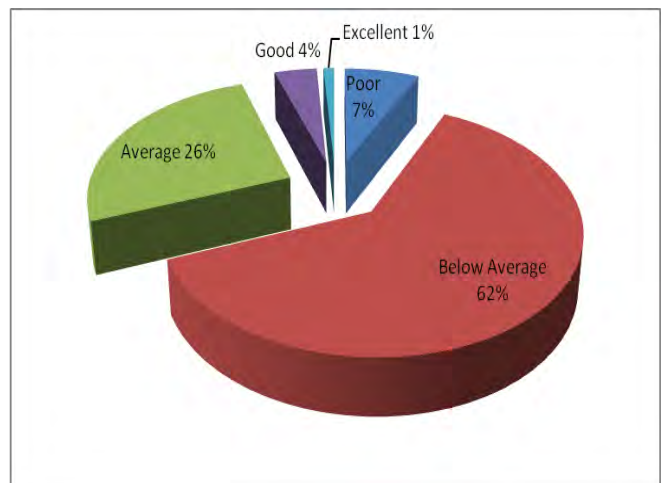


Options	Percentage
Poor	1%
Below Average	55%
Average	39%
Good	5%
Excellent	0%

**Analysis:** Among 100 people surveyed 1% selected poor, 55% selected Below Average, 39% selected average and 5% selected good.

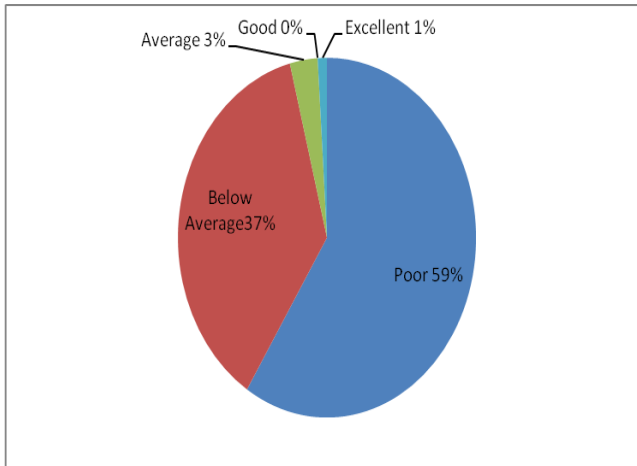
**(c) Waiting time & information given at that time**

Options	Percentage
Poor	7%
Below Average	62%
Average	26%
Good	4%
Excellent	1%



**Analysis:** Among 100 people surveyed 7% selected Poor, 62% selected Below Average, 26% selected Average, 4% selected Good and 1% selected Excellent.

**(d) Refreshment**



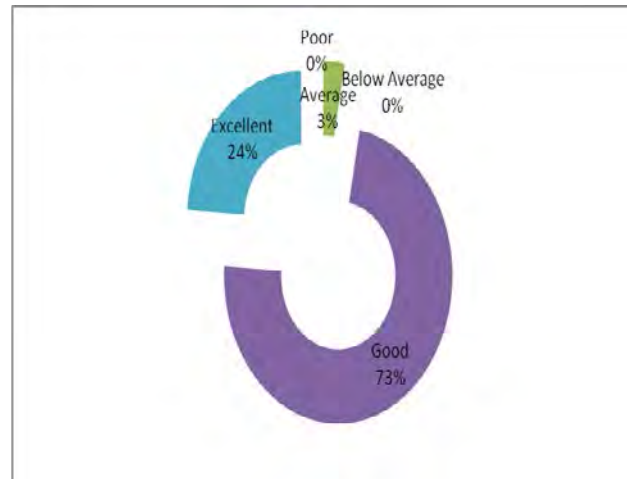
Options	Percentage
Poor	59%
Below Average	37%
Average	3%
Good	0%
Excellent	1%

**Analysis:** Among 100 people surveyed 59% selected poor, 37% selected Below Average, 3% selected average and 1% selected Excellent.

**3. Selection and Appointment:** There were two parts analyzed here:

**(a) Information provided about the medical test day**

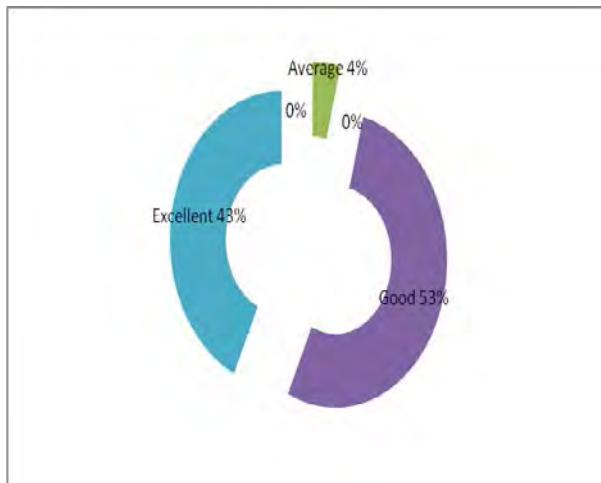
Options	Percentage
Poor	0%
Below Average	0%
Average	3%
Good	73%
Excellent	24%



**Analysis:** Among 100 people surveyed 3% selected Average, 73% selected Good and 24% selected Excellent.



**(b) Experience in the Medical Test day**



Options	Percentage
Poor	0%
Below Average	0%
Average	4%
Good	53%
Excellent	43%

**Analysis:** Among 100 people surveyed 4% selected Average, 53% selected Good and 43% selected Excellent.

**4. Orientation Day:** There were two parts analyzed here:

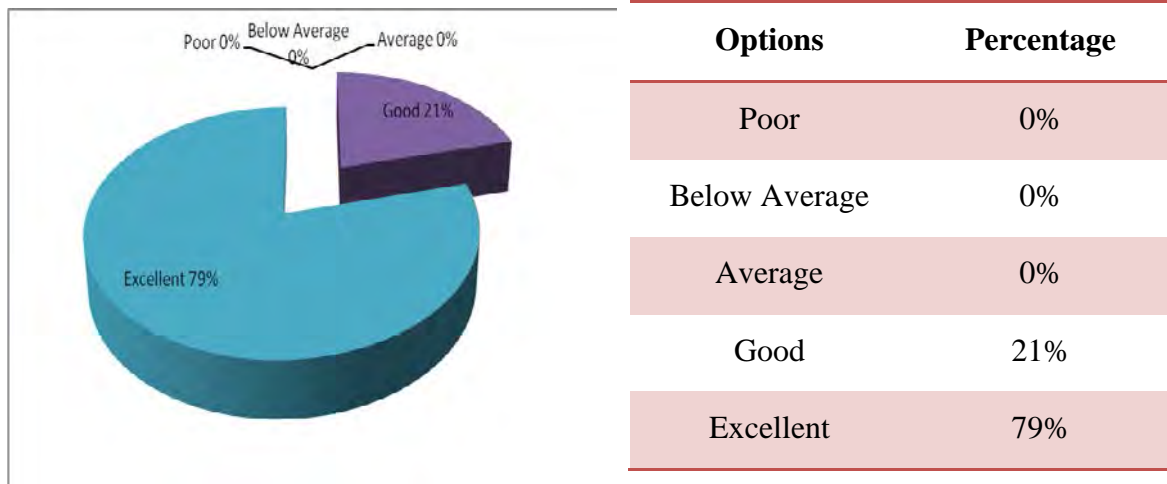
**(a) Experience about company induction**

Options	Percentage
Poor	0%
Below Average	0%
Average	1%
Good	38%
Excellent	61%



**Analysis:** Among 100 people surveyed 1% selected Average, 38% selected Good and 61% selected Excellent.

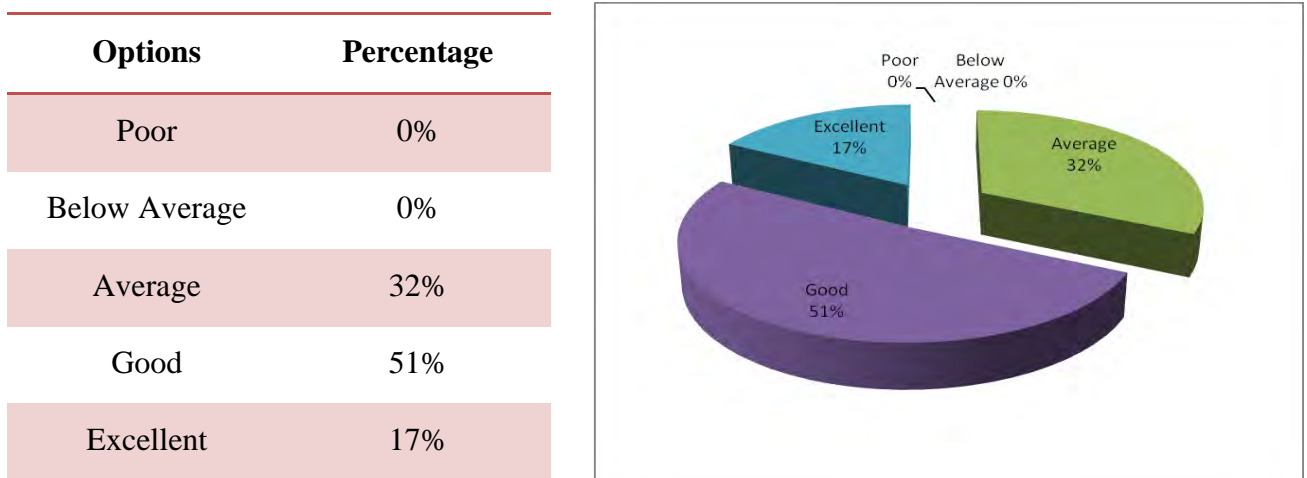
**(b) Experience about department induction**



**Analysis:** Among 100 people surveyed 21% selected Good and 79% selected Excellent.

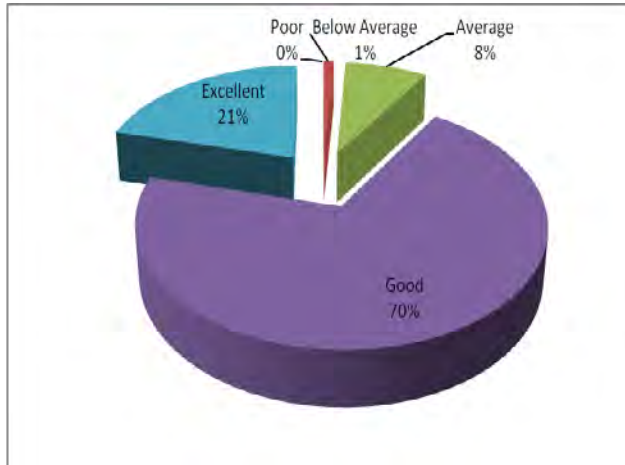
**5. Training & Environment:** There were four parts analyzed here:

**(a) Experience about on-the-job training**



**Analysis:** Among 100 people surveyed 32% selected Average, 51% selected Good and 17% selected Excellent.

**(b) Guideline from Line Manager**

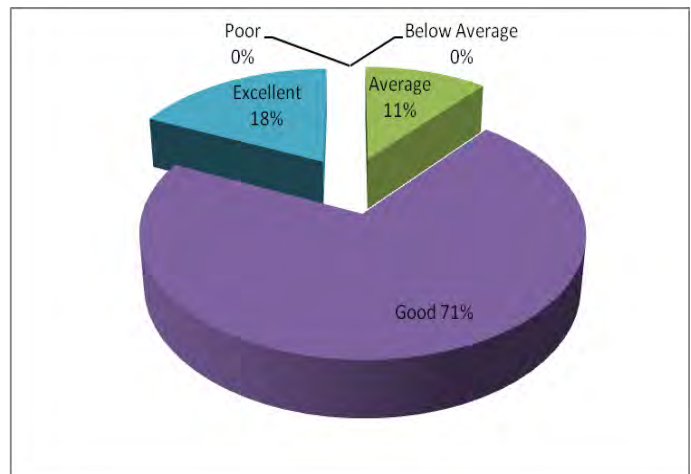


Options	Percentage
Poor	0%
Below Average	1%
Average	8%
Good	70%
Excellent	21%

**Analysis:** Among 100 people surveyed 1% selected Below Average, 8% selected Average, 70% selected Good and 21% selected Excellent.

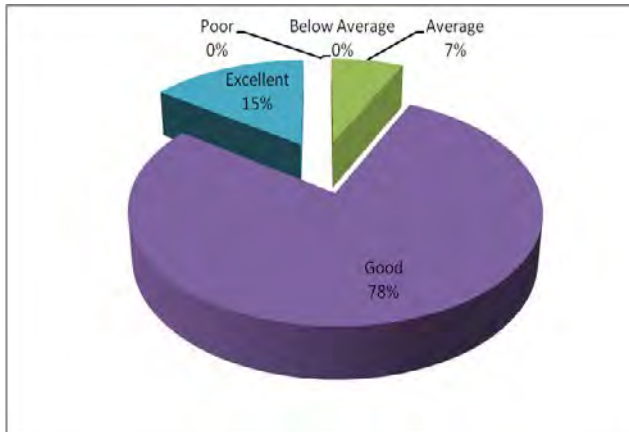
**(c) Guideline from peers**

Options	Percentage
Poor	0%
Below Average	0%
Average	11%
Good	71%
Excellent	18%



**Analysis:** Among 100 people surveyed 11% selected Average, 71% selected Good and 18% selected Excellent.

**(d) Working environment**



Options	Percentage
Poor	0%
Below Average	0%
Average	7%
Good	71%
Excellent	15%

**Analysis:** Among 100 people surveyed 7% selected Average, 71% selected Good and 15% selected Excellent.

### **4.3 SWOT Analysis of DBL Group**

SWOT Analysis is a structured planning method used to evaluate the Strengths, Weaknesses, Opportunities and Threats involved in a business venture. This part has been done through day to day observation during internship period.

#### **4.3.1 Strengths**

DBL Group's strengths are its human resources and their capabilities that can be used as a basis for developing competitive advantage. Such as –

- Successful employment branding strategy
- Competitive compensation philosophy
- Effective turnover management
- Safety standards

#### **4.3.2 Weakness**

The absence of certain strengths may be viewed as a weakness. Such as –

- Sometimes internal recruitment based on employee references especially where a new blood needed for the improvement
- Lack of focused job description for the Executive's, Sr. Executives or Senior Managers. All are doing the same work.
- Lack of follow up program especially when a team member got promotion.
- Lack of guideline from the supervisor especially e-mail writing, salary satisfaction
- Internship Supervisor's behavior to Interns
- Lack of policy information for Internship among the team members of Group HR

#### **4.3.3 Opportunities**

The environment analysis may reveal certain new opportunities for DBL Group. Such as –

- Company branding through advertisements
- Group HR should be must involve in manpower planning
- Performance appraisal should be done twice in a year
- Increasing benefits on the basis of performance; such as – providing Gratuity
- Providing lunch facility

#### **4.3.4 Threats**

Changes in the external environment also may present threats to the company. Such threats includes –

- Limitation of vacation leave for employee
- Long working hours (9am – 6pm)
- Discouraged relationship between team members of HR Department
- Restrictions on third party employees' social media activity

## Chapter Five: Conclusions and Finding with Recommendations

### **5.1 Conclusions**

DBL Group has its own style of HR practices. As a personnel function recruitment and selection is a major Human Resource function designed to attract, obtain and retain the qualified workforce to meet the future organizational needs. Through efficient handling of this practice the company can successfully continue its operation. This requires a sharp business focus from HR professionals and the delivery of high quality HR systems that are integrated into the organization strategy and operations. The study “Employee’ Assessment of Recruitment & Selection Process: A study on New Joiner” under HR department revealed that employees are the most valuable resources for the progress of the organization. For the development of these valuable resources there are many factors involved. The analysis of the report shows some positive practices and negative practices which are need to improve for conducting the employees successfully. To increase the productivity of an organization effective & dynamic recruitment and selection procedure is essential. DBL Group practices a progressive recruitment and selection procedures. HR executives of DBL Group are now expected to work beyond the boundaries of contracts and policies to contribute directly to the operation and success of the business.

## 5.2 Findings with Recommendations

Strive to make the important things measurable, not the measurable things important. Many HR professionals believe their function has become more involved in business decisions, more strategically oriented and more effective as a business partner. The HR function is adding more and more value to modern organizations. The changing role of HR professionals carries with it new responsibilities and challenges.

During my internship period, I found some deficiency. For the betterment of the organization HR Practice, I do humbly recommend the following recommendations based on my analysis:

1. Improvement of Job Advertisement is necessary. At present, the company only giving advertisements in BDJobs.com's website but they should also advertise in the national as well as daily newspapers through an attractive job advertisements. Here, it is important to mention that – no hard copies will be allowed, CV's should be sent to their official mail address. It will help them to advertise themselves as well as find potential candidates for the position.
2. Though the company has a big space for their corporate office but their reception from the corresponding receptionist is very poor. Sometimes they don't notice that either AC is working in the waiting room or not, sitting arrangement is good in the waiting room or not. The receptionist need corporate grooming to receive the external customers of organization. It is very important to become received delightfully when an external customer visits to the organization.
3. During an interview period, generally the interview co-ordination has been handled by the interns. Before handling the procedure they are not informed about the co-ordination guideline. Due to the delay of interview panel (sometimes more than 4 hours), candidates feel very disturbed and no senior official goes to meet with them. Generally, senior officials send the Interns without any proper guideline to inform the candidates. Here, senior officials should take the responsible to talk with the candidates.
4. During the waiting time of interview no refreshment has given to the external customers. Sometimes they faced rude behavior of receptionist which led them to take a negative image about the company. This area should be improved.



5. After being selected finally, candidates are informed by the Interns for the medical test preparation. No guideline actually given for that purpose to interns. Every time for medical test candidates are requested to come before 9am whereas the senior officials come at 9.10am and receptionist comes at about 9.45am. As a result, candidates feel insecure at the morning when they come. Actually, time scheduled should be improved in this case.
6. In the medical test day, sometimes one female has sent to the factory along with other males. This makes the female candidate insecure at the beginning of the journey. Lunch facility and journey refreshment should be improved in the medical test day.
7. Company & Departmental induction procedure should be excellent in the orientation day. Sometimes new joiners' feel bored due to the monotonous induction.
8. Guideline from the supervisor as well as colleagues is very important for a new joiner. Whereas Team co – ordination is very poor in the department, the team needs training on bonding the team co-ordination.

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**Appendix 1**  
**Data Analysis Sheet**

**Appendix 2**  
**Percentage Sheet**

# Employee (New Joiners') Satisfaction Survey Form

**Gender** : Male/Female

**Age** : 21 - 30 Years/31 - 40 Years/41 - 50 Years/50 Years above

**Job Experience of career** : Fresh/Less than 5/6 - 10 Years/10 Years above

**Last Educational Status** :

\* Please put a tick mark (✓) under your rating.

\* If a category never experienced, please cross it out.

Sl.	Category	Rating				
		Poor	Below Average	Average	Good	Excellent
<b>1.</b>	<b>Job Advertisement</b>					
a.	Create interest through advertisement					
b.	Instill a desire to apply					
<b>2.</b>	<b>Interview Session</b>					
a.	Welcome from reception					
b.	Sitting arrangement					
c.	Waiting time & Information given in that time					
d.	Refreshment					
<b>3.</b>	<b>Selection &amp; Appointment</b>					
a.	Information provided about the Medical Test day					
b.	Experience in the Medical Test day					
<b>4.</b>	<b>Induction (Orientation Day)</b>					
a.	Experience about Company induction					
b.	Experience about Departmental induction					
<b>5.</b>	<b>Training &amp; Environment</b>					
a.	Experience about on-the-job training					
b.	Guideline from Line Manager					
c.	Guideline from peers					
d.	Working environment					

**Percentage Rate**

<i>Questions SI</i>	<i>Poor</i>	<i>Below Average</i>	<i>Average</i>	<i>Good</i>	<i>Excellent</i>
1(a)	0	0	44	55	1
1(b)	0	0	45	55	0
2(a)	0	49	46	5	0
2(b)	1	55	39	5	0
2 ©	7	62	26	4	1
2(d)	59	37	3	0	1
3(a)	0	0	3	73	24
3(b)	0	0	4	53	43
4(a)	0	0	1	38	61
4(b)	0	0	0	21	79
5(a)	0	0	32	51	17
5(b)	0	1	8	70	21
5(c)	0	0	11	71	18
5(d)	0	0	7	78	15