



Daffodil
International
University

Internship Report

On

Recruitment and Selection Policy of Metro Knitting and Dyeing Mills Ltd.

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Date of Submission: 05 January, 2025

Letter of Transmittal

December 1, 2024

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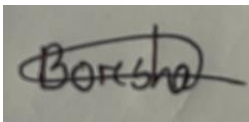
Subject: Submission of Internship Report on " Recruitment and Selection Policy of Metro Knitting and Dyeing Mills Ltd."

Dear Sir,

I am pleased to submit my internship report titled "Recruitment and Selection Policy of Metro Knitting and Dyeing Mills Ltd.," as a requirement for the completion of my internship program. This report aims to provide insights into the Recruitment and Selection Policy of Metro Knitting and Dyeing Mills Ltd., based on my observations and analysis during the internship period.

I sincerely hope that this report meets the standards and expectations set forth by the academic and professional community.

Thank you for considering my work.

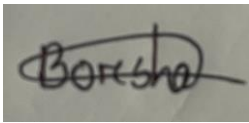


Yours sincerely,

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Declaration

I, Nusrat Jahan Borsha, ID: 191-11-835, hereby declare that the internship report I submitted to Daffodil International University, titled "Recruitment and Selection Policy of Metro Knitting and Dyeing Mills Ltd," is an original piece of work, I completed this report under the guidance of Dr. Sayedul Anam Associate Professor, Department of Business Administration, Daffodil International University. No previous submission of this report was made for academic purpose anywhere. Every information and data source has been properly cited and acknowledged.



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Letter of Approval

This is to certify that Nusrat Jahan Borsha, ID: 191-11-835, Major in HRM is a regular student of Bachelor of Business Administration (BBA) Program, under the department of Business Administration, Daffodil International University, has completed the internship report on “Recruitment and Selection Policy of Metro Knitting and Dyeing Mills Ltd,” under my supervision. She successfully completed her internship program at Metro Knitting and Dyeing Mills Ltd.

I wish her happiness, good health and every success in life.



Dr. Sayedul Anam
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Acknowledgment

I would like to express my gratitude to all those who have contributed to the completion of this internship report on "Recruitment and Selection Policy of Metro Knitting and Dyeing Mills Ltd"

Firstly, I would like to thank Dr. Sayedul Anam, my internship supervisor, for his invaluable guidance, support and constructive feedback throughout the preparation of this report. His expertise and encouragement have been instrumental in shaping this work.

I am also thankful to the management and staff of Metro Knitting and Dyeing Mills Ltd for providing me with the opportunity to intern at their esteemed organization and for sharing their knowledge and experiences, which greatly contributed to my learning and understanding of HRM operations.

Additionally, I extend my thanks to my friends and family for their continuous support and motivation during this academic and professional journey.

Executive Summary

Metro Knitting and Dyeing Mills Ltd. (MKDML) is a prominent textile manufacturing company in Bangladesh, known for its dedication to producing high-quality knitted fabrics and garments. As part of its strategy for sustained growth and competitiveness in the textile industry, MKDML has developed a robust Recruitment and Selection Policy aimed at attracting, evaluating, and retaining the best talent available. This policy is essential for ensuring that the company meets its operational goals, maintains high productivity levels, and cultivates a positive work environment. By adhering to a systematic and strategic approach to hiring, MKDML ensures that its workforce is aligned with its organizational goals, while maintaining fairness, transparency, and compliance with labor laws.

The report begins with an introduction to Metro Knitting and Dyeing Mills Ltd, outlining its background, vision, mission, and core values. It then delves into a comprehensive analysis of the recruitment and selection process. The main objective of this report is to know about the Recruitment and selection process of Metro Knitting and Dyeing Mills Ltd which includes Manpower Planning and Analysis, Job Advertising and Sourcing, Screening and Shortlisting, Interview Process, Candidate Assessment, Background Checks and Reference Verification and Job Offer and Onboarding. The report also includes the major findings and includes possible best recommendations for the company to improve the recruitment and selection process for future better employee onboarding.

Metro Knitting and Dyeing Mills Ltd.'s recruitment and selection policy plays a pivotal role in supporting the company's growth, ensuring that it acquires the best talent available in the market. Through its fair, transparent, and legally compliant hiring practices, MKDML attracts skilled employees who contribute to the company's operational success. By focusing on strategic alignment, employee retention, and continuous improvement, MKDML creates a workforce that is both high-performing and loyal, helping the company maintain its competitive edge in the global textile industry.

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Chapter One

Introduction

1.1 Introduction

Metro Knitting and Dyeing Mills Ltd. (MKDML) is one of the leading textile manufacturers in Bangladesh, known for its high-quality knitted fabrics and garments. With a strong commitment to maintaining the highest standards in production and a forward-thinking approach to the global textile market, MKDML has continuously focused on building and maintaining a workforce that aligns with its business goals. The success of any organization, especially in a highly competitive and fast-evolving industry like textiles, heavily depends on the quality and capabilities of its workforce. MKDML recognizes that a skilled, diverse, and motivated team is integral to its operational excellence and sustainability. Consequently, MKDML has developed a robust and comprehensive Recruitment and Selection Policy, designed to attract the right talent and ensure a systematic and fair process for hiring new employees.

The recruitment process at MKDML is aimed at acquiring individuals who possess the skills, experience, and cultural alignment required to drive the company's growth and success. The company believes that an effective recruitment strategy is one that not only seeks candidates who are technically skilled but also emphasizes the importance of selecting individuals who fit well with MKDML's corporate values and culture. The policy is a reflection of the company's commitment to its organizational goals and vision, while also adhering to the best practices of ethical hiring and legal compliance. MKDML recognizes that in a competitive industry, hiring the right people is a critical step toward achieving its long-term goals of innovation, market leadership, and operational efficiency.

At the core of MKDML's Recruitment and Selection Policy is the principle of fairness and equal opportunity for all candidates. The company ensures that its recruitment practices are free from discrimination based on gender, race, ethnicity, or other personal characteristics, fostering an inclusive work environment. The policy places significant emphasis on transparency in every stage of the recruitment process, from the initial job advertisement to the final selection of candidates. The company's approach is designed to ensure that every candidate, regardless of their background, is evaluated based on their qualifications, experience, skills, and ability to contribute to the company's success.

1.2 Background of the study

The success of any organization, particularly in the competitive textile sector, is largely dependent on its human resources. Recognizing this, MKDML has developed a comprehensive Recruitment and Selection Policy aimed at acquiring the right talent to drive its business objectives. The policy is designed to ensure that all recruitment activities are aligned with the company's strategic goals, adhere to ethical standards, and comply with relevant labor laws and regulations. It establishes a systematic approach to sourcing, evaluating, and selecting candidates, ensuring that only the most qualified individuals are hired.

This study aims to analyze MKDML's Recruitment and Selection Policy, examining how it supports the company's growth strategy, contributes to its competitive advantage, and ensures that the organization is equipped with a skilled and motivated workforce. By exploring the key elements of the policy, including sourcing strategies, selection procedures, and compliance with labor laws, the study will provide valuable insights into the effectiveness of MKDML's approach to recruitment and selection and its impact on the company's overall success.

1.3 Scope of the study

The scope of this study focuses on analyzing and evaluating the Recruitment and Selection Policy of Metro Knitting and Dyeing Mills Ltd. (MKDML). The primary aim is to provide a comprehensive understanding of the company's approach to attracting, selecting, and retaining talent, and to examine how these practices contribute to the overall success and growth of the organization.

The scope of this study extends to the examination of the technological tools and systems used in the recruitment process, such as applicant tracking systems (ATS) and online job portals, which streamline the hiring process and enhance efficiency. Moreover, the research will explore how MKDML adapts its recruitment policy to changing industry trends, market conditions, and internal needs, ensuring that the company remains competitive in attracting top talent.

1.4 Methodology of the study

This study will use a descriptive research design, focusing on understanding and describing the existing recruitment and selection process at MKDML. The research will explore the key components of the recruitment process, evaluate its effectiveness, and identify areas for improvement. The design will allow for in-depth analysis of the company's policies, practices, and the outcomes associated with them.

Data Collection Methods:

1. Primary Data:

Interviews: Semi-structured interviews will be conducted with key personnel involved in the recruitment and selection process at MKDML. This includes human resources managers, department heads, and employees from various levels within the organization. These interviews will help gather firsthand information about the recruitment procedures, challenges faced during hiring, and insights on how the policy has evolved over time.

Focus Groups: Focus group discussions will be held with a select group of employees to gather feedback on their experiences with the recruitment process. These discussions will provide a broader perspective on how the company's hiring practices are perceived by employees and potential candidates.

2. Secondary Data:

Document Analysis: The study will analyze company documents such as recruitment policies, employee handbooks, job descriptions, and recruitment advertisements. This will help understand the official guidelines, procedures, and standards that MKDML follows in its recruitment practices regularly.

Company Records: Data from the company's HR department, such as recruitment reports, hiring records, and turnover statistics, will be reviewed to assess the effectiveness of the recruitment process and its outcomes.

1.5 Objectives of the study

Broad Objective:

The broad objective of this study is to analyze and evaluate the Recruitment and Selection Policy of Metro Knitting and Dyeing Mills Ltd. (MKDML) in order to assess its effectiveness in attracting, selecting, and retaining qualified employees.

Specific Objectives:

1. To Examine the Key Components of MKDML's Recruitment and Selection Policy.
2. To Evaluate the Effectiveness of the Recruitment and Selection Policy Used by MKDML.
3. To provide best possible recommendations based on the outcome of the major findings.

1.6 Limitations of the study

- a) Confidentiality Policies at Metro Knitting and Dyeing Mills Ltd.: Certain data and information related to internal processes and employee records are confidential, restricting their disclosure for the purposes of this study.
- b) Reliance on Secondary Data: The research primarily relies on secondary data, such as company documents, recruitment records, and industry reports. The use of primary data, including interviews and focus groups, is limited.
- c) Time Constraints: Due to time limitations, the study was unable to cover all aspects of the recruitment and selection process in full detail, which may have affected the comprehensiveness of the findings.
- d) Limited Employee Interviews: Insights into the actual recruitment practices and employee experiences were obtained from a limited number of interviews with personnel involved in the recruitment process. This sample size may not fully capture the diversity of experiences and perspectives across the entire organization.

Chapter Two

About Metro Knitting and Dyeing Mills Ltd.

2.1 History of Metro Knitting and Dyeing Mills Ltd.

Metro Knitting and Dyeing Mills Ltd. (MKDML) is a leading textile manufacturer based in Bangladesh, known for its high-quality knitted fabrics and garments. Established in 1992, the company has grown significantly over the past three decades and is now a prominent player in the country's textile industry. From its inception, MKDML focused on producing premium-quality knitted fabrics for both local and international markets. The company has built a reputation for its commitment to innovation, quality control, and timely delivery, which has allowed it to secure long-term relationships with major apparel brands and garment manufacturers worldwide.

MKDML began its journey with a vision to meet the growing demand for high-quality knitted fabrics, which were essential for the burgeoning garment sector in Bangladesh. The company invested heavily in state-of-the-art machinery and technology to ensure that its products met international standards. Over time, Metro Knitting and Dyeing expanded its operations and product offerings to include a wide range of knitted fabrics, including both basic and value-added fabrics such as interlocks, ribs, and jacquards. The company's growth has been driven by its commitment to continuous improvement, both in terms of production capabilities and human resources. MKDML's emphasis on employee training, innovation, and quality control has helped it maintain a competitive edge in the highly competitive textile and garment industry. Its focus on sustainability and environmental responsibility has also played a key role in the company's success, with eco-friendly manufacturing processes and waste-reduction strategies incorporated into its operations.

As one of the leading textile manufacturers in Bangladesh, MKDML has been able to position itself as a reliable supplier for both domestic and international markets. Its products are exported to several countries, including the United States, European Union, and other regions, making it a key contributor to the country's textile export sector. MKDML's dedication to meeting the diverse needs of its clients has allowed it to develop a strong market presence, solidifying its position as a major player in the textile industry. In addition to its core business of fabric manufacturing, MKDML has also diversified into dyeing and finishing services, further expanding its product portfolio. The company's dyeing division uses advanced technology to provide high-quality dyeing services that meet the varying demands of its clients. This diversification has allowed MKDML to serve a broader client base, ranging from small garment manufacturers to large multinational corporations.

2.2 Management of Metro Knitting and Dyeing Mills Ltd.

Metro Knitting and Dyeing Mills Ltd. (MKDML) is managed by a dedicated team of experienced professionals who oversee the various aspects of the company's operations. The management structure of MKDML is designed to ensure efficient decision-making, strategic planning, and seamless day-to-day operations. The company's leadership team consists of skilled individuals who bring a wealth of expertise in textile manufacturing, business administration, and human resource management, all of which contribute to its continued success in the competitive textile industry.

A. Board of Directors

At the helm of MKDML is its Board of Directors, comprising senior executives and industry veterans who provide strategic direction and oversight. The board is responsible for making key decisions related to the company's long-term vision, financial management, corporate governance, and major investments. The directors work closely with the executive management team to ensure that the company's objectives are met, and that it remains aligned with industry trends and regulatory requirements. The Board also ensures that the company adheres to ethical business practices and maintains a strong reputation in the market.

B. Chief Executive Officer (CEO)

The Chief Executive Officer (CEO) is the highest-ranking executive at MKDML, responsible for overseeing all company operations and ensuring the successful implementation of the company's strategic goals. The CEO leads the management team and plays a critical role in making high-level decisions regarding the company's growth, operational efficiency, and market positioning. The CEO also represents MKDML in external dealings with stakeholders, suppliers, and clients, while maintaining a strong focus on sustainability, innovation, and expansion into new markets.

C. Senior Management Team

The senior management team at MKDML consists of department heads and senior executives responsible for specific functions within the organization. This team plays a key role in ensuring that each department meets its objectives and works in coordination with others to achieve the company's overall goals. The main departments within the senior management team include:

Human Resources (HR) Management: The HR department is responsible for recruitment, employee training, performance management, and employee engagement. The HR team ensures that MKDML attracts and retains skilled workers while fostering a positive organizational culture that aligns with the company's values.

Production and Operations Management: This department manages the production process, ensuring that manufacturing operations run smoothly and efficiently. The operations team is responsible for overseeing the knitting, dyeing, and finishing processes, managing inventory, quality control, and ensuring that production schedules are met without compromising on quality.

Finance and Accounts: The finance team at MKDML handles budgeting, accounting, financial planning, and reporting. They ensure the company's financial health by managing cash flow, analyzing financial data, and making recommendations for cost-effective operations. The finance team works closely with senior management to plan investments and manage risks effectively.

Sales and Marketing: The sales and marketing department is responsible for promoting MKDML's products and expanding its client base, both domestically and internationally. This team conducts market research, develops marketing strategies, manages client relationships, and coordinates with the production team to fulfill orders and meet client expectations.

Supply Chain and Logistics: This department is responsible for managing the procurement of raw materials, overseeing the supply chain, and ensuring timely delivery of finished products to clients. They coordinate logistics, manage vendor relationships, and work to optimize the supply chain for cost-effectiveness and efficiency.

Research and Development (R&D): The R&D department focuses on product innovation, fabric development, and technological advancements. They work to develop new fabrics, improve existing products, and ensure that MKDML stays ahead of market trends and customer demands.

D. Middle Management and Supervisory Staff

Beneath the senior management team, MKDML also employs a team of middle managers, supervisors, and team leaders who are responsible for the day-to-day supervision of operations at various levels. They ensure that the policies set by senior management are implemented effectively, oversee the performance of employees, and resolve any operational issues that arise. Middle

management acts as a bridge between the senior executives and the operational workforce, ensuring smooth communication and workflow throughout the organization.

e. Employee Engagement and Development

MKDML places a strong emphasis on employee engagement and development. The company believes that its workforce is its greatest asset, and as such, invests in continuous training and development programs. These programs are designed to improve employee skills, enhance productivity, and align the workforce with the company's goals. The management team at MKDML encourages an open-door policy, where employees can communicate directly with their supervisors and managers to express concerns or offer suggestions for improvements.

2.3 Products and Services Details

Metro Knitting and Dyeing Mills Ltd. (MKDML) is a leading textile manufacturer in Bangladesh, specializing in the production of high-quality knitted fabrics and providing a range of related services to cater to the needs of both local and international apparel markets. With a strong focus on quality, innovation, and customer satisfaction, MKDML offers a diverse range of products and services to meet the growing demands of the textile and garment industry.

1. Knitted Fabrics

MKDML's core product offering is a wide variety of knitted fabrics that are produced using state-of-the-art machinery and high-quality raw materials. These fabrics are used in the production of various garments, from casual wear to specialized clothing. Some of the key types of knitted fabrics produced by MKDML include:

Single Jersey Fabric: A versatile and widely used knitted fabric, known for its smooth surface and comfort. It is commonly used in the production of t-shirts, polo shirts, and undergarments.

Interlock Fabric: This fabric is made using a double-knit process and is characterized by its soft texture, elasticity, and durability. It is used for producing garments like dresses, skirts, and sportswear.

Rib Fabric: Known for its stretchy and resilient nature, rib fabrics are often used for cuffs, necklines, and waistbands, as well as in garments such as sweaters and loungewear.

Fleece Fabric: A soft, warm, and lightweight fabric used in the manufacture of sweatshirts, jackets, and other cold-weather garments.

Jacquard Fabric: Jacquard fabrics are created with intricate patterns woven directly into the fabric. These fabrics are often used for producing high-fashion apparel and are characterized by their aesthetic appeal.

Piqué Fabric: This textured fabric is popular in polo shirts, sportswear, and casual clothing due to its breathability and comfortable feel.

Polyester, Cotton, and Blended Fabrics: MKDML produces various blends of polyester, cotton, and other fibers to offer fabrics with different properties such as moisture-wicking, durability, and breathability. These are often used in performance wear and everyday clothing.

2. Dyeing Services

MKDML has a dedicated dyeing division that offers high-quality dyeing services for a variety of fabrics, ensuring that customers receive vibrant, durable, and consistent colors. The company uses advanced dyeing technologies that allow it to handle both large and small batch orders, meeting the specific color requirements of clients.

Fiber Dyeing: MKDML dyes raw fibers before they are knitted into fabric. This process allows for greater color uniformity and precision.

Yarn Dyeing: Yarn dyeing is a process where yarns are dyed before they are woven or knitted into fabrics. This method offers a wide range of color possibilities and is used for producing fabrics with intricate patterns.

Fabric Dyeing: MKDML also provides fabric dyeing services, ensuring that the final fabric meets the exact color specifications and quality requirements of customers.

Eco-friendly Dyeing: The company emphasizes environmentally sustainable dyeing processes, minimizing water usage and utilizing eco-friendly chemicals in its operations.

3. Finishing Services

In addition to dyeing, MKDML offers a range of finishing services that enhance the quality, appearance, and durability of the fabrics it produces. These services include:

Softening and Smoothing: Finishing treatments such as softening are applied to the fabric to improve its texture and feel, making it more comfortable to wear.

Shrinkage Control: MKDML uses specialized techniques to control fabric shrinkage, ensuring that the garments made from their fabrics retain their shape and size after washing.

Anti-Pilling and Anti-Wrinkle Finishing: To enhance the durability and aesthetic appeal of garments, MKDML offers finishing treatments that reduce pilling and wrinkles, making the fabrics more resistant to wear and tear.

Water Repellent and Flame-Retardant Finishing: For specialized applications, MKDML offers water-repellent and flame-retardant finishes for fabrics used in outdoor wear, industrial clothing, and uniforms.

4. Customized Fabric Solutions

MKDML also provides customized fabric solutions to meet the specific needs of its clients. Whether it's a custom color, pattern, texture, or functionality, MKDML works closely with customers to develop fabrics that align with their design requirements and brand specifications. The company's experienced R&D team collaborates with clients to ensure the final product meets the desired standards for both aesthetics and performance.

5. Quality Control Services

MKDML maintains a stringent quality control process to ensure that every product meets the highest industry standards. The company conducts thorough inspections at each stage of the manufacturing process, from raw material sourcing to finished product delivery. This commitment to quality ensures that MKDML's fabrics are durable, functional, and aesthetically pleasing. The quality control team performs the following:

Testing for Colorfastness: Ensuring that the dye applied to fabrics remains vibrant after multiple washes.

Fabric Strength Testing: Assessing the durability of the fabric to withstand wear and tear during everyday use.

Shrinkage and Dimensional Stability Testing: Testing the fabrics to ensure they maintain their shape and size after washing or drying.

6. Export and Supply Chain Services

MKDML is a key player in Bangladesh's textile export sector, providing fabrics and finished garments to clients across the globe. The company has established a robust supply chain and export network, ensuring timely delivery to international markets such as the United States, the European Union, and other regions. MKDML works with a network of reliable logistics partners to ensure that products reach customers in a timely and cost-effective manner.

Metro Knitting and Dyeing Mills Ltd. offers a diverse range of products and services that cater to the needs of the global textile and garment industry. From high-quality knitted fabrics to advanced dyeing and finishing services, MKDML has established itself as a leader in the textile manufacturing sector. With a commitment to quality, innovation, and customer satisfaction, the company continues to be a trusted partner for clients both locally and internationally.

2.4 Corporate culture

The corporate culture at Metro Knitting and Dyeing Mills Ltd. (MKDML) is built on a foundation of quality, innovation, employee development, and sustainability. The company emphasizes high standards in every aspect of its operations, from fabric production to customer service, fostering a commitment to continuous improvement and creative problem-solving. MKDML values its employees, offering training and growth opportunities while maintaining a collaborative, inclusive work environment. The company is dedicated to ethical practices, environmental sustainability, and corporate social responsibility, ensuring that its operations positively impact both its workforce and the community. This customer-centric and employee-focused culture supports the company's long-term success and leadership in the textile industry. Mainly the corporate culture at Metro Knitting and Dyeing Mills Ltd. is defined by its strong focus on quality, innovation, and sustainability, along with a deep commitment to the well-being and development of its employees.

2.5 My Internship experience

My internship as an HRM student at Metro Knitting and Dyeing Mills Ltd. was a highly enriching experience that allowed me to apply theoretical knowledge in real-world HR practices. I actively

participated in the recruitment and selection process, assisting with resume screening, interview coordination, and understanding how recruitment aligns with organizational goals. I also gained experience in employee engagement, training, and performance management, learning how these initiatives contribute to a positive work environment and skill development. Additionally, I assisted with maintaining employee records and supporting HR operations, which deepened my understanding of the importance of effective HR practices in driving organizational success. Overall, the internship helped me develop practical HR skills and provided valuable insights into the complexities of human resource management.

Chapter Three

Theoretical Study

3.1 Introduction of Recruitment and Selection

Recruitment and selection are two fundamental components of human resource management (HRM) that play a crucial role in building a competent and effective workforce within an organization. These processes are essential for attracting, identifying, and hiring individuals who possess the required skills, knowledge, and cultural fit to contribute to the organization's goals. While both terms are often used interchangeably, they refer to distinct stages in the hiring process.

Recruitment is the initial phase of attracting candidates to apply for job openings within an organization. It involves identifying staffing needs, creating job descriptions, and utilizing various methods such as advertisements, job fairs, online platforms, and employee referrals to draw in potential candidates. According to the Harvard Model of HRM, recruitment must align with the strategic objectives of the organization to ensure that the right talent is acquired to support long-term growth and competitive advantage. Effective recruitment helps an organization build a strong talent pool and ensures that the process is fair, equitable, and inclusive.

Selection, on the other hand, is the subsequent phase, where candidates are evaluated and the best fit is chosen for the job. It involves assessing candidates through various tools and techniques, such as interviews, psychometric tests, skill assessments, and background checks. The goal of selection is to identify candidates whose qualifications, experience, and personality align with the role requirements and the organization's culture. The Person-Environment Fit theory emphasizes that the selection process should focus on ensuring the compatibility between the individual's skills and the organization's needs, as well as the fit between the employee's personal values and the organization's culture.

The recruitment and selection process, when executed properly, has a direct impact on the organization's overall performance. The Attraction-Selection-Attrition (ASA) Model suggests that organizations tend to attract individuals who share similar values and characteristics, leading to greater cohesion and lower turnover. Additionally, the Competency-Based Recruitment theory highlights the importance of evaluating candidates based on their competencies such as skills, knowledge, and behavior rather than just qualifications or past experience, ensuring that the right candidates are selected for future success. Moreover, effective recruitment and selection processes help mitigate risks associated with hiring, such as legal challenges, poor performance, and cultural

misalignment. Implementing structured and systematic approaches, such as competency-based or structured interviews, ensures fairness, reduces biases, and improves the overall quality of hires. Recruitment and selection are interconnected but distinct processes that play a pivotal role in ensuring an organization's workforce is competent, motivated, and aligned with its goals. These processes are guided by various theories and models, such as the Harvard Model, ASA, and Person-Environment Fit, which provide frameworks for ensuring strategic alignment and fostering organizational success.

3.2 Theoretical Framework of Recruitment and selection

The recruitment and selection process is a structured approach aimed at identifying and hiring the most suitable candidates for a specific role within an organization. The process generally involves several stages, each of which is critical to ensuring the selection of candidates who are best suited for the position and the organization's goals. Below is a theoretical overview of the steps involved in the recruitment and selection process:

1. Identifying the Hiring Need

The first step in the recruitment and selection process is identifying the need to fill a vacancy. This step may arise due to factors such as turnover, internal promotion, expansion, or new job creation. HR professionals and line managers collaborate to determine the skills, qualifications, and experience required for the role.

Theoretical Basis: This stage aligns with the *Human Capital Theory*, which emphasizes the importance of having the right people in the right roles to maximize organizational performance. Identifying the hiring need ensures that the recruitment process is aligned with the strategic goals of the organization.

2. Job Analysis and Job Description

Once the hiring need is identified, the next step is to conduct a job analysis, which involves gathering information about the tasks, responsibilities, and requirements of the job. This analysis helps in creating a detailed job description and specification, which outlines the skills, qualifications, and experience needed.

Theoretical Basis: The *Job Characteristics Theory* suggests that understanding job requirements and the tasks involved is essential for creating roles that motivate and engage employees. A well-crafted job description ensures a clear understanding of job expectations for both the recruiter and the candidate.

3. Sourcing Candidates

Once the job description is finalized, the next step is sourcing candidates. This involves attracting potential candidates to apply for the job through various methods such as internal job postings, employee referrals, recruitment agencies, job fairs, social media, or online job boards.

Theoretical Basis: The *Signaling Theory* plays a key role here, as organizations send signals to attract the right candidates. By clearly communicating the job role, organizational culture, and benefits, an organization can attract individuals who are a good fit for both the job and the company.

4. Screening and Shortlisting

After receiving applications, the recruitment team screens candidates to ensure they meet the basic qualifications and requirements of the role. This may involve reviewing resumes, application forms, and conducting preliminary phone interviews. Based on the initial screening, a shortlist of candidates is created for further evaluation.

Theoretical Basis: This stage can be linked to the *Person-Job Fit Theory*, which focuses on matching candidates' skills, qualifications, and abilities with the job requirements. Effective screening ensures that only candidates who meet the essential criteria are moved forward in the process.

5. Interviewing

The shortlisted candidates are invited for interviews, which may be conducted in various formats, such as structured interviews, unstructured interviews, or panel interviews. During the interview, candidates are assessed on their skills, experience, competencies, and cultural fit within the organization.

Theoretical Basis: The *Behavioral Interviewing Theory* supports this stage, suggesting that past behavior is the best predictor of future performance. By asking candidates to provide specific

examples of how they have handled situations in the past, interviewers can assess their suitability for the role.

6. Assessment and Testing

In many cases, candidates may undergo additional assessments or tests to further evaluate their skills, knowledge, personality traits, or cognitive abilities. These can include psychometric tests, skill assessments, personality inventories, or assessment centers where candidates perform simulated tasks that reflect the job's responsibilities.

Theoretical Basis: The *Competency-Based Selection Theory* highlights the importance of assessing candidates' competencies (skills, knowledge, and behavior) relevant to the job. This approach focuses on objective evaluation and reduces bias in decision-making.

7. Reference Checks and Background Verification

Before making an offer, the organization typically conducts reference checks and background verification to confirm the candidate's qualifications, work history, and suitability for the role. This step helps to verify the accuracy of the information provided by the candidate.

Theoretical Basis: The *Trust Theory* emphasizes the importance of verifying a candidate's background to build trust and mitigate risks associated with hiring. Organizations rely on reference checks to ensure that candidates meet the necessary standards and have a history of performance and ethical behavior.

8. Job Offer and Negotiation

Once the ideal candidate is selected, a formal job offer is made. The offer typically includes details of the compensation package, benefits, job responsibilities, and other employment terms. There may be a period of negotiation, where the candidate and employer discuss and agree on the terms of employment.

Theoretical Basis: The *Social Exchange Theory* is relevant here, as both the employer and the candidate exchange value during the negotiation process. Employers offer compensation, job security, and career opportunities, while candidates provide their skills, experience, and commitment.

9. Onboarding and Induction

Once the candidate accepts the offer, the final step involves onboarding, where the new hire is introduced to the company, its culture, policies, and procedures. This process helps the new employee integrate into the team and become productive quickly.

Theoretical Basis: The *Organizational Socialization Theory* focuses on how newcomers adjust to their roles and the organization. Effective onboarding helps new employees understand their responsibilities, build relationships, and align with organizational values.

The recruitment and selection process is a multi-step procedure that requires careful planning, execution, and evaluation. The theories discussed—such as Human Capital Theory, Person-Job Fit, Signaling Theory, Competency-Based Selection, and Social Exchange Theory—highlight the importance of aligning the recruitment process with the strategic goals of the organization and selecting individuals who are best suited for the role. By applying these theoretical frameworks, organizations can improve the effectiveness of their recruitment and selection processes, leading to better hiring decisions and improved organizational performance.

Chapter Four

Recruitment and Selection Process

4.1 Recruitment and selection process Metro Knitting and Dyeing Mills Ltd.

Recruitment and Selection Process for Metro Knitting and Dyeing Mills Ltd. reflects best practices commonly adopted in the textile and dyeing industry in Bangladesh. Recruitment refers to the process of attracting qualified candidates to apply for a position. For a company like Metro Knitting and Dyeing Mills Ltd., the process could include:

4.1.1 Recruitment Process

The recruitment process involves attracting and identifying potential candidates who meet the job requirements.

1. Identifying Staffing Needs

- a) Workforce Planning: Managers regularly assess staffing needs based on production targets, shifts, and ongoing or upcoming projects.
- b) Analysis of Vacancies: Determine if a vacancy arises due to resignation, promotion, or an expansion of operations. Approvals for new hires are obtained from the senior management.
- c) Forecasting Requirements: For seasonal demands, temporary or contractual workers may be planned ahead of time.

2. Job Analysis and Description

- a) Job Description: Detailed job roles are defined, including the responsibilities, KPIs, and working conditions such as shift hours for machine operators.
- b) Job Specification: Educational qualifications as diploma in textiles for technical roles. Experience levels as prior work with dyeing machinery or knitting equipment. Skills such as expertise in chemical handling for dyeing processes or troubleshooting machinery.

3. Sourcing Candidates

- a) Internal Recruitment: Employees within the organization are given opportunities to apply, ensuring retention and motivation.
- b) External Recruitment Channels:
 - i. Job Portals: BDJobs, LinkedIn, or company websites.

- ii. Campus Recruitment: Partnering with institutions offering textile engineering programs.
- iii. Advertisements: Publishing in local and national newspapers.
- iv. Referrals: Leveraging current employees' networks to bring in skilled professionals.

4. Pre-screening of Applicants

- a) HR shortlists candidates based on CVs and application forms.
- b) Ineligible or unqualified applicants are filtered out early to save time.

5. Shortlisting Candidates

Applications are scored against a checklist of mandatory qualifications and desirable traits. A list of candidates is prepared for the next stage of evaluation.

4.1.2 Selection Process

The selection process is aimed at thoroughly evaluating and selecting the most suitable candidate.

1. Preliminary Interview

- a) Purpose: A brief interview conducted by HR to assess the candidate's basic qualifications, communication skills and job interest.
- b) Key Questions: Why are you interested in this role? What do you know about Metro Knitting and Dyeing Mills?

2. Written Tests or Skill Assessments

- a) Technical Tests: For technical roles, candidates may need to solve job-related problems, such as calculating dye ratios or troubleshooting machinery.
- b) Aptitude Tests: Assess general intelligence, problem-solving skills, and numeracy.
- c) Practical Assessments: Machine operators or dye technicians may be required to demonstrate specific tasks, such as operating a knitting machine or setting up a dye bath.

3. Technical Interview

Conducted by department heads or senior technical staff.

- a) Focus Areas: Knowledge of fabric types and dyeing processes. Handling of chemical compounds and environmental compliance. Machine operation or maintenance expertise for knitting machines.

4. Behavioral Interview

Conducted by HR to assess interpersonal skills, teamwork, and cultural fit.

- b) Sample Questions: Describe a time when you faced a problem on the production floor and how you resolved it. How do you ensure adherence to safety protocols?

5. Reference Checks

Verifying the candidate's employment history, reliability, and performance with past employers.

- a) Specific focus on:
 - i. Professional conduct.
 - ii. Technical skills relevant to the job.

6. Final Interview with Management

The candidate meets with senior management to discuss their long-term vision, values, and alignment with company goals. For senior positions, this interview may delve into leadership capabilities and strategic thinking.

7. Offer and Negotiation

- b) A formal offer letter is prepared, including:
 - i. Salary breakdown and other benefits.
 - ii. Job responsibilities and probationary period details.
 - iii. Candidates can negotiate terms, and HR finalizes the agreement.

8. Onboarding Process

- a) Orientation: New employees are familiarized with company policies, safety procedures, and organizational structure.
- b) Training: Specific training programs for operating machinery or understanding quality standards.

4.1.3 Additional Notes Specific to Metro Knitting and Dyeing Mills Ltd.

- a) Compliance Checks: As an export-oriented company, candidates may be evaluated for knowledge of environmental sustainability and compliance with global standards such as ISO, OEKO-TEX, or GOTS.
- b) Adaptation to Technology: Given advancements in automation and modern dyeing techniques, candidates with technical skills in using software or automated systems may be prioritized.

4.2 Career progression

Metro Knitting and Dyeing Mills Ltd., being a leading textile company in Bangladesh, offers structured career progression opportunities to its employees. The company focuses on nurturing talent, providing growth opportunities, and ensuring employee satisfaction through professional development and recognition. Below is an overview of the career progression framework:

1. Entry-Level Opportunities

- a) For Fresh Graduates: Positions like Junior Engineers, Trainee Machine Operators, and Assistant Quality Controllers. Graduates from textile engineering, chemical engineering, or related fields are given priority.
- b) Training Programs: Structured induction and hands-on training programs to build technical and operational expertise. Orientation on company policies, production processes, and compliance standards.

2. Mid-Level Positions

- a) Promotion Pathways: High-performing entry-level employees are promoted to mid-level roles such as Production Supervisors, Quality Assurance Executives, and Maintenance

Engineers. Career development reviews every 2-3 years ensure recognition of consistent performance.

- b) **Skill Development:** Regular technical workshops and leadership training programs to prepare employees for higher responsibilities.
- c) **Cross-Functional Exposure:** Employees are encouraged to gain experience in different departments such as dyeing, knitting, and environmental management.

3. Senior and Managerial Roles

- a) **Leadership Opportunities:** Mid-level employees demonstrating exceptional leadership and innovation are promoted to managerial roles like Production Managers, Compliance Managers, or Heads of Departments.
- b) **Strategic Involvement:** Senior roles involve participation in decision-making, strategic planning, and driving innovation in textile and dyeing techniques.
- c) **Global Exposure:** Opportunities to represent the company in international forums, exhibitions, or training programs.

4. Executive and Corporate Roles

- a) **Corporate Growth:** Employees with extensive experience and exceptional performance may ascend to executive positions, including roles like General Manager or Director. These positions require a combination of industry expertise, leadership skills, and a strategic mindset.
- b) **Succession Planning:** The company identifies and mentors high-potential employees to prepare them for top-level positions.

5. Additional Development Opportunities

- a) **Rewards and Recognition:** Monthly, quarterly, and annual awards for outstanding contributions.
- b) **Employee Engagement Programs:** Participation in CSR initiatives, team-building activities, and company events.
- c) **Higher Education Support:** Financial assistance or leave support for employees pursuing further studies, certifications, or professional development courses.

Chapter Five

Findings, Recommendations, and Conclusions

5.1 Findings of the report

These are the major findings from the recruitments and selection process:

- 1) **Comprehensive Recruitment Strategy:** The recruitment process is well-structured, covering stages from workforce planning to onboarding, ensuring alignment with organizational needs.
- 2) **Focus on Technical Expertise:** Job descriptions and specifications prioritize technical skills, educational qualifications, and practical experience relevant to textile and dyeing industries.
- 3) **Diverse Sourcing Channels:** Recruitment leverages internal mobility, job portals, campus recruitment, and employee referrals, ensuring access to a wide talent pool.
- 4) **Thorough Candidate Evaluation:** The selection process includes multiple stages, such as technical tests, behavioral interviews, and reference checks, ensuring a holistic evaluation of candidates.
- 5) **Emphasis on Compliance:** Candidates are assessed for their knowledge of environmental sustainability and global compliance standards like ISO and GOTS, reflecting the company's export-oriented nature.
- 6) **Career Growth Opportunities:** Structured career progression pathways, including promotions, training, and cross-functional exposure, support employee retention and satisfaction.
- 7) **Adaptation to Technological Advancements:** Priority is given to candidates proficient in automation and modern dyeing techniques, preparing the company for technological shifts.
- 8) **Employee Engagement and Development:** Recognition programs, skill development workshops, and support for higher education highlight the company's focus on employee welfare and growth.

5.2 Recommendations

These are the best possible recommendations based on the findings:

- 1) **Enhanced Forecasting Tools:** Invest in advanced workforce planning software to predict staffing needs more accurately, particularly for seasonal demands.
- 2) **Broaden External Sourcing:** Expand the use of social media platforms and international job portals to attract a larger and more diverse pool of candidates.
- 3) **Digital Assessment Methods:** Implement AI-driven tools for pre-screening and skill assessments to streamline the evaluation process and reduce bias.
- 4) **Strengthen Compliance Training:** Develop specialized training modules for new hires and existing employees on environmental standards and compliance requirements.
- 5) **Mentorship Programs:** Introduce mentorship initiatives where senior employees guide fresh graduates and junior staff, fostering knowledge transfer and leadership development.
- 6) **Retention Strategies:** Focus on improving work-life balance through flexible scheduling, especially for machine operators and technical staff working long shifts.
- 7) **Diversity and Inclusion:** Prioritize hiring practices that encourage gender diversity and inclusion, particularly in technical and managerial roles.
- 8) **Technology Upskilling:** Regularly train employees in emerging technologies and software relevant to textile manufacturing to enhance productivity and innovation.

5.3 Conclusion

Metro Knitting and Dyeing Mills Ltd. demonstrates a robust and strategic approach to recruitment, employee development, and career progression, reflecting its commitment to sustaining excellence in the textile industry. The comprehensive recruitment process, which includes workforce planning, detailed job analysis, and rigorous candidate evaluation, ensures the selection of highly skilled professionals who align with the company's technical and operational needs. Emphasis on compliance with global standards and adaptability to technological advancements highlights the company's forward-thinking approach, crucial for maintaining its competitive edge in an export-driven market. The organization's dedication to employee growth is evident in its structured career progression framework, which offers opportunities from entry-level roles to senior management positions. Initiatives such as training programs, cross-functional exposure, and global representation ensure continuous professional development, fostering both individual and organizational success. Furthermore, employee engagement strategies, including recognition programs and support for higher education, enhance satisfaction and retention, creating a motivated workforce poised to drive innovation and excellence. To sustain its growth and address emerging challenges, Metro Knitting and Dyeing Mills Ltd. can enhance its practices by adopting advanced forecasting tools, expanding sourcing channels, and leveraging digital solutions for assessments. By prioritizing diversity, work-life balance, and technology upskilling, the company can further solidify its position as a leader in the textile industry while ensuring long-term employee satisfaction and organizational success.

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