



Daffodil
International
University

Internship Report
On

Recruitment and selection activities of Shrabony Kintwear Ltd.

PREPARED FOR:

Md. Alamgir Hossan
Assistant Professor & Associate Head
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

PREPARED BY:

Sheikh Tasfia Anjum Barsha
ID# 213-11-1395
Major: Human Resources Management
BBA Program
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

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Letter of Transmittal

18th June 2025

Md. Alamgir Hossan

Assistant Professor & Associate Head

Department of Business Administration Faculty of Business & Entrepreneurship Daffodil International University

Subject: Submission of Internship Report

Dear Sir,

With due respect, I am pleased to submit my internship report titled “Recruitment and Selection Activities of Shrabony Knitwear Ltd.” as a partial requirement for the completion of my Bachelor degree in BBA Program.

Based on my three-month internship at Shrabony Knitwear Ltd., where I had the chance to see and grasp the practical application of Human Resource Management, especially in the recruitment and selection process, this paper is based.

Thank you for your guidance and support throughout the internship period.

Sincerely yours,



.....

Sheikh Tasfia Anjum Barsha

ID: 213-11-1429

Batch: 60

BBA Program (HRM)

Daffodil International University

Letter Of Approval

This is to clarify that the dissertation on “Recruitment and selection activities of Shrabony Kintwear Ltd.” is done by Sheikh Tasfia Anjum Barsha, ID #213-11-1395, Major in Human Resource Management, Department of Business Administration, Daffodil International University.

This report has been prepared under my supervision and guidance. I hereby approve the report and recommend it for evaluation.

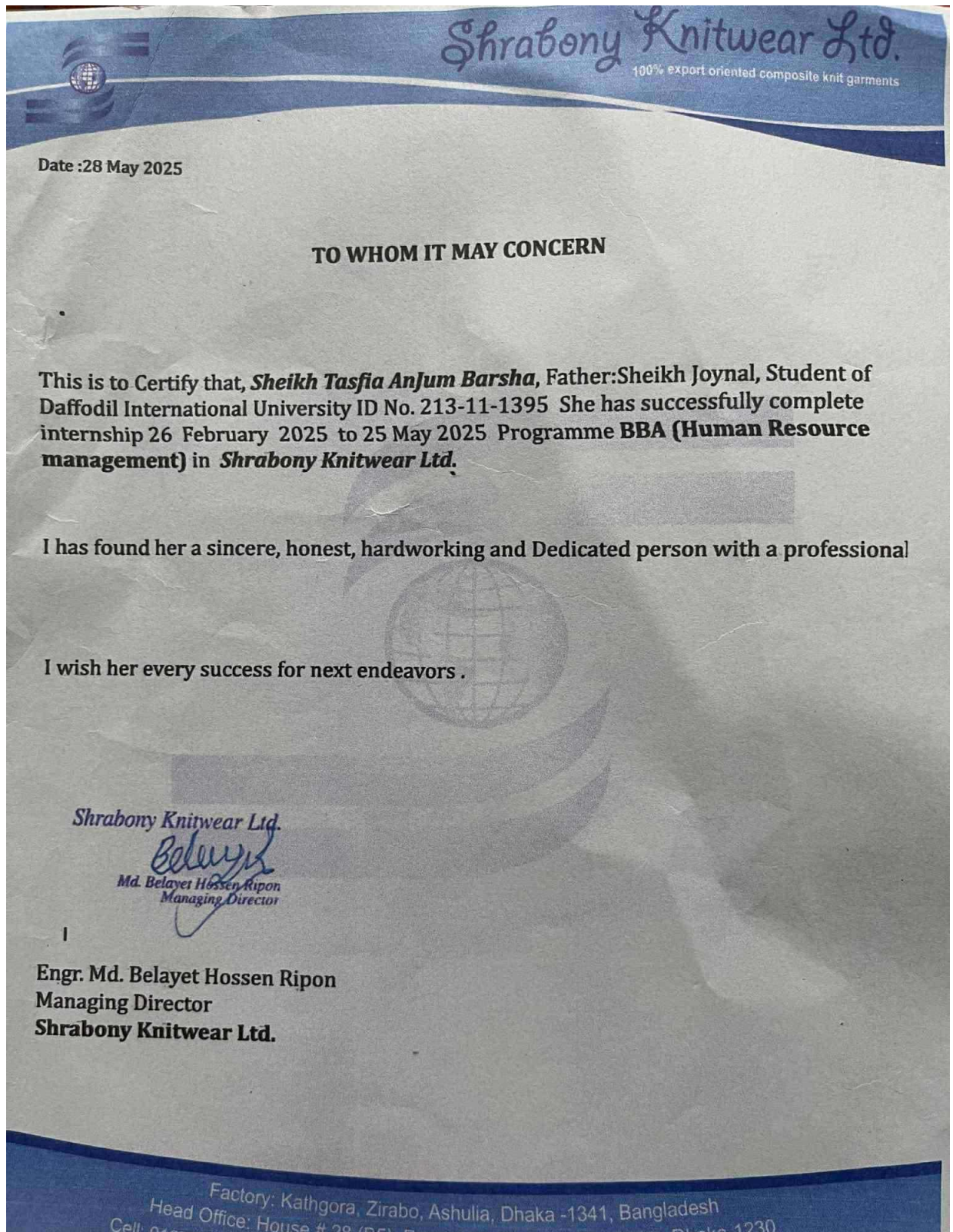
I wish the student all the best in the future.



.....

Md. Alamgir Hossan
Assistant Professor & Associate Head
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

Proof of Internship Completion Letter



Acknowledgement

I really appreciate all those who have helped and mentored me over my internship at Shrabony Kintwear Ltd. This program has been quite helpful in improving my practical knowledge of Human Resource Management.

First and most importantly, I would want to really thank Ferdous, my intern's supervisor, for their ongoing direction, support, and helpful criticism. My educational process has been much shaped by their mentoring.

I want to thank the whole Shrabony Kintwear Ltd. HR team for their cooperation, support, and openness to sharing of knowledge. Their understanding of HR operations—particularly in terms of training and development—has greatly helped me to advance professionally.

Furthermore, I would want to thank Shrabony Kintwear Ltd.'s management for allowing me to participate in their company and acquire practical Human Resource Management knowledge.

Finally, I owe a great deal to my family, friends, and academic advisers for their continuous inspiration and encouragement over this road.

Thanks all for your great direction and support.

Dedication

This report is especially thanks giving to my dear parents, whose lifetime sacrifices, relentless love, and daily prayers have molded the person I am now. My strongest suit has come from their faith in my ability. To my brothers and relatives, who supported me through good times and bad, always kind words and warm hearts help to inspire me. To my academic mentors and teachers, whose direction, encouragement, and wisdom have lighted my road across my academic career—especially during this internship period. To my friends and well-wishers, whose help and company have made this road more significant and joyful. And last, to the Almighty, for giving me the chance, time, and ability to finish this internship and report satisfactorially. This work is a modest mirror of the group efforts and inspiration I have gotten from everyone of you.

May Allah grant them long life.



.....

Sheikh Tasfia Anjum Barsha
ID: 213-11-1395
Batch: 60
BBA Program (HRM)
Daffodil International University

Executive Summary

Internship report is submitted for fulfillment of the requirement of completion of Bachelor of Business Administration (BBA) under Department of Business Administration, Daffodil International University. The internship report title is "Recruitment and Selection Activities of Shrabony Knitwear Ltd." and it has given an overall idea of the recruitment process and procedures adopted by the company. Operating in HR Department of Garment Industry in Bangladesh, its core sector, Shrabony Knitwear LTD. is a well-known garment manufacturer in Bangladesh. Working as an intern with HR Department provided me the opportunity to observe various stages of recruitment and selection process—varied from posting job announcements to screening CVs to interviews to final appointment. In the following paper, an attempt is made to make practical experience and theory go hand in hand. It describes how Shrabony Knitwear LTD. operates to recruit and choose the right candidates, mentions equipment and machinery that is used during selection, and assesses the performance of the existing system. In addition to pertinent information on how HR activities operate under real circumstances, the report further contains my assigned roles and responsibilities, areas to learn, and findings for this sub-section. Ultimately, it offers recommendations and implications that can render the firm's recruitment policies ever better.

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List of Abbreviations

HRM	Human Resource Management
HR	Human Resource
BBA	Bachelor of Business Administration
RMG	Ready-Made Garment

Chapter:1

Introduction

1.1 Introduction

Recruitment and selection are the central HRM activity and one of the key success factors of an organization. It is the primary means by which organizations find, attract, screen, and select suitable employees to replace those leaving or to produce extra labor. In this era of competing business, with human resources being a most prized asset, a successful recruitment and selection process and strategy is not only necessary for facilitating operation continuity but also for gaining competitive advantage. Recruitment is the initial step that entails attracting a sufficient number of individuals to fill vacancies from internal or external sources. This can be done through advertising positions, referral, placement services, online job websites, and campus interviews. But it means the process of hunting for and selecting the most appropriate candidate among the existing group by utilizing various instruments of appraisal such as screening, interview, testing, background check, and medical test. The aim is to put the correct person in the correct position and fit their ability to organizational needs. A systematic recruitment and selection process has a number of advantages. It assists in reducing recruitment mistakes, level of turnover, cost and time, productivity, and enhancing employee satisfaction and motivation. Additionally, it reflects the professionalism and credibility of the company, and therefore an enhanced employer brand in the marketplace. Adopting practices like equal employment opportunity, merit selection, and open communication help in ensuring fairness and compliance with the law. At my internship with Shrabony Knitwear Ltd., I had a firsthand experience of witnessing the recruitment and selection process of the organization at close quarters. Being a leading garment manufacturer in Bangladesh, Shrabony Knitwear Ltd. needs skilled and efficient human resource to meet the production demand and maintain the quality standard. HR plays an important role in driving the recruitment so that the company is able to choose those who are technically qualified as well as culturally appropriate for the company. In Shrabony Knitwear Ltd., the selection process would normally start with the filling of a vacancy, then job analysis and drafting of job descriptions. Recruitment advertisements are circulated within and outside subject to the nature of work. Applications are screened and obtained, and shortlisted candidates are invited for interviews. Technical or ability tests may be given in specific situations, especially for technical roles. After meeting with the department head, there is a selection made, and an offer is made after reference checks and negotiating salaries. The new hires are then given orientation and onboarding support.

I learned during this practice how valuable coordination with other departments,

maintaining the records current, and compliance with labor laws and company policies is. Although few problems such as skill scarcity in production houses or higher turnover rate exist, the company makes every effort to be efficient and unbiased as possible in the recruitment process.

In the following parts, in this report, there will be step-by-step explanation of the entire recruitment and selection process of Shrabony Knitwear Ltd., both its efficiency and problems faced, and suggestions for its further improvement based on my learning and experience.

1.2 Literature Review

Recruitment and selection is the most fundamental activity of human resource management, especially for those businesses with high labor requirements such as the Bangladesh garment industry. Companies such as Shrabony Knitwear Ltd., a high-turnover and competitive setting, rely heavily on recruitment practices in terms of gaining and retaining quality and stable employees. The success of these practices not only determines the success of employee hiring, but also productivity, employees' job satisfaction, and organizational performance. A study by Absar (2012) proved that Bangladeshi private manufacturing firms adopting formal recruitment processes, such as structured job advertising and interviews, resulted in improved employee performance as well as lower turnover compared to companies with informal recruitment processes. The formal recruitment channels allowed for greater job position clarity, improved fairness in the recruitment process, and higher employer credibility among potential applicants.

Despite these benefits, most apparel firms still use casual recruitment techniques such as employee referrals, walk-ins, and local agents. Although these techniques are quick and cheap, they are not transparent and result in random hiring practices. This is highly evident in the case of small or medium-sized firms such as Shrabony Knitwear Ltd., where HR processes are not always institutionally set. Studies, for example, on KDS Group (a prominent Chittagong clothing manufacturer), ascertained that while traditional recruitment is standard practice, companies using a mixed strategy—combining traditional and e-channels—enjoyed better outreach and applicant quality (Hasan et al., 2015). Although the application of digital recruitment tools to the Bangladeshi garment industry is not widespread, mainly due to infrastructural constraints and inconsistency in the stages of digital literacy of employers and prospective employees,

The second critical element in assessing recruitment effectiveness is whether recruitment

is aligned with general HR activities like training and performance management. Hossain and Hasan's (2023) study of private commercial banks in Bangladesh had indicated that companies which connect recruitment to post-hire training and development activities outperform others in retention and employee motivation. Although this study covered the banking industry, its applicability to garment companies is relevant. When recruitment is not followed up with onboarding and formal training, workers—new workers especially—become unable to perform as intended, leading to dissatisfaction and turnover. Recruitment problems in the ready-made garment (RMG) sector also stem from underlying, more deeply ingrained issues. Gender discrimination, for example, is rife. Women workers, who make up the vast majority of garment workers, are regularly subjected to discriminatory selection and hiring. Institutional recruitment channels also have a tendency to bypass formal contracts, which disadvantage the women in matters relating to job security and entitlement to benefits (Ahmed & Raihan, 2014). This not only has implications for the moral legitimacy of the recruitment process, but also for staff stability in the long run. In addition, most companies lack formal assessment tools—i.e., written tests or formal interviews—that can lead to poor job fit and high turnover (Absar, 2012).

With regard to efficiency, literature suggests that systematic and open recruitment systems are the most significant drivers to improve performance. Clearly set job descriptions, formal applications, and systematic screening tools allow organizations to choose right candidates and make fair hiring decisions (Absar, 2012; Hossain & Hasan, 2023). In addition, the use of computer-based recruitment systems—such as internet job boards and company websites—can significantly help improve reach and efficiency. But such systems are operational only with apt HR infrastructure, training, and e-readiness of the labor market.

In sum, recruitment practice in the Bangladeshi garment industry, for instance, for businesses such as Shrabony Knitwear Ltd., is both challenged and offered opportunity. Although conventional practice is the norm, it is ineffective and irregular. Research encourages the adoption of a systematic, open, and hybrid recruitment process that is integrated with other HR practices such as training and performance appraisal. Organizations have to invest in modernization of HR practices in order to be in a position to overcome challenges such as informality, gender discrimination, and technological access constraints. Not only is the recruitment performance improved in the process, but it also contributes to long-term organizational performance.

1.3 Rationale of Report

As part of the BBA curriculum, the internship program helps bridge academic learning with practical experience. My major was Human Resource Management (HRM), and I focused on the "Recruitment Process and Activities" during my internship. I chose a readymade garments (RMG) factory because it's Bangladesh's largest private sector employer, where recruitment is fast-paced, large-scale, and highly strategic. The organization I interned with allowed me to closely observe the entire recruitment cycle—from manpower planning to onboarding—under real industry pressure. As part of the BBA curriculum, the internship program helps bridge academic learning with practical experience.

1.4 Objectives of the Report

Broad Objective

- The overall requirement and selection activity of organization

Specific Objectives

- To understand about the requirement and selection activity.
- To analyze the requirement and selective activity of organization.

1.5 Scope of the Study

Focusing mostly on the policies followed by the Human Resource Department, the extent of this report is restricted to the recruitment and selection activities of Shrabony Knitwear Ltd. The research includes: Including job advertising, CV screening, interview process, and final choice, the whole recruitment cycle. Actual experience with activities linked to recruitment assigned during the internship.

1.6 Methodology

This report is based on a combination of practical experience, observation, and qualitative data collection during my internship in the Human Resource Department of Shrabony Knitwear Ltd. The method followed to prepare this report is by the following means:

1. Primary Data Collection

Observation: Objective observation of regular recruitment and selection process during internship period.

Informal Interviews: Interviewing with HR executives, line managers, and administrative staff to find their role, issues, and strategies in recruitment and selection.

Participation: Active participation in activity like sorting CVs, calling candidates, arranging interviews, and assisting in documentation.

2. Secondary Data Collection

Company Documents:

- Books
- Magazine
- Journals
- Review of organizational manuals
- Job descriptions
- Recruitment policies

Website and Online Resources: Data gathered from the official website of Shrabony Knitwear Ltd. and other pertinent online sources regarding the company and HR practices.

1.6 Limitations of the Report

This report has some limitations. It is generated from a brief internship period, which limited observation of long-term recruitment results. The access of in-house documents and confidential HR information was limited by guidelines of confidentiality. The findings are based primarily on informal interaction with HR personnel and personal observation, which may create subjectivity. Additionally, due to time constraints, thorough interviews or questionnaires from a large base of employees were not possible. Lastly, the report is only based on one firm, which may limit generalizability of findings to other firms or industries.

Chapter:2

Company Overview

2.1 Overview of Shrabony Knitwear Ltd.

Established in November 2014 and a part of the Pondit Group, a top composite knit garment company in Bangladesh, Shrabony Knitwear Ltd. is entirely export-oriented and The manufacturing runs from Kathgora, Zirabo, Ashulia, Savar, Dhaka; its head office is at House 15 (A-4), Road 21, Sector 11, Uttara, Dhaka. Shrabony Knitwear Ltd. is a specialized manufacturer in the knitwear industry, producing a range of items like T-shirts, polo shirts, pullovers, and children's jerseys for export destinations. The company is a member of the Bangladesh Garment Manufacturers and Exporters Association (BGMEA), ID 5931, and the Bangladesh Knitwear Manufacturers and Exporters Association (BKMEA), ID 01832. The company is also certified by some global standards like ISO, BSCI, SEDEX, OEKO-TEX, and GOTS, which are in compliance with global quality and sustainability standards. The company employs around 750 employees, including approximately 100 management staff and 650 factory employees. Its production facility is equipped with about 400 knitting and processing machines, through which it has a massive production capacity of nearly 450,000 dozen units annually. From 2021 to 2024, Shrabony Knitwear Ltd. depicted a strong trade with 39 export shipments amounting to nearly USD 477,000. In addition to exports, the company imports raw materials such as yarns and fabrics from China and Vietnam to aid production operations and maintain product quality. Shrabony Knitwear LTD. enjoys shared infrastructure among knitting, print, embroidery, and packaging factories as a member of vertically integrated operations of Pondit Group. Focusing on sustainability, social compliance, and assurance of quality, the company guarantees its adherence to ethical operations and international standards.

2.2 Mission and Vision

Mission

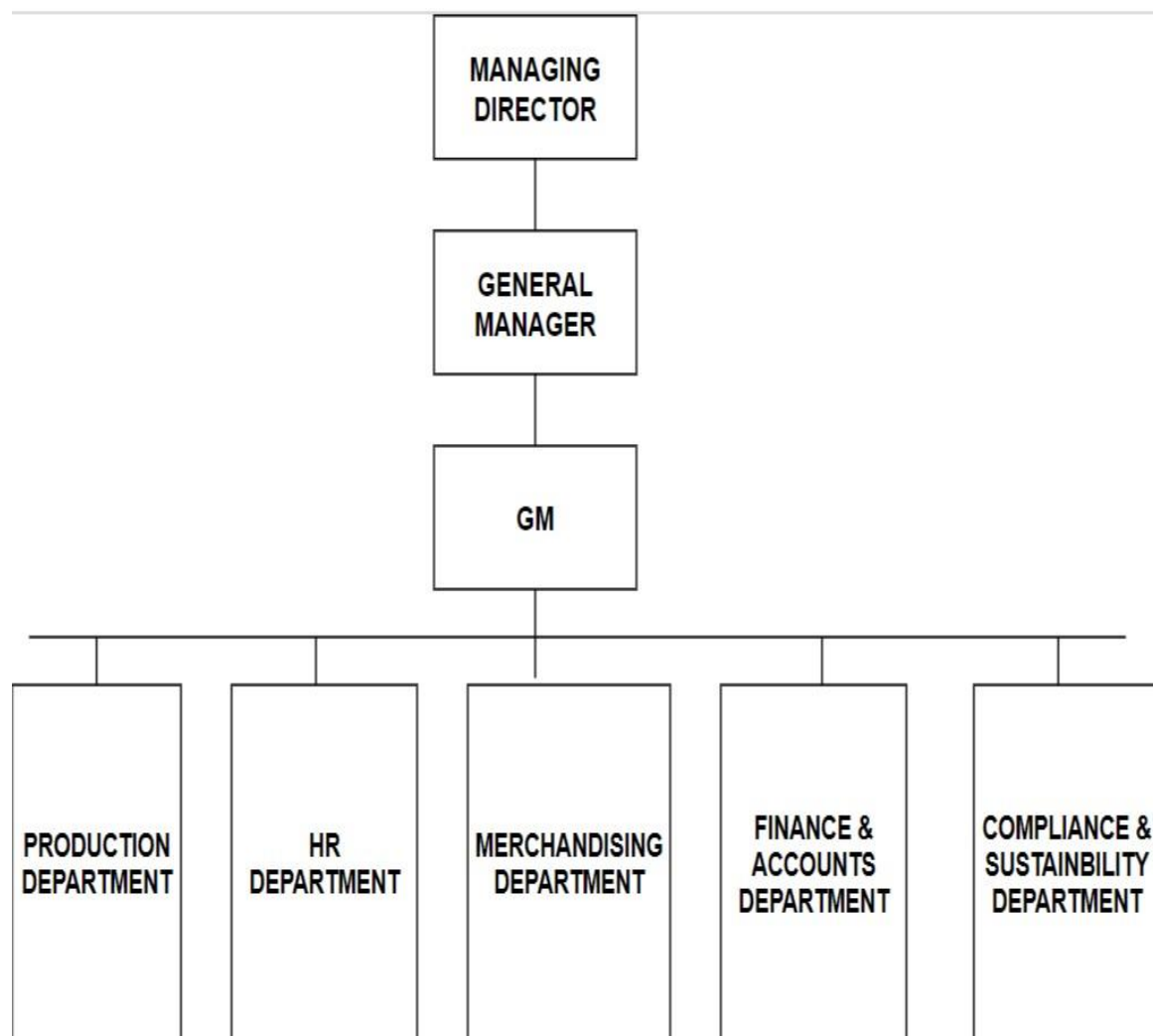
Shrabony Knitwear Ltd. will produce higher quality knitwear with good service at affordable prices. The company is seeking mutual benefits for its stakeholders, i.e., its customers, employees, suppliers, and the society. It is dedicated to maintaining global standards in each step of manufacture and service and to making itself attuned to global market trends.

Vision

The company wants to be among the safest and foremost providers of clothing located in the world. Shrabony Knitwear Ltd. wants to be a pioneer in ethical practice, innovation, ecology, excellence. Through the utilization of green manufacturing, corporate accountability, and ongoing technological development, it wants to be an example in its sector.

2.3 Organizational Structure

Shrabony Knitwear Ltd. has a hierarchical organizational structure with well-defined roles, responsibilities, and reporting lines. The organizational structure provides effective decision-making at different management levels and simple coordination among departments.



2.4 Major Products and Services

Production and export of a wide spectrum of knit clothing and associated services is the area of expertise for Shrabony Knitwear Ltd. Its main products consist of: **Ready-made knit apparel** Men's, women's, and children's T shirts (including both short- and long sleeve); polo shirts are a major export item. Jerseys, pullovers, cardigans, waistcoats – mostly cotton. **Knitted fabrics and active wear materials** export items under HS code 61091, Active wear fabric," cotton-based fabrics—including blends like cotton/polyester—used in internal production imported for garment manufacture polyester fleece and other specialist knit fabrics. **Value-added services** as part of its vertically integrated operations within Pondit Group. Made in-house: knitting, printing, embroidery, cutting, sewing, finishing, packing. **Compliance, quality testing, and assurance***To guarantee standards including fiber content, formaldehyde, AZO dyes, pH, etc., the company sources testing services through companies like TÜV Rheinland.

Maintaining certifications and memberships (e.g., BGMEA, BSCI, SEDEX, OEKO TEX, GOTS), it meets global compliance criteria.

Chapter:3

Internship Role and Responsibilities

3.1 Duration and Department Assigned

During my internship at the Shrabony Knitwear Ltd, I was assigned to the Human Resource Management (HRM) department. My daily working hours were from 9:00 AM to 5:00 PM, Saturday to Thursday. Over the course of my internship, I was actively involved in various HR activities, especially focusing on the recruitment process, which helped me gain practical experience and deepen my understanding of HR operations in the RMG sector.

3.2 Day-to-Day Assignments and Tasks

I was assigned to the Human Resource Department at Shrabony Knitwear Ltd. during my internship and was engaged in a wide range of day-to-day activities that provided me with practical experience in recruitment and overall HR operations.

- ☐ Sorted and gathered CVs and job applications.
- ☐ Recommended Shortlisted candidates for job requirements.
- ☐ Scheduled Fixed dates and times for interviews.
- ☐ Prepared Made interview call lists and attendance sheets.
- ☐ Helped Assisted during interviews.
- ☐ Updated Maintained and updated employee documents and files.
- ☐ Kept leave and attendance registers.
- ☐ Provided support during onboarding sessions for new employees who were hired.
- ☐ Entered employee data into the HR system or Excel sheets.
- ☐ Photocopied, printed, and scanned documents as needed.

3.3 Specific Involvement in Recruitment and Selection Process

As an intern at the Human Resource Department of Shrabony Knitwear Ltd., my primary task was recruitment and selection. Throughout the internship period, I was directly engaged in different steps of this process under the supervision of the HR Manager and other authorities. This gave me practical exposure to how an organization such as Shrabony attracts, evaluates, and selects suitable candidates.

Understanding Manpower Requirements

Usually at the initiation of the recruitment process, the HR department gets department head requisitions for unfilled or newly established posts. Some of these requisition forms were shown to me, and I was permitted to see how HR establishes the precise requirements of each job in experience, qualifications, and skills. This was important to understand as it formed the foundation of all further hiring activities.

Job Sourcing and Advertisement

Once the requirements were finalized, I helped create job circulars. These consisted of positions, responsibilities, qualifications, and deadlines for application. I helped post company notice boards, social media job postings, and Bdjobs online job portals. The exposure helped me gain a clearer idea of how mediums attract certain types of candidates and how critical proper, clear job postings are.

CV Screening and Shortlisting
Directly involved in CV screening, I examined many applications based on job description criteria. By looking for pertinent educational background, job experience, and skills, I developed quick evaluation of resumes. I helped to shortlist possible candidates for the interview and arranged candidate details using Excel sheets.

Interview Coordination

Following shortlisting, I helped the team coordinate interviews. This included compiling interview call lists, printing resumes, notifying candidates of their interview schedules, and making sure the panel of interviewees had all required tools ready. Throughout walk-in interviews, I also oversaw the candidate sign-in sheet.

Interview Observation and Evaluation

I was offered the chance to watch several official and informal interviews. This helped me to understand how interviewers evaluate not only a candidate's technical expertise but also their attitude, cultural fit, and communication abilities. Sometimes I was asked to fill in evaluation forms or document interview comments, which helped me to grasp selection criteria.

Post-Interview Procedures

Following the interviews, I helped with candidate status updates and under supervision preparation of offer letters. By phoning references given by particular candidates, I also assisted with background verification. For those who joined, I assisted in finishing the joining paperwork—personal information forms, documentation collecting, and proper filing of each item.

Chapter:4

Key Learnings and Experiences

4.1 Important Learnings

During my internship at Shrabony Knitwear Ltd. I gained valuable insights into the practical applications of Human Resource Management, particularly in the area of recruitment and selection. Some of the key learnings are outlined below:

1. Understanding of Recruitment Procedures

I learned how the company sources candidates through various channels, including online job portals, employee referrals, and walk-in interviews. I gained a clear idea about the steps involved in the recruitment process—starting from job posting to initial screening.

2. CV Screening and Shortlisting

I was actively involved in reviewing and sorting CVs based on job requirements. This helped me understand the importance of identifying relevant skills, qualifications, and experience while shortlisting candidates.

3. Interview Process and Evaluation

I observed how different types of interviews (such as telephonic, written tests, and face-to-face interviews) are conducted. I also learned how interviewers assess candidates based on predefined criteria like communication skills, technical knowledge, and attitude.

4. Communication and Coordination

I developed practical skills in communicating professionally with candidates, scheduling interviews, and maintaining records. Coordinating between candidates and interviewers helped me understand the importance of time management and professionalism.

5. Teamwork and Organizational Behavior

Working in a real HR environment allowed me to experience how teamwork, mutual respect, and collaboration contribute to a productive workplace. I also observed the role of organizational culture in employee engagement and performance.

6. Practical Use of HR Tools and Documentation

I gained hands-on experience in using HR-related tools and templates for interview schedules, candidate evaluation forms, and recruitment reports. I also observed how employee records and confidential documents are handled and maintained securely.

4.2 Rationale for Those Roles and Responsibilities with Examples

The roles and responsibilities assigned to me during my internship at Shrabony Knitwear Ltd. were carefully designed to help me gain practical knowledge and contribute to the ongoing HR activities. Each task served a specific purpose, both for my learning and for the efficient functioning of the HR department. Below are some key responsibilities and

the rationale behind them, along with real-life examples from my internship experience:

1. CV Sorting and Screening

Rationale:

This task helped me understand how to match job descriptions with candidate profiles. It developed my analytical skills and judgment in identifying the most suitable candidates.

Example:

While screening CVs for a Junior Merchandiser position, I learned to prioritize candidates who had previous experience in knitwear and basic knowledge of order follow-up procedures.

2. Calling and Communicating with Candidates

Rationale:

This task enhanced my communication skills and taught me how to interact professionally with potential employees, an essential skill for HR professionals.

Example:

I was responsible for calling shortlisted candidates to confirm their interview schedule. In one case, a candidate was unsure about the office location, so I clearly explained the address and shared the Google Maps link over email.

3. Assisting in Interview Coordination

Rationale:

By helping coordinate interviews, I learned the importance of punctuality, planning, and smooth communication between departments.

Example:

For a recruitment drive of production officers, I managed the attendance sheet, prepared interview files, and ensured that the panel had all necessary documents before each candidate entered.

4. Maintaining HR Documentation

Rationale:

This task helped me understand how important it is to maintain accurate records for recruitment and selection, which are used for audits and future references.

Example:

I updated a spreadsheet that tracked candidate status—whether they were shortlisted, interviewed, selected, or rejected—providing a clear overview for the HR team.

5. Learning Company Policy and HR Compliance

Rationale:

Understanding company policies helped me realize how HR maintains transparency and fairness in recruitment.

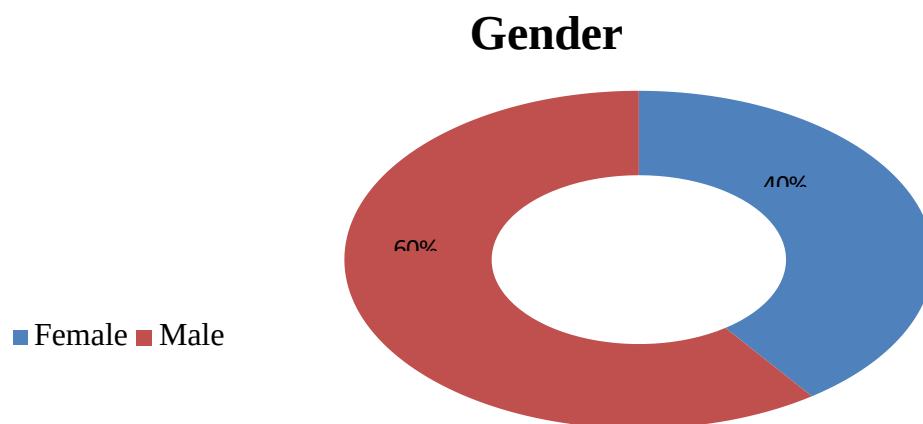
Example:

I reviewed Shrabony Knitwear Ltd.'s recruitment policy, which emphasizes non-discriminatory hiring practices. This was reflected during interviews, where all candidates were evaluated based on skills and experience only.

4.3 Analysis of the Survey

I have conducted a survey where I have included some questions to 50 random employees from different departments to disclose employee's opinion of the recruitment and selection practices of Sraboni Knitweres ltd. The following are the analysis and findings of the survey:

- *Gender:*



4.4 Connection with Academia with Examples

My internship experience at **Shrabony Knitwear Ltd.** allowed me to connect several theoretical concepts from my academic studies with real-world HR practices. The internship served as a bridge between academic learning and practical application, enhancing my understanding of Human Resource Management (HRM). Below are some key examples:

1. Recruitment Theories and Methods

Academic Concept:

In HRM courses, we studied different recruitment methods such as internal vs. external recruitment, and the importance of job analysis in the hiring process.

Practical Connection:

At Shrabony Knitwear Ltd., I observed both internal promotions and external hiring. For example, the company often promotes experienced operators to supervisor roles, while externally hiring for specialist positions like HR officers and merchandisers.

2. Selection Process and Interview Techniques**Academic Concept:**

We learned about structured and unstructured interviews, as well as different selection tools like written tests, interviews, and reference checks.

Practical Connection:

I assisted in setting up structured interviews, where candidates were evaluated using pre-defined criteria. For example, during interviews for a Production Officer role, the HR team used a checklist to rate candidates on technical skills, leadership qualities, and communication.

3. Communication in HR**Academic Concept:**

Business communication courses taught the importance of formal communication, email writing, and professional interaction.

Practical Connection:

I applied these skills while drafting emails to candidates regarding interview schedules and following up professionally over phone calls. I also learned to communicate clearly while explaining job roles to applicants.

4. Employee Documentation and Record Keeping**Academic Concept:**

From HR operations and labor law subjects, I learned about the importance of maintaining accurate employee records and following legal guidelines in documentation.

Practical Connection:

I maintained recruitment files, candidate evaluation sheets, and updated recruitment tracking spreadsheets, aligning with real HR record-keeping practices.

5. Ethical HR Practices**Academic Concept:**

In HR ethics, we studied the importance of fairness, confidentiality, and non-discrimination in recruitment.

Practical Connection:

I observed that Shrabony Knitwear Ltd. follows fair hiring practices. For instance, all

candidates were evaluated equally regardless of gender or background, which reflected the ethical principles taught in class.

4.5. Ages (in years) :

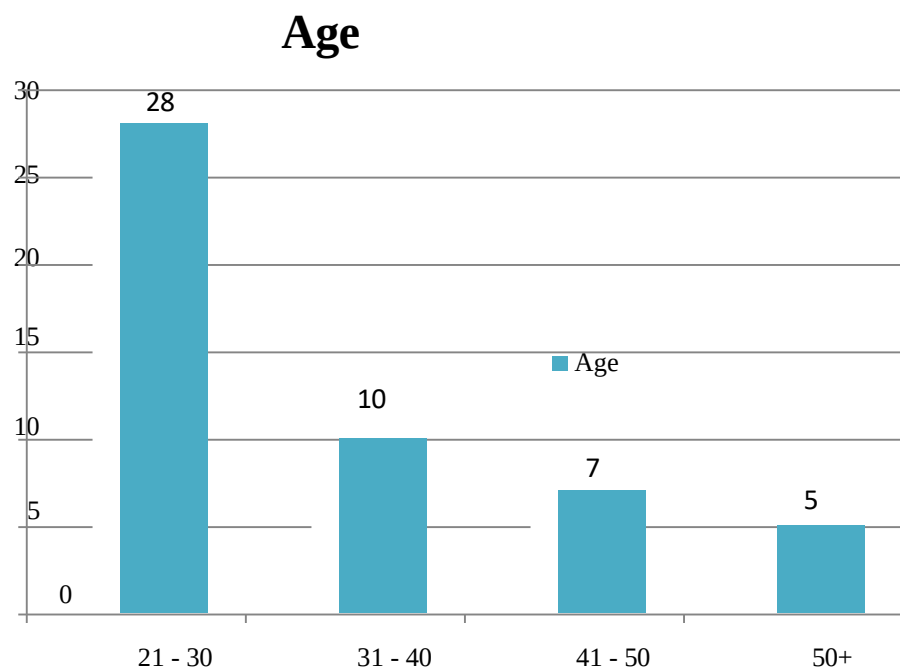


Figure: Ages (in years)

Chapter 5

Critique and Reflections

5.1 Critical evaluation

The selection and recruitment process of Shrabony Knitwear Ltd. is well-developed in theory and is consistent with fundamental human resource management practices. In the course of my internship, I saw that the organization adopts a systematic set of activities—ranging from vacancy identification to induction of selected personnel. The HR function takes most responsibility in carrying forward the process by working with department heads in consonance, so that the recruitment takes place in consonance with departmental needs. However, given its advantages, the process is not without constraints and limitations.

One of the most significant advantages is ethical hiring practices by the company. Shrabony Knitwear Ltd. is transparent, fair, and compliant with national labor law and international standards such as BSCI, SEDEX, and GOTS. The presence of formalized steps—i.e., documented job descriptions, interview evaluation forms, and official communication to applicants—demonstrates professionalism commitment and organizational integrity. The company also utilizes internal as well as external sources in shortlisting the candidates, thereby providing more chances to identify the right talent. Shortlisting is performed with utmost care, in most instances, with skill matching against the needs of the positions, and decisions are made after recommendations by involved department heads.

However, it is still to a great degree a manual process, leading to inefficiencies and delays. There is hardly any usage of HR software or web-based applicant tracking systems, and therefore handling of data, maintaining records, and follow-ups are time-consuming and prone to errors. Further, although the initial screening is process-based, there is scope for improving the level of candidate assessment through more formalized interview questions or task-oriented testing.

Another aspect of concern in a critical sense is the turnover rate, which is high, particularly at the factory level. This means while recruitment may be perhaps in good order, retention may be too poor. Poor employee engagement programs, deficient onboarding processes, and lack of long-term career developmental plans are the reasons behind this issue. Moreover, the candidate experience must also be improved. Enhanced. Even though communication is clear during the interview process, unsuccessful applicants are not usually given feedback, which negatively impacts the employer brand of the business.

- **Job Level:**

Job level

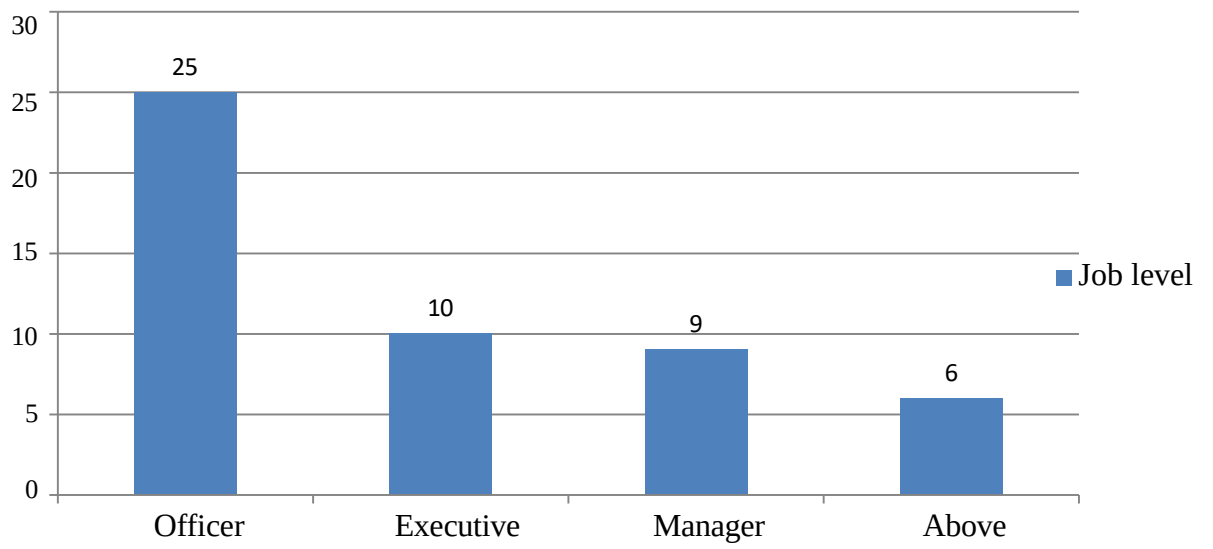


Figure: Job Level

শ্রমিক নিয়োগ নীতিমালা

RECRUITMENT POLICY

উদ্দেশ্য :

শ্রমিক নিয়োগের ক্ষেত্রে অপক্ষপাতিত্ব মূলক বা বৈষম্যহীন নিয়োগ পদ্ধতি ব্যবহার করে থাকে। কর্মী নিয়োগের ক্ষেত্রে প্রধানত রাষ্ট্রীয় আইন মেনে চলে, তবে অনেক ক্ষেত্রে ক্রেতাদের আচরণ বিধি নিয়ম মানা হয়ে থাকে। সুষ্ঠু, সুশৃঙ্খল ও নিয়মতান্ত্রিকভাবে কর্মী নিয়োগের জন্য ক্যাডটেক্স গার্মেন্টস লিঃ একটি নিজস্ব নীতিমালা রয়েছে।

আমাদের শ্রমিক নিয়োগ নীতিমালা নিম্নরূপ :

- 1) সেকশন ইনচার্জ শ্রমিক নিয়োগ ফরম পূরন করতঃ লোক নিয়োগের প্রয়োজনীয়তা উলে-খপূর্বক পরিচালক মহোদয়ের অনুমোদন নিয়ে এইচ আর ডিপার্টমেন্টে জমা দিতে হবে।
- 2) এইচ আর ডিপার্টমেন্ট পত্রিকায়, নোটিশে, শ্রমিক/কর্মচারীর মাধ্যমে প্রচার করা, ব্যানার, পোস্টার এবং লিফলেটের মাধ্যমে অথবা বিজ্ঞপ্তির মাধ্যমে প্রার্থীদের কাছ থেকে আবেদনপত্র সংগ্রহের ব্যবস্থা করবে।
- 3) নিয়োগের জন্য আসা প্রার্থীদের সাক্ষাৎকার নেওয়ার জন্য সংশ্লিষ্ট বিভাগকে অবগত করতে হবে।

- 4। নিরাপত্তারক্ষী থেকে অবগত হওয়ার পর কর্তৃপক্ষ কর্তৃক নিয়োগ কমিটি অথবা এইচ আর অফিসার, নিয়োগ তালিকা অনুযায়ী চাকুরী প্রার্থীদের প্রধান ফটক থেকে নির্দিষ্ট কক্ষে সাক্ষাতকারের জন্য নিয়ে আসার ব্যবস্থা করবেন।
- 5। এইচ আর অফিসার চাকুরী প্রার্থীদের বিভিন্ন কাগজ পত্র, ছবি ও অন্যান্য আনুসঙ্গিক কাগজ পত্র পরীক্ষা করে দেখবেন।
- 6। সংশ্লিষ্ট কাগজ পত্র পরীক্ষার পর এইচ আর ডিপার্টমেন্ট সংশ্লিষ্ট শ্রমিক/কর্মচারীর বয়স ও সক্ষমতা প্রমানের কর্তৃপক্ষ কর্তৃক নিযুক্ত ডাক্তারের কাছে প্রেরণ করতঃ তার বয়স ও সক্ষমতা সনদ নেওয়ার ব্যবস্থা করবেন।
- 7। প্রার্থীকে ডাক্তার কর্তৃক বয়স পরীক্ষার পর যদি বয়স ১৪ বৎসরের নীচে হয় অথবা কিশোরদের ক্ষেত্রে সক্ষমতার প্রত্যয়ন পত্র পাওয়া না গেলে উক্ত শ্রমিক/কর্মচারীকে নিয়োগ প্রক্রিয়া থেকে বাদ দেবেন।
- 8। বয়স ও সক্ষমতা সনদ নেয়ার পর চাকুরী প্রার্থীদের বিভিন্ন কারিগরি দক্ষতা যাচাইয়ের জন্য উৎপাদন বিভাগে নিযুক্ত সংশ্লিষ্ট সুপার ভাইজার/ফ্লোর ইনচার্জ এর কাছে পাঠানো হবে।
- 9। সংশ্লিষ্ট সুপার ভাইজার/ফ্লোর ইনচার্জ উক্ত শ্রমিকের কারিগরি দক্ষতা যাচাইয়ের পর বেতন প্রস্তাব করবে।
- 10। এইচ আর অফিসার উক্ত শ্রমিকের পারসোন্যাল ফাইল প্রস্তুত করে চূড়ান্ত অনুমোদনের জন্য কারখানা ব্যবস্থাপকের নিকট পাঠানোর ব্যবস্থা করবে।
- 11। পারসোন্যাল ফাইলে যা থাকবে
 - (ক) শ্রমিকের ঠিকানা সংক্রান্ত তথ্য।
 - (খ) দরখাস্ত (১ কপি ছবি সংযুক্ত থাকবে)।
 - (গ) বয়স ও সক্ষমতার সনদপত্র (ছবি সহ)।
 - (ঘ) নিয়োগপত্র।
 - (ঙ) যোগদান পত্র।

- (চ) মজুরীর বিবরণ।
(ছ) ৩ মাস পর স্থায়ী নিয়োগপত্র।
(জ) জাতীয়তা সনদপত্র।
(ঝ) শিক্ষাগত যোগ্যতার সনদপত্র (যদি থাকে)।
(ঞ) অভিজ্ঞতার সনদপত্র (যদি থাকে)।
(ট) স্থানীয় জনপ্রতিনিধি কর্তৃক দেয় চারিত্রিক সনদপত্র।
- 14। পরিচালক মহোদয় বেতন ভাতাদি (আলোচনা সাপেক্ষে) কাগজপত্র ইত্যাদি পরীক্ষা করে চূড়ান্ত অনুমোদন দেবেন।
- 15। চূড়ান্ত অনুমোদন লাভের পর এইচ আর ডিপার্টমেন্ট নিয়োগ প্রার্থী শ্রমিক/কর্মচারীকে,
- (ক) নিয়োগ রেজিস্ট্রারে নাম লিপিবদ্ধ করন।
(খ) হাজিরা ও অতিরিক্ত কর্মঘণ্টার রেজিস্ট্রারে নাম লিপিবদ্ধ করন।
(গ) টাইম কার্ড ইস্যু করন।
(ঘ) আইডি কার্ড ইস্যু করন।
(ঙ) শ্রমিক সহায়িকা ইস্যু করন।
- 16। নিয়োগ প্রার্থী শ্রমিক/কর্মচারীকে ওয়েল ফেয়ার অফিসার এর নিকট কারখানার নিয়ম কানুন পরিবেশ স্বাস্থ্য ও নিরাপত্তা বিষয়ে প্রশিক্ষণের জন্য পাঠানোর ব্যবস্থা করন।
- 17। প্রশিক্ষণের পর কাজে পাঠানোর ব্যবস্থা করা।
- 18। নিয়োগ দানের পর নিয়োগপ্রাপ্ত কর্মীদের নিম্নলিখিত বিষয়গুলির উপর প্রশিক্ষণ দান করা হয় :

ক) তাকে পুষ্টিষ্ঠানের নিয়মনীতি সম্পর্কে ধারণা দেওয়া হয়।

খ) স্বাস্থ্য বিধি এবং নিরাপত্তা বিষয়ের উপর প্রশিক্ষণ প্রদান করা হয়।

5.2 Major Challenges Faced During the Entire Internship

Throughout my internship at Shrabony Knitwear Ltd. I encountered several challenges that helped me grow both professionally and personally. These challenges tested my adaptability, communication, and understanding of real-world HR practices. Below are some of the key challenges I faced, along with relevant examples:

1. Adapting to a Fast-Paced Work Environment

Challenge:

The garment industry operates under strict deadlines, especially when hiring for production-related roles. I initially found it challenging to keep up with the speed and multitasking required in the HR department.

Example:

During a recruitment drive for machine operators, I had to screen over 100 CVs in a single day while also making phone calls to shortlisted candidates. It required quick decision-making and time management, which I gradually developed.

2. Communicating with Diverse Candidates

Challenge:

As a fresher, communicating confidently and clearly with job applicants—many of whom were older or more experienced—was a learning curve for me.

Example:

I once had to explain the interview process to a senior-level candidate over the phone, and due to a lack of confidence and clarity, the candidate misunderstood the schedule and arrived late. This experience taught me the importance of clear and professional communication.

3. Limited Practical Experience with HR Software

Challenge:

While I had theoretical knowledge of HR systems from academic courses, I struggled at first to navigate the Excel-based tracking and documentation used by the HR team.

Example:

In the first week, I made formatting errors in the recruitment tracking file, which created confusion for the team. After receiving guidance, I improved my spreadsheet management and became more efficient.

4. Balancing Observation and Contribution

Challenge:

As an intern, I wanted to contribute meaningfully but also had to respect the boundaries of my role. At times, I felt limited in participating in confidential decision-making processes.

Example:

During the final round of selection for a key position, I was not allowed to observe the interview due to confidentiality concerns. However, I later learned how the decision was made based on criteria I had helped prepare.

5. Handling Repetitive Tasks

Challenge:

Some tasks, such as making repeated phone calls to candidates or checking documentation, became monotonous over time.

Example:

On several occasions, I had to call over 40 candidates to confirm interview timings. While repetitive, I learned to stay patient and professional, which is essential in HR operations.

5.3 Learning from Challenges

The challenges I encountered during my internship at **Shrabony Knitwear Ltd.** were instrumental in shaping my professional mindset and enhancing my practical understanding of HR functions. Each obstacle provided a learning opportunity, helping me improve specific skills and prepare for future responsibilities in the HR field. Below are some of the key learnings drawn from those challenges:

1. Improved Time Management and Efficiency

Learning:

Working in a fast-paced environment taught me how to prioritize tasks and manage time effectively under pressure.

Example:

After struggling to complete CV screening and candidate calling on time, I developed a daily checklist system that helped me stay organized and meet deadlines more efficiently.

2. Enhanced Professional Communication

Learning:

Frequent interaction with candidates, colleagues, and supervisors improved my verbal and written communication skills, especially in professional settings.

Example:

Following a miscommunication with a candidate, I learned how to give clear, concise

instructions and follow up with written confirmations to avoid confusion.

3. Technical Competencies in HR Documentation

Learning:

Practical experience with the use of Excel and other document processes allowed me to learn practical skills required for data handling and HR record keeping.

Example:

When I navigated through the early errors in recording the data and formatting, I increasingly developed competence in handling spreadsheets and maintaining organized recruitment tracking systems.

4. Patience and Professionalism in Repetitive Work

Learning

Managing regular work in a routine fashion also instilled the importance of patience, attention to detail, and professionalism with every task, no matter how small.

Example:

While repeatedly calling potential candidates for different job openings, I learned to be bright in tone and calm even when candidates were not reachable or late in returning calls.

5. Respect for Boundaries and Confidentiality

Learning:

Recognizing the limits of my role taught me the importance of confidentiality and professionalism throughout HR decision-making.

Example:

Although I did not participate in taking final interview decisions, I gained an understanding of how sensitive information has to be handled and how rapport gets built in HR departments.

5.4 Overall Reflection

My internship with Shrabony Knitwear Ltd. was a rewarding and enriching experience that provided me with a hands-on understanding of Human Resource Management, in particular the recruitment and selection process. It enabled me to connect classroom theory with practice, and equipped me with the required skills such as communication, time management, attention to detail, and professionalism. It was a great learning experience to perform work in a dynamic and systematic framework that helped me understand how HR

functions directly affect the profitability and efficiency of an organization. I also gained an understanding of the importance of teamwork, ethics, and flexibility while resolving real-world workplace challenges. I faced some challenges initially, but later on, I overcame those challenges and became more confident about my work.

In general, this internship reinforced my intention to pursue a career in HR and gave me a clearer idea of working in the professional environment. The experience has motivated me to continue learning, growing, and placing myself in a position to take advantage of future opportunities in the corporate world.

Chapter:6

Conclusion

6.1 Conclusion

The recruitment and selection process is a vital part of effective human resource management and has a direct impact on the overall success and growth of any business organization. In my internship with Shrabony Knitwear Ltd., I came to know directly how a good recruitment system functions in the garment industry, which is known for its competitive job market and high standards of quality. This report has highlighted the strategy of recruiting, selecting, and employing proper candidates by the company, its strengths and weaknesses, and areas for improvement.

During the internship, I observed that Shrabony Knitwear Ltd. follows a formal recruitment and selection process beginning with identification of vacancies, advertisement of job openings, receipt and screening of applications, interviews and testing, and ultimately the selection and induction of the right candidates. Both the HR department and respective departmental heads are engaged so that the hiring choice remains in sight of operational requirements and company culture. Both fairness and openness are also ensured through this collaborative process. An advantage of the recruitment policy of the company lies in how it complies with internationally accepted certification and Labor laws, illustrating its commitment to fair employment practices. Employment of more than a single source of employment, i.e., internal job advertisements as well as outside advertisements, ensures varied candidates, whereas accurate job descriptions ensure the right job seeker is attracted. Additionally, due care to correct documentation and maintenance of records by the company facilitates accountability as well as effective HR processes. However, internship exposure also presented some recruitment and selection issues Shrabony Knitwear Ltd. faces. The high turnover rate in manufacturing jobs and the difficulty in replacing technical expertise are indicative of the need for enhanced, more proactive talent management and retention strategies. The limited use of advanced recruitment technologies and assessment tools can also extend the employment process and reduce efficiency. Further, enhancing the candidate experience with added communication and feedback processes could further boost the company's employer reputation.

Chapter:7

Implications

7.1 Implications

Shrabony Knitwear Ltd. internship experience has diverse important implications for my educational progress as well as subsequent professional career. Firstly, it bridged the theory-practice gap. Subject matter taught at academic levels such as recruitment drives, selection process, interview techniques, and employee evaluation—gained clarity through implementation. This not only reinforced my understanding of HR activities but also highlighted the importance of aligning academic education with business practices.

Second, the experience taught me the significance of Human Resource Management in an organization's success. Proper recruitment and selection ensure that the organization hires the right people, which directly influences productivity, company culture, and employee retention. Witnessing these processes at work gave me an idea of how HR decision-making contributes to the overall performance of the company.

On a personal level, the internship enabled me to acquire critical soft skills such as communication, time management, flexibility, and problem-solving. These are skills that can be applied in any career. Furthermore, exposure to the quick-paced garment industry environment equipped me with the ability to handle real-world challenges, particularly in labor-intensive and time-sensitive industries.

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