Evaluation of Staffing Policies and Practices of Pharmaceutical Manufacturing Firms in Bangladesh

Dissertation Submitted to the University of Dhaka in Partial Fulfilment of the Requirements for the Degree of Doctor of Philosophy in Management

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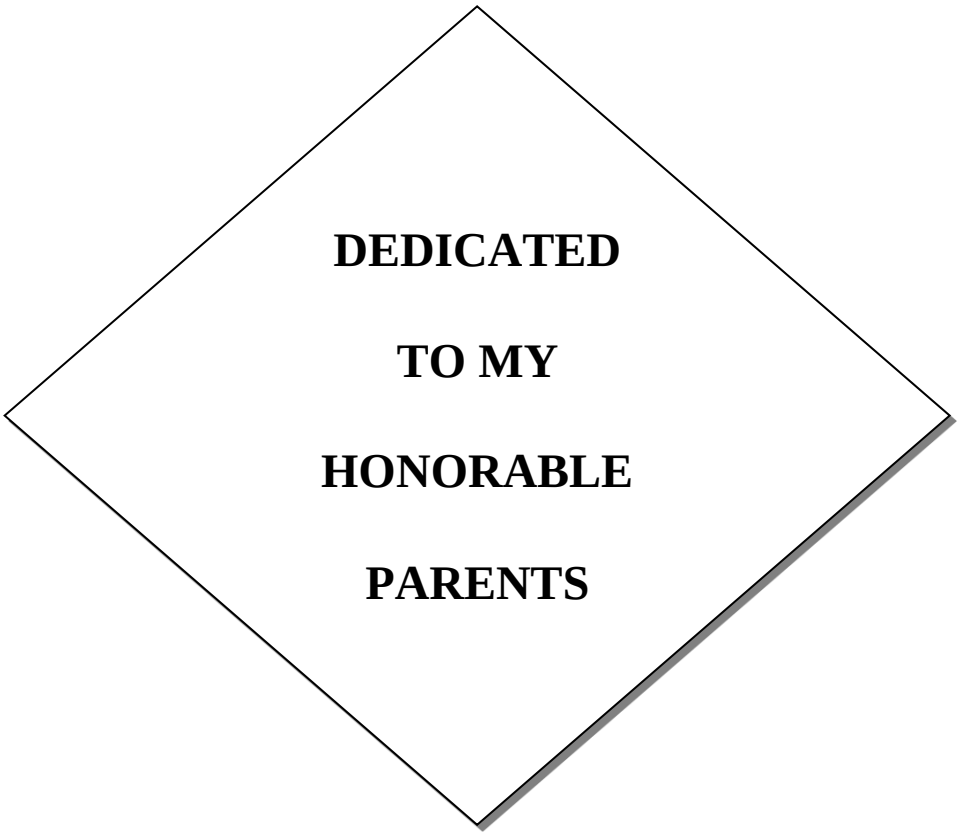
Dedication



Declaration

It gives me immense pleasure to declare that the thesis entitled **"Evaluation of Staffing Policies and Practices of Pharmaceutical Manufacturing Firms in Bangladesh"** is my own work and it has been prepared under the supervision of Dr. Md. Ataur Rahman, Professor, Department of Management, Faculty of Business Studies, University of Dhaka, Bangladesh. This thesis has been submitted as the part of requirements for the fulfillment of the degree of Doctor of Philosophy in Management to the Department of Management, Faculty of Business Studies, University of Dhaka, Bangladesh. I also declare that the materials included in this thesis is original and no part of it in any form has been submitted to any other institution or university for any degree, diploma, or for other similar purposes.

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Certificate

I am very much glad to certify that the thesis entitled **"Evaluation of Staffing Policies and Practices of Pharmaceutical Manufacturing Firms in Bangladesh"** is prepared by Sheikh Abdur Rahim, Ph.D Researcher in the session 2014-2015 of the Department of Management, Faculty of Business Studies, University of Dhaka, Bangladesh. It is a record of bona-fide research carried by him under my direct supervision and guidance with the prescribed period. He has completed ' Two Seminars' as per the rules of the University of Dhaka with satisfactory performance and the Department was highly pleased and allowed him to submit his thesis paper to the University of Dhaka, Bangladesh for the award of the degree of Doctor of Philosophy in Management.

I do also certify that I have gone through the draft and final version of the thesis paper. I found it satisfactory for the submission to the University of Dhaka, Bangladesh in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Management. I strongly recommend to send the 'Thesis Paper' for evaluation after completing necessary official formalities.

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Acronyms

API	Active Pharmaceutical Ingredient
ASPL	ACME Specialized Pharmaceutical Limited
ARV	Antiretroviral
AIDS	Acquired Immune Deficiency Syndrome
APC	Antigen Presenting Cell
AAA	Abdominal Aortic Aneurysm
AIM	Alternative Investment Market
ANDA	Abbreviated New Drug Application
ACI	Advanced Chemical Industries
ACME	A Company that Makes Everything
APA	Annual Performance Appraisal
BSC	Balance Score Card
BOD	Board of Directors
BB	Bangladesh Bank
BAPI	Bangladesh Association of Pharmaceutical Industries
BBS	Bangladesh Bureau of Statistics
BPL	Beximco Pharmaceuticals Limited
CDA	Clinical Document Architecture
cGMP	current Good Manufacturing Practices
CRISL	Credit Rating Information and Services Limited
CSR	Corporate Social Responsibility
CMH	Combined Military Hospital
CSE	Chittagong Stock Exchange
CV	Curriculum Vitae
DPI	Dry Powder Inhaler
DGDA	Directorate General of Drug Administration
DAB	Drug Administration of Bangladesh
DIL	Drug International Limited
DSE	Dhaka Stock Exchange

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EPS	Earnings Per Share
ED	Executive Director
ETP	Effluent Treatment Plant
EU GMP	European Union Good Manufacturing Practice
EPB	Export Promotion Bureau
EEO	Equal Employment Opportunity
FDA	Food and Drug Administration
GMS	Global Manufacturing Supply
GDP	Gross Domestic Products
GMP	Good Manufacturing Practices
GCC	Gulf Cooperation Council
HRIS	Human Resource Information Systems
HOHR	Head of Human Resources
HR	Human Resources
HRD	Human Resource Division
HRM	Human Resource Management
IPO	Initial Public Offering
ICDDRB	International Centre for Diarrhoeal Disease Research, Bangladesh
IPL	Incepta Pharmaceuticals Limited
ISO	International Standardization Organization
IBMS	Integrated Building Management Systems
ICMAB	The Institute of Cost and Management Accounts of Bangladesh
ICI	Imperial Chemical Industries
ICSB	Institute of Chartered Secretaries of Bangladesh
ICT	Information and Communication Technology
IDLC	Industrial Development Leasing Company
IMS	Integrated Market Survey
IQ	Intelligence Quotient
ICB	Investment Corporation of Bangladesh
JTOR	Job Terms of Reference
KSFs	Key Success Factors
KRA	Key Result Area

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KSAOs	Knowledge, Skill, Ability and Other Characteristics
KPMG	Klynveld Peat Marwick Goerdeler
LVA	Large Volume Parenteral
LSE	London Stock Exchange
LDC	Least Developed Countries
MAMA	Mobile Alliance for Maternal Action
MCE	Management Centre Europe
MHRA	Medicines and Healthcare Products Regulatory Agency
MD	Managing Director
MBO	Management by Objectives
MDI	Metered-dose inhaler
MSS	Master of Social Science
MT	Management Trainee
MNCs	Multinational Corporations
NDDS	New Drug Delivery Systems
NCEs	New Chemical Entities
NGO	Non-Government Organization
OPPI	Organization of Pharmaceutical Producers of India
OPL	Opsonin Pharma Limited
PA	Personnel Administration
PMIS	Performance Management Information Systems
QWL	Quality of Work Life
QC	Quality Control
QMS	Quality Management Systems
R & D	Research and Development
SPL	Square Pharmaceuticals Limited
SIPOC	Supplier Input Process Output Customer
SMC	Social Marketing Company
SWOT	Strengths, Weaknesses, Opportunities and Threats
ST	Standard Time
SOP	Standard Operating Procedure
SPSS	Statistical Package for Social Science

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SDU	Solid Dosages Unit
TRIPS	Trade-Related Aspects of Intellectual Property Rights
ToT	Training of Trainers
TNA	Training Needs Assessment
TDCL	Transcom Distribution Company Limited
TGA	Therapeutic Goods Administration
UN	United Nations
UNICEF	United Nations International Children's Emergency Fund
UNGC	United Nations Global Compact
UK MHRA	United Kingdom Medicines and Healthcare Products Regulatory Agency
UNDP	United Nations Development Programme
USFDA	United States Food and Drug Administration
UNESCO	United Nations Educational, Scientific and Cultural Organization
UCEF	Underprivileged Children's Educational Programs
USA	United States of America
VAT	Value Added Tax
VMD UK	Veterinary Medicines Directorate of United Kingdom
WHO	World Health Organization
WTO	World Trade Organization
IMF	International Monetary Fund

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Abstract

The pharmaceutical industry of Bangladesh has been growing at a considerable rate in the last two decades. In terms of contribution to the national exchequer, the position of pharmaceutical sector is next to the Readymade Garments. After meeting local demands, the pharmaceutical companies have earned a substantial amount of foreign currency in every year by exporting pharmaceutical products to abroad. In the fiscal year 2017-2018, this sector has earned US $ 95.30 million. In the meantime, many pharmaceutical companies have invested huge funds for installing new state of the art manufacturing facilities in their companies according to the requirements of overseas markets so that they can get certification from UKMHRA, EU, TGA Australia and GCC. Some pharmaceutical companies have already obtained and some pharmaceutical companies are in the process of obtaining certifications from these international regulatory authorities. In addition to that the pharmaceutical companies of Bangladesh are producing different types of medicines by using free of cost imported formula from the abroad. According to the rule of WTO, the pharmaceutical companies of Bangladesh will be enjoying this facility up to 2033 if Bangladesh will not graduate from the LDC group. But the government of Bangladesh has the plan to come out from the LDC status by 2024 and in this case the pharmaceutical companies will lose the opportunity to enjoy the preferential treatment for producing different pharmaceutical products. As a result, the cost of production will be increased which lead to hike the price of medicines. Beside these, the pharmaceutical manufacturing firms in Bangladesh might have been facing ample challenges due to the radical advances of Information and Communication Technology (ICT), emergence of the knowledge economy and increasing global competition. In this regard, if the pharmaceutical companies of Bangladesh want to cope with the situation effectively and efficiently, the companies need competent, qualified, committed and dedicated human resources which are only possible through practice of standard staffing. The present study focuses on the existing staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh. In this regard, this study selected ten pharmaceutical manufacturing firms randomly considering sales, market share, growth rate, human resources and reputation operating in Dhaka City to conduct the research. The general objective of the study was

to evaluate the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh. Both quantitative and qualitative methods were used in this study for evaluating the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh. Since the study objective requires both qualitative and quantitative data as the study intended to collect essential data and information using various tools and techniques from both primary and secondary sources. To collect primary data from the field as well as from secondary sources for this study, an intensive field work was undertaken. The primary data and information were collected from two different tiers of respondents, such as managers and employees of selected pharmaceutical manufacturing firms in Bangladesh. The secondary data and information were collected from related study, research, survey, assessment reports, journals, articles, publications, and national and international conference papers. Besides, websites of selected pharmaceutical companies and other organizations have been consulted to collect necessary data and information for this study. The qualitative data and information were collected through in-depth interview, informal discussion, Focus Group Discussion (FGD) and contents analysis. For conducting the survey, questionnaires were developed to get the opinion of the managers and employees and the reliability of the questionnaires were checked from pilot survey. The Statistical Package for Social Science (SPSS) and MS Excel were applied by the researcher to analyze the data in this study. The analysis was conducted using Factor Analysis, Multiple Linear Regression, Analysis of Variance and Independent t Test of 4 (four) independent variables, such as recruitment, selection, induction and placement and 1 (one) dependent variable, such as overall satisfaction to find out the opinion of managers and employees towards the existing staffing policies and practices of selected pharmaceutical manufacturing firms in Bangladesh. The study reveals that the selected pharmaceutical companies have no uniform and sound staffing policy. As a result, they could not practice standard staffing for the betterment of the companies. The study also reveals that placement has higher influence on overall satisfaction of the managers and the employees. The pharmaceutical industry of Bangladesh needs skilled personnel to ensure the continuous growth and development and facing the present and future challenges with skilled at hand. It is recommended that the government of Bangladesh should establish a separate organization through the proper consultation with the owners of pharmaceutical companies to formulate and review uniform staffing policies and practices and also to monitor the staffing functions of the pharmaceutical firms regularly. It is also

recommended that an “Expert Committee” may be formed under the HR department of the firms and this committee will place the human resources in various departments throughout the organization considering academic background, experiences, knowledge, skills , abilities, competencies and so on. It is expected that this study will play a significant role to create interest among the government, policy makers, employers and employees of pharmaceutical industry in Bangladesh to formulate time bound staffing policies and practices for the pharma sector of Bangladesh.

Chapter 1

Introduction

Chapter 1
Introduction

1. 1 Background of the Study

The pharmaceutical industry has a history of over 68 years successful business experiences within the country. A very few pharmaceutical companies were operating their pharmaceutical business activities in the East Pakistan (then Bangladesh). The government of Bangladesh couldn't enhance (in relative terms) budgetary allocations for the development of health sector after several years of liberation. In that time (before promulgation of Drug Control Ordinance-1982) the multinational pharmaceutical companies controlled the pharmaceutical business sector in Bangladesh which made the country very much import dependence. Thus, significant number of people couldn't get access to the essential life-saving medicines. Indeed, the pharmaceutical sector of Bangladesh has been starting to flourish after the promulgation of Drug Control Ordinance -1982.

The most developed and hi-tech manufacturing sector in Bangladesh is pharmaceutical sector. The owners of pharmaceutical manufacturing firms in Bangladesh have started to export their pharmaceutical products in the mid-1980s. Now, they are exporting pharmaceutical products in Europe, America, Canada, Middle East and Africa (BB, December-2018). In the financial year 2017-2018, Bangladesh have earned US $ 95.30 million by exporting pharmaceutical products to abroad (EPB, 2018). In addition to this (earned foreign currency) the firms have been meeting about 98 percent of the local demand for medicines (BAPI, 2018).

The pharmaceutical manufacturing firms of Bangladesh have been spreading day-by-day. Besides different international agencies, the medicines of Bangladesh have been exporting to 150 countries in the world (Prothom-Alo, March 29, 2018). The contribution of pharmaceutical sector to the economy of Bangladesh is next to the Readymade Garments sector of Bangladesh (BAPI, 2018). Thus, quality medicines need to be produced for earning more foreign currencies. That is why, skilled and efficient human resources are very much needed for the pharmaceutical manufacturing firms of Bangladesh at present. So, the owners of pharmaceutical manufacturing firms in Bangladesh must hire skilled and efficient human resources through effective staffing. Pharmaceutical serves as one of the most significant manufacturing firms in Bangladesh. It is the core healthcare sector in this country. This sector plays an important role irrespective of all the cases for the economic development of Bangladesh. The second largest sector in terms of contribution to government's revenue is the pharmaceutical sector and this sector contributes about 1 percent of the total GDP (Bangladesh Bank Report, 2018). But the pharmaceutical sector of Bangladesh inherited a poor pharmaceutical in terms of number, human resources, capital, medicine, and pharmaceutical network at the time of liberation. After liberation in 1971, this sector was highly dominated by MNCs and at that time the country was very much import dependent. For this reason, most of the people had little access to the essential life saving medicines. Under the circumstances, the government of Bangladesh realized to promulgate Drug Control Ordinance -1982. By promulgating Drug Control Oridance-1982, the government of Bangladesh tried to encourage indigenous entrepreneurs to establish pharmaceutical companies and reduced the influence of MNCs in the pharmaceutical sector of Bangladesh. Local manufacturing companies are

playing an impressive role in the field of entrepreneurship development program in Bangladesh.

Staffing is one of the important managerial functions in an organization. The reason behind that through the staffing function a manager can procure efficient people for the organization. It is also a process of matching the jobs with the individual job candidate. Staffing involves managing the organization structure through proper and effective recruitment, selection, induction and placement of the employees. Harzing (1995) pointed out that staffing pertains to recruitment, selection, induction and placement of subordinates. The managerial function of staffing is defined as filling, and keeping filled, positions in the organization structure. This is done by identifying work-force requirements, inventorying the people available, and recruiting, selecting, placing the employees in various units or divisions throughout the organization. Harzing (1995) identified that due to the advancement of technology, increase in size of business, complexity of human behavior, etc., a great importance has placed on staffing in the recent years. Staffing is carried out by all managers and in all types of organizations although this function is mainly performed by the human resource manager through the human resource department of the organization. Sometimes some employees may leave the organization and new employees may join there. Thus, a business organization has to recruit additional manpower for meeting the demands of the organization. Indeed, human resource manager of every organization is performed these activities through the HR department by effective staffing practices. The effective staffing management includes, such as manpower requirements, recruitment, selection, orientation/induction, and placement of employees based on skills, experiences and academic background throughout the organization. People are the principal resource of every organization.

These people must be competent, qualified, committed, loyal, and dedicated for the betterment of the organization. Hence, the greatest care and efficiency must be used by the human resource manager in the process of recruiting people for fulfilling the vacant positions of the organization. The HR manager of the organizations must make sure that the incumbent is able to become " productive" as soon as possible, and that he/she will eager to stay with the organization after an incumbent has been selected and has accepted the job. In this regard, the HR manager should arrange a good induction program for the newcomers so that they can be familiarized with the organization policies, rules, procedures, teams, roles and other documents which are relevant to their works. After completing a successful induction program, the HR manger should place the newly recruited employees in various divisions or branches throughout the organization by considering their skills, knowledge, academic background, and so on. Dowling, Welch, & Schuler (1999) pointed that hiring and placing people in positions where they can perform effectively is a goal of most organizations, whether domestic or international. Staffing requires adherence to Equal Employment Opportunity (EEO) laws so that practices do not discriminate, for example, against minorities or women. Also, one must evaluate the pros and cons of promoting people from within the organization or selecting people from the outside (Weihrich & Koontz, 1993). Staffing is the procurement of efficient people for the organization. It is a function to maintain the activities of the employees in the organization. Shah, Nayak, Jain, & Shah (2010) state that management is in a position to know the actual manpower requirement for the organization after organizing the enterprise. Fernandez (1992) tells that a company staffing policy and practice is measured by evaluating the authenticity of recruitment, selection, induction and placement systems of the organization. Hiring and keeping efficient people is essential; to the success of every organization. In this regard, better

staffing strategies help the HR managers to perform this activity with effectively and efficiently (Pfeffer & Veiga, 1999). Human resources have been playing a vital role in the pharmaceutical sectors all over the world. The success and failure of pharmaceutical business in Bangladesh is largely depending on the human resources. So, the skilled, competent, knowledgeable, creative and innovative ideas of human resources are needed for the pharmaceutical firms of Bangladesh at present (http:// www.pharmadu.net).

The pharmaceutical sector in Bangladesh consists of government, private (local) and private (MNCs) firms which is shown in the following Table 1.1:

Table 1. 1: Strcture of Pharmaceutical Sector in Bangladesh

Type of Pharmaceutical Companies	No. of Pharmaceutical Companies	No. of Functional Pharmaceutical Companies	Market Share (in %)	No. of Drugs	Tk. (in Crore)
Government and Semi -Government	3	3	-	270	-
Private (Local)	258	188	93	950	11,380
Private (MNCs)	7	7	7	380	985
Total	268	198	100	1,600	12,365

Source: Drug Administration of Bangladesh Report, December, 2016

According to the Drug Administration of Bangladesh Report December-2016, there are three (3) government and semi-government pharmaceutical companies, 258 private (Local) pharmaceutical companies, and seven (7) private (MNCs) pharmaceutical companies conducting their business activities in Bangladesh. But recently one of the renowned multinational pharmaceutical manufacturing firms GlaxoSmithKline has withdrawn their business activities from Bangladesh. Essential Drug Pharmaceuticals Ltd. operates as a government pharmaceutical firms and supplies its product in all government hospitals/ Thana health complex/ and CMH. ICDDRB is the research wing

of diarrhea, cholera and other infected diseases. Social Marketing Company operates independently but subsidized by Bangladesh government to reduce their product price. The government and semi-government companies have produced 270 different types of drugs only for government purposes and for this reason these companies have no market share. 188 functional private (local) pharmaceutical companies have produced 950 different types of drugs for commercial purposes. These companies sales volume are Tk. 11,380 crore and market share is 93 percent. Seven (7) private (MNCs) pharmaceutical companies have produced 380 different types of drugs for commercial purposes. These companies sales volume are Tk. 985 crore and the market shake is 7 percent.

Pharmaceutical manufacturing firms are playing a very significant role in the field of economy of Bangladesh at present. According to the Drug Administration of Bangladesh Report December -2016, the total size of the pharmaceutical market of Bangladesh is Tk. 12,365 crore (local only, except import and export). Ten pharmaceutical companies sales volume are Tk. 7,838 crore and these companies occupied 70.4 percent market share of the total pharmaceutical market in Bangladesh. In addition to these, ten pharmaceutical companies have already employed 28, 300 employees. These companies need ample skilled, competent and qualified human resources to produce quality medicines for the people of Bangladesh and abroad. The present study is to explore and evaluate the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh. The overview of selected pharmaceutical manufacturing firms in Bangladesh is shown in the following Table 1.2:

Table 1. 2: Overview of Selected Pharmaceutical Manufacturing Firms in Bangladesh

SL	Name of the Companies	No. of Employees	Market Share (in %)	Tk. (in Crore)	Growth Rate (in %)
1.	Square Pharmaceuticals Ltd.	3,500	19	2017	16
2.	Incepta Pharmaceuticals Ltd.	2,750	10	1085	18
3.	Beximco Pharma Ltd.	2,700	9	985	11
4.	Opsonin Pharma Ltd.	3,000	6.1	719	16
5.	Renata Ltd.	2,800	5.7	612	14
6.	Eskayef Bangladesh Limited	2,500	4.9	560	12
7.	Aristopharma Ltd.	2,600	4.2	480	13
8.	ACI Ltd.	2,400	4.0	450	9
9.	Drug International Ltd.	2,850	3.8	410	8
10.	ACME Laboratories Ltd.	3,200	3.7	400	5

Source: Integrated Market Survey (IMS) Report, December, 2016

HR Division of Sample Pharmaceutical Companies, Head Office, Dhaka, 2016

The pharmaceutical industry has been providing a very significant contribution to the overall economic development of Bangladesh. Now, this industry has been exporting different types of medicines to 150 countries of the world. Besides, this industry has been meeting about 98 percent of local demand for medicines. The pharmaceutical manufacturing companies in Bangladesh are now trying to expand their business activities within and outside the country by producing quality medicines and maintaining the standard organizational culture and working environment within the organizations. They need sufficient skilled, efficient, dedicated, committed, competent and qualified human resources to take the present challenges and making the companies' successful. Through the Focus Group Discussion (FGD) with the respondents (managers), the research has identified the following points to be the importance of staffing for the pharmaceutical industry in Bangladesh:

i) The number of pharmaceutical manufacturing firms in Bangladesh is increasing day-by-day. These companies need sufficient skilled, competent, dedicated and qualified human resources to fill-up the various positions of the organizations and this is possible for the authority of pharmaceutical manufacturing firms through practicing effective staffing.

ii) The pharmaceutical business in Bangladesh and the globe is now highly competitive. Thus, the pharmaceutical companies need the best people to create ideas and execute them for the betterment of the firms. Without competent and talent workforce, pharmaceutical manufacturing firms cannot flourish their business activities within and outside the country. The right people can contribute to the continuous growth and development of the company.

iii) Pharmaceutical business doesn't have national boundaries today. It reaches all over the globe due to the advancement of technology. That is why, this industry of Bangladesh needs human resources with latest technological know-hows. So, the authority of pharmaceutical manufacturing firms should hire technologically sound human resources through effective staffing.

iv) Staffing plays significant role to utilize the resources in maximum and efficient way in the pharmaceutical industry of Bangladesh. If a pharmaceutical manufacturing firm wants to utilize all resources like money, material, machine, etc. in maximum and efficient way, the HR

manager of this pharmaceutical firm should hire skilled manpower through good staffing system.

v) Staffing helps the authority of pharmaceutical manufacturing firms in Bangladesh to reduce the cost of production. Because it helps in appointing right person at the right job, at the right time. As a result, wastage of resources and mistake generally reduced during the production of medicines. Thus, it is clear that it assists in reducing cost of production of medicines which are enabling the authority of pharmaceutical manufacturing firms to set the reasonable price of the medicines.

vi) Staffing can enhance the job satisfaction of employees in the pharmaceutical manufacturing firms in Bangladesh. The authority of pharmaceutical manufacturing firms in Bangladesh can allocate jobs among the employees through the effective staffing system on the basis of their ability, talent, attitude, aptitude, and specialization which provide employees' with more satisfaction in their job. As a result, they provide their maximum endeavors to achieve the targets of the firm.

vii) Proper staffing in the pharmaceutical manufacturing firms in Bangladesh helps the HR managers to fulfill the present and the future needs of human resources of the respective companies. It provides a clear picture to the HR managers about the vacant and new positions. So, HRD can make human resource plan and the postings accordingly.

viii) Unity and co-ordination among the employees facilitate to achieve the superior performance of the pharmaceutical firms. In this case, staffing helps the HR managers of the firms to assign jobs among the employees properly which makes them to be involved in their tasks and ensure harmonious and co-operative relationship at the work place.

ix) Staffing is the key to the efficient performance of other functions of management of the pharmaceutical manufacturing firms in Bangladesh. Efficient staffs of the pharmaceutical firms perform planning, organizing, staffing, leading and controlling functions effectively.

x) The HR managers can motivate their employees by providing financial and non-financial incentives on the basis of the performance appraisal reports. It is possible for a HR manager when he/she recruits employees through effective staffing systems.

xi) Effective staffing system can help the HR managers of the pharmaceutical manufacturing firms in Bangladesh to build-up high morale among the employees ensuring fairness in hiring systems which is essential to achieve the company's goal.

1.2 Rationale of the Study

Pharmaceutical is one of the fastest growing and high-tech developed sectors in Bangladesh. The pharmaceutical sector in Bangladesh is paying the second largest revenue to the Government's exchequer (BAPI, 2018). The total size of the pharmaceutical market of Bangladesh is Tk. 12,365 crore (local only, except import and export) with an annual growth rate is about 13.5 percent (EPB, 2016). The pharmaceutical firms of Bangladesh are meeting 98 percent of the total demand of medicines. Besides catering to local demand, Bangladesh is also exporting its medicine to 150 countries of the world and the demand for export is increasing rapidly (BAPI, 2018). Thus, this sector of Bangladesh is needed skilled, competent, experienced, motivated and dedicated human resources to face the present challenges of globalization. That is why, proper staffing policies and practices are required to the pharmaceutical companies in Bangladesh for recruiting and selecting more qualified human resources. If an organization wants to earn sound profit by providing quality products to the customers, the organization needs to practice proper staffing, which will help the organization to build-up experienced, self-motivated, self-respect , and self-managed workforce.

Many researchers in Bangladesh and the world at large conducted their studies on the topic of recruitment and selection practices, processes or systems of pharmaceutical industry. Rahim (2016) was conducted a research study for exploring the pharmaceutical business in Bangladesh and its opportunities and challenges. The study is very apt and timely being the high priority sector in Bangladesh. He could have found many opportunities and challenges of pharmaceutical business in Bangladesh. He has offered eight suggestions including one urging the government for good governance

towards procurement and price control pharmaceutical products. Beside Rahim, a number of researchers in Bangladesh conducted their studies on the topic of employee recruitment and selection processes, practices, or systems, distribution systems, human resource management practices of a particular pharmaceutical company or manufacturing firms (e.g. Gani, 2014; Rahman, Akhter, Chowdhury, Islam, & Haque, 2013; Absar, 2012; Khan, 2004; Shawon (2011); and Saad (2012). Not only in Bangladesh but also different countries of the world a number of researchers conducted their studies on the topics of recruitment and selection, recruitment and retention, retention strategies ,factors affecting recruitment and selection of employees in pharmaceutical industry, factors affecting recruitment and selection of sales personnel, nurses in pharmaceutical industry (e.g. Angadi & Naik, 2012; D'souza, 2012; Hejase , Dirani, Hamdar, & Hazimeh, 2016; Kumari, 2012; Narware, 2011; Sharda, 2016; Sinha & Shukla, 2013; Shahin, 2017; and Mbemba, Gagnon, & Brabant, 2016). So far knowledge goes on we have seen that the previous researchers conducted their research studies on recruitment and selection practices, processes, or systems; recruitment and retention strategies; factors affecting recruitment and retention strategies of pharmaceutical industry in Bangladesh. Some studies have been conducted on problems and prospects of pharmaceutical industry in Bangladesh. Previously, no study has been done by any researcher on the topic "Evaluation of Staffing Policies and Practices of Pharmaceutical Manufacturing Firms in Bangladesh." That is why, the researcher has selected this topic to conduct the present study. Therefore, the present study evaluates the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh.

1.3 Statement of the Problems/ Research Questions

The pharmaceutical business is a core healthcare sector in Bangladesh. This sector serves as one of the significant manufacturing industries in the country. The pharmaceutical industry of Bangladesh has a successful long history. It started business operation in 1950s. Among the pharmaceutical industries of the developing countries in the world, the pharmaceutical industry in Bangladesh is one of the most successful pharmaceutical manufacturing industries. The pharmaceutical sector of Bangladesh has been playing a significant role in all aspects to enhance the economic development of the country. According to the Export Promotion Bureau Report (2018), the pharmaceutical sector contributes about 1.06 percent of total GDP and this sector becomes the second largest sector in terms of contribution to the government's revenue. Besides, the pharmaceutical manufacturing firms of Bangladesh have been meeting 98 percent of the local demand for medicines (BAPI, 2018). During the liberation of Bangladesh in 1971, the pharmaceutical sector inherited a poor pharmaceutical in terms of human resources, capital, medicines, number, and network.

The pharmaceutical sector of Bangladesh was heavily dominated by MNCs (Multinational Companies) after liberation in 1971. The country was very much needed to import pharmaceutical products from abroad during that time. As a result, very few number of people of Bangladesh got the opportunity to utilize the essential life saving drugs. So, the government of Bangladesh has taken initiative to promulgate Drug Control Ordinance -1982 for the purpose of reducing the influence of pharmaceutical MNCs.

The pharmaceutical sector of Bangladesh is different from other sectors for producing quality medicines at lower cost to meet up the domestic demand and also to earn foreign currency. As a result, people can easily avail these medicines. So, this sector of Bangladesh requires sufficient skilled and efficient human resources, which are possible to hire by practicing effective staffing.

There is a gap between the expectation and performance of human resources working in the pharmaceutical companies, those who have entered into the organization through staffing process. The importance of staffing has been increasing because the jobs in the pharmaceutical companies of Bangladesh are becoming difficult. The number of population is rapidly increasing in Bangladesh and in the world as well. People are being affected by various fatal diseases and there are some diseases of which medications are yet to get available. The pharmaceutical technology has been changing quickly at present in the world. Therefore, pharmaceutical sector of Bangladesh needs adequate skilled and efficient human resources to face the challenges. The management of pharmaceutical manufacturing firms of Bangladesh can hire sufficient skilled and efficient human resources by practicing standard staffing to bridge the gap of skilled human resources. The present study attempts to evaluate the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh.

1.4 Scope of the Study

There are 268 pharmaceutical companies in Bangladesh of which three (3) are government and semi-government, 258 (two hundred fifty eight) are private local and seven (7) are MNCs (DAB Report, December -2016). But recently one of the renowned multinational pharmaceutical manufacturing firms GlaxoSmithKline has withdrawn

their business activities from Bangladesh. For conducting the present study the research has selected 10 (ten) pharmaceutical companies based on sales, market share, growth rate, human resources, and reputation.

The authorities of the pharmaceutical companies in Bangladesh have to accomplish various functions such as human resource management, accounting, marketing, finance, production/manufacturing, selling, distribution, exporting and importing, research & development and so on for making the companies' more successful. In order to conduct the present study effectively and efficiently, the research has selected the human resource management function. But in case of HR function, they have perform many functions. From the HR functions, the researcher has selected the staffing function to conduct the present study smoothly.

1.5 Objectives of the Study

1. General Objective

The general objective of the study is to evaluate the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh.

2. Specific Objectives

The specific objectives of the study are as follows:

i) To reveal and examine the existing recruitment, selection, induction, and placement policies and practices of the selected pharmaceutical manufacturing firms in Bangladesh

ii) To explore the influential factors of staffing policies and practices for satisfaction of managers and employees of the selected pharmaceutical manufacturing firms in Bangladesh

iii) To find out the short comings or flaws (if any) in staffing policies and practices of the selected pharmaceutical manufacturing firms in Bangladesh

iv) To suggest measures to be taken to reduce the flaws in staffing policies and practices of the pharmaceutical manufacturing firms in Bangladesh to ensure smooth and effective operations

1.6 Definitions of Key Terms

The researcher has used some key terms repeatedly in the study. These key terms need to be defined clearly so that the readers can easily understand about these. Thus, the definitions of key terms are as follows:

Term	Definition
Staffing	The term "Staffing" relates to the recruitment, selection, induction, placement, development, and compensation of the personnel(Christopher, 2013)
Staffing Policy	Staffing policy is concerned with the recruitment, selection, induction, placement of employees in the organization considering the individuals skills, knowledge, competencies, abilities, necessities, and academic

	qualifications required to particular jobs. In other words, staffing policy can be a tool for developing and promoting corporate culture in the organization (Rahim, 2017).
Staffing Practice	Staffing practice means to apply the staffing policy by the HR managers in the organizations for accomplishing staffing function (Rahim, 2017).
Shortcomings/ Flaws	The shortcomings/flaws mean an imperfection or lack that detracts from the original (Business Dictionary, 2019).
Recruitment	Recruitment is a process of discovering/searching/ identifying / finding potential qualified candidates and creating interest them to apply for the jobs in the organization. In other words, recruitment refers to discovering the sources from where potential candidates will be selected for the jobs of the company (Rahim, 2017).
Selection	Selection is the process of choosing the best candidate from among available candidates to fill up the vacant positions of the organization (Rahim, 2017).
Induction	Induction is the process of familiarizing the newly appointed candidates with the organizations and its work units, environment, etc. (Rahim, 2017).
Placement	Placement is a process of putting the right person on the right job in the organization so that they can successfully perform their jobs (Rahim, 2017).
Satisfaction	The pleasant feeling you get when you receive something you wanted, or when you have done or are doing something

	you wanted to do. Satisfaction is also the condition of having a desire or need fulfilled (Cambridge Academic Content Dictionary, 2019).
MNC	An enterprise operating in several countries but managed from on (home) country. Generally, any company or group that derives a quarter of its revenue from operations outside of its home country is considered a multinational corporation (Business Dictionary, 2019).
GDP	Gross Domestic Product (GDP) is broadest quantitative measure of a nation's total economic activity. More specifically, GDP represents the monetary value of all goods and services produced within a nation's geographic borders over a specified period of time (www.google.com).
EEO	Equal Employment Opportunity (EEO) means hiring people based on job related factors not on personal characteristics (DeCenzo & Robbins, 1999).
Job Analysis	Job analysis is the process of determining and reporting pertinent information relating the nature of a particular job (Dessler, 2007).
HR Department	Human Resources (HR) Department is the department within a business that is responsible for all things worker related. That includes recruiting, vetting, selecting hiring onboarding, training, promoting, paying, and firing employees and independent contractors. HR is also the department that says on top of new legislation guiding how

workers need to be treated during the hiring, working, and firing process (www.shopify.com).

Quality of Work Life Quality of Work Life (QWL) is a multifaceted concept. The premise of quality of work life is having a work environment where an employee's activities become more important. This means implementing procedures or policies that make the work less routing and more rewarding for the employee. These procedures or policies include autonomy, recognition, belonging, progress and development, and external rewards (DeCenzo & Robbins, 1999).

1.7 Limitations of the Study

The pharmaceutical sector of Bangladesh consist of 268 firms of which 258 are private (local), seven (7) are private MNCs, and three (3) are government and semi-government firms. 188 private (local) pharmaceutical companies out of 258 are now in operation. Other (local) private pharmaceutical manufacturing companies are now out of operation. The reason behind this is that they could not do fulfill the standard of the government of Bangladesh. Because they may not be able to hire sufficient skilled and efficient human resources due to the shortage of qualified human resources in the current labor market. Recently, one of the renowned multinational pharmaceutical companies GlaxoSmithKline has withdrawn its business from Bangladesh.

Currently, the government and semi-government pharmaceutical companies have produced 270 different types of drugs only for government purposes. As a result, these

companies have no market share. The functional private local (188) pharmaceutical companies have produced 950 different types of drugs for commercial purposes. The present sales volume of these companies are Tk. 11,380 crore and the market share is 93 percent. The aforesaid seven private multinational pharmaceutical companies are producing 380 different types of drugs for commercial purposes. The sales volume of these companies are Tk. 985 crore and the market share is 7 percent. (Drug Administration Report, December 2016). The pharmaceutical business in Bangladesh is absolutely branded-generic product oriented business. So, manufacturers usually get the opportunity to charge a premium for established brands and they may enjoy a relatively stable market share. For this reason, the leading pharmaceutical manufacturers in Bangladesh have retained their position over the years in case of sales, market share, growth rate, human resources, and reputation.

In the present Ph.D study, the researcher faced the following problems to evaluate the staffing policies and practices of sample pharmaceutical manufacturing firms that may hamper the actual purpose of the study:

i) The total size of the pharmaceutical market of Bangladesh is Tk. 12,365 crore (local only, except import and export). The leading pharmaceutical manufacturers' sales volume are Tk. 7,838 crore and these companies have captured 70.4 percent market of the total pharmaceutical business in Bangladesh. In the meantime, these pharmaceutical companies have employed 28, 300 employees (HR Division of Sample Pharmaceutical Companies, Head Office, Dhaka, 2016). Thus, the pharmaceutical market of Bangladesh is highly concentrated. It is very much essential to evaluate the staffing policies and practices of pharmaceutical manufacturing firms of

Bangladesh to explore the types and kinds of human resources required in this sector, which was a complicated task due to the time constraints, cost effectiveness of the study, and wide area of data/information. It was complicated to evaluate the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh in proper way to obtain the research objectives.

ii) Although the sample pharmaceutical manufacturing companies are leading in the pharmaceutical sector of Bangladesh, some companies have no strong human resource department to accomplish staffing and other human resource management functions. The researcher selected sample pharmaceutical manufacturing firms randomly for the present study and it was limited within Dhaka City. Moreover, all pharmaceutical manufacturing firms are quite different. So, it was not simple to evaluate the staffing policies and practices of all pharmaceutical manufacturing firms in Bangladesh.

iii) Previously, no research work has been conducted in the similar area as well as on sample pharmaceutical manufacturing firms in Bangladesh. In the current Ph.D study, one of the key limitations is that the researcher faced tremendous challenges to collect systematic documents from the sample pharmaceutical manufacturing firms in Bangladesh for qualitative analysis for the reluctance of the authorities of these companies. The researcher had approached again and again to the management of the selected pharmaceutical companies to get their staffing policies for the necessity of the study, but they didn't provide their policies to the researcher showing

the reason that the policy of their company did not support that. At one stage, the researcher and the supervisor had jointly approached to the management of selected pharmaceutical companies using FOROM 'KA', Application of Information Acknowledgement, The Right to Information Act., Government of the People's Republic of Bangladesh for getting their staffing policies. In this case, they did not provide with their staffing policies to the researcher showing the same reason that the policy of their company did not support that. As a result, the researcher could not insert a copy of the staffing policy in the appendix part of the study as evidence. But a copy of FOROM 'KA' which was submitted to the HRD (Human Resource Division) of each selected pharmaceutical company for getting the staffing policy has been attached in the appendix part of the study as evidence.

iv) The another limitation of the study is that the researcher could not insert the list of Focus Group Discussion in the appendix part of the study as evidence due to strong reluctance of the respondents for their job security although the researcher was conducted ten Focus Group Discussion with the managers of the selected pharmaceutical manufacturing firms in Bangladesh to collect the opinion of them regarding the existing staffing policies and practices of their companies.

Despite these limitations, the researcher has collected information relating to the staffing policies and practices of sample pharmaceutical companies through in-depth interviews, informal discussions, and Focus Group Discussions with the managers and the employees. The researcher has also collected information from the managers and employees relating to the staffing policies and practices of the sample pharmaceutical companies through structured questionnaire. Finally, the

researcher could have successfully evaluated the staffing policies and practices of selected pharmaceutical manufacturing firms in Bangladesh to meet the objectives of the study.

1.8 Structure of the Study

There are seven chapters of the study. **The Chapter 1** covers background of the study, rationale of the study, statement of the problem, objectives of the study, limitations of the study and structure of the study. In addition to these, the structure of pharmaceutical sector of Bangladesh, overview of selected pharmaceutical manufacturing firms in Bangladesh and the importance of staffing for the pharmaceutical industry of Bangladesh are explained in this chapter.

The Chapter 2 highlights on theoretical framework which covers definition of staffing, nature of staffing, significance of staffing, process of staffing, and existing different models of staffing. In addition to these, this chapter covers summary of various staffing models and core staffing functions have identified on the basis of analyzing those staffing models. This chapter also includes the arguments for developing the hypotheses and questionnaire basing on the core functions of staffing to evaluate the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh.

The Chapter 3 explores the relating literature which covers meaning of literature review, functions of literature review, ingredients of good literature review, significance of literature review, and review of related existing literature. Besides, the key ingredients of staffing function of human resource management of ten pharmaceutical manufacturing firms in Bangladesh are set to conduct the present study. Some hypotheses are set to evaluate the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh based on the literature review in this chapter.

The Chapter 4 focuses on research methodology which covers meaning of research methodology, steps involved with the research, fundamentals aims of research, basic elements of research methodology, research design, and approaches of research.

Besides, the appropriate tests to justify the hypotheses have been included in this chapter.

The Chapter 5 focuses on profile of the pharmaceutical manufacturing firms in Bangladesh which covers year of establishment, corporate profile, organogram, key achievements, functions, vision, mission, key success factors, core competencies, programs, supply chain model, and SWOT analysis. Besides, this chapter includes the staffing scenario of selected pharmaceutical manufacturing firms in Bangladesh in last five year (2013-2017).

The Chapter 6 focuses on findings and analyses which include background of the respondents, managers and employees opinion regarding staffing policies and practices, comparison of opinion of managers regarding staffing policies and practices, comparison of opinion of employees regarding staffing policies and practices, impact of staffing policies and practices on overall satisfaction of managers, impact of staffing policies and practices on overall satisfaction of employees, key factors of recruitment system, key factors of selection system, key factors of induction system, key factors of placement system, and key factors of overall satisfaction.

Finally, in Chapter 7, implications, detail problems, recommendations, and conclusions are given. Besides, some directions have been given for the future research in the pharmaceutical sector of Bangladesh.

Apart from the above chapters, references and appendices are presented in this study.

Chapter 2

Theoretical Framework

Chapter 2
Theoretical Framework

2.1 Definition of Staffing

One of the key managerial as well as HRM functions is staffing. The goal of most organizations, whether national or international is to hiring and placing human resources in positions throughout the company whether they can perform with skilled at hand. Staffing helps the managers to identify human resource needs and filling the organization structure and keeping filled positions in the organization structure with competent people. Weihrich & Koontz (1993) identified staffing as a separate managerial function. There are several reasons behind this, which are as follows:

i) The staffing of organizational roles comprises of knowledge and approaches. It is not usually confessed by practicing managers. They often think that staffing is just filling the structure of the organization and as a result, they give little attention in this regard.

ii) Staffing function facilitates the managers to give greater emphasis on the human resources in recruitment, selection, induction, placement, appraisal, career planning, and manager development.

iii) Due to the diversification of the management of human resources, the field of staffing has been developing as an important body of knowledge and experience.

iv) Managers often think that human resource department is responsible to accomplish staffing function although staffing is their prime managerial function.

> It is true that the HR department should provide all assistance. But it is the job of managers to fill the positions in their organization and keep them filled with qualified human resources.

Heneman III & Judge (2006) defined staffing as "the process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness". For every organization, staffing is a most essential function. Indeed, no organization can survive for a long-time in the competitive business environment without a standard staffing system. The reason behind in every organization human resources can utilize all resources such as money, machine, material, capital, etc. properly. Mathis & Jackson (2008) told that all the employees (personnel) in the organization should appoint at the job on the basis of their specializations, skill, ability, talent, and aptitude. This can only be possible through a good staffing system.

The term 'Staffing' relates to the recruitment, selection, induction, placement, development, and compensation of the personnel (Christopher, 2013**).** Staffing is the apex managerial function which perform by managers at all times. In a newly started company, the staffing will come after planning and organizing steps. But the staffing process is continuous in a going organization (Robson, 2008). Staffing covers all levels of management of the organizations. The reason is that those who will occupy positions in the top one or two levels of management fifteen to 20 years from now are likely to be found them in the lower-levels management today. In this case, Irwin (2011) states

that the staffing function is concerned with the recruitment, selection, induction, placement, growth and development of all those personnel of the enterprise whose function it is to get things done through one effort to other individuals. Staffing is regular function of managers as it is people centered. All categories of employees from top to bottom in the company are concerned with the staffing. Thus, Koontz & O' Donnell (1955) tell that the managerial function of staffing involves manning the organizational structure through effective and proper recruitment, selection, induction, placement, appraisal, and development of personnel to fill the roles designed into the structure.

Staffing does not take place in vacuum. The manager must consider many situational factors both internal and external. Staffing requires to maintain Equal Employment Opportunity (EEO) laws so that practices do not discriminate. Against any personnel or group of personnel. Also, one must evaluate the pros and cons of staffing function of managers in the organizations.

2.2 Nature of Staffing

In every organization, staffing is an integral part of human resource management. It helps the managers in procuring and placing of right people on the right jobs. Rahman (2018) identifies the following nature of staffing function:

i) Human Skills: To develop the skills of human resources, they need sufficient training and development. The HR manager should provide sufficient training and development so that the human resources can enhance their skills. In this case, the HR manager should use human relations skill to provide training and guidance to the subordinates. In case of performance appraisal, transfer and promotion of subordinates, the HR manager should also use human relations skill. Thus, human relations and staffing are interrelated. If the staffing function is accomplished properly, the human relations in the organization will be developed.

ii) People Centered: Staffing deals with people. It is relevant in all types of organizations. Staffing is concerned with all types of personnel from top to bottom of the organization. The broad classification of personnel in the organization are as follows:

a) Blue collar workers (i.e., those working on the machines and engaged in loading, unloading, etc. and white collar workers (i.e., clerical employees)

b) Managerial and non –managerial personnel

c) Professionals (such as Marketing Professionals, HR Professionals, Chartered Accountant, Company Secretary, Lawyer, etc.)

So, staffing is people centered and it covers all types of human resource management.

iii) Managers' Responsibility: Staffing is a basic function of management and every manager is continuously involved in performing this function. He/she actively engaged with recruitment, selection, induction, placement, training and appraisal of his/her

subordinates. These activities are done by the chief executive, departmental managers and foreman in relation to their subordinates. So, staffing is a pervasive function of management and is done by the managers at all levels.

iv) Continuous Function: Staffing is a regular function which is performed by the managers in the organization continuously. This function is equally important for the new and established organizations. In a new organization, there has to be recruitment, selection, induction, placement and training of personnel. But in a running enterprise, every manager is involved in various staffing activities. He/she is to train and guide the workers and also appraise their performance on a regular basis.

2.3 Significance of Staffing

Staffing is of utmost significance for the organization because through the staffing managers can appoint right people at the right time at the right job. The managers can keep minimum wastage by providing adequate training to the personnel. By offering incentives to the human resources the HR managers must also be induced to show greater productivity and quality of work. Because of poor human resource management many organizations have failed to obtain its goals. The managers should be allocated human capital to maximize productivity and formulated long-term staff planning that undertaken in conjunction with strategic goals secure the skills and abilities needed to achieve those goals. Ashkenas, Ulrich, Jick, & Keer (2015) tell that the managers must understand that finding financial alternatives make the company easier for staff. So, human resources must be constantly monitored, assessed and adjusted to ensure the company's future success like any other company asset. Therefore, the effective performance of the staffing function is essential to realize the following benefits:

i) Filling Skills Gap: Constantly, monitoring of skills require effectively managing staff resources for the purpose of determining possible gaps. A replacement is required to a key personnel who is going to retire in the next year. The HR managers should be anticipated the needs of human resources properly. Otherwise, extra expense will be occurred to obtain the goals. Innovation and competiveness are very essential for the growth and development of a company and these brig by new talent for the organization. The HR managers should be added these things with the ongoing recruitment strategy of the company.

ii) Staff Retention: One of a strategic goal for a company is to ensure low turnover of staff. Staffing helps the HR managers to retain valuable staff members. As a result, the expenditure in training and development of staff will be reduced. If the authority of an organization gives opportunity to the employees to develop professionally, the loyalty and productivity of staff will be increased. Because the employees feel that they are valued employees to the company. Saloner, Shepard, & Podolny (2008) state that training and developing staff handle complex and more demanding jobs not only fulfills production needs but also creates value for the company.

iii) Reputation and Competition: By practicing the standard staffing, the HR managers can motivate the staff to remain with the company for life-long. In this case, the staff may get opportunity to develop themselves professionally. They may also get the opportunity to work in different divisions of the company, which will help them to develop their skills and expose them to other aspects of the company. These can be a better incentive to the staff than traditional promotion.

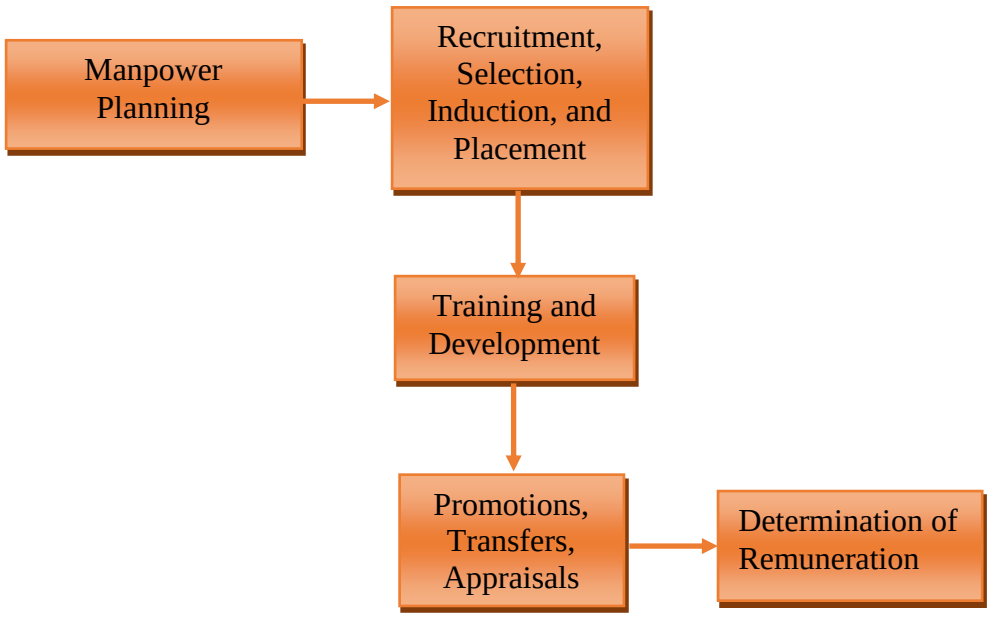
iv) Better Management: The HR managers can ensure better management systems in the company with the help of staffing. A manager must be capable to manage

diversified human and other resources of the company. As a result, he/she needs to perform work as all-round manager.

2.4 Process of Staffing

The key managerial function is staffing. The HR managers have to be given keen attention to effectively perform the staffing function in the company. It involves manning the organization structure through proper and effective recruitment, selection, induction, placement, appraisal and development of the personnel to fill the roles assigned to the employers/workforce. The process of staffing is shown in the following Figure 2.1.

Figure 2. 1: Process of Staffing



Source: www.managementstudyguideline.com , 2019

i) Manpower Planning: Manpower planning covers both quantitative and qualitative measurement of workforce required in an organization. On the basis of job analysis and manpower planning, the HR managers can create and evaluate the manpower inventory

and to develop required talents among the staff selected for promotion advancement (Bhattacharyya, 2009).

ii) Recruitment: Arthur (2001) points out that recruitment is a process of searching potential qualified candidates and stimulating them to apply for the jobs in the company. Put another way, recruitment stands for discovering the sources from where potential employees will be selected. The HR mangers must conduct scientific recruitment program. Because it leads to greater productivity, better wages/salaries, higher morale, reduction in staff turnover and better reputation of the enterprise.

iii) Selection: Through the selection process, the HR managers can eliminate the candidates those who appear unpromising. Compton, Morrissey, & Nankervis (2009) tell that the general purpose of selection process is to determine whether an applicant is suitable for jobs in the organization or not. The prime purpose of selection is choosing the right type of candidates to fill in various positions in the organization. Exactness is required in the selection process. The HR managers must be designed and develop a well-planned selection process. Because it is utmost importance for every organization.

iv) Induction: Once the selection is over, the appointed candidates are made familiar to the work units and environment through the proper induction programme. Fowler (1996) identified that the HR manager should generally include the following information in the induction programme:

a) Type of organization structure
b) Departmental goals
c) Organizational layouts
d) General rules and regulations
e) Grievance system or procedure

In brief, staffs are made aware about the mission and vision of the company, the nature of operation of the organization, policies and programs of the organization during induction program.

The prime objective of conducting induction programme is to build up confidence, morale and trust of the personnel in the organization. As a result, they became productive and efficient staff in the company and contribute extensively to the enterprise success. The induction programme varies with the size of the organizations. In case of small organization, the induction programme is more informal. But in case of medium and large size organizations, the induction programme is more formal.

v) Placement: Placement is a process of putting the right people on the right job in the organization so that they can successfully perform their jobs (Dwiveni, 2009). In other words, placement is said to be the process of filling the selected personnel at the right job or place. After properly placed into the jobs, they are given the activities they have to perform and also told about their duties and responsibilities. The HR mangers can reduce the employees' absenteeism in the organization through the proper placement of them on the jobs. In this case, they will be more satisfied and given more attention with their jobs.

vi) Training: Training makes a man perfect and there is no alternative way to training. Once orientation over, training of employees starts. Denisi & Griffin (2009) state that training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job. It is never ending in nature and continuously giving to the employees to enhance their skills and competencies so that they can effectively perform their work. Ali (2015) tells that training is the process of teaching the new employees the basic skills they need to perform the job. The most important and established part

of the human resource management program is to impart training to the new comers after selection of them. The need for training employees have been increasing because the technologies have been changing rapidly. So, training is needed to keep the employees to touch with the new developments.

Every organization must have a systematic training programme. Otherwise, employees may try to learn their jobs through trial and error method which may create lot of problems for the organization.

vii) Development: A planned promotion system must be present in the sound staffing policy of the organization. Employees may get disappointed when they can see that there is no suitable opportunities for their development and promotion in the existing staffing policy of the organization (Rahman, 2012). So, the HR manager of the organizations should include planned promotion and development system in the staffing policy and should be explained thoroughly in the induction programme.

viii) Promotion: Promotion has to be earned not to be claimed as a matter of right. It implies upgrading of an employee to the next post/position involving increase in rank, prestige or status and responsibilities. Generally, promotion involves increase in pay. But it may not be happened always and it is not essential ingredient of the promotion policy (Lau, 2012).

ix) Transfer: Transfer is a routing job of the HR managers. They need to transfer employees in the organization regularly on a needed basis. Transfer is a process of moving of an employee from one job to another, or from one branch to another branch in the organization within and outside the country (Rahim, 2012). The competent management of the company shall have the authority/right to give the transfer order to any employee in any time, unless the terms of employment specifically mentioned the

job location. It also depends upon the particular nature of employment. When the competent authority of the organizations give any lawful order of transfer to any employee of the company, the employee must carry out the order. Otherwise, it would be treated as misconduct and the authority of the company shall have the right to take disciplinary action against this employee according to the service rule of the enterprise.

x) Appraisal: Through the performance appraisal, the authority of the organizations try to reveal how efficiently the employee is performing his/ her assigned job and also to know his/her aptitudes and other qualifications required to accomplish the job assigned to him/her. The ability to do work, spirit of cooperation, managerial ability, self-confidence, initiative, intelligence, etc. of employees are appraised by the managers/supervisors/raters through the performance appraisal. Rahim (2012) tells that the key objective of performance appraisal is to enhance the efficiency of a concern by attempting to mobilize the best possible endeavors from individuals employed in it.

xi) Determination of Remunerations: The most complicated and difficult task of the human resource department of the organizations is fixation of remuneration of the personnel. The reason behind this is that there are no definite or exact or concrete means to determine the accurate remuneration of the employees. In this case, job evaluation is the only systematic technique to determine the worth of job of the employees. But many things have to be done in this regard. The remuneration of the employees depends on the cost of the production and the authority of every company must consider this aspect very seriously (Rahim, 2012).

2.5 Existing Different Models of Staffing

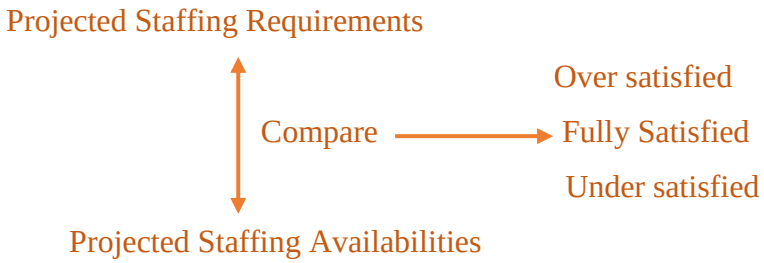
There are various elements of staffing which depict in several models. The researcher has presented and described each and every model to more fully convey the nature and richness of staffing the organization and finally he has linked up these models in relation

with literature review, theoretical framework and findings and analysis of the present study.

2.5.1Quantity Model of Staffing

The 'Quantity Model' of staffing is shown in the following Figure 2.2: This is a basic model of staffing. The HR managers of the companies can determine the appropriate staffing level through this model by comparing projected workforce head-count requirements and availabilities. They forecast workforce quantity requirements as whole, as well as for each department/division/unit through head-count basis and then compare these to forecasted workforce availabilities. The head-count helps the HR managers to determine the staffing level position of the firm. The projection is that the organization will be fully staffed if head-count requirements match availabilities. But the organization will be understaffed if requirements exceed availabilities, and if availabilities exceed requirements, the organization will be overstaffed.

Figure 2. 2: Quantity Model of Staffing



Source: Heneman III, Herbert, G., & Judge, T. A. (2006). Staffing Organizations (Int'l ed.), Mendota House, Inc., 5621 Mendota Drive, Middleton, WI, 53562, P.12.

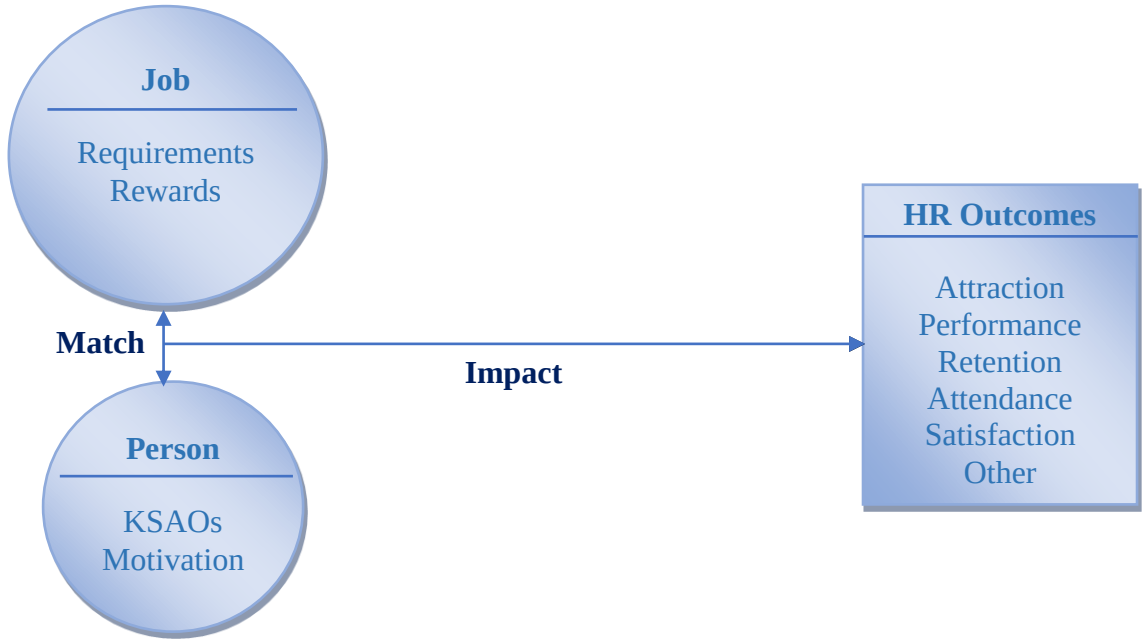
The HR manager of the companies should formulate the appropriate plan for making right forecasts which will held them to determine staffing levels of the organizations. In case of understaffed, the organization must gear up its staffing efforts by accelerating recruitment and carrying on through the rest of the staffing system. The organization may also develop retention programs that will slow the outflow of people. As a result,

the organization can avoid costly "turnstile" or "revolving door" staffing. But in case of overstaffing projections, the slow down or halt recruitment is to practice by the organizations. It may also require to take steps that will actually reduce head count, such as through reduced workweeks, layoffs or early retirement plans.

2.5.2 Person / Job Match Model of Staffing

The 'Person /Job Match Model' of staffing is shown in the following Figure 2.3: It seeks to align characteristics of individuals and jobs in ways that will result in desired HR outcomes.

Figure 2. 3: Person/Job Match Model of Staffing



Source: Heneman III, Herbert, G., & Judge, T. A. (2006). Staffing Organizations (Int'l ed.), Mendota House, Inc., 5621 Mendota Drive, Middleton, WI, 53562, P.13.

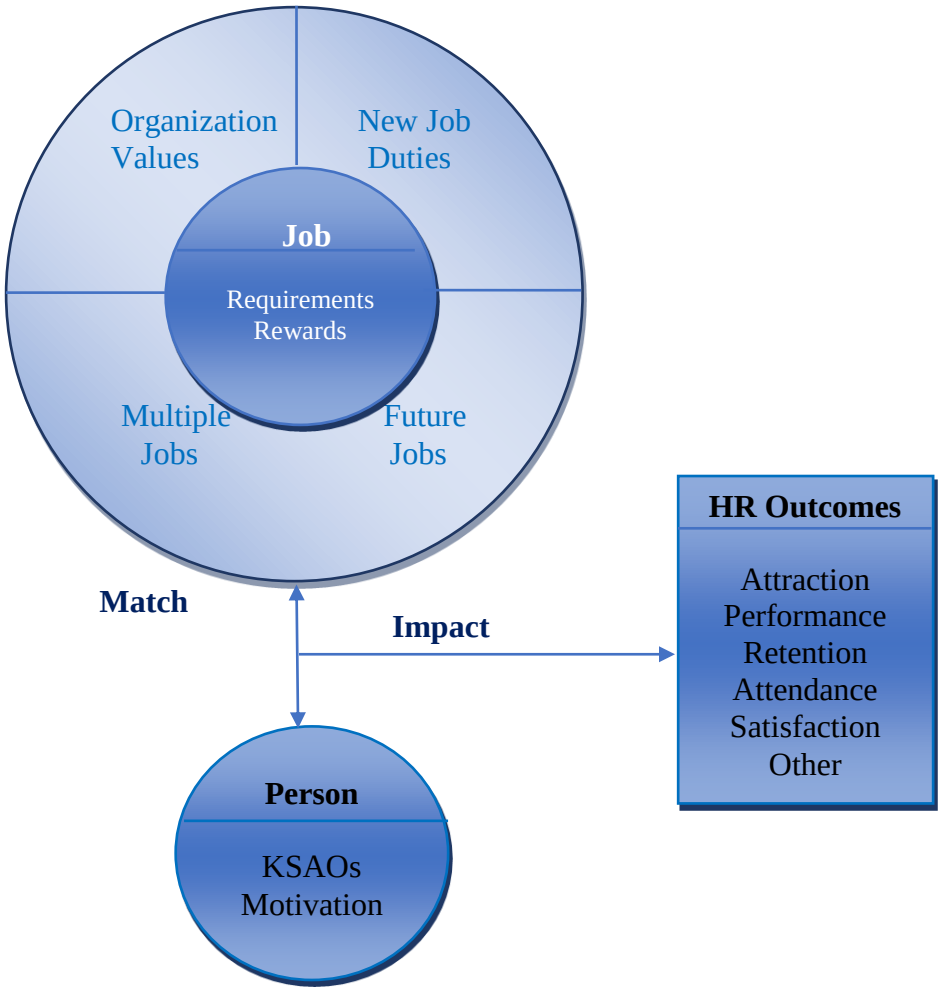
Each job has certain requirements along with rewards and the person must have certain qualifications which known as KSAOs (knowledge, skills, abilities, and other characteristics) and motivation for creating a good match. If the match is good, it will likely have positive impacts on HR outcomes, such as attraction of job applicants, job

performance, retention, attendance, satisfaction and other. It is the foundation model of all staffing activities.

2.5.3 Person/Organization Match Model of Staffing

The 'Person /Organization Match Model' of staffing is shown in the following Figure 2.4: The prime point of staffing is the person/job match which is being presented in the Person/Job Match Model of Staffing. But the current model is the expanded view of the match. Because the job is like the bull's –eye of the matching target.

Figure 2. 4: Person/Organization Match Model of Staffing



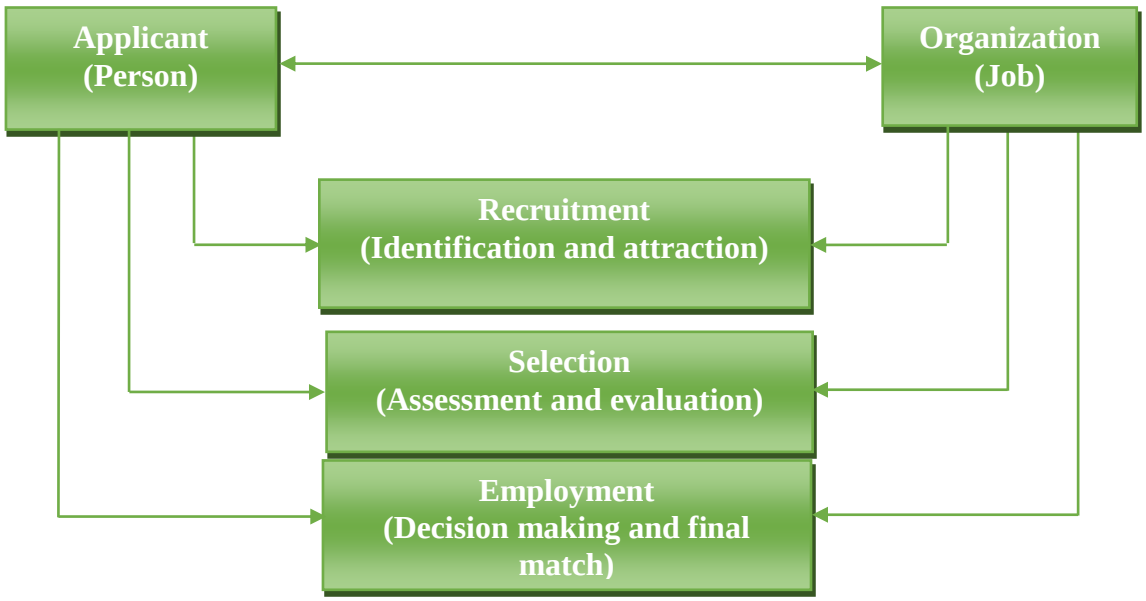
Source: Heneman III, Herbert, G., & Judge, T. A. (2006). Staffing Organizations (Int'l ed.) , Mendota House, Inc., 5621 Mendota Drive, Middleton, WI, 53562, P.16.

Organization not only to determine the suitability of the person for the job but also to determine the suitability for the organization. Applicants assess themselves how well they might fit into the organization, in addition to how well they match specific job's requirements and rewards. So, both the organization and the applicant are concerned with a person/organization match. There are four other matching concerns involved the broader organization which also arise in staffing, such as organizational values, new job duties, multiple jobs, and future jobs. The matching process is expanded to include consideration of requirements and rewards in each of the four cases beyond those of the target job as it currently exists. The match between person/job and person/organization are frequently of concern is staffing, though both matches are fuzzy. Basically, the first and foremost organization's staffing focus on the person/job match. It will facilitate the nature of the employment relationship to be specified and agreed to in concrete terms. During the staffing process, the person/organization match possibilities can be explored if the terms have been established accurately.

2.5.4 Staffing System Components Model

The 'Staffing System Components Model' is shown in the following Figure 2.5: It is the core staffing model.

Figure 2. 5: Staffing System Components Model



Source: Heneman III, Herbert, G., & Judge, Timothy, A. (2006). Staffing Organizations. Int'l ed., Mendota House, Inc., 5621 Mendota Drive, Middleton, WI, 53562, P.17.

The above figure 4.5.4 identifies three key staffing activities, such as recruitment, selection and employment and it depicts that the organization and job applicant interact in these activities through the systematic process.

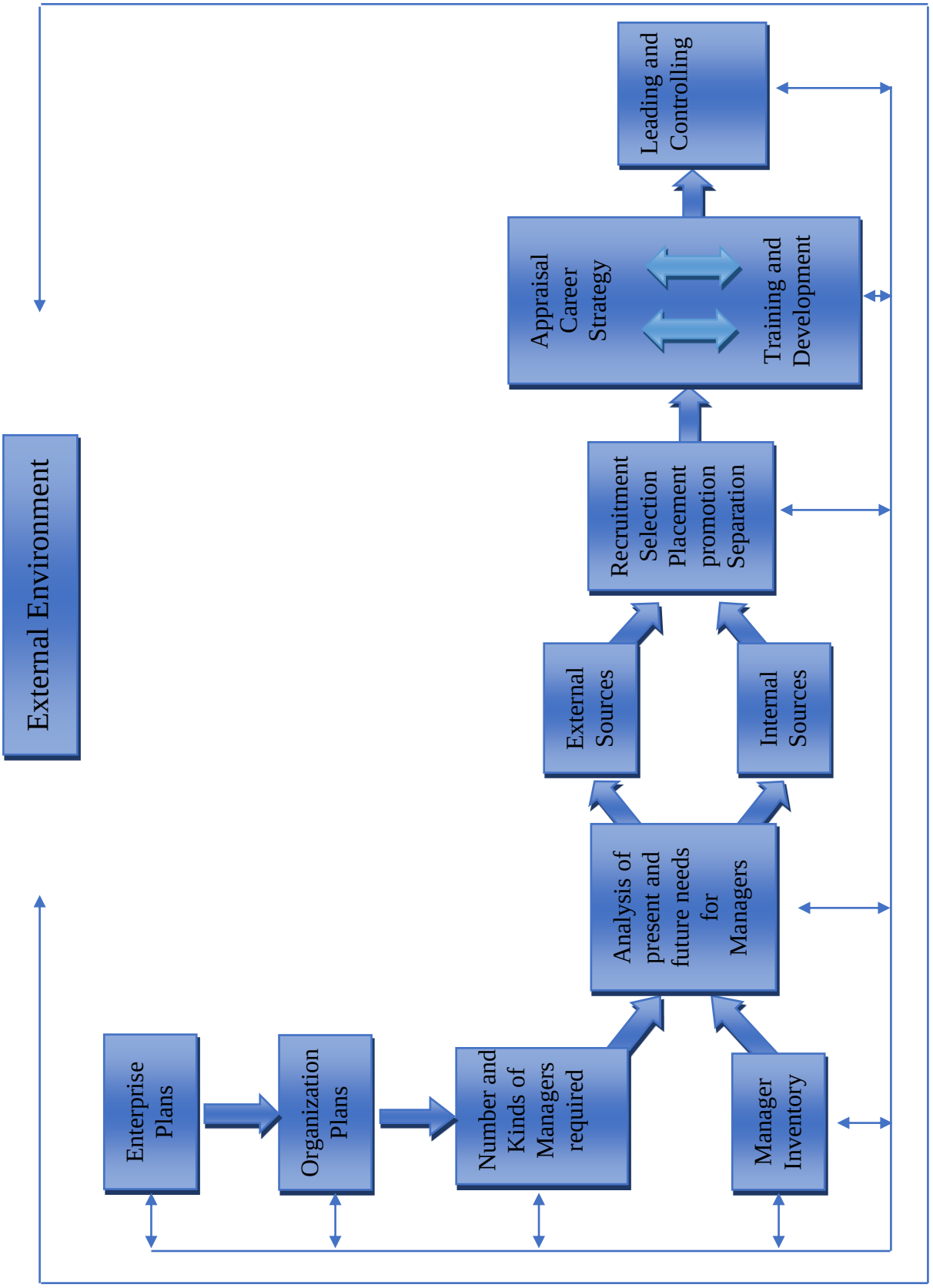
2.5.5 Systematic Model of Staffing

The 'Systematic Model' of staffing is shown in the following Figure 2.6 (Weihrich & Koontz. 1993): It shows the relationship between managerial function of staffing and the total management system. Indeed, enterprise plans become the basis for organization plans. It is essential for achieving enterprise objectives. The required number and kinds of managers determines on the basis of the present and projected organization structure. Through the management inventory, these demands for managers are compared with available talent. The external and internal sources are utilized in the process of recruitment, selection, induction, placement, promotion, and separation on the basis of this analysis. There are other essential aspects of staffing, such as, appraisal, career strategy, and training and development of managers.

Staffing affects leading and controlling as seen in the model. In this case, well-trained and skilled managers create a favorable environment so that people can achieve enterprise objectives or goals through working together in groups. Put another way, proper staffing helps to accomplish leading function properly. In the same way, effective controlling depends on selecting quality managers, for example, by preventing many undesirable deviations from becoming major problems.

Standard staffing requires an open-system approach. It is carried out within the enterprise, which, in turn, is linked to the external environment. So, internal factors of the firm such as personal policies, the organizational climate, and the reward system-must are taken into account. Explicitly, it is impossible to attract and keep quality staff without adequate rewards. The external environment cannot be ignored either; high technology demands, well-trained, well-education, and highly skilled manpower. Inability to meet the demand for such staff may well prevent an enterprise from growing at a desired rate.

Figure 2. 6: Systematic Model of Staffing



Source: Weihrich, H. & Koontz, H. (1993). Management: A Global Perspective. 10th ed., McGraw Hill, Inc., New York, USA. P.358.

2.5.6 Staffing Organizations Model

The 'Staffing Organizations Model' is shown in the following Figure 2.7: It provides the entire framework for staffing. This model depicts the organization's mission and goals and objectives drive both organization and HR and staffing strategy.

Figure 2. 7: Staffing Organizations Model

Source: Heneman III, Herbert, G., & Judge, T. A. (2006). Staffing Organizations (Int'l ed.), Mendota House, Inc., 5621 Mendota Drive, Middleton, WI, 53562, P.20.

The HR managers should create a good interaction among the organization, HR and staffing strategy which interaction is essential to guide the conduction of staffing support activities and core staffing activities. Finally, employee retention and staffing system are shown to cut across both types of activities in the model.

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The various elements of staffing describes in the several staffing models. The staffing level model (Figure 2.5.1) depicts how projected human resource requirements and availabilities are compared to derive staffing levels that represent being overstaffed, fully staffed, or understaffed. The next two models (Figure 2.5.2 and Figure 2.5.3) explain staffing quality, which refers to matching a person's qualifications relative to the requirements of the job or organization. In the person/job match, it requires to match between the person's KSAOs (Knowledge, Skill, Ability and Other Characteristics) to job requirements and the person's motivation to the job's rewards. In the person/organization match, the characteristics of the person require to match with additional factors beyond the target job which include organizational values, new job duties for the target job, multiple jobs, and future jobs. The positive impact on HR outcomes such as attraction, performance, and retention depend heavily on managing the matching capability. The core staffing component model (Figure 2.5.4) shows the three basic functions and their fundamental purposes in staffing, such as, recruitment (identification and attraction of applicants), selection (assessment and evaluation of applications), and employment (decision making and final match). The systematic model (Figure 2.5.5) illustrates that enterprise and organization plans are important inputs in staffing functions. The number and quality of managers required to carry out critical functions depend on various factors. The staffing organizations model (Figure 2.5.6) shows that organization, HR, and staffing strategies are formulated and shaped on staffing policies and programs. In turn, these are melt into a set of staffing support activities (legal compliance, planning and job analysis), as well as the core activities (recruitment, selection, and employment). Retention and staffing system management activities cut across both support and core activities.

After analyzing the various staffing models, it is clear that the core staffing functions are recruitment, selection, induction and placement. So, the researcher has developed the hypotheses and questionnaire basing on the core functions of staffing to evaluate the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh.

Chapter 3

Literature Review

Chapter 3
Literature Review

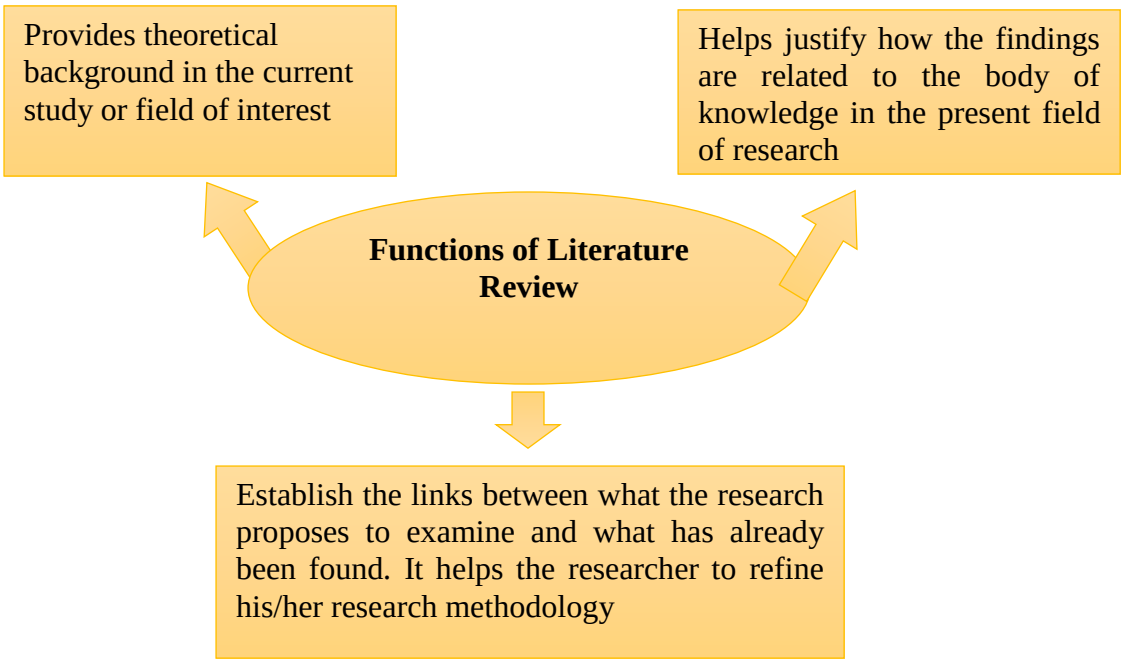
3.1 Meaning of Literature Review

Literature review is a process of gathering information from other sources and documenting it properly and evaluating and presenting these information according to the theme of the present study. It is a critical and in-depth evaluation of previous studies. It is also a summary and synopsis of a particular area of research, allowing anybody reading the paper to establish why the researcher is pursuing the current study. A literature review is an evaluation of relevant previous activities and finding a research gap to conduct the present study. It is a "critical analysis of a segment of a published body of knowledge through summary, classification, and comparison of previous research studies, reviews of literature and theoretical articles".

3.2 Functions of Literature Review

Reviewing literature in a systematic manner provides many benefits to the researcher for conducting the current study efficiently. A review of literature has a number of functions in study which is shown in the following Figure 3.1:

Figure 3. 1: Functions of Literature Review



Source: www.explorable.com , 2019

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3.3 Ingredients of Good Literature Review

There are some ingredients of a good literature review which are as follows:

i) Synthesize of available research

ii) Critical evaluation of previous research

iii) Clarity

iv) Conciseness

v) Use rigorous and consistent methods

3.4 Significance of Literature Review

The literature review helps the researchers to evaluate efficiently selected documents on a research topic. It may form an essential part of the research process or may constitute a research project itself. In case of a research paper or thesis, the literature review is a critical synthesis of previous studies. The researcher can logically establish the research question to conduct the current study on the basis of the evaluation of the literature. A literature review is conducted because of several reasons. These are as follows:

i. To understand the topic of the present study thoroughly.
ii. To explore similar work done within the area.
iii. To determine potential areas for research.
iv. To find out knowledge gaps that demands for further investigation.
v. To compare previous findings.
vi. To make criticism on the existing findings.
vii. To suggest further studies.

A literature review in an integral part of an entire research process and it should describe, summarizes, evaluate and clarify the literature. The literature review gives a theoretical foundation for the present study. The nature of the present research should determine the researcher which is more significant for writing the literature review in line with the theme of the current study.

The purpose of the literature review needs to convey the reader effectively which will help them to understand about the extended knowledge and ideas and their strengths and weaknesses are being incorporated with the present study topic. The literature review must be defined by a guiding concept (e.g., research objective, the problem or issue which is going to be discussed or argumentative thesis) as a piece of writing. It provides in-depth understanding and explanation on how the present research findings are similar to or novel from previous studies. It also traces the general patterns of the findings and the conclusions that can be made based on the findings.

The literature review is indispensable to conduct the present study properly. It is not just a chronological list of the documents available, or a set of summaries. It helps the researcher to enlarge knowledge on the topic. It also helps the researcher to gain and demonstrate skills in two areas which are as follows:

i) Searching relevant information

The literature review writing increases the ability of the researcher to scan the materials efficiently using manual or computerized methods. As a result, he/she can identify a set of useful articles and books for writing the present thesis paper.

ii) **Critical evaluation**

A researcher can enhance his/her ability through the literature review writing. So, he/she is able to identify valid and unbiased principles of analysis accurately.

The following things must do a literature review for the current study:

a) To relate directly with the thesis or research question those are designing and developing.

b) To organize information constructively so that it is reflecting around the whole thesis paper. To synthesize results into a summary of what is and is not known.

c) To identify areas of controversy in the literature.

d) To formulate questions that need further study.

A research organizes the literature review into sections that present themes or identify trends, including relevant theory instead of listing one piece of literature after another. Indeed, a literature review will generally be part of a thesis or dissertation. It forms an early context setting chapter. A useful background can create the researcher through the literature reviewing where he/she can outline a piece of research or put forward a hypothesis. The significance of literature review is shown in the following Figure 3.2:

Figure 3. 2: Significance of Literature Review

Source: www.explorable.com , 2019

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3.5 Purposes of Literature Review

Through the literature review, a researcher gets opportunity to demonstrate his/her knowledge in the field of study including vocabulary, theories, key variables and phenomena, and its methods and history. The literature review provides a background to the study being posed in the context of research paper or thesis. One or more of the following aspects may consider the background depending on the research question being proposed in the current study:

i) Theoretical background (past, present or future).

ii) Clinical practice (previous or contemporary).

iii) Methodology and/or research methods.

iv) Previous findings.

v) Rationale and /or relevance of the present study.

Randolph (2009) identifies the following purposes of a literature review:

i) Developing knowledge and ideas on the study topic.

ii) Positing the present study within the body of literature.

iii) Demonstrating researcher's knowledge of the subject area.

iv) Understanding the relationship between the various contributions, identifying and resolving contradictions, and determining gaps or unanswered questions.

v) Justifying choice of research design.

vi) Clarifying how the present research fills the gap in the scholarly literature.

vii) Gaining expertise in the ability to scan the literature on a particular topic efficiently.

viii) Enhancing skills in identifying and analyzing unbiased and valid data in the field of study.

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Hart (1998) lists the following purposes of a literature in the wider context:

i) Distinguishing what has been done from what needs to be done.

ii) Discovering important variables relevant to the topic.

iii) Synthesizing and gaining a new perspective.

iv) Identifying relationships between ideas and practices.

v) Establishing the context of the topic or problem.

vi) Enhancing and acquiring the subject vocabulary.

vii) Understanding the structure of the subject.

viii) Relating ideas and theory to applications.

ix) Identifying methodologies and techniques that have been used.

x) Placing the research in a historical context to show familiarity with state-of-the –art developments.

3.6 Review of Related Existing Literature

The researcher has given an endeavor to review the existing literature related to 'Staffing Policies and Practices of Pharmaceutical Manufacturing Firms in Bangladesh'. A critical review on various empirical studies related staffing in pharmaceutical industry in Bangladesh is required to develop a background for explanation and understanding the necessity for effective staffing policies and practices in the pharmaceutical sector of Bangladesh. Considering this, paid a critical view on the same. It is mention worthy that numerous studies have been conducted on pharmaceutical industry in Bangladesh and abroad by the researchers during the past few decades. However, the researcher found limited comprehensive literature on the staffing policies and practices of pharmaceutical manufacturing firms in home and abroad. Previously, a few studies have been conducted on pharmaceutical industry

within and outside the country but not on staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh. For achieving the above mentioned objectives and realizing its importance, the researcher has reviewed related existing literature comprehensively which are briefly mentioned below:

Niti (2019) conducted a research study on **"Potentials of Bangladesh Pharmaceutical Industry: A Comparative Study"**. In her study, she attempted to examine the current scenario of the pharmaceutical industry in Bangladesh and its possible impact on national growth. She did not use any method, tools & techniques for gathering and analyzing data/information. She has just thoroughly explained the performance of pharmaceutical industry among years on the basis of the secondary data/information. Finally, she has provided some suggestions to continue the ongoing growth of this sector.

Islam, Rahman, & Al-Mahmood (2018) did a research study on **"Bangladesh Pharmaceutical Industry: Perspective and the Prospects".** They did not set any objective, method, tools & techniques to conduct their study. They have just tried to explore the overall condition of the pharmaceutical industry of Bangladesh. Finally, they have pointed out that the domestic market of the pharma sector of Bangladesh will grow further in the coming years.

Ekpenyong, Udoh, Kpokiri, & Bates (2018) did a research work on **"An Analysis of Pharmacy Workforce Capacity in Nigeria"**. They attempted to analyze the pharmacy workforce in Nigeria from 2011 to 2016 for the purpose of gaining insight on capacity and to inform pharmacy workforce planning and policy development in the country.

For conducting study they used census data from the Pharmacists Council of Nigeria (PCN) via a validated data collection tool. The study result showed that 21, 892 registered pharmacists with only 59% (n = 12,807) in active professional practice. The study result also showed that there are more male (62%) compared to female pharmacists while 42% of the licensed workforce with known area of practice are in community practice followed by hospital pharmacy (11%). They found that the overall density of the pharmacists are significantly low. They also found that pharmacists' density are varied considerably between states. They have suggested to formulate policies that will promote increased within country availability, equitable distribution, retention and to reduce out-migration of the pharmacy workforce in Nigeria.

Hossain, Kabir, & Rezvi (2017) conducted a research study on **"Discovering Recruitment and Selection Practices in Bangladesh".** The main objective of their study was to isolate wide-ranging practices which organizations usage to recruit and select employees. They applied subjective and quantitative blended approach. They gathered information through organized interviews. The main findings of their study are daily paper promoting and web enrollment were the most well-known enlistment strategies, the application blank and interviews were for the most part favored for selection purposes, Albeit psychometric appraisal and reference checking were additionally respected a popular selection methods. The implication of their study are discovering corporate pioneers and their human resources capabilities with a hypothetical pointer in respect to recruitment and selection patterns inside the territory which could control more successful aptitudes fascination and choice.

Shahin (2017) in her study on **"A Study of Employee Retention in the Pharmaceuticals Sector in Ranchi City"** attempted to explore the major issues associated with the retention of the employees in Ranchi City and to identify the major causes of the high level of attrition. She also tried to investigate the influence of HR policies, compensation and benefits, work pressure and relationship with the superiors on employee retention. She selected the respondents randomly in her study and overall 200 questionnaires were distributed, but finally analyzed 125 (62.5%) questionnaires because 75 (37.5%) questionnaires were rejected due to incomplete information. She found in her study that reward, quality of work life, and recognition are essential to retain the people in the pharmaceutical sector of India. She identified the major causes of attrition of employees in the pharmaceutical industry which include – working hours, job security, fluctuating targets, lack of post –retirement benefits, overall work stress, and better opportunities. She has provided some retention strategies and tools to retain the employees and reduce turnover in the Pharmaceutical Sector of India. It includes-right selection, communication, include employee in decision –making, allow team members to share their knowledge with others, shorten the feedback loop, balance work and personal life, provide opportunities for growth and development, recognize team members for their hard work and let them know they are appreciated, clearly define what is expected of team members, the quality of supervision and mentorship, fair and equitable treatment of all employees, best employee reward programs, performance-based bonus, employee referral plan, loyalty bonus, giving voice to the knowledge banks, accountability, and fun and laughter at workplace.

Mbemba, Gagnon, & Brabant (2016) in their study on **"Factors Influencing Recruitment and Retention of Healthcare Workers in Rural and Remote Areas in**

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Developed and Developing Countries: An Overview" tried to synthesize the significant factors impacting healthcare professionals' recruitment and retention in rural and remote areas, and to identify those relevant for developing countries. They found in their study that the most important factors influencing recruitment are rural background and rural origin, followed by career development and factors impacting retention are opportunities for professional advancement, professional support networks and financial incentives. In many developed and developing countries of the world, the acknowledged problem is to attract and retain healthcare professionals in rural and remote areas. So, it is crucial to identify and recognize important factors for recruiting and retaining trained professional in rural and remote areas. They have provided some recommendations to attract and retain experienced personnel in rural and remote areas of developed and developing countries which include adequate income opportunity, appropriate workload, locum provision, access to specialists' advice and continuing education, spouse career opportunities, and children education for developed countries and provide good working and living conditions, opportunities of career advancement, and financial incentives for developing countries.

Heneman III & Judge (2006) tell in their book **"Staffing Organizations"** that every organization must have staffing systems that guide the acquisition, deployment, and retention of its workforce. Acquisition functions include external staffing systems that govern the initial intake of applicants into the organization. It involves planning for the numbers and types of people needed, establishing job requirements in the form of the qualifications for KSAOs (Knowledge, Skill, Ability, and Other Characteristics) needed to perform the job effectively, establishing the types of rewards the job will provide, conducting external recruitment campaigns, using selection tools to evaluate

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the KSAOs that applicants possess, deciding which applicants are the most qualified and will receive job offers, and putting together job offers that applicants will hopefully accept. Deployment refers to the placement of new hires on the actual job they will hold, something that may not be entirely clear at the time of hire, such as the specific work unit or geographical location. Deployment also encompasses guiding the movement of current employees throughout the organization through internal staffing systems that handle promotions, transfers, and new project assignments for employees. Internal staffing systems mimic external staffing systems in many respects, such as planning for promotions and transfer vacancies, establishing job requirements and job rewards, recruiting employees for the promotion or transfer opportunities, evaluating employees' qualifications, and making them job offers for the new position. Retention systems seek to manage the inevitable flow of employees out of the organization. They also tell that staffing is a critical function for every organization. For managing this critical function efficiently, they have given a comprehensive model of staffing including the entire framework for staffing to the management of the organization.

Bangla, Kumar, & Bector (2011) did a research work on **"Sales Force Management in Pharmaceutical Sector"** from International Journal of Research in Finance and Marketing. They tried to understand the various sales force organization, staffing and training methods followed by various pharmaceutical industries in India for the management of their sales force through their study. For achieving the objectives of the study, a total of 15 pharmaceutical were selected from the list obtained from Organization of Pharmaceutical Producers of India (OPPI) on the basis of their willingness to reply. They revealed that all the pharmaceutical companies had a formal organization structure and 60% of the companies had a Line and Staff type of structure.

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Most of the companies carried out Sales Job Analysis as it helped in determining the duties and responsibilities of a specific job and finding the right person for that job. They also revealed that all the companies provided sales training to their employees. In case of sales training, they used various training methods such as Lectures, On-the-job training, programmed learning and personal conferences.

Sinha & Shukla (2013) made a study on **"A Study of Employee Retention in the Pharmaceuticals Sector in Dehradun City".** They have been undertaken this study to understand the major issues associated with the retention of the pharmaceutical employees in Dehradun city and to identify the major causes of the high level of attrition. They have also been investigated the influence of HR policies, compensation and benefits, work pressure and relationship with superiors on employee retention. They were taken employees as respondents from the pharmaceuticals sector, especially medical representatives of various companies mainly from Merck India, Lupin Laboratories, Cipla, Eli Lilly, Rangbarg, The Himalaya Drug Company, Wheezal Laboratories Pvt. Ltd., etc. in Dehradun city. The respondents were selected by them randomly. They distributed overall 200 questionnaires but 125 (62.5%) questionnaires were analyzed and the rest of the 75(37.5%) questionnaires were rejected as the respondents could not fill up properly. Through the study, they tried to explore various dimensions associated with employees' retention such as HR policies, compensation and benefits, work pressure, and relations with superiors. They found that overall stress from the work (91%), working hours (88.8%), fluctuating targets (88%), better opportunities with other companies (76%) and lack of post-retirement benefits and other social security norms (73.6%) have emerged as the main causes of high attrition in the pharmaceuticals sector. They offered some suggestions to overcome the problems

such as right selection, effective communication, include employee in decision-making, allow team members to share their knowledge with others, shorten the feedback loop, balance work and personal life, provide opportunities for growth and development, recognize team members for their hard work and let them know they are appreciated, clearly define what is expected of team members, the quality of supervision and membership, fair and equitable treatment of all employees, best employee reward programs, performance –based bonus, employee referral plans, loyalty bonus, giving voice to the knowledge banks, accountability and fun and laughter at workplace. They also made the comment that workforce is an intellectual capital which is the source of its competitive advantage and helps to achieve the bottom-line for every organization. Hence, retaining a well –trained, skilled and contented workforce can lead a company to dizzy heights while the lack of it can hamper its growth badly. So, every resignation saved is a dollar earned.

Sharda (2016) did a research work from Indian Institute of Management Ahmedabad, India on **"Talent Management Systems in Indian Pharmaceutical Firms: Exploring an Emerging Typology".** In this study, the researcher tried to explore the implementation of talent management process in pharmaceutical industry in India through a case study approach. Data was collected from top management and senior managers in HR, marketing and sales, research and development, operations and quality functions through 30 semi-structured interviews. The data was examined using a conceptual framework derived from extend literature in talent management. The analysis dimensions included talent management practices, talent management mechanisms, talent pool strategy, and relationship with business strategy, organizational performance and competitive advantage. The dimensions were used to

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arrive at a framework which emphasized two drivers of talent management effectiveness such as degree of integration and organizational goal alignment. The alternate systems of talent management which emerged from the combination of these two dimensions were labeled as contingency based, results-oriented, activity-based and vision-driven talent management. In order to enhance the talent management processes in organization, the researcher has been proposed a new model and system which are not exhaustive in nature and many new and hybrid forms of talent management could exist. Finally, the researcher thinks that the proposed model of talent management in this study does provide a useful framework for further research in this area.

Angadi & Naik (2012) in their study on **"Retention of Employee in Pharmaceutical Industries of Bangalore"** tried to reveal the impact of retention strategies on pharmaceutical employees in Bangalore. They used survey research design in this study, because the sampled elements and the variables that are being studied are simply being observed as they are without making any attempt to control. The theoretical population of the study consists of the entire workers of the pharmaceutical industries in Bangalore. They find in the study that 90% of the employees opinion is that there is a positive relationship between retention strategies with productivity. The field work findings made them to accept alternative hypothesis and reject the null hypothesis. So, the research is warranted to consider more individual factors, such as, turnover, employee attitude, culture, work environment, etc. alone origin combination with each other in the midst of more strategic to retain the employees along with the better productivity, that new retention tools could be adopted.

Hejase, Dirani, Hamdar, & Hazimeh (2016) in their study on **"Employee Retention in the Pharmaceutical Companies: Case of Lebanon"** attempt to explore and assess the different factors which are considered influential in retaining of employees working at Lebanese Pharmaceutical Companies. They also attempt to identify the major causes of high level of attrition among the employees in the pharmaceutical companies in Lebanon. Their study is exploratory and explanatory in nature. They use quantitative analysis based on data gathered by a survey questionnaire administered to 204 employees who have experienced success or failure of being retained at their organization in Lebanon. In the study, they find some factors such as Good HR policies, compensation and benefits, ease of getting employment, career development opportunities, interaction with people, meeting people from different culture, working environment, good relationship between management and employees ,etc. which are attracting to retain the employees in the organization. They also find some major causes such as salary/benefits, career development opportunities, recognition, culture which are creating high level of attrition among the employees in the organization. Finally, they have proposed a "Retention Model" for the management of pharmaceutical companies in Lebanon to perform the retention function properly for retaining and managing their employees successfully. Finally, they say that the key to employee retention is developing a pleasant working atmosphere and caring for employees. Employee retention entails management dedication not only to the organization but also to stakeholders, including employees. This is why the HR department's role is more challenging. Consequently, the human resources managers should be careful and closely track the reasons pharmaceutical employees during their exit interview or similar process.

Zaman (2012) in her study on **"The Recruitment and Selection Process of Pharmaceutical Companies in Bangladesh: A Case on GlaxoSmithKline Bangladesh Limited"** tried to find out the recruitment and selection process of pharmaceutical companies in Bangladesh particularly GlaxoSmithKline through analyzing some questions. These include: How GSK Bangladesh considers its recruitment and selection process? Does the company classify it employees based on recruitment and selection process? Is there any difference in case of recruitment and selection process of different level employees? Does the company have any bindings in case of recruitment and selection process from the head quarter? After analyzing these questions, she made the conclusion in a way that GSK highlights more on its recruitment and selection process for hiring the best employees for fulfilling the vacant positions of the company. The overall findings indicate that the company does not discriminate against any job seeker and employee on the basis of race, color, religion, sex, age, national origin or any other factors that do not pertain to the individual's ability to do the job.

Aktar, Islam, & Hossen (2012) in their study on "**Human Resource Management Practices and Firms Performance in Bangladesh: An Empirical Study on Pharmaceutical Industry**" tried to elucidate the role of HRM practices to increase efficiency of the firm. They used Five Point Likert Scale to analyze the relationship among the variables and the results indicating that HRD has a relationship with performance like inventory turnover, total assets turnover, net profit margin, gross profit margin etc. They were taken four profitable and renowned pharmaceutical companies namely Square Pharmaceuticals Ltd., Beximco Pharmaceuticals Ltd., Ibn

Sina Pharmaceuticals Ltd. and Renata Ltd. They found that HRM practices enhance performance of the pharmaceutical firms in Bangladesh.

Rahman, Akhter, Chowdhury, Islam, & Haque (2013) in their study on "HRM Practices and its Impact on Employee Satisfaction: A Case of Pharmaceutical Companies in Bangladesh" tried to reveal that employees in pharmaceutical companies are satisfied with the recruitment and selection, and training and development policy and practices of pharmaceutical companies. They also tried to reveal in their study that employees are dissatisfied with the human resource planning, working environment, compensation policy, performance appraisal, and industrial relations. They were taken four renowned pharmaceutical companies namely Square Pharmaceuticals Ltd., Beximco Pharmaceuticals Ltd., Renata Ltd., and Eskayef Bangladesh Ltd. to conduct their study. They considered seven aspects of HRM practices in their evaluation such as human resource planning, working environment, training and development, compensation policy, recruitment and selection, performance appraisal and industrial relations. They suggest that the pharmaceutical companies should develop proper human resource policy and give emphasis on proper human resource practices to enhance the satisfaction of their employees and build them effective human resources.

Baines (2010) completed a Master of Science research paper from the University of Pennsylvania, USA. His research was on **"Problems Facing the Pharmaceutical Industry and Approaches to Ensure Long Term Viability".** He attempts to explore the problems facing the pharmaceutical industry. He highlighted and discussed four major challenges facing the complex pharma industry. These include the decline in the

discovery, approval and marketing of new chemical entities (NCE) with fewer and fewer blockbuster drugs making it to the market, competition from generics drugs, regulatory pressures and weak growth in the US market (the largest market). Finally, he provides some recommendations to ensure long-term viability. These are: develop an understanding of the organization's high level strategy and therapeutic areas of focus, develop a map of the pharmacy industry value stream across the product life cycle (R & D through to Sales), develop a preliminary business case for decisions that have to be made regarding M and A and other partnership and assess the cost of integration, create a SIPOC for each area (e.g. R & D , Marketing etc.) to see where there may be gaps or lack of alignment based on the organization's competence or capabilities, make buy , build, acquire or partner decisions based on the need identified above as well as the organization's strategy and integration capabilities and update the business case and financials and create an implementation and integration office to execute the strategy.

Saini, Brillant, Filipovska, & Gelgor (2005) in their study on **"Recruitment and Retention of Community Pharmacists' in Pharmacy Practice Research"** tried to find out the barriers facing the community pharmacists' to participate in research and extended services. They identify some barriers. These include lack of time, poor monetary reimbursement, lack of expertise/training, physician resistance, lack of a private counseling area and increased responsibility to patients which create obstacles on community pharmacists' not to involve themselves with research and extended services. The overall findings indicate that females are slightly overrepresented. The majority of the respondents (70%) replied that they had taken part in past research projects to a great extent than filling in surveys. Of those who had taken part in some

form of research, 82% replied that they would be willing to do it again. Finally, they suggest some guidelines to facilitate pharmacists' involvement in research and extended services. These include addressing barriers, utilizing personal motivations and attitudes, being aware of the working environment, flexibility and communication.

Hossain & Shoaib (2014) in their study on **"Role of Pharmaceutical Sector in the National Economy of Bangladesh"** say that the pharmaceutical sector of Bangladesh has been contributing a lot for the development of overall economy in Bangladesh. They also say that the pharmaceutical sector has been fulfilling 100% demand of Bangladeshi patients, reducing poverty through employment opportunities, earning foreign remittance by exporting more pharmaceuticals products which are strongly contributing in national economy of Bangladesh.

Cassim (2012) did a MSS research work from the University of KwaZulu-Natal, South Africa. His research title was **"Factors Affecting the Retention and Recruitment of Medical Laboratory Specialists in South Africa: A Case Study of Anatomical Pathologists and Virologists in KwaZulu-Natal"**. He assessed the factors affecting the retention and recruitment of medical laboratory specialists in South Africa. He found the following factors that affect the retention and recruitment of medical laboratory specialists: (a) Human Relations (b) Human Capital (c) Job Embeddedness. He also found that social factors play a larger role in the retention and recruitment of South African medical laboratory specialists. In addition to these, he found some work related and non-work related factors which are affecting the retention and recruitment of these specialists.

Jalil, Ullah, Islam, & Tareq (2017) completed a research work on **"Analysis of Skill Levels in the Pharmaceutical Sector of Bangladesh"** from the National Skills Development Council Secretariat, International Labour Organization and Centre for Trade and Investment, University of Dhaka. In this research work, they widely discussed skill levels of employees in the pharmaceutical sector. They identify various occupations in different departments in the pharmaceutical sector and found that skills are lacking in the technical occupations in the pharmaceutical industry. That is why, they suggest strongly to develop relationship between industry and academic institutions. They also suggest to review the curriculum for pharmacy, biology and microbiology subjects in consultation with all stakeholders.

On the basis of the above literature, it can be said that there are some researches about recruitment and selection, recruitment and retention practices, processes or systems or factors affecting recruitment and retention of personnel conducted by the researchers in Bangladesh and other countries in the world. Previously, no study was conducted by any researcher in Bangladesh and abroad on the evaluation of staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh. Thus, the researcher has selected this topic to conduct the present study. The current study covers the following key ingredients of staffing function of human resource management in ten pharmaceutical manufacturing firms of Bangladesh:

1. Recruitment
2. Selection
3. Induction
4. Placement

3.7 Development of Hypotheses

One of the thrust sectors of Bangladesh is pharmaceutical sector and this sector needs sufficient skilled and efficient human resources to compete with the global players for making the position more strong (Rahim, 2016). That is why, standard staffing is more essential for the pharmaceutical companies of Bangladesh to hire adequate skilled and efficient human resources. The existing literature review revealed that previous researchers conducted their studies on recruitment and selection, recruitment and retention practices, processes or systems or factors affecting recruitment and retention of personnel (Angadi & Naik, 2012; D'souza, 2012; Hejase , Dirani, Hamdar, & Hazimeh, 2016; Kumari, 2012; Narware, 2011; Sharda, 2016; Sinha & Shukla, 2013; Shahin, 2017; Mbemba, Gagnon, & Brabant, 2016; Gani, 2014; Rahman, Akhter, Chowdhury, Islam, & Haque, 2013; Absar, 2012; Khan, 2004; Shawon (2011); and Saad (2012). It is also revealed that staffing is critical function of human resource management and there is a gap between staffing policies and practices pharmaceutical manufacturing firms in Bangladesh (Rahim, 2016). So, the researcher has developed the following hypotheses on the basis of the existing literature review and statement of the problem/research questions to evaluate the staffing policies and practices of pharmaceutical manufacturing firm in Bangladesh:

$H_{O1:}$ There is no significant difference in regards to recruitment (S1) system between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

$H_{A1:}$ There is a significant difference in regards to recruitment (S1) system between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

$H_{O2:}$ There is no significant difference in regards to selection (S2) system between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

$H_{A2:}$ There is a significant difference in regards to selection (S2) system between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

H_{O3}: There is no significant difference in regards to induction (S3) system between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

H_{A3}: There is a significant difference in regards to induction (S3) system between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

H_{O4}: There is no significant difference in regards to placement (S4) system between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

H_{A4}: There is a significant difference in regards to placement (S4) system between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

H_{O5}: There is no significant difference in regards to overall satisfaction (S5) between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

H_{A5}: There is a significant difference in regards to overall satisfaction (S5) between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

The following chapter 'Research Methodology' has mentioned the appropriate tests to justify the hypotheses.

Chapter 4

Research Methodology

Chapter 4
Research Methodology

4.1 Meaning of Research Methodology

Research methodology is very much essential to conduct the study systematically. The natural and social sciences have been advancing day-by-day. For this reason, researchers become more systematic and organized in their process of searching explanation and answers to unknown questions. A researcher always tries to seek the answers of unknown questions in a systematic manner and in this regard, an appropriate research methodology must be set by himself/herself. A new process called research is born due to gradual formation and advancement of scientific aptitude, logical arguments and reasoning, concept of ethics and the overall impetus of the discipline of the liberal arts.

From the functional usage of research, the basic meaning of its can be traced. Research is nothing but in common parlance refers to a search for knowledge. It is a systematic and objective attempt to study problem in order to derive general principles. It is also a scientific search for relevant information on the particular topic. According to the Oxford Advanced Learner's Dictionary of Current English (2000), research is a careful investigation or inquiry especially through search for new facts in any branch of knowledge. Research may consider as a movement by some people. This movement flows from the known to the unknown queries. Actually, it is the journey of finding the answers of unknown questions. Research emphasizes on the investigation which is guided by consciously and scientifically collected data and information with an aim to add to the body study a problem systematically or any attempt that facilitate to generate further knowledge or ideas. It is a rigorous scientific activity in social sciences which

aimed to develop new bodies of knowledge and also aimed to apply in the broad field of social studies. Some steps are involved with the research used to collect and analyze information to enhance the understanding of a topic or issue.

4.2 Steps involved with the Research

Cooper (2003) points out that research consists of the following three steps:

i) Pose a question

ii) Collect data to answer the question

iii) Present an answer to the question

Indeed, the fundamental concern of research is to discover answers to questions by applying the scientific procedures. Finding the truth is the prime objective of the research. In light of the objective conditions, research tries to scrutinize and justify the extent of the validity of the prior draw conclusions and explore facts and draws generalization.

4.3 Fundamental Aims of Research

Research helps to discover new information or relationship and or to expand or verify existing knowledge for some specific purpose through a systematic, careful inquiry or examination. Every research has the following fundamental aims (Malhotra, 2011):

i) To explore new dimensions and generalization with old data,

ii) To know old conclusions with new data,

iii) To reach in one conclusion from the same set of data,

iv) To put forward an entirely original idea or theory, or to discover unexplored horizon of knowledge, and

v) To find or to resolve contradictions existing in the area of study

In short, research is a systematic procedure by which the researchers attempt to find the answer of the question or the resolution of a problem with the support of demonstrable fact. So, this procedure is frequently called research methodology. In this case, research methodology comprises of tools, techniques, and approaches by which a research is actually carried out scientifically.

4.4 Basic Elements of Research Methodology

Zikmund, Babin, Carr, & Griffin (2010) tell that the followings are the basic elements of research methodology:

i) Population

ii) Sampling

iii) Variables/Indicators

iv) Data Collection

v) Data Tabulation

vi) Data Analysis

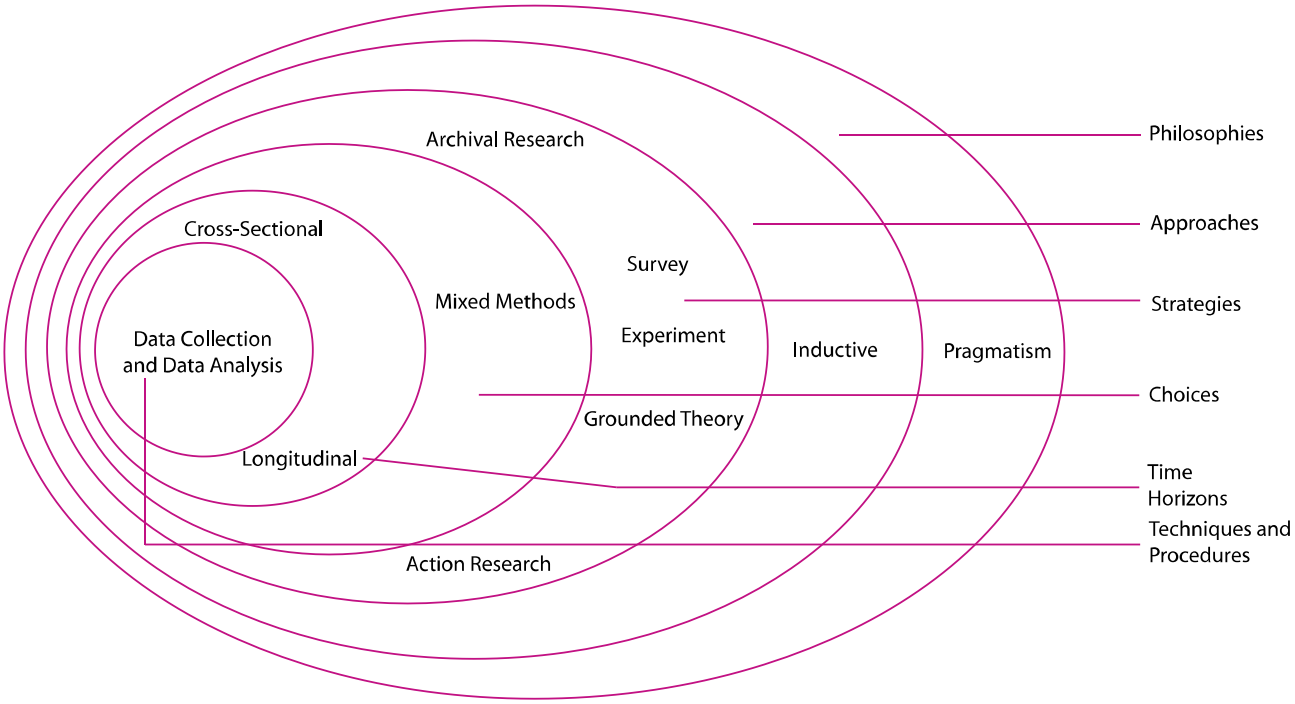
vii) Data Presentation

viii) Used relevant computer software

4.5 The Research Onion

The 'Research Onion' is shown in the following Figure 4.1:

Figure 4. 1: Research Onion



Source: Saunders, Lewis, & Thornhill. (2011). Research Methods for Business Students. 5th ed. Pearson Education, p. 108.

The above Figure 4.1 shows the 'Research Onion'. In the figure, we can see that the philosophy of the current study is 'Pragmatism'. The reason behind is this that the researcher has tried to explore the problems relating to the policies and practices of the pharmaceutical manufacturing firms in Bangladesh with the help of research questions and he has also tried to develop the new knowledge in the field of staffing policies and practices of pharmaceutical companies in Bangladesh. The researcher has used inductive approach to nicely design the present study. In The figure, we can also see that the researcher has applied experiment, survey, action research, and grounded

theory and archival research as strategies in the current study. Mixed methods (both quantitative and qualitative methods) have used by the researcher to conduct the present study. In case of time horizon, both cross-sectional and longitudinal have used by the researcher. The structured questionnaire was used to collect primary data from the sample respondents with the set of independent and dependent variables and secondary data were collected from published documents. In case of data analysis, the researcher has used 'Factor Analysis', 'Multiple Linear Regression', 'Analysis of Variance', and 'Independent t Test'.

4.6 Research Design

The present study has been conducted using both the quantitative and qualitative methods. The quantitative approach (i.e. Questionnaire survey) was applied to assess the opinion of the managers and the employees regarding existing staffing policies and practices of the aforesaid companies. The qualitative approach (e.g. in-depth interview, informal discussion, Focus Group Discussion, and content analysis) were applied to get the data from the sample respondents regarding the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh which are operating in Dhaka City.

Staffing policy is concerned with the recruitment, selection, induction and placement of employees in the organizations considering the individuals skills, knowledge, competencies, abilities, necessities, and academic qualifications required to do particular jobs. In other words, staffing policy can be a tool for developing and promoting corporate culture in the organization. Staffing practice means to apply the staffing policy by the HR managers in the organizations for accomplishing staffing functions. The shortcomings or flaws mean an imperfection or lack that detracts from the original. In this regard, the shortcomings or flaws in staffing policies and practices should be understood from holistic perspective. Therefore, the present study demands

both the quantitative and qualitative approaches to capture views, opinion and suggestions of the aforesaid pharmaceutical companies.

4.7 Quantitative Approach

4.7.1 Defining Study Population

In the study, the target population was all managers and employees in different positions in different departments of ten pharmaceutical manufacturing firms in Bangladesh. The target population (managers and employees) was included all age group and gender. The total population size of the study is shown in the following Table 4.1:

Table 4. 1: Total Population Size of the Study

SL	Name of the Companies	No. of Manager	No. of Employee	Total
1.	Square Pharmaceuticals Ltd.	875	2,625	3,500
2.	Incepta Pharmaceuticals Ltd.	687	2,063	2,750
3.	Beximco Pharma Ltd.	675	2,025	2,700
4.	Opsonin Pharma Ltd.	750	2,100	3,000
5.	Renata Ltd.	700	2,250	2,800
6.	Eskayef Bangladesh Limited	625	1,875	2,500
7.	Aristopharma Ltd.	650	1,950	2,600
8.	ACI Ltd.	600	1,800	2,400
9.	Drug International Ltd.	712	2,138	2,850
10.	ACME Laboratories Ltd.	800	2,400	3,200
Total		**7,074**	**21,226**	**28,300**

Source: HR Division of Sample Pharmaceutical Companies, Head Office, Dhaka, 2016

4.7.2 Sample Size

This study used two stage sampling method. In stage 1, pharmaceutical manufacturing firms were selected based on sales, market share, growth rate, human resources, and reputation. It is found that all of these selected ten pharmaceutical manufacturing firms are located at Dhaka City. In stage 2, from all the managers and employees of these ten pharmaceutical manufacturing firms 100 managers and 300 employees were selected randomly.

The sample size was calculated based on the following formula proposed by Krejcie & Morgan (1970):

$$n = \frac{z^2 \times p \times (1-p)}{d^2}$$

Where,

n= Number of Sample

z= At 95 percent confidence level the value is 1.962

p=Percentage of picking a choice, this study used 0.5 to maximize the sample size

d= Margin of Error (0.05 for this study)

Based on parameter, sample size is 384. However, this study used 400 as sample size distributed the number between managers and employees.

4.7.3 Sample Unit

In the study, a number of 100 managers and 300 employees were surveyed from ten selected pharmaceutical manufacturing firms in Bangladesh which are operating in Dhaka City as shown in the Table 4.2:

Table 4. 2: Sample Unit

SL	Name of the Companies	No. of Managers	No. of Employees	Total
1.	Square Pharmaceuticals Ltd.	10	30	40
2.	Incepta Pharmaceuticals Ltd.	10	30	40
3.	Beximco Pharma Ltd.	10	30	40
4.	Opsonin Pharma Ltd.	10	30	40
5.	Renata Ltd.	10	30	40
6.	Eskayef Bangladesh Limited	10	30	40
7.	Aristopharma Ltd.	10	30	40
8.	ACI Ltd.	10	30	40
9.	Drug International Ltd.	10	30	40
10.	ACME Laboratories Ltd.	10	30	40
Total		100	300	400

Source: Author's Calculation, 2018

4. 7.4. Sampling Technique

The multistage sampling method was used in this study. There are 268 licensed pharmaceutical manufacturers in Bangladesh (different categories). Among them, ten pharmaceutical manufacturing firms in Bangladesh which are operating in Dhaka City have been taken as sample considering sales, market share, growth rate, human resources and reputation for this study. These ten pharmaceutical manufacturing firms represented the other pharmaceutical manufacturing firms in Bangladesh. Through random sampling technique, 100 managers and 300 employees were selected from ten pharmaceutical manufacturing firms in Bangladesh which are operating in Dhaka City.

4.7.5 Sources of Data

There are two sources of data. These are as follows:

a) Primary

b) Secondary

4.7.6 Data Collection Technique

In the study, structured questionnaire was used to collect primary data from the managers and employees of the sample pharmaceutical manufacturing firms with the following set of independent and dependent variables and secondary data were collected from the published documents which are mentioned in section 4.7.8:

Independent Variables: The following set of independent variables were used to collect primary data from the field:

i) Assessing recruitment policies and practices (methods, processes, sources) of the firms

ii) Evaluating selection policies and practices (processes, devices, tools and techniques) of the firms

iii) Examining induction policies and practices (approaches, ways, techniques, systems) of the firms

iv) Justifying placement policies and practices (factors, methods, systems) of the firms

Dependent Variable: The following dependent variable was used to collect primary data from the field:

i) Overall satisfaction (Regarding the staffing policies and practices of sample pharmaceutical manufacturing firms in Dhaka)

4.7.7 Pilot Test of Questionnaire

Pilot test is intended to reveal errors in the research design and permits refinements before the final test (Cooper & Schindler, 2003). The questionnaire was tested through a small pilot survey to find out ambiguous and bias questions and also to evaluate questions for clarity. Cooper & Schindler (2003) also mentioned that a group size for pre-testing questionnaire might vary from 25-100 respondents. Thus, in this study, the researcher took a group of 25 respondents for conducting the pilot test.

4.7.7.1 Reliability of Developed Instrument

To test the developed instrument reliability analysis was performed which presented in Table 4.3. It is found that Cronbach's Alpha for all the variables from the view of managers and employees are greater than 0.6. That is the developed instrument is reliable to study the staffing policies and practices of Pharmaceutical Manufacturing Firms in Bangladesh.

Table 4. 3: Reliability of the Items for Measuring Domain

Factors	Cronbach's Alpha	
	Manager	Employee
Recruitment (S1)	0.943	0.956
Selection (S2)	0.953	0.966
Induction (S3)	0.942	0.954
Placement (S4)	0.943	0.950
Overall Satisfaction (S5)	0.857	0.902

Source: Author's Calculation, 2018

4.7.8 Sources of Secondary Data

The secondary data were collected from the following sources:

a) Publications of the pharmaceutical companies
b) Publications of the Bangladesh Bank
c) Publications of Bangladesh Bureau of Statistics(BBS)
d) Official Records of the Pharmaceutical Companies
e) Annual Report of the Pharmaceutical Companies
f) Ministry of Commerce, Finance and other relevant Organizations
g) Publications of Bangladesh Association of Pharmaceutical Industries
h) Publications of the Directorate General of Drug Administration in Bangladesh
i) Publications of the Pharmacy Council of Bangladesh
j) Publications of the World Bank
k) Publications of International Monetary Fund
l) Publications of World Trade Organization
m) Publications of IMS (Integrated Market Survey)
n) Dhaka University Journals of Business Studies and the Journals of different Departments and Institutes
o) National and International Conference Papers of Human Resource Management
p) National and International Journals of Human Resource Management
q) Different books, articles, journals, magazines and newspapers
r) Website of the Pharmaceutical Companies
s) Website of Bangladesh Bank

4.7.9 Data Analysis Technique

4.7.9.1 Factor Analysis

Factor analysis, a multivariate statistical method, which follow the steps:

1. Standardize the raw data. The standardization procedure eliminates the influence of different units of measurement, and makes the data dimensionless.

2. Factor analysis takes data contained in a correlation matrix and rearranges them in a manner that better explains the structure of the underlying system that produced the data.

3. Eigen values and eigenvectors were calculated for the covariance matrix. Then, the data were transformed into factors. This study retains only factors with eigenvalues that exceed one. This criterion was proposed by Kaiser (1958).

Moreover, the rotation of the factor axis is executed to yield a simple structure; that is, factors that are somehow clearly marked by high loadings for some variables and low loadings for others, facilitating interpretation in terms of original variables.

4.7.9.2 Multiple Linear Regression

Multiple linear regression attempts to model the relationship between two or more explanatory variables and a response variable by fitting a linear equation to observed data. Every value of the independent variable *x* is associated with a value of the dependent variable *y*.

The model for multiple linear regression, given *n* observations, is

$$y_i = \beta_0 + \beta_1 x_{i1} + \beta_2 x_{i2} + \ldots \beta_p x_{ip} + \varepsilon_i \qquad \text{for } i = 1,2, \ldots n$$

4.7.9.3 Analysis of Variance (ANOVA)

Analysis of variance (ANOVA) is a technique that can be used to compare means of more than two samples. The commonly used normal linear models for a completely randomized experiment are

$y_{i,j} = \mu_j + \varepsilon_{ij}$ where

is an index over experimental units

j = 1, 2, …, J is an index over treatment groups are observations

μ_j is the mean of the observations for the jth treatment group

ε_{ij} is random error

4.7.9.4 Independent t Test

The independent-samples t-test (or independent t-test, for short) compares the means between two unrelated groups on the same continuous, dependent variable.

A t-test helps to compare whether two groups have different average values. Statistic of independent t test is

$$t = \frac{M_X - M_Y}{\sqrt{\left[\frac{\left(\Sigma X^2 - \frac{(\Sigma X)^2}{N_X}\right) + \left(\Sigma Y^2 - \frac{(\Sigma Y)^2}{N_Y}\right)}{N_X + N_Y - 2}\right] \cdot \left[\frac{1}{N_X} + \frac{1}{N_Y}\right]}}$$

Σ = sum the following scores
M_X = mean for Group A
M_Y = mean for Group B
$\mathbf{X}$ = score in Group 1
$\mathbf{Y}$ = score in Group 2
N_X = number of scores in Group 1
N_Y = number of scores in Group 2

Source: Kaiser, H.F. (1958). The Varimax Criteria for Analytical Rotation in Factor Analysis. Psychometrika, 23(3), 187 –200.

4.7.10 Data Presentation Style

In the study, the data was presented in the form of tables, graphs, charts, etc.

4.8 Qualitative Approach

4.8.1 In-depth Interview

The in-depth interview is a qualitative research method/technique which is carried out in the most private setting to know the detailed views of the targeted respondents on an issue. It uses as a secure and confidential conversation technique between the interviewer and respondent. In this study, the researcher was collected such data from managers and employees of the selected pharmaceutical manufacturing firms in Bangladesh on the staffing policies and practices.

4.8.2 Informal Discussion

Informal discussion is one of the qualitative research technique which allows the researchers to collect data from the targeted respondents through unofficial process. It is more flexible and held at home, office or neutral place. The interviewer and interviewee have got close opportunity to ask each other on the discussion issue. In this study, the researcher was conducted informal discussion with the managers and employees of selected pharmaceutical companies to know the staffing policies and practices.

4.8.3 Focus Group Discussion (FGD)

Focus Group Discussion (FGD) is one of the popular qualitative research methods which facilitate the researcher to ask a group of people to know their perceptions, opinions, beliefs and attitude on a specified and focused issue. It leads by a trained moderator using a guideline. In this study, the researcher was conducted the FGD with the managers of selected pharmaceutical manufacturing companies to explore their perceptions, opinions, beliefs and attitude on the staffing policies and practices.

4.8.4 Content Analysis

The content analysis is an efficient qualitative research method which helps the researcher to collect the contents related to the study from the companies. In this study, the researcher was conducted the content analysis to collect the related documents and materials from the selected pharmaceutical companies.

4.9 Ethical Issues of the Study

Shamoo & Resnik (2015) pointed out that a researcher must maintain the following things very much carefully throughout her/his study:

a. Honesty
b. Objectivity
c. Integrity
d. Carefulness
e. Openness
f. Respect for Intellectual Property
g. Confidentiality
h. Responsible Publication
i. Responsible Mentoring
j. Respect for Colleagues
k. Social Responsibility
l. Non-Discrimination
m. Competence
n. Legality
o. Animal Care
p. Human Subjects Protections

The researcher of the present study has clearly maintained the above mentioned issues throughout his study.

Chapter 5

Profile of the Pharmaceutical Manufacturing Firms in Bangladesh

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Profile of the Pharmaceutical Manufacturing Firms in Bangladesh

5.1 Overview

The highest priority sector of Bangladesh is pharmaceutical. This sector contributes to the Bangladesh government exchequer as the second largest contributor. According to IMS Report 2018, the annual sales of pharmaceutical products of Bangladesh stood at BDT 156 billion in FY 2017 -2018 based on Moving Annual Total Revenue. The contribution of this sector to the GDP of Bangladesh is 1.06 percent (EPB, 2018). The pharmaceutical sector of Bangladesh has recorded a CAGR of 13.5 percent in the last five years. The industry has been meeting 98 percent of the local demand for medicine and exporting to 150 countries (EPB, 2018). But the government of Bangladesh has to import some complicated patented drugs such as oncology, vaccines for viral diseases, hormones etc.

There are 268 companies in the pharmaceutical sector of Bangladesh of which 188 are functional at present. The sample pharmaceutical companies have occupied a major market share and contributed a lot to reduce the unemployment problems of Bangladesh. The profile of sample pharmaceutical manufacturing firms cover year of establishment, corporate profile, organogram, key achievements, functions, vision, mission, key success factors, core competencies, programs, supply chain model, and SWOT analysis.

5.2 Square Pharmaceuticals Limited

5.2.1 Establishment of Square Pharmaceuticals Limited

The Square Pharmaceuticals Limited (SPL) was established in 1958 as the partnership firm by Samson H. Chowdhury. It was converted into a Public Ltd. Company in 1990 and listed with stock exchanges in 1995. Today 'SQUARE 'symbolizes a name-a state of mind. People can easily keep their faith on the quality of their products. Square Pharmaceuticals Ltd. is not only known in Bangladesh but also known in the pharmaceutical world because of its quality products.

The journey of 'Square Pharmaceuticals Ltd.' to the growth and prosperity was not bed of roses. It has to go under different types of complicacy. Today it has burgeoned into one of the leading conglomerates in Bangladesh. Since 1985, Square Pharmaceuticals Ltd. is holding the market leadership in the pharmaceutical industry of Bangladesh Square Pharmaceuticals Ltd. has been continuously in the 1st position among all the local and multinational firms since 1985 as the largest pharmaceutical company in Bangladesh. The turnover of Square Pharmaceuticals was Tk. 30.28 Billion (US $ 385.22 million) with about 19 percent market share having a growth of about 16 percent.

Square Pharmaceuticals Ltd. is a flagship company in the pharmaceutical sector of Bangladesh. It has been regularly extending its range of services towards the highway in local and global market. It has been continuously inventing and bringing new medicines in the market. It pioneered exports of medicines from Bangladesh in 1987. Presently, it exports pharmaceutical products to over 42 countries in the world (Annual Report, 2016-17). The credibility of Square Pharmaceuticals Ltd. has been enhanced through the extension of business and services. All these have been possible due to the timeless efforts, dedication, commitment, innovative ideas, industrious and so on from the employees and management of the company.

5.2.2 Corporate Profile of Square Pharmaceuticals Ltd.

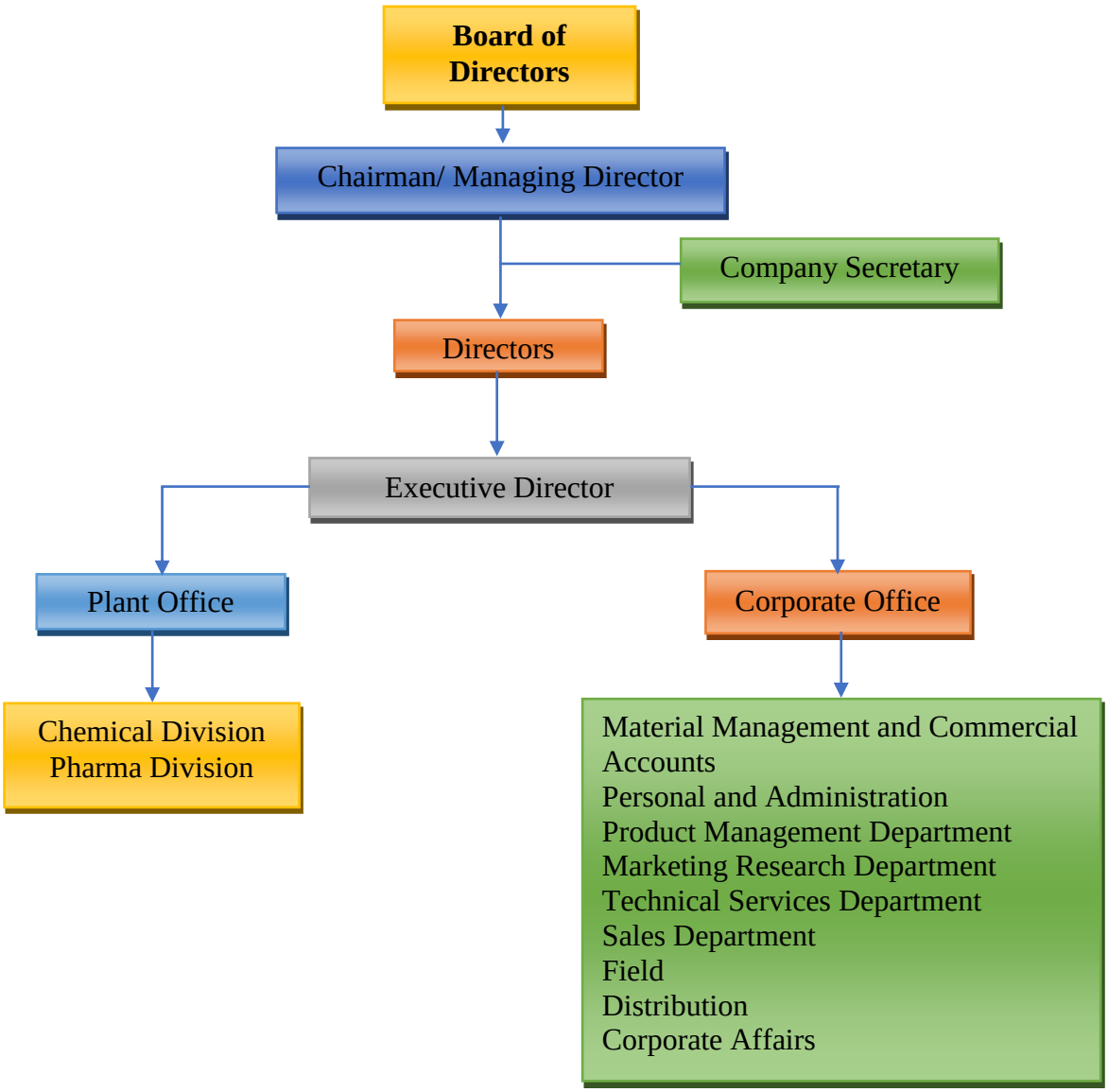
Company Name	: Square Pharmaceuticals Ltd.
Year of Establishment	: 1958 (as a Partnership Firm)
Date of Incorporation	: 10-11-1964 (as a Private Limited Company)
Incorporation Number	: 2252/EP-68
Country of Incorporation	: Bangladesh
Converted into Public Limited Company	: 01-01-1990
Present Status	: Public Listed Company
Stock Exchange Listing	: Dhaka and Chittagong Exchange
Business Lines	: Manufacturing and Marketing of Pharmaceuticals Finished Products, Basic Chemicals, Agrovet, Pesticide, Parental Opthalmic and Insulin Products
Authorized Capital	: BDT 10,000 million
Paid-up Capital	: BDT 6,859.45 million
Face Value of Share	: BDT 10:00 each
Owners Composition	: Sponsors/Directors 36.34% General Public 34.09% Foreigners 19.75% Institutions 9.82%
Number of Shareholders	: Around 52, 600
Corporate Headquarter and Registered Address	: Square Centre, 48 Mohakhali C/A Dhaka -1212, Bangladesh
Telephone	: +88-02-9859007, +88-02-8833047-56
Fax	: +88-02-8834941, +88-02-8828768
E-mail	: info@squaregroup.com
Website	: www.squarepharma.com.bd

Source: Annual Report of Square Pharmaceuticals Ltd. 2016-2017
Squarepharma (2018, May 13), 8:18 am (Bangladesh Time. Retrieved from https://www.squarepharma.combd/corportae-

5. 2.3 Organogram of Square Pharmaceuticals Ltd.

The organogram of Square Pharmaceuticals Ltd. is shown in the following Figure 5.1:

Figure 5. 1: Organogram of Square Pharmaceuticals Ltd.



Source: HR Division of Square Pharmaceuticals Ltd., Head Office, Dhaka, 2018

5.2.4 Key Achievements of Square Pharmaceuticals Ltd.

The key achievements of Square Pharmaceuticals Ltd. are shown in the following Table 5.1:

Table 5. 1: Key Achievements of Square Pharmaceuticals Ltd.

Year	Key Achievements
1958	⁎ Initially, established as Partnership Firm
1964	⁎ Incorporated as a Private Limited Company
1974	⁎ Technical Collaboration with Janssen Pharmaceuticals of Belgium, a subsidiary of Johnson and Johnson Int'l Ltd., USA
1985	⁎ Achieved market leadership in the pharma market of Bangladesh among all national and multinational companies
1987	⁎ Pioneer in Pharmaceuticals export from Bangladesh
1991	⁎ Converted into Public Limited Company
1994	⁎ Initial Public Offering (IPO) of Ordinary Shares
1995	⁎ Production of Pharmaceuticals bulk (API) product by Chemical Division ⁎ Listed with Dhaka and Chittagong Stock Exchanges
1997	⁎ Won the National Export Trophy for exporting pharmaceuticals
2001	⁎ US FDA/UK MHRA standard pharma factory goes into operation built under supervision of Bovis, UK
2002	⁎ Enlisted as UNICEF's global suppliers
2007	⁎ Dhaka Unit get UK MHRA approval
2009	⁎ Started manufacturing of insulin, hormone and steroid maintaining qty. std. of USFDA and UK MHRA complying with cGMP of WHO
2012	⁎ Dhaka Unit gets the Therapeutic Goods Administration (TGA) of Australia approval
2015	⁎ Awarded " AAA" rating in the long term and " ST-1" rating in short term by CRISL ⁎ Pre-approval Inspection by USFDA was successful for Dhaka site's solid dosage unit
2017	⁎ Won the National Environment Award

Source: HR Division of Square Pharmaceuticals Ltd., Head Office, Dhaka, 2018

5.2.5 Vision and Mission of Square Pharmaceuticals Ltd.

a) Vision: The visions of Square Pharmaceuticals Ltd. are as follows:

i) To view business as a means to the material and social wellbeing of the investors, employees and the society at large.

ii) To lead to accretion of wealth through financial and moral gains as a part of process of the human civilization.

b) Mission: The missions of Square Pharmaceuticals Ltd. are as follows:

i) To produce and provide quality and innovative healthcare relief for people.

ii) To maintain stringently ethical standard in business operation.

iii) To ensure benefit to the shareholders, stakeholders and the society at large.

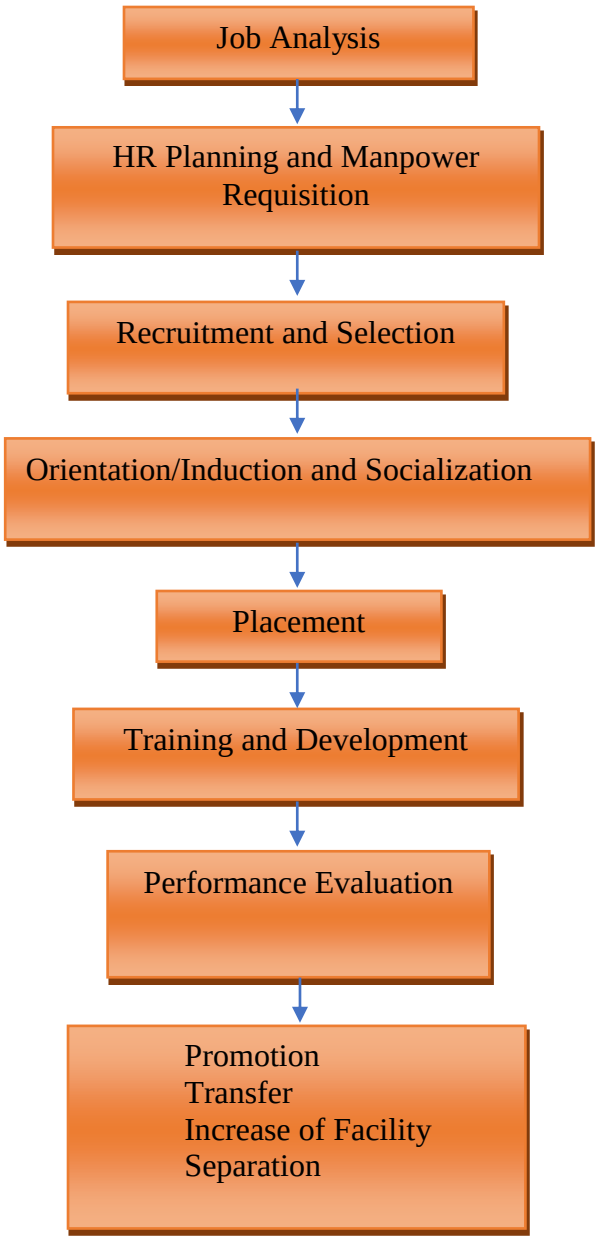
5.2.6 Functions of Square Pharmaceuticals Ltd.

The employees of Square Pharmaceuticals Ltd. perform various functions such as human resource management, accounting, marketing, finance, production/ manufacturing, selling, distribution, exporting and importing, research and development and so on for making the company more successful. In case of HR function, they perform many functions. Since the present study highlights the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh, the researcher has widely discussed here the staffing functions of Square Pharmaceuticals Ltd.

Square Pharmaceuticals Ltd. always tries to follow the standard staffing policy to hire more qualifies employees for fulfilling the vacant positions of the firm. The management believes in company growth by increasing efficiency level of employees. That is why, they have been offering excellent environment and support for skill and knowledge upgradation. The spontaneous contribution of human resources is values productivity of the firm. The HR department of the company makes different 'Strategic Human Resource Development Programs' which are the energy sources for human resources for running towards the zenith of success. To enhance the market reputation of the SQUARE as the most trusted and transparent company, the management ensures flow of clear and specific information and justification of queries. As a result, the motivation level of human resources who are the real contributors and owners of his /her own jobs has been enriched. The HRD (Human Resource Division) of the company

has already established the unique blending of professionalism which provides the opportunity to the human resources to share their stresses and success like a family. In order to achieve organizational objective and fulfillment of employee needs, the HRD of the firm provides the strong supporting role for the development and implement of HR policy guidelines to ensure uninterrupted operation and spontaneous participation of the human resources. The staffing process of Square Pharmaceuticals Ltd. is shown in the following Figure 5.2:

Figure 5. 2: Staffing Process of Square Pharmaceuticals Ltd.



Source: HR Division of Square Pharmaceuticals Ltd., Head Office, Dhaka, 2018

1. Job Analysis

The HR department of Square Pharmaceuticals Ltd. conducts a job analysis program rigorously before starting the recruitment function of the firm. Through the job analysis, they identify the pertinent information of the jobs and the skill requirements of the candidates which will help the HR manager to accomplish the other human resource management functions properly and smoothly.

2. HR Planning and Manpower Requisition

The HR planning of Square Pharmaceuticals Ltd. starts at the beginning of the year in accordance with the approval business plan and budget provisions. Each division submits their month wise recruitment plan to the HR department for the whole year. On the basis of such requirement, the HR division prepares the upcoming recruitment plan of each Division/ Department.

3. Recruitment and Selection

The HR department of Square Pharmaceuticals Ltd. follows fair recruitment and selection process to hire skilled and qualified human resources for fulfilling the vacant positions of the firm. They are always maintaining a better balance of fairness and operating a quick and effective process. To avoid unnecessary bureaucratic practices, they have utilized policies and procedures very much carefully.

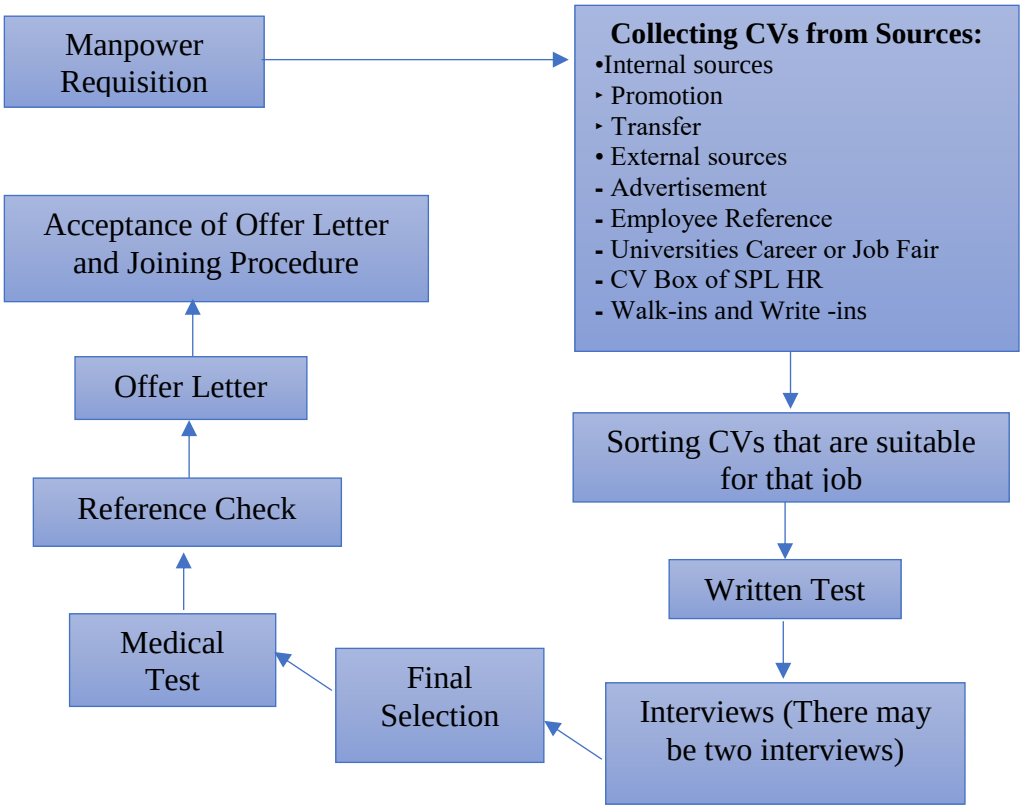
Square pharmaceuticals Ltd. recruits a significant number of human resources in every years to meet the emerging demand of the firm. They follow a very systematic process from the beginning to end which help them to hire qualified human resources. The HR department of the firm follows the following philosophy in case of recruitment:

i) Ensure recruitment of competent personnel with required competencies.
ii) Ensure compliance with the company's values regarding recruitment and selection.
iii) Ensure that any recruitment and selection go through a systematic process.
iv) Ensure that any recruitment and selection has been completed within two months (60 days).
v) Ensure greater accountability and accuracy in each process.
vi) Meet the company's operational requirements and strategic aims.

vii) Ensure greater customer (both internal and external) satisfaction (feedback and flow of interaction in each step).

The HR Division of Square Pharmaceuticals Ltd. has been played the main role in the recruitment and selection process. The recruitment and selection process of the firm starts with manpower requisition and end with appointment and the process is shown in the following Figure 5.3:

Figure 5. 3: Recruitment and Selection Process of Square Pharmaceuticals Ltd.



Source: HR Division of Square Pharmaceuticals Ltd., Head Office, Dhaka, 2018

i) Manpower Requisition

The Head of the respective Division/ Department will send the employee requirement to the HR department through manpower requisition form according to the HR planning after taking necessary approvals from the Managing Director. The Employment Requisition Form must contain JTOR, comprising Job Description and Job Specification/ Requirements of the position. The following information contain in the requisition form:

a) Name of the position

b) Status of the employment

c) Job Description
d) Job Specification
e) Approval of the MD

When the HR department of the firm receives approval of the MD, the process starts through collecting suitable candidates from the sources.

ii) Collecting CVs from Sources

The HRD of Square Pharmaceuticals Ltd. is collected and piled up CVs from internal and external sources for initial screening. The management of the firm believes that present employees are the major source of recruitment for all but entry-level recruitment. The internal sources of recruitment include the following:

a) Promotion
b) Transfer

The HRD of the firm needs to look outside the organization for applicants when they cannot be filled vacant positions through internal sources. The external sources of recruitment of SPL are as follows:

a) Advertisement
b) Employee Reference
c) Universities Career or Job Fair
d) CV Box of SPL HR
e) Walk-ins and Write-ins

iii) Sorting CVs based on Suitability for the Job

The HRD of SPL conducts screening program based on the advertisement and find out whether the candidates have fulfilled the term and conditions mentioned in the job circular. Most of the candidates are rejected in this stage due to the inferior quality. The recruitment process ends and selection process starts from here.

iv) Written Test

The HRD has called for written test of the candidates who have eligible in the CVs sorting process. They arrange for 100 marks written test to justify the quality of the candidates. The candidates who get 50 % marks are selected for interview.

v) Interview

The HRD has called for interview of every passed candidate in the written test. They conduct interview into two parts of which first one is preliminary interview and second one is final interview.

vi) Medical Test

The candidate who are eligible in the interview, they must appear in the medical test before the final selection. The purpose of the medical test is to determine whether the candidates are physically fit or not for the jobs. Medical test is mandatory for all eligible candidates in the interview. The Square Hospital has conducted the medical test for them on free of cost.

vii) Reference Check

The HRD of Square Pharmaceuticals Ltd. has conducted the reference checking of the candidates before final selection. The reason behind the candidates provide their positive information in the application. But the authority of the company needs all relevant information of the candidates to take the final decision. In this case, the company may collect all necessary information of the candidates through the reference checking.

viii) Final Selection

The management of SPL is always taken final selection decision based on the interview, medical test, reference checking and other steps of the selection process. The candidates who have required scores in these tests are finally selected them for the vacant position of the firm.

ix) Offer Letter

The HRD of SPL has issued offer letter for the candidates after the medical test and reference checked. The candidate gets the call from the HRD of the firm that he/she has been appointed and has to collect the letter quickly for joining.

x) Acceptance of Offer Letter and Joining Procedure

The candidate has to maintain some procedures during the joining. At first, the candidate has to accept the offer letter in the time of joining by signing it. After then, he/she has to fill up the following forms:

a) HRIS (Human Resource Information System) Form

b) ID Card Form

c) Declaration

The candidate becomes one of the members of Square Pharmaceuticals Ltd. and start working as an employee of the firm after accomplishing the above mentioned formalities.

E-Recruitment

The management of Square Pharmaceuticals Ltd. conducts e-recruitment systems to hire required qualified human resources for the firm. Before the person ever an employee, e-recruitment and applicant management begin person-related processing. E-Recruitment is where requisitions for open jobs or positions are created and posted for applicants to apply. The applicant is evaluated systematically against the requirements of the requisition and ranked or selected for applicant processing. Applicant Management takes the recruiting functions through all stages of candidates screening and selection. Once human resources are selected for hire, the candidate information has to pass via integration program to PA.

4. Orientation/Induction and Socialization

Once the candidates are finally selected by the authority of Square pharmaceuticals Ltd. through a rigorous recruitment and selection process, the HRD of the firm has arranged

orientation/induction program in order to familiar the new employees with the jobs and the organization. The authority of SPL has always discussed the following things in the orientation/induction program:

a) History of the company
b) Core values, vision, mission and philosophy of the company
c) Company's rules and regulations
d) Products and services of the company
e) Different departments and their functions
f) Employees' benefits and services provided by the authority of the company
g) Career advancement program of the company
h) Grievance handling and stress management system
i) Health and safety issues
j) Miscellaneous

The HRD of SPL has been arranged socialization program for the employees so that they can easily adapt with the environment of the firm. As a result, the employees may know about the probable problems and its solutions in their working place which prevent themselves to quit their jobs from the company.

5. Placement

After the induction program, the HRD of SPL gives placement the newly joined employees in various departments/divisions of the company. The HR department considers the following factors during the placement of new employees:

i) Academic background
ii) Personal background
iii) Experience

iv) Skills

v) Job related knowledge

vi) Abilities

vii) Interest

viii) Technological Knowledge

6. Training and Development

The authority of Square Pharmaceuticals Ltd. always provides proper and effective training and development to the employees so that they can perform their assigned tasks and duties effectively and efficiently for achieving the objective of the company. For this reason, they have established a separate wing under the 'Human Resource Division' which is headed by a manager. This wing is known as 'Human Resources Development and Training Wing'. The prime activity of this wing is to provide sufficient effective training and development to the employees of the company. They are directly conducted some training like the training of the company's field forces. They are also responsible for conducting all other training like in-house, external or overseas training.

The HRD asks for name of the trainees to the Head of each department/division for training. Upon the request of the HRD, the Head of each department/division prepares the list of trainees after completing the training needs assessment program. In the TNA (Training Needs Assessment) program, the Head of the respective department/division solves the following questions:

a) Who is in need of training?

b) Whether the person has the quality to acquire that knowledge, skill and aptitude which will be given/impart in the training?

c) Whether the topic of the training will bring positive change in productivity?
d) Whether the training will help the incumbent to do that job in a more efficient way with less input?
e) Whether the supervisor has that right knowledge to find out the gap between expected/ required skill, knowledge and aptitude and existing knowledge, skill and aptitude of the incumbent?

After finalizing the list of trainees, the Head of the respective department /division sends it to the HRD for arranging training and development to their knowledge and skills.

The HRD is considered external training within the country, and overseas training. But other trainings are coordinated by the Training and Development Wing under the HRD of the firm. The HR department of the company has always kept training records in each employee's personal file for further activities.

7. Performance Evaluation

The HRD of the company is responsible to conduct the performance evaluation program for all employees. In the company's performance appraisal system, the self-evaluation opportunity is given to the employees at first. After then, the employees are evaluated by their reporting boss and the person supervising his/her boss. There is a specific performance appraisal form for evaluation purpose. All levels of employees are evaluated by the managers or immediate supervisors. The management of the firm takes action to improve the performance of the employees if an employee performance is not found satisfactory level in the evaluation process.

The newly joined employees start working in their assigned departments after the successful completion of the joining formalities. But they are kept under observation up to 6 months although the probation period might vary in some cases. Generally, the observation period is known as probation period. In the probation period, the employee receives all the same benefit packages provided to the permanent employees.

The permanent job confirmation depends upon the successful completion of the probation period. There is a unique program in SPL called 'The Buddy Program'. According to the program, the newly joined employee is paired with another employee of the particular department who assists him/her to adjust with the job context, responsibilities, department cultures and other activities. There is an evaluation phase in the program where both the buddies will evaluate each other's performance throughout the program.

8. Promotion, Transfer, Increase of Facility and Separation

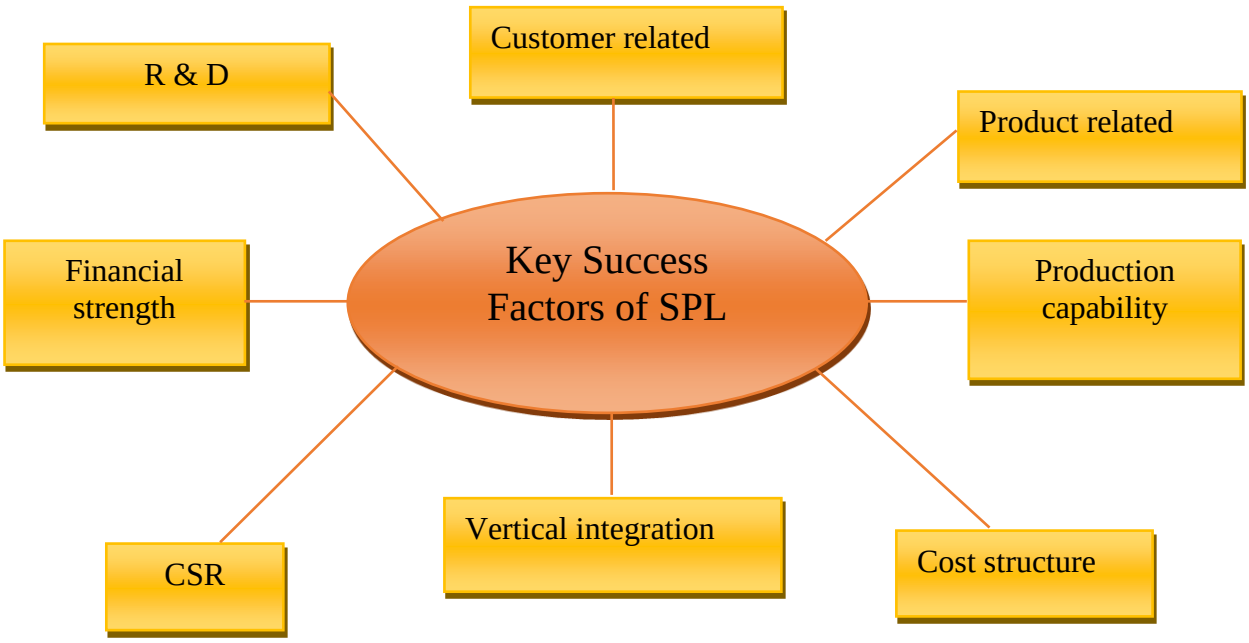
If an employee performance is found satisfactory-level through the evaluation program, the employee will get promotion to the upper position. An employee may be transferred to the more important or less important department/division in the organization based on the performance appraisal results. Sometimes the authority of SPL will increase the salary and other benefits whose performances are really very good. But if an employee performance is found below satisfactory-level and it is happened in three (03) consecutive years, then the authority of the company takes decision to terminate this employee from his/her job. Before termination, the management of the firm has tried to enhance the performance of the weak employees through various ways. If an employee can overcome his/her poor performance in the given time, then the authority

will give the opportunity to this employee to contribute to the continuous growth and development of the firm.

5.2.7 Key Success Factors of Square Pharmaceuticals Ltd.

Many factors facilitate the success of Square Pharmaceuticals Ltd. and make it as Flagship Company in the pharmaceutical industry of Bangladesh. Among these factors, the key success factors play a vital role which is shown in the following Figure 5.4:

Figure 5. 4: Key Success Factors of Square Pharmaceuticals Ltd.



Source: HR Division of Square Pharmaceuticals Ltd., Head Office, Dhaka, 2018

The above Figure 5.4 shows the Key Success Factors of Square Pharmaceuticals Ltd. Among the key success factors, the top priority factor is customer. The authority and employees of SPL think that customers are the main stakeholder of the firm. That is why, they always try to produce quality products for attracting large number of customers.

5.2.8 Core Competencies of Square Pharmaceuticals Ltd.

Every company wants to make difference from others in the market in order to capture the major market share. So, the authority of Square Pharmaceuticals Ltd. always tries to differentiate the firm and its products from other pharmaceutical manufacturing firms in Bangladesh ensuring core competencies, which are shown in the following Table 5.2:

Table 5. 2: Core Competencies of Square Pharmaceuticals Ltd.

SL	Core Competencies
1.	Fair staffing policy
2.	Good working environment
3.	Transparent business policy
4.	Best compensation policy
5.	Good- governance
6.	Protection of shareholder's capital
7.	Top quality health care products
8.	Flexible and good management
9.	Better career opportunities
10	Excellent company culture
11.	Strong business ethics
12.	Zero-tolerance policy against all kinds of corruption

Source: HR Division of Square Pharmaceuticals Ltd., Head Office, Dhaka, 2018

The above Table 5.2 shows the core competencies of Square Pharmaceuticals Ltd. where 'Fair staffing policy' ranks the top. It means that the management of the company always gives priority on hiring the best people in the organization who can really contribute to the continuous growth and development of the business. The management of the company has already established 'Zero-tolerance policy' to prevent all types of corruption in the organization. As a result, they are able to create favorable image among the customers towards its products.

5.2.9 Key Programs of Square Pharmaceuticals Ltd.

The key programs of Square Pharmaceuticals Ltd. are shown in the following Table 5.3:

Table 5. 3: Key Programs of Square Pharmaceuticals Ltd.

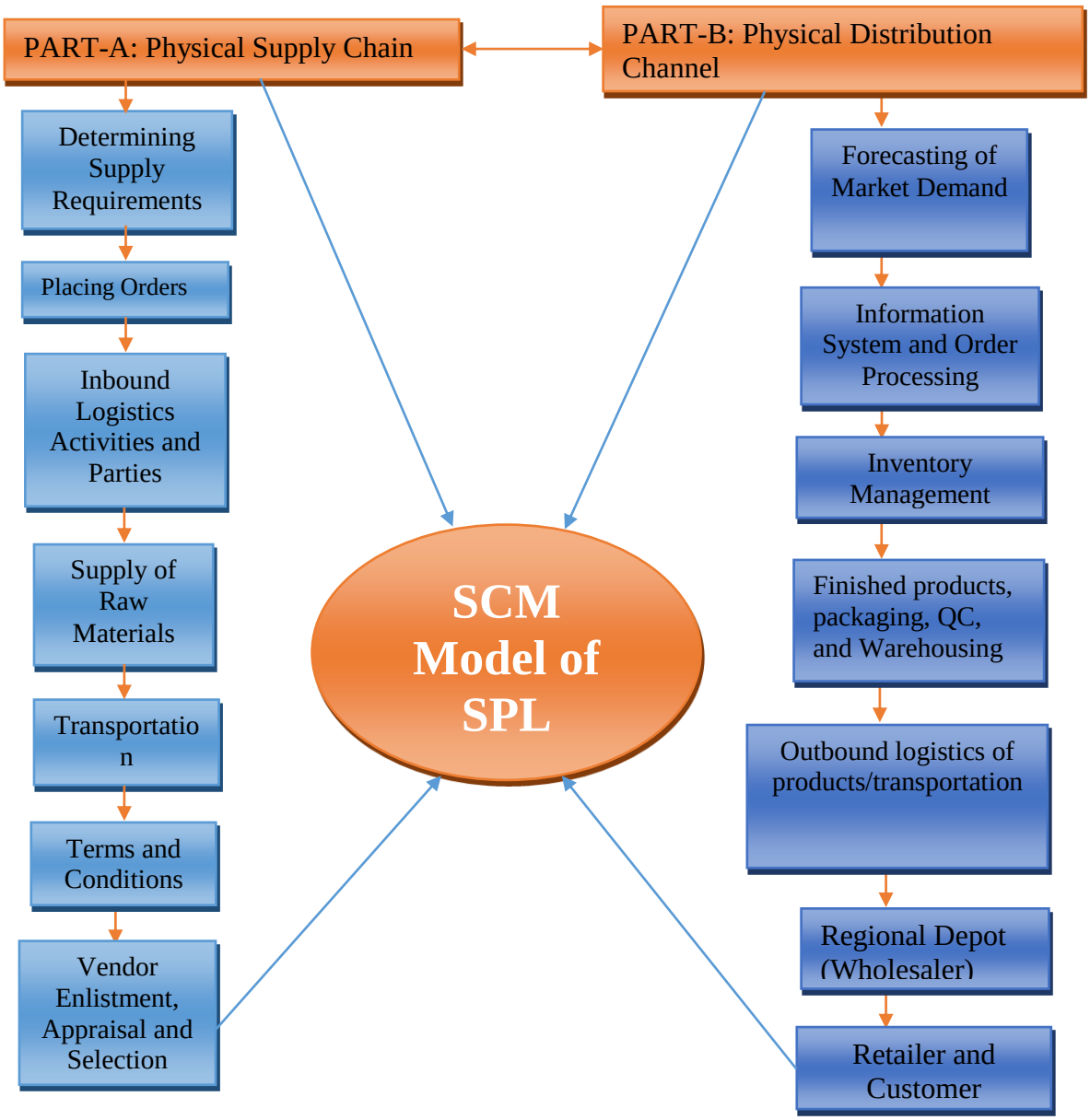
SL	Key Programs
1.	Offers facilities for contract manufacturing
2.	Provides assistance in product promotion and training in overseas markets
3.	Employee professional development program
4.	Ensuring safe, healthy and employee –friendly workplace
5.	Committed to support precautionary approach to environmental challenges and to promote greater environmental responsibility
6.	Loan Facility Program for employees
7.	Conduct fitness center for employees
8.	Recreational facility for employees
9.	Support to education
10.	Support to ICDDR,B for research on childhood diarrhoea
11.	Advancing research development program
12.	Conduct women empowerment program
13.	Free Diabetes Screening and Awareness Program
14.	Vaccination and brest feeding awareness program
15.	Operating 24/7 free helpline for mother and babies
16.	Baby Olympiad 2015
17.	Informing physician community on latest development in medical science
18.	Conducting different awareness building programs
19.	Celebrating different days
20.	Medical campaign program for poor people
21.	Road safety campaign and road side shade
22.	Donation to hospitals, medical colleges, local community and underprivileged people
23.	Attending and arranging different pharmaceuticals Fair
24.	Organizing and practicing different workshops, seminars, conferences, summits etc.
25.	Operate disaster management program
26.	Special government medicine supply program
27.	Paying high tax to the government of Bangladesh
28.	Sponsor of different cultural events
29.	Sponsor of different sporting events
30.	Sponsor Meril-Prothom-Alo Festival
31.	Square helps many NGO’s in their effort to make available healthcare to disadvantage population of Bangladesh
32.	Conduct SQUARE Child Development Center

Source: HR Division of Square Pharmaceuticals Ltd., Head Office, Dhaka, 2018

5.2.10 Supply Chain Model of Square Pharmaceuticals Ltd.

The management of Square Pharmaceuticals Ltd. always concerns about its supply chain activities. In this case, they a standard model which is shown in the following Figure 5.5:

Figure 5. 5: Supply Chain Model of Square Pharmaceuticals Ltd.



Source: HR Division of Square Pharmaceuticals Ltd., Head Office, Dhaka, 2018

In the above Figure 5.5, we can see that there are two parts of Supply Chain Model of Square Pharmaceuticals Ltd. The 'PART-A' is physical chain and the 'PART-B 'is physical distribution channel. The authority of SPL always maintains high standard in every step of supply chain process to produce quality products for customers. As a result, this company keeps number one position in several years in the pharmaceutical industry of Bangladesh.

5.2.11 SWOT Analysis of Square Pharmaceuticals Ltd.

The SWOT Analysis of Square Pharmaceuticals Ltd. is shown in the following Figure 5.6:

Figure 5. 6: SWOT Analysis of Square Pharmaceuticals Ltd.

Strengths

1. Adequate skilled and committed human resources
2. Maintaining high quality for its products
3. No compromise with quality of raw materials
4. Technologies and machineries come from Germany, U.S.A, and India
5. Strong marketing and distribution networks
6. Well-equipped R & D and manufacturing infrastructure
7. Reputed company and recognized brand
8. Large customer base
9. Strong corporate governance

Weaknesses

1. Low-investments in innovative R & D
2. No linkage with academia
3. Absence of advanced technology
4. Many aggressive competitors
5. Some products prices are very high
6. Problems faced while importing raw materials from abroad like U.S.A., Germany, and India
7. Inadequate suppliers for their raw materials

Opportunities

1. Square can develop their market value by cutting down product price
2. Incredible export potential and entering global market
3. Scope for the development of marketing alliances with MNCs products in domestic and international market
4. Square can develop strong relationship with the government for supports
5. Possible new product development
6. Square can work for obtaining

Threats

1. Increasing number of competitors' day-by-day
2. Competitors come with advanced technology and high-skilled HR
3. Innovative products by others
4. Hiking price of raw materials
5. Increasing cost of skilled HR
6. Inadequate power supply
7. Acquisition and Merger

Source: HR Division of Square Pharmaceuticals Ltd., Head Office, Dhaka, 2018

5.3 Incepta Pharmaceuticals Limited

5.3.1 Establishment of Incepta Pharmaceuticals Limited

One of the leading pharmaceutical manufacturing firms in Bangladesh is Incepta Pharmaceuticals Limited (IPL). It was established in the year 1999 as the private limited company. It began its operation with a handful of highly skilled and dedicated human resources guided by a capable leadership. Swift and timely decisions, technical excellence and proper strategic planning helped the authority of the company to achieve their objectives leading to much faster growth. The management of the company has always able to forecast the need of the market and provide the right product at the right time. The authority of the company has been placed high focus on R & D investment from the very beginning. As a result, the company could bring quality products in the market ahead of its competitors in most cases which enable the company to occupy the major market share in the highly competitive pharmaceuticals business in Bangladesh.

The Incepta Pharmaceuticals Ltd. (IPL) has recognized as the fastest growing manufacturing firm in the country. It is now the 2nd largest pharmaceuticals manufacturing firm of the country. The company has obtained 10 percent market share in the country pharmaceutical market. The sales figure of the company has reached Tk. 1085 crore with an annual growth rate is 18 percent in 2016. The company now has one of the largest and competent sales force and distribution network of its own which operated from 21 different locations throughout the country. The company also has a most dynamic skilled and dedicated marketing team. They have formed this marketing team comprising of renowned pharmacists and doctors which are at the core of the marketing operation. In order to promote the company's products, these highly skilled professionals have been playing a vital role in providing the necessary strategic guideline to the authority of the company

5.3.2 Corporate Profile of Incepta Pharmaceuticals Ltd.

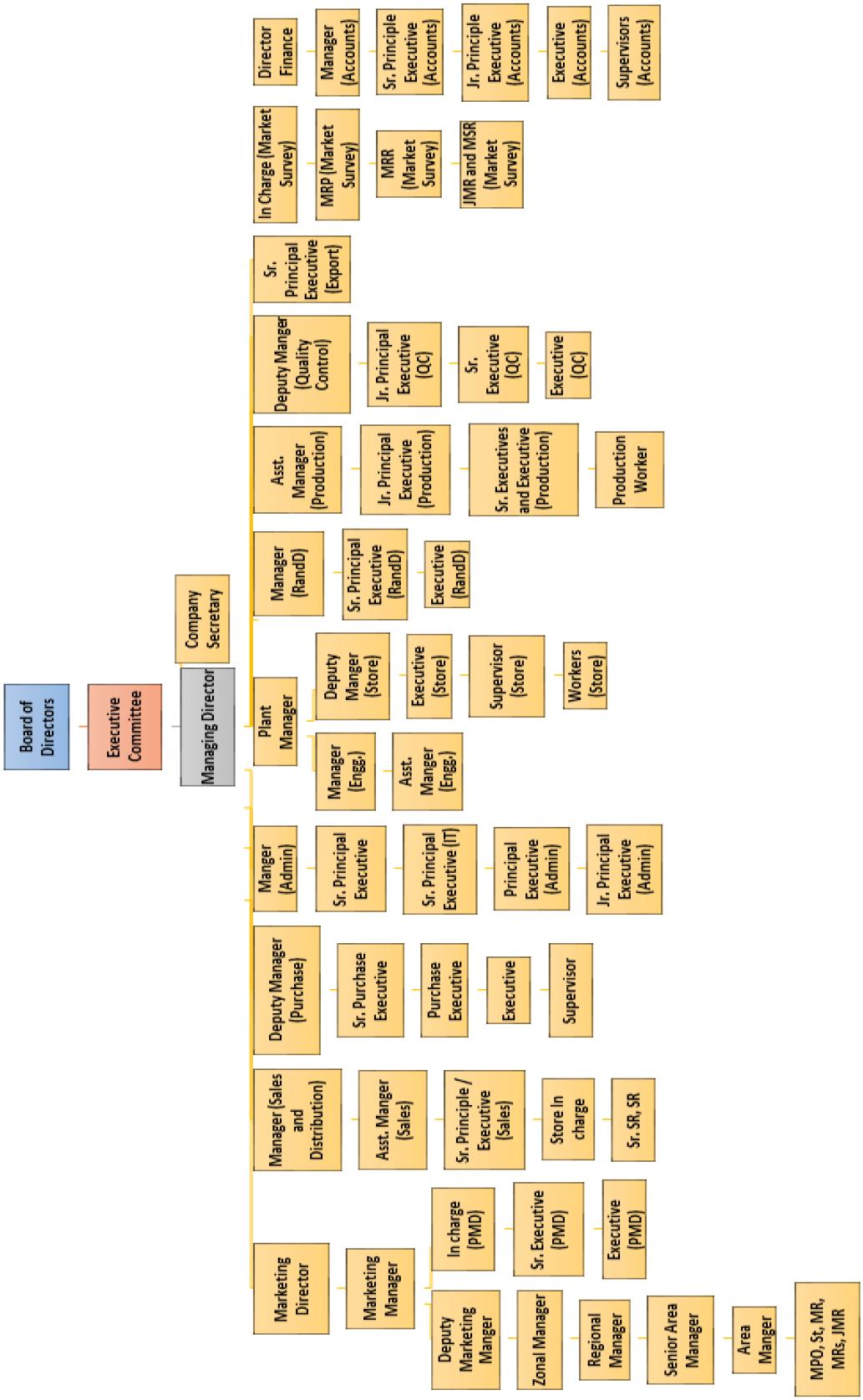
Company Name	: Incepta Pharmaceuticals Ltd.
Year of Establishment	: 1999
Form of Company	: Private Limited
Present Status	: Private Limited Company
Sectors of Operation	: Healthcare-supply of pharmaceuticals, Biotechnology and pharmaceutical products, and Health and pharmaceuticals
Authorized Capital	: 16.00 Million USD
Paid-up Capital/ Reserves	: 7.50 Million USD/4.16 Million USD
Corporate Address	: Head Office, 40, Shahid Tajuddin Sharani, Tejgaon, Industrial Area, Dhaka-1208, Bangladesh
Telephone	: (+8802)8891688-703
Fax	: (+8802) 8891190
E-mail	: muk@inceptapharma.com
Website	: www.inceptapharma.com

Source: HR Division of Incepta Pharmaceuticals Ltd. Head Office, Dhaka, 2018

5.3.3 Organogram of Incepta Pharmaceuticals Ltd.

The organogram of Incepta Pharmaceuticals Ltd. is shown in the following Figure 5.7:

Figure 5. 7: Organogram of Incepta Pharmaceuticals Ltd.

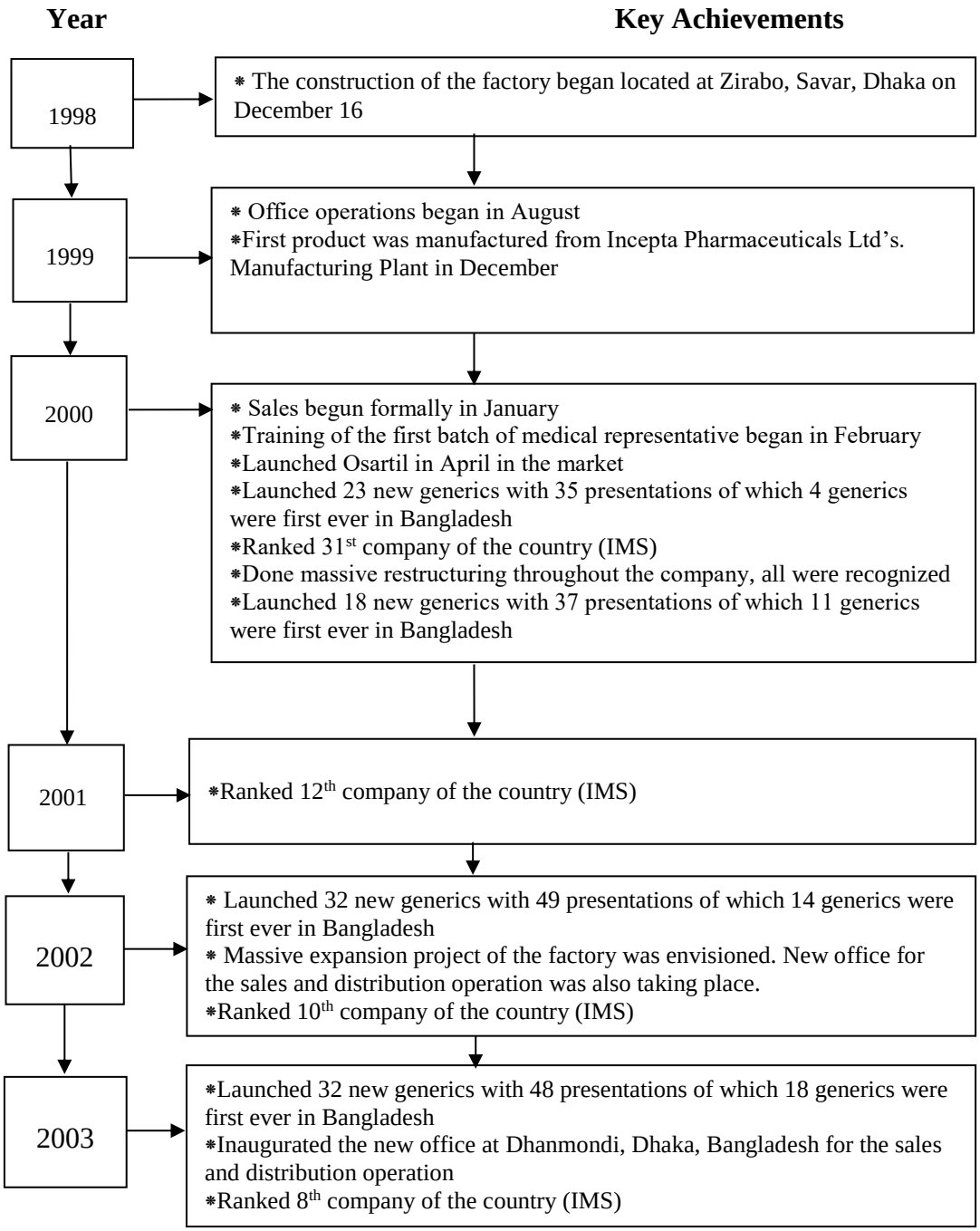


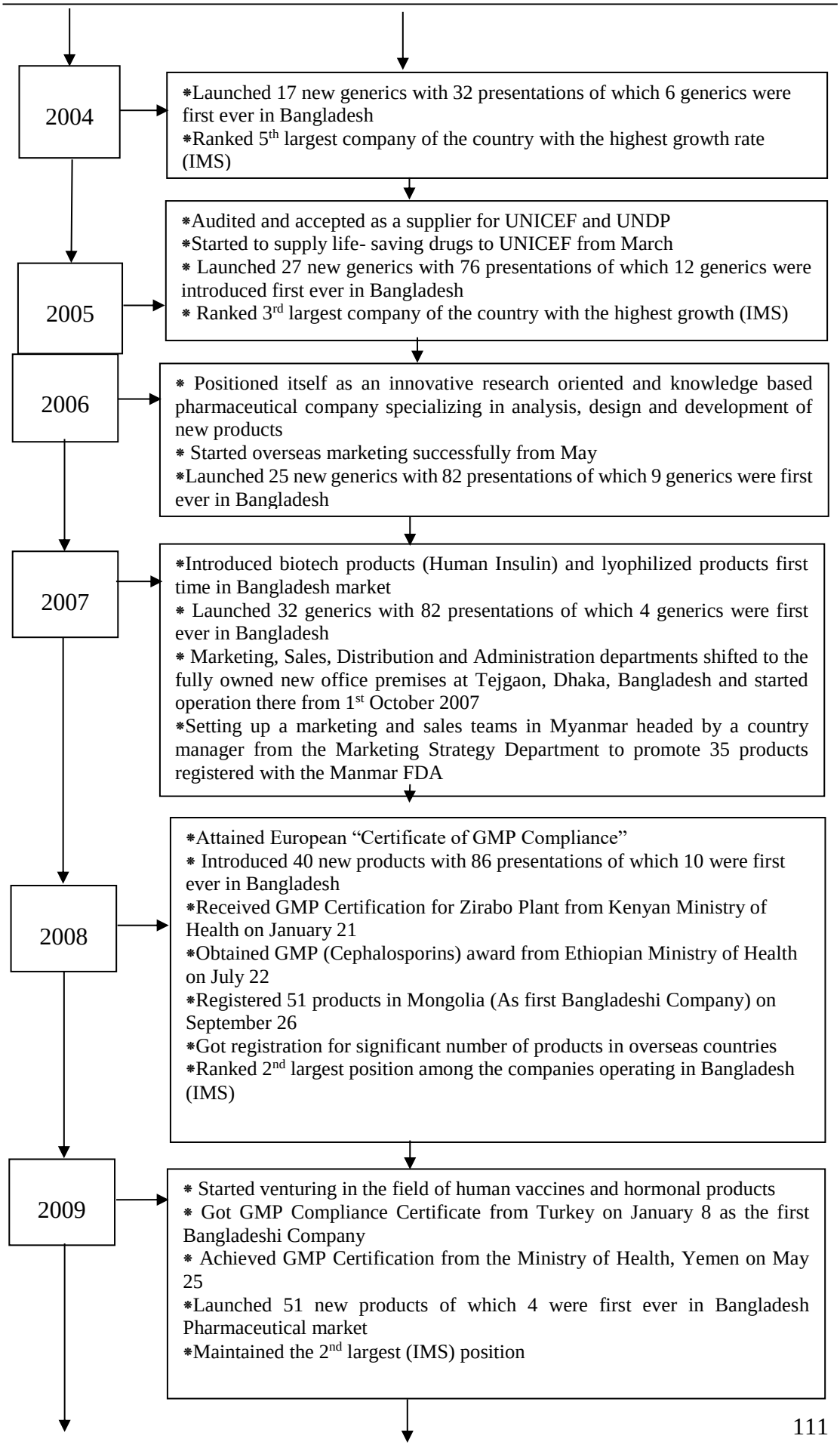
Source: HR Division of Incepta Pharmaceuticals Ltd., Head Office, Dhaka, 2018

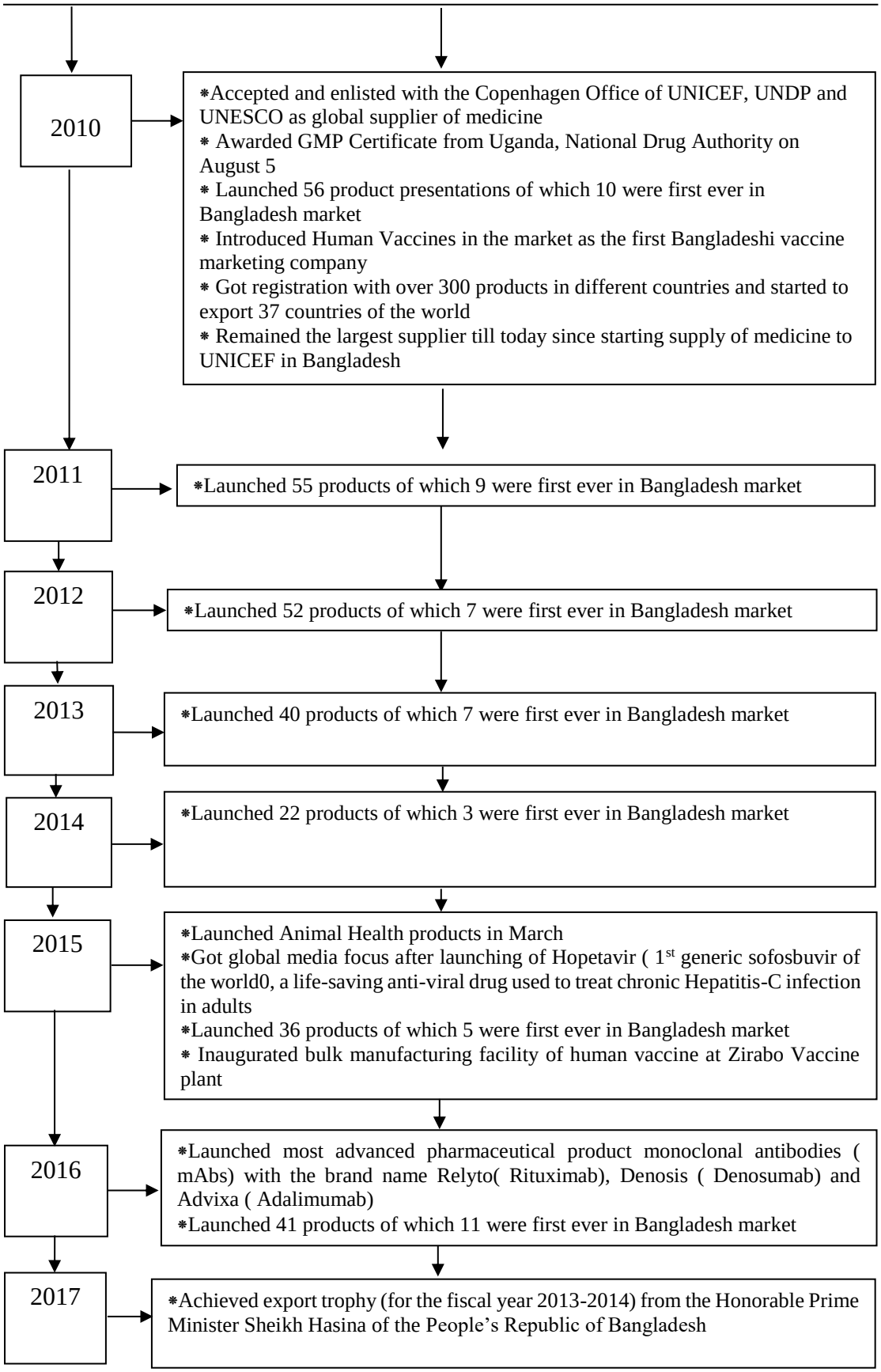
5.3.4 Key Achievements of Incepta Pharmaceuticals Ltd.

Incepta Pharmaceuticals Ltd. is one of the fastest growing and leading pharmaceutical manufacturing firms in Bangladesh. The operation of the company started with a bunch of highly committed and qualified professionals guided by a competent leadership. The company has obtained targets leading much faster development because the management of the company could have successfully formulated effective strategic planning and quick and fruitful decisions on a needed basis. The chronology of operational progress of the company is shown in the following Figure 5.8:

Figure 5. 8: Chronology of Operational Achievements of Incepta Pharmaceuticals Ltd




2004
∗Launched 17 new generics with 32 presentations of which 6 generics were first ever in Bangladesh
∗Ranked 5th largest company of the country with the highest growth rate (IMS)
2005
∗Audited and accepted as a supplier for UNICEF and UNDP
∗Started to supply life- saving drugs to UNICEF from March
∗ Launched 27 new generics with 76 presentations of which 12 generics were introduced first ever in Bangladesh
∗ Ranked 3rd largest company of the country with the highest growth (IMS)
2006
∗ Positioned itself as an innovative research oriented and knowledge based pharmaceutical company specializing in analysis, design and development of new products
∗ Started overseas marketing successfully from May
∗Launched 25 new generics with 82 presentations of which 9 generics were first ever in Bangladesh
2007
∗Introduced biotech products (Human Insulin) and lyophilized products first time in Bangladesh market
∗ Launched 32 generics with 82 presentations of which 4 generics were first ever in Bangladesh
∗ Marketing, Sales, Distribution and Administration departments shifted to the fully owned new office premises at Tejgaon, Dhaka, Bangladesh and started operation there from 1st October 2007
∗Setting up a marketing and sales teams in Myanmar headed by a country manager from the Marketing Strategy Department to promote 35 products registered with the Manmar FDA
2008
∗Attained European "Certificate of GMP Compliance"
∗ Introduced 40 new products with 86 presentations of which 10 were first ever in Bangladesh
∗Received GMP Certification for Zirabo Plant from Kenyan Ministry of Health on January 21
∗Obtained GMP (Cephalosporins) award from Ethiopian Ministry of Health on July 22
∗Registered 51 products in Mongolia (As first Bangladeshi Company) on September 26
∗Got registration for significant number of products in overseas countries
∗Ranked 2nd largest position among the companies operating in Bangladesh (IMS)
2009
∗ Started venturing in the field of human vaccines and hormonal products
∗ Got GMP Compliance Certificate from Turkey on January 8 as the first Bangladeshi Company
∗ Achieved GMP Certification from the Ministry of Health, Yemen on May 25
∗Launched 51 new products of which 4 were first ever in Bangladesh Pharmaceutical market
∗Maintained the 2nd largest (IMS) position



Source: www.inceptapharma.com

5.3.5 Vision and Mission of Incepta Pharmaceuticals Ltd.

a) Vision: The visions of Incepta Pharmaceuticals Ltd. are as follows:

i) To provide people globally with high quality healthcare products at affordable prices.

ii) To improve access to medicines for all classes of people.

iii) To provide employees an enabling environment that facilitates realization of their full potential.

b) Mission: The missions of Incepta Pharmaceuticals Ltd. are as follows:

i) To become a research based global pharmaceutical company.

ii) To become a highly efficient generic manufacturer.

iii) To discover and develop innovative, value-added products those improve the quality of life of people around the world.

iv) To contribute towards the growth of the country.

5.3.6 Functions of Incepta Pharmaceuticals Ltd.

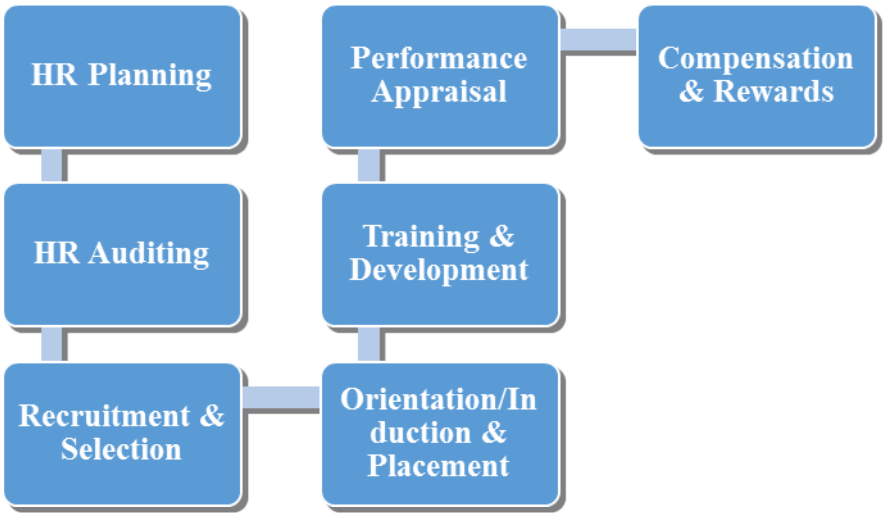
To make the company successful, the management of Incepta Pharmaceuticals Ltd. performs many functions. These are as follows:

i) Human Resource Management
ii) Accounting and Finance
iii) Marketing
iv) Selling
v) Distribution
vi) Exporting and Importing
vii) Research and Development
viii) Manufacturing etc.

Although they have been performing many HR functions but the research has elaborately discussed here the staffing functions as the present study has highlighted on the staffing policies and practices of pharmaceuticals manufacturing firms in Bangladesh.

In order to accomplish the staffing functions properly, the HRD (Human Resource Division) of the firm follows a systematic process which is shows in Figure 5.9:

Figure 5. 9: Staffing Process of Incepta Pharmaceuticals Ltd.



Source: HR Division of Incepta Pharmaceuticals Ltd., Head Office, Dhaka, 2018

1. HR Planning

The HRD of Incepta Pharmaceuticals Ltd. always performs the HR planning function as it is the first step of staffing process of the company. Through the HR planning, they have forecasted the future human resource requirements of the firm and identified the ways to utilize the existing human resource capacity for fulfilling these requirements. They have also supplied of the appropriate people in appropriate numbers at the appropriate time and place with the help of HR planning.

2. HR Auditing

The HRD of Incepta Pharmaceuticals Ltd. conducts HR audit after formulating the HR planning. They conduct HR audit to find out details employee information of the firm for the purpose of starting a successful recruitment and selection program. They also find out lapses, shortcomings, gaps in the implementation of HR functions and taking remedial actions to overcome these problems through the HR audit.

3. Recruitment and Selection

The management of Incepta Pharmaceuticals Ltd. always hires required human resources for the company ensuring equal employment opportunity. The policy of the company is to attract, retain and motivate skilled and qualified human resources. The

authority of the firm is believed that the efficient and high caliber human resources are required to achieve the goal of the company. That is why, they pay sincere attention and efforts for recruiting highly qualified and competent human resources who are willing to face challenges for achieving the company's goal. The HRD of the company follows some principles to conduct the standard recruitment program for hiring the qualified employees for the firm. These principles are as follows:

i) Fairness: The management of Incepta Pharmaceuticals Ltd. is always maintained fairness during the recruitment of new employees. They do not discriminate against any job candidate and employment on the basis of sex, age, race, color, religion, nationality or any other factor that does not pertain to the individual's ability to do the job. Each and every employee gets fair wages/salaries and job opportunity in return for their job, skills, commitment, loyalty, personal interest and best efforts. The company has always applied each employment policy in a uniform, fair and consistent manner. The employment policies of the firm are very strict and transparent. The reason behind that they never allow any nepotism, favor or preferential treatment to anyone. In any candidate tries to interfere or attempt to interfere during the implementation of any step of the hiring process by any quarter, the management of the company takes it very negatively because the policy of the firm does not allow it.

ii) Right person at the right place: The management of the IPL works hard to ensure best match between employee skills and job requirements. They also work hard to recruit right and competent employees at the right job at the right time.

iii) Efficient and Effective: The management of IPL has always given all-out efforts to ensure efficiency and effectiveness at all stages of the recruitment process for fulfilling the vacant positions of the firm with more skilled and competent human resources.

iv) Realistic Planning: The management of IPL has always given more emphasis on HR planning. There are two reasons behind this which are as follows:

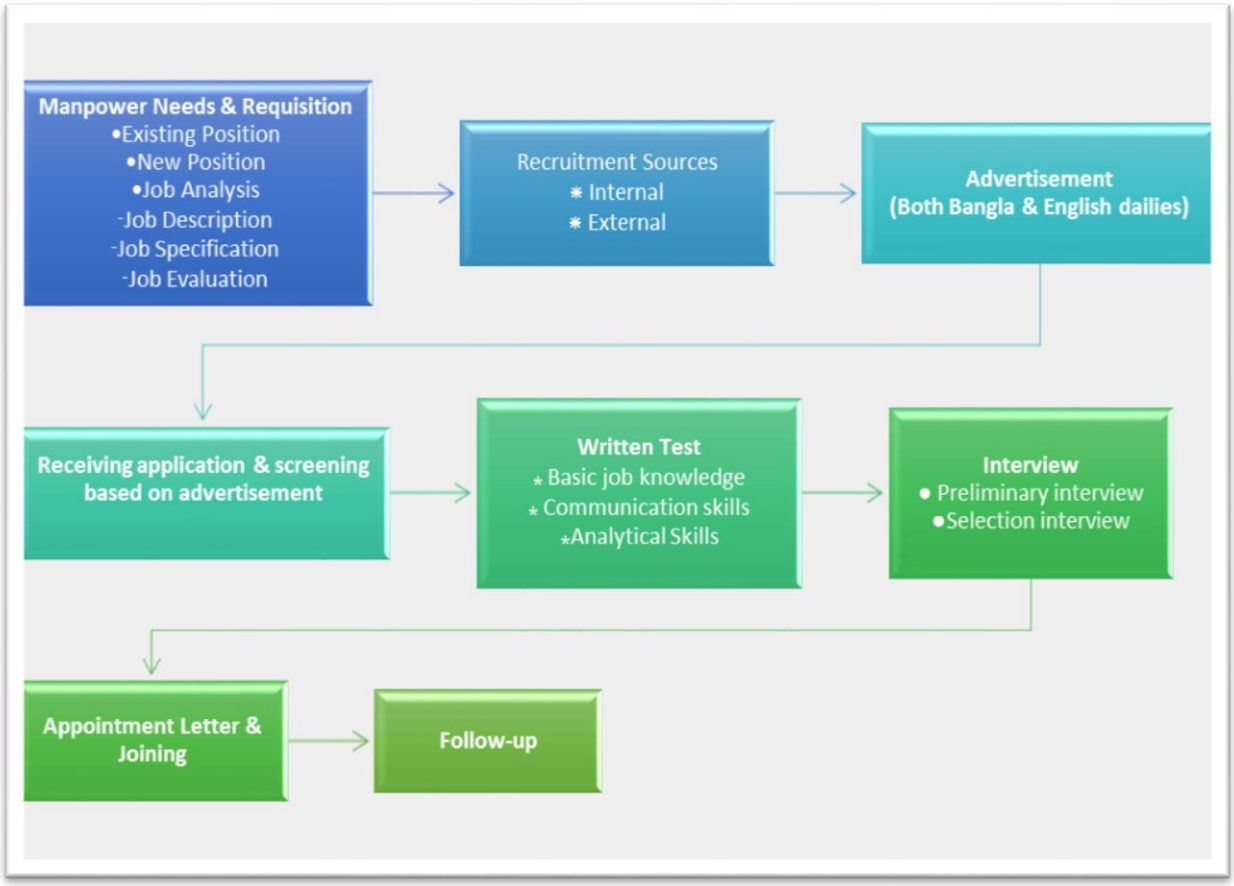
a) The business activities of Incepta Pharmaceuticals Ltd. have been expanding rapidly.
b) The competition among the pharmaceutical manufacturing firms in Bangladesh is drastically increasing

v) Standard Method: The authority of IPL has always confirmed standard at all steps and procedures of recruitment, selection, induction, and placement

vi) Development Focus: The management of IPL has always taken many initiatives to develop employees from within the company because the qualified human resources are not readily available in the labor market and even their hiring is subject to very costly and time consuming. Thus, the management of the company is very much committed to develop their human resources for achieving the company's goals. They have always employed and utilized the available development opportunities for the employees.

In order to hire the most qualified and competent employees, the HRD of IPL usually follows a systematic process which is shown in Figure 5.10.

Figure 5. 10: Recruitment and Selection Process of Incepta Pharmaceuticals Ltd.



Source: HR Division of Incepta Pharmaceuticals Ltd., Head Office, Dhaka, 2018

i) Manpower Needs and Requisition: Generally, the respective department should fill up the 'Recruitment Requisition Form' and send it to the HR department with the approval of the MD of the company to fulfill the existing or new vacant position. But

sometimes the HRD of Incepta Pharmaceuticals Ltd. take necessary approval from the MD of the company to fulfill the vacant position of the firm with competent human resources. Recently, the company has brought change on sending the manpower requisition form. Previously, they used 'Recruitment Requisition Form' which was sent by the respective department to the HR department. But at present, the concerned department needs to send a letter in the form of memo to the HR department requesting the required number of human resources.

In order to conduct the standard recruitment and selection program for fulfilling the vacant positions of the company, the HR department of IPL has always accomplished some functions accurately such as identified existing and new vacant positions in different department of the firm, and job analysis.

ii) Recruitment Sources: The authority of IPL recruits the required human resources to fill up the existing and new vacant positions with competent and qualified human resources from two sources, which are as follows:

a) Internal Sources, and
b) External Sources

a) Internal Sources: The policy of IPL is to give preference to appoint internal candidates. But the candidates are suitably qualified for the vacant and new positions. They are also capable to meet existing and future requirement of the jobs in the company. With the approval of the competent authority of the company, the appointments have been made in the way of transfer or up-gradation and promotion.

b) External Sources: The authority of IPL recruits the qualified and competent human resources from the external sources, which are as follows:

- Website
- Newspaper Advertisement
- Employee Referrals
- Walk-ins and Write-ins
- Senior Executive Search
- Other

iii) Advertisement: After finding the recruitment sources, the company normally goes for the advertisement of the jobs. In case of internal recruitment, the company has given the advertisement of the jobs through internal notices to the concerned offices. A specific length of time is given to the employees so that they can submit their

application for the jobs to the HRD of the firm. But in case of external recruitment, the company has given the advertisement of the jobs in the national newspapers both Bangladesh and English. External recruitment is required if there is no existing manpower to place the selected person in the new post. The widely circulated newspapers are chosen for publishing advertisement. The particular circular has been published in one Bangla and in one English newspaper. The position, nature of appointment, location, major areas of responsibility, terms and conditions, age limit, minimum education level, work experience, job requirements, special requirements and deadline of the application are to be sent in the job advertisements.

iv) Receiving Applications and Screening: The HRD of Incepta Pharmaceuticals Ltd. collects application forms from the potential job candidates and send all the applications to the concerned department for short listing. The concerned department has prepared the list of candidates based on the advertisement and sent it back to the HR department to arrange for a written test or an interview (based on level of position).

v) Written Test: The written test is not a regular part of the normal process. It is conducted on a need basis. Generally, executives go through the interviews except the entry-level and also depending on the nature of the job. The written test before the interview process helps the authority of the company to select more qualified candidates for the jobs. The candidates who are eligible in the written test are called for interview. The purpose of the written test is to know the candidates' basic job knowledge, communication skills and analytical skills.

vi) Interview: Usually, the interview process of Incepta Pharmaceuticals Ltd. is a two-tire-one. A preliminary interview is conducted for the purpose of eliminating the candidate from the list. After the preliminary interview, the authority of the company conducts the selection interview. The in-depth discussion between interviewer and interviewee is held in the selection interview. It is a planned activity and the company's authority takes time to prepare themselves for accomplishing this interview process smoothly. There are many distinct stages of selection interview of Incepta Pharmaceuticals Ltd., which are as follows:

i) **Interview Preparation:** The interviewers must be fully prepared themselves before starting the interview. They should know job requirements, skills, background of the candidates etc. to evaluate and select the best candidate for the jobs of the company.

ii) **Established Rapport:** The interviewers of Incepta Pharmaceuticals Ltd. have always created a comfortable environment for the candidates in the interview board through task, smiles and relaxed posture.

iii) **Conduction of Interview:** The pain part of the interview session of Incepta Pharmaceuticals Ltd. is to conduct the interview. The interviewers spends 80% time for the conduction of interview. At this stage, they have asked several job related, behavior oriented, structured or semi-structured and probing questions to justify the suitability of the candidates for the posts/positions. Generally, a minimum of 15 to 30 minutes time is spent for each candidate. But it various in many positions. If any candidate performs well, then interview time continues.

Generally, on an average 50% applicants are called for the 1st interview from the written test. The 1st interview is usually held in 2 to 5 weeks later after the written test. But the time takes less when there are emergency to fill up the position. The main objective of the 1st interview is to further shorten the list of candidates for 2nd interview by eliminating apparently ineligible candidates. The HRD of the company has prepared a shortlist for the 2nd interview based on the performance of the 1st interview. Usually, the 2nd interview is called 2 weeks later after the completion of the 1st interview. The number of candidates at the stage is kept within the appropriate ratio 1:3 of candidates to be recruited. The reason behind any candidate may refuse to accept employment for any personal or other problems.

The authority of IPL forms an interview board/selection committee with the following personnel:

- Line managers
- Head of HR
- Head of concerned department

The interview board members have asked the questions to the candidates relating to the jobs they applied for. According to the nature of job and level of position, the nature of questions will vary. At the end of the interview, the interview board members try to get the answers of some key questions to select the candidates for the jobs of the firm, which are as follows:

Can the candidate do the job?

Will the individual do the job?

How will the individual fit with the company?

Sometimes the managerial level candidate has to go through 3 (three) interviews (Oral) with no written test. In this case, the best candidate is offered the job in the 3rd interview which is treating as the final interview.

iv) **Closing and Evaluation:** An indication is given to the interview board that the interview is about to be closed at this stage. The members of the interview board evaluate the performance of the candidates by using an assessment form/sheet and record their overall impression based on notes taken during the interview session. They rank all the candidates and recommend the candidate who is best suited for the job of the company. The preliminary selection is made based on marks obtained in the written and oral test and the judgement of the interview board members. The interview board members are made a consensual recommendation and forward to the HR along with all papers for further activities. After getting the recommendation from the interview board, the HR send a memo to the top management with all documents/information that had been processed during the selection steps. After then, the top management of the company issues the employment letters for the finally selected candidates.

vii) Selection Decision: The management of Incepta Pharmaceuticals Ltd. takes selection decision based on the recommendation of the interview board, reference checking and medical examination.

Every finally selected candidate must appear at the medical examination to join as the employee in the Incepta Pharmaceuticals Ltd. The prime objective of the medical examination is to obtain information of the health status of the applicants being considered for employment and to determine whether the applicant is physically and mentally capable of performing the job. Medical checkup is a part of formality before joining in the jobs of IPL. Previously, the job offer is contingent on passing medical examination conducted by the physician/diagnostic centre, but now employee does the medical examination by their own medical physician. The employee is borne the cost of medical examination personally.

viii) Appointment Letter and Joining: The appointment letters are sent to the finally selected candidates or they are asked to collect their appointment letters if possible from the Head Office of IPL. Two copies of appointment letter are sent to each candidate where in the 2nd copy two extra lines are written mentioning whether the applicant has accepted the job offer or not. The candidate needs to send the 2nd copy to the Head Office of the company and other copy is kept with him/her after accepting the job offer. He/she has to put the joining date in the 2nd copy of appointment letter. The management of the company includes the following things in the appointment letter:

- Job title (according the job title matrix. grade/step and remuneration)
- Place of posting
- Name of section in the department
- Effective date of appointment
- Probationary period, condition of confirmation and notice period
- Standard terms and conditions of IPL

The HRD of the company has attached a current job description which is duly signed by the supervisor with the appointment letter. The appointment letter and job description will become valid when it is signed by the respective signing authority of the company and the employee, in the space provided for the purpose. There is an opportunity for the selected candidate to withdraw himself/herself from the job offer at this stage. Every candidate is always free to discuss whatever difficulty may arise regarding anything. The management of the company has followed the open door policy. That is why, the door of the HRD is always open for any sort of relevant discussion for every employee.

ix) **Follow-up:** The HRD and the concerned department always follow-up the performance of the new employees and provide necessary guidelines and suggestions to cope up with the work environment, work culture, peer groups etc. The management of IPL always tries to help the employees to get settled their problems in the job, work environment and workplace culture.

4. Orientation/Induction and Placement

The HRD of Incepta Pharmaceuticals Ltd. always conducts sound orientation/induction program for the purpose of orienting newly recruited employees with the jobs and the organization. The orientation/induction program of the company is well-planned and

well-organized and it creates enthusiasm among the new employees. As a result, new employees' confidence, interest, etc. will enhance and they may feel good to work in the company as a family. The following points include in the orientation/induction program by the HRD of IPL:

♦ History of the company
♦ Key achievement/success
♦ Philosophy, values, goals and objectives of the company
♦ Management style
♦ Nature of business
♦ Financial status including growth, funding, etc.
♦ Products and services of the company
♦ Profile of the customers
♦ Profile of strong and emerging customers
♦ Products and services of the competitors
♦ Company rules and regulations
♦ Compensation and benefits
♦ Physical facilities provided the authority of the company to the employees
♦ Company culture, etc.

After providing standard orientation/induction, the HRD of the company places the newly selected employees in various departments considering the following factors:

● Experiences
● Skills
● Abilities
● Training on the job he/she applied for
● Academic background
● Knowledge about job
● Personality
● Family background
● Character

5. Training and Development

Training helps the employees to develop skills which is very much needed for their jobs. The authority of IPL always provides sufficient relevant training to their employees so that they can effectively and efficiently perform their tasks to achieve the objective of the company. The authority of IPL applies the following training cycle to provide training to their employees:

Figure 5. 11: Training Cycle of Incepta Pharmaceuticals Ltd.

Source: HR Division of Incepta Pharmaceuticals Ltd., Head Office, Dhaka, 2018

The following two training methods are followed by the authority of IPL to provide training to their employees:

i) Non-Supervisory Training: The non-supervisory training method is used by the trainers of IPL to provide training to the workers and administrators. The trainers have utilized lasting and easygoing system in this case.

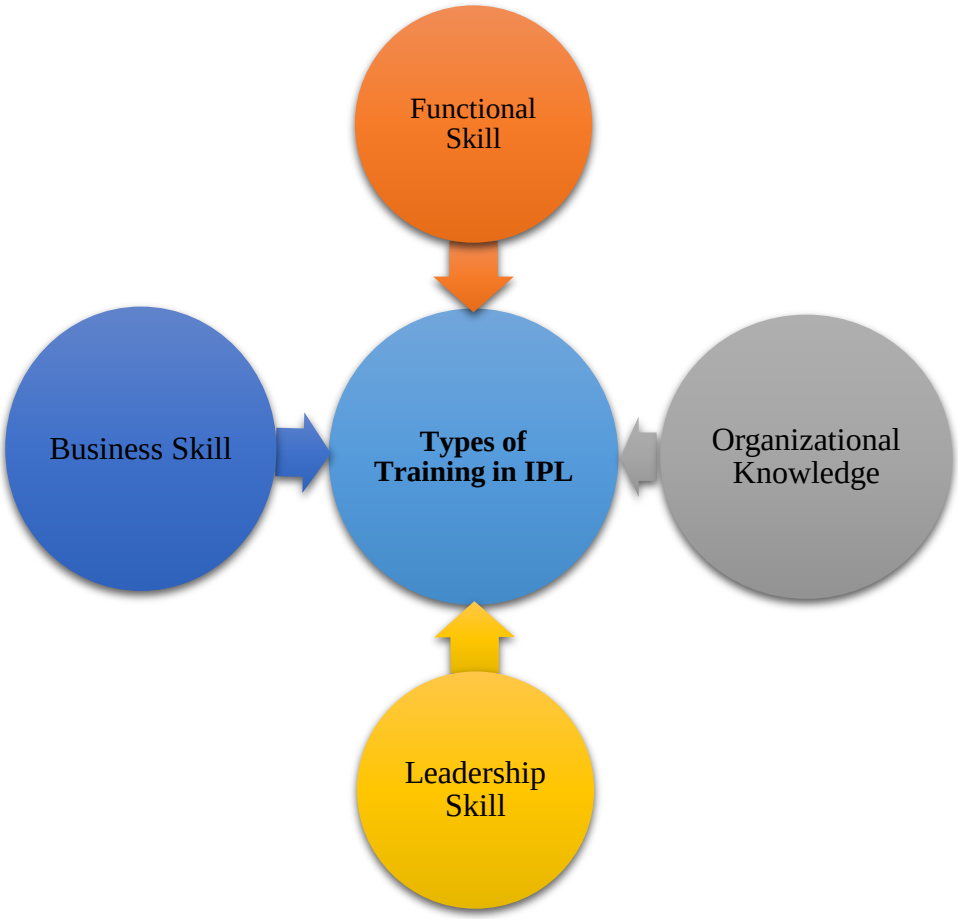
ii) Supervisory Training: The supervisory training is used by the trainers of IPL to provide training to the managerial employees.

The authority of IPL offers a wide range of training actions to their employees at local, regional and global level including on-the-job training, class-room training as well as coaching to build up the capabilities for future business success and to ensure that the company's human resources have the right understanding, skills and behaviors to perform their jobs successfully. In the management and leadership development training programs, employees from different background and cultures have attended. They have also attended in the intensive courses and workshops on functional areas of

expertise. At different training programs of the company about 25% of the speakers are internal and rest of the speakers come from outside of the company.

The management of the company gives the following four types of training to their employees:

Figure 5. 12: Types of Training of Incepta Pharmaceuticals Ltd.

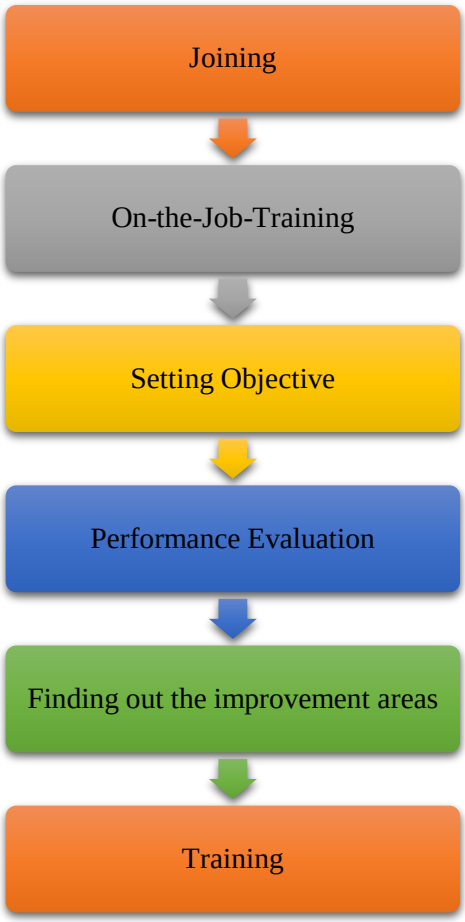


Source: HR Division of Incepta Pharmaceuticals Ltd., Head Office, Dhaka, 2018

The above Figure 5.12 shows the types of training of Incepta Pharmaceuticals Ltd. In the figure, we can see that the HRD of IPL gives four types of training to the employees in order to enhance their skills and abilities so that they can successfully contribute to the continuous growth and development of the company.

The following training process follows by the trainers of IPL to provide training to the employees:

Figure 5. 13: Employee Training Process of Incepta Pharmaceuticals Ltd.



Source: HR Division of Incepta Pharmaceuticals Ltd., Head Office, Dhaka, 2018

6. Performance Evaluation

The management of a company can determine for both individual and organizational training and development needs from the performance appraisal. They also take necessary actions to enhance the performance of employees on the basis of the performance appraisal results. The HRD of IPL is responsible to conduct the performance appraisal program. They conduct performance evaluation program once in a year and they have mostly followed the rating scale method. In order to appraise

the performance of the employees, the authority of the company considers the different criteria which are as follows:

i) Attendance
ii) Attitude
iii) Cooperation
iv) Initiative
v) Dependability
vi) Quality of work
vii) Overall output
viii) Honesty
ix) Personality
x) Ready to take challenge etc.

The rater provides score to the employee on each criteria as follows:

Excellent	= 5
Good	= 4
Acceptable	= 3
Fair	= 2
Poor	= 1

Every employee performance appraises based on the total scores he/she obtained in all the criteria. If an employee gets excellent and good score, he/she will get promotion, increment and on. But those employees whose get acceptable and fair score, these employees promotion and other benefits will be delayed for certain months. If an employee gets poor score, he/she will not get any benefit from the company. But he/she will the option to enhance his/her performance by getting training and advice from the authority of the company. After getting training, counseling, advice etc., if an employee is failed to improve his/her performance I consecutive 3 (three) years, he/she will lose the job from the company.

7. Compensation and Rewards

Based on the performance appraisal results, the management of IPL provides compensation and rewards to the best employees. But if any employee performance is not found in the performance appraisal process, he/she may not get rewards and other benefits from the company. He/she gets the opportunity to enhance his/her

performance. In this case, the management of the firm provides all sorts of supports to this employee.

5.3.7 Key Success Factors of Incepta Pharmaceuticals Ltd.

The management of IPL pays special attention to the Key Success Factors (Key Success Factors) of the company in order to capture the major market share in the pharmaceutical industry of Bangladesh. The Key Success Factors of IPL are shown in the following Figure 5.14:

Figure 5. 14: Key Success Factors of Incepta Pharmaceuticals Ltd.

Source: HR Division of Incepta Pharmaceuticals Ltd., Head Office, Dhaka, 2018

The management and employees of Incepta Pharmaceuticals Ltd. always try to make the company successful in the highly competitive pharmaceutical business in Bangladesh. The company is now more successful because the authority has already established some factors which are shown in the above Figure 5.14.

5.3.8 Core Competencies of Incepta Pharmaceuticals Ltd.

The management of Incepta Pharmaceuticals Ltd. always tries to make the company difference from other pharmaceutical companies in Bangladesh through its core competencies which are shown in the following Table 5.4:

Table 5. 4: Core Competencies of Incepta Pharmaceuticals Ltd.

SL	Core Competencies
1.	Excellent product quality
2.	Countrywide strong distribution channel and good inventory management systems
3.	Worldwide brand recognition
4.	Sufficient and committed suppliers
5.	Innovation of new products regularly
6.	Excellent continuous growth rate

Source: HR Division of Incepta Pharmaceuticals Ltd., Head Office, Dhaka, 2018

The above Table 5.4 shows the core competencies of Incepta Pharmaceuticals Ltd. In Bangladesh, the customers have more options to purchase quality pharmaceutical products for fulfilling their needs. It means that the pharmaceutical business is Bangladesh is highly competitive business at present. In this case, the management of IPL always emphasizes on the production of high quality products to capture the major market share. In addition to that, the management of the company always gives emphasis on the innovation of new products regularly for the customers. They also always pay keen attention on inventory management to reduce the cost of product. As a result, they can easily set the reasonable price for their products.

5.3.9 Key Programs of Incepta Pharmaceuticals Ltd.

The key programs of Incepta Pharmaceuticals Ltd. are shown in the following Table 5.5:

Table 5. 5: Key Programs of Incepta Pharmaceuticals Ltd.

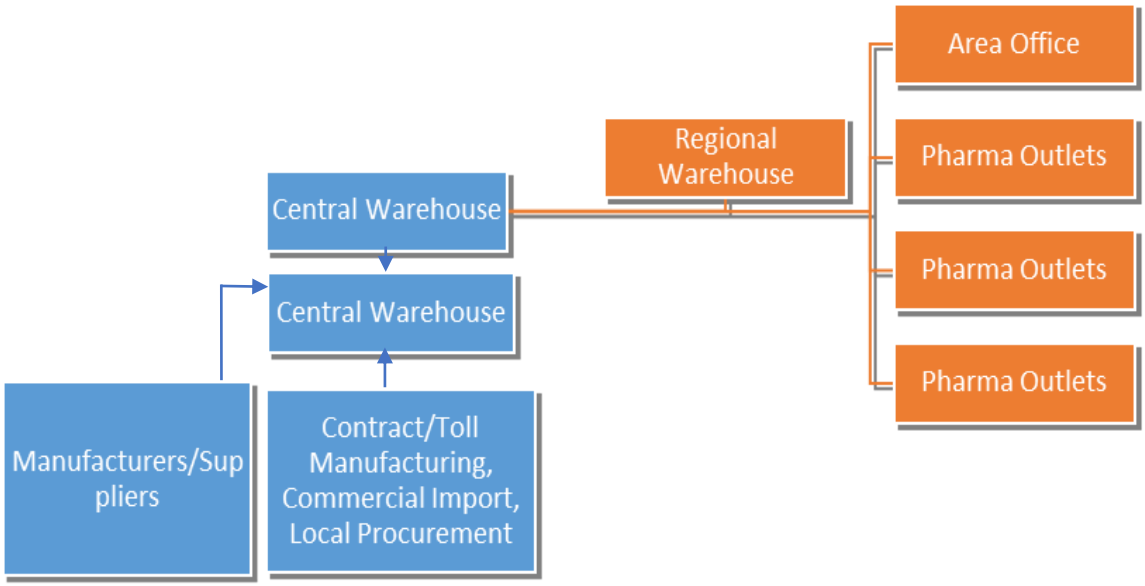
SL	Key Programs
1.	Introducing series of locally manufactured quality animal vaccine in Bangladesh market
2.	Launching Monoclonal Antibodies (mAbs); most advanced medicine in Bangladesh
3.	Bringing upgrade Incepta Vaccine Bulk manufacturing facility
4.	Innovating and bringing different first-ever medicines in Bangladesh market
5.	Bringing world's first-ever Generic medicines in Bangladesh market with discount price
6.	Signing agreements with many countries for cooperation and production of pharmaceuticals
7.	Locally manufacturing and selling Hepatitis B vaccine
8.	Signing contact manufacturing agreements with different pharmaceutical companies for producing various types of medicines
9.	Exploring new-new markets for exporting pharmaceutical products
10.	Building network with different types of stakeholders for the conduction of business smoothly
11.	Arranging and practicing different health awareness programs
12.	Arranging annual sales program at the end of the year
13.	Celebrating different international days
14.	Organizing and participating different national and international health related workshops, seminars, symposiums, summits etc.
15.	Providing sponsors for facilitating different cultural, social, and sports program for the employees
16.	Organizing different sports for the employees
17.	Arranging different cultural programs for the recreation of employees
18.	Arranging visits for local and foreign delegates
19.	Arranging different corporate academic visits
20.	Providing funds for conducting research activities to explore new medicines

Source: HR D of Incepta Pharmaceuticals Ltd., Head Office, Dhaka, 2018

5.3.10 Supply Chain Model of Incepta Pharmaceuticals Ltd.

The management of Incepta Pharmaceuticals Ltd. uses a standard 'Supply Chain Model' to accomplish the supply chain functions such as storage of raw materials, work-in-process inventory and finish products of the company which is shown in the following Figure 5.15:

Figure 5. 15: Supply Chain Model of Incepta Pharmaceuticals Ltd.



Source: HR Division of Incepta Pharmaceuticals Ltd., Head Office, Dhaka, 2018

The above Figure 5.15 shows the Supply Chain Model of Incepta Pharmaceuticals Ltd. The company accomplishes its supply chain functions using this model. In this model, we can see that the company's supply chain activities start with the manufacturers/ suppliers functions and end with the sending of pharmaceutical products to the pharma outlets so that the customers can purchase their medicines from near pharma outlets easily. As a result, customers feel comfortable with the services of the company and the company can increase its sales volume dramatically.

5.3.11 SWOT Analysis of Incepta Pharmaceuticals Ltd.

The SWOT Analysis of Incepta Pharmaceuticals Ltd. is shown in the following Figure 5.16:

Figure 5. 16: SWOT Analysis of Incepta Phramceuticals Ltd.

Strengths

1. Excellent continuous growth rate
2. Worldwide brand recognition
3. Strong distribution channel and inventory system
4. Healthy domestic market
5. Maintenance of high quality products
6. Committed and qualified sufficient suppliers

Weaknesses

1. Existing and emerging competitors
2. Government rules and regulations
3. Insufficient manufacturing practices due to the absence of state of the art equipments and machineries
4. Lack of investment in knowledge based workforce thus hindering R & D

Opportunities

1. Excellent potentiality to export products in abroad
2. Favorable rules and regulation for domestic manufacturers
3. Promising market for contract manufacturing in the Pharmaceutical Industry
4. Increasing demand for wellness drugs
5. Viable govt. expenditure in the health sector of Bangladesh
6. Innovation and invention of new drugs and formulations

Threats

1. Highly concentrated and competitive domestic market of pharmaceutical business
2. Depending on imported raw materials
3. Absence of API
4. Export-import policies may change with the changing of government in Bangladesh

Source: HR Division of Incepta Pharmaceuticals Ltd., Head Office, Dhaka, 2018

5.4 Beximco Pharmaceuticals Limited

5.4.1 Establishment of Beximco Pharmaceuticals Limited

Beximco Pharmaceuticals Limited (BPL) is a leading pharmaceutical manufacturing firm in Bangladesh. It was incorporated in 1976. It started its operations in 1980 as a distributor, importing products from global MNCs like Bayer AG, Germany and Upjohn Inc., USA and selling them in the local market, which were later manufactured and distributed under licensing agreement. The journey of the company has been continuing since then with effectively and efficiently till today. At present, this firm is one of the largest exporters of medicines in Bangladesh. The only company in Bangladesh has won National Export Trophy (Gold) for record five times for exporting the highest national accolades.

The company started manufacturing its own formulations in the year 1983 after its initial years of struggling. It was listed in Dhaka Stock Exchange (DSE) as a Public Limited Company in 1985 and later on, it was listed in Chittagong Stock Exchange. Among the pharmaceutical manufacturing firms in Bangladesh, this company has listed in London Stock Exchange. Being the only Bangladeshi company listed on AIM of London Stock Exchange, it has received GMP approvals from all major global regulatory authorities. At present, this company has a global footprint in more than 50 countries across all the continents.

Beximco Pharmaceuticals Ltd. has grown from strength to strength over the last three decades. But the simple principle on which it was founded remains the same. This is “Producing High Quality Generics and Making them affordable “for the people. The operation of the firm continued and barrier after barrier was crossed, challenges were faced and overcome to transform BPL into what it is at present. The company has been supplying more than 10 percent of the country’s total medicine need and it has grown to become one of the leading pharmaceutical company in Bangladesh at present.

5.4.2 Corporate Profile of Beximco Pharmaceuticals Ltd.

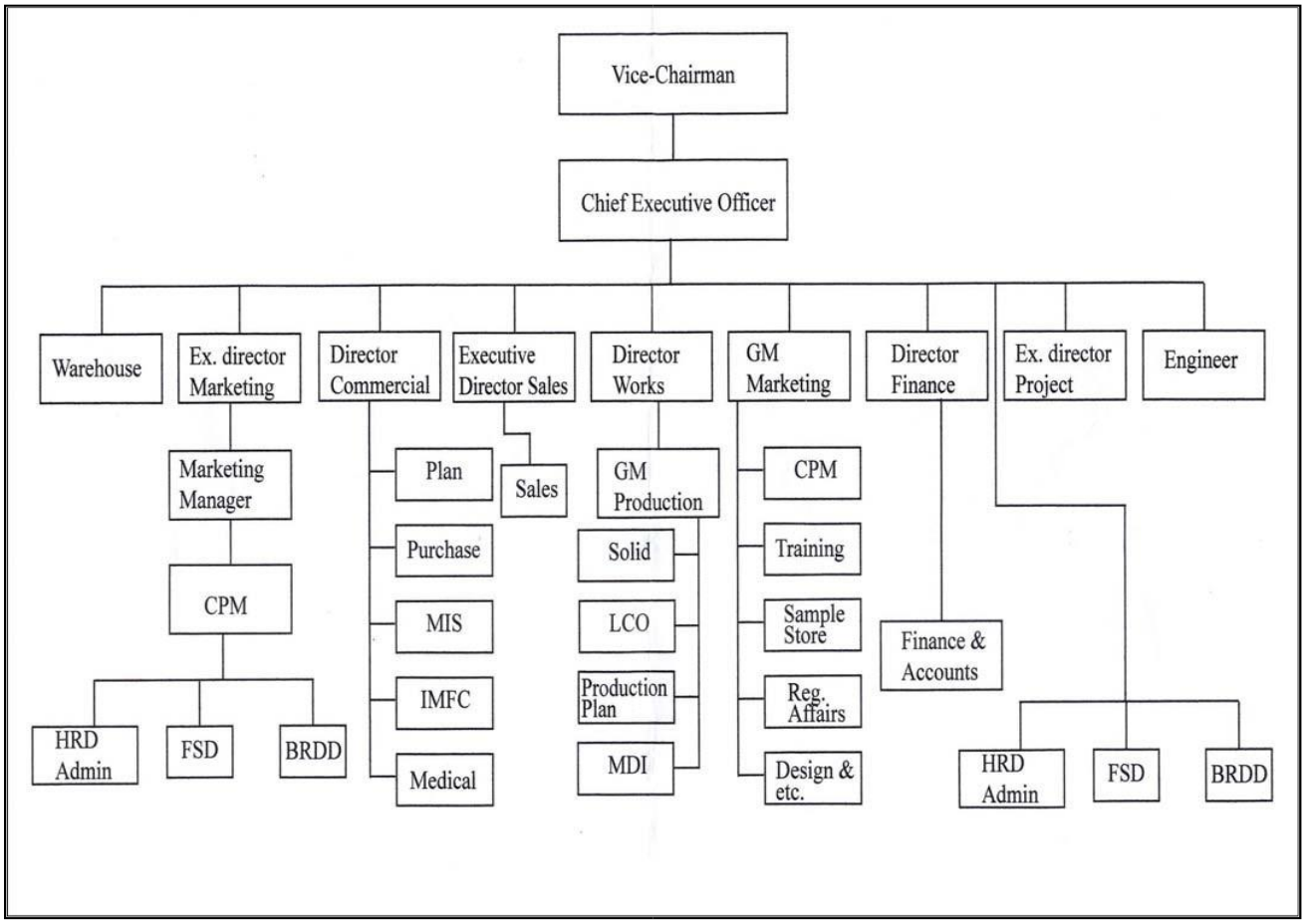
Company Name	: Beximco Pharmaceuticals Ltd.
Year of Establishment	: 1976
Country of Incorporation	: Bangladesh
Commercial Production	: 1983
Status	: Public Limited Company
Main Country of Operation	: Bangladesh
Business Lines	: Manufacturing and marketing of Pharmaceutical Finished Formulation Products, Large Volume Parenteral's and Active Pharmaceutical Ingredients (APIs)
Authorized Capital (Taka)	: 9,100 million
Paid-up Capital (Taka)	: 4,055.6 million
Number of Shareholders	: Around 68,000
Stock Exchange Listing	: Dhaka and Chittagong Stock Exchanges of Bangladesh and London Stock Exchange
Corporate Address	: 19 Dhanmondi R/A, Road No. 7, Dhaka 1205, Bnagladesh
Telephone	: +880-2-8619151 (5 lines)
Fax	: +880-2-8613 888, +880-2-9663 579
E-mail	: info@bpl.net
Website	: www.beximco-pharma.com

Source: Beximco Pharma (2017, July 15). Key Company Information. Retrieved from https://www.beximcopharma.com/investor/keyt-company-information.html

5.4.3 Organogram of Beximco Pharmaceuticals Ltd.

The organogram of Beximco Pharmaceuticals Ltd. is shown in the following Figure 5.17:

Figure 5. 17: Organogram of Beximco Pharmaceuticals Ltd.



Source: HR Division of Beximco Pharmaceuticals Ltd., Head Office, Dhaka, 2018

The above Figure 5.17 shows the organogram of Beximco Pharmaceuticals Ltd. In the figure, we can see that there a good relationship between or among the various departments of the company. In the figure, we can also see that the authority of the company has established and clearly mentioned the hierarchical relationship with the company. Any employee can easily identify his/her job, function, supervision receive or exercise, etc. in the organogram. People can understand clearly from the above mentioned organogram about how BPL operates to obtain its goals.

5.4.4 Key Achievements of Beximco Pharmaceuticals Ltd.

The key achievements of Beximco Pharmaceuticals Ltd. are shown in the following Table 5.6:

Table 5. 6: Key Achievements of Beximco Pharmaceuticals Ltd.

Year	Key Achievements
1976	• Company incorporated
1980	• Started manufacturing products of Bayer AG, Germany and Upjohn Inc., USA under license agreements
1983	• Launched own formulation brands
1985	• Listed in Dhaka Stock Exchange
1992	• Started export operations with APIs
1993	• Exported formulation products first to Russia
2003	• Introduced anti-retroviral (ARV) drugs as the first Bangladeshi company
2005	• Only company in Bangladesh to get listed on the Alternative Investment Market (AIM) of London Stock Exchange (LSE) through issuance of GDRs
2006	• Launched CFC free HFA inhalers for the first time in Bangladesh
2008	• Received GMP accreditation from Therapeutic Goods Administration (TGA), Australia and Gulf Central Committee for Drug Registration, for GCC states as the first Bangladeshi company • Entered into technology transfer arrangement to manufacture Roche's ARV drug Saquinavir
2009	• Received GMP approval from ANVISA, Brazil as the first Bangladesh company
2010	• Entered into the US market through acquisition of an Abbreviated New Drug Application (ANDA) as the only pharmaceutical company in Bangladesh
2011	• Received GMP accreditation from AGES, Austria (for European Union)
2012	• Launched Salbutamol HFA inhaler (Azmasol ®) in Singapore as the first Bangladeshi company
2013	• Completed export of ophthalmic products to Europe as the first Bangladeshi company
2014	• Received GMP accreditation from Tiwan Food and Drug Administration (TFDA) and Health Canada as the first Bangladeshi company

2015-16	• Received GMP approval from the U.S. FDA as the first Bangladeshi company • Launched generic version of revolutionary hepatitis C drug Sovaldi ® and Hardvoni ® • Received product approval from Health Canada as the first Bangladeshi company • Entered the Gulf pharma market (Kuwait) as the first Bangladeshi company • Won National Export Trophy (Gold) for the record 5th time
2016-17	• Became the first Bangladeshi pharmaceutical company to commence export of pharmaceutical products to the USA • Received approvals for two ANDAs (Sotalol tablets and Metformin ER tablets) from the US Food and Drug Administration (U.S. FDA) • Formed the Company's first overseas manufacturing collaboration with the joint venture with BioCare Manufacturing (M) Sdn Bhd based in Malaysia • Granted a sub-license by Medicine Patent Pool of the UN to produce Bristol-Myers Squibb's new hepatitis C drug Daclatasvir

Source: www.beximcopharma.com

5.4.5 Vision and Mission of Beximco Pharmaceuticals Ltd.

a) Vision: The visions of Beximco Pharmaceuticals Ltd. are as follows:

i) To become the most trusted, admired and successful pharmaceutical company in the region.

ii) To focus on strengthening research and development capabilities.

iii) To create partnerships and building presence across the globe.

b) Mission: The missions of Beximco Pharmaceuticals Ltd. are as follows:

i) To commitment for enhancing human health and wellbeing by providing contemporary and affordable medicines.

ii) To manufacture medicines ensuring full compliance with global quality standards.

iii) To strive to improve the core capabilities addressing unmet medical needs of the patients.

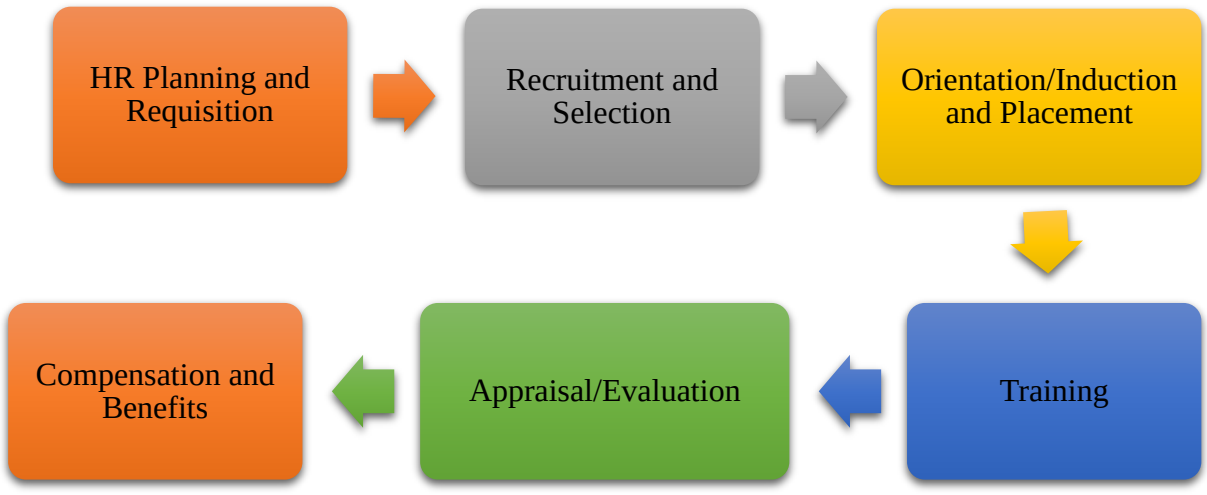
iv) To deliver outstanding results for the shareholders.

5.4.6 Functions of Beximco Pharmaceuticals Ltd.

Beximco Pharmaceuticals Ltd. (BPL) performs various types of functions such as human resource management, production, manufacturing, marketing, selling, distribution, exporting and importing, supply chain management and research and development functions for providing maximum benefits to the stakeholders of the firm. Since the present study highlights the staffing policies and practices of the pharmaceutical manufacturing firm in Bangladesh, the researcher has elaborately discussed here the staffing functions of the company.

Human Resource is considered as the lifeblood for every organization. The management of Beximco Pharmaceuticals Ltd. is very much committed to accomplish the staffing functions effectively and efficiently for the purpose of managing the human resources of the firm. In this case, they follow a standard process which consists of ten activities for staffing the organization and sustaining high employee performance. The staffing process of the Beximco Pharmaceuticals Ltd. is shown in the following Figure 5.18:

Figure 5. 18: Staffing Process of Beximco Pharmaceuticals Ltd.



Source: HR Division of Beximco Pharmaceuticals Ltd., Head Office, Dhaka, 2018

1. HR Planning and Requisition

HR planning helps the manager to appoint the right people at the right time at the right place in the organization so that they can perform their tasks to achieve the objective of the company. Every company must have an employment planning. So, the Beximco Pharmaceuticals Ltd. has a sound employment planning. The personnel needs of the company usually forecast by the HRD based on the mission, strategic goals and objectives and technological and other changes resulting increased productivity. They use managerial judgement method to predict personnel needs of the company although there are several methods. The reason behind this is that it gives more real world scenario for personnel needs and depends upon the change in productivity, market conditions etc. But other methods are basically graphical methods, which cannot measure the actual personnel needs of the organization. After successful performance of HR planning function, the HR department collects requisition from different departments of the firm. The concerned departmental head is prepared employee job descriptions and specifications for requisition of the vacant position and get noted by HRD.

2. Recruitment and Selection

The HRD of BPL is responsible to perform the recruitment and selection functions of the organization. They discover and attract potential qualified candidates for the company. The nature of the recruitment process depends upon the information of job description and specification. The HRD of BPL performs the following functions during the recruitment:

i) Need Assessment
ii) Defining the position description
iii) Checking the recruitment options
iv) Advertisement
v) Screening and short-listing applications
vi) Written test
vii) Selection interview(3-tiers)
viii) Employment decision (Application Bank)

Dhaka University Institutional Repository

ix) Pre-employment medical check-up

x) Offer letter

xi) Orientation/Induction

xii) Placement

xiii) Follow-up

Based on the job grade/group, the recruitment process of the firm can be classified into four types, which are as follows:

i) Entry-level management

ii) MT (Manager Trainee)

iii) Mid or/and senior-level management

iv) Graded staff/non-management Staff

The HRD of the firm collects required human resources from the two sources, such as follows:

i) Internal sources

ii) External sources

i) Internal Sources: The HRD of BPL collects required human resources from the following internal sources:

a) Promotion

b) Departmental examination

c) Transfer

d) Retirement

e) Internal advertisement

f) Employee recommendation

ii) External Sources: The HRD of BPL collects required qualified human resources from the following external sources:

a) Advertisement both newspaper and interne

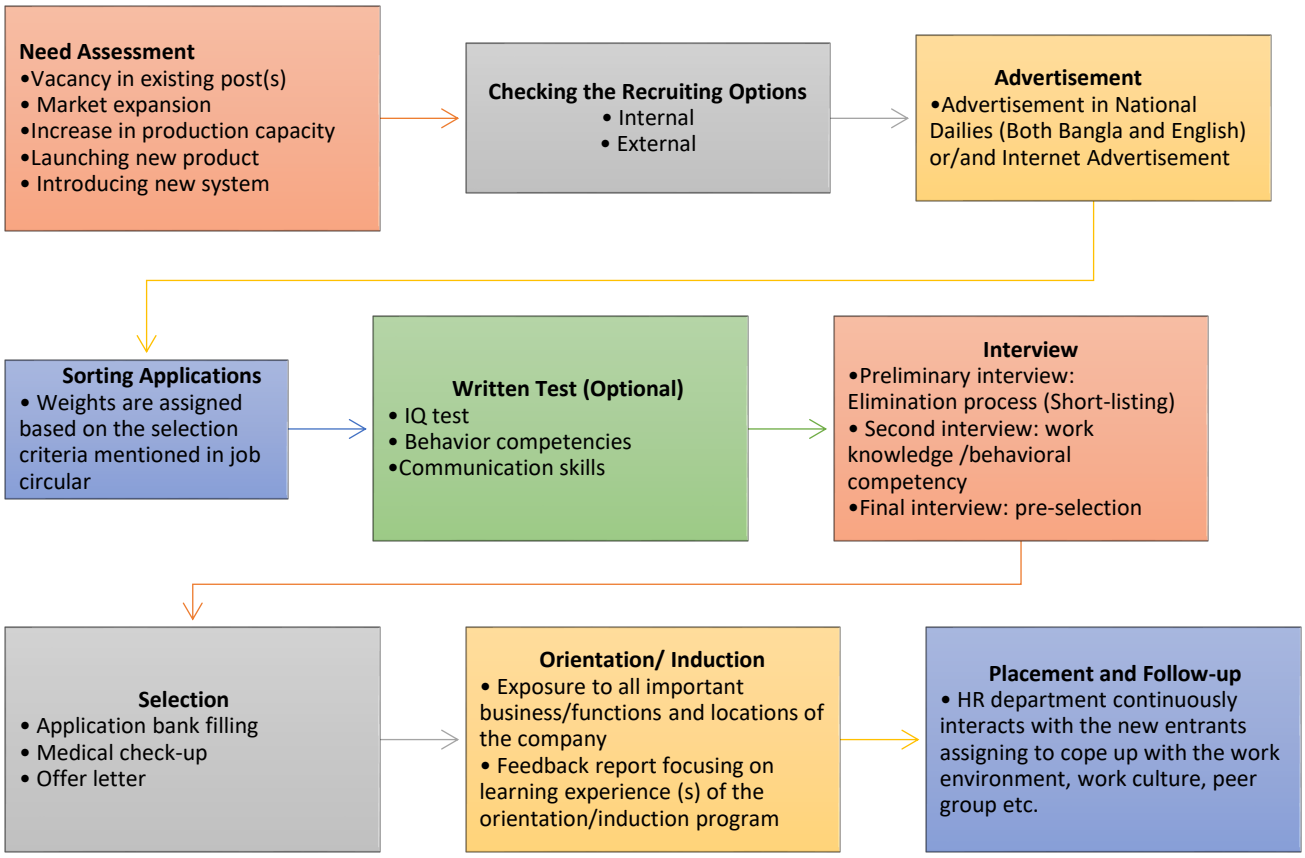
b) Employment agency

c) Consulting the CV Bank

d) Walk-in-interview

The recruitment and selection process of BPL is shown in the following Figure 5.19:

Figure 5. 19: Recruitment and Selection Process of Beximco Pharmaceuticals Ltd.



Source: HR Division of Beximco Pharmaceuticals Ltd., Head Office, Dhaka, 2018

3. Orientation / Induction and Placement

The HRD of BPL conducts orientation/induction program for the newly join employees in the organization after selection. Induction program is very important process which is done by the HRD of the firm. The new employees have to attend in the induction program of the company. Through the induction program, the management of the company tries to provide the following information about the organization to the newcomers:

a) Office environment
b) Corporate norms of the workplace
c) Culture
d) Workplace behavior etc.

The information is very much essential for the new employees because everything is new to them at this stage. If a new comer wants to give his/her best efforts to the

company, he/she needs to understand the overall picture of the organization first, which is provided to him/her in the induction program.

From the induction program of the firm, the newcomers may get idea about the organization and its workplace. It helps them to know ins and outs of the firm. As a result, they can perform in a better way. The following benefits may get the newcomers if they have properly completed the induction program of the firm:

a) They can enhance their productivity

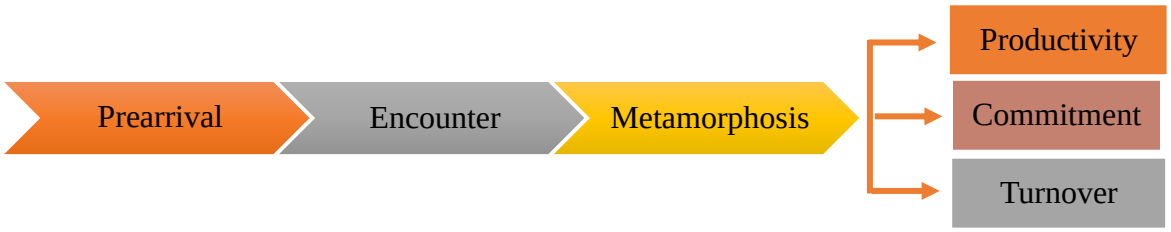
b) They may aware about their job responsibilities

c) They may get information about the job turnover rate of the company

The HRD of BPL conducts socialization program for the employees. Socialization helps the employees to adapt with the present situation of the organization. Organization entry socialization refers to the adaptation that takes place when an individual passes from outside the organization to the role of an inside member.

The HR department of Beximco Pharmaceuticals Ltd. follows the following 'Socialization Model' to conduct the socialization program for the employees which is shown in the following Figure 5.20:

Figure 5. 20: Model of Socialization



Source: DeCenzo, D. A. & Robbins, S. P. (1999). Personnel/Human Resource Management. 3rd ed. Prentice-Hall of India Private Limited, New Delhi, p. 221.

a) **Pre-arrival Stage:** In this stage, the company explicitly recognized that each employee arrives in the organization with a set of values, attitude, and expectations.

b) **Encounter Stage:** In this stage, the employees confront the possible dichotomy between their expectations and reality.

c) **Metamorphosis Stage:** In this stage, the new employee must work out any problems discovered during the encounter stage.

The company gets the following benefits from the socialization program:

i) Higher productivity
ii) Greater employee commitment
iii) Lower turnover rates

The employees get the following benefits from the socialization program

i) Reduced anxiety
ii) Increased awareness of what is expected on the job
iii) Increased feeling of being accepted by their peers and bosses

After the successful orientation/induction program, the HRD of Beximco Pharmaceuticals Ltd. appoints the newly selected employees in different departments throughout the organization based on the following factors:

i) Academic background
ii) Experience
iii) Job knowledge
iv) Skills
v) Competency
vi) Abilities
vii) Interest

4. Training

The HRD of BPL first finds out the necessity of training before providing the training to the employees. It consists of two processes which are as follows:

a) Identify the sector/criteria in which training is need
b) Identify the employees who really need the training

Generally, the HRD of BPL conducts the training program in yearly basis. They also conduct training program after hiring new employees. Before conducting the training program, they make a list of functions such as when it will be held, who will conduct the program, how many instructors will be there, will they be hired from outside or inside the company, how many employees will sit for each slot, what will be duration of the training program, should the employees be sent in abroad for the training or they should get the domestic training, training budget, availability of training aids, use of those aids, and so on.

They have designed mainly two types of training program for their employees, which are as follows:

i) Functional training, and

ii) Behavioral training

They provide these two types of training to their employees in two ways, such as follows:

i) On-the-Job Training

ii) Off-the-Job Training

The performances of the trainees are evaluated by the trainers after the training program. In this case, they follow multi-rater evaluation system. Trainers, superiors, peers and the supervisors have got the chance to evaluate each trainee's behavior, curiosity, willingness to attend the new program, determination, score of activities, presence in the seminars, workshops, and attitudes. Trainees themselves have got the chance to evaluate their performance. Feedback is given to the trainees by the HR department after the evaluation.

The HRD of BPL provides development to the managerial level employees to improve their current or future management knowledge, experiences, changing attitudes or increasing skills.

5. Appraisal/Evaluation

In Beximco Pharmaceuticals Ltd., the performance appraisal is done in yearly basis depending on the performance rating as quantitative data analysis in numeric form. It starts when an employee successfully completes his/her probation period for the first six months after joining. It fact, an employee becomes permanent after six months' probation period and his/her performance appraisal is done once in a year by the manager.

The manager evaluates the performance of employees under him/her using five points Likert Scale. Employees get promotion, increment, demotion, transfer etc. based on performance appraisal results.

5. Compensation and Benefits

Compensation and benefits motivate the employees to work sincerely in the organization for further achievements. It may be money, goods, and services provided by the organization to the employees. Generally, it is added with the basic salary of the

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employees. The authority of BPL is set compensation after the yearly performance appraisal and evaluation. Compensations and benefits are set by the management of the company for different grade of employees such as, managers, deputy managers, assistant managers, mid and entry level employees and so on. After the performance evaluation by the manager through Likert Scale, employees get increments as compensation. If an employee rated as "Average", he/she will get 3 increments. But those employees who rated as "Satisfactory" and "Outstanding" will get 4 and five increments respectively.

The staff or worker level employees who are working in the factory may use collective bargaining through Trade Union in every two years for increasing their benefits and every collective bargaining they can increase their benefits. The management of BPL provides motivational benefits to the employees and workers. They provide mobile allowances with the last basic salary of the employees and workers.

The employees of BPL get medical allowances in specific hospitals depending on the service types and nature of treatments. But it can be up to 30%. They also get the following benefits from the company:

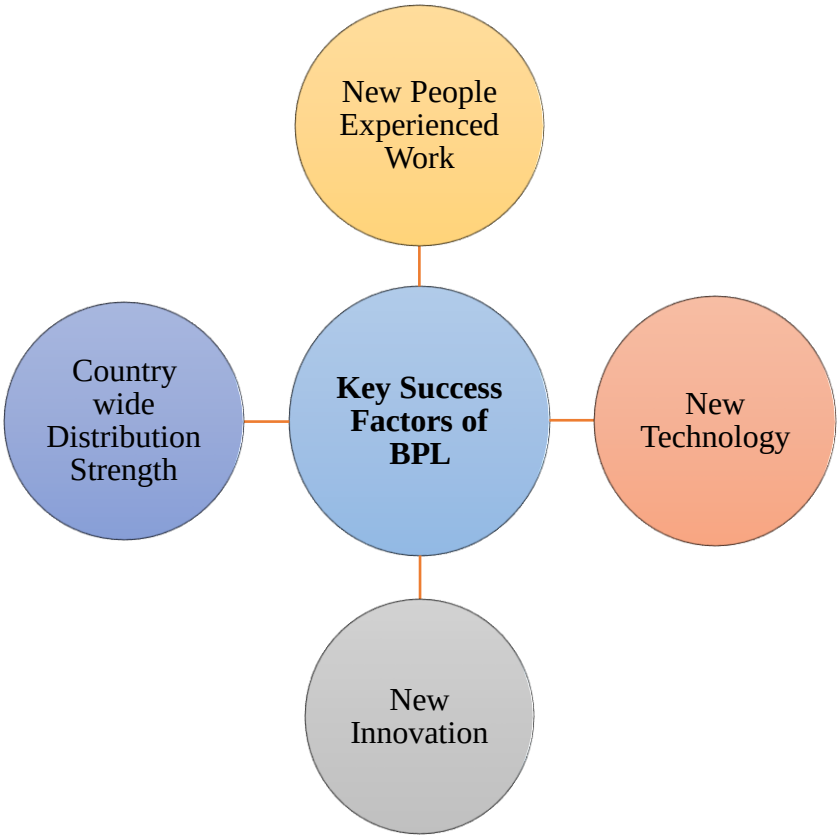
i) 40 days annual leave
ii) Maternity and Paternity leaves
iii) Allowance on hotel bookings
iv) Retirement benefits
v) Sick leave
vi) Vacation and Holidays
vii) Life Insurance facilities
viii) Discount on other products under the brand while offer is going on. For example, products of " Yellow" , which is a sister concern of Beximco Group

5.4.7 Key Success Factors of Beximco Pharmaceuticals Ltd.

In Bangladesh, Beximco Pharmaceuticals Ltd. is one of the successful pharmaceutical manufacturing firms at present. There are some variables which have played a vital role to make the company as one of the leading "Brand" both in the country and abroad.

These variables are known as the key success factors of the company which are shown in the following Figure 5.21:

Figure 5. 21: Key Success Factors of Beximco Pharmaceuticals Ltd.



Source: HR Division of Beximco Pharmaceuticals Ltd., Head Office, Dhaka, 2018

The above Figure 5.21 shows the key success factors of Beximco Pharmaceuticals Ltd. In this figure, we can see that the management of the company gives more emphasis on to hire new-new qualified people for the company so that they can innovate new and quality products for the customers. The management of the company also gives priority on to bring new technology for the employees of the firm to provide prompt services to the customers. They ensure strong distribution systems so that customers may get the products in time. All these things have made the Beximco Pharmaceuticals Ltd. as one of the successful pharmaceutical companies in Bangladesh at present.

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5.4.8 Core Competences of Beximco Pharmaceuticals Ltd.

The core competencies facilitate the authority of BPL to create unique value among the customers about the company and its products which are shown in the following Table 5.7:

Table 5. 7: Core Competencies of Beximco Pharmaceuticals Ltd.

SL	Core Competencies
1.	Skilled and Qualified Human Resources
2.	Good Working Environment
3.	Strong Brand Name
4.	Excellent Quality of Products
5.	Strong Product Line
6.	Innovation
7.	Strong Global Network

Source: HR Division of Beximco Pharmaceuticals Ltd., Head Office, Dhaka, 2018

The above Table 5.7 shows the core competencies of Beximco Pharmaceuticals Ltd. In the table, we can see that the management of BPL always gives special attention to hire skilled and qualified human resources for the company so that they can contribute a lot to the continuous growth and development of the firm. The management of the company has already established good working environment in the organization for the employees so that they feel comfortable to share their feelings freely. They have also established some other factors such as strong brand name, excellent quality products, strong product line, innovation and strong global network in order to differentiate the company from other pharmaceutical companies in Bangladesh.

5.4.9 Key Programs of Beximco Pharmaceuticals Ltd.

The key programs of Beximco Pharmaceuticals Ltd. are shown in the following Table 5.8:

Table 5. 8: Key Programs of Beximco Pharmaceuticals Ltd.

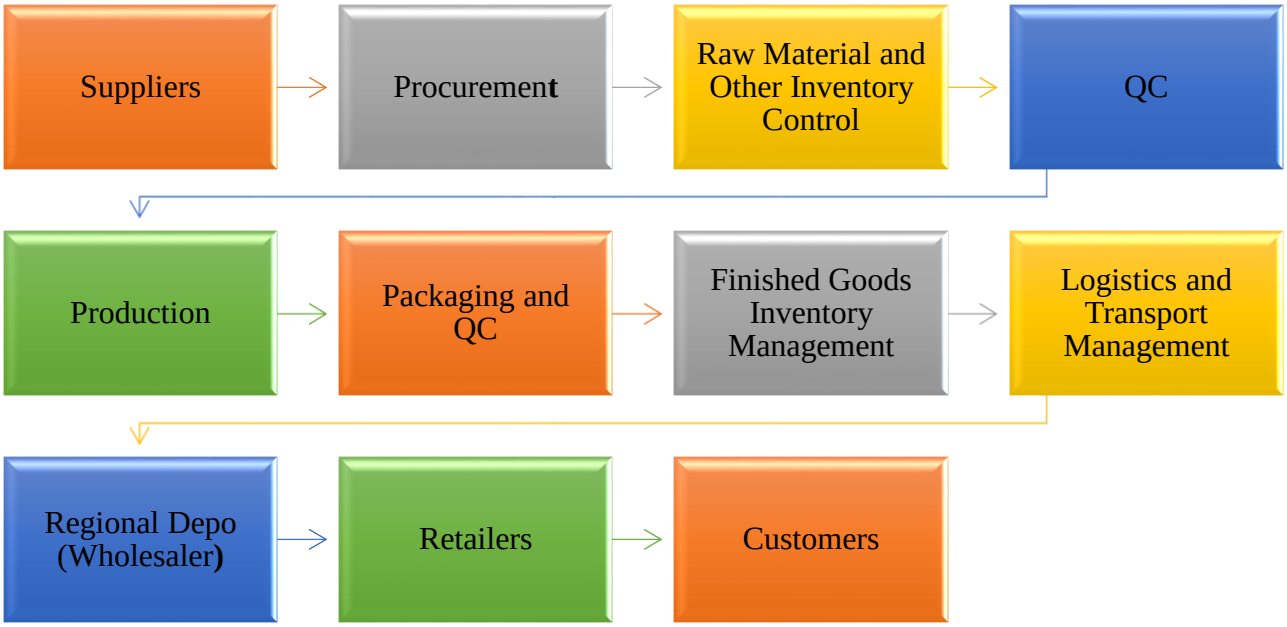
SL	Key Programs
1.	Donation of medicines to the victims during natural disasters
2.	Mobile Alliance for Maternal Action (MAMA)
3.	Promoting Maternal and Newborn Health in Partnership with various development agencies
4.	Running Health Camps on a regular basis to help UN Mission in different countries through providing free medicines
5.	Donation of ARV drugs to local NGOs for the treatment of AIDS patients in Bangladesh
6.	Providing financial supports to conduct the research in the field of Biomedical Science
7.	Providing technical support to world renowned research institutes and universities upon request
8.	Providing medical consultation and diagnostic support both for its employees and general people at nominal cost
9.	Promoting sports
10	Preserving cultural heritage through sponsorship
11.	Support to the flood victims
12	Free medicines to Acid Survivors Foundation
.13	Support to Shuchona Foundation
14.	Observation of different national and international days
15.	Annual sales picnic
16	Factory annual picnic
17.	Support to UCEP Bangladesh
18.	Best worker awards
19.	Humanitarian support to Rohingya Refugees
20.	BPL family day
21.	Diabetes awareness program
22.	Inter-Department Football Tournament
23.	Annual cultural program

Source: HR Division of Beximco Pharmaceuticals Ltd., Head Office, Dhaka, 2018

5.4.10 Supply Chain Model of Beximco Pharmaceuticals Ltd.

The management of Beximco Pharmaceuticals Ltd. always tries to reduce cost irrespective of all the cases. They always give more emphasis on the supply chain management activities to maintain a good relationship among suppliers, manufactures, warehouses and distributors. So, the products are produced and distributed in the right quantities to the right locations at the right time to minimize their system cost using a standard 'Supply Chain Model' which is shown in the following Figure 5.22:

Figure 5. 22: Supply Chain Model of Beximco Pharmaceuticals Ltd.



Source: Quality Control Department of Beximco Pharmaceuticals Ltd, Head Office, Dhaka, 2018

The above Figure 5.22 shows the 'Supply Chain Model' of Beximco Pharmaceuticals Ltd. In the figure, we can see that the supply chain process of the company starts with the suppliers' and ends with the customers' functions. Through this model the Quality Control Department of the company conducts the supply chain activities effectively and efficiently. That is why, this company has captured major market share in the pharmaceutical industry of Bangladesh at present.

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5.4.11 SWOT Analysis of Beximco Pharmaceuticals Ltd.

The SWOT Analysis of Beximco Pharmaceuticals Ltd. is shown in the following Figure 5.23:

Figure 5. 23: SWOT Analysis of Beximco Pharmaceuticals Ltd.

Strengths

1. Excellent reputation among customers with its superior product quality
2. Strong distribution channel
3. High-tech manufacturing facilities
4. Established its brand strongly in the market
5. Sufficient committed and dedicated human resources
6. Many patented products
7. Strong global footprint
8. Capability to bring innovation and product differentiation
9. World class professional service

Weaknesses

1. Incapable to formulate appropriate strategy to compete with the competitors
2. Managing people/staff effectively is a key challenge for the company
3. Not operating in low-cost market
4. Insufficient working capital

Opportunities

1. Scope to more product extension based on R & D
2. Ability to retain growth and market
3. Arrival of new technologies for the manufacturing process
4. Removal of international trade barriers using diplomatic capacity of the company
5. Capability to expand exporting activities
6. Ability to exploit opportunities of patent law as an LDC in international market

Threats

1. Rising trend of material price
2. Increased trade barriers in its global footprint
3. Emergence of new competitors I the pharmaceutical market
4. Strong competitors in domestic and international market

Source: HR Division of Beximco Pharmaceuticals Ltd., Head Office, Dhaka, 2018

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5.5 Opsonin Pharma Limited

5.5.1 Establishment of Opsonin Pharma Limited

The Opsonin Pharma Limited (OPL) is a parent pharmaceutical company in Bangladesh. It has the strongest footprint in the pharmaceutical sector of this country. It develops, manufacturers and markets generic medicines for human use. The value-added products of the company enhance the quality of life of people in Bangladesh as well as abroad and help them enjoy healthier, longer, and more productive lives. The Opsonin Pharma Ltd. has been known for long as a provider of quality medicines at affordable price. It has for long been established and recognized as one of the leading, modern and progressive pharmaceutical manufacturing firms in Bangladesh. The management and employees of the company are very much committed to contribute to the healthcare sector in this country to a great extent and strengthen its global presence through exporting quality medicines. The highly qualified and skilled human resources and modern sophisticated technologies have made Opsonin unique in the pharmaceutical sector of Bangladesh.

The journey of Opsonin Pharma Ltd. started in the year 1956 as partnership business and the name of the company was Opsonin Chemical Industries Ltd. It started manufacturing of injectable products in the year 1962. In 1976, it was enlisted as a Private Limited Company. The company expanded countrywide marketing and distribution of medicines in 1980 and it started export of pharmaceutical products to South East Asia and the Middle East in 1985. It started manufacturing of suppositories first time in Bangladesh in 1996 and started manufacturing of gelatin capsules in 1997. Opsonin Chemical Industries Ltd. obtained ISO 9001 certification in 2000. The name of the company has changed from ‘Opsonin Chemical Industries Ltd. to ‘Opsonin Pharma Ltd.’ in 2005.

The management of Opsonin Pharma Ltd. always concerns for the development of human resources. In this case, they have placed keen attention on the formulation of standard staffing policies which help them to attract large number of qualified and skilled human resources to the jobs of the company.

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5.5.2 Corporate Profile of Opsonin Pharma Ltd.

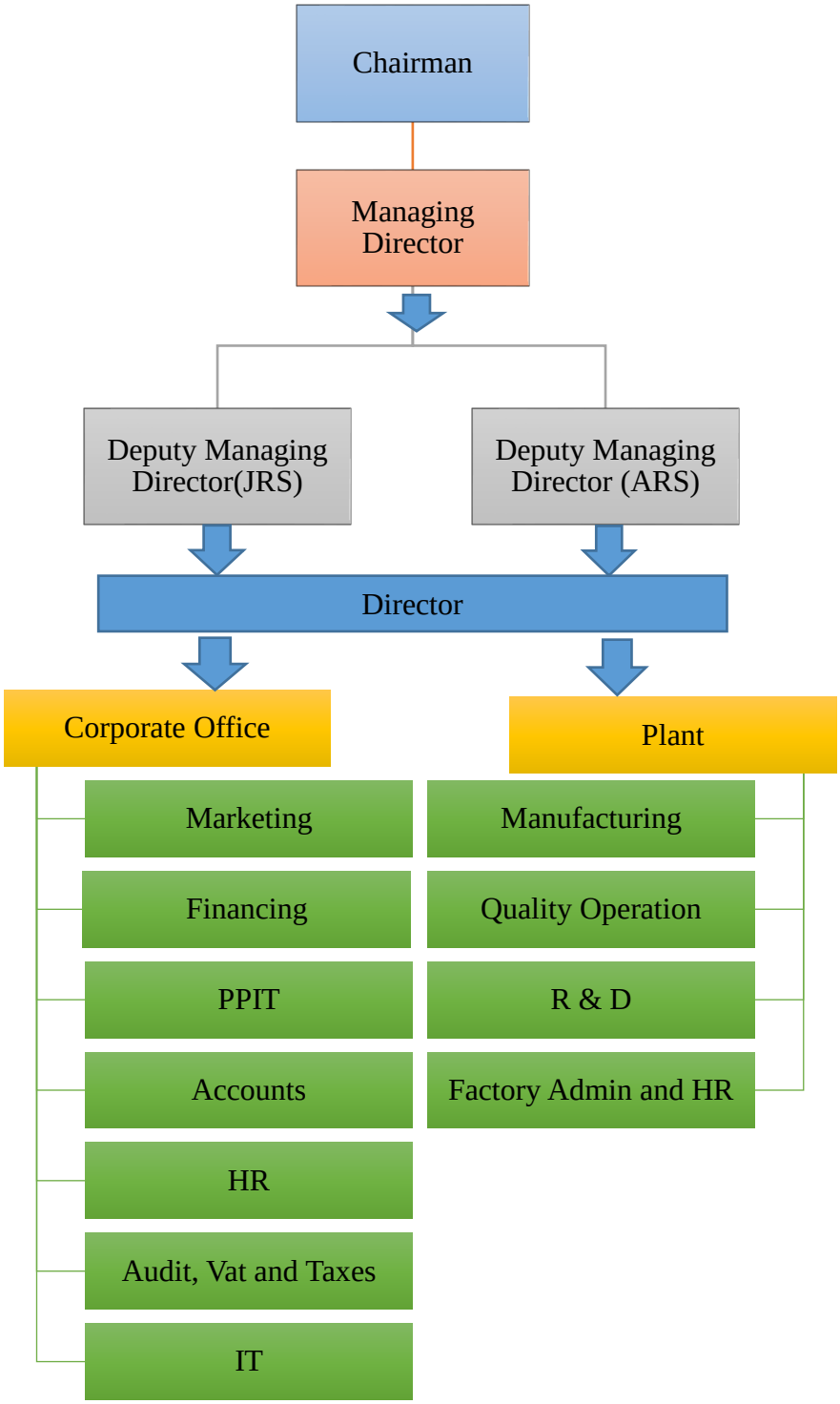
Company Name	: Opsonin Pharma Limited
Year of Establishment	: 1956 (as a Partnership Business)
Present Status	: Private Limited Company
Business Type	: Manufacturer, Trading Company, Distributor/Wholesaler, Other
Total Annual Revenue	: Above US $ 100 Million
Top Markets	: South -East Asia 33.33% Africa 33.33% Eastern Asia
Corporate Address	: 30 New Eskaton Road, Dhaka-1000, Bangladesh
Telephone	: +880-2-9332262
Fax	: +88 02 8311905
E-mail	: info@opsonin-pharma.com
Website	: www.opsonin.com

Source: HR Division of Opsonin Pharma Ltd., Head Office, Dhaka, 2018

5.5.3 Organogram of Opsonin Pharma Ltd.

The organogram of Opsonin Pharma Ltd. is shown in the following Figure 5.24:

Figure 5. 24: Organogram of Opsonin Pharma Ltd.



Source: HR Division of Opsonin Pharma Ltd., Head Office, Dhaka, 2018

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5.5.4 Key Achievements of Opsonin Pharma Ltd.

The key achievements of Opsonin Pharma Ltd. are shown in the following Table 5.9:

Table 5. 9: Key Achievements of Opsonin Pharma Ltd.

Year	Key Achievements
1956	Started partnership business of Opsonin Chemical Industries
1962	Started manufacturing of injectable
1976	Enlisted as a Private Limited Company
1980	Expanded nationwide marketing and distribution of medicines
1982	Started manufacturing of antibiotic capsules
1985	Started export of products to South East Asia and the Middle East
1996	Started manufacturing of suppositories first time in Bangladesh
1997	Started manufacturing of soft gelatin capsules
2000	Obtained ISO 9001 certification
2003	Site development and planning for new factory
2005	Company name has changed from ‘ Opsonin Chemical Industries Ltd.’ to ‘ Opsonin Pharma Limited’
2006	Commenced construction of state-of –the art pharmaceutical formulations factory at Rupatoli, Barisal, Bangladesh on 71 acres land
2010	Introduced LVP(Large Volume Parenteral) through dedicated world class manufacturing facilities
2011	Formulated Opsonin Group comprising five different concerns under the leadership of Opsonin Pharma Ltd.
2012	Introduced nasal preparation in the market and followed ophthalmic in 2014

Source: Opsonin Pharma. (2018 September 13 at 10:55 am). Retrieved from www.opsonin-pharma.com/about-opsonin.php

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5.5.5 Vision and Mission of Opsonin Pharma Ltd.

a) Vision: The visions of Opsonin Pharma Ltd. are as follows:

i) To achieve significant business in prescription products by 2020 with a strong presence in domestic and international market.

ii) To derive and deliver such medicines which are the primary requisites for every human being in day to day life.

iii) To introduce remedies for any newly identified disease and to reach at the remote corner of the country immediately to achieve the necessary curing and prevention.

iv) To ensure the improvement of human life.

b) Mission: The missions of Opsonin Pharma Ltd. are as follows:

i) To ensure health, vigor and happiness for all by manufacturing ethical drugs and medicines of the highest quality at affordable prices and reaching out even to the remotest areas by proper distribution network.

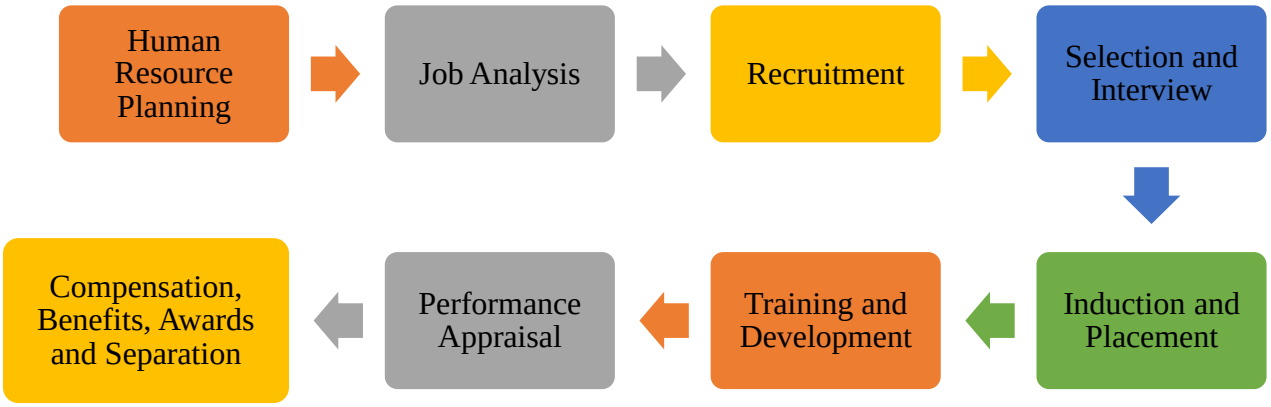
ii) To become partners with doctors, customers, employees and their environment for achieving the vision of the company within the specified period of time.

5.5.6 Functions of Opsonin Pharma Ltd.

The management and employees of Opsonin Pharma Ltd. perform various functions such as human resource management, accounting and finance, marketing, selling, distribution, R & D, exporting and importing, engineering, etc. to achieve the objective of the company. In case of human resource management function, they have been performed various functions. But the researcher has discussed here elaborately the staffing functions of the firm as the current study highlighted on the Staffing Policies and Practices of Pharmaceuticals Manufacturing Firms in Bangladesh. In order to

perform the staffing functions smoothly, the management of the company follows a standard staffing process which is shown in the following Figure 5.25:

Figure 5. 25: Staffing Process of Opsonin Pharma Ltd.



Source: HR Division of Opsonin Pharma Ltd., Head Office, Dhaka, 2018

1. Human Resource Planning

The HRD of Opsonin Pharma Ltd. formulates sound HR planning for ensuring the right number of people, right kind of people, at the right place, at the right time to do the jobs effective and efficiently for the achievement of goals of the company.

2. Job Analysis

The HRD of OPL conducts the standard job analysis program to define the duties, responsibilities, working conditions, and activities for all jobs in the company. As a result, they can perform the job descriptions, job specifications and job evaluations which will help them to accomplish other HR functions of the firm nicely.

3. Recruitment

The HRD of OPL follows the ideal recruitment format to hire more qualified human resources for fulfilling the vacant positions of the company. The recruitment process is shown in the following Figure 5.26:

Figure 5. 26: Recruitment Process of Opsonin Pharma Ltd.

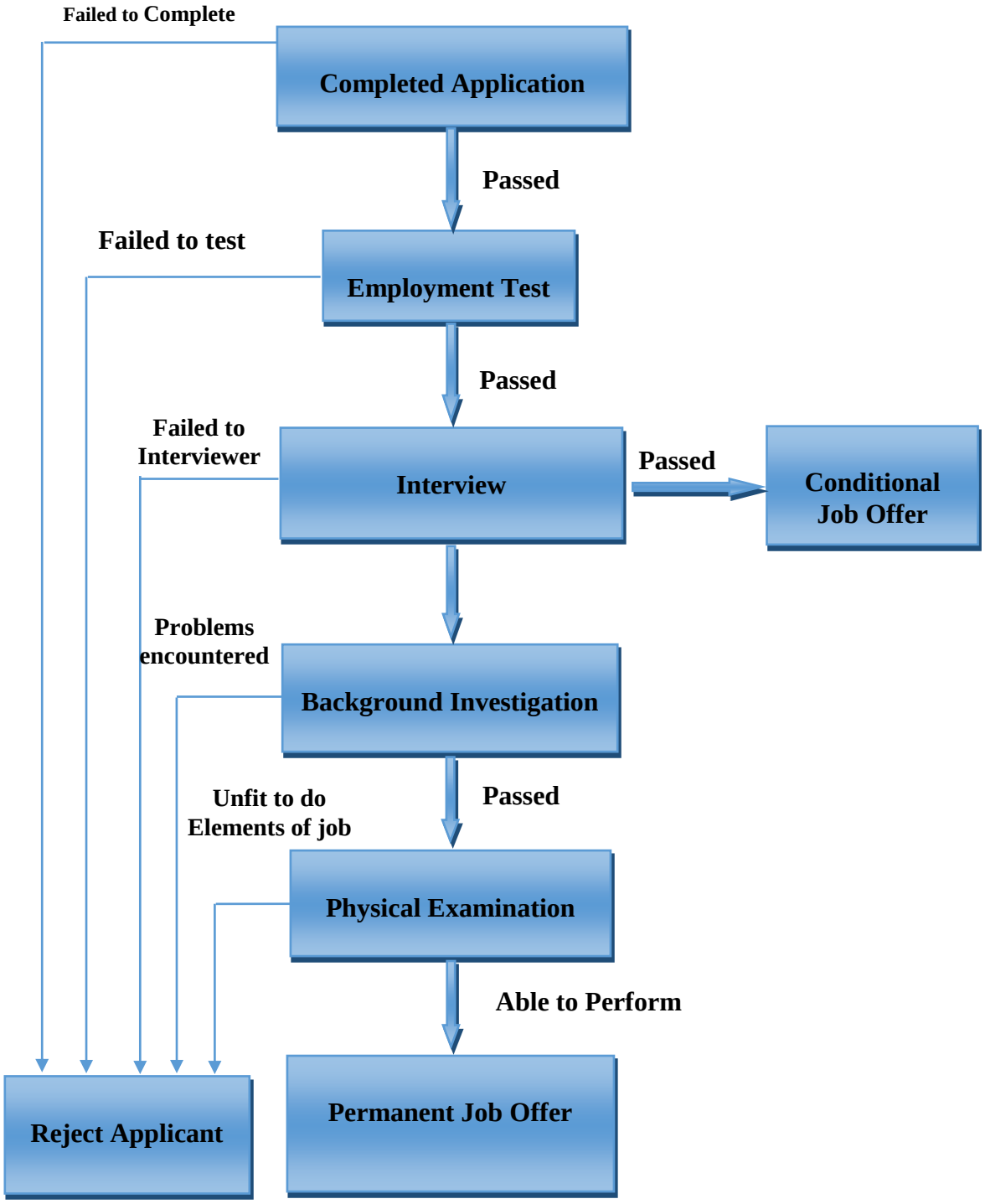
Source: HR Division of Opsonin Pharma Ltd., Head Office, Dhaka, 2018

The above Figure 5.25 shows the recruitment process of Opsonin Pharma Ltd. It's a three steps process which starts with the requisition receive from the concerned department and ends with the advertisement. Through this process, the HRD of the company accomplishes its recruitment function successfully.

4. Selection and Interview

After recruitment, the HRD of OPL conducts the standard selection and interview process to select the best candidate for the company. The selection and interview process of OPL is shown in the following Figure 5.27:

Figure 5. 27: Selection and Interview Process of Opsonin Pharma Ltd.

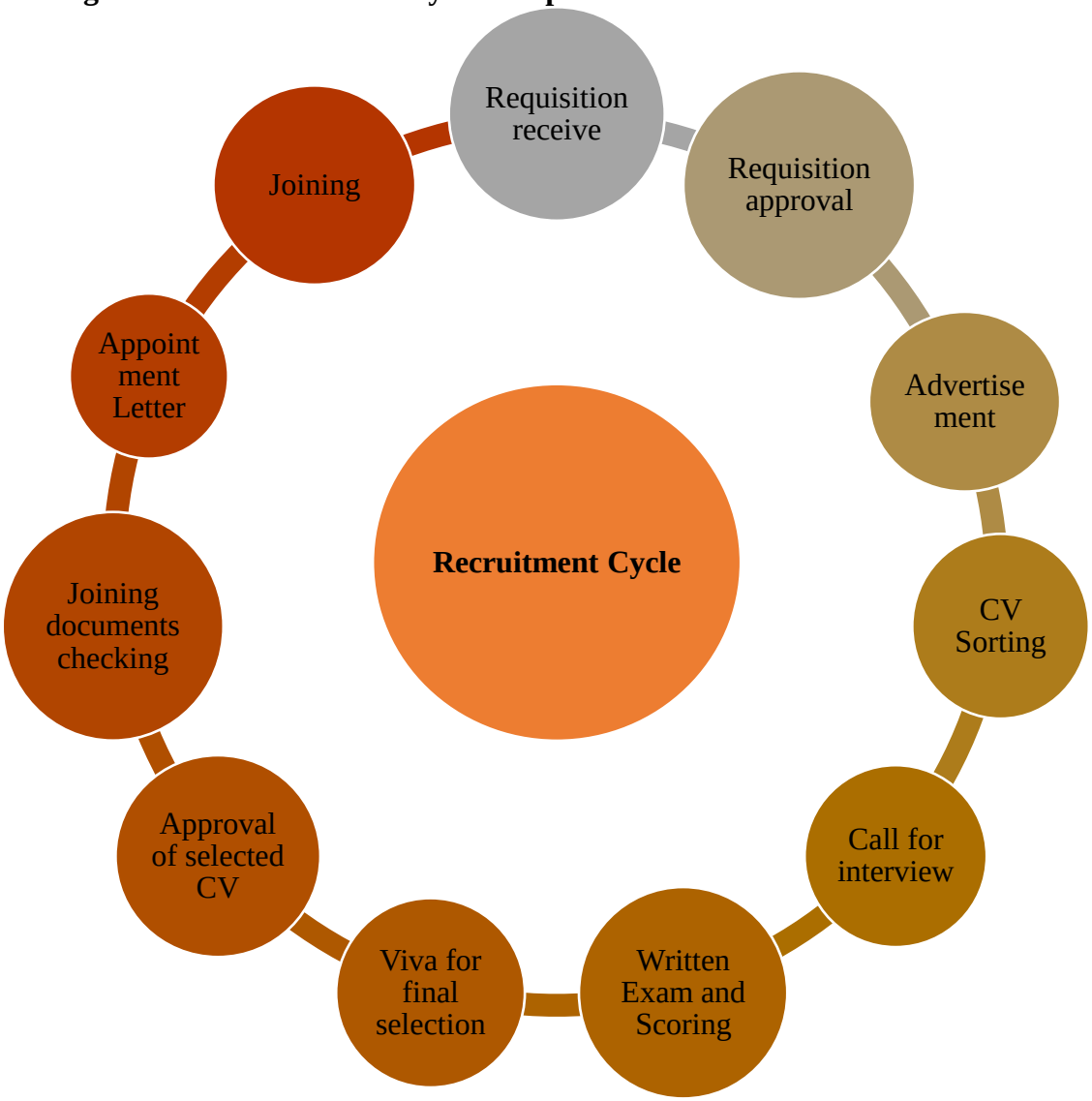


Source: HR Division of Opsonin Pharma Ltd., Head Office, Dhaka, 2018

The above selection and interview process follows by the HRD of OPL to select more qualified candidates for the company. It is not possible for the HRD of the company to

follow the whole process all the cases due to the shortage of time and other reasons. But the HRD of OPL follows this selection and interview process in most of the cases. The whole recruitment cycle of OPL is shown in the following Figure 5.28:

Figure 5. 28: Recruitment Cycle of Opsonin Pharma Ltd.



Source: HR Division of Opsonin Pharma Ltd., Head Office, Dhaka, 2018

5. Induction and Placement

The HRD of Opsonin Pharma Ltd. provides sound induction to the newly appointed employees so that they will know about the company, its values, culture, philosophy

and acceptable working practices. In the induction program, the management of the firm has discussed the following things:

i) History and key achievements of the company

ii) Philosophy, values, culture etc. of the company

iii) Critical policies and procedures of the company

iv) The goals of the organization and departments

v) Products and services of the company

vi) Products and services of the competitors

vii) The job role and performance management

viii) Safety policies and procedures

ix) Information technology

x) Soft and Hard Skills

xi) Benefits and services

xii) Financial Strength of the company

xiii) Miscellaneous

The HRD of OPL places the newly appointed employees in various departments after induction program considering the following factors:

i) Personality

ii) Ability

iii) Skill

iv) Character

v) Competency

vi) Job Knowledge

vii) Experience

viii) Personal information

ix) Academic background

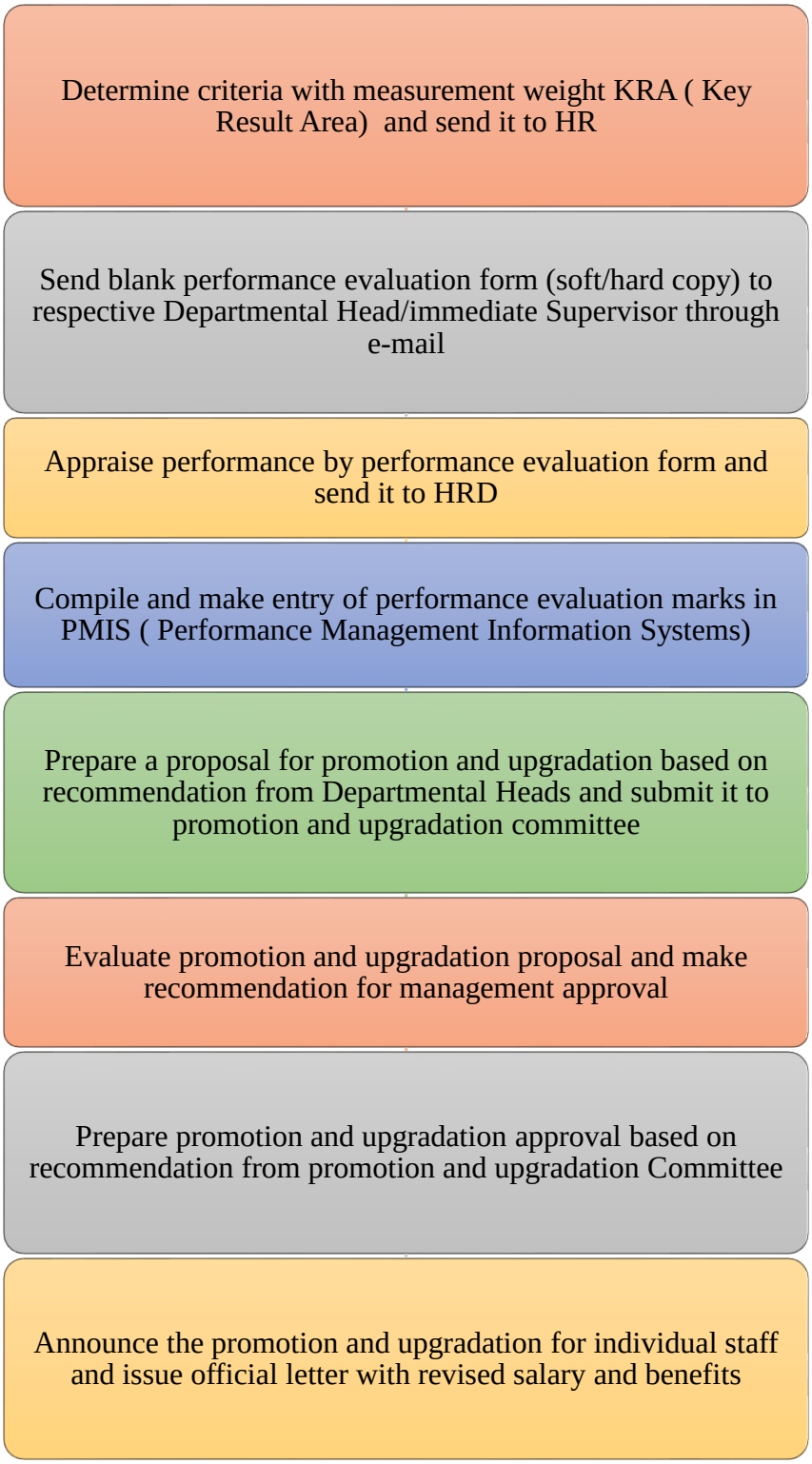
6. Training and Development

The HRD of OPL provides sufficient training and development to the employees so that they can successfully perform their tasks and duties. In case of employee training, the management of the firm uses on-the-job training and off-the-job training methods. But in case of employee development, they emphasize on continuous education and learning by attending workshops, seminars, symposiums, summits, round-table discussion and challenging assignments.

7. Performance Appraisal

In order to appraise the performance of the employees, the OPL has a standard performance evaluation policy. According to this policy, the HRD of the company conducts the performance evaluation program once in a year. All employees of OPL whose confirmation has elapsed at least six months on 31st December of every year are eligible to be evaluated under this policy. The process of performance appraisal of OPL is shown in the following Figure 5.29:

Figure 5. 29: Performance Appraisal Process of Opsonin Pharma Ltd.



Source: HR Division of Opsonin Pharma Ltd., Head Office, Dhaka, 2018

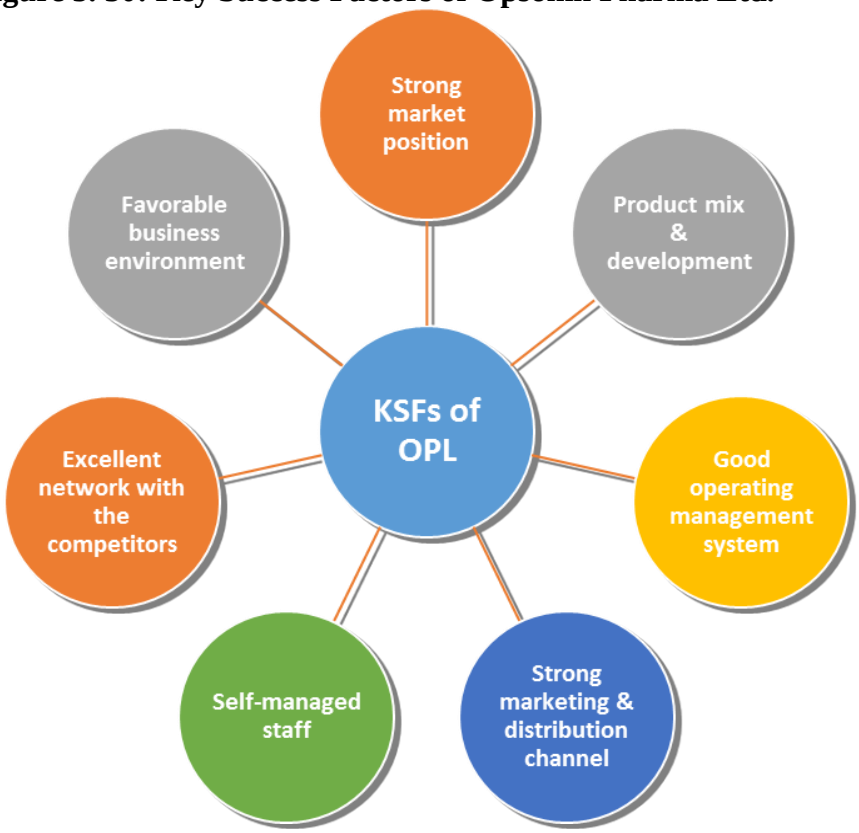
8. Compensation, Benefits, Awards and Separation

After performance appraisal, the management of OPL provides revised salary, benefits, promotion/upgradation based on the performance appraisal results to the employees. They also recommend necessary training and development for the employees whose performance is required to be improved. In this case, the management of the company provides all sorts of supports to the employees for enhancing their weak performance. But an employee may get this opportunity to increase his/her performance in next 03 (three) years. If he/she is failed to improve his/her performance in consecutive next 03 (three) years, then he/she will be separated from the job of the organization.

5.5.7 Key Success Factors of Opsonin Pharma Ltd.

Some factors have made Opsonin Pharma Ltd. as one of leading pharmaceutical companies in Bangladesh at present which are known as the Key Success Factors of the Company. The Key Success Factors (Key Success Factors) of Opsonin Pharma Ltd. are shown in the following Figure 5.30:

Figure 5. 30: Key Success Factors of Opsonin Pharma Ltd.



Source: HR Division of Opsonin Pharma Ltd., Head Office, Dhaka, 2018

The above Figure 5.30 shows the Key Success Factors of Opsonin Pharma Ltd. In this figure, we can see that seven factors have contributed a lot to make the Opsonin Pharma Ltd. as one of the successful pharmaceutical companies in Bangladesh.

5.5.8 Core Competencies of Opsonin Pharma Ltd.

The core competencies have differentiated the Opsonin Pharma Ltd. from other pharmaceutical companies in Bangladesh which are shown in the following Table 5.10:

Table 5. 10: Core Competencies of Opsonin Pharma Ltd.

SL	Core Competencies
1.	Skilled and efficient pharmacists
2.	Control and monitor the environment by integrated building management system (IBMS)
3.	Quality of Work Life (QWL)
4.	Fully automated production facilities
5.	Separate QC Lab equipped with modern technologies
6.	Independent microbiology department to perform microbiological tests
7.	Maintain safety strictly throughout the plant
8.	Customers' supports
9.	Recognized brand name

Source: HR Division of Opsonin Pharma Ltd., Head Office, Dhaka, 2018

The above Table 5.10 shows the core competencies of Opsonin Pharma Ltd. In the table, we can see that nine factors have contributed significantly to differentiate the Opsonin Pharma Ltd. from other pharmaceutical companies in Bangladesh. Among these nine factors, the quality of work life is top ranked which means that employees are more valuable to the authority of the firm.

5.5.9 Key Programs of Opsonin Pharma Ltd.

The key programs of Opsonin Pharma Ltd. are shown in the following Table 5.11:

Table 5. 11: Key Programs of Opsonin Pharma Ltd.

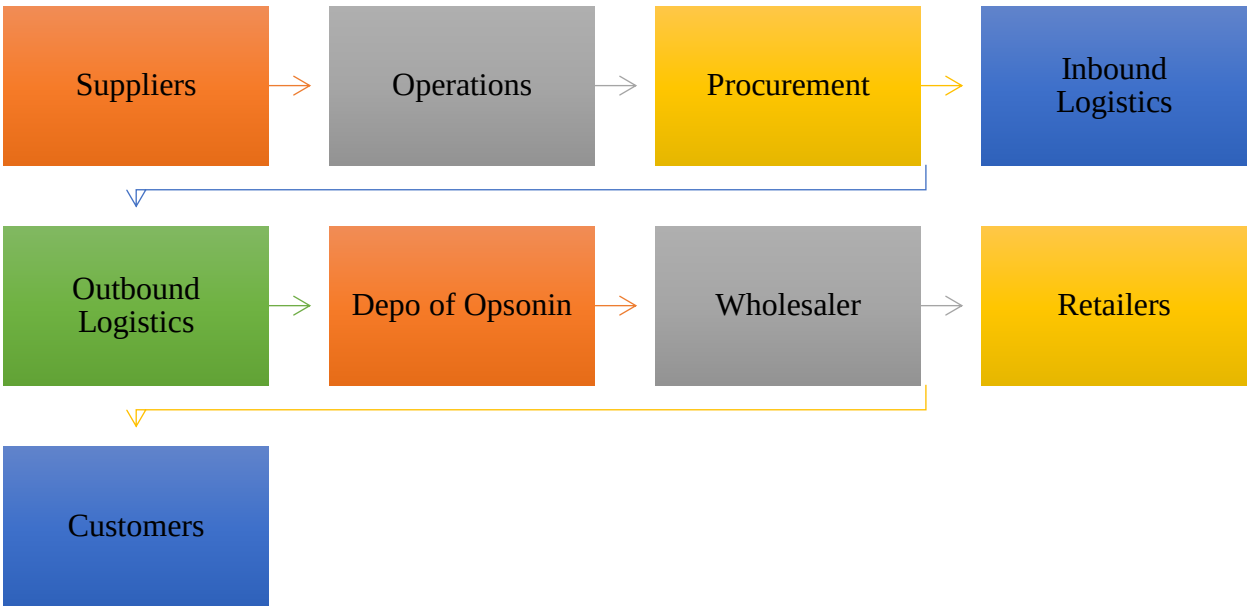
SL	Key Programs
1.	Producing quality products to improve the quality of life of people in Bangladesh and abroad
2.	Innovating new-new medicines for the people of Bangladesh and abroad
3.	Practicing quality policy irrespective of all the cases
4.	Expanding business activities within and outside the country
5.	Establishment of new manufacturing plant in Barisal, Bangladesh on a land of over 200 acres with state of the art technologies
6.	Providing better services to the various stakeholders
7.	Finding/searching new-new markets for exporting pharmaceutical products
8.	Establishment and maintenance of ETP system in the factory for the betterment of the environment
9.	Participating in different health awareness programs
10.	Organizing different employee development programs
11.	Providing sponsor to the academic and research institutions for conducting research in the field of pharmaceutical in Bangladesh and abroad
12.	Arranging different cultural programs for the recreation of employees
13.	Providing sponsor to the sports institutions in the country
14.	Arranging picnic for the employees
15.	Organizing workshops, seminars, symposiums, round-table discussion, summits etc.
16.	Arranging visits for the national and international delegates
17.	Developing collaboration with the academic and research institutions

Source: HR Division of Opsonin Pharma Ltd., Head Office, Dhaka, 2018

5.5.10 Supply Chain Model of Opsonin Pharma Ltd.

The management of Opsonin Pharma Ltd. uses an effective model to accomplish the supply chain activities for the betterment of the customers and the company as well which is shown in the following Figure 5.31:

Figure 5. 31: Supply Chain Model of Opsonin Pharma Ltd.



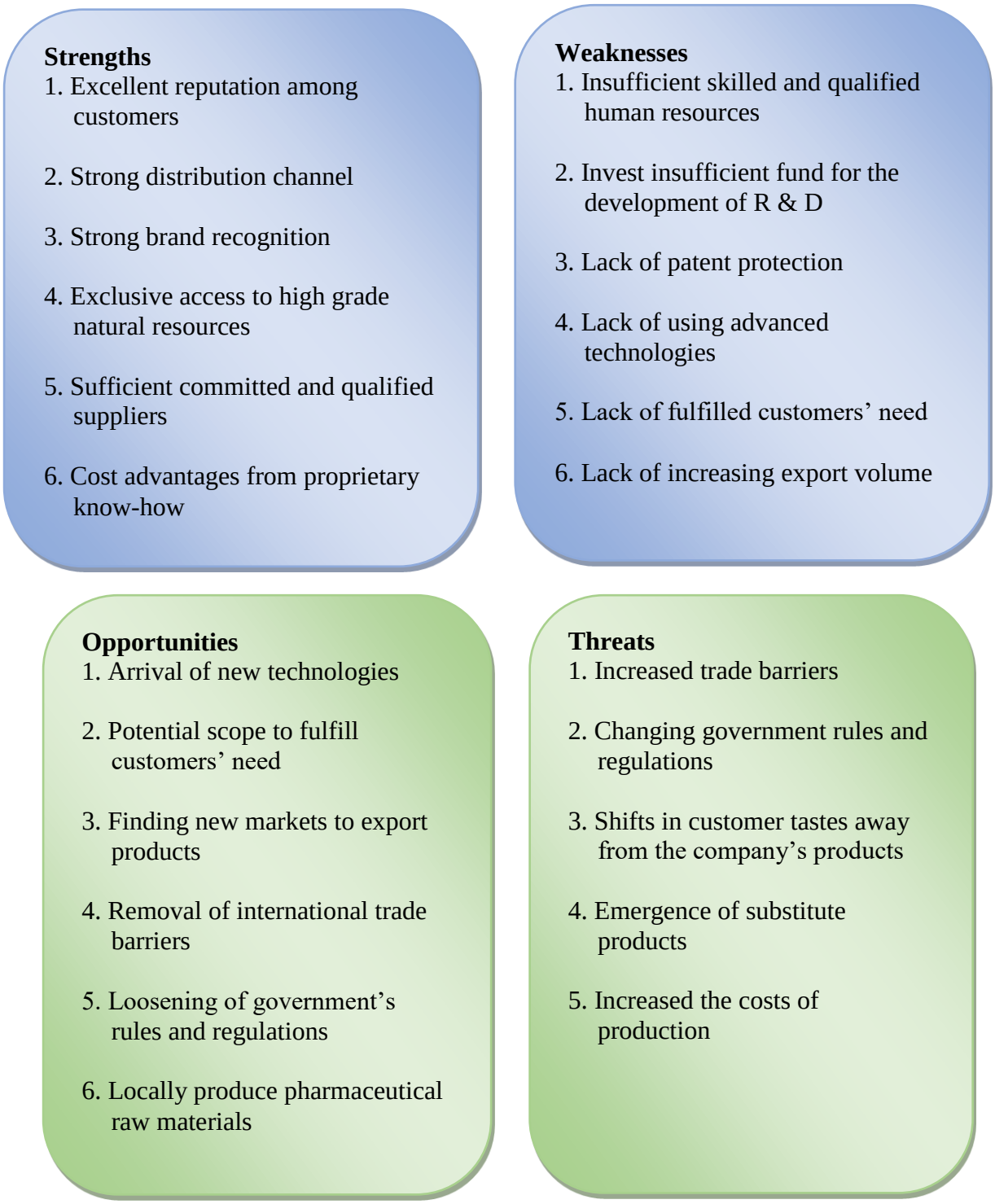
Source: HR Division of Opsonin Pharma Ltd., Head Office, Dhaka, 2018

The above Figure 5.31 shows the 'Supply Chain Model' of Opsonin Pharma Ltd. In the figure, we can see the flow of supply chain activities of OPL which starts with the suppliers; function and ends with the customers. Through this model, the management of the company tries to provide maximum benefits to the customers by improving performance, reducing costs, increasing flexibility, etc.

5.5.11 SWOT Analysis of Opsonin Pharma Ltd.

The SWOT Analysis of Opsonin Pharma Ltd. is shown in the following Figure 5.32:

Figure 5. 32: SWOT Analysis of Opsonin Pharma Ltd.



Source: HR Division of Opsonin Pharma Ltd., Head Office, Dhaka, 2018

5.6 Renata Limited

5.6.1 Establishment of Renata Limited

Renata Limited is a leading pharmaceutical company in Bangladesh. The company started its operations in this country as a subsidiary of Pfizer (Bangladesh) Limited in 1972. Pfizer transferred the ownership of its Bangladesh operations to local shareholders in 1993 and the name of the company was changed from 'Pfizer (Bangladesh) Limited' to 'Renata Limited'.

Renata is a public limited company that manufacturers and markets human pharmaceuticals and animal health products. It is the market leader in animal health products in Bangladesh. The company has been exporting pharmaceutical products in different countries of the world since 2002. It is listed in the Dhaka Stock Exchange with market capitalization of approximately BDT. 87 billion.

There are eight manufacturing facilities of Renata Ltd. which spread over three manufacturing sites such as Renata Agro Industries Limited, Purnava Limited, and Renata Oncology Limited. Besides, there are two manufacturing facilities of Renata Oncology Limited. The company has strong distribution system countrywide which is being carried out by 19 depots. The values of Renata Ltd. include- focus on long-term growth, structural innovation for sharing growth, going the mile for employees, environmental activism, and health activism through promoting innovation and partnerships.

The management of Renata Ltd. is very much committed to perform the corporate social responsibility. The company spends a substantial amount of fund in every year for accomplishing its corporate social responsibilities including caring for the employees, assisting disadvantaged members of the society, and building a sustainable community and environment.

5.6.2 Corporate Profile of Renata Ltd.

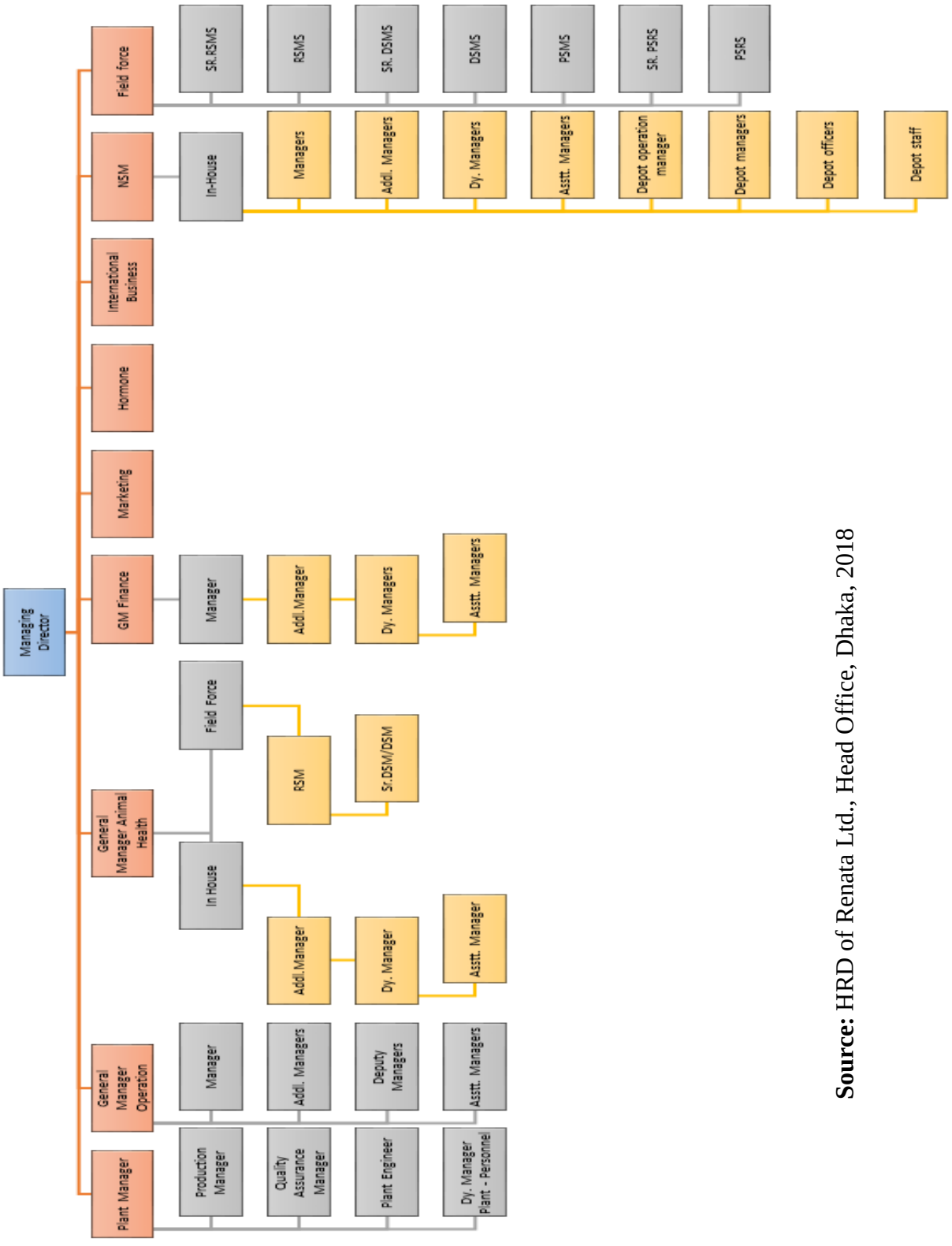
Company Name	: Renata Limited
Year of Establishment	: 1972 (as Pfizer Laboratories (Bangladesh) Limited, subsidiary of Pfizer Corporation, USA)
Change of Name	: 1993 (renamed as Renata Limited after divestment of shareholdings by Pfizer Corporation, USA)
Present Status	: Public Limited Company
Stock Exchange Listing	: Dhaka Stock Exchange Ltd.
Field of Business	: Manufacturing, Marketing and Distribution of Human Pharmaceuticals, Animal Health Medicines, Nutritionals, and Vaccines
Authorized Capital	: BDT 10,000 million
Paid-up Capital	: BDT 5787.77 million
Face Value of Share	: BDT 10:00 each
Number of Shareholders	: Around 60, 000
Investment in Subsidiaries	: ♦ 99.99% Shareholding in Renata Agro Industries Limited ♦ 99.99% Shareholding in Purnava Limited ♦ 99.99% Shareholding in Renata Oncology Limited
Contract Manufacturing	: General products for UNICEF and SMC
Corporate Address	: Plot # 1, Milk Vita Road, Section # 7, Mirpur, Dhaka-1216, Bangladesh
Telephone	: (880 -2) 8001450-54
Fax	: (880-2)8001447, 8001448
E-mail	: info@renata-ltd.com renata@renata-ltd.com
Website	: www.renata-ltd.com

Source: . Annual Report of Renata Ltd. 2017-18
. HRD of Renata Ltd., Head Office, Dhaka, 2018
. Renata Ltd. (2018 September 15 at 12:30 am). About Renata. Retrieved Website from https://renata –ltd.com/about-us/

5.6.3 Organogram of Renata Ltd.

The organogram of Renata Ltd. is shown in the following Figure 5.33:

Figure 5. 33: Organogram of Renata Ltd.



Source: HRD of Renata Ltd., Head Office, Dhaka, 2018

5.6.4 Key Achievements of Renata Ltd.

The key achievements of Renata Ltd. are shown in the following Table 5.12:

Table 5. 12: Key Achievements of Renata Ltd.

Year	Key Achievements
1999	Received ISO 9001 Certification as quality recognition
2007	Received accreditation from the UK Medicines and Healthcare Products Regulatory Agency (MHRA) for the potent product facility of the company in Mirpur, Dhaka, Bangladesh.
2008	Enlisted UK Pharma Market
2012	Got license from The Directorate General of Drug Administration and Licensing Authority, Bangladesh
2014	Received license to manufacture herbal products at Kashor factory in Bhaluka, Bangladesh
2015	Achieved ICMAB Best Corporate Award-2015
2016	Got ‘ Total Quality Management Award’ from United Laboratories Inc. Philippines as a manufacturer and supplier in Philippines
2017	Achieved ‘ Enterprise of the Year’ 2017 Award for remarkable entrepreneurial spirit and innovation
2018	Celebrated Silver Jubilee of the company

Source: HR Division of Renata Ltd., Head Office, Dhaka, 2018

The above Table 5.12 shows the key achievements of Renata Ltd. Although Renata Ltd. is a leading pharmaceutical company in Bangladesh, its achievements over the years are not significant. In this case, the management of the company should give more emphasis so that they can achieve more things positively in the future.

5.6.5 Vision and Mission of Renata Ltd.

a) Vision: The vision of Renata Ltd. is as follows:

i) To establish Renata permanently among the best of innovative branded generic companies.

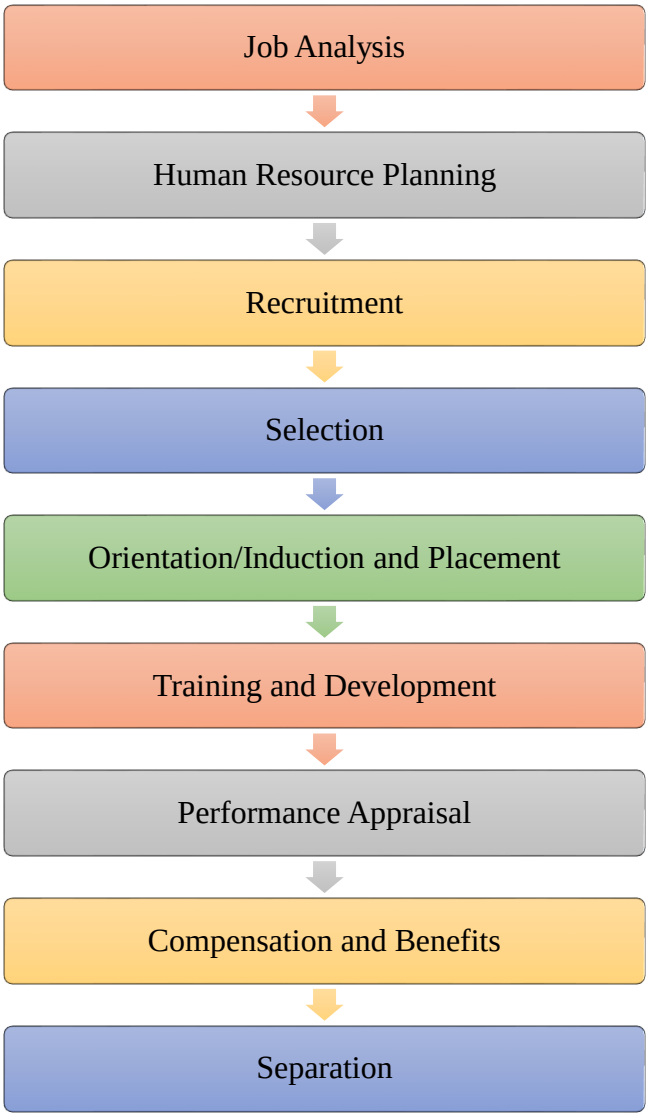
b) Mission: The mission of Renata Ltd. is as follows:

i) To provide maximum value to the customers, and communities where they live and work.

5.6.6 Functions of Renata Ltd.

For making the company successful, the management and employees of Renata Ltd. performs various function such as human resource management, marketing, selling, distribution, exporting-importing, production, procurement, engineering, accounting and finance and so on. In case of human resource management, they also perform various functions. But the researcher has widely discussed here staffing functions of Renata Ltd. as the present study highlighted on the staffing policies and practices of Pharmaceuticals Manufacturing Firms in Bangladesh. In order to perform the staffing functions, the HRD of Renata Ltd. follows the standard staffing process which is shown in the following Figure 5.34:

Figure 5. 34: Staffing Process of Renata Ltd.



Source: HR Division of Renata Ltd., Head Office, Dhaka, 2018

1. Job Analysis

The HRD of Renata Ltd. conducts a sound job analysis program for successfully accomplishing the staffing and other functions of the company. They have identified the requirements of each job and matched the personal attributes of the employees such as knowledge, skills, abilities and attitudes which are required to perform the jobs accurately.

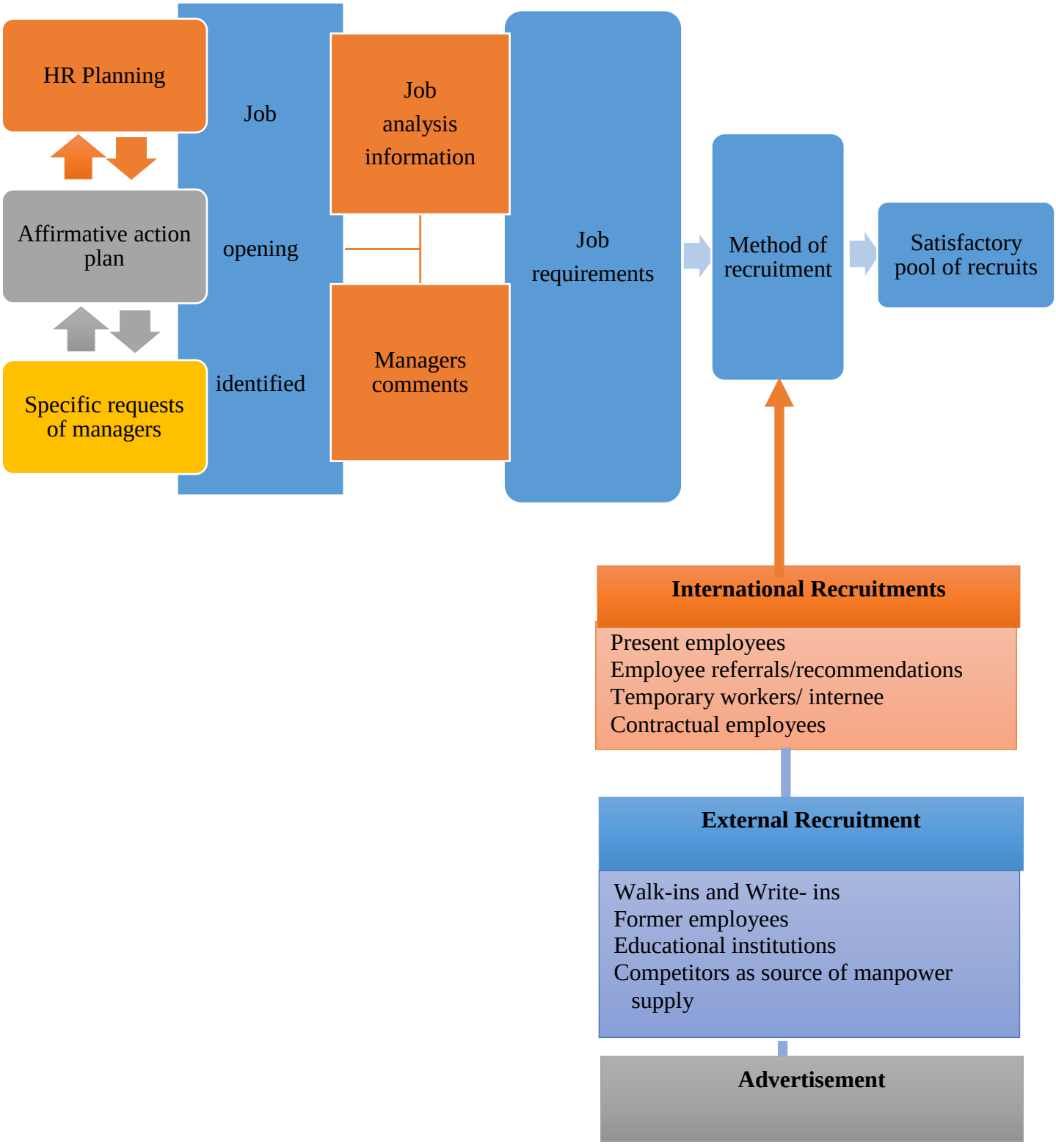
2. HR Planning

In the second step of staffing process, the HRD of Renata Ltd. prepares sound HR planning to set up the right people, at the right time, at the right place for achieving the target of the company.

3. Recruitment

In Renata Ltd., the HRD tries to find and attract qualified candidates to fill-up the vacant position. They identify job openings through HR planning or request by the manager of concerned department. The HR department of the company learn job requirements by reviewing the job analysis information, particularly job descriptions and job specifications after job openings have been identified. They also may supplement their knowledge about job requirements through discussion with the manager of the concerned department. The selection of recruitment method either internal or external recruitment method depends on the meeting with the concerned department Head/ Manager. The recruitment process of Renata Ltd. is shown in the following Figure 5.35:

Figure 5. 35: Recruitment Process of Renata Ltd.

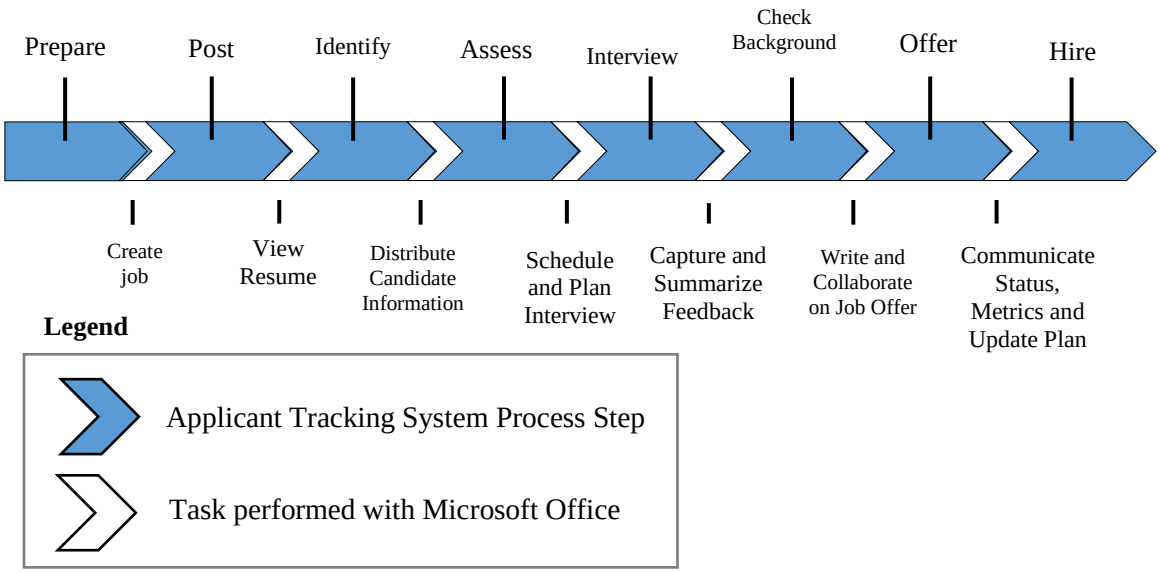


Source: HR Division of Renata Ltd., Head Office, Dhaka, 2018

4. Selection

After the recruitment process, the HRD of Renata Ltd. starts the selection process. Renata Ltd. follows standard selection process to select the best candidate from among available candidates which shown in the following Figure 5.36:

Figure 5. 36: Selection Process of Renata Ltd.



Source: HR Division of Renata Ltd., Head Office, Dhaka, 2018

5. Orientation/ Induction and Placement

The HRD of Renata Ltd. provides sound orientation/induction to the newly appointed employees. As a result, they may know about Renata and its work units, culture, norms, values, beliefs goals etc. In the orientation/induction program, the HRD of the company includes the following things:

i) History and key achievements of the company

ii) Company policies and procedures

iii) Company rules and regulations

iv) Vision, mission, objectives, goals, values, beliefs etc.

v) Products and service of the company

vi) Products and serviced of the competitors

vii) Discipline

viii) Company safety policy

ix) Compensation and benefits

x) Career opportunities

The HRD of the company places the newly appointed employees in various departments after successful orientation/induction program. They consider the following factors during the newly appointed employees:

i) Competencies

ii) Commitment

iii) Personality

iv) Motivation

v) Learning aptitude

vi) Personality

vii) Academic qualifications

viii) Personal information

ix) Experience

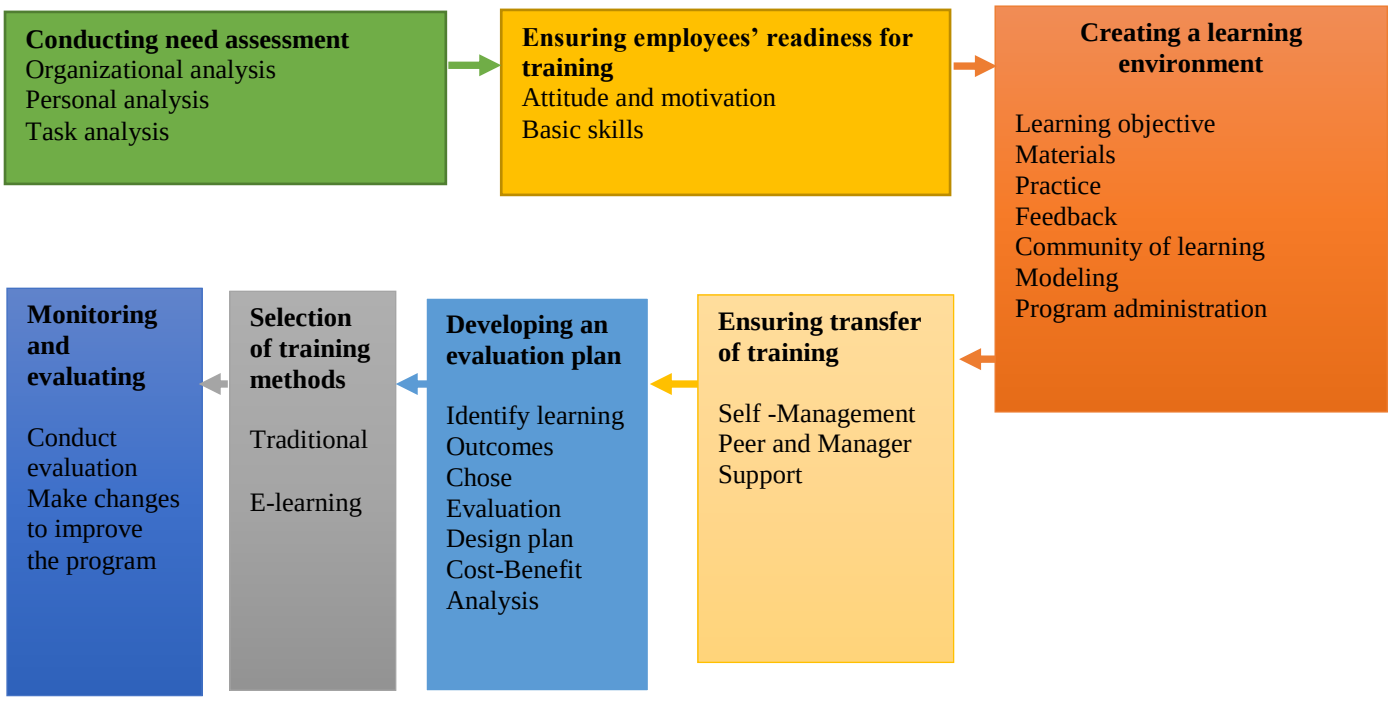
x) Ability

xi) Job knowledge

6. Training and Development

The HRD of Renata Ltd. is responsible to provide sufficient relevant training to the employees for enhancing their performance so that they can perform their tasks and duties with effectively and efficiently. That is why, they are highly concerned with continuous training and development of their employees and in this case, they follow a standard process which is shown in the following Figure 5.37:

Figure 5. 37: Training and Development Process of Renata Ltd.



Source: HR Division of Renata Ltd., Head Office, Dhaka, 2018

7. Performance Evaluation

The HRD of Renata Ltd. is responsible to conduct the performance appraisal program. They conduct the performance appraisal program once in a year. The concerned department Head/ Manager or immediate supervisor appraises the performance of their subordinates. In this case, they use prescribed performance appraisal form which is provided by the HR department to them. There are two performance evaluation forms of the company of which one is for management staff and another is for non-

management staff of the company. The concerned department Head/ Manager and immediate supervisor follows fairness policy for the conduction of performance appraisal program of their subordinates. After the performance appraisal, they send the report to the HR department along with the necessary recommendations or suggestions.

8. Compensation and Benefits

On the basis of the performance appraisal results, the management of Renata Ltd. provides fair compensation and benefits to the employees. If an employee performance is found satisfactory level, then he/she will get promotion, increment, transfer etc., but if an employee performance is found below satisfactory level, then he/she will get the opportunity to enhance his/her performance by attending suggested training and development programs of the company. In addition to these, the management of the company monitor changes in the economy and salary market to ensure that compensation package is adequate to attract, recruit and retain high quality staff within the financial capabilities of the firm.

9. Separation

The management of Renata Ltd. sometime needs to take separation decision. Before taking separation decision, they provide sufficient time and support to enhance the poor performance of the employees. If an employee is failed to improve his/her performance by attending various training and development programs, then the management of Renata Ltd. takes separation decision.

5.6.7 Key Success Factors of Renata Ltd.

The Key Success Factors facilitate the management of Renata Ltd. to make the company as one of the leading pharmaceutical companies in Bangladesh which are shown in the following Figure 5.38:

Figure 5. 38: Key Success Factors of Renata Ltd.

Source: HR Division of Renata Ltd., Head Office, Dhaka, 2018

The above Figure 5.38 shows the key success factors of Renata Ltd. In the figure, we can see that eight factors have significantly provided impact positively to the success of the company. In the figure, we can also see that the company has excellent management system which helps them to conduct all functions in a systematic manner to reach the desired destination.

5.6.8 Core Competencies of Renata Ltd.

The authority of Renata Ltd. could have successfully differentiated their company from other pharmaceutical companies in Bangladesh using the core competencies which are shown in the following Table 5.13:

Table 5. 13: Core Competencies of Renata Ltd.

SL	Core Competencies
1.	Focus on long-term growth
2.	Focus on customer
3.	Corporate family
4.	Building leaders
5.	Integrity
6.	Excellent management practice
7.	Strong society supports

Source: HR Division of Renata Ltd., Head Office, Dhaka, 2018

The above Table 5.13 shows the core competencies of Renata Ltd. In the table, we can see that there are seven core competencies which have made the Renata Ltd as unique pharmaceutical company in Bangladesh. Among these seven factors, focus on long-term growth is the top which means that the management of the company always works for the long –term benefits of the company.

5.6.9 Key Programs of Renata Ltd.

The key programs of Renata Ltd. are shown in the following Table 5.14:

Table 5. 14: Key Programs of Renata Ltd.

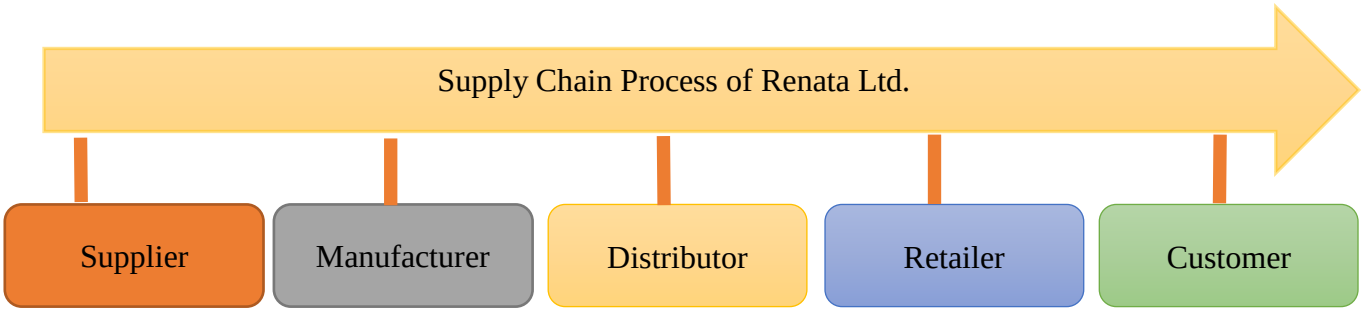
SL	Key Programs
1.	Healthcare programs for employees and their family members
2.	Support to charitable organizations
3.	Provide financial assistance to ex-employees and their families
4.	Renata women's network
5.	Participation in job fair
6.	Renata safety week
7.	Celebrity talk
8.	Learning sessions
9.	Arranging sales conference at the end of each year
10.	Organizing different sports programs for the recreation of employees
11.	Leadership training program
12.	Supervisory skill training program
13.	International training on quality assurance
14.	Celebrating Victory Day of Bangladesh
15.	Employee orientation program
16.	HR talk
17.	Employee health awareness program
18.	Celebrating different International Days
19.	Arranging workshops, seminars, symposiums, round-table discussion etc.
20.	Arranging visits for national and international delegates
21.	Providing sponsorship to the academic and research institutions for the conduction of research in the pharmaceutical sector in Bangladesh and abroad
22.	Green Environment Management Program
23.	Campus recruitment program
24.	Arranging different cultural programs for the recreation of employees
25	Society development program
26.	Organizing different sports programs
27.	Participating job fair, career fair, career expo, etc.

Source: HR Division of Renata Ltd., Head Office, Dhaka, 2018

5.6.10 Supply Chain Model of Renata Ltd.

The management of Renata Ltd. follows the pull model supply chain as they are demand oriented which is shown in the following Figure 5.39:

Figure 5. 39: Supply Chain Model of Renata Ltd.



Source: HR Division of Renata Ltd., Head Office, Dhaka, 2018

The above Figure 5.39 shows the 'Supply Chain Model' of Renata Ltd. In the figure, we can see that the management of the company is very much careful about the demand of their products to the customers. They start their supply chain process with the functions of supplier and end with the customer. Through this process the supplier provides with quality raw materials to the manufacturer for producing standard pharmaceutical products. After the production of medicines the company sends these to the customers within shortage possible time with the help of distributors and retailers.

5.6.11 SWOT Analysis of Renata Ltd.

The SWOT Analysis of Renata Ltd. is shown in the following Figure 5.40:

Figure 5. 40: SWOT Analysis of Renata Ltd.

Strengths

1. Experienced management system
2. Modern technology
3. Innovative product line
4. Good working environment
5. Attractive pay package
6. Ability to cope with changes
7. Skilled, expertise and productive manpower
8. Worldwide reputation

Weaknesses

1. Centralized power by the top management
2. Delay in management from supplier
3. Inadequate human resources in the marketing department
4. Lack of proper coordination among different departments
5. Lack of adequate skilled employees

Opportunities

1. Attract large number of customers towards the products of the company
2. Scope of expansion business within the country
3. Searching new markets for exporting pharmaceuticals products
4. Possibility to take the market leadership
5. Always try to hire dynamic young people so that company will get benefit
6. Give extra efforts to satisfy customer needs
7. Participate in different trade fair and get new idea related with present business

Threats

1. Switching skilled staff
2. Imbalanced political environment
3. New strategies of competitors
4. New innovative substitute products
5. Increased trade barriers and quota system
6. Emergence of government tax and vat
7. Offering lower price of the products to attract customers by the competitors

Source: HR Division of Renata Ltd., Head Office, Dhaka, 2018

5.7 Eskayef Bangladesh Limited

5.7.1 Establishment of Eskayef Bangladesh Limited

Eskayef Bangladesh Limited (SK+F) is one of the leading pharmaceutical manufacturing firms in Bangladesh. It was established in 1990 through the acquisition of SmithKline and French, USA. Since inception, Eskayef has been obtained rapid business growth which has propelled the company to a position of eminence among the pharmaceutical manufacturing firms operating in Bangladesh at present. The trained, skilled and qualified human resources make the company more successful and it is now one of the most accepted names to various stakeholders in Bangladesh and abroad. The management of the company has written the name of the company as Eskayef Pharmaceuticals Ltd. interchangeably.

The management of Eskayef Bangladesh Limited never compromise with the quality because it is a quality driven and scientific information based company which has inherited from SmithKline and French, USA. The state-of-the art pharmaceutical manufacturing facility of the company approved by the EU GMP, UK MHRA, TGA Australia, UAE GMP, and VMD UK. These approvals have further reinforced to the authority of Eskayef to maintain high standards of quality, safety and efficacy of company's products.

Every pharmaceutical company tries to strengthen its business within and outside the country. In this regard, the authority of Eskayef always attempts to find out the new markets to export their products. Currently, the company is exporting medicines to many countries across four continents, including some highly regulated markets in Europe and Australia.

The authority of Eskayef believes that pharmaceutical business is built solely on the blocks of trust. So, they take perseverance for a pharmaceutical business entity to obtain the trust of the stakeholders. In the everyday activity of the company, they have been cultured many global best practices. As a result, they can easily shape up company's future and earn stakeholders' trust.

5.7.2 Corporate Profile of Eskayef Bangladesh Ltd.

Company Name	: Eskayef Pharmaceuticals Ltd.
Year of Establishment	: 1990
Present Status	: Private Limited Company
Acquisition from	: SmithKline and French, USA
Ownership	: Transom Group
Business Lines	: Pharmaceutical Finished Products, Bulk Pellets, Animal Health and Nutrition products
Annual turnover	: Above $ 60 million
Distribution	: Transcom Distribution Com. Limited (TDCL)
Corporate Address	: Gulshan Tower Plot No. 31, Road No. 53 Gulshan North C/A Dhaka-1212, Bangladesh
Telephone	: +88-02-8818327, +88-02-8814662
Fax	: 880-2-9887373, 880-2-9887376
E-mail	: info@skf.transcombd.com
Website	: www.skfbd.com

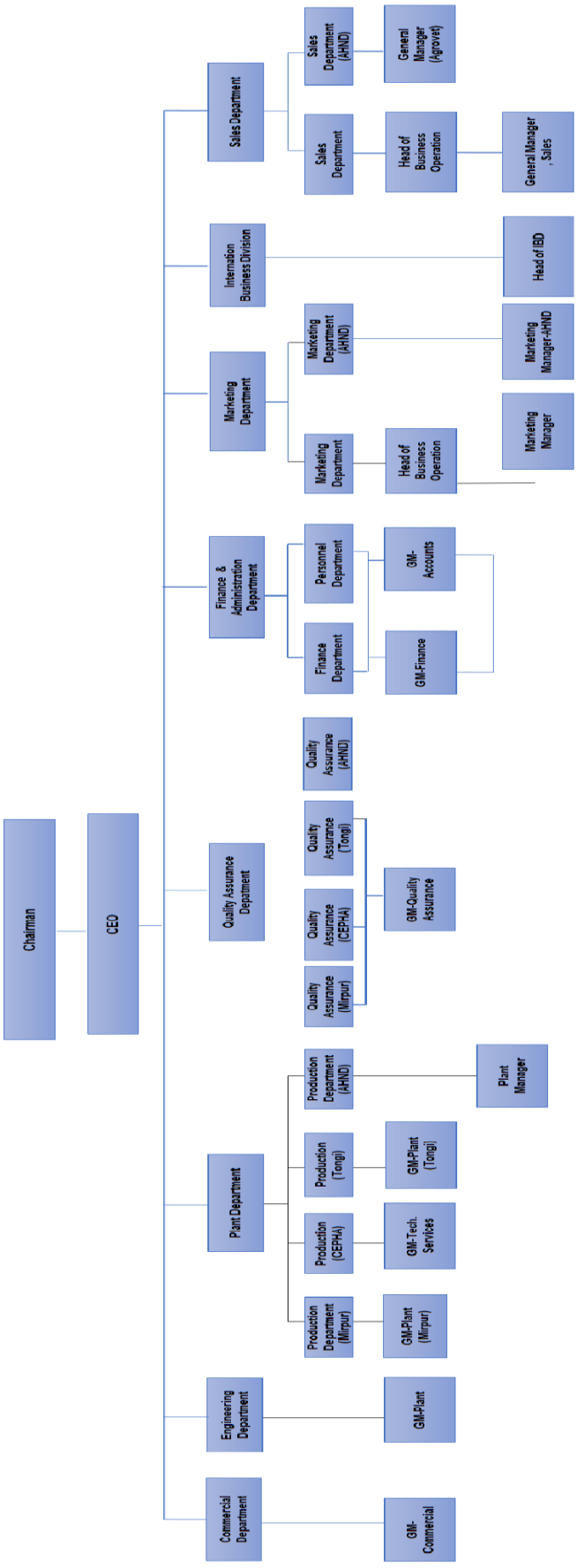
Source: - HRD of Eskayef Pharmaceuticals Ltd., Head Office, Dhaka, 2018

- Pharmaceutical Technology (2018, July 15). Eskayef. Retrieved from https://www.pharmaceutical-technology.com/contractors/contract/eskayef/

5.7.3 Organogram of Eskayef Bangladesh Ltd.

The organogram of Eskayef Bangladesh Ltd. is shown in the following Figure 5.41:

Figure 5. 41: Organogram of Eskayef Bangladesh Limited



Source: HR Division of Eskayef Bangladesh Limited, Head Office, Dhaka, 2018

5.7.4 Key Achievements of Eskayef Bangladesh Ltd.

The key achievements of Eskayef Bangladesh Limited are shown in the following Table 5.15:

Table 5. 15: Key Achievements of Eskayef Bangladesh Limited

Year	Key Achievements
1979	Incorporation as a subsidiary of SmithKline and French, USA
1990	Acquisition of SmithKline and French (SK andF), USA by Transom
1999	Introduction of Pellet Technology in Bangladesh
2001	Acquisition of old Squibb plant at Tongi by Transom
2001	Commencement of Animal Health and Nutrition Division
2006	Inception of state of the art Tongi plant
2008	Achievement of UK MHRA accreditation Initiation of Cepha Plant
2010	Starting of Novo Nordisk's Insulin manufacturing
2010	Attainment of TGA Australia accreditation
2011	Attainment of VMD UK accreditation
2013	Accomplishment of EU GMP accreditation and Launching of Eye Care Project
2014	Achievement of UAE GMP accreditation

Source: Skfbd. (2018 September 22 at 10:46 pm Bangladesh time). Corporate Brochure. Retrieved from http://www.skfbd.com/corporate-bochure

5.7.5 Vision and Mission of Eskayef Bangladesh Ltd.

a) Vision: The visions of Eskayef Bangladesh Limited are as follows:

i) To lead the national pharmaceutical market.

ii) To get recognition as a multinational conglomerate from Bangladesh.

iii) To stand out as a model of efficiency and trust to the collaborators, customers, healthcare professionals and society.

b) Mission: The missions of Eskayef Bangladesh Limited are as follows:

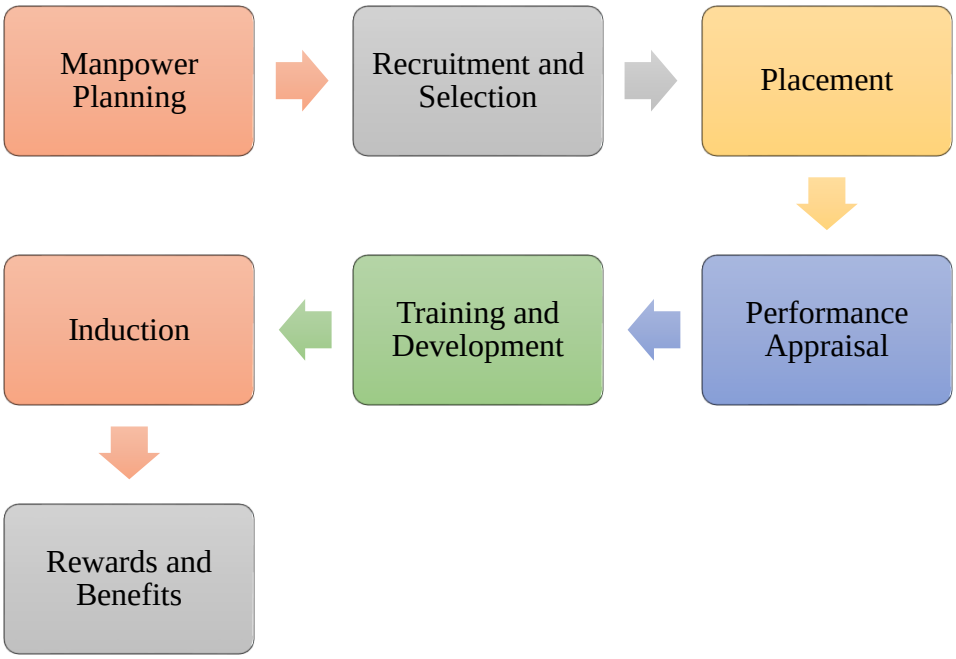
i) To manufacture and supply products with quality and efficiency.

ii) To contribute to improve the population's health and well-being.

5.7.6 Functions of Eskayef Bangladesh Ltd.

The management and employees of Eskayef Bangladesh Limited perform various functions such as HRM, accounting and finance, marketing, selling, distribution, exporting-importing, manufacturing and so on to make the company more successful. In case of HRM, they also perform many functions many activities. But the researcher has discussed here elaborately the staffing functions of the company since the present study highlighted on the Staffing Policies and Practices of Pharmaceuticals Manufacturing Firms in Bangladesh. To perform the staffing functions successfully and smoothly, the management of the company follows a standard process which is shown in the following Figure 5.42:

Figure 5. 42: Staffing Process of Eskayef Bangladesh Limited



Source: HR Division of Eskayef Bangladesh Limited, Head Office, Dhaka, 2018

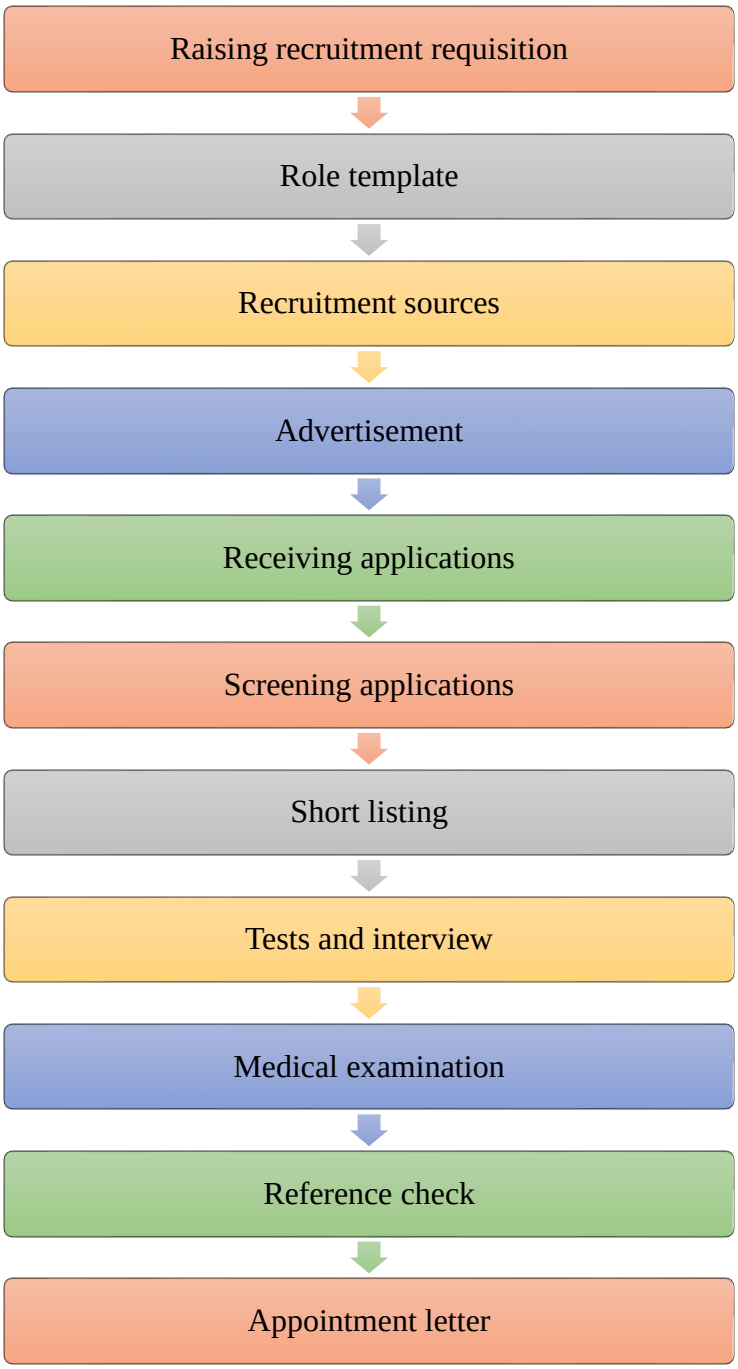
1. Manpower Planning

Manpower planning is an important part of the company's overall plan. It is a system which help the company to match the supply of human resources internally and externally with the vacant positions. The Heads/Managers of all functional departments will make their manpower planning based on 03 (three) years forecast. In this case, they must consider the present strength, replacement in case of retirement, and additional requirements. The manpower planning must be approved by the Managing Director of the company.

2. Recruitment and Selection

The HRD of Eskayef Bangladesh Limited follows the standard recruitment and selection process for hiring the best candidates for the company which is shown in the following Figure 5.43:

Figure 5. 43: Recruitment and Selection Process of Eskayef Bangladesh Ltd.



Source: HR Division of Eskayef Bangladesh Ltd., Head Office, Dhaka, 2018

3. Placement

The HRD of Eskayef Bangladesh Ltd. places newly appointed employees in various departments of the firm after the successful recruitment and selection considering the following factors:

i) Academic qualifications

ii) Skills

iii) Abilities

iv) Work experience

v) Personal interest

vi) Technological knowledge

4. Induction

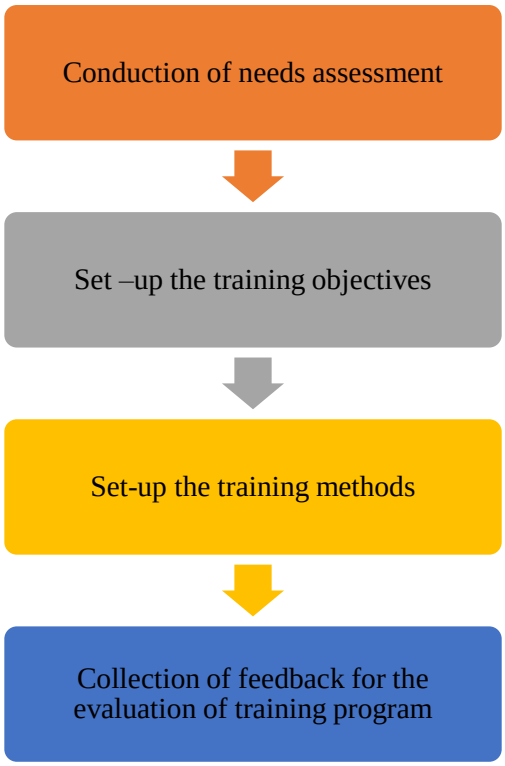
The HRD of Eskayef Bangladesh Ltd. provides rigorous induction program for the newly appointed employees so that they can be familiarized properly with the organization and its culture, norms, values, philosophy, work systems, work units/departments/divisions and objectives and goals. They include following topics during the conduction of induction program for the newcomers:

i) History and key milestones of the company
ii) Philosophy, values, beliefs, culture, norms, working systems, work units/divisions/departments etc.
iii) Products and service of the company
iv) Products and service of the competitor
v) Company rules and regulations
vi) Discipline
vii) Compensation and benefits policy of the company
viii) Safety and Health policy of the company
ix) Corporate governance and corporate social responsibility

5. Training and Development

The management of Eskayef Bangladesh Ltd. always emphasizes on the employee training and development. That is why, they have established a separate wing named 'Training and Development' in the HR department of the company. The 'Training and Development' wing of the firm is responsible to conduct the training through the standard process which is shown in the following Figure 5.44:

Figure 5. 44: Training and Development Process of Eskayef Bangladesh Ltd.



Source: HR Division of Eskayef Bangladesh Ltd., Head Office, Dhaka, 2018

6. Performance Appraisal

For appraising the performance of employees, SK+F uses their own evaluation process. The company has two appraisal forms of which one for management staff and another for non-management staff. They conduct performance evaluation program once in a year. Every employee of the firm has their own job description and he/she has to perform many duties and responsibilities. Firstly, in the evaluation process the evaluator

identifies the major tasks performed and gives weighted percentage against major duties and responsivities of each employee. Each task of the employee is being rated out of 10 marks and after that it will be multiplied by weighted average percentage. The annual performance of each employee is being counted on the total score that he/she obtained and compare with the standard performance level which is set by the evaluators for finding the actual performance of the employee.

7. Rewards and Benefits

On the basis of the performance appraisal results, the supervisors send the appraisal report to the HR department along with necessary suggestions/recommendations. After that the HR department of the firm gives letter to the employees mentioning rewards and benefits that they will get from the company. Sometimes, the evaluators have recommended for further training and development for the employees whose performance is not found satisfactory level.

5.7.7 Key Success Factors of Eskayef Bangladesh Ltd.

There are some factors which have made the Eskayef Bangladesh Ltd. as one of the successful pharmaceutical companies in Bangladesh. These factors are known as key success factors to the company which are shown in the following Figure 5.45:

Figure 5. 45: Key Success Factors of Eskayef Bangladesh Limited

Source: HR Division of Eskayef Bangladesh Limited, Head Office, Dhaka, 2018

The above Figure 5.45 shows the key success factors of Eskayef Bangladesh Limited. In the figure, we can see that four factors are the key success factors of the company although other factors facilitate the authority to make their company successful. Among the four factors, the top ranked factor is 'Excellent management' of the company. The management team conducts all activities of the company nicely. As a result, it becomes as one of the successful pharmaceutical firms in Bangladesh at present.

5.7.8 Core Competencies of Eskayef Bangladesh Ltd.

The core competencies facilitate the management of Eskayef Bangladesh Ltd. to differentiate their company from other pharmaceutical companies in Bangladesh which are shown in the following Table 5.16:

Table 5. 16: Core Competencies of Eskayef Bangladesh Limited

SL	Core Competencies
1.	Strong ethical business values
2.	Focus of continuous development
3.	Follow global best practices in everyday activities
4.	Holistic working philosophy
5.	Societal commitment
6.	Qualified , skilled and trained professionals
7.	Unswerving standards of quality control

Source: HR Division of Eskayef Bangladesh Ltd., Head Office, Dhaka, 2018

The above Table 5.16 shows the core competencies of Eskayef Bangladesh Ltd. In the table, we can see that there are seven core competencies of Eskayef Bangladesh Ltd. which have differentiated it from other pharmaceutical companies in Bangladesh. In the table, we can also see that among these seven factors the first factor is 'Strong ethical business values' which means that the management of the company conducts the activities of the firm maintaining ethics irrespective of all the cases. As a result, they can successfully achieve the goal of the company at the end of the year.

5.7.9 Key Programs of Eskayef Bangladesh Ltd.

The key programs of Eskayef Bangladesh Limited are shown in the following Table 5.17:

Table 5. 17: Key Programs of Eskayef Bangladesh Limited

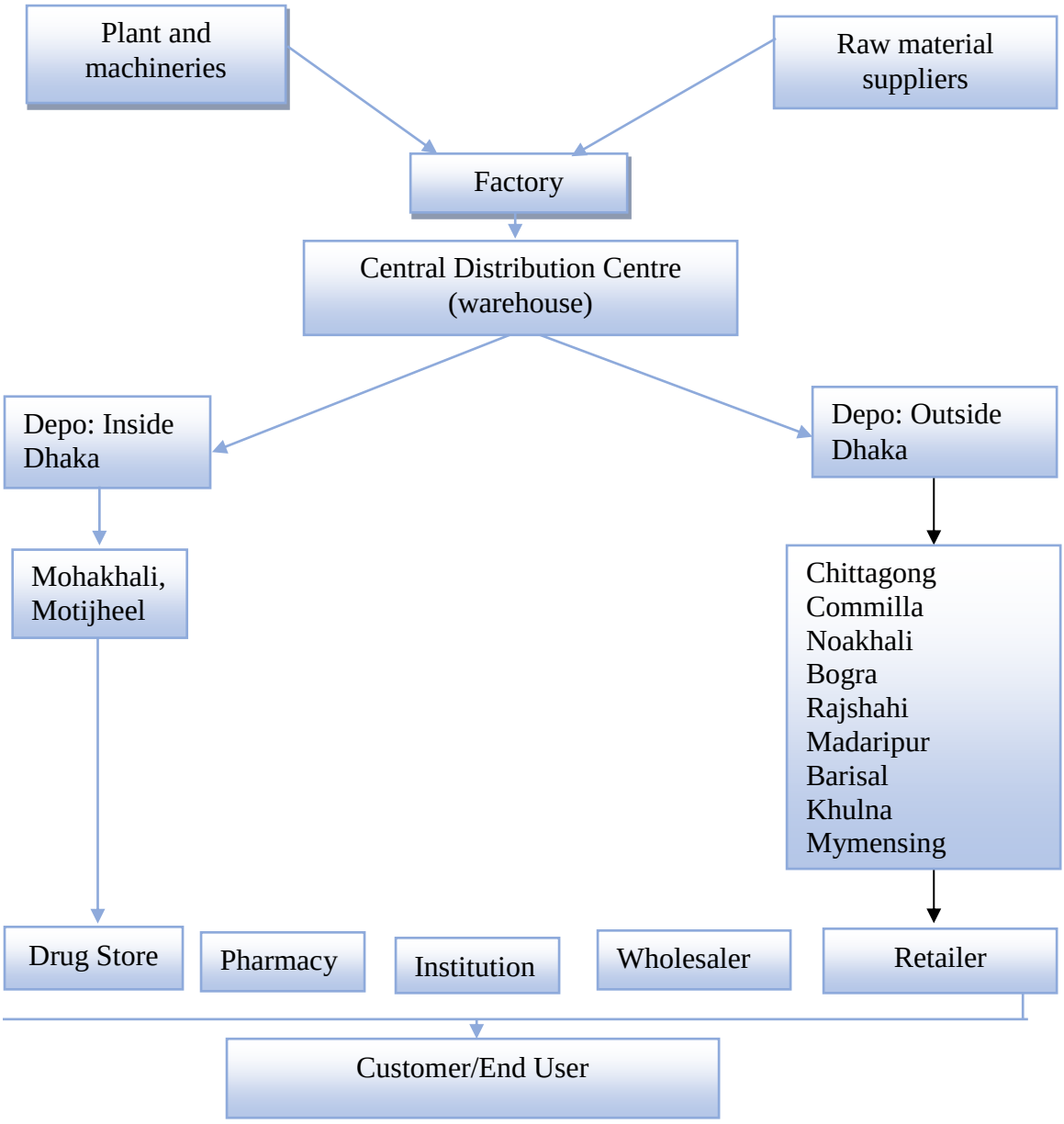
SL	Key Programs
1.	Innovation of different pharmaceutical products for the customers in Bangladesh and abroad
2.	Practicing state-of-the-art manufacturing systems
3.	Exploring global markets regularly
4.	Diversification of operations
5.	Producing bulk products
6.	Practicing total quality management
7.	Obtaining accreditation from the competent national and international authorities and agencies
8.	Providing doctors' information to the patients
9.	Providing 24 hour pharmacy service
10.	Providing ambulance services
11.	Building network with the doctor and the owners of the hospitals, clinic, etc.
12.	Staff development program
13.	Participating in different job fair and carnival
14.	Building health awareness program for the employees
15.	Celebrating different international days
16.	Organizing annual sales conference
17.	Safety in the work premises
18.	Protecting the environment
19.	Arranging visits for national and international delegates
20.	Organizing workshops, seminars, symposiums, round-table discussion, etc.

Source: HR Division of Eskayef Bangladesh Limited, Head Office, Dhaka, 2018

5.7.10 Supply Chain Model of Eskayef Bangladesh Ltd.

The management of Eskayef Bangladesh Ltd. follows a standard 'Supply Chain Model' to accomplish the supply chain activities of the company which is shown in the following Figure 5.46:

Figure 5. 46: Supply Chain Model of Eskayef Bangladesh Ltd.



Source: HR Division of Eskayef Bangladesh Ltd., Head Office, Dhaka, 2018

The above Figure 5.46 shows the 'Supply Chain Model' of Eskayef Bangladesh Ltd. In the figure, we can see that the authority of the company uses a standard supply chain model to produce quality medicines and reach these to the customers/ users quickly.

5.7.11 SWOT Analysis of Eskayef Bangladesh Ltd.

The SWOT Analysis of Eskayef Bangladesh Limited is shown in the following Figure 5.47:

Figure 5. 47: SWOT Analysis of Eskayef Bangladesh Limited

Strengths

1. Highly skilled human resources
2. Wide distribution channel
3. Strong manufacturing network
4. Efficient management personnel
5. Strong commitment to maintain the environment
6. High quality product through zero defect concept

Weaknesses

1. Lack of resources
2. Lack of ability to complete with MNCs
3. Lack of capacity to capitalize the benefits of first introducing various products
4. Rapidly increasing cost of skilled manpower
5. Increasing cost of innovation
6. Lack of using advanced –level technology

Opportunities

1. Diversification of products and services
2. Scope of increasing the production to meet the emerging demand of people within and outside the country
3. Incredible export potential
4. Potential to produce innovative products
5. Emerging opportunity to develop the marketing alliance in domestic and international market
6. Work with new stakeholders

Threats

1. Hike cost of production
2. Change government laws
3. Impose non-tariff barriers by foreign government
4. Increase competition due to the lower tariff protection in domestic market
5. Decrease the profit of the company
6. Emergence of new business systems.

Source: HR Division of Eskayef Bangladesh Limited, Head Office, Dhaka, 2018

5.8 Aristopharma Limited

5.8.1 Establishment of Aristopharma Limited

Aristopharma Limited is a leading pharmaceutical manufacturing firm in Bangladesh at present. The journey of the company was started through the formation of a proprietorship firm in 1986 with the honest promise of providing quality medicines at affordable price to the people of the country. The management of the firm has been maintained quality irrespective of all the cases. They think that quality is journey, not a goal. That is why, they regularly set high standards and attempt to obtain that. The motto of the company quality policy is "Quality the unit they count". In quality, they don't mean only product quality rather it is infused in all business activities that they perform. As a result, Aristopharma Ltd. has got ISO 9001:2000 certificate in 2005 as a recognition to its quality management systems.

The authority of Aristopharma Ltd. has been continuously expanding their business activities within and outside the country to cope with the challenges of globalization. They started to export medicines in foreign countries in 2000 and Vietnam was the first country to export. They also exported medicines to Hong Kong –one of the most developed countries in Asia. At present, the management of Aristopharma Ltd. exports quality medicines to 34 countries of 5 continents and they are also trying aggressively to expand their export market in different countries of the world.

The Aristopharma Ltd. has been continuously obtaining growth since its inception. The reason behind is this that skilled human resources are the main force who have helped them to fulfill the target of the company regularly. The success of the company depends on the performance of skilled human resources. They are attracting, developing, and retaining talented and motivated human resources to the organization. These skilled and efficient human resources are working in the company to improve the lives of the people in Bangladesh and abroad. In Aristopharma Ltd., the employees believe in collaborative sprit. They love to work together in the company. They think that if they work jointly it creates synergy which impact on the productivity of the organization positively.

5.8.2 Corporate Profile of Aristopharma Ltd.

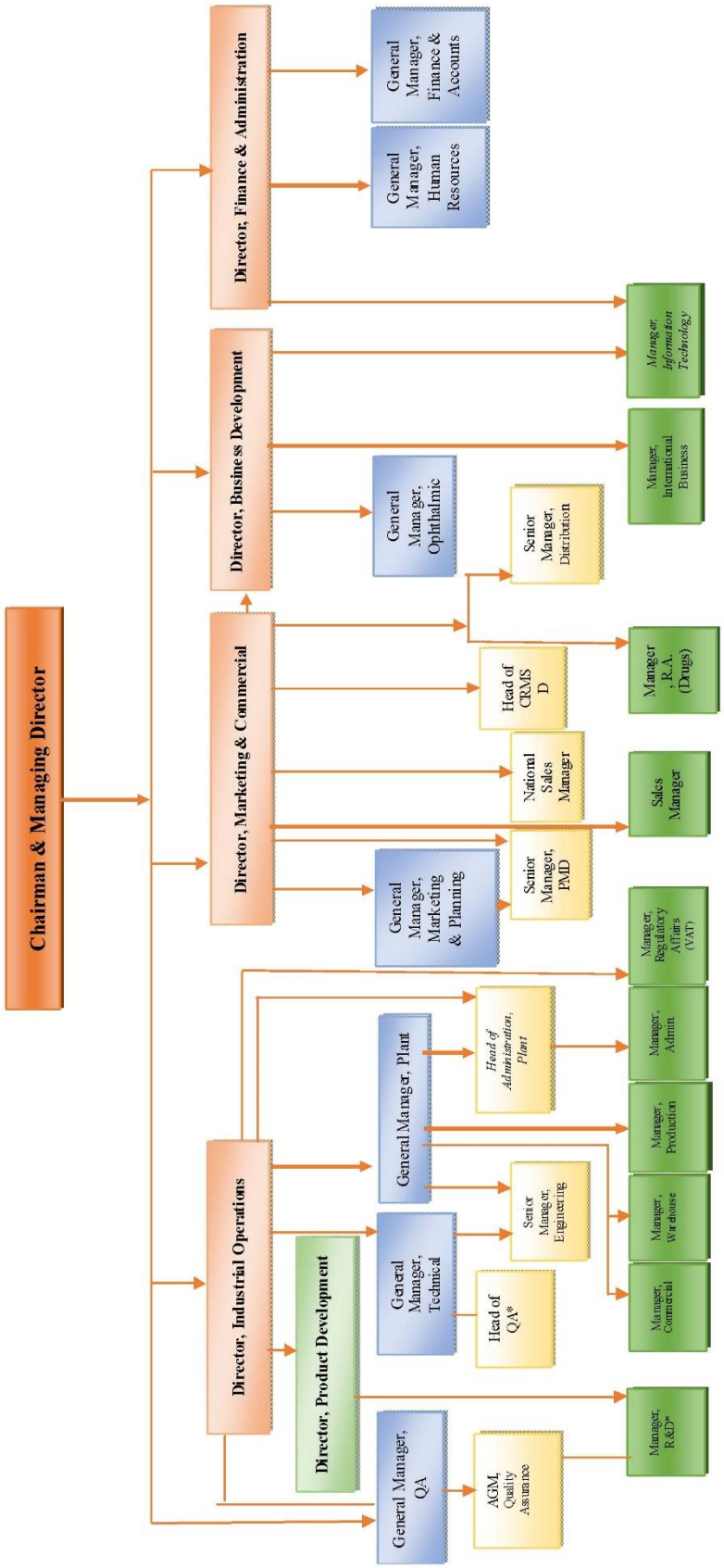
Company Name	: Aristopharma Ltd.
Year of Establishment	: 1986
Present Status	: Private Limited Company
Business Lines	: Manufacturing and marketing medicines of wide range of therapeutic classes and sterile ophthalmic products
Distribution	: Strong distribution network consisting of 26 depots throughout the country
Corporate Address	: 7, Purana Paltan Line, Dhaka-1000, Bangladesh
Telephone	: 880-2-9351691-3
Fax	: 880-2-8317005
E-mail	: apl@aristopharma.com
Website	: www.aristopharma.com

Source: HR Division of Aristopharma Ltd., Head Office, Dhaka, 2018

5.8.3 Organogram of Aristopharma Ltd.

The organogram of Aristopharma Ltd. is shown in the following Figure 5.48:

Figure 5. 48: Organogram of Aristopharma Ltd.



Source: HR Division of Aristopharma Ltd., Head Office, Dhaka, 2018

5.8.4 Key Achievements of Aristopharma Ltd.

The key achievements of Aristopharma Ltd. are shown in the following Table 5.18:

Table 5. 18: Key Achievements of Aristopharma Ltd.

Year	Key Achievements
1986	● Started journey through the formation of proprietorship firm
1990	♥ Built new manufacturing plant at Shampur-Kadamtali I/A, 10 km from central Dhaka with highly sophisticated and advanced facilities
1998	⁕ Production line was diversified with the addition of cream and ointment in the portfolio
2000	• Started exporting to foreign countries and Vietnam was the first country to export
2002	♦ Established sterile product manufacturing facility ♦ Introduced sterile ophthalmic products in the market ♦ Exported medicines to Hong Kong –one of the most developed countries of Asia
2003	⁎ Introduced diversification rolled on-parenteral dosage forms like Ceftriaxone, Cefuroxime injections etc.
2005	● Attained ISO 9001:2000 certificate as a recognition for its Quality Management System ● Started export to Ukraine of East Europe
2006	♦ Syarted export to Mauritius of Africa
2009	⁕ Signed agreement with APC, Australia to set up its 3rd plant at Gachha, Tongi, Bangladesh
2010	⁎ Started operation in the new expansion building of factory with around 66000 sq.ft floor area and with the facilities for inhalers, suppositories, lyophilized injections, pre-filled syringes, insulin and other biotech products etc.
2011	● Celebrated Silver Jubilee of the company
2012	♦ The construction of 3rd plant at Gachha, Tongi is progressing in full swing. This plant would open up export opportunities to the USA and Europe market.
2013	⁎ Achieved the capacity to manufacture 5 high-tech products-Erythropoietin Injection, Enoxaparin Prefilled Syringe, Inhalers, Insulin Injections and Lyophilized injections as the first and only company in Bangladesh
2014	♥ Fully completed the construction work of dedicated cephalosporin plant at Gachha, Tongi and soon it would be inspected by Drugs Administration of Bangladesh for approval of its operation
2015	⁎ Received manufacturing license for its Gazipur plant for biological products from Directorate General of Drug Administration of Bangladesh ⁎ This plant is built as per WHO cGMP and UK MHRA guidelines

Source: www.aristopharma .com/journey-of-aristopharma.php (Retrieved date: 26 September 2018 at 10:20 am, Bangladesh Time)

5.8.5 Vision and Mission of Aristopharma Ltd.

a) Vision: The vision of Aristopharma Ltd. is as follows:

i) To provide better healthcare for the society by manufacturing and marketing quality medicines at affordable price.

b) Mission: The missions of Aristopharma Ltd are as follows:

i) To provide quality and innovative healthcare relief for people.

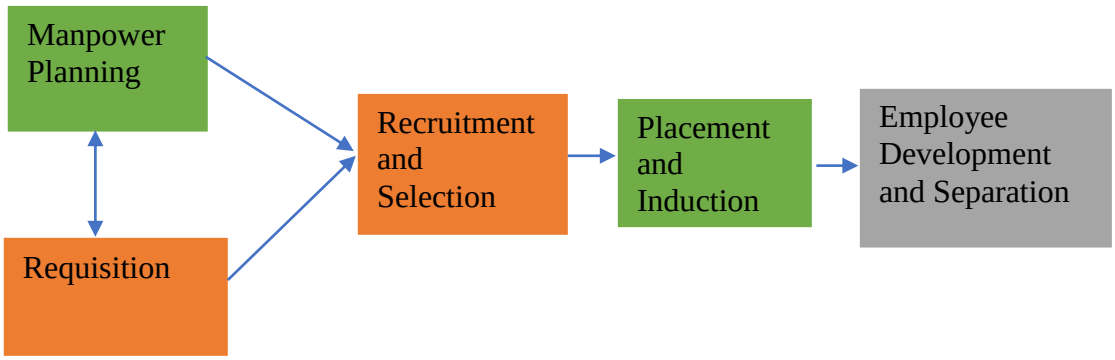
ii) To maintain stringently ethical standard in business operation.

iii) To ensure benefit to the stakeholders.

5.8.6 Functions of Aristopharma Ltd.

The authority and employees of Aristopharma Ltd. have been accomplishing various activities such as HRM, marketing, distribution, selling, accounting and finance, exporting and importing etc. to make the company more successful. They also have been performing various HR functions to make the company more strengthen. Since the present study highlighted on the 'Staffing Policies and Practices of Pharmaceutical Manufacturing Firms in Bangladesh', the researcher has widely discussed here the staffing functions of Aristopharma Ltd. For accomplishing the staffing functions effectively, the management of the company follows a standard staffing process which is shown in the following Figure 5.49:

Figure 5. 49: Staffing Process of Aristopharma Ltd.



Source: HR Division of Aristopharma Ltd., Head Office, Dhaka, 2018

1. Manpower Planning

The HRD of Aristopharma Ltd. formulates manpower planning in such a way that they can put the right number of staff, right king of staff at the right place, right time, doing the right jobs for which they are suited for the achievement of goals of the company.

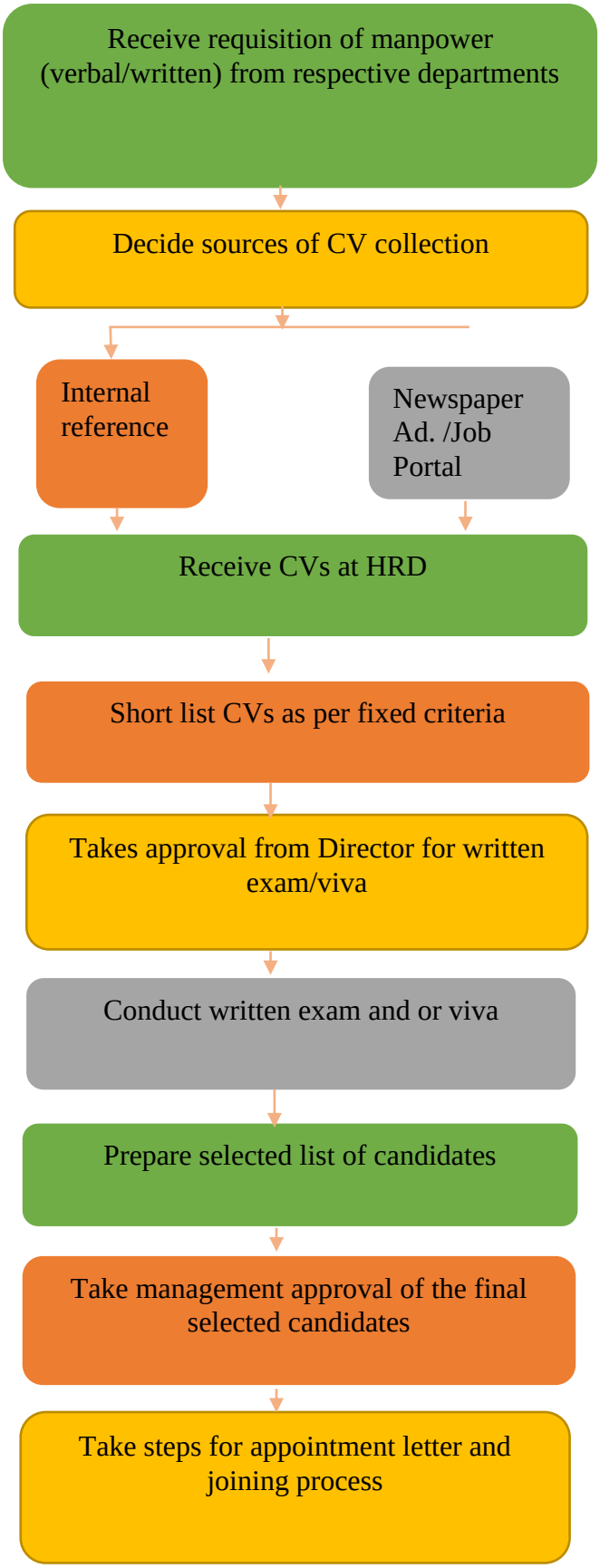
2. Requisition

The concerned departments send manpower requisition by fulfilling the job descriptions and job specifications to the HR department of the company. After getting manpower requisition from the concerned departments, then the HR department sends these requisitions to the top management of the company for approval.

3. Recruitment and Selection

Once the HRD of Aristopharma Ltd. gets approval from the top management, then they start recruitment and selection process to hire the best candidates for fulfilling the vacant positions of the firm. In this case, they follow a standard process which is shown in the following Figure 5.50:

Figure 5. 50: Recruitment and Selection Process of Aristopharma Ltd.



Source: HR Division of Aristopharma Ltd., Head Office, Dhaka, 2018

4. Placement and Induction

The HRD of Aristopharam Ltd. places the newly appointed candidates in the concerned department considering the following factors:

i) Academic qualifications
ii) Experience
iii) Job knowledge
iv) Skills
v) Abilities
vi) Technological knowledge
vii) Personal interest

After successful placement, the HRD of the firm conducts a standard formal induction program for the newly appointed employees so that they can familiar with the company and its functions, departments/divisions/units, culture, working systems etc. In the induction program, the management of the company has discussed the following information:

i) History and key milestones of the company
ii) Company rules and regulations
iii) Discipline
iv) Financial strength of the company
v) Products and services of the company
vi) Products and services of the competitors
vii) Training and development policy of the company
viii) Company benefits and rewards policy
ix) Health and Safety policy of the company, etc.

5. Employee Development and Separation

The HRD of Aristopharma Ltd. provides training continuously to the employees so that they can enhance their performance and perform their tasks and duties effectively and efficiently. They provide on-the-job training and off-the-job training based on needs assessment results.

The HRD of the firm conducts performance appraisal formally once in a year. In order to appraise the performance of the employees, they use prescribed forms. There are two performance appraisal forms of which one for management staff and another for non-

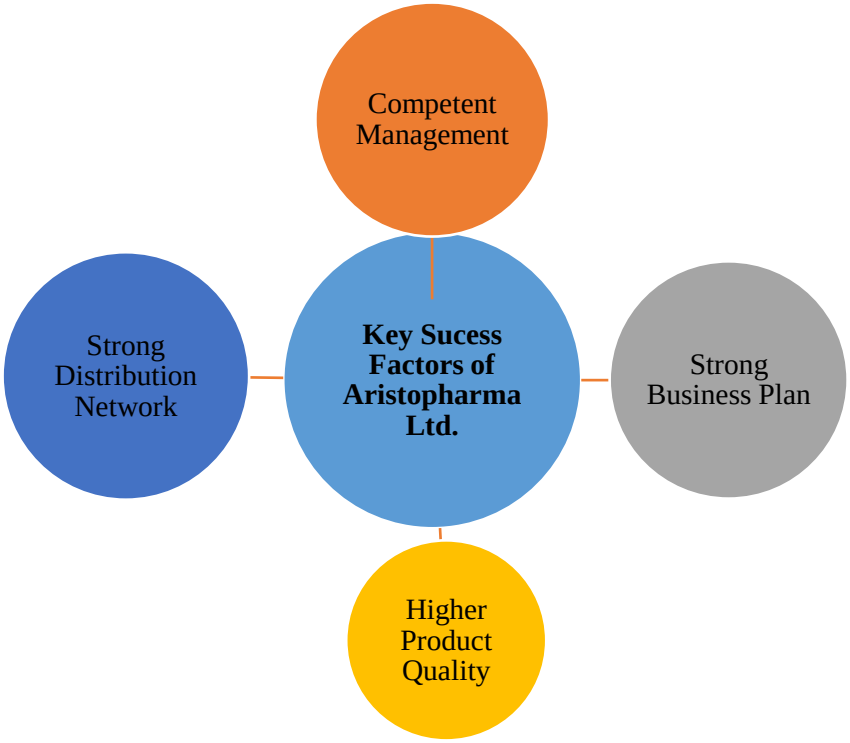
management staff. The concerned department Head/ Manager or immediate Supervisor evaluates the performance of his/her subordinates and send the report to the HR department along with the necessary suggestions /recommendations. Based on the recommendations of the Manager/ Head or Supervisor, the management of the company provides rewards, incentives, promotion, bonuses etc.

If an employee performance is found below satisfactory level, the rater recommends him/her for further training to increase his /her performance. This opportunity an employee will get in next three years. Within this time if an employee cannot enhance his/her performance, then the management of will take separation decision. But during the separation, all payments of this employees are being settled according to the HR policy of the company.

5.8.7 Key Success Factors of Aristopharma Ltd.

Many factors facilitate the Aristipharma Ltd. to obtain its desired goal. But some factors are significantly provided contribution to make the company more successful which h are known as key success factors in the company. The Key Success Factors (Key Success Factors) of Aristopharma Ltd. are shown in the following Figure 5.51:

Figure 5. 51: Key Success Factors of Aristopharma Ltd.



Source: HR Division of Aristopharma Ltd., Head Office, Dhaka, 2018

The above Figure 5.51 shows the key success factors of Aristopharma Ltd. In the figure, we can see that four factors provide significant impact positively to achieve pre-determined target of the company.

5.8.8 Core Competencies of Aristopharma Ltd.

Aristopharma Ltd. is one of successful pharmaceutical companies in Bangladesh. It has already created its unique position in the market using core competencies which are shown in the following Table 5.19:

Table 5. 19: Core Competencies of Aristopharma Ltd.

SL	Core Competencies
1.	Skilled and efficient staff
2.	Dedicated plants
3.	Strong Quality Policy
4.	Wide range of products
5.	Strong supports from the stakeholders
6.	Excellent management practice

Source: HR Division of Aristopharma Ltd., Head Office, Dhaka, 2018

The above Table 5.19 shows the core competencies of Aristopharma Ltd. In the table, we can see that six factors have created impact positively on the differentiation of Aristopharma Ltd. from other pharmaceutical companies in Bangladesh. Among these six factors the number one factor is 'Skilled and efficient staff'. It means that the management of the company gives more emphasis on hiring the best people to fill-up the vacant positions of the firm so that they can work effectively and efficiently to meet the satisfaction of the customers. The authority of the company always nurtures six factors mentioned in the table 5.19 regularly so that they can easily differentiate their firm from other pharmaceutical companies by producing quality medicines for the customers.

5.8.9 Key Programs of Aristopharma Ltd.

The key programs of Aristopharma Ltd. are shown in the following Table 5.20:

Table 5. 20: Key Programs of Aristopharma Ltd.

SL	Key Programs
1.	Blood donation
2.	Donates free medicines to the poor fund of different medical college hospitals and institutes
3.	Donates medicines top the vulnerable people of the society during natural disaster or other crisis period
4.	Provides financial assistance to the doctors or to the distressed people in case of expensive treatment including chronic diseases, cancer etc.
5.	Bears the education expenses of poor but meritorious medical students
6.	Free medical camp
7.	Bears the salary expenses of teachers of Women's College of Keraniganj, Dhaka
8.	Employee development program
9.	Health awareness program
10.	Celebrating different International Days
11	Arranging different cultural and sports programs for the employees
12.	Organizing Annual Sales Conference at the end of each year
13.	Providing funds to the medical colleges, research institutes and universities to conduct the research activities in the pharmaceutical sector
14.	Participating in job fair, career expo, career fair in different universities of Bangladesh
15.	Participating in workshops, seminars, symposiums, summits within and outside the country
16.	Employee welfare program
17.	Arranging quiz competition for the doctors
18.	Providing funds for the development of society

Source: HR Division of Aristopharma Ltd., Head Office, Dhaka, 2018

5.8.10 Supply Chain Model of Aristopharma Ltd.

In order to perform the supply chain functions smoothly, the Aristopharma Ltd. applies a standard 'Supply Chain Model' which is shown in the following Figure 5.52:

Figure 5. 52: Supply Chain Model of Aristopharma Ltd.

Source: HR Division of Aristopharma, Ltd. Head Office, Dhaka, 2018

The above Figure 5.52 shows the 'Supply Chain Model' of Aristopharma Ltd. The management of the company uses the pull supply chain model for accomplishing its supply chain functions. The reason behind is this that the products of the company have huge demand to the customers. In the supply chain process, the company sends medicines to the distributors at first. After that the distributors send these medicines to the wholesalers and wholesalers send to the retailers and retailers send to the customers within shortage possible time. As a result, the company can increase its sales volume and capture the major market share in the highly competitive pharmaceutical business in Bangladesh.

5.8.11 SWOT Analysis of Aristopharma Ltd.

The SWOT Analysis of Aristopharma Ltd. is shown in the following Figure 5.53:

Figure 5. 53: SWOT Analysis of Aristopharma Ltd.

Strengths

1. Strong position in domestic market
2. Reasonable growth rate
3. Excellent brand recognition
4. Adequate efficient and qualified technical leaders parallel to MNCs
5. Acceptable products in the global market as "Quality Products"
6. Wide range of products
7. Reasonable price of the products

Weaknesses

1. Heavily dependence on active ingredients
2. Highly competitive and uneven market
3. Inadequate committed suppliers
4. Lower fund invest in R & D department
5. Lower innovation

Opportunities

1. Favorable government policy for the foreign investors for joint venture pharmaceutical units
2. Scope to take market leadership
3. Expansion of pharmaceutical market worldwide
4. R & D activities will be initiated with external support
5. Production of API locally
6. Reduction of production cost which helps the company to increase profit

Threats

1. Unfavorable country image
2. Non-cooperation from foreign missions of Bangladesh
3. Strict rules and regulations for pharmaceutical export
4. Emergence of new country in the foreign market
5. Increase of location competition
6. Hike hiring cost of skilled manpower

Source: HR Division of Aristopharma Ltd., Head Office, Dhaka, 2018

5.9 ACI Limited

5.9.1 Establishment of ACI Limited

ACI Limited is one of the leading pharmaceutical manufacturing firm in Bangladesh. It was established as the subsidiary of Imperial Chemical Industries (ICI) in the then East Pakistan in 1968. The company has been incorporated as ICI Bangladesh Manufacturers Limited and also as Public Limited Company in Bangladesh on 24th of January 1973 after independence. On 28 December, 1976 the company listed in Dhaka Stock Exchange and the first trading of shares of the company took place on 9 March 1994. ICI plc divested 70% of its shareholding to local management on 5 May 1992 and subsequently the company was registered in the name of Advanced Chemical Industries Limited. The company listed in Chittagong Stock Exchange on 22 October 1995.

ACI Ltd. has achieved ISO 9001 certification in 1995 as the first pharmaceutical company in Bangladesh for using the concept of quality management system in the industry top continuous improvement in all its operations. The prime objective of the company is to achieve business excellence through quality by understanding, accepting, meeting and exceeding customer expectations. To achieve customer satisfaction, ACI Ltd. follows International standards on Quality Management System for ensuring consistent quality of products and services. The company has also met all national regulatory requirements relating to its current businesses and ensures that current Good Manufacturing Practices (cGMP) as recommended by World Health Organization is followed properly. The management of ACI Ltd. is highly professional and competent. They maintain a good relationship with the healthcare community of Bangladesh. They reason behind is this that they always give more emphasis on the meeting of customers' expectations and in this case all stakeholders need to work together for ensuring quality. The authority of ACI Ltd. is very much committed to satisfy their customers' need by producing quality medicines. They never compromise with the quality. ACI Ltd. began expanding its business operations across broader after successfully making its position very strong in the pharmaceutical industry of Bangladesh. It started exporting medicines to abroad in 1999 for becoming a global player in the overseas market. Now, it is exporting pharmaceutical products in different countries of the world.

5.9.2 Corporate Profile of ACI Ltd.

Company Name	: Advanced Chemical Industries Limited
Year of Establishment	: 1992
Present Status	: Public Limited Company
Business Lines	: Manufacturing, distribution and marketing therapeutic drugs and world renowned branded pharmaceutical products
Authorized Capital	: Taka 500 million
Paid –up Capital	: Taka 482.02 million
Face Value of Share	: Taka 10:00 each
No. of Shareholders	: Approx. 19653
Owners Composition	: Directors 45.48 % Institute 28.57% Public 25.95%
Corporate Address	: ACI Center 245, Tejgaon Industrial Area Dhaka 1208
Phone	: 880 2 8878603
Fax	: 880 2 8878626
E-mail	: info@aci-bd.com
Website	: www.aci-bd.com

Source: . Annual Report of ACI Ltd. 2016-2017

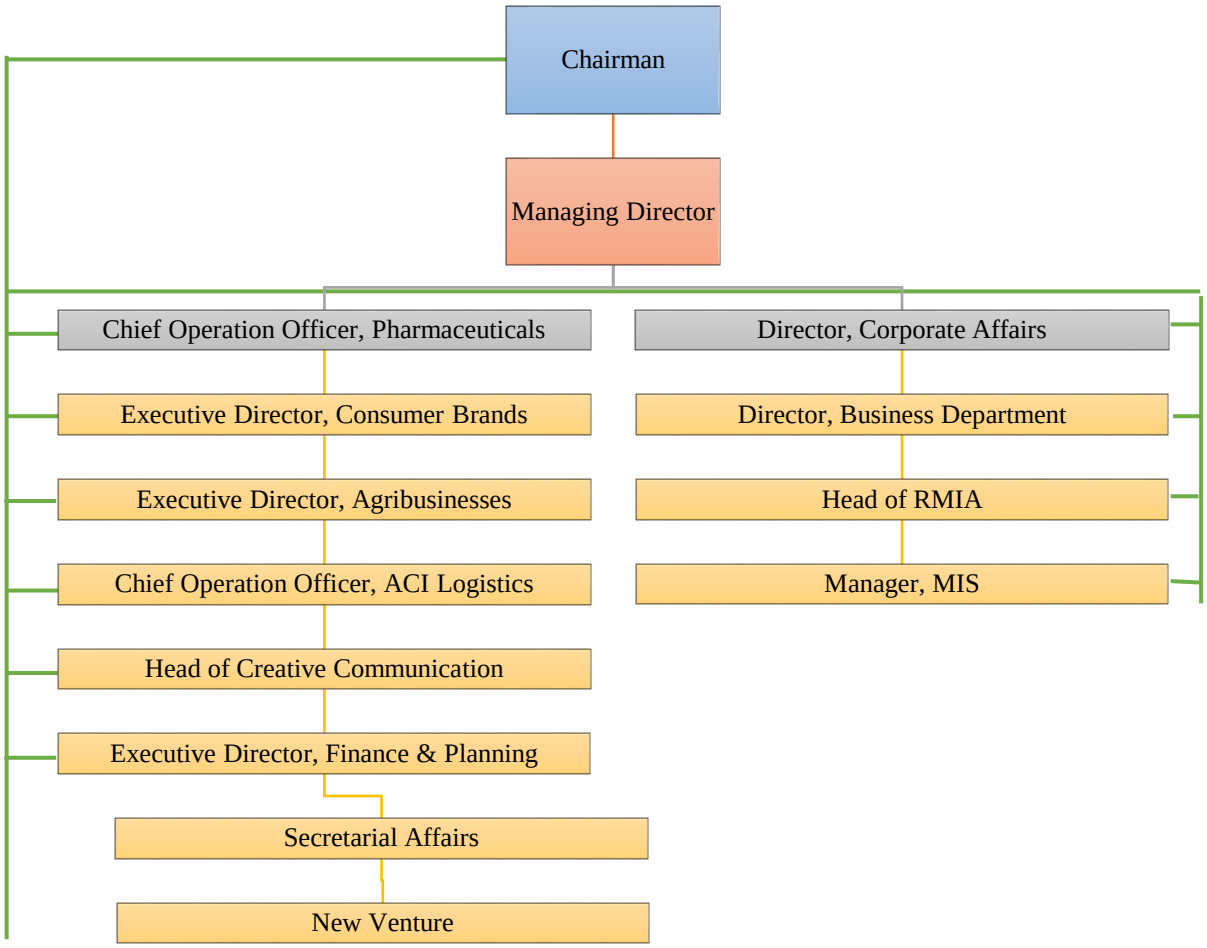
. ACI. Ltd. (2018 September 01) About ACI. Retrieved Website From www.aci-bd.com/about-us/company-profile.html\

. ACI Ltd. (2018 September 28) Share Holding Position. Retrieved website from www.aci-bd.com/assets/files/shareholdings position/2018/share rep_aug-18_aci-1.pdf

5.9.3 Organogram of ACI Ltd.

The organogram of ACI Ltd. is shown in the following Figure 5.54:

Figure 5. 54: Organogram of ACI Ltd.



Source: HR Division of ACI Ltd., Head Office, Dhaka, 2018

The above Figure 5.54 shows the organogram of ACI Ltd. In the figure, we can see that the authority of the company uses this organogram to achieve the goals of the whole company, because ACI Ltd. is a group of companies. The management of the company is now to design and develop a separate organogram for the pharmaceutical unit. Otherwise, they could not conduct the company's functions in a systematic way for achieving its goals.

5.9.4 Key Achievements of ACI Ltd.

The key achievements of ACI Ltd. are shown in the following Table 5.21:

Table 5. 21: Key Achievements of ACI Ltd.

Year	Key Achievements
1968	Established as the subsidiary of Imperial Chemical Industries (ICI) in the then East Pakistan
1973	Incorporated as ICI Bangladesh Manufacturers Limited and also as Public Limited Company in Bangladesh
1976	Listed in Dhaka Stock Exchange
1992	Divested 70% shareholding of ICI to local management and the company was registered in the name of Advanced Chemical Industries Limited
1994	The first trading of shares of the company took place in Dhaka Stock Exchange
1995	Achieved ISO 9001 certification
1995	Listed with Chittagong Stock Exchange
2000	Obtained ISO 14001 certification
2003	Got the membership of the UN Global Compact
2006	Took the initiatives by the ACI along with National Institute of Cancer Research and Hospital and Ashic Foundation to elevate the treatment standard of the oncology sector of Bangladesh
2007	Accepted the membership of World Economic Forum
2013	Obtained ISO 9001:2008 certification
2013	Obtained ISO 14001:2004 certification

Source: HR Division of ACI Ltd., Head Office, Dhaka, 2018

5.9.5 Vision and Mission of ACI Ltd.

a) Vision: The visions of ACI Ltd. are as follows:

i) To provide products and services of high and consistent quality, ensuring value for money to the customers.

ii) To endeavor to attain a position of leadership in each category of businesses.

iii) To develop the employees by encouraging empowerment and rewarding innovation.

iv) To promote an environment for learning and personal growth.

v) To attain a high level of productivity in all operations through effective utilization of resources and adoption of appropriate technology.

vi) To ensure superior return on investment through judicious use of resources and efficient operations, utilizing the core competencies.

b) Mission: The missions of ACI Ltd. are as follows:

i) To enrich the quality of life of the people through responsible application of knowledge, technology and skills.

ii) To commit to the pursuit of excellence through world-class products, innovative processes and empowered employees.

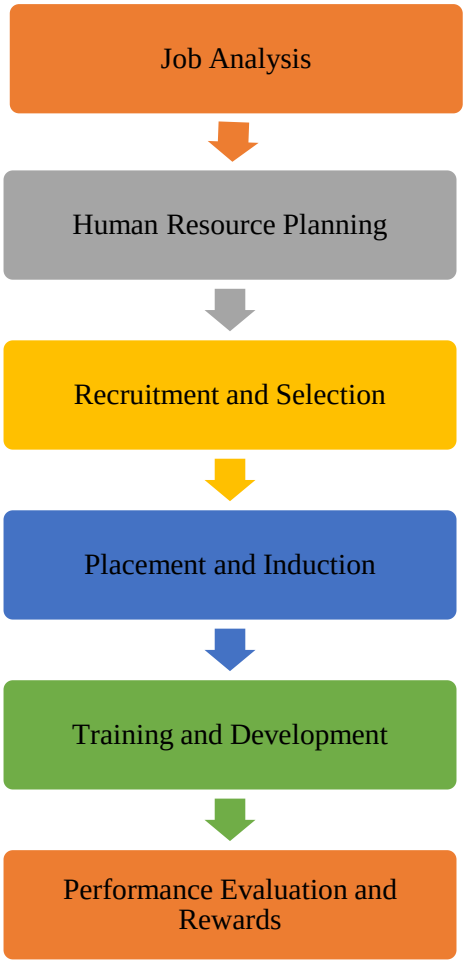
iii) To provide the highest level of satisfaction to the customers.

5.9.6 Functions of ACI Ltd.

For making the company successful, the management and staff of ACI Ltd. perform various functions such as HRM, marketing, selling, distribution, production, procurement, exporting-importing, corporate social responsibility etc. In case of HRM function, they also perform many functions. But the researcher has widely discussed here the staffing functions of the company as the present study highlighted on the

"Staffing Policies and Practices of Pharmaceutical Manufacturing Firms in Bangladesh". To accomplish the staffing functions effectively and efficiently, they follow a standard process of staffing which is shown in the following Figure 5.55:

Figure 5. 55: Staffing Process of ACI Ltd.



Source: HR Division of ACI Ltd., Head Office, Dhaka, 2018

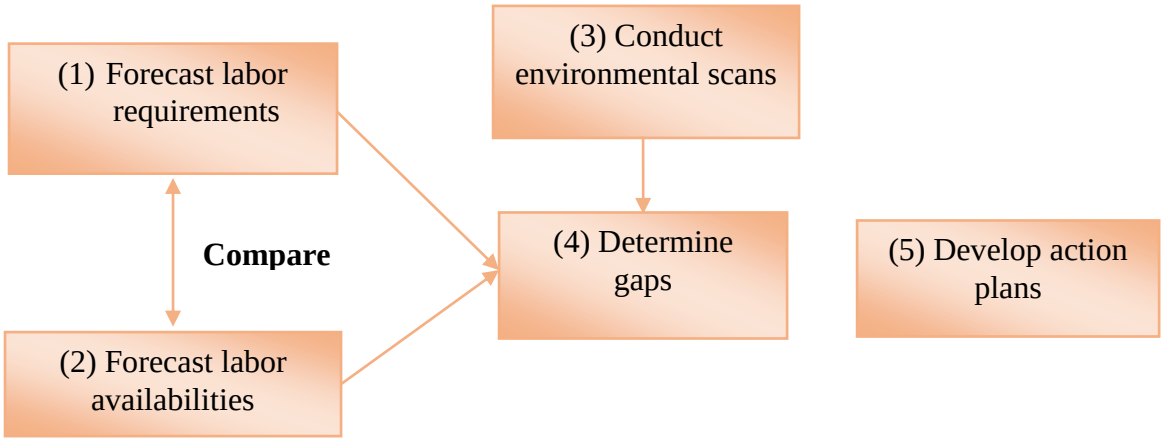
1. Job Analysis

The HRD of ACI Ltd. conducts a sound job analysis for performing the staffing functions of the company. It gives good support to the HRD of the firm for analyzing and determining job descriptions and job specifications of the candidates properly. As a result, the HRD of the company can successfully start the standard recruitment and selection program.

2. Human Resource Planning

In order to hire the best candidate for the organization, the HRD of ACI Ltd. formulates a sound HR planning. In this regard, they follow a standard process which is shown in the following Figure 5.56:

Figure 5. 56: Human Resource Planning Process of ACI Ltd.



Source: HR Division of ACI Ltd., Head Office, Dhaka, 2018

The above Figure 5.56 shows the human resource planning process of ACI Ltd. In the figure, we can see that the HRD of ACI Ltd. follows five steps process to accomplish the human resource planning function. Firstly, they forecast human resource requirements at present and future of the organization. Secondly, they forecast availability of human resources in the labor market and make comparison between the first and second step. Thirdly, they conduct scanning program to find out the favorable and unfavorable elements from the environment. Fourthly, they try to explore the gaps between the elements of the environment and the performance of the company. Finally, they formulate action plans to bridge the gaps and hire qualified human resources for the organization.

3. Recruitment and Selection

The HRD of ACI Ltd. always tries to hire more qualified and skilled human resources for fulfilling the vacant position of the firm and in this regard, they follow a standard recruitment and selection process which is shown in the following Figure 5.57:

Figure 5. 57: Recruitment and Selection Process of ACI Ltd.

Source: HR Division of ACI Ltd., Head Office, Dhaka, 2018

4. Placement and Induction

After successfully selected more qualified candidates, the HRD of ACI Ltd. places them in the concerned departments considering the following factors:

i) Academic qualifications
ii) Technical knowledge
iii) Experience
iv) Job knowledge
v) Skills
vi) Abilities
vii) Personal interest

The HRD of ACI Ltd. conducts an effective induction program for the new comers so that they may know about the company, its culture, working systems, work units/departments/divisions, etc. accurately. They discuss the following information in the employee induction program:

i) History of the company
ii) Key milestones
iii) Company rules and regulations
iv) Financial strengths of the company
v) Products and services of the company and the competitors
vi) Rewards and benefits policy of the company
vii) Discipline
viii) Health and Safety policy of the company
ix) Working environment
x) Quality policy of the company
xi) Training and development policy of the company
xii) Career development opportunity of the company, etc.

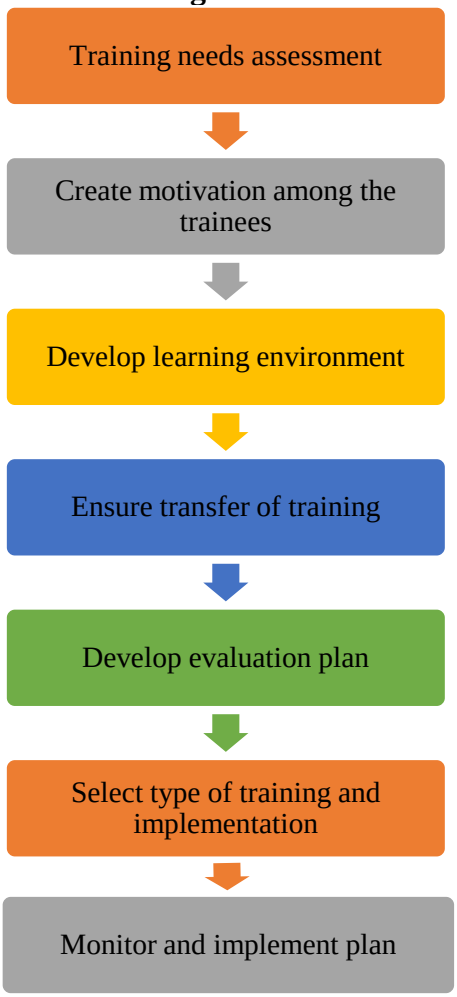
5. Training and Development

The management of ACI Ltd. has established a separate training department to provide rigorous training to the employees. Before providing training and development, the

training and development department of the company conducts training needs assessment and on the basis of the assessment report they provide on-the-job training and off-the-job training to the employees. They conduct thought leadership and team building meetings regularly to develop the human resources. ACI Ltd. has sufficient skilled trainers and excellent accommodation for the trainees. They also have excellent environment and training materials facilities.

For providing the effective training to the staff and making them human capital from human resources, the training and development department of ACI Ltd. follows a standard training process which is shown in the following Figure 5.58:

Figure 5. 58: Training Process of ACI Ltd.



Source: HR Division of ACI Ltd., Head Office, Dhaka, 2018

6. Performance Evaluation and Rewards

To take the administrative decisions relating to promotion, increment, incentive, merit pay increases and so on fairly, the HRD of ACI Ltd. conducts performance evaluation program in a year. The department/ manager is responsible to evaluate the performance of his/her subordinates and send the report to the HR department. In this case, they use two methods, one is MBO and another is 360-degree evaluation. According to the MBO method, they clearly define the objectives of the work to be done by an employee and developing an action plan from which these objectives are to be achieved. The action plan focuses attention on certain targets on which special emphasis is required and list a few specific tasks that are to be accomplished. Two categories of actions can be identified at a given point of time within the broad job description of which one is qualitative and another one is quantitative. The quantitative tasks are measured on the basis of result achieved and the qualitative tasks are required to the judgement to determine the level of achievement. Different levels of achievement on action plan tasks are rated under 03 (three) categories which are as follows:

W= Well Done

S = Satisfactory

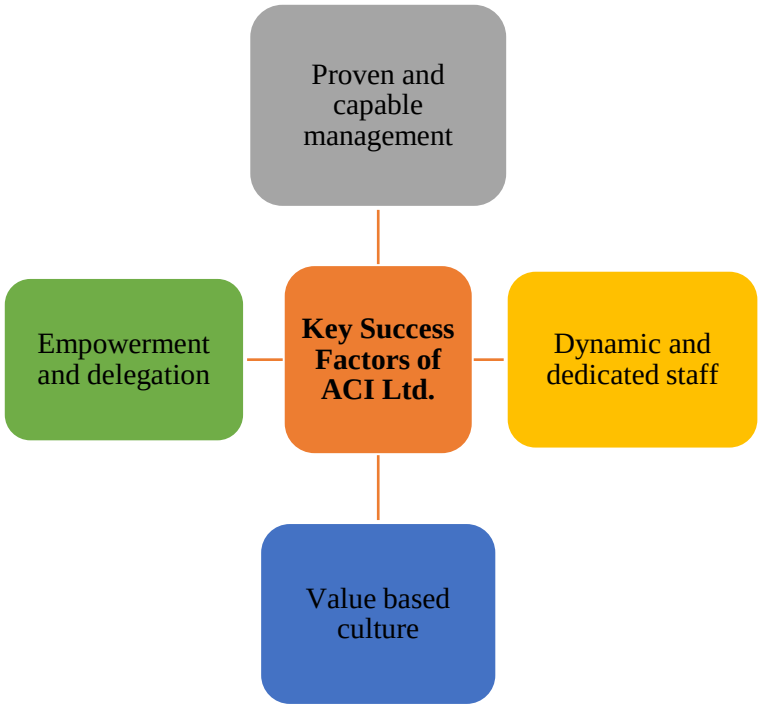
U= Unsatisfactory

The HRD of ACI Ltd. also measures the performance of employees using Balance Score Card method. According to this method, the company sets the target of each employee on the basis of focus areas: financial, customer, internal process and leading and growth which are the strategic goals that the company intends to obtain within the one-year timeframe of the BSC and the employee's performances are evaluated against the given targets at the end of the year. The Balance Score Card exercises by the HR department of the company in an annual process, which starts after the strategies for the coming year are finalized and the budget is prepared. The management of the company provides rewards and benefits to the employees based on performance appraisal results.

5.9.7 Key Success Factors of ACI Ltd.

The management of ACI Ltd. is relentlessly trying to make the company successful. That is why, it is one of the successful pharmaceutical companies in Bangladesh at present. In this case, several factors help the authority to achieve the goal of the company. But some factors have provided significant contribution on the current success of the company which are known the key success factors of ACI Ltd. The Key Success Factors (Key Success Factors) of ACI Ltd. are shown in the following Figure 5.59:

Figure 5. 59: Key Success Factors of ACI Ltd.



Source: HR Division of ACI Ltd., Head Office, Dhaka, 2018

The above Figure 5.59 shows the key success factors of Aristopharma Ltd. In the figure, we can see that four factors such as proven and capable management, dynamic and dedicated staff, value based culture, and empowerment and delegation have made the ACI Ltd. as one of the successful pharmaceutical companies in Bangladesh at present.

5.9.8 Core Competencies of ACI Ltd.

The authority of ACI Ltd. has already been able to establish the company as unique in the pharmaceutical industry in Bangladesh through the core competencies which are shown in the following Table 5.22:

Table 5. 22: Core Competencies of ACI Ltd.

SL	Core Competencies
1.	Quality
2.	Customer Focus
3.	Innovation
4.	Fairness
5.	Transparency
6.	Continuous Improvement

Source: HR Division of ACI Ltd., Head Office, Dhaka, 2018

The above Table 5.22 shows the core competencies of ACI Ltd. In the table, we can see that six core competencies have the company unique in the pharmaceutical industry of Bangladesh. The management of ACI Ltd. always gives special attention on the quality irrespective of all the cases as quality is one of the values of the company. They never and ever compromise with the quality. Focusing on customer is another value of the company. The authority and employees of the company always try to meet the satisfaction of the customers as customers are the prime stakeholder of the company. ACI Ltd. pays keen attention on the innovation of new-new products so that customers can fulfill their demands easily. They also conduct activities ensuring fairness in all cases. So, stakeholders can keep their faith on the activities of the management of ACI Ltd. They believe in transference to develop confidence among the stakeholders. Finally, the management and employees of the company jointly try to obtain certain percentage of growth in every year.

5.9.9 Key Programs of ACI Ltd.

The key programs of ACI Ltd. are shown in the following Table 5.23:

Table 5. 23: Key Programs of ACI Ltd.

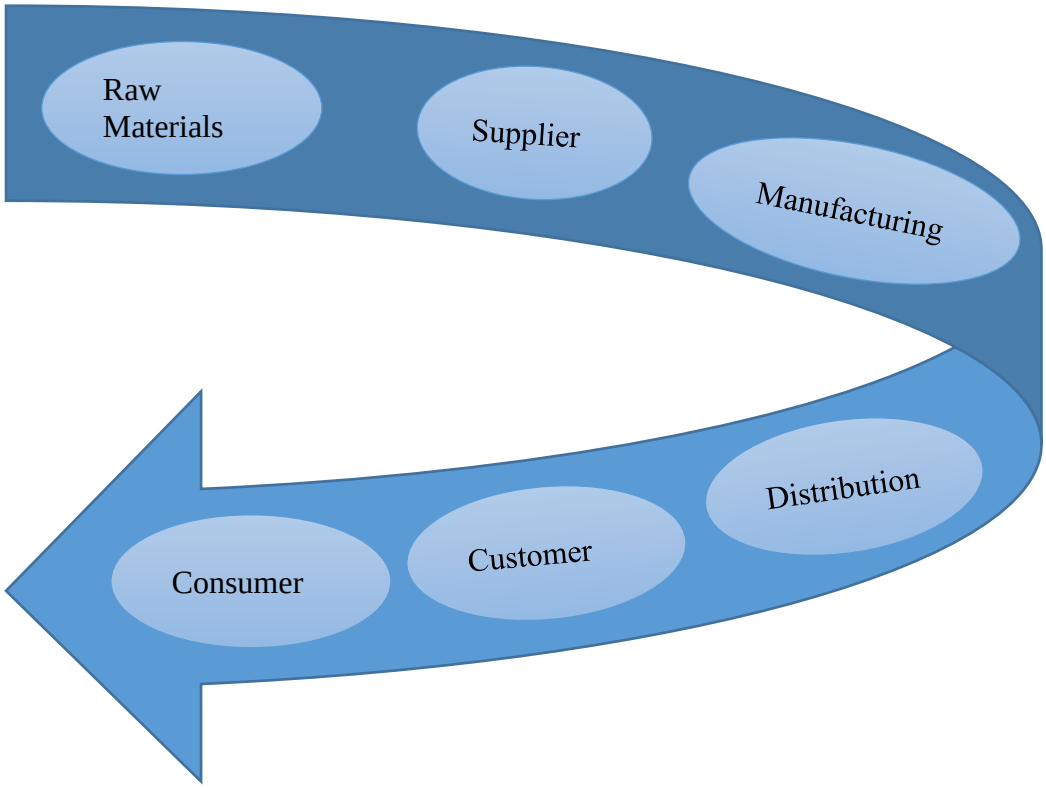
SL	Key Programs
1.	Ghure Darai program for the Cyclone Sidr affected people of Bangladesh I 2007
2.	Donation of medicines for the victims in the natural disasters
3.	Safety Health and Environment Management Program
4.	Employee benefits program
5.	Training and development program
6.	Education of the doctors and farmers
7.	Global compact program
8.	Annual marketing and sales conference
9.	Celebrates different national and international days
10.	Health awareness program for the employees and their family members
11.	Organizing different types of competition for the employees and their family members
12.	Internship placement program
13.	Marketing excellence program
14.	Participates in career fair, job fair, career expo, etc. in different universities and organizations
15	Family day program
16.	Organizing cricket tournament
17.	Organizing badminton tournament
18.	Organizing different culture programs
19.	Organizing different social programs
20.	Participate in workshops, seminars, conferences, etc. in different universities and organizations
21.	Organizing workshops, seminars, symposiums, discussion, etc.
22.	Provides funds to the doctors, medical colleges, research institutions, universities for conducting research activities in the pharmaceutical sector
23.	Arrange visits for the national and international delegates
24.	Society development program
25.	Market expansion program within and outside the country
26.	Donates money to the poor fund of the government

Source: HR Division of ACI Ltd., Head Office, Dhaka, 2018

5.9.10 Supply Chain Model of ACI Ltd.

For accomplishing the supply chain functions of ACI Ltd the management of the company follows a systematic process which is known as supply chain model of the company. The supply chain model of ACI Ltd is shown in the following Figure 5.60:

Figure 5. 60: Supply Chain Model of ACI Ltd.



Source: HR Division of ACI Ltd., Head Office, Dhaka, 2018

The above Figure 5.60 shows the 'Supply Chain Model' of ACI Ltd. In the figure, we can see that ACI Ltd. applies a standard system to accomplish the supply chain functions in order to meet the satisfaction of the customers. At first, the management of the company identifies/ determines raw materials which are required to produce the products. Afterwards they collect essential raw materials from the qualified and committed suppliers to manufacture products ensuring high quality and send these products to the distributors. As a result, the distributors get these products and send to the pharma outlets since the retailers are not involved with the supply chain activities of the company. Through this process the company can reach the medicines to the ultimate consumers very quickly.

5.9.11 SWOT Analysis of ACI Ltd.

The SWOT Analysis of ACI Ltd. is shown in the following Figure 5.61:

Figure 5. 61: SWOT Analysis of ACI Ltd.

Strengths
1. Excellent market growth
2. Well established brand image
3. First company in Bangladesh to obtain quality management certification
4. Strong employee bonding
5. Customer trust
6. Financial strength
7. Dynamic leadership
8. Experienced and capable team
9. Connection with good suppliers
10. Wide coverage own distribution
11. Excellent corporate culture

Weaknesses
1. Weak market image for new products
2. Dependence on imports raw materials
3. New in business
4. Need to start from scratch
5. Higher cost in establishing new products
6. Future low profit margin
7. Time consuming government regulations

Opportunities
1. Opportunity for new products and services
2. Expansion of product line to meet wider range of customer needs
3. High potentiality in both domestic and international market
4. Growing demand
5. New acquisitions
6. Reference customer
7. Change of buying pattern
8. Diversified portfolio for market
9. Experienced in manufacturing plant

Threats
1. Increased competition in the market
2. Similar products are offered by others
3. Change of world economy may affect the export sector
4. Increase in labor cost
5. Changing needs and taste of buyers is a threat for the company
6. Increased inflation of the economy is a threat for the company
7. Growing power of customers and suppliers

Source: HR Division of ACI Ltd., Head Office, Dhaka, 2018

5.10 Drug International Limited

5.10.1 Establishment of Drug International Limited

Drug International Limited (DIL) is a leading pharmaceutical manufacturing firm in Bangladesh at present. It was incorporated under the Registrar of Joint Stock Companies in 1994 as a Private Limited Company in this country and started production at the end of 1983 with a view to formulate and supply quality pharmaceutical products for the people of Bangladesh and abroad.

Drug International Limited is the first manufacturer of soft gelatin capsule in Bangladesh and it has an undisputed leadership position in cardiac products with dedicated facilities for these products. It was the first pharmaceutical manufacturing firm in Bangladesh to formulate medicines in soft capsule form for the purpose of maximizing absorption and retention properties of some particular medicines such as vitamins.

The management of Drug International Limited always gives emphasis to maintain quality irrespective of all the cases. Currently, the company uses its refined and modern production processes to export pharmaceutical products in many countries around the world.

The HRD of the Drug International Ltd. always hires talent and dynamic people to fill-up the vacant positions of the company. It strives to attract and retain the best employee in the company. The management of the Drug International Ltd. always tries to provide the employees with an excellent working environment so that they can share their feelings each other without facing any threat. They invest a substantial amount of funds in the training and development of the company every year. As a result, they can perform their tasks and duties effectively and efficiently which is very much essential for the continuous growth and development of the company.

5.10.2 Corporate Profile of Drug International Ltd.

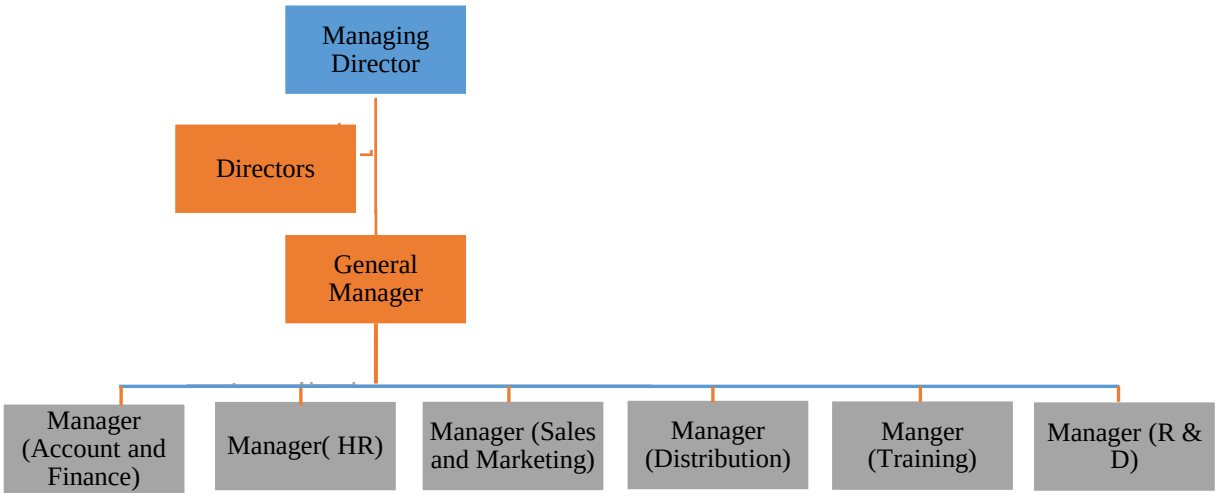
Company Name	: Drug International Limited
Year of Establishment	: 1974
Present Status	: Private Limited Company
Business Lines	: Manufacturing and marketing therapeutic classes medicines, oral solid dosage and Oncology products
Distribution	: Moderate distribution network countrywide
Corporate Address	: Khwaja Enayetpuri (R) Tower 17, Bir Uttam K.M. Shafiullah Road (Green Road), Dhaka-1205, Bangladesh
Phone	: (+880) 2 9662611-4
Fax	: (+880) 2 9671453
E-mail	: info@drug-international.com
Website	: www.drug-international.com

Source: HR Division of Drug International Ltd., Head Office, Dhaka, 2018

5.10.3 Organogram of Drug International Ltd.

The organogram of Drug International Ltd. is shown in the following Figure 5.62:

Figure 5. 62: Organogram of Drug International Ltd.



Source: HR Division of Drug International Ltd., Head Office, Dhaka, 2018

The above Figure 5.62 shows the organogram of Drug International Ltd. In the figure, we can see that the authority of DIL neglects to prepare a standard organogram though it helps the management to operate their functions smoothly for obtaining the goals of the organization. Therefore, the authority of the company should take immediate action to design and develop an effective organogram which will help them to operate the organization in a systematic manner to achieve the goals of the company.

5.10.4 Key Achievements of Drug International Ltd.

The key achievements of Drug International Limited are shown in the following Table 5.24:

Table 5. 24: Key Achievements of Drug International Limited

Year	Key Achievements
1974	Incorporated under the Registrar of Joint Stock Companies as a Private Limited Company
1983	Commenced formulation and production and emerged as a pioneer in Bangladesh for adding a state of the art oral solid dosage plant
1998	Started manufacturing bulk antibiotic
2002	Awarded with ISO 9002 Certification from Orion Registrar Inc, USA
2002	Began export operations in abroad
2011	Got registration from the U.S. Food and Drug Administration
2014	Got GMP certificate from the Food and Drugs Authority of Ghana for maintaining Good Manufacturing Practices in Tongi, Gazipur, Bangladesh
2015	Got ISO 9001:2008 certificate for maintaining quality management system in the company
2015	Got certificate of compliance from Pharmacy Board of Sierra Leone, Ministry of Health and Sanitation
2015	Obtained ISO 9001:2008 certificate from the Orion Registrar, Inc., USA for ensuring quality management systems in the company
2016	Got certificate from General Directorate of Pharmaceutical Affairs, Ministry of Public Health, Islamic Republic of Afghanistan for maintaining quality in manufacturing pharmaceutical products
2017	Got appreciation letter from the National Agency for Food and Drug Administration and Control, Nigeria for good manufacturing practice (GMP) in Tongi, Gazipur, Bangladesh plant
2018	Got certificate from Islamic Foundation , Dhaka, Bangladesh for producing Halal products in the Herbal Division of the company
2018	Got certificate from Islamic Foundation , Dhaka, Bangladesh for producing Halal products in the Unani Division of the company
2018	Got certificate from Orion Registrar Inc. USA for following ISO 9001: 2008 standard properly in the company

Source: HR Division of Drug International Ltd., Head Office, Dhaka, 2018

5.10.5 Vision and Mission of Drug International Ltd.

a) Vision: The visions of Drug International Limited are as follows:

i) To adhere with the cGMP regulations.

ii) To assure quality medicines throughout manufacturing operations.

iii) To follow strict SOP for assurance of the identity, strength, quality, and purity of drug products.

iv) To deliver medicine to patients in best form of dose and efficacy.

b) Mission: The missions of Drug International Limited are as follows:

i) To ensure better life through better medicine.

ii) To lead a healthier life of the patients.

5.10.6 Functions of Drug International Ltd.

Drug International Limited is one of the leading pharmaceutical company in Bangladesh at present. The management and employees have been relentlessly trying to achieve the objective of the company. That is why, they need to accomplish various functions such as HRM, accounting, finance, marketing, distribution, selling, exporting-importing etc. They also need to accomplish various human resource management functions. But since the present study highlighted on the "Staffing Policies and Practices of Pharmaceutical Manufacturing Firms in Bangladesh", the researcher has widely discussed here the staffing functions.

For accomplishing the staffing functions with effectively and efficiently, the management of the company follows a standard process which is shown in the following Figure 5.63:

Figure 5. 63: Staffing Process of Drug International Limited

Source: HR Division of Drug International Ltd., Head Office, Dhaka, 2018

1. Manpower Planning

The HRD of Drug International Limited formulates sound manpower planning to set up the right people, at the right time, at the right place so that he/she can effectively and efficiently perform his/her jobs for achieving the objective of the company.

2. Collection of Staff Requisition Form

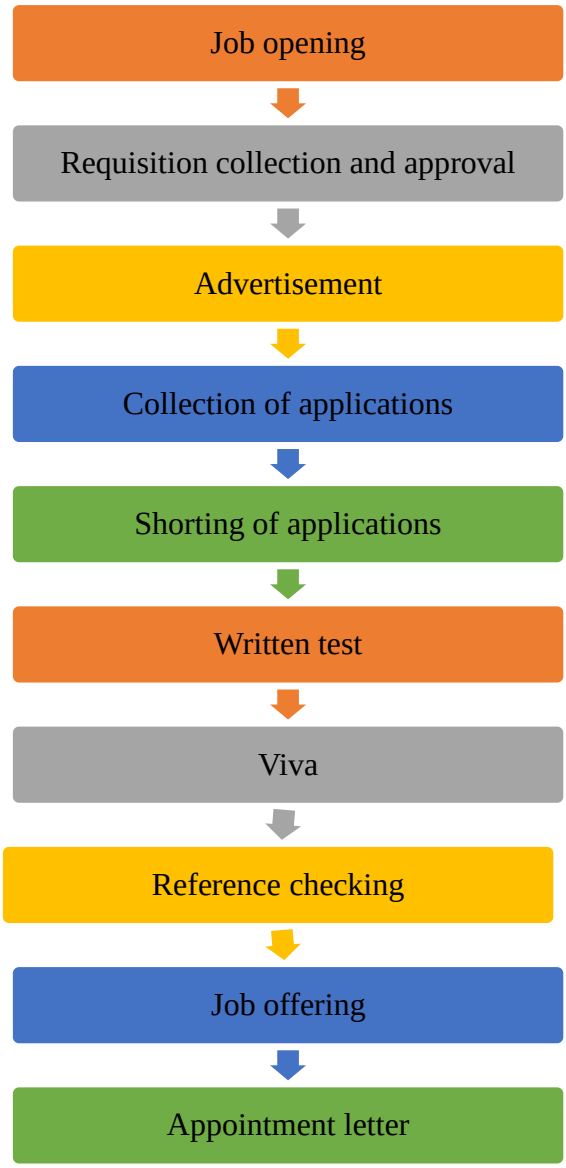
The HRD of DIL collects manpower requisition form from the concerned departments. The respective department Head/Manager should fill up the manpower requisition form basing on the job descriptions and job specifications and send it to the HR department for further activities. After getting the manpower requisition forms from various department Heads/ Managers, the HR department of the firm prepares summary and

send it to the Managing Director of the company for necessary approval. Once the Managing Director gives the approval, the HRD starts the recruitment and selection function to hire the best candidates for the company.

3. Recruitment and Selection

The HRD of Drug International Limited conducts the ideal recruitment and selection program to hire more qualified candidates for fulfilling the vacant positions of the organization. In this case, they follow a standard process which is shown in the following Figure 5.64:

Figure 5. 64: Recruitment and Selection Process of Drug International Limited



Source: HR Division of Drug International Ltd., Head Office, Dhaka, 2018

4. Placement and Induction

The HRD of Drug International Limited places the newly appointed employees in various departments considering the following factors:

i) Academic qualifications

ii) Experience

iii) Job knowledge

iv)Technical ability

v) Personal interest

After successful placement, the HRD of the firm arranges conduction program for the newcomers so that they become acquaintance with the company and its work systems, culture, norms, values, beliefs, etc. They discuss the following information in the induction program:

i) History of the company

ii) Key achievements of the company

iii) Company rules and regulations

iv) Products and services of the company and the competitors

v) Financial strength of the company

vi) Health and Safety policy

vii) Compensation and benefit policy

viii) Training and development policy, etc.

5. Training and Development

The HRD of Drug International Limited always tries to provide effective training and development to the staff so that they can enhance their performance. They regularly invest in the training and development for their employees. To provide effective

training and development, they use on-the-job training and off-the-job training methods.

6. Performance Evaluation

The HRD of Drug International Limited conducts performance appraisal formally once in a year through the department Head/ Manager. They use two appraisal forms of which one for management staff and another for non-management staff. After evaluating the performance of the employees, the department Head/ Manager sends the report to the HR department along with necessary recommendations for next activities.

7. Rewards and Benefits

The HRD of Drug International Limited provides rewards and benefits to the employees based on the performance appraisal results. They provide promotion, increment, incentive, etc. to the employees on the basis of their performance.

5.10.7 Key Success Factors of Drug International Ltd.

The success of Drug International Ltd. comes many factors of which some factors are significant and these significant factors are the key success factors of the company which are shown in the following Figure 5.65:

Figure 5. 65: Key Success Factors of Drug International Limited

Source: HR Division of Drug International Ltd., Head Office, Dhaka, 2018

The above Figure 5.65 shows the key success factors of Drug International Ltd. In the figure, we can see that four factors have provided significant contribution to the success of DIU. Among these four factors the top ranked factor is 'Maintained standard of quality' which means that the management of DIL always concerns about the satisfaction of the customers. That is why, they strive to hire efficient staff for the company. In the figure, we can also see that the management of the company sets good marketing strategy to reach the customers just-in-time. As a result, they can attract large number of customers towards the products which enable them to increase the sales volume of the company at a certain percentage in every year.

5.10.8 Core Competencies of Drug International Ltd.

The current market position of Drug International Ltd. is very much good in the pharmaceutical industry of Bangladesh. The reason behind is this that the management of DIL has successfully established some core competencies to differentiate their company from other pharmaceutical companies in Bangladesh which are shown in the following Table 5.25:

Table 5. 25: Core Competencies of Drug International Limited

SL	Core Competencies
1.	Proven and able management
2.	Modern technology
3.	Centralized research center with modern facilities
4.	Dedicated and energetic personnel
5.	Strong antinational and international network

Source: HR Division of Drug International Ltd., Head Office, Dhaka, 2018

The above Table 5.25 shows the core competencies of Drug International Ltd. In the table, we can see that the management of DIL differentiates the company from other pharmaceutical companies in Bangladesh through five core competencies although there are other competencies of this firm. But these five factors have provided strong supports to create favorable image among the customers towards the products of the company.

5.10.9 Key Programs of Drug International Ltd.

The key programs of Drug International Limited are shown in the following Table 5.26:

Table 5. 26: Key Programs of Drug International Limited

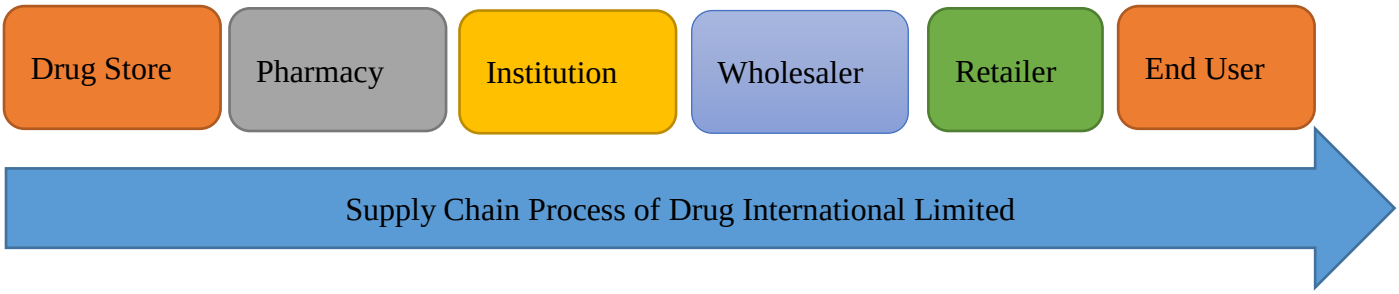
SL	Key Programs
1.	Training and development program
2.	Employee welfare program
3.	Donates medicines to the victims in the natural disasters
4.	Donates medicines to the government of Bangladesh for the poor people
5.	Participating job fair, career fair, career expo in different universities and institutions
6.	Arranging visits for national and international delegates
7.	Arranging virtual tours
8.	Organizing workshops, seminars, round-table discussion in the company
9.	Participating in workshops, seminars, symposiums, etc. in different universities and organizations
10.	Society development program
11.	Organizing different cultural programs for the people
12.	Organizing different social programs
13.	Arranging different sports for the employee
14.	Providing funds to the doctors, medical colleges, research institutes and universities for conducting the research activities in the pharmaceutical sector

Source: HR Division of Drug International Ltd., Head Office, Dhaka, 2018

5.10.10 Supply Chain Model of Drug International Ltd.

The management of Drug International Ltd. applies a standard model to perform the supply chain functions of the company which is shown in the following Figure 5.66:

Figure 5. 66: Supply Chain Model of Drug International Limited



Source: HR Division of Drug International Ltd., Head Office, Dhaka, 2018

The above Figure 5.66 shows the supply chain model of Drug International Ltd. In the figure, we can see that the management of DIL uses the push supply chain model to accomplish the supply chain functions of the company. Because it helps the authority of the company to determine the future demand of the customers. It also helps the authority of DIL to take their necessary preparation before starting the production. As a result, they can successfully meet the companies need and also can figure out the logistics to store for the future use.

5.10.11 SWOT Analysis of Drug International Ltd.

The SWOT Analysis of Drug International Limited is shown in the following Figure 5.67:

Figure 5. 67: SWOT Analysis of Drug International Ltd

Strengths

1. Dynamic Management team
2. Sophisticated pharmaceutical products
3. Favorable working environment
4. Strong R & D team
5. Always focus on building leadership skills among the employees in different levels
6. Strong distribution system

Weaknesses

1. Inadequate skilled manpower
2. Lack of committed suppliers
3. Vulnerable position in the market
4. Investment of insufficient fund in the R & D department
5. Failure to create strong corporate culture

Opportunities

1. Diversification of products
2. Scope to increase the export of pharmaceutical products
3. Potential to enhance the reputation of the company
4. Enhance market growth
5. Scope to bring skilled and qualified human resources
6. Production of raw materials locally

Threats

1. Emergence of new law of Bangladesh government
2. Increasing cost of production which leads to decrease the amount of profit
3. Emergence of substitute products
4. Growing competition in the Market
5. Changing foreign government law
6. Increasing employee turnover

Source: HR Division of Drug International Ltd., Head Office, Dhaka, 2018

5.11 ACME Laboratories Limited

5.11.1 Establishment of ACME Laboratories Limited

The ACME Laboratories Limited is one of leading pharmaceutical manufacturing firm in Bangladesh. Initially, it was established as a Proprietorship Firm in 1954 and was converted into a Private Limited Company in 1976. Thereafter, it was converted into a Public Limited Company on 30 November 2011. It is a part of ACME Group of Companies. The commercial operation of the firm at the modernized plant equipped with sophisticated and advanced facilities started in 1983.

The management of ACME Laboratories Ltd. has been giving more emphasis on the quality since 1954. That is why, it has obtained 9001:2015 certification in 2017 for maintaining standard of quality and the quality slogan of the company is “Perpetual Quest for Excellence”. The company has been manufacturing world-class and top quality products in Bangladesh since its inception. It has contributed a lot to the amazing growth and success in pharmaceutical sector in this country. The company draws upon a rich legacy of high quality formulations and a robust pipeline of promising generic medicines at affordable price to meet the healthcare products.

The authority of ACME Laboratories Ltd. always seeks new-new market to export pharmaceutical products although they have been exporting pharmaceutical products in different countries of the world since 1995. They are relentlessly working for overseas accreditation to put an extra hold in their export potentials as well as local brand image. At present, they are closely working under the supervision of European consultant eying for UK MHRA certification and expect to get it very soon. They are also working in – house and externally to expand their horizon to the US market.

5.11.2 Corporate Profile of ACME Laboratories Ltd.

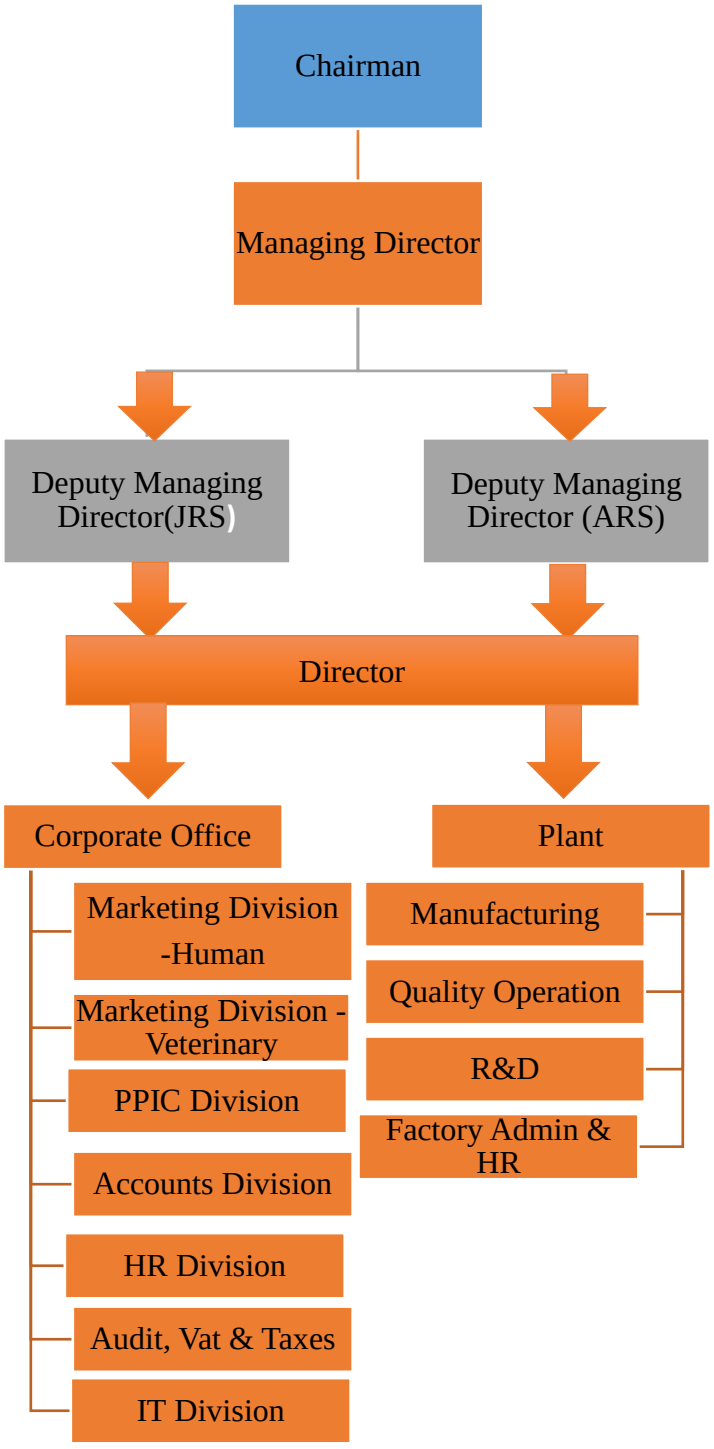
Company Name	: The ACME Laboratories Ltd.
Year of Establishment	: 1954 (as a Proprietorship Firm)
Present Status	: Public Limited Company
Converted into Public Limited Company	: 30-11-2011
Stock Exchange Listing	: Dhaka and Chittagong Stock Exchange Ltd.
Business Lines	: Manufacturing, marketing and distribution of generic pharmaceuticals finished formulation products
Authorized Capital	: BDT 5,000 million
Paid-up Capital	: BDT 2,116 million
Face Value of Share	: Taka 10:00 each
Owners Composition	: Institute 25.55% Foreign 02.97% Sponsor/Director 39.95% General Public 31.53%
Number of Shareholders	: Around 58,000
Corporate Address	: ¼ Court de la ACME, Kallyanpur, Mirpur Road, Dhaka, Bangladesh
Phone	: +880-2-9004194-6
Fax	: +880-2-9016872
E-mail	: headoffice@acmeglobal.com
Website	: www.acmeglobal.com

Source: Annual Report 2016-2017 HRD of ACME Laboratories Ltd., Head Office, Dhaka, 2018

5.11. 3 Organogram of ACME Laboratories Ltd.

The organogram of ACME Laboratories Ltd. is shown in the following Figure 5.68:

Figure 5. 68: Organogram of ACME Laboratories Ltd.



Source: HR Division of ACME Laboratories Ltd., Head Office, Dhaka, 2018

5.11.4 Key Achievements of ACME Laboratories Ltd.

The key achievements of ACME Laboratories Ltd. are shown in the following Table 5.27:

Table 5. 27: Key Achievements of ACME Laboratories Ltd.

Year	Key Achievements
1954	Foundation as Proprietorship Firm
1976	Converted into a Private Limited Company
1983	Started commercial operation with modern facilities
1995	Started international operation by exporting medicines in Bhutan
1999	Achieved ISO 9001:1994 certification for quality management system
2004	Celebration of 50 years anniversary
2006	18-storied new corporate commissioned
2007	Inclusion veterinary section under OMS scope of ISO 9001:2000
2009	Up-gradation of QMS as per latest version of ISO 9001:2008
2011	● Established modern state of the ART facilities Solid Dosages Unit(SDU), ASPL ● Converted into a Public Limited Company
2012	Achieved certification of ISO 9001:2008 for the new state-of-the art Solid Dosages Unit (SDU)
2013	♦ Raised Paid-up Capital amounting BDT 2060 million by issuing 39.63 million Ordinary Shares ♦ ASPL amalgamated with The ACME Laboratories Ltd.
2015	Achieved ICSB Award for excellence in corporate governance
2016	⁎ Listed in Dhaka Stock Exchange Ltd. and Chittagong Stock Exchange Ltd. ⁎ Commencement of construction work of steroid and hormone project ⁎ Commencement of construction work of penicillin project
2017	⁎ Upgradation of ISO standard from 9001:2008 to 9001:2015 version ⁎ Received the Letter of allotment for API plots

Source: Annual Report 2016-2017
HR Division of ACME Laboratories Ltd., Head Office, Dhaka, 2018

5.11.5 Vision and Mission of ACME Laboratories Ltd.

a) Vision: The vision of ACME Laboratories Ltd. is as follows:

i) To ensure Health, Vigour and Happiness for all.

b) Mission: The missions of ACME Laboratories Ltd. are as follows:

i) To follow holistic approach for conducting pharmaceutical business.

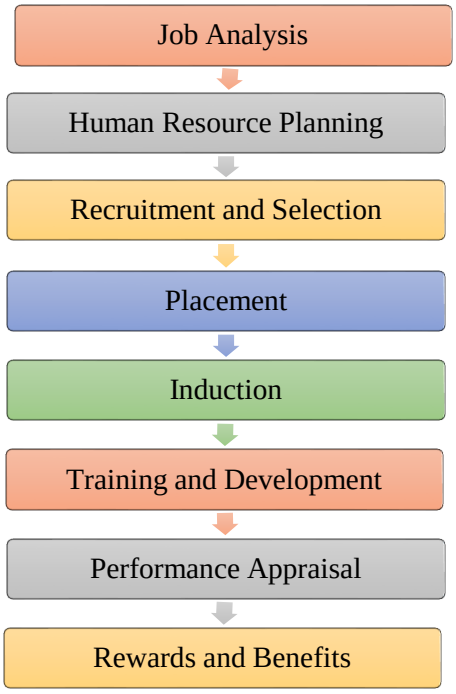
ii) To provide high quality and ethical drugs and medicines to the people at affordable price.

iii) To expand business in the local and global market.

5.11.6 Functions of ACME Laboratories Ltd.

In order to make the company successful, the management and employees of ACME Laboratories Ltd. accomplish various functions such as HRM, accounting, finance, marketing, distribution, selling, exporting-importing etc. In case of HRM functions, they also perform various functions for the betterment of the company. But the researcher has elaborately discussed here the staffing functions as the current study highlighted on "Staffing Policies and Practices of Pharmaceutical Manufacturing Firms in Bangladesh". In this regard, they follow a standard process which is shown in the following Figure 5.69:

Figure 5. 69: Staffing Process of ACME Laboratories Ltd.



Source: HR Division of ACME Laboratories Ltd., Head Office, Dhaka, 2018

1. Job Analysis

The HRD of ACME Laboratories Ltd. always conducts standard job analysis program to smoothly perform the staffing and other human resource management functions. Through the job analysis, they have gathered and analyzed information about the content and the human resource requirements of jobs as well as the context in which jobs are performed in the company. They determine placement of jobs in the firm through job analysis program.

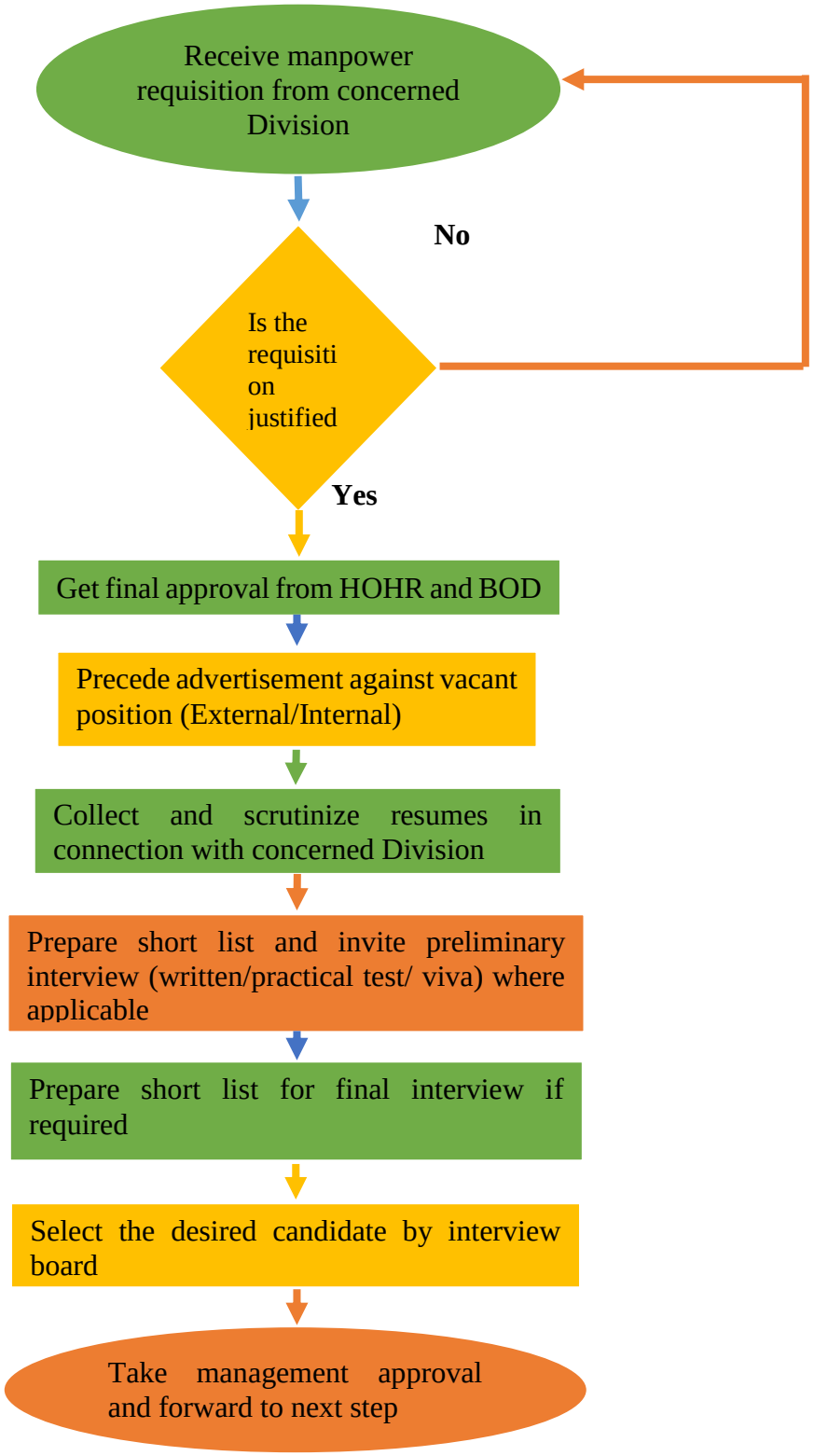
2. Human Resource Planning

The HRD of ACME Laboratories Ltd. always formulates standard human resource planning to set up the right number of people for right number of job, at the right time, at the right place through forecasting the company's demand for and supply of human resources in the near future.

3. Recruitment and Selection

The HRD of ACME Laboratories Ltd. always tries to hire best employee for fulfilling the vacant positions of the company and in this regard, they follow a standard recruitment and selection process which is shown in the following Figure 5.70:

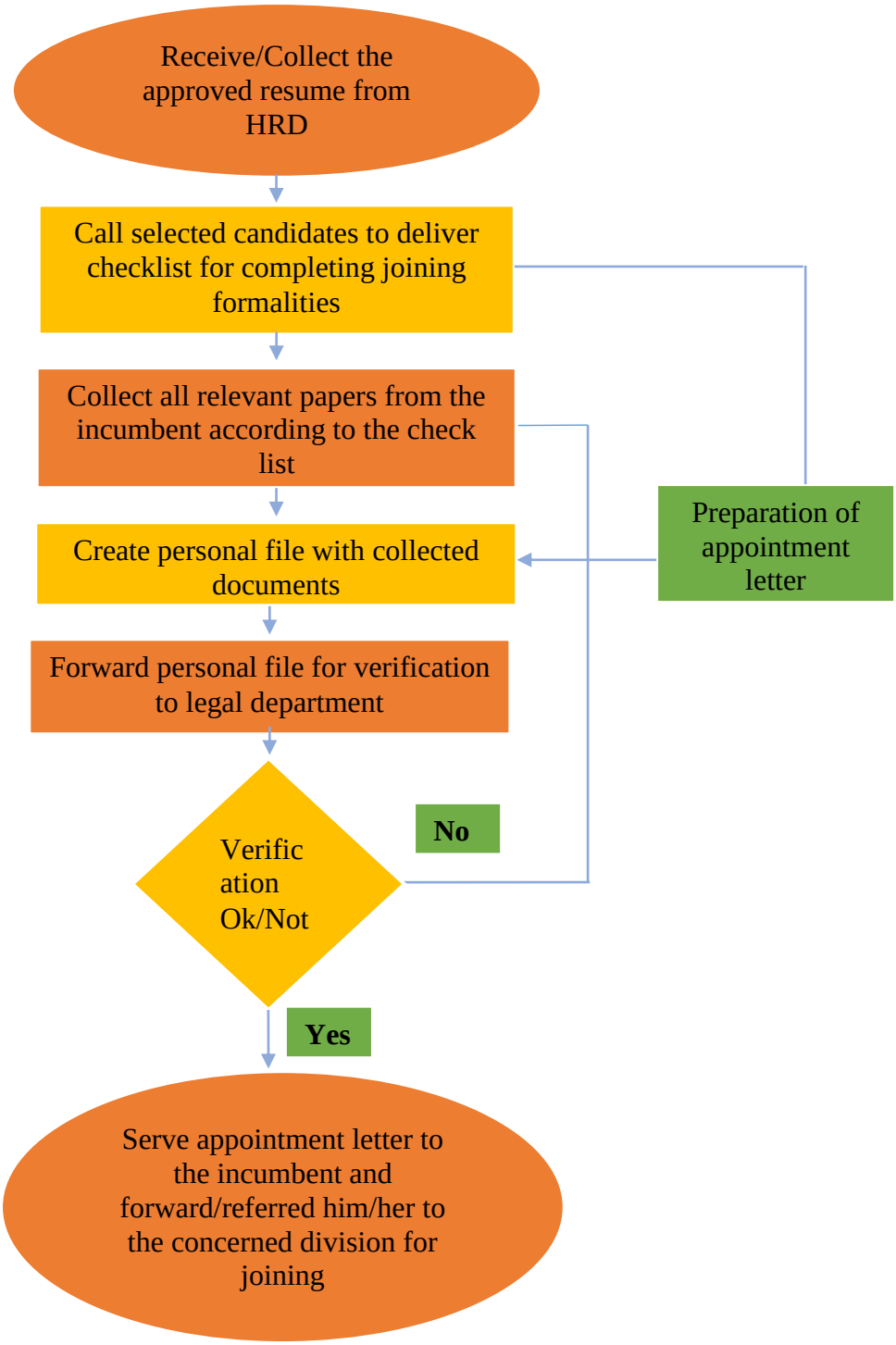
Figure 5. 70: Recruitment and Selection Process of ACME Laboratories Ltd.



Source: HR Division of ACME Laboratories Ltd., Head Office, Dhaka, 2018

The HRD follows a systematic process to the employees in the company after taking the management approval which is shown in the following Figure 5.71:

Figure 5. 71: Process of Employee Joining

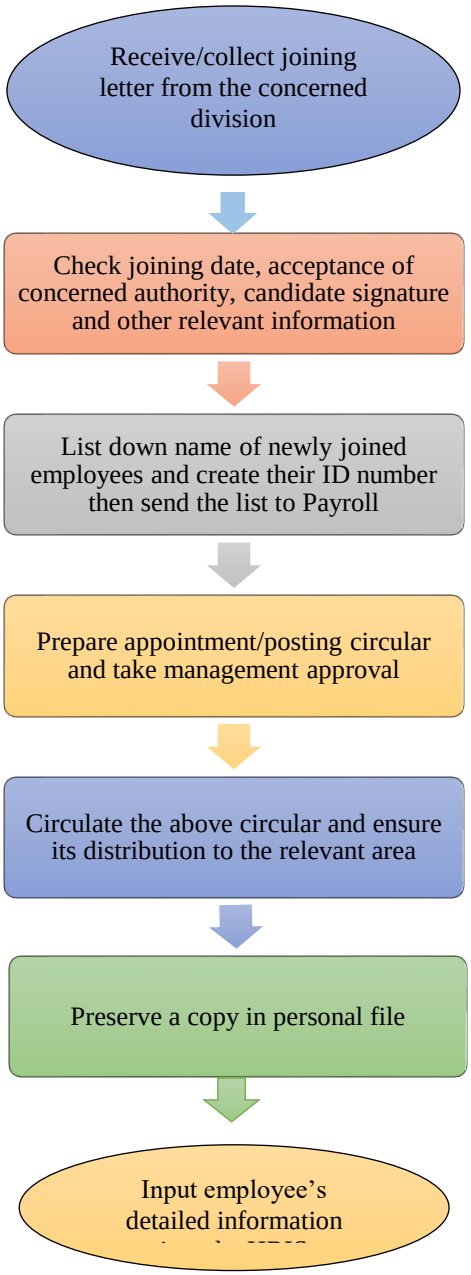


Source: HR Division of ACME Laboratories Ltd., Head Office, Dhaka, 2018

4. Placement

The HRD of ACME Laboratories Ltd. follows a standard process during the employee appointment/posting in various departments throughout the company which is shown in the following Figure 5.72:

Figure 5. 72: Process of Employee Appointment/Posting

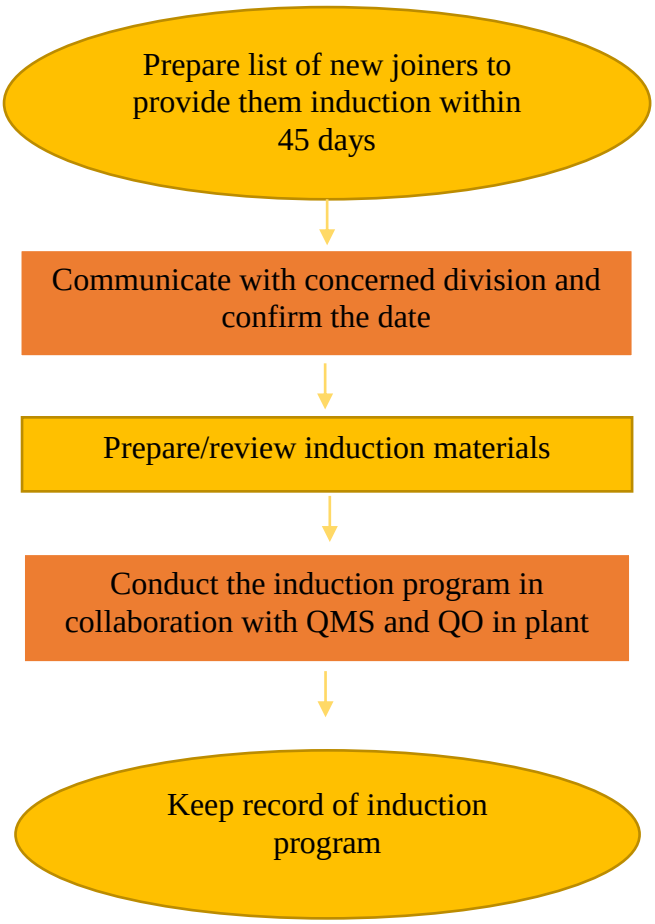


Source: HR Division of ACME Laboratories Ltd., Head Office, Dhaka, 2018

5. Induction

The HRD of ACME Laboratories Ltd. follows a systematic process to provide effective induction to the new joiners in the company which is shown in the following Figure 5.73:

Figure 5. 73: Process of Employee Induction Program



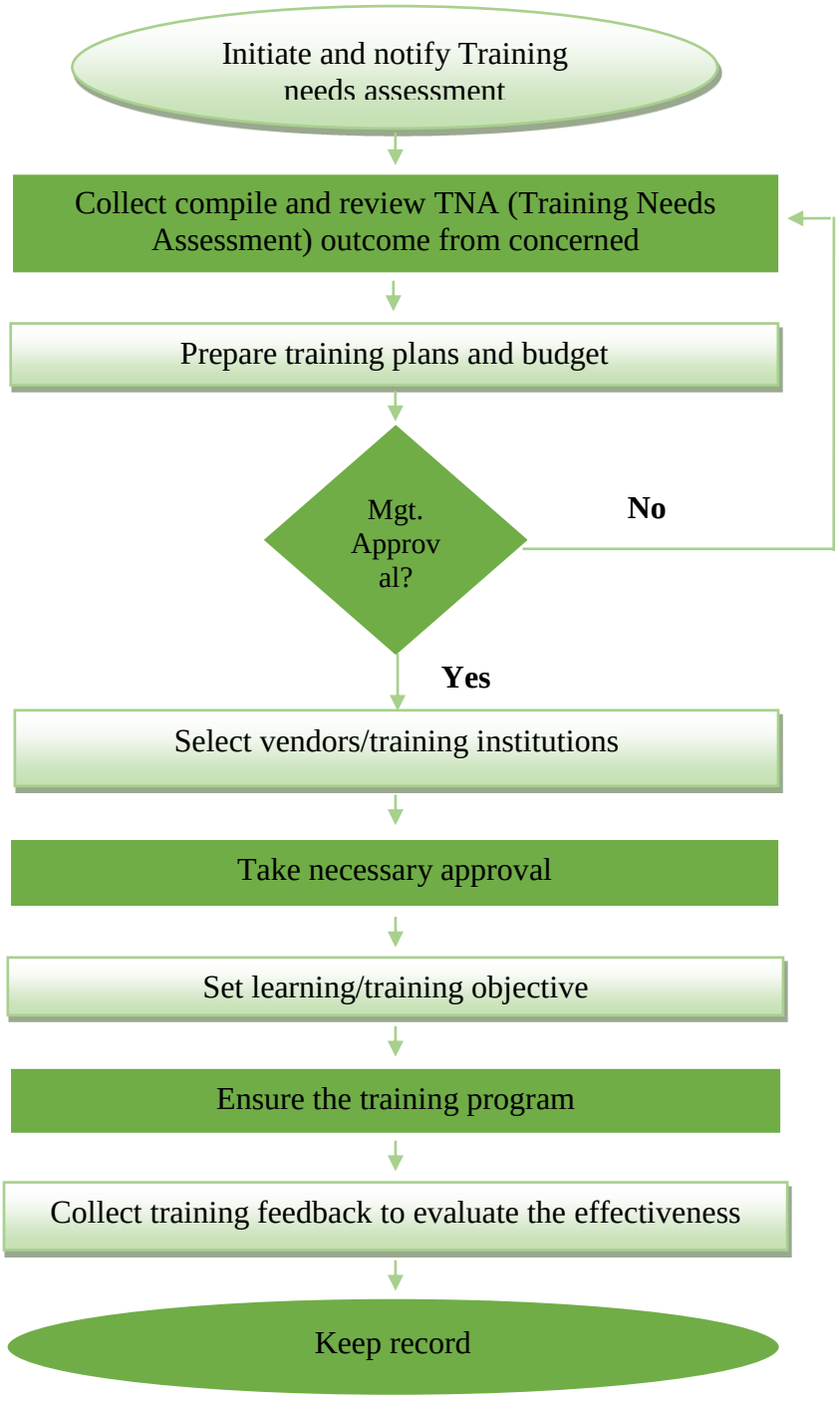
Source: HR Division of ACME Laboratories Ltd., Head Office, Dhaka, 2018

6. Training and Development

The management of ACME Laboratories Ltd. believes that the human resources is the 'Prime Asset' in the company. That is why, they are regularly providing training and

development to make them resourceful and in this regard, they follow a standard process which is shown in the following Figure 5.74:

Figure 5. 74: Training and Development Process of ACME Laboratories Ltd.

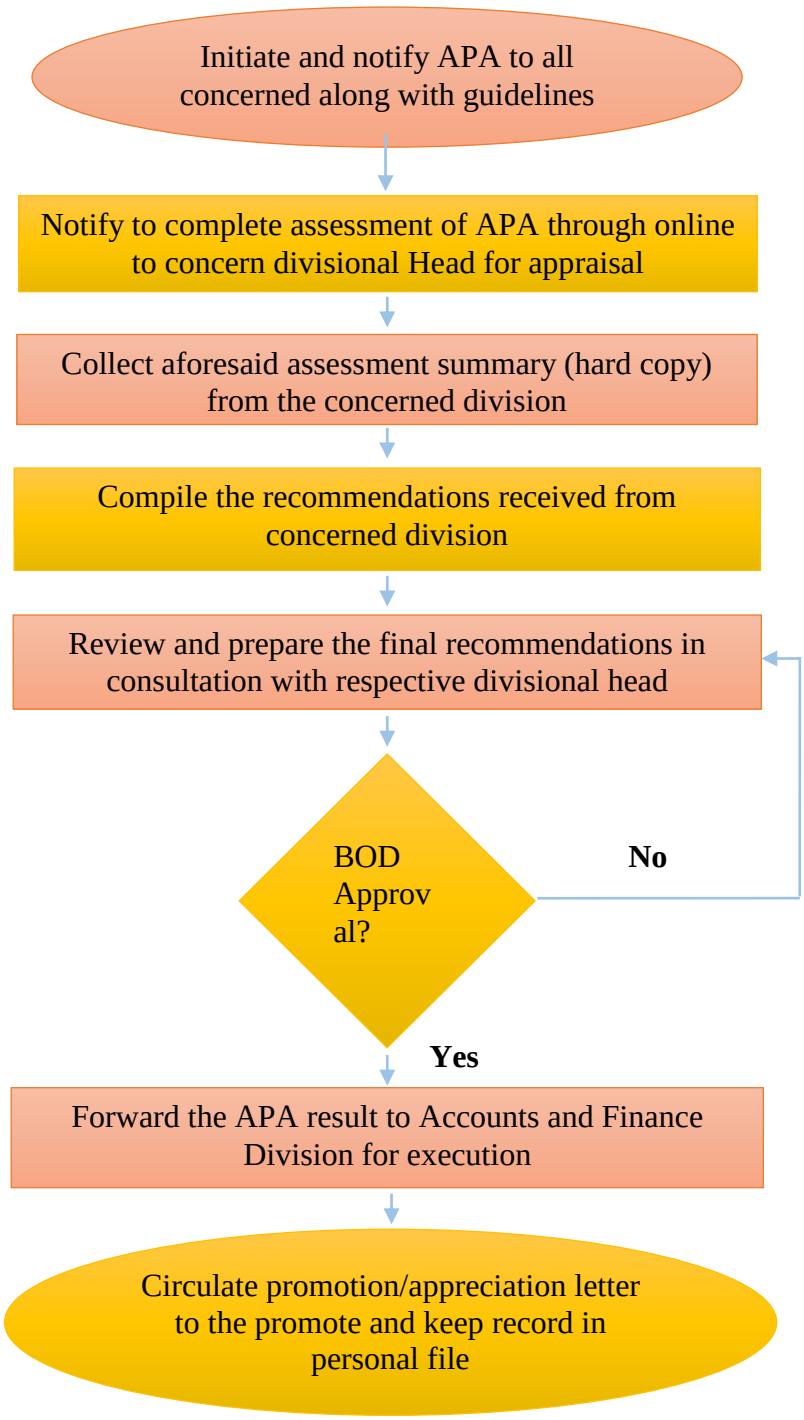


Source: HR Division of ACME Laboratories Ltd., Head Office, Dhaka, 2018

7. Performance Appraisal

The HRD of ACME Laboratories Ltd conducts performance e appraisal program formally once in a year to evaluate the performance of the employees through the concerned department Head. In this regard, they follow a systematic process which is shown in the following Figure 5.75:

Figure 5. 75: Performance Appraisal Process of ACME Laboratories Ltd.



Source: HR Division of ACME Laboratories Ltd., Head Office, Dhaka, 2018

In additional to annual performance appraisal, the HRD of the firm conducts another two performance evaluation program within the same year for providing bonuses to the employees based on their performances.

8. Rewards and Benefits

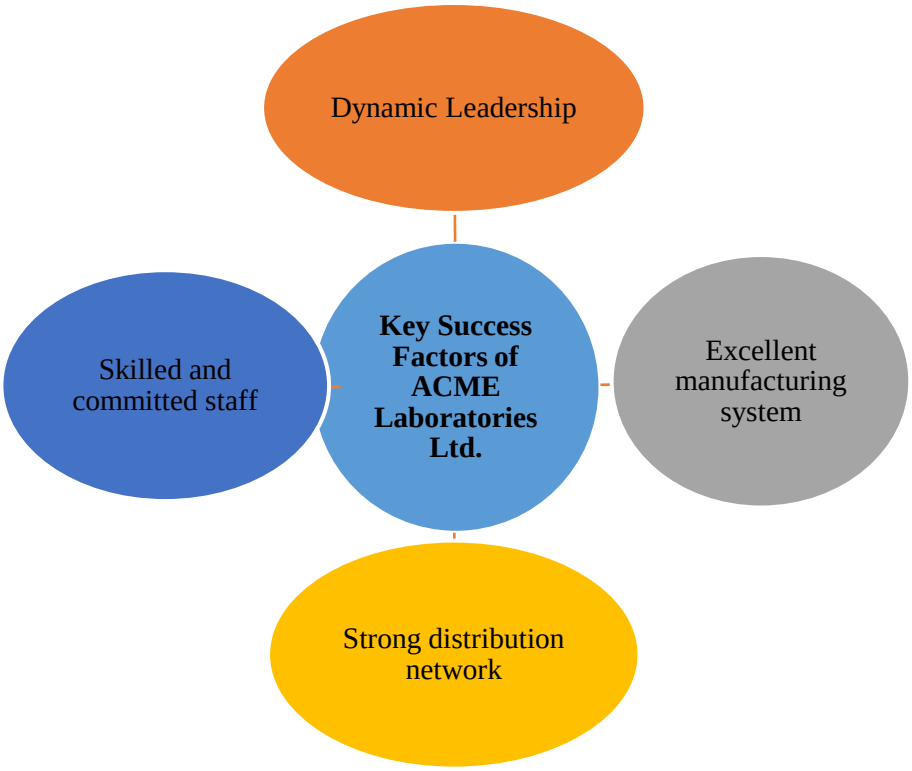
The management of ACME Laboratories Ltd. provides various rewards and benefits such as incensement, bonus, incentive etc. to the employees on the basis of the performance appraisal results.

According to the performance appraisal results, the HRD form a panel for talent management. Sometimes, they provide further training to the employees for enhancing their performance on the basis of the recommendations of the rater in the performance appraisal report.

5.11.7 Key Success Factors of ACME Laboratories Ltd.

The ACME Laboratories Ltd. is one of the successful pharmaceutical companies in Bangladesh at present. In order to strengthen the success of the company, some factors facilitate the authority to reach the final destination of the firm which are known as key success factors. Thus, the key success factors of ACME Laboratories Ltd. are shown in the following Figure 5.76:

Figure 5. 76: Key Success Factors of ACME Laboratories Ltd.



Source: HR Division of ACME Laboratories Ltd., Head Office, Dhaka, 2018

The above Figure 5.76 shows the key success factors of ACME Laboratories Ltd. In the figure, we can see that the number of key success factors of the company is four. Among these four factors, the top ranked factor is 'Dynamic Leadership'. It means that the management of the company is very much competent and they take new –new initiative regularly to make the company more strong in the highly competitive pharmaceutical business in Bangladesh.

5.11.8 Core Competencies of ACME Laboratories Ltd.

The ACME Laboratories Ltd. is a unique pharmaceutical company in the pharmaceutical industry of Bangladesh at present. The reason behind is this that the

management of the company has already established some core competencies of their company which are shown in the following Table 5.27:

Table 5. 28: Core Competencies of ACME Laboratories Ltd.

SL	Core Competencies
1.	Integrity
2.	Team spirit
3.	Customer Focus
4.	Desire to win
5.	Pro-activity
6.	Excellence

Source: HR Division of ACME Laboratories Ltd., Head Office, Dhaka, 2018

The above Table 5.28 shows the core competencies of ACME Laboratories Ltd. In the table, we can see that the management of the company has successfully established the six core competencies which facilitate them to make the company as unique in the high-tech developed pharmaceutical industry in Bangladesh. In the figure, we can also see that the top core competence of ACME Laboratories Ltd. is 'Integrity' which means that the management of the company maintains transparency in all the cases. As a result, they can easily meet the satisfaction of all stakeholders.

5.11.9 Key Programs of ACME Laboratories Ltd.

The key programs of ACME Laboratories Ltd. are shown in the following Table 5.29:

Table 5. 29: Key Programs of ACME Laboratories Ltd.

SL	Key Programs
1.	Human resource development program
2.	Talent retention and motivational programs
3.	Business development program
4.	Plantation of medicinal and herbal plants
5.	Poverty elevation program
6.	Women empower program
7.	Education development program
8.	ToT program
9.	Employee welfare program
10.	Health awareness program for the employees and their family members
11.	Donates medicines for the victims in different natural disasters
12.	Participating in job fair, career fair, career expo, etc. in different universities and organizations
13.	Organizing social and cultural programs for the employees and their family members
14.	Organizing different sports program for the employees
15.	Arranging workshops, seminars, symposiums, round-table discussion, etc.
16.	Arranging visits for the national and international delegates
17.	Participating in workshops, seminars, symposiums, round-table discussion, etc. in different universities and organizations
18.	Celebrating different international days
19.	Celebrating different national days
20.	Providing funds to the doctors, medical colleges, research institutes, universities, etc. for the conduction of research activities in the pharmaceutical sector
21.	Developing relationship between industry and academic institutions
22.	Participating in the campus recruitment program in different universities

Source: HR Division of ACME Laboratories Ltd., Head Office, Dhaka, 2018

5.11.10 Supply Chain Model of ACME Laboratories Ltd.

The authority of ACME Laboratories Ltd. always pays keen attention on the supply chain functions of the company. In this case, they use a good model which is shown in the following Figure 5.77:

Figure 5. 77: Supply Chain Model of ACME Laboratories Ltd.

Source: HR Division of ACME Laboratories Ltd., Head Office, Dhaka, 2018

The above Figure 5.77 shows the supply chain model of ACME Laboratories Ltd. In the figure, we can see that the company follows a systematic process for accomplishing its supply chain functions to reach the medicines to the ultimate customers quickly. In the figure, we can also see that the management of the company maintains high standard to produce quality products for the customers. That is why, they have already created a good position of ACME Laboratories Ltd. in the challenging pharmaceutical business in Bangladesh at present.

5.11.11 SWOT Analysis of ACME Laboratories Ltd.

The SWOT Analysis of ACME Laboratories Ltd. is shown in the following Figure 5.78:

Figure 5. 78: SWOT Analysis of ACME Laboratories Ltd.

Strengths

1. Strong corporate culture
2. Decentralized decision-making structure
3. Strong company image
4. Widely recognition as pioneer of the pharmaceutical industry in Bangladesh
5. Participative management style
6. Loyal customer base
7. Well-equipped Rand D department
8. Flexible manufacturing capacity and batch processing
9. Highly trained and efficient marketing and sales team
10. Strong financial condition
11. Ample resources to grow the business

Weaknesses

1. High cost of manufacturing and distribution
2. Dependency on traditional distribution channel
3. Centralized controlled on manufacturing plants
4. Lack of proper integration between functional units and divisions
5. Inability to estimate current and future market demand and upgrade production capacity accordingly
6. Dependency on input supplier and external environment
7. Inability to meet current demand condition due to under production

Opportunities

1. Increasing demand in domestic and international market
2. Scope to enhance company goodwill
3. Growing consciousness about ethical standards and expectations from customers
4. Diversification of products
5. Adding new customers
6. Emergence of favorable laws

Threats

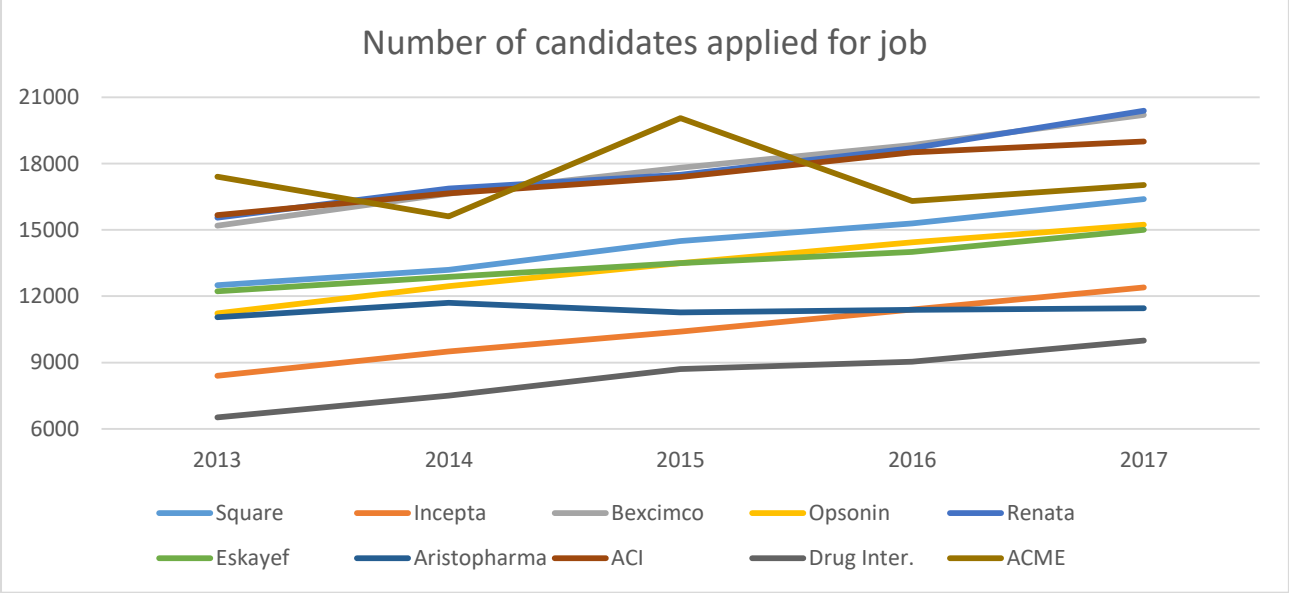
1. Increasing bargaining power of customers and suppliers
2. Growing cost of production
3. Emergence of new government laws
4. Aggressive promotional activity by the competitors
5. Emergence of substitute products
6. Emergence of modern technology
7. Fluctuation of exchange rate causing input price high

Source: HR Division of ACME Laboratories Ltd., Head Office, Dhaka, 2018

5.12 Staffing Scenario of Selected Pharmaceutical Firms in Bangladesh in last Five Year (2013- 2017)

The staffing scenario of selected pharmaceutical firms in last five years has presented in the following Figures (Figure 5.79, Figure 5.80, Figure 5.81, Figure 5.82, Figure 5.83, and Figure 5.84):

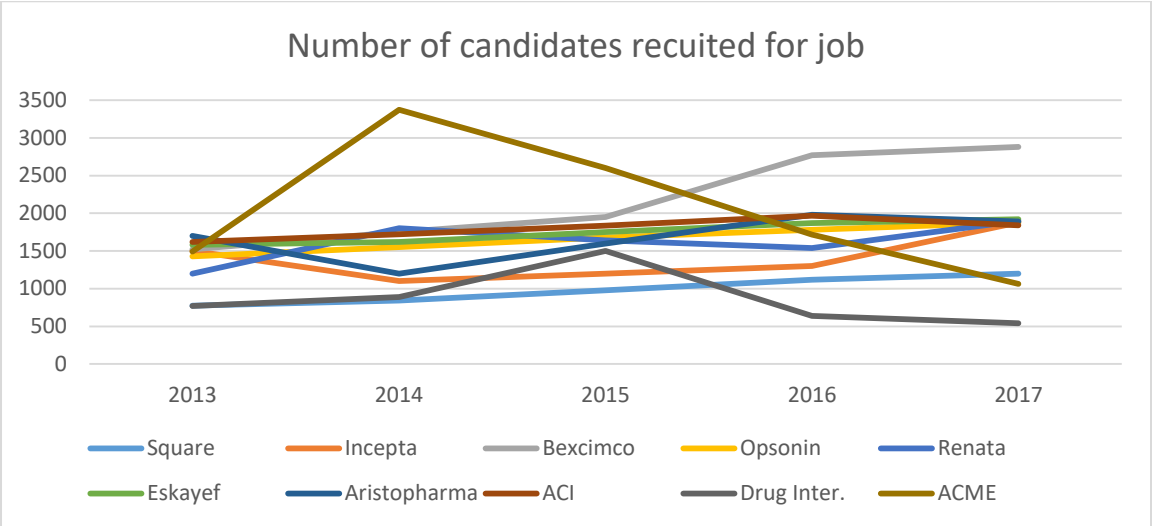
Figure 5. 79: Number of Candidates Applied for Job



Source: Field Survey, 2018

The above Figure 5.79 presents the candidates applied for job in the selected pharmaceutical companies in Bangladesh since 2013 to 2017. Minimum number of candidates applied for job in Drug International Ltd., whereas the number of candidates was highest in Renata Ltd. for 2016 and 2017 and in earlier (2013 and 2015) the maximum applications were appeared for the company ACME. In general, the application for job in pharmaceutical firms has been increasing.

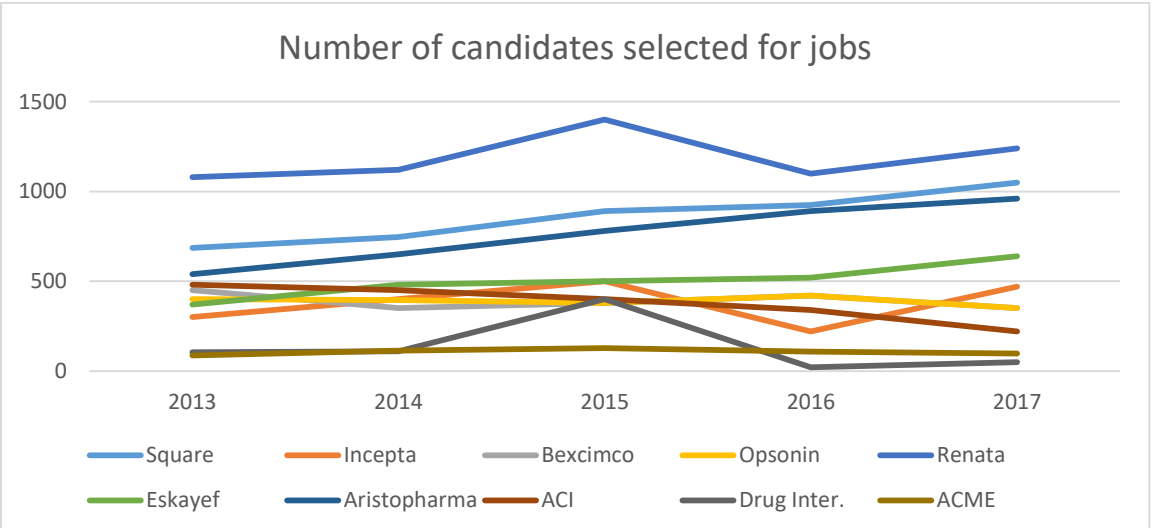
Figure 5. 80: Number of Candidates Recruited for Job



Source: Field Survey, 2018

The above Figure 5.80 shows the number of candidates recruited for jobs in selected pharmaceutical companies in Bangladesh. Though 2015 the recruitment for Drug International Ltd. has increased to 1500, however, from 2013 to 2017 the recruitment was around 550. The recruitment of ACME dramatically increased to 3374. However, after 2014 the recruitment has decreased gradually in this company. In 2016 and 2017, the recruitment was highest in Beximco Pharma Ltd. among the selected pharmaceutical companies.

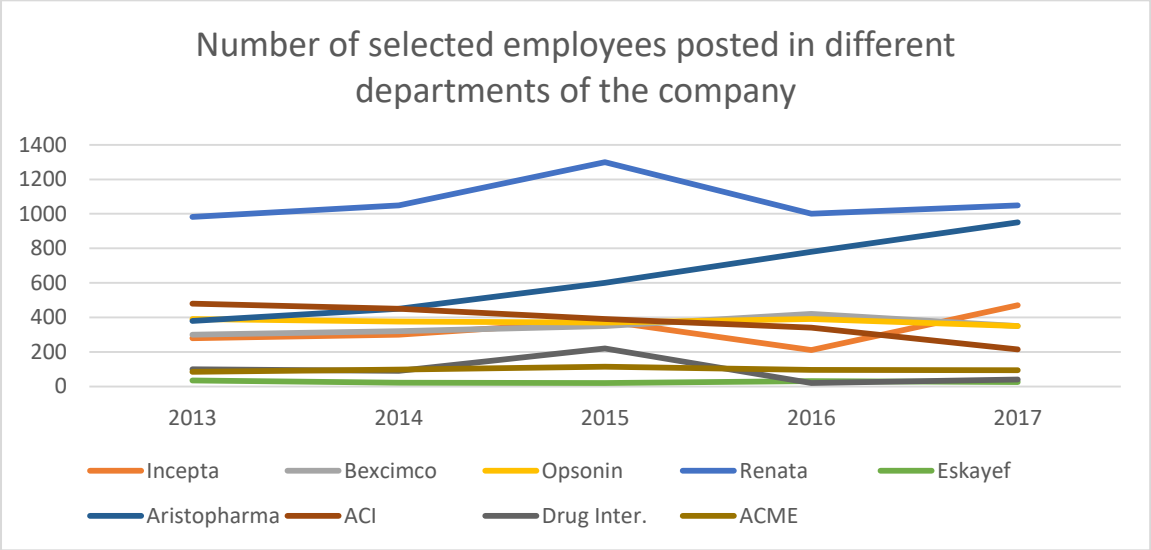
Figure 5. 81: Number of Candidates Selected for Job



Source: Field Survey, 2018

The above Figure 5.81 presents the candidates selected for job in selected pharmaceutical companies in Bangladesh. The selection in Drug International Ltd. is very close to zero (0), where the selection in Renata Ltd. was more than 1000 in each year. The selection in Aristopharma Ltd. and Square Pharmaceuticals Ltd. have increased from 500 to 1000 in 2013 to 2017. Rest other selected pharmaceutical firms are selecting around 500 in each year except ACME.

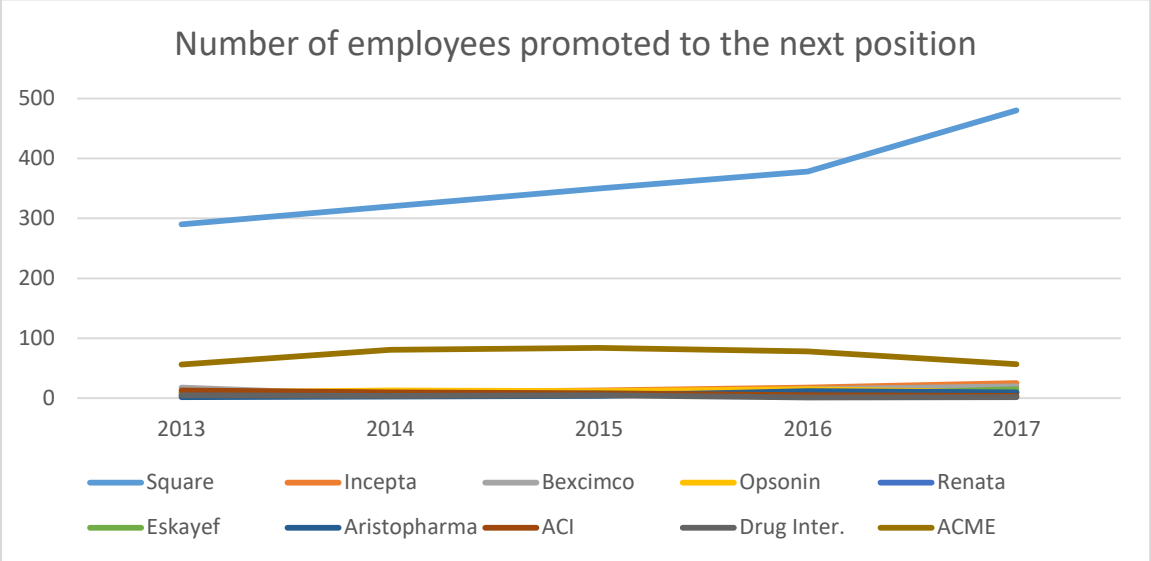
Figure 5. 82: Number of Selected Employees Posted in different Departments within the Company



Source: Field Survey, 2018

The above Figure 5.82 presents the number of selected employees posted in different departments of selected pharmaceutical companies. The selected employees posted in different departments is around 25 in Eskayef Bangladesh Ltd. in each year, whereas the selected employees posted in different departments were highest in Renata Ltd. (more than 1000). The selected employees posted has increased over the time for Aristopharma Ltd. But in the Figure 5.82, the Square Pharmaceuticals Ltd. did not appear because the number of selected employees posted in different departments is zero.

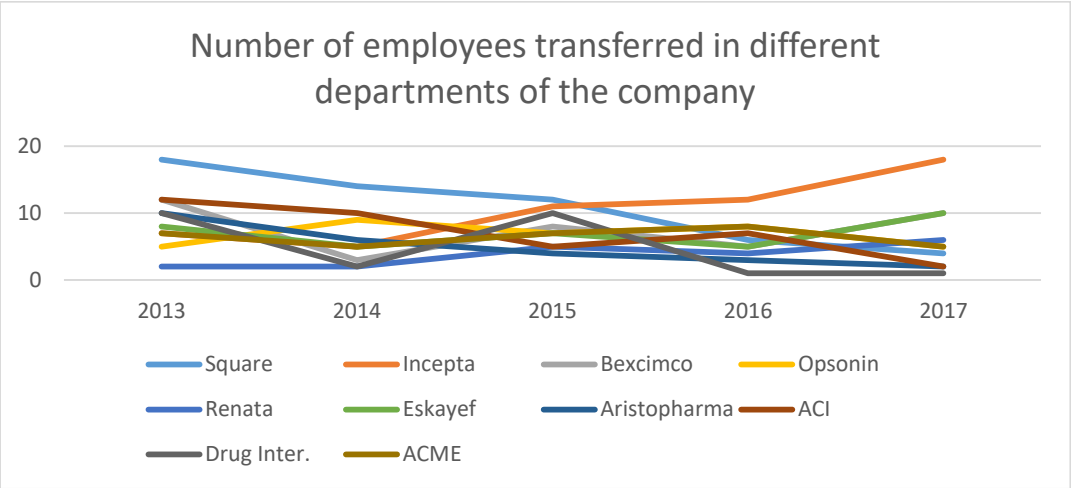
Figure 5. 83: Number of Employees Promoted to the next Position



Source: Field Survey, 2018

The above Figure 5.83 presents the number of employees promoted to the next position in the selected pharmaceutical companies in Bangladesh. In Square Pharmaceuticals Ltd. every year more than 300 employees were promoted to the next position. Around 70 employees were promoted to the next position in ACME Laboratories Ltd. in each year. However, rest of the firms were not promoting a significant number of its employees to the next position.

Figure 5. 84: Number of Employees Transferred in different Departments within the Company



Source: Field Survey, 2018

The above Figure 5.84 presents the number of employees transferred in different within the company. In earlier ages, the employees transferred in different of Square Pharmaceuticals Ltd. were highest, however, the transfer rate has decreased over the time. In other hand, the employees transferred rate in Incepta has increased from 2013 to 2017. However, in most of the companies the number of employees transferred was around 5 to 10.

Chapter 6

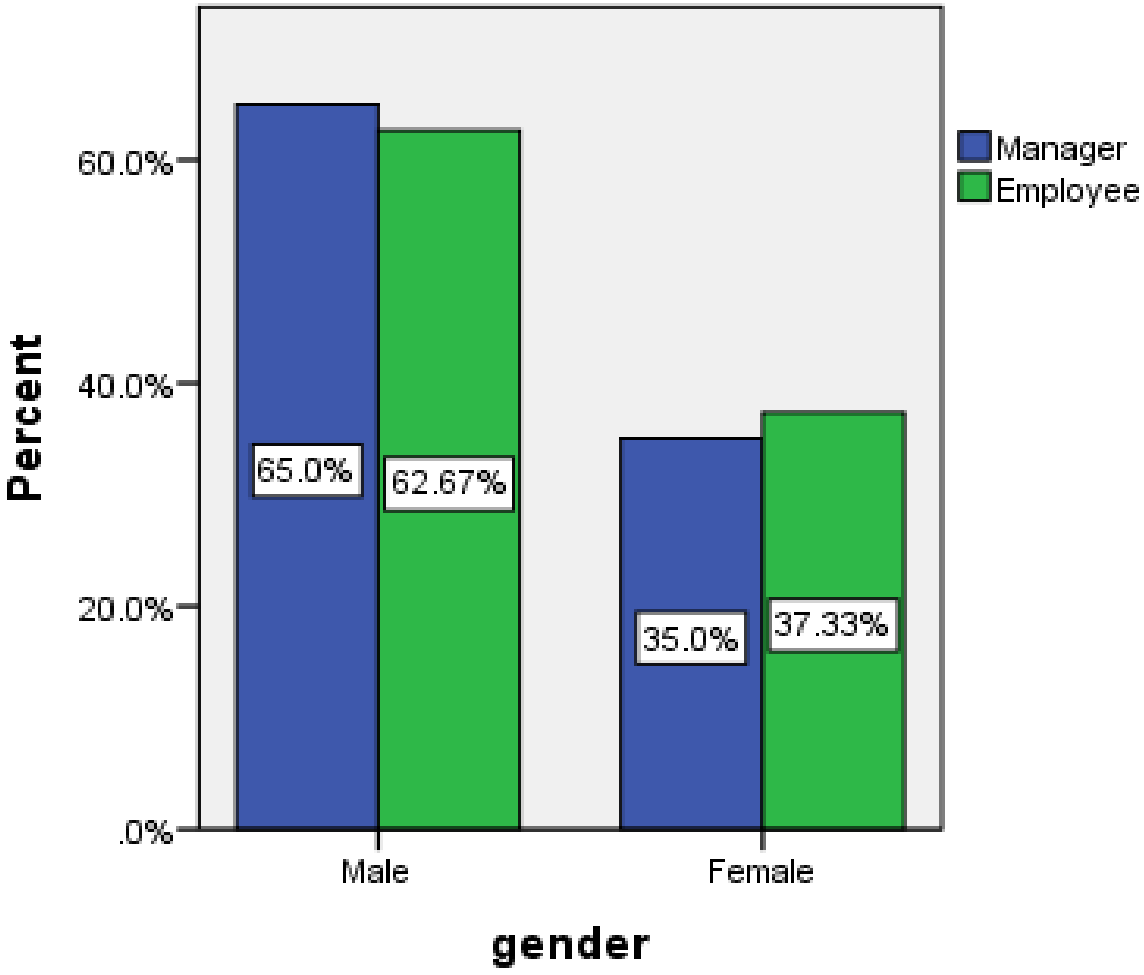
Findings and Discussions

Chapter 6
Findings and Discussions

6.1 Background of the Respondents

Figure 6.1 presents gender distribution of the respondents. It is found that among the employees and managers about 65% are male and rest 35% are female.

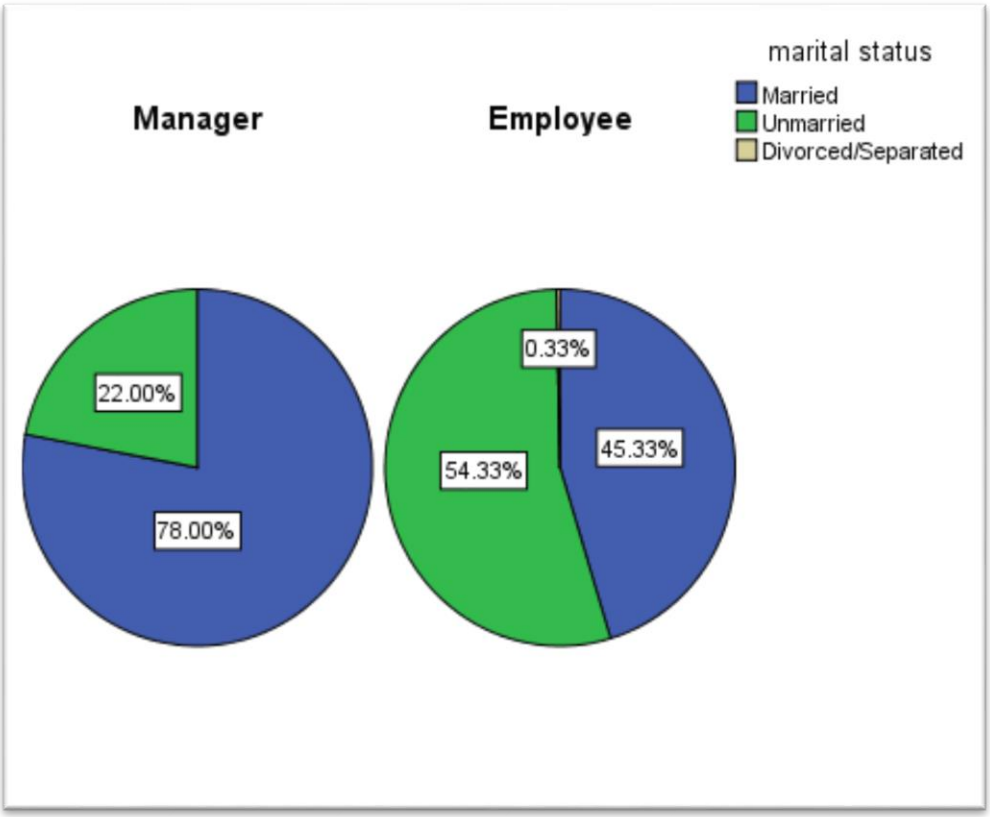
Figure 6. 1: Gender distribution among Managers and Employees



Source: Author's Calculation, 2018

Figure 6.2 shows the marital status of respondents (both managers and employees). Among the managers 78% are married whereas among the employees 45.33% are married. It is also found that 0.33% of the employees are divorced/separated.

Figure 6. 2: Marital Status of the respondents



Source: Author's Calculation, 2018

Table 6.1 presents the position of the respondents (Employees) of the selected Pharmaceutical Companies. Among the employees 37% are Officers/Executives and 30% are Senior Officers.

Table 6. 1: Position of the Employees in the Company

Position of the Employees	Frequency	Valid Percent	Cumulative Percent
Medical Representative	8	2.7	2.7
Senior Medical Representative	12	4.0	6.7
Assistant officer	41	13.7	20.3
Senior Assistant officer	38	12.7	33.0
Officer/Executive	111	37.0	70.0
Senior Officer/Senior Executive	90	30.0	100.0
Total	**300**	**100.0**	

Source: Author's Calculation, 2018

Table 6.2 shows the position of managers of the selected Pharmaceutical Companies. Among the managers 8% respondents are from Deputy General Manager and above. About 15% are manager and 17% are senior manager

Table 6. 2: Position of the Managers in the Company

Position of the Managers	Frequency	Valid Percent	Cumulative Percent
Assistant Manager	30	30.0	30.0
Senior Assistant Manager	18	18.0	48.0
Deputy Manager	12	12.0	60.0
Manager	15	15.0	75.0
Senior Manager	17	17.0	92.0
Deputy General Manager	3	3.0	95.0
General Manager	5	5.0	100.0
Total	**100**	**100.0**	

Source: Author's Calculation, 2018

Table 6.3 presents the educational qualification of the respondents. About 87% of the employees are Master's Degree holder and rest 12% are Bachelor's Degree holder.

Table 6. 3: Educational Qualification of the Respondents

Educational Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelor	49	12.3	12.3	12.3
Masters	350	87.5	87.5	99.8
Diploma	1	.3	.3	100.0
Total	**400**	**100.0**	**100.0**	

Source: Author's Calculation, 2018

Table 6.4 presents total experience of the respondents. Among the respondents, only 10% have less than 1 (One) year experience. About 30% have working experience between 6 (Six) to 10 (Ten) years and 22.8% have more than 10 (Ten) years' experience.

Table 6. 4: Total Experience of the Respondents

Total Experience	Frequency	Percent	Valid Percent	Cumulative Percent
<1 year	38	9.5	9.5	9.5
1-5 years	152	38.0	38.0	47.5
6-10 years	119	29.8	29.8	77.3
>10 years	91	22.8	22.8	100.0
Total	**400**	**100.0**	**100.0**	

Source: Author's Calculation, 2018

About 10% of the employees have working experience of more than 10 (Ten) years in same company (Table 6.5). About 35% of the respondents are working 1-3 years in same company

Table 6. 5: Experience in Same Company

Experience in Same Company	Frequency	Percent	Valid Percent	Cumulative Percent
<1 year	58	14.5	14.5	14.5
1-3 year	138	34.5	34.5	49.0
4-6 year	103	25.8	25.8	74.8
7-10 year	60	15.0	15.0	89.8
>10 year	**41**	**10.3**	**10.3**	**100.0**
Total	**400**	**100.0**	**100.0**	

Source: Author's Calculation, 2018

6.2 Managers and Employees Opinion regarding Staffing Policies and Practices

Table 6.6 indicates descriptive statistics for the selected five variables which are Recruitment (S1), Selection (S2), Induction (S3), Placement (S4)**,** and Overall Satisfaction (S5) from the view of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh in regards to staffing policies and practices. From the managerial view, the average score of the recruitment is 3.95 with standard deviation 0.55 that is, in average of all managers agreed that they have almost followed the standard recruitment system, whereas from the view point of employees, the average score is 3.79 with standard deviation is 0.56 which is less than in compare to managerial view. But the average score of employees' opinion is near to agree.

The average score of selection (S2) in the view of managers is 4.08 with standard deviation 0.57, whereas in the view of employees the score is 3.91 with standard deviation 0.57.

From the view of managers, the average score of induction (S3) is 4.10 with standard deviation 0.60, whereas the average score based on employees' opinion is 3.96 with standard deviation 0.56.

According to the opinion of managers, the average score of placement is 4.03 with standard deviation 0.59, whereas the average score in the view of employees' is 3.92 with standard deviation 0.57.

The average score of overall satisfaction is 4.11 with standard deviation 0.58 and 3.90 with standard deviation 0.60 from the view of managers and employees respectively. It is found that the average opinion in the view of managers is higher in compare with the employees. Managers are on average more than agreed with the elements of staffing

policies and practices. Whereas employees are on average near to agree with the elements of staffing policies and practices.

Table 6. 6: Descriptive Statistics of the Factors

	Manager			Employee		
Factors	Average	Standard deviation	Standard Error Mean	Average	Standard deviation	Standard Error Mean
S1	3.95	0.55	0.06	3.79	0.56	0.03
S2	4.08	0.57	0.06	3.91	0.57	0.03
S3	4.10	0.60	0.06	3.96	0.56	0.03
S4	4.03	0.59	0.06	3.92	0.57	0.03
S5	4.11	0.58	0.06	3.90	0.60	0.03

Source: Author's Calculation, 2018

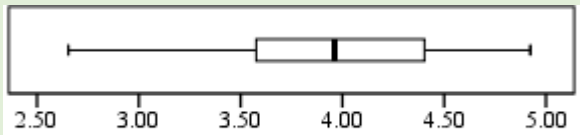
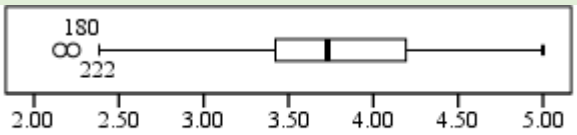
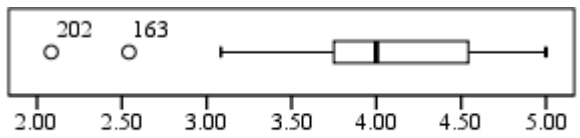
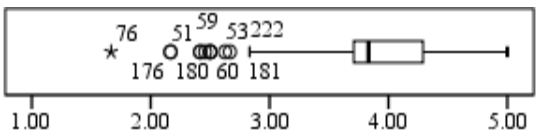
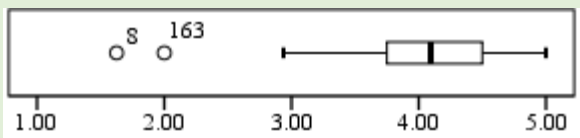
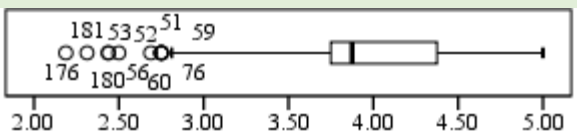
In Figure 6.3, Boxplot is presented to show the distribution of both managers and employees opinion regarding the staffing policies and practices of selected pharmaceutical manufacturing firms in Bangladesh. In the view of managers, the minimum average score is above 2.5 and maximum score is 5 and 75 percent managers give their opinion above 3.5 regarding their recruitment policies and practices. It indicates that one third managers are agreed that they are practicing standard recruitment system whereas 75 percent employees are also agreed that in their recruitment the standard system is being practiced.

In selection policy and practice variable there is two extremely poor score from the managers' view. But 75 percent managers have provided opinion on average 3 more than 3.6 whereas from the employees view there is a number of poor scores for the

selection policy and practice and 75 percent employees have opinion near to 4 and above.

Though most of the managers and employees have provided higher score mean agreed to the standard selection policy and practice of the pharmaceutical manufacturing firms but there are some different opinion on the selection policy and practice from both managers and employees. So, the authority of the pharmaceutical manufacturing firms in Bangladesh should address the selection policy and practice quickly for the betterment of the firms.

Figure 6. 3: Boxplot to present Summary Statistics of Managers and EmployeesView

Manager	Office Staff
	
S1	
	
S2	
	
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	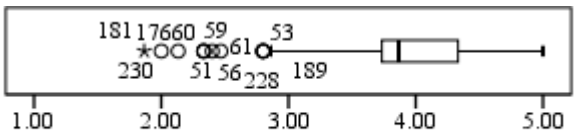
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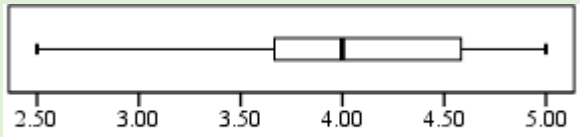
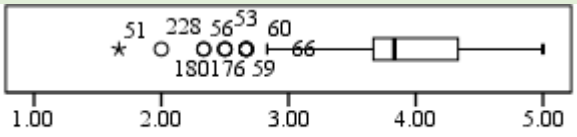
	
S5	

Source: Author's Calculation, 2018

To compare the differences between the managers' opinion and employees' opinion independent sample t-test was used (Table 6.7). The following hypotheses were set:

$H_{O1:}$ There is no significant difference in regards to recruitment (S1) system between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

$H_{A1:}$ There is a significant difference in regards to recruitment (S1) system between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

$H_{O2:}$ There is no significant difference in regards to selection (S2) system between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

$H_{A2:}$ There is a significant difference in regards to selection (S2) system between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

H_{O3}: There is no significant difference in regards to induction (S3) system between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

H_{A3}: There is a significant difference in regards to induction (S3) system between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

H_{O4}: There is no significant difference in regards to placement (S4) system between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

H_{A4}: There is a significant difference in regards to placement (S4) system between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

H_{O5}: There is no significant difference in regards to overall satisfaction (S5) between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

H_{A5}: There is a significant difference in regards to overall satisfaction (S5) between the opinion of managers and employees of selected pharmaceutical manufacturing firms in Bangladesh.

6.3 Comparison of Opinion of Managers regarding Staffing Policies and Practices

To test the above hypotheses based on Levene's Test for Equality of Variances, it is found that there is no differences in the variances for the variables (S1, S2, S3, S4, and S5) between the view of managers and employees (Table 6.7).

The differences in opinion of managers and employees are significantly differ for the recruitment system and overall satisfaction at 1 percent level of significance.

At 5 percent level of significance the selection system and induction system of pharmaceutical manufacturing firms in Bangladesh are significantly differ from the view of managers and employees.

There is significant difference in the view of managers and employees in regards of placement system of pharmaceutical manufacturing firms at 10 percent level of significance.

In Table 6.6, it is found that the average opinion of managers are higher than that of employees in considering the variables. And Table 6.7 revealed that all the differences are significant that is in all aspects managers have better opinion towards the staffing policies and practices than that of employees.

Table 6. 7: Comparison between the opinion of managers and employees in Staffing Policies and Practices of selected Pharmaceutical Manufacturing Firms in Bangladesh

Factors		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
S1	Equal variances assumed	.606	.437	2.608	398	.009	.16731	.06415	.04120	.29342
	Equal variances not assumed			2.616	170.622	.010	.16731	.06396	.04106	.29356
S2	Equal variances assumed	1.372	.242	2.528	398	.012	.16597	.06564	.03693	.29502
	Equal variances not assumed			2.525	169.409	.012	.16597	.06572	.03624	.29571
S3	Equal variances assumed	.343	.558	2.132	398	.034	.14063	.06597	.01094	.27031
	Equal variances not assumed			2.063	160.774	.041	.14063	.06817	.00599	.27526
S4	Equal variances assumed	.960	.328	1.818	398	.070	.11933	.06564	-.00971	.24837
	Equal variances not assumed			1.775	163.182	.078	.11933	.06721	-.01338	.25205
S5	Equal variances assumed	.443	.506	3.057	398	.002	.20944	.06851	.07476	.34413
	Equal variances not assumed			3.097	173.577	.002	.20944	.06764	.07594	.34294

Source: Author's Calculation, 2018

Table 6.8 presents the analysis of variance for recruitment policies and practices from the managerial view among the selected pharmaceutical firms.

H_{o6}: There is no significant difference in recruitment policies and practices of pharmaceutical manufacturing firms in the managerial opinion.

$H_{A6:}$ There is a significant difference in recruitment policies and practices of pharmaceutical manufacturing firms in the managerial opinion.

This study revealed that there is significant difference at 1 percent level in recruitment system among the selected pharmaceutical manufacturing firms in Bangladesh.

Table 6. 8: ANOVA for Recruitment (S1) among the selected Pharmaceutical Manufacturing Firms in the view of managers

Recruitment	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	15.749	9	1.750	10.837	0.0014
Within Groups	14.533	90	0.161		
Total	30.282	99			

Source: Author's Calculation, 2018

6.3.1 Comparison of Recruitment System

Table 6.9 shows the differences in recruitment system among the selected pharmaceutical manufacturing firms. The managers of Opsonin Pharma Ltd. claimed that their recruitment system is significantly better than Drug International Ltd., whereas their recruitment system is significantly poor than Square Pharmaceuticals Ltd. The recruitment system of Opsonin Pharma Ltd. is insignificantly differ with ACI Ltd., Aristopharma Ltd., Eskayef Bangladesh Limited, ACME Laboratories Ltd., Renata Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd.

From the managerial point of view, ACI Ltd., Eskayef Bangladesh Ltd., Renata Ltd., Square Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have significantly better recruitment system in compare to Drug International Ltd. at 1 percent level of significance. But Aristopharma Ltd., ACME Laboratories Ltd., and Beximco Pharmaceuticals Ltd. also have better recruitment system, which are not significantly differ.

ACI Ltd. has significantly better recruitment system in compare to Aristopharma Ltd., ACME Laboratories Ltd., and Beximco Pharmaceuticals Ltd. at 5 percent level of significance. But the recruitment system of Eskayef Bangladesh Limited, Renata Ltd., and Square Pharmaceuticals Ltd. is insignificantly differ from the recruitment system of ACI Ltd.

Though ACME Laboratories Ltd., Renata Ltd., Square Pharmaceuticals Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have better recruitment systems in compare to Aristopharma Ltd., but the difference is significantly differ only for Square Pharmaceuticals Ltd., and Renata Ltd. at 1 percent level of significance.

Square Pharmaceuticals Ltd. has significantly better recruitment system in compare to Eskayef Bangladesh Ltd. from the managerial point of view at 5 percent level of significance. However, ACME Laboratories Ltd., Renata Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have insignificant difference in regards to recruitment system with Eskayef Bangladesh Limited.

Renata Ltd. and Square Pharmaceuticals Ltd. have significantly better recruitment system, Incepta Pharmaceuticals Ltd. has insignificantly better recruitment system in compare to ACME Laboratories Ltd. But ACME Laboratories Ltd. has insignificantly better recruitment system in compare to Beximco Pharmaceuticals Ltd.

Renata Ltd. has significantly better recruitment system than that of Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. However, the difference is significant at 5 percent for Beximco Pharmaceuticals Ltd., whereas Square Pharmaceuticals Ltd. has insignificantly better recruitment system than that of Renata Ltd.

Square Pharmaceuticals Ltd. has significantly better recruitment system than that of Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. at 1 percent level of significance.

From the managerial view, the Incepta Pharmaceuticals Ltd. has insignificantly better recruitment system than that of Beximco Pharmaceuticals Ltd.

Table 6. 9: Difference in Recruitment System (S1) among the selected Pharmaceutical Manufacturing Firms in Bangladesh in the view of managers

(I) Company Name	(J) Company Name	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Opsonin Pharma Ltd.	Drug International Ltd.	0.735	0.175	0.004	0.152	1.318
	ACI Ltd.	-0.292	0.164	0.832	-0.875	0.291
	Aristopharma Ltd.	0.485	0.191	0.191	-0.098	1.068
	Eskayef Bangladesh Ltd.	-0.038	0.180	0.950	-0.622	0.545
	ACME Laboratories Ltd.	0.308	0.168	0.786	-0.275	0.891
	Renata Ltd.	-0.246	0.175	0.933	-0.829	0.337
	Square Pharmaceutical Ltd.	-0.688	0.164	0.009	-1.272	-0.105
	Beximco Pharmaceuticals Ltd.	0.350	0.191	0.637	-0.233	0.933
	Incepta Pharmaceuticals Ltd.	0.008	0.180	0.965	-0.575	0.591
Drug International Ltd.	ACI Ltd.	-1.027	0.180	0.001	-1.610	-0.444
	Aristopharma Ltd.	-0.250	0.180	0.927	-0.833	0.333
	Eskayef Bangladesh Ltd.	-0.773	0.180	0.002	-1.356	-0.190
	ACME Laboratories Ltd.	-0.427	0.180	0.353	-1.010	0.156
	Renata Ltd.	-0.981	0.180	0.001	-1.564	-0.398
	Square Pharmaceutical Ltd.	-1.423	0.180	0.001	-2.006	-0.840
	Beximco Pharmaceuticals Ltd.	-0.385	0.180	0.505	-0.968	0.198
	Incepta Pharmaceuticals Ltd.	-0.727	0.180	0.004	-1.310	-0.144
ACI Ltd.	Aristopharma Ltd.	0.777	0.180	0.002	0.194	1.360
	Eskayef Bangladesh Ltd.	0.254	0.180	0.920	-0.329	0.837
	ACME Laboratories Ltd.	0.600	0.180	0.038	0.017	1.183

	Renata Ltd.	0.046	0.180	0.980	-0.537	0.629
	Square Pharmaceutical Ltd.	-0.396	0.180	0.462	-0.979	0.187
	Beximco Pharmaceuticals Ltd.	0.642	0.180	0.019	0.059	1.225
	Incepta Pharmaceuticals Ltd.	0.300	0.180	0.809	-0.283	0.883
Aristopharma Ltd.	Eskayef Bangladesh Ltd.	-0.523	0.180	0.118	-1.106	0.060
	ACME Laboratories Ltd.	-0.177	0.180	0.992	-0.760	0.406
	Renata Ltd.	-0.731	0.180	0.004	-1.314	-0.148
	Square Pharmaceutical Ltd.	-1.173	0.180	0.001	-1.756	-0.590
	Beximco Pharmaceuticals Ltd.	-0.135	0.180	0.999	-0.718	0.448
	Incepta Pharmaceuticals Ltd.	-0.477	0.180	0.209	-1.060	0.106
Eskayef Bangladesh Ltd.	ACME Laboratories Ltd.	0.346	0.180	0.652	-0.237	0.929
	Renata Ltd.	-0.208	0.180	0.977	-0.791	0.375
	Square Pharmaceutical Ltd.	-0.650	0.180	0.017	-1.233	-0.067
	Beximco Pharmaceuticals Ltd.	0.388	0.180	0.490	-0.195	0.972
	Incepta Pharmaceuticals Ltd.	0.046	0.180	0.980	-0.537	0.629
ACME Laboratories Ltd.	Renata Ltd.	-0.554	0.180	0.077	-1.137	0.029
	Square Pharmaceutical Ltd.	-0.996	0.180	0.001	-1.579	-0.413
	Beximco Pharmaceuticals Ltd.	0.042	0.180	0.980	-0.541	0.625
	Incepta Pharmaceuticals Ltd.	-0.300	0.180	0.809	-0.883	0.283
Renata Ltd.	Square Pharmaceutical Ltd.	-0.442	0.180	0.304	-1.025	0.141
	Beximco Pharmaceuticals Ltd.	0.596	0.180	0.041	0.013	1.179
	Incepta Pharmaceuticals Ltd.	0.254	0.180	0.920	-0.329	0.837
Square Pharmaceutical Ltd.	Beximco Pharmaceuticals Ltd.	1.038	0.180	0.001	0.455	1.622
	Incepta Pharmaceuticals Ltd.	0.696	0.180	0.007	0.113	1.279
Beximco Pharmaceuticals Ltd.	Incepta Pharmaceuticals Ltd.	-0.342	0.180	0.666	-0.925	0.241

Source: Author's Calculation, 2018

6.3.2 Comparison of Selection System

Table 6.10 presents the analysis of variance of selection system among the pharmaceutical manufacturing firms in Bangladesh.

H_{o7}: There is no significant difference in selection policies and practices of pharmaceutical manufacturing firms in the managerial opinion.

H_{A7}: There is a significant difference in selection policies and practices of pharmaceutical manufacturing firms in the managerial opinion.

The study found that there is significant difference in selection system among the pharmaceutical manufacturing firms in Bangladesh ($P < 0.002$).

Table 6. 10: ANOVA for Selection (S2) among the selected Pharmaceutical Manufacturing Firms as per the opinion of managers

Selection	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	15.718	9	1.746	9.591	0.002
Within Groups	16.388	90	0.182		
Total	32.107	99			

Source: Author's Calculation, 2018

Table 6.11 shows the differences in selection system between the pharmaceutical manufacturing firms in Bangladesh. The selection system of Opsonin Pharma Ltd. is better than ACME Laboratories Ltd. since the mean difference is 0.742 with significance level 0.007. However, the selection system of Square Pharmaceuticals Ltd. is better than Opsonin Pharma Ltd. since the mean difference is -0.679 with significance level 0.020. The selected other pharmaceutical manufacturing firms are not significantly differ with Opsonin Pharma Ltd. in the practices of selection.

The selection system of ACI Ltd. , Eskayef Bangladesh Limited , and Renata Ltd. is better than Drug International Ltd. since mean difference is -0.804, -0.617,-0.646,-1.208 with significance level 0.002, 0.052, 0.034, 0.001 respectively.

The selection system of ACI Ltd. is significantly better than Aristopharma Ltd., ACME Laboratories Ltd., and Beximco Pharmaceuticals Ltd. since the mean difference is 0.688, 1.017, 0.571 with significance level 0.018, 0.001, 0.097 respectively. The selection system of Square Pharmaceuticals Ltd. is better than ACI Ltd., but the difference is insignificant.

The selection system of Eskayef Bangladesh Limited, Renata Ltd., Square Pharmaceuticals Ltd., Incepta Pharmaceuticals Ltd. is better than Aristopharma Ltd. However, the difference is significant only for Square Pharmaceuticals Ltd. (mean difference -1.092 with significance level 0.001). The selection system of Aristopharma Ltd. is better than ACME Laboratories Ltd. But the difference is insignificant (mean difference 0.329 with significance level 0.778).

The selection system of Renata Ltd. and Square Pharmaceuticals Ltd. is better than Eskayef Pharmaceuticals Limited. But the difference is significant only for Square Pharmaceuticals Ltd. Mean difference for Renata Ltd. and Square Pharmaceuticals Ltd. with Eskayef Bangladesh Limited is -0.029 and-0.592 with significance level 0.995 and 0.073 respectively.

Renata Ltd., Square Pharmaceuticals Ltd., Beximco Pharmaceuticals Ltd., Incepta Pharmaceuticals Ltd. have better selection system than ACME Laboratories Ltd. All the mean differences are significant except for the Beximco Pharmaceuticals Ltd.

Square Pharmaceuticals Ltd. has better selection system than Renata Ltd. But the difference is insignificant. Renata Ltd. is better than Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. with regard to selection system but the difference is significant. Mean difference between Renata Ltd. and Beximco Pharmaceuticals Ltd. is 0.413 with significance level 0.490. Whereas the mean difference between Renata Ltd. and Incepta Pharmaceutical Ltd. is 0.238 with significance level 0.963.

Square Pharmaceuticals Ltd. has better selection system than Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd., where mean difference is 0.975 and 0.800 with significance level 0.001 and 0.002 respectively.

Incepta Pharmaceuticals Ltd. has better selection system than Beximco Pharmaceuticals Ltd. But the difference is not significant (mean difference -0.175 with significance level 0.996).

Table 6. 11: Difference in Selection System (S2) among the selected Pharmaceutical Manufacturing Firms in the view of managers

(I) Company Name	(J) Company Name	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Opsonin Pharma Ltd.	Drug International Ltd.	0.529	0.191	0.162	-0.090	1.148
	ACI Ltd.	-0.275	0.191	0.911	-0.894	0.344
	Aristopharma Ltd.	0.413	0.191	0.490	-0.207	1.032
	Eskayef Bangladesh Ltd.	-0.088	0.191	0.952	-0.707	0.532
	ACME Laboratories Ltd.	0.742	0.191	0.007	0.123	1.361
	Renata Ltd.	-0.117	0.191	0.968	-0.736	0.503
	Square Pharmaceutical Ltd.	-0.679	0.191	0.020	-1.298	-0.060
	Beximco Pharmaceuticals Ltd.	0.296	0.191	0.868	-0.323	0.915
	Incepta Pharmaceuticals Ltd.	0.121	0.191	0.995	-0.498	0.740
Drug International Ltd.	ACI Ltd.	-0.804	0.191	0.002	-1.423	-0.185
	Aristopharma Ltd.	-0.117	0.191	0.978	-0.736	0.503
	Eskayef Bangladesh Ltd.	-0.617	0.191	0.052	-1.236	0.003
	ACME Laboratories Ltd.	0.213	0.191	0.982	-0.407	0.832
	Renata Ltd.	-0.646	0.191	0.034	-1.265	-0.027
	Square Pharmaceutical Ltd.	-1.208	0.191	0.001	-1.828	-0.589
	Beximco Pharmaceuticals Ltd.	-0.233	0.191	0.967	-0.853	0.386
	Incepta Pharmaceuticals Ltd.	-0.408	0.191	0.505	-1.028	0.211
ACI Ltd.	Aristopharma Ltd.	0.688	0.191	0.018	0.068	1.307
	Eskayef Bangladesh Ltd.	0.188	0.191	0.993	-0.432	0.807

	ACME Laboratories Ltd.	1.017	0.191	0.001	0.398	1.636
	Renata Ltd.	0.158	0.191	0.998	-0.461	0.778
	Square Pharmaceutical Ltd.	-0.404	0.191	0.520	-1.023	0.215
	Beximco Pharmaceuticals Ltd.	0.571	0.191	0.097	-0.048	1.190
	Incepta Pharmaceuticals Ltd.	0.396	0.191	0.550	-0.223	1.015
Aristopharma Ltd.	Eskayef Bangladesh Ltd.	-0.500	0.191	0.224	-1.119	0.119
	ACME Laboratories Ltd.	0.329	0.191	0.778	-0.290	0.948
	Renata Ltd.	-0.529	0.191	0.162	-1.148	0.090
	Square Pharmaceutical Ltd.	-1.092	0.191	0.001	-1.711	-0.473
	Beximco Pharmaceuticals Ltd.	-0.117	0.191	0.987	-0.736	0.503
	Incepta Pharmaceuticals Ltd.	-0.292	0.191	0.877	-0.911	0.328
Eskayef Bangladesh Ltd.	ACME Laboratories Ltd.	0.829	0.191	0.001	0.210	1.448
	Renata Ltd.	-0.029	0.191	0.995	-0.648	0.590
	Square Pharmaceutical Ltd.	-0.592	0.191	0.073	-1.211	0.028
	Beximco Pharmaceuticals Ltd.	0.383	0.191	0.595	-0.236	1.003
	Incepta Pharmaceuticals Ltd.	0.208	0.191	0.984	-0.411	0.828
ACME Laboratories Ltd.	Renata Ltd.	-0.858	0.191	0.001	-1.478	-0.239
	Square Pharmaceutical Ltd.	-1.421	0.191	0.002	-2.040	-0.802
Renata Ltd.	Beximco Pharmaceuticals Ltd.	-0.446	0.191	0.377	-1.065	0.173
	Incepta Pharmaceuticals Ltd.	-0.621	0.191	0.049	-1.240	-0.002
	Square Pharmaceutical Ltd.	-0.563	0.191	0.108	-1.182	0.057
	Beximco Pharmaceuticals Ltd.	0.413	0.191	0.490	-0.207	1.032
	Incepta Pharmaceuticals Ltd.	0.238	0.191	0.963	-0.382	0.857
Square Pharmaceutical Ltd.	Beximco Pharmaceuticals Ltd.	0.975	0.191	0.001	0.356	1.594
	Incepta Pharmaceuticals Ltd.	0.800	0.191	0.002	0.181	1.419
Beximco Pharmaceuticals Ltd.	Incepta Pharmaceuticals Ltd.	-0.175	0.191	0.996	-0.794	0.444

Source: Author's Calculation, 2018

6.3.3 Comparison of Induction System

Table 6.12 presents the results of analysis of variance for induction among the pharmaceutical manufacturing firms in Bangladesh.

H_{o8}: There is no significant difference in induction policies and practices of pharmaceutical manufacturing firms in the managerial opinion.

H_{A8}: There is a significant difference in induction policies and practices of pharmaceutical manufacturing firms in the managerial opinion.

Based on the results, we may conclude that there is a significant difference in induction system among the selected pharmaceutical manufacturing firms in Bangladesh at 1 percent (P value is 0.001) level of significance.

Table 6. 12: ANOVA for Induction (S3) among the selected Pharmaceutical Manufacturing Firms according to the opinion of managers

Induction	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.230	9	1.026	3.499	0.001
Within Groups	26.377	90	0.293		
Total	35.607	99			

Source: Author's Calculation, 2018

Table 6.13 shows the differences in induction system among the selected pharmaceutical manufacturing firms in Bangladesh.

Opsonin Pharma Ltd. has better induction system in compare to Drug International Ltd. and Aristopharma Ltd., but the difference is not significant, where mean difference is 0.238 and 0.138 at 0.993 and 0.985 level of significance respectively.

ACI Ltd., Eskayef Bangladesh Limited, ACME Laboratories Ltd., Renata Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have better induction

system in compare to Opsonin Pharma Ltd. But all the differences are insignificant except for the Square Pharmaceuticals Ltd. The mean difference between Opsonin Pharma Ltd. and Square Pharmaceuticals Ltd. is -0856 at 0.022 level of significance.

ACI Ltd., Aristopharma Ltd., ACME Laboratories Ltd., Renata Ltd., Square Pharmaceuticals Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have better induction systems than Drug International Ltd. However, only the mean difference of Drug International Ltd. and Square Pharmaceuticals Ltd. is significantly differ where mean difference is -1.094 with significance level 0.001.

The induction system of ACI Ltd. is better than Aristopharma Ltd., Eskayef Bangladesh Limited, ACME Laboratories Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. However, Renata Ltd. and Square Pharmaceuticals Ltd. have better induction system than ACI Ltd. But all the differences are insignificant.

Eskayef Bangladesh Limited, ACME Laboratories Ltd., Renata Ltd., Square Pharmaceuticals Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have better induction systems in compare to Aristopharma Ltd. The mean differences of these pharmaceutical manufacturing firms in regard to induction systems are -0.294, -0.344, -0.581, -0.994, -0.169, and -0.188 with significance level 0.968, 0.918, 0.338, 0.003, 0.999 , and 0.999 respectively. That is, the difference between Square Pharmaceuticals Ltd. and Aristopharma Ltd. is significantly differ at 1 percent level of significance.

Eskayef Bangladesh Limited has better induction system than Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. However, ACME Laboratories Ltd., Renata Ltd., and Square Pharmaceuticals Ltd. have better induction system than Eskayef Bangladesh Limited. But all the differences are insignificant.

ACME Laboratories Ltd. has better induction system than Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. Renata Ltd. and Square Pharmaceuticals Ltd. have better but insignificant induction system in compare to ACME Laboratories Ltd.

Renata Ltd. has better induction system than Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. However, the induction system of Square Pharmaceuticals Ltd. is better than Renata Ltd. But the differences are not significant.

Square Pharmaceuticals Ltd. has significantly better induction system than Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. at 5 percent level of significance. The mean differences are 0.825 and 0.806 with significance level 0.032 and 0.039.

Incepta Pharmaceuticals Ltd. has insignificantly better induction system in compare to Beximco Pharmaceuticals Ltd. where the mean difference is -0.019 with 0.985 level of significance.

Table 6. 13: Difference in Induction System (S3) among the selected Pharmaceutical Manufacturing Firms in the view of managers

(I) Company Name	(J) Company Name	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Opsonin Pharma Ltd.	Drug International Ltd.	0.238	0.242	0.993	-0.548	1.023
	ACI Ltd.	-0.400	0.235	0.818	-1.186	0.386
	Aristopharma Ltd.	0.138	0.254	0.985	-0.648	0.923
	Eskayef Bangladesh Ltd.	-0.156	0.224	0.925	-0.942	0.629
	ACME Laboratories Ltd.	-0.206	0.242	0.997	-0.992	0.579
	Renata Ltd.	-0.444	0.265	0.713	-1.229	0.342
	Square Pharmaceutical Ltd.	-0.856	0.268	0.022	-1.642	-0.071
	Beximco Pharmaceuticals Ltd.	-0.031	0.242	0.856	-0.817	0.754
	Incepta Pharmaceuticals Ltd.	-0.050	0.254	0.895	-0.836	0.736
Drug International Ltd.	ACI Ltd.	-0.638	0.235	0.218	-1.423	0.148
	Aristopharma Ltd.	-0.100	0.254	0.974	-0.886	0.686
	Eskayef Bangladesh Ltd.	-0.394	0.257	0.832	-1.179	0.392

	ACME Laboratories Ltd.	-0.444	0.265	0.713	-1.229	0.342
	Renata Ltd.	-0.681	0.268	0.148	-1.467	0.104
	Square Pharmaceutical Ltd.	-1.094	0.241	0.001	-1.879	-0.308
	Beximco Pharmaceuticals Ltd.	-0.269	0.235	0.982	-1.054	0.517
	Incepta Pharmaceuticals Ltd.	-0.288	0.254	0.972	-1.073	0.498
ACI Ltd.	Aristopharma Ltd.	0.538	0.224	0.451	-0.248	1.323
	Eskayef Bangladesh Ltd.	0.244	0.242	0.991	-0.542	1.029
	ACME Laboratories Ltd.	0.194	0.265	0.998	-0.592	0.979
	Renata Ltd.	-0.044	0.268	0.995	-0.829	0.742
	Square Pharmaceutical Ltd.	-0.456	0.242	0.679	-1.242	0.329
	Beximco Pharmaceuticals Ltd.	0.369	0.254	0.879	-0.417	1.154
	Incepta Pharmaceuticals Ltd.	0.350	0.235	0.909	-0.436	1.136
Aristopharma Ltd.	Eskayef Bangladesh Ltd.	-0.294	0.254	0.968	-1.079	0.492
	ACME Laboratories Ltd.	-0.344	0.242	0.918	-1.129	0.442
	Renata Ltd.	-0.581	0.242	0.338	-1.367	0.204
	Square Pharmaceutical Ltd.	-0.994	0.242	0.003	-1.779	-0.208
	Beximco Pharmaceuticals Ltd.	-0.169	0.265	0.999	-0.954	0.617
	Incepta Pharmaceuticals Ltd.	-0.188	0.268	0.999	-0.973	0.598
Eskayef Bangladesh Ltd.	ACME Laboratories Ltd.	-0.050	0.242	0.981	-0.836	0.736
	Renata Ltd.	-0.288	0.254	0.972	-1.073	0.498
	Square Pharmaceutical Ltd.	-0.700	0.242	0.123	-1.486	0.086
	Beximco Pharmaceuticals Ltd.	0.125	0.242	0.978	-0.661	0.911
	Incepta Pharmaceuticals Ltd.	0.106	0.242	0.994	-0.679	0.892
ACME Laboratories Ltd.	Renata Ltd.	-0.238	0.242	0.993	-1.023	0.548
	Square Pharmaceutical Ltd.	-0.650	0.236	0.196	-1.436	0.136
	Beximco Pharmaceuticals Ltd.	0.175	0.274	0.999	-0.611	0.961
	Incepta Pharmaceuticals Ltd.	0.156	0.239	0.958	-0.629	0.942
Renata Ltd.	Square Pharmaceutical Ltd.	-0.413	0.248	0.790	-1.198	0.373
	Beximco Pharmaceuticals Ltd.	0.413	0.234	0.790	-0.373	1.198

	Incepta Pharmaceuticals Ltd.	0.394	0.212	0.832	-0.392	1.179
Square Pharmaceutical Ltd.	Beximco Pharmaceuticals Ltd.	0.825	0.242	0.032	0.040	1.611
	Incepta Pharmaceuticals Ltd.	0.806	0.243	0.039	0.021	1.592
Beximco Pharmaceuticals Ltd.	Incepta Pharmaceuticals Ltd.	-0.019	0.247	0.985	-0.804	0.767

Source: Author's Calculation, 2018

6.3.4 Comparison of Placement System

Table 6.14 presents the results of analysis of variance for placement among the selected pharmaceutical manufacturing firms in Bangladesh.

H_{o9}: There is no significant difference in induction policies and practices of pharmaceutical manufacturing firms in the managerial view.

H_{A9}: There is a significant difference in induction policies and practices of pharmaceutical manufacturing firms in the managerial opinion.

The study found that there is significant difference in placement system among the selected pharmaceutical manufacturing firms in Bangladesh at 1 percent level of significance.

Table 6. 14: ANOVA for Placement (S4) among the selected Pharmaceutical Manufacturing Firms as per the view of managers

Placement	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	11.098	9	1.233	4.780	0.001
Within Groups	23.218	90	0.258		
Total	34.315	99			

Source: Author's Calculation, 2018

Table 6.15 shows the differences in placement system among the selected pharmaceutical manufacturing firms in Bangladesh.

Opsonin Pharma Ltd. has better placement system than Drug International Ltd., Aristopharma Ltd., Eskayef Bangladesh Limited, ACME Laboratories Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. But the differences are insignificant. ACI Ltd., Renata Ltd., and Square Pharmaceuticals Ltd. have better placement system in compare to Opsonin Pharma Ltd. However, the difference is significant only for Square pharmaceuticals Ltd. (mean difference is -0.740 with level of significance 0.048).

Drug International Ltd. has better but insignificant placement system in compare to ACME Laboratories Ltd. in the view of managers. ACI Ltd., Aristopharma Ltd., Eskayef Bangladesh Limited, Renata Ltd., Square Pharmaceuiticals Ltd., Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. have better placement system than Drug International Ltd. However, the difference is only significant for Square Pharmaceuticals Ltd. at 1 percent level of significance.

ACI Ltd. has better placement system in compare to Aristopharma Ltd., Eskayef Bangladesh Limited, ACME Laboratories Ltd., Renata Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. from the managerial point of view, whereas only the difference is significant for ACME Laboratories Ltd. at 10 percent level of significance. But the placement system of Square Pharmaceuticals Ltd. is insignificantly better than ACI Ltd.

Aristopharma Ltd. has insignificantly better placement system than ACME Laboratories Ltd. from the managerial point of view. However, Eskayef Bangladesh Limited, Renata Ltd., Square Pharmaceuticals Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have better placement system for employers in compare to Aristopharma Ltd. But the difference is significant only for Square Pharmaceuticals Ltd. at 1 percent level of significance.

From the managerial point of view, Eskayef Bangladesh Limited has insignificantly better placement system for employers than ACME Laboratories Ltd., Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. But the Square Pharmaceuticals Ltd. has significantly better placement system than Eskayef Bangladesh Limited at 5

percent level of significance. Though Renata Ltd. has better placement system than Eskayef Bangladesh Limited but the difference is insignificant.

From the responses of manager, Renata Ltd., Square Pharmaceuticals Ltd. Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have better placement system for employers than the employers of ACME Laboratories Ltd. However, the difference is significant only for Square Pharmaceuticals Ltd. at 1 percent level of significance.

The placement system of Renata Ltd. is insignificantly better than Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. from the responses of manager. However, Square Pharmaceuticals Ltd. has significantly better placement system for the employers than Renata Ltd. at 10 percent level of significance.

From the view point of managers, the placement system of Square Pharmaceuticals Ltd. is significantly better than Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. at 1 percent level of significance. The mean differences are 0.973 and 0.880 with level of significance 0.002 and 0.007 respectively.

From the opinion of managers, Incepta Pharmaceuticals Ltd. has better placement system in compare to Beximco Pharmaceuticals Ltd. But the difference is insignificant.

Table 6. 15: Difference in Placement System (S4) among the selected Pharmaceutical Manufacturing Firms in the view of managers

(I) Company Name	(J) Company Name	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Opsonin Pharma Ltd.	Drug International Ltd.	0.320	0.227	0.921	-0.417	1.057
	ACI Ltd.	-0.140	0.265	0.985	-0.877	0.597
	Aristopharma Ltd.	0.300	0.268	0.946	-0.437	1.037
	Eskayef Bangladesh Ltd.	0.040	0.242	0.968	-0.697	0.777
	ACME Laboratories Ltd.	0.560	0.254	0.301	-0.177	1.297
	Renata Ltd.	-0.060	0.242	0.998	-0.797	0.677
	Square Pharmaceutical Ltd.	-0.740	0.231	0.048	-1.477	-0.003
	Beximco Pharmaceuticals Ltd.	0.233	0.247	0.990	-0.504	0.970
	Incepta Pharmaceuticals Ltd.	0.140	0.242	0.996	-0.597	0.877
Drug International Ltd.	ACI Ltd.	-0.460	0.236	0.584	-1.197	0.277
	Aristopharma Ltd.	-0.020	0.274	0.997	-0.757	0.717
	Eskayef Bangladesh Ltd.	-0.280	0.239	0.965	-1.017	0.457
	ACME Laboratories Ltd.	0.240	0.248	0.988	-0.497	0.977
	Renata Ltd.	-0.380	0.234	0.807	-1.117	0.357
	Square Pharmaceutical Ltd.	-1.060	0.212	0.001	-1.797	-0.323
	Beximco Pharmaceuticals Ltd.	-0.087	0.242	0.999	-0.824	0.650
	Incepta Pharmaceuticals Ltd.	-0.180	0.242	0.999	-0.917	0.557
ACI Ltd.	Aristopharma Ltd.	0.440	0.242	0.644	-0.297	1.177
	Eskayef Bangladesh Ltd.	0.180	0.265	0.999	-0.557	0.917
	ACME Laboratories Ltd.	0.700	0.268	0.077	-0.037	1.437
	Renata Ltd.	0.080	0.242	0.991	-0.657	0.817
	Square Pharmaceutical Ltd.	-0.600	0.254	0.214	-1.337	0.137
	Beximco Pharmaceuticals Ltd.	0.373	0.242	0.823	-0.364	1.110
	Incepta Pharmaceuticals Ltd.	0.280	0.241	0.965	-0.457	1.017
Aristopharma Ltd.	Eskayef Bangladesh Ltd.	-0.260	0.244	0.978	-0.997	0.477
	ACME Laboratories Ltd.	0.260	0.242	0.978	-0.477	0.997
	Renata Ltd.	-0.360	0.245	0.852	-1.097	0.377
	Square Pharmaceutical Ltd.	-1.040	0.245	0.001	-1.777	-0.303
	Beximco Pharmaceuticals Ltd.	-0.067	0.249	0.993	-0.804	0.670
	Incepta Pharmaceuticals Ltd.	-0.160	0.242	0.999	-0.897	0.577
Eskayef Bangladesh Ltd.	ACME Laboratories Ltd.	0.520	0.251	0.406	-0.217	1.257
	Renata Ltd.	-0.100	0.253	0.995	-0.837	0.637

	Square Pharmaceutical Ltd.	-0.780	0.253	0.029	-1.517	-0.043
	Beximco Pharmaceuticals Ltd.	0.193	0.258	0.997	-0.544	0.930
	Incepta Pharmaceuticals Ltd.	0.100	0.227	0.958	-0.637	0.837
ACME Laboratories Ltd.	Renata Ltd.	-0.620	0.227	0.178	-1.357	0.117
	Square Pharmaceutical Ltd.	-1.300	0.242	0.001	-2.037	-0.563
	Beximco Pharmaceuticals Ltd.	-0.327	0.227	0.912	-1.064	0.410
	Incepta Pharmaceuticals Ltd.	-0.420	0.227	0.702	-1.157	0.317
Renata Ltd.	Square Pharmaceutical Ltd.	-0.680	0.233	0.096	-1.417	0.057
	Beximco Pharmaceuticals Ltd.	0.293	0.231	0.953	-0.444	1.030
	Incepta Pharmaceuticals Ltd.	0.200	0.231	0.997	-0.537	0.937
Square Pharmaceutical Ltd.	Beximco Pharmaceuticals Ltd.	0.973	0.242	0.002	0.236	1.710
	Incepta Pharmaceuticals Ltd.	0.880	0.241	0.007	0.143	1.617
Beximco Pharmaceuticals Ltd.	Incepta Pharmaceuticals Ltd.	-0.093	0.223	0.997	-0.830	0.644

Source: Author's Calculation, 2018

6.3.5 Comparison of Overall Satisfaction

Table 6.16 presents the results of analysis of variance from managerial satisfaction among selected pharmaceutical manufacturing firms in Bangladesh regarding the staffing policies and practices.

H_{o10}: There is no significant difference in overall satisfaction towards staffing policies and practices of pharmaceutical manufacturing firms in the managerial opinion.

H_{A10}: There is a significant difference in overall satisfaction towards staffing policies and practices of pharmaceutical manufacturing firms in the managerial opinion.

The results revealed that there is significant difference among the selected firms in managerial satisfaction at 1 percent level of significance.

Table 6. 16: ANOVA for Overall Satisfaction (S5) among the selected Pharmaceutical Manufacturing Firms in the view of managers

Overall Satisfaction	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	13.662	9	1.518	6.877	0.0012
Within Groups	19.867	90	0.221		
Total	33.529	99			

Source: Author's Calculation, 2018

Table 6.17 presents the differences in managerial satisfaction among the selected pharmaceutical manufacturing firms.

Managers of Opsonin Pharma Ltd. are more satisfied in compare to managers of Drug International Ltd., Arisdtopharma Ltd., ACME Laboratories Ltd., and Beximco Pharmaceuticals Ltd. regarding the staffing policies and practices. However, the differences are not significant. Managers of ACI Ltd., Eskayef Bangladesh Limited, Renata Ltd., Square Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. are more satisfied in regards to staffing policies and practices in compare to managers of Opsonin Pharma Ltd. The difference in satisfaction is only significant between Opsonin Pharma Ltd. and Square Pharmaceuticals Ltd. at 5 percent level of significance (mean difference is -0.683 with significance level 0.049).

The managers of Drug International Ltd. are more satisfied in compare to the managers of Aristopharma Ltd. and ACME Laboratories Ltd. in regards to staffing policies and practices. But the both differences are insignificant. The managers of ACI Ltd., Eskayef Bangladesh Limited, Renata Ltd., Square Pharmaceuticals Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. are more satisfied in compare to managers of Drug International Ltd. in regards to staffing policies and practices.

However, the differences between Drug International Ltd. and Renata Ltd. as well as Drug International Ltd. and Square Pharmaceuticals Ltd. are significant at 5 percent and 1 percent level of significance respectively.

The managerial satisfaction in regards to staffing policies and practices is higher for ACI Ltd. in compare to Aristopharma Ltd., Eskayef Bangladesh Limited, ACME Laboratories Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. But this satisfaction is significantly higher only for Aristopharma Ltd. and ACME Laboratories Ltd. at 10 percent and 5 percent level of significance respectively. Though Renata Ltd. and Square Pharmaceuticals Ltd. have higher managerial satisfaction in regards to staffing policies and practices in compare to ACI Ltd., the differences are insignificant.

In managerial satisfaction regarding the staffing policies and practices of Aristopharma Ltd. is better than that of ACME Laboratories Ltd. But the managerial satisfaction of Eskayef Bangladesh Limited, Renata Ltd., Square Pharmaceuticals Ltd., Beximco Pharmaceuticals Ltd. are higher than that of Aristopharma Ltd. However, this satisfaction of Eskayef Bangladesh Limited, Renata Ltd., and Square Pharmaceuticals Ltd. are only significantly differ from that of Aristopharma Ltd. at 10 percent, 1 percent and 1 percent level of significance respectively.

Eskayef Bangladesh Limited has significantly better managerial satisfaction in compare to the managerial satisfaction of ACME Laboratories Ltd. at 5 percent level of significance. Whereas the managerial satisfaction of Eskayef Bangladesh Limited is significantly better than Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. Though Renata Ltd. and Square Pharmaceuticals Ltd. have higher managerial

satisfaction than that of Eskayef Bangladesh Limited. But these differences are insignificant.

Renata Ltd. and Square Pharmaceuticals Ltd. have significantly higher managerial satisfaction in regards to staffing policies and practices than ACME Laboratories Ltd. at 1 percent level of significance. But Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. have insignificantly better managerial satisfaction than ACME Laboratories Ltd.

Renata Ltd. has higher managerial satisfaction with regards to staffing policies and practices in compare to Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. But Square Pharmaceuticals Ltd. has higher managerial satisfaction than Renata Ltd. However, all these differences are insignificant.

Square Pharmaceuticals Ltd. has significantly higher managerial satisfaction in compare to Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. at 1 percent and 5 percent level of significance respectively.

Beximco Pharmaceuticals Ltd. has higher managerial satisfaction in regards of staffing policies and practices in compare to Incepta Pharmaceuticals Ltd. However, this difference is not significant.

Table 6. 17: Difference in Overall Satisfaction (S5) among the selected Pharmaceutical Manufacturing Firms as per the view of managers

(I) Company Name	(J) Company Name	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Opsonin Pharma Ltd.	Drug International Ltd.	0.300	0.210	0.915	-0.382	0.982
	ACI Ltd.	-0.167	0.210	0.999	-0.848	0.515
	Aristopharma Ltd.	0.500	0.242	0.350	-0.182	1.182
	Eskayef Bangladesh Ltd.	-0.150	0.254	0.999	-0.832	0.532
	ACME Laboratories Ltd.	0.550	0.242	0.225	-0.132	1.232
	Renata Ltd.	-0.417	0.231	0.613	-1.098	0.265
	Square Pharmaceutical Ltd.	-0.683	0.247	0.049	-1.365	-0.002
	Beximco Pharmaceuticals Ltd.	0.183	0.242	0.997	-0.498	0.865
	Incepta Pharmaceuticals Ltd.	-0.017	0.236	0.998	-0.698	0.665
Drug International Ltd.	ACI Ltd.	-0.467	0.274	0.451	-1.148	0.215
	Aristopharma Ltd.	0.200	0.239	0.994	-0.482	0.882
	Eskayef Bangladesh Ltd.	-0.450	0.248	0.504	-1.132	0.232
	ACME Laboratories Ltd.	0.250	0.234	0.972	-0.432	0.932
	Renata Ltd.	-0.717	0.212	0.031	-1.398	-0.035
	Square Pharmaceutical Ltd.	-0.983	0.242	0.001	-1.665	-0.302
	Beximco Pharmaceuticals Ltd.	-0.117	0.242	0.975	-0.798	0.565
	Incepta Pharmaceuticals Ltd.	-0.317	0.242	0.886	-0.998	0.365
ACI Ltd.	Aristopharma Ltd.	0.667	0.265	0.061	-0.015	1.348
	Eskayef Bangladesh Ltd.	0.017	0.268	0.995	-0.665	0.698
	ACME Laboratories Ltd.	0.717	0.242	0.031	0.035	1.398
	Renata Ltd.	-0.250	0.254	0.972	-0.932	0.432
	Square Pharmaceutical Ltd.	-0.517	0.242	0.305	-1.198	0.165
	Beximco Pharmaceuticals Ltd.	0.350	0.241	0.811	-0.332	1.032
	Incepta Pharmaceuticals Ltd.	0.150	0.244	0.999	-0.532	0.832
Aristopharma Ltd.	Eskayef Bangladesh Ltd.	-0.650	0.242	0.075	-1.332	0.032
	ACME Laboratories Ltd.	0.050	0.245	0.991	-0.632	0.732
	Renata Ltd.	-0.917	0.245	0.001	-1.598	-0.235
	Square Pharmaceutical Ltd.	-1.183	0.249	0.003	-1.865	-0.502
	Beximco Pharmaceuticals Ltd.	-0.317	0.242	0.886	-0.998	0.365
	Incepta Pharmaceuticals Ltd.	-0.517	0.251	0.305	-1.198	0.165
Eskayef Bangladesh Ltd.	ACME Laboratories Ltd.	0.700	0.253	0.039	0.018	1.382
	Renata Ltd.	-0.267	0.253	0.958	-0.948	0.415
	Square Pharmaceutical Ltd.	-0.533	0.258	0.263	-1.215	0.148

	Beximco Pharmaceuticals Ltd.	0.333	0.227	0.851	-0.348	1.015
	Incepta Pharmaceuticals Ltd.	0.133	0.227	0.998	-0.548	0.815
ACME Laboratories Ltd.	Renata Ltd.	-0.967	0.242	0.002	-1.648	-0.285
	Square Pharmaceutical Ltd.	-1.233	0.227	0.001	-1.915	-0.552
	Beximco Pharmaceuticals Ltd.	-0.367	0.227	0.767	-1.048	0.315
	Incepta Pharmaceuticals Ltd.	-0.567	0.233	0.191	-1.248	0.115
Renata Ltd.	Square Pharmaceutical Ltd.	-0.267	0.210	0.958	-0.948	0.415
	Beximco Pharmaceuticals Ltd.	0.600	0.224	0.134	-0.082	1.282
	Incepta Pharmaceuticals Ltd.	0.400	0.231	0.667	-0.282	1.082
Square Pharmaceutical Ltd.	Beximco Pharmaceuticals Ltd.	0.867	0.215	0.003	0.185	1.548
	Incepta Pharmaceuticals Ltd.	0.667	0.207	0.061	-0.015	1.348
Beximco Pharmaceuticals Ltd.	Incepta Pharmaceuticals Ltd.	-0.200	0.210	0.994	-0.882	0.482

Source: Author's Calculation, 2018

6.4 Comparison of Opinion of Employees regarding Staffing Policies and Practices

Table 6.18 presents the analysis of variance of recruitment system in the view of employees.

H_{o11}: There is no significant difference in recruitment policies and practices of pharmaceutical manufacturing firms in the employee opinion.

H_{o11}: There is a significant difference in recruitment policies and practices of pharmaceutical manufacturing firms in the employee opinion.

It is found that there is significant difference (P value < 0.01) among the selected pharmaceuticals manufacturing firms in Bangladesh in regards of recruitment system.

Table 6. 18: ANOVA for Recruitment (S1) among the selected Pharmaceutical Manufacturing Firms as per the view of employees

Recruitment	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	40.583	9	4.509	25.165	.000
Within Groups	51.964	290	.179		
Total	92.547	299			

Source: Author's Calculation, 2018

6.4.1 Comparison of Recruitment System

Table 6.19 shows the differences among the pharmaceutical manufacturing firms in Bangladesh in regards of recruitment system based on employees' opinion.

From the employees' point of view, Opsonin Pharma Ltd. has significantly (P value < 0.1) better recruitment system in compare with Drug International Ltd., Aristopharma Ltd., Eskayef Bangladesh Limited, ACME Laboratories Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. It has also better recruitment system than Renata Ltd., but the difference is not significant. Whereas Square Pharmaceuticals Ltd. has significantly (P value < 0.01) better recruitment system and ACI Ltd. has insignificantly (P value > 0.1) better recruitment system than Opsonin Pharma Ltd.

On the basis of the employees' opinion, ACI Ltd., Aristopharma Ltd., ACME Laboratories Ltd., Renata Ltd., Square Pharmaceuticals Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have better recruitment system in compare with Drug International Ltd. The differences are significant at 10 percent level of significance.

ACI Ltd. has significantly (P value < 0.05) better recruitment system than Aristopharma Ltd., Eskayef Bangladesh Limited, ACME Laboratories Ltd., Beximco Pharmacveuticals Ltd., and Incepta Pharmaceuticals Ltd. Whereas Square

Pharmaceuticals Ltd. has significantly (P value < 0.01) better recruitment system than ACI Ltd.

Aristopharma Ltd. is following better recruitment system than Eskayef Bangladesh Limited, and ACME Laboratories Ltd. However, the differences are not significant (P value > 0.1). Square Pharmaceuticals Ltd. has significantly (P value < 0.01) better recruitment system in compare with Aristopharma Ltd. Though Renata Ltd., Beximco Pharmaceuticals Ltd., Incepta Pharmaceuticals Ltd. are also better in regards to recruitment system than Aristopharma Ltd., the differences are not significant (P value > 0.1).

Regarding the recruitment system of pharmaceutical manufacturing firms in Bangladesh based on employees' opinion, Renata Ltd. and Square Pharmaceuticals Ltd. have significantly (P value < 0.01) better recruitment system than Eskayef Bangladesh Limited. Though ACME Laboratories Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have better recruitment system than Eskayef Bangladesh Limited. But the differences are insignificant (P value > 0.1).

According to the employees' view, Square Pharmaceuticals Ltd. has significantly (P value < 0.01) better recruitment systems than ACME Laboratories Ltd. However, Renata Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have insignificantly (P value > 0.1) better recruitment system than ACME Laboratories Ltd.

Renata Ltd. has insignificantly (P value > 0.1) better recruitment system than Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. However, Square Pharmaceuticals Ltd. is significantly (P value < 0.01) better recruitment system than Renata Ltd.

Square Pharmaceuticals Ltd. has significantly (P value < 0.01) better recruitment system than Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. from the view of employees.

On the basis of the employees' opinion, Incepta Pharmaceuticals Ltd. has insignificantly (P value > 0.1) better recruitment system than Beximco Pharmaceuticals Ltd.

Table 6. 19: Difference in Recruitment System (S1) among the selected Pharmaceutical Manufacturing Firms in Bangladesh in the view of employees

(I) Company Name	(J) Company Name	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Opsonin Pharma	Drug International Ltd.	.71795	.10930	.000	.3695	1.0664
	ACI Ltd.	-.00897	.10930	0.824	-.3575	.3395
	Aristopharma Ltd.	.36538	.10930	.031	.0169	.7139
	Eskayef Bangladesh Ltd.	.63333	.10930	.000	.2848	.9818
	ACME Laboratories Ltd.	.39103	.10930	.015	.0425	.7395
	Renata Ltd.	.07436	.10930	0.568	-.2741	.4229
	Square Pharmaceutical Ltd.	-.63462	.10930	.000	-.9831	-.2861
	Beximco Pharmaceuticals Ltd.	.35128	.10930	.046	.0028	.6998
	Incepta Pharmaceuticals Ltd.	.33846	.10930	.065	-.0100	.6870
Drug International Ltd.	ACI Ltd.	-.72692	.10930	.000	-1.0754	-.3784
	Aristopharma Ltd.	-.35256	.10930	.045	-.7011	-.0041
	Eskayef Bangladesh Ltd.	-.08462	.10930	.999	-.4331	.2639
	ACME Laboratories Ltd.	-.32692	.10930	.087	-.6754	.0216
	Renata Ltd.	-.64359	.10930	.000	-.9921	-.2951
	Square Pharmaceutical Ltd.	-1.35256	.10930	.000	-1.7011	-1.0041
	Beximco Pharmaceuticals Ltd.	-.36667	.10930	.030	-.7152	-.0182
	Incepta Pharmaceuticals Ltd.	-.37949	.10930	.021	-.7280	-.0310

ACI Ltd.	Aristopharma Ltd.	.37436	.10930	.024	.0259	.7229
	Eskayef Bangladesh Ltd.	.64231	.10930	.000	.2938	.9908
	ACME Laboratories Ltd.	.40000	.10930	.011	.0515	.7485
	Renata Ltd.	.08333	.10930	.999	-.2652	.4318
	Square Pharmaceutical Ltd.	-.62564	.10930	.000	-.9741	-.2771
	Beximco Pharmaceuticals Ltd.	.36026*	.10930	.036	.0118	.7088
	Incepta Pharmaceuticals Ltd.	.34744	.10930	.051	-.0011	.6959
Aristopharma Ltd.	Eskayef Bangladesh Ltd.	.26795	.10930	.300	-.0805	.6164
	ACME Laboratories Ltd.	.02564	.10930	0.841	-.3229	.3741
	Renata Ltd.	-.29103	.10930	.194	-.6395	.0575
	Square Pharmaceutical Ltd.	-1.00000*	.10930	.000	-1.3485	-.6515
	Beximco Pharmaceuticals Ltd.	-.01410	.10930	0.854	-.3626	.3344
	Incepta Pharmaceuticals Ltd.	-.02692	.10930	0.812	-.3754	.3216
Eskayef Bangladesh Ltd.	ACME Laboratories Ltd.	-.24231	.10930	.448	-.5908	.1062
	Renata Ltd.	-.55897	.10930	.000	-.9075	-.2105
	Square Pharmaceutical Ltd.	-1.26795	.10930	.000	-1.6164	-.9195
	Beximco Pharmaceuticals Ltd.	-.28205	.10930	.232	-.6305	.0664
	Incepta Pharmaceuticals Ltd.	-.29487	.10930	.179	-.6434	.0536
ACME Laboratories Ltd.	Renata Ltd.	-.31667	.10930	.111	-.6652	.0318
	Square Pharmaceutical Ltd.	-1.02564	.10930	.000	-1.3741	-.6771

	Beximco Pharmaceuticals Ltd.	-.03974	.10930	0.412	-.3882	.3088
	Incepta Pharmaceuticals Ltd.	-.05256	.10930	0.642	-.4011	.2959
Renata Ltd.	Square Pharmaceutical Ltd.	-.70897	.10930	.000	-1.0575	-.3605
	Beximco Pharmaceuticals Ltd.	.27692	.10930	.255	-.0716	.6254
	Incepta Pharmaceuticals Ltd.	.26410	.10930	.320	-.0844	.6126
Square Pharmaceutical Ltd.	Beximco Pharmaceuticals Ltd.	.98590	.10930	.003	.6374	1.3344
	Incepta Pharmaceuticals Ltd.	.97308	.10930	.002	.6246	1.3216
Beximco Pharmaceuticals Ltd.	Incepta Pharmaceuticals Ltd.	-.01282	.10930	0.582	-.3613	.3357

Source: Author' Calculation, 2018

6.4.2 Comparison of Selection System

Table 6.20 presents the analysis of variance of selection based on the view of employees.

H_{o12}: There is no significant difference in selection policies and practices of pharmaceutical manufacturing firms in the employee opinion.

H_{A12}: There is a significant difference in selection policies and practices of pharmaceutical manufacturing firms in the employee opinion.

It is found that there is significant difference in selection system between the pharmaceutical manufacturing firms in Bangladesh at 1 percent level of significance.

Table 6. 20: ANOVA for Selection (S2) among the selected Pharmaceutical Manufacturing Firms according to the view of employees

Selection	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	47.803	9	5.311	31.625	.000
Within Groups	48.706	290	.168		
Total	96.508	299			

Source: Author's Calculation, 2018

Table 6.21 shows the results of differences of selection system among the pharmaceutical manufacturing firms in Bangladesh.

Opsonin Pharma Ltd. has significantly better selection system in compare with Drug International Ltd., Aristopharma Ltd., Eskayef Bangladesh Limited, and ACME Laboratories Ltd. at 1 percent level of significance from the view of employees. However, Square Pharmaceuticals Ltd. has significantly (P value < 0.01) better selection system than Opsonin Pharma Ltd. But Opsonin Pharma Ltd. has insignificantly (P value > 0.1) better selection system than that of ACI Ltd., Renata Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd.

From the perception of employees, Drug International Ltd. has insignificantly (P value > 0.1) better selection system than that of Eskayef Bangladesh Limited. However, ACI Ltd., Renata Ltd., Square Pharmaceuticals Ltd. Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have significantly (P value < 0.01) as well Aristopharma Ltd. has insignificantly (P value > 0.1) better selection system than that of Drug International Ltd. .

According to the opinion of employees', ACI Ltd. has significantly (P value < 0.1) better selection system than Aristopharma Ltd., Eskayef Bangladesh Ltd., ACME Laboratories Ltd., as well as Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have insignificant difference in regards to selection system.

However, Square Pharmaceuticals Ltd. has significantly (P value < 0.01) and Renata Ltd. has insignificantly (P value > 0.1) better selection system than that of ACI Ltd.

Aristopharma Ltd. has significantly (P value < 0.1) better selection system in compare to Eskayef Bangladesh Limited and insignificantly better selection system than ACME Laboratories Ltd. However, Renata Ltd., Square Pharmaceuticals Ltd. have significantly (P value < 0.05) as well as Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have insignificantly (P value > 0.1) better selection system than that of Aristopharma Ltd.

Renata Ltd., Square Pharmaceuticals Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have significantly (P value < 0.01) as well as ACME Laboratories Ltd. has insignificantly (P value > 0.1) better selection system in compare with Eskayef Bangladesh Limited from the view of employees.

On the basis of employees' opinion, Renata Ltd., Square Pharmaceuticals Ltd., Beximco Phramceuticals Ltd., and Incepta Pharmaceuticals Ltd. have significantly (P value < 0.01) better selection system than ACME Laboratories Ltd.

From the view point of employees', Renata Ltd. has insignificantly better selection system than that of Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. However, Square Pharmaceuticals Ltd. has significantly better selection system in compare to Renata Ltd. at 1 percent level of significance.

Square Pharmaceuticals Ltd. has significantly better selection system than that of Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. at 1 percent level of significance from the employees' point of view.

Beximco Pharmaceuticals Ltd. has insignificantly (P value > 0.1) better selection system than that of Incepta Pharmaceuticals Ltd. based on employees' opinion.

Table 6. 21: Difference in Selection System (S2) among the selected Pharmaceutical Manufacturing Firms in the view of employees

(I) Company Name	(J) Company Name	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Opsonin Pharma Ltd.	Drug International Ltd.	.75833	.10581	.000	.4209	1.0957
	ACI Ltd.	.12361	.10581	.977	-.2138	.4610
	Aristopharma Ltd.	.45694	.10581	.001	.1195	.7943
	Eskayef Bangladesh Ltd.	.76806	.10581	.000	.4307	1.1055
	ACME Laboratories Ltd.	.72778	.10581	.000	.3904	1.0652
	Renata Ltd.	.11806	.10581	.983	-.2193	.4555
	Square Pharmaceutical Ltd.	-.59583	.10581	.000	-.9332	-.2584
	Beximco Pharmaceuticals Ltd.	.29583	.10581	.143	-.0416	.6332
	Incepta Pharmaceuticals Ltd.	.28194	.10581	.193	-.0555	.6193
Drug International Ltd.	ACI Ltd.	-.63472	.10581	.003	-.9721	-.2973
	Aristopharma Ltd.	-.30139	.10581	.126	-.6388	.0360
	Eskayef Bangladesh Ltd.	.00972	.10581	0.954	-.3277	.3471
	ACME Laboratories Ltd.	-.03056	.10581	.854	-.3680	.3068
	Renata Ltd.	-.64028	.10581	.000	-.9777	-.3029
	Square Pharmaceutical Ltd.	-1.35417	.10581	.003	-1.6916	-1.0168

	Beximco Pharmaceuticals Ltd.	-.46250	.10581	.001	-.7999	-.1251
	Incepta Pharmaceuticals Ltd.	-.47639	.10581	.002	-.8138	-.1390
ACI Ltd.	Aristopharma Ltd.	.33333	.10581	.056	-.0041	.6707
	Eskayef Bangladesh Ltd.	.64444	.10581	.000	.3070	.9818
	ACME Laboratories Ltd.	.60417	.10581	.000	.2668	.9416
	Renata Ltd.	-.00556	.10581	0.856	-.3430	.3318
	Square Pharmaceutical Ltd.	-.71944	.10581	.000	-1.0568	-.3820
	Beximco Pharmaceuticals Ltd.	.17222	.10581	.834	-.1652	.5096
	Incepta Pharmaceuticals Ltd.	.15833	.10581	.893	-.1791	.4957
Aristopharma Ltd.	Eskayef Bangladesh Ltd.	.31111	.10581	.099	-.0263	.6485
	ACME Laboratories Ltd.	.27083	.10581	.242	-.0666	.6082
	Renata Ltd.	-.33889	.10581	.048	-.6763	-.0015
	Square Pharmaceutical Ltd.	-1.05278	.10581	.000	-1.3902	-.7154
	Beximco Pharmaceuticals Ltd.	-.16111	.10581	.882	-.4985	.1763
	Incepta Pharmaceuticals Ltd.	-.17500	.10581	.820	-.5124	.1624
Eskayef Bangladesh Ltd.	ACME Laboratories Ltd.	-.04028	.10581	0.54	-.3777	.2971
	Renata Ltd.	-.65000	.10581	.0011	-.9874	-.3126

	Square Pharmaceutical Ltd.	-1.36389	.10581	.003	-1.7013	-1.0265
	Beximco Pharmaceuticals Ltd.	-.4722	.10581	.003	-.8096	-.1348
	Incepta Pharmaceuticals Ltd.	-.48611	.10581	.0025	-.8235	-.1487
ACME Laboratories Ltd.	Renata Ltd.	-.60972	.10581	.003	-.9471	-.2723
	Square Pharmaceutical Ltd.	-1.32361	.10581	.004	-1.6610	-.9862
	Beximco Pharmaceuticals Ltd.	-.43194	.10581	.002	-.7693	-.0945
	Incepta Pharmaceuticals Ltd.	-.44583	.10581	.001	-.7832	-.1084
Renata Ltd.	Square Pharmaceutical Ltd.	-.71389	.10581	.000	-1.0513	-.3765
	Beximco Pharmaceuticals Ltd.	.17778	.10581	.806	-.1596	.5152
	Incepta Pharmaceuticals Ltd.	.16389	.10581	.871	-.1735	.5013
Square Pharmaceutical Ltd.	Beximco Pharmaceuticals Ltd.	.89167	.10581	.000	.5543	1.2291
	Incepta Pharmaceuticals Ltd.	.87778	.10581	.000	.5404	1.2152
Beximco Pharmaceuticals Ltd.	Incepta Pharmaceuticals Ltd.	-.01389	.10581	0.854	-.3513	.3235

Source: Author's Calculation, 2018

6.4.3 Comparison of Induction System

Table 6.22 describes the analysis of variance (ANOVA) among the selected pharmaceutical manufacturing firms in Bangladesh for induction system.

H_{o13}: There is no significant difference in induction policies and practices of pharmaceutical manufacturing firms in the employee opinion.

H_{A13}: There is a significant difference in induction policies and practices of pharmaceutical manufacturing firms in the employee opinion.

It is found that there is significant difference among the pharmaceutical manufacturing firms in induction system based on employees' opinion at 1 percent level of significance.

Table 6. 22: ANOVA for Induction (S3) among the selected Pharmaceutical Manufacturing Firms as per the view of employees

Induction	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39.980	9	4.442	23.723	.000
Within Groups	54.304	290	.187		
Total	94.284	299			

Source: Author's Calculation, 2018

Table 6.23 presents the differences in induction system among the pharmaceutical manufacturing firms in Bangladesh.

From the perception of employees, Opsonin Pharma Ltd. has significantly (P value < 0.05) and insignificantly better induction system than that of Drug International Ltd., Aristopharma Ltd., Eskayef Bnagladesh Ltd. as well as insignificantly better than ACI Ltd., ACME Laboratories Ltd., Beximco Pharmaceuticals Ltd., and Incepta

Pharmaceuticals Ltd. However, Square Pharmaceuticals Ltd. has significantly (P value < 0.01) better induction system than that of Opsonin Pharma Ltd.

Drug International Ltd. has insignificantly better induction system than that of Eskayef Bnagladesh Limited in the view of employees. But ACI Ltd. , ACME Laboratories Ltd., Renata Ltd., Square Pharmaceuticals Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have significantly (P value < 0.01) better induction system than that of Drug International Ltd. Whereas Aristopharma Ltd. has insignificantly better induction system in compare to Drug International Ltd.

From the employees' point of view, ACI Ltd. has significantly better induction system than Eskayef Bnagladesh Limited and insignificantly better than Aristopharma Ltd., ACME Laboratories Ltd., Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. However, Square Pharmaceuticals Ltd. has insignificantly better induction system than ACI Ltd.

Aristopharma Ltd. has significantly better induction system than Eskayef Bangladesh Limited at 5 percent level of significance based on the employees' opinion. However, Renata Ltd. and Square Pharmaceuticals Ltd. have significantly (P value < 0.1) better induction system as well as ACME Laboratories Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have insignificantly better induction system than Aristopharma Ltd.

ACME Laboratories Ltd., Renata Ltd., Square Pharmaceuticals Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have significantly (P value < 0.01) better induction system than Eskayef Bangladesh Limited.

ACME Laboratories Ltd. has insignificantly better induction system than that of Incepta Pharmaceuticals Ltd. However, Square Pharmaceuticals Ltd. has significantly better (

P value < 0.01) and Renata Ltd., Beximco Pharmaceuticals Ltd. have insignificantly better (P value > 0.1) induction system than that of ACME Laboratories Ltd. .

Renata Ltd. has insignificantly better (P value > 0.1) induction system than Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. Whereas Square Pharmaceuticals Ltd. has significantly (P value < 0.01) better induction system in compare to Renata Ltd.

Square Pharmaceuticals Ltd. has significantly (P value < 0.01) better induction system than that of Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd.

From the view point of employees', Beximco Pharmaceuticals Ltd. has insignificantly (P value > 0.1) better induction system than Incepta Pharmaceuticals Ltd.

Table 6. 23: Difference in Induction System (S3) among the selected Pharmaceutical Manufacturing Firms in the view of employees

(I) Company name	(J) Company name	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Opsonin Pharma Ltd.	Drug International Ltd.	.70625	.11173	.000	.3500	1.0625
	ACI Ltd.	.06042	.11173	0.854	-.2958	.4167
	Aristopharma Ltd.	.37917	.11173	.027	.0229	.7354
	Eskayef Bangladesh Ltd.	.78333	.11173	.000	.4271	1.1396
	ACME Laboratories Ltd.	.24167	.11173	.485	-.1146	.5979
	Renata Ltd.	.03542	.11173	0.854	-.3208	.3917

	Square Pharmaceutical Ltd.	-.57917	.11173	.004	-.9354	-.2229
	Beximco Pharmaceuticals Ltd.	.20833	.11173	.693	-.1479	.5646
	Incepta Pharmaceuticals Ltd.	.30208	.11173	.177	-.0542	.6583
Drug International Ltd.	ACI Ltd.	-.64583	.11173	.000	-1.0021	-.2896
	Aristopharma Ltd.	-.32708	.11173	.103	-.6833	.0292
	Eskayef Bangladesh Ltd.	.07708	.11173	0.457	-.2792	.4333
	ACME Laboratories Ltd.	-.4645	.11173	.002	-.8208	-.1083
	Renata Ltd.	-.67083	.11173	.002	-1.0271	-.3146
	Square Pharmaceutical Ltd.	-1.28542	.11173	.003	-1.6417	-.9292
	Beximco Pharmaceuticals Ltd.	-.49792	.11173	.005	-.8542	-.1417
	Incepta Pharmaceuticals Ltd.	-.40417	.11173	.013	-.7604	-.0479
ACI Ltd.	Aristopharma Ltd.	.31875	.11173	.124	-.0375	.6750
	Eskayef Bangladesh Ltd.	.72292	.11173	.002	.3667	1.0792
	ACME Laboratories Ltd.	.18125	.11173	.836	-.1750	.5375
	Renata Ltd.	-.02500	.11173	0.995	-.3813	.3313
	Square Pharmaceutical Ltd.	-.63958	.11173	.000	-.9958	-.2833

	Beximco Pharmaceuticals Ltd.	.14792	.11173	.947	-.2083	.5042
	Incepta Pharmaceuticals Ltd.	.24167	.11173	.485	-.1146	.5979
Aristopharma Ltd.	Eskayef Bangladesh Ltd.	.40417	.11173	.013	.0479	.7604
	ACME Laboratories Ltd.	-.13750	.11173	.967	-.4938	.2188
	Renata Ltd.	-.34375	.11173	.069	-.7000	.0125
	Square Pharmaceutical Ltd.	-.95833	.11173	.000	-1.3146	-.6021
	Beximco Pharmaceuticals Ltd.	-.17083	.11173	.880	-.5271	.1854
	Incepta Pharmaceuticals Ltd.	-.07708	.11173	0.758	-.4333	.2792
Eskayef Bangladesh Ltd.	ACME Laboratories Ltd.	-.54167	.11173	.003	-.8979	-.1854
	Renata Ltd.	-.74792	.11173	.000	-1.1042	-.3917
	Square Pharmaceutical Ltd.	-1.36250	.11173	.004	-1.7188	-1.0062
	Beximco Pharmaceuticals Ltd.	-.57500	.11173	.004	-.9313	-.2187
	Incepta Pharmaceuticals Ltd.	-.48125	.11173	.001	-.8375	-.1250
ACME Laboratories Ltd.	Renata Ltd.	-.20625	.11173	.705	-.5625	.1500
	Square Pharmaceutical Ltd.	-.82083	.11173	.000	-1.1771	-.4646

	Beximco Pharmaceuticals Ltd.	-.03333	.11173	0.896	-.3896	.3229
	Incepta Pharmaceuticals Ltd.	.06042	.11173	0.584	-.2958	.4167
Renata Ltd.	Square Pharmaceutical Ltd.	-.61458	.11173	.000	-.9708	-.2583
	Beximco Pharmaceuticals Ltd.	.17292	.11173	.872	-.1833	.5292
	Incepta Pharmaceuticals Ltd.	.26667	.11173	.338	-.0896	.6229
Square Pharmaceutical Ltd.	Beximco Pharmaceuticals Ltd.	.78750	.11173	.000	.4312	1.1438
	Incepta Pharmaceuticals Ltd.	.88125	.11173	.000	.5250	1.2375
Beximco Pharmaceuticals Ltd.	Incepta Pharmaceuticals Ltd.	.09375	.11173	.998	-.2625	.4500

Source: Author's Calculation, 2018

6.4.4 Comparison of Placement System

Table 6.24 presents the analysis of variance from the view of employees among the selected pharmaceutical manufacturing firms in Bangladesh in regards to placement system.

H_{o14}: There is no significant difference in placement policies and practices of pharmaceutical manufacturing firms in the employee opinion.

H_{A14}: There is a significant difference in placement policies and practices of pharmaceutical manufacturing firms in the employee opinion.

The results revealed that there is a significant differences in placement system among the pharmaceutical manufacturing firms in Bangladesh at 1 percent level of significance.

Table 6. 24: ANOVA for Placement System (S4) among the selected Pharmaceutical Manufacturing Firms as per the view of employees

Placement	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	46.336	9	5.148	31.135	.000
Within Groups	47.954	290	.165		
Total	94.289	299			

Source: Author's Calculation, 2018

Table 6.25 shows the differences between the pharmaceutical manufacturing firms in Bangladesh in regards to placement system based on employees' view.

Opsonin Pharma Ltd. has significantly better (P value < 0.05) placement system than that of Drug International Ltd., Aristopharma Ltd., Eskayef Bnagladesh Limited in the view of employees. Opsonin Pharma Ltd. also has insignificantly better (P value > 0.1) placement system than ACI Ltd., ACME Laboratories Ltd., Renata Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. Whereas Square Pharmaceuticals Ltd. has significantly better (P value < 0.01) placement system in compare to Opsonin Pharma Ltd.

According to the employees' opinion, Drug International Ltd. has better placement systems but the difference is not significant. However, ACI Ltd., ACME Laboratories Ltd., Renata Ltd., Square Pharmaceuticals Ltd., Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. have significantly better (P value < 0.05) placement system than that of Drug International Ltd. It is also found that Aristopharma Ltd. has insignificantly better placement system than Drug International Ltd.

From the opinion of employees, ACI Ltd. has significantly better (P value < 0.01) placement system than that of Eskayef Bangladesh Limited and insignificantly better (P value > 0.1) placement system than Aristopharma Ltd., ACME Laboratories Ltd.,

Beximco Pharmaceuticals Ltd., and Incepota Pharmaceuticals Ltd. But Square Pharmaceuticals Ltd. has significantly better (P value < 0.01) placement system and Renata Ltd. has insignificantly better (P value > 0.1) placement system than that of ACI Ltd.

Aristopharma Ltd. has significantly better (P value < 0.05) placement system than Eskayef Bangladesh Limited. However, Renata Ltd. and Square Pharmaceuticals Ltd. have significantly better (P value < 0.1) as well as ACME Laboratories Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have insignificantly better (P value > 0.1) placement system than that of Aristopharma Ltd.

ACME Laboratories Ltd., Renata Ltd., Square Pharmaceuticals Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have significantly better (P value < 0.01) placement system than that of Eskayef Bangladesh Limited.

On the basis of employees' opinion, ACME Laboratories Ltd. has insignificantly better (P value > 0.1) placement system than Incepta Pharmaceuticals Ltd. Square Pharmaceuticals Ltd. has significantly better (P value < 0.01) as well as Renata Ltd. and Beximco Pharmaceuticals Ltd. have insignificantly better (P value > 0.1) placement system than that of ACME Laboratories Ltd.

Renata Ltd. has insignificantly better (P value > 0.1) placement system than that of Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. Whereas Square Pharmaceuticals Ltd. has significantly better (P value < 0.01) placement system in compare to Renata Ltd.

Square Pharmaceuticals Ltd. has significantly better (P value < 0.01) placement system than that of Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. in the view of employees.

Beximco Pharmaceuticals Ltd. has better placement system but there is no significant difference in compare with Incepta Pharmaceuticals Ltd.

Table 6. 25: Difference in Placement System (S4) among the selected Pharmaceutical Manufacturing Firms according to the view of employees

(I) Company Name	(J) Company Name	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Opsonin Pharma Ltd.	Drug International Ltd.	.70625	.11173	.004	.3500	1.0625
	ACI Ltd.	.06042	.11173	0.862	-.2958	.4167
	Aristopharma Ltd.	.37917	.11173	.027	.0229	.7354
	Eskayef Bangladesh Ltd.	.78333	.11173	.000	.4271	1.1396
	ACME Laboratories Ltd.	.24167	.11173	.485	-.1146	.5979
	Renata Ltd.	.03542	.11173	0.854	-.3208	.3917
	Square Pharmaceutical Ltd.	-.57917	.11173	.002	-.9354	-.2229
	Beximco Pharmaceuticals Ltd.	.20833	.11173	.693	-.1479	.5646
	Incepta Pharmaceuticals Ltd.	.30208	.11173	.177	-.0542	.6583
Drug International Ltd.	ACI Ltd.	-.64583	.11173	.003	-1.0021	-.2896
	Aristopharma Ltd.	-.32708	.11173	.103	-.6833	.0292
	Eskayef Bangladesh Ltd.	.07708	.11173	0.856	-.2792	.4333
	ACME Laboratories Ltd.	-.46458	.11173	.002	-.8208	-.1083
	Renata Ltd.	-.67083	.11173	.000	-1.0271	-.3146
	Square Pharmaceutical Ltd.	-1.28542	.11173	.000	-1.6417	-.9292
	Beximco Pharmaceuticals Ltd.	-.49792	.11173	.000	-.8542	-.1417

	Incepta Pharmaceuticals Ltd.	-.40417	.11173	.013	-.7604	-.0479
ACI Ltd.	Aristopharma Ltd.	.31875	.11173	.124	-.0375	.6750
	Eskayef Bangladesh Ltd.	.72292	.11173	.000	.3667	1.0792
	ACME Laboratories Ltd.	.18125	.11173	.836	-.1750	.5375
	Renata Ltd.	-.02500	.11173	0.775	-.3813	.3313
	Square Pharmaceutical Ltd.	-.63958	.11173	.005	-.9958	-.2833
	Beximco Pharmaceuticals Ltd.	.14792	.11173	.947	-.2083	.5042
	Incepta Pharmaceuticals Ltd.	.24167	.11173	.485	-.1146	.5979
Aristopharma Ltd.	Eskayef Bangladesh Ltd.	.40417	.11173	.013	.0479	.7604
	ACME Laboratories Ltd.	-.13750	.11173	.967	-.4938	.2188
	Renata Ltd.	-.34375	.11173	.069	-.7000	.0125
	Square Pharmaceutical Ltd.	-.95833	.11173	.002	-1.3146	-.6021
	Beximco Pharmaceuticals Ltd.	-.17083	.11173	.880	-.5271	.1854
	Incepta Pharmaceuticals Ltd.	-.07708	.11173	0.856	-.4333	.2792
Eskayef Bangladesh Ltd.	ACME Laboratories Ltd.	-.54167	.11173	.005	-.8979	-.1854
	Renata Ltd.	-.74792	.11173	.001	-1.1042	-.3917
	Square Pharmaceutical Ltd.	-1.36250	.11173	.003	-1.7188	-1.0062

	Beximco Pharmaceuticals Ltd.	-.57500	.11173	.003	-.9313	-.2187
	Incepta Pharmaceuticals Ltd.	-.48125	.11173	.001	-.8375	-.1250
ACME Laboratories Ltd.	Renata Ltd.	-.20625	.11173	.705	-.5625	.1500
	Square Pharmaceutical Ltd.	-.82083	.11173	.000	-1.1771	-.4646
	Beximco Pharmaceuticals Ltd.	-.03333	.11173	0.985	-.3896	.3229
	Incepta Pharmaceuticals Ltd.	.06042	.11173	0.952	-.2958	.4167
Renata Ltd.	Square Pharmaceutical Ltd.	-.61458	.11173	.000	-.9708	-.2583
	Beximco Pharmaceuticals Ltd.	.17292	.11173	.872	-.1833	.5292
	Incepta Pharmaceuticals Ltd.	.26667	.11173	.338	-.0896	.6229
Square Pharmaceutical Ltd.	Beximco Pharmaceuticals Ltd.	.78750	.11173	.000	.4312	1.1438
	Incepta Pharmaceuticals Ltd.	.88125	.11173	.000	.5250	1.2375
Beximco Pharmaceuticals Ltd.	Incepta Pharmaceuticals Ltd.	.09375	.11173	.998	-.2625	.4500

Source: Author's Calculation, 2018

6.4.5 Comparison of Overall Satisfaction

Table 6.26 presents the analysis of variance of Overall Satisfaction of employees to the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh.

H_{o15}: There is no significant difference in overall satisfaction towards staffing policies and practices of pharmaceutical manufacturing firms in the employee opinion.

H_A15: There is a significant difference in overall satisfaction towards staffing policies and practices of pharmaceutical manufacturing firms in the employee opinion.

The study found that there is significant difference (P value < 0.01) in regards to overall employees' satisfaction among the selected pharmaceutical manufacturing firms in Bangladesh.

Table 6. 26: ANOVA for Overall Satisfaction (S5) among the selected Pharmaceutical Manufacturing Firms as per the opinion of employees

Overall Satisfaction	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	43.571	9	4.841	22.281	.000
Within Groups	63.010	290	.217		
Total	106.581	299			

Source: Author's Calculation, 2018

Table 6.27 shows the differences in Overall Satisfaction of employees towards staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh.

The employees of Opsonin Pharma Ltd. have significantly more satisfaction (P value < 0.5) towards staffing policies and practices in compare to Drug International Ltd., Aristopharma Ltd., Eskayef Bangladesh Limited, ACME Laboratories Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. Whereas the employees of Opsonin Pharma Ltd. has insignificantly higher satisfaction than that of ACI Ltd. and

Renata Ltd. However, the employees of Square Pharmaceuticals Ltd. have significantly higher (P value < 0.01) satisfaction towards the staffing policies and practices in compare to Opsonin Pharma Ltd.

The satisfaction of the employees of ACI Ltd., Aristopharma Ltd., Eskayef Bnagladesh Limited, ACME Laboratories Ltd., Renata Ltd., Square Pharmaceuticals Ltd., Beximco Pharmacveuticals Ltd., and Incepta Pharmaceuticals Ltd. is higher than that of Drug International Ltd. However, the differences are significant for ACI Ltd., Renata Ltd., Square Pharmaceuticals Ltd., and Beximco Pharmaceuticals Ltd.

The employees' satisfaction of ACI Ltd. in regards to staffing policies and practices are significantly higher (P value < 0.01) than that of Aristopharma Ltd., Eskayef Bnagladesh Limited, and ACME Laboratories Ltd. However, the employees' satisfaction of Square Pharmaceuticals Ltd. towards staffing policies and practices are significantly higher (P value < 0.01) than that of ACI Ltd. Whereas the satisfaction of ACI Ltd. is insignificantly higher than that of Renata Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd.

Based on employees' satisfaction regarding the staffing policies and practices, the position of Aristopharma Ltd. is higher than that of Eskayef Bangladesh Limited, and ACME Laboratories Ltd. But the difference is insignificant (P value > 0.1). However, Renata Ltd. and Square Pharmaceuticals Ltd. are significantly (P value < 0.05) as well as Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. are insignificantly in higher position than that of Aristopharma Ltd.

According to the employees' opinion, ACME Laboratories Ltd., Renata Ltd., Square Pharmaceuticals Ltd., Beximco Pharmaceuticals Ltd., and Incepta Pharmaceuticals Ltd. have more satisfaction than that of Eskayef Bangladesh Limited. However, the differences are significant (P value < 0.01) only for Renata Ltd. and Square Pharmaceuticals Ltd.

From the employees' point of view, Renata Ltd. and Square Pharmaceuticals Ltd. have significantly (P value < 0.01) higher satisfaction as well as Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd. have insignificantly higher satisfaction in regards to staffing policies and practices than that of ACME Laboratories Ltd.

The satisfaction of employees of Renata Ltd. is significantly higher (P value < 0.05) than that of Incepta Pharmaceuticals Ltd. and insignificantly higher (P value > 0.1) than that of Beximco Pharmaceuticals Ltd. However, the satisfaction of Square Pharmaceuticals Ltd. is significantly (P value < 0.01) higher than Renata Ltd.

The employees satisfaction in regards to staffing policies and practices of Square Pharmaceuticals Ltd. is significantly (P value < 0.01) higher than that of Beximco Pharmaceuticals Ltd. and Incepta Pharmaceuticals Ltd.

The satisfaction of employees of Beximco Pharmaceuticals Ltd. is insignificantly (P value > 0.1) higher than that of Incepta Pharmaceuticals Ltd.

Table 6. 27: Difference in Overall Satisfaction (S5) among the selected Pharmaceutical Manufacturing Firms in the view of employees

(I) Company Name	(J) Company Name	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Opsonin Pharma Ltd.	Drug International Ltd.	.81111	.12035	.003	.4274	1.1949
	ACI Ltd.	.11667	.12035	.994	-.2671	.5004
	Aristopharma Ltd.	.56667	.12035	.001	.1829	.9504
	Eskayef Bangladesh Ltd.	.75556	.12035	.000	.3718	1.1393
	ACME Laboratories Ltd.	.65000	.12035	.002	.2662	1.0338
	Renata Ltd.	.12222	.12035	.991	-.2615	.5060
	Square Pharmaceutical Ltd.	-.46667	.12035	.005	-.8504	-.0829
	Beximco Pharmaceuticals Ltd.	.43333	.12035	.014	.0496	.8171
	Incepta Pharmaceuticals Ltd.	.53889	.12035	.000	.1551	.9226

Drug International Ltd.	ACI Ltd.	-.69444	.12035	.000	-1.0782	-.3107
	Aristopharma Ltd.	-.24444	.12035	.578	-.6282	.1393
	Eskayef Bangladesh Ltd.	-.05556	.12035	0.754	-.4393	.3282
	ACME Laboratories Ltd.	-.16111	.12035	.944	-.5449	.2226
	Renata Ltd.	-.68889	.12035	.000	-1.0726	-.3051
	Square Pharmaceutical Ltd.	-1.27778	.12035	.000	-1.6615	-.8940
	Beximco Pharmaceuticals Ltd.	-.37778	.12035	.058	-.7615	.0060
	Incepta Pharmaceuticals Ltd.	-.27222	.12035	.417	-.6560	.1115
ACI Ltd.	Aristopharma Ltd.	.45000	.12035	.008	.0662	.8338
	Eskayef Bangladesh Ltd.	.63889	.12035	.000	.2551	1.0226
	ACME Laboratories Ltd.	.53333	.12035	.001	.1496	.9171
	Renata Ltd.	.00556	.12035	1.000	-.3782	.3893
	Square Pharmaceutical Ltd.	-.58333	.12035	.000	-.9671	-.1996
	Beximco Pharmaceuticals Ltd.	.31667	.12035	.208	-.0671	.7004
	Incepta Pharmaceuticals Ltd.	.42222	.12035	.018	.0385	.8060
Aristopharma Ltd.	Eskayef Bangladesh Ltd.	.18889	.12035	.862	-.1949	.5726
	ACME Laboratories Ltd.	.08333	.12035	1.000	-.3004	.4671
	Renata Ltd.	-.44444	.12035	.010	-.8282	-.0607

	Square Pharmaceutical Ltd.	-1.03333	.12035	.000	-1.4171	-.6496
	Beximco Pharmaceuticals Ltd.	-.13333	.12035	.984	-.5171	.2504
	Incepta Pharmaceuticals Ltd.	-.02778	.12035	1.000	-.4115	.3560
Eskayef Bangladesh Ltd.	ACME Laboratories Ltd.	-.10556	.12035	.997	-.4893	.2782
	Renata Ltd.	-.63333	.12035	.000	-1.0171	-.2496
	Square Pharmaceutical Ltd.	-1.22222	.12035	.000	-1.6060	-.8385
	Beximco Pharmaceuticals Ltd.	-.32222	.12035	.188	-.7060	.0615
	Incepta Pharmaceuticals Ltd.	-.21667	.12035	.735	-.6004	.1671
ACME Laboratories Ltd.	Renata Ltd.	-.52778	.12035	.001	-.9115	-.1440
	Square Pharmaceutical Ltd.	-1.11667	.12035	.000	-1.5004	-.7329
	Beximco Pharmaceuticals Ltd.	-.21667	.12035	.735	-.6004	.1671
	Incepta Pharmaceuticals Ltd.	-.11111	.12035	.996	-.4949	.2726
Renata Ltd.	Square Pharmaceutical Ltd.	-.58889	.12035	.000	-.9726	-.2051
	Beximco Pharmaceuticals Ltd.	.31111	.12035	.230	-.0726	.6949

	Incepta Pharmaceuticals Ltd.	.41667	.12035	.021	.0329	.8004
Square Pharmaceutical Ltd.	Beximco Pharmaceuticals Ltd.	.90000	.12035	.000	.5162	1.2838
	Incepta Pharmaceuticals Ltd.	1.00556	.12035	.000	.6218	1.3893
Beximco Pharmaceuticals Ltd.	Incepta Pharmaceuticals Ltd.	.10556	.12035	.997	-.2782	.4893

Source: Author's Calculation, 2018

6.5 Impact of Staffing Policies and Practices on Overall Satisfaction of Managers

To estimates the influence of staffing policies and practices on overall satisfaction , the R Square (R^2) is 0.788 that is, the independent variables (S1, S2, S3, and S4) can explain 78.8 percent variation of the dependent variable (S5) (Table 6.28).

Table 6. 28: Model Summary of the Regression for Staffing Policies and Practices according to the opinion of Managers

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888[a]	.788	.780	.27323
a. Predictors: (Constant), S4, S3, S1, S2				

Source: Author's Calculation, 2018

Table 6.29 presents the analysis of variance to show the goodness of regression in the view of managers. It is found that the model is well fitted at 1 percent level of significance.

Table 6. 29 Analysis of Variance for Regression Model in the view of Managers

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.436	4	6.609	88.526	.000[b]
	Residual	7.092	95	.075		
	Total	33.529	99			
a. Dependent Variable: S5						
b. Predictors: (Constant), S4, S3, S1, S2						

Source: Author's Calculation, 2018

Estimates of the Coefficients of independent variables are presented in table 6.30. From the managerial point of view, recruitment, selection, placement have significantly positive impact on overall satisfaction at 5 percent level of significance. Induction has negative impact on the overall satisfaction in the view of managers. However, this impact is insignificant (P value > 0.1).

Then the model is

S5: 0.327+0.219×S1+0.248×S2+0.574×S4

It is also revealed that placement has higher influence which is followed by selection and recruitment on overall satisfaction from the view of managers.

Table 6. 30: Estimates of the Regression Coefficients for Staffing Policies and Practices as per the view of Managers

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.327	.214		1.525	.130		
	S1	.219	.092	.208	2.385	.019	.293	3.408
	S2	.248	.105	.243	2.374	.020	.212	4.707
	S3	-.100	.074	-.103	-1.352	.179	.382	2.615
	S4	.574	.089	.580	6.459	.000	.276	3.624
a. Dependent Variable: S5								

Source: Author's Calculation, 2018

6.6 Impact of Staffing Policies and Practices on Overall Satisfaction of Employees

Table 6.31 presents the model summary of the regression for staffing policies and practices in the view of employees. It is found that R Square (R^2) is 0.741 which represents that 74.1 percent variation of overall satisfaction (S5) can be explained by the staffing policies and practices (S1, S2, S3, and S4)

Table 6. 31: Model Summary of the Regression for Staffing Policies and Practices according to the view of Employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861[a]	.741	.738	.30587
a. Predictors: (Constant), S4, S3, S1, S2				

Source: Author's Calculation, 2018

Table 6.32 shows the analysis of variance for regression model in the view of employees. It is found that the model is significantly fitted for explaining dependent variable using independent variables.

Table 6. 32Analysis of Variance for Regression Model in the View of Employees

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78.981	4	19.745	211.047	.000[b]
	Residual	27.600	295	.094		
	Total	106.581	299			
a. Dependent Variable: S5						
b. Predictors: (Constant), S4, S3, S1, S2						

Source: Author's Calculation, 2018

Estimates of the Coefficients for staffing policies and practices in the view of employees are presented in Table 6.33. As VIFs (Variance Influence Factors) are less than 10, that is there no multicollinearity among the independent variables. According to employees view, recruitment, selection, induction, and placement have significantly positive impact on overall satisfaction. It indicates that if these independent variables increase, the overall satisfaction will also be increased.

Then the model is

S5= 0.103+0.227×S1+0.177×S2+0.175×S3+0.396×S4

It is also found that placement has higher influence on overall satisfaction which followed by recruitment, selection, and induction.

Table 6. 33: Estimates of the Regression Coefficients for Staffing Policies and Practices as per the opinion of Employees

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.103	.133		.773	.440		
S1	.227	.065	.212	3.478	.001	.236	4.229
S2	.177	.072	.168	2.444	.015	.186	5.386
S3	.175	.059	.165	2.966	.003	.285	3.504
S4	.396	.078	.372	5.044	.000	.161	6.206

Source: Author's Calculation, 2018

6.7 Key Factors of Recruitment System

Table 6.34 presents the KMO and Bartlett's Test for the items associated with the recruitment. Since the KMO is greater than 0.6, the sample size is sufficient for factor analysis. Bartlett's Test also shows that the matrix is not identical as P value < 0.01.

Table 6. 34: KMO and Bartlett's Test for Recruitment (S1)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.961
Bartlett's Test of Sphericity	Approx. Chi-Square	6374.464
	df	325
	Sig.	.000

Source: Author's Calculation, 2018

Table 6.35 presents the initial solution of the factors/items related to recruitment.

Table 6. 35: Initial Solution of Factors Loading for Recruitment (S1)

Items	Initial	Extraction
HR successfully conduct job analysis	1.000	.630
Can select accurate methods to job analysis	1.000	.628
Can effectively set criteria for job analysis	1.000	.652
Can effectively prepare job description and specification	1.000	.593
Can effectively survey every job	1.000	.640
Has enough capacity to use job analysis data	1.000	.566
Successfully found job requirement before recruitment	1.000	.580
Can carefully formulate job description	1.000	.600
Always tries to review and update job description	1.000	.558
Capable to set concrete goal of recruitment	1.000	.591
Can effectively justify the validity of recruitment test	1.000	.562
Can effectively find out reliability of recruitment test	1.000	.502
Can effectively use alternative recruitment method	1.000	.573
Successfully conduct e-recruitment	1.000	.490
Always conducting standard recruitment	1.000	.587
Utilize standard recruitment method	1.000	.549
Capable to apply appropriate recruitment process	1.000	.548
Fairly utilize internal sources of recruitment	1.000	.593
Can impartially utilize external source of recruitment	1.000	.500
Always mentioned approved criteria	1.000	.517
Acquainted about the cost of poor recruitment	1.000	.518

Conduct recruitment using latest technology	1.000	.594
Recruitment cost is acceptable	1.000	.600
Takes help from third party/agency	1.000	.442
Always applied all steps of recruitment	1.000	.541
Overall recruitment policy and practice is good	1.000	.510
Extraction Method: Principal Component Analysis.		

Source: Author's Calculation, 2018

Total variance of items of recruitment (S1) is presented in table 6.36. It is found that first two factors explained 56.392 percent of total variation and rest other factors explained insufficient amount of variation. That is why, the factor 1 (Hiring) and factor 2 (Job Analysis) is enough to explain the items of recruitment. This result is also justified by scree plot (Figure 6.4).

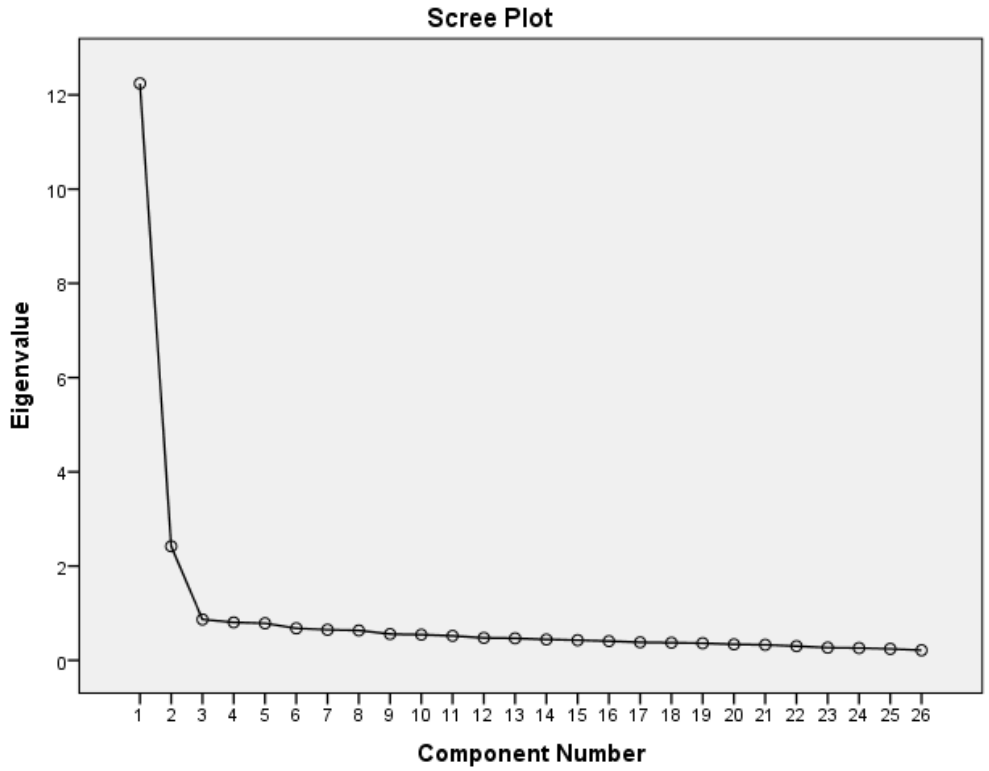
Table 6. 36: Total Variance Explained of Recruitment (S1)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.242	47.083	47.083	12.242	47.083	47.083	9.075	34.905	34.905
2	2.420	9.309	56.392	2.420	9.309	56.392	5.587	21.488	56.392
3	.867	3.336	59.729						
4	.806	3.098	62.827						
5	.787	3.025	65.852						
6	.679	2.611	68.464						
7	.649	2.497	70.961						
8	.633	2.436	73.397						
9	.557	2.143	75.540						
10	.544	2.092	77.632						
11	.519	1.998	79.630						
12	.477	1.836	81.465						
13	.466	1.794	83.260						
14	.443	1.704	84.964						

15	.427	1.642	86.606						
16	.407	1.566	88.172						
17	.382	1.469	89.641						
18	.373	1.436	91.076						
19	.363	1.397	92.473						
20	.339	1.305	93.778						
21	.329	1.267	95.045						
22	.302	1.160	96.205						
23	.270	1.037	97.241						
24	.261	1.004	98.245						
25	.243	.935	99.180						
26	.213	.820	100.000						
Extraction Method: Principal Component Analysis.									

Source: Author's Calculation, 2018

Figure 6. 4 : Scree Plot for Recruitment (S1)



Source: Author's Calculation, 2018

Table 6.37 presents the rotated components matrix for the items of recruitment (S1). Based on the factors loading, factor 1 (Hiring) contains fairly utilize internal sources of recruitment, always conducting standard recruitment , conduct recruitment using latest technology, recruitment cost is acceptable, always applied all steps of recruitment, always mentioned approved criteria, can effectively use alternative, acquainted about the cost of poor recruitment, capable to apply appropriate recruitment process, can impartially utilize external source of recruitment, utilize standard recruitment method, overall recruitment policy and practice is good, successfully conduct e-recruitment, takes help from third party/agency, can effectively find out reliability of recruitment test, can effectively justify the validity of recruitment test, capable to set concrete goal of recruitment, and always tries to review and update job description, whereas factor 2 (Job Analysis) contains HR successfully conduct job analysis, can select accurate methods to job analysis, can effectively set criteria for job analysis, can effectively survey every job, can effectively prepare job description and job specification, successfully found job requirement before recruitment, has enough capacity to use job analysis data, and can carefully formulate job description.

Table 6. 37: Rotated Components Matrix for Recruitment (S1)

Items	Component	
	1	2
Fairly utilize internal sources of recruitment	.749	.181
Always conducting standard recruitment	.735	.215
Conduct recruitment using latest technology	.732	.241
Recruitment cost is acceptable	.729	.261
Always applied all steps of recruitment	.707	.204
Always mentioned approved criteria	.701	.157
Can effectively use alternative recruitment method	.701	.285
Acquainted about the cost of poor recruitment	.698	.178
Capable to apply appropriate recruitment process	.696	.252
Can impartially utilize external source of recruitment	.682	.188
Utilize standard recruitment method	.681	.293
Overall recruitment policy and practice is good	.680	.219
Successfully conduct e-recruitment	.677	.179

Takes help from third party/agency	.650	.136
Can effectively find out reliability of recruitment test	.631	.321
Can effectively justify the validity of recruitment test	.621	.419
Capable to set concrete goal of recruitment	.576	.509
Always tries to review and update job description	.535	.520
HR successfully conduct job analysis	-.077	.790
Can select accurate methods to job analysis	.136	.781
Can effectively set criteria for job analysis	.225	.775
Can effectively survey every job	.338	.725
Can effectively prepare job description and specification	.297	.711
Successfully found job requirement before recruitment	.344	.679
Has enough capacity to use job analysis data	.413	.629
Can carefully formulate job description	.460	.623
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Source: Author's Calculation, 2018

Table 6.38 presents the component transformation matrix for recruitment (S1). It is found that factor 1 (Hiring) and factor 2 (Job Analysis) are highly associated.

Table 6. 38: Component Transformation Matrix for Recruitment (S1)

Component	1	2
1	.823	.568
2	-.568	.823
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		

Source: Author's Calculation, 2018

Table 6.39 presents KMO and Bartlett's Test for the items of selection (S2). As KMO measure has higher value than 0.6, the sample size is sufficient for factor analysis. Bartlett's Test also justified the factor analysis as P value < 0.01.

Table 6. 39: KMO and Bartlett's Test for Selection (S2)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.971
Bartlett's Test of Sphericity	Approx. Chi-Square	6400.582
	df	276
	Sig.	.000

Source: Author's Calculation, 2018

Table 6. 40: Initial Solution of Factor Loading for Selection (S2)

Items	Initial	Extraction
Can effectively set objectives of selection	1.000	.687
Short list of candidate is standard	1.000	.662
Search out qualified candidate for written test	1.000	.559
Conduct written test	1.000	.576
Criteria for written test is standard	1.000	.630
Conduct diagnostic interview	1.000	.577
Accurately evaluate skills, ability	1.000	.503
Conduct various type of test	1.000	.524
Use standard instrument	1.000	.571
Carefully verified applicants background	1.000	.584
Conduct physical examination	1.000	.583
Oral test is adequate	1.000	.486

Aware of outcome of the selection decision	1.000	.526
Take initiative to reduce the cost	1.000	.544
Determine the stability of candidate	1.000	.576
Follow the steps sequentially	1.000	.597
Always maintain fairness	1.000	.615
Can acquire information about the candidate	1.000	.623
Conduct selection within the time	1.000	.615
Properly evaluate the qualification	1.000	.598
Capable to select most qualified candidate	1.000	.601
Can freely take final decision	1.000	.584
No objection regarding selection process	1.000	.608
Overall policy is good	1.000	.625
Extraction Method: Principal Component Analysis.		

Source: Author's Calculation, 2018

6.8 Key Factors of Selection System

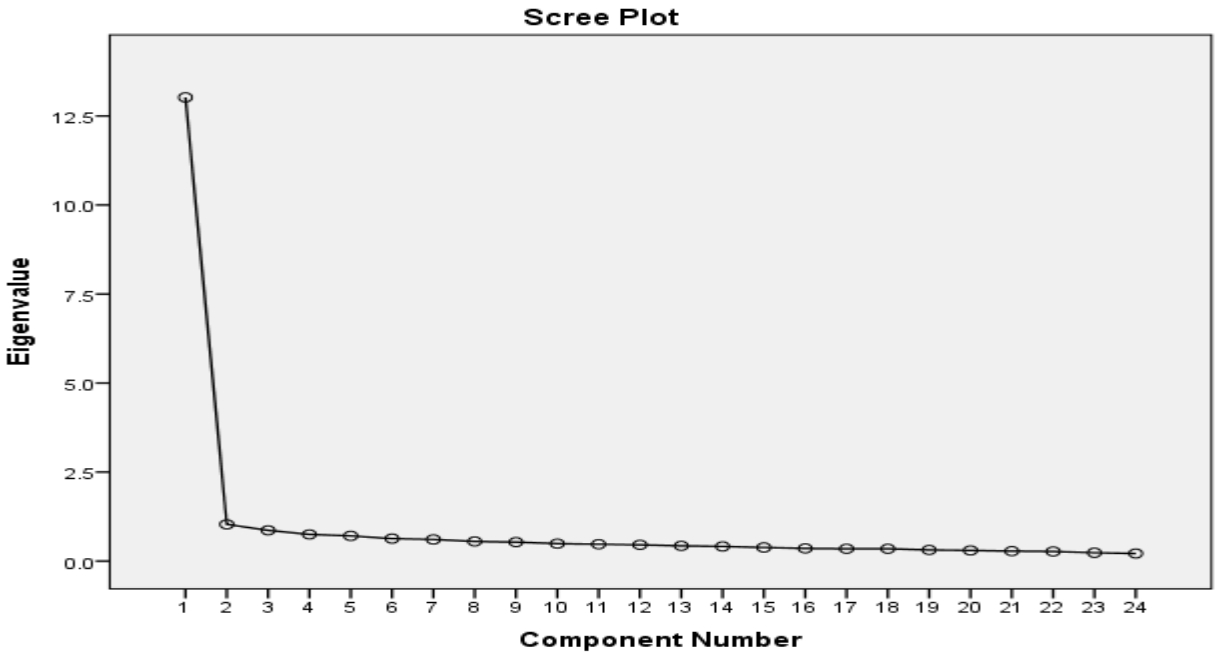
Table 6.41 presents the total variance of items of selection (S2). It is found that the first two factors have eigen value greater than 1 and these two factors explained 58.561 percent of variation. That's why, these two factors are selected to explain the variation of items of selection. The scree plot (Figure 6.5) also presents that first two factors are sufficient to explain the variation of items of selection.

Table 6. 41: Total Variance Explained for Selection (S2)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.022	54.258	54.258	13.022	54.258	54.258	8.631	35.964	35.964
2	1.033	4.303	58.561	1.033	4.303	58.561	5.423	22.597	58.561
3	.864	3.600	62.161						
4	.750	3.124	65.285						
5	.708	2.951	68.236						
6	.632	2.634	70.870						
7	.607	2.529	73.399						
8	.553	2.303	75.701						
9	.532	2.218	77.919						
10	.490	2.043	79.962						
11	.473	1.971	81.933						
12	.456	1.899	83.832						
13	.427	1.780	85.612						
14	.411	1.713	87.325						
15	.383	1.596	88.921						
16	.356	1.483	90.404						
17	.346	1.441	91.845						
18	.345	1.439	93.284						
19	.313	1.302	94.587						
20	.300	1.252	95.839						
21	.280	1.165	97.003						
22	.271	1.129	98.132						
23	.234	.975	99.107						
24	.214	.893	100.000						
Extraction Method: Principal Component Analysis.									

Source: Author's Calculation, 2018

Figure 6. 5: Scree Plot for Selection (S2)



Source: Author's Calculation, 2018

Table 6.42 presents the rotated component matrix for items of selection (S2). From the rotated component matrix, it can be revealed that factor 1 (Selection Process) consists of overall policy is good, conduct selection within the time, capable to select most qualified candidate, can acquire information about the candidate, always maintain fairness, properly evaluate the qualification, no objection regarding selection process, determine the suitability of candidate, follow the steps sequentially, can freely take final decision, take initiative to reduce the cost, aware of outcome of the selection decision, conduct physical examination, carefully verified applicants background, accurately evaluate skills, ability of the candidate, conduct various type of test , and oral test is adequate, whereas factor 2 (Selection Device) contains can effectively set objectives of selection, short list of candidate is standard, conduct written test, search out qualified candidate for written test, conduct diagnostic interview, criteria for written test is standard, and use standard instrument.

Table 6. 42: Rotated Component Matrix for Selection (S2)

Items	Component	
	1	2
Overall policy is good	.746	.263
Conduct selection within the time	.726	.297
Capable to select most qualified candidate	.724	.276
Can acquire information about the candidate	.718	.328
Always maintain fairness	.709	.336
Properly evaluate the qualification	.706	.317
No objection regarding selection process	.699	.344
Determine the suitability of candidate	.691	.314
Follow the steps sequentially	.680	.366
Can freely take final decision	.680	.349
Take initiative to reduce the cost	.635	.374
Aware of outcome of the selection decision	.617	.381
Conduct physical examination	.610	.459
Carefully verified applicants background	.605	.466
Accurately evaluate skills, ability	.554	.443
Conduct various type of test	.553	.467
Oral test is adequate	.552	.426
Can effectively set objectives of selection	.215	.801
Short list of candidate is standard	.228	.781
Conduct written test	.432	.624
Search out qualified candidate for written test	.419	.619
Conduct diagnostic interview	.443	.617
Criteria for written test is standard	.510	.608
Use standard instrument	.511	.557
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Source: Author's Calculation, 2018

Table 6.43 presents the component transformation matrix for the items of selection (S2). The two factors (Selection Process and Selection Device) are highly associated to explain the items of selection.

Table 6. 43: Component Transformation Matrix for Selection (S2)

Component	1	2
1	.796	.605
2	-.605	.796
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		

Source: Author's Calculation, 2018

6.9 Key Factors of Induction System

Table 6.44 presents KMO and Bartlett's Test for the items of induction. It is found that the sample size to run the factor analysis for items of the induction is sufficient as the value of measure (0.961) is higher than 0.6. It is also found that the matrix is non-singular as P value less than 0.01 for the Bartlett's Test of Sphericity.

Table 6. 44: KMO and Bartlett's Test for Induction (S3)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.961
Bartlett's Test of Sphericity	Approx. Chi-Square	4178.139
	df	120
	Sig.	.000

Source: Author's Calculation, 2018

Table 6.45 shows the initial solution of factor loading for the items of induction (S3).

Table 6. 45: Initial Solution of Factor Loading for Induction (S3)

Items	Initial	Extraction
Formulate induction plan	1.000	.527
orient the newcomer properly	1.000	.551
develop relevant document of the induction	1.000	.545
supervisor can play effective role	1.000	.522
Conduct the induction program practically	1.000	.632
Capable to provide all relevant information	1.000	.569
Schedule is convenient	1.000	.583
Approach is effective	1.000	.613
Induction program is favorable	1.000	.635
Technique of induction program is appropriate	1.000	.639
System of induction program is appropriate	1.000	.590
Induction program conducted according the policy	1.000	.529
HR has capacity to conduct induction program	1.000	.473
Can evaluate induction program	1.000	.607
Collected feedback from newcomers	1.000	.590
Overall induction policy is good	1.000	.631
Extraction Method: Principal Component Analysis.		

Source: Author's Calculation, 2018

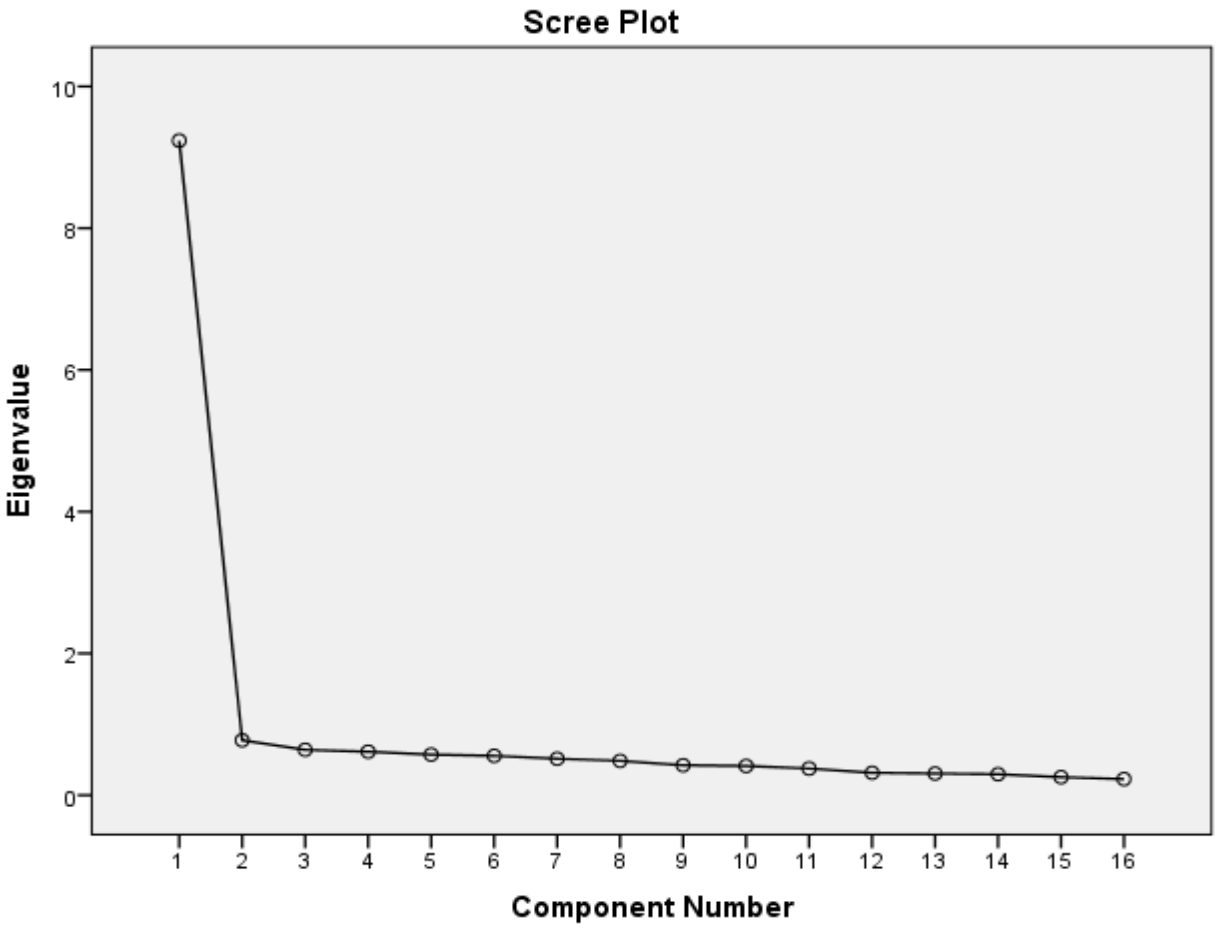
Total variation of the items of induction is presented in table 6.46. It is found that only one factor has eigen value greater than 1. That is the first factor is sufficient to explain the variation of items of induction. Factor 1 (Induction System) explains 57.724 percent variation of the total variance of items of induction. It is shown in scree plot (Figure 6.6) that factor 1 (Induction System) sufficient to explain the items of induction.

Table 6. 46: Total Variance Explained for Induction (S3)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.236	57.724	57.724	9.236	57.724	57.724
2	.775	4.844	62.568			
3	.640	3.998	66.566			
4	.615	3.841	70.407			
5	.572	3.575	73.982			
6	.555	3.467	77.449			
7	.514	3.213	80.663			
8	.485	3.030	83.692			
9	.423	2.641	86.333			
10	.412	2.576	88.909			
11	.376	2.349	91.258			
12	.316	1.974	93.232			
13	.305	1.906	95.138			
14	.296	1.851	96.988			
15	.254	1.588	98.576			
16	.228	1.424	100.000			
Extraction Method: Principal Component Analysis.						

Source: Author's Calculation, 2018

Figure 6. 6: Scree Plot for Induction (S3)



Source: Author's Calculation, 2018

Table 6.47 presents the component matrix for the items of induction (S3). Factor 1 (Induction System) contains all the items of induction which are technique of induction program is appropriate, induction program is favorable, conduct the induction program practically, overall induction policy is good, approach is effective, can evaluate induction program, collected feedback from newcomers, system of induction program is appropriate, schedule is convenient, capable to provide all relevant information, orient the newcomer properly, develop relevant document of the induction , induction program conducted according the policy, formulate induction plan, supervisor can play effective role , and HR has capacity to conduct induction program.

Table 6. 47: Component Matrix for Induction (S3)

Items	Component
	1
Technique of induction program is appropriate	.799
Induction program is favorable	.797
Conduct the induction program practically	.795
Overall induction policy is good	.795
Approach is effective	.783
Can evaluate induction program	.779
Collected feedback from newcomers	.768
System of induction program is appropriate	.768
Schedule is convenient	.763
Capable to provide all relevant information	.754
Orient the newcomer properly	.742
Develop relevant document of the induction	.738
Induction program conducted according the policy	.727
Formulate induction plan	.726
Supervisor can play effective role	.722
HR has capacity to conduct induction program	.688
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Source: Author's Calculation, 2018

6.10 Key Factors of Placement System

Table 6.48 presents KMO measure and Bartlett's Test for the items of placement (S4). As the value of KMO measure (0.962) is greater than 0.6, the sample size is sufficient to conduct the factor analysis for the items of placement (S4). Whereas Bartlett's Test shows that the matrix is non-singular as P value less than 0.01. That is it is possible to get solution for the items of placement.

Table 6. 48: KMO and Bartlett's Test for Placement

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.962
Bartlett's Test of Sphericity	Approx. Chi-Square	3806.328
	df	105
	Sig.	.000

Source: Author's Calculation, 2018

Table 6.49 presents the initial solution of factor loading for the items of placement (S4).

Table 6. 49: Initial Solution of Factor Loading for Placement (S4)

Items	Initial	Extraction
Formulated excellent placement policy	1.000	.492
Considering factors while replacing employee	1.000	.569
Methods to place employees are standard	1.000	.566
The systems to place employees is effective	1.000	.596
Can place employee according to placement policy	1.000	.576
Using standard method to successful placement	1.000	.607
Takes fair decision while transferring employees	1.000	.580
Provide recognition if employee performance is satisfactory	1.000	.545
Socialization to employee	1.000	.593
provide effective Development to newly placed employee	1.000	.595

Evaluate performance of newly placed employee	1.000	.565
Provide promotion, demotion	1.000	.596
Taken opinion from every employee before placement	1.000	.582
Maintain fairness while placing employee	1.000	.627
Overall placement policy is good	1.000	.619
Extraction Method: Principal Component Analysis.		

Source: Author's Calculation, 2018

Table 6.50 represents the total variance of items of placement explained by factors. It is found that only one factor has eigen value greater than 1 and this factor 1 (Placement System) explained 58.048 percent variation of the total variance. Scree Plot (Figure 6.7) also shows that all the items of placement can be explained by factor 1 (Placement System).

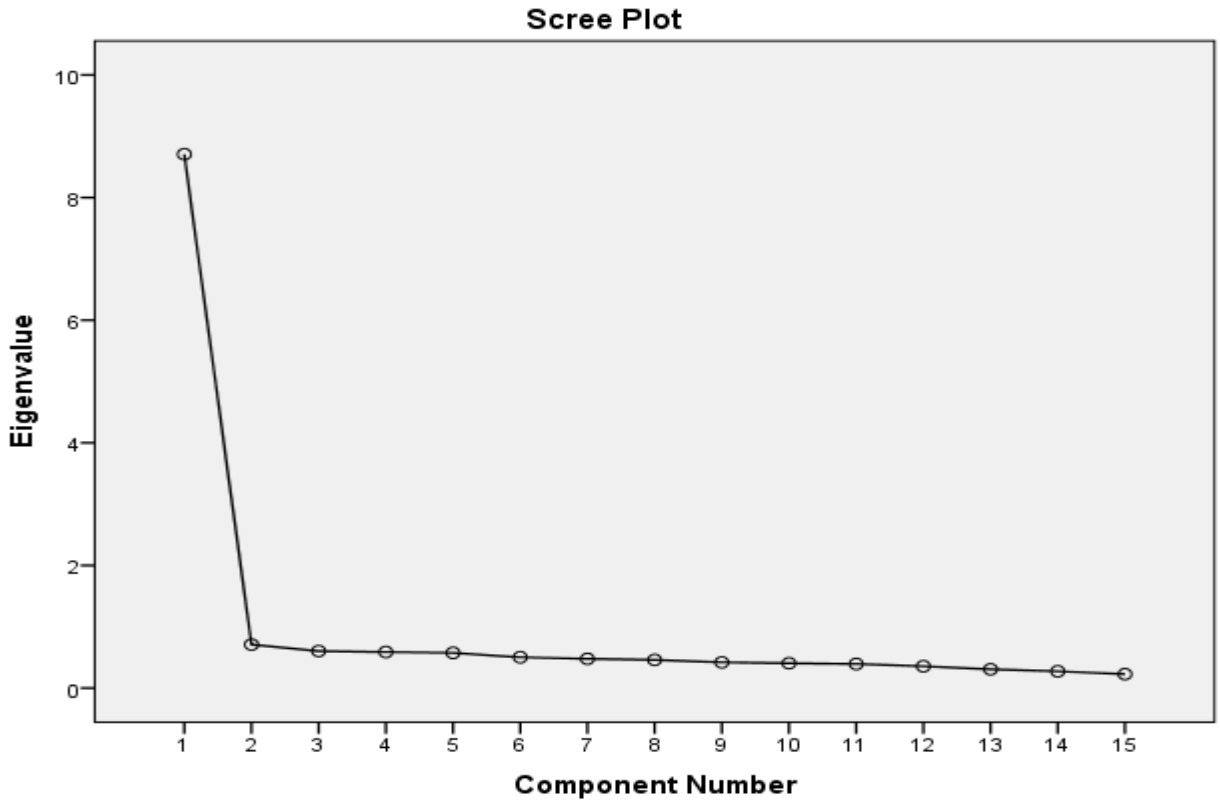
Table 6. 50: Total Variance Explained for Placement (S4)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.707	58.048	58.048	8.707	58.048	58.048
2	.709	4.729	62.777			
3	.604	4.025	66.801			
4	.587	3.916	70.717			
5	.575	3.831	74.548			
6	.502	3.349	77.896			
7	.477	3.178	81.074			
8	.459	3.061	84.135			
9	.420	2.799	86.933			
10	.404	2.694	89.628			
11	.393	2.620	92.248			

12	.356	2.370	94.618			
13	.307	2.046	96.665			
14	.273	1.822	98.487			
15	.227	1.513	100.000			
Extraction Method: Principal Component Analysis.						

Source: Author's Calculation, 2018

Figure 6. 7: Scree Plot for Placement (S4)



Source: Author's Calculation, 2018

Table 6.51 presents the component matrix for items of placement (S4). The factor 1 (Placement System) contains all the items of placement which are maintain fairness while placing employee, overall placement policy is good, using standard method to successful placement, provide promotion, demotion, the systems to place employee is effective, development to newly placed employee, socialization to employee, taken opinion from every employee before placement, takes fair decision while transferring

employees, can place employee according to placement policy, considering factors while replacing employee, methods to place employees are standard, evaluate performance of newly placed employee, provide recognition if employee performance is satisfactory, and formulated excellent placement policy.

Table 6. 51: Component Matrix for Placement (S4)

Items	Component
	1
Maintain fairness while placing employee	.792
Overall placement policy is good	.787
Using standard method to successful placement	.779
Provide promotion, demotion	.772
The systems to place employees is effective	.772
Provide effective development to newly placed employee	.771
Socialization to employee	.770
Taken opinion from every employee before placement	.763
Takes fair decision while transferring employees	.762
Can place employee according to placement policy	.759
Considering factors while replacing employee	.754
Methods to place employees are standard	.752
Evaluate performance of newly placed employee	.752
Provide recognition if employee performance is satisfactory	.738
Formulated excellent placement policy	.701
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Source: Author's Calculation, 2018

6.11 Key Factors of Overall Satisfaction

Table 6.52 presents the KMO and Bartlett's Test for items of overall satisfaction. KMO measure and Bartlett's Test of Sphericity show that the sample size is sufficient to conduct factor analysis for the items of overall satisfaction as KMO measure is greater than 0.6, whereas P value for Bartlett's Test is less than 0.01.

Table 6. 52: KMO and Bartlette's Test for Overall Satisfaction (S5)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.886
Bartlett's Test of Sphericity	Approx. Chi-Square	1260.064
	df	15
	Sig.	.000

Source: Author's Calculation, 2018

Table 6.53 presents the initial solution of factor loading for the items of overall satisfaction.

Table 6. 53: Initial Solution of Factor Loading for Overall Satisfaction (S5)

Items	Initial	Extraction
Staffing policy is standard	1.000	.625
Staffing practice is well enough	1.000	.648
HR is capable to formulate standard staffing policy	1.000	.649
Maintain ethics	1.000	.638
Can attract and retain qualified candidates	1.000	.666
Can manage diversified HR effectively	1.000	.701
Extraction Method: Principal Component Analysis.		

Source: Author's Calculation, 2018

Table 6.54 presents the total variance of items of overall satisfaction explained by the factors. It is found that only factor 1 has eigen value greater than 1 and this factor explained 65.453 percent variation of the total variance of items of overall satisfaction. Thus, the factor 1 (Staffing Pattern) is sufficient to explain all the items of overall satisfaction. This result is also justified by scree plot in the figure 6.8.

Table 6. 54: Total Variance Explained for Overall Satisfaction (S5)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.927	65.453	65.453	3.927	65.453	65.453
2	.539	8.985	74.439			
3	.514	8.565	83.004			
4	.398	6.640	89.644			
5	.336	5.604	95.248			
6	.285	4.752	100.000			

Extraction Method: Principal Component Analysis.

Source: Author's Calculation, 2018

Figure 6. 8: Scree Plot for Overall Satisfaction (S5)

Source: Author's Calculation, 2018

Table 6.55 presents the component matrix for the items of overall satisfaction (S5). The matrix shows that factor 1 (Staffing Pattern) consists of all the items of overall satisfaction. That is the elements of factor 1 (Staffing Pattern) are can manage diversified HR effectively, can attract and retain qualified candidates, HR is capable to formulate standard staffing policy, staffing practice is well enough, maintain ethics, and staffing policy is standard.

Table 6. 55: Component Matrix for Overall Satisfaction (S5)

Items	**Component**
	1
Can manage diversified HR effectively	.837
Can attract and retain qualified candidates	.816
HR is capable to formulate Standard staffing policy	.806
Staffing practice is well enough	.805
Maintain ethics	.799
Staffing policy is standard	.791
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Source: Author's Calculation, 2018

Chapter 7

Implications, Problems, Recommendations, Conclusions, and Future Research Directions

Chapter 7

Implications, Problems, Recommendations, Conclusions, and Future Research Directions

7.1 Implications

Today's pharma business has crossed national boundaries due to the influence of globalization and the advancement of technology. For making the position more strong within and outside the country, the pharmaceutical companies of Bangladesh need adequate skilled, efficient, knowledgeable, and competent human resources which are only possible through practicing standard staffing. That's why, the present study has the following implications:

i) Theoretical Implications

Strong theoretical underpinnings are required to conduct any new study. The pharmaceutical companies have always maintained strict rules & regulations to provide data/information outsiders. That's why, no study was conducted by any researcher in Bangladesh and abroad on the evaluation of staffing policies and practices earlier. But the present study has explored and analyzed different staffing models, theories, concepts, and studies which will help the future researchers to conduct their studies in this sector. In addition to these, professionals and practitioners need to take help to clear their concepts from the theories for making effective decisions for the betterment of the companies. So, now and onward they can take help from the current study's theoretical aspects to develop their understanding before making any decision.

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ii) Practical Implications

There is a long successful business history of pharmaceutical industry in Bangladesh. The pharmaceutical sector is now most developed and high-tech manufacturing sector in the country. The owners of pharmaceutical companies in Bangladesh have earned US $ 95.30 million by exporting the pharmaceutical products to 150 countries in the world at present after meeting about 98 percent of local demands for medicines. The present contribution of the pharmaceutical sector to total GDP (Gross Domestic Products) is about 1.06 percent and it gets recognition as next to the Readymade Garments sector of Bangladesh on the basis of the contribution to the government's exchequer. But this sector has been suffering from uniform and sound staffing policies and practices. That is why, the management of pharmaceutical manufacturing firms in Bangladesh could not hire skilled, efficient, committed, and dedicated human resources for their companies. The skilled, efficient, committed, and dedicated human resources are now required to them to obtain the continuous growth and development and facing the present and upcoming challenges successfully. In this case, the researcher expects that the present study will play a vital role to stimulate interest among the government, policy makers, employers, and employees of pharmaceutical industry of Bangladesh to formulate time bound staffing policies and practices for the pharma sector of the country.

7.2 Problems

The study includes a rigorous investigation on the existing staffing policies and practices of selected pharmaceutical manufacturing firms in Bangladesh operating in Dhaka City. The researcher selected ten pharmaceutical manufacturing firms randomly considering sales, market share, growth rate, human resources and reputation to conduct the current study. The data were collected from two different tiers of respondents-managers and employees of selected pharmaceutical manufacturing firms.

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In order to make sense of the gathered data, the researcher adopted SPSS (Statistical Package for Social Science) and MS Excel. In light of the research work, the summary of problems are as follows:

1. The study found that all the aspects of staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh were higher from the view of managers in compare to employees (Table 6.6). The reason behind the average opinion of managers towards existing staffing policies and practices are greater than that of employees. The differences in opinion of managers are significantly higher than employees for all the aspects of staffing policies and practices (Table 6.7).

2. The study revealed that there was almost no extremely lower opinion from the view of managers in all aspects of staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh. However, there were few employees who had extremely lower opinions about the staffing policies and practices (Figure 6.3).

3. From the opinion of managers and employees, the recruitment policies and practices were not similar among the selected pharmaceutical manufacturing firms (Table 6.8 and Table 6.18). Square pharmaceuticals Ltd. had better recruitment policies and practices, whereas, Drug International Ltd. had lower score regarding the recruitment policies and practices from the view of managers and employees (Table 6.9 and Table 6.19).

4. Selection policies and practices in the view of managers and employees (Table 6.10 and Table 6.20) were not equal standard among the selected pharmaceutical manufacturing firms. The study explored that the Square Pharmaceuticals Ltd. had relatively better selection policies and practices, whereas, Drug International Ltd. had the lower score regarding the selection policies and practices (Table 6.11 and Table 6.21).

5. Among the selected pharmaceutical manufacturing firms in Bangladesh, induction system of Square Pharmaceuticals Ltd. was significantly different from other pharmaceuticals. On the other hand, the practice of induction system of other firms

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were almost similar in the view of managers (Table 6.13). From the view point of employees, Square Pharmaceuticals Ltd. had significantly better induction system, whereas, Eskayef Bangladesh Limited had lower score in case of induction policies and practices (Table 6.23).

6. The placement policies and practices of all selected pharmaceutical manufacturing firms in Bangladesh are not following same standard from the view point of managers and employees (Table 6.14 and Table 6.24). According to the opinion of managers, Square Pharmaceuticals Ltd. had significantly better placement systems, whereas all other firms had almost similar placement systems (Table 6.15). However, employees' view revealed that Square Pharmaceuticals Ltd. had better placement systems, Eskayef Bangladesh Limited has lower score regarding the placement systems (Table 6.25).

7. The overall satisfaction of managers and employees of the selected pharmaceutical manufacturing firms regarding the staffing policies and practices were not similar. Managers and employees were highly satisfied with the staffing policies and practices of Square Pharmaceuticals Ltd. Comparing to other pharmaceutical manufacturing firms, whereas, the managers of ACME Laboratories Ltd. and employees of Drug International Ltd. have dissatisfaction in compared to other selected pharmaceutical manufacturing firms (Table 6.17 and Table 6.27).

8. From the regression analysis, it is found that recruitment, selection, and placement had significant influence on overall satisfaction from the opinion of managers. Whereas recruitment, selection, induction, and placement had significant influence on overall satisfaction from the opinion of the employees. It is also found that placement has

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higher influence on overall satisfaction of managers and employees (Table 6.30 and Table 6.33).

9. Based on factor analysis, two factors were sufficient to represent recruitment system of pharmaceutical manufacturing firms in Bangladesh. Factor 1 (Hiring) included fairly utilization of internal sources of recruitment, always conducting standard recruitment, conduct recruitment using latest technology, recruitment cost is acceptable, always applied all steps of recruitment, always mentioned approved criteria, can effectively use alternative, acquainted about the cost of poor recruitment, capable to apply appropriate recruitment process, can impartially utilize external source of recruitment, utilize standard recruitment method, overall recruitment policy and practice is good, successfully conduct e-recruitment, takes help from third party/agency, can effectively find out reliability of recruitment test, can effectively justify the validity of recruitment test, capable to set concrete goal of recruitment, and always tries to review and update job description; and factor 2 (Job Analysis) included HR successfully conducts job analysis, can select accurate methods to job analysis, can effectively set criteria for job analysis, can effectively survey every job, can effectively prepare job description and job specification, successfully found job requirement before recruitment, has enough capacity to use job analysis data, and can carefully formulate job description.

10. The selection systems of pharmaceutical manufacturing firms in Bangladesh were also influenced by two factors. Factor 1 (Selection Process) included overall policy is good, conduct selection within the time, capable to select most qualified candidates, can acquire information about the candidate, always maintain fairness, properly evaluate the qualification, no objection regarding selection process, determine the suitability of candidate, follow the steps sequentially, can freely take final decision, take initiative to reduce the costs, aware of outcome of the selection decisions, conduct physical examination, carefully verified applicants background, accurately evaluate skills, ability of the candidate, conduct various type of tests , and oral test is adequate; and factor 2 (Selection Device) includes can effectively set objectives of selection, short list of candidates is standard, conduct written test, search out qualified candidates for written test, conduct diagnostic interview, criteria for written test is standard, and use standard instrument.

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11. The induction, placement, and overall satisfaction had one influential factor which consisted all the items of respective variables.

a) Induction included the items such as technique of the induction program is appropriate, induction program is favorable, capable to conduct the induction program practically, overall induction policy is good, approach is effective, can evaluate induction program fairly, able to collect feedback from newcomers, system of induction program is appropriate, schedule is convenient, capable to provide all relevant information, orient the newcomer properly, capable to develop relevant document of the induction program, able to conduct the induction program according to the policy of the company, capable to formulate standard induction plan, supervisor can play effective role, and HR has the capacity to conduct the induction program effectively.

b) Placement consisted of the items such as maintain fairness while placing employees, overall placement policy is good, using standard method to successful placement, provide promotion and demotion to the employees fairly, the system to place employees is effective, provide effective development to newly placed employees, capable to socialize employees effectively, taken opinion from every employee before placement, taken fair decision while transferring employees, can place employees according to the placement policy of the company, considered factors while replacing employees, methods to place employees are standard, evaluate performance of newly placed employees effectively, provide recognition if an employee performance is satisfactory, and capable to formulate excellent placement policy.

c) Overall Satisfaction comprised of the items such as can the organization manage diversified HR effectively, can the organization attract and retain qualified candidates, capable to formulate standard staffing policy, staffing practice is well enough for the employees and the organization, maintain ethics, and staffing policy is standard.

12. The study selected ten pharmaceutical manufacturing firms in Bangladesh considering sales, market share, growth rate, human resources, and goodwill. The selected pharmaceutical manufacturing firms in Bangladesh have captured 70.4 percent market share whereas 185 pharmaceutical manufacturing firms have captured 29.6 percent market share among the operational pharmaceutical manufacturing firms in Bangladesh.

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7.3 Recommendations

In the light of the problems, the following suggestions are recommended for the improvement of staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh:

1. The pharmaceutical manufacturing firms in Bangladesh do not have separate staffing policies. It is the part of overall human resource management policies and applied as staffing policy for the firms. It is suggested to the authority of pharmaceutical companies in Bangladesh to formulate separate and specific objective oriented staffing policies for the firms by keeping the provision of reviewing and updating on a regular basis to confirm the policies and practices are enable to manage the diversified human resources of the firms, which are likely to affect the overall business growth of the company.

2. The annual growth rate of pharmaceutical industry in Bangladesh is now 13.5 percent and it is heading towards self –sufficiency to meet the local demand for medicines. The people of Bangladesh have considered this sector as the largest white-collar intensive employment sector at present. But the pharmaceutical industry of Bangladesh will face severe challenges when Bangladesh will leave the LDC group in 2024, because TRIPS (Trade-Related Aspects of Intellectual Property Rights) will come into force on the pharmaceutical business in this country. Therefore, the pharmaceutical companies of Bangladesh now require sufficient skilled and efficient human resources to face the future challenges smartly and make the present position more strong. In this case, they need sound staffing policies and practices to hire adequate qualified and committed human resources and develop their capacity with ample technical skills and knowledge for ensuring continuous growth and development of the high-tech manufacturing industry in Bangladesh. The selected pharmaceutical companies exercise their staffing policies and practices for hiring enough qualified, committed and dedicated human resources and developing them as skilled and efficient to make the companies' successful. They have no uniform and sound staffing policy. As a result, they could not practice standard staffing for the betterment of the companies. It is suggested to the management of pharmaceutical manufacturing firms to form a competent committee for identifying the necessity of standard and uniform staffing policies and after then

they should place their appeal to the government of Bangladesh for formulating standard and uniform staffing polices for the pharmaceutical industry of Bangladesh.

3. The formulation and application of proper staffing policies are very much essential for the pharmaceutical manufacturing firms in Bangladesh to hire skilled and efficient human resources so that they can produce quality medicines, which will help the authority of the firms to compete in the overseas market successfully. It is recommended that the authority of the pharmaceutical companies should conduct need analysis through the HR department clearly and after then they should formulate and apply time bound staffing policies for the accomplishment of the staffing functions of the company effectively and efficiently.

4. Many pharmaceutical manufacturing firms in Bangladesh have no strong HR department to accomplish the HR functions effectively. People having no HR specialization are working in the top-level positions of the HR department of the firms. It is therefore suggested to the authority of pharmaceutical manufacturing firms in Bangladesh that they should establish strong and well-equipped HR department. It is also suggested to the authority of the pharmaceutical manufacturing firms in Bangladesh to appoint qualified personnel having strong HR background in the HR department of the firms so that they can formulate and practice relevant and up-to-date staffing policies to accomplish the staffing functions of the firms properly.

5. To increase the satisfaction of employees towards all the aspects of staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh the authority of the firms should take opinions from the employees before formulating and implementing staffing policies in the organization. As a result, the employees of the firms may feel very much honored and they will cooperate with the managers to implement the staffing policies quickly and effectively.

6. To bring similarity in the recruitment and selection policies and practices of pharmaceutical manufacturing firms in Bangladesh, it is suggested that the government of Bangladesh should establish a separate organization in consultation with the owners of pharmaceutical companies to centrally conduct the recruitment and selection functions for the pharmaceutical firms in this country.

7. To orient the human resources with the company's culture, system, rules and regulations, philosophy, vision, mission, strategies and so on properly, it is suggested that a separate body like "Induction Committee" may be established which can be the part of Human Resource Department. This committee will be responsible to conduct the induction program for the employees and they will review induction plans and policies, existing physical facilities, problems of the induction system of the organization and so on and recommend necessary modifications to the HR manager of the firm.

8. Placement has huge influence on overall satisfaction of employees and managers in the pharmaceutical manufacturing firms in Bangladesh. Therefore, it is suggested that an "Expert Committee" may be formed under the HR department of the firms. This committee will place the human resources in various departments of the firms considering academic background, experiences, knowledge, skills, abilities, competencies and so on. They will also review the placement policy of the firms and recommend necessary upgradation to the HR manager of the firm

9. The success and failure of an organization largely depend on the performance of HR department. But many human resources of the organization do not understand the functions and importance of it. Thus, it is suggested that the HR department of each pharmaceutical manufacturing firms in Bangladesh should involve all human resources with the HR department functions on a need basis.

10. The study shows that the pharmaceutical companies neglect job analysis and human resource planning though job analysis serves as the cornerstone of all human resource management. Hiring and job analysis are highly associated with each other and they go hand in hand and human resource planning helps the authority to set up the right people at the right time at the right place to perform the activities of the organization properly. It is therefore, recommended to successfully accomplish job analysis and human resource planning functions before starting the staffing functions.

11. Human resources are considered as lifeblood for all organizations. The authorities of the companies manage their diversified human resources through the human resource department. But some pharmaceutical companies of Bangladesh yet to establish strong

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human resource department. That is why, they cannot effectively perform the human resource management functions in particularly staffing functions. So, it is suggested to establish strong human resource department in the firm so that it can accomplish all human resource management functions smoothly.

12. Both selection process and selection device are highly associated with each other. But the HRD of the pharmaceutical companies of Bangladesh is not aware of that. Thus, they do not pay due attention to the selection process and selection device for selecting the right candidate from among available candidates. It is recommended to form a committee with expert people to provide the proper information relating to the selection process and device to the HRD so that they can utilize these for selecting the right applicant.

13. The management of the pharmaceutical firms of Bangladesh always give high emphasis to increase the sales volume of the company. They themselves always like to keep busy for the accomplishment of marketing and selling functions of the company. As a result, they cannot give more attention on the accomplishment of human resource management functions of the firm. It is recommended to the management of the pharmaceutical companies of Bangladesh that they should give emphasis on the accomplishment of human resource management functions. If they can manage their human resources properly, they can successfully perform other functions of the company smoothly.

Effective staffing is indispensable for all pharmaceutical manufacturing firms in Bangladesh to hire skilled and efficient human resources in order to compete with the competitors successfully and make strong position of the pharmaceutical sector in the domestic as well as in the overseas market. For this reason, the authorities of the pharmaceutical firms need to overcome the problems associated with the existing staffing policies and practices. In this case, if they follow all the above mentioned recommendations, we can expect that they can improve their existing staffing policies and practices for the betterment of the pharmaceutical sector of Bangladesh.

7.4 Conclusions

The pharmaceutical sector of Bangladesh is becoming highly competitive day-by-day due to the advancement of technology and enhancement of competition at home and abroad. To face these challenges effectively this sector needs sufficient skilled, knowledge and innovative professionals and in this case the pharmaceutical companies need sound and standard staffing for hiring these types of human resources from the labor market. That is why, the current study was designed by the researcher to evaluate the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh, reveal and examine the existing staffing policies and practices of pharmaceutical manufacturing firms, explore the influential factors of staffing for satisfaction of managers and employees of the firms, find out the shortcomings or flaws (if any) in staffing policies and practices of selected pharmaceutical manufacturing firms , and to recommend some strategies to formulate the standard staffing policies and practices to increase the satisfaction of managers and employees for effective operations.

The researcher has conducted extensive investigation to evaluation the existing staffing policies and practices of selected pharmaceutical manufacturing firms in Bangladesh operating in Dhaka city. The researcher has successfully found the specific shortcomings/ flaws (mentioned in the Problems Section) of existing staffing policies and practices and provided the appropriate suggestions (mentioned in the Recommendations Section) to government, policy makers, employers, and employees for overcoming the problems and ensure the implement of existing staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh.

The growth rate of the pharmaceutical industry of Bangladesh in the last two decades is very impressive. The position of the pharmaceutical sector in terms of contribution to the national exchequer is next to the Readymade Garments sector of Bangladesh. The owners of pharmaceutical companies have earned a good amount of foreign currency by exporting medicines to abroad in every year after meeting to demands for medicines. This sector has earned US $ 95.30 million in the fiscal year 2017-2018.

According to the requirements of overseas market, many pharmaceutical companies have already invested a substantial amount of funds in their companies to install the new state of the art manufacturing facilities that helped them to get certification from UKMHRA, EU, TGA Australia and GCC. These certifications have already obtained by some pharmaceutical companies and some pharmaceutical companies are in the process of getting these certification from the international regulatory bodies.

The pharmaceutical companies of Bangladesh are producing various types of medicines using free of cost imported formula from the overseas countries. They can utilize this free of cost imported formula up to 2033 if Bangladesh will not come out from the LDC group. But the Government of the People's Republic of Bangladesh has the plan to graduate from the LDC status by 2024. In this case, the pharmaceutical companies of Bangladesh will lose the TRIPS (Trade-Related Aspects of Intellectual Property Right) facilities. In this case, the cost of production will be increased which lead to hike the price of the pharmaceutical products in Bangladesh.

Due to the emergence of the knowledge economy, increasing global competition, and the radical advances of Information and Communication Technology (ICT), the pharmaceutical companies might have been facing tremendous challenges. That is why, the pharmaceutical companies need competent, qualified, committed, and dedicated human resources if they want to adapt with the changing situation. The management of the pharmaceutical companies can hire competent, qualified, committed, and dedicated human resources by practicing standard staffing and in this regard, the present study may facilitate them effectively and effectively. The present study will also create interest among the government, policy makers, employers, and employees to formulate a time bound staffing policies and practices for the pharmaceutical industry of Bangladesh.

7.5 Future Research Directions

The present study has focused on the evaluation of staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh. For evaluating the above issues, the researcher selected ten pharmaceutical manufacturing firms operating in Dhaka City using some indicators such as, sales, market share, growth rate, human resources, and reputation. However, staffing is a core managerial function in the pharmaceutical companies. Since the pharmaceutical industry of Bangladesh is most developed and hi-tech as it requires sufficient skilled and efficient human resources to take the present challenges and making the companies' successful within and outside the country. But many things could not be covered in this study with due weight. Thus, the current study provides some directions for future research in the pharmaceutical sector of Bangladesh, which are as follows:

Firstly, the present study was conducted on ten pharmaceutical manufacturing firms operating in Dhaka City. But these companies have the operations in outside Dhaka City. So, a similar study may be conducted including both Dhaka and other cities to evaluate the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh.

Secondly, the current study covered only core staffing activities. But, there are support activities of staffing. Thus, a similar may be conducted including both core and support activities of staffing to evaluate the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh.

Thirdly, all -levels of managers and employees were included in the present study. But their opinion regarding staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh were not studied on the basis of the level of managers and employees. So, a study may be conducted to explore the difference of opinion of the managers and employees at different levels.

Fourthly, this study was conducted on both male and female managers and employees. In case of managers, 65% are male and rest are female, and in case of employees, 62.67% are male and rest are female. But gender wise opinion was not studied.

Therefore, a study may be initiated to explore the opinion of male and female managers and employees regarding the staffing policies and practices of pharmaceutical manufacturing firms in Bangladesh.

Finally, in addition to staffing function, there are other human resource management functions such as, development function, motivation function, and maintenance function. Thus, several studies may be conducted on these functions of human resource management in the pharmaceutical sector of Bangladesh.

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Appendices

A. Questionnaire for Managers

Dhaka University

Nilkhet Road, Dhaka-1000

Tel: + 88 02 9661900 Fax: +88 02 9667222 Website: www.du.ac.bd

Title of the Study

Evaluation of Staffing Policies and Practices of Pharmaceutical Manufacturing Firms in Bangladesh

Survey Questionnaire

Code No

Study for Ph.D Degree

Department of Management

Faculty of Business Studies

University of Dhaka

Tel: 880-2-9661900 –ext. (7835/7845) Fax: 880-2-8615583

Website:www.du.ac.bd/academic/department_item_details/Contact/MAN

Dear Respondent,

Warm Greetings from me! I have been conducting Ph.D study in the Department of Management, Faculty of Business Studies, University of Dhaka since 11 November 2014 with utmost sincerity and devotion. The title of my Ph.D study is **"Evaluation of Staffing Policies and Practices of Pharmaceutical Manufacturing Firms in Bangladesh"**. I have randomly selected your esteemed pharmaceutical firm to collect necessary data/information as requirements of my Ph.D study. That is why, I have attached herewith a questionnaire to fill-up according to your opinion. The objective of the attached survey is to evaluate the existing Staffing Policies and Practices of Pharmaceutical Manufacturing Firms in Bangladesh. There are six sections in the survey. You are cordially requested to answer all the sections. This questionnaire is designed to assess your opinion of your pharmaceutical firm's existing staffing policies and practices, which may reflect your attitude and behavior at work in the organization. In the questionnaire, there are no right or wrong answers. All your answers will reflect your personal opinion about the existing staffing policies and practices of your pharmaceutical manufacturing firm. In this survey, individual responses will be kept CONFIDENTIAL and will never be disclosed elsewhere. Your firm will not get access to the data/information you have provided herein. In written or oral materials, no references will be made that could link to this study. **Only group data will be included in the results.**

There is an instruction at the beginning of each section. Please read this instruction carefully while giving your statements. The accurate and concrete statement is expected from you. Your valuable time and cooperation in this regard would be highly appreciated. Kindly, take a few minutes to fill -up this survey questionnaire accurately and concretely.

Thank you very much for giving me your valuable time to successfully and effectively complete this survey.

Sincerely yours,

Sheikh Abdur Rahim
Ph.D Researcher
Department of Management
University of Dhaka
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SECTION I:

Instruction: Please read the following statements carefully and indicate the extent of your agreement with the statements on a 5- Point Likert Scale. **Kindly, circle your answer.**

5= Strongly Agree (SA) | 4= Agree (A) | 3= Neutral (N) | 2= Disagree (D) | 1= Strongly Disagree (SD)

		SA	A	N	D	SD
1.	The HR department of your pharmaceutical firm can successfully include the steps of job analysis while conducting the job analysis program for the company.	5	4	3	2	1
2.	The concerned department of the pharmaceutical firm can select the accurate method to conduct the job analysis program effectively.	5	4	3	2	1
3.	The HR department of your firm can effectively set the criteria to conduct the job analysis program for the company.	5	4	3	2	1
4.	The HR department of your pharmaceutical firm can effectively prepare the job description and job specification for each and every manager of the company.	5	4	3	2	1
5.	The HR department of your organization can effectively survey each and every job of the organization during job analysis program.	5	4	3	2	1
6.	The HR department of your pharmaceutical firm has enough capacity to use the job analysis data properly for accomplishing the other human resource management functions of the organization.	5	4	3	2	1
7.	The respective department of your firm has successfully found the job requirements before conducting recruitment.	5	4	3	2	1

8.	The HR department of your pharmaceutical firm can carefully formulate human resource planning policy before conducting recruitment.	5	4	3	2	1
9.	The responsible department of your firm always tries to review and update the existing job descriptions and specifications before conducting recruitment.	5	4	3	2	1
10.	The concerned department of your firm is capable to set the concrete goal of the recruitment program.	5	4	3	2	1
11.	The particular department of your firm can effectively justify the validity of recruitment tests.	5	4	3	2	1
12.	The HR department of your pharmaceutical firm can effectively find out the reliability of recruitment tests.	5	4	3	2	1
13.	The HR department of your pharmaceutical firm can effectively use alternative recruitment methods to find out the more qualified potential candidates from the labor market for the organization.	5	4	3	2	1
14.	The HR department of your pharmaceutical firm can successfully conduct the e-recruitment to fulfill the vacant positions of the organization with qualified candidates.	5	4	3	2	1
15.	The HR department of your pharmaceutical firm is always conducting ideal or standard recruitment program to discover more potential candidates for the organization.	5	4	3	2	1
16.	The HR department of your pharmaceutical firm utilizes standard recruitment method to conduct the fair recruitment program.	5	4	3	2	1
17.	The HR department of your pharmaceutical firm is capable to apply appropriate recruitment process.	5	4	3	2	1
18.	The HR department of your pharmaceutical firm can fairly utilizes the internal sources of recruitment (i.e. job posting or bidding, friends and relatives of existing employees, promotion, transfer).	5	4	3	2	1
19.	The HR department of your pharmaceutical firm can impartially utilize the external sources of recruitment (i. e.	5	4	3	2	1

	job advertisement, employment agencies, employee referrals, campus recruitment).					
20.	The HR department of your pharmaceutical firm is always mentioned approved criteria in the regular job circular for motivating external qualified candidates.	5	4	3	2	1
21.	The HR department of your pharmaceutical firm is very much acquaintance about the cost of poor recruitment.	5	4	3	2	1
22.	The HR department of your pharmaceutical firm is capable to conduct recruitment program using latest technology.	5	4	3	2	1
23.	The recruitment cost of your pharmaceutical firm is acceptable amount.	5	4	3	2	1
24.	The HR department of your pharmaceutical firm takes help from third party/agency to conduct the recruitment program.	5	4	3	2	1
25.	The HR department of your pharmaceutical firm is always applied all steps of the recruitment process.	5	4	3	2	1
26.	The overall recruitment policy and practice of your pharmaceutical firm is quite good and exceptional.	5	4	3	2	1

SECTION II:

Instruction: Please read the following statements carefully and indicate the extent of your agreement with the statements on a 5- Point Likert Scale. **Kindly, circle your answer.**

5= Strongly Agree (SA) | 4= Agree (A) | 3= Neutral (N) | 2= Disagree (D) | 1= Strongly Disagree (SD

		SA	A	N	D	SD
1.	The HR department of your pharmaceutical firm can effectively set the objective of the selection program.	5	4	3	2	1
2.	The process used by the HR department of your pharmaceutical firm in the initial selection to prepare the short list of candidates is standard.	5	4	3	2	1
3.	The assigned department of your pharmaceutical firm can successfully conduct the preliminary interview to search out qualified candidates for written test.	5	4	3	2	1
4.	The concerned department of your firm can successfully conduct the written test to assess the quality of the candidates properly.	5	4	3	2	1
5.	The criteria used by the HR department of your pharmaceutical firm in the written test for selecting candidates to conduct the further tests are adequate.	5	4	3	2	1
6.	The concerned department of your firm can successfully conduct the diagnostic interview to determine the suitability of the candidate for his/her applied position in the organization.	5	4	3	2	1
7.	Your pharmaceutical firm has the strong assessment center to accurately evaluate the skills, abilities, competencies, etc. of the candidates.	5	4	3	2	1

8.	The HR department of your pharmaceutical firm conducts various types of tests (i.e. intelligence test, proficiency test, aptitude test , vocational test, personality test, etc.) to select the best candidates for the organization.	5	4	3	2	1
9.	The HR department of your pharmaceutical firm has used standard techniques and instruments in the selection process of the candidates.	5	4	3	2	1
10.	The responsible department of your pharmaceutical firm has very much carefully verified the applicant's background information with the help of references.	5	4	3	2	1
11.	The HR department of your pharmaceutical firm conducts effective physical examination to find out whether the applicant is physically fit or not for the job of the organization.	5	4	3	2	1
12.	The criteria used by the HR department of your pharmaceutical firm in the oral test is adequate for making final selection decision.	5	4	3	2	1
13.	The HR department of your pharmaceutical firm is very much aware of outcomes of the selection decision.	5	4	3	2	1
14.	The concerned department of your pharmaceutical firm is always taken initiative to reduce the cost of selection program.	5	4	3	2	1
15.	The applicant is asked relevant questions during diagnostic interview to determine the suitability of the candidate for the job of the organization.	5	4	3	2	1
16.	The HR department of your pharmaceutical firm follows the steps of the selection process sequentially.	5	4	3	2	1
17.	The HR department of your pharmaceutical firm always maintains fairness in the selection process.	5	4	3	2	1
18.	The selection process which is applied by the HR department of your pharmaceutical firm can acquire information about the candidate so that an intelligent selection decision can be made.	5	4	3	2	1

19.	The HR department of your pharmaceutical firm can conduct a selection program within the specified time.	5	4	3	2	1
20.	The HR department of your pharmaceutical firm can capable to conduct the effective selection process in order to properly evaluate the candidates qualification.	5	4	3	2	1
21.	The responsible department of your pharmaceutical firm is capable to select most qualified candidates for fulfilling the vacant positions of the organization.	5	4	3	2	1
22.	The HR department of your pharmaceutical firm can freely take the final employment decision.	5	4	3	2	1
23.	The selection process of your pharmaceutical firm is free, fair and credible so that no objection regarding the selection process has come to the higher authority as yet.	5	4	3	2	1
23.	The overall selection policy and practice of your pharmaceutical firm is quite good and exceptional.	5	4	3	2	1

SECTION III:

Instruction: Please read the following statements carefully and indicate the extent of your agreement with the statements on a 5- Point Likert Scale. **Kindly, circle your answer.**

5= Strongly Agree (SA) | 4= Agree (A) | 3= Neutral (N) | 2= Disagree (D) | 1= Strongly Disagree (SD

		SA	A	N	D	SD
1.	The HR department of your pharmaceutical firm has formulated excellent induction plan.	5	4	3	2	1
2.	The topics included into the induction program by the HR department of your pharmaceutical firm are adequate to orient the newcomers properly.	5	4	3	2	1
3.	The HR department of your pharmaceutical firm can develop the relevant materials of the induction program for the newcomers.	5	4	3	2	1
4.	The supervisor can play the effective role in the induction program of your pharmaceutical firm.	5	4	3	2	1
5.	The HR department of your pharmaceutical firm is able to conduct the induction program practically for the managers of the organization.	5	4	3	2	1
6.	The concerned department of your pharmaceutical firm is capable to provide all relevant information to the managers during induction program of the company.	5	4	3	2	1
7.	The schedule of the induction program of your pharmaceutical firm is convenient for the newcomers.	5	4	3	2	1
8.	The approach used by the HR department of your pharmaceutical firm is enough to conduct the effective induction program.	5	4	3	2	1

9.	The way followed by the HR department of your pharmaceutical firm to conduct the induction program is favorable for the newcomers and the organization.	5	4	3	2	1
10.	The technique utilized by the HR department of your pharmaceutical firm for conducting the induction program is appropriate.	5	4	3	2	1
11.	The system applied by the HR department of your pharmaceutical firm to conduct the induction program is appropriate.	5	4	3	2	1
12.	The particular department of your pharmaceutical firm conducts induction program for the newcomers according to the policy of the organization.	5	4	3	2	1
13.	The HR department of your pharmaceutical firm has enough capacity to conduct the effective induction program for the newcomers.	5	4	3	2	1
14.	The concerned department of your pharmaceutical firm evaluates the induction program and takes steps to overcome the barriers of effective induction program for the newcomers.	5	4	3	2	1
15.	The assigned department of your firm has collected feedback from the newcomers at the end of induction program.	5	4	3	2	1
16.	The overall induction policy and practice of your pharmaceutical firm is quite good and exceptional.	5	4	3	2	1

SECTION IV:

Instruction: Please read the following statements carefully and indicate the extent of your agreement with the statements on a 5- Point Likert Scale. **Kindly, circle your answer.**

5= Strongly Agree (SA) | 4= Agree (A) | 3= Neutral (N) | 2= Disagree (D) | 1= Strongly Disagree (SD)

		SA	A	N	D	SD
1.	The HR department of your pharmaceutical firm has formulated excellent placement policy to place the managers in various departments of the organization properly.	5	4	3	2	1
2.	The particular department of your pharmaceutical firm considers relevant factors while placing managers in various departments of the organization.	5	4	3	2	1
3.	The methods applied by the HR department of your pharmaceutical firm to place the managers in various departments of the organization are standard.	5	4	3	2	1
4.	The system utilized by the HR department of your pharmaceutical firm to place the managers in various department of the organization is effective.	5	4	3	2	1
5.	The HR department of your pharmaceutical firm places managers in various departments of the organization according to the placement policy.	5	4	3	2	1
6.	The concerned department of your pharmaceutical firm regularly evaluates the performance of managers using standard method after successful placement.	5	4	3	2	1
7.	The respective department of your pharmaceutical firm takes fair decision while transferring managers from one department to another department in the organization.	5	4	3	2	1

8.	The assigned department of your pharmaceutical firm provides recognition if a manager performance is quite satisfactory through evaluation.	5	4	3	2	1
9.	The relevant department of your pharmaceutical firm provides effective socialization to the managers so that they can adapt easily with the placed department.	5	4	3	2	1
10.	The concerned department of your pharmaceutical firm provides effective development to the newly placed managers so that they can develop their capabilities to perform their assigned tasks and duties.	5	4	3	2	1
11.	The responsible department of your pharmaceutical firm evaluates performance of the newly placed managers showing credibility and fairness.	5	4	3	2	1
12.	The HR department of your pharmaceutical firm provides promotion, demotion, discharge, increment and other facilities to the managers used their performance appraisal results.	5	4	3	2	1
13.	The particular department of your pharmaceutical firm takes opinion from the individual manager before placing him/her in new department/division in the organization.	5	4	3	2	1
14.	The HR department of your pharmaceutical firm maintains fairness while placing managers in various departments in the organization.	5	4	3	2	1
15.	The overall placement policy and practice of your pharmaceutical firm is quite good and exceptional.	5	4	3	2	1

SECTION V:

Instruction: Please read the following statements carefully and indicate the extent of your agreement with the statements on a 5- Point Likert Scale. **Kindly, circle your answer.**

5= Strongly Agree (SA) | 4= Agree (A) | 3= Neutral (N) | 2= Disagree (D) | 1= Strongly Disagree (SD)

		SA	A	N	D	SD
1.	The staffing policy of your pharmaceutical firm is quite standard which help the HR department of the organization to identify the human resource requirements.	5	4	3	2	1
2.	The staffing practice of your pharmaceutical firm is well enough to fulfill the vacant positions of the organization with competent human resources.	5	4	3	2	1
3.	The HR department of your pharmaceutical firm is capable to formulate standard staffing policy for attracting most qualified candidates to the organization.	5	4	3	2	1
4.	The HR department of your pharmaceutical firm is always maintained ethics during formulation of staffing policies for the organization.	5	4	3	2	1
5.	The staffing policy and practice of your pharmaceutical firm is standard which help the organization to attract and retain qualified candidates for long time in the organization.	5	4	3	2	1
6.	The overall staffing policies and practices of your pharmaceutical firm are helping the HR department to manage the diversified human resources effectively and efficiently.	5	4	3	2	1

SECTION VI:

Respondent Profile

Instruction: Kindly, put the **TICK (√)** in the right box that is appropriate for you. All information received on this form will only be used for the purpose of Ph.D research and will be strictly held in **CONFIENTIALITY.**

1. Gender ☐ Male

☐ Female

2. Material Status ☐ Married

☐ Not Married

☐ Divorced/Separated

3. Age ☐ Less than 25 years

☐ 25-35 years

☐ 36-45 years

☐ More than 45 years

4. Your position in the Pharmaceutical Firm: ☐ Assistant Manager

☐ Senior Assistant Manager

☐ Deputy Manager

☐ Manager
Senior Manager

☐ Deputy General Manager

☐ General Manager

5. How long have you been working in this pharmaceutical firm (approximately)?

- ☐ Less than 1 year
- ☐ 1-3 years
- ☐ 4-6 years
- ☐ 7-10 years
- ☐ More than 10 years

6. Your highest education level attained:

- ☐ Bachelor or equivalent
- ☐ Master or equivalent
- ☐ Ph.D or equivalent
- ☐ Other Diploma/ Certificate courses

7. Total working experiences including present experience (approximately):

- ☐ Less than 1 year
- ☐ 1- 5 years
- ☐ 6-10 years
- ☐ More than 10 years

Thank you for your sincere endeavor!!!!

B. Questionnaire for Employees

Dhaka University

Nilkhet Road, Dhaka-1000

Tel: + 88 02 9661900 Fax: +88 02 9667222 Website: www.du.ac.bd

Title of the Study

Evaluation of Staffing Policies and Practices of Pharmaceutical Manufacturing Firms in Bangladesh

Survey Questionnaire

Code No.

Study for Ph.D Degree

Department of Management

Faculty of Business Studies

University of Dhaka

Tel: 880-2-9661900 –ext. (7835/7845) Fax: 880-2-8615583 Website:

www.du.ac.bd/academic/department_item_details/Contact/MAN

Dear Respondent,

Warm Greetings from me! I have been conducting Ph.D study in the Department of Management, Faculty of Business Studies, University of Dhaka since 11 November 2014 with utmost sincerity and devotion. The title of my Ph.D study is **"Evaluation of Staffing Policies and Practices of Pharmaceutical Manufacturing Firms in Bangladesh"**. I have randomly selected your esteemed pharmaceutical firm to collect necessary data/information as requirements of my Ph.D study. That is why, I have attached herewith a questionnaire to fill-up according to your opinion. The objective of the attached survey is to evaluate the existing Staffing Policies and Practices of Pharmaceutical Manufacturing Firms in Bangladesh. There are six sections in the survey. You are cordially requested to answer all the sections. This questionnaire is designed to assess your opinion of your pharmaceutical firm's existing staffing policies and practices, which may reflect your attitude and behavior at work in the organization. In the questionnaire, there are no right or wrong answers. All your answers will reflect your personal opinion about the existing staffing policies and practices of your pharmaceutical manufacturing firm. In this survey, individual responses will be kept CONFIDENTIAL and will never be disclosed elsewhere. Your firm will not get access to the data/information you have provided herein. In written or oral materials, no references will be made that could link to this study. **Only group data will be included in the results.**

There is an instruction at the beginning of each section. Please read this instruction carefully while giving your statements. The accurate and concrete statement is expected from you. Your valuable time and cooperation in this regard would be highly appreciated. Kindly, take a few minutes to fill -up this survey questionnaire accurately and concretely.

Thank you very much for giving me your valuable time to successfully and effectively complete this survey.

Sincerely yours,

Sheikh Abdur Rahim
Ph.D Researcher
Department of Management
University of Dhaka
Mobile No. 01718011219
E-mail: rahimdu1981@hotmail.com

SECTION I:

Instruction: Please read the following statements carefully and indicate the extent of your agreement with the statements on a 5- Point Likert Scale. **Kindly, circle your answer.**

5= Strongly Agree (SA) | 4= Agree (A) | 3= Neutral (N) | 2= Disagree (D) | 1= Strongly Disagree (SD)

		SA	A	N	D	SD
1.	The HR department of your pharmaceutical firm can successfully include the steps of job analysis while conducting the job analysis program for the company.	5	4	3	2	1
2.	The concerned department of the pharmaceutical firm can select the accurate method to conduct the job analysis program effectively.	5	4	3	2	1
3.	The HR department of your firm can effectively set the criteria to conduct the job analysis program for the company.	5	4	3	2	1
4.	The HR department of your pharmaceutical firm can effectively prepare the job description and job specification for each and every employee of the company.	5	4	3	2	1
5.	The HR department of your organization can effectively survey each and every job of the firm during job analysis program.	5	4	3	2	1
6.	The HR department of your pharmaceutical firm has enough capacity to use the job analysis data properly for accomplishing the other human resource management functions of the organization.	5	4	3	2	1
7.	The respective department of your firm has successfully found the job requirements before conducting recruitment.	5	4	3	2	1

8.	The HR department of your pharmaceutical firm can carefully formulate human resource planning policy before conducting recruitment.	5	4	3	2	1
9.	The responsible department of your firm always tries to review and update the existing job descriptions and specifications before conducting recruitment.	5	4	3	2	1
10.	The concerned department of your firm is capable to set the concrete goal of the recruitment program.	5	4	3	2	1
11.	The particular department of your firm can effectively justify the validity of recruitment tests.	5	4	3	2	1
12.	The HR department of your pharmaceutical firm can effectively find out the reliability of recruitment tests.	5	4	3	2	1
13.	The HR department of your pharmaceutical firm can effectively use alternative recruitment methods to find out the more qualified potential candidates from the labor market for the organization.	5	4	3	2	1
14.	The HR department of your pharmaceutical firm can successfully conduct the e-recruitment to fulfill the vacant positions of the organization with qualified candidates.	5	4	3	2	1
15.	The HR department of your pharmaceutical firm is always conducting ideal or standard recruitment program to discover more potential candidates for the organization.	5	4	3	2	1
16.	The HR department of your pharmaceutical firm utilizes standard recruitment method to conduct the fair recruitment program.	5	4	3	2	1
17.	The HR department of your pharmaceutical firm is capable to apply appropriate recruitment process.	5	4	3	2	1
18.	The HR department of your pharmaceutical firm can fairly utilizes the internal sources of recruitment (i.e. job posting or bidding, friends and relatives of existing employees, promotion, transfer).	5	4	3	2	1
19.	The HR department of your pharmaceutical firm can impartially utilize the external sources of recruitment (i. e.	5	4	3	2	1

	job advertisement, employment agencies, employee referrals, campus recruitment).					
20.	The HR department of your pharmaceutical firm is always mentioned approved criteria in the regular job circular for motivating external qualified candidates.	5	4	3	2	1
21.	The HR department of your pharmaceutical firm is very much acquaintance about the cost of poor recruitment.	5	4	3	2	1
22.	The HR department of your pharmaceutical firm is capable to conduct recruitment program using latest technology.	5	4	3	2	1
23.	The recruitment cost of your pharmaceutical firm is acceptable amount.	5	4	3	2	1
24.	The HR department of your pharmaceutical firm takes help from third party/agency to conduct the recruitment program.	5	4	3	2	1
25.	The HR department of your pharmaceutical firm is always applied all steps of the recruitment process.	5	4	3	2	1
26.	The overall recruitment policy and practice of your pharmaceutical firm is quite good and exceptional.	5	4	3	2	1

SECTION II:

Instruction: Please read the following statements carefully and indicate the extent of your agreement with the statements on a 5- Point Likert Scale. **Kindly, circle your answer.**

5= Strongly Agree (SA) | 4= Agree (A) | 3= Neutral (N) | 2= Disagree (D) | 1= Strongly Disagree (SD)

		SA	A	N	D	SD
1.	The HR department of your pharmaceutical firm can effectively set the objective of the selection program.	5	4	3	2	1
2.	The process used by the HR department of your pharmaceutical firm in the initial selection to prepare the short list of candidates is standard.	5	4	3	2	1
3.	The assigned department of your pharmaceutical firm can successfully conduct the preliminary interview to search out qualified candidates for written test.	5	4	3	2	1
4.	The concerned department of your firm can successfully conduct the written test to assess the quality of the candidates properly.	5	4	3	2	1
5.	The criteria used by the HR department of your pharmaceutical firm in the written test for selecting candidates to conduct the further tests are adequate.	5	4	3	2	1
6.	The concerned department of your firm can successfully conduct the diagnostic interview to determine the suitability of the candidate for his/her applied position in the organization.	5	4	3	2	1
7.	Your pharmaceutical firm has the strong assessment center to accurately evaluate the skills, abilities, competencies, etc. of the candidates.	5	4	3	2	1

8.	The relevant department of your firm conducts various types of tests (i.e. intelligence test, proficiency test, aptitude test , vocational test, personality test, etc.) to select the best candidates for the organization.	5	4	3	2	1
9.	The HR department of your pharmaceutical firm has used standard techniques and instruments in the selection process of the candidates.	5	4	3	2	1
10.	The responsible department of your pharmaceutical firm has very much carefully verified the applicant's background information with the help of references.	5	4	3	2	1
11.	The HR department of your firm conducts effective physical examination to find out whether the applicant is physically fit or not for the job of the organization.	5	4	3	2	1
12.	The criteria used by the HR department of your pharmaceutical firm in the oral test is adequate for making final selection decision.	5	4	3	2	1
13.	The HR department of your pharmaceutical firm is very much aware of outcomes of the selection decision.	5	4	3	2	1
14.	The concerned department of your pharmaceutical firm is always taken initiative to reduce the cost of selection program.	5	4	3	2	1
15.	The applicant is asked relevant questions during diagnostic interview to determine the suitability of the candidate for the job of the organization.	5	4	3	2	1
16.	The HR department of your pharmaceutical firm follows the steps of the selection process sequentially.	5	4	3	2	1
17.	The HR department of this pharmaceutical firm always maintains fairness in the selection process.	5	4	3	2	1
18.	The selection process which is applied by the HR department of your pharmaceutical firm can acquire information about the candidate so that an intelligent selection decision can be made.	5	4	3	2	1

19.	The HR department of your pharmaceutical firm can conduct a selection program within the specified time.	5	4	3	2	1
20.	The HR department of your pharmaceutical firm can capable to conduct the effective selection process in order to properly evaluate the candidates qualification.	5	4	3	2	1
21.	The responsible department of your pharmaceutical firm is capable to select most qualified candidates for fulfilling the vacant positions of the organization.	5	4	3	2	1
22.	The HR department of your pharmaceutical firm can freely take the final employment decision.	5	4	3	2	1
23	The selection process of your pharmaceutical firm is free, fair and credible so that no objection regarding the selection process has come to the higher authority as yet.	5	4	3	2	1
24.	The overall selection policy and practice of your pharmaceutical firm is quite good and exceptional.	5	4	3	2	1

SECTION III:

Instruction: Please read the following statements carefully and indicate the extent of your agreement with the statements on a 5- Point Likert Scale. **Kindly, circle your answer.**

5= Strongly Agree (SA) | 4= Agree (A) | 3= Neutral (N) | 2= Disagree (D) | 1= Strongly Disagree (SD)

		SA	A	N	D	SD
1.	The HR department of your pharmaceutical firm has formulated excellent induction plan.	5	4	3	2	1
2.	The topics included into the induction program by the HR department of this pharmaceutical firm are adequate to orient the newcomers properly about the organization and its activities.	5	4	3	2	1
3.	The HR department of your pharmaceutical firm can develop the relevant materials of the induction program for the newcomers.	5	4	3	2	1
4.	The supervisor can play the effective role in the induction program of your pharmaceutical firm.	5	4	3	2	1
5.	The HR department of your pharmaceutical firm is able to conduct the induction program practically for the employees of the organization.	5	4	3	2	1
6.	The concerned department of your pharmaceutical firm is capable to provide all relevant information to the employees during induction program of the company.	5	4	3	2	1
7.	The schedule of the induction program of your pharmaceutical firm is convenient for the newcomers.	5	4	3	2	1

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8.	The approach used by the HR department of your pharmaceutical firm is enough to conduct the effective induction program.	5	4	3	2	1
9.	The way followed by the HR department of your pharmaceutical firm to conduct the induction program is favorable for the newcomers and the organization.	5	4	3	2	1
10.	The technique utilized by the HR department of your pharmaceutical firm for conducting the induction program is appropriate.	5	4	3	2	1
11.	The system applied by the HR department of your pharmaceutical firm to conduct the induction program is appropriate.	5	4	3	2	1
12.	The particular department of your pharmaceutical firm conducts induction program for the newcomers according to the policy of the organization.	5	4	3	2	1
13.	The HR department of your pharmaceutical firm has enough capacity to conduct the effective induction program for the newcomers.	5	4	3	2	1
14.	The concerned department of your pharmaceutical firm evaluates the induction program and takes steps to overcome the barriers of effective induction program for the newcomers.	5	4	3	2	1
15.	The assigned department of your firm has collected feedback from the newcomers at the end of induction program.	5	4	3	2	1
16.	The overall induction policy and practice of your pharmaceutical firm is quite good and exceptional.	5	4	3	2	1

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SECTION IV:

Instruction: Please read the following statements carefully and indicate the extent of your agreement with the statements on a 5- Point Likert Scale. **Kindly, circle your answer.**

5= Strongly Agree (SA) | 4= Agree (A) | 3= Neutral (N) | 2= Disagree (D) | 1= Strongly Disagree (SD)

		SA	A	N	D	SD
1.	The HR department of your pharmaceutical firm has formulated excellent placement policy to place the employees in various departments of the organization properly.	5	4	3	2	1
2.	The particular department of your firm considers relevant factors while placing employees in various departments of the organization.	5	4	3	2	1
3.	The methods applied by the HR department of your pharmaceutical firm to place the employees in various departments of the organization are standard.	5	4	3	2	1
4.	The system utilized by the HR department of your pharmaceutical firm to place the employees in various department of the organization is effective.	5	4	3	2	1
5.	The HR department of your pharmaceutical firm places employees in various departments of the organization according to the placement policy.	5	4	3	2	1
6.	The concerned department of your pharmaceutical firm regularly evaluates the performance of employees using standard method after successful placement.	5	4	3	2	1

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7.	The respective department of your pharmaceutical firm takes fair decision while transferring employees from one department to another department in the organization.	5	4	3	2	1
8.	The assigned department of your pharmaceutical firm provides recognition if an employee performance is quite satisfactory through evaluation.	5	4	3	2	1
9.	The relevant department of your pharmaceutical firm provides effective socialization to the employees so that they can adapt easily with the placed department.	5	4	3	2	1
10.	The concerned department of your pharmaceutical firm provides effective development to the newly placed employees so that they can develop their capabilities to perform their assigned tasks and duties.	5	4	3	2	1
11.	The responsible department of your pharmaceutical firm evaluates performance of the newly placed employees showing credibility and fairness.	5	4	3	2	1
12.	The HR department of your pharmaceutical firm provides promotion, demotion, discharge, increment and other facilities to the employees used their performance appraisal results.	5	4	3	2	1
13.	The particular department of your pharmaceutical firm takes opinion from the individual employee before placing him/her in new department/division in the organization.	5	4	3	2	1
14.	The HR department of your pharmaceutical firm maintains fairness while placing employees in various departments in the organization.	5	4	3	2	1
15.	The overall placement policy and practice of your pharmaceutical firm is quite good and exceptional.	5	4	3	2	1

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SECTION V:

Instruction: Please read the following statements carefully and indicate the extent of your agreement with the statements on a 5- Point Likert Scale. **Kindly, circle your answer.**

5= Strongly Agree (SA) | 4= Agree (A) | 3= Neutral (N) | 2= Disagree (D) | 1= Strongly Disagree (SD)

		SA	A	N	D	SD
1.	The staffing policy of your pharmaceutical firm is quite standard which help the HR department of the organization to identify the human resource requirements.	5	4	3	2	1
2.	The staffing practice of your pharmaceutical firm is well enough to fulfill the vacant positions of the organization with competent human resources.	5	4	3	2	1
3.	The HR department of your pharmaceutical firm is capable to formulate standard staffing policy for attracting most qualified candidates to the organization.	5	4	3	2	1
4.	The concerned department of your pharmaceutical firm is always maintained ethics during formulation of staffing policies for the organization.	5	4	3	2	1
5.	The staffing policy and practice of your pharmaceutical firm is standard which help the organization to attract and retain qualified candidates for long time in the organization.	5	4	3	2	1
6.	The overall staffing policies and practices of your pharmaceutical firm are helping the HR department to manage the diversified human resources effectively and efficiently.	5	4	3	2	1

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SECTION VI:

Respondent Profile

Instruction: Kindly, put the **TICK (√)** in the right box that is appropriate for you. All information received on this form will only be used for the purpose of Ph.D research and will be strictly held in **CONFIENTIALITY.**

1. Gender ☐ Male

☐ Female

2. Material Status ☐ Married

☐ Not Married

☐ Divorced/Separated

3. Age ☐ Less than 25 years

☐ 25-35 years

☐ 36-45 years

☐ More than 45 years

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4. Your position in the Pharmaceutical Firm:

- ☐ Medical Representative
- ☐ Senior Medical Representative
- ☐ Assistant Officer
- ☐ Senior Assistant Officer
- ☐ Officer/Executive
- ☐ Senior Officer/ Senior Executive
- ☐ Others

5. How long have you been working in this pharmaceutical firm (approximately)?

- ☐ Less than 1 year
- ☐ 1-3 years
- ☐ 4-6 years
- ☐ 7-10 years
- ☐ More than 10 years

6. Your highest education level attained:

- ☐ Bachelor or equivalent
- ☐ Master or equivalent
- ☐ Ph.D or equivalent
- ☐ Other Diploma/ Certificate courses

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7. Total working experiences including present experience (approximately):

☐ Less than 1 year

☐ 1- 5 years

☐ 6-10 years

☐ More than 10 years

Thank you for your sincere endeavor!!!!

C. Staffing Data of the Selected Pharmaceutical Companies in Last Five Year

SL	Particulars	2017	2016	2015	2014	2013
1.	Number of Candidates Applied for the jobs					
2.	Number of Candidates Recruited for the jobs					
3.	Number of Candidates Selected for the jobs					
4.	Number of Selected Employees Posted in different departments of the company					
5.	Number of Employees Promoted to the next position					
6.	Number of Employees Transferred in different departments of the company					