



**Daffodil**  
*International*  
**University**

Internship Report on –

Role of Recruitment to Develop Training Policy: A study on  
Advanced Chemical Industries PLC.



Submitted to

**Dr. Nuray Akter**

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Submitted by

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Date of Submission: October 2025

## Letter of Transmittal

To  
Dr. Nuray Akter  
Assistant Professor  
Department of Business Administration  
Faculty of Business & Entrepreneurship  
Daffodil International University

Subject: Submission of Internship Report

Dear Madam,

I am submitting this Internship Report entitled often \“The Role of Recruitment in the Formulation of Training Policy: A study on ACI Limited\” as a part of my Bachelor of Business Administration (BBA) program at Daffodil International University.

As a study-based intern of ACI PLC, I have tried my best to gain and collect as much information that are necessary for practical at the recruitment and training department. I trust that this report will suit your requirement and fulfill its academic task.

Thank you for continuing to inspire and support me.

Sincerely,



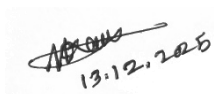
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## Letter of Approval

It is hereby, declared that the internship report on “ Role of Recruitment in Developing Training Policy – A Study on ACI PLC ” submitted by Labib Muhtasin BBA Program of Daffodil International University under my supervision.

I have examined the report and recommend that it be accepted in partial fulfillment of the requirement for a degree in Bachelor of Business Administration.



A handwritten signature in black ink, followed by the date "13.12.2025" written below it.

---

Dr. Nuray Akter  
Assistant Professor  
Department of Business Administration  
Faculty of Business & Entrepreneurship  
Daffodil International University

## Student's Declaration

I, Labib Muhtasin certify that this internship report entitled “Role of Recruitment in Development Training Policy- A Study on ACIPLC” is my own work. I have not submitted for another degree or professional qualification previously and presented any part of it as such. It promotes the importance of bringing in new staff and how this will enable the company to develop an effective training regime. Special thanks should be due to my revered supervisor's continuing guidance, constructive criticisms and support in the process of writing this report. Hopefully, this report will meet the requirements and standards of the university.



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## Acknowledgement

Before all else, I would like to thank with the utmost gratitude Almighty Allah for allowing me the strength and perseverance once again to see this report through fruition.

Acknowledgement Firstly, I would like to express my sincere gratitude to my supervisor Dr. Nuray Akter, Assistant professor of Faculty of Business Administration (Tourism and Hospitality) for her guidance, feedback in preparing this report. Moreover, special thanks to my internship supervisor Deputy Manager, Md. Ariful Islam, Senior Executive, Shahidul Islam, Saad Bin Aslam, and whole HR team for contributing clear ideas and information which are necessary to complete the report. Well, it was quite a knowledge-based internship; all the materials for the HR stuff that's publicly available from ACI PLC were of course used to accomplish this study.

A very big thank you to my colleagues and ACI PLC crews for widening their cooperation and sharing of knowledge generously, to make this internship adventurous and interesting.

Last but not least, I wish to thank my family, friends and loved ones who have always been supportive for me.

## Executive Summary

ACI PLC, another name for Advanced Chemical Industries, is one of Bangladesh's biggest conglomerates. ACI PLC's human resources division actively contributes to the organization's overall growth. The study on ACI PLC's general HRM procedures is covered in the report that follows. The report's goal is to provide readers with a comprehensive understanding of ACI PLC's HRM procedures. More specifically, the report seeks to comprehend the objectives set by ACI PLC's human resources department, which are also known as assessing the company's recruitment and selection processes, deciphering its performance evaluation systems, identifying the department's main advantages and disadvantages, and making appropriate recommendations.

ACI PLC's human resources division is very active and up to date. The HR specialists in this division are diligent and committed enough to create and cultivate a solid workforce for the future. The resources department of ACI PLC has also been updated with new technology. ACI PLC's human resources department incorporates several new technologies. In addition to its base pay package, the organization offers other benefits. Additionally, ACI PLC's human resources department has been working tirelessly to improve and expand the organization's workforce. The report that follows contains the main conclusions and suggestions for improving ACI PLC's HRM procedures.

## Table of Contents

Letter of Transmittal .....	i
Letter of Approval.....	ii
Student Declaration.....	iii
Acknowledgement .....	iv
Executive Summary .....	v
Chapter 1: Introduction	
1.1 Inception.....	1
1.2 Statement of the Problem .....	1
1.3 Objectives of the Study.....	1
1.4 Methodology of the Study .....	2
1.5 Report Structure .....	3
Chapter 2: Organizational Overview	
2.1 Company Profile .....	4
2.2 Mission, vision, and values .....	4
2.3 Steps in the Recruitment Process of ACI PLC .....	5
2.4 Training Framework at ACI PLC.....	6
2.5 Training Policy Framework of ACI PLC.....	7
2.6 Recruitment Impact on Training Policy Design .....	7
2.7 Gaps Identified .....	8
Chapter 3: Literature Review	
3.1 Introduction.....	9
3.2 Concept of Recruitment.....	9
3.3 Concept of Training and Development.....	10
3.4 Relationship between Recruitment and Training.....	10
3.5 Training Need Analysis (TNA) as a Result of Recruitment .....	11
3.6 Theoretical Framework .....	11

Chapter 4: Internship Role and Responsibilities	
4.1 Introduction. ....	12
4.2 Recruitment Strategy of ACI PLC.....	12
4.3 Training Policy Framework of ACI PLC.....	14
4.4 Recruitment Impact on Training Policy Design .....	15
4.5 Strengths of ACI’s Recruitment–Training Alignment.....	15
4.6 Gaps Identified.....	15
4.7 Analysis Summary.....	15
Chapter 5: Findings of the Report	
5.1 Key Findings.....	16
5.2 Experience .....	17
5.3 Connection with Academia.....	18
Chapter 6: Critique and Reflections	
6.1 Critical Evaluation .....	19
6.2 Recruitment Process at ACI PLC .....	19
6.3 HR Development and Strategic Practices .....	20
6.4 Findings of the Study .....	21
6.5 Learning from Challenges.....	21
6.6 Reflection.....	23
Chapter 7: Recommendations and Conclusion .....	24
Chapter 8. Recommendations .....	25

# Chapter 1: Introduction

## 1.1 Inception

Any organization's success and continuous operational effectiveness are largely attributed to human resource management. Human resource management, or HRM, is seen to be an effective way to manage an organization's human resources or workforce. Every organization's human resource department has a set of procedures that help other departments function well with proficient personnel. By executing HR blocks or aims that are in line in the organization's fundamental objectives, the term "human resource" refers to the specific division or section within the company that is in charge of improving and enhancing the workforce. "Human Resource Management," also called "personnel management," is a department that is in charge of managing and developing the organization's potential and actual talents and improving the organization's overall performance. An organization's human resources department's projections and tactical planning practices are crucial to determining the future needs of the other departments that specialize in terms of human resources. Furthermore, since the human resources department is only focused on onboarding and keeping the talent that best suits the needs of the company, achieving the HR goals of the organization helps to accelerate the performance of the same as a whole.

## 1.2 Statement of the Problem

Even with a well-organized hiring procedure, ACI still has trouble connecting hiring results to the creation of training policies. There are frequently gaps between the necessary and developed employee skills as a result of these functions not being coordinated. The purpose of this study is to determine how hiring procedures might be more closely matched to facilitate the creation of training policies that work.

## 1.3 Objectives of the Study

### 1.3.1 Broad Objective

- To evaluate the role of recruitment in developing training policy at ACI PLC.

### 1.3.2 Specific Objectives

- To identify the Internal recruitment process & training development programs followed by ACI PLC.
- To analyze the external recruitment process & training development programs followed by ACI PLC.
- To assess gaps between recruitment outcomes and training development programs.

### 1.3.3 Additional Objectives

- To provide recommendations for strengthening recruitment–training integration

### **Scope of the Study**

This study is limited to ACI PLC's Human Resources Division, with a specific emphasis on HR recruitment methods and their impact on training design. Because this is a study-based internship paper, the analysis was undertaken utilizing existing literature, organizational insights, and secondary data about ACI's HR procedures.

### 1.4 Methods of the Study

#### 1.4.1 Data Collection

Primary Data: Informal discussions with HR professionals through available online sources and professional forums.

Secondary Data: Company website, HR policy reports (publicly available), journals, and existing literature on HRM practices.

#### 1.4.2 Data Analysis

The collected data have been analyzed using a qualitative descriptive approach, focusing on process evaluation and policy comparison (Creswell, J. W, 2014).

### **Limitations of the Study**

- Limited access to internal HR policy documents of ACI PLC.
- A brief period of internship.
- Lack of real-time interaction with recruitment and training officials.

## 1.5 Report Structure

This report consists of the following chapters:

Chapter	Contents
Chapter 1	Introduction
Chapter 2	Organization Overview – ACI PLC
Chapter 3	Literature Review
Chapter 4	Analysis of Recruitment and Training Policy Relationship
Chapter 5	Findings, Recommendations, and Conclusion

## Chapter 2: Organizational Overview – ACI PLC

### 2.1 Company Profile

Advanced Chemical Industries (ACI) PLC is one of the largest and most diversified conglomerates in Bangladesh. Founded in 1968 as a subsidiary of Imperial Chemical Industries (ICI), the company was later rebranded as ACI PLC in 1992 after local management took ownership. Since then, ACI has expanded its operations across multiple sectors, becoming a trusted name in pharmaceuticals, consumer goods, agribusiness, and retail.

### 2.2 Mission, Vision, and Core Values

**Mission:** “To enrich the quality of life of people through responsible application of knowledge, skills, and technology.”

**Vision:** “To be the leading business conglomerate in Bangladesh with a global footprint.”

**Core Values:** Integrity, Excellence, Customer Focus, Continuous Improvement, and Innovation. (ACI PLC, 2025).

Recruitment is the process of identifying the right set of individuals who are eligible enough to fit into a role. The recruitment process requires adequate planning, execution, as well as observation. At ACI PLC, recruitment is considered one of the primary functions of the human resources department (ACI PLC, 2025).

ACI follows a competency-based recruitment approach, where candidates are selected based on:

Selection Criteria	Description
Educational Qualifications	Minimum bachelor’s degree for most roles, with specialized degrees for technical positions.
Technical Competence	Job-specific skills are assessed through interviews and tests.
Behavioral Fit	Communication skills, leadership potential, cultural adaptability.
Growth Orientation	Candidates are evaluated based on long-term potential rather than immediate productivity.

**Source: Self-Analysis**

## 2.3 Steps in the Recruitment Process of ACI PLC

At present, the recruitment process, followed by ACI PLC, consists of six major steps. These steps are explained below:



Figure 1: Steps in the Recruitment Process of ACI PLC

Source: (Bhuiyan, 2023)

- **Analyzing Organizational Needs:** Before executing a new plan of action, the respective team leads of the human resources department of ACI PLC initiate a discussion with the head of the department or the business head to analyze the current organogram of the department or business and identify the vacancies (ACI PLC, 2025). Based on the vacancies in the organogram, the recruitment plan is initiated.
- **Implementing Recruitment Plan:** Implementing a recruitment plan includes deciding on the source of recruitment which is to be chosen. The HR professionals at ACI PLC draft a job description that is relevant to the job position according to the requirements of the concerned department (ACI PLC, 2025). Based on the job description, the source of recruitment is chosen.

- **Advertising the Job Opening:** ACI PLC uses some specific methods for advertising its job openings. One of the most used ways is publishing a job circular on some platforms, such as bdjobs and LinkedIn. Another particular way used by ACI PLC is social leading the post with the help of various recruitment agencies.
- **Screening the Candidate CV:** Sorting and screening CVs of the candidates for the major tasks under the recruitment procedure for the human resources department of ACI PLC. The screening is performed based on the relevance of the skills and qualifications that the candidates have to the requirements of the job positions (ACI PLC, 2025).
- **Preparing CV Summary:** It is also one of the major tasks of the overall recruitment process. This summary is a type of documentation that is presented to the concerned department of the circulated job position, as well as the head of HR of ACI PLC. Based on the CV summary, the candidates are upgraded to the selection process.
- **Communicating with the Candidates:** At the end of the process, it is required to communicate with the candidates to notify them about the selection procedure of the particular job opening at ACI PLC, which would start after the end of the recruitment process.

## 2.4 Training Framework at ACI PLC

- Training at ACI is categorized into:

<i>Training Type</i>	<i>Description</i>
Induction Training	Provided to all recruits to familiarize themselves with the company policy and job functions.
Technical Training	Role-based training for pharmaceutical, manufacturing, and agribusiness employees.
Soft Skill Development	Sessions on communication, leadership, teamwork and problem-solving.
Compliance & Safety Training	GMP (Good Manufacturing Practice), safety protocols, and ethical standards.

**Source: Self-Analysis**

## 2.5 Training Policy Framework of ACI PLC

- Based on available information, ACI designs its training programs based on the capability profile of newly recruited employees. The HR division tracks recruitment data to determine training needs.

<i>Corresponding Training Program</i>	<i>Recruitment Type</i>
Fresh Graduates / Entry-Level Trainees	Extensive induction, departmental rotation, and soft skills training.
Experienced Professionals	Short technical refreshers and policy compliance modules.
Sales / Field Staff	Product knowledge training and negotiation workshops.
Factory / Technical Workers	Safety, GMP (Good Manufacturing Practice), and operational training.

**Source: Self-Analysis**

## 2.6 Recruitment Impact on Training Policy Design

The quality and source of recruitment significantly affect training intensity and structure at ACI:

<b>Recruitment Scenario</b>	<b>Training Implication</b>	<b>Organizational Outcome</b>
High-Competency Recruits from Reputed Universities	Minimal foundational training needed	Faster adaptation and lower training cost
Diverse Background Hires (Mixed Skill Levels)	Customized department-wise training plans	Balanced workforce capability
Mass Hiring for Sales / Retail Units	Standardized, repeatable training modules	Uniformity across large workforce
Role-Specific Technical Recruitment	Specialized training workshops designed with subject experts	Higher productivity and consistency

**Source: Self-Analysis**

## 2.7 Gaps Identified

Despite strong alignment, certain gaps are visible in ACI's recruitment–training integration:

Identified Gap	Description	Impact
Delayed Training Execution for Certain Departments	Training sometimes scheduled late due to operational workload	Slower skill adaptation
Limited Digital Training Tools	Overreliance on physical workshops rather than e-learning	Reduced flexibility and scalability
Lack of Post-Training Evaluation in All Units	Some departments do not measure training ROI	Uncertain training effectiveness

**Source: Self-Analysis**

# Chapter 3: Literature Review

## 3.1 Introduction

A literature review serves as a concise compilation of sources that bolster the report's theory and goals. It offers compelling evidence in favor of the report's argument, drawing on data from previous studies and books. A literature review's primary goals are to offer a critical assessment and gather pertinent, pre-existing qualitative data that could help put the research topic in context. The main goals of the human resources department fall into four categories, per (Armstrong, M., & Taylor, S, 2023)). These include personal goals, organizational goals, societal goals, and functional goals. He went on to say that upholding ethical compliance among employees and at work is one of the societal goals of human resource management. The selection process is viewed as a drawback in the talent acquisition process since it involves shortlisting candidates for open positions within an organization. organization's size and type. The learning and development function is one of the main secondary roles of the human resources department. Learning and development facilities are not prioritized in the majority of organizations worldwide. (Armstrong, M., & Taylor, S, 2023). The learning and development department is given the same priority as every other department within an organization in certain industries.

## 3.2 Core Concept of Human Resource Management

Managing an organization's workforce and making the most of these priceless resources are the main focuses of human resource management. Human resource planning is one of the main responsibilities of human resource management. The goal of human resources planning is to improve and expedite an organization's workforce's performance. Planning for human resources is based on a course (Werther, W. B., & Davis, K, 2019). The main responsibilities of human resource management are recruitment and selection boards. In addition to being consecutive, these two functions are connected. Anwar & Abdullah (2021) assert that disengaged workers may pose a risk to the company since they will fully produce subpar work, which lowers the caliber of team performance.

### 3.3 Recruitment

Recruitment is the practice of scouting, selecting, and onboarding qualified individuals to fill in company job vacancies. It serves as the backbone of human resource management, ensuring that the right people are in the right place at the right time. Recruitment: Recruitment is identified by Armstrong (2014) as an activity essential to meeting the needs of organizations that seeks to establish a link between employers and potential employees.

It uses internal and external sources to help find the candidates that are a good fit for that company's values,

culture, and job description. Firms such as ACI may find that it is easier to design tailored training programs targeting enhanced job performance and organisational effectiveness when recruitment activities focus on skills, competences and ability to learn (Armstrong, M, & Taylor, S, 2023).

#### Types of Recruitment:

<i>Recruitment Type</i>	<i>Description</i>
Internal Recruitment External Recruitment	Hiring from within the organization (Promotions, transfers). Sourcing new candidates from outside (job portals, agencies, campus hiring).
Hybrid Recruitment	A combination of internal and external methods.

**Source: Self-Analysis**

### 3.4 Training Policy

A structured system that dictates an organization's staff training and development policy is, of course, a training policy. It describes the underlying concepts, aims and tools for developing worker performance, skill and knowledge. Quality training policy ensures that training is consistent with employee needs as well as the goals of the organization, according to Dessler (2017). A training guidance policy helps to identify what training is required, select appropriate approaches, and measure outcomes. Moreover, it ensures that staff development programs remain fair and consistent. Given their job responsibilities and competencies identified at the time of recruitment, employees in organizations like ACI can be assured of lifelong learning through a sound training policy. The long-term success of organisations is supported by a skilled work force, developed through policies shared between recruitment and training. (Dessler, G, 2017)

### Types of Training Methods:

Training Method	Characteristics
On-the-Job Training (OJT)	Learning while performing actual tasks.
Off-the-Job Training	Classroom sessions, workshops, e- learning modules.
Mentorship & Coaching	Guidance from senior employees or trainers.

**Source: Self-Analysis**

### 3.5 Theoretical Framework

This study follows the Input–Process–Output (IPO) HR Model, where:

Stage	HR Activity	Outcome
Input	Recruitment and selection	Employee Capability
Process	Training and development	Baseline
Output	Performance and retention	Skill Enhancement

**Source: Self-Analysis**

This model indicates that recruitment serves as the foundation upon which training policies are designed and implemented.

### 3.6 Summary

1. Recruitment and training are interrelated HR functions.
2. Competency-based hiring lowers training expenditures.
3. Flexible training policies are necessary to accommodate diverse recruitment needs.
4. Aligning recruitment and training methods leads to improved performance, fewer attrition rates, and stronger employer branding.

#### **Role:**

Intern – Human Resources Department, ACI (Advanced Chemical Industries) PLC.

#### **Responsibilities:**

During my internship I worked with the Human Resources Department at ACI PLC, more precisely in the Recruitment and Selection department. In my internship most of the work was related to HR operations. Here are the steps I took:

- Assisting in writing and updating job descriptions (JDs) for various positions.
- I Generate Personnel Specifications (PS) which identify to the department's need.
- I receive CVs and organise them all in my structure as well as review and amend the CVs - so they are up to standard for that specific job.

# Chapter 4: Internship Role and Responsibilities

## 4.1 Role & Responsibilities

### **Role:**

Intern – Human Resources Department, ACI (Advanced Chemical Industries) PLC.

### **Responsibilities:**

During my internship I worked with the Human Resources Department at ACI PLC, more precisely in the Recruitment and Selection department. In my internship most of the work was related to HR operations. Here are the steps I took:

- Assisting in writing and updating job descriptions (JDs) for various positions.
- I Generate Personnel Specifications (PS) which identify to the department's need.
- I receive CVs and organise them all in my structure as well as review and amend the CVs - so they are up to standard for that specific job.
- I coordinate interviews in tandem with the hiring team.
- I support interview panels by managing all candidates and their associated documents: CVs, motivation letters, certificates.
- I also handle part of the new hire on-boarding.
- I am responsible for composing offer and appointment letters for selected candidates.
- I am responsible for maintaining up-to-date Excel files that contain both HR and candidate information.
- I also assist with administrative tasks related to hiring campaigns.
- I help HR officers with any additional tasks assigned to them that involve coordinating recruitment and training.

## 4.2 Rationale & Examples of Tasks

### **Rationale:**

During my internship with ACI PLC in the Human Resources Department, I got a close look at real-life HR work. I learned from our hiring and selection team that a more well-structured hiring process goes hand in hand with stronger workforce quality. This experience taught me how recruitment directly affects the establishment and development of training policy. It's because the skills, qualifications, and needs of new employees may become standard

procedures later on those new hires will often shape future training programs. Also, I found out how to deal with confidential information, talk with job applicants, and with the department chiefs on meeting personnel requirements in this internship. What it all did for me was produce better human relations, improved planning, and good reasoning ability. It also helped me understand that hiring new employees can be an aid to employee development.

### **Example of Tasks:**

During my internship, I completed a huge number of tasks and gained an in-depth knowledge of recruitment procedures. The result will inevitably be more well-fed HR graduates one day in the future. To write different words...

One of my primary responsibilities was preparing and updating job descriptions and personnel specifications for various positions within the company. I cooperated closely with HR execs and senior managers in the respective departments to ensure job requirements and the jobs themselves were in balance. Such work helped me realize how clearly laid-out job specifications make staff selection easier and also provide a basis for deciding on teaching modules to fill any skill gaps.

Another large-sized duty was to sort through a large number of CVs from all sources – job portals, insider websites, and the general public. I learnt to pick out suitable candidates by matching their qualifications and experience with the job profile requirements. The experience has done more than help sharpen my analytic skills, it actually served as a lesson about fairness and openness to all sides involved in recruitment. I made a point of de-duplicating records with identical names; the employers I had had literally as resume. last name value, and each person's resume matched down to the last company anybody heard from them at. Or, to be more direct, if there was even a one-month (or one-day) overlap between old and new employers, you would be rejected.

After selecting applicants, I assisted the HR team with scheduling interviews by calling staff on our list of desirable interviewees to make confirmations, sending out an email invitation for interviews, and updating our master tracker to get every one speaking the same language. I was, in a sense, successful and it made me feel good; I had reduced the number of their possible entries.

I also helped a bit with onboarding. I would also draft offer letters and appointment letters to new joiners of the college. I would look over candidate details to see if we have received everything and that it is correct, I helped with UTC induction days (which was fun) and

general admin duties. One month I did bring another personal best of about 20 people on board which made me super proud too.

This reality experience told me how onboarding plays into individual creativity and their career orientation comfortably into our culture without event.

Interns were also responsible for maintaining Excel trackers for recruitment and candidate information. Through the recruitment period, I supported the HR crew immediately after receiving resumes with screening file sifting them for candidates who will attend to all that we need and doing the attendance sheet and also answering any general questions when requested just so that everything can went smoothly. I even started writing recommendations for new staff from department heads. That gave me some clues for what employee performance on his early days at the company could drive in terms of training needs.

It made me realise that recruitment is not just about filling roles, but also creating the foundation for a company's long term journey from within. Thus, my internship with ACI PLC was an intense learning experience and helped me refine the professional aspect of my work and how to integrate responsible recruitment practices into HR career strategies.

### 4.3 Training Policy Framework of ACI PLC

A training policy A properly designed framework that dictates what, how and why staff are trained is the outline for planning, creating and implementing a staff training program within organization. It describes the driving concepts, objectives and practices that can be used to enhance workers performance, abilities and knowledge. A sound training policy ensures that the training activities are consistent with both employee requirements and organizational objectives, argues Dessler (2020). A training policy gives a direction for deciding the required training, choosing appropriate methods, and evaluating the outcomes. It also ensures that staff development programs are fair and uniform. As per their job nature and skill that identified in recruitment process, employees at organization like ACI sure get continuous learning opportunities from effective training policy. (ACI PLC. (2025)

The long-term efficiency of the organization is promoted by enhancing the capability of work force through an integration between recruitment and training policies. (See Appendix)

#### 4.4 Recruitment Impact on Training Policy Design

The quality and source of recruitment significantly affect training intensity and structure at ACI:

Recruitment Scenario	Training Implication	Organizational Outcome
High-Competency Recruits from Reputed Universities	Minimal foundational training needed	Faster adaptation and lower training cost
Diverse Background Hires (Mixed Skill Levels)	Customized department-wise training plans	Balanced workforce capability
Mass Hiring for Sales / Retail Units	Standardized, repeatable training modules	Uniformity across large workforce
Role-Specific Technical Recruitment	Specialized training workshops designed with subject experts	Higher productivity and consistency

(See Appendix B)

#### 4.5 Strengths of ACI's Recruitment–Training Alignment

1. Structured Induction Program: Ensuring that all candidates receive consistent onboarding.
2. Functional Training Mapping: Each role has a predetermined training plan.
3. Continuous Monitoring: Training effectiveness is evaluated using performance reports.

#### 4.6 Gaps Identified

Despite strong alignment, certain gaps are visible in ACI's recruitment–training integration:

Identified Gap	Description	Impact
Delayed Training Execution for Certain Departments	Training sometimes scheduled late due to operational workload	Slower skill adaptation
Limited Digital Training Tools	Overreliance on physical workshops rather than e-learning	Reduced flexibility and scalability
Lack of Post-Training Evaluation in All Units	Some departments do not measure training ROI	Uncertain training effectiveness

**Source: Self-Analysis**

#### 4.7 Analysis Summary

The analysis reveals that ACI's recruitment approach has a significant impact on its training structure, revealing a strategic link between talent acquisition and workforce development. However, enhancements to digital training methods and feedback mechanisms can boost overall efficiency.

# Chapter 5: Key Learnings and Experiences

## 5.1 Key Learnings

During my internship at ACI (Advanced Chemical Industries) PLC, I had the opportunity to gain useful expertise. And in human resource management, specifically recruitment and selection. In this chapter, I analyze the most important things I've learned and my insights into self-reflection. In doing so, I take both my own professional growth as well as some unusual interrelated improvement methods. Through its job descriptions, my experience has shown me how a well-structured hiring process helps to build a skilled workforce. And I have been impressed by the connection with developing and training effective policy.

**Continuous Learning:** ACI applies ambitious research and development activities, including a huge number of employees learning new tools and skill development, along with pay. After all, only by so doing can we grasp the opportunities of international cooperation in construction, as well as grow our strength and efficiency at home. While interning with their company, I had many opportunities to observe all parts of the recruitment. As a result, my way of thinking was entirely revolutionized. In particular, by the end of intern year 2019, I had been accustomed to writing large volumes of material without even thinking about it because at work, and even in my free time outside hours away from work, there are always some tasks that need my attention. I am also more familiar with HR software, Excel tracking, and document management systems that are used in recruitment.

**Effective Communication:** Because I worked for the HR Department, communicating has always been an ingredient in me witnessing firsthand how to impress top bosses and specialist heads of HR in the Department every day. I understood that listening to opinions with patience leads sooner or later back again toward useful dialogue that involves all parties, which is why people continue to solve problems via conversation rather than force. By communicating interview updates, explaining instructions, and answering questions, it became clear to me that complete and professional information should be transmitted at work.

**Collaboration and Teamwork:** On a large campaigns, the HR team at ACI PLC know how to pull together. In particular for my sort of mass recruitment, I learned how to work with multiple teams and keep it all in confluence perfectly. For that matter, I found that my organizational skills and social skills were both enhanced by being through that experience.

**Attention to Detail:** Detail is crucial to HR work. Whether it's ordered release letters or officers documents or resumes out the door, one tiny error in any of those can get you a huge headache. Having here learned in that atmosphere to be careful, so it was impossible for me to turn anything over as my work which was not correct and properly styled.

**Time Management:** There is always a "fast-pace" when it comes to Recruitment efforts. For example, prior to the joining date or after all candidates are finalized. After performing these operations, I mastered the art of time-management, got optimised and used my time judiciously to complete on-time tasks."

**Professionalism and Confidentiality** -When you are dealing with members of staff, or client information, discretion is really very important. There is absorbed sense of overall accountability for data security amongst HR professionals. Moreover, professionalism at work is instrumental in building trust among co-workers within a company.

## 5.2 Experiences

This internship experience at ACI PLC is helpful for me to understand how a big corporation manage recruiting ranging from the company itself to my actual application. Meanwhile, I assisted even in writing job descriptions, going over resumes, scheduling interviews and handling paperwork (like appointment letters). All of these jobs gave me a lesson in how the cycle of life for an employee works — from getting hired to being put on payroll. After the internship, I have understood how recruitment decisions determine a whole company's training and development policy. For instance, I took cues from my seniors to watch for new joiners strengths and weaknesses along with how they were evaluated; picking up lessons from HR professionals on how the training led to better output. And because I had worked with seasoned HR leaders, I knew how to be professional, appropriately manage administrative concerns and communicate with departments. It's another chance in my lifetime. It's not just improved my technical skills – it has forced me to develop in other areas. I have learned: the significance of group amity in a bonded environment of work and cooperation, responsibility and flexibility. My first experience with ACI's comprehensive HR system inspired me to seek my profession in human capital management. That's where I feel I will share lessons learned here and use them for my professional developement.

### 5.3 Connection with Academia

An internship at ACI PLC allows me to apply theoretical concepts from my BBA (Human Resource Management) to real-world organizational operations. In other words, the internship provided me with the opportunity to obtain a practical grasp of theoretical ideas in human resources.

#### **Recruitment and Selection:**

When I screened resumes, interviewed people, or otherwise prepared work materials, I could then understand these theories concretely.

#### **Job Analysis and Design:**

Taking down Job Descriptions (JD) and Personnel Specifications (PS) enabled me to apply theoretically learned material about job analysis. Here, I came to understand more clearly how detailed job design can not only increase hiring effectiveness but also produce future education projects.

#### **Training and Development Linkages:**

I observed that recruitment results often determine training needs. The deficiencies unearthed through the selection process--say, a different class of skills popularly desired--are later dealt with specifically in training plans.

<b>Elements of Selection Procedure</b>	<b>Human Resource Department– ACI Limited</b>
<b>Stages in the Selection Procedure</b>	<ul style="list-style-type: none"><li>• Aptitude Test</li><li>• Primary Interview</li><li>• Secondary Interview</li><li>• Negotiation and On-boarding</li></ul>
<b>Types of Interviews</b>	<ul style="list-style-type: none"><li>• Structured Interview</li><li>• Behavioral/Situation-based Interview</li></ul>
<b>Medium of Judgment</b>	<ul style="list-style-type: none"><li>• Interview Rating Form</li></ul>
<b>Attributes of Judgment</b>	<ul style="list-style-type: none"><li>• Job Knowledge Communication Skills</li><li>• Leadership</li><li>• IT Skills</li><li>• Interpersonal Skills</li></ul>

Figure 1: Employee Selection Procedure at ACI PLC  
Source: (Shithila, 2021)

# Chapter 6: Critique and Reflections

## 6.1 Critical Evaluation

From my union members at ACI's Human Resource Management, there are both theories put into practice. ACI's internship allowed me to apply, in the real world, all the theoretical knowledge that I learned in college of books and at lectures. The recruitment policy of ACI follows the company's HR policy and code of ethics. In addition, it has a transparent recruitment process that respects fairness, diversity, and efficiency. Requirement: This article not only taught me how strategic recruitment can play a role in school training programs and manpower planning. Despite that, there were a few problems, Inter alia, in the department: during peak seasons, the workload became too heavy, and only someone with the relevant data could provide it. However, there were occasional gaps in the communication between recruitment and training units, though these were only minor blemishes. Nonetheless, these were slight setbacks. The HR team at ACI was hugely helpful to me, and they offered many chances for development

## 6.2 Recruitment Process at ACI PLC

The Human Resources Department of ACI practices a systematic and professional method of recruitment. The process starts with identifying the manpower needs of respective departments and ends with the onboarding of new joiners. Below is an overview of the key stages I observed:

1. **Job Requisition and Approval:** Departments submit their recruitment needs to HR for approval. HR verifies the necessity of the position and posts this to higher management as well.
2. **Job Description and Advertisement:** The HR team drafts or updates the Job Description (JD), and the Personnel Specification (PS) is also completed, so the job circular is ready to move forward internally. Job circulars are posted on online platforms, internal portals, and social media to attract suitable candidates.
3. **CV Sorting and Shortlisting:** The applications are received by the HR team and then sorted out in relevant background, relevant skills, and experience.

4. **Interview and Assessment:** I invited the shortlisted candidates to sit tests or interviews. The final choice is often made jointly by the department head, a mid-level supervisor, etc. I have also given feedback on how well the candidate.
5. **Selection and Offer Letter Preparation:** Based on interview performance, the final candidate is selected. I assisted in preparing Offer Letters and Appointment Letters under HR supervision.
6. **Onboarding and Orientation:** The HR team sets up orientation sessions for new employees to teach them about the company's culture, values, and rules once they start working there. This step also finds out what training the employee needs at first. This structured process makes sure that ACI hires people who are high-quality, fit with its long-term goals, and willing to learn more through training programs.

### 6.3 HR Development and Strategic Practices

Continuous employee development is ACI PLC's aim through recruitment alignment and performance-based education.

HR uses its competency-based approach to identify potential employees and monitor their performance during probationary periods. This helps HR identify the training areas that must be provided to recruits, as well as how they can be linked to the company (Dessler, 2020).

The section also attaches great importance to cooperation among the recruitment, learning & development (L&D), and performance review units. However, data integration between recruitment and L&D may yet be strengthened through a more advanced HR Information System (HRIS). An automated process would reduce repetitive manual work and increase decision-making accuracy (Armstrong & Taylor, 2023).

In addition, the company supports employee engagement by offering continuous feedback and mentorship programs. This is conducive to staff retention and to enhancing individual performance.

## 6.4 Findings of the Study

Based on my observation and participation, some key findings have been noted that might be interesting to address about the nature of recruitment influencing training policy at ACI PLC:

- **Strong Coordination between Recruitment and Training:** HR has been seamlessly transferring new employees to equivalent training courses, allowing people to gain adequate direction in relatively short time after they join the organization.
- **Need for Automation:** ACI has a lengthy recruiting process that spans many data sources, and some parts of this are still manual. By establishing a digital app applicant tracking system for HR, they could be more efficient and get the task done quicker.
- **Communication Gaps:** (i.e. some updates are lagging to get communicated down from the Recruiting Department to managers in departments/ideally more communication should be done about high volume recruiting).
- **Emphasis on Quality Hires:** HR is concentrating on quality skill-based and culture-fit hiring, which in fact, paves the way for certain policies custom made especially for new entrants.
- **Practical Exposure for Interns:** I had actual exposure to HR documentation, orientation and recruiting coordination. But more formalized educational programs would make this even more effective.
- **Learning-Oriented Environment:** ACI not only utilizes real-time learning in shared spaces that feature hands-on work on long-term projects along the training, but it also adds to both personal as well as career development.

## 6.5 Learning from Challenges

During my internship at ACI PLC, I encountered several challenges that helped me grow both personally and professionally. The key challenges are listed below:

### **Large amounts of CV Screening:**

Processing and sorting many job applications within a short timeframe was a laborious task. This was particularly true during the employment peak period.

**Pressure of Time Management:**

Doing basic HR work like preparing documents, keying in data, and assisting in interview calls for strong time management and multi-tasking skills.

**Manual filling in Record Maintenance**

Entering data by hand, it was difficult to maintain an error free error-free system and took much time, which is both a burden on the speed of work and leads to small mistakes.

**Departmental communication gaps**

When recruitment and training staff cannot coordinate their work, there are sometimes delays in project implementation as a result.

**Keep Confidential**

Dealing with sensitive employee information and making sure the offer letter was correct required additional attention to detail

**Less Use of Digital Tools**

Some HR work was done manually, rather than using HR software, so the process was slower and less efficient.

**Adaptation to business culture**

Both the professional environment to which we had to adjust and adapting one's life to the norms of their workplace were at first potentially problematic for a person making this transition, but ultimately provided further valuable experience in cartooning.

**Pressure to Meet Deadlines**

During recruiting periods, even minor lags in action cannot be accepted by the numerous jobs on the part of the leading units responsible, and mid-level units responsible for managing manpower transactions

**No Formal Feedback System for Interns**

Though HR people were supportive, an organized system of feedback could have helped interns pinpoint those areas where they still needed further improvement

### **Balancing Internship with Study**

Combining full-time intern activities with academic coursework caused occasional obstacles and required careful planning, which was ranked in order of urgency.

### **6.6 Reflection**

All in all, the 6 months at ACI were an eye-opener and life altering. It helped me realize that hiring the right people is the indispensable first step in any great labor policy. It made me be able to see for myself; and take what I learnt in class to the real life. Ultimately, this encouraged me to plan through problems and then try to address them. This internship has shown me that HR is a strategic function of business development, and not merely a place to apply what I've learned. Today, my career aim is to pursue HR and I absolutely want to spread what I have learned about talent management, performance review and training design among everyone. What I learned at ACI will carry me through to the end of my career and help me make a very good difference in whatever organization that is.

## Chapter 7: Recommendations and Conclusion

### Conclusion

The paper shows the recruitment process is central to the formation of training policies at ACI PLC. The company has an organized Human Resource system, with the competency profile of candidates directing development of training. But if this to be achieved and reinforced we also need HR to introduce digital transformation systems for ongoing performance management.

Good hiring and training synchronization not only maximizes employee effectiveness but minimizes operations cost, risk and turnover. It is concluded that ACI PLC may expand its role as top employer in Bangladesh through the utilization of technology facilitated feedback-based HR development system.

## Chapter 8: Recommendations

To enhance recruitment and training alignment, the following strategies are suggested:

<b>Recommendation</b>	<b>Expected Benefit</b>
Introduce AI-Based Resume Screening Tools	Speeds up recruitment and improves candidate quality.
Implement Digital On-boarding & E-Learning Modules	Reduces training time and improves accessibility.
Conduct Regular Training Need Analysis (TNA)	Ensures training programs remain updated and relevant.
Integrate Training KPIs with Performance Appraisal	Encourages employees to take training more seriously.
Feedback Loop Between Recruiters and Trainers	Helps refine job descriptions based on training challenges.

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## Appendix

Appendix A: Sample Recruitment-to-Training Flow at ACI PLC

Step	Recruitment Activity	Training Policy Action
1	Job Posting on Portal / Campus Hiring	Pre-induction information sent to new hires
2	Screening & Shortlisting Candidates	Prepare induction and department-specific training schedule
3	Interview & Selection	Assess skill gaps for fresh graduates or experienced hires
4	Job Offer & Onboarding	Induction training, policy briefing, HR orientation
5	Departmental Training	Technical/functional training based on role
6	Soft Skills & Leadership Training	Communication, team management, problem- solving workshops
7	Post-Training Assessment	Employee evaluation and Feedback integration into recruitment/training cycle

Appendix B: Sample Training Module Categories at ACI PLC

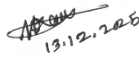
Module	Type	Duration
Target Employees	Induction Program	Orientation
1 week	All new hires	Technical Skill Training
Functional	2–4 weeks	Production / Technical Staff
Soft Skills Development	Behavioral	1 week
All employees	Compliance & Safety	Mandatory
2 days	Factory / Field / Retail Staff	Leadership & Management
Advanced	1 week	Mid-level Managers



**DAFFODIL INTERNATIONAL  
UNIVERSITY**

Faculty of Business and Entrepreneurship (FBE)  
Department of Business Administration

**INTERNSHIP LOG BOOK**

Student's Name:	Labib Muhtasin	Internship Site:	ACI PLC
Supervisor's Name and Signature (Industry):	Md. Ariful Islam	Week beginning:	5 <sup>th</sup> May 2025
Supervisor's Name and Signature (Academic):	 13.12.2025 Dr. Nuray Akter		

**Summary of Internship Activities (Maximum  
200 words)**

During my internship at ACI PLC, I acquired valuable hands-on experience in several aspects of human resource management, including HR administration and compliance. My duties included assistance with recruiting and selection processes such as CV sorting, candidate communication, interview coordination, and the drafting of interview-related documentation. I also worked on onboarding and induction programs, creating appointment letters, keeping personal files, and validating important documents such as NIDs, TINs, and certificates.

I was actively involved in documenting performance appraisals, preparing competency forms, and coordinating internship programs, all of which improved my organizational and communication abilities. I also helped with employee engagement initiatives, HR products, and CSR recruitment campaigns. Payroll basics, NOC verification, resignation papers, and final settlement entry exposed me to the technical and compliance aspects of human resources.


Please document in detail the activities in which you participated, and specific incidents you observed daily/weekly to enable you to answer the attached questions.

Week & Date:	Description of Activity
Week 1:	<ul style="list-style-type: none"> <li>• Detailed overview of HR functions, administration, and compliance, as well as several HR wings. I also witnessed how HR communicates with other departments to ensure that everything runs smoothly.</li> <li>• Helped with recruitment basics, such as CV sorting and shortlisting. I learned about the numerous sourcing channels employed by ACI PLC.</li> </ul>
Week 2:	<ul style="list-style-type: none"> <li>• Assisted with recruitment activities, including written tests and online evaluations. Helped with question set preparation and evaluation monitoring.</li> <li>• Helped coordinate interviews, including candidate communication and panel support. Learned how professional communication keeps candidates engaged.</li> </ul>
Week 3:	<ul style="list-style-type: none"> <li>• Conducted onboarding and induction seminars for new workers. Assisted with presentations and ice-breaking exercises during induction.</li> <li>• Helped prepare offer, acceptance, and appointment letters. Each document was understood to be of legal and organizational importance.</li> </ul>
Week 4:	<ul style="list-style-type: none"> <li>• Assisted with personal file preparation and auditing, including TIN, NID, and certifications. Increased attention to detail while ensuring that all relevant documents were attached.</li> <li>• Updated HR data and verified educational documents. I understand the authentication and compliance verification procedures.</li> </ul>
Week 5:	<ul style="list-style-type: none"> <li>• Coordinated internship program materials, including log books, schedules, and meet &amp; greet slides. I observed how proper planning helps internship programs succeed.</li> <li>• Assisting with internship written tests and credential preparation. I understand how assessments assist evaluate interns' performance.</li> </ul>
Week 6:	<ul style="list-style-type: none"> <li>• Participated in the "Voice of Ex-Colleagues" program, collecting data from former employees. I learned about employee turnover and why people leave their jobs.</li> <li>• Coordinated internship recruiting and interviews for corporate social responsibility. I learned how CSR programs help organizations engage in social responsibility.</li> </ul>
Week 7:	<ul style="list-style-type: none"> <li>• Reviewed HR products and competency-based appraisal documents. I understood how HR solutions increase employee engagement.</li> <li>• Observed HR documentation processes, including personal file setup, forms, and records. I learned how important accuracy and secrecy are while keeping employee files.</li> </ul>

Week 8:	<ul style="list-style-type: none"> <li>• Learned payroll basics and assisted with final settlement data entry. Understand how accurate payroll processing leads to employee happiness.</li> <li>• Created interview questions and attendance forms. Learned how to create competency-based interview questions for various employment roles.</li> </ul>
Week 9:	<ul style="list-style-type: none"> <li>• Assisted with NOC verification and certificate issuance. I learned the legal need of thorough document verification.</li> <li>• Maintained the joining documents and medical officer approval process. I learned how to conduct pre-employment medical checks on prospective personnel.</li> </ul>
Week 10:	<ul style="list-style-type: none"> <li>• Assisting with competency form preparation and appraisal help. Developed data management and HR performance tracking skills.</li> <li>• Assisted with resignation and service loyalty certificates. I learned about the influence of exit documentation on personnel records.</li> </ul>
Week 11:	<ul style="list-style-type: none"> <li>• Assisted with recruiting support activities such as panel coordination.</li> <li>• Gathered and disseminated internship-related papers. Learned how to manage and organize documents to ensure efficient workflow.</li> </ul>
Week 12:	<ul style="list-style-type: none"> <li>• Learnt bill processing for interview snacks and administrative tasks. Recognized how even minor administrative activities benefit HR operations</li> <li>• Assisted with documenting resignation and leave procedures. I learned about employee leave interviews and clearance procedures.</li> </ul>
Week 13	<ul style="list-style-type: none"> <li>• Assisted in the preparation of sailors' contractual appointment letters. I understood how important contract management is in human resources</li> </ul>
Week 14:	<ul style="list-style-type: none"> <li>• Maintained accurate HR records and score sheets. Developed record-keeping abilities necessary for compliance.</li> </ul>
Week 15:	<ul style="list-style-type: none"> <li>• Assisting with performance appraisal documents and competency forms.</li> <li>• I understood the relationship between performance review and employee motivation.</li> </ul>
Week 16	<ul style="list-style-type: none"> <li>• I observed employee relations methods and engagement programs.</li> <li>• Discovered how engagement boosts retention and satisfaction.</li> </ul>
Week 17:	<ul style="list-style-type: none"> <li>• I learned how to update HRIS and maintain personnel files.</li> <li>• Recognized the importance of HR software in contemporary HR operations.</li> </ul>

Week 18:	<ul style="list-style-type: none"> <li>Conducted administrative activities like letter writing and HR record audits. I gained a better grasp of the function of human resources in corporate governance.</li> </ul>
Week 19:	<ul style="list-style-type: none"> <li>Helped with employee welfare documents. I learned how human resources contributes to employee well-being beyond income.</li> </ul>
Week 20:	<ul style="list-style-type: none"> <li>Supported internship evaluation (report, test, and viva). I gained experience organizing assessment events.</li> </ul>
Week 21	<ul style="list-style-type: none"> <li>Summarized internship learning experiences and departmental observations</li> </ul>
Week 22:	<ul style="list-style-type: none"> <li>Drafted internship report and collaborated with HR team to ensure accuracy.</li> </ul>
Week 23:	<ul style="list-style-type: none"> <li>Successfully completed internship evaluation, including written tests, viva presentations, and supervisor feedback.</li> </ul>
Week 24:	<ul style="list-style-type: none"> <li>I shared my own learning outcomes and areas for development with my supervisor.</li> </ul>

1.	What major weekly activities have you done?
2.	What new knowledge or skills did you learn on the internship this week? Describe.
3.	What have you learned in coursework that you applied in the internship?
4.	List any difficulties, mistakes, pleasant or unpleasant experiences that occurred this week. What did you do to correct your mistake (s)?
5.	On what skill or question could you use help in performing your internship responsibilities better?
6.	What interesting or challenging experience did you have with your fellow workers or site supervisor? Describe.

Intern Signature:		
	Name: Labib Muhtasin	Date: 30 <sup>th</sup> October 2025



DAFFODIL INTERNATIONAL UNIVERSITY

Faculty of Business and Entrepreneurship (FBE)

Department of Business Administration

Intern Assessment Form (Employer)

Semester: Fall 2025

Year: 2025

Name of the Intern: Labib Muhtasim

Name of the Supervisor: Anifur Islam

Please rate the Intern's Performance based on the following criteria (Please Tick "✓")

Specific Area	Please rate his/her performance on a 10-point Scale (1=Poor Performance.....10= High Performance)									
Regularity in Office	1	2	3	4	5	6	7	8	9	10
Communication Skill	1	2	3	4	5	6	7	8	9	10
Work Responsibilities & Accountability	1	2	3	4	5	6	7	8	9	10
Work Ability (Independently/Team)	1	2	3	4	5	6	7	8	9	10
Adaptability in working place	1	2	3	4	5	6	7	8	9	10

*Anifur Islam*  
Signature with Date 19/10/25

(Including official seal)



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