



United International University

Internship report on

“Talent Acquisition and Retention Strategy of Kazi Farms Limited”

Course Title: Internship

Submitted To:

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To,

Ms. Ishrat Sultana

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Subject: Submission of the Internship Report on Kazi Farms Limited.

Dear Ma'am,

I am pleased to present the report of my Internship Program on Talent Acquisition and Retention Strategy of Kazi Farms Limited. It is with great enthusiasm that I share my findings and insights from the program. Throughout the program, I was able to obtain practical experience and gain valuable knowledge in a real-world setting. I have prepared a comprehensive report that draws on my internship experiences and academic background, which I received under your esteemed guidance. Nevertheless, I acknowledge that there may be some areas that require further refinement, and I would be grateful if you could take this into account. If you require any additional information or clarification on the report, I would be more than happy to provide you with any further details you may require. I would like to take this opportunity to express my gratitude for your mentorship and support throughout the internship program.

Sincerely,

Marazul Islam, ID: 111201252

School of Business and Economics (United International University).

Acknowledgement

I am incredibly honored and delighted to have the chance to submit this report following a three month internship with Kazi Farms Group. Fitting into a situation where I had never been before was also a difficult effort for me. However, I would not have been able to finish my internship with the Kazi Farms Group without the generosity of several very nice individuals. Without publications, websites, source data, and the requisite practical knowledge, this internship report might never have been finished. My understanding of all HR functions, most especially talent acquisition, was expanded. First and foremost, I want to sincerely thank Allah the Almighty for giving me the ability to successfully complete this project on time. Second, I would especially want to acknowledge my supervisor, Ms. Ishrat Sultana, Assistant Professor of Human Resource Management, Department of School of Business and Economics at United International University, for her constructive instructions, cooperation, and generous guidelines throughout my internship. I was assigned to work as an "Intern" in the HR department of Kazi Farms' corporate and head office from May 23 2024 to September 1, 2024.

The entire HR team was incredibly cooperative, kind, understanding, and helpful. They assisted me by giving me essential information, directions, and suggestions. I would especially like to thank Mr. Jonaed Ahmad Faisal, Assistant General Manager (AGM) of HR, for helping me accomplish my three month internship program. I am further grateful to Mr. Shahiduzzaman, Assistant Manager-Talent Acquisition Team-HR, KFG, Corporate Office, and Mr. Samiul Islam Sakil, Senior Executive, Talent Acquisition Team-HR, KFG, Corporate Office, for their cooperation and necessary support. Finally, I am also grateful to all other employees of the HR department of Kazi Farms Group.

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Executive Summary

Kazi Farms Limited, a leading FMCG and agriculture business in Bangladesh, faces challenges in finding qualified blue-collar workers due to the country's expanding economy and agriculture sector. To ensure a competent workforce, the company needs to address gaps in technical expertise and educational attainment. The findings of the study may influence business procedures in Bangladesh, contribute to our knowledge of talent management in the FMCG and agricultural industries, and create new opportunities for attracting and keeping skilled workers. The hiring process is managed by a central HR department. The primary objective of this report is to offer insights into the talent acquisition processes for non-management positions and provide a strategic analysis of critical roles within Kazi Farms Limited. Utilizing a mixed-methods approach of qualitative research, including Focus Group Discussions (FGD) and Key Informant Interviews (KII), the research delved into the intricacies of talent acquisition for non-management positions and provided a strategic analysis of critical roles within the company. After conducting FGD and KII sessions, the data were analyzed thematically and developed strategies to build a talent pool for critical roles.

The analysis was based on a theme and the information was presented in a clear and succinct manner through the data categorization, which was subsequently utilized to generate insights and recommendations that could be implemented. After the analysis, several strategies were made under several critical positions to attract, hire and retain them through better benefits and continues development with the help of training. The recommendations provide a solid foundation for interventions to improve critical roles efficiency, address skill gaps, refine talent management strategies, and prioritize employee well-being, ensuring sustained success in a dynamic business landscape. With every aspect considered, the analysis will be a useful tool for individuals seeking to use the information to make data-driven decisions.

Chapter 1: Introduction

1.1. Company Profile:

From start-up roots in 1996, Kazi Farms group has expanded to become the biggest breeder of broiler and layer day-old chicks in Bangladesh. They are also the top producer of chicken feed in Bangladesh. They are the exclusive distributor of the highly coveted Cobb 500 broiler in the globe for Cobb-Vantress of the United States of America in Bangladesh. Additionally, the Kazi Farms Group has strategic alliances with American feed manufacturer Cargill and the oldest chicken breeding company in the world, Hy-line. Two grandparent farms, three parent growth farms, eight parent production farms, seven hatcheries, and four pellet feed mills make up Kazi Farms today. They currently produce 1.8 million day-old chicks per week. Almost one-third of all chicks marketed in Bangladesh come from Kazi Farms. In the Sultanate of Oman, Kazi Farms oversees a broiler breeding farm and has begun exporting to Nepal and the Middle East. Kazi Farms has significantly increased its supply of day-old chicks over the preceding ten years, enabling the nation's poultry farmers to expand their enterprises.

Consequently, Kazi Farms has been instrumental in Bangladesh's purported "poultry revolution." As a result, there is now more protein available nationwide, and rural residents have never had more opportunities to make money. Kazi Farms is in a unique position to understand the relationships between agricultural management, sanitation, and health. Their local clientele and exceptional agricultural capabilities enable them to do this. In addition to its profitable position, Kazi Farms aims to dominate the agricultural sector through strategic efforts. Additionally, it guarantees that more value is produced for both its customers and enterprises. The business has focused on delivering services right to the doorsteps of its customers and engaging millions of non-farmers through agricultural channels. To reach its objective of "becoming the top performing farm in the country," Kazi Farms has continuously made investments in its most significant resource, its "people resource."

1.2. Vision of Kazi Farms:

Kazi Farms' vision of an ideal Bangladesh is one where poultry farmers are able to thrive by producing nutritious food.

Mission of Kazi Farms:

Kazi Farms Kitchen's mission is 'To provide consumers with food products that are innovative and are of the highest quality at affordable prices.'

Objective of Kazi Farms:

Kazi Farms is dedicated to producing superior quality chicks and feed to empower poultry producers to operate profitably and productively. Their unwavering commitment to safety guarantees that the chicken and eggs they produce are safe for consumers to consume. In addition, Kazi Farms take pride in creating organic fertilizer that preserves farmers' earnings, enhances soil fertility over the long run, and effectively replaces the organic content of the soil.

1.3. Corporate Division/ Department:

A corporate division, also known as a business division or strategic business unit (SBU), is a distinct unit within a larger company division. It operates with a degree of autonomy and has its own goals, strategies and performance metrics.

However, Kazi Farms Limited is part of the Kazi Farms Group, one of the biggest businesses in the poultry industry in Bangladesh has their own strategic business unit (SBU).

Given below is the overall organogram of Kazi Farms Limited business units they own and also the organogram of specifically human resource department is also provided for better clarification about the internship program under their HR-Department and how they operate it.

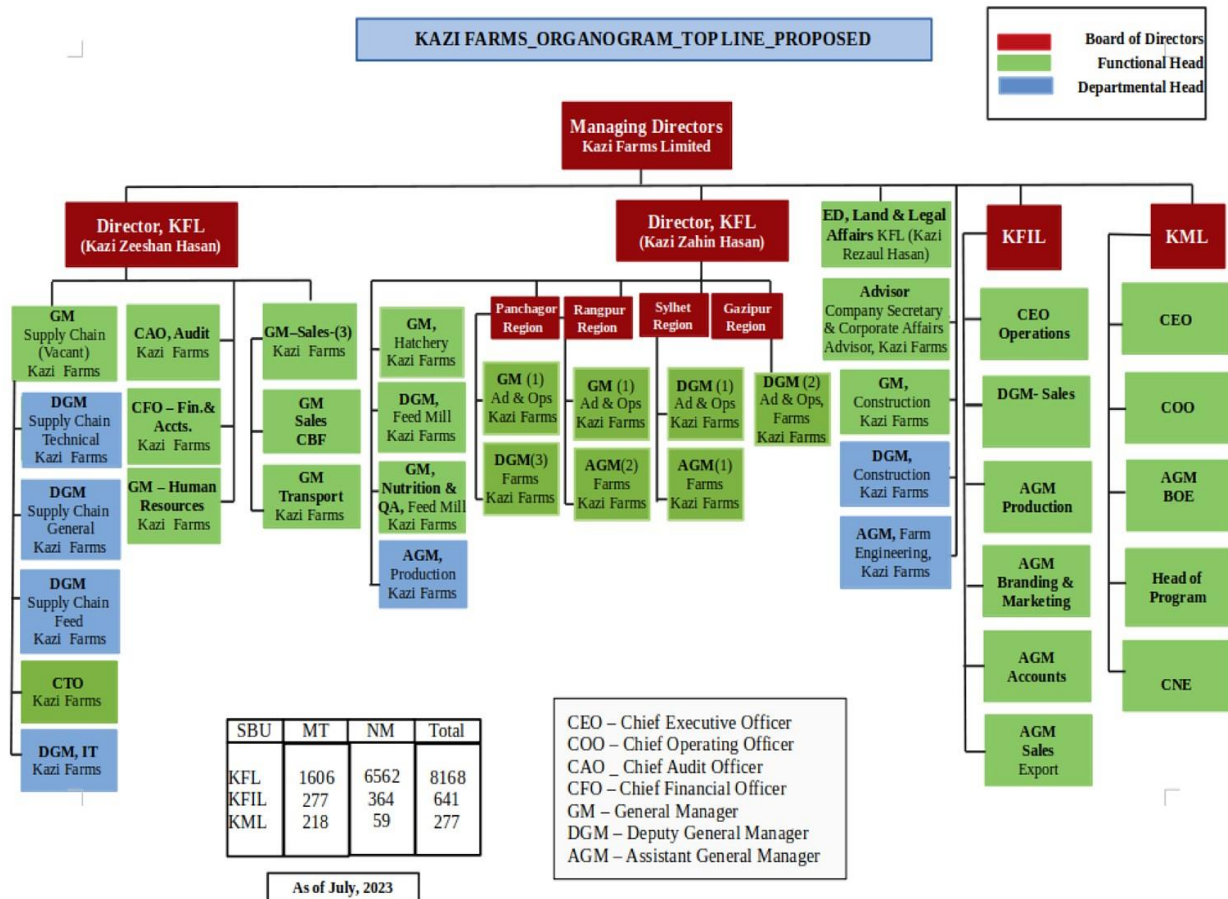


Figure 1.1: Overall Business Organogram of Kazi Farms Group

The chart shows the reporting structure of the company, including the board of directors, managing directors, and various departments.

Here's a breakdown of the Kazi Farms Limited organogram:

- **Board of Directors:** This group is responsible for overseeing the company's long-term strategy and making major decisions.
- **Managing Directors:** Kazi Farms Limited appears to have two managing directors, Kazi Zeeshan Hasan and Kazi Zahin Hasan. They are likely responsible for the day-to-day operations of the company and report to the board of directors.
- **Functional Heads:** These are individuals who oversee specific company functions, such as supply chain, finance, and human resources.

- **Departmental Heads:** These are managers who lead individual departments within KFL, such as sales, farms, and transportation.

Some Key Departments:

- **Sales:** This department is likely responsible for selling KFL's products, such as chicks, feed, and eggs. The chart shows three General Managers (GM) for Sales, suggesting there might be different sales teams focused on specific products or regions.
- **Farms:** This department is likely responsible for managing KFL's poultry farms, including broiler parent farms, layer farms, and hatcheries.
- **Supply Chain:** This department is likely responsible for managing the flow of goods and materials throughout the company, including procurement, logistics, and inventory management.

Other Positions:

The chart also shows positions like Deputy General Manager (DGM), Assistant General Manager (AGM), and Chief Executive Officer (CEO). These individuals likely oversee specific teams or functions within their departments.

- **Company Secretary and Corporate Affairs:** This department is likely responsible for legal and regulatory matters, as well as corporate governance.
- **Advisors:** The chart lists advisors for company secretary and corporate affairs, and for Kazi Farms in general.
- **Total Employees:** The chart shows the total number of employees for KFL (8,168) and its sister companies KML (277) and KFIL (641) as of July 2023.

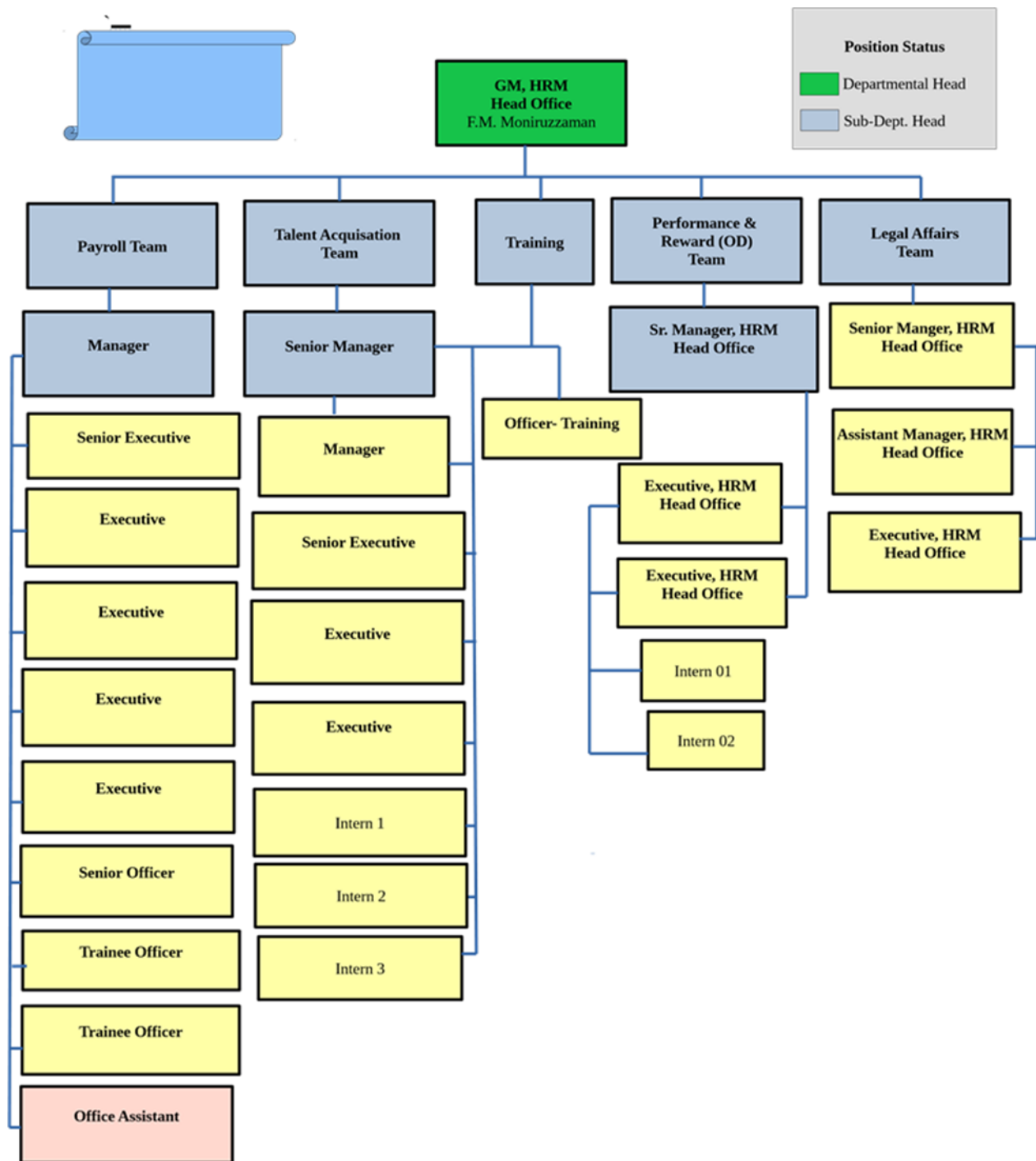


Figure 1.2: Organogram of HRM Department of Kazi Farms Limited

The above chart shows the organogram for the Human Resources Management (HRM) department of Kazi Farms Limited.

Here's a breakdown of the HRM department structure:

- **General Manager (GM):** F.M Moniruzzaman leads the entire HRM department and reports most likely to a managing director or another higher-level executive.
- **Sub-departments:** The HRM department appears to have four sub-departments:
 - **Payroll Team**
 - **Talent Acquisition Team**
 - **Training Team**
 - **Performance & Reward (OD) Team**
 - **Legal Affairs Team**
- **Team Leads:** Each sub-department is headed by a senior manager.
- **Other Positions:**

Each sub-department has a mix of positions including Manager, Senior Executive, Officer, Assistant Manager, Executive, and Interns.

Based on the titles, here are the likely functions of each sub-department:

- **Payroll Team:** Processes payroll for Kazi Farms Limited employees.
- **Talent Acquisition Team:** Recruits new employees for the company.
- **Training Team:** Develops and delivers training programs for employees.
- **Performance and Reward (OD) Team:** Manages performance appraisals, compensation and benefits, and organizational development initiatives.
- **Legal Affairs Team:** Provides legal advice and counsel on HR-related matters.

1.4. Products/ Services of Kazi Farms:

- **Broiler Parent Chicks and Broiler Chicks:**

Kazi Farms Group in Bangladesh has franchised Avigen Indian River and Cobb-Vantress, which are considered the best broiler breeds globally. Due to their superior performance in the domestic market, Kazi Farms Group's chicks are sold for a higher price compared to other breeds.

- **Layer chicks and table eggs:**

In Bangladesh, Kazi Farms Group is the exclusive distributor of Hy-line Brown and White Layers- the world's top layer breeder and oldest poultry breeding enterprise. Kazi Farms is the largest producer of commercial table eggs in Bangladesh, with its own commercial layer farms.

- **Feed:**

In 2006, Kazi Farms Group expanded its business by starting to manufacture chicken feed. Since then, it has become the industry leader in terms of both volume and quality. The Gajaria feed mill was established using technical expertise from the USA and Europe to ensure the highest quality of feed. They strictly follow all the applicable feed regulations set by the Bangladeshi government, and our feed does not contain MBM, which is a cheap protein made by drying and boiling waste from slaughterhouses. Moreover, we do not use antibiotics in our feed. Our feed is used by Aqua Farms Kazi to produce healthy and safe chicken for consumers.

- **Kazi Organic Fertilizer:**

Kazi Farms is a leading industry player in the production of composted organic fertilizer. The application of this natural fertilizer offers various benefits to farmers. The fertilizer is created by the decomposition of poultry dung through aerobic bacteria, resulting in a high organic matter content. The excessive use of chemical fertilizers and frequent plantation activities have led to low levels of organic matter in many soils in Bangladesh. Increasing the soil's organic content is a viable solution to reduce irrigation costs and improve water retention. This, in turn, lessens the amount of chemical fertilizer runoff that occurs from rainfall. As such, the application of composted organic fertilizer can be an effective solution to enhance crop yields and achieve sustainable agricultural practices.

- **Kazi Food Industries:**

Kazi Farms Group launched Kazi Food Industries Limited in Beron, Ashulia. They produce premium dairy ice-cream, Bellissimo, with minimum 10% milk fat. They also make and distribute ice-creams and ice-lollies under ZaNZee, and frozen food items under Kazi Farms Kitchen. These products are free from antibiotic residues, as per international practice, and the meat is from chickens grown on a diet devoid of MBM, according to European standards. Kazi Farms Kitchen has thirteen different Stock Keeping Unit (SKU) based on chicken. They are- Chicken Nuggets Original, chicken Nuggets Kids, chicken nuggets Spicy, Chicken Burger, Chicken Meat Ball, chicken Sausage-plain, chicken sausage-spicy, chicken Cutlet, chicken Strips, Chicken Teasers, Chicken Drum Sticks. They also provide “curry cut, ready to cook”, products. Curry cut is basically a ready to cook frozen chicken curry. The raw chicken pieces will be mixed with all the ingredients required (spices, salt, oil) to cook the curry. Cooking Instruction will be mentioned on the pack. Kazi Farms Kitchen has two Curry cut item- Chicken Dopiazza and Chicken Korma. Kazi Farms Kitchen’s Eggs are specially processed, kept free of MBM & Antibiotic and packaged with the utmost care. Moreover, Kazi Farms Kitchen has eight different Stock Keeping Unit (SKU) based on chicken. They are-Plain Paratha small pack (5 pcs), Plain Paratha family pack, Dal puri, Alu puri, Spring roll-Vegetable, Spring roll- chicken, Samosa vegetable, Samosa chicken.



Figure: 1.3: Frozen packs (Few Sample)



Figure: 1.4: Fried products (Few Sample)



Figure: 1.5: Bakery items (Few Sample)



Figure: 1.6 Frozen Food (Few Sample)



Figure: 1.7: Dried Fish (Few Sample)



Figure: 1.8: Jam and Jelly



Figure: 1.9: Eggs

- **Kazi Media:**

Launched in November 2015, Deepto TV has become the highest-rated Bangladeshi channel as measured by Total Rating Points (TRP).



Figure 1.10: Deepto TV

- **Sysnova:**

Sysnova Information Systems Limited is an IT company specializing in open source solutions. It supports all Kazi Farms Group companies with Adempiere ERP.

- **Kazi Zahural Huq College:**

Kazi Farms also operates Kazi Zahural Huq College which is located in Mary Gopinathpur, Gopalganj. This is Kazi Zahedul Hasan, the Managing Director's hometown. The pass rate at this free, privately owned HSC institution is among the highest in the district.

1.5. Operations:

Kazi Farms Group operates across several sectors within the Bangladeshi agricultural industry.

Here's a breakdown of their key areas:

- **Poultry:** This is their core business, making them a leader in the Bangladeshi poultry industry [Online] [Available at <https://www.kazifarms.com/>]. Their poultry operations likely include:
- **Poultry Farming:** Raising chickens for meat (broilers) and eggs (layers).

Hatcheries: Breeding and hatching chicks from eggs for their own farms and potentially for sale to other poultry producers.

- **Feed Production:** Manufacturing poultry feed to ensure quality and potentially lower costs for their own operations.

Food Processing: Kazi Farms Group extends beyond poultry with ventures into food processing:

- **Ice Cream:** They produce and sell ice cream under the brand names Bellissimo and ZaNZee [Online] [Available at <https://www.kazifarms.com/>].
- **Frozen Foods:** Their Kazi Farms Kitchen brand offers frozen food products of various categories.
- **Other Ventures:** The group has diversified further.
- **Organic Fertilizer:** They produce composted organic fertilizer, indicating a commitment to sustainable practices.
- **Information Technology:** Sysnova Information Systems Limited, a subsidiary, customizes and implements free/open-source enterprise resource planning software [Online] [Available at https://en.wikipedia.org/wiki/Kazi_Farms_Group].
- **Media:** Deepto TV, a television channel, is also under the Kazi Farms Group umbrella [Online] [Available at https://en.wikipedia.org/wiki/Kazi_Farms_Group].

While poultry farming seems to be their core business, Kazi Farms Group has established itself as a significant player across various agricultural and related sectors in Bangladesh.

1.6. Philanthropic activities/ CSR:

The first private institution for women in Bangladesh, Central Womens institution, received financial support of 53 crore Tk from Kazi Farms Group between the year 2010 to 2019. In addition, Kazi Farms Group supports the daily operations of Kazi Zahurul Huq College in Mary Gopinathpur, Gopalganj, and the Managing Director Kazi Zahedul Hasan's hometown. One of the greatest pass rates in the district is achieved by this free, privately run HSC institution. At Bangladesh University of Engineering and Technology, where founder Kazi Zahedul Hasan studied and lectured, Kazi Farms Group is giving 15 crore Taka for the development of a new conference center.

Moreover, in 2003, Kazi Farms Group gave Utsho 1.9 acres of land in Gazipur so that they could build a permanent residential school for impoverished kids.

Bangladesh's SDGs seek to raise the proportion of renewable energy in the world's energy mix to a significant amount by 2030 and guarantee that everyone has access to modern, reasonably

priced, and dependable energy services. The Kazi Farms Group installed solar power plants at a number of its businesses in an effort to meet the SDG target and lessen its environmental impact by reducing carbon emissions. The group first put solar plants on roofs, terraces, and vacant land of its seven companies in order to circumvent the difficulty of obtaining free land for solar plants. These plants have a combined capacity of around 3MW and produce roughly 12500kWhr of power daily. Approximately 20% of the power is exported to the grid via a net meter after the needs are accomplished. In order to address the nation's enormous need for power in an environmentally friendly way, KFG plans to gradually build rooftop solar plants on its other farms, hatcheries, feed mills, and factories. Ultimately, the company hopes to install 20MW or more of these solar plants.

Kazi Farms Company also provides medical benefit or allowance to the families of their employees. Moreover, when any of their employee dies, they provide funds to their families with the permission of the board and the amount of the money varies time to time on situation. Also, they give job opportunity if any of their family member is suitable or applicable to do the job.

However, other CSR activities includes, providing clothes, food, shelter, money, electricity facility, etc. from regional office when there is a flood near their non-management employees' region. They also let their employee's children study in Kazi Zahurul Huq College at free of cost. Lastly, they also provide funds on their employee's children's marriage (non-management), provide exam fees and also provide donations to Masjid and Madrasas. The company also donated

1.9 acres of land in Gazipur to Utsho, a non-profit organization working with underprivileged children, for construction of a permanent residential school. However, Kazi Farms Company promotes sustainable agriculture and Kazi Farms is the market leader in Bangladesh for production of composted organic fertilizer, Kazi Organic. This organic fertilizer is produced from poultry manure and helps replenish the organic content of the soil, increasing long-term fertility and protecting farmers' profits.

1.7. Analysis of Kazi Food Industries:

The Kazi Farms Group recently launched Kazi Food Industries Limited. KFIL, based in Beron, Ashulia, manufactures and markets Bellissimo, a line of premium dairy ice cream with a

minimum of 10% milk fat (per international standards). Moreover, the trademark ZaNZee is used to create and market a different range of ice creams and lollipops. To analyze Kazi Food Industries on a further note, Porter's Five Forces model can be applied [Online] [Available at <https://www.investopedia.com/terms/p/porter.asp>]. Therefore, Porter's Five Forces is a framework created by Michael Porter of Harvard Business School to analyze the competitive environment of an industry. It helps businesses determine how profitable an industry is and whether it is worth entering. The five forces of competition analyzed by this framework are:

- **Threat of New Entrants:** This refers to the ease with which new companies can enter an industry. If it is easy for new companies to enter, competition will be fierce. Factors that influence the threat of new entrants include the amount of startup capital required, government regulations, brand loyalty of existing customers, and economies of scale.
- **Bargaining Power of Suppliers:** This refers to how much power suppliers have to drive up prices or lower the quality of goods or services. Suppliers have strong bargaining power if there are few of them, if the product they supply is unique, and if the cost of switching to a different supplier is high.
- **Bargaining Power of Buyers:** This refers to how much power buyers have to drive down prices or demand higher quality goods or services. Buyers have strong bargaining power if they are concentrated and buy in large volumes, if the product they buy is a standard good, and if the cost of switching to a different supplier is low.
- **Threat of Substitutes:** This refers to the availability of alternative products or services that can satisfy the same customer need. The threat of substitutes is high if there are close substitutes available, if the price of the substitutes is lower, and if the switching costs for customers are low.
- **Competitive Rivalry:** This refers to the intensity of competition among existing companies in an industry. Competition is intense if there are many competitors, if the products or services are similar, and if there are high exit barriers.

However, Kazi Farms Food Industry can be analyzed with the same criteria of Porter's Five Forces model as well. Here is the detailed description of it.

➤ **Threat of New Entrants:**

- Moderate: The food industry has a moderate barrier to entry. While starting a small bakery or restaurant might be relatively easy, large-scale production like Kazi Foods likely requires significant capital investment for manufacturing facilities, distribution networks, and brand building. However, regulations, licensing requirements, and the presence of established brands can make it challenging for new entrants to compete effectively.

➤ **Bargaining Power of Suppliers:**

- Depends on Kazi's product mix:
- High for raw materials like wheat, sugar, meat and dairy products if Kazi relies on a few suppliers.
- Lower for common ingredients with multiple suppliers.
- Stronger for unique or specialized ingredients.
- Potentially moderate if Kazi has built strong relationships with suppliers or has significant buying power due to their production volume.

➤ **Bargaining Power of Buyers:**

- Depends on Kazi's customer base:
- Strong if Kazi sells to large retailers who can negotiate bulk discounts.
- Moderate if they sell to smaller retailers or individual consumers.
- Brand loyalty of Kazi's customers can weaken buyer power.

➤ **Threat of Substitutes:**

- High: The food industry has many substitutes and competitors.
- Consumers can switch between different brands or product categories readily.
- For example, Kazi might face competition from other bakeries, snack manufacturers, frozen food companies or even home-cooked alternatives.

➤ **Competitive Rivalry:**

- Likely high: The Bangladeshi food industry is vast and competitive.
- Kazi would face competition from established local brands, possibly national brands, and even imported products.
- The level of competition would depend on Kazi's specific product categories and target market.

By understanding these forces, Kazi Food Industries Limited can develop strategies to:

- Secure better deals with suppliers through volume discounts or building strong relationships.
- Differentiate their products through branding, innovation, or focusing on high-quality ingredients.
- Target specific customer segments with less buyer power.
- Monitor substitute threats and adapt their product offerings if necessary.
- Compete effectively through cost leadership, product differentiation, or focusing on niche markets.



Figure 1.11: Porter's Five Forces Model based on Kazi Farms Group

1.8. Kazi Farms Kitchen



Kazi Farms Kitchen is the frozen food brand of Kazi Food Industries Limited (A venture of the Kazi Farms Group). A range of frozen food products are sold under the brand name Kazi Farms Kitchen. These are all guaranteed to not contain any antibiotic residues, as chickens are not fed any antibiotics within 7 days of slaughter, as per international practice. The meat is also guaranteed to be produced from chickens raised on feed not containing MBM (meat and bone meal) as per European standards. The meat products are also guaranteed to be MSG and nitrate free, as they do not use any of these chemicals during food preparation. Kazi Farms Kitchen started its journey in November, 2013 with the goal that everyone eats better. To accomplish their goal they have opened around 30 franchise outlets in important locations around Dhaka, Comilla, Sylhet, Khulna and Chittagong. Keeping customers well-being in mind, they are expanding throughout Bangladesh.

Frozen Foods of Kazi Farms Kitchen:

The food that has been subjected to rapid freezing and is kept frozen until used is called Frozen food. Frozen food is food preserved by a freezing process and stored in a freezer before cooking.

Types of Frozen Foods:

The frozen foods domestic market in Bangladesh can be broadly divided into four broad segments.

- **Frozen Ready to Cook Snacks** – This includes both meat and fish based snacks like chicken nuggets, meat ball, strips, fish ball, fish cakes and vegetable based snacks like Aloo Puri, Dal Puri, Samosa, Singara and Spring Roll.

- **Frozen Ready to Cook Meat** – This includes frosted whole chickens, lambs, mutton and beef. These are currently available at super markets and order based by institutional buyers like restaurants and fast food shops.
- **Frozen Ready to Cook Vegetables** – This includes frosted vegetables like Bean seeds, Kakrol, Patol, Ladies Finger and Jack Fruit seeds.
- **Frozen Ready to Cook Fishes** – Lastly ready to cook fishes has also become popular. Currently the market includes Hilsha, Koi, Pabda, Keski, Mola, Foli, Baila, Batashi and Ayer.

1.8.1. Target Market of Kazi Farms Kitchen:

- Premium and upper middle-class segment of the society.
- Likely targeting a broad range, from young adults to families with children (age 18-60).
- Family with average monthly income.
- Educated and quality conscious people.
- Primarily urban and semi-urban areas of Bangladesh, with a focus on areas with Kazi Farms Group's existing distribution network.
- Convenience-seeking individuals and families who value ready-to-prepare meals.
- Consumers who appreciate high-quality ingredients and good taste.
- Individuals who buy frequently from supermarkets and grocery stores where frozen food products are readily available.



Figure 1.12: Kazi Farms Kitchen Outlet

1.8.2. Unique Selling Proposition of Kazi Farms Kitchen

“Vegetable Fed Chicken”



Most Chicken and fish food made in Bangladesh contains Meat & Bone Meal (MBM). MBM is the cheapest protein, made by cooking, drying & grinding slaughterhouse waste (intestines, bones feet etc.). MBM can contain harmful bacteria. At Kazi Farms Kitchen, chickens are raised on feed that does not contain any slaughter house waste. That is why our chickens do not run the risk of containing any harmful Bacteria.

"No Antibiotic Residue"



Chickens on farms are sometimes given antibiotics to treat bacterial infections. Many people are concerned that when they eat farmed chickens, they will unknowingly consume "residual" antibiotics, which may still have been in the chicken's body at the time of slaughter.

Kazi Farms Kitchen guarantee that the chickens used to make their products are not given antibiotics for at least 10 days before slaughter, so there will be no antibiotic residue in the chicken meat.

"No Tasting Salt"

Food additives like tasting salt can cause headache and high blood pressure. Kazi Farms Kitchen products are free of tasting salt.

"No Harmful Preservatives"



Preservatives used in food products can be severely harmful for human health causing intestinal cancer. Kazi farms kitchen products do not contain any antibacterial salt or preservatives.

However, Kazi Farms Kitchen offers their products in two forms - frozen and fried. Process of delivering services is slightly different for Kazi Farms Kitchen's frozen and fried products. Frozen food items are sold in different super shops, retail stores, department stores and Kazi Farms Kitchen's franchise outlets. Customers buy the frozen food items on their own or with the help of salespersons and pay for the purchased item. Fried Items are sold in Kazi Farms Kitchen's franchise outlets. Customers give order to the salesperson. If the ordered items are ready to serve, it is given to the customers instantly in exchange of price of that product. If the

ordered items are not ready to serve, the customers need to wait for some time. Customers can enjoy their ordered fried item in the outlet or take the product with them and eat later.

1.8.3 Peer Groups/ Main competitors of Kazi Farms Kitchen:

The rise of ready-to-eat food and beverage items is undoubtedly one of the factors contributing to the notable change in consumer eating patterns. Because frozen fruits and vegetables have more nutrients than preserved foods, local consumers perceive them as healthier options.

Furthermore, the top frozen food firms are seizing this chance to increase their market share because frozen food demand is rising. Given that the frozen food sector today contributes significantly to the country's GDP, this is one of Bangladesh's most successful sectors. The frozen food industry in Bangladesh is predicted to grow at a compound annual growth rate (CAGR) of 6.2 percent between 2020 and 2025. The top frozen food firms in Bangladesh that are conquering their competitive market are listed below. [Online] [Available:

<https://businessinspection.com.bd/top-frozen-food-companies- in-bangladesh/>].

- ❖ Golden Harvest Agro Industries Ltd.
- ❖ Kazi Food Industries Limited.
- ❖ PRAN Foods.
- ❖ AG Agro Foods Ltd.
- ❖ Bengal Meat.
- ❖ AFTAB Group.
- ❖ Eurasia Food Processing (BD).
- ❖ Apex Foods Limited (AFL).
- ❖ McCain Foods (MF).
- ❖ Paragon Agro Ltd.



However, Kazi Farms Kitchen being a frozen food industry have usual competitors. The top leading frozen food industries are leading ahead following their own unique strategies and so is Kazi Farms Kitchen. Nevertheless, every individual strategies of individual companies vary time to time making them top ranked and sustainable in the market. The most prominent competitor of Kazi Farms Kitchen is Golden Harvest Agro Industries Ltd based on their similar production categories in recent times.

Golden Harvest Agro Industries Ltd: Golden Harvest Agro Industries Ltd is a prominent player in Bangladesh's food industry, particularly renowned for pioneering frozen food production. The company incorporated in August 2004 as a private limited company, converted to a public limited company in June 2010. Golden Harvest is credited as being one of the first companies to develop frozen food production in Bangladesh. They offer a variety of frozen food items known for their convenience. Their products are available in Bangladesh and exported internationally. Golden Harvest boasts a robust supply chain linked with over hundred thousand Bangladeshi agricultural partners, highlighting their commitment to supporting local farmers. Their nationwide reach and international presence showcase a well-established distribution network. The company utilizes a cold chain network to maintain a temperature of -18°C while distributing nationwide and exporting to the USA, Canada, Australia, Middle East, and European nations. [Online] [Available at <https://www.goldenharvestbd.com/agro/>].

Given below is a comparison between two of the top leading frozen food companies in Bangladesh to justify their current competition level in the market.

Feature	Golden Harvest Agro Ltd	Kazi Farms Kitchen
		
Type	Frozen Foods	Frozen Foods
Focus	Frozen, ready-to-cook meals	Chicken-based frozen meals
Variation of Frozen Foods	Chicken nuggets, sausages, paratha, french fries, daal puri, singara, meatball, pop chicken, spring roll, samosa, and many more	Dal puri, vegetable singara, chicken spring roll, chicken sausage, chicken nuggets, chicken strips, chicken meatball, chicken burger, and many more
Raw Ingredient Source	Over 100,000 agricultural partners in Bangladesh (95%)	Not specified
International Reach	Middle East, Europe, Australia, Canada, and the United States	Domestic (Bangladesh)
Processing Facility Location	Near Gazipur, Bangladesh	Ashulia, Dhaka
Facility Management	Team of experts	Team of experts
Meat Source	Chicken, Beef	Chicken
Chicken Quality	Free of antibiotic and chemicals	Free of antibiotic residues and raised on a MBM-free diet (European guidelines)

Company Head Office	Gulshan Link Road, Tejgaon, Dhaka, Bangladesh	Dhanmondi, Dhaka, Bangladesh
Number of Outlets	Distributes in Supermarkets	150+ outlets in 37+ cities
Revenues	BDT 715,732,411 (2023)	Fraction of total revenue of Kazi Farms Group (BDT 16,745,000,000) Private and Confidential
Number of employees	1,001-5,000	10,000

Table 1: Comparison of Kazi Farms Kitchen and Golden Harvest Agro Industries Ltd



Figure: 1.13 Kazi Farms Kitchen (Frozen Food Items)



Figure 1.14: Golden Harvest Agro Industries Ltd (Frozen Food Items)

Chapter 2: Literature Review

2.1. Human Resource Management

In simple terms, Human Resource Management is one of the most essential departments in a firm. This department handles the personnel of the firm. Starting from looking for a candidate, till the date the candidate leaves the firm, it is the HRM department's responsibility to manage the human resource of the firm.

2.2. Functions of HRM at Kazi Farms

Following are the HR teams at Kazi Farms –

- **Payroll:** This team handles the pays of the employees. They make sure that all the employees are getting their rightful compensation at the right time. They have forms on each employees mentioning the compensations and raises. This is to ensure that there aren't any delays or mistakes in pays and when the employees are due for raises, there isn't any confusion.
- **Talent Acquisition:** This team is responsible to either making/designing new job positions or filling up the vacant ones. They design requisition forms, post them, conduct exams and interviews, evaluate, verify and screen certificates and finally hire the new employee(s).
- **Training:** They are responsible for the training of employees. Training is frequent for the new employees and interns who come to work at the firm. Existing employees are also given training on occasions and when new innovations are developed.
- **Performance and Reward:** This teams differs from the Payroll in terms of finances. Payroll is specifically for the financial compensations, but P&R is concerned about the development of employees and other non-financial rewards and benefits for employees.
- **Legal Affairs:** This team manages the conflicts that arises in the department. It can be related to any kind of harassment or bullying of employees. There are fines and other legal actions, depending on the offence carried out. The legal team is in charge of laying out the rules and guideline to keep the work-place healthy.

2.3. About Recruitment and Talent Acquisition

Talent acquisition is a process which is used to identify skilled workers among the pool of applicants to hire in order to achieve their organizational goals. These goals can be categorized as long-term or short-term. The bottom line is that the individual goals of the hired employees need to be a match with the organizational goals.

Identifying the talent that is best suited for the firm is a tough job as hiring the wrong people could cause a lot of external and internal damages to the firm, most of which will be financial ones. Employees are given several packages upon being hired and throughout the span of their employment the management does everything in its power to motivate them. If the employee is not the right one, a lot of time, efforts and money is wasted.

Talent acquisition and recruitment is a unique function and department is a relatively new development. In many companies, recruitment itself is an indistinct function of an HR generalist. Within many companies, however, recruiting as a designation does not encompass enough of the duties that fell to the corporate recruiter.

2.4 Talent Acquisition VS Recruitment

It is quite easy to mix up between talent acquisition and recruitment. While both job positions entail under the same department, the difference might be lost to many. Many firms, like Kazi Farms, have both if these teams working together, just with separate tasks. While recruitment is focused on filling up the vacancies of the job position, talent acquisition is more concerned with the long term retention of the employee that is being brought into the company. Recruiters are more inclined to notify the management of a vacancy that has come up because employees are needed for the firm to survive and shortage of employees will cause damages. Talent acquisitions are more worried about the retention and turnover rates. They will look into the backgrounds of the employees who have applied to make sure that they are capable to completing the tasks that are required.

Talent acquisition teams are more strategized. They conduct the required interviews and exams of the candidates who apply and are well versed in how to structure the questions for the same.

Recruiters' jobs are let the talent acquisition team what exactly they are looking for, to prepare the forms and employment contracts that helps speed up the final process of the recruitment. It is quite normal for many firms to not have separate talent acquisition and recruitment departments as Talent Acquisition is a new advancement in the field of business.

Chapter 3: Talent Acquisition

3.1. Functions of the Department:

In essence, a company's talent acquisition department is the team in charge of identifying and selecting the best candidates for the position. They look for skilled applicants that complement the company's beliefs and culture, going above and beyond the simple task of filling available jobs. These are a few of their primary duties:

- **Attracting talent:** This involves building a strong employer brand to make the company appealing to potential candidates. They might participate in career fairs, manage the company's careers page, or use social media to attract interest. Since Kazi Farms is agriculture based, attracting potential candidates and retaining them in such field might be a little difficult.
- **Sourcing candidates:** The talent acquisition team will find potential candidates through various channels, such as job boards, employee referrals, online websites, current employee references or their own talent pool.
- **Screening and interviewing:** They'll screen resumes and applications to shortlist qualified candidates, then conduct interviews to assess their skills and experience. It is important to look into the backgrounds of the candidates before they are hired.
- **Candidate experience:** The talent acquisition team is responsible for ensuring a smooth and positive candidate experience throughout the hiring process. This includes keeping candidates informed about the status of their application and providing feedback in a timely manner.
- **Making job offers:** Once they've identified the top candidate, the talent acquisition team will negotiate and extend a job offer. After the employee is finalized, an employment contract is to be designed (mentioning general information: working hours, work responsibilities, compensations, benefits if any, raises if any, contact information or any employment conditions).
- **Data analysis:** They track and analyze data on their recruiting efforts to identify areas for improvement and ensure they're attracting and hiring the best talent.

In some organizations, the talent acquisition department might also be responsible for onboarding new hires and helping them integrate into the company.

Based on publicly available information, Kazi Farms Limited might not have a dedicated talent acquisition department. Smaller companies often integrate these functions into the HR department or rely on managers to handle recruitment.

However, LinkedIn profiles of some Kazi Farms Group HR personnel suggest that recruitment activities are handled centrally. Here's what glean from those profiles:

- **Shahiduzzaman Sazib**, Assistant Manager, HR-Talent Acquisition and Recruitment Specialist, is responsible for the overall talent acquisition activities across the group, including Kazi Farms Limited. This suggests centralized recruitment for all group companies.
- **Jonaed Ahmad Faisal**, Assistant General Manager - HR, mentions developing recruitment and selection processes and employer branding activities in his profile. This aligns with the functions of a talent acquisition department.

Here are some of the functions this centralized recruitment team might perform for Kazi Farms Limited:

- **Sourcing candidates:** Advertising open positions, searching job boards, and leveraging employee referrals to find qualified candidates.
- **Screening resumes and applications:** Shortlisting candidates who meet the qualifications for the job.
- **Conducting interviews:** Assessing candidates' skills and experience through interviews. This is done by the HR team or hiring managers.
- **Making job offers:** Negotiating and extending job offers to the top candidates. This is done by the HR team or hiring managers.
- **Onboarding new hires:** Helping new employees integrate into the company and learn about their roles. This is handled by the HR department.

3.2. Steps of Talent Acquisition in Kazi Farms

To enhance hiring efficiency, improve retention, and maintain consistency and compliance in the recruitment and selection process, it is advised to follow these steps. Each step outlines the essential best practices to draw in a skilled and diverse group of applicants.

At Kazi Farms, the recruitment process is as follows:

3.2.1. Step 1: Recruitment Requisition

This is the first step in the recruitment process where the team realizes that they either need a new job position or that there is a vacant position that needs to be filled. Whatever the case, the teams describes the job tasks and a form is created, to better understand what type of employee the firm is looking to hire (Job tasks, working hours, required qualifications for the job and prior experience if needed). This form is then posted to several official sites and LinkedIn, through which potential candidates send their resumes. At this stage, it is also important to design the pay plan for this position, by weighing what the competitors are paying their employees for the same job.

3.2.2. Step 2: Interviews and examinations

Dates are given to the candidates for exams. The exams are taken in the 3 following steps –

- **Written exam** – A written exam is to be attended by all the candidates who were interested, sent their resumes and came on the given date. To pass this step, a minimum of 40% has to be attained by the candidate.
- **Interview** – After the written exam, the candidates that passed the required results, are interviewed by any members of the talent acquisition team, or any of the leaders of the department whose department has a vacant position or both. Depending on how the candidates fair in the interviews, they are then asked to attend the final step: IT exam.
- **IT Exam** – A basic IT exam is taken for those candidates only who convinced the interviewees that they are ready for the job responsibility.

3.2.3. Screening and verification

Here in this step, the selected candidates that faired till the IT exams, their certificates are checked and verified by the team (check if the certificates are genuine, if the candidates have any criminal record, or if anyone has lied on their resumes). This is a crucial step as mistakes can result in the firm's loss of time and credibility.

3.2.4. Final Employment

After proper screening and evaluation, the candidates that are selected for the job and called, congratulated and given their joining date. They are also mailed several forms that they are required to fill up (Offer letter, Appointment letter, Job Description, Joining Letter). When they finally come in on their joining day, these forms are signed and a copy of these are kept with the team for the period of their employment. The Talent Acquisition team then shows their office and introduces them to their respective department leaders.

Talent acquisition professionals often craft the unique company message around the approach the company takes to hiring and ongoing development of employees. The employment brand therefore encompasses not only the procurement of human capital, but the approach to corporate employee development. The unique needs of large companies especially to recruit and hire as well as attract top talent led to the development of a unique talent acquisition practice and career.

Chapter 4: Analysis of the issue of Kazi Farms Limited

4.1. High Turnover Rate/Low Retention Strategy:

Every individual companies or organizations worldwide deals with both internal and external problems surrounding them. The problems or obstacles could be major, minor or vast.

Companies, regardless of size or location, **constantly** face challenges, both internally within their teams and processes, and externally from the ever-changing market and economic landscape.

These obstacles can range from minor hiccups to major roadblocks.

During the internship journey in Kazi Farms Limited Company, it was evident minor or major issues that underlies inside the company. However, some issues remains private and confidential and some remains common open. The major issue that have been encountered or known by conducting interviews with other employees is their retention strategy. A high retention rate indicates that the employees are committed to the company, engaged, and satisfied. On the other hand, a low retention rate raises the possibility of issues with the workplace, the culture of the business, or other elements driving away workers.

Tragically, the retention strategy at Kazi Farms Limited is quite low. The percentage of former or experienced employees are less. Since, Kazi Farms Company is mainly known among people for their Frozen Food Industry, people in Bangladesh are still not much aware of the sector yet. Bangladesh's frozen food industry is relatively young, and retention practices might still be evolving. Moreover, the industry might not offer clear career paths or opportunities for advancement, leading to employee stagnation and a desire to move on. Also, the frozen food industry might not offer workers with good compensation policy, leading them to lure away by better wages or benefits elsewhere. The turnover rate is quite high at Kazi Farms Limited Company. Since, their turnover rate is private and confidential, an approximate percentage of 35% can be stated based on primary research and secondary research. The number of young employees or fresher are low in their company and the reason behind could be their work culture which leads the young employees to seek better opportunities elsewhere, forming the turnover rate to be high. However, there might be various reason behind high turnover rate at such sector, here I have addressed or related the retention strategy or policy with three different theories or

model for further understanding; Job Characteristic Model, McClelland's Three Needs Theory and one of the most recent model proposed by James G. March and Herbert A. Simon based on retention can also be related with Kazi Farms retention policy which is The Organizational Equilibrium Model.

4.2. Lack of Career Growth Opportunities in the Field

As previously mentioned, Kazi Farms is an agricultural based firm. One of the main reasons why the retention rate is low because most people assume that they will not be able to have an advanced career in the future staying in the agricultural field. This reason is partly genuine because of the recent technological trends. The current era is one of IT and most young graduates focus in such areas as the internet has people convinced that it is the only future of the planet.

Therefore it is by natural instincts that employees leave to look for better opportunities elsewhere, in places of trends that will help them with career development.

As previously mentioned, this is only partially true. When people picture 'agriculture-based firm', they think of farmers and cattle and field work, which automatically creates the assumption that there will not be career growth. Most people are not aware of the milestones that agro-based firms are achieving, especially with advanced tech and innovations.

4.3. Employees cannot practice autonomy

Due to lack of proper and free communications, the environment of the workplace sometimes becomes toxic. Especially because new employees, trainees and interns are not allowed autonomy of work responsibilities. The tasks are distributed to the employees by leaders and then explained what is to be done. Work rotations or change of tasks are very rare, which often leads to demotivation of the employees. This is another reason why employees leave. For long periods when an employee is made to work on the same thing with no air to breathe or room for improvement, the workplace becomes toxic too and conflicts arise between subordinates and superiors and also between colleagues. Levels of satisfaction decrease which starts impacting the emotional well-being of employees too.

This negatively effects the organization as well since decrease in satisfaction will only lead to lower performance, higher turnover rates (which already the firm is suffering from), damage in organizational performance and negative reputation for future recruitment.

The Job Characteristics Model (JCM), developed by Hackman and Oldham in 1976, is a widely used theory in work design that focuses on how the nature of a job itself can impact employee motivation, satisfaction, and ultimately, retention. The core idea of the JCM is that jobs with certain characteristics tend to be more engaging and fulfilling for employees, leading them to be more satisfied and less likely to leave. Here are the five key job characteristics identified in the model [Ali, S. A. M., Said, N. A., Abd Kader, S. F., Ab Latif, D. S., & Munap, R. (2014). Hackman and Oldham's job characteristics model to job satisfaction. Procedia-Social and Behavioral Sciences, 129, 46-52].

4.4. Theories applicable to Kazi Farms

4.4.1. The Job Characteristics Model

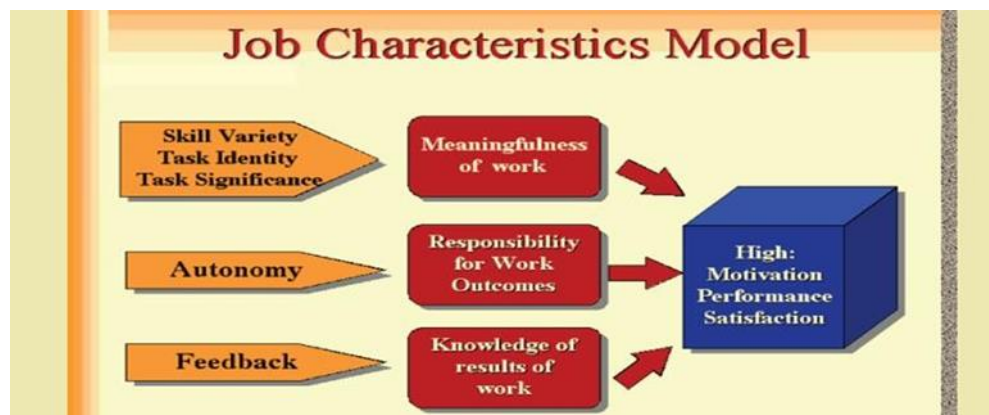


Figure 4.1: Job Characteristic Model

- **Skill Variety:** Skill variety in the Job Characteristics Model (JCM) refers to the degree to which a job requires a wide range of different skills and abilities to perform the tasks effectively. Here at Kazi Farms, employees are not given with opportunities to showcase their skill varieties which leads to lack of enthusiasm doing the same work on repeat.

- **Task Identity:** Task identity refers to the degree to which an employee completes a whole, identifiable piece of work. It essentially measures how much an employee can see the entire process of a task from beginning to end, with a clear outcome they can take ownership of. The identity of any task is hardly given to individual employees at Kazi Farms, as the work process or projects mainly operates along with team members.
- **Task Significance:** A high task significance job allows employees to see the broader consequences of their work. However, at Kazi Farms, the task significance job is quite low.
- **Autonomy:** Autonomy refers to the degree of freedom, independence, and discretion an employee has in their work. Employees with autonomy can manage their workload and decide which tasks to tackle first. However, employees at Kazi Farms sometimes lose the track of work process because of huge workload with an absence of autonomy.
- **Feedback:** Feedback refers to the degree to which an employee receives clear and informative information about their job performance. At Kazi Farms, the feedback the employees receive based on their work is not significant or comprehensible for them to justify their own performance.

4.4.2. McClelland's Achievement Theory



Figure 4.2: McClelland's Three Needs Theory Model

McClelland's Three Needs Theory is an influential theory in motivation proposed by psychologist David McClelland. It centers around three core needs that drive our actions and influence our behavior: achievement, affiliation, and power [Royle, M. T., & Hall, A. T. (2012). The relationship between McClelland's theory of needs, feeling individually accountable, and informal accountability for others. *International journal of management and marketing research*, 5(1), 21- 42].

Here's a breakdown of the three needs:

- **Need for Achievement (nAch):** This need is about excelling and striving for success. People high in nAch are typically goal-oriented, enjoy challenges, and seek personal accomplishment. They value feedback and recognition for their work. However, at Kazi Farms, the employees might not see enough room of opportunities to get successful in such sector, resulting in seeking opportunity elsewhere.
- **Need for Power (nPow):** This need is about having influence and control over oneself and others. People high in nPow often desire leadership positions and enjoy making decisions. The authority of taking major decisions is not that applicable for employees in Kazi Farms, resulting in lack of power authorized to them.
- **Need for Affiliation (nAff):** This need is about forming close relationships and feeling a sense of belonging. People high in nAff crave social interaction, cooperation, and acceptance from others. However, the employees at Kazi Farms might lack in high affiliation from colleagues and others, resulting them to seek for better cooperative working environment sector elsewhere.

4.4.3 The Theory of Organizational Equilibrium (TOE)

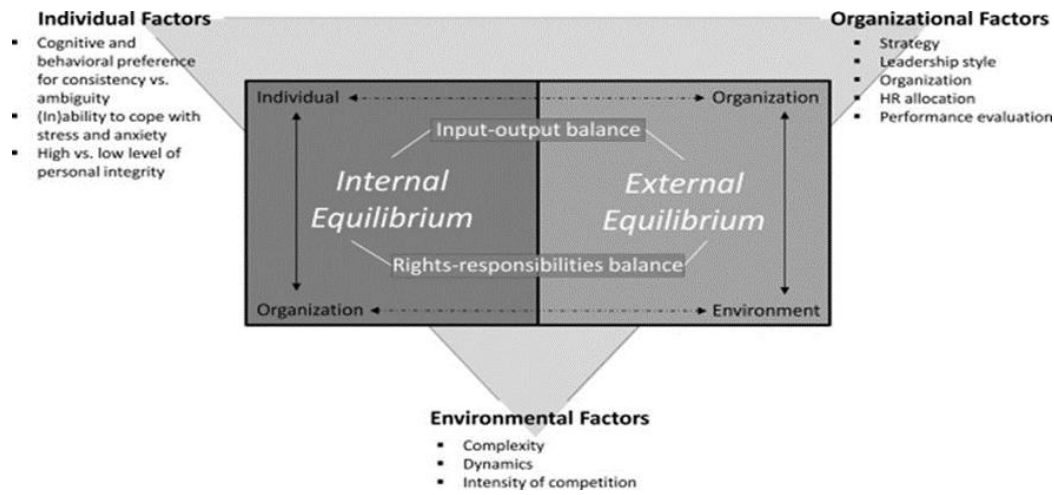


Figure 4.3: The Theory of Organizational Equilibrium (TEO) Model

The Theory of Organizational Equilibrium (TOE), developed by James G. March and Herbert A. Simon, focuses on the relationship between contributions made by employees and the inducements offered by the organization. It essentially proposes that organizations strive for a state of equilibrium where these two factors are balanced. The TOE suggests that organizations need to maintain a balance between the contributions they receive from employees and the inducements they offer [March, J. G., & Simon, H. A. (1961). The theory of organizational equilibrium. *Complex organizations: A sociological reader*, 61-70].

- **Contributions:** These are the efforts, skills, and knowledge that employees bring to the organization. This can include their labor, expertise, and commitment.
- **Inducements:** These are the rewards and benefits offered by the organization in exchange for employee contributions. Examples include salaries, bonuses, benefits packages, and opportunities for growth.

At Kazi Farms, employees might feel undervalued and become dissatisfied if the inducements are too low based on their contribution. This could lead to decreased motivation, lower productivity, and potentially higher turnover with a low retention rate.

4.4.4. The Deal and Kennedy Cultural Model

The culture that fits Kazi Farms well according to this model is ‘the work hard/play-hard culture’.

At Kazi Farms, the work culture emphasizes a structured and goal-oriented environment, particularly within departments like HR. The company focuses on operational efficiency, ensuring employees align with clear performance metrics such as FCR ratios, depletion rates, and egg production to measure success, especially in farm operations. This reflects the "work hard" aspect of the culture.

In addition to this, Kazi Farms promotes the "play hard" side through employee engagement activities, team-building events, and opportunities for social interaction. These initiatives foster a sense of camaraderie and provide employees with a chance to unwind and balance their intense work efforts. The company ensures that downtime and relaxation are prioritized alongside productivity and results, creating a balanced, high-performance work environment.

This culture is applicable because the firm realizes that their efforts need to be combined if they want to succeed. Individual efforts can work for the individual employee but for the organizational goals to be achieved, all of them need to combine their efforts and make ‘team work’ actually work.

For example, to make sure that social interactions are being valued and maintained, the HR department frequently conducts social activities, one of many which is the ‘one dish party’. A specific day is chosen where each employee prepares/cooks any food item and brings it to the workplace and that day is treated like a social gathering, rather than an office meeting. The ‘food’ part signifies that the employees can bring in their personal lives too at the workplace and think of their fellow colleagues as daily acquaintances with whom ‘at home’ dishes can be shared. Such experiences make the bonding much more impersonal.

Chapter 5: Discussion/ Implications

Discussion:

Kazi Farms, like most firms has a HR department that has the following teams:

Payroll team, talent acquisition team, training team, performance and rewards team and legal affairs team. Any HR department's role is to manage and motivate the human resources of the firm, and the same goes for Kazi Farms as well. As this study is about the experience and observation of the talent acquisition team that is what the focus here is. The recruitment and talent acquisition is explained as a team that recognizes the need for further employment, and tries to fill up the vacancies by describing what they need in that employee. Their job is to carefully select a candidate whose talent are best suited for the firm.

Kazi Farms Limited is one of the most leading agricultural firms in Bangladesh that faces a challenge with high employee turnover and low retention strategy. This means employees are leaving the company at a faster rate than they are being replaced. Through the official numbers of the firms and previous observation, it has been found that the firm has little to no senior employees, which suggests that the company's retention rates are low.

Naturally, when investors look into a firm and find that their retention rate is low, it does not give a good look for the company. Further, the analysis suggests several reasons behind this. Employees lack opportunities to use their skills fully, do not see the impact of their work, and have little control over their tasks. As Kazi Farms mainly engages in agricultural area, most employees may feel that their career will stay stagnant because of the increasing advancement of technological fields and trends. Also, the amount of autonomy that employees are allowed to exercise is to the minimum. This is a common factor that can significantly reduce the motivation of employees since long periods of working under a specific person also negatively effects the mental health of a person.

The company structure might not provide enough chances for achievement, influence, or a sense of belonging. As mentioned previously, the lack of autonomy can create a very toxic environment for all the employees working at the firm. Conflicts may not only arise between

subordinates and superiors, but also among colleagues, which increasingly becomes difficult to solve.

It is also possible that the company might not be offering enough compensation, benefits, or growth opportunities to match the effort employees put in. For fresh graduates or employees who are in the initial phase of their career, the pay is quite low, compared to all the expenses they had to bear for getting an education, and finally a job. This also works towards demotivating early employees, and pushes them to look for better opportunities and pay elsewhere. When a firm is unable to provide opportunities for career growth as well as adequate pay and benefits, employees are not motivated enough to put in efforts into their work, or even stay in a firm where the environment too it toxic. These factors lead to employee dissatisfaction and a desire to seek opportunities elsewhere.

When employees leave, they take their skills and institutional knowledge with them. This can hinder productivity and innovation, not to mention the financial loss that a firm suffers due to negligence and lack of decision making in time (in regards to employees well-being). Constantly replacing employees is expensive due to recruitment and training needs, and also create a harmful environment for the employees who do stay to watch their fellow colleagues leaving frequently. Moreover, high turnover can create a negative and unstable work environment, impacting remaining employees' morale. With such a reputation, the firm will also not be able to attract potential talent in the future because employees would rather start elsewhere, rather than waste time initially with a firm that provides no room for improvement.

By addressing the reasons behind the high turnover, Kazi Farms can improve their retention strategy and reap the benefits of a stable and experienced workforce.

Chapter 6: Internship Experience/ Observation

6.1. Job Responsibilities:

I had the chance to work in the HR division of Kazi Farms Group during my internship. My internship journey started on May 23, 2024. The Head Office (HO) is in charge of all HR functions, including hiring, training, compensation and benefits, appraisals, legal, and compliance, since the HR department is centralized. During my internship program, I made an effort to become as knowledgeable as I could about the duties carried out by the Talent Acquisition (TA) Team. To achieve this, I made a learning list with two sections: primary obligations and additional tasks. I have included a sequentially, timeline-based description of my main knowledge in this chapter.

6.1.1 Major Responsibilities:

Acquainted with each Department:

During my first week, I became acquainted with all the sub-departments and colleagues. My supervisor was Mr. Jonaed Ahmad Faisal-Senior, Manager-HR and Internship in-charge was Mr. Shahiduzzaman, Assistant Manager, and HR. They assisted me in understanding the roles of each sub- department and my responsibilities within the Talent Acquisition department. The corporate office had several other divisions, including Sales, Purchase, Supply Chain, Accounts, Sysnova, Cyber Security, IT, Audit, and the Director's office. Our team at Talent Acquisition was required to work with all these divisions; hence, I was gradually introduced to the members of each team.

About the Talent Acquisition Team:

In the beginning, I got to know about the Talent Acquisition team, which was supervised by Mr. Jonaed Ahmad Faisal - Senior Manager. He provided me with a detailed overview of the general Talent Acquisition process and the various tasks involved, such as job analysis, candidate sourcing 16 strategies, and candidate on-boarding. During my initial weeks, I was tasked with learning how to recruit non-management and management employees from Head Office.

Creating Drafts for Job Description and Proofread:

Creating a job description is a crucial part of the Talent Acquisition process in any organization. It is the primary step to attract the right candidates for a specific role and establish expectations for the position. When creating a job description, I considered the following steps:

- Key responsibilities and tasks associated with the role, including both routine duties and long-term goals and objectives.
- The necessary qualifications and skills for the role, such as education, experience, and certifications.
- Outline the ideal candidate profile, including personality traits, work style, and values, to find the right fit.
- Write the job description in a clear and understandable language, avoiding technical terms that may not be familiar to the potential candidates.

CV Sorting:

Sorting through CVs is a critical but time-consuming responsibility in the recruitment process. Carefully examining each applicant's resume helps to identify the most suitable and competent candidates for further assessment and interview. During my internship, I developed my attention to detail, problem-solving skills, and communication abilities, which are vital for success in any profession. I have screened resumes from various sources such as Bdjobs, referral CVs, and hard copies of drop-in CVs for both management and non-management positions.

Appointing Non-Management Employees:

Previously, it was a daily routine for me to obtain requisitions for non-management employees from different organizations of KFG. Once I received the requisitions, I would check with my supervisor to see if they were approved. Then, I would select workers or other employees according to the Excel sheet, which consisted of the chosen CVs from recruitment camps. After that, I would verify their home districts, background, and certificates. Finally, I would create proposal and appointment letter for them and seek approval from the HR department and the head of HR department before sending it to the organizations that requested the employees.

Calling Candidate and Setting-Up Interviews:

As part of the hiring process, interns in HR departments are often tasked with contacting potential candidates and scheduling interviews. The objective is to connect with the most suitable candidates who have been chosen through resume screening and set up an interview with them. This phase plays a crucial role in the hiring process as it provides the company with an opportunity to assess the candidate's interpersonal skills, behavior, and suitability for the role. I have called both management and non-management employee for the written exam and to provide information. For recruitment camps, I had to call almost 300+ candidates and gave briefing.

Assisting in Interviews and Checking Scripts:

Assisting in interviews was a crucial part of our daily tasks. I used to invigilate candidates during their written exams, administer IT tests, and assist team members in conducting Viva. After that, I used to check their scripts as per command and compile them with Interview Assessment Form and all the other documents. Additionally, I was also responsible for conducting initial interviews over Zoom.

Candidate On-boarding:

On-boarding is the process of integrating a newly hired employee into an organization. This process begins after the candidate has accepted the job offer and may involve various activities such as orientation, training, and documentation. As a part of the documentation, we collect required documents from new employees and maintain a checklist to ensure that all necessary documents are in their personnel file for both management and non-management employee. Additionally, we introduce them to their respective departments. Candidate on-boarding is a crucial step in the hiring process, as it plays a significant role in setting up the new employee for success from the very beginning.

Assisting in Job Fair at BAU

While interning at Kazi Farms, I was honored to assist with conducting the activities for a Job Fair at Bangladesh Agricultural University, Mymensingh, on the 7th and 8th of June, 2024. I believe my creative skills were of use for designing the banners, posters and leaflets for the

occasion. My colleagues and I conducted several interactive games on the first day for the university students and the winners were given prizes and gift hampers. By evening we made up stalls and booths for the next day's seminars. On 8th, interested students dropped off their resumes to us at the stalls where we arranged the said resumes according to their qualifications. Later on, we conducted on-campus recruitment process for 6 job positions through written exams, then followed by interviews. At the prize ceremony, we were awarded a crest for being the golden sponsor for the job fair.



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Kazi Farms

Date: June 8, 2024

Location: Bangladesh Agricultural University (BAU)

Positions We Offer

- Management Trainee - Farms
- Management Trainee - Hatchery
- Management Trainee - Supply Chain
- Officer - Fish Feed Sales & Technical Service
- Officer - Customer Service
- Officer - Cattle Feed Sales & Technical Service

BAUCC PRESENTS

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CAREER
CARNIVAL
2024**

6.1.2 Additional Responsibilities:

In addition to my main responsibilities, I was also assigned various other tasks, including:

- Creating CV summaries for selected candidates.
- Making Offer Letters and Appointment Letters.
- Making proposal letters for employees.
- Maintaining constant communication with ER & Admins, AGM, DGM, GM of head office, and different departments.
- Maintaining a database of recruitment.
- Helping TA team to make report on lead time.
- Providing lunch updates.
- Coordinating with the payroll team.
- Working with the OD team.
- Recruiting casual employees.
- Scanning and photocopying several documents such as CVs, reports, and offer letters.
- Coordinating with the legal and compliance team.
- Coordinating with Kazi media limited and Kazi Food Industries Ltd.
- Making supply requisitions.
- Coordinating with the training and development team.
- Booking meeting rooms on different floors.
- Preparing forwarding letters for physical check of certificates.
- Going to different floors to take signatures on the documents.
- Assisting and guiding the candidates who come for interview or written exam assessment.
- Checking candidate's scripts.
- Filing the new joiner's documents in order according to the policy and handing over the files to the management team.
- Having conversations with numerous candidates every day.
- Online checking of candidate's board exam results for assurance.
- Updating the excel form based on the information.

Chapter 7: Recommendation and Conclusion

7.1. Recommendation

By analyzing Kazi Farms Group through the lens of the Job Characteristics Model (JCM), McClelland's Three Needs Theory, and the Theory of Organizational Equilibrium (TOE), we can develop a set of recommendations to enhance employee engagement, motivation, and retention.

1. Kazi Farms Company can provide employees with opportunities for autonomy, skill utilization, and task significance that cater to their needs for achievement and contribute to a sense of meaningful work.
2. They can also implement clear goal-setting processes and consistently recognize accomplishments to motivate employees with a high need for achievement and encourage employee participation in decision-making processes to address the needs for power and affiliation.
3. They can maintain competitive compensation and benefits packages, but also consider offering performance-based incentives to create a balanced inducement system. By assessing the skills, knowledge, and effort employees bring to Kazi Farms, they can consider conducting skills gap analyses or employee surveys to understand their contributions better.
4. They can evaluate the current compensation and benefits package offered to employees and provide the best that one deserves based on their skills and work. This includes salaries, bonuses, health insurance, paid time off, and other perks.
5. Kazi Farms can ensure salaries and benefits that are competitive with the poultry industry standards in Bangladesh.
6. They must regularly review compensation packages to stay aligned with market rates. While competitive salaries and benefits are crucial, Kazi Farms might also consider offering non-monetary inducements like a positive work environment, growth opportunities, and recognition programs.
7. They can provide opportunities for skill development and career advancement within the company. This demonstrates the organization's investment in employees' futures and can be a valuable inducement.

8. Lastly, Kazi Farms can also foster a positive and supportive work environment that values employee well-being. This could include offering flexible work arrangements, promoting work-life balance, and recognizing employee achievements.

7.2. Conclusion

Kazi Farms Limited, a leading FMCG and agriculture business in Bangladesh. This report gives a brief insight into the HR processes followed by the firm, mainly recruitment and talent acquisition department, the experience of internship and what was learnt from the training, and the issues that the HR department of the firm might be facing.

The HR department of Kazi Farms, has the following sub-departments: Payroll, Talent Acquisition, Training, Performance and Awards, and Legal Affairs teams. Further, the Job Characteristics Model, McClelland's Achievement Theory, Theory of Organizational Equilibrium, and The Deal and Kennedy Cultural Model were applied to Kazi Farms and analyzed accordingly. The duties and responsibilities carried out by the intern which were carefully recorded have been listed and explained. Finally at the end, the issues that the HRM department faces were discussed in detail.

In conclusion, Kazi Farms Limited faces a critical challenge with its high employee turnover rate. The current retention policy appears to be failing to engage and motivate employees, leading to a cycle of dissatisfaction and departure. By analyzing the situation through various theoretical lenses, it is evident that a lack of job enrichment, unfulfilled needs for achievement and growth, and an imbalance between employee contributions and company inducements are contributing factors. To improve retention, Kazi Farms must prioritize revamping their employee engagement strategy. This could involve providing skill development opportunities, fostering a culture of recognition, and offering competitive compensation and benefits. By investing in their workforce and creating a more positive work environment, Kazi Farms can build a strong foundation for long- term employee retention and achieve greater success.

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