Internship Report on

"An Internship Report on the Recruitment and Selection Process of bKash"

Supervised by

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Daffodil International University

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Letter of Transmittal

October 27, 2024

To

Ms. Farhana Noor

Assistant Professor

Department of Business Administration

Daffodil International University

Subject: Submission of Internship Report

Dear Ma'am,

Most humbly, I am submitting my internship report: "An Internship Report on the Recruitment and Selection Process of bKash". It is an honour to complete this report as part of my BBA program. Although the trip of my internship was full of some challenges, I have tried my best to come up with a good report.

It has been your directions in the process that have been greatly appreciated so much. As much as I wish that you kindly find the time to go through my report, please I would appreciate it if I could have the honour of your esteemed response to my presentation. Kindly do not hesitate to contact us if you would like additional information or interpretation of any section of the report.

Yours faithfully,

27-10-24

A.B.M. Rajib Shahriar

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Major in Human Resource Management

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Acknowledgement

First of all, I would like to express my heartfelt gratitude for the support and guidance provided to me by my on-site supervisor, Ms. Farhana Noor, Assistant Professor of Daffodil International University (DIU). Her feedback, critiques and suggestions have been very useful to fine-tune this report to this present form.

I am also very thankful to Daffodil International University for designing such an informative program which gave me only three months to cover an overall preview of the corporate world. The experiences and the lessons I learned in bKash have been very useful and I firmly believe that the tools and the knowledge I gained there helped me to gain strong foundational support to shape my future career.

I had the opportunity to learn so many things and gain so much experience during the time that I worked for bKash which surely would benefit me in future endeavors. On behalf of all of us at bKash and more broadly, I would like to express my heartfelt gratitude to all those who have supported, helped or participated in developing this report in any way.

With heartfelt gratitude,

27-10-24

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A.B.M. Rajib Shahriar

Student’s Declaration

I am pursuing the BBA program at Daffodil International University and I confirm that the internship report I have submitted on the Recruitment and Selection Process of bKash has been created following the academic standards set forth by the university.

I further verify that this work is a product of my genuine efforts and understanding. No part of this report has been submitted to any other educational institution for the acquisition of any degree or recognition. Every piece of information presented is accurate to the best of my knowledge and there hasn't been any violation of copyrighted content within the boundaries of my presented work.

I acknowledge the University’s right to seek reparations for any consequences, liabilities or damages stemming from any discrepancies or errors in this report and I will be entirely responsible for addressing such instances without expecting leniency.

Respectfully,

27-10-24

A.B.M. Rajib Shahriar

ID: 172-11-5605

Major in Human Resource Management

Program: BBA

Faculty of Business and Entrepreneurship

Department of Business Administration

Supervisor's Declaration

This is to certify A.B.M. Rajib Shahriar, ID: 172-11-5605, from Daffodil International University, Department of Business Administration, (BBA) program under my supervision and submitted for the requirement of the Bachelor of Business Administration (BBA) that the internship report titled "The Recruitment and Selection Process of bKash" has been successfully completed. The data and findings presented in this internship report seem to be original. Thus, this report is approved for the presentations in the internship defence.

I wish him all the success in his life ahead.

27-10-24

Ms. Farhana Noor

Assistant Professor

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Executive Summary

This report focuses on the recruitment and selection practice within bKash, one of the leading mobile financial service provider companies in Bangladesh. So, the purposes of the research are to know how bKash hires employees and how the aspect of HRM can be enhanced in other similar companies. The data from academic publications, company reports, government records and interviews with bKash HR experts have been used in this study. These include the employee selection and recruitment aspect in bKash with emphasis on the technology, culture and strategy used in the organization.

This paper reveals the fact that bKash publishes and accepts its recruitment advertisements and applications over the Internet, which aligns with the organization's strategy of sourcing employees with high-level technology skills and faster recruitment exercises. Also, cultural match is a key factor when hiring employees since it helps to achieve the bKash goals and objectives. Thus, this approach enhances bKash's performance in the stiff market of mobile financial services through cultural harmony and client orientation.

The report has recommended that the technological-focused hiring system of bKash should be open for all applicants, that is, the company needs to be more inclusive in its recruitment process. Also, this strategy plans for an efficient orientation process that means that new employees will fit in and the company's pool of talent base widens.

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Chapter-1: Introduction

1.1 Introduction

Recruitment and selection procedures followed when hiring employees as well as methods used to retrench them affect organizational culture and structure. In the current report, the author is going to discuss the hiring practices of bKash, the largest mobile banking industry in Bangladesh. This study's principal objective is to gain more insight into the fundamental frameworks, methodologies and ideas of human resource management (HRM) in emerging economies through a proper investigation of basic ideas and the strategic approaches of bKash's employee recruitment process.

1.2 Background of the Study

The mobile financial services industry has emerged in Bangladesh through bKash which is a subsidiary of the BRAC Bank Limited and started its journey in 2011. There is no doubt that the organization is enjoying fast growth because of its good structure and competent personnel. bKash, which officially started operation in 2011 and reached 70 million customers by the end of 2023. But little is known about how such a great organization was formed in the first place. To address this research question, this study seeks to provide a detailed analysis of the recruitment processes of bKash.

1.3 Scope of the Study

This research is mainly concerned with the employment and recruitment policies of bKash. While the results are presented for bKash, the implications may be of great relevance for other digital banks and financial organizations in Bangladesh as well as other countries of the world (Al-Zagheer et al., 2021). Even though the present study focuses on the relationship between these strategies and HRM, the study also considers the link between these strategies and other aspects of organizational performance including employee turnover rate, productivity, and other performance measures.

1.4 Objective of the Study

- To analyze the technological framework that bKash employs in its recruitment processes, focusing on the tools and platforms the company uses.
- To evaluate the cultural alignment and strategy of bKash, assessing how well the company's recruitment and selection strategies align with its values, mission and overall strategic goals.
- To examine the effectiveness of the current recruitment sources used by bKash, including employee referrals, online job portals and campus recruitment.

1.5 Methodology

This study employs both primary and secondary research methods with an emphasis on the use of qualitative data. Sources of primary data included self-developed semi-structured questionnaires filled in by bKash's HR personnel and management. Secondary data can be identified from such public sources as academic journals and company and government reports. Constructive evaluation of the gathered material allows us to focus on the assessment of the recruitment and selection processes.

1.6 Limitations of the Study

There are some limitations inherent in this study. First, it is important to note that this study is limited to bKash and its generalization of the findings can be a possibility for other organizations and or sectors. Second, the number of interviewees was limited because of the time and financial restrictions of the study, which could potentially hamper the extent of the findings. Lastly, this study is limited to the selection and hiring phases of the HRM and as HRM practices are dynamic, some findings may become obsolete.

Chapter 2: Company Overview

2.1 History of bKash

In 2011, BRAC Bank Limited and Money in Motion LLC formed a joint venture that would change the face of financial services in Bangladesh: bKash. This was intended to target the financially excluded and under-banked population who have been lacking digital banking services which are a necessity (Yesmin et al., 2019). Using the opportunity of elevated smartphone penetration in Bangladesh, bKash converted these communication gadgets into digital financial gadgets that enabled users to undertake portable financial flexibility. Thus, allowing bKash to pursue its mission of bringing digital banking services to every citizen, this innovation helped empower people who previously had no access to digital financial services.

2.2 Company Overview

For this reason, bKash has positioned itself within the financial services industry as a flagship company and continues to prove that it provides excellent services by performing sustained innovations and focusing on convenience for numerous consumers across the world. The company's mobile application for money transfer supports both smartphones and feature phones; this innovation has revolutionized the ways of money transfers in Bangladesh (Buller et al., 2012). This compatibility ensures that the target population is availed of the bKash services through other devices apart from modern smartphone technology. Thus, the service of bKash itself was 'launched' into the field of the public, thereby smoothening the interface and rendering banking and financial instruments to millions of people who either were banked only marginally or did not have any chance of getting into digital banking at all.

The application's convenience lies in the fact that the users can accomplish numerous financial operations. Through the mobile account, users can transfer cash, receive cash, make payments, mobile recharge, pay bills and even make donations to charitable organizations. bKash even offers microfinance and digital loans and savings in collaboration with other banks. bKash started offering remittance services to its users in Bangladesh on March 19, 2024. Now expatriates from 43 countries can send remittances safely and legally. Many users have found the app very useful, especially those in rural areas where the banking facilities are few. Thus, it can be said that bKash has been of enormous benefit to Bangladesh by enhancing the level of financial inclusion of this economy.

Figure 1: bKash Company Overview

Besides allowing money transferring and payment services, bKash has been diversifying its services based on the demands of the customers as well (Islam et al., 2016). The inclusion of utility bill payments has made the customers find an easy solution to the management of some of the necessities, thus making bKash a relevant part of the users' everyday activities. Further, the merchant payment for the app has thereby made smartphones smart, green virtual wallets and allowed users to pay for goods & services through a rapidly expanding network of retail stores across the country. In 2024 bKash brought their services to another level by offering these new services; Bank to bKash and bKash to Bank. Their consumers can now transfer money by linking their bank accounts and bKash accounts. This brought huge relief to their consumers by smoothening their digital banking experience. Apart from improving ease of use for consumers, it also contributes towards the development of e-commerce in Bangladesh by offering companies a protected and effective means of making payments.

As a result, due to its insistence on bringing innovations to the major players in the Financial Service Industry and giving its consumers prime importance, bKash has not merely established its stake in the industry but has also standardized Mobile Financial Service in emerging markets. Such flexibility in adapting to the needs of customers has been another strength that has contributed to the growth and supremacy of the company in the field of financial technology.

2.3 Vision Statement

The vision statement of bKash is 'Empowering lives through financial services', which means it's the company's mission to make financial services available to all people, even those in the poorest of regions or those living in poverty. This vision stems from the idea that there can be no economic growth and equality if people are excluded from the formal financial systems. Therefore, and through the offering of financial services, it has been the vision of bKash to open up the financial front and assist the public and communities in order to enable them to improve their lives socially and economically.

It is also seen that the vision statement of the company is not very different from its mission and values. In this way, besides meeting its business goals, bKash is also addressing financial inclusion which is part of social and economic development efforts. From this point of view, the matching of the company's vision, mission, and values can be regarded as one of the main factors of success.

2.4 Mission Statement

The strategic objective of bKash is to provide financial services that are safe, convenient and affordable for everyone by words of its mission statement that not only continues to drive the operations of the company but also defines its long-term vision.

Security is a very important aspect for bKash since customer trust and the reliability of the financial operations are critical to the organization. The company has adopted several policies to protect its services as well as its products such as secure systems for data protection and payments.

Convenience is another of the goals that bKash has set for itself in its formal mission statement. The company has an application on the mobile platform where customers can be able to carry out financial transactions. This emphasis on convenience is especially significant in the modern environment, where customers seek to handle their finances effortlessly (Mahmud et al., 2022).

Like mobile money, another issue that is well addressed by bKash is affordability. On their part, the company firmly stood for the opinion that everyone must be able to access financial services. Also, fees are reasonable by bKash, thus being able to increase its client base as the company wants its services to be accessible to everyone.

2.5 Core Values

That is why bKash's core values are a part of the company's organizational culture and are integral to its actions. These are the values that define the actions and choices of the company, as well as position all the workers in the company to embrace its mission and vision.

- **Innovation:** bKash always focuses on innovation and engages itself in coming up with ideas on how the services it offers could enhance the clients. Indeed, innovation remains one of the aspects that has informed the company's success since it serves as an effective way of countering competition while sustaining its dominance in the digital financial services industry.
- **Integrity:** The principle of integrity runs through bKash's business, and the firm only engages in business dealings with its stakeholders in the right manner (Aziz et al., 2021). This commitment to integrity is seen in Pegasus and its high regard for security and customer data and its very focus on serving clients in the most reliable way possible.
- **Customer-Centricity:** bKash always positions the customer in the central point of operation of a firm. It is also the policy of the company to respond and adapt to the needs and wants of the customers by producing services that will address these needs. Another factor that has resulted in the growth of bKash has been the focus on the customer while implementing the solution.
- **Collaboration:** Another value that drives the culture of the organization is teamwork which is evident from the operations of bKash. From the teamwork and coordination perspective, the company is aware that in order to achieve its planned objectives it is quite important that there is co-partnership amongst the employees (Saarmean et al., 2021). The mentioned paradigm also reflects the company's external relations with other stakeholders such as educational institutes, governmental bodies, banks and other institutions.
- **Sustainability:** Sustainability can be said to be embedded in bKash's operations and the company strives to be environmentally friendly. The company acknowledges that business enterprises have a social responsibility to preserve the environment for the coming generations and will observe environmentally friendly standards where it operates.

2.6 Code of Conduct

This Code of Conduct also assists bKash in defining employee behavior and company culture. In these codes, the company lays down the expected behavior patterns of all the employees and offers a framework for decision-making concerning ethics.

It is imperative to note that the Code of Conduct deals with professionalism issues, respect for co-workers and legal and regulatory compliance issues among others. It also concentrates on the confidentiality and security of the consumer information and clients are duly compensated after their trust is given to bKash. The code also supplements to guarantee that each worker represents the company's ethical standards when dealing with customers, fellow employees and other parties.

2.7 Objective of the Company

The main objective behind the creation of bKash reflected in the strategy to provide everyone, being the lowest income earner in the society or the rural dweller, with instant access to financial services and highly satisfying customer service. This objective reflects on the mission and vision developed for the company as well as its primary goal of promoting the concept of mobile financial services and enhancing the economy of Bangladesh.

In addition, the following are the secondary objectives of bKash, which also support the organization's purpose. Some of them are maintaining the leading market position in the establishment of new and advanced digital financial services by widening and enriching services in a planned manner. Another one is building comprehensive and sustainable relationship with the customers as well as with other businesses and official partners.

2.8 Management Structure

Management of bKash is designed to facilitate a wide array of financial services offered by the firm, which helps in coordinating operations between the different departments. The structure is directed by the CEO and some major functional departments include Finance, Commercial, Marketing, Consumer Service, ECAD, Technology and Human Resources. Further, each department is divided into sub-departments which are specialized in a particular sector of business.

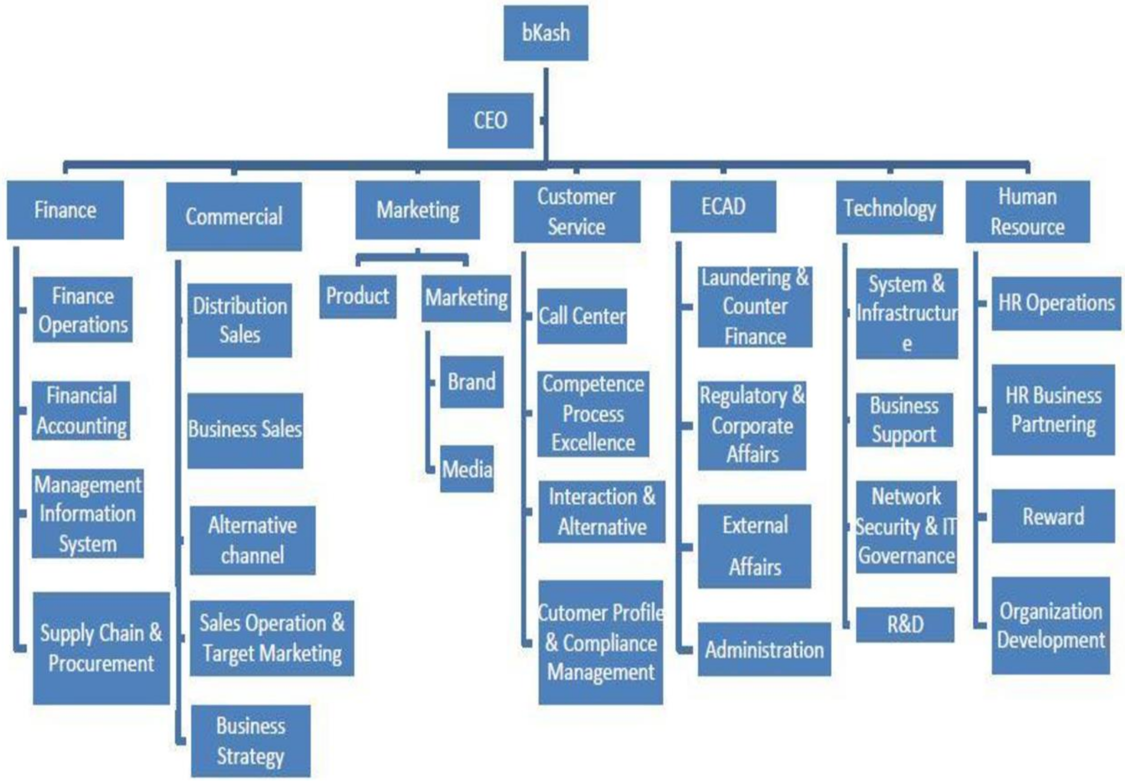

Figure 2: Management Structure of bKash.

- **Finance Division:** This department deals with finance operations, Financial Accounting, Management information systems, and Supply Chain & procurement. These functions ensure proper financial activities of bKash and proper procurement and control of resources. Proper and efficient control of the financial activities of bKash through its branches and centers.
- **Commercial Division:** These are Distribution Sales, Business Sales, Alternative Channels and Sales Operations and Target Marketing and Business Strategy. Here emphasis is given to sale volumes, the networks of distribution and the correspondence of business strategies to the market demand.
- **Marketing Division:** The departments in Marketing are Product Management, Brand Management and the Media department. They are quite independent and allow bKash to manage its products, build its brand image and deal with the media.

- **Customer Service Division:** There are six individual departments under this division. They are call center, digital chat service, customer center, customer care, process management and SQCM (Service Quality and Compliance Management. They are centered on providing services digitally and physically to the customers and making sure that quality services concerning customer relations and compliance are met.
- **ECAD Division:** In this division, there is Laundering & Counter-Finance, Regulatory & Corporate Affairs, External Affairs and Administration. It deals with legal matters as well as overseeing the company's conformity to laws and regulations.
- **Technology Division:** It is headed by the Technology department that deals in Systems & Infrastructure, Business Support, Network Security & IT Governance and finally Research & Development. This department makes sure that bKash has a strong background in technology as well as an effective security system for innovation.
- **Human Resource Division:** There are four subcategories in the HR department, which are HR Operations, HR Business Partnering, Reward Management, and Organization Development. This department oversees the development, motivation and control of the company’s human resources concerning the company’s strategic directions.

Chapter 3: Recruitment and Select Process of bKash

3.1 Current Recruitment System/Scenario of bKash

The recruitment system in bKash is also greatly influenced by technology, which is in line with the organization's innovation strategy. Employment opportunities are advertised online, while screening is also conducted online making it easy for the companies and suitable applicants.

With the help of technology, bKash can gather many candidates for the selection process coming from Bangladesh and even other countries if the employees are allowed to work remotely. The company's online recruitment system is easy to use and was built to create an easier application process for both the applicant and the HR manager (Yesmin et al., 2019).

Online recruitment platform also helps bKash in improving the tracking and monitoring of applications as well as in other factors to make the process more efficient and clearer. This approach of recruitment and selection is in sync with bKash's innovation and customer-oriented strategies because, through this approach, bKash can attract people with the right technical skills, especially in a world that is among the fastest-growing digital financial services.

3.2 Recruitment and Selection Strategy of bKash

The recruitment and selection policy of bKash also focuses on the organizational culture, which means new employees will have to understand and appreciate the mission and vision of the organization. It also ensures that bKash has a united and active workforce, which is important in the mobile financial services business competition.

Another aspect of the organization is cultural alignment which is also demonstrated in interviews and assessments that involve tests on culture. These tools are used to assess to what extent the candidates match bKash's standards and vision, not only concerning their technical skills but also their character and values.

As for recruitment at bKash, the company's recruitment strategy also focuses on the principles of customer-centricity and innovative solutions (Aziz et al., 2021). The company also strives to attract people with compatible commitments as it delivers the best financial services to its customers. This emphasis on this aspect is very helpful in the growth of bKash as it enables the company to work closely with customers and be able to meet or respond to customer needs satisfactorily.

The last two values that have been highlighted in the case include cultural alignment and customer-centricity and the other value that is key in the recruitment process of bKash is diversity. The employment profile of the company shows that the firm understands the importance of the diversity of the workforce and tries to attract people with different experiences.

3.3 Sources of Recruitment

At bKash, recruitment is conducted internally through employee referrals and externally through online recruitment platforms and universities. Internal recruitment is dominated by the employee referral program because this method can identify candidates who are likely to fit in the organization's culture; external recruitment includes Campus Recruitment which is important for hiring young talents for bKash.

Employee referrals are an essential component of bKash since they help the company access the networks of the employees. This approach is especially useful for identifying the cultural fit because employees tend to recommend people who have similar values and who are motivated by the company's mission.

Other than this, bKash still uses online recruiting sources for instance; job websites to increase employees' referrals. Such sites enable the company to post the available jobs, reach out to a huge number of people and get candidates who have different experiences (Hasan et al., 2018).

Another talent management strategy that bKash uses is campus recruitment whereby the organisation recruits its employees directly from educational institutions to enhance its talent pool. Campus recruitment is more strategic to bKash since it presents the organization with a technologically skilled workforce who understands working in a fast-growing digital financial service organization.

3.4 Recruitment Methods of bKash

bKash, being an organizational entity, has adopted various techniques of staffing including social media and referrals. The company's focus on technology also applies to the HR function in terms of the innovative approach to hiring and the use of referrals.

An important component of bKash's recruitment strategy is the use of the digital recruitment platform as it helps the company to attract many candidates. This kind of platform is also easy for the candidates to apply for the available positions and at the same time it is easy for the HR professionals to be able to manage the recruitment process.

Figure 3: Sales Pioneer Internship Program (SPIN) of bKash

Another source that is widely used in the recruitment process at bKash is employee referrals. The policy of the company allows the employees to refer candidates who will fit well in the company; this is followed by bonuses to the referrer in case the referred candidate makes it to the company. This approach assists bKash in establishing its workforce that is both virtuous and mission fit and in addition, this approach also enables bKash to minimize its cost of acquiring candidates from another source.

Apart from the social media groups and employee referral techniques, the company also centrally recruits workers through job fairs and recruitment agencies. These methods are therefore helpful in identifying and attracting candidates who are not regularly using the internet or popular job sites to search or look for jobs or apply for them in a particular organization.

3.5 Recruitment Process of bKash

The recruitment process at bKash takes time and encompasses posting jobs on the company website, using structured interviews and assessments. This approach ensures that the candidates not only possess the relevant technical skills needed to undertake the job but also share the company's values and beliefs, in this case, bKash.

The first element in the process of recruitment is to advertise available positions on the online recruitment site of the given company as well as on other potential platforms. Applicants then go ahead & apply and this is followed by a screening that is done by HR professionals to produce a list of candidates who fit the basic criteria of the job (Mahmud et al., 2022).

Figure 4: bKash Job Advertisement.

Any shortlisted candidate could be expected to sit and undertake the examination of technical skills and he or she may also be required to undertake an interview. Indeed, these assessments aim to determine the candidates' proficiency in certain technical competencies and compatibility with the organizational culture, goals and objectives.

The last process of the recruitment process is the interviews that are conducted with the candidates that were selected. These interviews may be conducted by the HR professional, the hiring managers or any other member involved in the organization. The interviews are conducted to test the skills of the candidates, whether they are suitable for work in the company and whether they have appropriate and correct values and purposes of working in the company.

3.6 Selection Process of bKash

The selection process performed at bKash involves filtering the candidates through the application and resume analysis, an initial interview and an assessment of the candidate's technical skills and aptitude for the job as well as their compatibility with the organizational culture and the contributions they would be able to make to the organization. The process is finished with the reference check and final hiring.

Figure 5: bNext Interns Program of bKash 2024.

The first stage of filtering involves the examination of the applications and preparation of a list of applicants to be considered for further interview based on the minimum requirements for the job. Due to this, the shortlisted candidates are required to sit for several tests that include technical tests, personality tests and interviews.

One of the most effective techniques used to select candidates is an interview since it enables the employer to determine whether he or she is right for a certain position in terms of skills, organizational culture and the potential to help the company grow. Some of the interviews may be conducted by HRM professionals, the potential employer or other relevant personnel.

Another useful tool in the selection process is reference checks since they give extra details of the candidate's previous employment history, skills and character. The last of the strategies of the selection process is to offer the job to the candidate considered to be the most suitable for the position in the organization.

Chapter 4: Findings, Recommendations, and Conclusion

4.1 Findings

- **Technologically Driven Recruitment System:** In terms of recruitment, bKash has a fully tech-based recruitment system whereby vacancies are advertised on its websites and applications are conducted on the Internet. This approach enables the company to source a wider candidate base for recruiting employees across different areas of the country. Technology also solves the problem of recruitment since candidate searches and applications also become easy and fast for both employers and candidates.
- **Emphasis on Cultural Alignment:** Regarding recruitment and selection, bKash's major focus is on the match of culture, which means that employees should have similar values and orientations as the organization. The great emphasis on cultural match also brings about staff unity and productivity, which is very important for sustaining bKash's advantage in the context of MFS. Another step in the hiring process of the company involves interviews and the company tests for cultural fit to check whether the candidate would be right for bKash.
- **Importance of Employee Referrals:** Employee referrals are quite popular with bKash because the opportunity helps to leverage the employees' networks. This approach is highly suitable for matching employees with applicants of similar personalities or attitudes towards work and the workplace, as employees look for people with similar attitudes to the company they work for. This is especially beneficial since referrals from employees also decrease the amount of time and money needed to source people from other channels.
- **Diversity in Recruitment Sources:** bKash recruits' employees from different sources like online job portals, referrals, third-party souring and campus hiring. This means the company can source candidates from different places and this gives the company a larger pool of talents to hire from. Recruitment through campuses from educational institutions is particularly strategic to the company because it focuses on young people.
- **Comprehensive Selection Process:** The selection procedure at bKash is rigorous, therefore they have certain stages in the hiring process – applications' filtering, evaluations, interviews and background checking. This approach helps to make adequate recommendations to the company in that they hire candidates who possess technical competencies and bKash's culture and values. The purpose of the evaluation process is to identify and select people who are most likely to create value for the company in the long run.

4.2 Recommendations

- **Enhance Digital Inclusivity:** bKash should also make efforts to ensure that its technologically oriented recruitment exercise is not a barrier to candidates who may not be so privileged in the use of technology. This could be done in terms of offering some adjustments to the number of application steps such as offering a phone interview or the possibility of making an application by hand without affecting any candidate's abilities to apply for a position within the company.
- **Expand Diversity in Recruitment:** bKash should focus on enhancing its further development in the sphere of recruitment, it is possible to state that the organization could consider the following: There are namely diversity inclusion initiatives that would directly attract the appealing candidates among the minorities. It may include associations with other organizations that concern diversity and the participation in the assertiveness in seeking candidates who are possibly minorities.
- **Develop a Structured Onboarding Program:** bKash should find a more professional way of training interns because internship is a position that can be replaced easily but very vital to any organization. This program could entail some of the orientation session as well as the training programs and probably may be taken under some kind of tutelage for the new employees. Implementation of a structural on boarding guarantee that the new employees know how to work the culture of the company and the values that supports that culture which makes such employee most probable to succeed.
- **Implement Continuous Improvement in Recruitment Practices:** bKash needs to periodically audit and evaluate its recruitment and selection strategies to ensure that they are still functional and relevant to the company's vision. This could include seeking feedback from candidates and employees, measuring recruitment statistics and increasing awareness of the latest trends and standards. The dynamics of recruitment can be pursued as a continuous process of improvement to support bKash's competitive positioning and its efforts to attract the best candidates on the market.

4.3 Conclusion

The analysis of bKash's recruitment and selection processes can be of great importance to the understanding of the company's strategic management of human resources. They have indeed followed the recommendations of widely incorporating technology, as well as increasing their focus on the cultural aspects concerning the mission and vision of the company through which they have successfully created a recruitment system for bKash. It has to do with innovation as well as customer-centricity and diversity, a strategy that has worked in the digital financial services industry.

The guidelines suggested in this report are to improve the recruitment and selection process of bKash so that the organization may continue hiring the best talents in the market. By continuing to embrace digital inclusion, extending diversity initiatives, building a standardized onboarding process, improving employer branding and incorporating the concept of continuous improvement, bKash may still foster its leadership in the digital financial services industry.

These are not mere proposals of bKash but ones that should have implications for other third-party digital financial services providers and businesses in general. Therefore future development reveals that companies have to increase their activities as well as their adaptability in the selection and recruiting process of employees to ensure that a well-trained workforce is retained to achieve strategic objectives.

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