

Employees' Perception on Recruitment & Selection Process in Square Pharmaceuticals Ltd.



Internship Report



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Submitted To

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Letter of Transmittal

20th December, 2016

Md. Tamzidul Islam

Assistant Professor & Internship Coordinator

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Subject: Submission of Internship Report.

Dear Sir,

With due respect I would like to state that, I have completed my internship report on *“Employees’ Perception on Recruitment & Selection Process in Square Pharmaceuticals Ltd.”*. I am pleased to get the opportunity to work as an intern in Human Resources Department (HRD) at Square Pharmaceuticals Ltd. (SPL) and prepare my Internship Report for completing my Internship course (BUS 400).

As I have majored in Human Resource Management, I got an opportunity to learn about the essential Human Resource practices followed in a corporate field throughout my internship program. Thus, I have tried to reflect my learning on Human Resources and have prepared the internship report based on my practical experience of Internship program at SPL.

I have tried my best to fulfill the requirements of this internship report, also knowing that I might have made some mistakes and could not live up to the expectations. I, therefore, would like to apologize and request you to acknowledge my dedication towards making this report and kindly accept my report avoiding the mistakes I have made.

Thank you.

Sincerely,

Farhana Hoque Esha

ID-14104186

BRAC Business School

BRAC University

Acknowledgement

At the very beginning, we acknowledge the blessing and kindness of Almighty Allah that I have successfully completed this internship report within timeframe. I would like to add that my internship program at SPL has been a great experience and allowed me to enhance my knowledge about Human Resource Practices those are followed in the professional field, which I could completely relate with my academic knowledge about Human Resource Management. I have to a large number of people who has supported me and helped me out to gather all the information I needed to complete this report.

Firstly, I am thankful to my internship supervisor, Md. Tamzidul Islam for his support, suggestions and observations regarding my Internship report which made it possible for me to prepare this report and improve my learning to make a quality report.

Also, I would like to thank my supervisor S. M. Abdul Mannan (Senior Executive) for his assistance to commence my internship program in Human Resources Department. Besides, I am very grateful to Sagar Haldar, Md. Younus Ali, Sahidul Islam, Tariqul Bari, Md. Sazzad Hossain, Nurul Islam, Soumya Sarker; who has provided me with proper guidance, spared some time from their busy schedule to helped me out to collect information and conduct surveys in different departments regarding my internship report. It would have been impossible for me to prepare this report without their cooperation.

In addition, I thank all the members of Human Resources Department in SPL; they have created an environment of learning for me, guided me how to do my work and I could learn how HR practices are followed in SPL. I could easily adapt with their official environment, which was very encouraging for me during my internship stay.

Executive Summary

Square Pharmaceuticals Ltd. is the market leader of pharmaceutical industry in Bangladesh and SPL employs a large number of skillful manpower which helped the organization to reach its goal throughout its journey. All the employee related issues are handled by HRD, starting from a need of an employee in a respective department to fill the vacancy, providing training to the employees for the betterment of the employee and organization and establishing salary, bonus and incentive to the employees. Human Resource department falls under Administration wing of SPL and I have prepared this report on the different functions of HRD i.e. recruitment & selection, training & development, compensation & benefit and field force-HR.

Since, I have experienced to complete my internship from HRD, my internship report topic "*Employees' perception on recruitment & selection process in Square Pharmaceuticals Ltd.*" has been emphasized and detailed on HRD.

However, this report has been majorly focused on the recruitment and selection process of SPL and how each of activities has been performed in that particular team to hire a suitable candidate for the company. A survey has been conducted in a questionnaire format to meet the objectives of this report with a sample size of 31 respondents among 3 different departments of SPL. Results obtained from the study have been displayed in pie-charts and data has been interpreted and analyzed. Moreover, some findings have been noted from the survey results along with some recommendations with relevance to the findings of the survey.

Table of Contents

Overview on Pharmaceutical Industry	9
Company Overview.....	10
Corporate History of SPL.....	11
Sister concerns of SQUARE	13
Product and Service offerings by SPL	13
Global Presence of SPL.....	14
Present Markets	14
Highlights of the Export Operations.....	15
Operational efficiency.....	16
Rise in Sales, Local and Export market for SPL	16
Structure of Organization	17
Key Responsibilities as an intern	20
Human Resource Practices in Square Pharmaceuticals Ltd.	22
Recruitment and Selection.....	23
Recruitment Process.....	23
Selection Process	24
Training & Development.....	27
Training Needs Assessment (TNA)	27
Performance Management System.....	28
Field-force.....	29
Recruitment & Selection Process of Field-force	30
Job introductory training/Field training	31
Induction training	32
Introduction.....	35
Purpose of the Project	35

Limitation.....	36
Methodology	36
Sample Size.....	37
Data Collection Procedure	37
Analysis & Findings	38
Conclusion	46
Appendix.....	49
List of Abbreviation.....	49
Bibliography.....	51

Organization

Overview on Pharmaceutical Industry

Pharmaceutical industry is the second largest contributor in Bangladesh economy. Moreover, it is one of the most technologically advanced sectors among the manufacturing industries in Bangladesh. After the application of Drug Control Compliance 1982, pharmaceutical industry started to develop with the help of skilled professionals and hi-tech equipment under pharmaceutical sector. The industry has vastly grown locally and internationally in the last two decades and it has the largest white-collar intensive employment sector in Bangladesh which employs around 115,000 workers. At this moment, there are 252 licensed pharmaceutical companies in total including nationals and multinationals that is operating in Bangladesh market. National companies hold a market share of 75% but multinationals hold only 25% market share in Pharmaceutical industry. Moreover, 98% of medicines are produced locally by national pharmaceutical companies meeting the local demand. Some of the leading pharmaceutical companies in Bangladesh are Square Pharmaceuticals Ltd. (SPL), Beximco Pharmaceuticals Ltd. and Pharmaceuticals Ltd. Some companies have been certified under international regulatory authorities of all importing nations for ensuring quality of such manufactured medicines. For example, UK-MHRA, Australia-TGA, EU, etc. These manufactured products are comparable to any international standard. However, the rest 2% of medicines are imported from other 50 countries.

According to the information of the Director General of Drug Administration of Bangladesh (DGDA), there are 263 Allopathic drug manufacturing companies in Bangladesh; 209 companies are functional, 29 companies are non-functional and 25 companies are suspended in status. In addition, Bangladeshi pharmaceutical firms focus primarily on branded generic final formulations using imported APIs (Active Pharmaceutical Ingredients). About 80% of the drugs sold in Bangladesh are generics and 20% are patented drugs. The country manufactures about 450 generic drugs for 5,300 registered brands which have 8,300 different forms of dosages and strengths. This recent development in the industry increased pharmaceutical exports in more than 92 countries around the world, resulting increase in GDP of Bangladesh every year. In 2015, exports worth over \$ 41.17 million.

According to IMS Report 2015, the pharmaceutical sector attained a growth of 15.18% during the year 2015 as against 11.36 % during the previous year. The national pharma market growth and that of the company during the past few years are given below:

Year	National Market Growth Rate	Company's Growth Rate
2011	22.30%	19.17%
2012	11.91%	11.87%
2013	8.12%	16.43%
2014	11.36%	25.36%
2015	15.18%	15.13%

Source: IMS Report, 2015

Figure 1 IMS Report, 2015

Here, company's growth rate shows Square Pharmaceuticals Ltd in comparison with the overall pharmaceutical sector. The growth trend indicate positive outlook. The growth of the economy at 7.05% during FY 2015-16 offers scope for further growth in investment for expansion in this sector.

Company Overview

SQUARE today symbolizes a name – a state of mind. But its journey to the growth and prosperity has been no bed of roses. From the inception in 1958 founded by Samson H. Chowdhury, it has today burgeoned into one of the top line conglomerates in Bangladesh. Square Pharmaceuticals Ltd., the flagship company, is holding the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now on its way to becoming a high performance global player.

SQUARE Pharmaceuticals Limited is the largest pharmaceutical company in Bangladesh and it has been continuously in the 1st position among all national and multinational companies since 1985. It was established in 1958, converted into a public limited company in 1991 and listed with

stock exchanges in 1995 in Dhaka Stock Exchange and Chittagong Stock Exchange; traded as DSE: SQURPHARMA and CSE: SQURPHARMA.

Mission

Mission is to produce and provide quality & innovative healthcare relief for people, maintain stringently ethical standard in business operation also ensuring benefit to the shareholders, stakeholders and the society at large.

Vision

SPL view business as a means to the material and social wellbeing of the investors, employees and the society at large, leading to accretion of wealth through financial and moral gains as a part of the process of the human civilization.

Objective

Objectives are to conduct transparent business operation based on market mechanism within the legal & social framework with aims to attain the mission reflected by our vision.

Corporate History of SPL

Year	Growth of SPL
1958	Year of Establishment (Initially as Partnership)
1964	Incorporated as a Private Limited Company
1974	Technical Collaboration with Janssen Pharmaceuticals of Belgium, a subsidiary of Johnson & Johnson International Ltd, USA
1985	Market leadership in the pharmaceuticals market of Bangladesh among all national and multinational companies
1987	Pioneer in pharmaceuticals export from Bangladesh
1991	Converted into Public Limited Company
1994	Initial Public Offer (IPO) of Ordinary Shares
1995	- Listing with Dhaka and Chittagong Stock Exchange

	- Chemical Division starts production of pharmaceuticals bulk (API) products
1997	Won the National Export Trophy for exporting pharmaceuticals
2001	US FDA/UK MHRA standard pharmaceuticals factory goes into operation built under supervision of Bovis, UK
2002	Enlisted as UNICEF's global suppliers
2007	Dhaka Unit gets UK MHRA approval
2009	Starts manufacturing of insulin, hormone & steroid products maintaining quality standards of US FDA & UK MHRA complying with the cGMP of WHO
2012	Dhaka Unit gets the Therapeutic Goods Administration (TGA) of Australia approval
2015	Awarded "AAA" rating in the long term and "ST-1" rating in short term by CRISL
2015	PAI (Pre Approval Inspection) by US FDA was successful for Dhaka site's solid dosage unit

Sister concerns of SQUARE



Product and Service offerings by SPL

SQUARE Pharmaceuticals Limited has extended its range of services towards the highway of global market. Business type of SPL is Manufacturing Marketing, both domestic & abroad. SPL has pioneered its exports of medicines from Bangladesh in 1987 and has been exporting pharmaceutical finished products, Basic Chemicals & Agro-Vet Products and other pharmaceutical products. Present export market covers 38 countries. This extension in business and services has manifested the credibility of Square Pharmaceuticals Limited.

- Oral Healthcare Products
- Tablets
- Capsules
- Syrup

- Suspension
- Sterile Eye Drops
- Injectable
- Nasal Sprays
- Creams
- Ointments
- IV fluids
- Metered dose inhalers
- Dry powder inhalers
- Prefilled Syringes etc.
- Argrovet & Pesticide products
- Herbal & Nutraceuticals products

Global Presence of SPL

SQUARE has invested in state of the art formulation plants aligned to regulated market standards. Six manufacturing units of the Dhaka site can produce pharmaceutical products maintaining cGMP requirement for highly regulated markets in Europe, Australia and USA. Other five manufacturing units at Pabna site are producing finished formulations targeting markets in ASEAN, SAARC and marketing in RoW region. The company has 700 product approvals for export markets and 900 product approvals for Bangladesh market.

Present Markets

SQUARE Pharmaceuticals Ltd. is already supplying products to the following markets:

- ✓ **Europe:** UK, Denmark, The Netherlands
- ✓ **Asia:** Afghanistan, Bhutan, Cambodia, Fiji, Hong Kong, Iraq, Korea, Macau, Malaysia, Maldives, Myanmar, Nepal, Papua New Guinea, Palau, Sri Lanka, Tajikistan, The Philippines, Uzbekistan, Vietnam
- ✓ **Africa:** Eritrea, Ivory Coast, Kenya, Libya, Malawi, Mauritania, Mauritius, Mozambique, Nigeria, Somalia, Tanzania, Uganda
- ✓ **Central and South America:** Belize, Costa Rica, Suriname

Highlights of the Export Operations

- Exports pharmaceutical finished products since 1995
- Offers quality products at competitive price
- Offers more than 300 off-patent and on-patent molecules in different dosage forms
- Offers facilities for contract manufacturing
- Offers services for product development with subsequent technology transfer
- Provides assistance in product promotion and training in overseas markets

Moreover, SPL has adopted the ten principles of Global Compact initiated by UN Secretary General which contains some factors like *Human Rights, Labour Standards, Environment and Ethical Standards*.

➤ **Human Rights:**

1. Business should support and respect the protection of internationally proclaimed human rights within their sphere of influence
2. Make sure that they are not complicit in human rights abuses

➤ **Labour Standards:**

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
4. The elimination of all forms of forced and compulsory labour
5. The effective abolition of child labour
6. Eliminate discrimination in respect of employment and occupation.

➤ **Environment:**

7. Business should support a precautionary approach to environmental challenges
8. Undertake initiatives to promote greater environmental responsibility
9. Encourage the development and diffusion of environmentally friendly technologies.

➤ **Ethical Standards:**

10. Business should work against corruption in all its forms, including extortion and bribery.

Operational efficiency

In present scenario, SPL has continued to improve their operational efficiency both qualitatively and quantitatively by upgrading technological process, quality control, distribution and administration of its products to their patients. The company made fundamental investments to improve its laboratory facilities at factory installations in their production plants at Pabna and Kaliakoir. SPL ensures to maintain quality of its products as 'life-science' biology following GMP standards of WHO by following strictly laid down criteria at every levels of production. The quality control facilities include a high quality standard laboratory building, computerized equipment and a team of highly qualified and trained research personnel. SPL disposes the expired products from the market by close inspection.

Rise in Sales, Local and Export market for SPL



Figure 2 Rise in Sales, Local and Export market for SPL

Sales: SPL has accounted an increase in 15.16% sales in year 2015-2016. Here, sales of pharma, agrovet, pesticide, pellet products and basic chemicals have been considered.

Local market: SPL has observed a rise of 15.59% for local market worth BDT 41678.78 million.

Export: Square Pharmaceuticals Ltd. has an inclination for 4.06% increase in export volume and the exports were worth BDT 1,400.26 million. Currently, SPL export its products over 39 countries and the increase reflects a positive outlook that exports will continue to rise in the future.

Market Share:

SPL still remains to be the market leader in pharmaceuticals industry with a gross turnover of BDT 41,679 million in year 2015-2016.

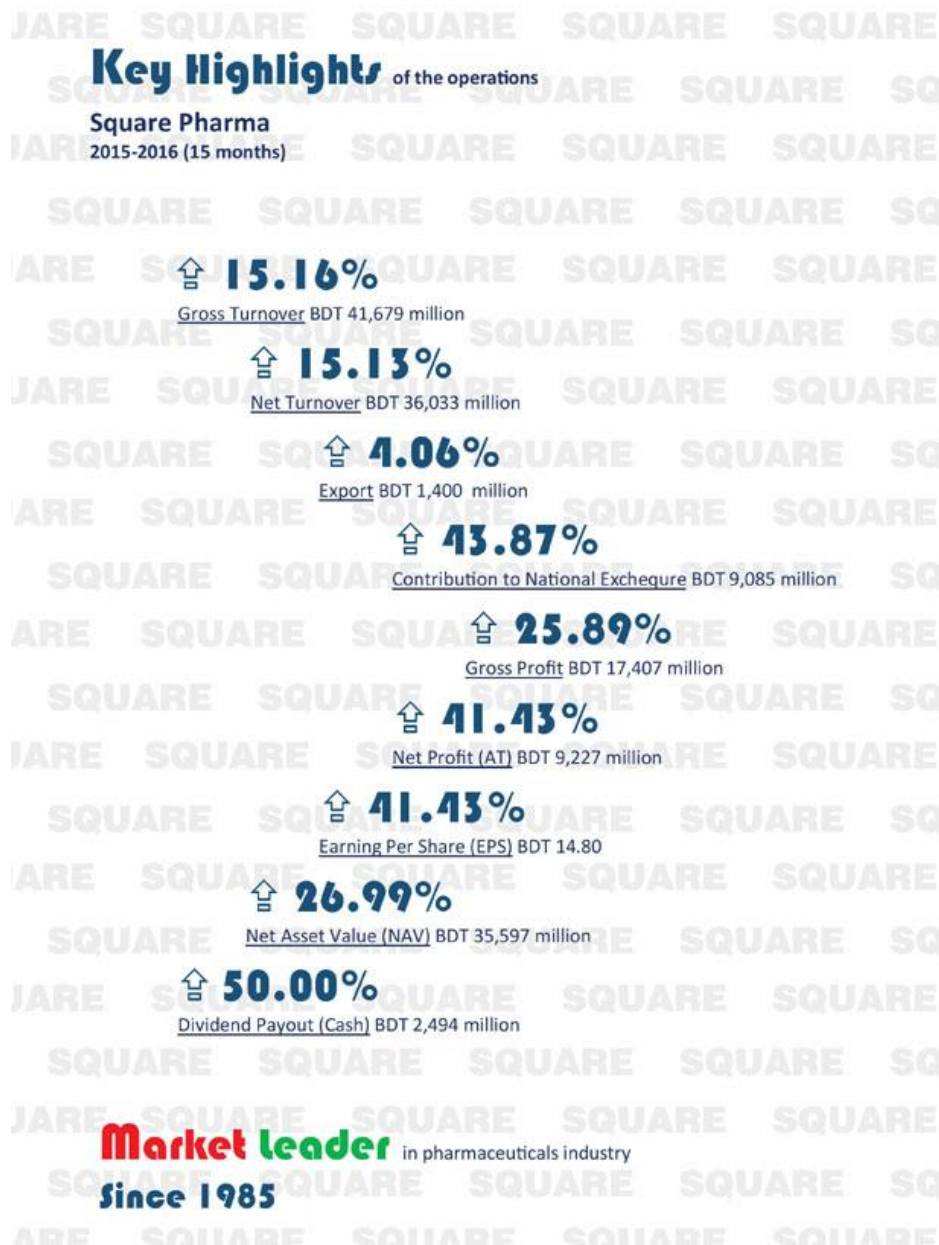


Figure 3 Highlights of SPL (2015-2016)

Structure of Organization

Since Square Pharmaceuticals Ltd. is one of the renowned corporation and a profitable pharmaceutical company in Bangladesh, it has various departments which falls under important

wings of SPL. These departments actually help the organizational activities to run smoothly. Besides, SPL has a functional organization structure in a hierarchical model and this model is widely used in larger organizations. Employees of SPL are grouped according to the department they function as a team of a particular department. The benefits of using this structure resulted as follows:

- Improves efficiency of an employee and increase productivity of a company
- Employees has an opportunity for career development as they have a chance to go up the hierarchy
- Employee becomes specialized on his/her respective job and works for the betterment of their department/unit

The hierarchical flowchart displays all the management positions of SPL from top-to-bottom perspective. Executive position in SPL is an entry-level position for an employee and can encounter a career growth by moving up the hierarchy.

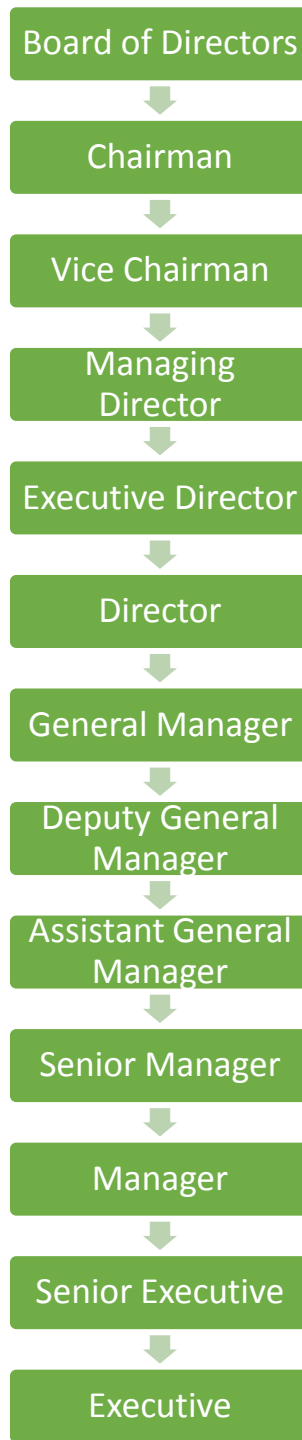


Figure 4 Hierarchical Network flow in SPL

Organization structure of SPL has Executive Directors for 3 wings; Administration, Marketing and Operations and all other departments are headed by a particular wing by Executive Director. Later, all the positions below ED remain the same for each and every department in SPL.

Since, I was an intern in Human Resources Department, it falls under the Administration wing and is headed by Executive Director Administration (EDA). HRD has a certain number of management positions as followed in the flowchart below:

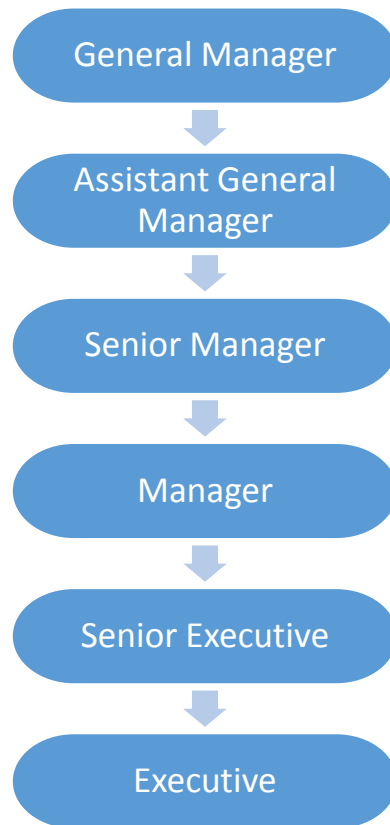


Figure 5 Network flow in HRD

Key Responsibilities as an intern

➤ CV Sorting

It is one of the most time-consuming tasks to do where I had to separate suitable resume from a large number of envelopes. A large number of envelopes are received by post mail after a job circular is published on the online websites (www.bdjobs.com, www.chakri.com) and newspaper. If the candidate is eligible for the job requirements, he/she is kept under selected CV group. Otherwise, resume is kept under rejected CV group. Each and every resume needs to be assessed in a similar way for a particular

position. Finally, a large number of selected CV is separated and is taken for the next procedure. For instance, I have done CV sorting for site-engineer and lab-analyst position in SPL. So, the candidate requirements vary based on the position.

➤ **Making phone calls to candidates**

After sorting out all the selected resumes, I made phone calls to the candidates to inform them about their date and time for Written Exam. I was also assigned to make phone calls to the candidates who had applied online and ask them whether they were interested for a vacant position in a particular department. Listing out the interested candidates for the desired position and then call again to notify them about their interview date, venue and time.

➤ **Preparing candidate summary**

I believe it is one of the difficult tasks after CV sorting. Candidate summary contains all kind of important information about a particular candidate who will either be sitting for a Written Test or give an interview. I have prepared it in Microsoft Excel in a table format. As the name states candidate summary holds information about candidates' name, date of birth, permanent address, phone number, email address, educational qualification (SSC, HSC, Honors, Masters), name of their academic institutions, results obtained by that candidate, list of his/her total experience of job experience in previous companies, designation and time period in those organizations. In a similar way, a large number of each and every candidate details are stored inside MS Excel file.

➤ **Invigilating Written exam**

After calling the eligible or interested candidates who want to sit for a written exam for a particular position, I got this opportunity to invigilate a number of examinees for the first time. The duration of the exam was for 1.5 hours for Quality Compliance (Pabna Plant). Initially, I have distributed the copies to the candidates, monitored the examinees, clarified the questions to the candidates who were confused, checking the time and finally ended up by collecting the scripts when the exam duration was over.

➤ **Evaluating Written Exam Script**

All the written scripts of the candidates who has appeared for written test needs to be marked. I have usually checked Part 1 answers and I was given an answer sheet to check and calculate the total marks of each paper.

➤ **Data Input of the candidate marks in MS Excel**

Finally, the marks of the written test (WT) scored by each candidate were stored in MS Excel sheet. Based on their marks in both the sections, a candidate must score a minimum score in each section to pass the written test. Later, the qualified candidates in WT were called for an interview at a specified date and time.

➤ **Update employee file in database software**

I was assigned to update four employee files of field force in software. It was a compulsory task for an intern every day and it is named as DMS (Data Management Software). Mainly, each folder contains all the documents of an employee. I used to scan the documents and save these files by Employee Name and ID. Later, compiled the hard copies and kept inside the file. Main objective of this task is to store the documents in SIL software and become computerized. Whenever, an employee ID is searched in the software, all the documents can be seen immediately and easily accessible without troubling to search the hard copies of an MPO's file. This process reduces many paper works.

Human Resource Practices in Square Pharmaceuticals Ltd.

Human Resources is one of the most important department that allows the entire organization (SPL) to hire, manage and develop the employees to achieve the overall strategic objectives of the organization. The contributions and hard work of the employees towards their workplace has helped SPL to reach its goal and has successfully become one of the top leading pharmaceuticals company in Bangladesh since 1985. There are thousands of employees attached with the organization and it's the responsibility of HRD to manage this large number of employees and manage them effectively to make profit for SPL. Organizational performance solely depends on

the employee performance; which can be planned, organized, staffed, lead and controlled by the HR managers. Employee satisfaction is very important, which comes along with his/her job satisfaction within the organization (SPL). HR team ensures that the employees are not facing any difficulties in his/her workplace, there are no conflicts with their colleagues, how s/he is performing in his/her job, motivate and encourage their employees by giving performance reward, what kind of training does the employee need to improve his/her skills, establishing a fair pay, provide bonus/incentives for each employee and so on. Therefore, Human Resources Department emphasizes on the important needs of their employees in SPL and their objective is to increase employee satisfaction. Consequently, this will lead to increasing efficiency in work as well as improve productivity, profitability and help SPL to achieve its organizational objectives.

There are four major units of Human Resources Department in SPL as followed by:

- 1) Recruitment and Selection**
- 2) Training and Development**
- 3) Compensation and Benefit**
- 4) Field Force-HR**

Recruitment and Selection

SPL also has e-recruitment system developed by Square Informatix Ltd. In this SPL e-recruitment website, candidates can create his/her account and upload a professional resume. The website also displays whether there is any vacancy for a position in any department. If a candidate is interested in that designated position, then s/he needs to apply and the recruitment and selection team can collect a large number of CV from this website. This system is one of the most effective recruitment procedures to attract the potential employees and saves cost and time.

Recruitment Process

Requisition raised by a specific department

Requisition proposal is sent to HRD by respective department to request for a new employee or replacement for a certain position in their department and is approved by the department head. This arises when there is a need of employee to fill up the vacancy, or the department needs new

employees with new position. Therefore, manager of that department fills up the requisition form stating the designation and number of employees required. Also, clearly explaining the Job Description i.e. list of the duties and responsibilities of the job, Job Specification i.e. list of personnel requirements needed for the job and Justification of the requisition.

Requisition needs to be justified

HRD verifies the requisition proposal that has been received by justifying whether the respective department actually needs a new employee or not. If HRD finds out that there is a need for an employee in that certain department, the justified requisition needs to be approved by top management.

Approval from Top management

At first, HRD takes the justified requisition for approval from authority. If authority is satisfied with the justification, the requisition request is approved and signed. If the authority is not satisfied with the justification, the approval gets rejected.

The following stages will be conducted only after the approval of requisition from the authority:

Job Advertisement

Initially, HRD will go through the Waiting List pool whether there is any candidate in their waiting list or not. Otherwise, HR will accurate job description and post an advertisement for the required job position in their official recruitment websites, <http://career.squarepharma.com.bd/>. SPL has the link to access through other websites www.chakri.com and www.bdjobs.com to collect resume of suitable candidates.

Selection Process

CV sorting

HR team starts to sort out resume of the applicants received by post-mail or from Square E-recruitment website. So, based on the job position, candidate eligibility needs to match with job requirements. Basically, resume of a particular candidate is sorted out based on personal

information, educational qualification and work experience of that particular candidate. Later, HR manually screen the post-mailed CV to shortlist the candidates for written test (WT).

Written Test

Specially, HR arranges a written test for hiring personnel for the company. There are mainly two parts of a written exam in 2 parts: general part & subjective part. Subjective part evaluates the candidate based on his/her knowledge on that respective subject e.g. pharmacy/microbiology etc. In most cases, part 2 contains Short and Broad Questions, some direct questions and some opinion-based questions on a given case-study. The concerned department prepares the subjective part questions.

Evaluating Written Scripts and Publish results

At first, scripts are coded in 2 parts by maintaining a serial number. HR evaluates the general part of the scripts and subjective part of the scripts is sent to their respective departments. Both the parts of the checked scripts are compiled together according to their serial numbers. For qualifying in the WT, the applicant has to pass individually in each of the parts of WT. The written scripts and CV of the applicants are attached together.

Later, the qualified candidates are informed for an interview by phone call after the interview date and time is confirmed.

Interview

HR prepares a candidate summary of all the qualified candidates who will sit for the initial interview round. The applicants are notified about their interview date and time by emailing. Also, a management application form is emailed to the candidates individually and they are supposed to bring the filled up form in their interview board.

At an initial stage, interview is conducted in a panel format. Candidate summary, evaluation form, written script and candidate resume is kept during the interview session of the candidate. Evaluators ask questions to the interviewee and their answers are judged on the basis of certain factors Evaluators assess the candidate and comments of different evaluators might vary. Yet, they take consensus of all the evaluators and come to a final decision whether the candidate is recommended or not recommended for proceeding to the next viva round.

If the interviewee is recommended, then s/he is notified about their interview date and time for the next interview round, which is usually conducted by unit of department & head of HR.

Approval from Top management

When a candidate has qualified in all the interview rounds, HR prepares the final approval of the qualified candidates for the approval from Managing Director to offer job.

Call for Offer Letter

After the approval of the top management, HR calls the qualified candidate to collect their offer letter from HR along with their original certificates (SSC, HSC, Honors) and National ID card (NID). These certificates are verified to avoid duplicity of the certificates.

Pre-Employment Medical Test

If the candidate accepts all the terms & conditions provided in the offer letter, s/he will be sent for the medical test at Square Hospitals Ltd and Square bears the medical cost. The medical test is important to ensure that the candidate is fit enough for the designated job and is verified by doctor from the company.

Appointment Letter

Finally, HR gives an appointment letter to the candidate after all the above processes have been successfully accomplished and here is the end of the selection process. The appointment letter clearly states the appointment date, joining time, salary details, incentives and the post of the candidate.

Employee file:

The file contains all the necessary documents of the employee in a chronological order in an order of checklist. It has the requisition proposal at the very beginning of the file, job ad for the post, resume of the employee, NID copy, academic certificate copies, written scripts, evaluation sheets of viva, offer letter, medical reports, appointment letter, joining letter, joining circular, clearance documents from previous job companies and all the other documents in the future will be updated inside that employee file.

Training & Development

The team identifies the need of training of an employee using 2 methods as followed:

- **Training Needs Assessment (TNA)**
- **Performance Management System (PMS)**

Training Needs Assessment (TNA)

HR team conducts TNA every 2 years for their employees in SPL. The team directly communicates with all the departmental heads and send a TNA for by email which is distributed among the employees in each department. Later, employees fill up the form and submit it to their supervisor. Supervisor evaluates the form based on the training need requirements of that particular employee to achieve the departmental and organization needs. TNA forms are sent back to HR team and the team plan, organize, execute and evaluate the program.

Planning: T&D team prepares report, make a proposal for the employees who is in need of training and take approval from top management.

Organizing: Training is conducted by either internal or external trainer. Internal trainer means a trainer who is already a member of SPL, whereas external trainer can be someone within the country or sometimes outside Bangladesh as well. Logistics support needed to conduct the training program such as preparing multimedia presentations, materials, refreshment, transportation and venue.

Executing: Set up a training program on a desired date, time and venue, assign trainers for the program, ensure all the training materials and events are properly set, make an announcement to the desired department trainees, their supervisors, department heads, trainers and all the members who will participate in the training program.

Evaluating: Collect feedback from both the employee and his/her supervisor to ensure whether the training need has been fulfilled or not, whether they liked/disliked the training, ask the supervisor how is the employee performing post the training provided.

Also, find out whether the organization is benefitted after TNA has been conducted. Is there any change in overall monetary results of the company and non-monetary results on the basis of employee performance, increase in efficiency among the employees.

Finally, after collecting feedback T&D team make an analysis, prepare a report and submit to top management team.

Performance Management System

The permanent employees of SPL are applicable for PMS. There are 4 performance-based variable pay in a year. Employees are given a Performance appraisal form and are asked to set task objectives (KRA Description) for the next 3 months with their name, designation, department on the form. It is conducted in a quarterly basis; January-March, April-June, July-September and October-December. An employee has to write 4-8 KRA for each quarter. Their objectives will be weighted based on the difficulty/importance of work and all KRA will not contain same weight. However, the total weight of all the KRA in a year must add up to 100.

For example,

Jan-March

KRA Description	Weight
Hire 10 people	20

Later, rating will be done by the employee itself and then by his/her supervisor. The rating has been done on a scale of 1 to 5 (unsatisfactory to outstanding).

PMS helps for promotion and salary increment as well. Suppose, departmental supervisor might recommend an internal employee for vacant manager position. T&D team check the previous achievements of that recommended employee, PMS ratings of last 2 years are checked as well. Then, HR sits with the departmental supervisor discuss and come to a final decision whether that employee is eligible for promotion or not.

Assessment Centre

This event takes place to broaden the scope of the current employees to get promoted if there is a vacant position. 4 events are conducted among the interested participants in the assessment centre as followed:

- **Group Discussion**
- **Presentation**

- **Role-playing**
- **Structured interview (MCQ)**

The employees participate in these four events and they are being evaluated on 8 sets of competencies on scale of different levels for each competency by the evaluator.

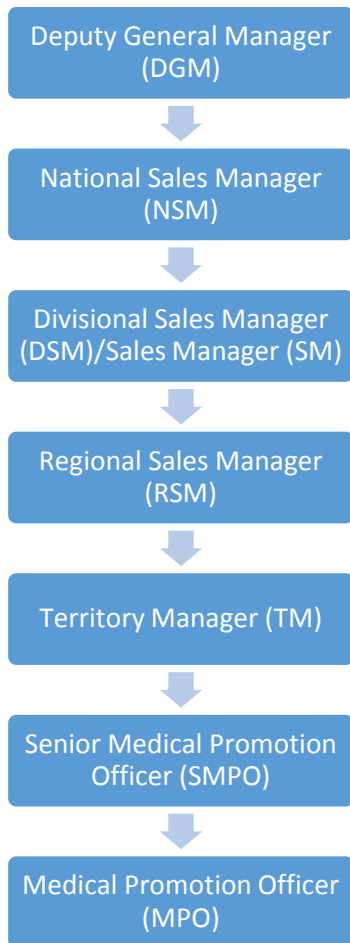
Field-force

SPL has 3 types of field force as followed:

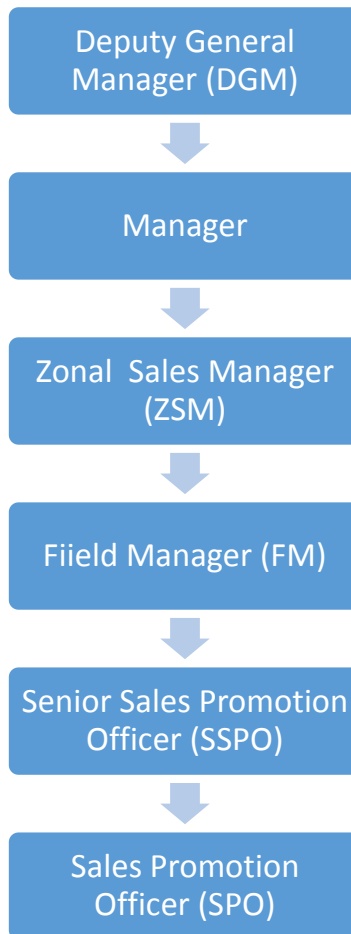
- 1. Pharmaceutical sales**
- 2. AgroVet division**
- 3. Pesticide unit**

Field force work to promote the products of these divisions to their primary customers i.e. doctor, vet doctor. Field force helps the company to gain profit by increasing the sales of their products. Field force has different designations in SPL and they also has the opportunity to move up the hierarchy of their network flow and look for career advancement in this area.

Pharmaceutical Sales



AgroVet Division



Pesticide Unit



Recruitment & Selection Process of Field-force

Requisition

A requisition is sent to HR from sales department to fill the vacancy in their field force. Suppose, the department need around 100 employees.

Justification

The requisition needs to be justified whether there is actually a need of employees or not.

Approval

If the requisition has been justified, approval needed from top management.

Advertisement

Post ad in online job-sites and newspaper, give internal circular for employee referrals.

Eligibility criteria for a Medical Promotion Officer (MPO):

- Graduation in Science
- Having biological Science up to HSC
- Age: below 29 years

Walk-In interview

Willing candidates are asked to come with their CV and attend viva. This interview takes place in 2 phases:

- Outside Dhaka: Rajshahi, Rangpur, Comilla, Jessore, Mymensingh, Chittagong
- Inside Dhaka: SQUARE Centre (CHQ) only

During viva, the candidate is assessed in terms of his academic knowledge, communication skills, job needs etc. Also, the interviewer look through the eligibility criteria of the position in the candidate's resume.

Written Test

The qualified candidates in walk-in interview are allowed to sit for the written test. WT contains subjective questions (general science, English, math, general knowledge) and IQ related questions.

Script Evaluation & Result Publish

If a candidate qualifies in both viva and WT, he is given a phone call to attend the field training.

Job introductory training/Field training

The training duration is different for different divisions of field force:

- MPO- 7 days
- SPO- 5 days
- SO- 5 days

The candidates are sent to the market to understand the job and how the field force works. It's one kind of on-the-job training as the candidates are trained on the actual field. All the expenses during the training process, starting from accommodation, food, transportation cost etc. are provided by SPL.

Evaluations of the trainees are sent to their trainers to assess the candidate's performance during the training process. If the candidate qualifies in the field training, they are finally recommended for the induction training.

Induction training

It is one kind of in-house training where there are several phases of training provided to the field force to teach them based on certain factors. Trainers from different departments conduct the training on their respective topic.

- **Grooming session:** Human Resources Department
Trainees are trained for etiquette, manner, and communication skills in both Bengali and English
- **Human Body System:** Medical Services Department
Trainees get to know about anatomy, physiology and the related diseases.
- **Products:** Product Management Department
Trainers teach how the certain products work to cure different kinds of illnesses in human body; marketing scenario and strategies are also discussed.
- **Sales Marketing:** Sales Department
Trainees are trained about what kind of strategies they can implement to increase the sales of their products.

Trainees have to sit for a quiz test on the day after the training has been provided to them.

Field Force	Time Duration	Number of Written Exams
MPO	2 months	27-28 exams
SPO	20-22 days	12-13 exams
SO	8-10 days	5-6 exams

Table 1 Induction Training Program

Pass marks of these quiz test are 50% and if a field force fails in any 3 exams out of total number of exams taken during the entire training session, he gets disqualified from the training session.

At the end of the training, trainees sit for a last set of WT and viva. If a candidate passes in both WT & viva, the qualified candidate gets an appointment letter. Placement of a field force can be anywhere in Bangladesh.

Job Confirmation Process:

After joining of a field force, he is on a probation period of 6 months. A job-confirmation exam takes place on the first week of 5th month from the date of joining. If a field force qualifies in the exam, he receives the job confirmation letter. Otherwise, a second exam will be taken on the 3rd week of 6th month.

Project

Introduction

The report emphasizes on *"Employees' perception on recruitment & selection process in Square Pharmaceuticals Ltd."* It focuses on the important factors on the necessity to prepare this report based on this particular topic. Since, employees of any company are considered as a gemstone that has the power to bring success for a company. Positive employee performance can be rewarding for a company. So, hiring the most suitable personnel for an organization is very important. Human resource department deals with the manpower of a company and recruitment & selection team of HRD recruits new people and the best-fit for the organization that can help the company to achieve its organizational objectives, increase profit, improve profitability etc. However, hiring the wrong person for the company can negatively affect a company.

- Increase in employee turnover
- Low employee satisfaction in his/her workplace
- Increase in inefficient employees
- Decline in productivity
- Hiring new employee is a costly process
- Reduction in profitability of the company

Purpose of the Project

Main objective of the project is to study about the employee viewpoint about the entire recruitment & selection process in SPL. Secondary objective is to learn about the complete process of recruitment and selection in SPL and how that team works to select a suitable candidate for the organization. In addition, to analyze and find out the drawbacks in the recruitment & selection process in SPL from the responses of the employees detailed from a survey by collecting feedback from the existing employees from different departments as well as from HRD.

The results will clearly explain about the employee perception on some statements related to recruitment & selection in SPL and whether they are satisfied or dissatisfied with the current process. This study will help out to acknowledge whether there is any need of change in the recruitment & selection process or not, what can be done for improvement of the process, how to eliminate the drawbacks of the process and solve them.

Limitation

I had to prepare this internship report within a timeframe of one week. Since, I was the only intern for a certain period and had to face a lot of work pressure by performing different tasks assigned to me by the individuals in my department. Therefore, I could hardly spare any time to prepare my internship report and it became difficult for me to gather information regarding my report. However, I somehow managed to conduct survey and had access to a limited number of departments along with a small number of sample size. In addition, I was unable to gather some information due to confidentiality.

Methodology

The section displays how the objective of the study has been achieved by considering various components, i.e. what kind of method is followed to achieve the project objectives, how the data has been collected to conduct the study and the sources of data collection procedure, how the data has been analyzed to find the results of the study.

Source of Data Collection

The information provided in this section is based on primary source. To find out the employee satisfaction of recruitment & selection process in SPL related to some specific factors, I have conducted a survey among Executives and Senior Executives in 3 departments of Square Pharmaceuticals Ltd.

Sample Area

- Product Management Department (PMD)
- Technical Service Department (TSD)
- Human Resources Department (HRD)

Sample Size

Department	Product Management	Technical Services	Human Resources
Designation			
Executive	18	5	2
Senior Executive	2	2	2
Total no. of respondents	20	7	4

Table 2 Sample Area and Sample Size

I have managed to conduct survey of 18 Executives and 2 Senior Executives from PMD, 5 Executives and 2 Senior Executives from TSD and finally 2 Executives and 2 Senior Executives from HRD with a sample size of 31 respondents in total.

Data Collection Procedure

I have followed the Questionnaire format to conduct this survey, which contains both structured checklist and open-ended questions. I prepared 6 statements related to my topic and the statements were assessed on a rating scale of 1-5 (1=strongly disagree, 2=agree, 3=neutral, 4=agree, 5=strongly agree). The respondents were supposed to rate the provided statements about recruitment and selection process in SPL based on their own perspective. They were asked to tick out at what degree the respondents/employees agreed or disagreed on the given statements in the Questionnaire form. The last two were open-ended opinion based questions so that the employees could answer in short and express their own views on those 2 questions. I have graphically represented (pie chart) the answers using Microsoft Excel to interpret the first 6 statements that I have collected from the survey as followed in the Findings section.

Analysis & Findings

Statement # 1

Recruitment & selection process of SPL is absolutely fair and there is no partiality.

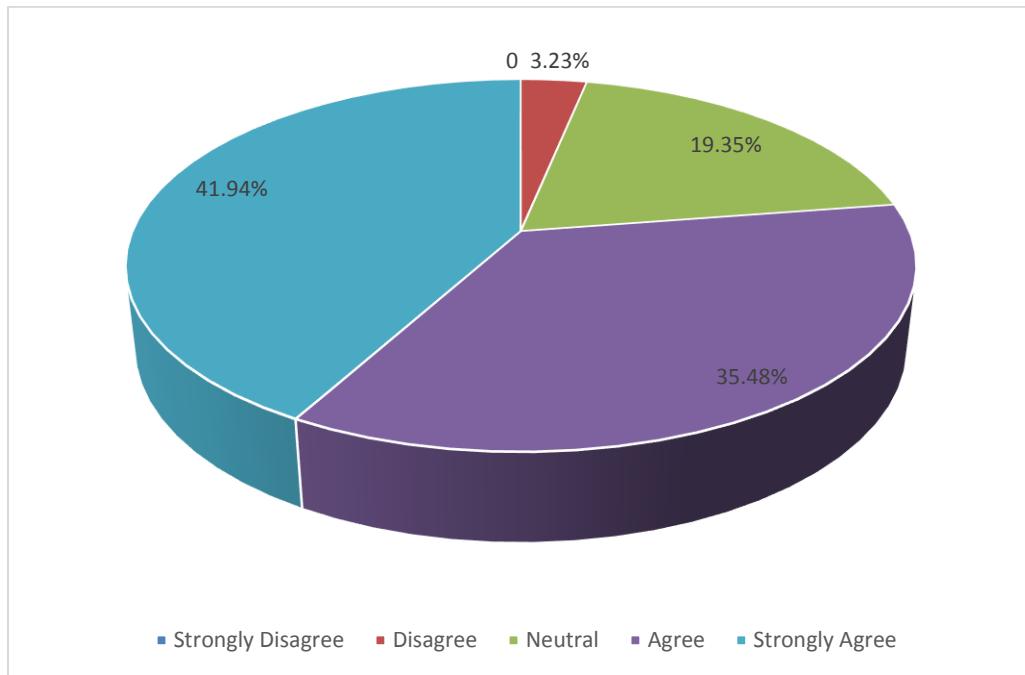


Figure 6 Recruitment & Selection in SPL is fair and impartial

In the above chart, the responses of the employees have been presented which states:

Rating

Strongly Disagree	0
Disagree	1
Neutral	6
Agree	11
Strongly Agree	13

According to the survey results, it shows that a maximum number of employees strongly believe that recruitment & selection process in Square Pharmaceuticals Ltd. is fair and there is no partiality. Around half number of employees remained neutral about the statement, neither do they completely agreed or disagreed on the fact that recruitment & selection process in SPL is impartial.

However, none of the employees believe that SPL recruitment & selection process is completely impartial.

Statement # 2

During selection, a candidate is valued on his/her merit (knowledge, skills and attributes) than overall years of his/her work experience.

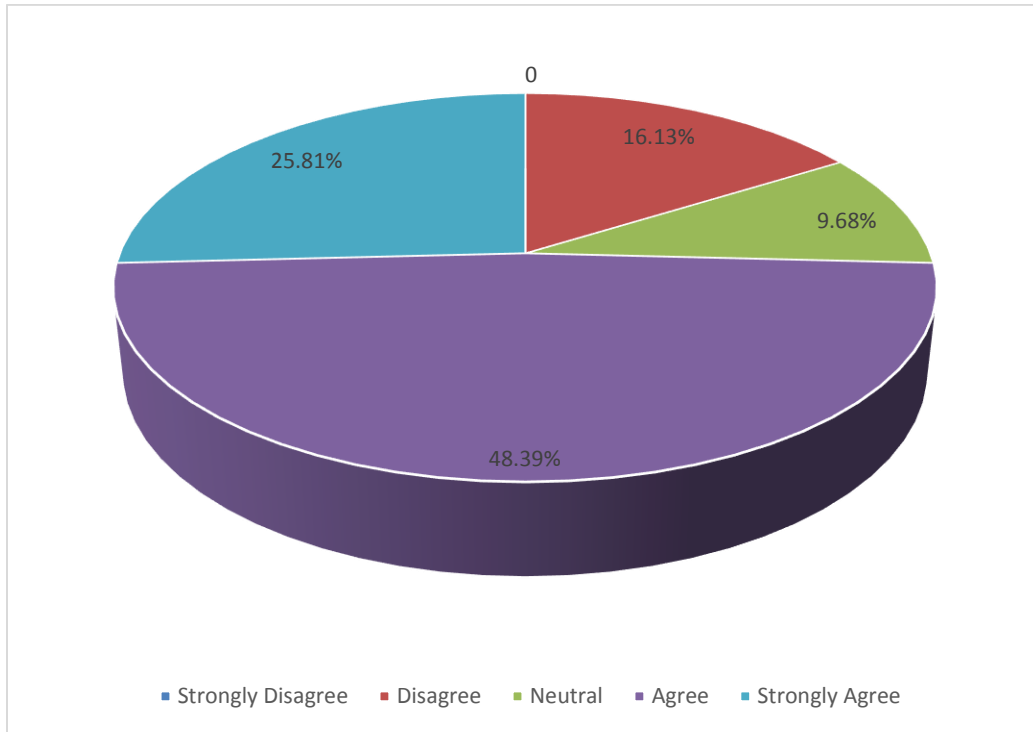


Figure 7 Candidate is valued on merit than job experience

In the above chart, the responses of the employees have been presented which states:

Rating	No. Of Respondents
Strongly disagree	0
Disagree	5
Neutral	3
Agree	15
Strongly agree	8

According to the survey results, it shows that a maximum number of employees believe that a candidate is prioritized on his/her merit (knowledge, skills & attributes) than overall years of his/her work experience. Followed by second large number of employees who also strongly agreed on the fact that a candidate is judged based on his/her potential, competencies, skills, knowledge etc. during his/her selection process.

However, a minority number of employees remained neutral and disagreed with the statement asked in the survey. They have a belief that a candidate is comparatively judged based on his/her total work experience in previous companies than a candidate's potential skills, academic qualifications. According to this group of employees who has disagreed, it can be said that they have a perception that during selection process in SPL, fresh graduates or candidates with less work experience are considered as less suitable for a position in SPL.

Statement # 3

Time taken from recruitment to the final selection of a candidate in SPL is very long.

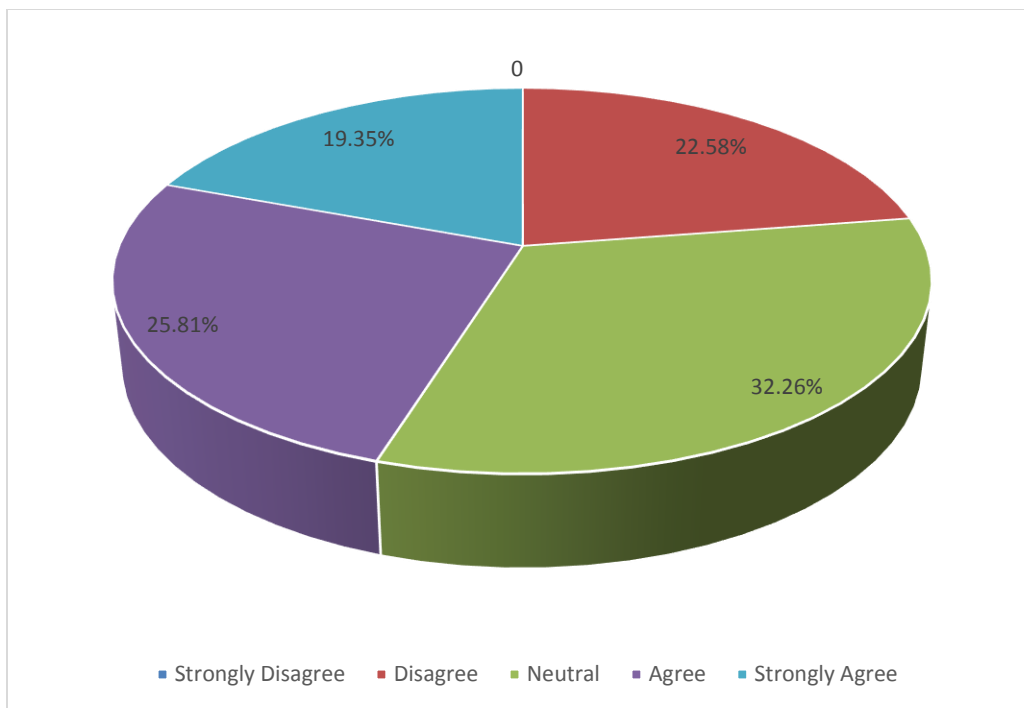


Figure 8 Time taken for final selection of a candidate is very long

In the above chart, the responses of the employees have been presented which states:

Rating

Strongly Disagree	0
Disagree	7
Neutral	10
Agree	8
Strongly Agree	6

According to the survey results, it shows that a maximum number of neither agrees or disagrees on the fact that time taken for the entire process from recruitment to final selection of a candidate is neither long or short. However, second maximum number of employees agreed that they believe that the recruitment & selection team takes longer time for the final selection of a candidate for a required position in a respective department. Also, around same number of employees disagreed on the statement that the time taken for the process is not too long. A minimum number of employees strongly believe that time taken for the process is very long. To conclude, I would like to like to state from the survey results of this statement gave a mixed response from the employees. Still, I would like to go for the maximum number of people who remained neutral with the provided statement.

Statement # 4

Different recruitment process is followed for different grades of employees in SPL.

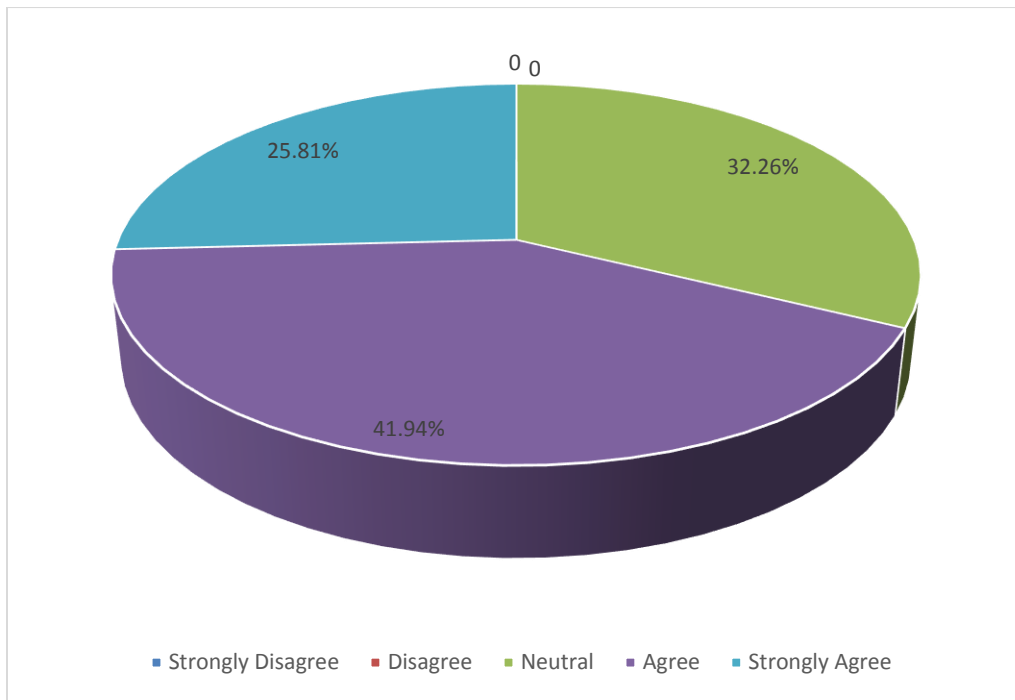


Figure 9 Different recruitment process is obtained in SPL

In the above chart, the responses of the employees have been presented which states:

Rating	No. Of Respondents
Strongly Disagree	0
Disagree	0
Neutral	10
Agree	13
Strongly Agree	8

According to the survey results, it shows that a maximum number of employees agree and a small number of employees also strongly believed that different recruitment process is followed for different grades of employees in SPL. For lower-graded positions, candidates need to sit for a written exam and if they qualify in the exam, they are called for an initial interview. However, written exams are not required for a higher-graded position in SPL. Candidates who are interested

for a respective vacant position can directly face the viva board in HRD. Followed by the second large number of employees remained neutral about the statement. Nevertheless, none of the employees disagreed with the given statement.

Statement # 5

External recruitment is better than recruiting internally within the organization.

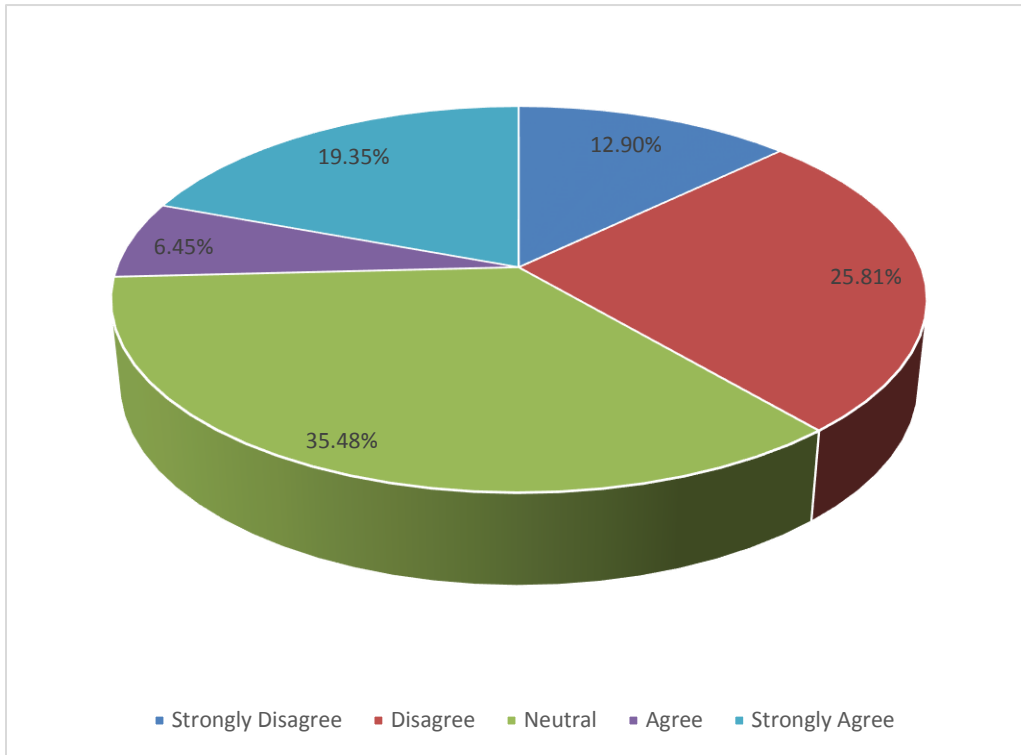


Figure 10 External hiring is comparatively better

In the above chart, the responses of the employees have been presented which states:

Rating	No. Of Respondents
Strongly Disagree	4
Disagree	8
Neutral	11
Agree	2
Strongly Agree	6

According to the survey results, maximum number of employees stayed neutral with the provided statement that external recruitment is better than internal recruitment in SPL. Second major group of employees disagreed and a few numbers of people has strongly disagreed that external recruitment is better than internal recruitment. Based on the results, I can say that these two group of employees might consider that recruiting internally within the organization is better for the current employees in SPL instead of hiring new employees from outside the organization.

Besides, a minimum number of employees agreed with the provided statement, this group of people might believe that external recruitment gives an opportunity to other potential employees outside the organization for employment in SPL.

Statement # 6

You were assigned with the same job responsibilities those were explained to you during your selection time.

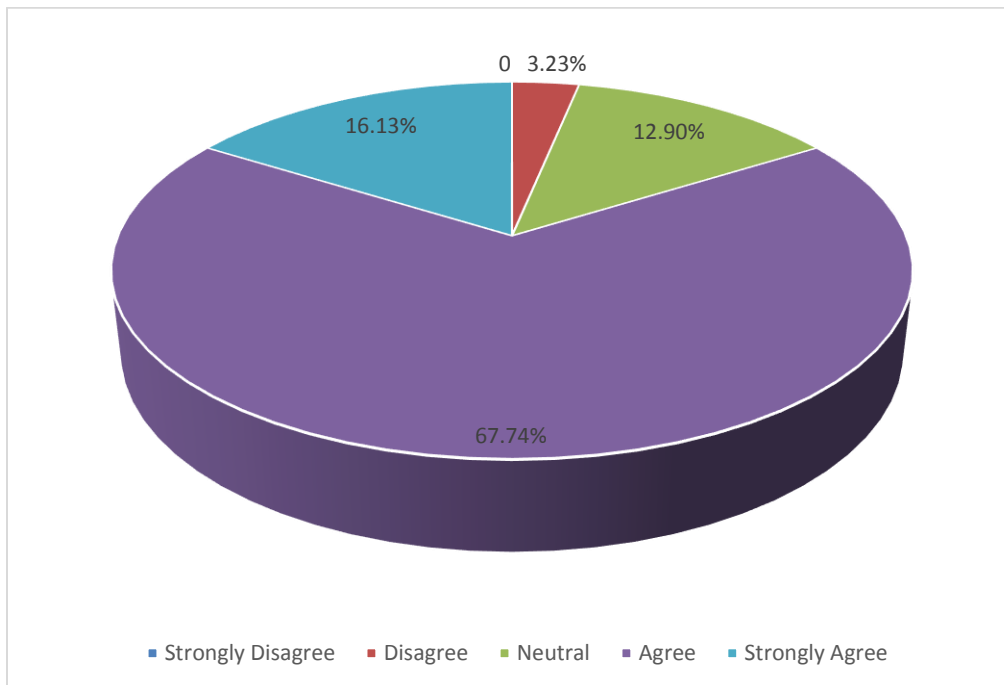


Figure 11 Respondents were assigned with same job responsibilities as mentioned during selection

In the above chart, the responses of the employees have been presented which states:

Rating	No. Of Respondents
Strongly Disagree	0
Disagree	1
Neutral	4
Agree	21
Strongly Agree	5

According to the survey results, almost everyone agreed with the fact that they were assigned with the same job responsibilities those were explained to them during their selection time. On that note, these groups of employees are satisfied that they need to just perform the same set of job duties and they are not provided with other duties besides their job description during the employees' selection period. Least number of employees remained neutral on the statement and I will resist focusing on the minority number of respondents for this survey finding.

Question#7

How does internal recruitment help to motivate the current employees to perform well in the job?

Based on the results, majority of the employees believe that,

- Internal recruitment process in SPL build confidence towards the company that it will ensure job security to them. Employee motivation increases and their commitment towards their organization.
- Employees expect that their supervisors would recommend him/her for a higher position if s/he performs well and help the employee to achieve his/her career goals in the organization, grow and learn.
- Employees face a fair competition with their colleagues and tend to perform better than others. Thus, the competition reflects a positive approach on the employee performance

- Hiring internally improves employee morale, skills and employees get more engaged to their job.

Question#8

Are you satisfied with the current recruitment &selection process in SPL? If not, then give your suggestion to improve the process.

The finding explains that a large number of employees in my survey area are satisfied with the current process.

A small number of employees gave suggestions to improve the process as follows:

- Adopting other recruiting procedures like competency based recruitment practice can be initiated for a change.
- Evaluation criteria needs to be more specific and clear in a viva board.

Conclusion

SPL is one of the most successful organizations ever since it has started its journey and it ensures that they have no drawbacks in any of their functions. Starting from manufacturing quality products, technological advancements in their operational activities, focusing on their employee needs and creating a diversified workforce. SPL is competing with other market leaders in the pharmaceutical industry resisting any constraints, i.e. impact of globalization, change in global economy, political unrest and government regulations. Yet, SPL remains to stand strong in a leading position in the market.

Since, my report is based on recruitment &selection process of SPL and I have analyzed the employee satisfaction on this process of HRD. I would like to give some recommendations with relevance to my findings of the study as followed:

- ❖ HRD can use advanced computerized system to forecast personnel needs, i.e. forecast the possible replacements of a particular position when the employee leaves and there is a vacancy for that position. This process will be faster and more accurate.
- ❖ The recruiting yield pyramid can be used to forecast the number of candidates that will be required in the selection process and this tool will help to recruit the number of potential candidates who will surely join the company. This process will prevent the team from wasting time during the selection process by not interviewing the candidates who will not join the organization.
- ❖ Candidates can be interviewed on new techniques like personality test, stress test, psychological test during the selection of a candidate in their viva board. These tests would increase effectiveness to measure the behavioral aptitude, personality and attitude of a candidate during evaluation.
- ❖ Hiring internally is considered to be a good option as mentioned by the employees in SPL in SPL. Since, company is aware about the strength and weakness of a current/former employee, acknowledged about the skills and competencies s/he already has. Moreover, the candidate is already familiar with the organization terms and policies and s/he is committed towards the organization.
- ❖ External recruitment i.e. college recruiting, job fairs, employee referrals tend to be more effective since a large number of applicants will be attracted. A company needs new talented pools of candidates for the overall growth of the company. A well-experienced, trained, more skillful candidate can provide innovative ideas for the betterment of SPL.
- ❖ Hiring a candidate with a previous work experience for higher-graded positions would be beneficial for the organization as the candidate has moved across various organizations and has gathered a better practical knowledge of job responsibilities, decision-making abilities, problem-solving abilities and team-working skills in a professional field.

- ❖ Also, meritorious candidates have a greater potential to increase accuracy in the work activities of SPL, minimize surplus and comparatively reduction in cost can be observed. According to survey results, a candidate with a good balance of set of skills along with minimum years of work experience should be recommended during selection process.

Appendix

List of Abbreviation

AM	Area Manager
CHQ	Corporate Head Quarters
CSE	Chittagong Stock Exchange
CV	Curriculum Vitae
DSE	Dhaka Stock Exchange.
ED	Executive Director
FM	Field Manager.
GM	General Manager
HR	Human Resources
HRD	Human Resources Department
JC	Job Confirmation
JD	Job Description
KRA	Key Result Area
MPO	Medical Promotion Officer.
OD	Organizational Development
PMD	Product Management Department.
PMS	Performance Management System
PPO	Product Promotion Officer.
SDO	Sales Development Officer.
SSDO	Senior Sales Development Officer.
SPO	Sales Promotion Officer.
SSPO	Senior Sales Promotion Officer.
SMPO	Senior Medical Promotion Officer.
SPL	Square Pharmaceuticals Limited.
TM	Territory Manager
TNA	Training Need Analysis
T & D	Training And Development
TSD	Technical Service Department (TSD)
WT	Written Test

Questionnaire

“Employees’ Perception on Recruitment & Selection Process in Square Pharmaceuticals Ltd.”

Employee Profile:

Designation: _____

Department: _____

In the following section, kindly give your valuable opinion on the given statements about *Recruitment & Selection Process in Square Pharmaceuticals Ltd.* The statements are provided with a rating on a scale of 1-5 (**1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= Strongly Agree**).

Please put a tick mark on your selected rating to answer at what point you Agree or Disagree on the following statements.

Serial No.	Statements	Rating				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Recruitment & Selection Process of SPL is absolutely fair and there is no partiality.					
2.	During selection, a candidate is valued on his/her merit (knowledge, skills and attributes) than overall years of his/her work experience.					
3.	Time taken from recruitment to the final selection of a candidate in SPL is very long.					
4.	Different Recruitment process is followed for different grades of employees in SPL.					
5.	External recruitment is better than recruiting internally within the organization.					
6.	You were assigned with the same job responsibilities those were explained to you during your selection time.					

Please answer and give your views on the stated questions below:

7. How does internal recruitment help to motivate the current employees to perform well in the job?

8. Are you satisfied with the current Recruitment & Selection Process in SPL? If not, then give your suggestion to improve the process.

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