



*A Quantifiable Research on the Effectiveness of the*

## **Recruitment and Selection Process of Sales Personnel (Field)**

**Of**

***SQUARE TOILETRIES LIMITED***

***Submitted by:***

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***Submission Date:***

*3<sup>rd</sup> May, 2017*

***Submitted to:***

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***Senior Lecturer***

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## **Letter of Transmittal**

**3 May, 2017**

Humaira Naznin

Senior Lecturer

BRAC Business School,

BRAC University,

66 Mohakhali C/A, Dhaka-1212;

**Subject:** Submission of the internship report on “**A quantifying research on the effectiveness of the recruitment and selection process of Sales personnel (Field) at Square Toiletries Limited.**”

Dear Madam,

With due respect this is to inform you that I, Samiha Raisa, Id-13104161, am very grateful for having the opportunity to present an internship report on “A quantifying research on the effectiveness of the recruitment and selection process of Sales personnel (Field) at Square Toiletries Limited” as a part of course BUS 400 which is required to complete my Bachelor’s of Business Administration. I would also like to add that having the opportunity for completing my internship at Square Toiletries Limited was fruitful. I got to learn new aspects of corporate life and also got the chance to relate that knowledge with my academic studies.

Moreover, in this report I tried to do some research work on the recruitment and selection process of Square Toiletries Limited in case of hiring sales personnel working in the field. In this regard, I would like to show gratitude to you for giving me the chance to write and present a report on this topic and assisting me in every step while forming this informative report.

**Sincerely Yours,**

Samiha Raisa

Id No. 13104161

## **Acknowledgement**

In the process of completing my internship at Square Toiletries Limited and writing a report on it, there are a number of people whom are to be showed gratitude. At the very beginning, I would like to show gratitude and be thankful to Almighty Allah for giving me the opportunity to do my internship at Square Toiletries Limited and also would like to thank my parents for always being my inspiration at every stage of my life.

Regarding the preparation of my report, I must not forget to show gratitude to my academic supervisor **Ms. Humaira Naznin**, Senior Lecturer of BRAC Business School for assisting me throughout my internship report and also for motivating me for doing something which unique and innovative.

Again, in this process of acknowledgement, I must include my supervisor at Square Toiletries Limited **Ms. Monami Haque**, AGM, HRD for unfolding different critical aspects of work life in a very simple manner. Moreover, I would like to add another name from Square who was always there to teach me and rectify me at my every mistake and he is **Mr. Muhammad Shahnur Rajib**, Senior Executive, HRD, Square Toiletries Limited. In the list of name, one more names can be included- **Mr. Khandker Nabil Abrar**, Junior Executive, HRD who has provided every possible help while facing any problem at Square.

Finally, gratitude is to be shown to **BRAC University** for choosing me as their student and giving me the chance to pursue my Bachelor's here. Moreover, I am grateful that BRAC University has allowed me to complete my internship at Square Toiletries Limited and accepted my report worth keeping it in the store house of Ayesha Abed Library.

## *Executive Summary*

This report is all about the identifying the effectiveness of the recruitment and selection process of Square Toiletries Limited in terms of hiring employees for sales (Field). This report is reflecting every pros and cons of the existing process of recruitment and selection. As field task is the most challenging task comparing to other work, this research will give a good weight to this report. Starting from the history of Square and Square Toiletries Limited, this report will lead to the insights of the recruitment and selection process of STL for field employees. At one point of this report, there will one segment which will actually prove that the recruitment and selection process of STL is helping them to hire best fit for their company but there are other issues which are actually affecting the retention rate of STL. All this information is compiled in a segment called 'Findings and Recommendation'. STL is following a standardize process for hiring employees but there are some shortfalls while making of their policies. All these things have been discussed throughout this report.

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# **CHAPTER 1**

## **The Organization Part**

## Preface

Bangladesh is known to be a densely populated country with a number which is more than 160 million. If we try to view this from a business perspective then it can be said that Bangladesh is a country of huge number of consumers whose consumptions are accelerating the profits of businesses daily. As this report is all about a FMCG (**Fast Moving Consumer Goods**) company, consumers are the major issues that need to be taken into account. There are a number of companies existing in Bangladesh which are actually adding a lot to our GDP through their business profits. In this regard, SQUARE is one of those companies. SQUARE Group started its journey with a small business but years after years it has expanded its branches the way a tree does.

**SQUARE TOILETRIES LIMITED (STL)** is one of the members of the concern group called SQUARE. It has a huge manpower who is constantly working for the profitability of this company. Handling almost 2000 employees is a hard nut to crack without an efficient HR team. In this regard, **STL** has created an efficient HR team that is constantly handling the working force and trying to make the maintenance process of work force competitive than others in the industry. It was a great opportunity for me to be a part of that efficient team and to learn more about the work of HR working handling such a big workforce. I have indulged myself in this team to know pros and cons of HR management so that I have a broader aspect of corporate HR team. I wanted to mix and match the knowledge that I had gathered through academic studies with the knowledge that I learnt from STL.

I have chosen recruitment and selection of **Field Force (FF)** of **STL** because I found out that there are a lot of different issues that need to be highlighted as well as issues that need to be removed. However, this particular part is quiet challenging for HR team of **STL** because the retention rate of this part fluctuates a lot rather than other department. It is becoming challenging and difficult for HR team to motivate this particular type of employees because they are working in distant places and it is always not possible to monitor them very closely. As a result, retention rate fluctuates in a continuous manner. Actually, this report gives an overview of STL's recruitment and selection process along with its history, products offered, internal











structure, organogram, operations, terms and policies, over the years employee retention trend etc. This report will not only give an in depth look of this company but also will open up some of the aspects that need focus and attention as well as improvement. Again, this report will highlight those points also which will work a motivational factor for prospective candidate to apply and work for **SQUARE TOILETRIES LIMITED**.

## History

**SQUARE** is an Organization with equal emphasis on People, Leadership, Technology, Quality & Passion. **SQUARE** is a name, is a brand. There is a very popular proverb which is-“Rome is not built in a day.” In this same manner it can be said that **SQUARE** has not become a brand in a day. It took lots of time, effort and planning to make **SQUARE** a brand. It is a result of thousands of employees’ relentless effort and hard work. More than 50 years of hard work had brought **SQUARE** in today’s position. Today, **SQUARE** is the top lined conglomerate in Bangladesh. Four friends in 1958 started a small partnership firm sharing equal ownership. Eventually, they named the company ‘**SQUARE**’. **SQUARE** is committed to continual improvement to ensure highest standard, customer satisfaction through developing Human Resource and to company growth. It quest for ethical perfection in the business. This organization was founded by none other than Mr. Samson H. Chowdhury (1926-2012). He was the founding chairman of **SQUARE** Group. There are other people who work behind this huge organization- they are known to be the board of directors.

**SQUARE** has a diversified business portfolio. It has expanded its business in the sectors like- Pharmaceuticals & Health care, FMCG, Textiles, Media, TV & IT, Banking and Insurance, Security Solution and Agriculture & Veterinary. Let’s take a quick view of the branches of a tree called **SQUARE**-

<b><i>Square Pharmaceuticals Limited</i></b>	
<b><i>Square Toiletries Limited</i></b>	
<b><i>Square Hospitals Limited</i></b>	
<b><i>Square Food and Beverage Limited</i></b>	
<b><i>Square Textiles Limited</i></b>	
<b><i>Square Herbal and Nutraceuticals Ltd.</i></b>	
<b><i>Square Informatix Limited</i></b>	
<b><i>Maasranga Communications Limited</i></b>	
<b><i>Square Fashions Limited</i></b>	
<b><i>Mediacom Limited</i></b>	
<b><i>Maasranga Productions Limited</i></b>	
<b><i>Sabazpur Tea Company Limited</i></b>	
<b><i>Aegis Securities Limited</i></b>	



**SQUARE TOILETRIES LIMITED** is a flagship under a big umbrella called **SQUARE GROUP**. STL is the one of the largest FMCG companies in Bangladesh. It is a manufacturer of different cosmetic and toiletries products which have secured a big market share for STL. Currently, it has 20 different brands and over 55 products covering a variety of product lines. It has product lines such as- oral care, health & hygiene, hair care, baby care, male grooming, fabric care, skin care etc. STL started its journey in 1988 as a separate division of SQUARE Pharmaceuticals. At that time it had started with only one product. STL is carrying out its production in its two automated plants at Rupshi & Pabna as per the international standard. Over 50 international quality products are manufactured and the products are available in 22 countries worldwide.

**SQUARE TOILETRIES LTD.**

## Quality Policy

1. Dedicated to make every effort to understand consumer needs to provide maximum satisfaction and to achieve market leadership.
2. Strive to continuously upgrade manufacturing technology and to maintain optimum level of quality measures in conformity with the international standard - ISO 9001 : 2008.
3. Committed to achieve quality objective through continuous employee training and maintaining congenial working atmosphere.

**Mission Statement:**  
To satisfy the needs of domestic & international consumers through **innovative** quality products & services using **latest technology** and by highly motivated skilled employees.

*Samuel S Chowdhury*  
Samuel S Chowdhury  
Chairman

*Anjan Chowdhury*  
Anjan Chowdhury  
Managing Director

Revision 04 - Date 31.10.2013

**স্কয়ার টয়লেট্রিজ লিমিটেড**

## কোয়ালিটি পলিসি

১. ভোক্তার চাহিদা নিরূপণ করে সর্বোচ্চ সন্তুষ্টি নিশ্চিত করার মাধ্যমে শীর্ষ অবস্থানে যেতে বদ্ধপরিকর।
২. উৎপাদনে আধুনিক প্রযুক্তির প্রয়োগ এবং আন্তর্জাতিক মানদণ্ড - আই.এস.ও ৯০০১ : ২০০৮ অনুযায়ী সর্বোচ্চ গুণগত মান নিশ্চিত করতে সংকল্পবদ্ধ।
৩. ক্রমাগত কর্মীদের প্রশিক্ষণ প্রদান এবং কর্ম সহায়ক পরিবেশের নিশ্চয়তা বিধানের মাধ্যমে গুণগত মান অর্জনে প্রতিশ্রুতিবদ্ধ।

**লক্ষ্য:**  
সর্বাধুনিক প্রযুক্তি ও নিবেদিতপ্রাণ দক্ষ কর্মীদের সাহায্যে গ্রহণযোগ্য গুণগত মানসম্পন্ন পণ্য উৎপাদন করে দেশীয় এবং আন্তর্জাতিক ভোক্তাদের চাহিদার সন্তুষ্টি বিধান করা।

*Samuel S Chowdhury*  
স্যামুয়েল এস চৌধুরী  
চেয়ারম্যান

*Anjan Chowdhury*  
অঞ্জন চৌধুরী  
ব্যবস্থাপনা পরিচালক

সংস্করণ ০৪ - তারিখ ৩১.১০.২০১৩

**Expect the same SQUARE Quality**

Meril REVIVE WhitePlus Sanova Jui  
Spring Saafi Chaka Kool Sepnil MAGIC  
SELECT Plus ZEROCAL CHAMAK Xpel SHANTI

[www.squaretoiletries.com](http://www.squaretoiletries.com)

**SQUARE TOILETRIES LTD.** always ensures quality. Ensuring quality products at the doorstep of the consumers is the prime motive of it. Since 1988 STL is working with relentless effort to ensure quality products and also international standard products worldwide.

## Vision and Mission

### VISION

*Square Toiletries Limited attempts to understand the unique needs of the consumers and translate that needs into products which satisfy them in the form of quality products, high level of service and affordable price range in a unique way. (“SQUARE TOILETRIES LIMITED”)*

STL see business as a mean to the well-being 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.

### MISSION

- ✚ To treasure consumer understanding as one of our most valued assets and thereby exerting every effort to understand consumers' dynamic requirements to enable us in offering maximum satisfaction.*
- ✚ To offer consumer products at affordable price by strictly maintaining uncompromising stance with quality. With continuous R&D and innovation we strive to make our products complying with international quality standards.*
- ✚ To maintain a congenial working environment to build and develop the core asset of STL– its people. As well as, to pursue for high level of employee motivation and satisfaction.*
- ✚ To sincerely uphold the responsibility towards the government and society with utmost ethical standards as well as make every effort for a social order devoid of malpractices, anti-environmental behaviors, unethical and corruptive dealings.*

*(“SQUARE TOILETRIES LTD”)*

STL believes in satisfying the needs of domestic & international consumers through innovative quality products & services using latest technology and by highly motivated skilled employees.

## Hierarchy of STL

Every organization has its own hierarchical structure. It means the flow chart that shows who reports to whom and the hierarchy. STL has two different groups- one is management group and another one is non-management group. The hierarchy is as follows-

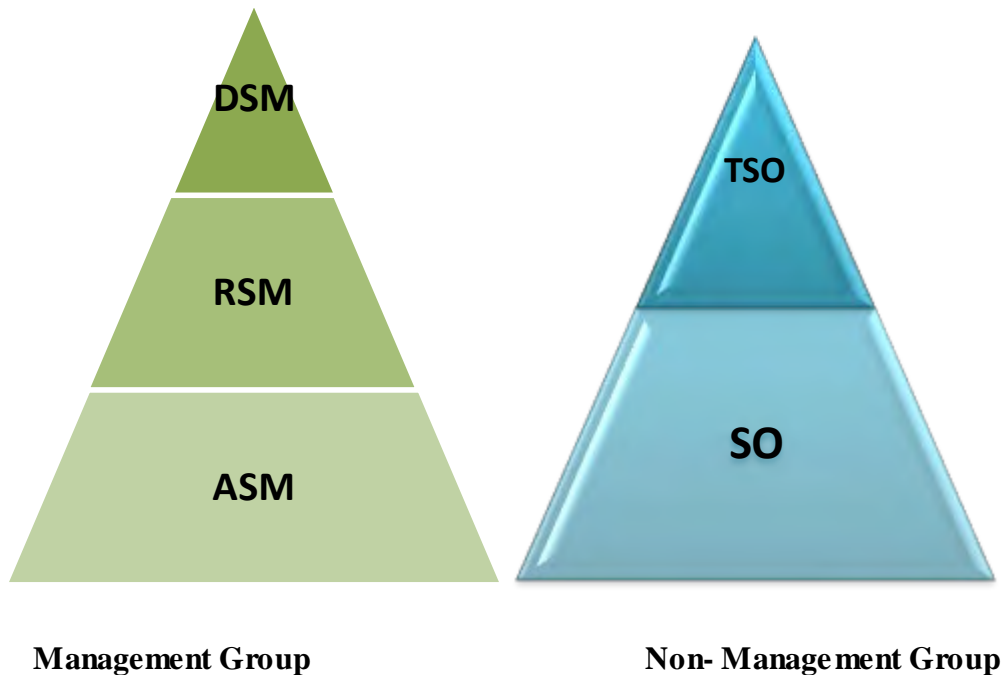


**Figure: the hierarchy of Management Group of STL**

In case of non- management group, there are several employees working at STL and they have different positions inside the organization. They include- junior officer, junior office assistant, Sr. Officer, Sr. Office Assistant, service staffs, front desk officer, accounts officer, administrative officer etc.

Now, as I am working for the positions working as field force then it is very much necessary to understand their hierarchy in the organization. In case of field force, there is also two groups-one is management and another is non-management. In the field force there are five positions available- starting from DSM (Divisional Sales Manager), RSM (Regional Sales Manager),

ASM (Area Sales Manager), TSO (Territory Sales Officer) and finally, SO (Sales Officer). Now, let us have a look at their hierarchy-



**Figure: the hierarchical structure of field force**

That is how STL operate its day to day activities. Whatever and however the structure is in the organization, STL tries to provide equal employment opportunity to all the existing and also prospective employees.

### **Products Offering**

STL offers a wide range of products to its consumers. Since 1988 they are working heart and soul to offer their consumers the best quality products that would be able to compete with other products available in the markets. They started their journey with only one product and which is JUI Coconut Oil. As time went by it had expanded its product variations also. Now they offer Jui Hair Oil, Meril Baby products, Sepnil products, Senora products, Chaka, Chamak etc. As STL is a FMCG company, it has a number of competitors- Unilever Bangladesh, ACI, Meghna Group, Akij Group, Abul Khair Group, Kohinoor Chemicals, Reckitt Benkiser, and GlaxoSmithKline.

The twenty different brands of STL products are given below-

<b>JUI</b>	<b>Kool</b>	<b>Fresh Gel</b>	<b>Magic</b>
<b>Meril Baby</b>	<b>Chamak</b>	<b>White Plus</b>	<b>Spring</b>
<b>Meril Protective Care</b>	<b>Chaka</b>	<b>Supermom</b>	<b>Saaf</b>
<b>Meril Splash</b>	<b>Sepnil</b>	<b>Madina</b>	<b>Select Plus</b>
<b>Revive</b>	<b>Senora</b>	<b>Shakti</b>	<b>Xpel</b>

*EXPORTING COUNTRIES:*

These brands are offered to different consumers in different countries worldwide. STL not only manufactures products for Bangladeshi consumers but also for 22 different countries worldwide. They try to ensure quality products to their consumers. The names of those countries are as follows-

- |                       |                         |
|-----------------------|-------------------------|
| <b>1.UK</b>           | <b>12.India</b>         |
| <b>2.Australia</b>    | <b>13.Bhutan</b>        |
| <b>3.Singapore</b>    | <b>14.USA</b>           |
| <b>4.Malaysia</b>     | <b>15. Cyprus</b>       |
| <b>5.Djibouti</b>     | <b>16.Germany</b>       |
| <b>6.Saudi Arabia</b> | <b>17.Japan</b>         |
| <b>7.UAE</b>          | <b>18. Ethiopia</b>     |
| <b>8.Kuwait</b>       | <b>19.Sweden</b>        |
| <b>9.Qatar</b>        | <b>20. Nepal</b>        |
| <b>10.Bahrain</b>     | <b>21. South Africa</b> |
| <b>11.Myanmar</b>     | <b>22. Jordan</b>       |

## **CHAPTER 2**

### **Responsibilities as an Intern at STL**



## Internship Responsibilities

Square Toiletries Ltd. is an appropriate place to learn different aspects of work life. This is also an organization where an employee can have work life balance. I find myself privileged to get the opportunity to work for Square. I started my internship at Square Toiletries Limited on 1<sup>st</sup> January, 2017. I went through an interview after applying at STL. I was interviewed by Mr. **Muhammad Shahnur Rajib, Sr. Executive, HRD** and after that by **Ms. Monami Haque, AGM, HRD**. After a week they confirmed me and I joined Square from the beginning of 2017. I joined the HR department as I always wanted to work for HR. After started to work there I got some responsibilities which enhanced my perspective regarding HR activities.

My activities and responsibilities included-

### Collection of applicants' CVs:

After having requisition for any position, the first that we do is to prepare an advertisement. Afterwards, applicants started to drop their CVs through E-mail or by dropping it personally in our CV drop box. From there my work started. Collecting those CVs and reserving those for further evaluation was my first task.

### Sorting Collected CVs:

After the deadline of the of CV submission date, I used to start sorting those CVs. Before that I used to collect information about the position and the job responsibilities of that position. I used to have the job advertisement with me for assistance. Again, my supervisor used to give me some sorting criteria which I used as my sorting basis. The sorting criteria usually included- education, institution, age, experiences etc. These criteria were based on the requirement of the position they are looking for.

### **Communicating with the applicants:**

The challenging part of my work was communication with applicants. I find it a bit difficult because in this part sometimes I needed to convince the applicants about our working environment of our company. Sometimes, our requirements could not get matched with the applicants and sometimes applicants' preferences could not get matched with our company's policy. At the end of the day we used to get a good pool of candidates. By doing this task my communication skill has developed much better than before.

### **Preparing Summary of the applicants:**

After getting a good pool of candidates a date is fixed for written or interview. Now, written test is taken up to Executive level and then selected candidates are called for further interview session. Starting from Sr. Executive to senior level position written test is not required. They only need to face interview board. Before conducting written test or interview I need to prepare summary of the selected candidates. Summary included their name, number, educational qualification, and years of experience. It helps an evaluator to go through the applicants' profile at a glance.

### **Coordinating written tests and interviews:**

I used to coordinate the written tests and interviews. Maintaining applicants' serials and making sure that they are on time for the written test and interview was my task. Again, invigilating the written tests was also part of my work.

### **Checking scripts and preparing result:**

After written test the main task got started. I used to be given scripts and the appropriate answers and then I used to check the script and finally, prepared result so that most eligible candidate could be selected.

### **Assisting in the training program:**

When I was at STL, I assisted the training program of Sales Officer and Merchandiser with my supervisor. I used to take the attendance of the trainees, used to take their daily short test based on their previous day training, checking their scripts, making them correct their mistakes in the test and also making sure that trainers attend their classes on time.

### **Preparing Job Confirmation letters and Recruitment Proposals:**

Finally, I was given the task of preparing Job confirmation letters and recruitment proposals. These works are done when an applicant is hired after going through a recruitment process. These are then sent to our GM for approval so that the selected candidate can join as soon as possible.

Therefore, these are tasks that I have done so far at STL for a period of three months. I can truly say that I have learnt a lot throughout these three months. Great time was spent indeed at STL.

## **CHAPTER 3**

### **The Project Part**

## **Objective of this report**

The objective of this report is to identify the problems of the recruitment and selection process of STL. The aim is to know how effective the process is in STL. Furthermore, the aim is to identify whether or not the process is finding and hiring the right fit for the company and field work. As field work is one of the challenging works, it is very necessary to know whether they are getting the right candidates through their process.

## **Reason behind this topic**

After joining Square Toiletries Limited I got to learn lots of new things and also observed different aspects of their recruitment and selection process. Now, from the very beginning of my internship at STL I have seen that a number of requisition for the positions in the field force. They also have conducted several written tests and interviews for these positions but the requirement cannot be fulfilled. This fact triggered me to go into the depth of this matter and find out whether it is the problem of recruitment and selection process or something else is the problem. Now, let me discuss the triggering issues-

- The positions of DSM, RSM, ASM, TSO and SO have frequent resignations.
- Motivation level of these employees is fluctuating.
- Growth is less seen in these positions.
- Internal recruitment is also less seen.

Therefore, these are issues which worked as drivers to prepare this report on this.

## Methodology

I actually thought of doing something experimental with my report. That is why; I tried to make it qualitative at the same time quantitative. To do this mixture, I tried to gather information in both direct and indirect way. The methods that I have used to make my report informative are-

- a. Direct Interview
- b. Observation
- c. Internet browsing
- d. Attending orientation with other newly recruit employees

### Direct Interview

The most important information that I have gathered for the report are from the interview session that I conducted with our AGM- Ms. Monami Haque. Before conducting this interview I set a number of questionnaires which helped me while doing the interview. This all was guided by my academic supervisor Ms. Humaira Naznin. This source was one of the authentic data collection source for my report.

### Observation

This was my observation throughout the three months that I have spent at STL. I used observe each and every task that I found important to know and used make notes on those task. Even if I could not understand anything I used to ask question to my colleagues to make that point clear. I believe that observation is another authentic source for information.

### Internet Browsing

This way of sourcing data and information is very common. Sometimes, we cannot just rely on this source because without authentic URL, information sourced cannot be justified. In this case, I got the help of my supervisor to have authentic website to search about STL and other information.

## Attending Orientation

Whenever in our company any new employee is hired then an orientation is arranged by one of our senior employees to introduce the company to the employee. Here, in this session presentation are given by preparing power point slides to give all sort of information about the company to that new employee. By doing this they try to make the employee feel comfortable with the environment. Therefore, it is a great source of information for me. That is why, I attended two of those orientation by taking the permission of my supervisor to know every aspects of STL.

## Limitations

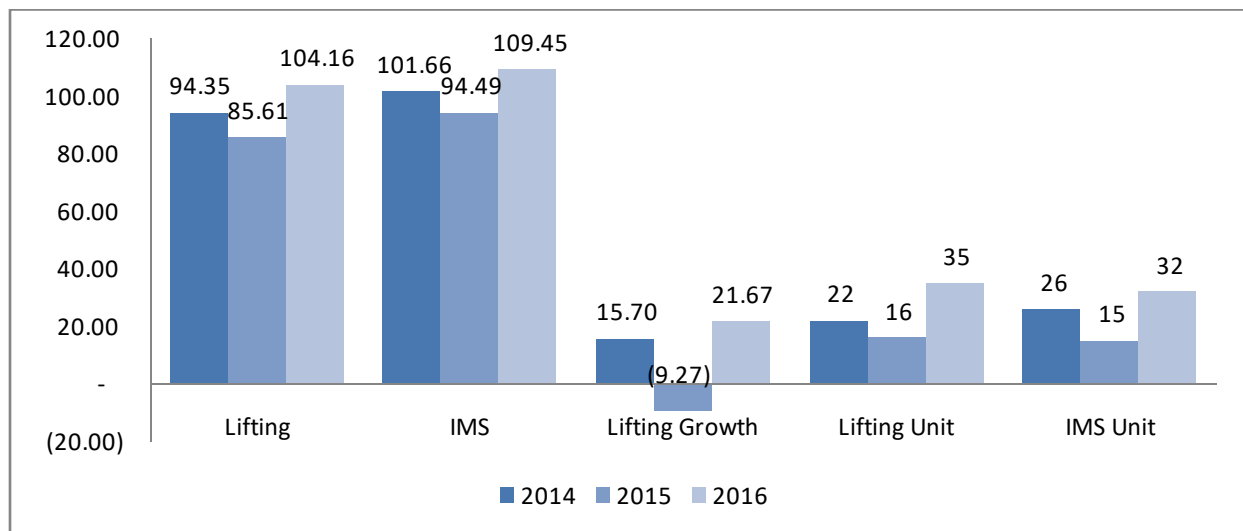
Completing such a big report on such a well-known and reputed company was itself a challenging task. It took a lot time to prepare a well written report. While writing the report I faced some sort of difficulties that I had to overcome for a fruitful report. The big difficulty that I faced was to do office from 8:30 to 5:30 and then write the report after a full tiring day. For this reason, I suffered a lot to complete my report. There was other problems like-

- I faced a bit problem to take from our AGM to take the interview. It was very difficult to take time from her as she was busy all the time.
- Sometimes I need to do multitasking for shortage of time and at that time I could not observe some works properly.
- At the very beginning, I was struggling to find authentic information using internet. It was very difficult to find informative data from internet.

It has been always said that all's well that ends well and that what happened to me and my report. After overcoming all these difficulties the report has become informative and fruitful.

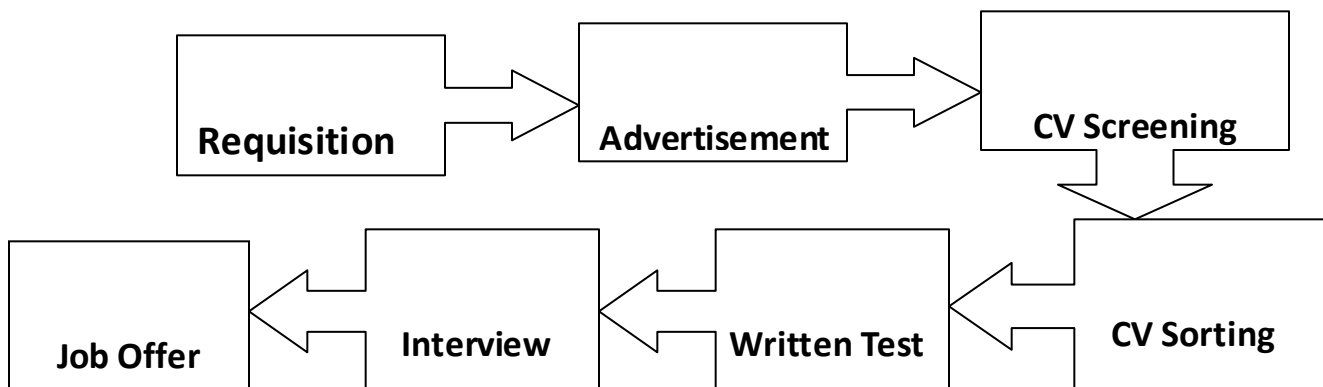
## Recruitment and Selection Process of Field Force

As it is known that field force is very important for a FMCG company because they are the personnel who make sure that products are reached appropriate at the doorstep of the consumers. Therefore, recruitment and selection of those employees should be well designed. Before going onto the depth of the process, let us see first how the field force has changed the sales in the last three years:



**Figure: Achievement of sales over the last three years**

Now, let us discuss about the process-



**Figure: Flowchart of Recruitment and Selection process of Field Force**



### **Requisition:**

Whenever any position is vacant in the field force of sales department, the first task is to place requisition in a written form to the HR department. Either it can be a replacement or a new recruitment. However, in the field force, it is always a new recruitment because field work is a hard nut to crack. Most hectic works are the field works. That is why, retention rate fluctuate a lot here.

### **Advertisement:**

After getting the requisition one of the HR personnel set some requirements with the assistance of the sales department to prepare the advertisement. After setting the requirements, it is given to Mediacom to make an advertisement and post it in Bdjobs.com and newspaper like- The Daily Ittefaq, the Daily Jai Jai din, the Daily Prothom Alo etc.

### **CV Screening:**

In this part of process, a bunch of CVs are taken to screen. This is done to separate the qualified candidates from others. In case of field force, the number of CVs is huge and took lots of time and effort to screen those.

### **CV Sorting:**

After screening the applied CVs, they are sorted on the basis of some criteria. In case of field force of any level, experience always gets the preference because without it field tasks become very difficult to perform for fresher.

### **Written Test:**

The next step is written test. For SO, TSO written test is mandatory but for ASM, RSM and DSM it is not. As they are in the senior level position and have experience for a number of years, written test is not applicable for them. Apart from this, SO and TSO are given SMS about written test time and place to attend it.

## Interview:

Interview is a phase which everyone has to face whether they are in the senior level position or not. In the interview session, candidates are evaluated on some criteria. Criteria differ from management level to non-management level. For instance-

Management level candidates are evaluated on the basis of-

- **Education**( Relationship between job and position available)
- **Experience** ( Relationship between work experience and position available)
- **Circumstances** ( Relationship between social standing including present salary, marital status, dependants etc. and the position available)
- **Impact** ( How does he/she represent himself/ herself and create impression on others)
- **Knowledge Advancement** ( Is he/she aware of technological advancement in his/her professional field)
- **Communication** ( How articulate he/she in putting ideas across and also his/her ability to comprehend problems)
- **Maturity-Attitude** ( Self-confidence, independence and flexibility)
- **Ambition-Attitude** ( Expectations, initiatives and desire to advance)
- **Judgement**( Logic, opinion & soundness of reasoning)

Now, for the non-management or non-executive level-

- **Education**( Relationship between job and position available)
- **Experience** (Number of jobs, progression, reasons for leaving etc. and relevancy to our requirements.)
- **Reflex** ( Comprehension of problems/ questions put forward and instinctive response to those)
- **Impact** ( How does he/she represent himself/ herself and create impression on others)
- **Depth of Knowledge** ( job related knowledge)
- **Communication** ( oral expression and articulation)

- **Maturity-Attitude** ( self-confidence, independence and flexibility)
- **Safety awareness** ( is he/she conversant with common safety procedures)
- **Motivation** ( initiative and desire to continue and advance on the job)
- **Any other skills** ( any special skill that may help to do multi-skilled job)

That's how candidates are evaluated being evaluated on the basis of these points and are graded on the scale of 1 to 5 starting from poor to outstanding.

### **Job Offer:**

Finally, after going through all these steps a candidate gets the job offer for the proposed position and start working with STL.

Now, I have gathered a number of information regarding the effectiveness of the recruitment and selection program. The information will clearly depict that STL is following a standardize process and the problem they are facing is not for their recruitment and selection process rather for some other problems. It will clarified in my next segment which findings and recommendation.

## **CHAPTER 4**

# **Findings and Recommendations**

## Findings

Regarding this report I have interviewed our AGM Ms. Monami Haque, our Sr. Executive Mr. Muhammad Shahnur Rajib and also two of those employees from field force who quit their jobs because of some reasons. Ms. Monami and Mr. Rajib are from HRD and they are directly involved in the recruitment and selection process of field force and that is why; they can give a complete scenario of what is happening in this department and why. On the other hand, I selected those two employees because they could easily identified the problems that they faced while working here and could give some important information which could enrich my report worth the topic.

**STL** follows a standardized process of Recruiting and selecting field force. Each and every step is worth the process. These steps can easily identify ones strengths, weaknesses, capabilities and latent talents. Before 2009, STL used to issue written test or interview invitation cards for candidates to attend the interview and written test. That process was lengthy as well as costly. That is why, after her joining at STL, she changed the formal and included SMS and telephone calls to invite candidates. She added that field work is a tough job to do and whatever process is followed to hire field force, fluctuation rate will be higher until and unless one has a strong motivational initiatives. She further said that there were some problems which were identified for this fluctuating rate and those were-

1. Lacking behind in articulating distributors' level smooth incentive policy which specially focuses in DD against IMS value.
2. Again, divisional depot support among distributors' investment reduced.
3. Lacking behind in introducing SO (Sales Officer) wise continuous belt meeting and monthly achievement wise reward system 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>.
4. Needs to introduce CP drivers' incentive policy to motivate them.
5. Needs to introduce proper automation system.

6. Needs to introduce display program for coverage, as we are losing shelf coverage.
7. Continuous training for FF (Field force) employees is a must to introduce.
8. Needs for data entry operator in DSM level for reporting and claim adjustment support.
9. Finally to introduce double line group for Toiletries products to increase SO wise product call.
10. Need to increase products demand for major products through door to door programs. Especially for Chaka, Jui, Zero Call, Kool & Spring etc.

After addressing these problems she also discussed the initiatives that were taken in 2016 against these problems to reduce the attrition rate-

### **Positive Initiatives of Company in 2016**

As the number of field force fluctuates a lot and this field force is very necessary for a FMCG company, STL came out with some initiatives which they thought would be fruitful to retain employees of field. From their point of view, field force need more motivation and support from the company to work efficiently. That is why; they articulated a bunch of initiatives in 2016. These are as follow-

1. Attractive incentive policy for attracting and retaining potential and existing field force.
2. Continuous monthly divisional meeting which is helpful for continuous feedback.
3. Re-lunching the product of Milk Soap, Spring, Maxclean, Kool, Chaka.
4. Proper Manpower support.
5. New designation in FF (Field Force) level for motivation.
6. CP on most value creating products like- Baby lotion, Petroliam Jelly, Lip Bum, Super white, Jui, Maxclean, Shakti, Kool Shaving Foam, Soap etc.
7. Creating merchandising team for product display.

8. Instant gifts & Good programs for different products for Month to month.
9. Pabna & Rupshi factory products delivery smoothness.
10. Increasing TVC (Especially for Milk Soap, Petroleum Jelly, Jui Hair Care Products), POSM and electronic print media & social media.
11. Initiatives taken to train senior level field force colleagues called **XL Training**.
12. Winter program- 2% discount for all parties.
13. Mobile tracking system for field force.
14. Price deduction considering the market ceiling price.
15. Providing laptops among TSOs for making reports and car to DSMs for movement.

The fluctuation of retention actually depends on the circumstances and the ability to face and overcome problems. Field work is that kind of work where one has to constantly face challenges and need to overcome it as soon as possible. While directly involved in the recruitment process of field force, I have identified that lacking of motivation is the prime object here for the retention rate. Employees are feeling less motivated to work compare to other employees. Therefore, it is not the problem of process rather than problem of policy.

The challenges that are faced while hiring and retaining employees-

1. Field force is continuously facing distributor problem. In 2016, at one point time, 5 distributors left their business leaving field force in a hassle.
2. Another problem or challenge is competitors' aggressiveness (Like- Fast Wash, RIN, Angelic, ACI Aerosol). They have deducted their prices & also leaving no stone unturned in motivating employees.
3. Addition of new colleagues adding in team from ASM to SO also creating problems because new ones are not finding themselves at home with the existing ones.

4. Required very prompt support which constraints to run any promotional program at MT usually from Commercial & QC Dept.
5. Competitors price of Bulk Products are very low than that of ours at corporate end.
6. There is lesser number of FFs (SO & TSO) than competitors in meeting corporate clients.
7. Lack of vehicle facility (Like- Motor Cycle) constraints the FFs (SO) under institution sales.

There are different moves that STL is thinking to introduce as soon as possible. According to him, these moves will give be successful in affecting the retention rate.

- ***Develop team coordination through:***
  - Rewarding and highlighting achievers
  - Inspiring to perform better
  - Avoiding negative attitude & discussions
  - Solving any problem with shortest possible time
  - Creating new leaders
  - Conveying wishes in their personal occasions
  - Supporting in crisis moments
  - Respect company policies and seniors
  - Always show positive attitude
  - Ensuring well reception of newly join Colleagues



- ***Develop ownership feeling by sharing:***
  - Company's ethical standard
  - Strong history
  - Unparalleled industry reputation

### **Findings from Observation:**

As mentioned earlier, there were two employees from the field force who had quit for some reasons. Their interviews gave some important information which will clearly measure the effectiveness of the recruitment and selection process of field force of STL.

There are some challenges that are needed to be solved as soon as possible for the betterment of the company. This are-

#### **I. Lack of growth scope:**

Apart from other departments at STL, field force has less scope for growth. There are no possibilities of growth (Like- SO to TSO or ASM to RSM). Rather than doing succession planning they go for external recruitment. External recruitment usually consumes more time, effort and money than internal recruitment. Field force occasionally has promotions and growth. As a result, existing employees lose their motivation and move to other companies where they are ensured growth.

#### **II. Lengthy training sessions:**

Before hiring field force especially SO and TSO, STL conducts two form of training sessions- one is "**Field training**" and another one is "**In-house training**". Now, the problem is that during these training sessions candidates have to bare all the expenses (Like- food, accommodation, travelling cost etc.). Sometimes, a very capable candidate denies attending the trainings just because of lack of money and without training they won't be able to join STL, they will not get confirmation. As a result, they lose prospective employees.

**III. Adjustment issues:**

Field force get allocated anywhere in Bangladesh. There are six zones where they get allocated- **Dhaka Zone, Khulna Zone, Rajshahi Zone, Barisal Zone, Sylhet Zone and Mymensingh Zone**. Now, the problem is that employees of field force face adjustment problem. I mentioned earlier about the two employees who quit the job, two of them have mentioned same problem while talking with me. They find it very difficult to leave their family behind and adjust in a new place.

**IV. Lack of attractive incentive policy:**

Comparing with other companies, STL incentive policy is not that attractive. They provide salary and bonuses as usual but they do not do extra effort to motivate them (Like- they do not have monthly target achievement reward for employees). This is actually a big reason for leaving job. They do not find it motivating.

**V. Lack of automated database:**

In STL, they usually keep records hand in hand. They have all their records in the form of hardcopy. As a result, keeping records have become a hassle for the HRD. Moreover, sometimes some records may get misplaced and there is no way out to get that record again. Again, they pile up lots of papers in one place.

**VI. Lack of space for recruitment:**

STL has less space to take recruitment test. Whenever there is any recruitment test, they have to take the exam in the meeting room, training room, canteen and even using employees' desks. As a result, it become so difficult to conduct one exam in different places and sometimes right candidates fail to come forward.

**VII. Laziness of the Interviewers:**

It is seen that interviewers get reluctant in filling up employee evaluation form while taking the interview. They only just fill up the selected candidates' form and other remains unfilled. Then to do viva rating one has to give fake marks to other candidates and present it in front of the auditors. This shows the laziness of the interviewers'.

### **VIII. Direct top management as Interviewers:**

In the recruitment of ASM, RSM and DSM, Interviewers are always from top management. They direct face the top management. As a result, they fumble while giving the interview. Before understanding anything they are done with the interview. This actually affects the morale of the candidates.

## **Recommendations**

If there is any problem, there is solution as well. Likewise, for these shortfalls of STL there are a number of ways to get back on the track to compete with others in the market. Here, I will mention those solutions that I think can help STL in overcoming their problems and challenges.

From my point of view-

- STL should start practicing succession planning for senior level positions which may lead to better candidates within the organization. Getting candidates inside the organization is better because these employees are acquainted with the company's policies and practices and they know more about the operations than outsiders. Therefore, it is wise to do succession planning and internal recruitment. As a result, their retention rate will be stable.
- They should conduct field training and In-house training after hiring an employee. If they do so, they will get full attention and concentration of that particular employee as he knows that he has got the job. Therefore, the employee does not need to bare the expenses and company will get commitment from the employee.
- Adjustment issues can be solved if STL manages to give dormitory for the employees so that they can feel like home. STL does have dormitory facility but near their factory area. They should try to locate more dormitories in their working zones.
- To attract more potential employees and retain existing employees they should give more incentives apart from the salary. Like- they can introduce employee of the month title for achieving monthly target, they can provide commission on crossing the target

percentage, they can also introduce some recreational activities for those employees who live without their family etc.

- STL has started to use technology in some cases like- in tracking employees' attendance they are using technology but not in other cases. They are not able to do this because their IT department lacks a good number of expert employees in IT. Therefore, they should go for hiring expert IT personnel to improve their database system.
- Again STL should build or take rent a big hall near their Head Quarter only for taking exams. It will help them to take written test of a number of candidates at a time and also it will be hassle free for the examiners to look over the candidates and evaluate them evenly.
- Finally, STL should include one more interview session of ASM, RSM and DSM before facing the top management. Now, this help filtering right fit candidates for the company. As a result, the number of candidates will be reduced and top management will not become reluctant in evaluating a number of candidates and the right fit for the company will come out easily.

After discussing so many aspects of STL, it is proved that their recruitment and selection process for Field Force is effective for them as they are getting right fit for their company. The problem lies in their policies and practices which is affecting their retention rate. If they become successful in improving their policies for the field force employees then they will become more competitive in attracting and retaining potential and existing employees. All they need to do is that try to be a bit caution while making their policies and should try to amend their policies at a fixed intervals.

## Conclusion

At the end it can be said that SQUARE Toiletries Limited is following a standardized process through which they are getting right people for their company. The problem relies on the environment which is affecting the retention rate of the company. Most of the work of STL is done manually and this is where they lag behind. They should go for some serious transformation for their company which will accelerate their process of retaining and attracting candidates. After all the research and evaluation of the process of STL, it is clear that there is no problem with the recruitment process rather there is problem with their policies and structure.

Apart from the problem, they provide a good working environment and opportunities for learning different aspects. As an intern I have learnt different aspects of HR and operations which have definitely broaden my perspective. They provide an environment of cooperation where one will never be judgmental about another and also will always appreciate one's work and contribution.

Finally, it can be said that if they try to overcome their shortfalls with different and innovative solutions then it will be able to attract good bunch of people who actually wanted to work for MNCs rather than local companies. The way they work gives an individual that opportunity where he or she can explore and identify ones latent talents. Indeed, it is a good working place.


## Appendix

### **a. Questionnaires for HR Department:**


1. In which position are you working?
2. How long are you working for STL?
3. What is the date of your promotion?
4. How many steps did you face while your interview session?
5. Do you think is it a standardize process?
6. Do you think your retention rate fluctuates for your recruitment process?
7. If not what are the reasons behind the fluctuations?
8. What are the solutions for those problems?
9. Do you think the process need some changes?

### **b. Questionnaires for Others:**

1. How long have you work here?
2. What is the reason behind your leaving?
3. Do you think their recruitment process has some problems?
4. What are other problems here in STL?
5. What are the good sides of STL?
6. How do you perceive the policies of STL?
7. Do you think their policies should be modified?
8. DO you find their recruitment process lengthy?
9. What are changes needed in their process of recruitment?



**Do you have the  
SQUARE  
qualities?**



SQUARE TOILETRIES LTD., is a sister concern of SQUARE group is currently looking for dynamic, hardworking, intelligent & self-driven candidates for the following position:

**Position : Junior Executive**  
**Department : Human Resource**  
**Workstation : Head Office, Dhaka**

**Responsibilities:**

- Assist in end to end field force recruitment and also facilitate in management and non-management recruitment process
- Assist in different training programs, collect training feedback, maintain training reports, files and all relevant records
- Maintain liaison with Govt. and Non Govt. organization for license, membership, trademark, copyright etc.
- Process and ensure on-time final settlement

**Requirements:**

- BBA major in Human Resource Management from reputed university
- Ready to travel outside of Dhaka for zonal recruitment
- Must have advanced computer literacy especially in MS Excel
- Age within 28

If you think you are the right person we are looking for, please submit your resume with cover letter and 2 (two) recent passport size color photographs (not more than 6 months old) by **May 19, 2016** addressing to **General Manager, Human Resource Department, Square Toiletries Limited, Rupayan Centre (11th floor), 72 Mohakhali CA, Dhaka 1212** or e-mail through [hrd-stf@squaregroup.com](mailto:hrd-stf@squaregroup.com)

- The position applied for must be mentioned in the subject line of your mail.
- Square Toiletries Ltd. is an Equal Employment Opportunity provider.

**SQUARE TOILETRIES LIMITED**

## আবেদন

**ISO 9001:2008** সনদপ্রাপ্ত এবং দেশের অন্যতম শীর্ষস্থানীয় টয়লেট্রিজ ও কসমেটিক পণ্য উৎপাদনকারী প্রতিষ্ঠান স্কয়ার টয়লেট্রিজ লিমিটেড-এ নিম্নোক্ত পদে জরুরিভিত্তিতে কিছু সংখ্যক পরিশ্রমী ও উদ্যমী প্রার্থী প্রয়োজন।

**পদের নাম:** বিক্রয় প্রতিনিধি  
**কর্মস্থল:** বাংলাদেশের যেকোনো স্থান

**দায়িত্ব ও কর্তব্য:**

- স্টেশনারি, ঔষধ, মুদি ও টং দোকান থেকে অর্ডার নেয়া
- পার্টি-ভিত্তিক পণ্য সরবরাহ নিশ্চিত করা
- বিক্রয় লক্ষ্য অর্জন করা
- পরিবেশকের সাথে সুসম্পর্ক বজায় রাখা

**প্রয়োজনীয় যোগ্যতা ও দক্ষতা:**

- স্নাতক অথবা সংশ্লিষ্ট ক্ষেত্রে ২-৩ বছরের বাস্তব অভিজ্ঞতাসহ উচ্চ মাধ্যমিক পাশ হতে হবে
- দেশের যেকোনো স্থানে চাকরি করা এবং ব্যাপক ভ্রমণের মানসিকতা থাকতে হবে
- বয়স অনূর্ধ্ব ২৭ বৎসর

উপরোক্ত পদে আত্মহী প্রার্থীদের সম্প্রতি তোলা দুই কপি পাসপোর্ট সাইজের রঙিন ছবি, শিক্ষাগত যোগ্যতার যাবতীয় সনদপত্রের সত্যায়িত ফটোকপি, জাতীয় পরিচয়পত্রের ফটোকপি, জীবনবৃত্তান্ত এবং স্বহস্তে লিখিত আবেদনপত্র আগামী ১৫ মার্চ ২০১৬ তারিখের মধ্যে মহাব্যবস্থাপক, মানবসম্পদ বিভাগ, স্কয়ার টয়লেট্রিজ লিমিটেড, রূপায়ন সেন্টার (১১ তলা), ৭২ মহাখালী বাণিজ্যিক এলাকা, ঢাকা ১২১২ ঠিকানা বরাবর পাঠাতে হবে।

মনোনীত প্রার্থীদের নিম্নোক্ত ঠিকানায় লিখিত ও মৌখিক পরীক্ষা অনুষ্ঠিত হবে-

**বড়ডা:** উত্তরা ট্রেনিং ইনস্টিটিউট, ভাই পাগলা মাজারের পিছনে, বড়ডা  
**ঢাকা:** স্কয়ার টয়লেট্রিজ লিমিটেড, রূপায়ন সেন্টার, ৭২ মহাখালী বা/এ, ঢাকা ১২১২

**চট্টগ্রাম:** স্কয়ার টয়লেট্রিজ লিমিটেড, ১/সি বায়েজিদ বোস্তামি রোড, পূর্ব নাসিরাবাদ (মিমি সুপার মার্কেটের পাশে), চট্টগ্রাম  
**বরিশাল:** স্কয়ার টয়লেট্রিজ লিমিটেড, ১৪০৬ রাজকুমার খোশ লেন, সিএনবি রোড, হাতেম আলী কলেজ টোমাখা, বরিশাল  
**সিলেট:** স্কয়ার টয়লেট্রিজ লিমিটেড, ৪৪ পায়রা দর্শন দেউলী, সিলেট

প্রার্থী উপরের যে কেন্দ্রে পরীক্ষায় অংশ নিতে ইচ্ছুক তা অবশ্যই খামের উপর উল্লেখ করতে হবে।

**SQUARE TOILETRIES LIMITED**

## Job Advertisements of two different positions

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