

Recruitment and Selection Process of a Readymade Garment Industry in Bangladesh

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Abstract

This study used both primary and secondary data. The primary data were collected from five (5) employees of HR department & forty five (45) employees from different departments of Arabi Fashion Ltd. through the use of prestructured questionnaires. The secondary data are collected from annual report of Arabi Fashion Ltd, research papers and website. Recruitment & selection process of Arabi Fashion Ltd. is quite impressive in terms of other RMG groups. Their techniques and procedures are competitive. They conduct proper background check before finally recruit the employees whether it's external or internal recruitment. By doing this Arabi Fashion Ltd. easily attract the qualified employees who will help Arabi Fashion Ltd. to achieve their ultimate goal. The results indicated that advertising of job vacancies and employee referrals are mostly the mode for recruiting potential employees. It was also realized that the method used in the recruiting and selection process was very effective. The study recommended that potential employees should all be treated fairly in the recruitment and selection process, more so employees must be appraised constantly to ensure that they improve upon their performance. The study concludes that the result will give some inputs in the existing body of knowledge.

Keywords

Bangladesh, Readymade Garments Industry, Recruitment and Selection

1. Background

Recruitment and selection procedure plays a vital role in the concept of present business [13]. Since the company's functions starts with the recruitment and selection, if it is not done in a systematic and thus affected (ibid). This is true in case of garments industries. Garments industries in Bangladesh presently face many problems such as labor unrest, infrastructure and HRM practices [8]. The World Bank stresses continuous efforts to reform garment sector in Bangladesh [2]. The country had to be warned by the importers about the safety concerns for the garment workers of Bangladesh [1, 4]. It is thus proven that the RMG sector in Bangladesh is lacking human resource management practice properly. In fact, HRM practice is impossible to maintain properly unless appropriate employees are not appointed rightly. Therefore, the present study has been done in order to know the actual situation of the readymade garment industries' recruitment and selection process of Bangladesh.

1.1. Literature Review

Several studies have been done about the HRM practices of RMG sector of Bangladesh. The study [7] conducted to examine the factors which are responsible for the promoting of work satisfaction of RMG workers in Bangladesh. The study was an empirical study.

They [14] conducted the study about the health hazards of garments in Bangladesh. Results suggest that labors are unaware of labor rights. The study is based on a case study.

They [12] examined the financial and non-financial HRM practice in order to identify the job satisfaction of RMG workers in Bangladesh.

He [8] identified the HRM practice of RMG sector of Bangladesh. The study was based on descriptive type case study. Among many analyses, it also includes recruitment and selection process of a readymade garment industry in Bangladesh. However, it was not included any primary information of the process of recruitment and selection of the employees.

From the above discussion, it is assumed that research work about recruitment and selection process of any garment industry of Bangladesh is still scant. Generally speaking research of the recruitment and selection process is known as the greatly neglected topic in the field of HRM [6].

Therefore, it is expected that this study will be able to minimize the negligence of such research by providing the actual situation of the recruitment and selection process of the Arabi Fashion Ltd. either in Bangladesh or elsewhere. Moreover, the study can differentiate with others because it examines opinion of HR employees also since they are directly related to the HR policy of any organization and opinions of employees of different departments about recruitment and selection of the selected garment industry.

1.2. Objectives

Objectives of the study are as follows-

1. To know the recruitment and selection process of Arabi Fashion Ltd.
2. Opinion of employees about recruitment and selection of Arabi Fashion Ltd.
3. Opinions of HR employees of Arabi Fashion Ltd.
4. Make recommendation of recruitment and selection process of Arabi Fashion Ltd.

1.3. Methodology

Arabi Fashion Ltd has been selected for the convenience of the study.

The secondary data are collected from annual report of Arabi Fashion Ltd, research papers and website. Primary data collection was done by following two steps-

Step-1: Five employees of HR department (Table 1) was taken interview in order to know the opinion of the recruitment & selection process of the organization on behalf of the organization since HR department is the policy maker of any formal organization for HR relevant works. Five employees were selected purposively from 12 employees of the HR department.

Table 1. Status of surveyed employees of HR section.

Rank	Number
Senior Officer of HR & Admin	04
Officer of HR & Admin	01
Total	05

Source: Field survey (2017)

Step-2: Here 45 employees from various departments (Table 2) were interviewed about the recruitment & selection process of the organization. They were selected as per the convenience of the study out of 268 employees.

Table 2. Status of surveyed employees among all employees.

Rank	Number
Senior Officer HR & Admin	04
Officer HR & Admin	08
Officers & Junior Officers (other Depts.)	33
Total	45

Source: Field survey (2017)

In order to collect information from HR employees, a prestructured questionnaire was made which is found in [10]. On the other hand, another prestructured questionnaire was made for the opinions of employees from different departments which are found in [3].

Data were processed using frequency and percentages [3]. To convert, the qualitative data into quantity, 5 point Likert scale ranged from strongly agree to strongly disagree were employed such as strong disagree(1), disagree (2), neutral (3), agree (4) and strong agree (5).

1.4. Limitations

The study is undertaken considering ins and outs of the human resource practices based on the human resource manual of Arabi Fashion limited and on personal experiences shared by the fellow in this garments. Personal biases and inconsistencies in the HR manual with the current practices may be possible setbacks. Unavailability of data could be due to engagement of the current employees in Arabi Fashion Limited. Experienced employees could have provided the required data. Data collection was complicated due to high turnover rate. Turnover ratio calculation was not possible due to poor record keep.

2. Overview of Arabi Fashion Limited

Arabi Fashion Ltd. a fully compliant factory serving the needs of the global apparel market since 2006 as a leading manufacturer of quality and value added knit garments. Arabi Fashion Ltd. has been working with good reputation in the industry. Total numbers of employee of Arabi Fashion Ltd. is 1381 and among them staffs are 268, total workers are 1113. They do have 700 set of machines, and their production capacity is 7,75,000 pcs per month. The company's products that mainly include T-Shirt, Polo shirt, Tank Top, Shorts, Trousers, Fleece Jacket, Vest etc. are exported to France, Sweden, USA, Germany, UK, and Spain. Main Buyers of Arabi Fashion Ltd. are La Redoute, Ellos, Bryllane, LIDL, S. Oliver, The Outdoor Group, Losan, Regatta, Wal-Mart, and Avenue [9].

3. Overview Recruitment & Selection Process of Arabi Fashion Limited

3.1. Legal Requirements

Recruitment and selection procedures must comply with the Arabi Fashion Limited diversity policy. This procedure incorporates compliance with the following legislation [5]:

- a) Bangladesh Labour Code, 2006
- b) ILO Convention code of conduct
- c) BSCI (Business Social Compliance Initiative) code of conduct
- d) ICS ((Initiative Clause Social) Code of Conduct

Most of the codes of conduct are hanged in the wall, floor, working area of the workers. Arabi Fashion Limited believes, recruitment is that-

- a) Process of attracting qualified job applicants.
- b) Strategic recruitment involves the appropriate use of internal and external sources.
- c) The process of finding and attempting to attract job candidates who are capable of effectively filling job vacancies.

3.2. Recruitment and Selection Framework (Worker Level)

Processes are being maintained to recruit are as follows-

- a) Respective department head with the approval of the HR Manager prepares requisition for additional and replacement workers.
- b) Vacancies announced by advertising, posters, leaf lets, putting banners at the front side of the main gate, different places, and reliable sources.
- c) Application receives from hand to hand and in most of the cases walk in interview system is followed.
- d) In cases of skilled workers, recruitment's being done by "on the job test" (Practical interview)
- e) In cases of unskilled workers, recruitment's being done by written and oral test.
- f) General health checked-up by factory medical officer is an essential part of recruitment procedure.
- g) Salary, wages, and other benefits fixation is done in fulfillment to the applicable Bangladesh labor laws-2006 and minimum wages gazette [11].

3.3. Recruitment and Selection Framework (Officer Level)

- a) Assess the need for the job and ensure there is adequate funding for it.
- b) Review the job description to ensure that it meets the present and future requirements.
- c) Review the person specification to ensure it meets the requirements of the job description.
- d) Design the selection process.
- e) Draft the advertisement and select the advertising media.
- f) Short list using the person specification only.
- g) Written tests for entry level employee.
- h) Interview and test short-listed candidates.
- i) Validate references, qualifications and security clearance.
- j) 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 [11].

3.4. Selection Provisions

Managers need to design the selection process they will use, giving consideration to the following points:

Panel Composition

All interviews for permanent posts must be conducted by a panel. The chief operating officer is responsible for selecting interview panel members. The panel composites by the chief

operating officer, the HR Manager and respective department head. The Interview board is normally presided over by the chief operating officer. Sometimes the interview board is presided over by the director. This committee shall comprise of the followings:

- a) Director: Chairman
- b) Chief Operating Officer: Member
- c) Concern Department Head: Member
- d) Manager (HR): Member & Secretary

Interview Questions

Human resources department hold the Arabi Fashion Limited interview guides that contain competency based interview questions. Arabi Fashion Limited potential team emphasis on basic knowledge rather than theoretical knowledge. The chief operating officer thinks that if the candidates have the basic knowledge, they can do the work effectively and proper way.

Advertising of Vacancies

The HR Team provides a centralized advertising service for the advertisement of vacancies and will assist the manager prepare an appropriate advertisement. All permanent vacancies are advertised concurrently internally (oral notice passed to current employee) and externally. External advertisement is on the website (bdjobs.com), generally along with appropriate newspaper publications. Applications are to be forwarded to the HR team in the first instance and not directly to the chief operating officer.

Short-listing

Short-listing must be completed based on the person specification. New criteria cannot be introduced to assess the candidates at this stage as it would be unfair. It is the HR manager's responsibility to complete the short-listing and to ensure the process remains free of unlawful discrimination. It is desirable that a second person from the panel also participates in the short-listing process. Former employees who have been dismissed for misconduct cannot be considered for appointment. Staffs who have taken early retirement or redundancy may be considered on their merits.

Interviewing

Written Test

At the entry level (Junior Executive, Front Desk Executive, Trainee Merchandiser) limited numbers of candidates are called for written test. The chief operating officer must then notify HR manager of these arrangements and HR manager will confirm via phone to the short-listed candidates for written test. The HR manager also confirms that where and how way the limited number of candidates will come for written test.

Arrangements for Interviews

The chief operating officer is responsible for scheduling dates and times for interviews directly with the short listed candidates and notifying the candidates of any selection tests that will be used. The chief operating officer must then notify HR of these arrangements and HR will confirm via phone to the written test selected candidates including the following details:

- a) Date, time and place of the interview

- b) Instructions on how to find their way to the interview venue
- c) A request that they contact the author of the letter/message if they have any special requirements in relation to the interview (related to access to the venue or any other special need related to a disability)
- d) Based on experienced candidates' interviews presentation, the chief operating officer, HR manager and other panel members understood their skill and experience in the selected area (e.g. examples of work or proof of qualifications that are essential to the post)

At the Interview

The purpose of interviewing is to appoint the best person for the job based solely on merit and suitability. Arabi Fashion Limited recruitment and selection framework achieves this by using methods that are systematic, thorough, fair, unbiased and based on rational, objective, job related criteria. At the interview, each candidate should be treated consistently. To achieve this, the panel should:

- a) Ask the same initial questions of each candidate.
- b) Supplement their understanding of the candidate's responses by following up questions as appropriate.
- c) Not allow any discriminatory questions, harassment, or any other conduct which breaches Arabi Fashion Limited equal opportunities policy or code of conduct.
- d) Keep in mind that information obtained throughout the selection process is treated as confidential and is known only to parties involved in the selection process.
- e) Keep records of interviews and the reasons for decisions - returning this information to HR for filing (and disposal six months later)

Panel members must be aware that it is their responsibility to ensure recruitment/interview documentation is stored securely and confidentially while in their possession.

Decision to Appoint

In selecting the successful candidate, the panel must make a decision based on the merit and eligibility of the candidates as judged by:

- a) Content of application
- b) Qualifications (if required for the post)
- c) Performance at Interview
- d) Outcome of any selection tests

The panel must seek to ensure that candidates appointed will actively promote the Arabi Fashion Limited core values.

Checks

As part of assessing the merit of each candidate, chief operating officer must satisfy themselves that the information the candidate gives is authentic, consistent and honest. This includes being satisfied about information regarding the candidate's:

- a) Application
- b) Work History
- c) Qualifications (where a qualification is a requirement for the post, supporting evidence or certification must be obtained from the candidate and recorded)
- d) Evidence presented at interview

Should any of these not meet the required standards, HR manager must immediately discuss the issue with the chief operating officer.

Offer of Employment

A conditional verbal offer of employment is to be made by the chief operating officer within a week of interview. The offer must be on a conditional basis while the required checks take place in relation to security clearance, health declaration, references, and qualifications. It is the chief operating officer's responsibility to notify HR manager of the offer. HR manager will then send the candidate an appointment letter and statement of particulars detailing post, salary, benefits, holiday entitlement, notice period, working hours and location. If the offer is acceptable to the selecting candidates, they signed the appointment letter. When the following candidates joined the offered position, they have to write a joining letter to the chief operating officer. It is also noted that chief operating officer, HR manager and other panel members are explained and described the responsibility, working area, salary, compensation and other benefits to the interviewee because of he can be adjusted with the mentioned situation.

In case of the special condition or important position, the director specially discussed with the interviewee the following details:

- a) Condition of work
- b) Job Responsibility
- c) Working Area
- d) Importance of the position

Placement to the Position

When the selected candidates submitted the joining letter, the HR manager describes the responsibility, ensure his responsibility and introduce him to the other respective persons. Then it finally took the responsibility and continues the daily activities.

4. Opinions of Employees

4.1. Views of the Selected Employees of Arabi Fashion Ltd. on Recruitment and Selection Process

Opinions of selected employees are as follow (Table 3).

Table 3. Opinions of employees.

SL	Particulars	SD	D	N	A	SA	Total
01	Arabi fashion ltd. follows recruitment system	0(0%)	0(0%)	0(0%)	18(40%)	27(60%)	45(100%)
02	Arabi fashion ltd. recruitment and selection process is not lengthy	0(0%)	0(0%)	8(17.78%)	17(37.78%)	20(44.44%)	45(100%)
03	Arabi fashion ltd. recruitment and selection is free from biasness	0(0%)	0(0%)	0(0%)	13(28.89%)	32(71.11%)	45(100%)
04	Arabi fashion ltd. recruitment and selection follows	0(0%)	3(6.67%)	9(20%)	16(35.55%)	17(37.78%)	45(100%)

SL	Particulars	SD	D	N	A	SA	Total
05	Arabi fashion ltd. recruitment and selection is cost effective	7(15.56%)	15(33.32%)	12(26.67%)	7(15.56%)	4(8.89%)	45(100%)
06	Arabi fashion ltd. recruitment and selection is cost effective for candidates	12(26.67%)	13(28.9%)	17(37.76%)	3(6.67%)	0(0%)	45(100%)
07	Arabi fashion ltd. recruitment and selection is comprehensive	0(0%)	0(0%)	7(15.56%)	12(26.67%)	26(57.78%)	45(100%)
08	Arabi fashion ltd. recruitment process helps in achieving the goal of organization	0(0%)	2(4.44%)	6(13.33%)	17(37.78%)	20(44.44%)	45(100%)
09	Arabi fashion ltd. recruitment process generates hassle to the applicants	29(64.44%)	13(28.89%)	3(6.67%)	0(0%)	0(0%)	45(100%)
10	Arabi fashion ltd. recruitment and selection should be improved	5(11.11%)	6(13.33%)	18(40%)	14(31.11%)	2(4.44%)	45(100%)

*SA-Strong agree, A-agree, N-neutral, SD-Strongly disagree, D-Disagree
Field survey: January 2017

4.2. Views of the Selected HRD Employees of Arabi Fashion Ltd.

Below are opinions of selected HR employees (Table 4).

Table 4. Opinions of HR employees.

SL	Particulars	SA	A	N	SD	D	Total
01	During the time of recruitment, do you prefer external source more acceptable than internal source, the one most preferable for your company?	0(0%)	0(0%)	5(100%)	0(0%)	0(0%)	5(100%)
02	Do you consider the reference check as an integral part of recruitment?	0(0%)	4(80%)	0(0%)	1(20%)	0(0%)	5(100%)
03	Are people, responsible for employer branding (HR), if aware of employer branding as a concept?	1(20%)	3(60%)	1(20%)	0(0%)	0(0%)	5(100%)
04	Is your company's communication channel strong enough in promoting and strengthening the brand in the market place?	4(80%)	1(20%)	0(0%)	0(0%)	0(0%)	5(100%)
05	Do you consistently appoint high caliber employees?	3(60%)	2(40%)	0(0%)	0(0%)	0(0%)	5(100%)
06	Do you believe that transfer, demotion, suspension and dismissal are based on performance appraisals?	4(80%)	0(0%)	1(20%)	0(0%)	0(0%)	5(100%)
07	Does salary factor attracts most of the potential employees than career growth and development?	5(100%)	0(0%)	0(0%)	0(0%)	0(0%)	5(100%)
08	Do you ensure that salaries being set are according to the market scenario?	1(20%)	4(80%)	0(0%)	0(0%)	0(0%)	5(100%)
09	Is your company lacking, fairness is supervision and inconsistency in employment opportunities, having an impact on employee retention?	4(80%)	1(20%)	0(0%)	0(0%)	0(0%)	5(100%)
10	Do you believe that cash incentives have more of the contribution in employee retention activity?	5(100%)	0(0%)	0(0%)	0(0%)	0(0%)	5(100%)
11	Do you nominate employees for various company awards (such as on-the-spot and circle of excellence awards)?	0(0%)	5(100%)	0(0%)	0(0%)	0(0%)	5(100%)
12	Do you ensure that vacancies do not remain open for long period of time?	0(0%)	0(0%)	0(0%)	3(60%)	2(40%)	5(100%)
13	Do you possess a good overall knowledge of HR recruitment process and policies?	5(100%)	0(0%)	0(0%)	0(0%)	0(0%)	5(100%)
14	Do you frequently meet team members for formal career planning session?	5(100%)	0(0%)	0(0%)	0(0%)	0(0%)	5(100%)
15	Do you prioritize issues which concern the development of employees?	0(0%)	2(40%)	3(60%)	0(0%)	0(0%)	5(100%)
16	Do you think that the one having the authority to select, comprehensive job specification & job description, availability of sufficient number of applicants are the essentials to make the selection procedure successful?	4(80%)	1(20%)	0(0%)	0(0%)	0(0%)	5(100%)
17	Is a person's character more important if compared to their job skills, when it comes to being a good employee in your company?	5(100%)	0(0%)	0(0%)	0(0%)	0(0%)	5(100%)

* SA-Strong agree, A-agree, N-neutral, SD-Strongly disagree, D-Disagree
Field survey: January 2017.

5. Recommendations and Conclusion

Based on above discussion, Arabi Fashion Ltd. recruitment & selection procedures and opinions of employees, it has been identified that they are following good criteria for recruiting and selecting appropriate employees and worker for their organization. To be a good is not perfect for this competitive market of RMG sector, they have to be perfect.

For that reason there are some recommendations that it would like to suggest:

1. For internal recruitment Arabi Fashion Ltd. should follow "Succession Planning" technique specially for those post which are tend to create leader (e.g. Assistant Manager). This technique will help Arabi Fashion Ltd. to avoid extra training cost which will occur if they hired employee from outside.

2. Arabi Fashion Ltd. recruitment team should consider the

"reliability" and "validity" of the methods they use as part of the selection process. This means that the selection methods should be consistent and measure what they are intended to measure.

3. Telephone interviews can be used at any stage of the selection process, but are particularly useful when the employer wants to screen out the least suitable candidates for the role.

4. A presentation exercise could be useful if the employer wishes to assess candidates' verbal communication skills.

5. Employers need to be aware of the possibility of discrimination occurring during all stages of the selection process, and make every attempt to mitigate this risk.

6. Short listing against the job-related criteria is a key early stage of the selection process. If the employer carries out the short listing stage effectively, this means that it will need to interview and test only the most suitable candidates for the role.

7. Arabi Fashion Ltd. should recruit employees with minimum computer knowledge which will be a competitive advantage for them in terms of competition.

These are some suggestions among many outcomes of the study. The management board of Arabi Fashion Ltd. will consolidate their recruitment and selection process by adjusting the opinions of employees.

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