



Internship report
On
Recruitment and Selection Process at
J & L Fashion Ltd



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Date of Submission: 18th May, 2016

Letter of Transmittal

Date: 18th May, 2016

To

Noman Hossain Chowdhury

Senior Lecturer

BRAC Business School

BRAC University

66, Mohakhali, Dhaka

Subject: Submission of Internship Report “Recruitment and Selection Process at J & L Fashion Ltd.

Dear Sir,

I would like to thank you for supervising and helping me throughout my internship program in completing my MBA. This internship program has given me opportunity to experience one of the latest and unexplored areas of business in Bangladesh and has expanded my present knowledge manifold.

This report is a study on ‘Recruitment and Selection Process at ‘J & L Fashion Ltd’ with special focusing on organizational as well as managerial skill with which I was assigned during my internship. The report also contains in-depth review of the human resource practices in the J & L Fashion.

Please feel free in contacting me if you have any queries. I would be glad to provide any clarification regarding the project.

Thank you.

Sincerely,

Md. Saidur Rahman

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BRAC University

Acknowledgement

All praise to God, the almighty, and the merciful. Without blessing and endorsement this report would not have been accomplished.

The successful completion of this report might never be possible in time without the help some person whose inspiration and suggestion made it happen. First of all I want to thank my supervisor Md. Saleh Uddin Biplob for guiding me in J & L Fashion during my Internship. Without his help this report would not have been accomplished.

Then I would like to thanks to my advisor, Md. Noman Hossain Chowdhury for helping me completing my internship report on “Recruitment and Selection Process at "J & L Fashion Ltd”.

I also, thank my colleague who helped me by providing informative instructions. I was closely attached with them during my internship tenure. Without them this project would have been very difficult.

I also, thanks to my parents, and some friends who keep on this long process with me, always offer support.

And finally I also express my sincere gratitude to all those who participated to prepare the report.

Executive summary

As a part of my MBA academic requirement, I have joined J & L Fashion Ltd, a established company in Dhaka in their three months internship program. Based on my internship experience, I have prepared an internship report on the “*Recruitment and Selection Practices of J & L Fashion Ltd*”. I was assigned to the HR department of J & L Fashion Ltd as an intern under direct supervision of the Executive Director of the company.

Recruitment and Selection in J & L Fashion Ltd is an integral part of the organization. The HR department of J & L Fashion Ltd strives to execute the HR functions of the organization effectively and optimally.

In this report I have briefly provided the overview of the company. Then I have outlined the HR functions and practices of the company. Next I have discussed in detail my internship activities in J & L Fashion Ltd. I have tried to effectively integrate the knowledge that I gained through my course works with my work as an intern in the company.

In the final part of the internship report, I provided some recommendations, which in my opinion would help improve the employee perception of the company if implemented.

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CHAPTER-1

Introduction of Report

1.1 Introduction

As a part of Internship Program of Master of Business Administration at BRAC Business School, BRAC University, I was assigned for doing my internship in J & L Fashion Ltd. My program started from February 01, 2016 to May 01, 2015 selected by the Career Service Office of the BRAC University. In J & L Fashion Ltd, I was assigned with Human Resource Department where my organizational supervisor was Md. Saleh Uddin Biplob, Head of Group Employee Relations and Talent Management. My project was on "Recruitment and Selection Process at J & L Group". This was given by my faculty supervisor Md. Noman Hossain Chowdhury, Senior Lecturer of BRAC Business School, BRAC University, and the project was approved by my organizational supervisor.

1.2 Objectives

The objective of the report is to discuss the Recruitment and Selection Policy in J & L Fashion Ltd in relation to Human Resource practices.

Specific objectives include the following:

- To find out the problems regarding recruitment and Selection practices To resolve problems of managing talent pool
- To make the departments leaner and target-oriented.

1.3 Scope

The report entirely discusses the current service offered by “J & L Group” and how they perform different HR practices at “J & L Group”. The report discusses the current recruitment policies of the J & L Group Ltd. at its top, mid and entry management level employees. The work is not based on any other garment manufacturing factory otherwise mentioned, or does not include blue collar labor force at J & L Group. Also, it does not try to discuss or conclude on any policies that does not affect the recruitment of management employees at any rate. All policies of Human Resource other than recruitment are excluded in this report.

1.4 Limitations

- ❖ The study is undertaken considering ins and outs of the Human Resource practices based on the Human Resource Manual of J & L Group (2009), and on personal experiences shared by the fellow in the Group. Personal biases and inconsistencies in the HR Manual with the current practices may be possible setbacks.
- ❖ A relatively short period of internship may also be a reason to possibly overlook certain misunderstandings or unfound details that may be of valued importance.
- ❖ Unavailability of data could be due to engagement of the current employees in J & L Group. Experienced employees could have provided the required data.
- ❖ A good number of entrepreneurs are themselves ignorant about using the HR policies not only to recruit and put employees on payroll, but also to help them achieve their goal the swiftest of ways possible. Due to shortage of time and opportunity collected data could not be possible to compare with the data from other entrepreneurs.
- ❖ Data collection was complicated due to high turnover rate. Turnover ratio calculation was not possible due to poor record keeping.

CHAPTER-2

Organizational Overview

2.1 OVERVIEW

Bangladesh is one of the largest readymade garments exporters in the world. J & L Sweater Limited is one of them. The core business unit is J & L Sweater Limited which is a sweater manufacturing factory. They have another two factories which name is J & L Fashion Limited and T-Design Sweaters Ltd.

With the current capacity, J & L Sweater and Fashion Limited have approximately 3,031 employees. As a worker friendly organization the group is committed to pay at least twenty percent more wages than the legal government requirement and thus, helps the workers to have a better lifestyle. Moreover, annual profit sharing scheme with the workers is also put into action and thus the organization celebrates its success with the workers and makes them feel like owners of the company. As a compliant factory, free lunch is provided for all the employees of the group. Hence a congenial relationship is maintained with the workers promoting an excellent work environment.

The market is becoming more competitive everyday but the organization believes that with the innovative planning and strong management team, the group can boost its position in the market. It is the innovations and changes with time that have kept the company on course. The group believes that all these efforts described above, can help fulfill its vision.

2.2 VISION, MISSION STATEMENT & VALUES

2.2.1 Vision:

“To be the most regarded company in Bangladesh by 2020”.

2.2.2 Mission:

- Provide on time quality services
- Concentrate on employee welfare
- Friendly working environment through open communication & mutual respect
- Encourage initiative, innovation and teamwork
- Committed for cleaner and greener environment.

2.2.3 Values:

- Customer satisfaction
- Commitment
- Integrity
- Fairness
- Innovation
- Environment.

2.3 Product and services

In J & L Group their main product is Sweaters products (Cardigan, Pullover, Vest & Bourses etc). They export around 3.2 million pieces every year in following country: Germany, France, USA, Italy, Belgium, and Sweden. So they are very sincere about their Quality.

2.4 HISTORY

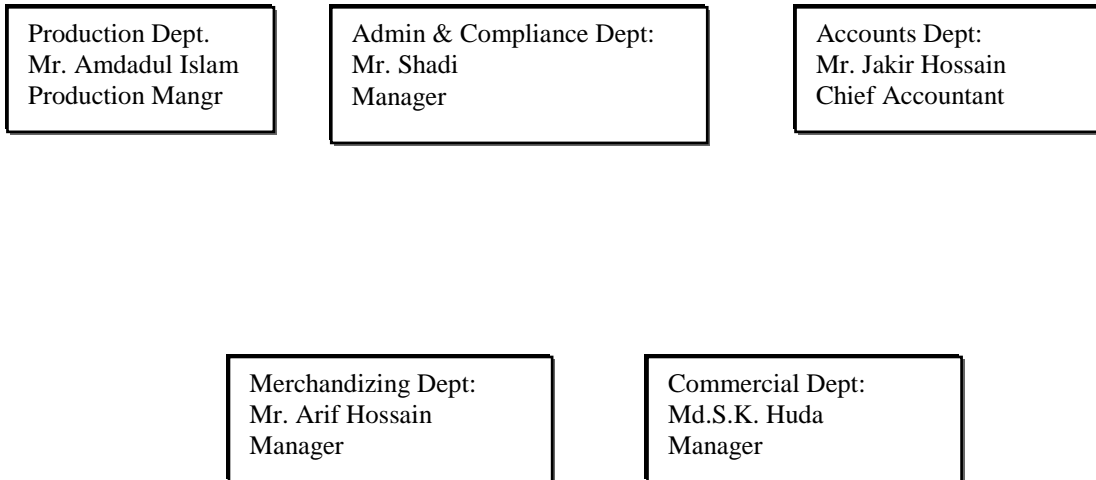
"J & L Sweaters Ltd" is Sweater based manufacturing company. They have another two own factory called "J.L Fashions Ltd."& " T-Design Sweaters Ltd." The Chairman of this company is "MD. GOLAM MOSTAFA KABIR" who established this company in 2007. Currently they have around 3031 employee. It is an export oriented company. They used to export around 3.2 million pieces Sweaters products (Cardigan, Pullover, Vest & bourses etc) in every Year. They have a vast & solid experience to meet the exact needs of global customers from Canada, UK, Germany, Belgium, France, Spain, Sweden, Switzerland etc since 9 years.

2.5 List of Buyer:

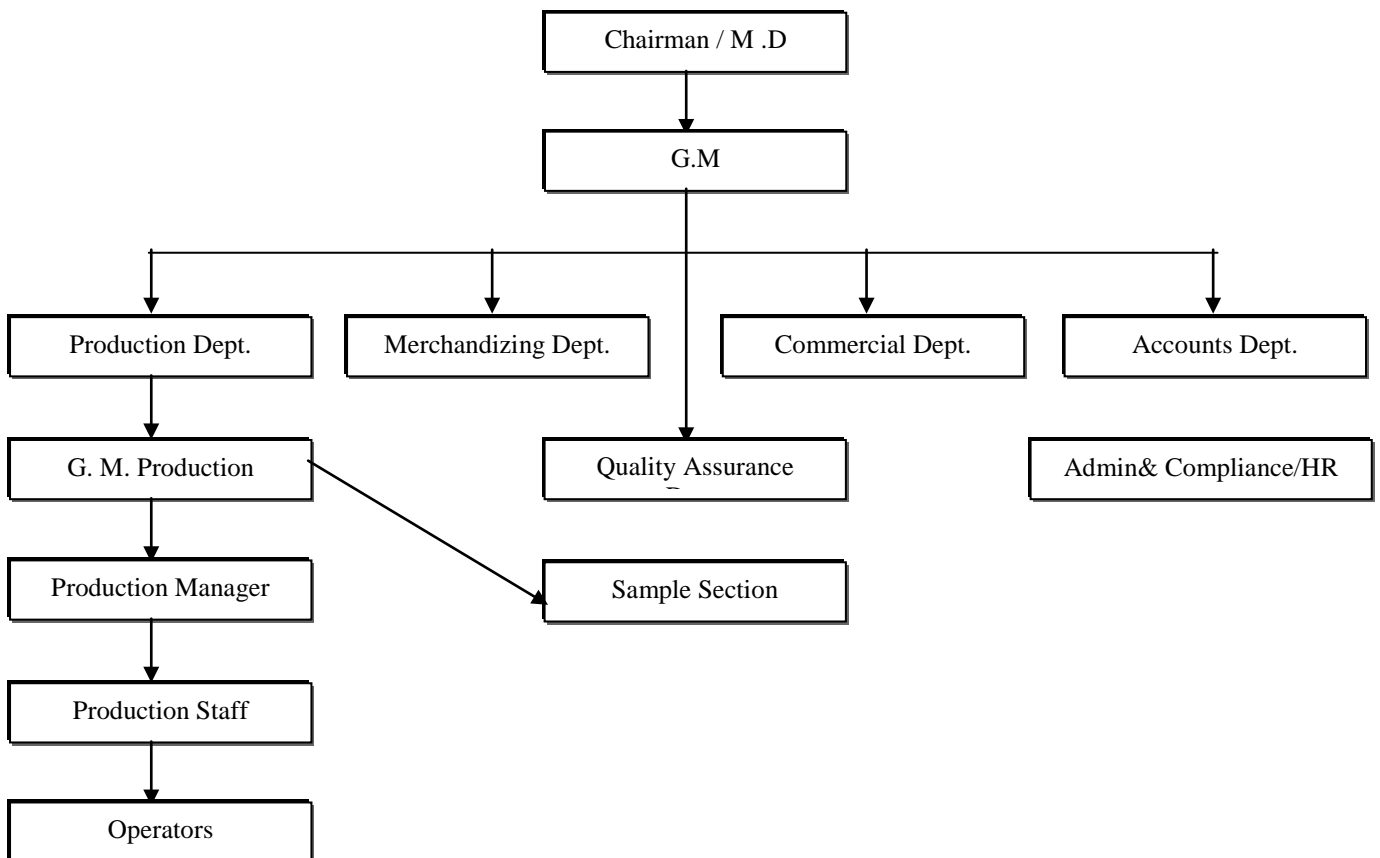
The factory is very much familiar with the following reputed buyer and worked round the year with them:

1. New Yourker- Germany.
2. Folia S.A- France.
3. J.C. Penney Company, Inc-. USA.
4. Instyle- Italy.
5. Kiabi- France.
6. Wool Worth- Germany
7. Vegotex- Belgium.
8. CharlsVoghly
9. Western Store of GMBH through Texebo-. Germany.
10. Gina Tricot- Sweden.
11. NKD Vertriebs- Germany.

2.6 Key Executives:



2.7 Organogram:



[Figure-01: Organizational Structure]

2.8 Quality Assurance:

They have a quality policy. For Quality Assurance, They introduced Independent Quality Control Team (IQCT). Details are as follows:

Their endeavor is to produce superior quality sweater of various style with the aim to have full satisfaction of customer.

- They believe in professionalism.
 - No compromise about quality.
 - They believe in cost effective production.
 - No question to use child labor.

They are committed to comply with the requirement of ISO 9001:2000 International Standard and continually improve the effectiveness of the quality management system.

2.9 Compliance:

They have a compliance policy. Their compliance Policy is based on SA-8000 (Central document of SAI. It is one of the world's first auditable social certification standards for decent work places, across all industrial sectors.) , Local labor laws/and code of Conducts of Key buyers. The factory is full compliance with ILO and Bangladesh labor law. Our compliance Policy is as follows:

- The factory as well as the company will always remain child labor free. The company will store age certificate, Bio-data and employment contract of all workers.
- The company will not use any prison, indentured or forced labor.
- The company will employ company doctor for workers' health care & also ensure Baby-Care facilities.
- The company will conduct fire drill at least 4 times a year.
- The company respects the right to form and join trade unions and bargain collectively.
- No discrimination based on race, caste, origin, religion, disability, gender, sexual orientation, union or political affiliation, or age will be allowed in our company.
- Workers will work for 48 hours per week with at least one day off for every seven-day period. Voluntary overtime will be 12 hours per week.
- The company will ensure minimum wages as stated in the minimum wage legislation of Bangladesh. The company will pay within 7th day of the month.
- The factory is a smoking free zone.

CHAPTER-3

Job Description

3.1 Job Description:

3.1.1 Role and Responsibilities:

Provide support to all the training projects and help in the executive search projects. Also provide support to the other sectors as well.

In my 3 months of work experience I go through different responsibilities, one to one conversation, team meeting etc. I also screened the CV's of the candidates; short listed them, and called them for interview, job posting in BD jobs and so on. Assist HR Manager in recruitment of Management staffs, Intern. Short-list the CVs from available sources. Arrange interview date, time, and venue and panel for interview and coordinate accordingly.

3.1.2 Organizational analysis:

From my experience in "J & L Group" I have learnt the demand of human resource outsourcing, executive search, data entry and training in the business world. By working with them in various projects I have learnt that now a day's employers are looking for fast and efficient means of HR related solutions. So HR is continuously developing. "J & L Group" has proved to be one of the leading providers of such HR services and accomplished a lot of success in very short period of time. HR in this kind of industry recently established. But it doing a great job and authority also understand the necessity of Human Resource Department.

3.2 Personal experiences:

It has been a great privilege to have worked in an industry like “J & L Group”. It is a big industry in comparison with other company’s activities or production and also in comparison to other industry of its kind; it is a very good work place. What I have admired the most is that during my time in the company I had the learning scope. There is a great potentiality to learn many of the HR aspects with wide vision. As an intern I was assigned under in charge of ER & TM and worked under one of my senior colleagues. Although I was assigned under the recruitment program, but I also screened the CV’s of the candidates; short listed them, and called them for interview, job posting in BD jobs and so on. Assist HR Manager in recruitment of Management staffs, Intern. Short-list the CVs from available sources. Arrange interview date, time, and venue and panel for interview and coordinate accordingly.

With the full support and permission of my supervisor I helped all the HR departments and the senior associates in various projects. They did not treat me as an intern rather they allowed to those tasks which their employees often do.

I have helped my team by working beside them in various projects and corporate presentations. The time which I have spent with the ER & TM team has led me to understand a lot of HR issues which managers and top level management has to dealt with all the time and ways to solve them by creating and effective guideline. I have also learnt some of the different type of informal tasks like arranging application form, information form, interview rating form etc conducted in various types of organizations and how industry to industry recruitment can differ. It has given me a valuable insight to a lot of issues which big organizations face and how organizations such as “J & L Group” helps them in solving recruitment related problems. I have seen that a lot of banks, financial institutions and Media are working with “J & L Group”. Normally setting up a recruitment program takes a lot time and hard work; first we must find out the requisition from different department. Then if we think we need new employee then arrange for the interview. There are two ways of hiring –external and internal hiring. Sometimes we contact HR consultancy for Head hunting. Different types of hiring programs, based on their level of the designation. A recruitment session could last to 3-4days or even an entire week sometimes.

In case of candidate search, the experience was very insightful and interesting. I had the opportunity to work in many important tasks like-help them joining the candidates in a new post. I had to check their original documents, certificates, medical reports, national ID and so on for verification. Though this process I learnt a lot about different job description formats of different big companies. Before making phone calls and offering job to the candidates it is essential to learn about the job post and its responsibilities. In short it is essential to study the job description format provided by the client company. This has helped me to learn about the various posts and level of jobs exists in the market, the requirements and qualifications. These are some of the valuable knowledge which I couldn't have learnt if I had not participated in such projects.

I was also associated in CV entry activity of the organization. I played a major role in sorting out the CV's which comes from BD jobs and other sources every day. It is important to sort and store the CV's to the database of "J & L Fashion Ltd" for future use. During my time in the organization I also learnt to write official mail.

The entire experience was very insightful and I had learnt a lot from my experience during this internship period.

CHAPTER-4

Recruitment and Selection

4.1 Recruitment and Selection

This Recruitment and Selection Policy has been framed with the view of recruiting and selecting people who have a strong desire to achieve The J & L Group's vision, and who will assist us in achieving the business results. The main difference between recruitment and selection is recruitment is positive processes where candidates are attracted for the post apply there. On the other hand selection is a negative process where competition arises and candidates compete with each other and meritorious candidates get job.

Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization whereas selection involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts.

4.1.1 Procedure

Minimum requirements are detailed throughout this policy and include:

position is defined and justified by the requisitioning Business Unit Head / Function Head and authorized and processed by Human Resource Department.

position is advertised unless a person has been identified through the succession planning process or other business requirements.

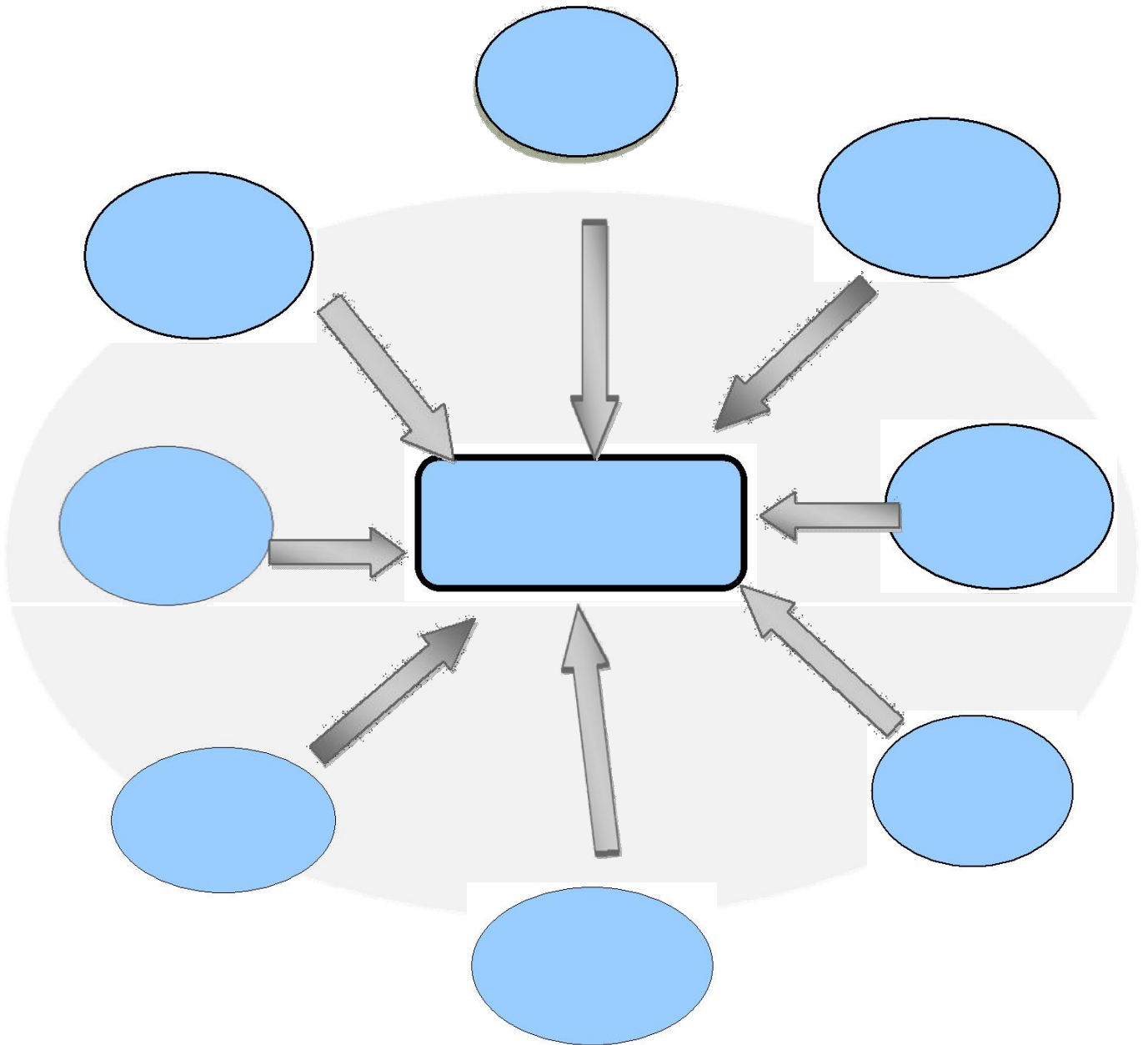
Business Unit Head / Function Head are involved in the recruitment and selection decision. As a minimum, at least one other person from the Business Unit/Function, competent in the recruitment process, should assist beside the authorized person from HR Department.

requisite skills, qualifications, experience, competencies and other The J & L Group's or legislative requirements are met and documented

at least 2 reference checks and medical checkup are completed and documented

offers are approved and made by Head of Group HR and in some special cases by Managing Director

people, whether internally or externally recruited, are inducted through employee orientation program. [1]

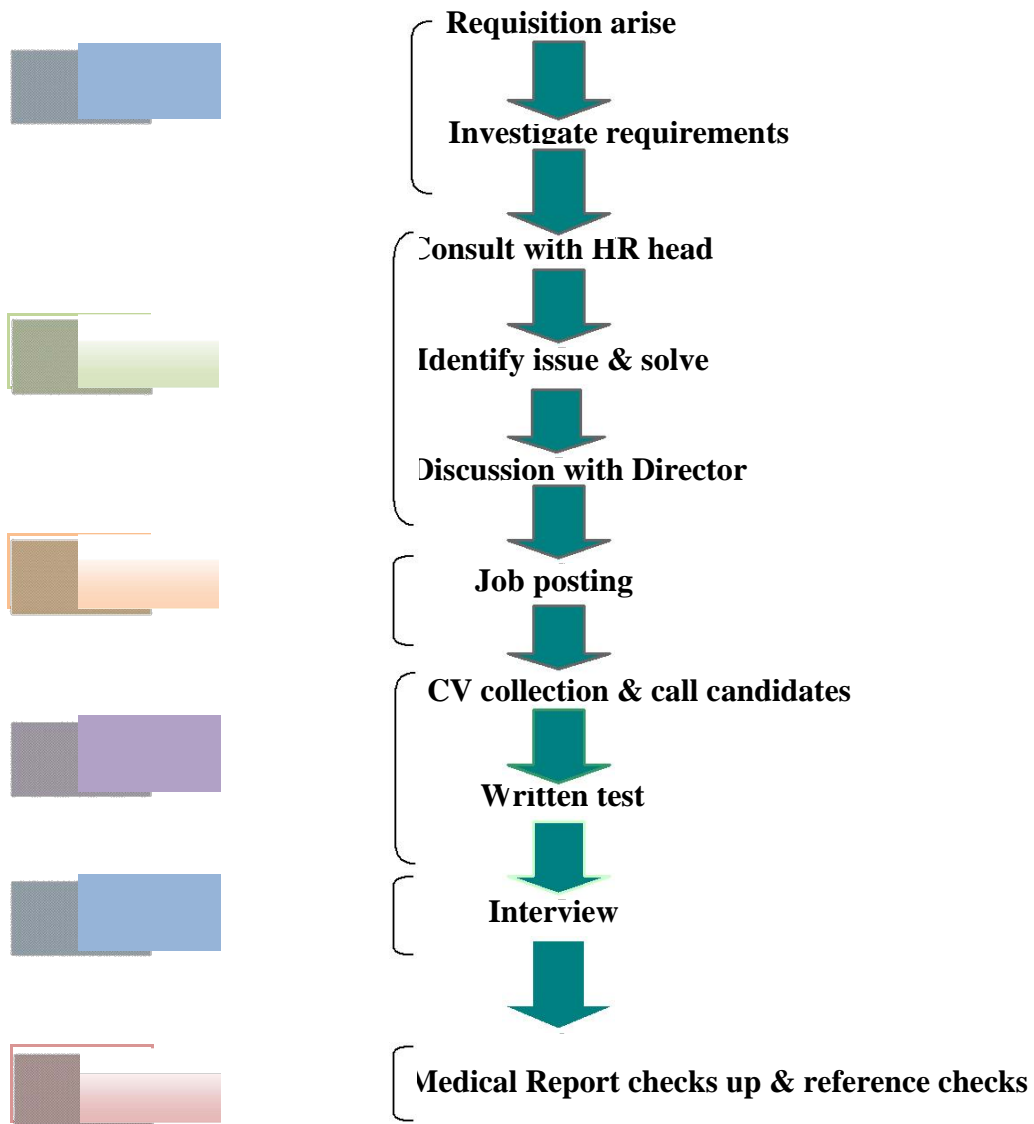


(Figure 2: The process of finding potential candidates and their CV'S)

The process in (figure 2) explains how pools of candidates are generated from different sources. It is impossible to collect all the candidates of different category and experience using only one

source. These sources are proved to be very useful and effective for finding the right amount of capable people.

Executive Search & candidate selection process:



(Figure 3: Executive Search & Candidate selection Process)

4.1.2 Current Recruitment Process:

When a vacancy comes about within the approved establishment and it is deemed necessary to fill in the vacancy, the Employee Requisition Form has to be completed and a copy of it has to be sent to Manager, ER & Talent Management at the Corporate Office who finds out if there is any suitable candidate already working in the Group for whom a transfer to the vacant position would mean either a promotion or better prospect promotion. Manager, ER & Talent Management returns the Requisition Form with his comments to the requiring department at the earliest.

4.1.3 Succession planning:

The J & L Fashion Ltd has succession planning which is a tool to assist with planning Group's future people needs. Within the succession planning process, potential successors are identified for certain management positions. When such a position becomes vacant, an individual may be approached about the vacancy. However, this may not preclude advertisement, or consideration of people who respond to that advertisement. Vacant positions not filled through the succession process are advertised.

It is the BU Head/Function/Line Manager who will work with the new person. That's why the BU Head/Function /Line Manager are involved fully in recruitment and induction. The BU Head/Function/Line Manager depends upon the people that they recruit to assist them in achieving their MOs and KPIs or action plans. The BU Head/Function/Line Manager is in the best position to assess the candidate's technical ability as well as the candidate's "fit" into the team.

Recruitment Standards for different positions will be available with the HR Department which should be strictly adhered to and no deviation there from should be made without the approval of the Head of Group HR.

It is the responsibility of the Head of Group HR to review and update the Recruitment Standard from time to time. Such standards would not be applicable to existing employees but for promotion cases, the set standards except the educational qualification should be considered.

When a vacancy comes about within the approved establishment and it is deemed necessary to fill in the vacancy, the Employee Requisition Form should be completed and a copy thereof should be sent to Manager, ER & Talent Management at the Corporate Office who should find out if there is any suitable candidate already working in the Group for whom a transfer to the vacant position

would mean either a promotion or better prospect promotion. Manager, ER & Talent Management will return the Requisition Form with his comments to the requiring department at the earliest. Recruitment procedure will then be set in motion where replacement of existing employee is not possible. While hiring, preference is given first to employees working for the Company. The fact that a qualified employee is doing essential work in a position that may be harder to fill than the current open position may be an influencing factor, but when making such decisions supervisors must be careful in order not to block career advancement merely for immediate convenience.

Each BU Head / Functional Head has involvement in the selection process, since their assessments of employee performance directly influence the BU / Function operations. However, the following guidelines to be followed in the promotion selection process:

- Promotions will be based upon merit. Evaluations must be job-related.
- Supervisors must consider as many potential candidates as necessary to assure high quality candidates.
- Management retains the right to select or not select candidates for many source it considers appropriate.

Employees may be moved to different Business Units / Functions/ departments by transfer or promotion. If the move is not a promotion then the transfer should not cause an increase in salary.[1]

4.1.4 Attracting the Candidates: Internal versus External Advertising

The objective is to recruit the best person for the position. Therefore it is always better to advertise the position unless a person has already been identified through the succession planning process or other business requirements.

It's easy to overlook an internal candidate, yet placing an internal advertisement is at no expense, so internally the position may be advertised if deemed appropriate on Notice Boards at all Company Locations as per attached format. This way, everyone is given a fair opportunity to have their application evaluated on its merits, and it can be a good opportunity to talk to the person about their career aspirations.

Those who best meet the skills, qualifications, experience and competencies required for the

position should fill vacancies. Therefore, if it is believed that there is no candidate within The J & L Group who is suitable for the role, the advertisement should be done externally as well as internally. It may be chosen to advertise internally and externally at the same time if there is a tight time frame.

Depending on the time the avenues like Websites (own or placement firms); Campus Recruitment; Outsourced placement /HR Firms should also be used, other than simply advertising in a newspaper. It is a good idea to think laterally how we might attract the right candidate.

4.1.5 How to Advertise

Once the recruitment is approved, an advertisement needs to be drafted based on the skills, qualifications, experience and competencies as have been identified and specified in the respective job descriptions.

A common template should be used designed by Corporate HR Department. Manager, ER & Talent Management would draft out the advertisement and arrange for publishing the same.

4.1.6 Screening and Selection of Applicants

On receipt of employment application(s) may they be in response to the advertisement, through mail, e-mail, web-site or by hand, Manager, ER & Talent Management (Corporate HR Department) for Officers and above and BU HR Manager for the positions below the rank of Officers will arrange weighted scoring or preliminary interview as the case may be for the purpose of listing potential candidates. Depending on the level of the position, following screening procedures will be followed:

For the positions above Assistant Manager: preliminary interviews to assess technical (professional) and behavioral competencies.

For the positions of officers up to Assistant Managers: aptitude, technical (professional) and behavioral competencies, communication, psychological tests.

For the positions below officers: technical (professional), dexterity/mechanical aptitude, communication tests.

For those meeting the stipulated specifications and pass the tests as applicable will be recorded separately. Application being rejected in the initial scrutiny/screening tests or after preliminary interviews need not be informed.

For specified positions (listed by Corporate HR Department) the candidates for the entry level position may have to go through the Assessment Centre.

Concerned Function/Department Head at the BU or Corporate Office will then be forwarded with selected applicants for review and if necessary for future short listing of at least three suitable candidates. They have to be called for further interview along with the Function/Department Head of the requiring Department, if necessary.

Structured interview will be held in line with The Group guidelines following interviewing techniques (Structured interview forms and questions are available with Corporate HR Department).

Such applicant shall be forwarded with the J & L Group's standard application blank which he/she will be required to bring along duly completed with at the time of final interview.

If however, the applicants do not appropriately match the job requirement, the position shall be re-advertised and re-searched.

Assessment of the interviews should be recorded on the Assessment Form (as available with Corporate HR Department) and maintained by Manager, ER & Talent Management or BU HR Manager as applicable.

The Corporate HR Department or BU HR Department (as applicable) will verify the information offered by an applicant in his or her employment application. While it is preferable to do so before hiring an applicant, there are many examples, when verification may be received after hiring an employee.

All applicants should be advised that false statements on the Company's employment application form are grounds for immediate dismissal, regardless of length of employment before the falsification is discovered.

For Managers and above positions, Head of Group HR will make final selection in agreement with the requisitioning BU/Function/Department Head and decide on appropriate salary grades.

For very senior positions he will consult the Managing Director.

For the positions of officers' up to Assistant Manager, Manager, ER & Talent Management will make final selection in agreement with the requisitioning BU/Function/Department Head and decide on appropriate salary grades having consented by Head of Group HR.

For the positions below officers level BU HR Manager will make final selection in agreement with the requisitioning BU/Function/Department Head and decide on appropriate salary grades having consulted Manager, ER & Talent Management. [2]

4.1.7 Headhunting Process:

Headhunting refers to the approach of finding and attracting the best experienced person with the required skill set. Headhunting involves convincing the person to join your organization. In J & L group they mainly contact with any HR consultancy for Headhunting process.

4.1.8 Human resources inventory

It actually gives us an idea of how many employees are available in the company, such as what are the skills, abilities, interest and qualifications of the present employees.

The personnel inventory allows the managers to match the organizations present personnel strengths and weaknesses against the future requirements. When the decision is made to recruit new employees, information must be gathered on each position. At the same time they must establish minimum requirements so that suitable applicants can be hired. This information is developed through job analysis, job description, and job specification.

In garments sector the job analysis is done by surveying the skill requirements needed to be an eligible employee from the line managers. Their feedback from past and current experiences determines the job analysis.

Job description is a written summary of the scope, function, duties, responsibilities, and relationships involved in a job. Job descriptions help management to select, orient, and compensate employees effectively. In J & L group it can come to be very useful as it is a labor intensive company. For e.g. when a line manager is hired that person is given the responsibilities.

Job specification is a document that describes the characteristics and qualification needed in someone who could successfully perform a given job, job specification helps managers determine an applicant's fitness for a certain position by defining qualifications for education. Training, experiences, and behavioral qualities the person must have to perform the job.

4.1.9 Importance of HR department in the company

As we know that the garments sector is a very labor intensive industry. If the labors are not handled properly then it can lead to really bad consequences such we have seen in the past like the strikes that occurred in Ashulia. The work that is done needs very skilled hands whereas the implementation of proper training is required. Whenever there is a riot because of salary issues it is the HR department that takes the initiative of handling the situation. HR department needs to keep in touch with the skilled workers so that whenever the need arises for labor they can be easily recruited without facing the problems of training employees from the start. Then everyday labors are leaving their job and new people are being recruited, so the issue of recruitment is always active. When the buyer visits the factory to inspect, it's the HR department which ensures the buyer's demand list. Even how many labors have to be fired to reach the profit that also is calculated by the HR. So we can see all the HR policies are very much in practice in J & L group.

4.2 SWOT analysis of J & L's HR department

Now I will discuss a little about the HR department's strengths, weaknesses, threats and opportunities. During my time as an intern in J & L group I was basically involved in the HR department and their processes. Without the labor it would be almost impossible to run any garments company. Nowadays the workers know their worth and are demanding more and more everyday but the owners are not willing to meet their demands and thus we witness all these strikes and horrific displays. So the HR department has a lot of work in their hands and has to make sure that the labors are satisfied and are doing their job properly because if they cannot produce the products on time then they will miss the shipment.

<p>Strength</p> <ul style="list-style-type: none"> -Strict recruitment and selection process to obtain only the very best employees -Effective training and retraining programs to ensure greater productivity, efficiency and effectiveness of the employees 	<p>Weakness</p> <ul style="list-style-type: none"> -Need more HR personnel -The training sessions are not sufficient
<p>Opportunity</p> <p>Increases in benefit package might reduce turnover rate.</p>	<p>Threat</p> <ul style="list-style-type: none"> -Employee turnover rate is very high

Newer employees also lack expertise and knowledge so, more time is spent on training programs. This generated more costs with little paybacks. Most importantly, a high turnover rate can prevent an organization from accumulating human capital which is vital for an organization's growth and survival in the long run. If any garments miss their date then cores of taka will be lost. In J & L, i also sat with HR personnel while recruiting the labors and make sure that individual is fit for the organization or not. Many skilled workers leave the company for no valid reason at all, many of whom leave after getting the salary from the company. Oddly enough though, the same workers end up coming back to the company again. It is like they follow a cycle. Training is very important as the labors need to have very skilled hands. On the job training is mainly applicable for the garments industry. Male workers cannot be re-recruited as they are the main cause of riots in the industry. There are also lots of problems while the overtime is going on. Many a times they actually force the authority to give them overtime so they can earn some extra cash. Then after downsizing the riots take place. The line supervisors charge money from the workers by means of threat even though they are the ones who recruited them. Supervisor's attitude plays a major role in determining the level of job satisfaction because employees are monitored and assessed by supervisors on a regular basis. Therefore, the treatment that the employees receive from supervisor is vital in determining job satisfaction. Supervisor's attitude includes several issues like supervisor's fairness towards employees, the level assistance with employee queries, clear and precise instructions just to name a few.

The issue of job satisfaction should be given more priority. Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work.

The effects of low job satisfaction can be far-reaching and this issue is of concern for small business owners as well as large companies. If employees are not happy with their jobs, several areas of their work are affected and their behavior can also affect other employees. The common effects of poor job satisfaction are as follows:

4.2.1 High Employee Turnover Rates

As I found out, the labor turnover of the company was quite high. The garments industry in Bangladesh is so vast that there is always some work available for the workers. For instance, if they get a hundred taka more in some other company they will surely leave their current company. Many times they just leave for no reason at all and sometimes they leave after getting their payment. Sometimes As the garments factory is very labor intensive, most of the recruitment is done on the labors. But there are many criterions to be considered as there is the issue of strikes due to various reasons. Then there is the problem of people leaving after getting their payment. The female labors are given more priority as during strikes they are less physical than the males.

4.2.2 Job Stress

Employees are paid a fixed amount per month and so the company is always trying to make them as hard as possible for the money's worth. Their salaries are not that much but they are giving a lot of effort to meet up the deadlines.

CHAPTER-5

Findings & Recommendations

5.2 Findings:

Recruitment policy in J & L Group is too lengthy and the bureaucracy in terms of top management gets in the way of recruiting individuals on time for their job. The result of such activities delay recruitment in mid and top level management to at least 50 days for each time a post is announced vacant. Policies for Entry, Mid, and Senior Levels of Management are not segregated, let alone specialized from each other. There is a lack of quality CVs being submitted to J & L Group for these positions. Also, J & L Group is having problems managing its talent pool. High amount of Turnover and unanticipated requisition are constant problems in the organization that does not make Human Resource (HR) an ideal practice there. However, investment money is being heavily injected into the HR department. Besides, J & L Group currently does not have a specialized marketing wing. It imposes the Public Relations (PR) on the HR department. Those reasons can cause economical loss for company. Organizational-Chart has not been updated for last 4 years. On the other hand Job Descriptions are not updated on a regular basis. They recently updated their Job Descriptions and it causes huge problem. Recently they take initiatives to give Job Description to new employees.

One of the problems with this set up is that, this does not allow the Business Unit (BU) head to request for better benefits of such employees before they resign. One additional reason for this is that resigning without considerable prior notice is in practice in J & L Group. This creates a problem of planning future workforce, both for the HR department and the BU Heads of the respective function.

There are also other problems like distance problem, the factory is in gazipur and another office is in Uttora, which is far away from Dhaka city though they provided transportation facilities. Another problem I felt is they do not give any vacation for traditional festival like-Shob-E- Borat, Puja, Merry Christmas, Buddha Purnima etc. So socio cultural factors should be improved. They only provided with 2 Eid holidays. I think it is really a social problem and can create dispute among the employees. Experienced employees get more attractive remunerations and packages from other industry. Employees are not provided with sufficient technological support like- computer, laptop, equipment's etc. By analyzing the legal factors, J & L Group should keep in mind that in Saudi Arabia the information on the product should be written from the "Right to left side" & word should be Arabic. So, if they don't consider

this factor before going to exporting, they will fall in great loss. In our country political instability also causes problem to the buyers. It also interrupts to deliver product in time.

Turnover rate of J & L is increasing day by day. For high turnover it was impossible to gather much important information.

6.1 Recommendations:

Although the HR activities of “J & L Group” is at satisfactory level at the present, but there is scope to enhance development both internally and externally. To streamline and strengthen overall activities of the factory the following areas have been identified:

General Recommendations:

- Promotional activities should be focused through print media and by establishing Outlets in Bangladesh.
- Company should sponsor more programs in magazines and corporate fairs.
- Should hire more HR Associates in the organization.
- Company should increase other facilities for job satisfaction.
- The company should conduct market research regularly to evaluate the market trend.
- Should give proper attention management of the interns in HR department.
- Reporting Officers should be more cooperative, cordial and friendly.
- For future the success of the firm depends on evolving innovative ways and resolving solutions to human resource problems.

Specific Recommendations:

- Suitable candidates should be selected for particular posts.
- Proper attention should be given to strengthen HR department of the company.
- Socio-cultural activities can be developed to create better working atmosphere.

CHAPTER-6

Conclusion

6.2. Conclusion

From the above discussed HR policies and their recommended changes, J & L Group can achieve the dream they had been hoping for. Recruitment policies in J & L Group are tangled and create unnecessary delay in the progress. If the time required for recruiting can be decreased, operations can run smoother than they are at the moment. Decision making will become faster. Also, another challenge for HR at J & L Group has been to recruit and contain talented management workers which can also be mended by proper recruiting of talents in the workplace. Furthermore, the researcher identifies that, it is tough on the HR Unit to also work as the PR Unit when the HR Unit is responsible for 3031 employees already. Thus, a segregation of duties is indeed a necessity. With all recommendations in place, J & L Group can have a more talented, leaner and more efficient management system.

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