

**Report on**  
**Strategic Analysis on Critical Positions of Kazi Farms Limited**

By

Marufa Tabassum

18204064

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

Brac Business School

BRAC University

April 2024

© 2024. BRAC University

All rights reserved.

**Declaration**

It is hereby declared that

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

**Student's Full Name & Signature:**

---

**Marufa Tabassum**

ID: 18204064

**Supervisor's Full Name & Signature:**

---

**Mr. Zaheed Husein Mohammad Al-Din**

Senior Lecturer

Brac Business School

Brac University

**Letter of Transmittal**

Mr. Zaheed Husein Mohammad Al-Din

Senior Lecturer

Brac Business School

Brac University

Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka-1212

Subject: Internship Report Submission

Dear Sir,

This is my pleasure to present my experience as a Talent Acquisition intern of Kazi Farms Limited. I have attempted my level best to complete this internship report with the necessary data and addressed propositions thoroughly.

I sincerely hope this report will meet the requirements and will be considered credible and informative.

Sincerely yours,

---

Marufa Tabassum

Student ID- 18204064

Brac Business School

Brac University

Date: March 8, 2024

**Non-Disclosure Agreement**

The agreement is made and entered into by and between Kazi Farms Limited and Marufa Tabassum.

The information and data provided in this research paper are authentic and will only be used for internship purposes and nothing else.

**Acknowledgment**

Firstly, I want to acknowledge the Almighty for giving me the dedication and motivation to complete the report within the given deadline.

Secondly, I want to thank my academic supervisor, Mr. Zaheed Husein Mohammad Al-Din for their guidance throughout the writing process.

Then, I want to thank my on-site supervisor, Farhana Alam, Talent Acquisition Manager of Kazi Farms Limited for her support in finishing the internship report.

## **Executive Summary**

Kazi Farms Limited is considered as the pioneer of the poultry industry in Bangladesh. Kazi Farms Limited was in charge of Bangladesh's initial exports of day-old chicks and hatching eggs in 2004. Their products include broiler parent chicks and broiler chicks, layer chicks, table eggs, feed, and Kazi Organic fertilizer. Other than that, Kazi Farms Limited acts as the mother organization to Kazi Media Limited, Kazi Food Industries, and Sysnova.

The first chapter of the report provides the internship details overview. The chapter emphasizes the responsibilities I had to perform as an intern as well as my experience in the organization as an intern. This chapter also proposes some recommendations to make the internship experience even smoother. The second chapter of the report focuses on the organizational aspects of Kazi Farms Limited. And lastly, the third chapter in the main project part which gives a detailed insight into the situation. Here the claims are backed up by the data collected recently.

*Keywords: Talent Acquisition, Productivity, Efficiency, Critical, Talent Pool, Kazi Farms Limited.*

## Table of Content

Letter of Transmittal .....	2
Non-Disclosure Agreement .....	3
Acknowledgment .....	4
Executive Summary .....	5
List of Acronyms .....	9
1.1 Student Information: .....	10
1.2 Internship Information: .....	10
1.2.2 Internship Company Supervisor’s Information: .....	10
1.2.3 Job Scope: .....	11
1.2.3.1 Job Description: .....	11
1.2.3.2 Job Responsibilities: .....	11
1.3 Internship Outcomes: .....	12
1.3.1 Students Contribution to the Company: .....	12
1.3.2 Benefits to the student: .....	13
1.3.3 Difficulties: .....	13
1.3.4 Recommendations: .....	13
Chapter 2: Organization Part .....	14
2.1 Introduction: .....	14
2.2 Overview of the Organization: .....	15
2.2.1 Company Background: .....	15
2.2.2 Company Purpose: .....	15
2.2.3 Vision of the Company: .....	16
2.2.4 Mission of the company: .....	16
2.2.5 Products of Kazi Farms Limited: .....	16
2.2.6 Organizations Under Kazi Farms Umbrella: .....	17
Social Responsibility: .....	19
2.3 Management Practices of Kazi Farms Group: .....	20
2.3.1 Leadership Style .....	20
2.3.2 Human Resource Practice of Kazi Farms Limited: .....	20
2.4 Marketing Practice in Kazi Farms Limited: .....	28

2.5 Financial Performance and Accounting Practices .....	32
2.7 Industry & Competitor Analysis: .....	34
2.7.1 Model of Porter's Five Forces: .....	34
2.7.2 SWOT analysis .....	35
2.9 Recommendations & Conclusions: .....	37
Chapter 3: Project Part .....	37
3.1 Introduction .....	37
3.1.1 Background of the Research .....	39
3.1.2 Research Objective .....	39
3.1.2.1 Broad Objective: .....	39
3.1.2.2 Specific Objectives .....	39
3.1.3 Literature Review .....	40
3.1.4 Significance .....	41
3.2 Research Methodology .....	42
3.2.1 Sample of The Study .....	42
3.2.2 Measures .....	42
3.2.3 Data Analysis .....	43
3.3 Findings and Analysis: .....	48
3.3.1 Management & Non-Management Positions .....	48
3.3.2 Candidate Sourcing Channels .....	49
3.3.2.1 Reasons for source usage .....	49
3.3.3 Special Qualification & Requirements .....	52
3.3.4 Cost Considerations .....	53
3.3.5 Response Rates and Target Audience .....	53
3.3.6 Constraints and Challenges .....	54
3.3.7 Patterns and Trends .....	54
3.3.8 Development of Talent Pool .....	55
3.4 Summary and Conclusions .....	58
3.5 Recommendations / Implications .....	59
Appendix .....	61
Final Proposal Part .....	61



Problem Statement .....	61
Background .....	61
Research Objective .....	61
Preliminary Methodology .....	62
Significance of the research .....	62
Questions for Interview Questionnaire: .....	62
PART A: Demographic Information .....	62
PART B: Open Ended Questions .....	62

**List of Acronyms**

HRM - Human Resources Management

HRD - Human Resources Department

KFIL- Kazi Foods Industries Limited

KFL- Kazi Farms Limited

## **“Strategic Analysis on Critical Positions of Kazi Farms Limited”**

### **Chapter 1 Overview of Internship**

#### **1.1 Student Information:**

**Name:** Marufa Tabassum

**ID:** 18204064

**Program:** Bachelor of Business Administration.

**Major:** Human Resources Management

#### **1.2 Internship Information:**

##### **1.2.1 Company Information:**

**Period:** 3 Months

**Company Name:** Kazi Farms Limited

**Department:** Human Resources Department

**Office Address:** Ahmad and Kazi Tower, 35 Dhanmondi. #Road 2, Dhaka 1205

##### **1.2.2 Internship Company Supervisor’s Information:**

**Name:** Farhana Alam

**Designation:** Manager, HR

### **1.2.3 Job Scope:**

#### **1.2.3.1 Job Description:**

I am currently pursuing an internship opportunity that was given to me by the Human Resources department of Kazi Farms Limited. I am employed by the Talent Acquisition team as an intern. The Talent Acquisition team's objectives encompass all phases of the employment process, from identifying potential applicants to selecting the best fit. Assorting resumes according to the necessary standards, scheduling written examinations, interviews, and IT assessments, selecting the best prospects, and so forth. The office day starts at nine in the morning and ends at five in the evening. I consider myself fortunate to have been chosen as an intern in Kazi Farms Limited, since I'm learning essential human resources skills and acquiring useful experience.

#### **1.2.3.2 Job Responsibilities:**

- ❖ Arranging recruitment camps for non- management positions
- ❖ Sorting CVs based on job requirement.
- ❖ Calling the shortlisted candidates about further hiring process.
- ❖ Messaging shortlisted candidates the address, written test and interview schedule.
- ❖ Invigilating written and IT test of the candidates.
- ❖ Arranging interviews and exam rooms.
- ❖ Making internship certificates for other interns.
- ❖ Helping with the whole joining process of selected candidates.
- ❖ Making new joiner total files.
- ❖ Making joining update sheets.
- ❖ Handing over new joiner files to the Payroll department.
- ❖ Making Power Points for departmental presentations. .
- ❖ Scanning and mailing approved requisitions to different regional offices.
- ❖ Involved in booking meeting rooms for interviews.
- ❖ Making offer letters and appointment letters for new recruits.
- ❖ Updating the internal database (Mega Master), upcoming joining as well as recruitment tracker.

- ❖ Making attendance sheets for candidates.
- ❖ Printing questions, assessment forms, written test result forms, CVs etc.
- ❖ Assisting on exam script checking and calculating total marks.
- ❖ Setting up laptops for IT tests, orientation of the employees or Zoom meetings.
- ❖ Conduct Orientation.
- ❖ Going to different floors to collect signatures and seals.
- ❖ Checking certificates online for verification.
- ❖ Sending certificates to different institutions for Physical Certificate Check.
- ❖ Making CV summary
- ❖ Making advertisement drafts in excel
- ❖ Making excel files for various purposes.

### **1.3 Internship Outcomes:**

#### **1.3.1 Students Contribution to the Company:**

As an intern with Kazi Farms Limited's Human Resources Department's Talent Acquisition team, I assist in not only finding the ideal applicant but also with each stage of the onboarding procedure. My workday begins with me sorting resumes from the bdjobs internet portal according to the job requirements. I then make inquiries regarding the interview board and determine a time that works for everyone to attend the interview. Additionally, make sure the interview rooms are accessible. Subsequently, I give individuals who made the short list a call to let them know about the written exam, the interview time, and the compensation we are giving. I then message the addresses, written exam dates, and interview dates to the candidates who made the short list. I then confirm the interview via email to the members of the interview board.

Furthermore, since Kazi Farms Limited employs more than 10,000 people, I have to go through this entire process every other day. Because there are openings in several regional offices every other day. In addition, following the interview, I administer IT tests to the candidates. An applicant must take the IT test if they perform considerably well in the interview.

In addition to all of that, I participate at Non-Management Camps, where over 500 applicants are invited to participate in interviews, written tests, and IT assessments. Jobs of all kinds, including workers, store assistants, assistant supervisors, electricians, cooks, drivers, security guards as well as helpers, are available for employment here. These non-management camps are typically set up outside of Dhaka.

### **1.3.2 Benefits to the student:**

Both academic and practical knowledge are necessary for a good education. Furthermore, obtaining a proper education necessitates striking a balance between theory and practice. My undergraduate studies lasted four years, during which time I learned theoretical information about the meaning, purposes, and procedures of human resources management. Additionally, I am learning practical information about corporate HR procedures through my internship experience. This internship has shown me that the academic information I acquired throughout my undergraduate studies differs much from the practical use of human resources. It is highly advantageous for a student's future career.

### **1.3.3 Difficulties:**

- ❖ Kazi Farms Group uses a Linux operating system which is completely different and I faced difficulties using it in the first week or so.
- ❖ The computer setup that was allocated for me was slow.
- ❖ Different supervisors use different ways of recruiting candidates which was a little hard to follow sometimes
- ❖ Sometimes the work pressure is too high to leave the office even after the office time.
- ❖ Talking to non management candidates who aren't much educated and they sometimes have difficulties to follow the company guidelines to be recruited which makes it hard to recruit them.

### **1.3.4 Recommendations:**

**Organize a session regarding the ERP and Linux system:** The human resources department of Kazi Farms Group greatly relies on interns, and they are handled just like full-time staff

members. It would have been beneficial if there had been a brief discussion of the company's ERP and a few Linux tips and tricks as I had to pick up the skills quickly when I started to keep up with the workload.

**Need to maintain a repair schedule of their computers:** My assigned PC was incredibly slow, which interfered with productivity. But it's not only the PC I was given. We need to contact the IT department to resolve the issue since I've seen that almost every machine is in the same condition. And that occurs really regularly. Therefore, maintaining a repair schedule would boost output.

## **Chapter 2: Organization Part**

### **2.1 Introduction:**

Innovative Kazi Farms Limited has become a prominent participant in the worldwide poultry and agricultural sectors. Over several decades, the company has proven its dedication to sustainability, innovation, and excellence. Using a variety of approaches, this dynamic organization engages in the poultry, aquaculture, and agribusiness sectors of agriculture. Kazi Farms Limited was founded on the principles of integrity, quality, and constant advancement, elevating our nation's agricultural landscape. Its primary focus on raising chickens has revolutionized the poultry industry in Bangladesh and provided us with a steady, reliable source of high-quality protein. By applying cutting-edge technology, stringent quality control, and ethical conduct, the organization has elevated the standard for both food safety and animal welfare.

## **2.2 Overview of the Organization:**

### **2.2.1 Company Background:**

Kazi Farms Limited was established in 1996 as an import egg hatchery. It started running its own parent farms the next year. On the farms owned by the grandparents (GP), production started in 2004. Kazi Farms Limited handled Bangladesh's first hatching egg and day-old chick exports in 2004. Being the pioneer in Bangladesh to export hatching eggs and day-old chicks, Kazi Farms Limited represented a major shift for the agricultural sector in the nation. Kazi Farms Limited has the capacity to establish a reputation for itself in the export sector and fulfill global requirements. They are adaptable in reacting to changing market situations and have a commitment to quality. With their own commercial layer farms, Kazi Farms Limited is the largest egg producer to this day, demonstrating their dedication to their specialty in chicken breeding, hatching, and raising.

One of Bangladesh's biggest agro-industrial corporations, Kazi Farms, has dominated the chicken market for over a decade. Their phenomenal expansion over the years has led to the opening of over 100 new sites and the expansion of a wide range of industries, including television channels, ice cream, frozen cuisine, hatcheries, and information technology. With almost 10,000 employees, they work hard to foster a work atmosphere that values diversity, is adaptable, and encourages individual initiative from all team members.

### **2.2.2 Company Purpose:**

- ❖ To produce high quality chicks and feed so that poultry farmers can be productive and prosperous.
- ❖ To produce safe eggs and chicken which consumers can eat with confidence.
- ❖ To produce organic fertilizer which replenishes the organic content of the soil, increases long-term fertility and protects farmers' profits.



### **2.2.3 Vision of the Company:**

We have a vision of a more prosperous Bangladesh, where poultry farmers are generating income by producing safe food.

### **2.2.4 Mission of the company:**

Their mission is to gain customer satisfaction by creating premium agro-based products and services, as well as providing the products to their customers so that their product promotes a healthy lifestyle. Fostering the development of a passionate team of professionals with the goal of achieving the organization's vision and enhancing each employee's working environment. They consistently react to stakeholder, societal, and environmental needs as fast as they can.

### **2.2.5 Products of Kazi Farms Limited:**

#### **2.2.5.1 Broiler parent chicks and broiler chicks**

Grand-Parent franchisee of Bangladesh, Kazi Farms Group, represents the best broiler breeds in the world, Avigen Indian River and Cobb-Vantress. Since Kazi Farms Group's chicks are believed to be the best-performing on the local market, they are provided at a premium in comparison to other broiler breeds.

#### **2.2.5.2 Layer chicks and table eggs**

Kazi Farms Limited distributes Hy-line Brown and White Layers in Bangladesh. Hy-line International is the oldest chicken breeding company in the world and a top layer breeder. Thanks to its own commercial layer farms, Kazi Farms is Bangladesh's largest producer of commercial table eggs.

#### **2.2.5.3 Kazi Feeds**

By producing chicken feed in 2006, Kazi Farms Limited expanded the scope of its operations. It has swiftly become the leading company in the business with respect to both quantity and quality.

To ensure feed quality, the Gajaria feed mill was developed using technical know-how from the USA and Europe.

They follow all applicable feed regulations that the Bangladeshi government has imposed. They don't use MBM in their feed. (MBM is a cheap protein made by boiling and drying butcher shop trash.) Their diet does not contain antibiotics. The production of chicken feed was incorporated into Kazi Farms' operations in 2006. It has swiftly become the industry leader in terms of volume and quality. Cargill USA and Buhler Switzerland provided technical support to Kazi Farms in order to set up a commercial feed mill and guarantee feed quality. The disinfection pellet mills used by the Gajaria feed mill are made by Buhler, a renowned feed equipment manufacturer in Switzerland.

#### **2.2.5.4 Kazi Organic Fertilizer**

Kazi Farms is the industry leader in the production of organic fertilizer that has been composted. Farmers who use this commodity can gain in several ways. It is produced naturally as a fertilizer with a high organic matter content by aerobic bacteria breaking down poultry feces. Many Bangladeshi soils have low quantities of organic matter due to the frequent plantings and overuse of chemical fertilizers. Increasing the organic content of the soil lowers irrigation costs while also enhancing water retention. Additionally, retaining more water reduces the quantity of chemical fertilizer runoff that results from precipitation.

#### **2.2.6 Organizations Under Kazi Farms Umbrella:**

##### **2.2.6.1 Deepto TV by Kazi Media:**

Deepto TV is a pay television network and streaming service available in Bangladesh. It is operated by Kazi Media Limited, a sister company of Kazi Farms Limited. On November 18, 2015, it started broadcasting with sincerity. After just two weeks, it surpassed all other television stations in Bangladesh in terms of viewership. Tejgaon is where it's situated. Due to the

broadcasting of Turkish TV shows in Bangla dubbing, Kazi Media's Deepto TV has gained enormous national recognition. A large portion of Deepto TV's schedule is devoted to social and agricultural issues.

#### **2.2.6.2 Kazi Food Industries Limited:**

Kazi Food Industries Limited was established by the Kazi Farms Limited. Based in Beron, Ashulia, KFIL produces and sells Bellissimo, a line of high-quality dairy ice cream that satisfies international requirements by having at least 10% milk fat. Another line of ice creams and ice lollies is produced and sold under the brand name ZaNZee. A range of frozen food products are sold under the Kazi Farms Kitchen brand. These are all guaranteed to be free of antibiotic residues because chickens are not given antibiotics within seven days of being slaughtered, as is the norm worldwide. Furthermore, the meat is guaranteed to have originated from chickens raised without the use of MBM (meat and bone meal) in accordance with European guidelines.

#### **The meat-based goods are:**

##### **Kazi Farms Kitchen:**

Foods from Kazi Farms that are frozen are nothing new to households in Bangladesh. There are numerous varieties of cupcakes, nuggets, samosas, dalpuri, paratha, and sausages to choose from. Kazi Farms Kitchen won the Best Brand Award 2022 in the Frozen Foods Area at the 14th "Best Brand Award 2022" event, which was sponsored by Nielsen IQ, The Daily Star, and Bangladesh Brand Forum (BBF).

##### **Za N Zee:**

The brand spokesperson for Za N Zee is well-known. Shakib Al Hassan's role as a brand ambassador benefits the company greatly. The most well-known item under this name is ice lollies. Young people also appreciate different flavors, and this brand is less expensive than many other brands available on the market. The company's headquarters are at Shimanto Shombhar, Dhanmondi 02, Dhaka-1209.

### **Bellissimo Premium Ice-Cream:**

Kazi Foods' flagship ice cream brand is Bellissimo. These are the most sophisticated choices and preferences. They are located in Ashulia.. Bellissimo ice cream is used by both fast-food businesses and fine dining restaurants.

### **2.2.6.3 Sysnova:**

Sysnova Information Systems Limited is an IT company that focuses on open source solutions. It offers support for Adempiere ERP to all Kazi Farms Group companies.

### **2.2.6.4 Hawkeye**

Kazi Farms Limited just started a new company called Hawkeye Digital. Hawkeye Digital is a marketing firm that gives businesses more information regarding digital marketing. They assist a business in producing the intended effect with perceptive and customized content.

**2.2.6.5 Central Women's institution (CWU):** A subsidiary of Kazi Farms Umbrella, Central Women's University is the sole private institution in Bangladesh for women. As a social duty, Kai Farms Limited gave 53 crore Taka in financial support between 2010 and 2019. The chairman of Central Women's University is Kazi Zahedul Islam, the managing director of Kazi Farms Limited.

**2.2.6.6 Kazi Zahural Huq College:** Kazi Zahural Huq College was established in Mary Gopinathpur, Gopalganj, because the college's managing director, Kazi Zahedul Hasan, is a native of that community. The management of Kazi Zahural Huq College in his hometown is backed by Kazi Farms Group. One of the best HSC colleges in the district, this one is privately owned and free.

### **Social Responsibility:**

The Kazi Farms Group is primarily funded by Central Women's Institution, the first private institution in Bangladesh established exclusively for women in 1993. The hometown of Kazi

Zahedul Hasan, Mary Gopinathpur, Gopalganj (2016), is home to Kazi Farms Limited, which also assists in managing Kazi Zahural Huq College. The pass rate at this free, privately run HSC college is among the highest in the district. The Bangladesh University of Engineering and Technology (BUET) will receive a donation of 15 crore Taka from the Kazi Farms Group towards the building of a new conference center. The Kazi Farms Group gave Utsho 1.9 acres of land in Gazipur in 2003 so that it could build a long-term residential school for children from disadvantaged backgrounds.

## **2.3 Management Practices of Kazi Farms Group:**

### **2.3.1 Leadership Style**

Kazi Farms Limited has a democratic leadership approach. They have procedures in place to guarantee that every team member gets a chance to offer feedback on choices. Surveys, frequent gatherings, and various forms of feedback are a few examples of this. Democratic leadership at Kazi Farms Limited is demonstrated by the General Manager as well as the senior manager and other employees. Assistant general managers encourage senior managers and other staff members to share their views, ideas, and opinions in order to promote teamwork and a sense of ownership in the company's goal. Better customer service, happier employees, and higher-quality products are typically the results of this involvement.

### **2.3.2 Human Resource Practice of Kazi Farms Limited:**

**Human Resources Department:** The Kazi Farms Limited's HR department is separated up into four teams, each of which is in charge of a separate segment of HR. The four different teams are, Talent Acquisition (TA), Performance & Rewards (OD), payroll and legal & compliance. The following constitutes a specific HR Practices:

**2.3.2.1 Talent Acquisition (TA):** A company's competitive advantage and human resource strategy are fundamentally based on recruitment. A company's core competency or strategic advantage can be derived from having competent human resources in the right roles. Finding

enough qualified candidates in a suitable number to help the company meet its targets is the aim of the hiring process. Recruiting helps the company build a pool of potential employees from whom management may select the most qualified candidate for the best position, all with the same end in mind. Developing interview questions for candidates, entering information from Q&A sessions, arranging qualified candidates for interviews and hiring, organizing employee datasets, handling documents, updating critical records, reviewing individual files, checking their background, reaching out, communicating via email, and contacting candidates outbound credentials are updated.

- **Recruitment Requisition Form and Approval:** Any department that needs employees must fill out a recruitment requisition form (RRF) and have the department head's signature. The department must provide justification in the RRF for why it needs a new hire, or explain in the same document how it will replace a departing employee. The RRF must also include information about the job description, the number of employees required, the employee's title, and their pay. The top level will then sign the RRF form, which is then given to the Talent Acquisition team, who will handle the remaining steps.
- **Advertisement of Job:** The talent acquisition team begins posting job openings on several platforms, such as linkedin, bdjobs, newspapers, and many more, after the RRF is accepted. Occasionally, they gather resumes internally or through the CV bank of bdjobs. The majority of the time, they advertise job openings online. Job openings may be announced internally, and employees may be eligible to apply. The following details are typically included in job circulars: the number of openings, the job title, a thorough job description and duties, The comprehensive description of qualifications and experience is provided. Workplace Prerequisites Requirements for education, necessary certifications, submission deadline and usage guidelines.
- **Interview & Assessment:** The talent acquisition employees contacts candidates to schedule a written exam at a convenient time after gathering resumes from various sources. The test script is broken down into three sections: departmental questions, general, math, and English questions, and an IT examination. The department that needs manpower to answer departmental questions provides it; the HR department answers

general English, math, and IT inquiries. The department head assesses departmental queries, and the HR department assesses the remaining ones. Candidates will be contacted for an interview following the pandemic if they receive 40% of the possible points. Most interviews take place online using platforms like Google Meet or Zoom.

- **Pre-boarding:** Following the assessment and interview, pre-boarding begins for a new hire. The talent acquisition team will shortlist the candidates who will give it their all during the interview process. These candidates will then be called and asked to send scanned copies of all of their academic and experience certificates, previous salary certificates or pay slips, TIN, NID, training certificates, and information about when they can start work. Following receipt of the necessary paperwork, a talent acquisition employee negotiates the selected candidate's pay and begins the process of completing the joining paperwork, which includes creating an appointment letter, joining letter, and proposal. The senior management will sign the joining document. After filing the paperwork, the employee will receive a scanned copy of the offer letter, which will be signed by the candidate's management team and include the candidate's joining date. The offer letter arrives via email, along with a few forms that he must fill out, including those for employee information update form, nominee declaration form, reference declaration form, present address declaration form, and alternate payment option form. The candidate also needs to bring four copies of his or her passport-size photo and a copy of his or her nominee's photo, along with a copy of his or her NID.
- **On-boarding:** Following the pre-boarding procedures, on the date specified in the offer letter, he or she will arrive with the form that was sent along with the letter. A talent acquisition employee will greet him or her, gather the candidate's forms, and verify the original certificate on the day of joining. Following a thorough inspection, if any papers are missing, the candidate must submit an application along with a deadline for submitting the necessary material. Once approved, the candidate will receive a joining letter that is both signed by the department head and themselves. The candidate will get two copies of the appointment letter, both of which must be signed; one copy will be kept in the candidate's personal file, and the other copy will be given to the candidate. The candidate will next receive a bank form that will serve as his or her salary account. The

head of the department to which the individual belongs will then be introduced by a talent acquisition employee. Finally, the candidate's personal file will be prepared by the talent acquisition team and given to the payroll division.

- **Orientation:** The talent acquisition team hosts an orientation for new hires to provide them with information about the organization and its policies after they are brought on board. Before COVID, orientations were organized physically, the TA team had orientation once a month; however, these days, the TA team conducts orientation via Zoom.
- **Probation:** A six-month probationary period is imposed on the applicant. If he or she is a non-management employee, the time period is for three months. Employee benefits will be available in accordance with business policy once the probationary period is over. based on business policies, as well as earned and pilgrimage leaves. A probationary period of three months is typically extended for an employee whose performance is deemed poor and who does not meet expectations. In order to help the employee complete job tasks, the line manager provides on-the-job training and helps detect performance gaps throughout this period.

**2.3.2.2 Payroll & HR Operations:** A list of company employees who receive pay is called payroll. Additionally, payroll refers to the total sum of money that the company pays its employees. As part of its business role, it involves the following duties: developing business compensation practices, including encashment of leaves and flexible benefits. Pay slip elements like basic and variable LTA, salary, and HRA are all defined. Acquiring extra payroll inputs (such the company's data regarding the amount to be recouped from employees for meals consumed may be provided by the food provider). This is the procedure for computing net pay, statutory and non-statutory deductions, and gross compensation. settling a worker's salary. submitting returns and making deposits for TDS, PF, and other taxes with the appropriate authorities. The department responsible for assisting your team with everyday tasks and supporting the entire employee lifecycle is called Human Resources Operations. HR Operations is responsible for several different things. When creating a company's people strategy, it is



essential to achieving its business goals. The same team is in charge of payroll and HR at Kazi Farms.

- **Salary:** Every employee at Kazi Farms, regardless of status—contractual, temporary, casual, permanent, management, or non-management—is entitled to a fixed monthly salary. The payroll and HR operations staff processes salaries during the first week of each month.
- **Two Festival Bonus:** Employees at Kazi Farms receive bonuses on Eid-ul-Fitr and Eid-ul-Azha twice a year. Workers receive a 100% bonus on their base pay. Probationary members will receive a bonus in accordance with the length of their work arrangement.
- **Food Allowance:** The food allowance at Kazi farms has made it more affordable for employees to eat lunch at the cafeteria. They now only have to pay 35tk a day, with the remaining amount covered by the authorities. When processing salaries, the payroll staff deducts thirty taka from each employee's pay.
- **Allowance for Fuel and Travel:** Travel reimbursement is given by Kazi Farms based on the job title of each employee. According to Senior Manager Kazi farms, they offer full-time private car use, which they are free to utilize for personal purposes. The organization bears all associated costs. Each employee's travel allowance is specified, and their compensation is split into four halves. If any of them own cars, the senior manager gives them a gasoline allowance in addition to other expenses from the maintenance company.
- **Mobile Allowance:** Depending on their function, both contract and permanent employees are eligible for a mobility allowance. The position of the employee affects how much of the mobile allowance they receive. Data is also made available to Kazi Farms' employees.
- **Medical Allowance:** Each and every Kazi Farms employee is qualified for a medical reimbursement. Even the family of an employee will receive medical benefits; however, in order to receive this benefit, the employee's family must complete a dependent declaration form at onboarding and provide the required documentation.

- **Loan:** Kazi Farms provides a lending facility to its employees. The loan amount is determined by the employee's designation and will be deducted from their pay.
- **Transfer:** The payroll and HR operation team issues an employee's transfer letter. The department head issues the transfer order, and the payroll and HR operations team handles the rest of the transfer process.
- **Financial Settlement:** When an employee wishes to leave their position, they should give their resignation letter to the payroll and HR operations team. They will then check to see if the employee has had any transactions with the company; if so, the payroll team will handle those and provide the employee with a release letter and an experience letter.
- **Leave :** According to labor law, leave is a benefit that cannot be claimed as a right and is calculated using the English calendar year. The manager or person in charge of granting leave should have the power to accept or reject any kind of leave when the demands of his job require it. Employees of the Kazi Farms Limited are eligible for the following types of leave: Unpaid and Sick Leave, Festival, Earned/Annual Leave, and Parental Leave.

**2.3.2.3 Performance & Reward:** A performance appraisal is a structured method for evaluating the performance of employees. An organized process for assessing an employee's performance is a performance appraisal. At the beginning of a performance year, line managers and employees go over goals, duties, and expectations for each other. The performance management system of Kazi Farms Limited is meticulously planned. At the beginning of the year, they have a meeting with the reporting supervisor to discuss goals and important areas of performance. The primary goals of the output must align with the objectives of the function and, consequently, with the overall aims of the farm. It makes clear what the goal needs to be and how management abilities should be improved. The Kazi Farms Limited has an effective approach to performance management. Performance is the basis for assigning grades to employees. Employees are frequently assessed based on the resources they get and the objectives they have accomplished. Kazi Farms Limited looks into its employees' activities to see if they are carrying out their

responsibilities correctly. They also want to know if they succeeded in reaching their objective. Managers try to inspire their employees with promotions, incentives, and pay increases because they want them to be more productive and efficient.

**Objectives of Performance Management of Kazi Farms Limited:** The goal of Kazi Farms' performance appraisal system is to raise employee performance standards, competencies, leadership potential, and capabilities. Work performance is the focus of performance management, which upholds particular criteria for a predetermined amount of time. The management system of Kazi Farms Limited prioritizes the following: Performance evaluation throughout the year based on work plan, objectives, and assumptions, individual development plan, skill and knowledge, and behavioral competencies related to leadership. Performance management at Kazi Farms Limited is conducted once a year, and it is evaluated every six months to ensure that it is moving in the right direction and enabling each employee to reach their objectives. The goal of Kazi farms Limited's performance management plan is to build the business for long-term, profitable growth.

**Outcome of the evaluation of performance:** An employee who is considered extraordinary may be promoted or given a raise. An excellent employee might be recommended for job confirmation or get an appreciation note. A fair rating can suggest learning or a probationary period change for the individual. Employees who receive low performance reviews could have their termination suggested.

**2.3.2.4 Legal and Compliance:** The process of creating policies and procedures to guarantee that your hiring and work practices represent a complete comprehension of current laws and regulations as well as the company's overall goals for human resources is known as HR compliance. One of human resources' most important functions is to close the gap between the company's growth ambition and goals, as well as the compliance regulations that impact hiring, employee development as well as holdover. Having a clear set of goals could help you reach a harmony between compliance and strategy. Knowing the company's strategic objectives makes it easier to comprehend various situations and how compliance problems could affect decisions. HR goals should be created to support corporate strategy, taking into consideration a range of circumstances and regulatory considerations. For an organization to survive, legal compliance is

essential. It is essential to preventing legal issues for the business. The HR personnel at any organization needs to be aware of the laws and regulations. Kazi Farms Limited closely adheres to regulations and compliance. If any employee violates the laws that Kazi Farms Limited upholds, the legal and compliance team also takes appropriate action.

**Fire Safety Precautions:** Safety is crucial because, in today's factories, there is a very helpful compliance issue. A compliance issue is one that involves maintaining a minimal standard of work environment in which concerns are becoming more prevalent. Additionally, you must uphold some fundamental laws and regulations in every nation where you wish to conduct business in order to regard employees in factories as human resources. These laws and regulations also pertain to basic compliance issues. In order to prevent fires a factory must have at least two staircases. If not more. It is not required for you to exit if there is a stairway for entry. It is required by law to have a separate stairway for exits and to make sure that there is enough firefighting equipment. For instance, the inspector notifies the employer in writing if he discovers that ten pieces of equipment are not guaranteed, so Kazi Farms keeps these things up to date.

**Maternity Leave:** Working mothers are entitled to eight weeks of prenatal leave, eight weeks of postnatal leave, and four months of maternity leave. Bangladesh's laws have been applied inconsistently, leading to different practices across different industries.

**Avoidance of Child Labor:** Kazi Farms Limited strongly opposes the use of child labor. The legal and compliance team is always the ones to assess an employee's age at the time of hiring.

**Comply with Labor Law and Register:** The legal and compliance team of Kazi Farms Limited keeps accurate records of attendance, leaves, maternity leaves, and other insurance types.

**Hazardous to Health:** Primary care may or may not be offered on each floor. But the organization has first aid kits available on every floor. Even Kazi farms Limited have a doctor on staff that comes in three days a week.

Keeping DIF Inspectors on Employees: The team responsible for legal and compliance handles interactions with DIF inspectors and prepares reports for their review.

**No Objection Certificate:** If an employee contacts the legal and compliance team and requests a letter of NOC from Kazi Farms Limited, they must explain their request and the legal and compliance team will then issue the letter of noc on their behalf.

**Discipline:** The Legal and Compliance team is responsible for maintaining all labor law-complaint disciplinary agreements, MAUs, policies, cases, show cause, termination, and other related disciplinary acts.

**Working Hour, Overtime & Leave:** An permanent employee may put in up to ten (10) hours a day in an establishment. Employees at Kazi Farms Limited are entitled to one and a half days of leave every week as per the law. Every employee has a right to ten (10) days of paid casual leave every calendar year. If this leave is taken without cause, it will not accrue and cannot be carried over to the next year. Employees will be paid time off for casual work. Each calendar year, each employee is entitled to fourteen (14) days of paid sick leave. Any employee who works longer than eight hours a day will be considered to have worked overtime; this can occur on any day or against the weekly fixed hour, and the employee will be paid double his regular basic rate.

#### **2.4 Marketing Practice in Kazi Farms Limited:**

- **Strategies Utilized:** Kazi Farms Limited uses a variety of marketing techniques to promote their goods. For example, promotional methods, event management, influencer marketing, social media marketing, content marketing, advertising, product development, and internet advertising are all being used. Before movies start, advertisements for Kazi Farms' products, including chickens, eggs, and frozen foods, can be seen on a number of local television stations and on Cineplex screens. Additionally, ZaNZee Ice-Cream benefits from having well-known athlete Shakib Al Hasan, a cricket star for the Bangladesh national team, as a brand ambassador. This helps the company market its ice cream.

- **Targeting & Positioning:** Because Kazi Farms Limited's products come in a variety of forms, their target market is made up of people from various age groups, genders, social classes, and lifestyles. However, the clients' characteristics and purchasing patterns are rather comparable. Their target market consists of middle-class people making at least 50,000 Taka each month, as well as premium and upper middle-class elements of society. Families with a working spouse, since they are both employed, occupied, and in need of something easy and fast decision-makers in the family, nuclear families, homeless people, recently married couples, etc. Based on their intended clientele, Kazi Farms markets their goods according to their unique selling points.

#### 2.4.1 Marketing Channels:

- **Direct-to-Customer Sales:** Assisted by a committed sales team who interact directly with customers and take product orders. Additionally, this team is always looking for shops, eateries, or food service providers so they can deliver a huge amount of goods in response to demand. Animal feeds and chicken products are the main applications for this technique.
- **Exporters:** Mostly frozen food products, Kazi Farms sends its commodities to Ireland and New Zealand. In these nations, its network of distributors, agents, and representatives for exports is well-established.
- **Distributors:** Moreover, Kazi Farms Group collaborates with a network of distributors to enhance its market share. Distributors have a duty to promote and supply Kazi Farms products to their own clientele throughout the country.
- **Retailers:** A network of merchants comprising supermarkets, general supply stores, and health food stores is used by them to sell their products. These business owners serve as the customer's retailers. Through this channel, the business may be able to reach out to certain consumers that value healthful, premium food products.

**2.4.2 Product development to lessen competition:** Consumer needs and purchasing patterns are ever-evolving in this world of rapid change. Kazi Farms Limited is dedicated to continuous product development to meet the evolving demands and preferences of its clientele. The company invests in R&D to create new products and improve the quality of existing ones. Kazi

Farms Limited employs competitive techniques in addition to routinely examining the display and making adjustments in response to shifting consumer preferences and industry-specific difficulties. This aids the business in maintaining its competitiveness and standing as a significant opponent in Bangladesh's agriculture industry.

**2.4.3 Promotional Activities:** Kazi Farms Kitchen makes a lot of effort to promote its goods and services in order to raise awareness of them within its target market. They market via a variety of channels, including conventional, internet, and offline media. They work with a third party to create POSM and other promotional tools as part of their promotional operations.

- **Standard Practices and Advertisements:** Print media, like newspapers and magazines, electronic media, like radio and television, and outdoor media, such billboards or banner ads, are all considered conventional media. Companies can contact customers by running ads on each of these platforms. Kazi Farms Kitchen wanted to keep supply and demand in balance, so they decided not to broadcast their commercial on television at first. As their production and demand increased, they focused on televising ads.
- **Publications on Billboards and Other Media:** Point of sale materials include ads that are displayed on eye-catching billboards, light boxes, posters, festoons, X banners, press adverts, and booklets. As to Law Insider, the Point of Sale refers to the moment when a buyer of placement shares entered into a legally binding agreement to purchase those placement shares. Products for the checkout Ads are specifically used to highlight and promote goods and services at points of sale. In order to draw clients, Kazi Farms Kitchen uses a variety of point-of-purchase materials, such as eye-catching billboards, light boxes, posters, festoons, X banners, press ads, brochures, etc.

**2.4.4 Non-mounted marketing activities:** Live promotions can be held during special events like concerts, festivals, and trade exhibits, in addition to being carried out in public areas like department stores or supermarkets. Instantaneous transactions are made possible by field interactions. To get consumers to buy a product, one can use discounts (i.e., coupons), freebies, or competitions.

- **Sponsorship:** Kazi Farms Kitchen offers monetary or in-kind assistance for various fairs, publications, scientific fairs, performances, and educational activities (such as study tours, rag days, seminars, etc.).
- **Convenience and Super shop activation:** When businesses introduce new products, Superstore activation happens. It's like offering a free sample of a product to a consumer in an attempt to convince them to buy it.
- **Brand Promotion:** Kazi Farms Kitchen markets its name, goods, and services through brand promoters. Among the many responsibilities that brand ambassadors carry out are promoting a business's unique selling proposition (USP), responding to consumer questions, and raising brand awareness. During the Dhaka International Trade Fair (DITF) and major occasions like Eid-Ul-Fitr, Puja, Christmas Day, etc., when there is a huge demand for frozen food, Kazi Farms Kitchen recruits brand marketers.

**2.4.5 Mounted Marketing Activities:** Digital media, including social media and the Internet, is a modern way for companies to communicate with customers. This is because, in spite of print and broadcast media's technological limitations, news, information, and ads are shown on these platforms.

- **Social Media & Website Activation:** To reach its target audience and take advantage of digital marketing's simplicity, Kazi Farms Kitchen places a high importance on it. You can visit [www.kazifarmskitchen.com](http://www.kazifarmskitchen.com) to learn everything there is to know about their goods and services. Through their Facebook page, Kazi Farms Kitchen informs its target audience about new products, special offers, the opening of additional franchise locations, and other updates. They are active on Instagram and LinkedIn as well.

**2.4.6 Critical Marketing issues and gaps:** In Bangladesh's agriculture industry, Kazi Farms Limited is a well-known brand; nevertheless, individual customers have little awareness of the brand. The organization has to invest more in public relations and marketing in order to grow its audience and increase brand awareness.

- **Lack of Engagement:** Due to a deficiency in client maintenance and feedback channels, Kazi Farms Limited may miss out on opportunities to recall their clients' needs and preferences. The organization needed to strengthen its customer service strategy and



aggressively seek out client feedback in order to improve its services. I believe that a significant contributing cause is the lack of marketing and promotion for the food goods, particularly under Kazi Foods Limited.

- **Inadequate Distribution Network:** Although Kazi Farms Limited has a large network of distributors, potential clients are only able to access it in specific locations. To make sure that every customer has simple access to the company's resources, new distribution channels should be constructed and the conveyance arrangement improved.

**2.5 Financial Performance and Accounting Practices:** Kazi Farms Limited has not provided me with the yearly accounts for reporting, despite my numerous requests and conversations. They said that they would not share this information with me and that it has never been shared with any other intern. Not even on the internet did I discover it.

**2.6 Operations Management and Information System Practices:** Kazi Farms Limited places a high importance on operations management and data framework approaches. The company's operations show its dedication to quality and sustainability, which is bolstered by innovation and an effective data function. One of the main elements of Kazi Farms' operations management is its emphasis on inline manufacturing advancements. The organization has implemented several innovative initiatives, including Just-In-Time (JIT) inventory management, adds to Profitable Upkeep, and continual Improvement. These methods have improved efficiency, reduced waste, and raised the standard of the company's goods and services. Kazi Farms Limited's operations are further supported by a variety of data and creative frameworks. The business has developed a fully integrated Enterprise Resource Planning (ERP) system that enables real-time monitoring and administration of the supply chain, from raw material acquisition to manufacturing and shipping. It is greatly appreciated that Kazi Farms Limited can now streamline its processes and quickly adjust to changes in showcasing requirements. Through the use of cutting-edge handling technology, such as a modern manufacturing line for handling chicken, the company has been able to ensure the highest standards of food safety and hygiene. Kazi Farms's data framework methods are consistent with their dedication to maintainability. The organization has integrated multiple natural management frameworks, including ISO 4001, to guarantee that its activities are ecologically sustainable. Moreover, Sysnova, an IT sister firm, designed the ERP server, which

consists of two servers. Server 3 is home to Kazi Farms Limited, and server 9 is home to Kazi Media.

All things considered, Kazi Farms Limited is a well-established agricultural business that successfully integrates operations management and data framework standards to support knowledge generation and maintainability. The company's focus on lean manufacturing, advanced innovation, quality control, and continuous improvement has allowed it to remain competitive in an industry that is changing quickly.



**ERP Software by Kazi Farms Limited**

## 2.7 Industry & Competitor Analysis:

**2.7.1 Model of Porter's Five Forces:** Porter's Five Factors model, which identifies and assesses the five competitive characteristics that affect any business, can be used to determine the strengths and weaknesses of a certain industry. The following presents a Porter's Five Forces study of Kazi Farms Limited.

- **Threat of New Entrants:** The agricultural and poultry industries in Bangladesh are confined by small geographic areas. On the other hand, Kazi Farms Limited's massive economies of scale, well-known brand, and prominent display location make it challenging for modern rivals to successfully compete in Bangladesh and its fiercely competitive industry.
- **Threat of Substitute:** Although Kazi Farms has a great brand value and little risks in Bangladesh's agriculture sector, it nevertheless faces intense rivalry and a lot of competitors in the frozen food and media industries. Aside from that, imported items like eggs that are brought in from outside the country may be perceived as alternatives or threats, even if Kazi Farms Limited's eggs have a high Omega 3 concentration.
- **Buyer's Bargaining Power:** Customers have direct bargaining power in the agriculture industry because of the high number of purchasers and fierce competition. However, because of its strong brand recognition and loyal client base, Kazi Farms Limited can have substantial negotiating leverage over terms and prices.
- **Supplier Bargaining Power:** Because there are so many suppliers of supplies like bolster and medication, provider arranging control is typically insufficient in the agricultural industry. On the other hand, Kazi Farms Limited has built relationships with its suppliers and may be able to use these to negotiate for advantageous terms.
- **Industrial Rivalry:** The agriculture industry is a highly competitive company due to the presence of several notable rivals. On the other hand, Kazi Farms Limited has a competitive edge because of its large selection of goods, well-known brand, and prominent placement.

## 2.7.2 SWOT analysis

### Strengths:

- Kazi Farms Kitchen is the first Bangladeshi company to provide traditional frozen dishes like singara, parthata, and samosas.
- Operational maintainability and quality management are highly valued by them.
- They have a strong advertising presence and well-known brands in the poultry and animal feed industries.
- They also have skilled supply chain management and distribution planning,
- They have a first mover advantage.
- Among its competitors, Kazi Farm produces the most chicks and has the greatest number of wholesalers.
- Kazi boasts a substantial feed mill capacity, is a strong competitor in the processed chicken market, and has solid financial standing.
- Clients in the upper class A category are aware of what the business has to offer.

### Weakness:

- The dispersal system is inadequate in some places.
- Limited client communication and input channels
- There is a general lack of brand knowledge among consumers.
- False information in the media.
- It is challenging to consistently provide chicks of the highest caliber.
- Productivity is low even with the biggest hatchery and sheds in Bangladesh.
- They haven't tried to increase their market share, and they're not utilizing their brand image to its full potential.
- Late entry into the feed marketing sector.

**Opportunities:**

- Huge market expansion as frozen food is one of Bangladesh's primary agricultural industries.
- Expansion into unexplored product and market segments.
- Technological developments and breakthroughs.
- Expanding the farming sector's access to e-commerce and technology.
- To enhance the quantity of feed that is sold. Why Provide hatching eggs to small hatcheries; other companies do not.
- Invest in marketing eggs.
- They employ superior breeding stock in comparison to their rivals.

**Threats:**

- Other companies make use of an automated system for quality control of Day-old-Chicks (DOC):
- Bird flu can cause harm to young birds.
- On a daily basis, rivals like CP, Jhatpat, Golden Harvest, Paragon and Agro Industries are trying to increase production.
- management concerns and legal requirements.
- Customer preferences and trends are evolving.

**2.8 Summary & Conclusions:** The commercial operations of Kazi Farms Limited include incubators, animal production, breeding grandparents and parents, broiler breeding, laying chicken breeding, and other associated activities. In addition to producing top-notch breeding stock, Kazi Farm's Grandparents and Parent Stock Breeding Offices divisions also produce eggs for both domestic and foreign markets. The company's incubator units are equipped with the latest innovations to ensure exceptional hatch rates and the growth of healthy chicks. Kazi Farms is expanding not only in its core industry of raising chickens and providing animal feed, but also into the dairy, fish, and vegetable sectors. The company's dairy sector offers the best milk and dairy products, while its aquaculture branch raises a broad variety of fish for both home and foreign markets.

All things considered, Bangladesh's agriculture economy has grown significantly thanks to this dynamic and creative investment organization. It is one of the leading agricultural firms in Bangladesh, with a significant market share and a solid reputation in the poultry and animal feed industries. Its continued innovation and ability to adapt to changing market trends have allowed it to maintain its position in the industry. In its operations, quality control and sustainability are highly valued.

## **2.9 Recommendations & Conclusions:**

- Kazi Farms Kitchen should keep their products stocked in all reputable stores and make sure they are still accessible there during periods of low inventory.
- They must increase the range and variety of things they offer in order to give customers what they want.
- Kazi Farms Kitchen needs to focus more on their R&D section if they want to stay competitive.
- They must anticipate the future growth of the frozen sector and develop more unique frozen products.
- They must support cooking reality TV shows in addition to numerous other sponsorships. In this way, they expose themselves to a significant degree.
- Additionally, products should be promoted by influencers. Right now, the influencer market is dominating. Adolescents love to view their favorite influencers or prominent figures on social media. They will be interested in finding out more information about the products if their preferred influencer is endorsing them.

## **Chapter 3: Project Part**

### **3.1 Introduction**

The socioeconomic climate of Bangladesh affects the unique set of difficulties that arise while hiring blue-collar workers. Many industries rely heavily on blue-collar workers, who also make substantial contributions to economic growth. But there are several obstacles in the way of

Attracting and keeping talented blue-collar workers. This study explores the different aspects that Influence Bangladesh's recruitment of blue-collar workers. The labor market in Bangladesh is a Complex system where employers and workers collaborate to find the best jobs. The country's Population is growing rapidly, with 57.1% of the socially engaged population engaged in the labor Force. However, the labor market is not well-formed, with a high unemployment rate and Underemployment rate. The country's population is predominantly young, with 47.6 million people Aged 10-24 years. The country's economically active population is growing, but women are lagging behind. The Covid-19 pandemic has led to job cuts in the banking sector, with 296 Employees and staff members losing their jobs due to poor performance, termination, job changes, And insufficient skill acquisition. To capitalize on these demographic dividends, Bangladesh must invest in transforming young economically active demographics into human capital. One of the leading companies in Bangladesh's agribusiness and FMCG market, Kazi Farms Limited, relies heavily on hiring blue-collar workers to maintain and grow its business. A Thorough analysis of the hiring process for blue-collar workers is required as the group works through the complicated dynamics of the regional economy. During the process, certain issues Specific to the industry and the nation surface. Kazi Farms Group (KFG), faces challenges in Recruiting skilled blue-collar workers due to the country's economic growth and agricultural Expansion. The company must address educational disparities and technical expertise gaps to ensure a pool of skilled workers. There are operations of KFG all over Bangladesh, including all the sister concerns. KFG operates all the hiring processes from a central HR department in the Corporate Office of Dhaka. As they lead the poultry and feed business in Bangladesh there are Food Factory, Farms, Hatchery, Egg Sales Centers, Feed-Mills, Feed-Go down, Compost Plants, Solar Plants and other Regional Offices to supervise those operations and to execute new projects. Mentioning these operations KFG requires a huge number of both skilled and fresher Management And critical Non-Management employees from all over the Bangladesh which is challenging for some critical roles for the central HR of KFG. Societal perceptions and labor market dynamics also play a role in attracting and retaining talent. Addressing wage discrepancies and offering competitive remuneration packages is crucial for Attracting and retaining skilled workers. Additionally, Kazi Farms Group must consider International migration trends and develop retention strategies in this process that create a sense of Belonging and career advancement opportunities to retain talent in the face of External Opportunities.

### **3.1.1 Background of the Research**

Kazi Farms Group, a pivotal entity in Bangladesh's agribusiness and FMCG sector, grapples with a persistent dilemma in recruiting and retaining skilled blue-collar employees. The company's Capacity to meet the increasing demands of the agriculture business is hampered by a lack of competent candidates for certain roles in the labor market. Even in cases when good recruitment Takes place, issues with talent retention arise because of things like high turnover rates and outside Options that distort wages. This conflict impedes Kazi Farms Group's ability to operate efficiently by creating staffing shortages and preventing steady output levels. Furthermore, questions Concerning the group's long-term viability and competitiveness in the market are raised by the Persistent difficulties in finding and keeping skilled blue-collar workers. The lack of tailored Recruitment and retention strategies specific to the agribusiness sector exacerbates these challenges. This study seeks to delve into the root causes of these issues, understand the nuances of the labor Market, and propose strategic recommendations to bolster Kazi Farms Group's ability to effectively recruit and retain a skilled blue-collar workforce.

### **3.1.2 Research Objective**

**3.1.2.1 Broad Objective:** The objective of this report is to strategically analyze the critical roles of Kazi Farms Limited and find out the challenges of finding the perfect fit that come with it.

#### **3.1.2.2 Specific Objectives**

- To find out the particular challenges involved in attracting and retaining qualified blue-collar workers.
- To analyze different sourcing mixes and to find out the best possible strategies for each Critical Roles to acquire and retain.
- To analyze Kazi Farms Group's long-term strategy for hiring new employees for critical roles.



### 3.1.3 Literature Review

This part of the report consists of a review of previously published literature about Critical Roles in organizations, the challenges to find the perfect fit for a position and how it affects organizational performance and employee productivity.

Finding the perfect fit for a critical position within an organization is a multifaceted challenge with significant implications for both organizational performance and employee productivity. This literature review explores the complexities associated with identifying and acquiring talent for crucial roles, analyzing their impact on various organizational outcomes. Numerous academics have discussed the idea of critical roles in companies. According to Davenport and Harris (2018), essential jobs are those that significantly influence the accomplishment of organizational goals. These jobs frequently call for specific knowledge, strong decision-making authority, or leadership duties.

Finding qualified applicants for critical positions is a challenging undertaking. The difficulties in aligning candidate abilities, competencies, and cultural fit with the particular requirements of the post are highlighted by research by Brown et al. (2019). As Smith and Johnson (2020) point out, the dynamic nature of organizational contexts adds another level of complexity. They address how job roles and technology changes affect the concept of a perfect fit.

Numerous research concentrates on methods for recruiting and selecting individuals that try to lessen the difficulties in doing so. Martinez and Lee (2021) suggest that in order to better identify people who meet the particular requirements of essential roles, competency-based evaluations and structured interviews should be used. Furthermore, Best and Marcus (2017) stress how crucial it is to include diversity and inclusion factors in the hiring process in order to guarantee a well-rounded and productive workforce.

The way people are positioned in critical roles has a big impact on how well an organization performs. According to a Chang and Jackson (2019) study, increased organizational effectiveness is positively correlated with the effective placement of people in key jobs. Furthermore, Johnson et al. (2022) shows that placing the wrong people in key roles might result in a less cohesive team and less than ideal performance results.

One important topic that has been extensively studied in the literature is the impact of critical positions on worker output. Gibson and Sanchez (2018) talk about how having a fit worker in a key role can improve team morale and encourage a collaborative culture, which boosts output. On the other hand, as noted by Jones and Smith (2019), a mismatch between abilities and duties may lead to a decrease in employee engagement and a rise in turnover.

### 3.1.4 Significance

In the field of organizational management and human resources, it is important to pay attention to the importance of critical positions in organizations, the difficulties in finding the ideal match, and their effects on worker productivity and organizational success. Strategic planning and well-informed decision-making can result from an understanding of these components. These are the main points of significance:

- **Strategic Alignment:** The goals, mission, and values of an organization tend to be strategically aligned with critical roles. Ensuring that the workforce is aligned with corporate objectives is ensured by identifying and filling these roles with qualified candidates.
- **Key Leadership and Decision-Making Responsibilities:** A lot of important roles require significant leadership and decision-making duties. These positions have a significant impact on decision-making processes, organizational direction, and culture, therefore placing them correctly is essential to success as a whole.
- **Matching Skills and Competencies:** It can be difficult to identify people with the correct combination of skills and competencies for key roles because of the dynamic nature of work and changing job needs. Mismatches can impede organizational growth and result in subpar performance.
- **Cultural Fit:** It's always difficult to find applicants who share the same values as the company. Collaboration, long-term commitment, and employee pleasure all depend on ensuring a cultural fit.
- **Effectiveness and Efficiency:** An organization's efficiency and effectiveness are influenced by having the right people in key positions. Individuals who are well-matched

improve decision-making, expedite procedures, and aid in the accomplishment of strategic goals.

- **Adaptation and Innovation:** Organizational adaptation is facilitated and innovation is driven by the right people in key roles. They help the company overcome obstacles, take advantage of chances, and maintain an advantage in a cutthroat market.
- **Employee Engagement:** Greater employee engagement is fostered when positions are assigned to people based on their interests and skill sets. Employee engagement increases the likelihood that they will favorably impact organizational goals and exhibit higher levels of productivity.
- **Team Dynamics:** The way people are positioned in key roles affects the dynamics of the team. A cohesive team improves overall productivity, communication, and collaboration.
- **Retention and Satisfaction:** Increased employee satisfaction and retention rates are a result of properly placing people in pivotal roles. Contented workers are inclined to put more effort into their jobs and show a strong commitment to the company.

## 3.2 Research Methodology

### 3.2.1 Sample of The Study

In-depth interviews have been conducted in this research. The target population for this report is the employees of Kazi Farms Limited who are in charge of interviewing & hiring candidates for any position. The sample consists of eight individuals to collect the necessary data and information. The structured interview questionnaire has been constructed and interviewed among the 8 employees of Kazi Farms Limited. These 8 employees are from the Talent Acquisition team of the Human Resource Department.

### 3.2.2 Measures

As mentioned earlier, a structured interview questionnaire has been used for data collection. The variables (Candidates Sourcing, Talent Pool, and Important & Critical Role, Target Candidates) and hypotheses have been analyzed and measured based on the extensive literature review. The questionnaire used in this research consists of 10 questions. All the questions have been adapted according to the concept of this research.

### 3.2.3 Data Analysis

I have compiled all the insights I gathered from the thorough interview of the members of the Talent Acquisition team of Kazi Farms Limited. Following the Interview sessions, I conducted a thematic analysis of the data and subsequently categorized them in accordance with their respective positions. The analysis of the data was executed in a systematic and rigorous manner, resulting in a comprehensive and reliable report. The categorization of the data allowed for a clear and concise representation of the information, which was then used to develop actionable insights and recommendations. Here is a table below consisting a detailed analysis:

Position Name	Management/ Non-Management	Special Certification/Q ualification	Specific Requirement	Why this Position is Critical to Us	Sourcing Mix
<b>Solution Manager</b>	Management	Degree or Course in both CSE & Marketing	Experience in both CSE & Marketing	Getting the mix of both Tech and Marketing is quite rare.	Linkedin, Bdjobs, Personal Referral
<b>Oddo Sales Manager</b>	Management	BSc. in CSE	Needed direct experience in operating or working with Oddo	Oddo is not common in Bangladesh. So, Getting a candidate with direct experience in Oddo is quite rare. Moreover, expected salary of those handful candidates are higher than how much we are willing to offer and it is a new project	Linkedin, Bdjobs, Personal Referral

<b>Boiler Operator</b>	Management	Trade Course of 6 Months	With Trade Course of 6 Month, we need candidates with direct experience of operating this machine	This is a technical position which is extremely critical as the boiler machine itself can be very dangerous if the operating person is not well experienced. Furthermore, it is very health hazardous and the temperature of that room is 45 Degrees but compared to that The salary is not that attractive. Their E.S. is at least 30K whereas we are offering 15,700Tk.	Newspaper, advertisement, Bdjobs
<b>Trainee Officer /Officer-Contract Broiler Farming (CBF)</b>	Management	Degree in any discipline (Except Diploma)	Have own Motorbike	This is a technical position where the candidate must have his own bike which is quite expensive as the salary is only 18k-20k. Not every person can own a bike. Moreover, a candidate's posting can be anywhere in Bangladesh especially in villages and remote regions. Candidates get discouraged because of these reasons	Bdjobs, Social Media, LinkedIn

<b>Executive/Sr. Executive /Office-Production (Organic Fertilizer)</b>	Management	Bsc. in Agriculture and 3-6 years of relevant experience	Bsc. in Agriculture and 3-6 years of relevant experience	Finding candidates with relevant experience is extremely rare and due to the odor , the position is not desirable even though 33% of gross salary is given as hardship allowance.	Bdjobs, TA mail, Referral
<b>Audit (Internal)</b>	Management	Certification of CA Farms	CA Certificate	As most of the positions are placed outside Dhaka, most of the candidates are not willing to move outside Dhaka	Bdjobs, Social Media, LinkedIn
<b>Management Trainee (Farm)</b>	Management	DVM or Bachelor's degree in Animal Husbandry	DVM or Bachelor's degree in Animal Husbandry is a must	The position is not desirable to candidates because of the confined lifestyle due to bio-security as well as remote location. Also candidates are more interested in government jobs and has an intention of pursuing higher studies	Bdjobs, Campus recruitment, Job fair in BAU, Social Media
<b>Executive/Sr. Executive-Transport (Operation/Service)</b>	Management	Diploma in Automobile Engineering / Mechanical Engineering / Power Engineering	4 to 7 years of experience and four wheeler experience is preferred	High salary expectation ( Less experience candidates expect higher salary package compared to already recruited more experienced employees)	Bdjobs, Social Media

<b>MT- Nutrition</b>	Management	Msc. in Animal Nutrition	Msc. in Animal Nutrition is a must	Finding candidates with relevant educational requirement is extremely difficult because the unconventional subject requirement	Bdjobs, TA mail, Referral
<b>Solar Project Coordinator</b>	Management	BSc in Engineering / Renewable Energy	3 to 5 years of experience	Due to limited resources in the market candidates are reluctant to pursue career in this field	Bdjobs, TA mail, Referral
<b>Asst. Supervisor- Weighing</b>	Non-Management	Driving License (Motor-Bike)	Personal Bike Needed	Salary is around 12,500tk but not all candidates own a personal bike which is quite expensive	Bdjobs, Social Media, Referral, TA mail, Newspaper
<b>Welder</b>	Non-Management	Trade Course of 6 Months	Experience and Trade Course	Candidates with Experience and Trade Course is quite rare in the job market	Bdjobs, Social Media
<b>De-beaker</b>	Non-Management	Minimum SSC	Experience in relative field	There are very few employees are at the job market with such experience, so their expected salary is higher than what we are willing to offer	Newspaper advertisement
<b>Extruder Operator</b>	Non-Management	Trade Course of 6 Months	Direct experience of operating heavy	Technical positions are difficult to find in the labor-market with experience in operating	Newspaper advertisement Bdjobs

			machineries	the exact same machine.	
<b>Pallet Mill</b>	Non-Management	Vocational or Trade course	Direct experience of operating heavy machineries	Difficult to find in labor-market with experience in operating the exact same machine	Newspaper advertisement Bdjobs
<b>Worker- Farm (Sylhet)</b>	Non-Management	Minimum 8th passed	Minimum 8th passed	Candidates do not want to work in the particular region (Sylhet) local people are not interested in this position and population in that particular region is considerably low	Local newspapers, Vacancy Advertisement Posters, social media
<b>Delivery Supervisor- Weighing</b>	Non-Management	Minimum HSC	Personal bike is required	Candidates are not interested in this job because of lower salaries which is around 12k. Job can be located anywhere in Bangladesh but the company do not provide any living arrangement	Social Media, Referral, TA mail, Newspaper
<b>Sexer</b>	Non-Management	Minimum SSC with Science Background	Experience in relative field and willingness to learn	There are very few employees are at the job market with such experience, so their expected salary (ES) is higher than what we are	Advertisement on Newspaper



				willing to offer. So hiring them with such expectation is not favorable to our business	
<b>Supervisor (Feed Mill)</b>	Non-Management	Minimum HSC	Experience in relative field and willingness	The challenge is to retain these employees. As we face staff shortage in Feed Mill, they have to carry out the work either way. So, they don't want to retain it as the role is very hard to perform.	Social Media, Bdjobs

**Figure 1: Analysis of Interview data**

### **3.3 Findings and Analysis:**

#### **3.3.1 Management & Non-Management Positions**

The employees of Kazi Farms limited are divided into Management & Non-Management categories based on education, qualification, salary, benefits and job security. From the interviews of the members of the Talent Acquisition team, I have found 19 positions in the whole company which are critical as well as important. From these 19 positions, 10 of them are management positions and 9 of them are Non-Management positions.

### 3.3.2 Candidate Sourcing Channels

Candidate sourcing primarily occurs through personal recommendations, newspaper ads, and social media and online employment boards like Bdjobs and LinkedIn. Online platforms like Bdjobs and social media seem to be the most popular channels for sourcing candidates across various positions, indicating the importance of digital recruitment strategies. Personal referrals are also very important, especially for important or specialized positions where it can be difficult to locate qualified applicants. The most popular source for all roles is bdjobs; it is followed by social media and recommendations. Newspapers and job fairs are only utilized infrequently and for very particular positions. TA mail and LinkedIn are other common sources for managing openings. Local media and newspaper ads are occasionally utilized for non-management roles.

#### 3.3.2.1 Reasons for source usage

**Bdjobs:** Bdjobs is probably preferred because of its accessibility and low cost. 75.95 % of the 19 roles are filled by Bdjobs. For the most part, Kazi Farms Limited uses Bdjobs to source their applicants. The biggest online employment portal in Bangladesh, Bdjobs draws a wide range of applicants with various skill levels and backgrounds. Comparing this broad reach to other, more focused platforms, enhances the chance of identifying qualified candidates. For Kazi Farms Limited, it is also cost-effective. In contrast to alternative sourcing techniques such as headhunting, employment agencies, or direct newspaper advertising, Bdjobs provides Kazi farms Limited with a more cost-effective means of reaching a wide audience. This is especially crucial for businesses that want to fill a variety of roles at different levels. While Bdjobs mainly serves the Bangladeshi job market, Kazi Farms operates in Bangladesh. This alignment makes sure that job searchers who are acquainted with local work culture and regulations receive them. Kazi Farms is hiring for both non-managerial and managerial positions. Both categories can discover options on Bdjobs, which enables them to search for qualified candidates at various levels on a single platform.

**Social media:** Social media may be used for younger candidates or specific industries. Social media is utilized for 47.375% of the 19 positions. Employer branding, cost effectiveness, reach,

targeted advertising, and engagement are some of the general advantages of using social media for hiring. Because social media platforms are so widely used, businesses may interact with a large number of potential applicants. This can be especially useful for positions that fit a certain specialization or when recruiting people from a certain area. Social media sites provide businesses with sophisticated targeting capabilities that let them connect with applicants that fit particular criteria for experience, interests, or talents. This can shorten the employment process and save money by drawing in more competent applicants. It can be utilized to highlight corporate culture and develop a positive employer brand. It may also be easier to fill vacancies and draw in top talent. Social media allows companies to interact with potential candidates and answer their questions. This can help to build relationships and create a more positive candidate experience.

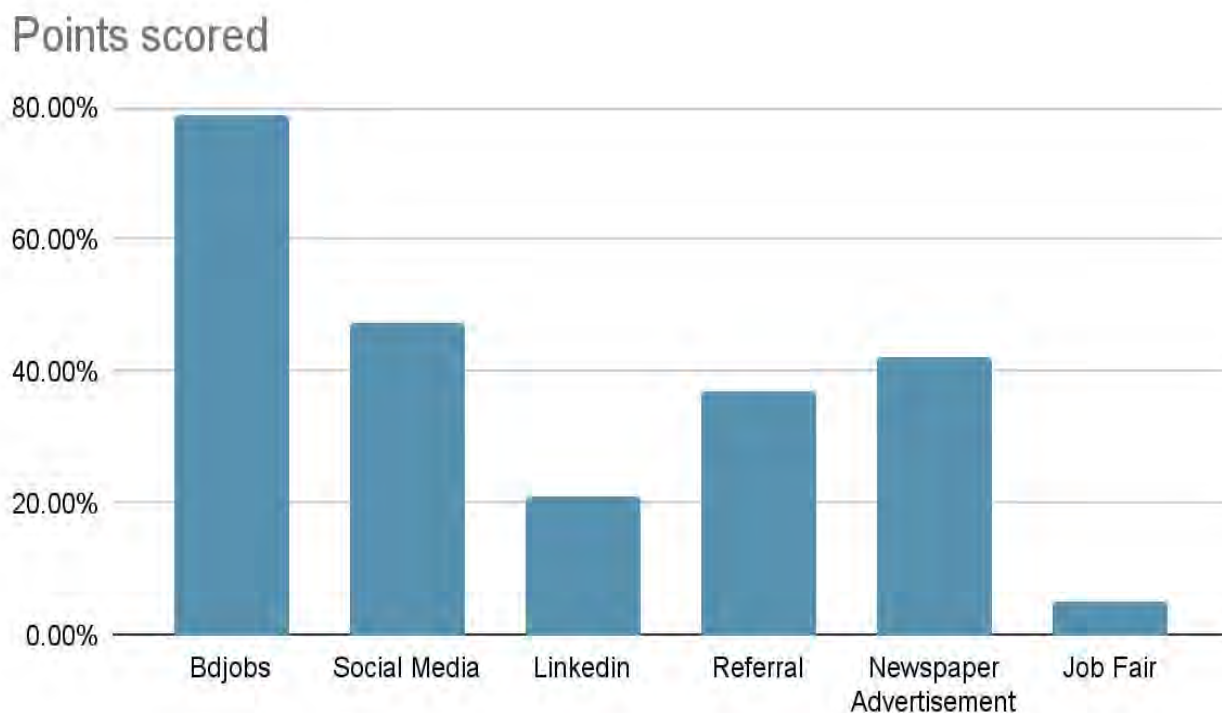
**LinkedIn:** Out of the 19 positions, LinkedIn is used for 47.375% of the positions. LinkedIn allows Kazi Farms to target specific profiles based on industry, experience, skills, and even alma mater. Finding applicants with the specialized skill sets required by Kazi Farms, such as those indicated in the earlier question (Oddo experience, uncommon qualifications), is especially beneficial to them. LinkedIn is widely used by professionals in related sectors, particularly in management and specialized roles. This gives Kazi Farms access to a wide pool of possible applicants who may not be actively looking for work right now, but are nonetheless receptive to offers. Having a well-developed company page on LinkedIn showcases Kazi Farms as a professional and credible organization. This can attract better candidates and improve the company's employer brand image. Through LinkedIn, recruiters at Kazi Farms can establish direct connections with prospective prospects, facilitating effective communication and relationship-building. LinkedIn is a more affordable option to connect with eligible prospects than traditional job sites, especially for talent pools and focused advertising. Even in cases when they are not actively seeking for work, a lot of professionals maintain their LinkedIn profiles and participate in discussions. This makes it possible for Kazi Farms to find applicants before they formally apply by identifying those who would be a good fit.

**Referrals:** Referrals are valuable for trusted positions but may not reach a wide audience. Referrals are used by Kazi Farms Limited for essential positions where recruiting is most difficult. They are typically for management roles. Merely 36.84% of cases involve the

utilization of referrals. Through referrals, Kazi Farms is able to access a pool of pre-screened candidates that are acquainted with the company's culture and may have the necessary training and expertise. This is especially useful for jobs that call for specialized knowledge or experience. Referred candidates are seen by Kazi Farms as more dependable and involved since they have an internal referral from a member of the company. This can lead to a higher quality applicant pool and potentially reduce turnover. Furthermore, because referrals come from someone who is already familiar with Kazi Farms' culture and values, they assist the company to make sure that new personnel are a good fit. Improved team dynamics and general employee happiness may result from this.

**Newspapers:** When it comes to places where internet connectivity is scarce or the target market is less inclined to use online job boards, newspapers serve as a useful tool for Kazi Farms Limited to expand their reach. Newspaper ads can be a reasonably priced means of reaching a big number of potential applicants, depending on the circulation and target demographic. Newspaper ads are typically used, for instance, to promote Kazi Farms' Non-Management camps, which serve as interview and hiring grounds for a large pool of applicants. 42.1% of time Kazi Farms rely on newspaper advertisements.

**Job fairs:** Job fairs draw a wide range of applicants for Kazi Farms, from different educational backgrounds and experiences, therefore broadening the pool beyond Bdjobs and other online job boards. Nevertheless, Kazi Farms only uses this site 5.27% of the time to hire applicants. Typically, these job fairs focus on particular sectors or areas, which enables Kazi Farms to identify applicants who possess essential talents or live in targeted areas. For instance, they host job fairs at Bangladesh Agricultural University, which gives them access to a pool of applicants who specialize in unusual fields.



**Figure 2: Percentage of Resource Usage**

### 3.3.3 Special Qualification & Requirements

Due to their unique skills and the dearth of relevant expertise in the market, positions like Solar Project Coordinator, Oddo Sales Manager, Boiler Operator, and Solution Manager are considered vital. These jobs are essential to the smooth running of specific Kazi Farms Limited projects or departments since they call for particular knowledge or expertise. Similar critical roles exist for Executive/Senior Executive (Organic Fertilizer) and Trainee Officer (CBF), where special qualifications such as motorcycle ownership or exposure to a certain odor reduce the pool of qualified applicants, making them essential for particular operations. Furthermore, because of their difficult working circumstances or remote locations, jobs like Management Trainee (Farm) and Worker-Farm (Sylhet) necessitate resilience and adaptation, making them crucial but difficult to fill. Furthermore, despite the small pool of candidates in these specialist fields,

positions like internal auditor and MT-Nutrition require specialized training and experience, making them essential for guaranteeing compliance and quality control.

### **3.3.4 Cost Considerations**

The analysis reveals a discrepancy between candidate salary expectations and the company's budget for certain positions, such as the Oddo Sales Manager and Solar Project Coordinator roles. Sometimes the company pays less than the going wage, which makes it difficult to draw in competent applicants. The positions of Boiler Operator and Management Trainee (Farm) exhibit comparable salary disparities due to the significant turnover and personnel shortages that may arise from the demanding nature of the work and the requisite experience not matching the provided compensation. Furthermore, in addition to compensation, other restrictions such as motorbike ownership or remote location hinder the ability to recruit people for positions such as Trainee Officer (CBF) and Worker-Farm (Sylhet), further narrowing the pool of candidates and driving up hiring expenses. Offering salaries below market rate for specialized roles like Internal Auditor and MT-Nutrition may attract less experienced candidates, potentially impacting the quality of work and increasing training costs in the long run.

### **3.3.5 Response Rates and Target Audience**

Response rates vary depending on the position and location. Due to the specialized skill requirements and possibly dangerous working conditions, technical positions like welder and boiler operator might attract fewer applications. It is difficult to find qualified individuals for jobs that require people to work in remote locations or have certain training. Similar to this, specialty positions like MT-Nutrition and Oddo Sales Manager may have low response rates since few candidates have the necessary training or qualifications, necessitating focused search techniques. Places like Sylhet for Worker-Farm positions that have low population density or restricted internet access might drastically reduce response rates and require local recruitment efforts. On the other hand, highly desirable positions such as Solution Manager, which offer competitive pay and appealing working circumstances, may receive a flood of applications, necessitating effective screening procedures to determine the most suitable candidate. Additionally, response rates for positions that need to be relocated, like Internal Auditor, may be

lower than for local openings. This emphasizes the necessity of providing relocation aid or other incentives to draw in qualified individuals.

### **3.3.6 Constraints and Challenges**

One of the constraints is the scarcity of applicants with specific training or experience, especially for technical positions like de-beaker or welder. Recruitment efforts are hampered by candidates' unwillingness to work in particular places or industries, such as farms or renewable energy projects. Furthermore, the pool of qualified applicants is occasionally reduced by wage expectations that are higher than budgeted, particularly for specialized certifications like CA Farms for Internal Auditors or uncommon skill sets like Oddo Sales Manager. In addition to being difficult to fill due to high turnover, remote locations like Sylhet for Worker-Farm employment or demanding work settings like Boiler Operator provide retention concerns. The small pool of candidates for roles requiring non-traditional qualifications—such as motorcycle ownership for Trainee Officers (CBF) or specialized industry knowledge for Organic Fertilizer—means that innovative sourcing techniques and focused incentives are required. Unappealing working conditions, such as requiring Management Trainees (Farm) to adhere to strict bio security protocols or Executive/Senior Executive (Organic Fertilizer) to be exposed to strong odors, deter potential candidates and necessitate the inclusion of perks or modifications to salary.

### **3.3.7 Patterns and Trends**

A pattern emerges where positions requiring specialized technical skills or qualifications face difficulty in sourcing suitable candidates, while positions with more general requirements receive higher response rates. The information points to the necessity of specialized recruitment tactics, such as attractive pay packages and strong employer branding, that are adapted to the particular demands of each role. Additionally, a tendency is shown when difficult work situations or remote locations turn off prospective employees, emphasizing the necessity for improved working conditions or location-specific incentives to draw talent. It's interesting to note that positions requiring particular degrees, like MT-Nutrition, or certifications, like CA Farms, have comparable difficulties finding candidates. This suggests that industry cooperation or improved training initiatives are needed to close skill gaps. Conversely, applications for roles like Solution

Manager, which offer competitive pay and alluring benefits, are up, demonstrating the power of compensation packages in luring top talent. The data reveals a trend where many applications are received for administrative and entry-level positions such as Delivery Supervisor and Assistant Supervisor-Weighing, which may point to a greater talent pool for more general skill sets.

### 3.3.8 Development of Talent Pool

Based on insights gathered from Kazi Farms employees through group discussions and individual interviews, I analyzed the data thematically. This thorough analysis resulted in a detailed and trustworthy report organized by employee position. Categorizing the information allowed for clear and concise presentation, leading to actionable recommendations

Position Name	How to Develop the Talent Pool	Sourcing Mix
<b>Oddo Sales Manager</b>	As candidates with direct experience in Oddo are quite rare, we can hire candidates with experience with any ERP system. Better remuneration can attract more candidates.	Linkedin, Bdjobs, Personal References
<b>Boiler Operator</b>	As getting them from official job sites was tough, we will post about those positions on Social Media to get a better response. Furthermore, we can train them with existing specialists inside Kazi Farms, which will be a promoted position for them.	Newspaper advertisement, Bdjobs
<b>Trainee Officer /Officer- Contract Broiler Farming (CBF)</b>	As a lot of talented candidates don't get this job because they don't own a personal vehicle, the company can help them with this by providing vehicles to do the job. Moreover, arranging a place or dorm for the employees to lead a better life with this job can encourage a lot more people to apply for this job.	Social Media, Bdjobs



<b>Executive/Sr. Executive /Office- Production (Organic Fertilizer)</b>	Diploma holders are recruited as trainee officers and B.Sc holders are recruited as executives. After a certain period of training they can be transferred into this position. experience factory technicians can also be recruited (due to their experience)	Bdjobs, TA mail, LinkedIn, Referral
<b>Audit (Internal)</b>	A better living arrangement and good remuneration can inspire a lot more candidates to move outside Dhaka City.	Bdjobs, Social Media, LinkedIn
<b>Management Trainee (Farm)</b>	As attracting candidates on Bdjobs is difficult, campus recruitment and Job-Fairs in universities are prime sources of creating a talent pool	Bdjobs, Campus recruitment.
<b>Executive/Sr. Executive- Transport (Operation/ Service)</b>	Trainee officers with some experience can be trained. So when a situation arises, they can get promoted as executive/officers.	Bdjobs, Social Media, LinkedIn
<b>MT- Nutrition</b>	Finding candidates with a masters degree in nutrition is rare. That is why a candidate that fulfills this position's criteria has a high chance of getting hired. Better remuneration can attract more candidates.	Bdjobs, TA mail, Referral, Social Media, LinkedIn
<b>Solar Project Coordinator</b>	Finding candidates that fulfills educational requirements and have the required experience has a high chance of getting hired. Better remuneration can attract more candidates.	Bdjobs, TA mai, Referral, LinkedIn
<b>Asst. Supervisor- Weighing</b>	Resourcing CVs in continuous manner from different sources and arranging living arrangements for the employees can help getting better responses as the salary is very low.	Local newspaper advertisement, Social media, Bdjobs

<b>Welder</b>	As getting them from official job sites were tough, we will post about those positions on Social Medias and newspaper to get better response	Bdjobs, Social Media
<b>De-beaker</b>	First we are going to recruit them as worker then after training they will be transferred at different region as de-beaker	Local newspaper advertisement
<b>Extruder Operator</b>	As getting them from official job sites was tough, we will post about those positions on Social Media to get a better response. Furthermore, we can train them with existing specialists inside Kazi Farms, which will be a promoted position for them.	Newspaper advertisement, Bdjobs
<b>Pallet Mill</b>	As getting them from official job sites was tough, we will post about those positions on Social Media to get a better response. Furthermore, we can train them with existing specialists inside Kazi Farms, which will be a promoted position for them.	Local newspaper advertisement, Social media, Bdjobs
<b>Sexer</b>	As we are offering less than their expectation, Better remuneration can attract more candidates.	Local newspaper advertisement
<b>Worker- Farm (Sylhet)</b>	Candidates can be selected from the non management recruitment camps.	Local newspaper advertisement, Social media
<b>Delivery Supervisor- Weighing</b>	A better living arrangement and vehicle support can attract a lot more candidates.	Local newspaper advertisement, Social media, Bdjobs

<b>Supervisor (Feed Mill)</b>	To retain them we can offer them a salary raise, accommodation benefits, and add their additional activities to their KRA and give them appraisal based on it.	Newspaper advertisement, Bdjobs, Social Media
<b>Solution Manager</b>	As getting them from official job sites was tough, we will post about this position on Social Media to get the exact same position with experience in Technology and Marketing then offer them a better salary than their previous organization.	Linkedin, Bdjobs, Personal References

**Figure 3: Actionable Insights and Recommendations**

### 3.4 Summary and Conclusions

Following a thorough examination of the questionnaire responses, I have learned a great deal about the opportunities and difficulties the organization is experiencing. The results show that there are skill gaps among the employees, which may contribute to a lack of productivity and effectiveness. Additionally, because the talent acquisition process is complicated, the company can have trouble filling key roles with qualified candidates. Another major issue is retention, so the company must concentrate on creating a plan that will keep people on board for the long run.

In addition to these challenges, the analysis showed that employee growth and training are essential for their efficient job performance. In order to enhance employees' abilities and make sure they are knowledgeable about the most recent developments in the business, it is imperative that they receive ongoing training and development. Employee inefficiency could result in a drop in the success of the company as a whole if they don't receive the right training and development.

Based on the findings, it is evident that addressing some aspects is essential to the success of the company as a whole as well as the efficient operation of vital functions. Consequently, the Kazi

Farms Limited must put into practice those measures that address skill shortages, the difficulties associated with acquiring talent, retention issues, and the requirement for ongoing training and development. By doing this, the company can make sure that the correct people are hired for its important positions and that they have the abilities needed to carry out their duties effectively.

### 3.5 Recommendations / Implications

Based on the research's findings, some recommendations and implications need to be addressed to increase productivity, improve the efficacy and efficiency of important roles, and hiring practices of Kazi Farms Limited. The implications are as follows,

- **Skill Development Programs:** Implement specialized training sessions and professional development opportunities to bridge the gap between required and existing skills of critical roles.
- **Enhanced Talent Acquisition Strategies:** Innovate talent acquisition strategies to attract qualified candidates for critical roles. To attract more candidates, leverage partnerships, industry networks, and online resources.
- **Retention Initiatives:** Create and implement retention programs to reduce attrition rates. Prioritize employee satisfaction, benefits, and work-life balance.
- **Cross-Departmental Collaboration:** To ensure smooth operations and teamwork, enhance cross-departmental communication through regular meetings and collaboration.
- **Succession Planning Framework:** To find and develop possible heirs for important positions, provide a strong framework for succession planning. This preemptive strategy guarantees a seamless transition and lessens the interruptions brought about by turnover.
- **Comprehensive Programs for Employee's Well-Being:** Implement comprehensive well-being programs beyond conventional rewards; offer wellness centers, flexible schedules, and mental health assistance to increase job satisfaction.
- **Regular Organizational Assessments:** To determine the changing skill needs for pivotal roles, conduct regular assessments. Proactive measures ensure prompt adjustments to training and recruitment.

In summary, the recommendations presented above offer a solid foundation for targeted interventions aimed at enhancing the efficiency and effectiveness of critical roles. To this end, the organization can address skill gaps, refine talent management strategies, and prioritize employee well-being. By implementing these measures, the organization can position itself for sustained success in a dynamic and ever-evolving business landscape. It is thus imperative that the organization takes proactive steps to implement these recommendations as soon as practicable.

## Appendix

### Final Proposal Part

#### Problem Statement

Despite the increasing demand for qualified workers across a range of industries, finding applicants with the right training and experience is still a big problem for companies like Kazi Farms Limited. The company's capacity to fill vital roles necessary for its operations is hampered by the lack of skilled candidates, especially for technical positions like welders and boiler operators (Kazi Farms Limited, personal communication, 2023). Further aggravating the recruitment process are limitations like low response rates from targeted recruitment efforts and misaligned compensation expectations, which can result in extended vacancies and possible business continuity concerns. In order to secure the talent required to maintain its growth and competitiveness in the market, Kazi Farms Limited must take immediate action to address these difficulties.

#### Background

The study focuses on Kazi Farms Limited's difficulties finding and keeping competent candidates for a range of organizational positions. The organization, which focuses on both management and non-management roles, finds it challenging to find applicants that meet the necessary qualifications, have relevant experience, and are open to working in a variety of settings. This research endeavors to evaluate the efficacy of extant recruitment tactics, pinpoint pivotal impediments, and put forth suggestions for augmenting the talent acquisition procedure. By resolving these issues, Kazi Farms Limited will be able to better coordinate the objectives of the company with its employees and maintain growth and competitiveness in the market.

#### Research Objective

The objective of this report is to strategically analyze the critical roles of Kazi Farms Limited and find out the challenges of finding the perfect fit that come with it.

### **Preliminary Methodology**

In-depth interviews have been conducted in this research. The target population for this report is the employees of Kazi Farms Limited who are in charge of interviewing & hiring candidates for any position. The sample consists of eight individuals to collect the necessary data and information. The structured interview questionnaire has been constructed and interviewed among the 8 employees of Kazi Farms Limited. These eight employees are from the Talent Acquisition team of the Human Resource Department.

### **Significance of the research**

The significance of this research lies in its potential to optimize talent acquisition strategies for Kazi Farms Limited, ensuring the recruitment of qualified personnel crucial for organizational success while addressing challenges in sourcing and retaining talent, ultimately fostering sustainable growth and competitiveness in the industry.

### **Questions for Interview Questionnaire:**

#### **PART A: Demographic Information**

1. Gender: \_\_\_\_\_

2. Age: \_\_\_\_\_

3. Department: \_\_\_\_\_

4. Job Title: \_\_\_\_\_

5. Years of Experience with Kazi Farms Limited : \_\_\_\_\_

#### **PART B: Open Ended Questions**

6) What are the current recruitment channels being used?

7) What specific roles are Kazi Farms struggling to fill?

- 8) Are there any unique challenges or opportunities specific to the HRD that impacts recruitment?
- 9) What are the current critical positions and why are they called critical?
- 10) What criteria are used to shortlist and select candidates for non-management positions?
- 11) Are there any plans to implement new or adjust existing recruitment strategies?
- 12) What are the best ways to develop a better talent pool for the company?
- 13) What are the main reasons for high turnover rates among blue-collar workers at Kazi Farms?
- 14) What other initiatives the Talent Acquisition team can take to get better candidates ?