Thesis Report
on
"Analyzing the Effectiveness of Recruitment and Selection Practices at Pran-RFL Group"

Submitted by:
Dolon Sarkar
ID: MBA2402302017
Program: MBA in Human Resource Management
Major: Human Resource Management
Department of Business Administration
Sonargaon University (SU)

Submitted to:

Department of Business Administration
Faculty of Business

Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of

Master of Business Administration



147/I, Green Road, Tejgaon, Dhaka-1215, Bangladesh.

Date of Submission: 28th April, 2025

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Supervised by:

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Letter of Transmittal

Date: 28-05-25
Naima Khan Tarin
Lecturer
Department of Business Administration
Sonargaon University (SU)
Subject: Submission of Thesis Paper

Dear Madam,

With utmost respect and sincere gratitude, I am pleased to submit my thesis titled **"Analyzing the Effectiveness of Recruitment and Selection Practices atPran-RFL Group"**partial fulfillment of the requirements for the MBA degree under the Department of Business Administration, Sonargaon University.

This thesis journey has been an enlightening and enriching experience. It allowed me to deeply explore how modern technology is transforming human resource practices, particularly in the recruitment and selection process. I have made every effort to conduct thorough research, gather meaningful insights, and present a comprehensive analysis on this timely and significant topic.I genuinely believe that the findings and discussions presented in this paper will offer valuable perspectives on how organizations can effectively integrate technology into HR functions to enhance overall efficiency. I sincerely hope that this work meets your expectations and contributes meaningfully to the academic discourse.

Thank you for your invaluable guidance, inspirationand continued support throughout this academic endeavor. I would be honored to respond to any queries or provide further clarification regarding this research.

Yours sincerely,

Dolon Sarkar
ID: MBA2402032017
Major: Human Resource Management

Declaration

This is to declare that the thesis paper titled **"Analyzing the Effectiveness of Recruitment and Selection Practices at Pran-RFL Group"** has been prepared as a part of the partial fulfillment of the requirements for the MBA degree under the Department of Business Administration, Sonargaon University (SU).

This research was conducted under the guidance and supervision of my respected supervisor Naima Khan Tarin, Lecturer, Department of Business Administration, Sonargaon University (SU). Her valuable support and instructions have helped me complete this work successfully.

I further declare that this thesis has not been submitted anywhere else for the purpose of awarding any degree or certificate.

Yours sincerely,

Dolon Sarkar
ID: MBA2402032017
Major: Human Resource Management
Department of Business Administration
Sonargaon University (SU)

Certificate of Supervisor

This is to certify that the thesis report titled **"Analyzing the Effectiveness of Recruitment and Selection Practices at Pran-RFL Group"** has been prepared as a part of the completion of the MBA program from the Department of Business Administration, Sonargaon University (SU). This thesis has been carried out by Dolon Sarkar, bearing ID: MBA2402032017, under my supervision. I hereby confirm that the report is the original work of the student and has been completed under my guidance. The report or its contents will not be used for any purpose other than academic requirements.

Naima Khan Tarin
Lecturer
Department of Business Administration
Sonargaon University (SU)

Acknowledgment

I would like to extend my deepest sense of gratefulness from the core of my heart to the Almighty, the most merciful Creator of the universe. The most powerful and generous One has provided me with the strength and self-confidence to conduct this study with honesty and dignity.

This research was conducted for academic purposes under the Department of Business Administration, Sonargaon University. The study allowed me to explore new dimensions in the field, and I am sincerely thankful to the department for granting me this wonderful opportunity.

I am most grateful to my respected supervisor, Lecturer Naima Khan Tarin, for her invaluable guidance, encouragement, and constant motivation throughout the entire thesis process. Her insightful suggestions and unwavering support were the pillars of strength during moments of doubt. Without her relentless supervision, this thesis would not have been possible.

Lastly, I want to express my heartfelt thanks to everyone who supported me during the data collection phase by sharing their valuable time and information. Through the contributions and sacrifices of so many, I was able to complete this research successfully. Once again, thank you all.

Abstract

This study investigates the recruitment and selection process of PRAN-RFL Group, one of the leading industrial conglomerates in Bangladesh. The objective is to evaluate the effectiveness, fairness, and strategic alignment of the current recruitment practices with the organization's overall goals. Using both qualitative and quantitative approaches, the research gathers data from HR and non-HR personnel through structured questionnaires and Likert scale evaluations. Key factors examined include process duration, bias elimination, cost-efficiency, clarity, and candidate suitability. The findings reveal that while the recruitment process is generally seen as goal-oriented and cost-effective, there are notable concerns regarding clarity, applicant hassle, and manpower sufficiency within the recruitment division. The study concludes with recommendations to streamline the process, adopt modern recruitment technologies, and enhance departmental capacity to attract and select top talent more efficiently.

Table of Content

SL. No.	Particulars	Page No.
Title Page		I
Letter of Transmittal		II
Student Declaration		III
Acknowledgment		IV
Abstract		V
Table of Content		VI
Chapter-01	**Introduction**	01-06
1.1	Introduction	01
1.2	Background of the Study	02
1.3	Origin of the Report	03
1.4	Objectives of the Report	04
1.5	Statement of the Problem	05
1.6	Methodology of the study	06
1.7	Limitations of the study	06
Chapter-02	**Literature Review**	07-08
2.1	Literature Review	08
Chapter-03	**Organizational Overview**	**09-21**
3.1	Overview of PRAN RFL	9-11
3.2	History	12
3.3	Industries & Corporate Offices Of Pran-Rfl Group:	13-14
3.4	Organogram Of Pran-Rfl Group	15-16
3.5	Products of PRAN	17-18
3.6	Product position	18-21

Chapter 1

Introduction

1.1 Introduction

Recruitment and selection are two of the most important and critical functions of Human Resource Management (HRM). These processes directly influence the quality of the workforce within an organization, which in turn, has a significant impact on organizational performance. Recruitment refers to the process of attracting a pool of qualified candidates for a job, while selection is the process of evaluating and choosing the most suitable candidates from the pool. The effectiveness of these processes is essential for any organization to succeed in today's competitive business environment. A well-executed recruitment and selection strategy ensures that the organization hires individuals who not only possess the required technical skills but also align with the organization's culture and values.

In the context of Bangladesh, **PRAN-RFL Group** stands as one of the largest and most successful industrial conglomerates. The company's operations span a wide range of sectors, including food and beverages, plastics, electronics, and agriculture. As PRAN-RFL Group continues to expand both locally and internationally, the need for skilled and capable employees has become even more pressing. The company's recruitment and selection process plays a pivotal role in its growth, ensuring that it attracts and retains talented individuals capable of contributing to its success.

The recruitment and selection process at PRAN-RFL Group is crucial, as it helps identify the right talent for its diverse operational needs. Given the company's large workforce and varied business units, having an efficient and strategic approach to recruitment is essential for maintaining operational excellence and achieving longterm success. Furthermore, with the increasing competition for skilled labor in Bangladesh, companies like PRAN-RFL Group need to continuously adapt and refine their recruitment strategies to ensure they are attracting the best candidates. This thesis aims to explore the recruitment and selection process at PRAN-RFL Group by examining the company's strategies, methods, and criteria used for attracting and selecting employees. The study will investigate the effectiveness of these practices in terms of ensuring the right fit for both the employees and the organization. Additionally, the research will identify any challenges faced by the company in the recruitment and selection process and offer recommendations to improve its strategies.

Through this study, I aim to bridge the gap between theoretical HRM concepts and practical application within a large-scale business environment. This research will also contribute to the body of knowledge in the field of Human Resource Management by providing insights into the recruitment and selection practices of a leading organization in Bangladesh.

1.2 Background of the Study

The process of recruitment and selection is one of the most important functions within Human Resource Management (HRM) as it determines the quality of employees within an organization. This process is critical for ensuring that organizations can attract and retain the most competent individuals who align with their strategic goals

and organizational culture. For businesses like PRAN-RFL Group, which is one of the largest and most diversified conglomerates in Bangladesh, having an effective and efficient recruitment and selection process is key to its sustained success and competitive advantage.

In the context of the MBA program at Sonargaon University, understanding HR practices, especially recruitment and selection, is essential for developing the knowledge and skills required for strategic HR management. As part of the MBA curriculum, students are required to complete a] thesis on a relevant topic, and I chose to focus on the recruitment and selection process at PRAN-RFL Group. By conducting this research, I aim to gain a deeper understanding of the recruitment and selection strategies employed by the company, as well as to contribute to the body of knowledge in the field of Human Resource Management.

During the course of the thesis, I reviewed the company's recruitment methods, analyzed its selection criteria, and explored the challenges the company faces in attracting and retaining the right talent. This research is based on real-world observations and primary data collected from within the organization.

1.3 Origin of the Report

This thesis report has been prepared as part of the requirements for the Master of Business Administration (MBA) degree at Sonargaon University. It is being completed under the supervision of Naima Tarin Khan(Lecturer) Sonargaon University.

The title of this report is "Recruitment and Selection Process of Employees: A Study on PRAN-RFL Group of Industries." As part of the thesis project, I selected PRANRFL Group as the subject of my study. The company is well known for its diverse industrial portfolio and significant contributions to the economy of Bangladesh. The research provides an in-depth analysis of the company's recruitment and selection processes.

The goal of this research is to bridge the gap between theoretical knowledge and practical experience by applying HR concepts in a real-world organizational setting. By studying PRAN-RFL Group’s HR practices, this report seeks to shed light on the strategies, challenges, and effectiveness of the company’s recruitment and selection procedures. The findings of this study will contribute to the existing literature on HR practices in large organizations, particularly in the Bangladeshi context.

Broad Objective:

Broad objective of the report is to apply my learning in the area of Human Resources so that I gain significant practical and understand the nature and importance of recruitment and selection process and identify the various strategy which they are use for their employees while recruiting and selecting them.

Specific Objectives:

- To study the recruitment and selection process and methods used in PRAN- RFL Group.

- To coordinate the theories of recruitment and selection process in a real life Situation.
- Delineate the different stages in a recruitment and selection process and describe each step.
- To assess and evaluate the existing recruitment and selection strategies.
- Identify strengths and weaknesses of existing recruitment and selection strategies of PRAN- RFL Group.

1.4 Statement of the Problem

After giving utmost effort to prepare the report, there are some limitations of the Study. Such are as follows-

1. Lack of available time to review all relevant literatures. So, the limited review of literature may affect the basic issues and concerns
2. Limited number of samples, such as interviewee and respondents. Due to limited time and financial resources, the researcher has carried out interview and survey with small number of sample size. Thus, data collection was affected by limited number of samples.
3. Concern of ethical issues, such as confidentiality, privacy and informed consent. The validity of the research findings may be questionable because of different ethical issues. For instance, the researcher has conducted telephone interview and postal survey, so there may have false data and thus it can affect the valid conclusions on research topic.
4. Some respondents of the survey failed to response properly due to their work pressure during the survey.

1.5 Methodology of the study

The study is mainly an exploratory one and survey method used to collect information from primary sources. I have used random sampling method to collect data. Total population size is 40,000 employees and I made a sample survey on 21 employees. In addition, related secondary information collected for research purpose. The primary data has been collected from face to face interview, and the secondary data has been collected from their annual reports and from web sites.

1.5.1 Primary Sources:

- Personal observation of the process.
- Informal interview with the employee

1. 5.2 Secondary sources:

Secondary data are collected from Internet, different published articles, books, prospectus, journals, other publications and written information provided by the company. For collecting data from secondary sources, go through various web sites.

- Annual report of PRAN Group
- A brief on staff of PRAN Group ➢ Various document of the company ➢ Website of PRAN Group.

1 .6 -Limitations of the study

There were some problems while I was preparing this report. A wholehearted effort was applied to complete the report and to bring a reliable and fruitful result. In spite of having the wholehearted effort, there exits some limitations, which acted as barrier. The limitations were:

1. Confidentiality is the main problem; as a result some confidential facts were not sufficiently disclosed by the respective personnel.
2. Lack of available up-to-date information.

3. Only few days' internship's experience is not enough to find out all the pros and cons of such a vast project.
4. The employees of Pran- RFL Group had no eagerness to supply more information because of extra hardness.
5. As because Pran- RFL Group is a large Company; it is very difficult to understand each and every aspect of its operation within a very short period of time.
6. Lack of previous practical experience in this concern, as I cannot accumulate all the relevant facts.
7. Lack of larger amount of data has been collected.

Chapter 2
Literature Review

Literature Review

With respect to the leather industry of Bangladesh, both foreign & national experts under lock some studies. Some of the notable ones are:

Secured Investment: H. L. Paul, A. P. M. Antunes, A. D. Covington, P. Evans and P. S. Philips (2012)said that developed countries are treating Bangladesh's leather sector as secure for investment. However, the sector has a rather constrained demand structure in the domestic market due the limited national purchasing power. Nevertheless, industry insiders are expecting a growth in the domestic market in consideration of the fact that approximately 10% of Bangladesh's total population (around 15 million) is estimated to have an income level comparable to that of the developed countries. Hence, there appears to be a large unexplored domestic market for footwear and other leather products for Bangladesh with an estimated demand for 30 million pairs per year. The footwear sub-sector of Bangladesh earned revenues in excess of US$250 million in 2010-2011. The European Union (EU) is the biggest destination for footwear exports with a 60% share, followed by Japan with 30%, and the rest of the world accounting for 10%. Bangladesh has only a 1% share of the world footwear market. Bangladesh's leather sector is deemed competitive because of its low labor cost differentiation, local availability of hides and a favorable business environment. This is complemented with the existence of organizations and institutional arrangements like the Export Processing Zone (EPZ) *etc.* and duty free access to major international markets. There are about 49 300 tones of solid waste generated every year from tanneries in Bangladesh. The government should try to facilitate growth in industries which can use these wastes to make other value added products. A by-product manufacturing unit (chrome and protein recovery) and energy generation could be useful options. Bangladeshi leather products will have no access to developed countries, including those of European Union if the government fails to set up the CETP by June 2014. The industry in Bangladesh as a whole, faces considerable concerns with regard to endof-life, recycling and re-use of leather and leather products. To make progress, the Government is keen to relocate tanneries from Hazaribagh to Savar, this gives the unique opportunity to adopt sustainable practice in a suitable environment.

Chapter 3
Organizational Overview



3.1 Overview of PRAN RFL:

PRAN-RFLis a conglomerate company. It is the largest agro food processor and food exporter of Bangladesh. Our economy is based on agriculture and PRANs target is to develop our sector. They are trying to create more demand for agro product, produced by our farmers. Proper training & financial support for our poor farmers could produce more agro products. They are trying to enlarge contact farming. In the other side employment is created by food processing plant of PRAN. Their view is to create more employment to eliminate poverty. Their target is to make their product available to every corner of our country so, every customer get the right to consume. They export their products more than 77 countries in the world and earning a lot of foreign currencies to our country. PRAN is trying to accelerate their global market position rapidly.

PRAN-PRAN Group was born in 1980. Keeping in view the corporate mission of the Group they have over the years diversified their activities in several areas. PRAN's biggest asset is their competent team of hands on managers and dedicated employees. PRAN is Bangladesh's largest grower and processor of fruits and vegetables. Their contract growers cultivate the choicest fruits and vegetables. Their contract growers cultivate the choices fruits and vegetables which are processed in their modern and hygienic factories to highest quality & international standards.

RFL-RFLstarted its journey with Cast Iron (CI) products in 1980. The initial main objective was to ensure pure drinking water and affordable irrigation instruments for improved rural life. Today the company has its wide ranges of CI products like pumps, tube wells, bearings, gas stoves etc and has achieved the prestige as the largest cast iron foundry and light engineering workshop in Bangladesh. With a vision to serve the common people of Bangladesh with quality necessity products, RFL diversified its operation into PVC category in 1996 & in Plastic in 2003. At present it is market leader in all these three sectors Cast Iron, PVC & in Plastic Sector in 2003. At present it is market leader in all these three sectors-Cast Iron, PVC & Plastic in the country. Sizeable amount is also exported to different countries.

3.2 History:

Actually PRAN was formed in 1980 by present CEO mej.G(rid) Amjad khan Chowdhury & RFL was founded in 1980. In 1981 they were merged and started their group named PRAN-RFL group. Now They are one of the largest groups in Bangladesh.

MEANING of PRAN-RFL- PRANmeans program for rural Advancement Nationality. RFL stands for Rangpur Foundry Limited.

PRAN'S VIEW- Development of Rural & Agricultural sector of Bangladesh.

PRAN'S MISSION: Poverty and hunger are curses.

PRAN'S AIM- To generate employment and earn dignity and self respect for our competitor.

PRAN'S VISION- Improving livelihood

TYPE OF COMPANY- conglomerate Company. Manufacturing and food processing.

EMPLOYEE - 40,000 **INDUSTRIES** - 6

3.3 Industries & Corporate Offices Of Pran-Rfl Group:

PRAN Company is careful and very much sincere about their products. They maintain high quality and international standard in manufacturing their products. To satisfy their customers and to deliver them what they want. PRAN-RFL drives through a process which is modern, scientific and healthy at the same time. They collect the best row materials and in their industries through the combining effort of man and machine PRAN-RFL produce their supreme products.

In 1981 when PRAN-RFL merged together, there was a brand new start of their journey. Now PRAN-RFL is one of the largest company in Bangladesh and they have six industries across the country.

List of industries:

1. Ekdala, Natore
2. Ghorashal, Narshingdi, Polash
3. Kaligong, Gazipur

4. Adamjee EPZ 5. Rupgonj, Narayangonj.

6. Kellabond, Rongpur.

PRAN-RFL also has 5 rented industries in different location in Bangladesh, where they also run some of their production functions temporarily.



Corporate Office

PRAN-RFL has corporate office which is in middle Badda, controlling all the functions of the company. There are a huge number of sells office and center all over Bangladesh.

Address of corporate office:

PRAN-RFL CENTER,

105, MIDDL BADDA,

DHAKA-1212
BANGLADESH, GPO BOX-83
TEL:+880-2-8819209 EXT. -271 MOBILE:
01912-257289 FAX-880-28837464
E-mail- hrm19@prangroup.com
Web: www.pranrflgroup.com



3.4 Organogram Of Pran-Rfl Group:

C.E.O (CHIEF EXECUTIVE OFFFICER

M.D. (MANAGING DIRECTOR)

D.M.D. (DEPUTY MANAGING DIRECTOR)

DIRECTORS

E.D. (EXCUTIVE DIRECTOR)

C.O.O. (CHIEF OPERTING OFFICER)

G.M (GENERAL MANAGER)

A.G.M (ASSISTANT GENERAL MANAGER)

S.M (SENIOR MANAGER)

MANAGER

D.M. (DEPUTY MANAGER)

A.M.(ASSISTANT MANAGER)

S.A.M (SUB ASSISTANT MANAGER)

Other Information

- The CEO of PRAN-RFL group is Mej. G. (rtd,) Amzad Khan Chowdhury.
- The DMD of PRAN-RFL group is Ahsan Khan Chowdhury.
- There are 5 directors, ED and 20 coo

Total Employee Of

PRAN- RFL Group puts a lot of importance on their employees. They always try to recruit efficient, dedicated, creative and hardworking employees for their organization. Equal opportunity is given in both male and female workers. Their recruitment structure is very developed and fair, so that they could build a strong team of employees. After the recruitment PRAN-RFL provides them proper training to develop working skills, good salary, commission on the profit, reward among the best employees and many more. They consider the employees as asset. From one example about their responsibility is; they always try to give salary before 29th day of the month, so that the employees don't have to suffer from any kind of financial problem. There are a huge amount of employees in PRAN-RFL group. The number of employee details is given below:

1. General workers-28,000
2. Overall workers-40,000
3. Current workers-28,000
4. Factory workers-20,000

5. Sales workers-8,000
6. Corporate employess-2000

In the other side in management pyramid:

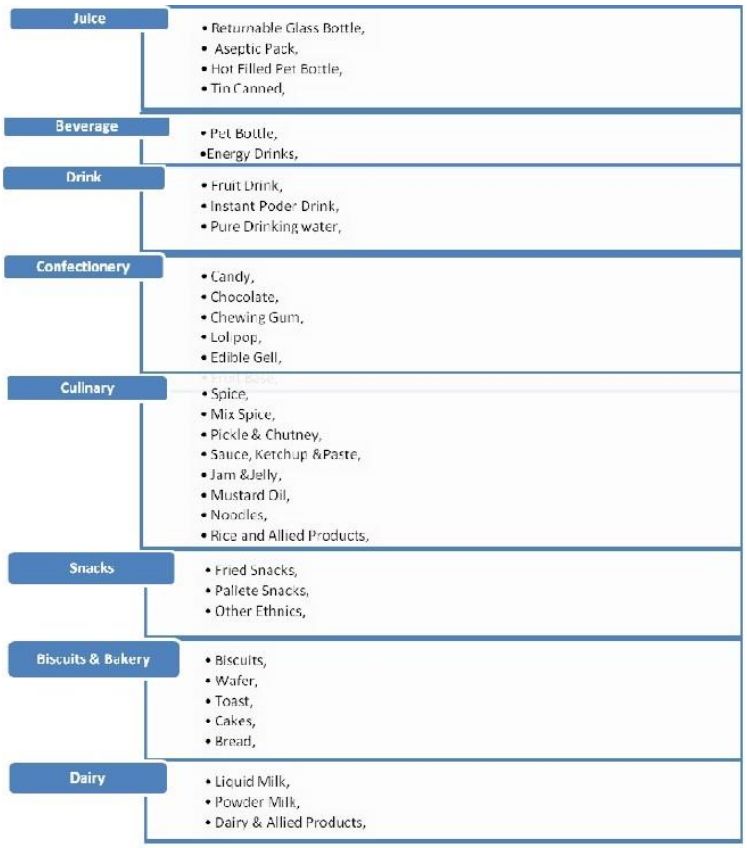
1. Top level management -2000 employees including the CEO Major General (rtd.) Amjad Khan Chowdhury.
2. Middle level management -8,000 employees
3. Supervisory and worker level -30,000 workers.

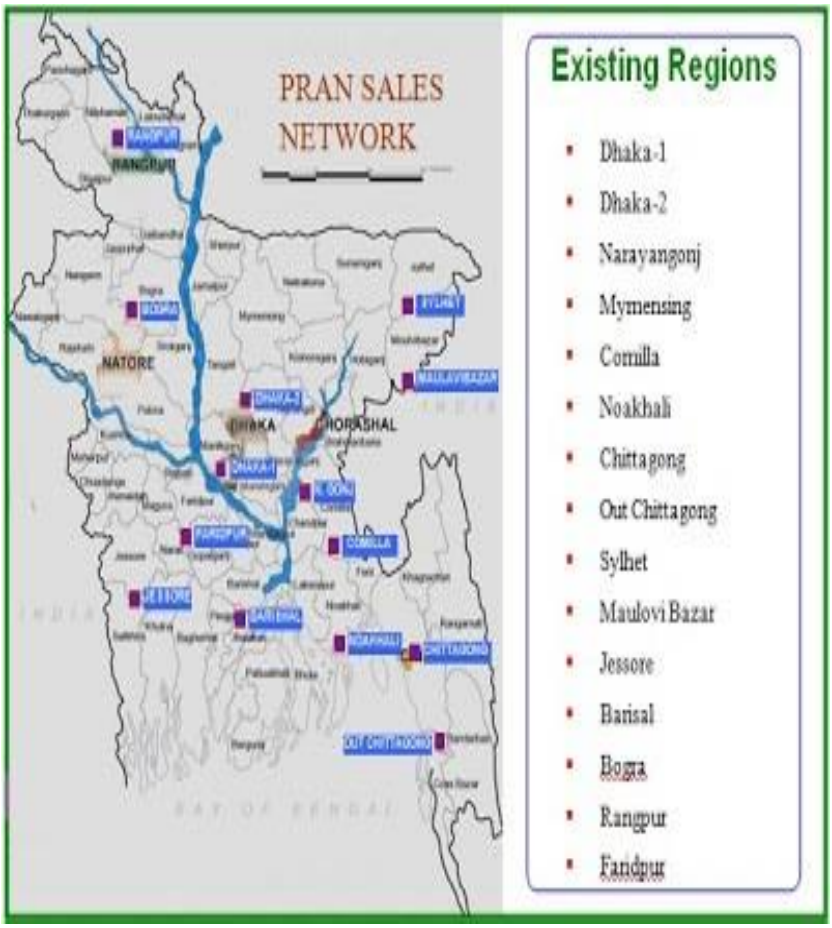
3.5 Products of PRAN



Pran's products can be categorized under a few categories, such as, Juice, Drinks, Snacks, Confectionary, Dairy, Beverages and winery products. Their juices come in a great variety of quality packing in eight different flavors; orange, mango, lemon, litchi, pineapple, mango-pine, guava and fruit cocktail, offers collection of refreshing choices.

From purified natural drink to processed fruit drink, Pran-RFL provides a wide range to many alternatives for quenching the thirst. In their winery section, they offer a wide range of products from tea, spices, pickles, chutney, sauce and ketchup, rice products, mustard oil, semai and molasses, etc. Pran snacks products are variously flavored consisting of biscuits, potato crackers and mini snacks





3.6 Product position

In this journey of 32 years PRAN has come up with some really good products which are high in quality and supreme in standard. Now PRAN has almost 422 product available in marketplace. All the goods of PRN are Halal. Products of PRAN are authorized by ISO: 9001:2012, Haccap (Hazard analysis critical control point) and Halal.

Pran places great importance on hygienic manufacturing processes. This encompasses everything from choosing quality materials to the use to storage facilities and careful monitoring of products using electronics sorting. Skilled ands experienced personnel select finished products which are then examined in a laboratory to verify their quality and to check for residual substances both before and after the production process.
As PRAN gives highest priority in marinating international standard and quality in there products, why they are conquering the best position in Bangladesh and also into international market in some cases.

Product position on PRAN in Bangladesh and in international market-

Products	Position in Bangladesh	Position : Internationally
Juice	1	28
Beverage	1	N/A
Culinary	2	15
Dairy	2	18
Plastic Product	1	N/A
Metal Tolls	2	N/A
Metal Pipes	1	N/A
Snacks	1	22
Lift & Escalator	1	N/A
Generator	1	N/A

Export :

PRAN, the largest exporter of processed food from Bangladesh, had a vision of creating a huge demand globally of those agro based products produced native farmers of Bangladesh. Starting successful journey to export market in 1996.

Export inception PRAN started in 1991 and the first export country in France. PRAN Currently exports there products to 300 million people (Approximately) of majored

Some export countries of PRAN products are-

Asia	Europe	Africa
1. Pakistan	1. France	1. Egypt
2. India	2.Spain	2. Senegal
3. Nepal	3. Germany	3. Also many countries
4. Bhutan	4. England	
5. Afghanistan	5. Scotland	

4.7 Major Exporting Products

Fruit Juices, Fruit Drinks Instant Powdered Drinks, Pickles, Canned Fruits & Vegetables,

Extruded & Fried Snacks, Tea, Aromatic Rice, Puffed Rice, Flattened Rice, Jam & Jelly,

Plain Spices, Blended Spices, Mustard Oil, Mineral Water, Dehydrated Fruits, Tomato Ketchup / Sauce, Toffees, Candies, Bubble Gum, Biscuits & other confectionery etc.

Chapter 4
HRD In PRAN RFL Group

4.1 The Human Resource department

An organization success depends on its human resources. No matter how much an organization invests on other assets, if its human resource does not have the competence then the organization will be unsuccessful. Even when deciding on which fixed assets to invest, any organization goes through many industries. Therefore, when it comes to human resource it has to be even more careful. Pran- RFL group also consider their employees as their best asset. They have their own human resource department with a strong management system. They give values to their employees' creativity and innovation to get best output

in return.

4.2 Objective:

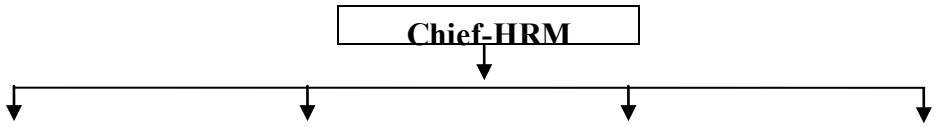
The objectives of Human Resource Dep]artment are-

1. Recruitment policy and procedure
2. Conformation policy and procedure
3. Placement of employees
4. Human Resource Development
5. Organizational structure review and modification
6. Career planning
7. Hiring and firing
8. Job description preparation
9. Conducting appraisal at the end of each year
10. Induction, Attendance and leave
11. Maintaining and developing employees personal files
12. General services
13. Safety-security

14. Welfare activities for employees

4.3 HRM Department in PRAN-RFL Group

In order to make HRM become more strategic in PRAN-RFL Group, management has reduced most of the administrative and paperwork from HRM that might holds HRM back. PRAN-RFL has organized HRM function as follows:-



RECRUITMENT SECTION	PERSONNEL SECTION	TRAINING SECTION	QMS & OD SECTION
•Develop method & Strategy for recruitment process • Develop method & Strategy for selection process • Conduct the recruitment & selection process • Making employment offer • Ensure the probable best fit for person-job & person organization	•Make Appointment & confirmation • Posting, Transfer, Promotion, Termination, Resignation & Separation • Taking Disciplinary action as per instruction • Compensation and benefits • Payroll preparation • Calculation of Bonus, deduction & incentives & leave encashment • Attendance and leave record	•□Assess Training need of the Group and develop training strategy • Prepare lesson plan and training module • Arrange training in all areas including General Management, Sales, Factory staff etc. • Conduct training classes • Obtain Training feedback, and analyze result	•Develop and revision of policy regarding ISO/HACCP/HALAL with the direction of management • Follow-up-works of ISO/HACCP/HALAL • Maintain ISO/ HACCP/ HALAL related documents • Conduct ISO internal audit & review process • Internship management • Prepare/revise/update Job Description and Organ gram as required

	• Make Annual appraisal		

4.4 Recruitment and Selection Process in PRAN-RFL:

PRAN-RFL is looking for top-caliber people who want the flexibility and resources to grow in their career. If someone is that kind of person who has always stood out, they offer a place where one can continue to excel. PRAN-RFL has thousands of diverse people from different cultures and backgrounds working in a variety of different jobs in different fields

- Merit is the sole criteria for selection.
- Attitude is given as much weight age as functional competencies.

- Panel interviews comprising of Functional Head & HR Head.
- Sources for recruitment are through campus, consultants, employee referrals, internal job postings and the internet.
- All positions involve written tests.
- Antecedent verification is an integral part of our recruitment process.
- Medical fitness is pre-requisite for all positions.
- They are an equal opportunity employer and do not discriminate on the basis of race, community, religion or sex.

4.5 Recruitment process:

A responsibility for recruitment usually belongs to the HR department. This department works to find and attract capable applicants. Job description and speciation provide the needed information upon which the recruitment process starts. The functions of the recruitment section of PRAN-RFL are given below:

- Need Assessment
- Defining the position description
- Checking the recruiting options
- Advertisement
- Screening and Short – listing Applications
- Written test
- Selection interview (3 – tier)
- Employment decision (Application Bank)
- Offer letter
- Orientation / Induction

4..6 Source of Recruitment:

Bangladesh is done in four ways depending on the job category of the vacant position. Therefore, the recruitment process of this organization is classified into four types, which are done based on the job grade/ group. These are as follows:

- Entry-level management
- MT (Manager Trainee)
- Mid or / and senior level management
- Graded staff / Non- management staff

There are two most important sources that have been followed by PRAN-RFL.

1. Internal Source.

2. External Source.

Internal Source:

There could be a person competent for the required job working within the organization. If there is, the existing manpower is then shuffled to place the selected person in the new post. If there is no such person inside the company, then the management goes for the second step.

Job-posting programs:

HR departments become involved when internal job openings are publicized to employees through job positioning programs, which informs employees about opening and required qualifications and invite qualify employees to apply. The notices usually are posted on company bulletin boards or are placed in the company newspaper. Qualification and other facts typically are drawn from the job analysis information. The purpose of job posting is to encourage employees to seek promotion and transfers the help the HR department fill internal opening and meet employee's personal objectives. Not all jobs openings are posted .Besides entry level positions, senior management and top stuff positions may be filled by merit or with external recruiting. Job posting is most common for lower level clerical, technical and supervisory positions.

External Source:

After considering above option, the company goes for external recruiting if needed. Those who best meet the skills, qualifications, experience and competencies required for the position should fill vacancies. Therefore, if there is no candidate within PRAN-RFL, who is suitable for the role, external advertisement should be placed to attract the potential candidates followed by the selection procedures.

Advertisement:

The Company gives advertisement in national dailies to attract the talents from the market. PRAN- RFL puts two types of advertisements in the newspapers. It sometimes keeps the identity concealed in the ads, mentioning a GPO BOX number only. The purpose of the concealed identity is to avoid the unwanted pressure from the stakeholders for the employment of their desired candidates. But this way the company may lose the talents out there in the market who would have applied for the same post had they known the name of the organization. This is why the company kept the identity open in their recent job advertisement when the quality of the candidate was a very important factor to consider. By revealing the BPL identify, the company attempts to attract the best potentials among all the others.

Employee referrals:

Employee referral means using personal contracts to locate job opportunities. It is a recommendation from a current employee regarding a job applicant. The logic behind employee referral is that "it takes one to know one". Employees working in the PRAN-RFL, in this case, are encouraged to recommend the names of their friends working in other organization for a possible vacancy in the near future.

Employment Agency:

An agency finds and prescreens applicants, referring those who seem qualified to the organization for further assessment and final selection. PRAN- RFL also takes help from such employment agency. They post their job vacancies on job portal like: BD jobs, BITAC.

Walk-ins and Write-ins:

Walk-ins are some seekers who arrived at the HR department of BPL in search of a job; Write-ins are those who send a written enquire .both groups normally are ask to

complete and application blank to determine their interest and abilities. Usable application is kept in an active file until a suitable opening occurs or until an application is too old to be considered valid, usually six months.

Consulting the CV Bank:

The unsolicited applications stored in the data bank are consulted. If the quality of a person matches with the requirements mentioned in the position description, then he / she is called for interview. If not, then the third step is followed.

4.7 Selection Process:

Selection is the process of gathering information for the purpose of evaluating and deciding who should be employed in particular jobs.

4.8 Screening and Short-listing Applications

The responses to the advertisements are sorted and screened. The CVs as well as the Covering letters are judged. In the covering letter, the style and language of writing, the emphasis put on the areas asked for tin the advertisements and the quality of the letter (whether it is specifically tailored to the advertisement or just a standard response) are the aspects that are judged. Different weights are assigned to the selection criteria mentioned in the man specification depending on their relative importance. (For example, educational institutions like IBA, BUET are given the highest weight among the local ones and the foreign universities of UK, Australia, etc. are put at par with the best of the country). Based on the presence of these factors to the desired extent (experience, educational degree, computer literacy, etc) the cumulative weights for all the applicants are counted and the short list of a sizable number of the top most candidates is generated.

However, the HR officials also study the CVs with the respective line manager to check whether any valuable deciding parameter is missed that are mentioned in the CVs. Then the candidates selected in the short list are called for the written test.

4.9 Written Test

Written test is a regular part of the normal recruitment process. It is conducted as and when required. Previously no written test was taken for the management employee; the applicants had to go directly through the interview process. After the introduction

of the manager trainee program, the written test before the interview process has proved to be effective and a useful tool to select the desirable candidates. The written test includes psychometric test, test on behavioral competency, and written test on communication skills. The candidates are called for the preliminary (first) interview based on their performance in the written test.

4.10 Selection Interview

The interview process is a three-tier one. A preliminary interview is conducted which follows the "elimination method". After that, the second interview takes place with a very few number of candidates. Then they finally selected person is called for the final interview. The interview time is kept convenient for the candidate especially if s/he is working elsewhere at the time of interview. In that case the chosen time is after the business hour or in any holiday.

4.11 Reference Checks

Reference checks allow obtaining information and opinions regarding the person's character, quality of the work and suitability for the position. It is an opportunity to validate the information received from the candidate via their resume and the interview. Speaking to the candidate's manager or other people whom they have worked with should also check internal candidates. The opinion of a referee who has worked can for an extended period is likely to be more accurate than the assessment from one to two hours of interviewing.The candidate's immediate supervisors are needed to be contacted. Permission should be obtained to contact the candidate's referee especially if their current employer is contacted. It is not unusual for a candidate to be uncomfortable with the organization's speaking to a current employer. If they are uncomfortable, an alternative person other than the current employer has to be chosen by the candidate (work colleague, for example). Unless the candidate is a graduate or school leaver with no prior work experience, only contact work related referees should be contacted. At least two reference checks should be done, however the more the better. There is a sample reference-checking guide that is more or less followed. It is important to prepare a reference check guide that asks the referee about the key skills, competencies and experience required for the position. Reference checks need to be done by line manager or personnel of the HR department. During the interviews, the candidates would have given some examples of incidents, tasks or

projects that can be asked about. The referee should be asked what the candidate did in those examples, which ascertain whether the information received from the candidate is consistent with that of the referee.

4.12 Employment Decision

If the candidate has no problem with the stated terms and conditions of the job and the organization mentioned and discussed in the final interview, s/he is offered an application blank. The application blank is a standard format of employeeinformation that includes all the information the organization needs regarding the personnel. The candidate has to fill this blank and submit this to the company along with a CV.

4.13Offering the Role:

Once the above activities are done, the candidate is given an offer letter specifying the salary package, job responsibilities, utilities that will be provided by the organization. Even at this stage the selected candidate has the chance to withdraw her/himself from the job offer. S/he is always free to discuss whatever difficulty may arise regarding pay structure/ facilities, etc. the door of HR is kept open for any sort of relevant discussion.

•Verbal offer:

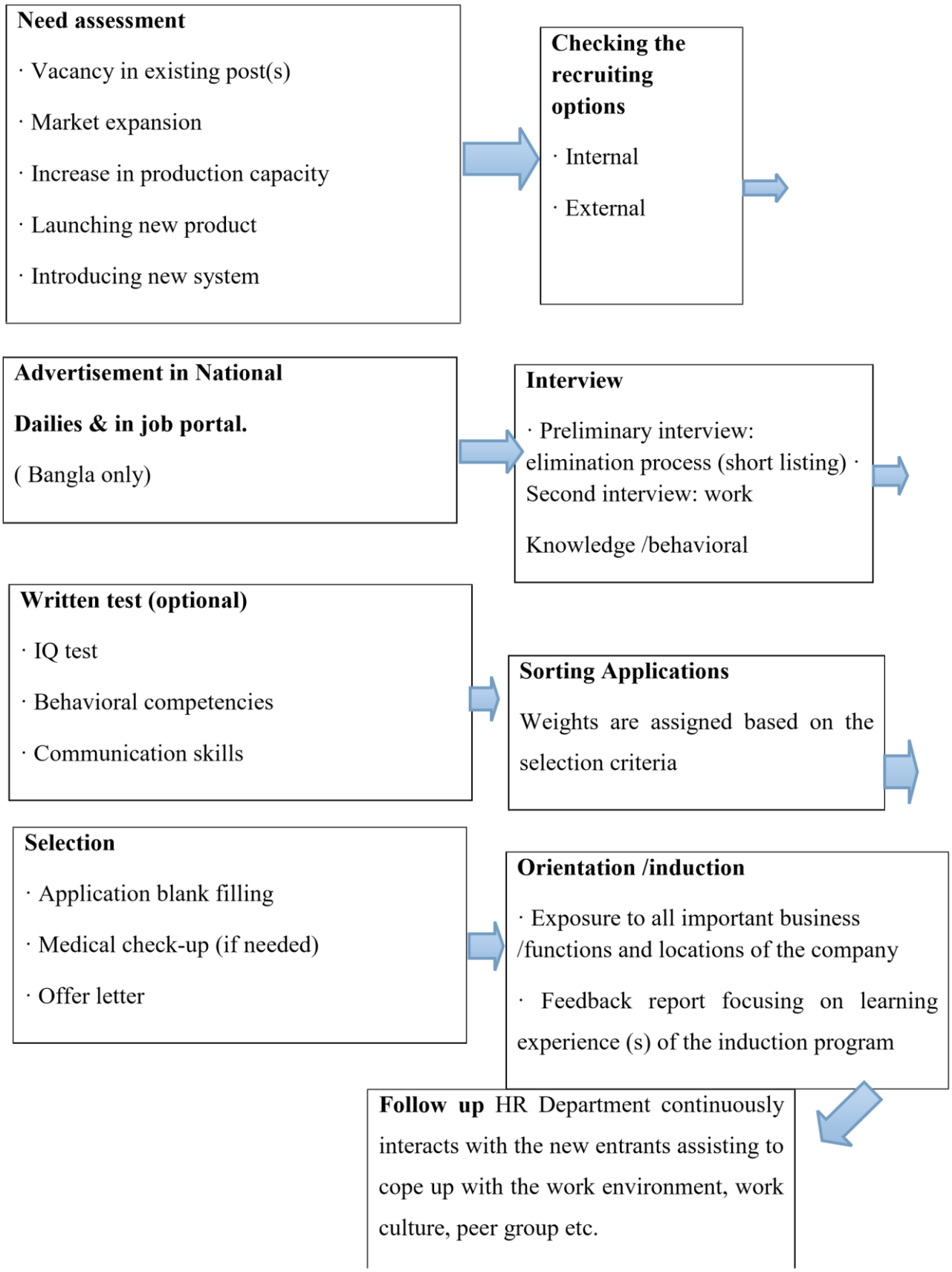
The verbal offer of the role to the candidate is given once the employment decisions and reference checks have been successfully completed. The discussion cover the following:

1) Tell the candidate that company would like to offer them the role.
2) Congratulate them.
3) Tell them the remuneration package that is being offered, including superannuating.
4) Ask them if they are happy with it.
5) Ask them if they verbally accept the position.
6) Tell them that company will be sending them a written letter of offer and introductory package.

Written letter of offer:

A written letter of offer forwarded to the candidate. Once the candidate has verbally accepted the position, the appropriate letter of offer is organized. This letter sends to the candidate within two or three days of making the verbal offer. An introductory package also sent to the successful candidate, along with the letter of offer. At least one week before the person commencing in their new position, an appointment notice will be placed on notice boards and/or the internet.

THE RECRUITMENT AND SELECTION PROCESS OF PRAN-RFL:



Picture: Recruitment and Selection process at a glance

Chapter 5 Data Analysis

5.1 Introduction

PRAN-RFL Group has strict policies in place to recruit entry-level, mid-level and high-level personnel. The policy for entry-level recruitment doesn't match with the one for mid-level and high-level recruitment. It seems that the process for recruiting entry-level employees is very strict and comprises written test and several interview sessions. The reason behind it is, the company always tries to be stand in a comfort zone when it comes to entry-level recruitment. For this reason, the cost per employee is very low for entry level positions like Trainee Executives, Management Trainee, Territory Sales Manager, Sales Representatives etc. The following sections will cover the existing recruitment and selection process after being discussed with the HR Structure of PRAN-RFL.

5.2 Human Resource Planning of PRAN-RFL Group

5.2.1 Recruitment and Selection Policy

PRAN-RFL Group is a dynamic organization, which regularly undergoes changes. The Group

- Values individuals who align themselves strongly with its vision, mission and core values
- Promotes individuals demonstrating on-the-job learning and constructive critical thinking and sharing information freely and generously.

At all stages of recruitment, hiring and promotion it seeks individual with the best match of skills to the need, the highest standards of personal integrity and a willingness to face the challenges of living and working at the front-line of business while demonstrating a commitment to develop themselves within a changing organization.

The goal of the Human Resource recruitment Policies is to have the best possible staff and to retain them through continuous development. The Group recognizes the policy of equal employment opportunity for its employees who have potentials to enhance and utilize their skills and knowledge. PRAN-RFL Group fully supports the Philosophy and belief of non-discrimination in employment.

Placing the right person in right time at right place is the key philosophy of Human Resources Department. The basic objectivity of the Human Resources Employment policy is to have the best possible staff and to retain them through continuous development.

5.2.2 Recruitment Responsibilities

Permanent Employees: For the recruitment of Permanent Employees for any position oft he Group the Recruitment Wing of HRM Department bears the responsibilities to follow the approved recruitment procedures.

Temporary or Casual Workers: For the recruitment of Temporary or Casual Workers in any factory of the Group a committee consisting of three members, titled "Factory Recruitment Committee" is responsible. The committee members are as follows:

- Head of Factory Personnel,
- Head of Factory Administration,
- Production Line Manager/ Supervisor.

Age Determination: No one below 18 years of age is hired at PRAN-RFL Group. In order to determine that the recruited employees are surely adult the following papers are checked and their photocopies are subsequently preserved in the Personnel File of the respective employees. Besides, an approved checklist is also maintained in this regard as a measuring scale. The papers are as follows:

- Complete Bio-data / CV / Resume with two PP Size Photos,
- National ID Card or,

- Birth Certificate or,
- SSC Certificate or,
- Age determination certificate by the registered Doctor.

The same criteria is followed in respect of recruitment in the Factory level too. And the respective Factory Recruitment Committee will bear the responsibility in this regard.

Contract with the Contractors / Suppliers: A contract with the contractors / suppliers is made before they (temporary or casual workers provided by Contractors/Suppliers) start functioning with the PRAN-RFL Group where it is mentioned that the contractors / suppliers will not allow any worker who is under 18 years of age. In factory the above mentioned "Factory Recruitment Committee" makes the contract with the Contractors and in other places the respective departments have the responsibilities to sign the contract.

Employee Information Preserve: When an employee is selected as a Temporary or Casual Worker in the Factory by the "Factory Recruitment Committee", their information is preserved by the respective Factory Personnel Department in a prescribed *Employee Information Format*. And when the employee, selected as Casual / Temporary worker, seems suitable to select as a permanent employee, their information will be preserved in the prescribed *Evaluation Report* which will subsequently be approved by the authorized one.

Employee Information Form:

Name:		
Father's/Husband's Name:		
Sex:	Age:	
Height:	Weight:	
Identification Mark:		
Current Address:		
Permanent Address:		
Reference:	a)	
	b)	
	c)	
Comments by Company Doctor:		
Basic Health		

Appropriate Area of Work:	

Signature of Interviewer

Evaluation Report Form:

EVALUATION REPORT

Position Applied for:				Type of Test	Marks (Obtained)
Designation:				Written test-100	
Name:				Academic Performance (Marks-24)	
S/O:					
Address:	Vill: PS:		PO: Dist.:	Related job Experience (Marks-16)	
Age: Years	Marital Status:		Dependent(s):	Job Aptitude (Marks-10)	
Education Name of Exam	Institute/Board/University	Year	Division/ Class/ CGPA	Leadership (Marks-10)	
				Health (Marks-10)	
				Communication Skill (0ral) (Marks-30)	
				Total obtained from above General Interview (Marks-100)	
Position Held	Experience(s) (Employer)	Duration/Year			
				Group Discussion (Marks- 100)	
				Computer Skill (Marks- 100)	
Selected for Department:				Grand Total (Marks- 400)	
Selected for Division/Company:					
Place of Joining:					
Salary (PM) on probation: Tk.					
Salary (PM) on Confirmation: ----------				Interviewed by	
Report to: Outlet Manager					
Date of Joining: on or before					
Type(s) of test taken:					

Prepared by	Checked by	Recommended by	Approved by
Name: Designation: Signature: Date:	Name: Designation: Signature: Date:	Name: Designation: Signature: Date:	

5.2.3 Objective of Recruitment Policy

The objective of the Recruitment Policy is to source the best talent from Internal and External resources to achieve the Business Objectives and Goals of the Group.

5.2.4 Authority of Recruitment

Appointment Authority is defined as the authority having right and responsibility to make decisions with respect to hiring, placement, salaries, evaluation, training, transfer, promotion, discipline and separation of the staff according to the Human Resources policy. The authority includes the responsibility to issue and sign all relevant important correspondences with employees.

- COOs, Directors and DMD are the final authority for appointment of management staff.
- Chief HR is responsible for appointment management and non-management staff duly recommended by the respective Line Managers.

HR Department is fully responsible to perform the Recruitment and Selection activities as described in this manual. All Departmental Head must give requisition for manpower through HRMS by using prescribed Hiring Form to HR Department.

5.3 Job Analysis of PRAN-RFL Group

Job Description of PRAN-RFL Group: Job descriptions are the basis of recruitment ,placement, training, assignments, performance management system, performance appraisal, salaries, promotion and other HR actions for the employees of the Group. A job description states the functions, duties and responsibilities of employees, reporting line and relationship with others in the organization. It is prepared based on the job's key result areas or Key Performance Indicators (KPI) and include specific tasks.

In PRAN-RFL, Job description including personal profile is a pre-condition for approval of a new position, irrespective of regular or contract. Job descriptions are jointly prepared in collaboration with HRM and line departments and approved by Chief-HRM as appropriate.

Job description is provided to the employees when he or she is appointed, transferred, promoted or newly assigned. The Line Manager(s) shall ensure that their employees have the appointed and updated job description. Each employee must have job description upon re-designation, employment, promotion or change of assignment by supervisor.

Purposes of Job Description are as follows:

- To ensure that employees understand their duties and responsibilities in the fullest sense.
- To make employees responsible to accomplish their duties and responsibilities.
- To provide written job description to each employee upon his assumption of responsibilities.

Job Description includes:

- Job Identification
- Job Summary
- Key Responsibilities and Duties
- Authority of Incumbent
- Standards of Performance
- Working Conditions

Job Description Operating Procedure:

- BU head/HOD will make written Job description available for each position under him/her in prescribed format before joining of an employee.

- BU head/ supervisor will ensure that the person holding any position under him well-understood his job description within three days of her/his joining any position.

- Job description must be written in Standard Format as prescribed. Job description will be specific and clearly reflect the principal accountabilities and nature of scope of the position.

- Job description can be reviewed or updated periodically if required as per changing need and nature of company.

- JD should be position specific to enable HRM to recruit, promote and arrange training for employees. JD must be synchronized in archive of HRM dept.

Job Specification of PRAN-RFL Group: Job Specification contains the position profile such as age, education, skills, and work conditions competencies to be required for recruiting specific position. Before advertising or recruiting any position, job specification is a must submit to HRM department to select the right person in right place.

Job Specification includes:

- Educations
- Experience
- Knowledge
- Skills
- Attitude

5.4 Factors Affecting Recruitment: Internal and External Factors

External Factors:

Supply and Demand of Employee: Bangladesh is an over populated country. There are a massive pool of qualified candidates searching for job. Because there is no such huge job opportunities in proportion, the group receives overwhelming responses from most of its job vacancy proposition.

Unemployment Rate: Unemployment rate is also high in this country. This factors favorably affects the group. The group can get employee for minimum starting salary with less effort.

Labor Market: Labor market plays an important role in driving various segments of PRAN-RFL. For example, PRAN-RFL's sales division has a very dynamic and hardworking team. If one say, "There are more labors than planners in PRAN-RFL Group", he won't be wrong anyway.

Political-social: Hartal and other political and social unrests affects the group as like other businesses in the country. General recruitment process like calling candidates for written test, interview etc. cannot be conducted in hartal. But HR personnel should continue office hours on those days. To back up the loss, they should work on Friday. These create hassles for both officials and candidates.

Competitors: For being a leading conglomerate PRAN-RFL Group, enjoys edges over its competitors. Very few such job scopes as like PRAN-RFL. Company's products are also very popular among consumers. For this reason, in some divisions, the company can acquire candidates by providing less than their present salary.

Image of the Organization: The group is the most renowned Bangladeshi origin international brand. So, people dream to job here. This makes sourcing candidates a lot easier.

Internal Factors:

Recruitment Policy: The group has a standard recruitment policy which helps screen best in class candidates from a huge applicants pool.

Size of the firm: At present PRAN-RFL Group is a very large corporation. It exports its products more than 100 countries. Every month they are launching new products. This calls for a growing employment base. Therefore, this factor affecting recruitment with a huge workload every day.

Cost: The budgeted cost per recruitment seems not substantial in PRAN-RFL. So, most of the time recruitment division should have to use online job portals to circulate vacancies though there are more effective media like newspapers available.

Growth and Expansion: The company is now in its growth stage. So, it now needs a constant source of employees regularly. Every month it has some vacancies for some Management Trainee positions. Every Sunday is reserved for Sales Representative recruitment. Overall these translate the impact of growth and expansion.

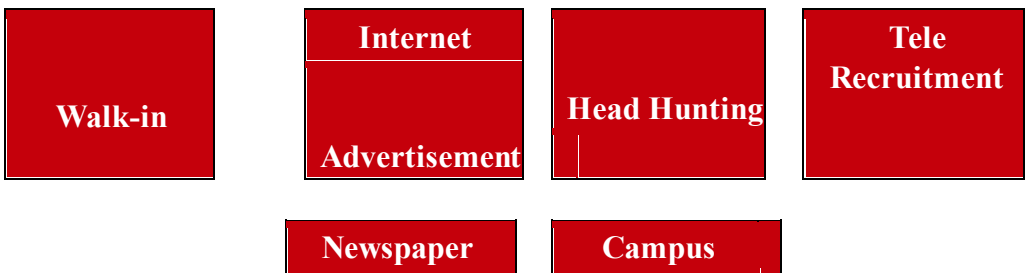
5.5 Sources of Recruitment used by PRAN-RFL

PRAN-RFL uses both internal and external source to recruit. Its recruitment manual also supports this:

Internal sources: The Group may make recruitment through the present employee, by giving promotion of the employees or transfer of the employees.



External sources: The Group may make recruitment through external sources for The organizational development. For External sources the group as follows:



Advertisement **Recruitment**

5.6 Recruitment and Selection Process of PRAN-RFL Group

Need Assessment: Recruitment process starts with need assessment. This is actually done by individual departments. PRAN-RFL Group uses an intelligent Human Resource Management tools, which they call "HRMS Portal". All the requisitions are created using this portal. Requisitions are raised by respective personnel section, approved by respective Head and forwarded to respective recruitment personnel automatically when approved.

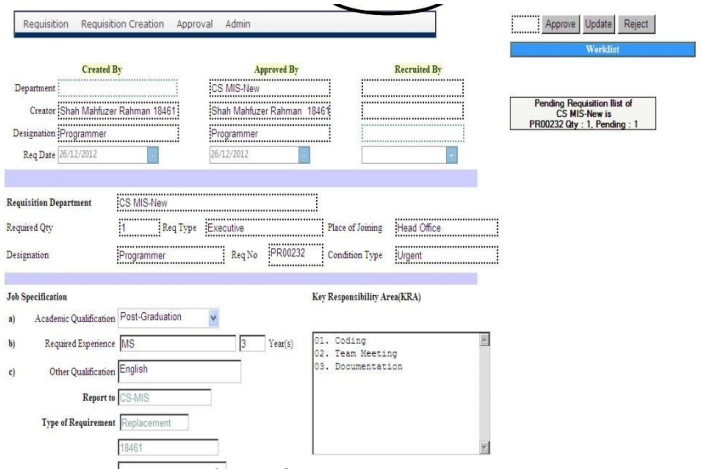


Illustration 5.1: A Snapshot of HRMS Requisition Section

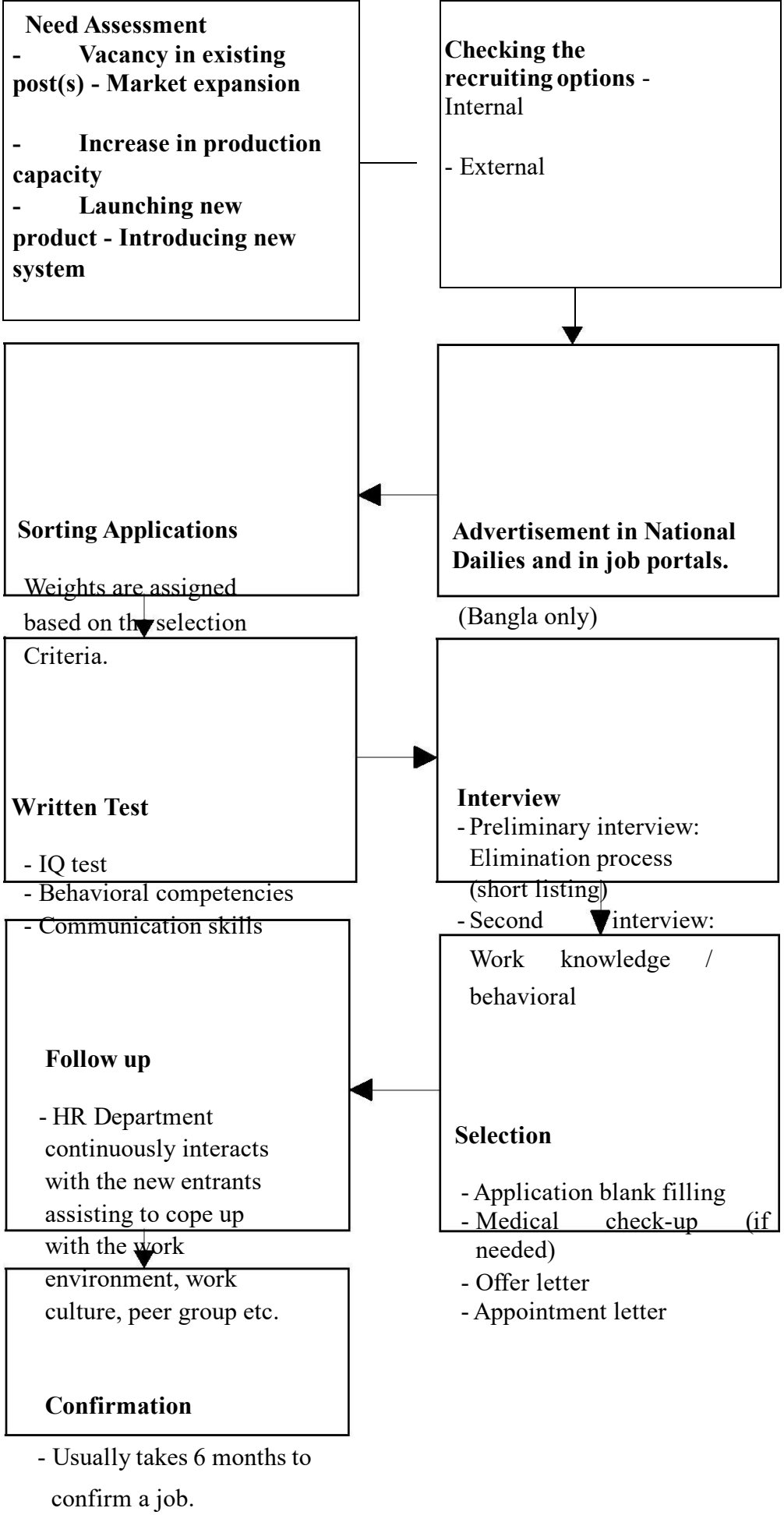


Figure 5.1 Recruitment and Selection Process of PRAN-RFL Group (Sharmin 2014)

Checking the recruiting options: After getting approved requisition, recruitment section starts their mechanism. The very first step is checking the recruiting options. Most of the time the option includes both internal and external.

Advertisement: Advertisement is given in national dailies and job portals and sometimes they also use notice boards, leaflet, festoon etc. Advertisement has a deadline within which applications should be submitted.

Sorting Applications: When deadline finishes, the recruiter starts CV sorting. CVs are sorted according to the job specification and requirement of respective departments. After that, sort listed candidates are invited for written test and interview. Invitations are usually given through either of the two method – using phone call or SMS.

Written Test and Interview: At PRAN-RFL, written test is a must for freshers. Even, a reference candidate is not considered for further process if he/she doesn't pass written test with at least 50% marks. A running interview is also conducted when written exam is continuing. HR personnel tries to provide a briefing of the position, its duties and responsibilities, compensation etc. through this interview. By this, recruitment personnel also tries to judge the suitability of the candidate with the job. When a recruiter thinks that a candidate doesn't suit for the position, he eliminates the candidates in interview session. Written exam paper were judged for those who have passed preliminary interview. Those who have passed written test, again called for interview. Now, interview is taken by line managers of respective departments. They remark whether the candidates are "OK for the job" or not.

Selection: After the second interview, a very short list of candidates is generated and they are taken to the respective Directors for final interview. Director selects the candidates of his/her choice. When a candidate is selected, recruitment division prepare an evaluation report and approved it by respective authority, send the approved evaluation report to Central Personnel and give the candidate a Job Offer Letter. It is the wish of the candidate whether s/he will accept the offer or not. If s/he accepts, then s/he will get appointed by PRAN-RFL Group.

JOB OFFER LETTER

Name:

Address:

Date:

Dear Mr. ….....

Congratulations! We are pleased to confirmed that you have been selected towork for **PRAN …....** of **PRAN-RFL Group** . We are delighted to make you the following job offer.

- Position we are offering:
- Salary we are offering: **As per negotiation.**
- This position reports to ….....
- This is a permanent position.
- Other benefits as per company policies.

We are confident that you will be able to make a significant contribution to the success of our company. We also expect you to be devoted to the responsibilities assigned for you. We also expect you to join us on or before …..... This Offer Letter is valid till ….....

Sincerely,

Chief HRM

HRM Department

PRAN-RFL Group

Illustration 4.2: A Sample Format of Job Offer Letter

Follow Up: The last step of recruitment is 'follow up'. When an executive recruited ,respective recruiter follow up to make sure everything is going OK in his job environment.

Confirmation: When an employee passes a substantial amount of time in the organization ,employee's jobs are confirmed by the organization. It usually takes 6 months to confirm a job. But for some employees, if they are proved to be loyal, organization may confirm their job immediately within two or three days. On the other hand, for some employees, if they are proved unfit for the job, organization doesn't confirm their job after six months.

5.7 Questionnaire Survey Analysis and Findings

Questionnaire to HR Personnel:

Question 1: What are the sources of recruitment generally used in your organization?
- o Internal Sources of Recruitment
- o External Sources of Recruitment

Response Analysis and Findings: As PRAN-RFL Group used both internal and external sources of recruitment all the respondents responded accordingly.

Question 2: Internal Sources of Recruitment includes....

Response Analysis and Findings: All the respondents replied that they use employee referrals as an internal source of recruitment. Half of them also considers previous applicants and former employees to recruit. A few others also says, they use other mechanisms like notice board, transfer as an internal source of recruitment.

Question 3: External Sources of Recruitment Includes....

Response Analysis and Findings: There were 13 options with the question. Of them, all the respondents chooses Advertisement and Job Fair as their most common external sources. One but everyone says they use Walk-ins, Write-ins and Talk-ins.

Most significant is that, half of all the respondents given their own choices through other options. These includes, online job site, leaflet, banner, festoon, poster etc.

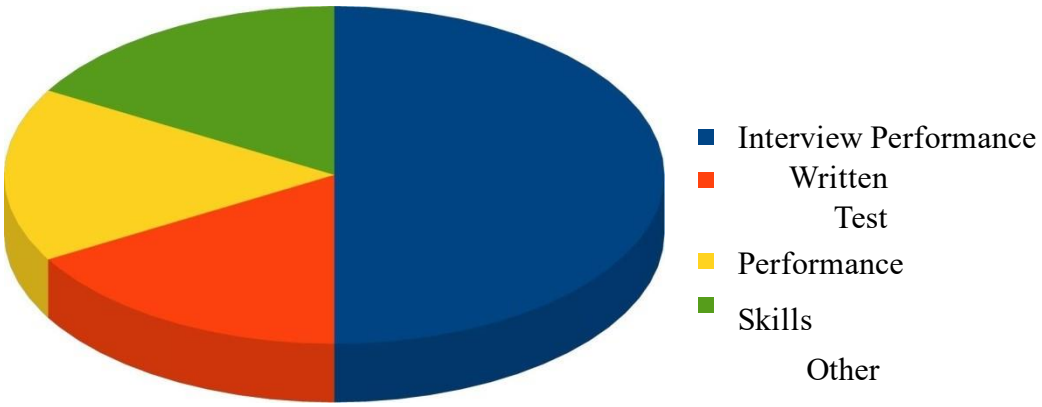
Question 4: What are the external factors affecting recruitment process of your organization?

Response Analysis and Findings: Actually all the options in the question is true for any organization. So, the respondents actually selected only those factors which affect them regularly. Because political environment here in Bangladesh is very unstable, most respondents agreed that it affects the recruitment process greatly.

Question 5: What are the internal factors affecting recruitment process of your organization?

Response Analysis and Findings: As obvious, the recruitment process is affected by its own policy and by Human Resource Planning. Most of the respondents also believe that Growth and Expansion of PRAN-RFL is also a key factor just like HR Planning and Recruitment policy.

Question 6: Which one of the followings is the most influential in deciding the final selection of an entry level candidate??

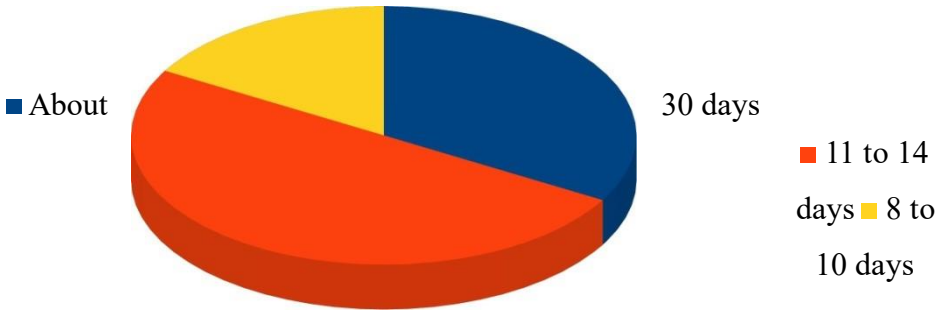


Response Analysis and Findings: Survey told that in PRAN-RFL recruitment division treats interview performance as the most influential in deciding the final selection of an entry level candidates. There were other significant options with the questionnaire such

as experience, training, reference, extracurricular, expected salary etc. I have designed this question particularly to evaluate the influence of reference. But, recruitment personnel doesn't usually take part in final selection of an entry level candidates. Their duty is to provide some potential

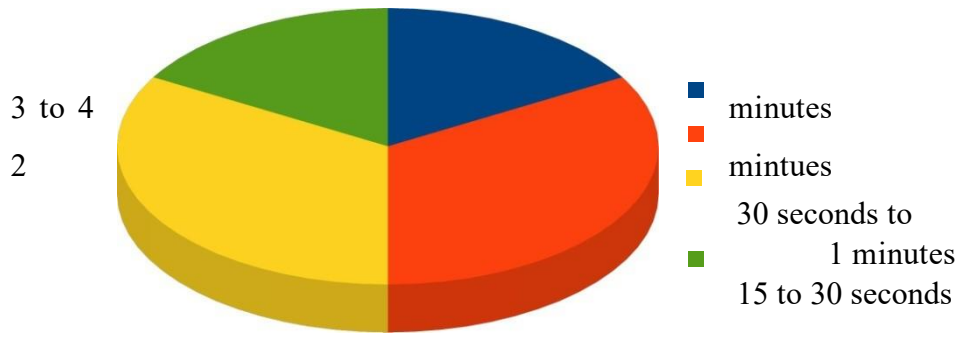
candidates to Directors or other higher level authorities for final selection. For this reason, interview, written test, skills etc. are the common measurement criteria. Needy employee, is another interesting option that reveals from this survey, which I think very relevant in PRAN-RFL case.

Question 7: The average time it takes to fill a position after it has been vacant?



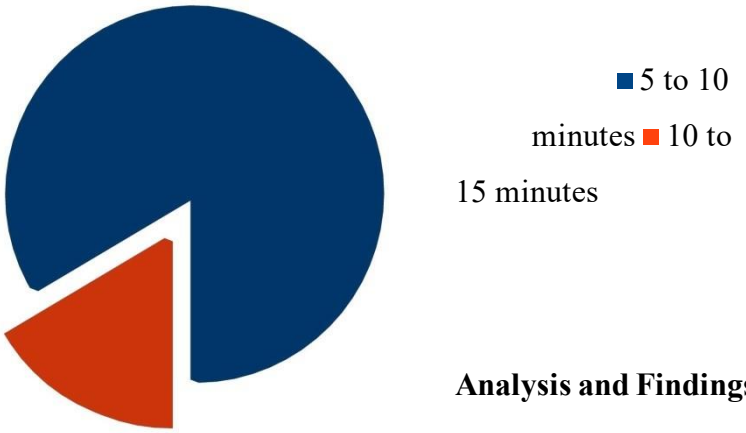
Response Analysis and Findings: On average it takes 11 to 14 days to fill a position after ithas been vacant. But for some irregular or high level recruitment, it takes about 30 days, and for other regular recruitments, time gap goes down into 8 to 10 days.

Question 8: The average time you spent to review a CV for initial sorting?



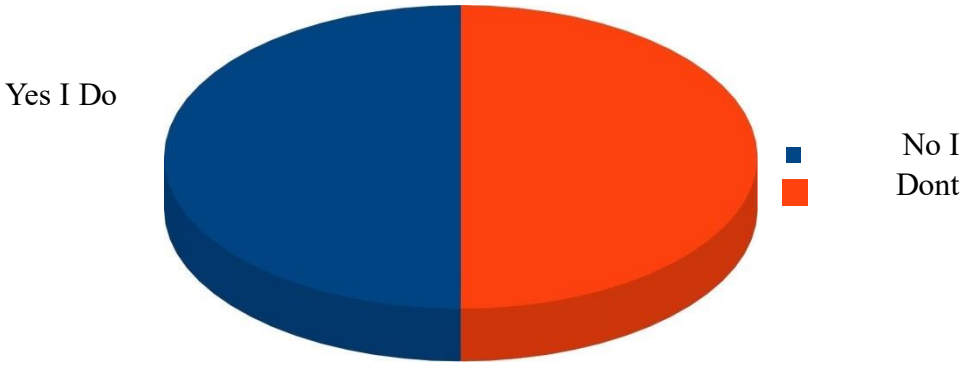
Response Analysis and Findings: Practically, PRAN-RFL HR takes not more than 2 minutes to review a CV. The average time to check a CV is 30 seconds for most cases. This is true for entry level candidates, as there comes a lot of incumbents. But for mid-level or high-level recruitment the time spent may vary from 2 minutes to 4 minuets.

Question 9: The average time you spent to interview a candidate??



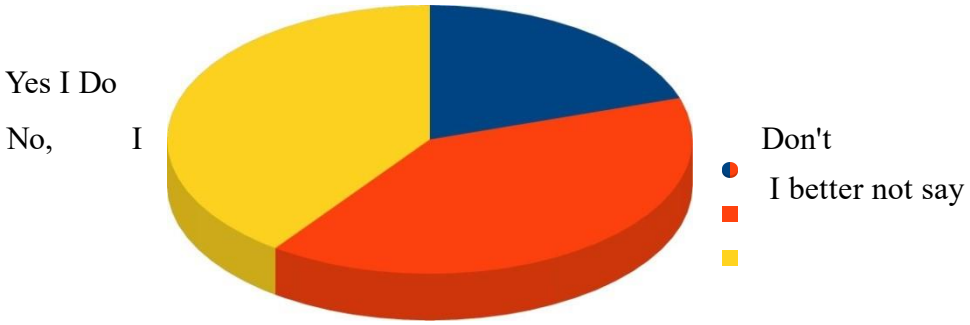
Response 6 **Analysis and Findings:** 5 out of respondents spent an average 5 to 10 minutes to interview a candidate. As I have opportunities to see several live interview sessions, the response matches with my practical experience. For, some special areas where skills are mandatory to judge and where business is just in its early stage and there some key personnel are necessary to drive the business the interview session takes 10 minutes to 15 minutes.

Question 10: Do you think recruitment personnel are not sufficient compared to the size of the organization?



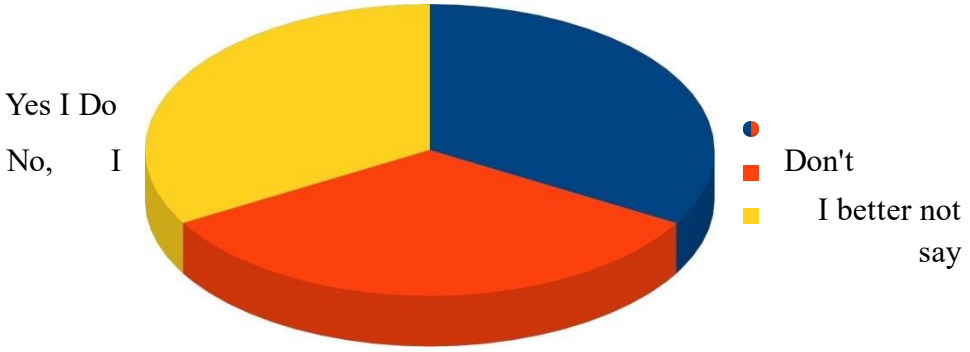
Response Analysis and Findings: This becomes a tie. Half of the respondents believes recruitment personnel are sufficient, half beliefs that it is not. If I have to judge, I will strongly stay with the naysayers. There are only 6 recruitment personnel in PRAN side of PRAN-RFL Group. Though it is true that they are successfully tackling the day-to-day recruitment challenges, but as the question clearly denotes "compared to the size of the organization", the number 6 is off course insufficient.
Wikipedia also supports my stand by stating that PRAN-RFL has 58,000 employees.

Question 11: Do you feel over-stressed to accomplish your day-to-day recruitment tasks?



Response Analysis and Findings: Some people enjoys working hard, some feels stressed. Itdepends on individual perspective. But if I consider work-life integration/balances, I have to say achieving such kind of integration is very hard if someone works for PRAN-RFL. There is no weekend other than Friday in PRANRFL. I have previously told that if there comes hartal in a week, general recruitment process cannot be continued. So, sometimes they have to work in Friday. Moreover, in PRAN-RFL 70% recruitment is centralized, 30% decentralized. So, the recruitment some personnel requires going outside factory every week to recruit. When they visit outside factory, they sometimes need to stay more than 2 days to complete recruitments. Overall thinking all these seems very stressful to me.

Question 12: Do you think your organization considers HR Division as a cost center?



Response Analysis and Findings: Here comes another tie. I also cannot decide which one to choose. Sometimes it seems organization things HR Division as cost center. For example, if I decide upon the previous question analysis, I should have to say, organization considers HR as cost center. But in PRAN-RFL Group has a separate HR divisions, one for RFL, one for PRAN. Both of them are situated in different buildings. So, in terms of this, we have to say that PRAN-RFL Group considers HR as profit center. The truth is that, PRAN-RFL Group is a dynamic organization, which is changing gradually to the need of time. When I first joined there as an intern in September'14, recruitment division of both PRAN and RFL was in same floor. But within two months RFL gets a separate office. This may be one of the reasons why PRAN-RFL Group is so successful in Bangladesh.

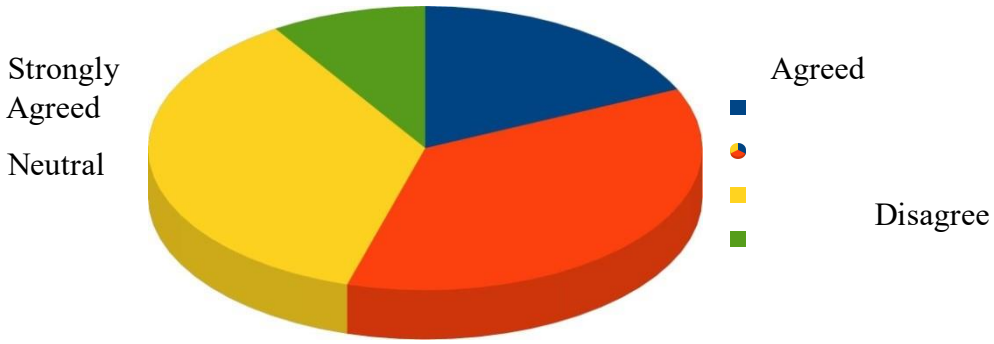
Question 13: How do you rate the overall efficiency of the recruitment process of your organization?

Response Analysis and Findings: By HR personnel the overall efficiency of the recruitment process is:

7.83 out of 10

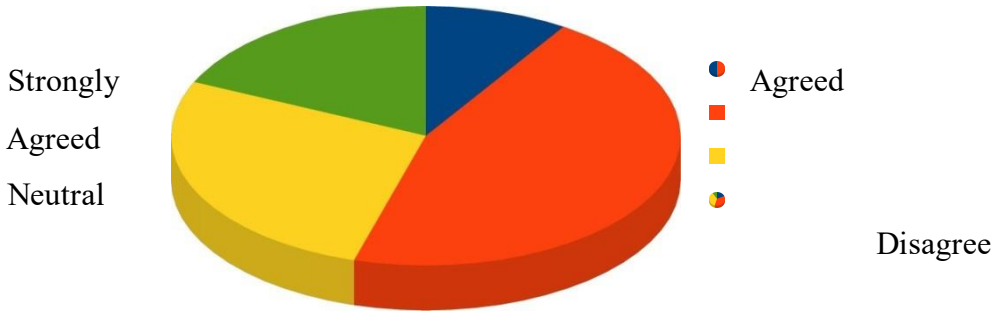
Rating Scale Questionnaire to Non-HR Personnel:

Question 1: The recruitment and selection process in your organization is satisfactory and effective.



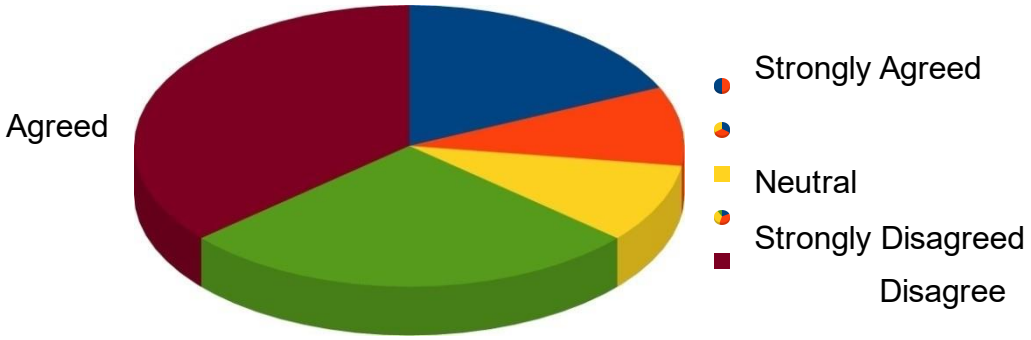
Response Analysis and Findings: More than 50% believe it is satisfactory. Only 9.09%respondents denied the statement. But the reason behind 36% neutral maybe they were not sure what to say for having fewer experiences. Survey also found that current employees have a more probability to stay positive/neutral than exiting employee.

Question 2: The recruitment and selection process should be more streamlined/simple and straight forward.



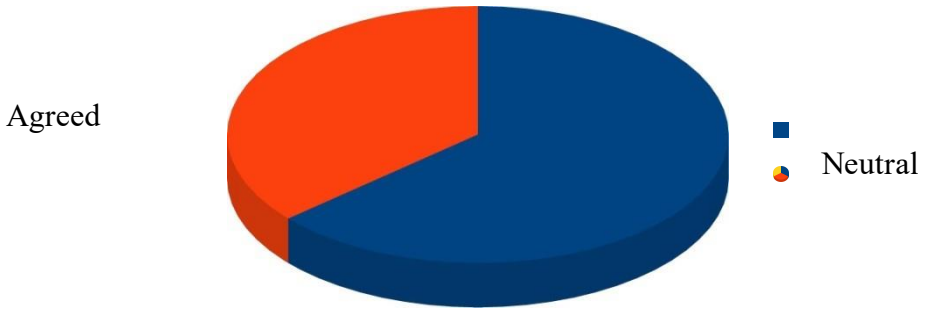
Response Analysis and Findings: The pie chart seems similar to the previous one. Difference is that in this chart majority of the respondents agreed, with some strongly agreed, that the process should be for straight cut and simple. To me, going through a process of 3 interviews for entry-level employees is a lengthy process and therefore the authority should search for an alternative simple solution.

Question 3: The recruitment and selection process is not lengthy at all.



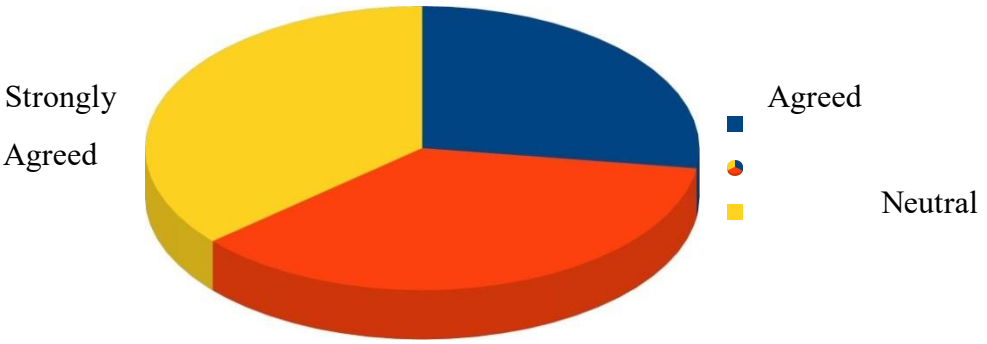
Response Analysis and Findings: It is lengthy off-course. Not because of the process requires several interviews, but also for having fewer personnel in recruitment section, each step requires more time to complete. A surprising fact of PRAN-RFL recruitment is that there is literary no subordinate of any recruitment personnel to delegate their workloads. Each manager deals only with his specialized areas of recruitment. Thus, though he/she may be subordinate in respect of Organizational
Hierarchy, but actually each are separate of another in respect of recruitment duties.

Question 4: Recruitment and selection process is completely free from biases.



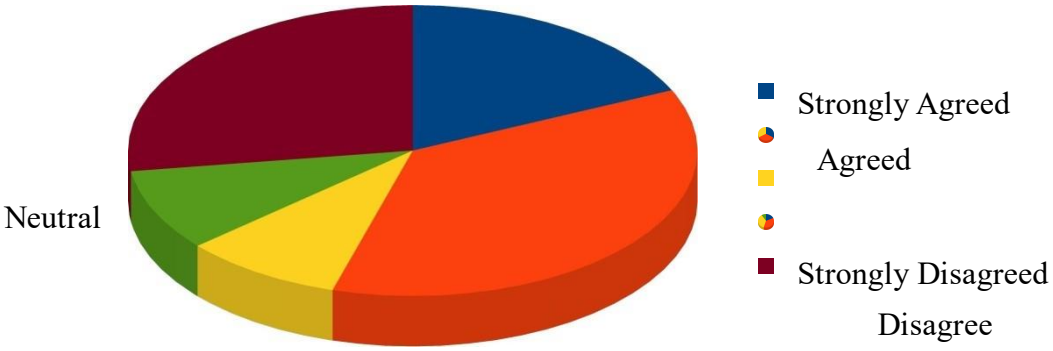
Response Analysis and Findings: This question is controversial but I had to put this here. And what I found is expected, no one said they think it is biased. Most agreed and others stayed neutral. The reason of that kind of finding is that, if I say it is biased, I am actually indicating that my recruitment was also a kind of biased recruitment. So, no one will like to give any opportunity to raise question about his own recruitment.

Question 5: Recruitment and selection process follows objective criteria and is connected to achievement of the organizational goal.



Response Analysis and Findings: This has become a high-level question. Some respondents may understand what the actual question is, or they may not. I have tried my best to clarify. Now what I found is not actually irrelevant. Success of PRANRFL Group is driven by its manpower. So, 63% agreed to the statement is relevant to PRAN-RFL. Others stay neutral may be because they thought they are so new to select one side at this point.

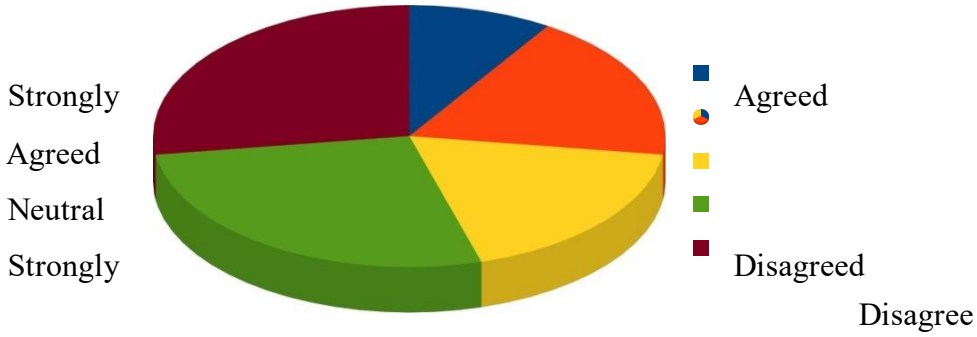
Question 6: Recruitment and selection process is cost effective for both the organization and candidates.



Response Analysis and Findings: When I designed the question, I have not thought about a logical part. Now it seems contradictory because what might be cost effective for organization, might not be cost effective for candidates. Moreover, this question is designed for Non-HR level employees, so they may not know whether it is cost effective for organization or not. But surely they know if it is cost effective for them.

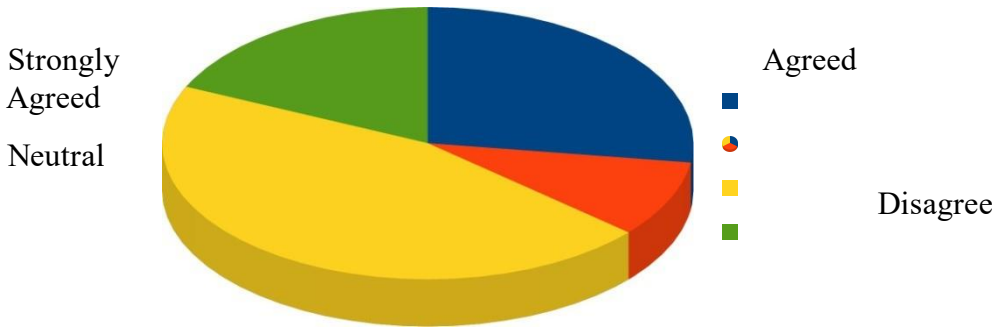
Taking this as a point, the survey finding is that, most candidates believe the process is cost effective, at least for them. But a substantial number of employee (about 36%) disagree that it is cost effective. So, the organization should have to think more ways to make this process cost effective for them.

Question 7: Recruitment and selection process generates hassle to the applicants.



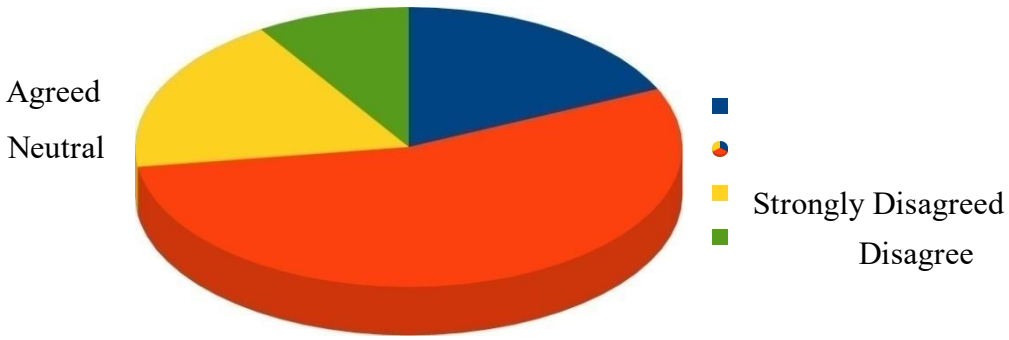
Response Analysis and Findings: Some respondents found that recruitment and selection process generates hassle to the applicants. Sometimes the process requires a full day to complete. The applicants get bored staying so long. This may be one of the reason on behalf of their stand. Others disagreed because it is overall quite good.

Question 8: Current recruitment and selection process is generating the kind of people sought by your department.



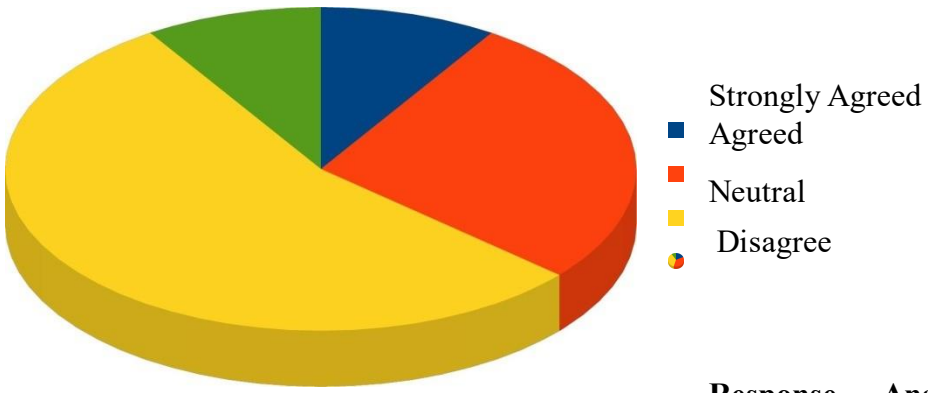
Response Analysis and Findings: This question requires some level of experience inorganization. But as a major portion of the respondents were new to the entity, they chose neutral. Those who have disagreed were from exit interview. Overall as PRAN is a successful organization in dealing with large manpower, 36% agreed is also correct in this point of view.

Question 9: Recruitment and selection process is vague and ambiguous.



Response Analysis and Findings: Most of the respondents were unable to decide upon the statement. I am also unable to figure out the underlying reason for which some agreed and some disagreed to the statement.

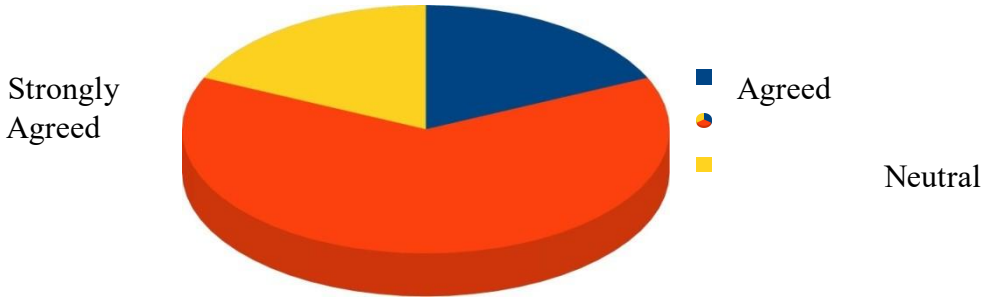
Question 10: Current recruitment division personnel are not sufficient / More employees needed in recruitment division.



Response Analysis and Findings: A same type of question was asked to HR personnel, whatmakes his

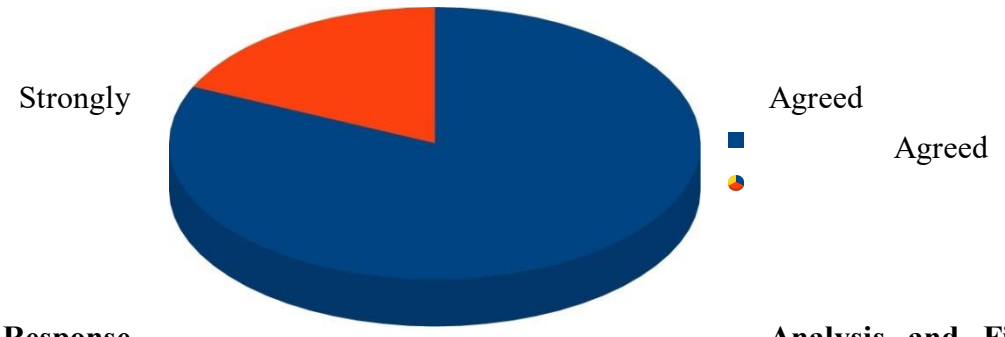
question unique is the missing of the phrase “compared to the size of the organization”. Very few percent disagreed to the statement. As usual, most stayed neutral because they were not well informed about this internal matters of the division. What important is more than 35% believe it is not sufficient which conveys important message to the authority.

Question 11: Recruitment and selection process should be improved in this organization.



Response Analysis and Findings: Every process requires some improvement no matter how successful it is, because the world is evolving rapidly. New technologies are transforming every business processes. From this sense, responses on this question is very true that, the recruitment and selection process should be improved in the future.

Question 12: PRAN-RFL is a company driven by the general people of Bangladesh.



Response Analysis and Findings: PRAN-RFL Group employees a diverse category ofpeople of Bangladesh. A beautiful fact of PRAN-RFL Group is that, its employees have grown from the groud up. I have seen some junior executives who have become manager of the department. PRAN-RFL Group is truly an Equal Employment Opportunity employer. It doesn't differentiate between rich and poor, Hindu and

Muslim etc. Overall it is a group driven by the general people of Bangladesh.

Question 11: How do you rate the overall efficiency of the recruitment process of your organization?

Response Analysis and Findings: By Non-HR personnel the overall efficiency of the recruitment process is:



This is the only common question for both HR executives and Non-HR executives where HR executives rated 7.83 out of 10. Not varies greatly though both indicates some need of improvement in the future.

Chapter 6
Findings &Recommendation

6.1 Findings

Below stated the major findings of this chapter:

PRAN-RFL Group's recruitment is 70% head office based, 30% factory based.

- For fresh recruitment, PRAN-RFL Group follows a strict recruitment and selection process characterized by a compulsory written test, some quantitative tests, several interview sessions etc.

- For mid-level and high-level recruitment, PRAN-RFL Group's recruitment and selection policy is relatively simple and qualitative.

- On the beginning, PRAN-RFL Group spends minimum to entry level employees, but it grows high based on the experience and performance.

- In PRAN-RFL, Job description including personal profile is a pre-condition for approval of a new position, irrespective of regular or contract.

- PRAN-RFL Group uses different sources and tools of recruitment. Of them, most common are employee referrals, advertisement, job fair, walk-in, talk-in, write in. Sometimes they also use personal networking to attract candidates.

- PRAN-RFL Group searches for needy employee, because their turn-over rate is low and loyalty level is high.

- It takes an average 11 to 14 days to fill a position after it has been vacant.

- Recruitment personnel generally takes an average 10 minutes to interview a candidate.

- PRAN-RFL Recruitment Division was unable to decide whether the current size of the division (in terms of personnel) is sufficient or not.

- Recruitment division has fewer personnel which makes the recruitment and selection process lengthy.

6.2 Conclusion

PRAN-RFL Group is becoming an international organization. Most of the candidates apply here because of the brand image of the company. However, when it comes to HRM, it is not up to the mark compared to its reputation. People often surprised to see such messy and cluttered office of HR Department. Time consumption level is also high in recruitment section. People may be demotivated to apply seeing such things here. So, at the conclusion I will suggest HR authority to create an overall "first impression" for the candidates.

6.3 Recommendations:

At last I have the following recommendations for PRAN-RFL Recruitment and Selection Process:

Most of the issues in recruitment and selection arises from serving individual. Every working day, a huge number of people gather PRAN-RFL HR Headquarter for job, of them some were invited, some were unsolicited. PRAN recruitment section has only 6 personnel, so that's become a great hassle to serve so many people. Sometimes, invited applicants have to wait for long for this kind of reasons. So, my first recommendations is to increase the size of recruitment division in terms of personnel.
Factory visit from personnel should be not so frequent, may be once in a month. If relevant, for factory visit, dedicated personnel should be assigned/recruited.

CV is called “self marketing tool”. Candidates prepare their CV studying themselves intensively. When a recruiter takes 30 seconds to read it, it has 60% chances to miss some important aspects of CV. So, I will recommend recruitment section to allocate more time to review CVs at the time of initial screening.

People from all genre of life apply to PRAN. But many times I have seen that recruiter call them to attend interview “tomorrow”. This actually creates a pressure to the candidates. They need job, but that doesn't mean recruiter should not pay any heed to their circumstances. They should show more responsibility regarding this issue in the future.

Some employees say that recruitment process is not cost effective for them. It may be because, to get appointment letter, they have to buy two non-judiciary stamps amounting Tk.150 (100+50). Sometimes they come to attend written test but wait for second or final viva till afternoon. In the meantime they have to take lunch outside. For an unemployed it is often hard to compensate. So, I will recommend the authority to search for a cost effective solution to this issue.

PRAN-RFL should invent some objective methods to deal with reference candidates because now-a-days it is becoming huge and painful to deal.

After seeing the work load of recruitment personnel in PRAN-RFL, at the end I will recommend one of my favorite theories relating to HRM. The theory emphasizes difficulty level of certain activity over time. Summary of the theory is that: If the activity is too difficult to complete it creates anxiety to the personnel and if it is tooeasy he/she gets bored. So what it needs is a variation of these two in entire work schedule of a personnel. Sometimes, challenging work will come, sometimes it will be easy. Overall a mix of these two will create a very pleasant experience. But I have seen in PRAN-RFL, recruitment personnel get very few times to relax in their office hour. Only time for relaxation is the lunch time, so they pass it by gossiping.

Appendix-A: Questionnaire

Following Questions were asked to HR Personnel:

1. What are the sources of recruitment generally used in your organization?
 o Internal Sources of Recruitment
 o External Sources of Recruitment

2. Internal Sources of Recruitment includes.... (Tick as many as apply)
 o Employee Referrals
 o Former Employees
 o Previous Applicants
 o Others: (Please specify)

3. External Sources of Recruitment Includes.... (Tick as many as apply)
 o Professional or Trade Associations
 o Advertisement
 o Employment Exchange
 o Walk-ins, Write-ins, Talk-ins
 o Consultants
 o Contractors
 o Displaced Person
 o Radio and Television
 o Acquisitions and Mergers
 o Competitors
 o Job Fair
 o Social Media (e.g. Facebook, Linkedin, Twitter)
 o Others: (Please specify)

4. What are the external factors affecting recruitment process of your organization? (Tick as many as apply)
 o Supply and Demand of Employee
 o Unemployment Rate
 o Labor Market
 o Political-social
 o Competitors
 o Image of the organization
 o Other: (Please specify)

5. What are the Internal Factors affecting Recruitment (Tick as many as apply)
 o Recruitment policy
 o Human Resource Planning
 o Size of the firm
 o Cost
 o Growth and Expansion
 o Other: (Please specify)

6. Which one of the followings is the most influential in deciding the final selection of an entry level candidate?

o Educational Background
o Experience
o Reference
o Extra Curricular Activities
o Written Test Performance
o Interview Performance
o Training & Any Other Certification
o Skills
o Expected Salary
o Other: (Please specify)

7. The average time it takes to fill a position after it has been vacant?

o 5 to 7 days
o 8 to 10 days
o 11 to 14 days
o About 30 days
o 1 month to 2 months
o Other: (Please specify)

8. The average time you spent to review a CV for initial sorting?

o 15 to 30 seconds
o 30 seconds to 1 minutes
o 1 and half minutes
o 2 mintues
o 3 to 4 minutes
o More than 5 minutes
o Other: (Please specify)

9. The average time you spent to interview a candidate?

o 1 to 5 minutes
o 5 to 10 minutes
o 10 to 15 minutes
o Other: (Please specify)

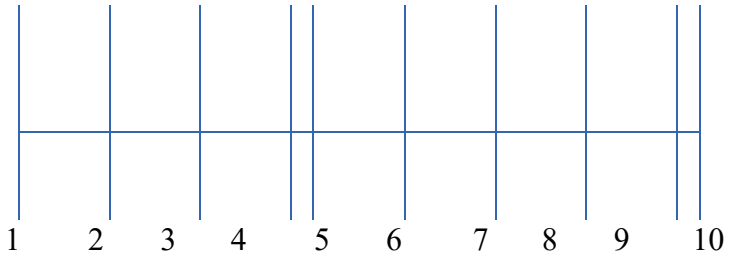
10. For the following questions select the option that best describes your opinion?

Question	Yes, I Do	No, I Don't	I better not say
i. Do you think recruitment personnel are not sufficient compared to the size of the organization?	○	○	

ii. Do you feel over-stressed to accomplish your day-to-day recruitment ○ tasks? ○ ○	
iii. Doyou think your organization considers HR Division as a cost center? ○ ○ ○	

11. How do you rate the overall of efficiency of the recruitment process of your organization?

1-Poor Highly Efficient-10



Following Questions were asked to Non-HR Personnel:

1. Please mark your opinion on the following statements:

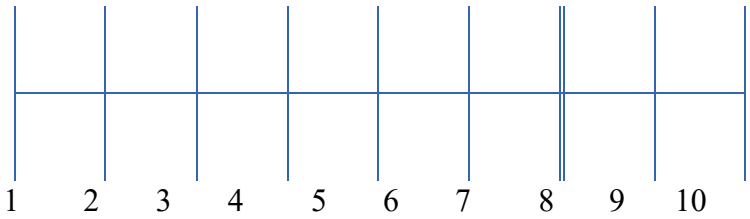
	Strongly Disagree	Disagree	Neutral	Agreed	Strongly Agreed
1. The recruitment and selection process in your organization is satisfactory and effective.	○	○	○	○	○
2. The recruitment and selection process should be more streamlined/simple and straightforward.	○	○	○	○	○

3. The recruitment and selection process is not lengthy at all.	○	○	○	○	○
4. Recruitment and selection process is completely free from biases.	○	○	○	○	○
5. Recruitment and selection process follows objective criteria and is connected to achievement of the organizational goal.	○	○	○	○	○
6. Recruitment and selection process is cost effective for both the organization and candidates.	○	○	○	○	○
7. Recruitment and selection process generates hassle to the applicants.	○	○	○	○	○
8. Current recruitment and selection process is generating the kind of people sought by your	○	○	○	○	○
department.					
9. Recruitment and selection process is vague and ambiguous.	○	○	○	○	○

10. Current recruitment division personnel are not sufficient / More employees needed in recruitment division.	○	○	○	○	○
11. Recruitment and selection process should be improved in this organization.	○	○	○	○	○
12. PRAN-RFL is a company driven by the general people of Bangladesh.	○	○	○	○	○

2. How do you rate the overall of efficiency of the recruitment process of your organization?

1-Poor Highly Efficient-10



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