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An Action Research on

Recruitment and Selection Process of Rahimafrooz Bangladesh Limited

By

Meemnaz Meem
ID 0820268

An Internship report presented on the partial fulfilment of the requirement of the degree
Bachelor of Business Administration (BBA)



INDEPENDENT UNIVERSITY, BANGLADESH

April, 2012

An Action Research on

Recruitment and Selection Process of Rahimafrooz Bangladesh Limited

Has been approved

April, 2012

Monzoor Morshed

Lecturer

School of Business

Independent University Bangladesh

3. Letter of Transmittal

Mr. Monzoor Morshed

Lecturer

Human Resource Department

School of Business

Independent University, Bangladesh

Subject: Letter of Transmittal

Dear Sir,

With immense gratitude, I would like to take the opportunity to present you this working report that I have prepared as a requirement of my internship program. I am glad to work under your guidance and support throughout the course of my internship.

I would also like to express my heartiest gratitude to Ms. Irum Nahid Haque, Talent & Resourcing Manager at Rahimafrooz Bangladesh Limited, for providing me with supreme guidance and support throughout the term as my supervisor.

I will be very grateful if you could kindly provide me with your valuable feedback on this study of mine. I look forward towards receiving your valuable feedback on this report.

Thank you once again for your endless support and supervision.

Yours Sincerely,

_____

Meemnaz Meem

ID: 0820268

4. Acknowledgements

With heartiest gratefulness, I would like to acknowledge a few individuals for their counsel and guidance in the completion of my internship report.

At first, I would like to thank Ms. Irum Nahid Haque, Talent & Resourcing Manager, Rahimafrooz Bangladesh Limited, for her valuable insight and support that she provided while supervising my tenure. I am grateful to her for giving me the opportunity to work on Recruitment and Selection Process and various other HR functions that has truly broadened my horizon.

I am very grateful to Mr. Monzoor Morshed, lecturer, school of business, Independent University, Bangladesh for being patient and providing useful directions during the course of my work. He is beyond doubt, a good counselor for work/off-work related matters.

I am thankful to my fellow colleagues for their immense support and co-operation throughout the period. And especially Mr. Md. Shahedur Rahman and Ms.Lamia Zoha from whom I got to learn many things.

Thank you all.

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5. Executive Summary

As a part of academic requirement and completion of BBA program, I have been assigned to complete internship report on "Recruitment and Selection process of Rahimafrooz Bangladesh Ltd." under the guidance of Mr Monzoor Morshed."Recruitment and Selection process" is a segment of human resource process; As such I have selected this topic to make it clear. I have divided this report in some sub segments. As a young intern in a reputed company like "Rahimafrooz Bangladesh Ltd," I have tried my best to go through their Recruitment and Selection process within little tenure of 03 months. The report starts with a general introduction "Rahimafrooz Bangladesh Ltd."" As well as its purpose, scope and limitation. Then this report proceeds onto the preliminary talk about "Rahimafrooz Bangladesh Ltd." one of the largest and most well respected private companies in Bangladesh.

Rahimafrooz was founded as a trading company in 1950 by Late Mr. A C Abdur Rahim.In 1954, the company was incorporated as a limited company called Rahimafrooz (Pak) limited. In 1959, it entered into joint venture with Lucas, U.K. to set up a modern automotive battery factory. I have shown the vision, strategic goal and principles of it. Afterward here discuss about Raimafrooz Bangladesh Ltd's different Division, Department and their various business domains. Then it carries on with Rahimafrooz's Long Term Vision and Achievement. Then the report proceeds with the job part, where the jobs which are done by me are discussed. After that I continue on to the main focus of the report-"Rahimafrooz's Recruitment and Selection process" describing the different steps of it. The steps are arranging written exam, taking one or more interviews, and finally the medical checkup. A detail elaboration of selection of best candidate has been added in the project part and the contribution of HR department for selecting the most eligible employees for Rahimafrooz has

been highlighted. In this report, some other important topics of their HR division are also discussed like HR hierarchy, the environment within the organization and accommodation of a pull of candidates. After completion of this report it can easily say that efficient, competent and active part in Recruitment and Selection process take a company to the peak of the success.

To prepare this report, I used both secondary and primary data. For primary data, I took interview of the employees and made a questionaaire of 11 questions. I have elaborated different types of secondary data in my research. For secondary data, I have used both internal and external sources.

I have done a survey with 100 employees of Rahimafrooz to find out how effective their recruitment and selection policy, which includes references, shifting through SBUs and gender discrimination. In my questionnaire, I have included 11 questions to find out the recruitment and selection policy at Rahimafrooz. After surveying, I have found that 48 percent of employees agree that all business units at Rahimafrooz use the same recruitment and selection policy, 26 percent strongly agree, 15 percent neutral, 8 percent disagree and 3 percent strongly disagree. 41 percent of employees are agreed with there is no discrimination between male and female during recruiting, 33 percent strongly agree, 14 percent neutral 9 percent disagree and 3 percent strongly disagree. Majority employees agree that Rahimafrooz deliveries a diverse range of quality job candidates. 54 percent employees agree that both male and female are being appointed in different departments in Rahimafrooz, 32 percent strongly agree, 10 percent neutral, 3 percent disagree and 1 percent strongly disagree. 42 percent and 36 percent employees agree and strongly disagree that male and female employees are assessed on the same competencies. 48 percent employees agree that Rahimafrooz uses both internal and external reference equally during recruitment. 19 percent

strongly agree, 29 percent neutral, 2 percent disagree and 2 percent of employees strongly disagree. 54 percent employees agree that selection criterion in Rahimafrooz is necessary, non-discriminatory and relevant to the job, 25 percent agree, 19 percent neutral and one percent of employees disagree and strongly disagree. 51 percent of employees agree that they are promoted based on performance evaluation. 17 percent strongly agree, 25 percent employees neither agree nor disagree, 3 percent disagree and 4 percent of employees strongly disagree. Transfer from one SBU to another SBU is very much possible in Rahimafrooz. 44 percent of employees are agreed with term, 40 percent strongly agree, 12 percent neutral, 1 percent disagree and 3 percent of employees strongly disagree. Transfer of employees from one SBU to another does not create problem. 34 percent of employees are disagreed with the term. 25 percent of employees strongly disagree, 30 percent employees are neutral, 10 percent employees agree and 1 percent employee strongly agrees.

The regression analysis shows that all independent variables (gender discrimination, shifting through SBU and reference) are individually significant on the basis of the one tail test. And the model fits to the data very well since R^2 is very high even thought the impact of all independent variables are not same.

Human resource development and management has been proved as one of the most critical aspects of attaining organizational effectiveness. Human Resource Management (HRM) is concerned with the 'people dimension in management'. Rahimafrooz since its inception has placed equal emphasis on all the four key functions of the process of HRM-acquisition, development, motivation and retention. The various programs undertaken by the Rahimafrooz to enrich the quality of human resource are mainly aimed at increasing professional knowledge and skill levels of employees through training and development, in order to form a well-equipped work force for providing excellent services to the customers.

For improving the performance and remove the problem of Rahimafrooz Bangladesh Limited (RABL), some necessary steps are recommended bellow on the basis of collected data, observation, expert staff's opinion and my knowledge and judgment.

- Should increase the number of computers as well as printers with proper UPS facility.
- Rahimafrooz must expand marketing campaign by giving more advertisement, sponsorship etc.
- To perform the activities more quickly and efficiently, RABL should hire more efficient employees in their different departments.
- The software and network system of HR department should be updated properly.
- Rahimafrooz should evaluate the previous performance and the after training performance to identify the improvements.
- Rahimafrooz management must change the system of appointing people by giving their reference
- They should take HR forecasting more seriously as it is the most important part of HR planning.
- To keep fair and effective recruit policy they should introduce online examination.
- Organization should hire more human resource in HRD department because there is insufficient manpower.
- Rahimafrooz needs to be more focused on CSR activities and employee retention & welfare programs.

6. Introduction

Rahimafrooz was founded as a trading company in 1950 by Late Mr. A C Abdur Rahim.

In 1954the company was incorporated as a limited company called Rahimafrooz (Pak) limited. In 1959 in entered intro joint venture with Lucas, U.K.to set up a modern automotive battery factory. Rahimafrooz is a company that has grown from a small trading concern into the regional player that it is today. The company has expanded, diversified and consolidated in its quest to corporate value and customer satisfaction. Rahimafrooz is poised for a new phase of dynamic growth.

Rahimafrooz is one of the largest and most well respected private companies in Bangladesh. Over the decades, Rahimafrooz has grown in size, scale, and diversity. The Group today has Eight Operating Companies (SBUs), a few other business ventures, and a non-profit social enterprise. Rahimafrooz operates in four broad segments – Storage Power, Automotive, Energy and Retail. The Energy Division offers both renewable and conventional energy solutions through Rahimafrooz Renewable Energy Ltd. (RREL) and Rahimafrooz Energy Services Ltd. (RESL), respectively. I was assigned in Rahimafrooz Bangladesh Ltd. (RABL) as an intern.

Rahimafrooz has strengthened its market leadership at home while reaching out to international markets. Ranging from automotive aftermarket products, energy and power solutions, to a world class retail chain – the team at Rahimafrooz is committed to ensuring the best in quality standards and living the Group's five core values – Integrity, Excellence, Customer Delight, Innovation and inspiring people.

Rahimafrooz has been a partner in the development journey of this nation for more than fifty-five years now. The company sets itself at the highest standards in responsible corporate behavior and its passion for success is aligned with the development of the country journey of Bangladesh. Rahimafrooz is committed in playing a leading role in driving growth, prosperity, ethical values and social responsibility. Rahimafrooz continues to serve its customers through unparalleled quality excellence and service superiority. Their business success has been complemented by their commitment to the environment, society and community.

This report has been prepared as the partial fulfilment of BBA program in Independent University of Bangladesh. To complete the BBA program successfully each participants required to undergo internship program in an organization for three months to learn practical knowledge of business activities. This experience could not be gathered from the books. To accomplish the aforesaid requirement, I was assigned as an intern at Rahimafrooz Bangladesh Ltd, 1A, Gulshan Avenue, 4th floor, Gulshan, Dhaka-1212.

My organizational supervisor was Ms. Irum Nahid Haque, Talent & Resourcing Manager, Rahimafrooz Bangladesh Ltd. She cooperated fully with me and without her help completion of the report would not have been possible. My working report is focused on the Recruitment and Selection Process of Rahimafrooz Bangladesh Ltd.

6.1Statement of the Problem

Problem in Employee placement in Rahimafrooz

The main problem with employee placement in Rahimafrooz are the-

- **Shifting through SBUs:** Sometimes existing employees want to shift from one SBU to another, which creates problems for both SBUs. For example- during my internship period, I have noticed that in the corporate office, they needed a receptionist in a short notice. There were few a receptionists from other SBUs who wanted to shift to the corporate office. But the manager-HR admin noticed that there would be problems if he allowed the shifting that employee from the other SBU to the corporate office because that employee was accustomed to that environment and knew a lot of information about that SBU. This would have created problems in two ways- the employee made did the works of that branch easily as he/she knew about his/her responsibilities clearly. This would have created a hurdle for that branch. Another problem would have been the exchange of information from that branch to another branch, which would not be desirable. As a result of this failure of transfer, we went for a hasty recruitment under pressure.
- **Reference:** Recruitment, transfer, promotion are often accompanied by references. Besides the genuine process, sometimes due to references of higher authority or other stakeholders, recruitment, transfer or promotion of employees occur even though they probably do not deserve it or is not suitable for the given position. This sometimes creates a disruption internally as work might not be done accordingly or they might suffer superiority complex with their co-workers
- **Gender Discrimination:** Hiring male is preferred more than hiring female employees. This is because female employees have few boundaries such as time

constraints, working late hours, and sometimes also going on maternity leaves. However, in spite of paying the same amount to both female and male employees, male employees usually have to work late hours or have more workload. Therefore, discrimination is in both cases in the company.

6.2 Background of the study

There is no doubt that the world of work is rapidly changing. As part of an organization then, HRM must be equipped to deal with the effects of the changing world of work. For them this means understanding the implications of globalization, technology changes, workforce diversity. Changing skill requirements, continuous improvement initiatives contingent workforce, decentralized work sites and employee involvement are the issue for confront. Now it is a big challenge for the HRM to support the organization by providing the best personnel for the suitable position in shortest possible time. Starting with recognizing the vacancies and planning for them is a great task. Moreover selecting attracting the suitable candidates and selecting the best person in time is a challenge. The cost of the recruitment is significant. So, proper planning and formulate those plan is the task that require more focus and improvement. Equal opportunity and sourcing is also a vital part. Realizing this need we tried to find the difference and similarities between theoretical aspects with the practical steps taken by the company. We took an attempt to demonstrate the feature for the further improvement.

This report is a requirement for the internship of my BBA program. My supervisor Mr. Monzoor Morshed, lecturer, Independent University, Bangladesh, supervised and directed me in preparing this report. I joined Rahimafrooz Bangladesh Ltd.on 1st January 2012 as an intern in HR department. During the internship program I have worked as a part of general HR activities especially on Recruitment and Selection. In this report, I have tried to combine

my experiences, observations, feedbacks from professionals, and carry it forward to further analyze of the Recruitment and Selection at Rahimafrooz Bangladesh Ltd.

6.3 Purpose of the Study

Recruitment selection is the process by which a company makes its choices for new hires. It's often referred to as "recruitment and selection," as the two terms represent a process. The company must recruit potential candidates, and then put them through a rigorous application, review and selection process.

Recruitment selection involves a number of specific steps that help lead the company to the proper selection of employees. The company must first advertise the position to attract a pool of candidates to review. Next, it must sort through resumes and cover letters, and decide which candidates are worth contacting for an interview based on its selection guidelines. At the interview, the owner has an opportunity to make his selection based on the knowledge, personality and professionalism of the potential hire. The interview step may involve more than one meeting.

The purpose of the study or doing internship on Recruitment & Selection Policy is to adjust or enhance existing employees to maintain effective Human Resources in Rahimafrooz. Recruitment is the process which links the employers with the employees.

The purpose and importance of Recruitment & Selection Policy is to-

- Attract and encourage more and more candidates to apply in the organization.
- Create a talent pool of candidates to enable the selection of best candidates for the organization.
- Determine present and future requirements of the organization in conjunction with its personnel planning and job analysis activities.
- Increase the pool of job candidates at minimum cost.
- Help increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants.
- Help reduce the probability that job applicants once recruited and selected will leave the organization only after a short period of time.
- Meet the organizations legal and social obligations regarding the composition of its workforce.
- Begin identifying and preparing potential job applicants who will be appropriate candidates.
- Increase organization and individual effectiveness of various recruiting techniques and sources for all types of job applicants.

The recruitment, screening and selection process is vitally important to any organization desirous of attracting and avoiding qualified personnel. In order for the process to meet desired goals, it must be valid and miserable, with minimum adverse impact. Rahimafrooz assumes full responsibility for recruitment. Rahimafrooz recruits and appoints persons without regard to race, creed, sex, age, national origin, marital status, and ancestry, mental or physical disability. Persons seeking appointment or appointed by Rahimafrooz shall be treated equally with respect to all appointment practices including screening, advertising, recruitment, selection, appointment, promotion, demotion, assignment, hiring, leave practices, rate of pay, fringe

6.4 Limitations

Several problems arose while completing this report, they were –.

- Some of the employees who filled up the questionnaire were so busy and that is why could not fill up the questionnaire properly.
- Rahimafrooz maintains strict policy on information sharing and confidentiality, thus a lot of the information could not be included in this report to protect confidentiality.
- This report is only focusing on brief overview of Rahimafrooz, Recruitment and Selection Process of Rahimafrooz, and some of my working experiences.

7. Organizational Overview

7.1 Background of Rahimafrooz Bangladesh Limited (RABL)

Rahimafrooz Bangladesh Ltd. (RABL) is the Group Parent Company that supports and guides the Strategic Business Units (SBU) from the Rahimafrooz Corporate Office (RACO). It ensures continuous management innovation, best utilization of technology, new initiatives, corporate governance and adoption of best global practices. The organization comprises of the Group Board Office, Group Information Technology Centre (GITC), and the functional teams of Finance & Accounting, HR & Administration, Corporate Marketing, Group QMS and Compliance.

7.2 Aspiration

To be the most admired and trusted organization through excelling in everything we do, following ethical business practices and adding value to stakeholders.

7.3 Vision

Rahimafrooz not only tries to incorporate in its products new concepts but also tries to excel ininnovativeness with a comparatively stronger R&D than other Bangladeshi companies.

Rahimafrooz continues to satisfy customers through their quality products and services. The vision is expressed in their corporate mission statement "*ensure quality product and service excellence for total customer satisfaction".*

The company has set a vision of becoming a billion dollar diversified group committed to adding value to all stakeholders and the community by the year 2015**.**

7.4 Mission

- To improve profitability by 30 % every year.
- To achieve zero effect by adapting an advanced process technology.
- Continuous cost improvement.
- To ensure performance oriented culture through employee empowerment.

7.5 Company Values

Rahimafrooz is built on its values. And time and again the company has proven that they live their values. A country like Bangladesh, where we lack innovation and creative thinking in all aspects of life from governance to plain entertainment, Rahimafrooz stood true to their promise.

Rahimafrooz express their values by the following diagram-

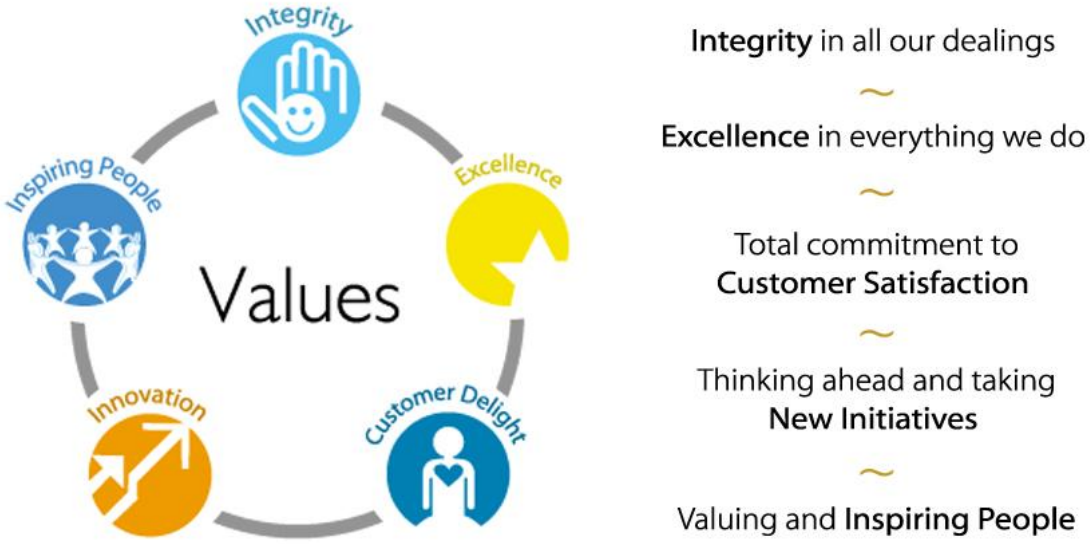


Figure-1: Company Values

7.6 Quality Policy

"We are totally committed to customer delight through operational excellence, innovation, and continual improvement of quality".

7.7 History of the Organization

In 1991, Rahimafrooz deployed the expertise of Chloride Batteries of UK. For technical up gradation and export development. In 1994, Rahimafrooz acquired Yuasa Battery Bangladesh Limited and its factory. The company diversified by entering into type retreating, textile weaving and real estate. In 2001, the company was awarded the best enterprise of the year. It also established the first grocery retail chain superstore in Bangladesh called "AGORA" in Dhaka. Rahimafrooz has an extensive distribution and network extending to the international markets. It has expanded its business reach to Europe, USA, Middle East and South East Asia.

Since the customers are spread on different places though market is divided into various segments. Rahimafrooz is divided into various SBUs like Rahimafrooz Batteries Ltd, Rahimafrooz Distribution Ltd, Rahimafrooz Solar, Rahimafrooz Superstore Ltd, Rahimafrooz Energy Services, Rahimafrooz CNG.

As a well-known company Rahimafrooz (Bangladesh) ltd always try to ensure its product quality as well as customer satisfaction. Currently it has around 1000 employees. All those employees are working sincerely for increasing company profit as well as welfare. Rahimafrooz also motivates their employees using several incentives.

The major milestones Rahimafrooz histories can be summarized as below:

- Incorporated in 1954 by Mr. A.C. Abdur Rahim.
- Distributorship of Lucas Battery in 1959.
- Exclusive distributorship of Dunlop tyre in 1978.
- Acquisition of Bangladesh operations of Lucas UK in 1980.
- First producer of industrial battery in 1985.
- Pioneering Solar Power in collaboration with BP in 1985.
- First ever battery export – to Singapore – in 1992.
- Launched Rahimafrooz Instant Power System in 1993.
- Acquisition of Yuasa Batteries (Bangladesh) Ltd. – in 1994.
- Attained ISO 9002 certification for RBL operations in 1997.
- First India office opened in Ahmedabad – in 2000.
- Awarded "Bangladesh Enterprise of the Year" in 2001.
- Attained ISO 14001:1996 for RBL operations.
- Launched "Agora" – the first ever retail chain in 2001.

- Launched Rahimafrooz Energy Service in 2002 – promoting distributed power.
- Established Rahimafrooz CNG ltd. in 2003.
- Awarded "National Export Trophy" in 2003.
- Mteronet Bangladesh, a fibre optic based digital solution provider for data communication, launched in joint venture with Flora Telecom-in 2004.
- Received McGraw-Hill Platt Global Energy Award for Renewable Energy in 2004.
- Received the "Ashden Award" for Sustainable Energy in 2006.
- The group celebrated its 50th anniversary on April 15, 2004, with a renewed, enhanced commitment to being successful while uploading its core values.

Corporate Information at a Glance

Registered Name	**Rahimafrooz Bangladesh ltd**
Registered Corporate Office	1A, Gulshan Avenue, Dhaka-1212, Bangladesh
Group Chairman	Mr.Afroz Rahim
Group Managing Director	Mr. Feroz Rahim
SBU	12

7.8 Rahimafrooz Business Domains

7.8.1 Rahimafrooz Accumulators Ltd.

Rahimafrooz Group started manufacturing industrial batteries in the year 1991, in collaboration with Electrona of Switzerland. Rahimafrooz Accumulators Ltd. (RAL)

commenced operation from 2009, as a separate unit to cater to the growing needs of the local as well as international market. RAL produces and markets a wide range of industrial batteries which are used in telecommunication, power station, railways, electric vehicles, forklifts, ships, buoy lighting, UPS, inverter and solar power systems. It aims to manufacture high quality batteries by employing new and innovative technology, which offers safer and more environment-friendly manufacturing processes. The Company maintains high standards of its operations that are certified in both ISO 9001 and ISO 14001 standards. RAL aspires to be the leading industrial battery manufacturer for traction, stationary, solar and VRLA batteries in the South Asia region.

7.8.2 Rahimafrooz Batteries Ltd.

Rahimafrooz Batteries Ltd. (RBL) is the largest lead-acid battery manufacturer in Bangladesh. The company is one of the leading regional players, with market leadership at home and export endeavours to more than 44 countries around the world. It manufactures about 200 different varieties of batteries for automotive, motorcycle, IPS and other applications in its factory located at West Panisail, Zirani Bazaar, Gazipur. The Company maintains high standards of operations, which are certified in both ISO 9001 as well as ISO 14001 standards. Furthermore, in order to ensure occupational health and safety of its employees, the company has also implemented the occupational health and safety management system, OSHAS 18001 standard.

7.8.3 Rahimafrooz Globatt Ltd.

Rahimafrooz Globatt Ltd (RGL) is the global wing of Rahimafrooz group. As part of excelling two decades of international market experience and aspiring to become a truly

global company, this state of the art Maintenance Free (MF) and Sealed Maintenance Free (SMF) battery manufacturing plant was established in the year 2009. With 2.5 million unit production capacity per year, RGL is the largest battery export plant in South Asia. In recognition to its quality management system, RGL has received ISO 9001:2008 Certification from Orion Registrar, Inc., USA. The manufacturing process of RGL ensures highest level of environment sustainability.

7.8.4 Rahimafrooz Distribution Ltd.

Rahimafrooz Distribution Ltd. (RDL) is the distribution wing of the Group, having a present nationwide distribution network of 172 Dealers, 263 Retailers and 102 Lubricant Dealers and carrying over ten national and international brands. It is the clear leader in the automotive aftermarket and emergency power products categories.

7.8.5 Rahimafrooz CNG Ltd.

Rahimafrooz CNG Ltd. (RACNG) is one of the leading complete CNG solution providers in the country. RACNG offers comprehensive solution for vehicle conversion, online (conventional) and offline (mother-daughter) CNG refuelling stations, industrial CNG solutions, maintenance and services, as well as gas retailing. RACNG runs state-of-the-art CNG conversion centers offering from 1st to 5th generation conversion systems, and supplies world class brand of kits from Lo.gas of Italy. It also supplies world famous SICOM brand Italian CNG refuelling station equipments. RACNG launched Quikfill, the first ever chain of branded CNG refuelling stations in Bangladesh.

7.8.6 Rahimafrooz Renewable Energy Ltd.

Transforming the lives of people and lighting up different corners of the country, Rahimafrooz Renewable Energy Ltd. (RREL) has been providing Solar Energy solutions for households, agriculture, healthcare, education, telecommunication, rural streets and marketplaces, as well as government and private institutions. To date, RREL has lightened up more than 100,000 rural homes in Bangladesh and the Company is endeavoring to do much more in the future. RREL is also the pioneer in providing solar-hybrid solutions for Telecom Operators' BTS towers and solar powered irrigation systems in Bangladesh.

7.8.7 Rahimafrooz Energy Services Ltd.

Rahimafrooz Energy Services Ltd. (RESL) was established in the year 2000 as a standby, captive and distributed power solution provider. It is a leading name in the diesel generator industry having a customer base of nearly 900. At present the number of RESL installed generators is more than 3000 (20 KVA to 1500 KVA). Its clientele comprises of industrial plants, real estates, hospitals, educational institutions, telecoms, supermarkets, corporate houses, NGOs, embassies and various government establishments.

7.8.8 Rahimafrooz Superstores Ltd.

Rahimafrooz Superstores Ltd. (RSL) launched Agora the first ever retail chain in Bangladesh in 2001. Agora promises a valuable shopping experience that provides quality and fresh products at the right price. It aims to consistently provide a remarkably satisfying and valuable shopping experience through a business that improves the quality of life for customers and team members.

With outlets in major locations throughout Dhaka, and many more being planned in Dhaka and other major cities, Agora is endeavouring to fulfil the everyday needs of its customers by providing the right quality, assortment and price through stores of various forms and sizes.

7.8.9 Metronet

MetroNet Bangladesh Ltd. (MBL) is a joint venture company of Rahimafrooz Bangladesh Ltd. It is the first organization in Bangladesh to install fully digital, fibre optical commercial networking backbone. MBL provides robust data communication services to private sector offices, financial institutions, ATMs, and many other institutions.

7.8.10 RZ Power

RZ Power Ltd. (RZPL), a subsidiary of Rahimafrooz, is the lowest cost High Speed Diesel (HSD) () power plant connected to the national grid. RZ Power commenced operation of its 50MW diesel-fired power plant in Thakurgaon in September 2010 – the first local company to have done so. Within 2013, the plant is expected to provide approximately BDT 590 millions in savings for the Government of Bangladesh (GoB) compared to other companies supplying power to the grid from other HSD power plant. This was also the first rental power project in the country to be financed by the Bangladesh Bank's dollar fund.

RZ Power's project will be contributing towards reducing the energy crisis in Bangladesh. The company's success in implementing the power project has set an example for other rental power companies and will help reinstate some confidence in local rental power companies.

7.8.11 Core Knowledge Ltd.

Core Knowledge Ltd (Core-K) is a new initiative of Rahimafrooz Group. Core-K was started in 2009 with the aim to support the country's vision of Education for All. Through dedication

to helping educational and research institutions discover, use, and build upon a wide range of e-content, Core-K's goal is to equip these institutions as best as possible in a digital age where globally education is the most important tool in the 21st century.

As an education focused digital content distributor, Core-K is placed to work with Bangladesh's education community and bring them onto the same page internationally by promoting the discovery and use of online resources. Core-K's goal is to bring the e-resources of hundreds of leading publishers to the fingertips of a newly digital Bangladesh, from scholars at universities to the students of primary schools. The education sector in Bangladesh can move at the same pace as the rest of the world, and it is Core-K's belief that this service will help close the gap.

Core-K's vision is to become a leader in the delivery of web and mobile based e-content products in the Bangladesh market. The company will achieve its vision by sourcing the most appropriate e-content products in English and Bangla and by delivering them via multiple channels. Core-K also enables its clients to build their own virtual library in a simple and cost-effective manner, eliminating the difficulties that schools, universities and research organisations face when they depend primarily on print resources. As a gateway to innumerable e-books, journals, reference databases and other learning material, Core-K will be invaluable to students, teachers and researchers alike.

7.8.12 Excel Resources Ltd.

Excel Resources Ltd. (ERL) is a leading name in tyre retreading. The company also manufactures and markets emery cloths and abrasive papers. Retread of tyre is a process whereby new tread rubber is applied on a used tyre casing; if done properly, this process allows similar mileage like new tyres. The process extends longer casing life. Based on the

casing, a tyre can be retread up to 3 or 4 times, as long as the casing supports. The retread process is eco-friendly and does not result in environmental pollution. By retreading a tyre, a consumer can save up to 50% of new tyre's cost.

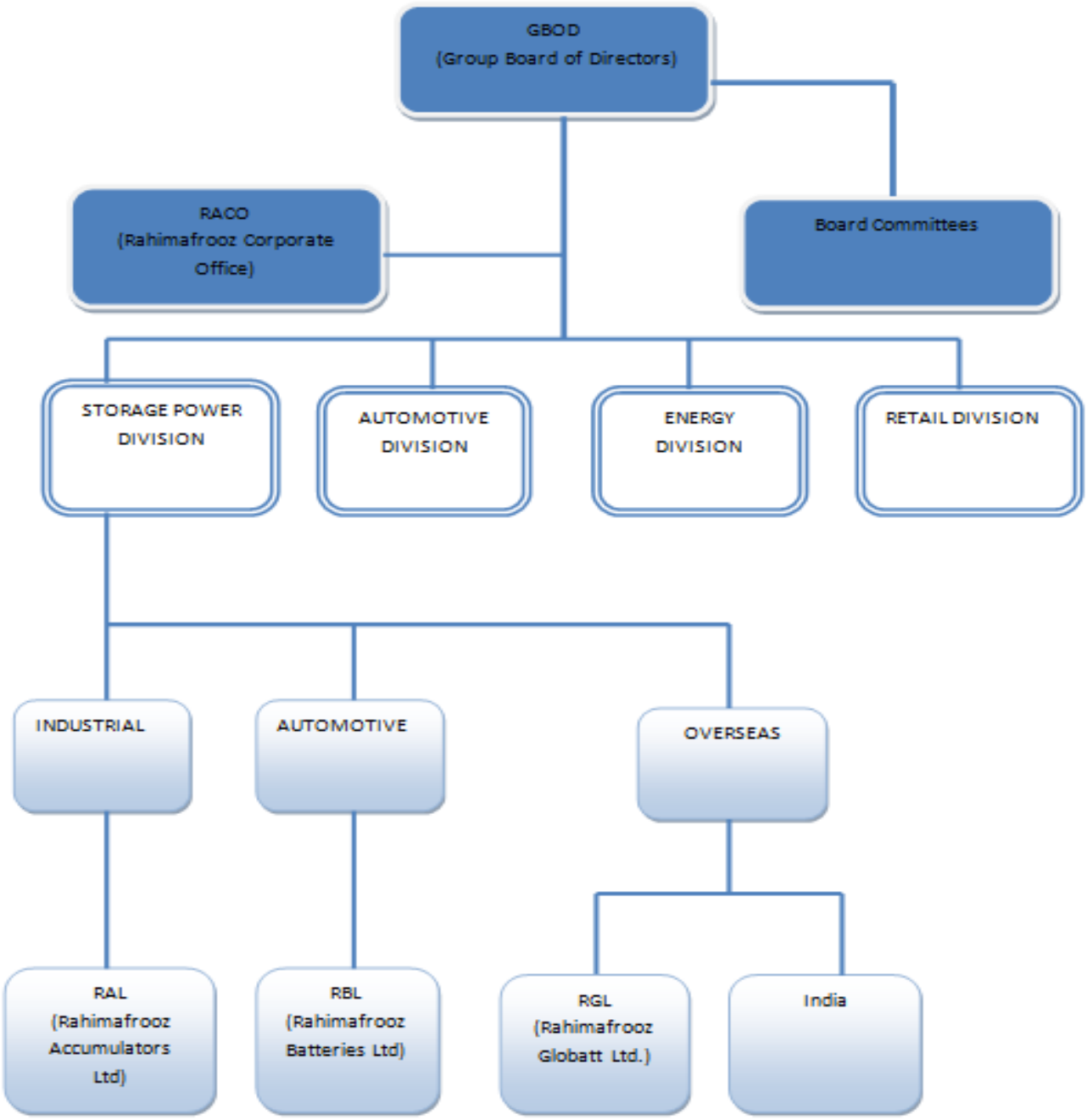
Hence, every time one buys and uses a retread tyre, he or she helps to conserve the world's valuable natural resources and save money at the same time. This is truly a win-win situation.

- Retread is cost effective: The cost of a retread tyre will usually be 30 to 50% less than the cost of a new tyre.
- Retread is safe: Retread tyres can be driven at the same speed as new tyres, including highways, as new tyres, with no compromise in safety or comfort.
- Retread saves energy: Tyres are basically petrochemical products, consuming almost 100 litre of oil to manufacture one new truck tyre. As the casing of the tyre is reused in the retread process, it takes only 30 litres of oil to produce a retread.

7.8.13 Rahimafrooz Customer Care Center

In line with the company's core value of Total Commitment to Customer Satisfaction, Rahimafrooz launched the new Customer Care Center on March 2011. A customer can now dial 16213 from any land line or mobile phone and talk directly with the customer care agents from 8.00 am to 10.00 pm any day of the year. Equipped with state-of-the-art technological facilities, amenities and trained agents, the Rahimafrooz Customer Care Center is easily accessible to customers for any information, service request or complaint regarding Rahimafrooz products and services.

Group Organogram



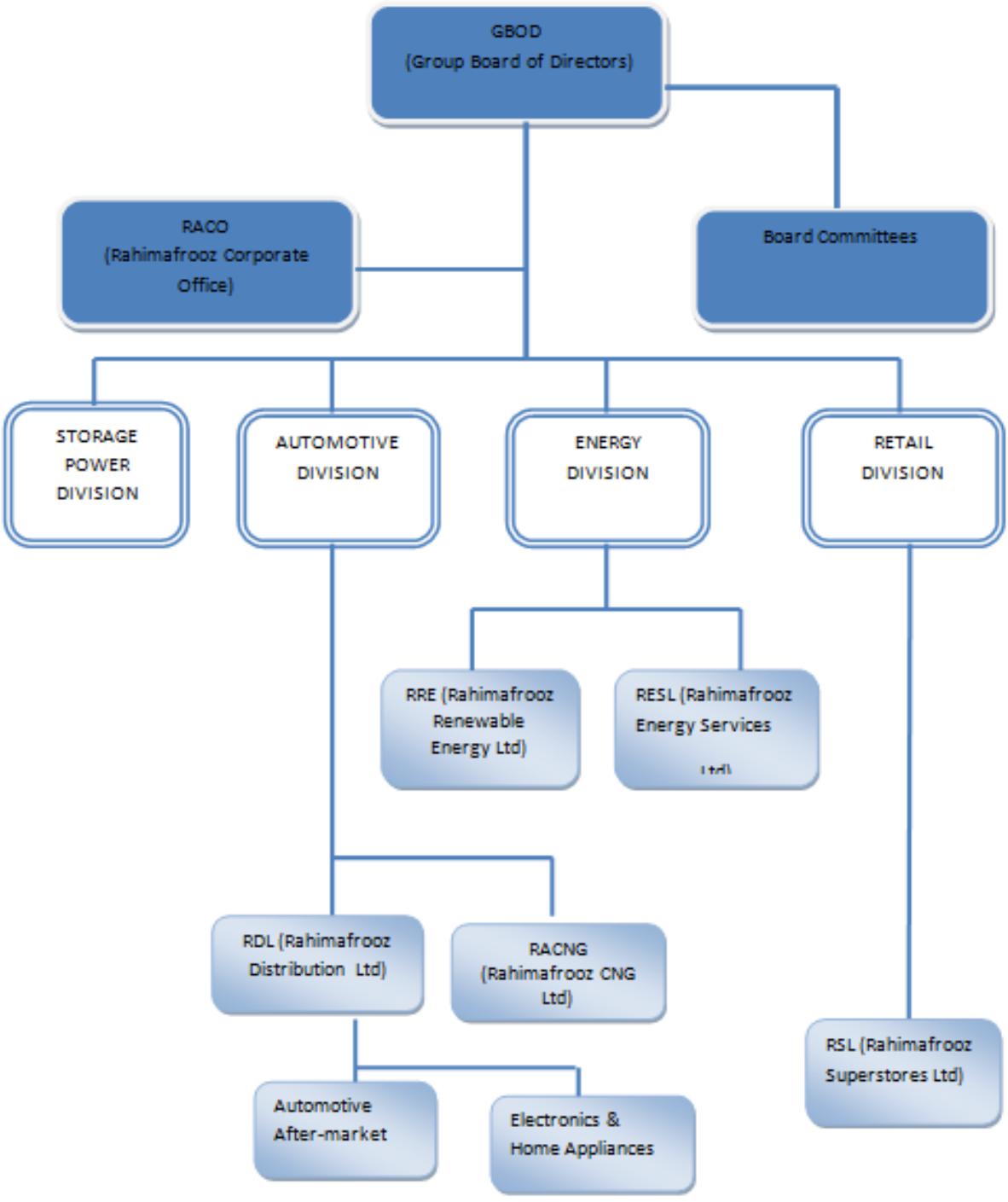


Figure-2: Rahimafrooz Group Organogram

7.9 Department

Rahamafrooz Bangladesh Ltd. has eight different departments and 132 employees are working in the management level. Every department has an individual manager. Employees working under each department report to their department manager.

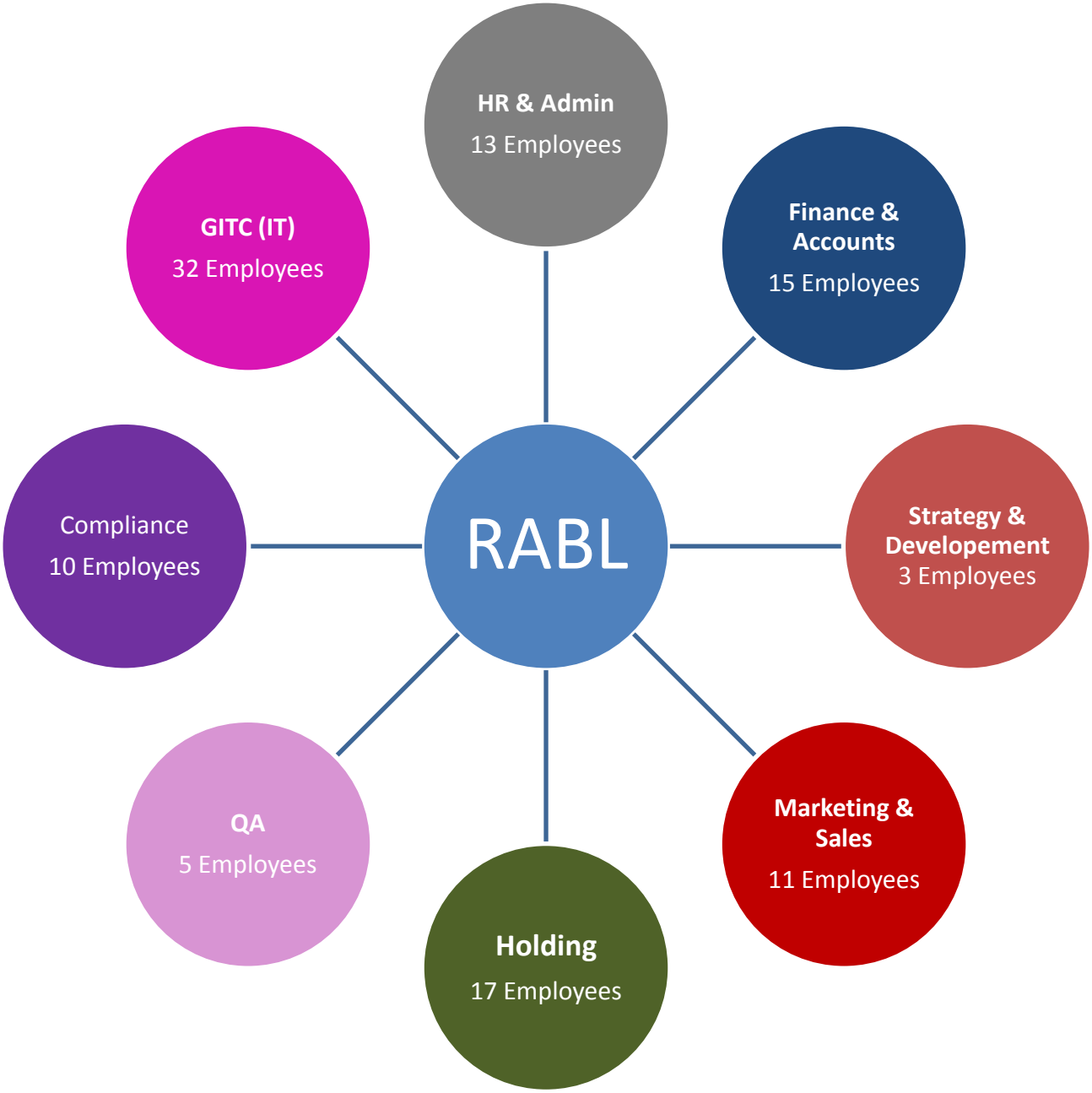


Figure-3: Different Departments of Rahimafrooz

8. My Job Part

I joined Rahimafrooz as an intern on 1st January 2012.

The internship program tenor was three months. I was placed in Human Recourse Department. I worked there for three months. During this period of time I worked as a part of recruitment and selection such as ID card activation, CV sorting, short listing, calling for interviews, coordinating interviews, coordinating and helping new employees to complete joining procedures, taking written exams, updating the files of existing employees, creating new employees file and working with their HRMIS software "RAPID" (Rahimafrooz Personal Information Data), where every employee data is stored like general information, contacts, family information, work experience, training information, academic information, reference, nominee, hospitalization, salary etc and many other works. Now I would like to specify and focus on my major work and responsibilities of Recruitment and Selection Process.

ID card Activations: To activate ID card, it's necessary to take relevant information from employees. Like Name, Designation, Division, Signature, Picture etc. And then the complete forms send to the particular department.

Update old files: Before all employees files based on paper, which creates lots of problems to maintain because it needs lot of space, paper, cabinet to keep, spend time to search and main problem was it has risk to lose. So now we convert it from paper based to computer based. And also search those papers which are missing and add these.

Creating New Files: At a time more than one people can join in an organization and all of them have different files which creates by us. Lots of papers we have to accumulate with new files like joining forms, disclosures forms, declaration forms, gratuity forms, Conflict of Interest, Medical reports, Pre-employment medical test, CV with Certificates, Job

Advertisement, Manpower Requisition forms, CV shortening criteria, Tabulation Sheets (1st interview, 2nd interview, written test), Approval note, Appointment Letter etc.

Written exam Coordination: Coordinating written exam in exam period like guard the candidates during exam. If any candidate feels any kind of problem then solving it by conducting with the respective officer.

8.1 Observation

- HR Division is very alert for selecting candidates and also the process is very transparent so that they can choose the best candidates among applicants.
- In this process there is no nepotism so there are higher possibilities to be selected without having any back up.
- When they search for any experienced people they give more concentration on Previous experienced, Educational background, length of services etc so that they can select the most suitable experienced people.
- When they select entry level candidates than they concentrate more on pro-activeness, creativeness, ideas which related with the post.
- In the time of calling the candidates for interview or written exam, if the candidates missed then the officers try hard to inform them.
- HR selects candidates from a pull of application so that they can choose most suitable candidates.

9. Literature of Review

9.1 History of Human Resource Management

The History of Human Resource Management is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. Human Resource management is evolving rapidly. Human resource management is both an academic theory and a business practice that addresses the theoretical and practical techniques of managing a workforce. Human resource management has it roots in the late and early 1900's. When there are less labor then there are more working with machinery. The scientific management movement began. This movement was started by Frederick Taylor when he wrote about it a book titled 'The Principles of Scientific Management'. The book stated, "The principal object of management should be to secure the maximum prosperity for the employer, coupled with the maximum prosperity for each employee." Taylor believed that the management should use the techniques used by scientist to research and test work skills to improve the efficiency of the workforce. Also around the same time came the industrial welfare movement. This was usually a voluntary effort by employers to improve the conditions in their factories. The effort also extended into the employee's life outside of the work place. The employer would try to provide assistance to employees to purchase a home, medical care, or assistance for education. The human relations movement is the major influence of the modern human resource management. The movement focused on how employees group behaviour and how employee feelings. This movement was influenced by the Hawthorne Studies.

9.2 HR Functions

The performance of the HR function is measured largely in terms of employee and customer satisfaction feedback metrics. The background of the HR function is increasingly for HR managers to have had line experience. For getting best output Rahimafrooz has a planned work outline. The Human Resources Department currently has some different wings. These are:

- Recruitment & Selection
- Training and Development
- HR Service & Administration
    - HRMIS
- Reward & Payroll
- Employee Relation

9.3 HR Forecasting

Forecasting a company's future demand in human resources is a necessary procedure in light of organizational objectives and strategies. Forecasting is based on information from the past and the present to identify expected future conditions. Such information may come from external environmental scanning or the assessment of internal strengths and weaknesses. There are different methods for forecasting human resources demand that range from a manager's best guess to a complex computer simulation. Forecasting leads to projections for the future. Depending on the forecasting method used, the projections may be more or less subject to error. Once human resources needs have been identified, the availability must be checked. The forecast of the availability of human resources is considering both internal and external supplies. Internally, succession plans developed to identify potential personnel changes, due to promotion, retirement, resignation, etc for each department in an organization

are examined. By the end of this analysis, the organization is able to know if there are employees to cover future demand from within its resources.

9.4 Job Requirement Analysis

For effective recruitment and selection HR personnel of Rahimafrooz does job requirement analysis at first. In which post they need how many employee(s), what should be the qualifications of that employee(s), in which time they need the employee(s), for rural branch or outside of Dhaka branches from where they have to recruit employee(s) etc. Without this requirement analysis an organization cannot requite effectively and efficiently.

9.5 Recruitment

Recruitment refers to process of finding right people for the right job or function, usually undertake by Human Resource Department. Different job required different skills. So, suitability for a job is typically assessed by looking for skills, e.g. communication skills, computer skills. Evidence for skills required for a job may be provided in the form of qualifications (educational or professional), experience in a job requiring the relevant skills or the testimony of references. Following are the two main recruitment methodologies employed by the company presently:-

(a) Internal Recruitment

(b) External Recruitment

9.6 Internal Recruitment

This involves filling vacancies through internal means from existing employees. Following questions should always be asked. Is there an internal candidate who could take up the role? What are the strengths, limitations and training required? Initial consideration should be given to the company's employees, especially for filling vacancies above the entry level. If external efforts are undertaken without considering the desires, capabilities and potential of present employees, a company may incur both short and long run costs. In short run, morale

may de-generate, in the long run companies with a reputation for consistent neglect of in-house talent may find it difficult to attract new candidates available through other channels.

9.7 External Recruitment

To meet demands and vacancies from external sources for talent brought about by growth, desire for fresh ideas or to replace employees who leave, companies periodically turns to the outside labor market. The "Five" most popular external recruitment sources considered are:-

- Job consultants
- Campus Placement
- Online Application
- Recruitment advertising
- Referrals

9.8 Selection

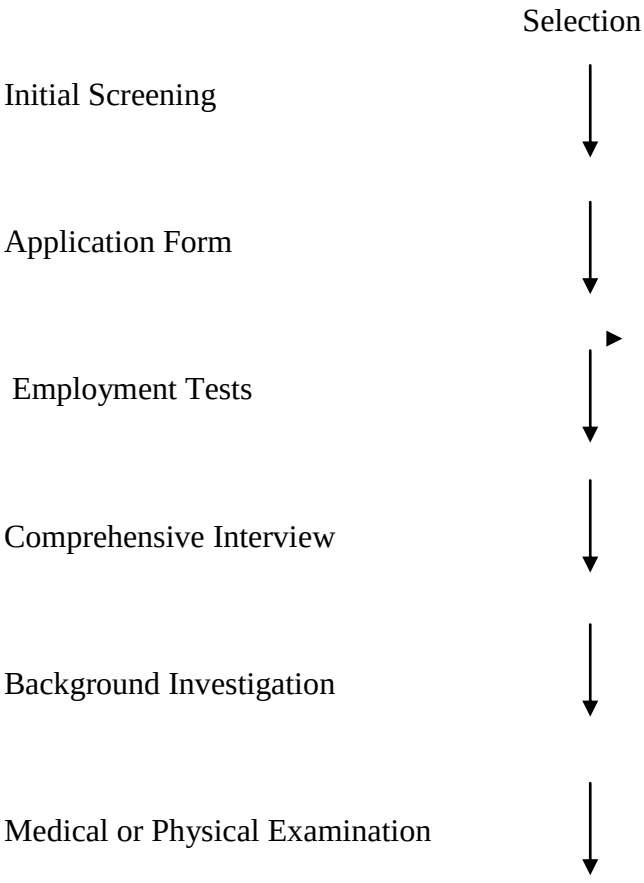
Employee Selection is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organization will get quality performance of employees. Moreover, organization will face less of absenteeism and employee turnover problems. By selecting right candidate for the required job, organization will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested. But selection must be differentiated from recruitment, though these are two phases of employment process. Recruitment is considered to be a positive process as it motivates more of candidates to apply for the job. It creates a pool of applicants. It is just sourcing of data. While selection is a negative process as the inappropriate candidates are rejected here. Recruitment precedes selection in staffing process.

Selection involves choosing the best candidate with best abilities, skills and knowledge for the required job.

9.9 Essentials of Selection Procedure

The selection process can be successful if the following requirements are satisfied:

- Someone should have the authority to select. This authority comes from the employee requisition as developed by an analysis of the work-load and work force.
- There must be some standard of personnel with which a prospective employee may be compared i.e. comprehensive job description and job specification should be available beforehand.
- There must be sufficient number of applicants from whom the required number of employees may be selected.



Final Employment Decision 

Figure-4: Selection Process of Rahimafrooz

10. Rahimafrooz Corporate Recruitment and Selection Policy

10.1 Group HR and DIV/SBU HR Role

- There has to be a business requirement to fill up the vacancy. The direct line manager should check first whether the role requirements can be met by rearranging current roles & responsibilities. SBUs to create and maintain validated Manning Plan as part of their ABP.
- To ensure consistency across the Rahimafrooz Group, the responsibility for recruitment Grade-10S & above is with Group HR. Divisional HR will ensure full recruitment process (requisition to offer letter, three months & final probation review) for Grade-10 & below for their respective divisions & SBU/Businesses under their divisions. SBU/businesses who are not under divisional structure will be responsible for the full recruitment process of G-7S & below.
- Any exception to ABP approved headcounts must be approved by Divisional/SBU MD. Group Head of HR will also be in the loop of approval process (through the requisition form).
- All original documents up to Grade-10 shall be maintained by respective Division with copies to Group HR and all original documents for Grade-10S & above shall be maintained by group HR with copies to Division HR.
- SBUs which are not under Division structure, original documents of candidate for Grade 8 and above will be maintained at RACO with copies to respective SBU HR

and all original documents for Grade-7S and below shall be maintained at respective SBUs with copies to RACO.

10.2 GENERAL Eligibility for Employment

- The candidate's age must be 18 years or above.
- The candidate must not be convicted by any criminal court.
- Medically & physically fit for the job he or she is seeking may be confirmed by pre-employment medical check up.
- The company decision to employ will be based on competence for the job & demonstrable behaviours.
- If found suitable, preference will be given to internal candidate who is already employed at Rahimafrooz in some other job.

10.3 Recommended Requirements for Selection

Grade	Minimum Educational Qualifications and Competencies
1 - 4	SSC pass. However for technical jobs/ class 8 passed with authorized trade course & relevant experience are preferable. For the job like messenger/peon educational qualification may be relaxed to Class 8.
5, 6	Fresh Graduate (4 years course) from recognize university. Diploma in Engg. / equivalent degree, with Relevant Experience: 3 years preferable
7	Graduate (4 years course), Minimum 2 years experience preferable

	Technical diploma, Minimum 7 years experience preferable
7S	Graduate (4 years course), Minimum 4 years experience preferable. Technical diploma, Minimum 9 years experience preferable.
8	Graduate (4 years course)/ Professional degree, Minimum 6 years experience preferable.
9, 9S	Graduate (4 years course)/ Professional degree, Minimum 8 years experience preferable.
10	Graduate degree (4 years course) / Professional degree, Minimum 9 years experience with 1 to 2 years Sr. Manager role in the relevant area
10S	Graduate degree (4 years course) / Professional degree, Minimum 10 years experience with 1 to 2 years Functional head role in the relevant area
11	Graduate degree (4 years course) / Professional degree, Minimum 10 years experience with 2 to 3 years Functional head role in the relevant area
11H, 12	Graduate degree (4 years course) / Professional degree, Minimum 12 years experience with 2 to 3 years in General Management role
13	Graduate degree (4 years course) / Professional degree, Minimum 15 years experience with 3 years in heading large diversified company or business

Table 1: Recommended Requirements for Selection

10.4 The process

Following process to be ensured in order to complete the whole recruitment and selection process:

1. Requisition and Approval
2. Job posting and Advertisement

3. Interview and Assessment
4. Job Offer
5. Joining

10.5 **Requisition & Approval**

The approval hierarchies are as follows:

Grade	**Initiated by**	**First Approval by**	**Final Approval by**
G11 & Above / Managers reporting to Board	Div/ SBU COO/HOB/ Group Functional Head	Div MD	Group MD & DMD
Grade 10S	Department Heads & SBU/Div. HR	Div /SBU COO/ HOB/Group Functional Head /GHHR	Div MD/ GDMD/GMD
Grade 8 to 10	Department Heads & SBU/Div. HR	Div /SBU COO/ HOB/Group Functional Head/GHHR	Div MD/ GDMD/GMD
Grade 5 to 7S	Department Head	SBU/Div HR	Div /SBU COO
Grade 1 to 4	Line Manager/ Department Head	SBU/Div HR	Div /SBU COO

Table-2: Requisition & Approval Hierarchies

10.6 Job Posting and Advertisement

- An internal advertisement for placement must be put through appropriate media, i.e., emails, employee notice boards, intranet etc. giving at least seven (7) days for application submission through line Manager/ departmental head and SBU HR. This also applicable for internal candidate(s) who applies job from external advertisement.
- In case of unavailability of right internal candidate external job posting may be done through appropriate media or competent head-hunters.
- All types of recruitment advertisements will be clear and will contain the following information:
    a) Job title & Grade
    b) Location & SBU
    c) Key Roles & responsibilities (Role Definition)
    d) Description of the organization/SBU/department.
    e) Last date for applying
    f) How and where to apply

10.7 Interview & Assessment

- Initial screening of the CVs/ applications received considering job requirements will be jointly carried out by HR and respective line managers.
- A range of options to develop an interview process appropriate to the level of post on offer should be used. Options that the Selection Panel may consider include:
    a) Competence based interviews

b) Presentation by candidates, Assessment centre may be adopted depending on the role & grade requirements

c) Practical test, Ability tests etc.

d) Ability test & competency review by Line Manager for contract management who are to be made permanent in G 5-7.

e) Skills demonstration.

f) 3rd or Final interview by top management

g) For selection the score has to be at least 65% of maximum score.

Following are the recommended managers to be involved at different of recruitment process:

Grade	**Preliminary Interview/ Assessments Centre/ Other Tests***	**2nd Interview**	**Final Interview**
G11 & Above / Managers reporting to Board	Div /SBU COO/ HOB/Group Functional Head & GHHR	Div/SBU MD	Group MD & DMD
Grade 10S	Div /SBU COO/ HOB/Group Functional Head/GHHR	Div /SBU MD	Group MD & DMD
Grade 8 to 10	SBU/Div Department Heads & SBU/Div. HR	Div /SBU COO/ HOB/Group Functional Head/GHHR	Div MD

Grade 5 to 7S	Department Head	SBU/Div HR	Div /SBU COO
Grade 1 to 4	Line Manager/ Department Head	SBU/Div HR	Head of Business /SBU COO

Table-3: Interview Process

*** Ability Test is mandatory for G5 & G6. A set of Ability Tests are available with Group & SBU HR (Annex 6-19-G). Different recruitment tools will be applied as appropriate**

*** Under given circumstances preliminary interview & 2nd interview can be done as one interview.**

10.8 Job Offer

- The offer of employment shall be issued by Group HR (for grade-10S and above), Division HR (up to grade-10) and SBU HR (up to grade-7S).
- Only the approved remuneration /grade can be offered by the SBUs. Any deviations must be approved by Group Head of HR. Remuneration package will be considered on the basis of Total Cost to Company (CTC) as per SBU.
- For G-5 & 6 recruitment, remuneration must be at minimum compa ratio as applicable to respective SBUS/Div CTC structure.
- For G-7 & above while preparing the remuneration package, internal peer benchmarking(within & outside SBU), experience & educational background must be taken in to consideration & will require validated by Group HR at RACO for ensuring consistency /equity across the group.

- Cost of executive search for any recruitment shall be borne by the respective Division/SBU.
- The date of appointment to be effective either 1st day or 15th day of the month.
- Employment Offer Letter Annex 6-19-C to be issued to the selected candidate having check the reference (if necessary). The Employment Contract is given on the date of joining.

10.9 Joining

The Following documents to be furnished to Group HR department within 3 days of joining to start processing payroll.

By the new incumbent:

- Updated CV
- Educational certificates
- Latest photograph
- Clearance from previous employer or acceptance of resignation letter
- Application for employment

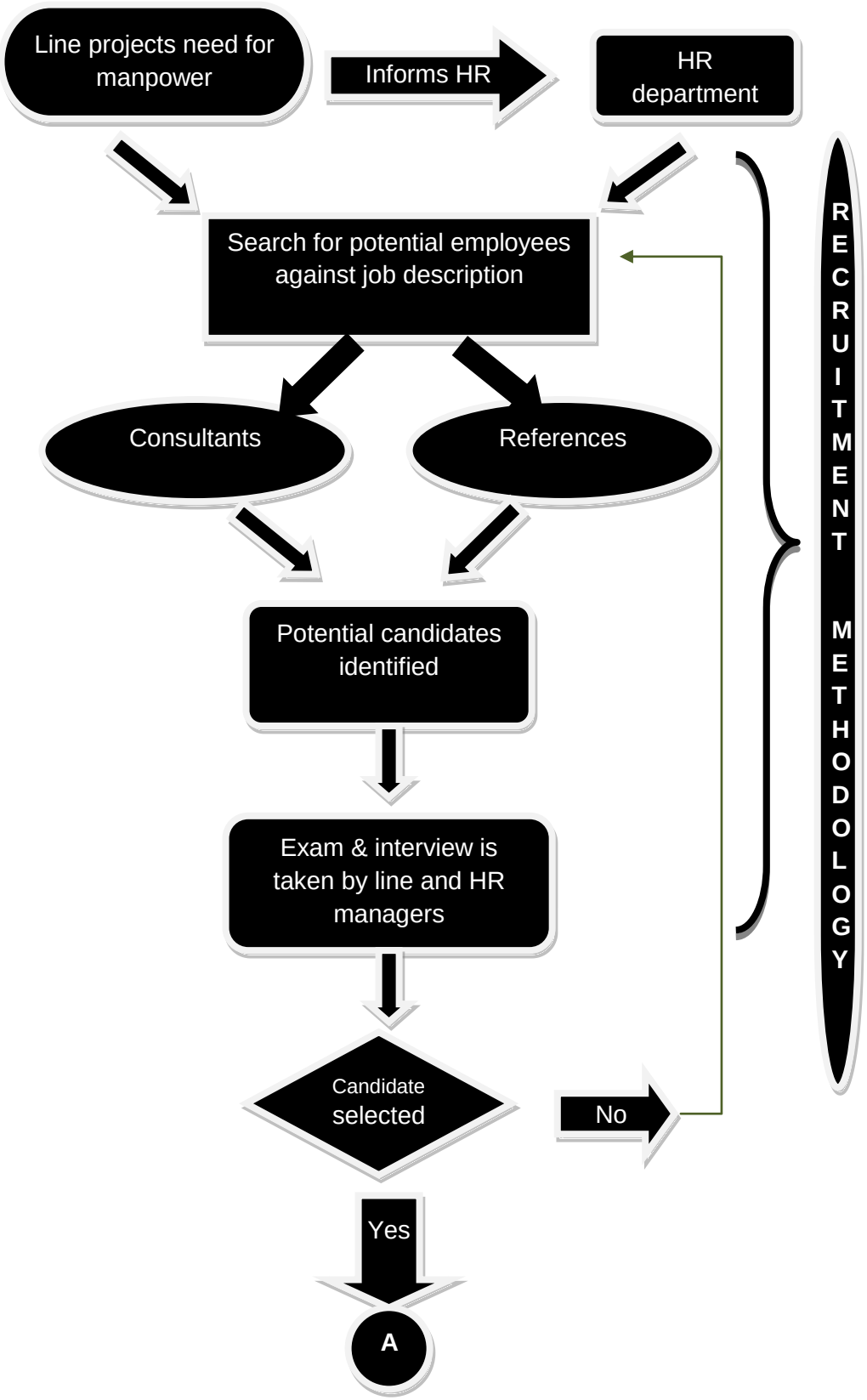
By SBU/ Div/Group HR:

- Interview rating Form, duly signed by relevant interviewers
- Offer letter
- Employment contract
- Joining Report

10.10 Probation and Evaluation

- Any selected candidate irrespective of position shall be placed in probation for six (6) months.
- In the event of exceptional need to change the duration of probation period for a specific recruitment, approval must be obtained by Divisional COO/ SBU MD.
- Upon confirmation, the employee will be eligible to receive company's long term benefits as per policies.
- Line manager must carry out at least two probation reviews - Interim (after 3 months) and Final (after 6 months).
- If the employee's performance is found not up to the expectation during interim reviews the line manager must clearly identify the competency gaps and help the employee succeed in the role. This has to be documented and reviewed together with the employee each month.
- The final review shall refer to midterm review and clearly reflect employees' competency level and recommendation for confirmation.
- In general, no salary enhancement can be made upon confirmation, except for adjustment in allowances / pay band, as applicable to the respective grades.

Recruitment Flow



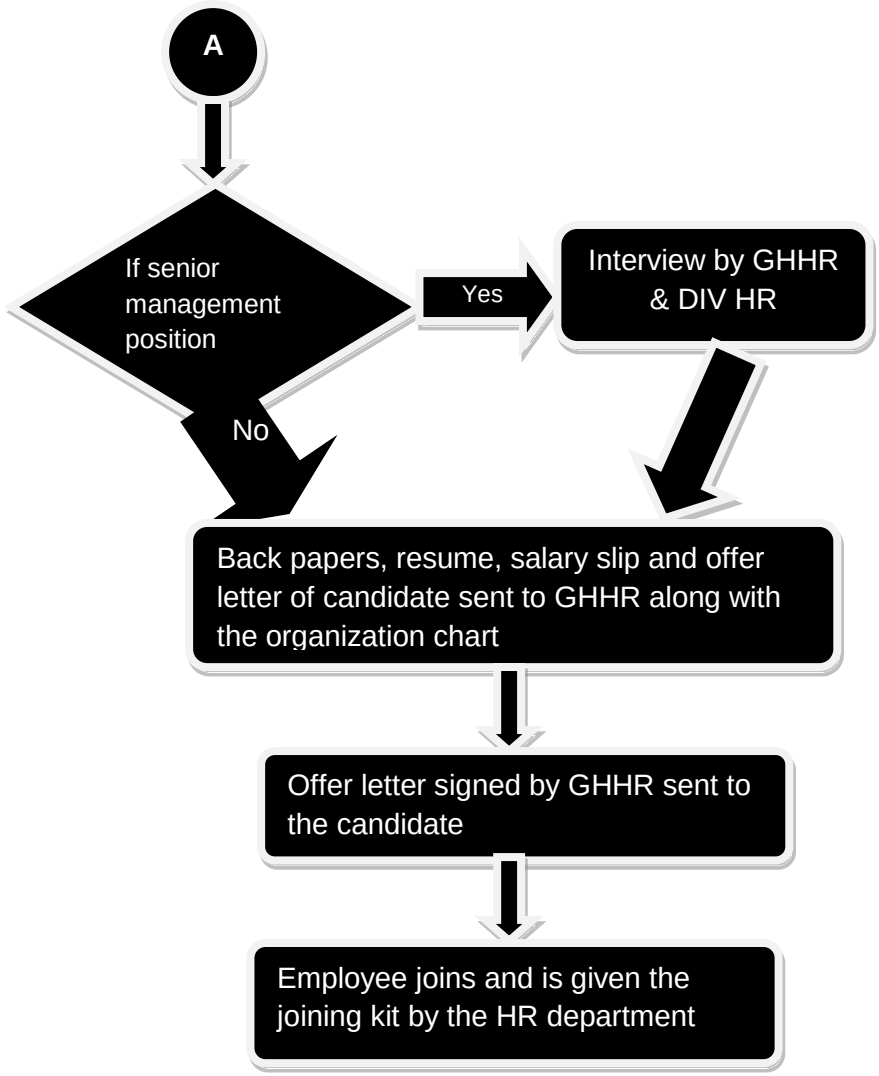


Figure-5: Recruitment Flow in Rahimafrooz Bangladesh Ltd

11. Rahimafrooz Human Resource Division

Human resource development and management has been proved as one of the most critical aspects of attaining organizational effectiveness. Human Resource Management (HRM) is concerned with the 'people dimension in management'. Rahimafrooz since its inception has placed equal emphasis on all the four key functions of the process of HRM-acquisition, development, motivation and retention. The various programs undertaken by the Rahimafrooz to enrich the quality of human resource are mainly aimed at increasing professional knowledge

and skill levels of employees through training and development, in order to form a well-equipped work force for providing excellent services to the customers.

Moreover, top executive of the company are frequently send abroad for enabling them to know the functions and mechanisms of financial, money and security market of the developed countries and also to exploring business opportunities.

11.1 HR Vision

Drive business excellence and create rewarding workplace through people.

11.2 Different Types of Employees

Rahimafrooz has different employee's criteria. There are different types of employees working in different places inside Rahimafrooz. Types of employees are-

11.2.1 Regular/ Full time employee:

In full time category, employees are joined as probationary for six months or one year depending on job category. They also have to sign a contract. The regular employees are allowed to get the bonus, incentives and other allowances with their basic salaries. And these types of employees also have the benefit of getting extra facilities the Rahimafrooz is providing for their employees.

11.2.2 HR Contractual:

Contractual employees are taken for specific period like six months basis. They achieve their target which determined by organization. HR temporary contract are for those categories whose Job description is such, where he/she needs to be under the direct supervision of company's authority, whose performance is monitored by the Management.

11.2.3 Intern:

To encourage and help human resource development in the financial industry the Company may decide to offer internship programs to individuals or educational institutions. The HRD will prepare the proposal of such engagement with individual/institution on the recommendation of the Head of HRD. Individuals engaged as Internees will be paid a consolidated Honorarium of Tk. 5000/-per month, as decided by the HRD will not be entitled to any other benefits. All Internships program will be for a three months. The internship program can be extended for a maximum period of six months.

HR Organogram

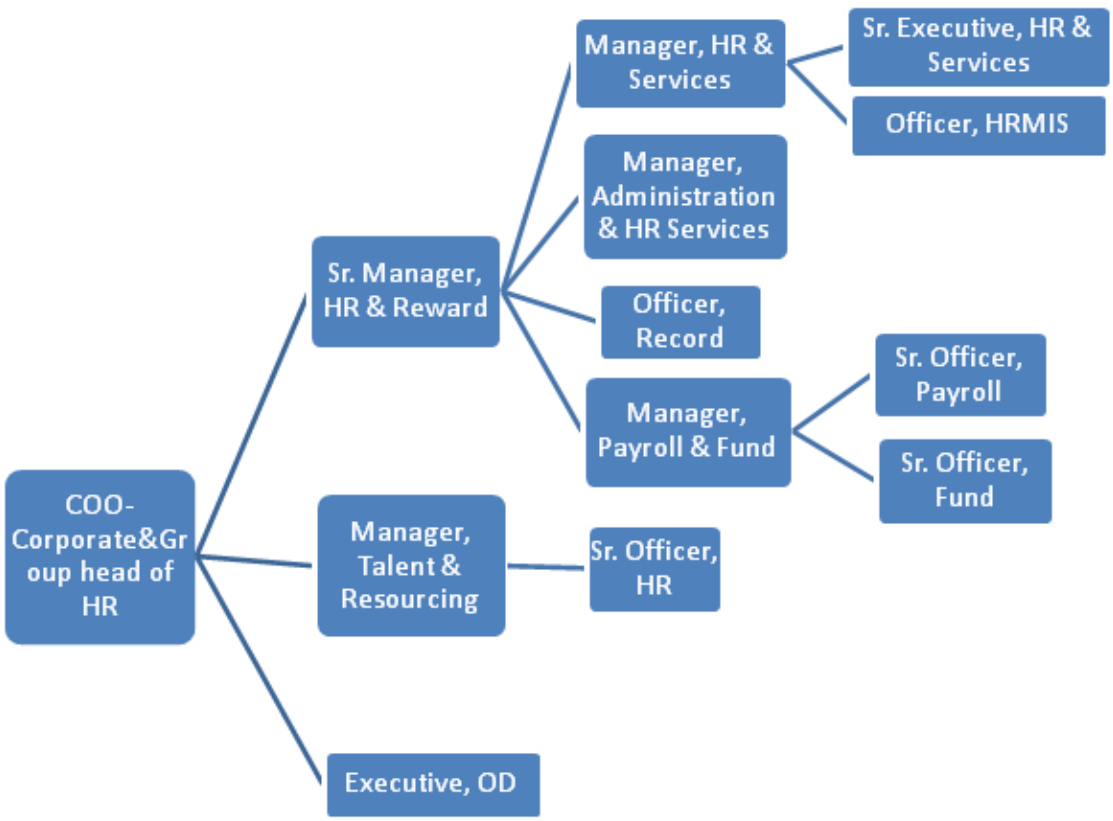


Figure-6: Organogram of Human Resource Department

12. Hypothesis

The hypothesis which can be stablish from the research questions are:

- Reference should have a positive relationship with employee placement in context of Rahimafrooz Bangladesh Ltd. It depends on the strength of the reference because if someone has a reference from Board of Director, Chairman or MD, that person is more likely to get the job.
- Shifting through SBU should have a positive relationship with employee placement because there is a transfer policy between different SBUs.
- Gender discrimination should have a negative relationship with employee placement because gender discrimination is very negligible in Rahimafrooz.

Conceptual Framework

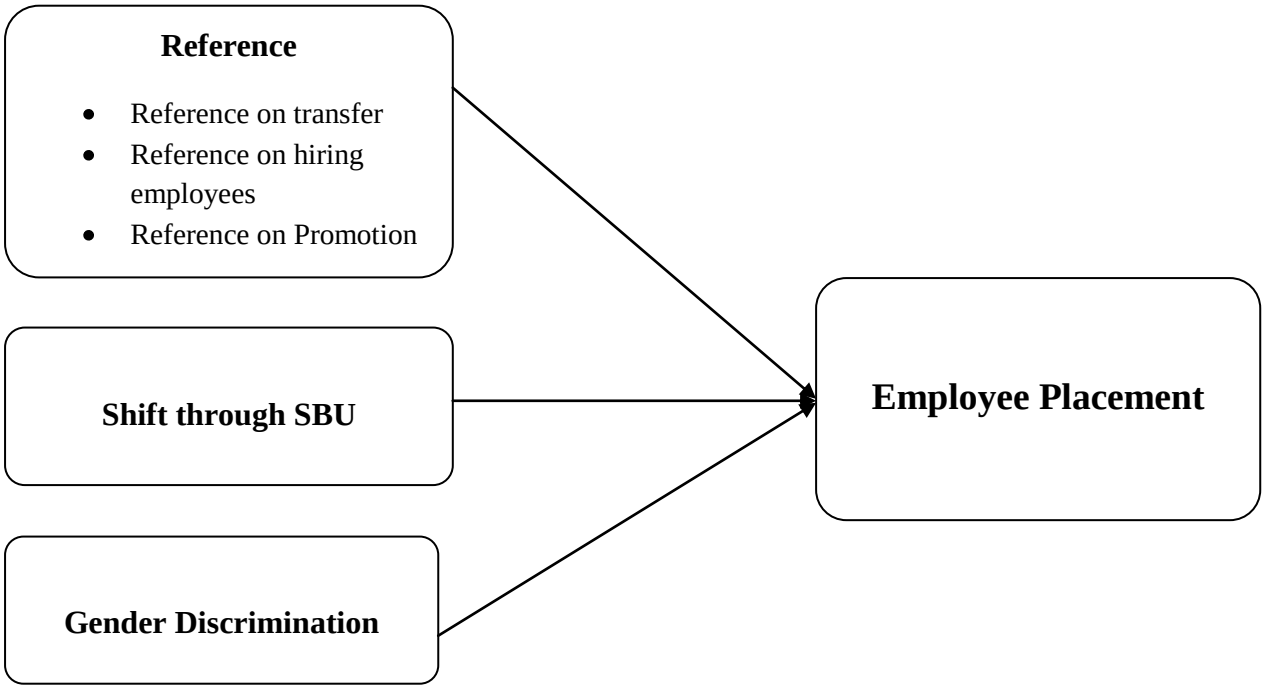


Figure-7: Conceptual Framework

13. Methodology

I joined as an intern in Rahimafrooz Bangladesh Ltd on 1st January, 2012. I was assigned to work under HR department. Since my area of major is Human Resource Management (HRM), I chose to do Recruitment and Selection process at RABL. I worked there and learned those terms practically.

To prepare this report, I used both secondary and primary data.

Collection of Primary Data:

- Personal interviews.
- Questionnaires

Collection of Secondary Data:

I have elaborated different types of secondary data in my research. Sources of secondary information can be defined as follows:

Internal Sources

- Rahimafrooz's Annual Business Plan.
- Rahimafrooz's annual reports.

External Sources

- Different books related to my work topic.
- Internet sources

13.1 Linear Regression Model

Regression analysis is concerned with the study of the relationship between one variable called explained or dependent variable and one or more other variables called independent or explanatory variables. Regression model can be Multi-Variable Linear Regression model (using more than two independent variables), but the one more frequently used is the Two-Variable Linear Regression Model which deals with finding a relationship between only two variables (one dependent on the other). The idea of 'linearity' extends to both the relationship between the dependent and the independent variable and that of the dependent variable and the parameters.

For linear regression test, SPSS has been used. SPSS is a statistical package for Windows, used mainly for statistical analysis.

14. Findings

I have done a survey with 100 employees of Rahimafrooz to find out how effective their recruitment and selection policy, which includes references, shifting through SBUs and gender discrimination. In my questionnaire, I have included 11 questions to find out the recruitment and selection policy at Rahimafrooz.

All business units at Rahimafrooz use the same recruitment and selection policy

I have done a random survey with 100 employees from different SBUs of Rahimafrooz. I have done my survey on different SBUs so that I can get a clear opinion from wide range of employees.

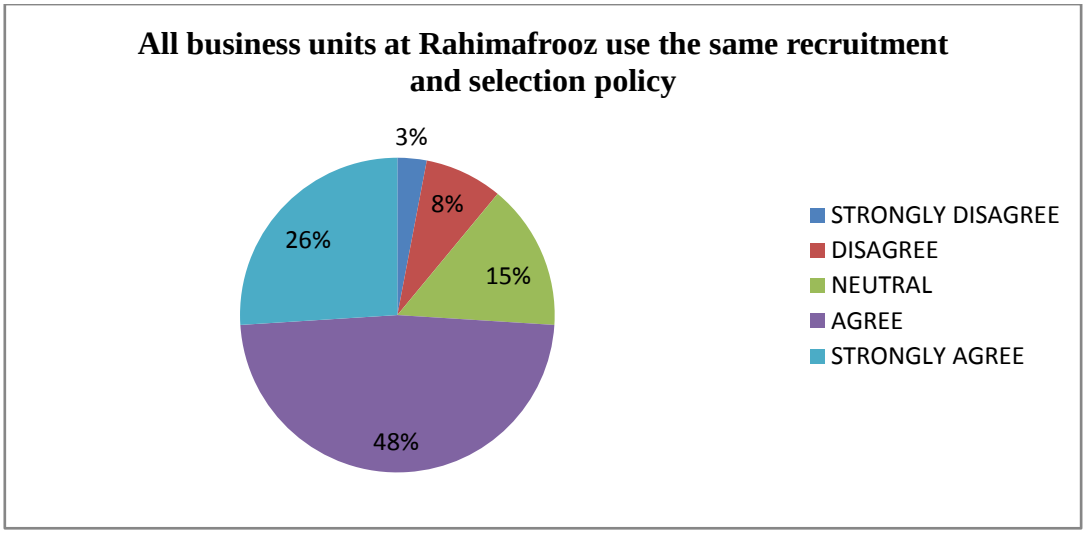


Figure-8: All business units at Rahimafrooz use the same recruitment and selection policy

From the survey (Figure 1), we see that 48 percent of employees agree that all business units at Rahimafrooz use the same recruitment and selection policy, 26 percent strongly agree, 15 percent neutral, 8 percent disagree and 3 percent strongly disagree.

There is no discrimination between male and female during recruiting

As the pie chart shows (Figure 2), 41 percent of employees agree with theren is no discrimination between male and female during recruiting, 33 percent strongly agree, 14 percent neutral 9 percent disagree and 3 percent strongly disagree.

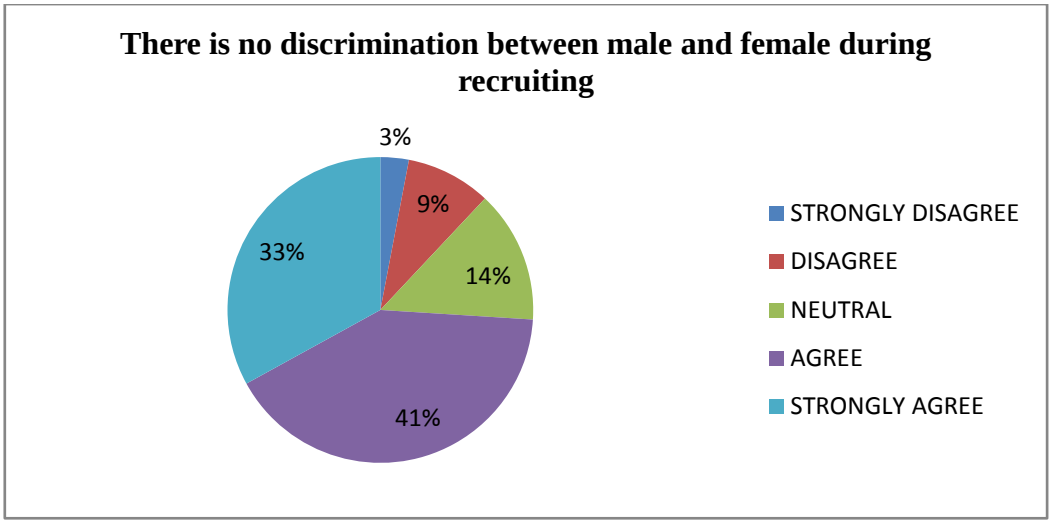


Figure-9: There is no discrimination between male and female during recruiting

From the survey, I have noticed that most of the female employees were not agreed with the question .They think that there is discrimination but the male employees do not think so.

Our recruitment process is delivering us a diverse range of quality job candidates-male and female

Majority employees agree that Rahimafrooz deliveries a diverse range of quality job candidates. The pie chart (Figure-3) shows that 59 percent employees agree with the term, 12 percent strongly agree, 22 percent neutral, 6 percent disagree and 1 percent strongly disagrees.

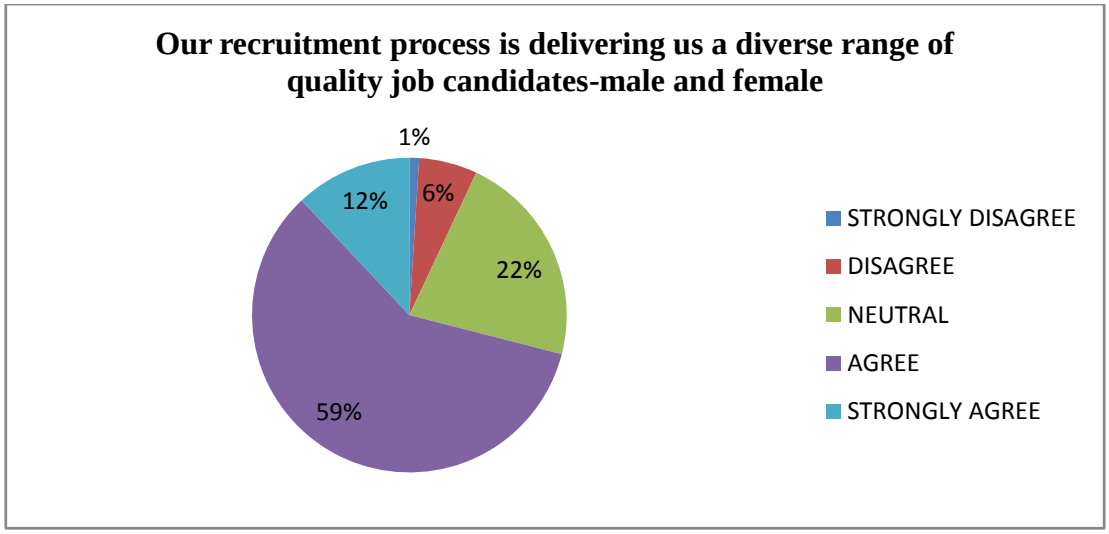


Figure-10: Our recruitment process is delivering us a diverse range of quality job candidates-male and female

Both male and female are being appointed in different departments in our organization

The bar graph (Figure-4) shows that 54 percent employees agree that both male and female

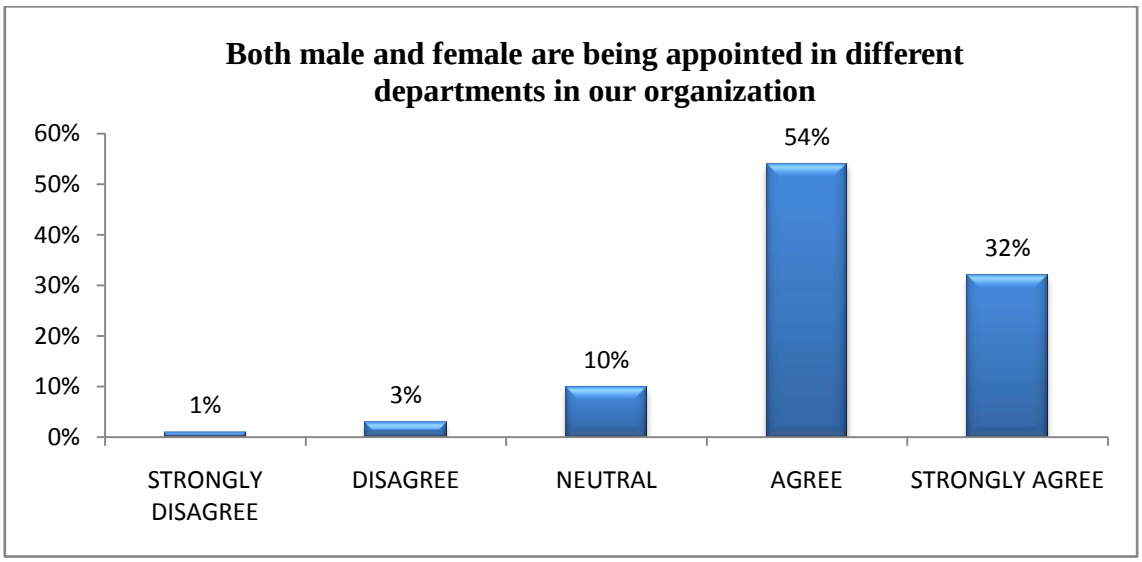


Figure-11: Both male and female are being appointed in different departments in our organization

are being appointed in different departments in Rahimafrooz, 32 percent strongly agree, 10 percent neutral, 3 percent disagree and 1 percent strongly disagree.

Both male and female are being appointed to senior management positions in our organization

During my internship period, I have seen that there are female employees in the senior management position and the bar chart (Figure-5) also shows the same.

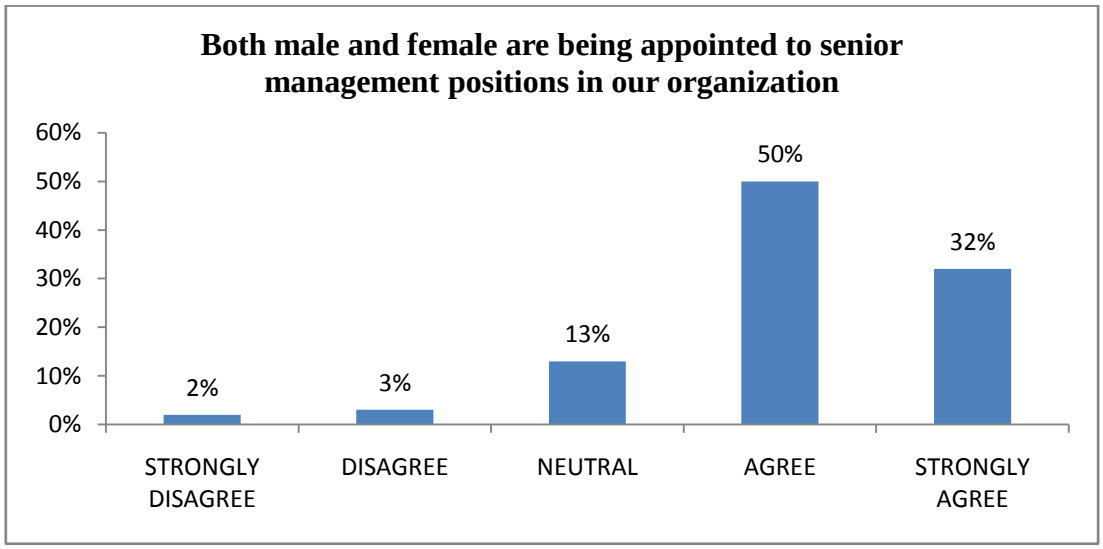


Figure-12: Both male and female are being appointed to senior management positions in our organization

It shows that 50 percent employees are agreed with the term, 32 percent employees strongly disagree, 13 percent neutral, 3 percent disagree and 2 percent strongly disagree.

Selection criteria or skills we require are necessary, non-discriminatory and relevant to the job

From the bar chart (Figure-6) we see that 54 percent employees agree that selection criterion in Rahimafrooz is necessary, non-discriminatory and relevant to the job, 25 percent agree,

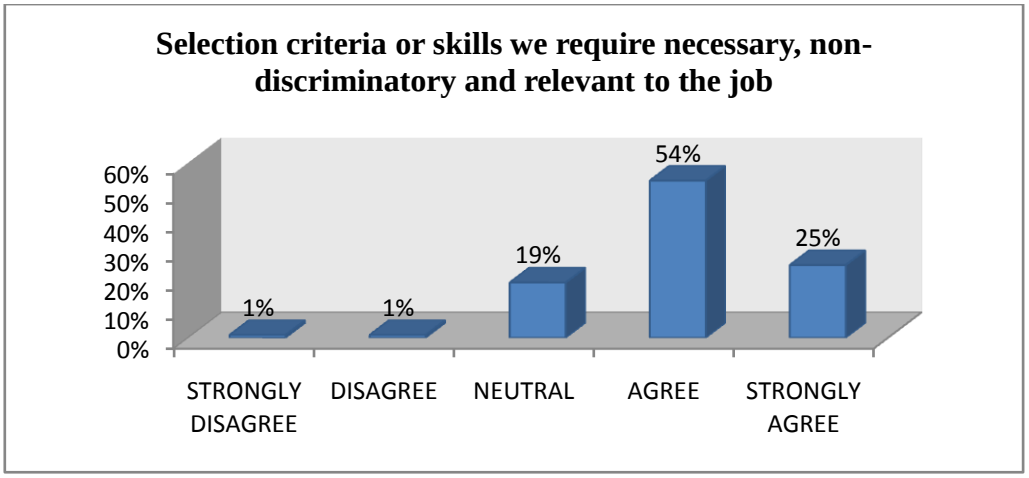


Figure-13: Selection criteria or skills we require are necessary, non-discriminatory and relevant to the job

19 percent neutral and one percent of employees disagree and strongly disagree.

Male and female employees are assessed on the same competencies

Majority of the employees either agree or strongly agree with the question. The pie chart (Figure-7) shows that 42 percent and 36 percent employees agree and strongly disagree that male and female employees are assessed on the same competencies.

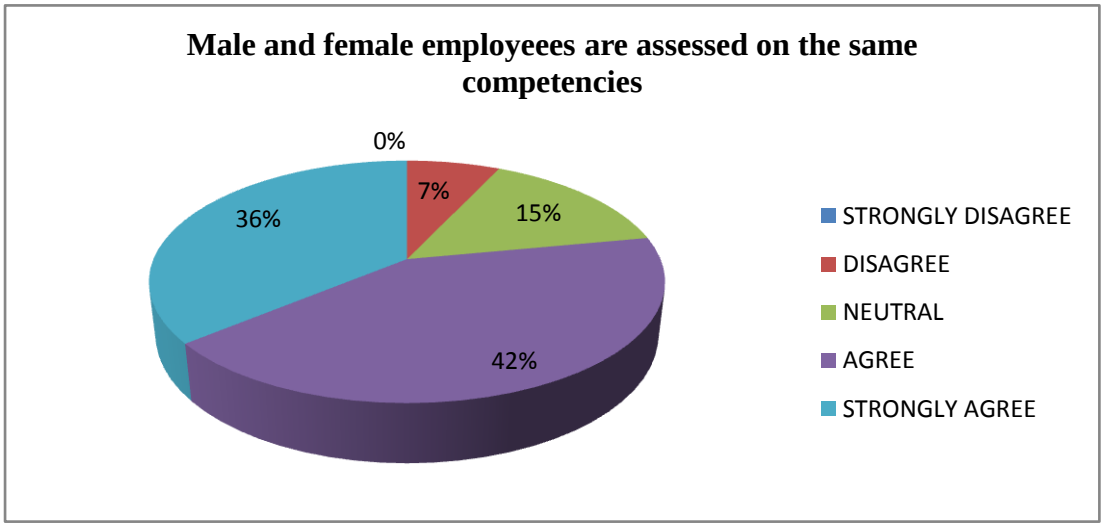


Figure-14: Male and female employees are assessed on the same competencies

On the other hand, 15 percent employees are neutral and 7 percent employees are disagreed with the term.

We use both internal and external reference equally during recruitment

During the survey, most of the employees told me that they neither agree nor disagree with the question.

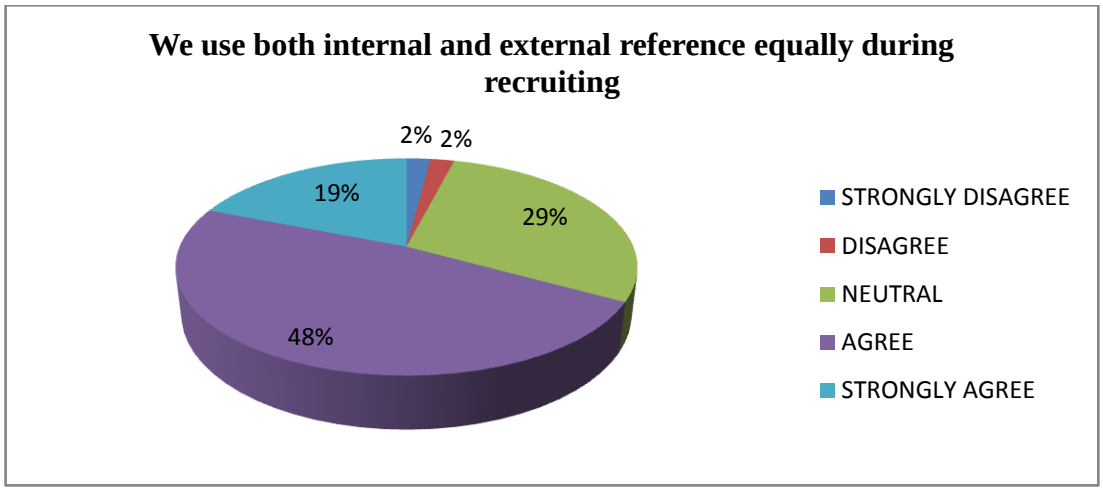


Figure-15: We use both internal and external reference equally during recruitment

From the pie chart (Figure-8), we can see that 48 percent employees agree that Rahimafrooz uses both internal and external reference equally during recruitment. 19 percent strongly agree, 29 percent neutral, 2 percent disagree and 2 percent of employees strongly disagree.

Employees are promoted based on performance evaluation

The pie chart (Figure-9) shows that 51 percent of employees agree that they are promoted based on performance evaluation.

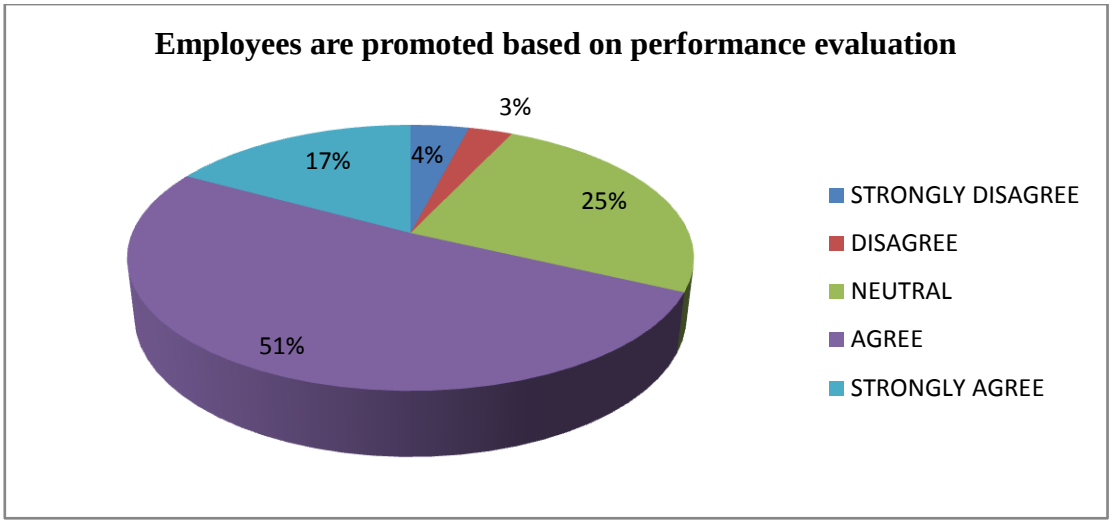


Figure-16: Employees are promoted based on performance evaluation

17 percent strongly agree, 25 percent employees neither agree nor disagree, 3 percent disagree and 4 percent of employees strongly disagree.

Transfer from one SBU to another SBU is possible

Transfer from one SBU to another SBU is very much possible in Rahimafrooz. The bar chart (Figure-10) also shows the same.

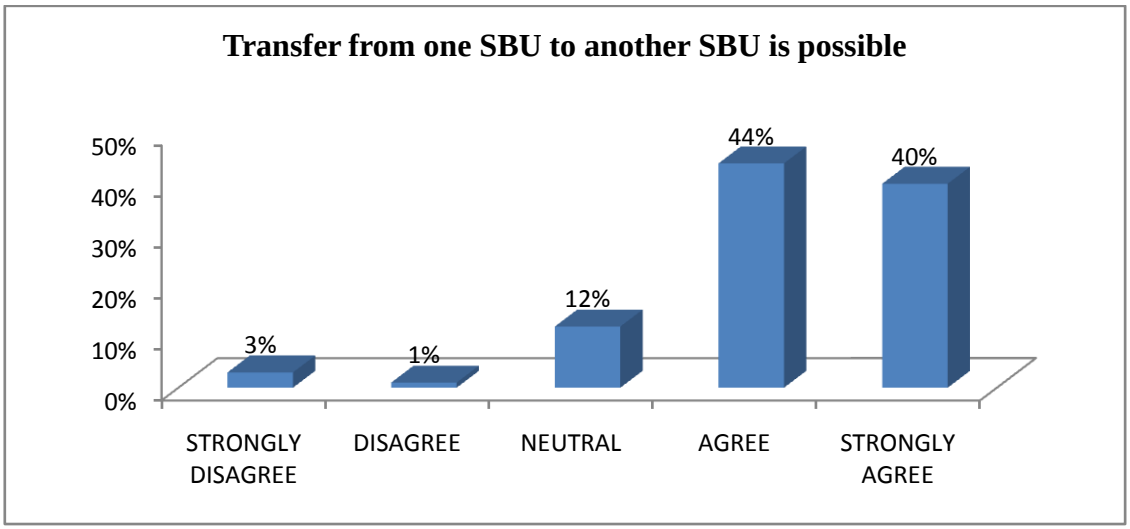


Figure-17: Transfer from one SBU to another SBU is possible

It shows that 44 percent of employees are agreed with term, 40 percent strongly agree, 12 percent neutral, 1 percent disagree and 3 percent of employees strongly disagree.

Transfer of employees from one SBU to another SBU creates problems

From the bar chart (Figure-11), we can see that transfer of employees from one SBU to another does not create problem. 34 percent of employees are disagreed with the term.

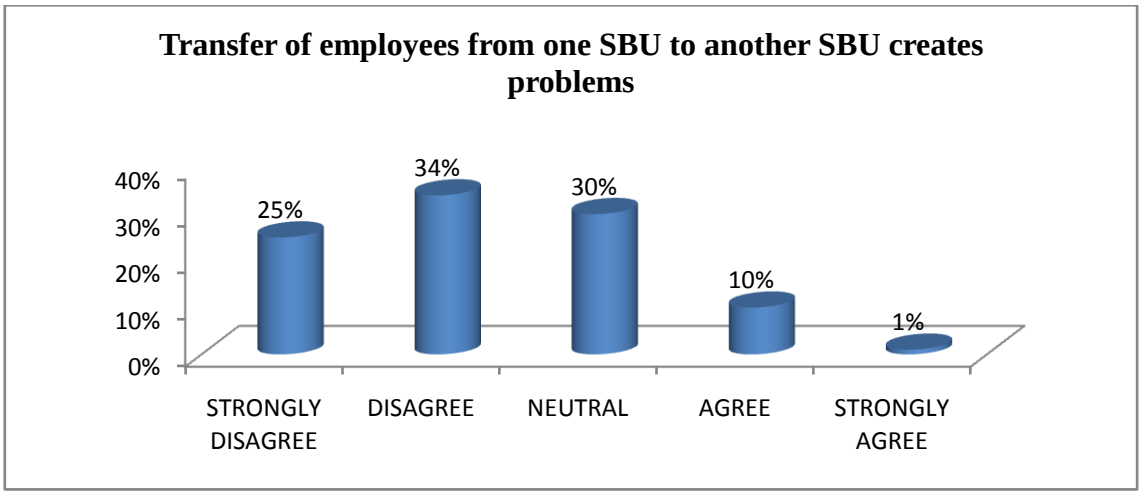


Figure-18: Transfer of employees from one SBU to another SBU creates problems

25 percent of employees strongly disagree, 30 percent employees are neutral, 10 percent employees agree and 1 percent employee strongly agrees.

15. Regression Analysis

Year	Employee Placement	Gender Discrimination	Reference	Shifting Through SBU
2007	141.00	1.00	2.00	25.00
2008	143.00	1.00	2.00	34.00
2009	128.00	19.00	29.00	30.00
2010	125.00	54.00	48.00	10.00
2011	115.00	25.00	19.00	1.00

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Shifting Through SBU, Reference, Gender Discrimination	.	Enter

a. All requested variables entered.

b. Dependent Variable: Employee Placement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.966[a]	.933	.731	6.04520

a. Predictors: (Constant), Shifting Through SBU, Reference, Gender Discrimination

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	506.656	3	168.885	4.621	.327[a]
	Residual	36.544	1	36.544		
	Total	543.200	4			

a. Predictors: (Constant), Shifting Through SBU, Reference, Gender Discrimination

b. Dependent Variable: Employee Placement

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	110.815	11.006		10.069	.063
	Gender Discrimination	1.162	.792	2.175	1.466	.381
	Reference	-1.259	.757	-2.102	-1.664	.344
	Shifting Through SBU	1.077	.414	1.292	2.599	.234

a. Dependent Variable: Employee Placement

$Y_i = b_0 + b_1 GD_i + b_2 R_i + b_3 SBU_i + e_i$

Y_i = Employee Placement

GD_i = Gender Discrimination

R_i = Reference

SBU_i = Shifting Through SBU

e_i = Residual Term

$Y_i = 110.815 + 1.162 GD_i – 1.259 R_i + 1.077 SBU_i + 6.05$

Se = (11.01) (0.79) (0.76) (0.41)

t = (10.07) (1.47) (– 1.67) (2.60)

$R^2 = 0.933$; n = 5

At the 25% level of significance the tabulated t value is 0.765

The R^2 explains the variation of dependent variable by the independent variables. The value R^2 is 0.933 means that 93.3 percent of the variation in the dependent variable (employee placement) is explained by independent variables. A very high degree of explanation suggesting that the model fits the data very well since R^2 is very high even thought the impact of all independent variables are not same.

The deviation from the mean is explained by the residual term (e_i) which is far to the mean. The number of observation is represented by n. The equation shows that employee placement have negative relationship with reference since slope is negative. And employee placements have positive relationship with gender discrimination and shifting through SBU since slope is positive.

From the estimated coefficient, we see that all independent variables (gender discrimination, shifting through SBU and reference) are individually significant on the basis of the one tail

test. As we expected in the hypothesis reference has negative relationship with employment placement therefore, it is also significant in the left side of the one tail t test at the 25% level of significance because actual t (– 1.67) is higher than tabulated t (0.765). And other independent variables have positive relationship with employment placement and they are also significant in right side of the one tail t test. Since, the actual t (1.47, 2.60) is higher than the tabulated t (0.765).

16. Discussion

Rahimafrooz Bangladesh Ltd (RABL)

- Rahimafrooz Bangladesh Ltd. mainly emphases on internal and external sources for recruitment.
- Internally the organization discloses the positions of the job and announces it to all current employees. Nature of the position and the qualification needs for the job is described in the announcement so that the interested candidates can apply.
- Rahimafrooz Bangladesh Ltd. recruits the relatives and dependents of the employee for CV in some cases.
- Another way to find applicants is through employee referrals by other departments. Informal communication among managers who can lead the discovery for the best candidates who are working in other department in the firm.
- Based on employee skills, educational background, experience of work employee can be recruited in the organization.
- For external sources the organization does advertisement, takes help from the employment agencies (only for technology department), do campus recruitment,

arrange internship for the students, take employee from personal contact or by employee leasing.

- Rahimafrooz Bangladesh Ltd. has a structured and standard selection process. This is strictly followed by the selection board that is empowered by the organization.
- They first screen CVs. This process is done by some selective criteria which are needed for the company. Then initial interview is held. After that selective applicants are asking for written test. Those who are successfully passed the written exam are called for final interview.
- Once the recruitment and selection process is done then the employees are appointed base on their job description.
- The organization fills the position by promoting the present employees. But most of the times it recruits from outside.
- Interns are recruited based on their performance. Employee leasing is an option.

17. Significance of the study

Recruitment and selection has become one of the most significant issues facing today's corporate world. Rahimafrooz is a fast moving consumer good (FMCG) industry and it also has to deal with the Recruitment and Selection process due to the nature of its business and the need for daily operations to include extensive.

18. Recommendations

For improving the performance and remove the problem of Rahimafrooz Bangladesh Limited (RABL), some necessary steps are recommended bellow on the basis of collected data, observation, expert staff's opinion and my knowledge and judgment.

1. Should increase the number of computers as well as printers with proper UPS facility because there is only one laser printer and one dot matrix printer in the office.

2. Rahimafrooz is one of the old established organizations; they must expand marketing campaign by giving more advertisement, sponsorship etc.

3. To perform the activities more quickly and efficiently, RABL should hire more efficient employees in their different departments.

4. The software and network system of HR department should be updated properly.

5. Rahimafrooz has many training programs local and abroad as well. Many employees sent to these programs every year. They should evaluate the previous performance and the after training performance to identify the improvements. It will help the organization to identify which training program is helpful for which skill development.

6. They should keep a proper training session of effective selling right after hiring a new employee in marketing and sales department as they hire them from engineering background.

7. Rahimafrooz management must change the system of appointing people by giving their reference. It has been deeply observed that most of the reference appointees are not up to the standard and have a poor performance. For the sake of the company's future and further strengthening the quality of work force, this tendency to appoint people on reference must be stopped.

8. They should take HR forecasting more seriously as it is the most important part of HR planning.

9. Changing time introduce new type of recruitment policy. To keep fair and effective recruit policy they should introduce online examination. Online advertisement for job vacancy and online examination will help to take the most efficient and capable people for the appropriate position.

10. Organization should hire more human resource in HRD department because there is insufficient manpower.

11. Rahimafrooz needs to be more focused on CSR activities and employee retention & welfare programs.

19. Conclusion

Internship is an important part of a student life. It teaches us the value of reality and how things are in real life. It is a bridge between theoretical and practical aspects of education and life.

I have learned so much from this practical experience. It was a perfect end to the education in Independent University. I enjoyed working with Rahimafrooz's HR Department which made my work interesting and fruitful. Its friendly working environment made me emotionally attached with the organization and motivated me to give my best to it. It feels good to work with the HR department as it is my major. I also feel that it is a unique opportunity for me to learn about the practical work and Human Resource Management system in a reputed organization. This internship has improved my knowledge and attitude about the field to a large extent. During my internship period, I have learned a lot of things which I have mentioned earlier.

Rahimafrooz has always emphasized on developing a good guidance system in order to achieve its desired corporate objectives. From the origin of the company, Rahimafrooz has come to a long way in reaching these objectives by listening to client's needs, learning real time lessons from past projects, innovating and partnering.

Recruitment is an important issue for any organization. Recruitment and selection allows an organization to assess the vacancy and choose the best personnel who will lead the organization in future. So the organization should give more emphasize on selecting a person. A person who can carry forwarded the organization in terms of development, values and ethics. Mainly the precious resource for any organization is their knowledge based efficient workers. The organizations should more cautious on this issue to ensure the quality and ethics. From the above discussion we can easily understand that Rahimafrooz is one of the top Company of Bangladesh. There are many product and services of Rahimafrooz is available in Market. So we can easily find out the Human resource practice, recruitment and selection process, employee satisfaction and relations at Rahimafrooz is a very developed and effective one. As a global company for making the process more effective Rahimafrooz should analyze the recruitment and selection process of other company of home and abroad. That can make Rahimafrooz perfect in recruiting people and the company will get efficient professionals, that will increased the productivity as well as revenue. The most important key source factor of Rahimafrooz is its efficient human resource.

I have to finally thank IUB for the values and knowledge it has provided me with and for giving me the opportunity to apply my knowledge practically in corporate life.

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Rahimafrooz Annual Reports

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RABL / Presentation / MIS Report (Feb 2012)

RABL/Presentation/ About Rahimafrooz and its products (January 2012)

21. Appendix

21.1 Appendix-1

This research is conducted for academic purposes only. So please do not hesitate to answer. Your information will be kept confidential.

Personal Information

1. Male ☐ Female ☐

2. Age:

15-25 ☐

26-35 ☐

36-45 ☐

46 and above ☐

3. Income per Month:

16000-25000 Taka ☐

16000-25000 Taka ☐

36000 and above ☐

4. Designation: _____

1	2	3	4	5
Strongly	**Disagree**	**Neither Agree**	**Agree**	**Strongly**

Please circle the number, which most closely responds to your thinking.

1.	All business units at Rahimafrooz use the same recruitment and selection policy	1	2	3	4	5
2.	There is no discrimination between male and female during recruiting	1	2	3	4	5

3.	Our recruitment process is delivering us a diverse range of quality job candidates-male and female	1	2	3	4	5
4.	Both male and female are being appointed in different departments in our organization	1	2	3	4	5
5.	Both male and female are being appointed to senior management positions in our organization	1	2	3	4	5
6.	Selection criteria or skills we require are necessary, non-discriminatory and relevant to the job	1	2	3	4	5
7.	Male and female employees are assessed on the same competencies	1	2	3	4	5
8.	We use both internal and external reference equally during recruitment	1	2	3	4	5
9.	Employees are promoted based on performance evaluation	1	2	3	4	5
10.	Transfer from one SBU to another SBU is possible	1	2	3	4	5
11.	Transfer of employees from one SBU to another SBU creates problems	1	2	3	4	5

21.2 Appendix-2

REQUISITION FOR RECRUITMENT

ROUTE: SBU Dept. Head/Divisional HR ---> HOB/SBU COO ---> Div COO-->Div MD

FROM DATE

JOB TITLE & GRADE- DESIRED EMPLOYMENT DATE –

REPORTING TO – LOCATION- SBU-

REQUESTED BY : Name : Signature:

SBU HR (Validated by, Check for ABP approval if new head count):

Div HR (Validated by, Check for ABP approval if new head count :

1. PLEASE ANSWER THE FOLLOWING:

A. Nature of Requirement (Please tick as many as appropriate)

† **New –**

If New, is this ABP approved? † **Yes** † No

Replacement for Whom - Separation Date

B. Rational for this extra head count beyond the ABP?

_____

C. Specific why this job/requirement cannot be fulfilled either by rearrangement of current work practices or existing personnel from within SBU?

_____

_____

2. HOW DO YOU PROPOSE RECRUITMENT AFTER INTERNAL VACANCY ANNOUNCEMENT?

† Web page **Advertisement** † **Through Agency** † **News Paper Advertisement** Others

Final Approvals

