

**Reinforcing Recruitment and Selection in Public Sector
Manufacturing corporations of Bangladesh:
A case study on Bangladesh Chemical Industries Corporation (BCIC)**

Dr. Parveen Ahmed¹

ABSTRACT

The Success of Public sector Manufacturing Corporations to a greater extent depends on the quality manpower. But the Recruitment & Selection process of the largest manufacturing Corporation Bangladesh Chemical Industries Corporation (BCIC) is not effective. Because there is no manpower planning, Job analysis and Recruitment & Selection policy to engage right people for the right job.

This research identifies the Problems and highlights the issues to reinforce the existing Recruitment & Selection Process of BCIC for attracting and Selecting Skilled and Knowledgeable Personnel.

Key words: Recruitment, Selection, Problems, Policy.

INTRODUCTION

(Report of the Task Forces 1990's) Bangladesh Chemical Industries Corporation (BCIC) is the largest public sector Corporation of the county. It came into being on 1st July, 1976 as per ordinance XXV of 1976 through a merger of erstwhile Bangladesh Fertilizer, Chemical & Pharmaceutical Corporation, Bangladesh Paper and Board Corporation and Bangladesh Tanneries Corporation which were formed earlier through the Presidential order-27 (Bangladesh Industrial Enterprises Nationalization order-27 of 1972)

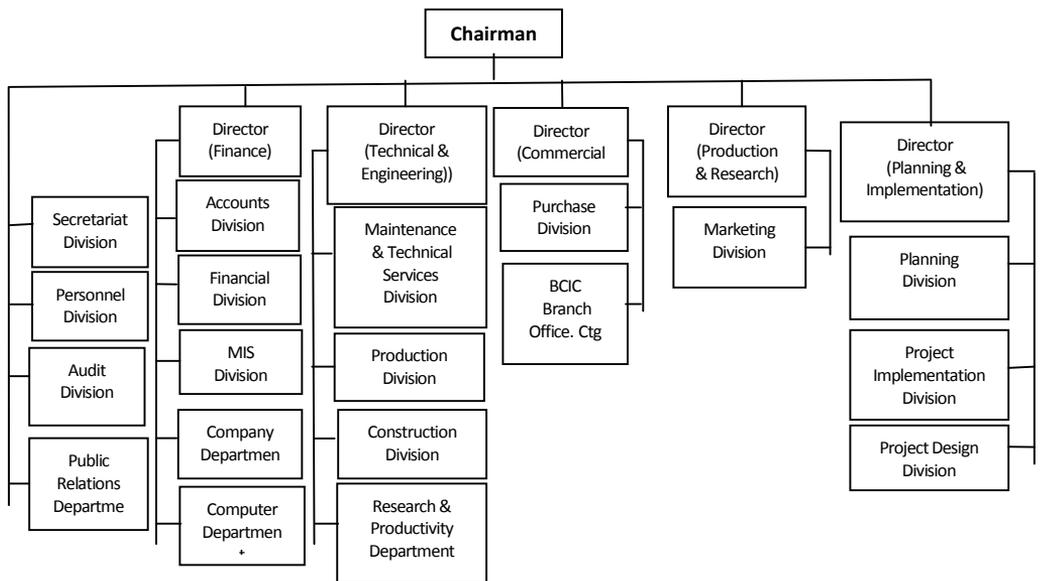
(Annual Report Bangladesh Chemical Industries Corporation 2004-2005) Bangladesh Chemical Industries Corporation is a Semi-Autonomous Body with a Board of Directors consisting of one Chairman and five functional directors directly appointed by the Govt. of the Peoples Republic of Bangladesh. The Chairman is the chief Executive of the Corporation. The structure of BCIC head office is given in figure number 1.1. The rules & regulations of the Corporation are directly governed by the Govt. the business affairs of the enterprises under the Corporation are supervised, monitored & regulated through a Company/Enterprises Board. The vital policy and decision making matters are within the purview of the Board of Directors as per guidelines of the Government. Corporation plays a vital role in the management of the enterprises under its control and for establishment and development of new industrial enterprises. Factories and products produced by BCIC are shown in table number 1.1. Presently BCIC has large and medium

¹ Director – Training (Additional Charge), Bangladesh Institute of Management

sized total 13 Industries. (The facts on the ground collected through surveys, observation, Interviews, Office files etc.) Total manpower of BCIC is 11702. Out of this 2675 officers, 3849 staff, permanent worker 5219 and casual worker is 1750. Engineer, chemist, chartered accountant MBA and other professionals are also included in this manpower. BCIC officers are under four cadres. Namely-

- General cadre.
- Finance cadre.
- Commercial cadre.
- Technical cadre.

BCIC HEAD OFFICE ORGANOGRAM



Public sector manufacturing Corporations have significant role in the sustainable development of the country. (Rahman 1993) The expenses of establishment and operating expenditure of

public sector Corporations in Bangladesh is very high but productivity and services of these corporations like BCIC do not met the expected level due to various problems. Specially for attracting and selecting quality people through recruitment and selection, (Report of the Task Forces 1990's) One of the most important reason is that the existing recruitment and selection of BCIC is not effective.

(Chisty 1985) To ensure the role of the public sector manufacturing corporation like BCIC right personnel are to be engaged for the right job.

OBJECTIVE

Field of this research is recruitment and selection of Bangladesh Chemical Industries corporation (BCIC). The objective of this study is to reinforce recruitment and selection process so that meritorious, qualified and skilled manpower can be recruited & selected to achieve the goal of BCIC.

Table number 1.1 Factories and products of BCIC

Name of the Factory	Name of the Product
Fertilizer Sector: Chittagong Urea Fertilizer Company Ltd	Urea
Jamuna Fertilizer Company Ltd	Urea
Asugang Fertilizer Company Ltd	Urea
Urea Fertilizer Factory Ltd	Urea
Polash Urea Fertilizer Factory Ltd	Urea
Natural Gas Fertilizer Factory Ltd	Urea
TSP Complex Ltd.	TSP
DAP Fertilizer Company Ltd	SSP
Paper Sector: Karnaphuli Paper Mills Ltd.	Paper
Khulna Hardboard Mills Ltd.	Hardboard
Other Sector: Chhatak Cement Co. Ltd	Cement
Usmania Glass Sheet Factory Ltd	Glass Sheet
Bangladesh Insulator & Sanitary Were Factory Ltd	Sanitary Were Insulator

LITERATURE REVIEW

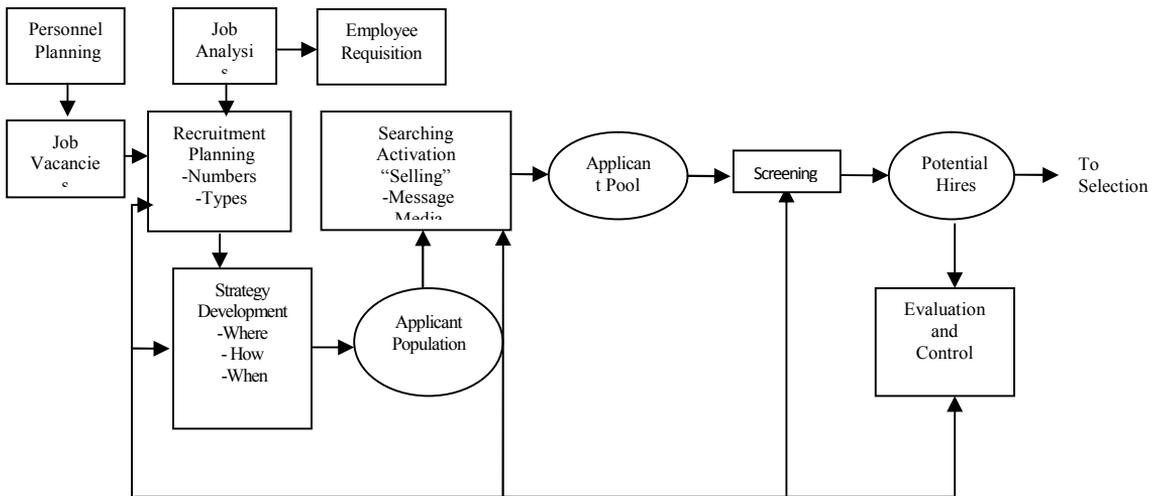
There are probably as many definitions of recruitment and selection as there are books on this subject. Many of these definitions are relatively concise and often simplistic. Widely accepted definitions are- (Flippo 1978) Recruitment is the process of searching for prospective employees and stimulating them to apply for job in the organization. (Robbins 1978) Recruitment is the discovering of potential applicants for actual or anticipated organizational vacancies. Or from another perspective, it can be looked at the linking activity bringing together those with jobs and those seeking jobs. (Werther and davis 1989) Recruitment process begins when new recruits are sought and ends when their applications are selected. (Dessler 2005) Responsibility for recruitment usually belongs to the personnel department. (Price 2007) This responsibility is

important because the quality of an organization’s human resources depends on the quality of its recruits. (Nancevich 2004) Recruiters work to find and attract capable applicants. (NOE, Hollenbeck, Gerhart and Wright 2004) Job descriptions and job specifications provide the needed information upon which the recruitment process rests.

(Aswathapa 2008) Recruitment is a five-step process. The steps are (i) planning, (ii) strategy development, (iii) searching, (iv) screening, and (v) evaluation and control. Figure number 1.2 illustrates recruitment process and figure number 1.3 (page 10) illustrates the sources of recruitment.

(Werther and Davis 1989) Both external as well as internal factors would govern the recruitment process. Demand and supply of specific skills, unemployment rate, labour-market conditions, legal and political considerations, and the company’s image are the external factors.

Figure number 1.2: Recruitment Process



Among the internal factors are recruiting policy of the organization, decision to have temporary and part-time employees, Human resource planning (HRP), size of the organization, cost of recruitment, and growth and expansion phase.

The philosophy of attracting as many applicants as possible for given jobs guided recruitment activities in the past. These days the emphasis is on matching the needs of the organization to the needs of the applicants. This would minimize employee turnover

and enhance satisfaction. Realistic job preview and job compatibility questionnaire help achieve this.

(Yoder 1972) Selection is the process by which candidates for employment are divided into two classes those who will be offered employment and those who will not. (Chruden & Sherman 1976) Personnel selection is the process of determining from the applicants for employment which ones best fit the manpower requirement and should be offered positions in the organization. (Welhrich & Koontz 1985) Selection is the process of choosing from the candidates, from within the organization or from outside, the most suitable person for the current position or for the future positions. (Jucious 1979) The Selection procedure is the system of functions and devices adopted in a given company for the purpose of ascertaining whether or not candidate posses the qualifications called for by a specific job. (Flippo 1984) Selection is the choosing an individual to hire from all those who have been recruited. Hence selection is dependent upon and follows recruitment. (Werther and Davis 1989) The selection process depends heavily upon inputs such as job analysis, human resource plans, and recruitment. These inputs are used within the challenges posed by a finite supply of labor, ethical Considerations, credential distortion, organizational policies, equal employment laws, immigration and Naturalization service rules and other legal concerns faced by organization.

The key challenges that underlie the entire selection process are to secure qualified employees and to provide equal employment opportunity. In all phases of the selection process, personnel professionals must be concerned about the potential for adverse impact among the various steps of the selection process. Even when the overall selection process does not show an adverse impact upon members of protected classes, evidence of a discriminatory impact at any step in the process should be investigated and the discrimination eliminated where found. (Aswathappa K 2008) The selection process begins when recruits apply for employment and ends with the hiring decision. Selection process is shown in figure number 1.4 (page 10).

METHODOLOGY

An intensive literature review has been done at the beginning of the study. Focusing on the main objective a survey has been carried out. Total sample number was 100. Stratification of sample size is shown in the table no.1.2. Only officers are included in the sample of this study. This survey includes the issues concerning how officers are recruited in their job and selected; what are the recruitment and selection polices, rules and regulations. It also includes service rules, annual reports, various government

gazettes and notifications of concern ministries, decision of the Board of Governors, office order, relevant previous files; recruitment and selection related information's of BCIC library.

Figure number 1.3 :
Sources of Recruitment

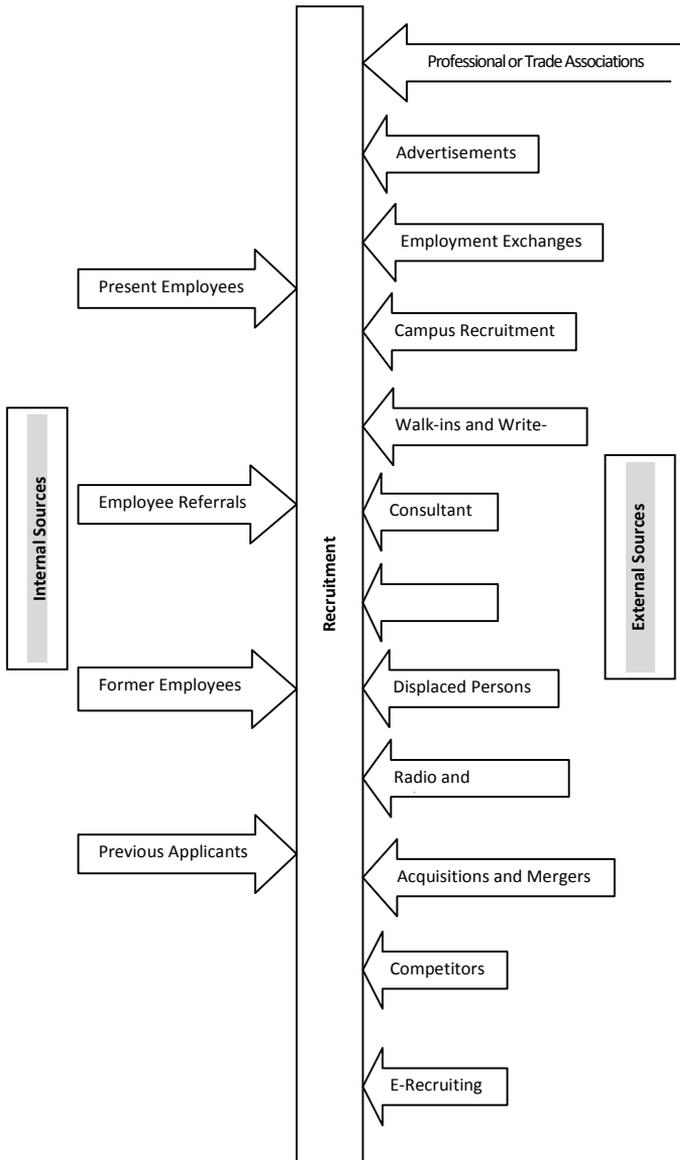
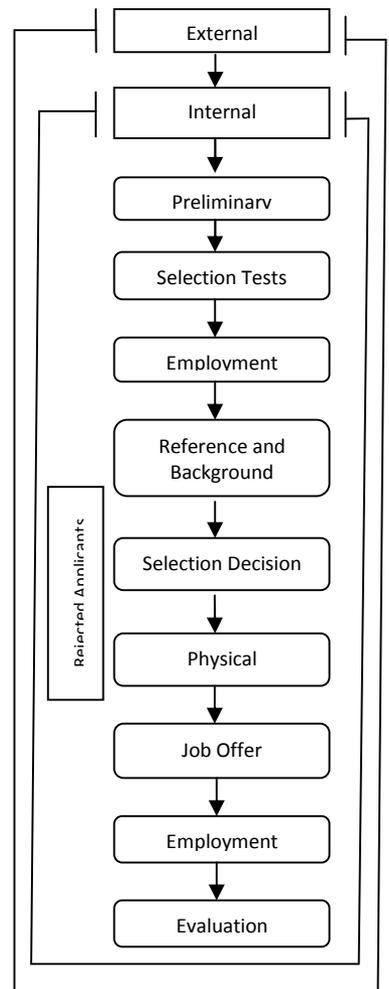


Figure number 1.4:
Selection Process



To collect sample, officers at various levels have been provided close ended as well as open ended questionnaire. There are 24 questions in the questionnaire. 1-10 are related

to personal information of the respondents (not shown here). From No. 11-24 are recruitment and selection related questions. Among the sample 22 candidates are interviewed. It is notable that in some cases respondents did not provide any answer and documents. Therefore, hopefully this endeavor will become a value added source to formulate decisions relating to recruitment and selection policies.

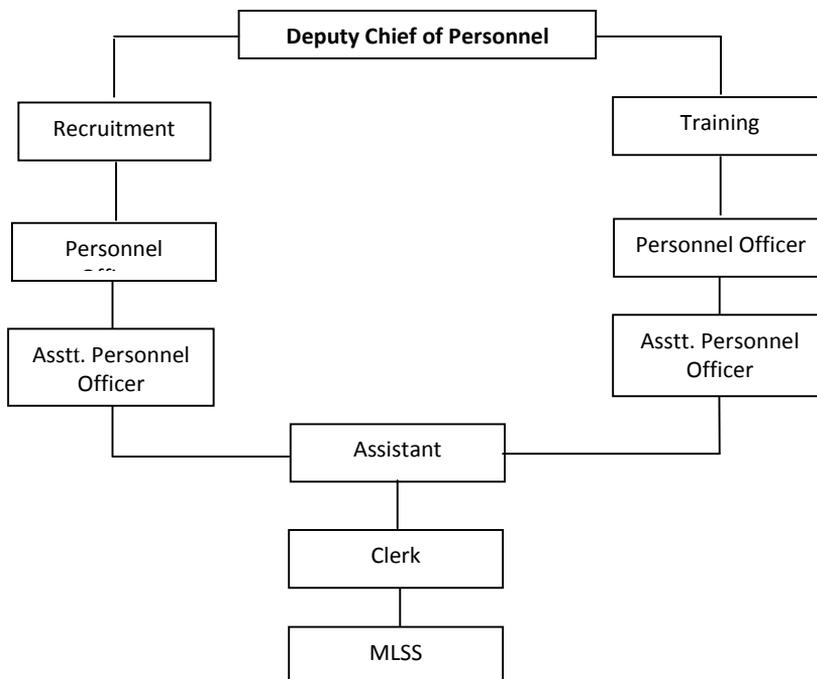
Table number 1.2 categories of sample

Departmental heads of the factories of BCIC	Departmental heads of the head office of BCIC	Employees of personnel division	Mid and entry level officers of BCIC	Candidates interested to have job in BCIC	Total
20	15	20	30	15	100

Recruitment and selection Structure and system:

In BCIC there is no independent department for recruitment and selection. The recruitment and selection activities operated under purview of Recruitment and Training department. Head of this department is a Deputy General Manager. He is designated as deputy Chief of Personnel. He is locally trained only, did not get any foreign training. This department consists of fine officers and four staffs. All these officers and staffs are not working for the recruitment and selection only rather they also look after the training activities. A schematic structure has been shown in Figure number 1.5.

Figure number 1.5: Recruitment and selection Structure of Head Office



Recruitment and selection system:

Recruitment and selection of BCIC carried out on the basis of the following guide lines:

- (1) Establishment manual chapter I, Volume, I of Ministry of Public Administration.
- (2) Recruitment related latest amendments, Ordinance, orders.
- (3) BCIC Service Rule-1988.
- (4) Board decisions related to recruitment of BCIC.
- (5) Latest pay Scale of the government of Bangladesh.

Recruitment and selection is performed by the recruitment and training department under personnel division of BCIC.

At the advent of requirement of manpower on account of creation of new posts, separation for the dismissal, resignation, retirement, termination, the division/departmental heads and enterprise heads submit requisition to the personnel division for providing personnel. On receipt of manpower requisition both from the different division of BCIC head office as well as enterprises, the personnel division, after scrutiny and proper examination prepares a list for such requirements of personnel and places the same before the chairman of BCIC for his approval for filling up the posts through recruitment and selection. After approval from the chairman, the personnel division further processes the procedure for recruitment as per rule. BCIC recruit personnel from both the (a) External and (b) Internal Sources.

Recruitment from External Sources:

The facts on the ground collected through surveys, observation, interviews, office files etc. Recruitment is made only against the sanctioned and vacant posts. For the purpose of direct recruitment, posts with job specification, qualification, experience etc. are widely be advertised in the national dailies after obtaining necessary clearance from the Ministry (in case of those recruitment upon which embargo has been imposes by the Government.

Application for job shall be made in the prescribed application form or in plain paper supporting with crossed postal Order/Bank Draft of an amount and other required papers as specified in the advertisement. Departmental candidates are also allowed to apply, if they have required eligibility for the job advertised. On receipt of the applications, the personnel division thoroughly scrutinizes the applications received and prepares a comprehensive list for the written examination. who pass in the examination are then called for interview. The respective standing selection committee (S.S.C) conducts the interview and recommend for final selection. There are five standing

selection committee (S.S.C). Structure of S.S.C is given in table number 1.3 to 1.7 On the basis of recommendation of the S.S.C the suitable candidates are appointed on probation for a period of six months.

During the probationary period, the candidates are required to undergo training in different Dept/Section, especially in the Department for which they are selected. After successful completion of probationary period, the candidates are absorbed in regular services of the corporation.

Table number 1.3 Composition of Standing Selection Committee No-1
(For the post of senior General Manager/Managing Director)

i.	Senior most director, BCIC	Chairman
ii.	All directors, BCIC	Member
iii.	Joint secretary Ministry of Industries Govt. of Bangladesh	Member
iv.	Chief of personnel, BCIC	Member Secretary

Table number 1.4 Composition of Standing Selection Committee No-2
(In case of selection of candidates in the scale of Taka 43000-69850/- and above)

i.	Senior most director, BCIC	: Chairman
ii.	Functional director, BCIC	: Member
iii.	Another director nominated by the chairman, BCIC	: Member
iv.	Deputy secretary, Ministry of Industries Govt. of Bangladesh.	: Member
v.	One external specialist nominated by the chairman, BCIC	: Member
vi.	Chief of personnel, BCIC	Member secretary

Table number 1.5 Composition of Standing Selection Committee No-3
(In case of selection of candidates in the scale of Taka 22000 -53060/- and above)

i.	One director, nominated by the chairman, BCIC	: Chairman
ii.	Functional director, BCIC	: Member
iii.	One representative from the Ministry of Industries not below the rank of deputy secretary	: Member
iv.	One divisional head, nominated by the chairman, BCIC	: Member
v.	Chief of Personnel, BCIC	Member secretary

Table number 1.6 Composition of Standing Selection Committee No-4 For BCIC
(Head Office)
(Staff to staff and staff to junior Officer)

i.	Secretary, BCIC	: Chairman
ii.	Controller of accounts BCIC	: Member
iii.	One divisional head, nominated by the chairman, BCIC	: Member
iv.	Chief of personnel, BCIC	Member secretary
v.	One representative from the Ministry of Industries in the rank of Senior Asstt. secretary	: Member

Table number 1.7 Composition of Standing Selection Committee No-5
(In case of selection of candidates of all categories of staff and workers of Enterprise)

i.	Head of the respective enterprise	: Chairman
ii.	Head of the concerned division	: Member
iii.	Head of the accounts division	: Member
iv.	Head of the administration division	: Member
v.	One representative from the BCIC head of office not below the rank of manager.	: Member

Recruitment from Internal sources:

Recruitment is also made from in service employees by promotion. Selection of such eligible employees for promotion is made on the basis of recommendation of the respective standing selection committee. Seniority and merit are taken into account for promotion.

In BCIC Service Rule, there is no mention of any standard system of performance appraisal. The performance appraisal is done by the form of ACR which is commonly known as "Annual Confidential Report"/

In BCIC head office performance of an officer/employee is evaluated by his controlling officer and is countersigned by the head of the respective department/division, An officer/employee do not have access to his/her evaluation report but he is informed of adverse remarks relating to his defects, if any, in order to give him opportunity to explain his position or to rectify himself. It is done once in a calendar year for the preceding year. The item of evaluation is 20 in number in case of officer. There are also 5 (Five) rating scale column against each field of evaluation viz. Excellent, Good, Average, below Average & Poor. The rather by putting his initial sign on the rating scale column of the ACR form evaluates the performance of the rated person.

RESULTS AND ANALYSIS

In the question number 11 respondents were asked that whether there is any recruitment and selection policy in BCIC. In response to the above mentioned question most of the respondents (84%) answered affirmatively. But survey findings are different. Actually there is no recruitment and selection policy in BCIC.

Responding to the question number 12 most of the respondents (78%) said that there is provision. Research showed that there is no demand based job analysis in BCIC.

In the question number 13 majorities of the respondents (87%) answered that there is independent department for conducting recruitment and selection in BCIC. Research found this incorrect.

In response to the question number 14 in the questionnaire, respondents (88%) answered that there is adequate manpower for conducting recruitment and selection activities. In the research it is found that manpower is inadequate.

In question number 15 the respondents were asked, should there be any position of director personnel like other directors. Most of the respondents (93%) said yes. This finding is same as the research finding.

In the question number 16 respondents were asked about the media which attracts prospective employees for applying the vacant job. Majorities of the respondents (91%) answered about the advertisement in the daily newspaper. Research found this correct.

Respondents were asked in the question number 17 whether the quota system is followed in recruitment and selection. Most of the respondents (81%) answered that quota system followed. But research found that quota system is not followed properly.

In response to the question number 18 most of the respondents (69%) responded that there is relaxation of age limit for internal candidate and 21% answered that there is no age relaxation. 10% did not answer. In the research it is found that there is no age relaxation.

Respondents were asked about the priority of cadre in recruitment in BCIC. (96%) replied that technical cadre are given priority. 4% said no cadre is given any priority. Research findings showed that technical cadre got the priority in recruitment of BCIC.

Respondents were asked in question number 19 about the basis of promotion in BCIC. 68% respondents answered that the basis of promotion is merit and seniority. Research found this correct.

In response to the question number 20 when respondents were asked whether promotion criteria has been informed to the candidates before their promotion (77%) respondents replied that they do not have such prior information. Research found the same.

In question number 21 respondents were asked whether there is any marks allocation for training in promotion policy. (72%) answered that no marks allocation exists. Research found that there is no marks allocation for training in promotion policy.

In question number 22 respondents were asked whether they are informed about the selection criteria of a position before call for promotion. 70% answered that they are not informed. Research found this correct.

Table showing the answers of questionnaire (Annexure-1) Answers:

Question No	Yes	No	No Response
11	84	12	04
12	78	20	02
13	87	09	04
14	88	06	08
15	93	02	05
16	91	03	06
17	81	12	07
18	69	20	11
19	96	04	00
20	68	15	17
21	77	19	04
22	05	70	25
23	79	12	09
24	60	22	18

In response to the question number 23 respondents were asked that whether psychological test is conducted by professional in Selection process. Majority respondents 79% answered that there is no such test in selection process. Research found that there is no psychological test.

In response to the question number 24 when respondents were asked about the fairness of recruitment and promotion process then 60% replied that the process is not that much fair. Research found this correct.

FINDINGS AND RECOMMENDATION

There is no recruitment and selection policy in BCIC. Actually there is no human resource planning in the corporation. Positions are filled-up when they become vacant. As a result, no recruitment and selection taken place on a planned basis. Therefore, it can be said that recruitment and selection of BCIC is not systematic and not effective. Being one of the largest production oriented corporations, functions of BCIC is getting technical day by day. Also there are continuous changes in the technology and process

which lead to continuous change in job nature. To perform such jobs more educated, skilled and competent employees are required. Job analysis is not done in relation to the existing demand of the work environment. Thus opportunity for selection of skilled and competent people is getting lean gradually.

Job analysis need to be revised and improved in the light of demand by the Skill levels. In this connection personnel records must be complete, up-to-date and readily available and the degree of accuracy is required to meet the changing environment.

Though there is a quota for recruitment but that is not well maintained. Specially women quota. Therefore, quota system should not be ignored for equity.

Although there is no relaxation of age limit for internal candidates but there should be provision of age relaxation. As because candidates those were not eligible at the entrance of their service eventually many of acquired accrued their necessary qualification, experiences and training to be eligible for the higher position. In this regard candidate would have find opportunity to proceed on their career.

BCIC has four different cadre of officers. But of technical cadre people gets the highest priority. The recruitment of other cadres does not get due importance. The study however, showed that though technical cadre gets the priority, the priority should also be attached to the other cadre as well.

Most people do not have any idea about the indicators of getting promotion. As a result, many employees despite their higher level of intellectual ability do not get the attention of the departmental promotion committee.

Performance appraisal at BCIC is influenced by many Ways. In addition to that lack of knowledge and training of supervisor really makes the selection of competent employees difficult.

Promotion criteria for respective promotion to be well circulated to the employees. So, that the employee can have the opportunity to develop accordingly.

In the case of promotion there is certain discreminary cases. It is said employees of head office, personnel division and BCIC Board, along with people working directly with the authority are being privileged in the case of being promoted.

In BCIC there is a tendency to fill up the posts by promotion than to recruit directly. As a result people having merit. Innovative idea and dynamicity cannot enter to the organization which is a big hindrance for development.

Training is imparted without need assessment of the employees in BCIC. As a result, potential candidates for promotion do not have relevant training. Moreover, training is not valued in promotion policy. Hence, employees are not interested about receiving training. Absence of training makes an employee less effective on the job. It needs to be

mentioned here that employee placement is not done following the education background of the employees. It leads to demotivation of employees.

At present many promotee officers are holding important positions in different departments of BCIC. Specially in head office. In a way encouraging but limitations of such personnel irrespective of their attitude and behavior do not bring any success in the policy formulation and implementation.

We know while selecting employees psychological tests are conducted to determine the intelligence, tendency, interest, personality, ability, behavior, motivation etc. of a candidate. Since recruitment and Selection is not done professionally in BCIC the whole process is based on individual judgment which has no scientific basis. All steps of selection process should be followed for recruitment and selection.

It is to be noted that there is no independent department/ branch in the Corporation for operating recruitment activities. The department responsible for recruitment and selection is named as Recruitment and Training department. Structurally this department is under the control of personnel division. Because of absence of independent structure importance of recruitment activities have not yet been realized. Therefore, for effective recruitment and selection independent department need to be established in BCIC.

There is a trend to engage less competent personnel in Recruitment and Training department and more eligible persons are posted in other departments. Officers who are responsible for recruitment and selection have no relevant qualifications. Specially educational qualifications are also deficient among senior personnel engaged in recruitment and selection activities. Moreover, they are promoted from non managerial positions. All officers and staffs who are working in this department are not working dedicatedly for recruitment and selection only rather they also look after the training activities. The concerned authority should impose immense importance for developing effective recruitment and selection structure. Eligible and properly qualified personnel should be placed in recruitment structure for conducting recruitment activities. Besides number of recruitment personnel should be increased. There is no post of Director personnel in the organogram of BCIC. So recruitment and selection activities become less important compared to other departmental activities. Naturally, like in other department there should be director personnel for the recruitment department.

Although a structure and system exists for recruitment and selection but still political interference, nepotism and favoritism hinders the objective of hiring the right people. Nepotism, favoritism and political interference should be prevented to make the recruitment and selection fair.

CONCLUSION

The problems related to the recruitment and selection of BCIC cannot be solved overnight. If this sectors are given due importance and accordingly if necessary measures are taken, then public sector manufacturing corporations would achieve their desirable goal. To do so, the issue should be considered as an investment. The policy making and policy implementation bodies would have to change their paradigm, so that integrated initiative is taken without any hindrance.

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