



Review Article

Comparative study of recruitment and selection process of two organizations in Bangladesh

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The study examined the satisfaction level of employees about recruitment and selection process of Urmi Group- a readymade garment producer and the other one is Madina Cement Company. 38 employees of Urmi Group and 30 employees of Madina Cement Company were selected. Selection of study sites and number of respondents were done purposively. Mean, standard deviation and correlation analyses have been done. It is observed that employees' satisfaction of recruitment and selection is comparatively better in the case of Urmi Group than in the Madina Cement Company. It is assumed that HR practice of RMG sector of Bangladesh is probably improving and other industrial sector should follow this sector to improve their human resource management.

Key words: Recruitment, Selection, Urmi Group, Madina Cement, Correlation, Bangladesh.

INTRODUCTION

Recruitment is one of the essential elements of the human resource management because people see organizations. It is concerned about ensuring selection of right kind of people in the organization. On the other hand, employee selection in Bangladesh is often influenced by certain quarters such as political and influential peoples of the society. Indeed, Bangladesh is now an important center of man power. At the same time Bangladesh faces unemployment problem (Anonymous 2017). Garments industries in Bangladesh presently face many problems such as labor unrest, infrastructure, and HR practices (Haq 2016). The World Bank stresses continuous efforts to reform garment sector (Anonymous 2017) in Bangladesh. It is thus proven that the RMG sector in Bangladesh is lacking in professional human resource management practices. The country is rapidly moving towards industrialization. Among many industrial sectors, Cement industry is also one important source of producing building material in Bangladesh. It is a growing and export oriented industry in Bangladesh.

To face competition in the product market, effective manpower is very important to produce and market good products. Unless effective recruitment and selection of manpower is practiced, it is not possible to face market competition of any industry. Therefore, the present study has been done with a view to determine the actual recruitment and selection process of an RMG company and a cement company in Bangladesh.

LITERATURE REVIEW

Unlike other sectors such as banking, garments etc., recruitment and selection processes related the cement industry of Bangladesh is scanty. There is one study by Ahmed (2014) who conducted the recruitment and selection process of CEMEX cement Company in Bangladesh. The study was based on descriptive information. So, it is difficult to determine the actual recruitment and selection process in the cement industry in Bangladesh.

Several studies have been done about the HRM practices of RMG sector of Bangladesh. Ferdous (2015) conducted to examine the factors which are responsible for the promotion of work satisfaction of RMG workers in Bangladesh. The study was an empirical study. Tania and Sultana (2014) conducted the study about the health hazards of garments in Bangladesh. Results suggest that employees are unaware of their employment rights. The study is based on a case study. Sarker and Rumana (2014) examined the financial and non-financial HRM practice to identify the job satisfaction of RMG workers in Bangladesh. Haq (2016) identified the HRM practice of RMG sector of Bangladesh. The study was based on descriptive type case study. Among many analyses, it included recruitment and selection process of a readymade garment industry in Bangladesh. However, it did not include any primary information of the process of recruitment and selection of the employees.

The present study can differentiate itself with others because it identifies opinions of employees about recruitment and selection process of a cement industry and readymade garment industry. Indeed, research of the recruitment and selection process is known as the greatly neglected topic in the field of HRM (Ewart Keep and Susan James, 2010). Therefore, it is expected that this study will be able to reduce the negligence of such research by providing the actual situation of the recruitment and selection process of the selected industries either in Bangladesh or elsewhere.

OBJECTIVES AND METHODOLOGY

The objective of the study is to know the recruitment and selection process of a readymade manufacturer unit-Urmi Group and Madina Cement Company of Bangladesh. The secondary data was collected from annual reports, research papers and websites.

Primary Data was collected from 38 employees of Urmi group and 30 employees of Madina Cement Company. Thus total 68 employees were selected for the study. Selection of two organizations and number of employees were done purposively.

Opinion survey was done among the selected employees through pre-structured questionnaires. The structure of the pre-structured questionnaire is similar to Abu Zafar (2015). Data were analyzed using mean, standard deviation, and correlation. To convert, the qualitative data into quantity, 5-point Likert scale which ranges from strongly agree to strongly disagree were employed (Abu Zafar 2015).

Organizational Overviews of Urmi Group and Madina Cement Industry

Established in 1984 Urmi Group has expanded dramatically over the past two decades and built a

remarkable distinction as an exporting giant in this part of world. Diversification and quest for specialization has made the group a true leader in the face of global competition. Urmi group is one of the fastest growing and rapidly diversifying groups of companies. The group has given more emphasis on different types of knitted fabric and garment (Corporate profile Urmi Group).

Madina Cement Company Ltd. is a popular and locally owned cement producing plant in Bangladesh. Tiger Cement started its journey with China based technical cooperation of CITIC engineering of PRC in 1998 with the company named MTC Cement Industries Ltd with two plants in Bangladesh. These are Meghnaghat, Naraynganj and another one is Pagla, Naraynganj. The Madina Cement Industries Ltd uses raw materials of the best quality coming from Japan, Korea, Hong Kong, Thailand, Singapore, and Australia (Corporate profile, Madina Cement).

Brief Overview of Recruitment and Selection Framework- Urmi Group

Worker Level

Processes are being maintained to recruit are as follows-

- Respective department head with the approval of the HR Manager prepares requisition for additional and replacement workers.
- Vacancies are announced by advertising, posters, leaflets, putting banners at the front side of the main gate, different places, and reliable sources.
- Applications are received by hand and in most of the cases walk in interviews system is followed.
- In cases of skilled workers, recruitment is being done by "on the job test" (Practical interview)
- In cases of unskilled workers, recruitment is being done by written and oral test.
- General health check-up by factory medical officer is an essential part of recruitment procedure.
- Salary, wages, and other benefits fixation is done in fulfillment to the applicable Bangladesh labor laws-2006 and minimum wages gazette.

Officer Level

- Assess the need for the job and ensure there is adequate funding for it
- Review the job description to ensure that it meets the present and future requirements
- Review the person specification to ensure it meets the requirements of the job description
- Design the selection process
- Draft the advertisement and select the advertising media
- Short list using the person specification only
- Written tests for entry level employee

- Interview and test short-listed candidates
- Validate references, qualifications, and security clearance
- Make appointment

Chief Operating Officer holds the responsibility for ensuring this framework is followed. HR is available for advice and will assist in general administration of the recruitment process.

Brief Overview of Recruitment & Selection Frame Work-Madina Company Ltd.

Following are the steps in the selection process pursued by Madina Cement Industries Ltd-

I. Short-Listing the Candidates:

This part involves slimming down the applications received to a shortlist of candidates that we wish to take forward to interview. Short listing is a very important part of the recruitment process. Although it can be time-consuming, it is worth conducting with care and consideration.

II. Initial Screening Interview

This is a type of oral interview. This interview is called for all the short-listed candidates.

III. Written Test

The question paper is prepared based on basic of HR knowledge and some analytical abilities. It is prepared by the HR manager and the test is coordinated by senior officers. When the exam is completed, all the answer scripts are submitted to the manager.

IV. Second Phase Interview

The passing marks is 18 out of 50. The candidates, who obtain 18 and above are called for the second phase interview. This interview is conducted by the HR manager and the deputy manager of operations.

V. Final Interview

The CEO of Madina Cement Industries Ltd. conducts the final interview

VI. Making Decision to Offer

The CEO selected candidates and informed the manager. Then the manager calls the candidate/candidates to offer employment and asks the candidate/candidates about the possible joining date.

VII. Reference Checking

Then the manager communicates with the referees to check the background of the selected persons.

VIII. Appointment Letter

Appointment letter is prepared for the selected person/persons and necessary steps are taken to send the appointment letter to them.

(Source: Corporate profile Selection Process of Madina Cement Company Ltd.)

RESULTS AND DISCUSSION

It is found from the Table 1 and Table 2 that standard deviation of selected recruitment and selection factors are not large which means opinions of satisfaction of both organizations are consistent. It is evident from correlation analysis (Table 3) that coefficients of recruitment & selection process is cost effective for the organization and recruitment & selection process is cost effective for candidates of Urmi Group are stronger than in other factors of this organization. On the contrary, coefficient of 'recruitment and selection process should be improved' is stronger in case of Madina Cement Company than in other selected factors of this company. The value of coefficient of 'recruitment and selection process is free from bias' is negative in the Madina Cement Company. It is probably, Madina Cement Company has some negligence of this factor in case of recruitment and selection. Management board of this organization should take necessary steps of it. However, this variable is not significant.

CONCLUSION

After analyzing Urmi Group's and Madina Cement Company, recruitment & selection procedures, it has been identified that they are following good criteria for recruiting and selecting appropriate employees for their organization with minor exceptions of Madina Cement Company. Madina Cement Company would identify the causes of those variables which are not significant and improve them to achieve the significance level of employees' satisfaction as it is seen in case of Urmi Group. At the same time, Urmi Group should also make attempts to improve the significance levels of those factors which are not significant. Anyhow, it is found that the satisfaction factors of employees' recruitment and selection are comparatively better in the readymade garments sector than in the other sector such as Cement Company. Therefore, it can be concluded that HR practice of RMG sector of Bangladesh is probably improving and other industrial sector should follow this sector to improve their human resource management. Policymakers should take note of this.

Table 1 Descriptive Statistics of Urmi Group

Variable ^{N.B}	Mean	SE Mean	StDev	Minimum	Q1	Median	Q3	Maximum
C1	4.7105	0.0746	0.4596	4.0000	4.0000	5.0000	5.0000	5.0000
C2	4.316	0.120	0.739	3.000	4.000	4.000	5.000	5.000
C3	4.7368	0.0816	0.5032	3.0000	4.7500	5.0000	5.0000	5.0000
C4	4.105	0.145	0.894	2.000	3.750	4.000	5.000	5.000
C5	2.658	0.174	1.072	1.000	2.000	3.000	3.000	5.000
C6	2.974	0.198	1.219	1.000	2.000	3.000	4.000	5.000
C7	4.6579	0.0866	0.5340	3.0000	4.0000	5.0000	5.0000	5.0000
C8	4.184	0.140	0.865	2.000	4.000	4.000	5.000	5.000
C9	1.3684	0.0956	0.5891	1.0000	1.0000	1.0000	2.0000	3.0000
C10	2.974	0.183	1.127	1.000	2.000	3.000	4.000	5.000
C11	36.684	0.488	3.005	32.000	34.000	36.000	38.000	44.000

Source: Author's calculation from survey data, 2017.

Table 2 Descriptive Statistics of Madina Cement Company

Variable ^{N.B}	Mean	SE Mean	StDev	Minimum	Q1	Median	Q3	Maximum
C1	1.2667	0.0821	0.4498	1.0000	1.0000	1.0000	2.0000	2.0000
C2	1.467	0.133	0.730	1.000	1.000	1.000	2.000	3.000
C3	1.2000	0.0743	0.4068	1.0000	1.0000	1.0000	1.0000	2.0000
C4	1.967	0.206	1.129	1.000	1.000	1.500	3.000	4.000
C5	3.133	0.234	1.279	1.000	2.750	3.000	4.000	5.000
C6	3.900	0.182	0.995	2.000	3.000	4.000	5.000	5.000
C7	1.400	0.113	0.621	1.000	1.000	1.000	2.000	3.000
C8	1.500	0.133	0.731	1.000	1.000	1.000	2.000	4.000
C9	4.500	0.142	0.777	3.000	4.000	5.000	5.000	5.000
C10	3.233	0.228	1.251	1.000	2.750	3.000	4.000	5.000
C11	23.567	0.474	2.596	18.000	21.000	24.000	26.000	28.000

Source: Author's calculation from survey data, 2017.

Table 3 Results of Correlation

Variables ^{N.B}	Urmi Group(C11)	Madina Cement Company(C11)
C1	0.284**	0.670***
	<i>0.084</i>	<i>0.000</i>
C2	0.241*	0.038
	<i>0.145</i>	<i>0.844</i>
C3	0.390**	-0.078
	<i>0.015</i>	<i>0.681</i>
C4	0.385**	0.466**
	<i>0.017</i>	<i>0.010</i>
C5	0.586***	0.350**
	<i>0.000</i>	<i>0.058</i>
C6	0.566***	0.330**
	<i>0.000</i>	<i>0.075</i>
C7	0.183	0.090
	<i>0.270</i>	<i>0.637</i>
C8	0.314**	0.154
	<i>0.055</i>	<i>0.415</i>
C9	0.129	0.436**
	<i>0.442</i>	<i>0.016</i>
C10	0.349**	0.670***
	<i>0.032</i>	<i>0.000</i>

***, ** & * indicate 1%, 5% and 10% level of P-values. Italics indicates P-values.
 Source: Author's calculation from survey data, 2017.

N.B.

C1- It follows formal Recruitment & selection system.
 C2- Recruitment & selection process is not lengthy
 C3- Recruitment & selection process is free from biasness
 C4- Recruitment selection process follows objective criteria
 C5- Recruitment & selection process is cost effective for the organization
 C6- Recruitment & selection process is cost effective for candidates

C7- Recruitment & selection process is Comprehensive
 C8- Recruitment & selection process helps in achieving organizational goal
 C9- Recruitment & selection process generates hassle to the applicants
 C10-Recruitment & selection process should be improved
 C11- Total index of recruitment and selection satisfaction factors (dependent variable)

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Accepted 6 September 2017

Citation: Haq AZM (2017). Comparative study of recruitment and selection process of two organizations in Bangladesh. *Global Journal of Management and Business*, 4(2): 060-064.



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