



Daffodil
International
University

Internship Report on
**An Analysis of Recruitment and Selection Process of Summit Towers
Limited**

Submitted To:

Md. Alamgir Hossan

Assistant Professor,
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

Submitted By:

Muhammad Nahiduzzaman

Student ID: 203-11-6591

Program: BBA

Major: Human Resource Management
Department of Business Administration
Daffodil International University

Date of Submission: September 18, 2024

Letter of Transmittal

September 18, 2024

Md. Alamgir Hossan

Assistant Professor

Department of Business Administration

Daffodil International University

Subject: Submission of Internship Report on An Analysis of Recruitment and Selection Process of Summit Towers Limited

Dear Sir,

I respectfully submit my internship report, "An Analysis of Recruitment and Selection Process of Summit Towers Limited," which fulfills the criteria to obtain a BBA degree at Daffodil International University. This report is based on my internship learnings in the Human Resources department of Summit Towers Limited from March 6, 2024, to June 5, 2024.

I am grateful for your guidance and support during the internship period. I am committed to ensuring that this report meets all the requirements and clearly describes my learning. I am more than willing to provide any clarification or engage in a discussion regarding the contents of this report, at your convenience.

Thank you for your valuable time and consideration.

Yours Sincerely,



Muhammad Nahiduzzaman

Student ID: 203-11-6591

Program: BBA

Department: Business Administration

Daffodil International University

Student Declaration

I, Muhammad Nahiduzzaman, Student ID: 203-11-6591, majoring in HRM under the BBA program, do hereby confirm that I have finalized the report titled “An Analysis of Recruitment and Selection Process of Summit Towers Limited” following a three-month internship at Summit Towers Limited. I prepared this report solely for academic purposes and confirmed that it has been submitted to Daffodil International University only.



Muhammad Nahiduzzaman

Student ID: 203-11-6591

Program: BBA

Major: Human Resource Management

Department of Business Administration

Daffodil International University

Certificate of Approval

This is to announce that Muhammad Nahiduzzaman, Student ID: 203-11-6591, has satisfied the requirements for submission of an internship report entitled “An Analysis of Recruitment and Selection Process of Summit Towers Limited” in partial fulfillment towards completion of his BBA program under the Business Administration department. This report has been completed under careful supervision and guidance. His internship placement was at Summit Towers Limited.



Md. Alamgir Hossan
Assistant Professor,
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

Acknowledgement

First, I sincerely thank Almighty Allah for his divine guidance and the strength he granted me, which facilitated the timely completion of this report. My everlasting gratitude goes to my loving parents who have always been my motivation and strength to chase my dreams.

I respectfully acknowledge the assistance and supervision of Md. Alamgir Hossan Sir, Assistant Professor in the Business Administration department. His direction, feedback, and suggestions helped me accomplish this task properly. With his guidance, it was possible to prepare this report accordingly. I pray for his well-being and a long life.

I also want to thank the Human Resources team of Summit Towers Limited for their guidance and support during the internship. I would also like to praise other employees for assisting me to conduct this study. I am grateful to the writers of articles, books, blog posts, journals, and reports, which helped me to gain valuable insights on different topics to prepare this report. Finally, I thank my classmates and university authorities for their kind support in preparing this internship report.

Executive Summary

This report has been compiled to meet the criteria for the attainment of the BBA degree. The study is distinctive as it derives insights from a three-month internship experience at Summit Towers Limited, offering a realistic view on the recruitment and selection process. The report will provide clear insights into the company's recruitment and selection practices. There are five chapters in this report. The first chapter details the objectives and methodologies of the study. The second chapter describes the company profile. The third chapter explains the theoretical aspects and the recruitment and selection process of the organization. The fourth chapter details the analysis and findings of the recruitment and selection process. Finally, the fifth chapter explains possible recommendations to improve the process. Overall, this report explains the recruitment and selection process activities based on data analysis, learning from internship experience, and theoretical insights.

Table of Contents

Contents	Page No.
Letter of Transmittal	i
Student Declaration	ii
Certificate of Approval	iii
Acknowledgement	iv
Executive Summary	v
List of Figures	viii
List of Tables	ix
List of Abbreviations	x
Chapter 01: Introduction	
1.1 Introduction	2
1.2 Literature Review	3
1.3 Background of the Study	6
1.4 Objectives of the Study	6
1.5 Scope of the Study	6
1.6 Problem Statement	6
1.7 Methodology of the Study	7
1.8 Limitations of the Study	8
Chapter 02: Organizational Overview	
2.1 History of Summit Towers Limited	10
2.2 Overview of the Company	11
2.3 Mission Statement	11
2.4 Vision Statement	11
2.5 Services of Summit Towers Limited	12
2.6 Core Value	12
2.7 Organizational Structure	13
Chapter 03: Recruitment and Selection Process of Summit Towers Limited	
3.1 Concept of Recruitment Process	15
3.2 Concept of Selection Process	15

3.3 Objectives of Recruitment and Selection Process	15
3.4 Differences between Recruitment and Selection Process	16
3.5 Recruitment Process of STL	17
3.6 Selection Process of STL	19
3.7 The Causes of Rejecting Candidates	21
Chapter 04: Analysis and Findings	
4.1 Data Analysis	24
4.2 SWOT Analysis	31
4.3 Findings	33
Chapter 05: Recommendations and Conclusion	
5.1 Recommendations	35
5.2 Conclusion	36
References	37
Appendix	40
Plagiarism Result	41

List of Figures

Figures	Page
2.1: Journey of Summit Towers Limited	10
2.2: Organizational Structure of STL	13
3.1: Recruitment vs Selection Process	16
3.2: Recruitment Process of STL	19
3.3: Selection Process of STL	21
4.1: I believe the sourcing channels are effective in attracting qualified candidates	24
4.2: The communication during the recruitment and selection process is clear and timely	25
4.3: The department feels rightly involved in the employee recruitment	25
4.4: The recruitment process is adaptable to the changing needs of the department	26
4.5: The recruitment process is effective in promoting diversity and inclusion	27
4.6: The organization considers candidate's potential for growth and development during recruiting	28
4.7: The recruited candidates fit well with the specific needs of the department	28
4.8: The overall timeline of hiring a new employee is efficient	29
4.9: Onboarding process of a new employee is effective and helpful	30
4.10: I believe the overall recruitment and selection process is aligned with the strategic goals of the organization	31

List of Tables

Tables	Page
4.1.1: I believe the sourcing channels are effective in attracting qualified candidates	24
4.1.2: The communication during the recruitment and selection process is clear and timely	24
4.1.3: The department feels rightly involved in the employee recruitment	25
4.1.4: The recruitment process is adaptable to the changing needs of the department	26
4.1.5: The recruitment process is effective in promoting diversity and inclusion	27
4.1.6: The organization considers candidate's potential for growth and development during recruiting	27
4.1.7: The recruited candidates fit well with the specific needs of the department	28
4.1.8: The overall timeline of hiring a new employee is efficient	29
4.1.9: Onboarding process of a new employee is effective and helpful	30
4.1.10: I believe the overall recruitment and selection process is aligned with the strategic goals of the organization	30

List of Abbreviations

CV= Curriculum Vitae
HRIS= Human Resources Information System
HRM= Human Resources Management
JD= Job Description
ATS= Application Tracking System
MNOs= Mobile Network Operators
NTTN= Nationwide Telecommunication Transmission Network
STL= Summit Towers Limited

Chapter 01:

Introduction

1.1 Introduction

Students get the finest opportunity to apply academic knowledge in a practical work environment during the internship. It is an essential phase for a BBA student to experience a real scenario and get the chance to learn about the work environment. Summit Towers Limited is a leading organization in the telecommunication infrastructure industry. It is known for superior customer service, strong work culture, and sustainability. STL recognizes the necessity of a well-structured recruitment and selection process to stay ahead in this competitive industry. This analysis dives into the practices of the recruitment and selection process of Summit Towers Limited, explaining the process and analysis. Skilled human resources are the core of any organization. Understanding this truth, STL cultivates a strong work environment, fostering growth and opportunities. It starts with hiring talented individuals who have the competencies to accomplish tasks productively. The recruitment and selection process at Summit Towers Limited are organized and planned to hire the most suitable candidates as per the organization's needs. It begins with defining the organizational objectives, which is followed by planning the strategies. After that, the hiring needs have been identified. The job requisition process begins with the reasons for new hiring with the detailed description and required competencies for the position. After getting approval, the job description has been prepared, and a job advertisement has been published. The selection process begins with initial screening, followed by an assessment test, interviews, and reference checking. After all this process, the final decision had been made. Continue with job offerings and the onboarding process. The recruitment and selection process of STL is a combination of best industry practices and required technologies. By utilizing all resources, the company works to operate an impactful recruitment and selection process that is aligned with the organizational strategies. However, the hiring process is not a one-time event but a continuous process to meet the rising demand for human resources. As the organization grows, the demand for new employees also increases, which makes the necessity for an effective recruitment and selection process that can deal with industry demands. So, the organization needs to evaluate its program, find the best solutions, implement modern practices, and adapt new technologies to enhance the effectiveness of the process. In this changing phase, the involvement of various departments and considering their needs are mandatory. The team members of HR department of the organization are assigned for this big duty to address different hiring needs, develop an effective selection process, and make changes in the process to meet the demand for new hires with the required knowledge, skills, abilities, experiences, and future development

possibilities. Recruitment focuses on attracting potential candidates for the advertised position. The steps included in the recruitment process are defining hiring needs, conducting job analysis, preparing job descriptions, selecting candidate sources, and publishing job advertisements. The goal of the recruitment process is to identify the most suitable candidates. For example, if the finance department needs a senior executive, the manager will inform the human resources department and fill out a job requisition form. Then the human resources department will get approval, prepare a job description for the position, select candidate sources, and publish a job advertisement. The recruitment process is performed through both physical and online activities. The selection process focuses on finding capable candidates for the hiring positions. The steps included initial CV screening, conducting assessment tests, conducting interviews, conducting reference checks, making final decisions, and job offers. In every selection stage, the candidates have been evaluated based on measuring criteria to reduce the candidate number. From the previous example, CV and resume will be evaluated first based on experience, education, and skills. The selected candidates will attend assessments and technical literacy tests. Candidates who pass the assessment test will be interviewed. Based on the interview performance, the human resources department will conduct a background and reference check. By evaluating every stage, the top management and finance departments will choose the most suitable candidate. After that, the human resources department will offer a job to the candidate. The selection process is deductive. Recruitment and selection processes are crucial for both employees and organizations. The recruitment process attracts potential candidates, and the selection process finds the most suitable one. By facilitating the recruiting function, a company ensures hiring the suitable candidates to accomplish goals. This report will give valuable insights into the overview, analysis, and practices of the recruitment and selection process of Summit Towers Limited. It also describes the findings and possible improvement areas of that will make the procedure more effective.

1.2 Literature Review

Today's rapidly changing economy relies heavily on an organization's human resources to create value. In such a competitive market, organizations have begun to pay close attention to the recruitment and selection process, as people are their most valuable asset. Recruitment and selection are dynamic and complex functions of human resource management in an organization. Recruitment means searching for and finding individuals with the potential to fill job positions in a company from internal and external candidate sources. These candidates

must have the relevant skills, knowledge, and experience. The recruitment and selection process started during the 1940's. It came about because of the Second World War, when soldiers were called to war it created major openings in the work positions. The demands of workers were emergent. After the end of the war, there was huge necessity of human resource management (Deadricka and Stoneb, 2014). In the 1980s, Ulrich proposed a human resource competencies model which is still used in the recruitment and selection process today. Many organizations created their competency frameworks which have the specific quality, skills, and experience that are required from potential candidates. These specific outlined frameworks allow organizations to select the right employees (Cohen, 2015). In the recruitment process, candidate sourcing is a crucial issue for the organization in today's competitive job market. Candidate experience, employer branding, and usage of technology play significant roles in influencing candidates. Developing strong employer brand can attract and retain top talents. Creating a positive candidate experience which includes transparent communication and providing feedback. Using the latest technologies to collect information on candidates' behavior, streamline sourcing, and enhance candidate experience will help organizations save time and make better decisions (Balu L, 2023). In the selection process, face validity and predictive validity are two important concepts. During the employee selection process, the organization's face validity plays a crucial role. The candidates tend to evaluate the organizational culture through the recruiter's behavior in the selection phase. Predictive validity means the capability of recruiters to evaluate the candidate's potential to accomplish the duties. Properly designed work samples in the written assessment, well-structured interviews, and required technical tools assessment tests will improve the predictive validity capacity. It is necessary to evaluate the candidate's competencies effectively as it has a direct impact on organizational growth and success. To conduct an effective candidate selection process, it is important to understand that it is a two-way communication process. So, the selection process must be fair and conducted courteously, equitably, and honestly with all candidates. Accurate and complete information, employer branding, comprehensive job analysis, and person specification play vital roles in the selection process (Ekuma, K. J., 2012). The role of technology in the recruitment and selection process is very essential. The development of the Internet and social network platforms has opened new opportunities in the implementation of recruitment and selection functions. With the increasing use of the internet and social media, it is necessary to combine modern technologies with traditional recruitment and selection practices to increase effectiveness. The usage of technologies is higher in the recruitment process. The organizations use their website, and social media career pages to

publish job advertisements. Also, they share organizational activities, and events that add value to their brand image which is effective in attracting top talent. Nowadays, most of the company prefer soft copies of CVs and resumes. The usage of ATS, career websites, email, and HRIS makes recruitment an online process. The usage of technology in the selection process is limited to the recruitment process. Online aptitude tests, video resumes, and the usage of online conference platforms to conduct interviews are common usages in the selection process. The effectiveness of the technological usage in the selection process depends on the position and requirement. However, there are also a few shortcomings in the massive technological usage. The number of irrelevant applications has been gradually increased which don't match the requirement criteria. The internet supply is not efficient in every area which can cause trouble. However, the limitations are getting lower as the number of active internet users is increasing day by day (Slavić A. & et al., 2017). The recruitment and selection process have a big impact on employee performance. Recruitment positively affects employee performance as it is a process to get new qualified employees to fill vacant positions. With a proper recruitment process, the organization can attract talented individuals who will perform well in the long run. The selection process has a positive significant effect on performance. New employee's performance is influenced by the selection procedure, selected candidates for participation, and qualifications of selectors (Fitri R. L. & et al., 2021). The more effectively and efficiently a company can recruit and select, the better they hire and retain well-performing and satisfied employees, and the more effectively the company can influence business outcomes such as increased productivity, cost reduction, and increased financial performance (Aliyu U. L., 2021). Modern technological advancements are shaping the future practices and trends of the staffing and recruiting functions. Artificial Intelligence is considered as crucial driving forces in this evolving process. The usage of automation through artificial intelligence makes new employee hiring process the most dynamic and time-saving. However, rising fear of losing jobs due to automation is a concerning factor in this changing situation (Ore O. & Sposato M., 2021). Sustainability is another important factor that changes the recruitment and selection practices. Green HRM practices are a fundamental force within organizational operations. The usage of websites for candidate and employee registration, reducing paperwork, conducting interviews through phone and internet, and remote job placements are examples of green recruitment and selection processes. These practices help to reduce waste and improve surrounding environmental quality and performance (Kuo Y.K. & et al., 2022).

1.3 Background of the Study

This study pursues to conduct the assessment of employee hiring and selecting function of Summit Towers Limited. By analyzing the different components of the recruitment and selection process, like hiring needs assessments, job description preparation, candidate sources, evaluation methods, and usage of technology, this report describes the strengths and improvement areas of the existing process. Besides that, the surveys of employees and the interviews with key persons help to provide valuable insights, which will help to form recommendations to optimize the recruitment and selection process. By exploring the practices and strategies, this study aims to identify how a company conducts a well-structured recruitment process to hire the best talents.

1.4 Objectives of the Study

1.4.1 Broad Objective

This report will serve as a task to meet the necessary condition of the accomplishment of a BBA degree. The primary objective is to describe and analyze the recruitment and selection process of Summit Towers Limited.

1.4.2 Specific Objectives

- To understand the different steps of the recruitment and selection process.
- To analyze the effectiveness of the recruitment and selection process.

1.5 Scope of the Study

The scope of this study is to comprehend the different aspects of the recruitment and selection practices of Summit Towers Limited. The internship report aims to describe a logical understanding of how the company operates the recruitment and selection process most effectively. Through the analysis, this study seeks the understanding of crucial parts of the process and finding recommendations that will help to optimize the overall process productively.

1.6 Problem Statement

Everyone recognizes the need for a well-structured recruitment and selection process to accomplish employee growth and organizational success. However, in the rapidly changing

industry and market conditions, it is crucial to understand the recruitment and selection process's effectiveness for growing organizations like Summit Towers Limited. This study looks into the practices and strategies of the employee recruiting procedures. By assessing the alignment with organizational goals, effectiveness in hiring the right people, and overall impact on organizational growth this study will provide actionable insights to optimize the existing recruitment and selection framework.

1.7 Methodology of the Study

Research Design: A questionnaire that consists of ten close-ended questions was prepared to conduct the survey. It will help to analyze the recruitment and selection process effectively.

Population: A population is a group of individuals who share some common characteristics. Researchers conduct research on the common traits shared by a population. The target population for this study are the managers from different departments of Summit Towers Limited who act as the supervisors of new hires. The population number is 17.

Sample and Sampling Technique: A sample is a small group from the larger population who have been chosen to conduct the survey. There are different methods to choose the sample. The convenience sample method has been used for this study.

Sample Size: The sample size to conduct this study is 10. From the 10 managers of STL, the data was collected to evaluate the recruitment and selection process of the organization.

Data Sources: The sources of data to conduct this study include:

Primary Data Sources:

- Questionnaire for survey
- One-to-one discussion with the employees

Secondary Data Sources:

- Company's Website
- Journal's Articles
- Website's Articles
- Textbooks

Data Analysis Tools: Microsoft Excel program used for data organization, data analysis, and data presentation through charts. Besides that, the Microsoft Word program was used to explain the findings from data analysis.

1.8 Limitations of the Study

There are several challenges raised during the study. These include:

- Inadequacy and unavailability of organizational data
- Limited access to relevant documents
- Lack of adequate time
- Limited discussions due to a busy work environment

Chapter 02:

Organizational Overview

2.1 History of Summit Towers Limited

STL started after getting the license from BTRC in 2018 to establish mobile network towers and enable mobile tower facility sharing services nationwide. This company is a subsidiary of Summit Communication Limited, the largest telecommunication infrastructure organization in the country. The company's duties are to build, operate, and maintain mobile network towers and provide tower-sharing service to ensure robust network connectivity nationwide.

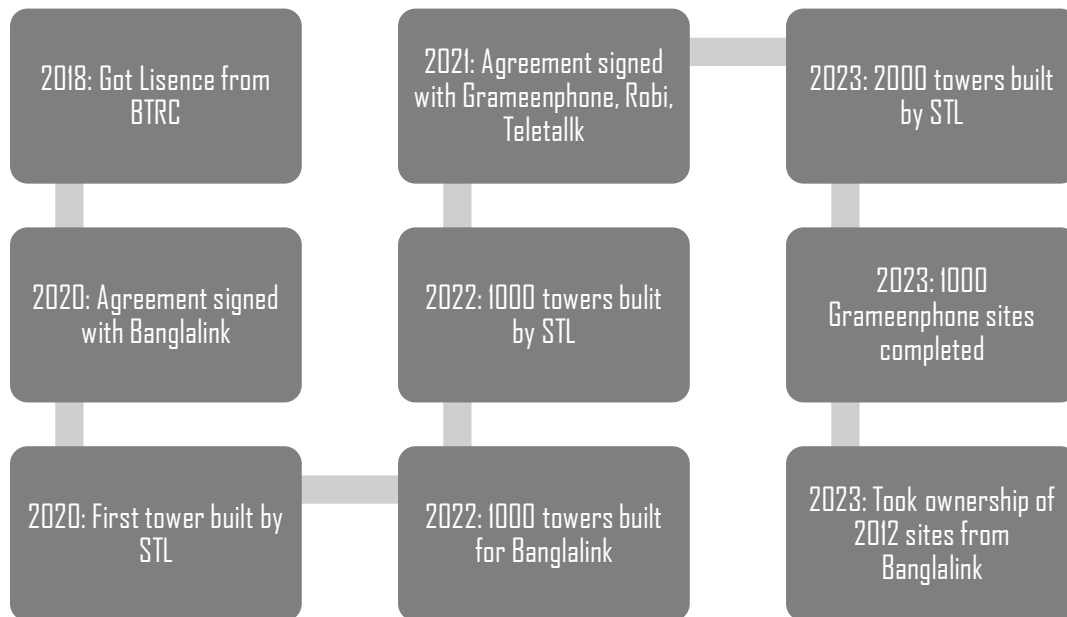


Figure 2.1: Journey of Summit Towers Limited





2.2 Overview of the Company

- **Company Name:** Summit Towers Limited (STL)
- **Subsidiary of:** Summit Communications Limited
- **Industry:** Telecommunication
- **Head Office Address:** 18 Kazi Nazrul Islam Avenue, Dhaka-1215
- **Key Aspects:** Efficient Infrastructure Solution, Expert Infrastructure Management, Agile Deployment, Supporting Network Densification
- **Clients:** Banglalink Digital Communications Limited, Grameenphone Limited, Robi Axiata Limited, Teletalk Bangladesh Limited
- **Website:** <https://summit-towers.net/>
- **Number of Operating Towers:** 4549 (BTRC Website, August 2024)

2.3 Mission Statement

To foster a more promising future through sustainable business.

2.4 Vision Statement

To connect every household in Bangladesh with world class multi-media services with the objective to help develop a Digital Bangladesh.

2.5 Services of Summit Towers Limited

Summit Towers Limited is providing following services to their clients:

01. Towers Solutions:

STL provides modern tower infrastructure with cost-effective power solutions to mobile network operators. Currently, the company operates their business in 61 districts of the country.

02. Space Solution

The company expands colocation services to leverage existing Build to Suite (B2S) sites to serve multiple customers efficiently. The purpose is to maximize the prospect of network infrastructures and secure optimal use of national resources.

03. Sub-Lease

The company plays a significant role in mediating between mobile network operators to assist in the network expansion through mobile network operators' owned tower infrastructures. It is a collaborative initiative to unite several stakeholders for shared success.

04. Passive Support

The company provides comprehensive support through sharing space and powers with non-MNO customers. The goal is to enhance the capabilities of NTTN connectivity.

2.6 Core Value

Summit Towers Limited incorporates sustainability into all of its business processes. Their business model emphasizes shared telecommunications systems, which support a greener future by reducing the need for secondary towers. This not only reduces the environmental impact but also demonstrates a commitment to energy efficiency. STL tightly integrates modern, environmentally friendly technologies throughout its tower network, significantly reducing environmental impact. In addition to sharing tasks, resource efficiency is recommended. By encouraging mobile network providers to share resources, they assure efficiency and reduce the need for new infrastructure. This approach not only improves the environment but also the bottom line of their customers, providing long-term reassurance about the company's sustainability efforts. Summit Towers Limited's commitment goes beyond infrastructure. They prioritize creating dependable and long-lasting relationships with their

customers. They aspire to meet and surpass expectations by establishing trust and long-term partnerships through personal service, transparent communication and proactive support.

2.7 Organizational Structure



Figure 2.2: Organizational Structure of STL

Chapter 03:

Recruitment and Selection Process of Summit Towers Limited

3.1 Concept of Recruitment Process

Recruitment process is the initial stage of hiring new employees. This process aims to determine the job responsibilities and identify potential candidates for that position. The process starts with identifying specific hiring needs through communication and discussion. After determining the need, a detailed job profile needs to be designed, which includes job responsibility, skill requirements, and other necessary information. Based on that profile, a job description must be prepared for job advertisements. Then, the organization needs to determine possible candidate sources. After choosing the sources, the job advertisement will be published to attract suitable candidates.

3.2 Concept of Selection Process

Selection process is the final stage to determine a new hire. This process is deductive, aiming to identify and select the most suitable candidates. The process starts with an initial evaluation of the candidate's application. The initial process includes reviewing the resume, profile, experience, and skills. After that, the selected candidates will participate in the assessment tests. The assessment tests include written exams, computer literacy, physical capability, and technical capability tests based on job type. After evaluating the test performance, the qualified candidates will participate in the interview process. After concluding the interviews, background and reference checks will begin for selected candidates. After proper evaluation, the management will decide and get approval for a new hire. Finally, the HR department will offer the job to the selected candidate.

3.3 Objectives of Recruitment & Selection Process:

The fundamental purposes of the recruiting and employee selecting functions include:

Talent Acquisition: Talent acquisition includes attracting, identifying, selecting, and retaining highly qualified individuals. It is an essential component of the organization that is evidently one of the important determinants of organizational performance.

Increasing Organizational Effectiveness: Selecting candidates who is capable to execute the duties properly and increasing organizational effectiveness and productivity.

Developing Employer Brand: Comprehensive recruiting and selection procedures reach potential hires and enhance the organization's reputation within the industry.

Promoting Diversity and Inclusion: A diverse workforce brings dynamic perspectives, ideas, and experiences to the workplace, which stimulates creativity and innovation.

Reducing Turnover and Increasing Retention: When the right person is placed in the right role, job satisfaction rises and employee turnover falls. Minimize hiring costs and maximize employee retention are the core objectives of this process.

3.4 Differences between Recruitment & Selection Process

Recruitment Process	Selection Process
Informing candidates about job openings and encouraging them for apply	Picking the most qualified candidates from applicants
Reaching out potential candidates	Focusing on specific requirements
Fills the candidate pool for job openings	Identifies the best fit for a specific position
Prepare job description, Advertise job application	Screen job applications, conduct assessment test and interviews
One-way communication	Two-way communication
First step in the hiring process	Final step in the hiring process
Requires minimal time and money	Time-consuming and expensive
On going process, not tied to specific vacancies	Time-bound process. Connected with specific vacancies.

Figure 3.1: Recruitment vs Selection Process

3.5 Recruitment Process of STL:

The organization follows the steps mentioned below to conduct the recruitment process:

3.5.1 Identifying Hiring Needs

The recruitment process is a collaborative effort that begins with identifying the hiring needs within the organization. The HR department assesses the current organizational situation to determine the need for new vacancies. The manager of the human resources department contacts different departments to find the needs of the new employee. Also, managers from other departments inform the HR team when they require new hires.

3.5.2 Job Requisition

Job Requisition is a formal process used to request new vacancies or fill existing positions. Managers submit the job requisition form to the HR manager to communicate their needs. A job requisition includes the following sections:

- Name of the position
- Name of the reporting supervisor
- Department Name
- Employment type
- Job duties and responsibilities
- Reason for new hire

Upon receiving the job requisition form, the HR Manager carefully evaluates the need for a new hire. After that, the HR manager contacts the top management to seek approval. Once the approval is received, the HR team begins working on the next steps of the recruitment process.

3.5.3 Preparing Job Description

Job description is an elaborate document detailing the tasks to be performed in a given position, the responsibilities, and a list of required skills. It provides an overview of the job to the candidates. After getting approval for new hires, the HR team will prepare a job description based on job requirements provided by the department. Then the human resources department will use the job description in the job advertisement.

3.5.4 Determining the Candidate Sources

After preparing the job description, the HR team will find the suitable candidate sourcing channels to publish the job advertisement. The candidate sources include two types. One is internal sources and another is external sources. Here are the descriptions of candidate sources of Summit Towers Limited:

Internal Sources:

- **Promotion:** Promotion is an essential type of internal source. The organization ensures effectiveness and talent retention by promoting talented employees to higher positions.
- **Internship:** The company offers jobs to interns who have great potential and perform well during the internship. It is a very effective source to recruit talent as the interns are already familiar with organizational operations.

External Sources:

- **Employee Referrals:** Employee referrals mean the employee suggests candidates for job openings. When a new vacancy is announced, employees are encouraged to refer suitable persons from their network, career group, university, professional association, and other sources.
- **LinkedIn:** LinkedIn is a business and employment-focused social platform. It is a great and effective source to find potential candidates. The HR team published job advertisements on LinkedIn to attract talented personnel.
- **Job Fair:** The company attends job fairs organized by different universities to find potential candidates. It provides an excellent opportunity to recruit talented fresh graduates.
- **HR Consultancy Firm:** The company also sources candidates for different positions through an HR consultancy firm. E-Zone HRM Limited provides employee outsourced services to Summit Towers Limited.

3.5.5 Job Advertisement

After determining the candidate sourcing channel, the HR team publishes job advertisements to attract potential candidates. Then, the selection process begins upon receiving the job applications.



Figure 3.2: Recruitment Process of STL

3.6 Selection Process of STL

The organization follows the steps mentioned below to conduct the selection process:

3.6.1 Initial Screening

Initial screening means evaluating a candidate's job application. In this stage, the HR manager evaluates the CV or resume of the applicants to match the requirements with job responsibilities, experience, and skills. After evaluating job applications, the HR manager will select suitable candidates for the next step.

3.6.2 Conducting Assessment Test

The selected candidates will participate in the assessment test in the next step. An assessment test helps evaluate an individual's ability, knowledge, and skills to succeed in the job position. The standard assessment test includes:

Written Aptitude Test: The written aptitude test is used to evaluate the analytical skills and required knowledge of the candidate.

Computer Literacy Test: The computer literacy test evaluates the candidate's ability to use the required software for the position. Example: MS Excel test.

Physical Ability Test: The physical ability test is required for specific candidates who will work in the tower operation site. Example: Tower maintenance technician.

Technical Skill Test: The technical skill test is required for the specific departments. It will evaluate the candidate's abilities to accomplish tasks effectively. Example: Information Technology (IT), Network Operations Center (NOC).

3.6.3 Conducting Interviews

The candidates who passed the assessment tests will attend the interviews. The organization conducts both online and on-spot interviews. The candidates need to go through multiple-level interviews. Generally, the HR team and Line Manager will conduct the initial interview to evaluate the candidates. After assessing the initial interview, the selected candidates will face next-step interviews with senior management.

The standard interview evaluation criteria include the following:

- Required Education
- Attitude & Behavior (Confidence, Conscientiousness, Openness to Experience)
- Communication (Clarity, Listening)
- Relevant Knowledge & Experience
- Emotional Stability

3.6.4 Background & Reference Check

After evaluating the interview performance, the HR team will start background and reference checking of the candidates who passed the interview process. Background checks include analyzing previous work employment history, commercial, legal, and financial data. Reference check consists of evaluating the candidate's behavior, performance, and job duties of prior employment. This process is crucial to determine whether the candidate can be an organizational fit.

3.6.5 Decision Making

After conducting the background & reference check, the hiring department and management will decide to select the most suitable candidate. Then, the HR manager will get approval for recruits from top management. After getting the approval, the HR team will start working on the next steps.

3.6.6 Job Offering

The HR department will contact the candidate and offer job based on final selection. If the candidate accepts a job offer, the HR department will prepare the appointment letter and start preparing for the employee onboarding process.



Figure 3.3: Selection Process of STL

3.7 The Causes of Rejecting Candidates:

Poor CV and Resume Formatting: A poorly structured CV or resume can lead to immediate rejection as it is the initial stage of a candidate's evaluation. The main causes of rejecting CVs and resumes are:

- Generic and irrelevant contents
- Misrepresentation of information
- Grammatical and spelling errors
- Lack of relevant experience
- Too much long or too much short CV

Poor Performance in the Assessment Test: The assessment tests are the fundamental stages where the organization evaluates the candidate's required knowledge and technical skills. Most candidates failed in this stage due to a lack of preparation.

Poor Performance in the Interviews: The interview process is a critical stage where the candidates get the opportunity to demonstrate their competencies. Candidates who fail to respond effectively, demonstrate a lack of confidence, or display poor communication skills are rejected in this process.

Lacks of Professionalism: Professionalism in appearance, communication, and manners are essential in the workplace. Candidates who express unprofessional behavior, arrive late in the interview, or dress inappropriately are often rejected.

Cultural Misfit: Cultural fit is a significant factor in recruitment. Recruiters look for candidates whose attitudes, behaviors, perceptions, and values align with the organization. They may reject candidates who failed to demonstrate their alignment with the organization.

Background and Reference Check Issues: Recruiters rely on background and reference checks to validate the integrity and trustworthiness of the candidates. They will reject candidates who presented false information, had any type of incompatibility, or had an unethical work record in the past.

Chapter 04:

Analysis and Findings

4.1 Data Analysis

4.1.1 I believe the sourcing channels are effective in attracting qualified candidates

Levels of Measurement	Number of Responses	Percentage of Responses
Strongly Disagree (1)	0	0%
Disagree (2)	3	30%
Neutral (3)	1	10%
Agree (4)	4	40%
Strongly Agree (5)	2	20%
Total	10	100%

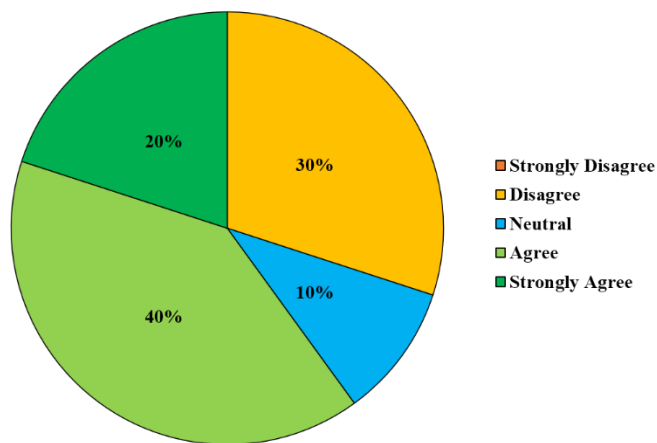


Figure 4.1: I believe the sourcing channels are effective in attracting qualified candidates

Observation: Three respondents disagree with the statement, which is thirty percent; one respondent stays neutral, which is ten percent; four respondents agree, which is forty percent; and two respondents strongly agree, which is twenty percent.

4.1.2 The communication during the recruitment and selection process is clear and timely

Levels of Measurement	Number of Responses	Percentage of Responses
Strongly Disagree (1)	0	0%
Disagree (2)	0	0%
Neutral (3)	3	30%
Agree (4)	4	40%
Strongly Agree (5)	3	30%
Total	10	100%

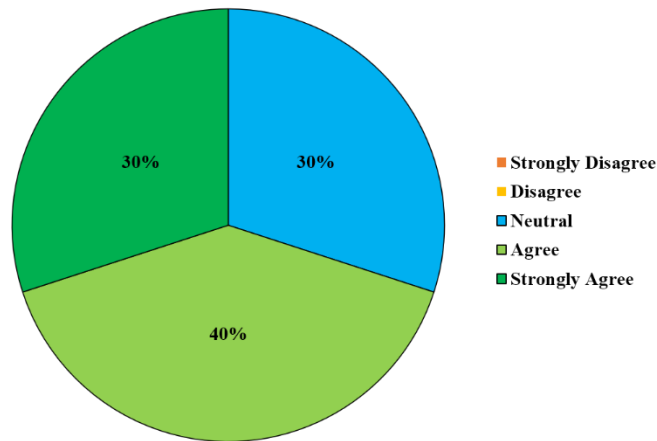


Figure 4.2: The communication during the recruitment and selection process is clear and timely

Observation: Three respondents stay neutral with the statement, which is thirty percent; four respondents agree, which is forty percent; and three respondents strongly agree, which is thirty percent.

4.1.3 The department feels rightly involved in the employee recruitment

Levels of Measurement	Number of Responses	Percentage of Responses
Strongly Disagree (1)	0	0%
Disagree (2)	0	0%
Neutral (3)	1	10%
Agree (4)	6	60%
Strongly Agree (5)	3	30%
Total	10	100%

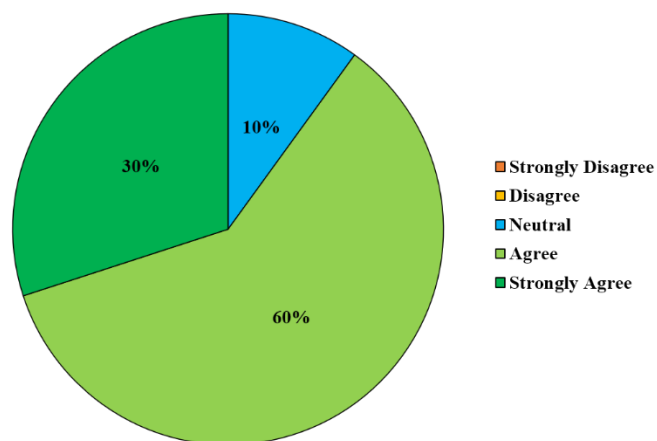


Figure 4.3: The department feels rightly involved in the employee recruitment

Observation: One respondent stays neutral with the statement, which is ten percent; six respondents agree, which is sixty percent; and three respondents strongly agree, which is thirty percent.

4.1.4 The recruitment process is adaptable to the changing needs of the department

Levels of Measurement	Number of Responses	Percentage of Responses
Strongly Disagree (1)	0	0%
Disagree (2)	1	10%
Neutral (3)	2	20%
Agree (4)	5	50%
Strongly Agree (5)	2	20%
Total	10	100%

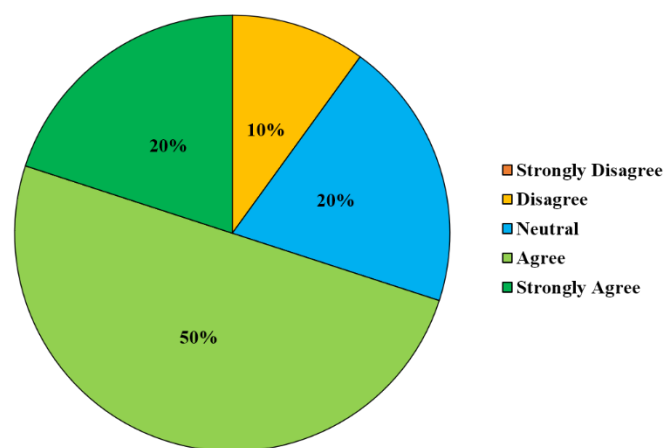


Figure 4.4: The recruitment process is adaptable to the changing needs of the department

Observation: One respondent disagrees with the statement, which is ten percent; two respondents stay neutral, which is twenty percent; five respondents agree, which is fifty percent; and two respondents strongly agree, which is twenty percent.

4.1.5 The recruitment process is effective in promoting diversity and inclusion

Levels of Measurement	Number of Responses	Percentage of Responses
Strongly Disagree (1)	0	0%
Disagree (2)	0	0%
Neutral (3)	2	20%
Agree (4)	4	40%
Strongly Agree (5)	4	40%
Total	10	100%

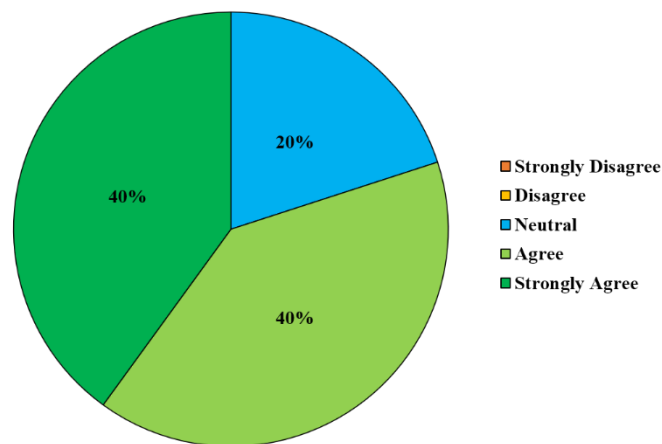


Figure 4.5: The recruitment process is effective in promoting diversity and inclusion

Observation: Two respondents stay neutral with the statement, which is twenty percent; four respondents agree, which is forty percent; and four respondents strongly agree, which is forty percent.

4.1.6 The organization considers candidate's potential for growth and development during recruiting

Levels of Measurement	Number of Responses	Percentage of Responses
Strongly Disagree (1)	0	0%
Disagree (2)	0	0%
Neutral (3)	2	20%
Agree (4)	6	60%
Strongly Agree (5)	2	20%
Total	10	100%

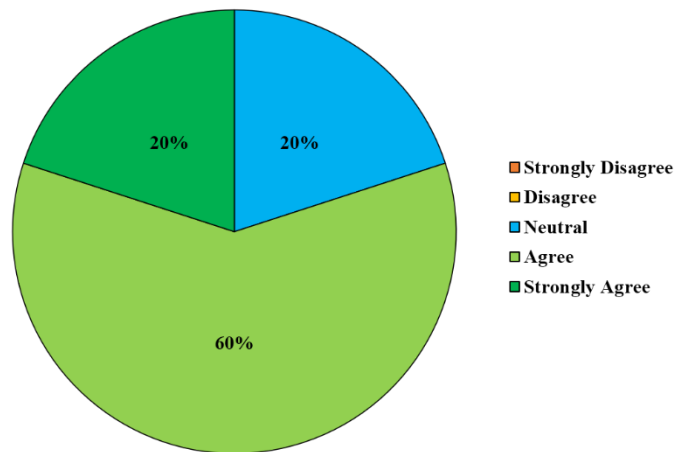


Figure 4.6: The organization considers candidate's potential for growth and development during recruiting

Observation: Two respondents stay neutral with the statement, which is twenty percent; six respondents agree, which is sixty percent; and two respondents strongly agree, which is twenty percent.

4.1.7 The recruited candidates fit well with the specific needs of the department

Levels of Measurement	Number of Responses	Percentage of Responses
Strongly Disagree (1)	0	0%
Disagree (2)	0	0%
Neutral (3)	1	10%
Agree (4)	5	50%
Strongly Agree (5)	4	40%
Total	10	100%

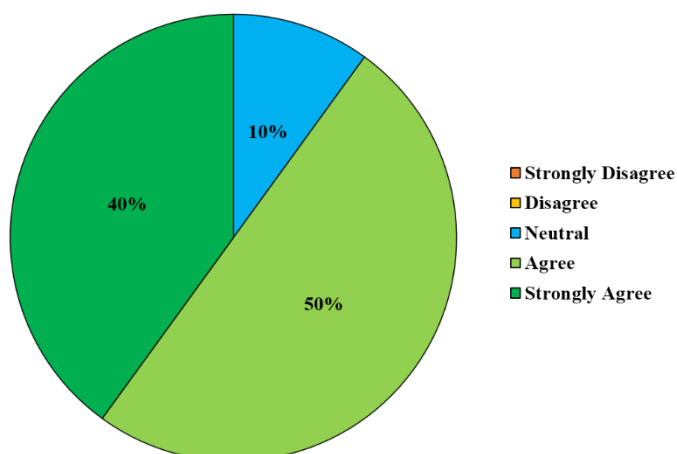


Figure 4.7: The recruited candidates fit well with the specific needs of the department

Observation: One respondent stays neutral with the statement, which is ten percent; five respondents agree, which is fifty percent; and four respondents strongly agree, which is forty percent.

4.1.8 The overall timeline of hiring a new employee is efficient

Levels of Measurement	Number of Responses	Percentage of Responses
Strongly Disagree (1)	1	10%
Disagree (2)	4	40%
Neutral (3)	2	20%
Agree (4)	3	30%
Strongly Agree (5)	0	0%
Total	10	100%

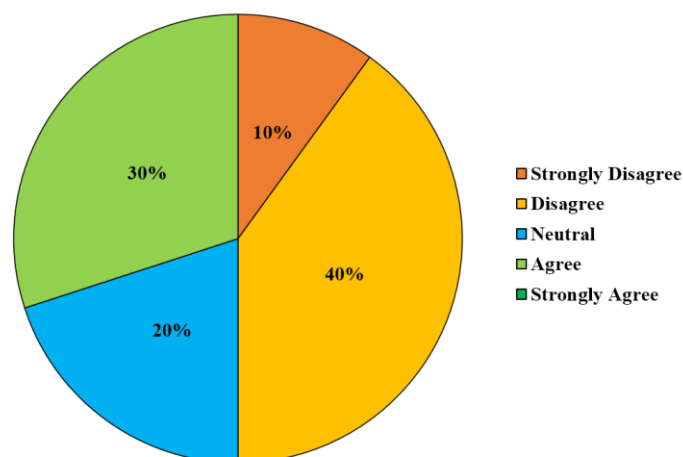


Figure 4.8: The overall timeline of hiring a new employee is efficient

Observation: One respondent strongly disagrees with the statement, which is ten percent; four respondents disagree, which is forty percent; two respondents stay neutral, which is twenty percent; and three respondents s agree, which is thirty percent.

4.1.9 Onboarding process of a new employee is effective and helpful

Levels of Measurement	Number of Responses	Percentage of Responses
Strongly Disagree (1)	0	0%
Disagree (2)	2	20%
Neutral (3)	3	30%
Agree (4)	4	40%
Strongly Agree (5)	1	10%
Total	10	100%

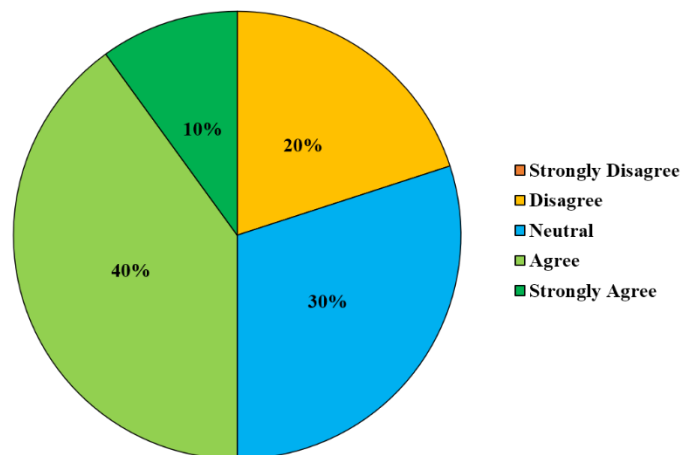


Figure 4.9: Onboarding process of a new employee is effective and helpful

Observation: Two respondents disagree with the statement, which is twenty percent; three respondents stay neutral, which is thirty percent; four respondents agree, which is forty percent; and one respondent strongly agrees, which is ten percent.

4.1.10 I believe the overall recruitment and selection process is aligned with the strategic goals of the organization

Levels of Measurement	Number of Responses	Percentage of Responses
Strongly Disagree (1)	0	0%
Disagree (2)	0	0%
Neutral (3)	2	20%
Agree (4)	5	50%
Strongly Agree (5)	3	30%
Total	10	100%

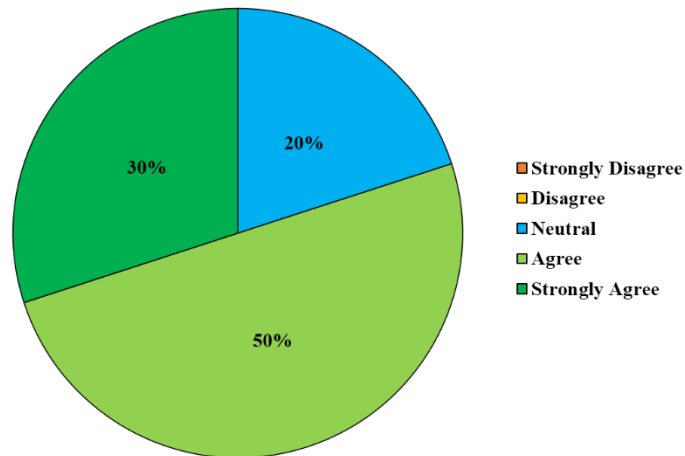


Figure 4.10: I believe the overall recruitment and selection process is aligned with the strategic goals of the organization

Observation: Two respondents stay neutral with the statement, which is twenty percent; five respondents agree, which is fifty percent; and three respondents strongly agree, which is thirty percent.

4.2 SWOT Analysis

4.2.1 Strengths of Recruitment and Selection Process

- **Industry Expertise:** Summit Towers Limited attracts highly skilled professionals because of its reputation in the telecommunication infrastructure industry, competitive compensations and benefits, and strong work environment culture.
- **Competitive Selection Process:** The company maintains a competitive and well-structured selection process that provides equal opportunity to every candidate, which ultimately helps to hire talented professionals.
- **Strong Employee Networks:** The employees have strong personal and professional networks, which assist the organization in hiring the right candidates through employee references.

4.2.2 Weaknesses of Recruitment and Selection Process

- **Lengthy Hiring Process:** Lengthy hiring processes due to multiple layers of assessments and interviews lead to the loss of top talents.
- **High Recruitment Costs:** The company requires significant investment due to the long recruitment process and outsourcing employees from third parties.
- **Limited Usage of Technology:** The company relies more on conventional hands-on processes and limited technological usage in the recruitment and selection process, which reduces overall efficiency.

4.2.3 Opportunities of Recruitment and Selection Process

- **Employee Branding:** The company can enhance employee branding by increasing social media presence to attract skilled professionals.
- **Strategic Partnerships:** Collaborating with educational institutes, professional bodies, and training centers will help the company to build a pipeline of talented candidates.
- **Technological Advancements:** Implementing modern technologies, artificial intelligence, and automation in the recruitment and selection process will increase the effectiveness.

4.2.4 Threats of Recruitment and Selection Process

- **Intense Competitions:** There are high demands for top talents in the industry, which cause strong competition among the companies.
- **Economic Fluctuations:** The company faces different challenges because of unstable economic conditions, a complex job market, and a rising inflation rate, which affect the overall recruitment and selection process.
- **Regulatory Changes:** Changes in rules and regulations, employment, and compliance laws can impact the recruitment process, as it needs constant adaptation and efforts.

4.3 Findings

Competitive Process: Summit Towers Limited's recruitment and selection processes are competitive and well-organized. It is structured to find the most suitable candidates for the specific positions. The candidates prefer this organization for its competitive compensation and well-organized work environment.

Equal Opportunity: The company is committed to ensure equal opportunity for all candidates. The assessment tests and interviews are well-structured so that all candidates have equal chances to prove themselves for the position. This ensures that the organization has the most suitable candidates available.

Usage of Technology: In the hiring and selection process, the organization relies on more traditional paperwork, thereby utilizing less HRIS and software. As a result, the overall process is lengthy and time-consuming.

Growth and Development Opportunities: The company works to provide proper growth and career advancement opportunities for the employee through promotion and development programs. Also, they consider candidate's potential for future growth and career development possibilities.

Department's Proper Involvement: The recruitment team of Summit Towers Limited is committed to ensure proper involvement of the departments that have hiring needs. From candidate sourcing to final decision-making, the organization prioritizes the decisions of the respective departments.

Strategic Alignment: The organization is committed to establishing a healthy competitive working environment focused on sustainability. As the organization is growing, the regional operation of the company is expanding day-by-day. So, the organization needs to recruit new employees to fill up the demands. The human resources team members are working hard to meet the recruitment demand at minimum expense by focusing on sustainability.

Chapter 05:

Recommendations and Conclusion

5.1 Recommendations

Hiring a Recruitment Specialist: Summit Towers Limited can hire a talent management specialist, which will ensure efficient and productive operations. As a rising organization, the demand for new human resources are growing regularly, which is expanding the complexity of human resource related activities and tasks. A new employee in the human resources department will increase the efficiency of the operations.

Expanding Candidate Sources: The organization can expand its candidate sources to build a strong talent pipeline. They can participate in job fairs and arrange a campus recruitment program to hire suitable individuals. It will ensure the availability of the suitable candidates and reduce the overall timeline.

Reducing Timeline: The company may reduce the timeline of the recruitment and selection process to increase efficiency. They can reduce multiple levels of the interview process and limit online interviews for specific positions. These will help to utilize time effectively.

Implementing Feedback System: The HR department can implement a feedback system on the recruitment and selection process to receive feedback and suggestions. It will help to increase adaptability based on hiring needs and make necessary changes.

Modifying the Onboarding Process: The organization may increase the effectiveness of the new employee onboarding process by modifying it. The human resources team can conduct a survey and take feedback from the employee to update the onboarding process of new employees. It will help new hires to start their journey more smoothly.

Increasing Social Media Presence: Summit Towers Limited can expand its social media presence to build a strong employer brand. They can create a career page on LinkedIn where they publish the job advertisements. It will help to reach more candidates and create a strong presence of the organization.

5.2 Conclusion

Summit Towers Limited is dedicated to reaching its strategic goals by hiring skilled human resources and ensuring a positive work environment. It is evident from the analysis of the company's hiring and selection procedure that there are several factors that have a huge impact on how the whole organization performs. STL is continuously working to establish a competitive and well-structured recruitment and selection process. The department is working hard to meet the demand for new hires by recruiting suitable candidates. The company is committed to ensuring equal opportunity for every candidate so that they can prove their potential. The company also strives to provide adequate growth and development opportunities for each employee. However, there are many improvement areas where the company works to make the new employee hiring function more productive. They can expand their candidate sources, ensure more opportunities for talented freshmen, and consider the department's feedback to improve the overall hiring process. The human resources departments need more employees due to increasing workloads, reducing paperwork to increase efficiency, and shortening the recruitment timeline to hire the top talents. Adapting modern HR technology, implementing trending human resources practices, and expanding social media presence will help the organization establish strong employee brands in the industry.

References

1. Abbas, S.I., Shah, M.H., & Othman, Y.H. (2021). Critical review of recruitment and selection methods: Understanding the current practices. *Annals of Contemporary Developments in Management & HR (ACDMHR)*, 3(3), 46-52
2. Aliyu, U. L. (2021). The impact of recruitment and selection process in an organization. *International Journal of Innovations in Engineering Research and Technology*, 8(09), 175-185.
3. Balu, L. (2023). Retention of Candidates at the Sourcing Stage in the Hiring Process. 11th International Conference on “HR for Organizational Sustainability”, Mysuru, India.
4. Cohen, D. J. (2015). HR past, present and future: A call for consistent practices and a focus on competencies. *Human Resource Management Review*, 25(2), 205–215. <https://doi.org/10.1016/j.hrmr.2015.01.006>
5. da Silva, L. B. P., Soltovski, R., Pontes, J., Treinta, F. T., Leitão, P., Mosconi, E., ... & Yoshino, R. T. (2022). Human resources management 4.0: Literature review and trends. *Computers & Industrial Engineering*, 168, 108111.
6. Deadricka, D. and Stoneb, D. (2014). Human resource management: Past, present and future. *Human Resource Management Review* [online], 24(3), 193-195. Available at: <https://www.sciencedirect.com/cit.idm.oclc.org/science/article/pii/S1053482214000102>
7. Ekuma, K. J. (2012). The importance of predictive and face validity in employee selection and ways of maximizing them: An assessment of three selection methods. *International Journal of Business and Management*, 7(22), 115.
8. Fitri, R. L., Handaru, A. W., & Yohana, C. (2021). The Effect of Recruitment, Selection, and Placement on Employee Performance. *The International Journal of Social Sciences World (TIJOSSW)*, 3(2), 90-97.

9. Girsang, R. M., Tarigan, W. J., & Sipayung, T. (2023). The effect of recruitment and selection on employee performance. *Enrichment: Journal of Management*, 13(1), 84-95.
10. Hamza, PA, Othman, BJ, Gardi, B., Sorguli, S., Aziz, HM, Ahmed, SA, Sabir, BY, Ismael, NB, Ali, BJ, Anwar, G. (2021). Recruitment and Selection: The Relationship between Recruitment and Selection with Organizational Performance. *International Journal of Engineering, Business And Management (IJEEM)*, 5(3), 1-13.
11. Hunkenschroer, A. L., & Luetge, C. (2022). Ethics of AI-enabled recruiting and selection: A review and research agenda. *Journal of Business Ethics*, 178(4), 977-1007.
12. Kuo, Y. K., Khan, T. I., Islam, S. U., Abdullah, F. Z., Pradana, M., & Kaewsang-On, R. (2022). Impact of green HRM practices on environmental performance: The mediating role of green innovation. *Frontiers in Psychology*, 13, 916723.
13. Lee, S. W., & Mao, X. (2023). Recruitment and selection of principals: A systematic review. *Educational Management Administration & Leadership*, 51(1), 6-29.
14. Nikolaou, I. (2021). What is the Role of Technology in Recruitment and Selection?. *The Spanish journal of psychology*, 24, e2.
15. Ore, O., & Sposato, M. (2022). Opportunities and risks of artificial intelligence in recruitment and selection. *International Journal of Organizational Analysis*, 30(6), 1771-1782.
16. Owusus-Ansah, S., & Nyarko, K. S. (2015). Leveraging information Technology (IT) in recruitment and selection processes-A comparative study. *European Journal of Computer Science and Information Technology*, 3(3), 11-33.
17. Potočník, K., Anderson, N. R., Born, M., Kleinmann, M., & Nikolaou, I., (2021). Paving the way for research in recruitment and selection: Recent developments, challenges and future opportunities. *European Journal of Work and Organizational Psychology*, 30(2), 159–174.

18. Rozario, S.D., Venkatraman, S., Abbas, A., (2019). Challenges in recruitment and selection process: An empirical study. *Challenges*, 10(2), 35.
<https://doi.org/10.3390/challe10020035>
19. Slavić, A., Bjekić, R., & Berber, N. (2017). The role of the internet and social networks in recruitment and selection process. *Strategic Management-International Journal of Strategic Management and Decision Support Systems in Strategic Management*, 23(3).
20. Suwanto, F. X., & Subyantoro, A. (2019). The effect of recruitment, selection and placement on employee performance. *International Journal of Computer Networks and Communications Security*, 7(7), 126-134.
21. Dessler, G. (2020). *Human Resource Management* (16th ed.). Pearson
22. Noe, R.A., Hollenbeck, J.R., Gerhart, B., & Wright, P.M. (2022). *Fundamentals of Human Resource Management* (9th ed.). McGraw Hill LLC
23. AIHR. (n.d.). Full Cycle Recruiting: All You Need to Know.
<https://www.aihr.com/blog/full-cycle-recruiting/>
24. AIHR. (n.d.). Selection Process: 7 Steps & Best Practices to Hire Top Talent.
<https://www.aihr.com/blog/selection-process-practical-guide/>
25. <https://summit-towers.net/>

Appendix

Please select (✓) the best possible option for each measurement item

Measurement items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
I believe the sourcing channels are effective in attracting qualified candidates.					
The communication during the recruitment and selection process is clear and timely.					
The department feels rightly involved in the employee recruitment.					
The recruitment process is adaptable to the changing needs of the department.					
The recruitment process is effective in promoting diversity and inclusion.					
The organization considers candidate's potential for growth and development during recruiting.					
The recruited candidates fit well with the specific needs of the department.					
The overall timeline of hiring a new employee is efficient.					
Onboarding process of a new employee is effective and helpful.					
I believe the overall recruitment and selection process is aligned with the strategic goals of the organization.					

An Analysis of Recruitment and Selection Process of Summit Towers Limited

ORIGINALITY REPORT

20%	19%	11%	15%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	dspace.daffodilvarsity.edu.bd:8080 Internet Source	3%
2	www.coursehero.com Internet Source	2%
3	Submitted to Coventry University Student Paper	1%
4	topnotchessay.com Internet Source	1%
5	Submitted to RDI Distance Learning Student Paper	1%
6	Mohan Thite. "e-HRM - Digital Approaches, Directions & Applications", Routledge, 2018 Publication	1%
7	Submitted to British School of Commerce - Colombo Student Paper	1%
8	Submitted to London School of Commerce Student Paper	1%

9	Submitted to Colorado State University, Global Campus Student Paper	1 %
10	Submitted to American College of Education Student Paper	1 %
11	www.jopafl.com Internet Source	1 %
12	infeb.org Internet Source	<1 %
13	ujcontent.uj.ac.za Internet Source	<1 %
14	www.ajol.info Internet Source	<1 %
15	acris.aalto.fi Internet Source	<1 %
16	www.ejournal.uigm.ac.id Internet Source	<1 %
17	cornerstone.lib.mnsu.edu Internet Source	<1 %
18	Submitted to Daffodil International University Student Paper	<1 %
19	journal.uni-mate.hu Internet Source	<1 %

20	Submitted to American Intercontinental University Online Student Paper	<1 %
21	Degenaar, Wilna. "The Development of a Model that Incorporates Ethics in the Recruitment and Selection Process", University of Pretoria (South Africa), 2023 Publication	<1 %
22	Submitted to The Scientific & Technological Research Council of Turkey (TUBITAK) Student Paper	<1 %
23	www.enrichment.iocspublisher.org Internet Source	<1 %
24	Submitted to Westcliff University Student Paper	<1 %
25	www.researchgate.net Internet Source	<1 %
26	journals.ijramt.com Internet Source	<1 %
27	invergejournals.com Internet Source	<1 %
28	Submitted to University of Wales Institute, Cardiff Student Paper	<1 %
29	www.econstor.eu Internet Source	<1 %

30	Submitted to Portobello Institute Student Paper	<1 %
31	Submitted to RISEBA University of Applied Sciences Student Paper	<1 %
32	dspace.uui.ac.id Internet Source	<1 %
33	diginole.lib.fsu.edu Internet Source	<1 %
34	ir.bdu.edu.et Internet Source	<1 %
35	dspace.bracu.ac.bd Internet Source	<1 %
36	Submitted to Cork Institute of Technology Student Paper	<1 %
37	Submitted to Rowan University Student Paper	<1 %
38	"Green Human Resource Management", Springer Science and Business Media LLC, 2024 Publication	<1 %
39	erepository.uonbi.ac.ke:8080 Internet Source	<1 %
40	123dok.com Internet Source	<1 %

41	myassignmenthelp.com Internet Source	<1 %
42	rsisinternational.org Internet Source	<1 %
43	Submitted to EThames Graduate School Student Paper	<1 %
44	dspace.library.daffodilvarsity.edu.bd:8080 Internet Source	<1 %
45	dspace.uiu.ac.bd Internet Source	<1 %
46	dspace.uiu.ac.bd:8080 Internet Source	<1 %
47	www.unlv.edu.sg Internet Source	<1 %
48	Konstantinos Zervoudakis, Konstantinos Mastrothanasis, Stelios Tsafarakis, Evangelia Krassadaki, Anastasios Kyriakidis. "Evaluating Principals' Satisfaction with Selection Processes in Second Chance Schools: A Multicriteria Approach", Journal of the Knowledge Economy, 2023 Publication	<1 %
49	researchspace.ukzn.ac.za Internet Source	<1 %
50	www.mdpi.com	

	Internet Source	<1 %
51	www.summitcommunications.net Internet Source	<1 %
52	Submitted to University of Northumbria at Newcastle Student Paper	<1 %
53	jurnal.unpad.ac.id Internet Source	<1 %
54	kipdf.com Internet Source	<1 %
55	scholar.mzumbe.ac.tz Internet Source	<1 %
56	suspace.su.edu.bd Internet Source	<1 %
57	www.amtob.org.bd Internet Source	<1 %
58	Bajram Fejzullahu, Rrezarta Gashi. "University graduate recruitment and selection as a part of business strategy: A case of an emerging market", Corporate and Business Strategy Review, 2023 Publication	<1 %
59	Miguel Setúbal, Tayana Conte, Marcos Kalinowski, Allysson Alex Araújo.	<1 %

"Investigating the online recruitment and selection journey of novice software engineers: Anti-patterns and recommendations", Empirical Software Engineering, 2024

Publication

60

Dias, Ana Patrícia Fernandes. "O processo de recrutamento e seleção e o projeto de onboarding Siemens", Universidade de Lisboa (Portugal), 2024

Publication

<1 %

61

Jerel E. Slaughter, David G. Allen. "Essentials of Employee Recruitment - Individual and Organizational Perspectives", Routledge, 2024

Publication

<1 %

Exclude quotes Off

Exclude matches Off

Exclude bibliography Off