

INTERNSHIP REPORT

**A RESEARCH ON THE EFFECTIVENESS OF THE
RECRUITMENT AND SELECTION PROCESS OF SQUARE
FOOD AND BEVERAGE LIMITED**



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Letter of Transmittal

25th April, 2019

ZAHEED HUSEIN MOHAMMAD AL-DIN

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Subject: “Submission of internship report regarding Research on the effectiveness of the recruitment and selection process of Square Food and Beverage Ltd. “

Sir,

With utmost respect I desire to state that, it has been my pleasure to submit my internship report of BBS program to you and I'm glad that I had the opportunity to prepare and present the report under your kind supervision to complete the BUS 400 course in BRAC University. Sir, I would like you to know that it has been a wonderful experience while doing the internship program and the report.

The content of this report is based on my entire experience in the organization and the recruitment and selection process of SFBL by the HR Department. I am really thankful to you regarding all your support, guidance and encouragements while doing the report. Without your help I would not be able to complete the report properly. The report and the survey allowed me to enrich my knowledge on the research area. Lastly I would be grateful if you kindly receive the report and give me your valuable feedback.

Sincerely

Ramisha Binta Mahbub

ID: 1510405

BRAC BUSINESS SCHOOL, BRAC UNIVERSITY

Letter of Endorsement

8th May,2019

BRAC University,

66, Mohakhali, Dhaka

The internship report entitled “**Effectiveness of Recruitment and Selection process**” has been submitted with fulfillment of the requirements for the degree in Bachelor in Business Administration (BBA) on 8th May,2019 by Ramisha Binta Mahbub. ID: 15104045. The report has been accepted and may be presented to the Internship Defense.

Sincerely,

Internship Supervisor

ZAHEED HUSEIN MOHAMMAD AL-DIN

Senior Lecturer, BRAC Business School

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Acknowledgement

Regarding the report firstly I would like to thank the Almighty Allah for everything as His kindness and grace helped me to complete this report on time. I also like to show my gratitude to my honorable faculties and my supervisor, ZAHEED HUSEIN MOHAMMAD AL-DIN for his heartiest cooperation and supervision. Without his support I would not be able to complete the report properly.

I am also grateful to my honorable Organizational supervisor Ms. Tahmin Begum who is the Senior Executive, Human Resource Department of SFBL for giving me the valuable opportunity to conduct the internship under her supervision. She supported me a lot in order to collect valuable information regarding the organization as she has been serving the organization for a long period. I am also thankful to the Head of the HR department Mr. Md. Aminul Islam Khan for his kind cooperation and mentorship during the internship period. They were always ready to help me whenever I faced difficulties regarding the report. Furthermore, I found the executives of the HR Department extremely supportive towards me as they helped me to learn the culture of the environment the created a cooperative environment for me. Ms. Farhana Parven, Executive of HRD and Ms. Naznin Akhter, Junior officer cooperated a lot to grasp the activities easily.

Lastly, I am also grateful to BRAC University for arranging this internship program in order to give the students an idea and experience of the corporate world.

Executive Summary

The crucial reason behind conducting this report is to observe the entire recruitment and selection process of SFBL and find out the effectiveness of the process by the help of a constructive survey. The report mainly focuses on the process, problems and solution of the recruitment and selection of the company. It is mainly based on whether the process is being beneficial for the organization or not. The survey findings show the result of the effectiveness of the recruitment process conducted by the HR Department.

On the first note, the report shows a background history of SFBL along with the mission, vision, products offerings, management hierarchy and other concerns of Square Group. Furthermore, the report consists of the job responsibilities and other relevant activities I have done during the internship period. I had the opportunity to practically learn the activities of the human resource department and directly assist the recruitment and selection wing. To complete the report I needed to collect as much as information related with my research topic. I collected primary and secondary data to collect information on the organization and the recruitment and selection process. I interviewed the employees of both inside and outside the department for more information necessary for my report. The mentioned information is based on my observation and the on the opinions of the employees working with the organization.

The later part consist detail description of recruitment sources and the entire recruitment and selection process of SFBL. Moreover, the survey consists of whether HR provides an adequate pool of quality applicants, the effectiveness of interviewing process and other selection process such as taking the written test, whether the HR gives proper training to the hiring mangers for effective recruitment, what changes occurred over the past few years and whether the mangers are satisfied with the time taken by the HR department for recruitment process.

Moreover, on the later part there are some recommendation regarding the problems and lacking found during the survey and how the process can be more constructive and effective. Lastly, I drew the conclusion where I put my own thoughts that might add value to the organization.

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CHAPTER 01: INTRODUCTION

Rational:

When a business school student completes all of the academic courses he or she surely gathers the theoretical knowledge but practical experience in a workplace helps a student to gather real life perception of how does professional life works. It also helps to improve the productivity of an employee and make them a potential candidate for their near future. The academic courses of HR provide us with limited bookish language but when a student works with an organization they learn how to become HR personnel by conducting HR operations. The research topic should be selected very carefully by the student as it will reflect their real life experience in that organization. As I pursued my major in Human resource management and also I want to build my career in HR so this department was always my first choice while searching for internship in any company. By the grace of Almighty Allah I got the chance to work in one of the reputed organization of our country at SFBL. In the report I thoroughly discussed about the whether the selection and recruitment process of the HR department is effective for the other departments and also discussed about the HR practices of SFBL. I think this report will be beneficial for me to become a skilled HR professional in near future.

Objective of the report:

The main objective of preparing this report is to achieve practical knowledge. Again the primary objective describes and evaluates the effectiveness of selection and recruitment process of SFBL. Moreover, the report has secondary options to fulfill which to describe the other HR practices and policies undertaken by SFBL.

Methodology:

The report follows systemic procedure as it is arranged by several chapters along with discussion on the entire recruitment process. Firstly to select the topic I discussed it with my supervisor and after his approval I started to gather information related with my topic. An internship report proposal has been submitted by to my supervisor to show him the possible portrait of the entire report. The sources of data consist of both primary and secondary data. The primary data has been collected form my onsite supervisor Ms. Tahmin Begum who is the senior HR executive and other two executive Ms. Farhana Parveen and Ishraq Moyeen Sowad. Furthermore, the secondary data is collected form the company website and other websites, annual report, company documents and also from other previous reports.

Literature Review:

In less complex terms, recruitment and selection are simultaneous procedures and are void without one another. They altogether vary from one another and are fundamental constituents of the association. It helps in finding the potential and capacities of candidates for expected or genuine authoritative opening. It is a connection between the employments and those looking for occupations. Edwin Flippo defines Recruitment and selection process as “A process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization.” According to Korsten (2003) and Jones et al. (2006), Human Resource Management theories emphasize on techniques of recruitment and selection and outline the benefits of interviews, assessment and psychometric examinations as employee selection process. They further stated that recruitment process may be internal or external or may also be conducted online. Typically, this process is based on the levels of recruitment policies, job postings and details, advertising, job application and interviewing process, assessment, decision making, formal selection and training (Korsten 2003).

Fruitful enlistment methods include a sharp investigation of the activity, the work showcase situation/conditions and meets, and psychometric tests so as to discover the possibilities of occupation searchers. Moreover, little and medium measured endeavors lay their hands on meetings and evaluation with fundamental concern identified with occupation examination, passionate knowledge in unpracticed employment searchers, and corporate social obligation. Different ways to deal with choice laid out by Jones et al. (2006) incorporate a few kinds of meetings, pretend, bunch talks and gathering errands, etc.

Recruiting effective leaders is a necessary process in all schools. According to Young, recruiting educators and administrators, should be completed before the actual need occurs (succession planning). Young also establishes two goals for recruitment. The first goal is to fill empty positions through a search for qualified candidates. The next goal is to persuade, inspire, and give the candidates a reason to work for your particular school district. Both goals are part of a strategic approach to human resource management.

CHAPTER 2: ORGANIZATION OVERVIEW

Background of the Company:

As a member of Square group which is the leading corporate house in the country, SFBL started its journey in 2000 and initially named it as Square consumer products limited. Square group has secured a significant place and earned highest reputation in the business world of not only inside the country but also outside the border. Spreading its wings in different sectors throughout the nation square group is providing and distributing quality products and services. Presently they captured the majority of the pieces of the overall industry of our nation. Being one of the leading

manufacturing companies in Bangladesh Square is now a group of pharmaceuticals, toiletries, garments, textile, information technology, food products, and hospital - with an average annual turnover of more than taka 6,000 cores and a workforce of around 33,000 people. The founder of the group Mr. Samson H Chowdhury established it in 1958 and started the first company named Square pharmaceuticals Ltd in Bangladesh. Since then they have built a reputation name in the pharmaceutical industry of Bangladesh for manufacturing quality medicines for more than four decades.

Square Food and Beverage Ltd. :

Square Consumer Product is of the reputed concern of square group now days in the market. The company started its journey in 2000 as a member of square group along with four brands which has more than 40 products. It didn't take much time for them to capture the market share and win the heart of the customers. From the beginning consumers were satisfied with the quality of the product and the service of the company. They managed to achieve international quality standard ISO 9001 because of its quality management. In 2010 the company achieved ISO 22000 for its food safety management system. In 2010, the company achieved ISO 22000 for its food safety management system. After that in 1st September 2014 it reinvented as Square Food & Beverage Ltd. Radhuni, Ruchi and Chashi are the most popular brand of Square Food and Beverage Ltd. Moreover, they have other brands like chopstick instant noodles. The product range of Radhuni is basically enriched with basic spices, mixed spices, cereals & pulses based products edible oil. The brand Radhuni became popular among both the housewives and the working women as it is very convenient to cook and time saving. Ruchi is providing ready-to-eat snacks like Chanachur, Fried Dal, Banana Chips, Potato Crackers, Muri, Jhalmuri, Sauce, Ketchup, Jhuribhaja, Peanut, Chutney, Pickles and Honey used as spreads. Ruchi mainly has focused on the young generation and has won the heart of the youngsters for its being healthy, tasty and innovative. Although the brand Chashi is new in the market it has grabbed much attention of the consumers since it has launched in the market. At present SFBL has near about 2500 employees it has lower turnover rates compared to other organizations. SFBL does also so many other programs and activities also as a part of their CSR activities such as Radhuni

Kirtimoyee Sommanona which is organized for self developed and successful woman to reward them each year.

Other businesses of Square Group:

Square Pharmaceuticals Limited
Square Toiletries Limited
Square Hospitals Limited
Square Food and Beverage Limited
Square Textiles Limited
Square Herbal Limited
Square Informatics Limited
Maasranga Communications Ltd.
Square Fashions Limited
Mediacom Limited
Maasranga Productions Limited
Sabazpur Team Company Limited
Aegis Securities Limited

Mission and Vision:

Mainly, SFBL's vision is to be the world class manufacturers in Bangladesh by ensuring quality products and excellent customer services along with the help of technology and its motivated employee pool.

So the missions and visions can be summarized in such that it thrives:

- To continue to provide the very best of what the consumer wants
- To explore new segments of market and to cater to it
- To continue to assure intrinsic quality of hygienic food products
- To enhance consumers' standard of food habit
- To ensure that the products are available at consumers' doorsteps
- To enhance the strength and skill of the organization that will contribute to company's increasing growth both in domestic and global markets

Products of SFBL:

Radhuni:

This is the flagship brand of SFBL. Product range of Radhuni is basically enriched with basic spices, mixed spices, cereals & pulses based products edible oil. The brand Radhuni became popular among both the housewives and the working women as it is very convenient to cook and time saving.



Ruchi:

Ruchi is providing ready-to-eat snacks like Chanachur, Fried Dal, Banana Chips, Potato Crackers, Muri, Jhalmuri, Sauce, Ketchup, Jhuribhaja, Peanut, Chutney, Pickles and Honey used as spreads. Ruchi mainly has focused on the young generation and has won the heart of the youngsters for its being healthy, tasty and innovative.



Chashi:

This is a new brand introduced in the market. Chashi has become the landmark of those products which are collected from the farmers having the indigenous essence and freshness. The company assures to meet the increasing demand for quality products both at home and abroad. The product with international standard is being exported in 30 countries.



Chopstick:

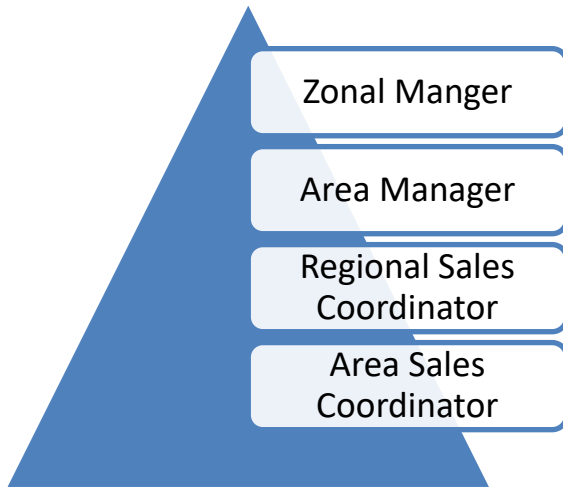
Keeping in mind that world's taste choice is changing Square Food and Beverage came up with a new brand in 2016 named as Chopstick. By product feature, it is an intrinsic noodles. It has three different variants. One is yummy mashala, another one is Bar-B-Q delight and last one is Tom Yum classic. Those three variants contain a perfect measurement of calcium, iron, iodine and protein which are very important for human body.



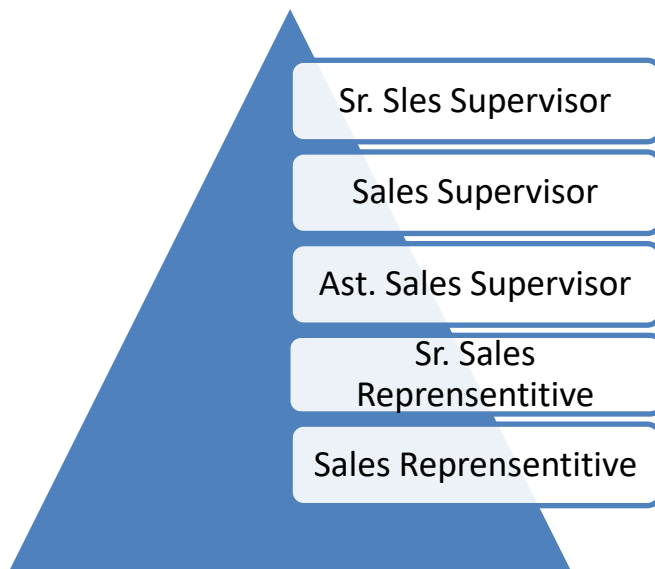
Management Hierarchy of SFBL:



Though this is the organogram of SFBL, but they have different structure for the sales department of the organization especially in the management and non-management level which is in the field force. According to SFBL it looks as the following one:



The Non-Management Hierarchy:



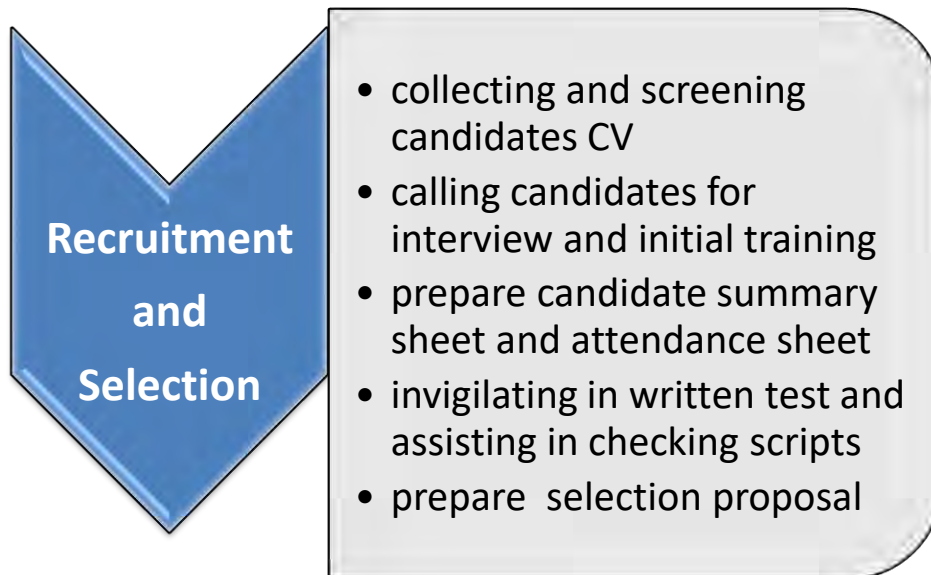
CHAPTER 03: Work Related Activities at Square Food and Beverage Ltd.

Job responsibilities at Square Food and Beverage Ltd:

I consider myself fortunate enough that I had the opportunity to work with the excellent team of Human Resource department of SFBL. My internship period started on 10th January, 2019 and came to an end on 10th April. As I wanted to build my career in HR it was very important for me to gather practical knowledge in the field of HR as well as learning a corporate culture. This internship period helped me to explore my interested field and showed the way regarding how to grow in that area. As a result of this I got the chance to relate my theoretical knowledge with the practical scenario and learned how to implement the knowledge in the real life.

SFBL has several wings in its HR department such as recruitment and selection, training, salary and compensation etc. As I got the opportunity to work with the recruitment and selection wing, most of my works were related to preparing necessary documents for the selection and recruitments. As a personnel I had to deal with different kind of job following the recruitment where some jobs are done periodically and some are done on a daily basis. Apart from my supervisor's jobs I had to go through other jobs assigned by the other HR staffs working there.

My duties regarding recruitment were collecting and screening candidates CV following the requisition raised by the HR head. After that the next job was to calling those candidates



for interview and training. Later on the interview needs candidates summary sheet along with the attendance sheet and these were prepared by me. Sometimes I had to invigilate the written test and assist in checking scripts. After selecting candidates the selection proposal needed to be prepared which was also done by me.

There were other tasks besides recruitment which was related to HR department. Such as assisting in managing training programs, maintaining the attendance using HRIS software, create leave and tour files, outside visit slip data entry, prepare appointment letter, prepare monthly late comers report and making individual employee files.

The detailed information regarding my job responsibilities can be described as followed:

- **Collecting and Screening candidates CV :**

Whenever a requisition is raised for a position the HR department start searching and Sourcing CV for that position. There is a mixed approach in case of collecting the required CV for different positions in square food and beverage Limited. The CV of interested candidates are usually collected from the different market source like BD [jobs.com](https://www.jobs.com) and interested candidates can drop their CV by themselves in the CV box 11th floor of Rupayan Centre which is the office of square food and beverage Limited HR department. During my internship period I found many

series of different position sales officer, territory sales officer, HR executive, site engineer, divisional sales manager, area sales manager, regional Sales Manager Etc.

After receiving the CV's it needs to be sorted based on some criteria. CV is basically sorted depending on the position applied for. Age, gender, education, job experience, relevant working field and location etc. are some criteria for sorting CV. During my internship period I have done CV screening for six positions which are sales officer, territory sales officer, site engineer, HR executive, HR manager for Pabna Factory and microbiologist. In SFBL into position over rate is high. Is sales officer and the second one is territory sales officer. For this reason SFBL HR Department collects a huge amount of CV for sales officer. While searching candidates for this position they prefer minimum qualification of HSC with two or three year experience of sales officer position in a reputed organization.

Calling candidates for interview and initial training:

After screening CV the next job is calling the candidates for interview in order to attend the written test. I was assigned to call all those candidates who were selected for the written test and inform them about interview date, venue and time. After the written test result it's needed to manage interview room and most of the time it was my duty to make sure that on the day for interview the room is available. Some interviews take place at Rupayan Centre and some at Square Centre. I also have to call the selected SO for training after their final selection.

Prepare candidate summary sheet and attendance sheet:

The candidate summary sheet needed to be done before the interview. The summary sheet includes detail information about educational background, age, working history, written test marks, current salary and expected salary. I had to give the summary sheet to the interviewers so that they can prior idea about the candidates before taking the interview. The attendance sheet needs to be done in order to keep the record regarding the attendance of the candidates which includes candidates name, phone number and signature. Candidates whom are present in the interview need to sign the attendance sheet.

Assisting in managing training programs:

Training and development is another wing of the HR department in square food and beverage Ltd. Assisting the HR executives for the training programs was another important task besides the recruitment and selection process. Most of the time training programs were conducted for the

sales officer (SO) of square food and beverage Ltd. The task of managing the training program was not a daily basis work rather it was a monthly basis work for the employees.

Maintaining the attendance using HRIS software:

The HRIS software includes information about attendance, in time, outgoing, tour programs, leave etc. of each employee's. My job was to keep everyday record of them. The software keeps the record of employees of several sectors of SFBL such as the marketing, commercial, sales and human resource department. The task seemed quite difficult at first as it needs much concentration but fortunately I managed it pretty well.

Prepare appointment letter:

When a candidate is selected in the job interview an appointment letter needs to be prepared. I was given a sample appointment letter so that I can prepare a appointment letter easily. In order to prepare an appointment letter I had to take significant information from the CV of the candidate and prepare the appointment letter as per the instruction of the supervisor.

Maintaining individual employee files:

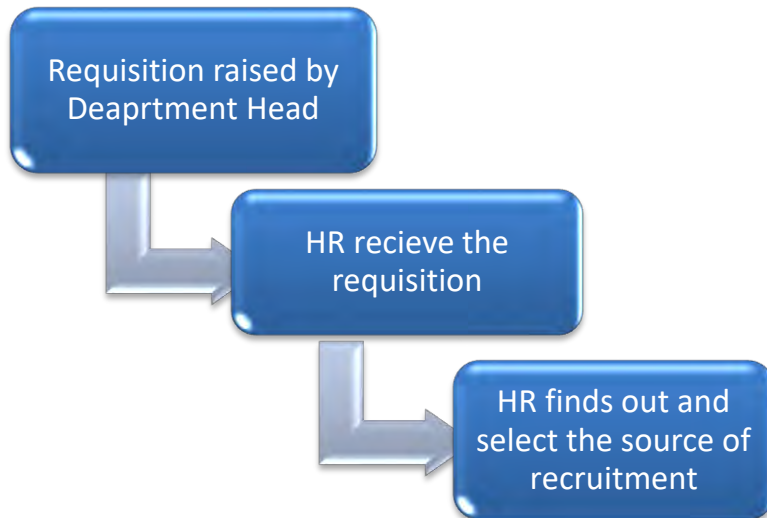
The HR department of SFBL keeps the records of their employees both manually and in HRIS software. As a result there is a lot of documentation work in the department. The personal file of employees contains recruitment approval, advertisement, requisition form, written test script, employee's CV, medical certificate, reference letter copy of educational certificates, joining letter and appointment letter. Later on the employees confirmation letter, promotion letter, transfer letter, increment of salary letter and performance appraisal are added.

CHAPTER 04: Recruitment and Selection Process of SFBL

The Recruitment Sources:

SFBL uses several sectors from which they seek potential candidates for the proper job from a huge pool of candidates. SFBL has three main offices which are the head office in Mohakhali

Dhaka, Rupshi- Narayanganj and Pabna. In head office Mohakhali Dhaka all the HR tasks are conducted and Rupshi- Narayanganj and Pabna used as the production points and factories of SFBL. The recruitment process goes like:



HR recruits from both external and internal sources:

External Sources:

The external sources are those who are recruited from outside of the organization as HR tries to reach them through various sources and find out the potential candidates. Two of the main sources are advertisement and campus recruitment:

Advertisements:

SFBL uses two major medium for posting their advertisements. One of them is online job portals such as BD jobs.com, Glassdoor, LinkedIn etc. BD jobs.com is the most used source for searching candidates online. From the BD jobs.com they filter as per their requirements and find out potential candidate for the respective position. Besides sourcing CV they also collect the CVs of the interested candidates and sort them. They also post their advertisement in social media such as in various vacancy announcements groups of Facebook. The advertisements of Square group are designed by Mediacom which is a part of the Square group.

Moreover, they post advertisements in various reputed newspapers such as Prothom Alo and Daily Star. This source of recruitment is mostly used for non-executive level employees those who have less possibilities to reach the online portals.

Campus Recruitment:

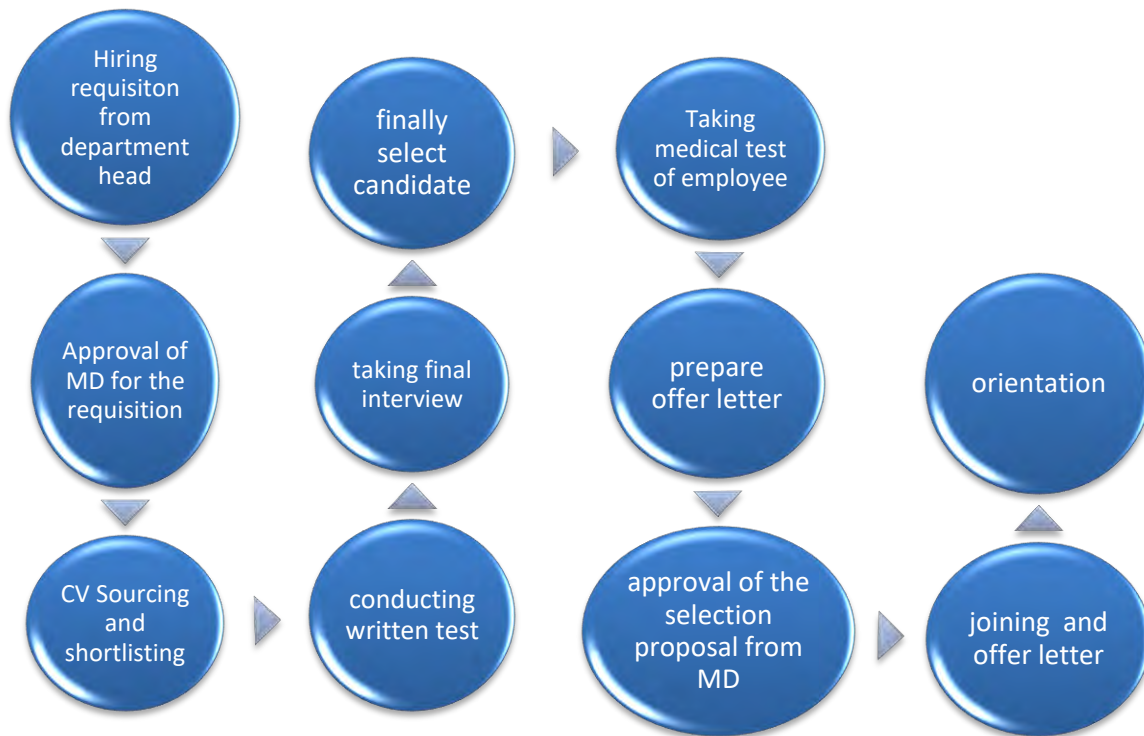
SFBL participates in various career fairs of reputed universities and collects CV's of potential candidates. Sometimes they take spot interview and sometimes goes for an invitation for an interview in the company.

Internal sources:

Internal sources refer to recruit employees inside the organization which gives more benefits to the organization. The employer always tries to find out candidate within the department as it is less time consuming, cost effective and also a reliable source. The major area of internal sourcing is Job posting, Employee referral and succession planning. Where job posting is where SFBL post the post advertisement within the company along with their requirements and sometimes mail to the potential employees to let them know about the job advertisement. Again employee referral is when an existing employee gives reference to another potential candidate. SFBL considers this as safe source to recruit candidates. Lastly succession planning is the process of building a leader in the organization instead of hiring them from outside. This is also regarded as a safe source to find out potential candidates.

Recruitment and selection process in SFBL:

SFBL has got their own system of recruiting and selecting employees for the organization. The entire process is done and observed by HR department of SFBL. Over the year the process has changed a lot but some crucial steps remained the same. During my internship period I had to face the process several times as there were recruitments of different departments. The following hierarchy shows the entire process:



Hiring requisition from department head:

The concern department who needs employees for a position raises a requisition to the HR head. They mention necessary requirements such as educational background, experience in the requisition form. For example requisition has been raised by the sales department for sales officer in the field.

Approval of MD for the requisition:

After receiving the requisition the next job of HR is to get an approval of MD as without his approval HR cannot proceed with further process. The MD judge and analysis the entire scenario and decides whether to give approval.

CV Sourcing and shortlisting:

For sourcing and shortlisting CV SFBL uses two major areas which is the internal and external source. Through the external source they post advertisements in online job portals and take part in various job fair arrangements of universities. The internal source of selecting candidates is through succession planning, job posting and employee referral.

Conducting written test:

This is one of the crucial step in the process of recruitment as it reduces the number of candidates and helps the employer to get an idea about the potentiality of the candidate. It allows the employer to evaluate the depth and knowledge of the job of the candidate. The test mostly includes Math, English, Analytical, Open ended questions and Case studies.

Taking final interview

When a candidate passes the written test he is selected for the final interview so the next job is to start the arrangements of the interview. Before the interview process summary sheet needs to be prepared in order to give the interviewer a basic idea about the candidate.

Finally select candidate:

After taking the final interview candidates are finally selected for the post. The company assures that they got the job.

Taking medical test of employee:

The candidates have to submit their medical reports regarding blood test, health condition etc. The organization is very strict about the medical test of their employees.

Prepare offer letter:

The organization gives offer letter to the employee as a sign of giving the job opportunity to them.

CHAPTER 05: The Research

Objective of the Research

Behind every work there should be an objective and the objective behind this project is observing the recruitment and selection process as well as focusing on the effectiveness of the recruitment and selection process. Moreover I had the responsibilities related with the recruitment and selection process .This internship program and the completion of the report not only gives the students a test of their very first corporate experience but also makes them ready for future job market and their carrier .The objectives behind the report are:

- Primary objectives
- Secondary objectives

The primary objective of the report is to identify the effectiveness of the recruitment and selection process of SFBL by discovering some of the problems and giving solution of them. The secondary objective of this report is to get an ideal of the corporate world as well as experiencing the real workplace.

Methodology

There are qualitative or quantitative data can be used to prepare a report. The report conducted by me is qualitative report containing qualitative data regarding the effectiveness of the recruitment and selection process of SFBL. Most of the part of the repost contains descriptive information. The primary data has been collected by interviewing the employees of SFBL included Ms.Tahamin Bagum,senior executive & Farhana Parvin, executive of HR department taking interview from them and collecting data. Employees of other department also helped to gather information about the research. The secondary data has been collected by taking information from various report on the organisation. I also gathered information from the website of the organisation.

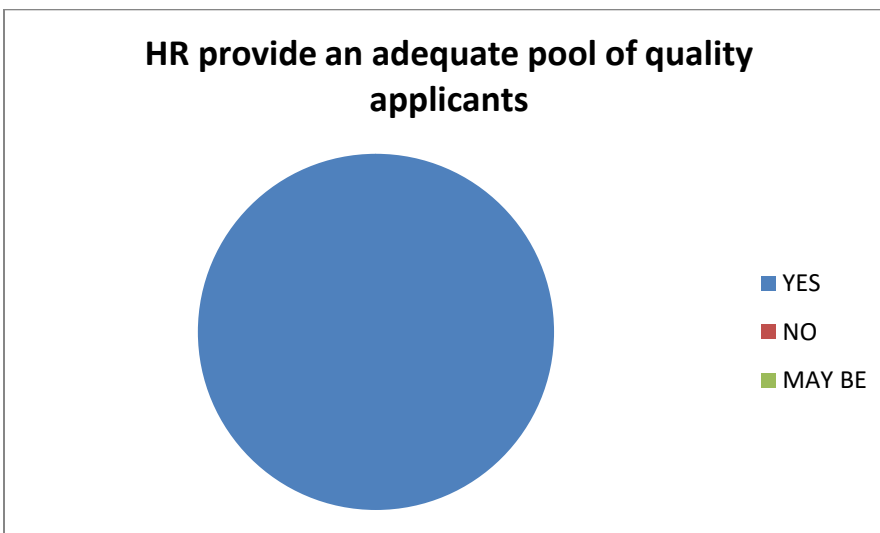
Analysis and Findings:

From my viewpoint three month is not an enough time period to evaluate and understand the culture and policies of a large group like Square. Although during my internship period I tried to gather as much information as I could. I decided to focus on the recruitment and selection process as I was directly working and assisting that team. I conducted a survey on the effectiveness of recruitment and selection process of the company in order to evaluate the system and to see whether the managers of other department is satisfied with the recruitment and selection process conducted by the HR Department. In this chapter I will thoroughly analysis the data resulted from the research:

I have conducted the survey within several department of SFBL; the marketing, Commercial, Sales, Technical service, Accounts & Finance, MIS and Production department. The interviewees were the higher level managers of respective departments such as the Senior Manager, Assistant General Manager, Deputy General Manager, Assistant Manager and Senior Executives. They have done several recruitments as most of them are working for the organization more than five or six years. Those posts are the Executive, Officer, Junior Officer, Sales officer, Territory Sales Officer, Regional Sales Manager, and Divisional Sales Manager.

Analysis and Interpretation of the Data:

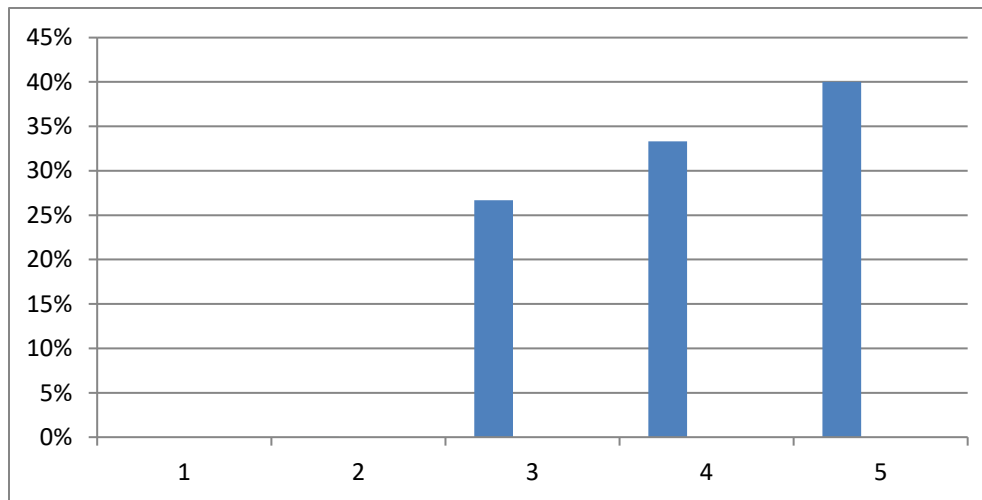
1. Does HR provide an adequate pool of quality applicants?



Interpretation:

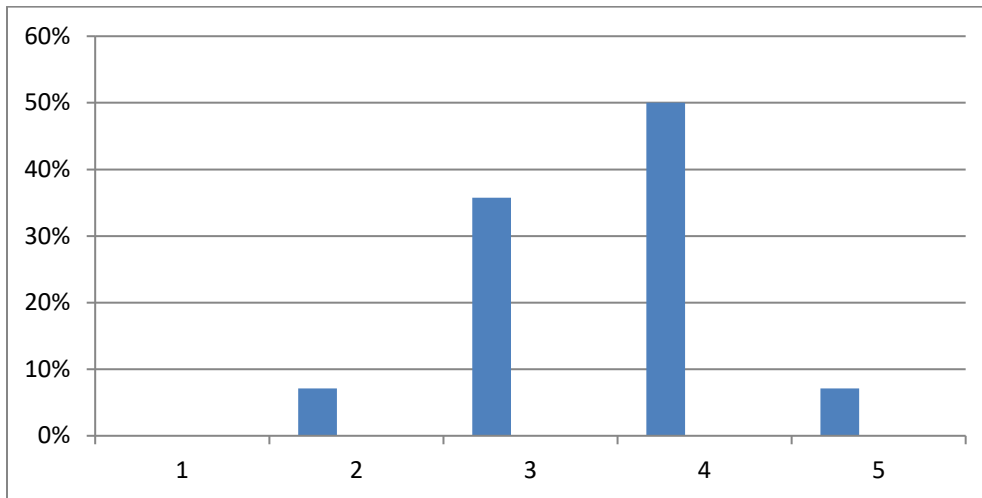
HR department needs to provide talent pool highly-qualified candidates who are interested in working for the company. It is the most effective method for proactive recruiting. From the survey it made a clear idea that the managers of other department is highly satisfied about the fact that HR provides an adequate pool of quality applicants as we can see the result is 100% positive.

2. Rate the effectiveness of the interviewing process and other selection instruments, such as written test?



Interpretation: Job knowledge tests measure a candidate's technical or theoretical expertise in a particular field. When conducting a written test for a position HR needs to cover the areas of evaluating a candidates job related knowledge, cognitive ability, general knowledge etc. The response about whether the interviewing process and selection instruments are provided successfully by the HR department is also quite satisfactory as 40% result is indicating the highest rating. The other 33% is showing rating 4 and another 27% is showing rating 3.

3. To what extent the HR team act as a consultant to enhance the quality of the applicant pre-screening process?



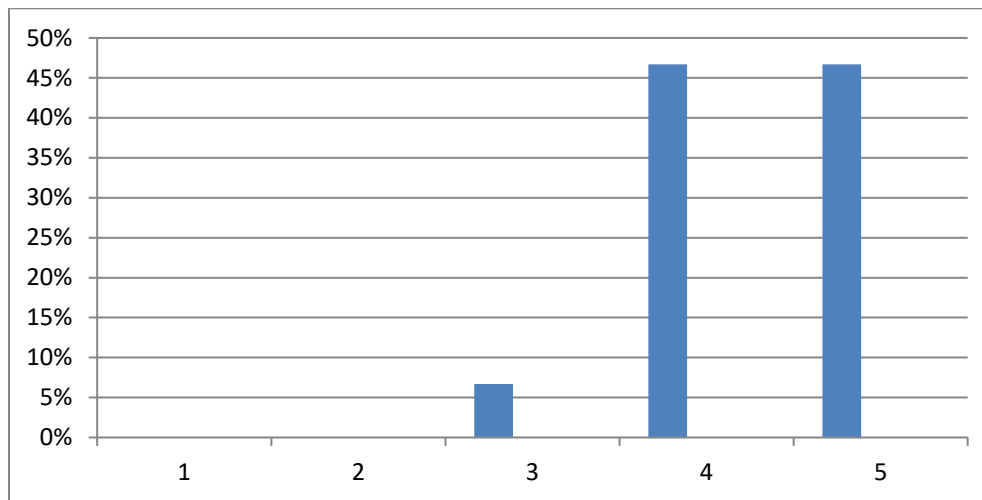
Interpretation: The pre-screening questions ask the candidate more information about their career goals, job preferences, abilities and knowledge. This test shows the result of quality applicants. The survey shows a positive result as 50% has given 4 rating for the effectiveness of HR team act as a consultant to enhance the quality of the applicant pre-screening process. Other 36% shows an average result with rating 3 and very few percentage shows highest rating.

4. How satisfied you are with the way HR is training the hiring managers to make the best hiring decisions?



Interpretation: The HR department needs to give hiring managers all the tools they need to hire effectively. Interviewing is hard and complicated and it's more than simply asking questions. HR should deliver proper training on how the hiring manager should conduct the interview process. The survey shows 45% from the managers is satisfied with the training conducted by the HR and another 15.40% is somewhat satisfied with the training and the rest 30% is not satisfied with it as they think HR should focus more on the training programs.

5. Rate how well HR finds good candidates from non-traditional sources when Necessary?



Interpretation: Sometimes the organization fails to find candidates from all the traditional sources. As a result the non-traditional ways of seeking and hiring talent becomes a necessary. The survey shows satisfactory result on the whether HR can find good candidates from non-traditional sources as 47% shows the highest rating and another 47% shows rating of 4 and only 7% shows rating of 3 in the survey.

6. Do you think there has been a change in Recruitment & Selection practice over the years in the organization? If yes what are those?

When asked this question almost all managers said that they noticed changes in recruitment and selection practice over the year in the organization. One of the major changes managers think is social recruiting where the recruiter goes beyond posting current vacant jobs ads on company's social network accounts. It allows searching for candidates on social media. SFBL search for candidates on social media such as LinkedIn, Facebook,

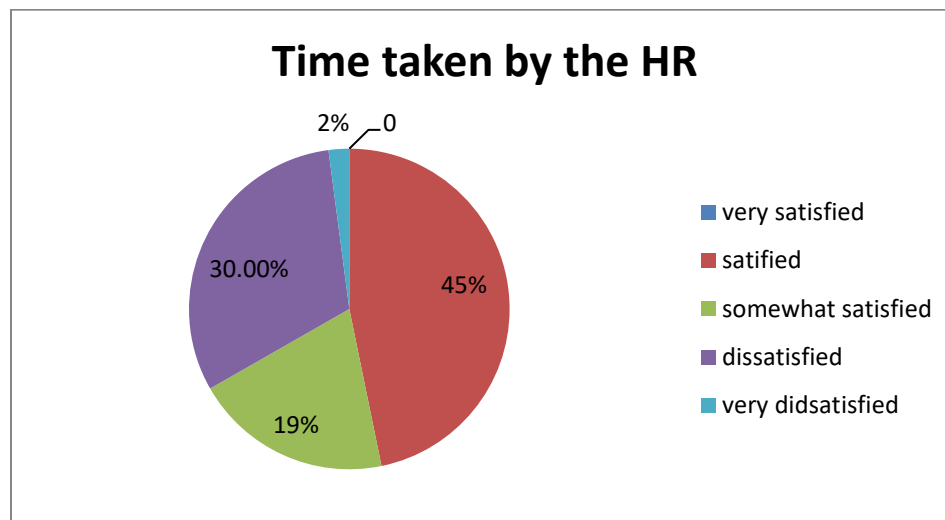
Twitter and websites (blogs, forums, job boards and websites like Glassdoor for example) to find, attract and hire talent.

According to their opinion, another change that took place is more structured interview process over the years. As a result of this interviews became more effective, fair and legally defensible.

Furthermore, employer branding is another major change according to the manager that took place over the year. This means businesses will need to have an excellent website and social media presence with strong, coherent branding, and a carefully considered tone of voice. SFBL has brought the change and focused more on employer branding.

Other changes that took place are Improvement in evaluation process during interviews, less lobbying, more flexibility and diversity and new technologies used in interviews.

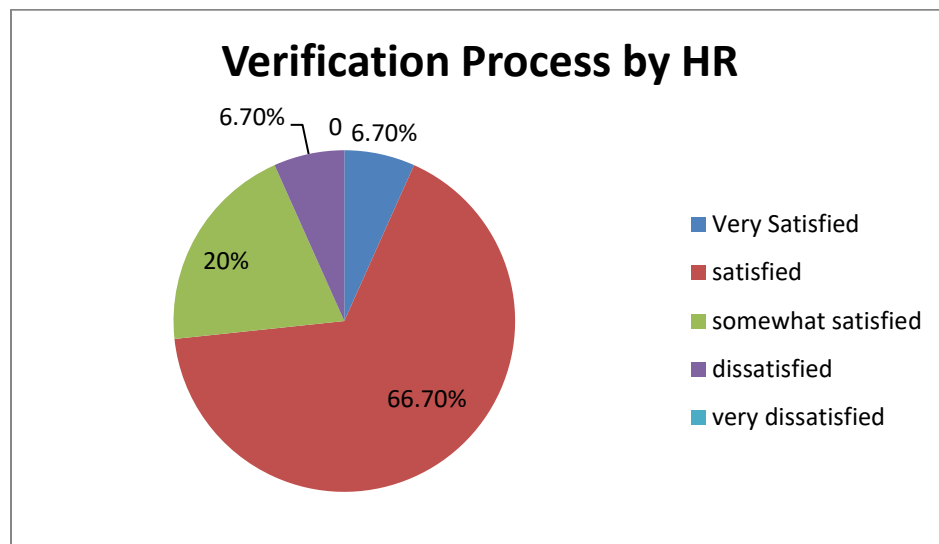
7. How much satisfied you are with the time taken by the HR department for recruiting and selecting candidates?



Interpretation: SFBL mostly follows traditional recruitment process which takes a long time. Sometimes the time depends on what type of candidates will be recruited as searching for high skilled candidates needs more time in recruiting. The survey shows slight negative result as the managers think that HR should reduce the time frame in recruiting and selecting candidates.

Although 47% are satisfied with the time frame whereas 31% is dissatisfied with it and another 20% is somewhat satisfied.

8. How much satisfied you are with the verification process during the selection by HR department?



Interpretation: Verification or background check is one of the crucial steps in selection process. The HR of SFBL is very careful about this verification process as they check the clearance from the previous company and also check the educational history of the candidates. The survey shows 66.70% is satisfied with the verification process and another 20% is somewhat satisfied and 6.7% is dissatisfied.

Findings:

Positive aspects:

From the survey I have found some positive aspects, conducting effective written test before proceeding towards interview has been proved successful in the recruitment process of SFBL. The survey shows that manager of several departments is much satisfied with the process of taking written test for the candidates. The written test evaluates candidates job related knowledge, general knowledge, capability of cognitive analysis etc. Pre-employment written tests have become increasingly popular in recent years as a way to filter and manage large

applicant pools. These tests can provide tremendous value for organizations seeking to find the right talent.

Another positive aspect is the recruitment process is changing rapidly with the time and accepting the advanced technologies used in recruitment and selection. the rise of the internet, tools like video interviewing and interview scheduling software have helped the employing procedure, sparing both time and cash and making a hiring managers life a lot simpler. Managers believe that posting job advertisements on social media has also bought changes as finding right candidate for the right position has become easier. Other changes that took place are Improvement in evaluation process during interviews, less lobbying, more flexibility and diversity and new technologies used in interviews.

Problems:

A crucial negative aspect that has been noticed through the interview is that majority of managers think that time taken by HR during the recruitment and selection process is lengthy as it takes much time to reach the final step. SFBL mostly follows traditional recruitment process as a result it takes a long time in selecting candidates and sometimes the time depends on what type of candidates will be recruited as searching for high skilled candidates needs more time in recruiting. The managers think that the time should be reduced and the HR should not take much time in recruiting candidates.

Another problem has been identified during the survey is managers are not enough satisfied as they think HR is not giving sufficient training to hiring managers to make constructive decisions in the recruitment process. They also suggest that HR department should provide all the necessary tools they need to hire effectively. Only interviewing skills are not enough to hire the right candidate, they need to know how to objectively evaluate the skills and qualifications of a candidate. Furthermore a hiring manager should know how to extend a proper job offer.

CHAPTER 06:

Limitation:

I had to face several limitations while conducting the report. The time limitation was one of them and gathering proper information was also a challenge. As the topic of my report was evaluating the effectiveness of the recruitment and selection process of SFBL so I had to conduct a survey with the managers of other department. The survey was the main challenge as it took much time to conduct and it was difficult to manage time from the managers of other department.

Some main challenges are given below:

- **Time constraint**
- **Less time of employees to provide data**
- **Some confidential information could not be given by the employees**
- **Unwillingness of employees to provide data**

Overall Lacking:

- **Excessive work of documentation**

One of the major problem of HR department is there is excessive work of documentation and depending mostly on hard copies. Most of the important informations are recorded in the the hard copies rather than keeping it in the soft copies. As a result the work of documentation increases. For example the information of employees are kept in in recorded personal files.

- **Less chances for fresh graduates:**

SFBL hardly takes fresh graduates in their executive level positions. As a result there are less opportunities for fresh graduates what we know that fresh graduates can contribute their knowledge in the organisation.

- **Lack of proper training:**

Another major problem of SFBL is that does not provide proper training to the employees. For example there is no training for entry level executives. Moreover the sales officers need more training for gathering information.

- **Problems regarding space:**

The Head office of SFBL is located at rupayan centre. The place is congested and small as the employees face difficulties to manage their work.

Recommendations:

I found out some solutions regarding the problem of square food and beverage limited in the HR department.

- Firstly, HR department should focus more on computerized system rather than maintaining files in hard copies.
- Secondary they should focus more on the training program and building effective training need analysis documents.
- The employee evaluation form needs to be revised as more criteria on evolution should be included.
- The HR department of square food and beverage need to co-ordinate more with the other departments and build a good relationship with them.
- The HR department needs to search for more external and internal sources to call at CV's from more candidates.
- The HR department needs to revise their policies regarding recruitment and selection as the policies are not being beneficial for the organization now.

Conclusion:

To conclude the report, SFBL is one of the reputed FMCG in the industry and the HR department has contributed a lot to the organization. The recruitment and selection wing of HR department is where the candidates are sourced and selected for the organization. The entire process of the recruitment is described in the report and the survey shows the effectiveness of the recruitment and selection process. The organization is also playing a vital role for the consumers of the country. Presently they captured the majority of the pieces of the overall industry of our nation. Being one of the leading manufacturing companies in Bangladesh Square is now a group of pharmaceuticals, toiletries, garments, textile, information technology, food products, and hospital - with an average annual turnover of more than taka 6,000 cores and a workforce of around 33,000 people. SFBL does also so many other programs and activities also as a part of

their CSR activities such as Radhuni Kirtimoyee Sommanona which is organized for self developed and successful woman to reward them each year.

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- Ms. Tahmin Begum, Senior Executive, Hr department, SFBL
- Mr. Ishraq Moyeen, Hr department, SFBL
- Farhana Parven, Executive, Hr department, SFBL

Appendix:

Survey Questionnaire

1. Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process?
2. Does HR provide an adequate pool of quality applicants?
3. Rate the effectiveness of the interviewing process and other selection instruments, such as testing?
4. Does the HR team act as a consultant to enhance the quality of the applicant pre-screening process?
5. Does HR train hiring employees to make the best hiring decisions?
6. Rate how well HR finds good candidates from non-traditional sources when Necessary?
7. How would you rate the HR department's performance in recruitment and selection?
8. Does the HR Department is efficient in Selection Policy of the employees?

9. Do you think there has been a change in Recruitment & Selection practice over the years in the organization?
10. In selection process do you think innovative techniques (like stress level test psychometrics test) should be adopted?
11. How much satisfied you are with the time taken by the HR department for recruiting and selecting candidates?
12. How much satisfied you are with the verification process during the selection by HR department?
13. How much satisfied you are with the evaluation criteria used during the interview of candidates?
14. How much satisfied you are with the organizations internal and external recruitment policy?

