

Hiring and retention policy and practices of rahimafrooz batteries limited assign...



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ABSTRACT This report aims toward providing an overview on the Hiring and Retention Practices and Policies in Rahimafrooz Batteries Limited. While preparing this report it has been tried to reveal the insights of the Hiring and Retention practices of the RBL. Simultaneously efforts have been made to provide an in depth analysis on the Hiring and Retention Practices in the light of the theoretical aspects. In addition, a few recommendations and suggestions were prescribed based on the observation and findings.

Of all the changes a company can make in order to improve morale, decrease human resources costs, limit personnel liability, none is more effective than focusing on hiring the right person for the job. The hiring process consists of three distinct process: 1. Human Resource Planning (HRP); 2. Developing Analysis, Description and Specification of the job for which hiring is performed, 2. Recruiting and 3. Selection. Whether a company is thriving in a rapidly expanding bull market or floundering to escape the grips of the bear market, attracting and retaining talented employees is key to long term success .

Employee retention involves a two-pronged approach of creating development opportunities for key employees and providing incentives (through compensation) that strengthen loyalty. Also Performance appraisal and Handling Grievances are two key factors in employee retention. RBL is a company grown from small trading concern into the regional player that is today. Rahimafrooz is poised for new phase of dynamic growth. Today Rahimafrooz is striding into the 21st century with a vision for growth and diversification.

Their corporate strategy aims for international partnerships and a path of dynamic growth: they intend to transcend national borders and evolve into a globalized business group. RBL is one of the leading Battery manufacturing companies in Bangladesh and their experience curve shows that they have successful

CHAPTER 1 INTRODUCTION

1. 1 Introduction

Two of the greatest challenges for any business are hiring the right people and keeping them. Employees, and more importantly their contributions are a business' most important assets.

Products, pricing, location, market positioning are all elements of a successful business, but a buoyant economy, job creation numbers in six figures and a decline in unemployment makes the competition for top performers an imposing challenge to any organization. Failure to recognize Employees' contributions can lead to dissatisfaction, high turnover rates, reduced productivity and ultimately your company's failure. So how do a company go about finding, selecting and retaining the best people?

Preparation for the task of locating the right person begins with a needs analysis. Different positions require certain levels of expertise, education and qualifications. Their skills and expertise are not necessarily compatible with the needs of a company and deviation from a planned approach of defining "need-to-haves" and "nice-to-haves" in an individual's skill set is a short cut to failure. They would, for the same reasons, likely have little interest in being employed by a company.

1. 2 Origin of the Report

This project has been prepared for fulfilling the requirement of the course BUS 601: HUMAN RESOURCE MANAGEMENT of MBA Program in North South

University. This project was approved by the faculty supervisor Dr. Jashim Uddin Ahmed, Department of Business Administration, North South University. 1. 3 Background of the Study: “ Knowledge without application is of little value”. The theoretical knowledge should practice, if it is to be useful. The theoretical knowledge, which I gathered from the course BUS 601: HUMAN RESOURCE MANAGEMENT in the MBA program, this given me an opportunity to enrich with practical dimension. The report should demonstrate the student capability for some potential and original approach to solving practical problems of hiring and retaining employees today’s business. 1. 4 Objectives of the Report: ??? To facilitate an opportunity to implement theoretical knowledge in real corporate situations. ??? To make a bridge between the theories and practices on real corporate world. ??? To identify and describe the Hiring and Retention activities in RBL. ??? To fulfill the course of requirement of the BUS 601: Human Resource Management Study and analyze how RBL implement their Hiring and Retention Policies. 1. 5 Scope of the Study: The report identifies the various HR functions performed by covers the HR functions, periodic programs and annual events performed by the HR department of Rahimafrooz Batteries Limited. I have had an opportunity to gather experience by working in HR department of RBL, which has added an important learning about the HR activities are actually performed and coordinated. The area of concentration of this report is to identify HRM practices and policies in RBL.

As this reason the reports covers all the essential HR functions or activities practiced in RBL such as human resource planning, recruitment, selection, training & development, performance appraisal, compensation and last but

not the least industrial relation. This report attempts to provide any suggestion regarding the daily HR activities of Rahimafrooz Batteries Ltd. , rather it only describe the observation of the HR department activities of RBL. 1. 6 Methodology The study tried to depict the results based on facts that were found as pertinent and useful.

The report is prepared based on the data gathered from both primary and secondary sources. The methods of data and information gathering were as follows: ??? Literature review ??? Interview with the expert The various secondary sources include project reports, presentations, booklets, journals, web sites, annual report & brochures of Rahimafrooz Batteries Ltd. The second portion of this report involves analysis of the primary data and information. The collection of the primary data are gathered from Mr. Ashfque Hossain, Executive, Marketing, Rahimafrooz Batteries Ltd. and Jubayer Ahmed, CSM, Rahimafrooz Batteries Ltd.

CHAPTER 2 The Organization Rahimafrooz, founded in 1954 by late A. C. Abdur Rahim as a trading company, is one of the larges business groups in Bangladesh. It consists of seve SBUs and several other affiliatins. The Groups Chairman is Mr. Afroz Rahim and the Managing Director is Mr. Feroz Rahim. Rahimafroozed operates in three broad domains: automative after market, power and energy, and retail chain. It sells tyres, batteries, lubricants, emergency power products, electrical accessories, solar systems, enerty solutions, using compresse dnatural gas, and power rectifiers.

The Group also runs ‘ Agora’ the first retail chain in Bangladesh. The Group has strengthened its market leadership at home while reching out to a

world class retail chain – the committed team at Rahimafrooz is determined to ensure best in class quality standards and living the Group's four core values Integrity, Excellence, Customer Delight and Innovation. Rahimafrooz produces and markets a range of battery products – automotive, motorcycle, and appliance batteries, Industrial (stationary, deep cycle, traction, VRLA) batteries, IPS and UPS batteries, and rectifiers.

Lucas and Spark are the leading names in the local battery market while Volta, Optus and Delta batteries are fast gaining equity as International brands. The Group's portfolio includes international tyre brands Dunlop and Kenda, and its own brand RZ tyre. Rahimafrooz is the exclusive franchisee of the full range of world's leading lubricant brand Castrol in Bangladesh. Through Rahimafrooz IPS, UPS and Voltage Stabilizer's, the company enjoys clear leadership of the emergency power products market. The company brings to Bangladesh leading gas and diesel generator brands – Pramac as well as Mitsubishi.

It also markets home and industrial lighting products from General Electric USA (GE) and electrical accessories from Hager, France. Rahimafrooz in 2001, made breakthrough in the urban lifestyles by launching the first retail chain in the country – Agora. Rahimafrooz's Renewable Energy division has been providing Solar solutions in collaboration with British Petroleum (BP), The Company, in recognition of its solar efforts, received the McGraw Hill Platt Global Energy Award in 2004 and the Global Ashden Award in 2006. Rahimafrooz also offers comprehensive solution provider for CNG refuelling, conversion, conversion centers and maintenance.

Rahimafrooz is also endeavouring into tyre retread, besides manufacturing and marketing emery cloths and abrasive papers. In a joint ventures, the Group has enterprised into the first ever fiber optical commercial networking backbone in Bangladesh in the form of Metronet Bangladesh Ltd. (MBL). One of the SBU's of Rahimafrooz Group, Rahimafrooz Renewable Energy Ltd. distributes solar home systems to underdeveloped rural regions of Bangladesh. For that the company received the Ashden Award for sustainable energy. CHAPTER 3 3. HIRING PROCESS OF RAHIMAFROOZ BATTERIES LTD.

Of all the changes a company can make in order to improve morale, decrease human resources costs, limit personnel liability, none is more effective than focusing on hiring the right person for the job. Good hiring practices decreases employment risks due to terminations, etc. Hiring well increases retention and reduces turnover because the candidates and other employees are more satisfied and it definitely improves things like customer satisfaction, productivity, etc Hiring the wrong person not only causes morale problems, decreases productivity and wastes time, it costs a lot of money.

Contained in these costs are productivity and vacancy rate costs, lost time for employees who conduct the search and screen and interview the client, the cost for advertising for employees, materials costs, and downtime for two employees during the orientation and training period. The hiring process consists of three distinct process: 1. Human Resource Planning (HRP); 2. Developing Analysis, Description and Specification of the job for which hiring is performed, 2. Recruiting and 3. Selection.

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After discussing the theories the, the practices of RBL are discussed in the following. 3. 1 Human Resource Planning: 3. 1. 1 Meaning: Human resource planning (or HRP for short) is all about the first (underlined) function in the definition above. It is the absolutely vital functions that look firstly at strategy, and then deploys the necessary human capital (people) where it is called for in the organization by the strategy. Human resource planning involves getting the right number of qualified people into the right jobs at the right time so that an organization can meet its objectives.

HRP therefore falls into the wider area of employee resourcing (planning for, acquiring and allocating the desired human resources for the organization). We saw in the Armstrong diagram that employee resourcing is an arm of the HR function. HRP entails knowing in advance, what the staffing needs of the organization will be, assessing the supply of the relevant workers in the organization and labor market, and finding ways to fulfill the staffing needs of the organization. Organizations are greatly affected by their demand for labor, and therefore by the supply of labor.

Firstly, formulating a strategy can only happen after you have knowledge of the strengths and weaknesses of the workforce, which will include these issues. Imagine, for example, if you are going to attempt a growth strategy into more rural areas. You may need a marketing workforce that has far more experience and contact with the black African customer base. If your SWOT analysis shows that your marketing team is too Western, then your HRP will have shown a demand weakness that needs to be overcome. Your strategy formulation has been greatly affected by HRP.

Secondly, strategic plans can only be implemented successfully if the organization is staffed with the right number and type of human resources to provide the necessary skills, knowledge, abilities etc. Remember that staffing falls into one of the six implementation "musts" of strategy. Imagine, for instance, that your strategy includes divestment of some unprofitable factories. HRP will be involved in the implementation, because the major task will be either re-allocating the employees of those factories or retrenching them. Successfully planning for and handling labor needs can thus be a competitive advantage or disadvantage.

Companies who make and implement better HRP strategies than others will adjust better to environmental changes and have the most suitable workforces. Rahimafrooz's HRP consists of the following activities: ??? Forecasting of future human resource requirements; ??? Task of inventorying present resources and assessing the extent to which these resources are optimally utilized; ??? Anticipation of human resources problem, and ??? Planning of necessary human resource programme. Job Analysis, Job Description and Job Specification 3. 1. 1 Job Analysis: Job Analysis is the process of determining and reporting pertinent information relating to the nature of a specific job. " Bayers and Rue It is the determination of tasks, which comprise the job of the skills, knowledge, abilities, and responsibilities required of the holder for the successful job performance. Putting it in other words, it is the process of getting information about the job incumbent's skills, education and training to carry out the job effectively and terms on time for completion, performance standard.

Job analysis is the systematic assembly of all the facts about a job. The purpose is to study the individual elements and duties. All information related to the salary and benefits, working hours and conditions, typical tasks and responsibilities are required for the job analysis. The results of job analysis are job description and job specification. is the systematic assembly of all the facts about a job. It is procedure by which pertinent information is obtained about a job, i. e. it is detailed and systematic study of information relating to the operations and responsibilities of a specific job.

There are several job analysis methods, which are following: ???

Observation: A trained observer observes a worker, recording what the worker does, how the work is done, and how long it takes. There are two types of observation: -Continuous observation involves observing a job over a given period. -Sampling involves observing several incumbents over random, relatively short periods. Observation is a simple and frequently used method of job analysis. ??? Interview: A trained job analyst interviews a job incumbent, usually utilizing a standardized format.

Sometimes more than one worker is interviewed, and the results are aggregated. Another variation is the group interview, where several incumbents are interviewed at the same time. ??? Critical Incident:

Behaviorally based critical incidents are used to describe work, and a job analyst determines the degree of each behavior that is present or absent in the job. ??? Diary: The job incumbent records activities and tasks in a log as they are performed. ??? Checklist: A worker or supervisor check items on a standardized task inventory that apply to the job. Checklists may be custom-

made or purchased from an outside vendor. Questionnaire: There are two <https://assignbuster.com/hiring-and-retention-policy-and-practices-of-rahimafrooz-batteries-limited-assignment/>

types of questionnaires: The structured questionnaire uses a standardized list of work activities, called a task inventory that job incumbents or supervisors may identify as related to the job. In addition, the respondent may also identify additional information such as how much time is spent on the task, the amount of supervision required, and/or the expertise required. The open-ended questionnaire asks the job incumbent to describe the work in his or her own words. ??? Technical Conference: Several experts (often called "subject matter experts") on the job collaborate to provide information about the work performed. A job analyst facilitates the process and prepares the job description based on the consensus of the technical experts. 3. 1. 2 Job Description: Job description is written record of the duties, responsibilities and requirements of particular jobs. It is concerned with the job itself and not with the work. It is a statement describing the job in such terms as its title, location, duties, working conditions and hazards. In other words, it tells us "What to be done, and how it is to be done and why. It is a standard of function, in that it defines the appropriate and authorized contents of a job. Typically, it includes- ??? Job Title ??? Date ??? Title of immediate supervisor Statement of the Purpose of the Job ? Primary Responsibilities ? List of Typical Duties and Responsibilities ? General Information related to the job ??? Training requirements ??? Tool use ??? Transportation Signature of the person who has prepared the job description. 3. 1. 3 Job specification: Job specification is a standard of personnel and designates the qualities required for an acceptable performance.

It is a written record of the requirements sought in an individual worker for a given job. In other words, it refers to a summary of the personnel

characteristics required for a job. It is a statement of the minimum acceptable human qualities necessary for the proper performance of a job. Typically, this would include- ??? Degree of education. ??? Desirable amount of previous experience in similar work. ??? Specific Skills required. ??? Health Considerations. 3. 2 Recruiting: 3. 2. 1 Meaning: Successful human resource planning should identify our human resource needs.

Once we know these needs, we still want to do something about meeting them. The next step in the acquisition function, therefore, is recruitment. This activity makes it possible for us to acquire the number and types of people necessary to ensure the continued operation of the Organization. Recruiting is the process of discovering potential candidates for actual or anticipated organizational vacancies or from other perspective, it is a linking activity- bringing together those with jobs to fill and those seeking jobs. Recruitment a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force" Yoder & others " It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an Organization. It is often termed positive in that it stimulates people to apply for jobs to increase the " hiring" ratio i. e. the no. Of applicants for a job. " Flippo

Technically speaking, the function of recruitment precedes the selection function and it includes only finding, developing the sources of prospective employees and attracting them to apply for jobs in an organization, whereas the selection is the process of finding out the most suitable candidate to the <https://assignbuster.com/hiring-and-retention-policy-and-practices-of-rahimafrooz-batteries-limited-assignment/>

job out of the candidates attracted (recruited).

3. 2. 2. Objectives of recruitment:

- ? To attract people with multi dimensional skills and experience that suits the present and future organizational strategies.
- ? To induct outsiders with a new perspective to lead the company.
- To infuse fresh blood at all levels of the Organization.
- ? To develop an organizational culture that attracts competent people to the company.
- ? To search or head hunt/ head pouch people whose skills fit the company's values.
- ? To devise methodologies for assessing psychological traits.
- ? To seek out non-conventional development grounds of talent.
- ? To search for talent globally and not just within the company.
- ? To design entry pay that competes on quality but not on quantum.
- ? To anticipate and find people for positions that does not exist yet.

3. 2. 3 Recruitment Process: The steps to recruitment process as follows-

A vacancy arises; sometimes this is due to the creation of a new job, on other occasions it may be because of an existing member of staff has been promoted or is retiring.

- ? The job description is updated and an employee specification is written. The job description lists the duties of the job whilst the employee specification gives details of the experience, skills and abilities needed to carry out the job.
- ? A vacancy advertisement is been written and is circulated via weekly bulletin; other media can be used including newspapers, internet recruitment sites, specialist publications and the employment service. Application forms are sent out along with copies of the job description and employee specification and must be returned on or before the closing date that has been set.
- ? A shortlist is compiled of applicants who are going to be invited to attend for interview. This is done by the recruitment panel that compare each application from with the requirements of the employee specification, Feedback can be provided to

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those not short listed and applicants have the right to complain if they feel they have been unfairly treated. ? Interviews are held. The panel will use the same set of questions with each interview.

The interview may include a selection test. Feedback can be provided (upon request) and unsuccessful applicants have the right to complain if they feel they have been unfairly treated. ? References will be requested. The successful applicant for jobs working in certain areas, including working with children or vulnerable adults, will be asked to apply for a criminal disclosure check through the Criminal Records Bureau and responsibility the selected candidate. ? Before appointment the successful candidates medical checkup and arrange induction training. 3. 3 SELECTING: 3. 3. 1 Meaning:

Selection is increasingly important as more attention is paid to the costs of poor selection, and as reduced job, mobility means that selection errors are likely to stay with the organization for longer. Selection and evaluation techniques are explored that help you pick among qualified candidates. Successful selection activities entail a lot of careful planning and careful thought. Employee selection processes are critical to hiring a superior staff. According to R. M. Hodgetts " Selection the process in which an enterprise chooses the applicants who best meets the criteria for the available position.

3. 3. 2 Selecting Process: Selection processes as follows- Figure 3. 2

Selection Process Step 1: Preliminary Selection: Preliminary selection of applicants is done by setting minimum standards for the job, and communicating these standards to your employees, and agencies who help you recruit. The fact that some potential applicants may not apply because of their inability to meet the minimum requirements serves as an initial
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screening device. Then, when reviewing resumes and application forms, firms are further able to screen out unacceptable job candidates.

At this point, firms can also assign priorities to the resumes so that the most promising candidates may be seen. Step 2: Employment Tests: Throughout the practice of Human Resource Management, firms should endeavor to act on objective data. This is true for compensation management and for performance appraisal, and it is certainly true for the selection process where firms wish to assess the match between job applicants and job requirements. One way to ensure that a selection decision is based on the objective data is to use employment tests.

Employment tests provide firms with objective data for purposes of comparing applicants. Examples of such tests include; paper and pencil test, manual dexterity and strength tests, and simulation exercises. Step 3: Selection Interview: Selecting the best candidate for the job is the #1 priority of the selection process. The employment interview is conducting to learn more about the suitability of people under consideration for a particular job and is one further obstacle for the applicant to overcome. The interview is one further means of reducing the number of people who might be eligible for the job.

Put simply, the interview is a formal, in-depth conversation conducted to evaluate an applicant's acceptability for the job opening. The interviewer is interested in answers to the following questions: o Can the applicant do the job? o How does this applicant compare with others who are applying? Prior to the interview, other selection procedures (obstacles) should have

narrowed the selection to a manageable number of applicants that look promising for an interview. The more applicants picked, the more time the process will take. For most jobs, less than six candidates should be ample.

The selection interview proceeds in a series of stages. Initially, the interviewer needs to be prepared. Part of this preparation includes deciding where to hold the interviews and which type of interview to conduct. Preparation also includes carefully reading through and making notes on the applicants' application forms and resumes. At this stage, interviewers should make frequent reference to the job (job description) to compare the applicant's background with the job's requirements. The preparatory stage also includes developing a series of job-related questions.

During the interview, the interviewer should have an outline of questions, on which to take notes. During the interview process itself, initially, the interviewer(s) should ensure the creation of rapport between interviewer(s) and the interviewee. Next, the two parties can engage in the exchange of information. Once the interview has been terminated, the interviewer(s) must set aside some time to evaluate the notes they have taken during the process. Step 4: Verification of References: ??? What kind of person is the applicant? ??? Is the applicant a good and/or reliable worker? ??? Use references the find answers to these questions

Personal References ? usually provided by friends or family ? objectivity and candor are questionable ? not commonly used Employment References ? differ from personal references ? discuss the applicant's work history ? questionable usefulness ? former employers are unlikely to be candid ?

useful primarily as confirmation of prior employment ? frequently omitted entirely from the selection process Employment References: the Telephone Inquiry ? fast ? cheap ? voice inflections or hesitations to blunt questions may be very informative ? less than 22% seek negative information ? approx. 8% used to verify application information ? approx. 30% used to gather additional information Step 5: Medical Evaluation: Generally a health checklist Health information Accident information Occasionally the checklist is supplemented by a physical examination RATIONALE: ? Employer may be entitled to lower health or life insurance rates for company-paid insurance ? May be required by provincial or local health officials ? May be used to determine whether the applicant can handle physical or mental stress CAUTION: ? A congenital health condition may be considered a disability ?

Failure to hire an applicant due to a disability may be seen as discrimination against a qualified applicant . Step 6: Supervisory Interview: Since the immediate supervisor is ultimately responsible for new workers, he or she should have input into the hiring decision. The supervisor is better able to evaluate the applicant's technical capabilities and is in a better position to answer the interviewee's job-related questions. Further, the supervisor's personal commitment to the success of the new employee is higher if the supervisor has played a role in the hiring decision.

In fact, in a majority of firms, the supervisor has the authority to make the final hiring decision. In these cases, it is the role of the HR department to do the initial screening and to ensure that hiring does not violate laws such as Human Rights legislation or Labor legislation. . Step 7: Realistic Job Preview:

The realistic job preview involves showing the applicant(s) the job site in <https://assignbuster.com/hiring-and-retention-policy-and-practices-of-rahimafrooz-batteries-limited-assignment/>

order to acquaint them with the work setting, commonly used equipment, and prospective co-workers. The realistic job preview is intended to prevent initial job dissatisfaction with a job by presenting a realistic view of the job.

Research shows that job turnover is lower when realistic job previews are used. . Step 8: Hiring Decision: The actual hiring of an applicant constitutes the end of the selection process. At this stage, successful (as well as unsuccessful) applicants must be notified of the firm's decision. Since money and effort has been spent on all applicants, the HR department may wish to consider even the unsuccessful applicants for other openings in the organization. The applications of unsuccessful applicants are often kept on file and the applications of successful applicants will be retained in the employees' personnel files.

No matter what the form of the job offer, the principle is generally the same: do not make promises or statements that you cannot or do not intend to keep. Such statements can lead to expensive litigation if it is later decided to terminate the employee. When a job offer is made, it should include the following information: ? The position offered ? Location of the job ? Salary (although sometimes salary must be negotiated before the applicant will accept) ? Benefits ? Starting date ? Any papers or information that should be brought on the first day of work ?

A date (or time) by which the applicant must respond to your job offer, so you can move on to the next candidate if your first choice does not accept.

3. 4 Practices in the Company: Rahimafrooz Batteries Limited is a large battery manufacturing organization in Bangladesh. In RBL there are 2000

employee works (including factory and head office). Among these 2000 employees, 300 are managers & executives, 1200 are NONACS and 500 are ACS. The HR department of RBL is very strong in order to maintain a large number of employees. There are about 60 employees' works under the HR department.

Among these employee 15 are managers & executives, 35 are Non-ACS and 10 are ACS. In order to maintain a large employments of personnel Human Resource Department (HRD) prepares HR plan, job description, and job specification and performs job analysis for all level. The organization have corporate strategic plan and prepare human resource plan every year after consulting with respective department. That is prepared by HRD.

Rahimafrooz used ratio analysis, trend analysis, statistical analysis, management judgments and computerized forecasting for forecasting human resource method.

The principles of recruiting and selection are the incumbent should be creative, trustworthy, responsive and courageous, should have experience, skills and good qualification. Rahimarooz prepares job description for different position. In order to prepare job description at first particulars department prepares job description, which is signed by the department head and then send to HR department. HR department then review the job description and approved the job description for that particular position.

For recruitment of a particular position particular department sends a recruitment requisition which is signed by the Chief Operating Officer (COO) and then send to HR department. After getting that requisition HRD uses

online or newspaper, advertisement for that position and collects CV up to certain period. Selection of the incumbent differs in Rahimafrooz according to the levels of management. For selection grade 5 and 6 that means officer and sr. officer post the organization first screen the collected CV's then short listed candidate ask to give a written test that called ability test.

Then the selected candidate from the ability test asked for the interview. After checking references and all other requirements HRD makes the final decisions and finally makes the orientation program for the new employees. On the other hand, for selecting the executive levels they took two interviews from short listed candidate. First interview is for selecting candidate for the final interview. After having final interview, organization selects that employee who meets all the requirements. Again, in order to selects manager and above level of management all the process done by Rahimafrooz corporate office (RACO).

CHAPTER 4 4. 0 Employee Retention Whether a company is thriving in a rapidly expanding bull market or floundering to escape the grips of the bear market, attracting and retaining talented employees is key to long term success . Ongoing technological advances, a shift from commodity based to intellect-based markets and major fluctuations in global economies continually forces organizations to adapt and adjust. Successfully responding to such changes require many things - not the least of which is a competent, competitive and committed workforce.

Employee retention involves a two-pronged approach of creating development opportunities for key employees and providing incentives

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(through compensation) that strengthen loyalty. Also Performance appraisal and Handling Grievances are two key factors in employee retention. These are discussed in detail in the following.

4. 1 Developing: 4. 1. 1 Meaning: The term " development" implies overall development in a person. Accordingly, Management development means not only improvement in job performance, but also improvement in knowledge, personality, attitude, behaviorism of an executive, etc.

It means that executive/management development focuses more on the executive's personal growth. Management Development is a systematic process of growth and development by which managers develop their abilities to manage. Management Development is concerned with improving the performance of the managers by giving them opportunities for growth and development.

4. 1. 2 Developing Methods: Development is essential for employee in order to be competent in future. There are mainly two techniques / methods of management development, one is the formal training and the other is through the on the job experience.

Methods of development shown and discussed in the next page. [pic] Figure

4. 1 Development Methods 4. 1. 3 On The Job Techniques: ??? Coaching: In coaching, the trainee is place under a particular supervisor who acts as an instructor and teaches job knowledge and skills to the trainee. ??? Job Rotation: The transferring of executive s from job to job and from department to department in a systematic manner is called job rotation. ???

Under Study: An under study is as person who is in training to assure at a future time, the full responsibility of the position currently held by his

superior. Multiple Management: Multiple management is a system in which
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permanent advisory committees of managers study problems of the company and make recommendations to higher management.

4. 1. 4 Off-The Job Technique: ??? The Case Study: Cases are prepared based on actual business situations that happened in various organizations. ??? Incident Method: Paul Pigors developed this method. It aims to develop the trainee in the area of intellectual ability, practical judgment and social awareness . ??? Role Playing: A problem situation is simulated by asking the participants to assume the role of particular person in the situation. In Basket Method: The trainees are first given background information about a simulated company, its products, key personnel, various memoranda and all data pertaining to the firm. The trainee has to understand all of this and make notes of it. ??? Sensitivity Training: The main objective of sensitivity training is the “ Development of awareness of and sensitivity of behavioral patterns of oneself and others”. ??? Simulation: Under this technique, the situation is duplicated in such a way that it carries a closer resemblance to the actual job situation. Managerial grid: It is a six-phase programme lasting from three to five years. It starts with upgrading managerial skills, continues to group improvement, improves inter group relations, goes into corporate planning, develops implementation method and ends with an evaluation phase. ??? Conference: A conference is a meeting of several people to discuss the subject of common interest. ??? Lectures: It is the simplest technique. The lecturer organizes the material and gives it to a group of trainees in the form of talks. . 2 Performance Appraisal 4. 2. 1 Meaning of performance Appraisal (PA): Once the employee has been selected, trained & motivated. , He is then appraised for his performance . Performance appraisal is the step where the management finds out how effective it has been at hiring and

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placing employees . If any problems are identified steps are taken to communicate with the employees & to remedy them. Performance appraisal is defined “ as a process of evaluating the performance of a job in terms of its requirement. “

According to Heyel ” It is process of evaluating the performance & qualifications of the employees in terms of requirement of the job for which he is employed for purposes of administration including placement, selection for promotions providing financial rewards & other actions which require differential treatment among the members of the group as distinguished from actions affecting all members equally. 4. 2. 2 The Evaluation Process: The process of performance appraisal follows a set pattern, which is periodically appraised by his superiors.

The process of evaluation begins with establishment of performance standards . At the time of designing a job & formulating a job description performance standards are usually developed for the position. These standards set should not be vague but should be clear . The next thing is that these standards should be communicated to the employees for the employees left to them & for making communication effective feedback is necessary from the subordinate to the manager. The third step is measurement of the performance, to determine the actual performance is that, it is necessary to acquire information about it .

The sources used for measuring the performance can be through personal observation, statistical reports etc . The fourth step is the comparison of the actual performance with the standards. The next step is the results of are

discussed periodically with the employees, where plus points & weak points are discussed. The final step is initiation of corrective action where necessary.

Figure 4. 2 Evaluation process of PA

4. 2. 3 Methods of Performance Appraisal: The various methods and techniques used for Performance Appraisal can be categorized as the following traditional and modern methods:

4. 2. 3. 1 Traditional methods:

Straight Ranking Method: It is oldest & simplest method of performance appraisal by which the man & his performance is considered as entity by the rater. The whole man is compared to with the whole man.

Paired Comparison Method: In this each employee is compared every trait all other persons in pairs one at a time. In this judgments is simpler than the ordinary ranking method.

Man-to-Man Comparison Method: This technique was used by the USA army during the First World War. In this method certain factors are selected for the purpose of analysis (such as leadership, dependability & imitative) he scale of man is also created for each selector.

Grading Method: In this method the rater considers certain features & marks the carefully according to a scale. They select the features like analytical ability, cooperativeness, dependability, self-expression, job knowledge, judgment, leadership & organizing ability etc.

Graphic Method: This is the most commonly used method of performance Appraisal. In it one of the each person is rated on a continuous scale. These factors are employee characteristics & employee contribution which includes qualities such as initiative, leadership, cooperativeness, dependability, industry, attitude

Forced Choice Description method: in this ranking method it attempts to correct a rater's tendency to give consistently high or consistently low ratings to all the employees. This method uses objective reporting & minimum subjective ratings.

Free Essay Method:

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Under this supervisor make s a free form, open ended appraisal of an employee in his own words & puts down his impression about the employee . He take into account of these factors like relationship with fellow supervisors, job knowledge & potential, employee characteristics & attitudes, physical conditions, development needs for future. . 2. 3. 2 Modern Methods of PA:

The modern approach to performance development has made the performance appraisal process more formal and structured. Now, the performance appraisal is taken as a tool to identify better performing employees from others, employees' training needs, career development paths, rewards and bonuses and their promotions to the next levels. Modern Method as follows: ? Assessment Center method: The assessment center concept was initially applied to military situations in the Germany army in the 1930 . The purpose of this method was and is to test candidates in a social ituations using a number of assessors & a variety of procedures. The most important feature of the assessment centre is job related simulations. These simulations involve characteristics that Managers feel are important to the job success. The evaluators observe & evaluate participants as they perform activities commonly found in these higher levels of jobs. ? Human Asset Accounting method: The human asset accounting method refers to activity devoted to attaching money estimates to the value of a firm's internal human organization & its external customer goodwill .

If a well-trained employee leaves a firm the human organization is worthless& if they join the company the human assets are increased. ?

Management by Objectives (MBO): It is potentially a powerful philosophy of managing and an effective way of operational sing the evaluation process. It

is defined as " a process whereby the superior & subordinates managers of an organization jointly identify its common goals, define each individuals major areas responsibility in terms of results expected of him & use these measures as guides for operating the unit & assessing the contributions of each of its members. 360 degree performance appraisal: The appraisal may be any person who has thorough knowledge about the job done by contents to be appraised, standards of contents & who observes the employee while performing a job . He should asses the performance without bias . The appraiser are supervisors, peers, subordinates employees themselves users of service. Performance appraisal by all the parties is called 360-degree appraisal. [pic] Figure 4[pic]- 360 degree Performance Appraisal ?

Behaviorally Anchored Rating Scales: This a new appraisal technique which has been recently developed .

It provides better results as compare to other techniques . The BARS is usually consist of five steps. ? Generate critical incidents: Person: with knowledge of the job to be appraised are asked to describe specific illustrations of effective performance behavior. ? Develop performance Dimensions: These people then cluster the incidents into small set of performance dimensions. Each cluster must be defined. ? Reallocate Incidents: Any group of people who also the job then reallocates the original critical incidents. They are given clusters definition's & critical& asked to redefine each incident to the dimension Scale of Incidents: The second group is generally asked to rate the behavior described in the incident as to how effectively or ineffectively it represents performance on the appropriate dimensions. ? Develop Final Instrument: Subsets of incidents are used as

behavior anchors for the performance dimensions. 4. 2. 3. 3 Practices in the Company: The organization makes formal performance appraisal program every quarterly and half-yearly. The employees' immediate boss evaluates employee performance. The employee also self rates his performance and get 360 degree feedback.

The organization used behaviorally anchored rating scale, simple rating, critical incident appraisal and management by objective (MBO) method for performance evaluation. This performance appraisal served as promotion, annual performance bonus (KRA bonus), increments and training. Seniority, efficiency, loyalty, seniority and efficiency, seniority and performance are the bases of promotion used in this organization. Career counseling program are held in this organization. Senior members of this organization play mentoring role to guide juniors in building their career.

Staff briefing, magazines & newsletter, the suggestion program and presentation is a communication method used in this organization. They think communication is a bridge to have success. 4. 3 COMPENSATION 4. 3. 1 Meaning of Compensation: One of the most difficult functions of HRM is that of determining rates of monetary compensation. Not only it is one of the most complex duties, but it is also one of the most significant to both the organization and the employees. Wage & salary refers to the establishment & implementation of the sound policies & practices of the employee's compensation.

It includes such as such areas as job evaluation, surveys of wage & salary, analysis of relevant organizational problems, development & maintenance of

wage structure, profit sharing etc. The basic purpose of wage & salary administration is to establish & maintain an equitable wage & salary structure . The secondary objectives to establishment & maintenance of an equitable labor ??? cost structure . The compensation is mainly concerned with the financial aspects of the needs, motivation & rewards. Managers must analyze the needs of the employees so that reward can be designed to satisfy some needs.

Compensation may be defined” as money received in the performance of work , plus many kinds of benefits & services that organization provides their employees . ” Money is included under direct compensation while benefits come under Indirect Compensation. May consist of life, accident & health insurance, employer’s contribution to retirement, pay for vacation or illness.

4. 3. 2 Areas of Compensation: Areas or component of compensations as below: [pic] Figure 4[pic]Areas / component of Compensation 4. 3. 3

Practices in the Company:

All types of personnel in this organization work five-six days per week and eight-ten hours per day for manger and executives, ten-twelve hours for Non ACS and ACS. Pay, job rotation, promotion, financial incentives, work sharing, job enrichment and giving responsibility are methods or techniques to motivate employees. Principles of compensation of this organization are monthly payment, increment, reward, and bonus. To determine wages/salary rates the organization performs performance evaluation by using the ranking, job classification and the factor comparison method.

The organization has pay structure in order to determine pay rates. The organization have pay scale for its employees and that is strictly followed by the organization. The organization determines the overtime after 8hrs job with prior approval from supervisor or line manager. The rate of the overtime is Tk 50-60 for non-management per hour and Tk 100 for management staff per hour as extra work allowances. For motivated the managers the organization used methods like benefits, salary, designation, work environment empowerment etc.

For motivating Non ACS and ACS, organization provides benefits, wages, work environment health and safety. Financial factors and work environment are favorable for all type of employees in this organization. Non-financial incentives are also available to the organizations member such as Impressive job title, own visiting card, safe warm and clean workstation, sufficient control over the job, decorated office and location and secretarial assistance. The organization handles grievances according to the company rule.

4. 4 GRIEVANCES

4. 4. Grievances: Every employee has certain expectations, which he thinks must be fulfilled by the organization he is working for. When the organization fails to do this, he develops a feeling of discontent or dissatisfaction. When an employee feels that something is unfair in the organization, he is said to have a grievance. According to Jucius, a grievance is " any discontent or dissatisfaction, whether expressed or not, whether valid or not, arising out of anything connected with the company which an employee thinks, believes or even feels to be unfair, unjust or inequitable. "

4. 4. Forms of Grievances: A grievance may take any one of the following forms: factual, imaginary, disguised. ? Factual: Factual

grievance arises when legitimate needs of employees remain unfulfilled, e. g. , wage hike has been agreed but not implemented citing various reasons. ? Imaginary: When an employee's dissatisfaction is not because of any valid reason but because of a wrong perception, wrong attitude or wrong information he has. Such a situation may create an imaginary grievance.

Though management is not at fault in such instances, still it has to clear the ' fog' immediately. Disguised: An employee may have dissatisfaction for reasons that are unknown to him. If he/she is under pressure from family, friends, relatives, neighbors, he/she may reach the work spot with a heavy heart. If a new recruit gets a new table and admiral, this may become an eyesore to other employees who have not been treated likewise previously.

4. 4. 3 Causes of Grievances: Grievances may occur for a number of reasons-

? Economic: Wage fixation, overtime, bonus, wage revision, etc. Employees may feel that they are paid less when compared to others. Work

environment: Poor physical conditions of workplace, tight production norms, defective tools and equipment, poor quality of materials, unfair rules, lack of recognition, etc. ? Supervision: Relates to the attitudes of the supervisor

towards the employee such as perceived notions of bias, favoritism, nepotism, caste affiliations, regional feelings, etc. ? Work group: Employee is unable to adjust with his colleagues; suffers from feelings of neglect victimization and becomes an object of ridicule and humiliation, etc.

Miscellaneous: These include issues relating to certain violations in respect of promotions, safety methods, transfer, disciplinary rules, fines, granting leave, medical facilities, etc. 4. 4. 4 Guidelines for Handling Grievances: The

following guidelines may help a supervisor while dealing with grievances. He

need not follow all these steps in every case. It is sufficient to keep these

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views in mind while handling grievances. ? Treat each case as important and get the grievance in writing. ? Talk to the employee directly. Encourage him to speak the truth. Give him a patient hearing. ? Discuss in a private place.

Ensure confidentiality, if necessary. ? Handle each case within a period. ? Examine company provisions in each case. Identify violations, if any. Do not holdback the remedy if the company is wrong. Inform your superior about all grievances. ? Get all relevant facts about the grievance. Examine the personal record of the aggrieved worker. See whether any witnesses are available. Visit the work area. The idea is to find where things have gone wrong and who is at fault. ? Gather information from the union representative, what he has to say, what he wants, etc. Give short replies, uncovering the truth as well as rovisions. Treat him properly. ? Control your emotions, your remarks and behavior. ? Maintain proper records and follow up the action taken in each case. ? Be proactive, if possible. Companies like VSP, NALCO actually invite workers to ventilate their grievances freely, listen to the other side patiently, explain the reasons why the problems arose and redress the grievances promptly. 4. 4. 5 Practices in the company:

Rahimafrooz Batteries Limited indicate the level of commitment of the organization members that is very high for the management staff, for mid level and for other staff this is this is moderate.

In the organization, there is no trade union but there is an employee (non-management) forum. This employee forum is playing positive and supporting role. However, that employee forum does not pressure any employee to join it. Employee forums main role is raise voice for the workers. This employee

forum bargain with the management in the areas of wages rate and working
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condition. The organizations never face any strikes. However, if the disputes, strike or grievances occur in the organization it is resolved as per policy and grievance management.

In the organization labor-, management relationship is Excellent. The legislation effects in the organization in the areas of the labor management relationship, wages, working conditions, grievance handling, dispute settlement and industrial relation.

9. 0 CONCLUSION AND RECOMMENDATIONS

9. 1 Conclusion: From the above information of the Hiring and Retention practices implemented by RBL, I can say that some of the Hiring and Retention practices are same as we learned in our HRM course, but in real life situation of Human Resource Management, not every thing resembles with the bookish theory and concepts. Some of the concepts are theory based and some are more practical in nature, which can be learned through practical experience only. Materials, People, systems, tools, knowledge, management, equipment, processes, skill and attitudes all are input for any kind of production cycle in an organization. At last, I want to say in a organization Hiring and Retention practices are very important. Without this practices one organization can never go ahead. So every organization have to follow this practices otherwise the organization cannot succeed in this challenging environment.

9. 2 Recommendation

I would like to share the following suggestions that I have made after analyzing of the above findings: We know Human resource management is necessary for every organization in not only in this but every sector it is an important part. RBL should have a yearly planning for the needed ??? 1.

Rahimafrooz batteries ltd. has to fix up criteria for recruitment and selection
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of a new employee. Although RBL have establish recruitment system but I would like to recommend RBL to have more transparent recruitment and selection so that the organization could take more competent employee rather than look after those candidates that has references. . In RBL, performance appraisal is very essential. Performance appraisal must do with carefully and ensure there is no bureaucracy of each employee's performance appraisal. Credible measures of performance that employees understand and accept are critical for achieving high-level performance. Measuring employee accomplishments, using both qualitative and quantitative measures, provides the information that supervisors and employees need in order to monitor performance. 3. There must be compensation and benefits need to be more structured, otherwise it will not motivate employees.

The hospitalization policy needs to be more transparent so that employee could not able to cheat with the organization

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webpronews.com/topnews/2004/12/28/the-challenges-of-human-resource-management? Aajker Rahimafrooz, a periodic brushier Questionnaire Topic: Human Resource Management Practices in Bangladesh. (We solicit your valuable cooperation in filling up this questionnaire. Information collected from your esteemed organization will be used only for classroom discussion).

. a) What is your name and designation? Name: Designation: b) Please mention the name of your organization in full c) When was it established in Bangladesh? d) What is the ownership pattern of the organization? (Please tick in the box). Sole proprietorship Partnership Company Joint Venture Others e) What are the products/service this organization produces/provides? f) In your opinion, what is the size of this organization? g) Please mention the name of the department that looks after the HR function. . h) What are those functions?) Besides HR function, what other functions are performed by the department? j) What is the total number of employees in this organization? | Types of employees | Number of employees | | Managers and executives | | | Non-ACS | | | Administrative Client Support Group (ACS) | |) What is the size of the Hr Department? | Types of employees | Number of employees | | Managers and executives | | | Non-ACS | | | Administrative Client Support Group (ACS) | |) a) Does HR department (i) Perform job analysis? Yes No (ii) Prepared job description? Yes No (iii) Prepared job specification? Yes No b) If yes, for which type of employees these are prepared? | All types of personnel | Managers | Non-ACS | ACS | | | |& | | | | | Executives | | | | J/A | | | | | J/D | | | | | J/S | | | | c) Does the organization have any corporate strategic plan? Yes No d) Does the organization prepare Manpower/Human resource plan? Yes No e) If yes, who does it?) Is it solely the responsibility of HR

department? Yes No g) If yes, what is the time frame (in year) of HR planning
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in this organization? 2 3 4 5 6 7 8 9 10 h) What methods are used to forecast human resource demand? Ratio Analysis Computerized Forecasting Trend Analysis Management Judgments Statistical Analysis Markov Chain Others i) Please mention the human resource planning process of this organization. j) Does the organization have any succession plan for the top management? Yes/No

2. a) What are the principles of recruitment of the organization? b) Please mention which recruitment sources are used by your organization.

Recruitment sources | Managers | Non-ACS | ACS | | Advertisement in the media | | | | Advertisement in the web | | | | Advertisement in the notice board | | | | Employment agencies | | | | Head hunters | | | | Professional associations | | | | Educational institutions recommendations | | | | Unsolicited applicants | | | | Employee referrals | | | | Walk-ins | | | | CV's in Computer Database | | | | Any other (please specify) | | | | c) Which of the recruiting sources you prefer most? Why? d) How is recruiting concluded? e) What are the problems faced by your organization in recruiting? f) Does this organization use application blanks for recruiting employees? Yes/No g) Does this organization use alternatives to recruiting? Temporary help/Overtime Internship/Subcontracting Job rotation/Others

3. a) What are the principles of selection in the organization? b) What are the steps are used for selecting employees in this organization? c) Please mention, which of the following type interviews (s), does the organization use? d) Who marks the final decision in the selection process & how? e) What are the problems faced by this organization regarding selection in Bangladesh? f) What steps are taken to internalize the employees in your organization? g) Please, state the policy regarding development. a) Is there any formal performance appraisal program in your organization? Yes/No b) If yes, how frequently employee's

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performance is evaluated? Monthly Quarterly Half yearly Yearly c) Who evaluates employee's performance?) Please mention which of the following performance evaluation methods are used in your organization? e) What purpose do the result of appraisal serve? a) What is the working hours of employees? | | Days/week | Hours/day | | Managers & Executives | | | Non ACS | | | ACS | | | b) What are the methods and techniques to motivate employees?) What are the compensation principles of the organization? d) Does the organization perform performance evaluation to determine wages/salary rates? YesNo e) What methods methods are used for the purpose of performance appraisal? The Ranking Method The job classification Method The Point System The factor comparison Method a) Please mention what are the determinants of pay rates? a) Does the organization have any pay scales for its employees? YesNo c) If yes, i. Are these scales strictly followed? ii. Whether there are contractual pay fixations also? h) Did the organization perform any salary/wage survey? YesNo i) How are the employees in this organization motivated? Types of employees | Methods used | | Managers | Financial and work environment | | Non ACS | Financial and work environment | | ACS | Financial factors | 3. a) What financial incentives are available to the organization members? b) What non-financial incentives are available to the organization members? b) What benefits & services are available to the organization members? f) What is the procedure of Grievance handling? 4. a) Does the organization have health and safety p