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An Assessment of the Recruitment and Selection Strategies Used in Opsonin Pharma Limited

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An Assessment of the Recruitment and Selection Strategies Used in Opsonin Pharma Limited

by

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ID: 0710010

An Internship Report Presented in Partial Fulfillment
of the Requirements for the Degree
Bachelor of Business Administration

INDEPENDENT UNIVERSITY, BANGLADESH
May 2012

An Assessment of the Recruitment and Selection Strategies Used in Opsonin Pharma Limited

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has been approved
May 2012

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Lecturer, Management
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Letter of Transmittal

May 5, 2012.

To,

The Honorable Supervisor

Hanif Mahtab

Lecturer, Management

School of Business

Independent University, Bangladesh

Subject: Letter of Transmittal.

Dear Sir,

I am pleased to submit the report on "An Assessment of the Recruitment and Selection Strategies Used in Opsonin Pharma Ltd.". This report is a result of the internship program I have performed. All work presented here is done with utmost sincerity and honesty and have tried my level best to make this report comprehensive and informative. Working with such an interesting subject has given me the opportunity to experience the real life situation of Human Resource management. I am always available for my queries regarding this report.

Thanking you.

Sincerely Yours.

……..

Fayzun Nessa

ID: 0710010

Independent University, Bangladesh

Acknowledgement

First I want to give due regards and thanks to Almighty for accomplishing the intern report. My acknowledgement begins by thanking my Supervisor Hanif Mahtab, who has provided me with suggestions for making this Final Internship Report and also provided me with the format for preparing this report.

I will never forget the assistance of the supervisor Dr. Sayem Ahmed, Head of HR- who gave such a topic where I got an idea of the Recruitment and selection process in Pharmaceutical industry in Bangladesh. Not only that the constructive ideas and guidance of the supervisor was quite remarkable. I am also grateful to Mr. Ahadur Rahman Tamal, Sr. Executive, HRD and To Mr. Asike Mahbub, Executive, HRD who gave useful advices and assistance. Without whom it would not possible for me to complete this difficult task, I got all necessary guideline, cooperation, advice from them to complete this complicated task.

I would like to show my warm-hearted gratitude to the HR and Sales department of Opsonin Pharma Ltd; which has provided me with great deal of information, adequate data and helped me for the accomplishment of this report successfully.

Executive Summary

This is an exploratory study. An Assessment of the Recruitment and Selection Strategies Used in Opsonin Pharma Limited. The objectives of the study are to assess and evaluate its existing recruitment and selection methods and provide some suggestions that can help Opsonin Pharma Ltd. (OPL) in future for utilizing human resources as a distinctive competency. OPL is one of the top listed pharmaceutical companies in Bangladesh, which needs a large number of qualified, high potential and committed staff to attain the organization's goals effectively. Recruitment highlights each applicant's skills, talents and experience and selection involves developing a list of qualified candidates, defining a selection strategy, identifying qualified candidates, thoroughly evaluating qualified candidates and selecting the most qualified candidate. Semi structure questionnaire is used for the study. The sample size was 30 employees. 25 employees (Managers, Area Managers, Regional Managers, Sr. Executives, Executives, Officers) of Sales Department & 5 employees from HRD. The result of the study shows that in OPL, employees prefer both internal as well as external source for recruitment and selection. It is also found that preliminary screening is not occurred in case of direct recruitment and sample employee's comprehensive interview is not taken by the sales department as well as HRD. Also HRD is not conducted any comprehensive interview through a panel board for the head-hunted MPOs final selection. Background investigation is not conducted in case of MPOs head-hunting.

At the end of the study some suggestions are made to review the recruitment and selection policies of Opsonin Pharma Limited that will lead to higher employee retention and improved organizational performance.

1.0 Introduction

Human Resource is a basic need of any work to be done.

According to ARTHUR LEWIS:

“There are great differences in development between countries which seem to have roughly equal resources, so it is necessary to enquire into the difference in human behaviors”

An effective approach to recruitment and selection can help an organization to maximize the competitive advantages by choosing the best pool of candidates quickly and cost efficiently (Kleiman, 2005). But successful recruitment and selection can be costly and time-consuming. Still, recruitment and selection is crucial for a business, because unsuccessful recruitment and selection can be responsible for the failure of the business (Ahmed, Tabassum & Hossain, 2006).

Thus the goal of a recruitment and selection program is to attract highly qualified candidates and ensure person-job fit (Fisher, Schoenfeldt & Shaw, 2004; Kleiman, 2005; Mathis & Jackson, 2005). Attracting highly qualified and skilled employees is important, as Holt (1993) mentioned that a well-motivated and skilled workforce is crucial for an organization to compete effectively both in national and global markets. Khan (2008) emphasized the importance of the selection process by stating that mismatch between the candidate and job can cost an organization a great deal of money, time and energy. That’s why Becker and Gerhart (1996) found growing empirical evidence linking HRM activities and organizational performance, as human resources are the most valuable resource for the successful functioning of an organization (Khan, 2008).

The pharmaceutical industry in Bangladesh is one of the most developed hi-tech sectors and highly profitable industries within the country's economy. Pharmaceutical Industry of Bangladeshis a unique example of Private Sector success in the country. Most of the players of the industry enjoy high profit margin. Encouraged by the success and high profitability of the leading players, other large conglomerates started entering the pharmaceuticals market. Bangladesh Pharmaceutical Industry's progress so far is praise worthy. It has made the country near self-

sufficient in pharmaceuticals, became the 2nd largest contributor to Govt. exchequer is now a major employer of the knowledge based workers, made pharmaceuticals accessible & affordable to the majority of the population and forayed into export markets with success. At present, more than 230 companies are operating in the pharmaceutical market. And about 200 of them have their own manufacturing facilities. So, lots of jobs are created and still getting created which helps to reduce the unemployment problem in the society.

Opsonin Pharma Ltd. (OPL) is one of the pioneers in the pharmaceutical industry of Bangladesh. At present OPL is enjoying its position as the fastest growing organization among the Top Four Pharmaceutical companies in Bangladesh.

The report is all about Recruitment and Selection process that is an important part of any organization.

Recruitment highlights each applicant's skills, talents and experience. Their selection involves developing a list of qualified candidates, defining a selection strategy, identifying qualified candidates, thoroughly evaluating qualified candidates and selecting the most qualified candidate.

It is said if right person is appointed at right place the half work has been done. In this report I have tried to focus the important point that is maintained by Opsonin Pharma Ltd. while recruitment and selection process and have conducted a research study through questionnaire based on the research question.

With this background, the present study attempts to explore the recruitment & selection process of OPL, one of the top listed pharmaceutical companies in Bangladesh. First, the study provides a description of the current recruitment & selection process of OPL. Second, it makes a critical analysis on the research question regarding recruitment & selection process of OPL.

1.1 Objective of the Study

Theoretical knowledge is not perfect in all cases, moreover practical knowledge is essential to complete theoretical knowledge. In this connection, as an internee, the core objectives behind this research report are as follows:

- To study the recruitment and selection procedure followed in Opsonin Pharma Ltd.
- To study the various sources of recruitment followed in Opsonin Pharma Ltd.
- To assess the effectiveness of recruitment and selection procedure for a particular/various departments in Opsonin Pharma Ltd.
- To learn what is the process of recruitment and selection that should be followed.

1.2 Statement of the Problem

In sales department, MPO (Medical Promotion Officer) plays a vital role in sales volume of medicine. Since 1995, MPOs are recruited in two ways, through circulation (including written test, viva) & through head-hunting. Since last 10 years the rate of switching from job of head-hunting employees are increasing tremendously. Employees through head hunting are relatively experienced than fresher.

According to the company's rules and regulations, an interview panel had to consist of two assessors. It has been modified due to huge pressure created from sales department and increasing of territory of Opsonin Pharma Ltd. As the territory has been increased rapidly so MPOs are needed to appoint at a high rate.

But it is observed that MPOs (head-hunting) are switching at a high rate during last 10 years and it is increased in increasing order, on the other hand fresher MPOs are not switching so.

Year	No. of Head-Hunting MPOs	No. of employees switched	% of Switching
2007	187	37	19.79 %
2008	223	42	19.81 %
2009	247	55	22.27 %
2010	294	71	24.15 %
2011	341	97	28.45 %

Table 1: illustrates the rate of switching among head-hunted MPOs over a five year period.

It is evident from Table 1 that MPOs are switching at a high rate and it has negative implications on employment and training costs in the organization.

The **research question** that resulted from the above is:

- Are recruitment and selection strategies used effectively at Opsonin Pharma Ltd. to assess potential MPO (Medical Promotion Officer) of sales department?

2.0 Literature Review

Hiltrop (1996) found that employee recruitment and selection have a statistically significant impact on employee outcomes. In his research, Huselid (1995) mentioned about different researchers who have signified the recruitment and selection practices as 'high performance work practices' which could improve employee motivation and retention.

Very few researches are found on employee selection in the context of Bangladesh. Many researchers have explored and analyzed the importance of HRM practices in terms of the public and private sector organizations (Roknuzzaman, 2007; Zafarullah & Khan, 2006; Ahmed, Tabassum & Hossain, 2006). Roknuzzaman (2007) surveyed on the employees of the public university libraries to identify the relationship between staff selection and recruitment and job satisfaction. Mahmood and Chowdhury (2009) analyzed the recruitment and selection practices of four multinational subsidiaries in Bangladesh and found that none of the organizations focused on local educational qualifications, and there is a political influence on the recruitment and selection process of business organizations.

2.1 Recruitment

Recruitment is the process by which organizations locate and attract individuals to fill job vacancies (Fisher, Schoenfeldt & Shaw, 2004; Kleiman, 2005). According to Khan (2008), recruitment means informing the market that new people are going to be appointed, which can be done through publicity and advertisement. The primary purpose of recruiting is identifying and attracting potential employees (Noe, Hollenbeck, Gerhart & Wright, 2006).

Recruitment is "hiring" of employees from outside. Recruitment has been regarded as the most important function of the HR department , because unless the right type of people are hired, even the best plans, organization chart and control system would not do much good. Recruitment is the

discovering of potential applicant for actual or anticipated organizational vacancies. Accordingly the purpose of recruitment is to locate sources of manpower to meet the job requirements and job specification.

It is defined as a process to discover the sources of manpower to meet the requirements of staffing schedule and to apply effective measures for attracting the manpower to adequate number to facilitate effective selection of an effective workforce.

In other words, it can be said that recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employee effective measures to attracting that manpower in adequate number to facilitate effective selection of an effective workforce.

Edwin B Flippo defines recruitment as “the process of searching for prospective employees and stimulating them to apply for the jobs in the organization.”

“It is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their application are submitted. The result is a pool of applicants from which new employees are selected.”

2.1.1 Methods of Recruitment

The possible recruiting methods can be three categories, namely

- Direct method
- Indirect method
- Third party method

Direct method

The direct method includes sending of the recruiters to different educational and professional institutions, employees contact with public and mannered exhibits. One of the widely used

methods is sending the recruiters to different colleges and technical schools. This is mainly done with the cooperation of the placement office of the college. Sometimes, firms directly solicit information form the concerned professors about student with an outstanding records. Other direct methods include sending recruiters to conventions and seminars, setting up exhibits at fairs, and using mobile offices to go the desired centers.

Indirect method

Indirect method involves mainly advertising in newspapers, on the radios, in trade and professional journals, technical magazines and brochures. Advertisements in newspapers and or trade journals and magazines are the most frequently used methods. Senior post is largely filled with such methods. Advertising is a very useful for recruiting blue color and hourly worker, as well as scientific, professional, and technical employees. Local newspaper can be good sources of workers, clerical employees, and lower level administrative employees.

The main point is that the higher the position in the organization the more dispersed advertisement is likely to be. According to the Advertisement tactic and strategy in personnel Recruitment, three main points need to be borne in the mind before an advertisement in inserted.

First, to visualize the type of applicants one is trying to recruit.

Second, to write out a list of advantages the company offers, or why should the reader join the company.

Third, to decide where to run the advertisement , not only in which area, but also in which newspaper having a local, state or a nation- wide circulation.

Third party

These include the use of commercial or private employment agencies, state agencies, and placement offices of schools colleges and professional associations recruiting firms, management consulting firms, indoctrination seminars for college professors, and friends and relatives.

Private employment agencies are the most widely used sources. They charge a small fee from the applicant. They specialize in specific occupation; general office help, salesmen, technical workers, accountant, computer staff, engineers and executives.

State or public employment agencies are also known as the employment or labor exchanges, are the main agencies for the public employment. Employers inform them of their personnel requirement, while job seekers get information for them about the type of job are referred by the employer. Schools and colleges offer opportunities for recruiting their student. They operate placement services where complete bio-data and other particular of the student are available.

Professional organization or recruiting firms maintain complete information records about employed executive. These firms maintain complete information records about employed executives. These firms are looked upon as the “head hunters”.

Also Headhunters are useful in specialized and skilled candidate working in a particular company. An agent is sent to represent the recruiting company and offer is made to the candidate. This is a useful source when both the companies involved are in the same field, and the employee is reluctant to take the offer since he fears, that his company is testing his loyalty.

2.1.2 Objective of Recruitment

- To attract with multi-dimensional skills and experience that suite the present and future organization strategies.
- To induct outsider with new perspective to lead the company.
- To infuse fresh blood at all levels of organization.

- To develop an organizational culture that attracts competent people to the company.
- To search or headhunt people whose skill fit the company's values.
- To seek out non-conventional development grounds of talent
- To devise methodology for assessing psychological traits.
- To search for talent globally not just within the company.
- To design entry pay that competes on quality but not on quantum.
- To anticipate and find people for position that doesn't exists yet.

Recruitment represents the first contact that a company makes with potential employees. It is through recruitment that many individuals come to know about the company and eventually decide whether they wish to work for it. The recruitment process should inform qualified individuals about the job so that applicant can make comparison with their qualification and interest.

2.1.3 Factors Affecting Recruitment

There are two types of factors that affect the Recruitment of candidates for the company.

1. **Internal Factors:** These includes
    - Company's pay package
    - Quality of work life
    - Organizational culture
    - Company's size
    - Company's product
    - Growth rate of the company
    - Role of trade unions
    - Cost of recruitment

2. **External Factors:** These includes
    - Supply and demand factors
    - Employment rate
    - Labor market condition
    - Political, legal and government factors
    - Information system

2.1.4 Factors to be undertaken while formulating recruitment policies

The following factors should be undertaken while formulating the policies -

- Government polices
- Recruitment sources
- Recruitment needs
- Recruitment cost
- Organizational and personal policies

2.1.5 Recruitment Process

The actual steps involved in recruitment that is followed by any standard organization are as follows:

1. Determine the exact need

    ⇩

2. Obtain approval

    ⇩

3. Combine or update job description and job specification

    ⇩

4. Determine the key performance areas of the job

⇩

5. Consult the recruitment policy and procedure

⇩

6. Choose the recruitment source/s

⇩

7. Decide on a recruitment method

⇩

8. Implement the decision

⇩

9. Allow sufficient time for response

⇩

10. Screen responses

⇩

11. Draw up a shortlist of candidates

⇩

12. Provide feedback to applicants

⇩

13. Proceed to selection

⇩

14. Evaluate recruitment effort

Figure 1: The recruitment process

2.1.6 Evaluation of Recruitment process

The following are the evaluation of the recruitment process:

- Return rate of application sent out.
- Number of suitable candidates for selection.
- Retention and performance of the candidate selection.
- Cost of recruitment
- Time lapsed data.
- Comments on image projected.
- Number of candidates retained in the organization after six months.
- Number of candidates at various stages of the recruitment and selection process, especially those short listed.

2.2 Selection

Selection is the process by which companies decide who will or will not be allowed into organizations (Noe et al, 2006). According to Khan (2008), the objective of selection is to pick the right candidate(s) who meet the requirements of the job and the organization best. Mathis and Jackson (2005) pointed out that it ensures the person-job and person-organization fit. That's why Fisher, Schoenfeldt and Shaw (2004) mentioned that a good employee selection system can add to overall effectiveness of the organization.

Selection is a negative process and involves the elimination of candidates who do not have the required skills and qualification for the job proposed. Also it is a process of differentiating between applicants in order to identify and hire those with greater likelihood of success in job.

For many organizations, the selection process consists of several stages. An employment specialist or recruiter is responsible for the preliminary and intermediate stages, while department heads, hiring managers and other human resources staff are involved in intermediate to final stages of the process.

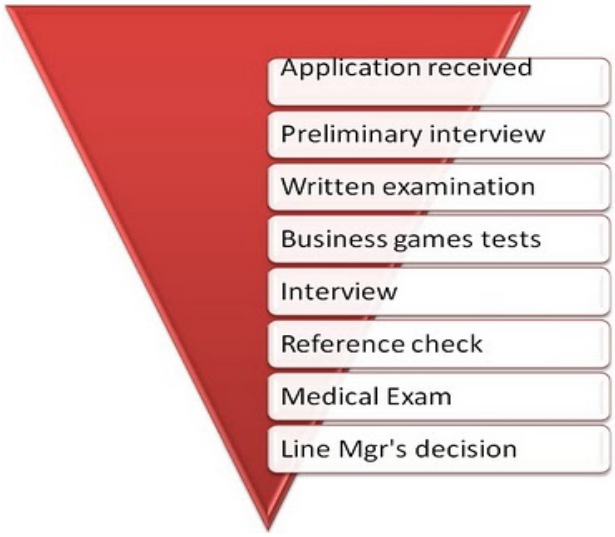


Figure 2: several stages of selection process

Selection process or activities typically follow a standard patter, beginning with an initial screening interview and concluding with final employment decision. The traditional selection process includes: preliminary screening interview, completion of application form, employment test, comprehensive interview, background investigation, physical examination and final employment decision to hire.

The objective of selection decision is to choose the individual who can most successfully perform the job from the pool of qualified candidates. It is the system of function and devise adopted in a given company to ascertain whether the candidate's specifications are matched with the job specifications and recruitment or not.

2.2.1 Organization for Selection

Until recently the basic hiring process was performed in a rather unplanned manner in many organizations. In some companies, each department screened and hired its own employees. Many mangers insisted on screening their own employees as they thought no one else could do that as efficiently as they themselves.

But now selection is centralized and handled by the Human Resource Department. This type of arrangement is also preferred due to some of these advantages:

- It is easier for the application because they can send their applications to a single centralized department.
- It facilitates contact with applicants because issues pertaining to employment can be cleared through one central location.
- It helps operating managers to concentrate on their operating responsibilities. This is especially helpful during the chief hiring period.
- It can provide for better selection because hiring is done by specialist trained in staffing techniques.
- The applicant is better assured of consideration for a greater variety of jobs.
- Hiring cost is cut because duplication of efforts is reduced.
- With increased governmental regulation on selection process, it is important that people who know about these rules handle a major part of the selection process.

Ideally, a selection process involves mutually decision making. The organization decides whether or not to make a job offer and how attractive the job offer should be.

2.2.2 Barriers to effective selection

The main objective of selection process is to hire people having competence and commitment towards the given job profile. But due to some reason the main purpose of effectively selecting candidates is defeated.

These reasons are:

- **Perception or the Halo effect:**
  Many a times the interviewer selects a candidate according to the perception he has or he made up while talking or looking at the individual. This way he does not see through the caliber or the efficiency of the individual and many times it leads to the selection of the wrong candidates.

- **Fairness:**
  During the selection process the interviewer does not select the individual on the basis of his knowledge and hence the right type of the candidates is not selected.

- **Pressure:**
  The people from the HR department and also have a lot of pressure from the top management and from other top class people for selecting the candidates they want. This ways the purpose of effective selection process of effective selection process is defeated as they have to select that individual whether or not he is capable of the job that is being offered.

2.2.3 Essential of selection procedure

- Someone should have the authority to select.
- There must be sufficient number of applicants from whom the required number of employees to be selected.
- There must be some standards of personnel with which a prospective employee may be compared.

2.2.4 Factors effecting selection decision

Includes:

- Profile matching
- Organization and social environment
- Multi correlations
- Successive hurdles

Selection is the process to choose potential working persons for a company or organization. The process has a direct effect on an organization's overall productivity. A right chosen person proves helpful to increase overall performance of a company. On the contrary, a wrong selection may lead to material and financial depletion. A perfect selection process can help to find out the most eligible candidates amongst all applicants.

2.3 Difference (Recruitment and Selection)

- Recruitment is the process of searching for prospective candidates and motivating them to apply for job in the organization
  Whereas, selection is a process of choosing most suitable candidates out of those, who are interested and also qualified for job.

- In the recruitment process, vacancies available are finalized, publicity is given to them and applications are collected from interested candidates.
  In the selection process, available applications are scrutinized. Tests, interview and medical examination are conducted in order to select most suitable candidates.

- In recruitment the purpose is to attract maximum numbers of suitable and interested candidates through applications.

In selection process the purpose is that the best candidate out of those qualified and interested in the appointment.

- Recruitment is prior to selection. It creates proper base for actual selection.
  Selection is next to recruitment. It is out of candidates' available/interested.

- Recruitment is the positive function in which interested candidates are encouraged to submit application.
  Selection is a negative function in which unsuitable candidates are eliminated and the best one is selected.

- Recruitment is the short process. In recruitment publicity is given to vacancies and applications are collected from different sources
  Selection is a lengthy process. It involves scrutiny of applications, giving tests, arranging interviews and medical examination.

- In recruitment services of expert is not required
  Whereas in selection, services of expert is required

- Recruitment is not costly. Expenditure is required mainly for advertising the posts.
  Selection is a costly activity, as expenditure is needed for testing candidates and conduct of interviews.

3.0 Organizational Review

3.1 Opsonin Pharma Limited

Opsonin Pharma Ltd. (OPL) currently is the fourth major player in the industry. It is one of the pioneer pharmaceutical manufacturers to export its products abroad. As of now OPL have their marketing network in a number of countries such as Myanmar, Mauritius, Nepal, Pakistan, Philippines, Sri lanka, Togo, Vietnam and Yemen. They also in the process of exploring their existing export opportunities in some other countries as well. Against an international tender, they also supplied their products worth around USD 1.3 million to UNICEF. They have been putting their best efforts to keep this process on.

3.2 Corporate Vision, Mission and Its Businesses

3.2.1 Vision

To be regarded as a world-class pharmaceutical company through products and services.

3.2.2 Mission

OPL is committed to improve its position continuously as a leading pharmaceutical company in Bangladesh and strengthen its global presence.

3.2.3 Values

OPL creates value for its customers and other stakeholders by providing highest quality health care solutions through appropriate application and development of resources and processes.

3.2.4 Objectives

OPL has the objective to become one of the leading drug companies in the world through the success of strategic imperatives: Investment in research, quality and innovation in the services provided to all their customers. Opsonin aims to satisfy the specific needs of medical community.

3.2.5 Goal

The goal of OPL is to involve every employee with its success and its commitment to healthcare by developing their professional skills and talents, and by helping them to build their careers within the group.

3.2.6 Empowerment

OPL -

- A sign of respect of people
- Achieve through powerful mission and transparent process
- Encourage and reward self-confidence and initiative
- Require accountability

3.2.7 Major Therapeutic Areas:

Their marketed product portfolio covers seven core therapeutic areas:

- Cardiovascular
- Thrombosis
- Central nervous system
- Oncology
- Metabolic disorders
- Internal medicine
- Vaccines

3.3 History of Opsonin Pharma Limited

In 1956, Founder Chairman, Late Abdul Khaleque Khan, the successors have already established a number of innovative & import substitute industrial units mainly in the pharmaceutical and related sectors for Industrial development in this country, plant of distilled water has now opened a new horizon in Bangladesh pharmacy industry.

OPL has left behind lots of stairs which is stated below:

- 1956 Partnership business started
- 1962 Manufacturing of injectable
- 1976 Enlisted as private limited company
- 1980 Expanded nationwide marketing & distribution
- 1982 Manufacturing of antibiotic capsules
- 1985 Exports of products to South East Asia & the Middle East
- 1996 Manufacturing of suppositories first time in Bangladesh
- 1997 Manufacturing of soft gelatin capsules
- 2000 ISO 9001 certification
- 2003 Site development and planning for new factory
- 2005 Company name has changed from “Opsonin Chemical Industries Ltd.” To “Opsonin Pharma Ltd. (OPL)”
- 2010 Company was changed from “Opsonin Pharma Ltd. (OPL)” to “Opsonin Group” in the month of June.

3.4 Human Resource Department (HRD)

OPL have more than 4,500 employees which includes diversified professional team like Pharmacist, Chemist, Biochemist, Microbiologist, Engineer, Medical professional, IT

professional, Chartered accountant, cost and management accountant business Graduates, workers at factory which situated at Barisal etc. OPL is committed to develop its Human Resources through continuous Training and development. And also a large sales team comprising of 1663 professionally trained persons.

"OPL does not follow a very descriptive hierarchy – you have transparency at each level, unlike most other organizations, where managers and senior management don't look after their subordinates. Here you feel comfortable talking with your seniors"

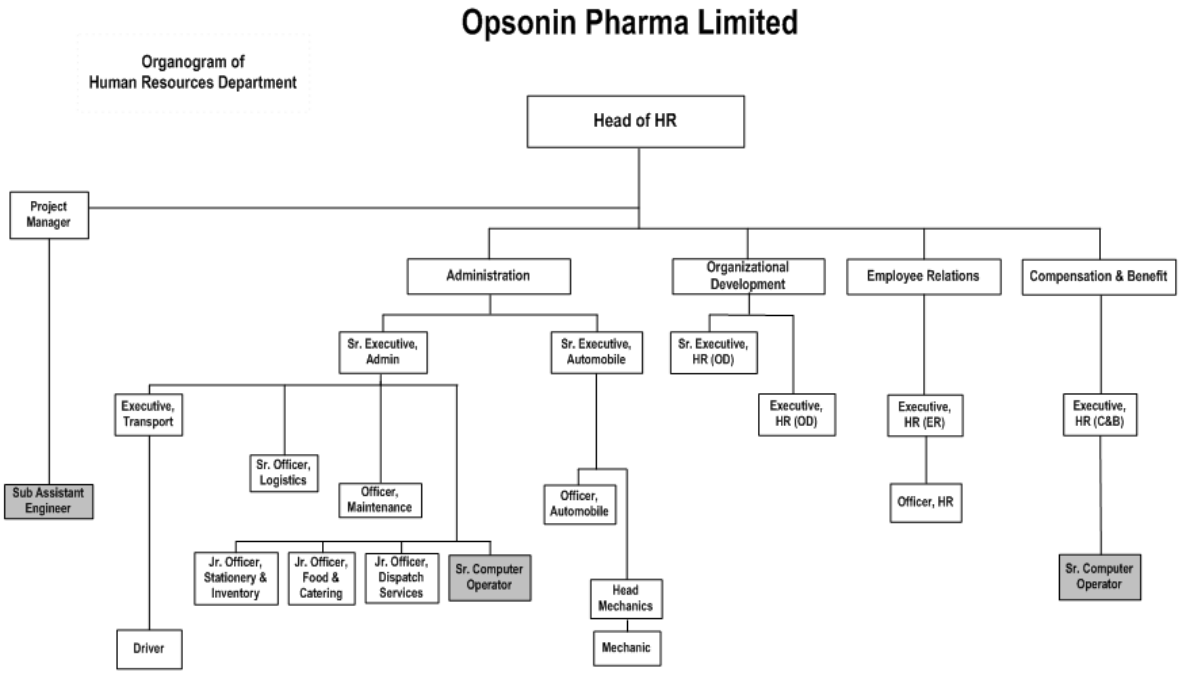


Figure 3: Organogram of HRD

3.4.1 The Mission & Vision of Human Resource Department

The success of Opsonin is based on the quality, motivation and commitment of all employees.

The Mission and Vision of HR are as follow:

- The company has the competencies required for a strong, sustainable and profitable growth.
- Advising and supporting their Managers with expertise while adapting to local culture and to each functions specifically.

They want their social performance to lead the economic performance, they all be recognized as audacious and creative professionals, displaying courage and solidarity while being respectful of the individuals.

3.4.2 HRM activities in OPL

1. **Planning**
    - Creating mission statement
    - Organization
    - Policy formulation

2. **Management**
    - Staff strength
    - Recruitment & selection process
    - Orientation
    - Confirmation
    - Transfer/promotion
    - Leave administration
    - Discipline
    - Salary & wages administration:

- Increment
- Bonus
- Provident fund
- Gratuity
- Welfare :
    a. Insurance
    b. Loans
    c. Grievance handling
    d. Motivation
    e. Counseling
    f. Canteen facilities
    g. Transportation
- Separation:
    a. Retirement
    b. Resignation
    c. Termination
    d. Dismissal
    e. Exit formalities

3. **Development**
    - Appraisal
    - Training
    - Rewards

4. **M.I.S (Management Information System)**
    - Record keeping
    - Reporting
    - Compensation

3.5 Scenario of Recruitment and Selection Process of Opsonin Pharma Ltd.

Employment Policy Statement

The top quality of human resources is the standard in hiring of Opsonin employees. New or available positions open to in-house and outside individuals on competitive basis. In OPL have exists equal opportunities for all irrespective of gender, religions, caste' or creed. However, for some posts, either male or female may be specified to meet the special requirements of the job. Employment of all regular employees requires the approval of Executive Director/Managing Director.

Recruitment Sourcing

Unless otherwise decided by the management, all posts from Junior Officer and above will be normally advertised. But in case of emergency, candidates from pending applications may be interviewed or candidates who were interviewed earlier and put in the panel for future consideration may be considered for employment. Existing employees with appropriate qualifications, subject to specific conditions that may be laid down in this regard, may apply for an advertised post through proper channel.

Short Listing

Short listing of the applicants for a post will be done by the Selection Committee, constituted by the Executive Director, for positions of grade Assistant Manager and above and by Manager of HRD, and for position of grade Senior Executive to Support Staff/Worker, which will include the Heads of the relevant department for which the candidate(s) would be selected or an Officer assigned by him and Manager Human Resources or an Officer assigned by him.

In case of Indirect Recruitment the Selection Process goes through a series of steps.

A set of steps followed by OPL is in figure:

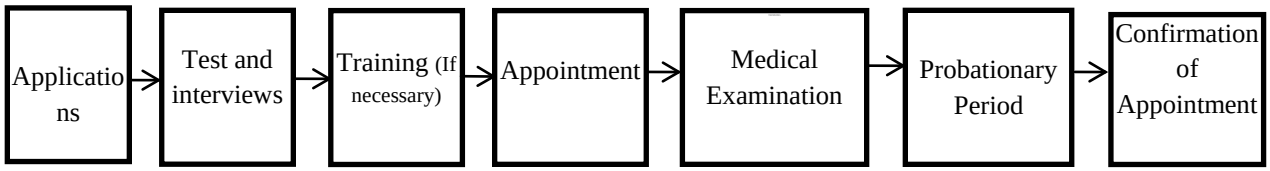


Figure 4: Selection process steps of OPL in case of Indirect Recruitment.

In case of Direct Recruitment the Selection Process also goes through a series of steps.

A set of steps followed by OPL is in figure:

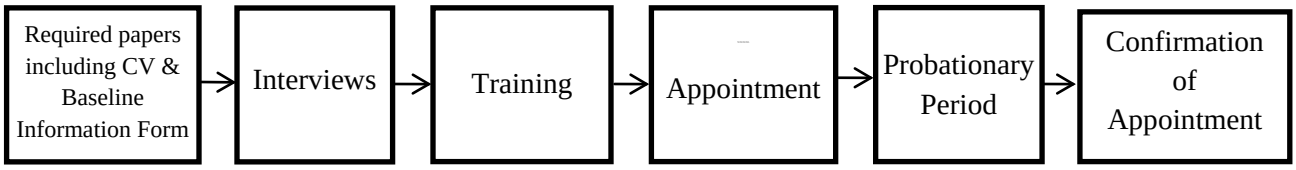


Figure 5: Selection process steps of OPL in case of Direct Recruitment

Reception of CV and Applications

The Employment prospectus is presented honestly and clearly, by the HR employees of OPL. The applicants can submit their applications by mail, by physically appearing at the Head office, or by filling the application form online.

Procedure of CV Screening

Selection criteria of OPL are on the basis of few factors. Applications are assessed against the selection criteria.

These are:

- Educational Qualification (subject, institution, result),
- Candidates Experience,
- Age,

- Skills on the specific field (like oracle/ graphic design).

This is a pre-screening technique by which OPL eliminates the applications that do not fulfill the requirements of the job. After this screening the applicants are invited for tests.

Written or Job Tests

For certain positions like entry level jobs and some mid-level jobs, as decided by the management, candidates short listed may be required to sit for written test and or a practical job related test. Generally the employment tests are aimed at predicting future success in a particular job (Khan, 2008). A variety of tests are used as selection tools. OPL combines intelligence tests and aptitude tests in the form of written tests for selection.

The content of written test questions are varying based on the job positions and source of recruitment. Generally the written test consists of two parts; Multiple Choice Questions (MCQ) part (Close ended) and Descriptive/Comprehensive written part (Open ended). For the written test, the MCQ part combines questions on general knowledge and some of English grammatical rules and translations. Descriptive/Comprehensive written part includes position related theoretical part, analytical problems or critical reasoning (a topic is given and an applicant has to show logic in favor or disfavor, a topic is given and an applicant has to describe it in 200 words), and mathematical problems, an application or letter on a given subject, reading comprehension, translation of sentences from Bengali to English and English to Bengali.

Interviews

Interviews are oral examinations of candidates for employment (Khan, 2008). OPL have different types of interviews based on the job position. Generally situational interviews are conducted for the entry-level and combination of situational and structure interviews are conducted in mid-level job positions.

In the case of entry-level job positions the applicants are asked some general questions, questions on academic background, current national and global issues, problem solving questions

(categorized situational interviews), etc. For the mid-level and top-level job positions applicants are asked some additional structure questions based on the job description.

All the interviews are conducted by the respective selection committee. For entry level selection committee generally situated with HR Executive, immediate supervisor of related department and Head of department and Head of HR join for Mid-level interview panel with them.

The interview panel authorized by the management finalizes its recommendation as soon as the interviews are completed. OPL have a five-point rating scale be used to compare candidate competency relative to the position requirements from 1(very poor) to 5 (very good). (Interview evaluation sheet added in appendix.)

Although Interview is the most important part of selection process in OPL, the appointment committee account other additional information gathered from the supplementary selection techniques used when they making a final decision.

Appointment

All appointments to the post of Grade from Director to Support Staff/Worker require the approval of the Executive Director. All, appointments of the company of any nature must be processed through Human Resources Department.

After final selection, appointment letter(s) will be issued to the candidate(s) (by Managing Director for Director - Vice President, by Manager of HRD for grade Senior Manager -Assistant Manager and by Manager-Human Resources for grade Senior Executive- Support Staff/Worker with a copy of the letter sent to the relevant Head of Department/Department and to Senior Vice President of Finance & Accounts,

- The appointment letter should state clearly;
- The position & grade
- The scale, salary and allowances (if any);
- Income tax deduction information;
- The probationary period (if any);

- The reporting date, time, place and reporting person;
- Notice period required by either party for termination of appointment;
- Validity (duration) of employment offer.

Candidates may be required to provide letter of release from previous employer where applicable.

Medical Examination:

Before taking up the appointment offered by the company, the successful applicant must be certified fit to undertake the appointment by a registered medical practitioner approved by the company. Whilst in service, the company may require an employee to undergo a medical check by a company approved physician. The fees are borne by the company. Medical tests are conducted to ensure physical fitness for the position of the potential employee.

Probationary Period

All regular employees unless otherwise specified in the appointment letter are appointed on probation. Employees undergo a process of assessment during this period. Normally, probationary periods as follows:

Grade	Probationary Period	Probation Extension
Support Staff/Worker – Assistant Manager	6 months	3 / 6 months
Manager and above	3 months	Not applicable

Table 2: probationary period chart

An extension of the 'period of probation is given when in the opinion of the company; the employee is likely to qualify if the probationary period is extended.

During this period, no advance notice is required by the company or the employee for termination of employment/contract. During probation, employees shall not be eligible to avail "Earned Leave He may only avail "Casual" and "Sick Leave".

Confirmation of Appointment

Prior to the end of the Probationary Period, an assessment is mode about the employee's suitability. On successful completion of the probationary period, the Managing Director or Executive Director or the Manager of HRD confirms the employee in his appointment in writing. If not, the employee's probationary period may be extended further in writing or her/his appointment may be terminated.

The appointment shall be subject to the terms and conditions of service of the company and its rules and practices, either expressed or implied, for the time being in force.

In this research report, the research question arises from the Selection Process in case of Direct Recruitment.

4.0 Research Methodology

4.1 Type of Research:

This is an exploratory research. Exploratory research is used when problems are in a preliminary stage and when the topic or issue is new and when data is difficult to collect. This study is based upon only qualitative methods. The reasons behind doing this exploratory research are the selection process is relatively newer policy in the pharmaceutical industry in Bangladesh. Due to time constraints it was not possible to conduct extensive interviews and surveys which could make the research paper more informative. The aim of this exploratory research is to provide significant insight into the situation of the recruitment and selection process of Opsonin Pharma Ltd.

4.2 Data Collection:

Information was collected from two sources.

- Secondary sources of data

The research is aimed towards exploring the contemporary theories & good practices of the recruitment & selection employees in developed countries; secondary data was the main information source.

Data was collected from books, magazines, web sites, going through the records of the organization, etc. It is the data which has been collected by individual or someone else for the purpose of other than those of our particular research study. Or in other words we can say that secondary data is the data used previously for the analysis and the results are undertaken for the next process.

- Primary sources of data

Sources were used to collect the primary data: (a) Semi-structured Interview (b) Participant Observation.

As I am working with the HR team for few days, I could put my on-the-intern experiences in the report. Semi-structured interviews were conducted with Executives, Sr. Executives from the HR department & Head of the sales department as well as supervisor of sales department.

The following diagram shows the sequential steps of the present study:

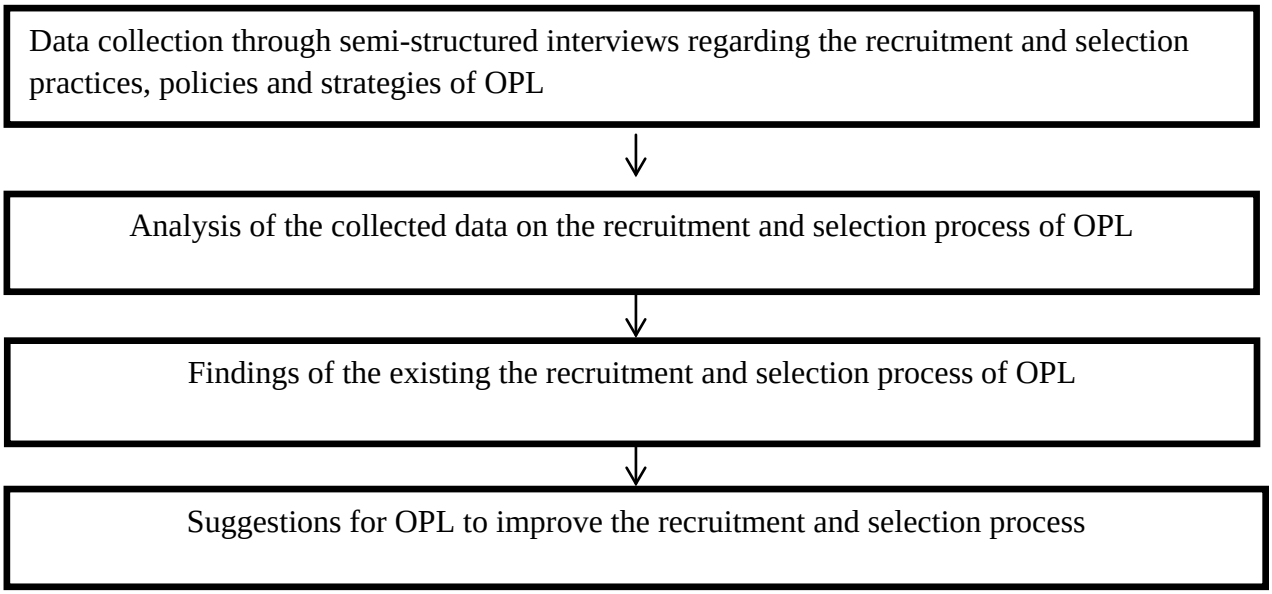


Figure 6: Flowchart for Research Methodology

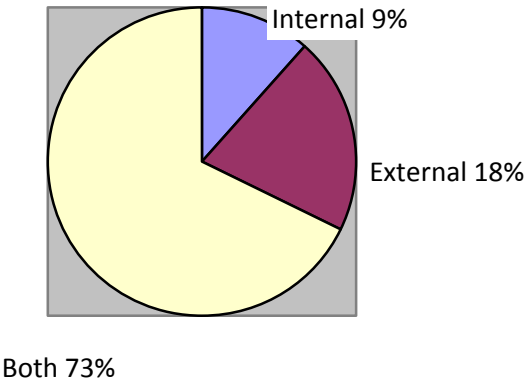
4.3 Sample size:

This study used a questionnaire survey to verify the research question. No of Participants were 30 employees. 25 employees (Managers, Area Managers, Regional Managers, Sr. Executives, Executives, Officers) of Sales Department & 5 employees from HRD. The response rates are high

because of personal interview and acceptable for the type of questionnaire survey method in the academic field of management.

4.4 Data Analysis

Question 1: What are the sources for recruitment and selection?



Outcomes: About 75% of the managers say that they prefer both internal as well as external source for recruitment and selection whereas only 9% go for internal source and 18% go for external sources

Question 2: Which method do you mostly prefer in case of MPO recruitment and selection?

Outcomes: 7 Area Managers, 3 Regional Managers, 8 Executives & 1 Sr. Officer (HRD) says that they prefer direct method in MPO recruitment. On the other hand, 3 Area Managers, 2 Regional Managers, 2 Executives 4 personnel (HRD) say that they strongly don't prefer direct method. They only emphasize on indirect method. Even they appreciate the existing selection process in case of indirect recruitment.

Question 3: Is comprehensive interview taken by Sales Department & HRD for MPO selection?

Outcomes: In case of indirect recruitment method every employees say that a very comprehensive interview is taken by the interview board. According to the company's rules and regulations, an interview panel had to consist of Sr. Executive (HRD), Executive (HRD), Sales Manager & two minimum another assessors.

On the other hand in case of direct recruitment, all Area Managers appreciate this process. But others are not satisfied with this system. In past an interview panel had to consist of at least 2 assessors in head-hunting MPOs (Direct Recruitment) but over 5 years only one assessor is engaged in taking interview of head hunting MPOs.

Question 4: Is background investigation conducted properly or not?

Outcomes: In case of indirect recruitment method, most participants say “yes” but in case of direct recruitment method most participants say “No”.

Question 5: Based on what criteria, the head-hunting MPOs are selected? (For example: Based on product knowledge, Knowledge about marketing or the length of service from another organization.)

Outcomes: 56% of participants emphasize on product knowledge & Knowledge about market both, 30% of participants emphasize on product knowledge & 14% participants emphasize on 3 criteria together.

Question 6: Is there any unfair found in case salary fix up in case of direct method of recruitment?

Outcomes: 78% participants say “Yes”.

Question 7: Does pressure effect selection procedure in direct recruitment?

Outcomes: 70% participants say “Yes”

5.0 Findings and Recommendation

5.1 Findings

- In OPL most of the employees feel that's the HR department is good. About 75% of the employees say that they prefer both internal as well as external source for recruitment and selection.

- Few employees prefer direct recruitment, such as Regional Manager (RM) & Area Manager (AM). In preliminary stage they have the have the power to refer experienced MPOs for recruitment as OPL field force. Fact is they don't have such type of special features to identify right MPOs for the right place. In this situation sales department simply forward the applicant's required papers with base line information form to HRD. I would like to state that preliminary screening is not occurred in case of direct recruitment.

- Based on the statement of the sample employee's comprehensive interview is not taken by the sales department as well as HRD. Here it has been mentioned that RM & AM just refer the MPOs without any preliminary interview and based on the reference of RM & AM sales department just forward those MPOs to the HRD. Also HRD is not conducted any comprehensive interview through a panel board for the head-hunted MPOs final selection.

- Background investigation is not conducted in case of MPOs head-hunting.

- As RM & AM has power to refer experienced MPOs for appointment so they require a plan that "Based on what criteria a MPO can be selected". But there is no very comprehensive plan regarding the criteria.

- For example; X is an MPO who have 3 years' experience & has very good knowledge regarding prescription sharing and others. RM recommended 8000 tk as monthly gross salary. On the other hand Y is another MPO who have only 6 months experience & not very good knowledge regarding product. RM recommended 10000 tk as monthly gross salary. Fact is MPO "Y" is relative of RM. This fact has happened randomly in case of head-hunting. That means, this type of unfair practice is there in case of salary fix up. HRD try to find out this discrimination but in all cases it not captured because only one employee is engaged in this type of task that was 2 in number in past.

- As only one person is engaged in head-hunting MPO appointment so because of huge pressure regarding others official tasks and pressure from sales department sometimes proper selection became tough for HRD.

5.2 Limitation of Study

Some practical problems I have faced during the study period. The limitations of the study are given bellow:

- First of all, the duration of this internship program was not so sufficient for which it has taken long time to be approved by the management committee of the Sample organization.
- It was too much difficult to collect all the information for company's own policy and secrecy.
- Data are collected only through the answer of the unstructured in depth interview, where the chance of bias was so high.
- There was no opportunity to observe all selection process activities of company practically.
- There was also my own lacking experience.

5.3 Recommendation

Some recommendation for further improve of Opsonin Pharma Ltd. existing recruitment and selection process of MPO:

- By taking care of current employees first, OPL can accomplish a couple of different goals. First, OPL will retain more of current employees due to their satisfaction with the company. Second, OPL will create a good learning atmosphere, which will allow current employees to grow and be selected for other opportunities within organization. By creating a healthy internal atmosphere much of recruitment can come from within.

- Fair hiring practices give all applicants equal opportunities to meet the job requirements help to protect against discrimination claims and typically give you the best candidates.

- Open communication and transparency with all applicants on how the hiring process works establish organization as an ethical recruiter and employer image in industry.

- MPO's hiring process should be made based on transparency, task oriented and merits. Design the selection process to deliver the best candidate.

- Using traditional interviews as sole selection tool severely limits ability to make certain of a good hire. Multiple interview steps confirm the consistency of the employee's abilities to fit the job.

- Preliminary interviews are less formalized and planned than the final interviews. The candidates are given a brief up about the company and the job profile; and it is also examined how much the candidate knows about the company. So it helps the employer to hire the best.

- Background checks are also highly important to verify accuracy in a candidate's resume and background. Invested time in careful hiring procedures will save time in the long run by helping to avoid a “bad hire.” All offers of employment should be made subject to satisfactory references.

5.4 Conclusion

This presents the summary of the study and survey done in relation to the Recruitment and Selection in Opsonin Pharma Limited. The conclusion is drawn from the study and survey of the company regarding the Recruitment and Selection process carried out there in all cases as well as particularly in case of head-hunting.

The recruitment process at Opsonin Pharma Ltd. to some extent is not done objectively and therefore lot of bias hampers the future of the employees. That is why the search or headhunt of people should be of those whose skill fits into the company’s values.

Most of the employees were satisfied but changes are required according to the changing scenario as recruitment process has a great impact on the working of the company as a fresh blood, new idea enters in the company.

Selection process is good but it should also be modified according to the requirements and should job profile so that main objective of selecting the candidate could be achieved.

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Appendix

Questionnaire

Organization:……

Designation:…….

Age:…….

Sex:…….

1. What are the sources for recruitment and selection?

☐ External ☐ Internal ☐ Both

2. Which method do you mostly prefer in case of MPO recruitment and selection?

……..……

……..……

……..……

……

3. Is comprehensive interview taken by Sales Department & HRD for MPO selection?

   ……
   ……
   ……
   ……

4. Is background investigation conducted properly or not?

   ☐ Yes ☐ No

5. Based on what criteria, the head-hunting MPOs are selected? (For example: Based on product knowledge, Knowledge about marketing or the length of service from another organization.)

   ……
   ……
   ……
   ……

6. Is there any unfair found in case salary fix up in case of direct method of recruitment?

   ☐ Yes ☐ No

7. Does pressure effect selection procedure in direct recruitment?

   ☐ Yes ☐ No

8. Is there is any change you can recommend you want to give for the improvement of existing selection process?

   ……
   ……
   ……..

Thanks for your cooperation