



Daffodil
International
University

Internship Report
On

Recruitment and Selection Practices of Ahsiar Fashions Limited.

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Major: Human Resources Management

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Letter of Transmittal

23th November 2025

Khadiza Rahman Tanchi, PhD

Associate Professor

Department of Business Administration Faculty of Business & Entrepreneurship Daffodil International University

Subject: Submission of Internship Report

Dear Sir,

I am pleased to submit my internship report titled “**Recruitment and Selection Practices of Ahsiar Fashions Limited.**” This report has been prepared as a partial requirement of my internship program and is based on the knowledge, experience, and insights gained during my placement at the HR Department of Ahsiar Fashions Limited.

Throughout the internship period, I have been fortunate to observe and participate in various HR activities, particularly those related to recruitment and selection processes. This experience has significantly enriched my understanding of practical human resource management.

I have tried my best to present the findings in a clear, organized, and informative manner. I sincerely hope that the report meets the standards and expectations of the organization.

Sincerely yours,



.....
Md Emon Hossain

ID: 213-11-1346

Batch: 60

BBA Program (HRM)

Daffodil International University

Letter Of Approval

This is to certify that the internship report titled “Recruitment and Selection Practices of Ahsiar Fashions Limited” submitted by Md. Emon Hossain, ID #213-11-1346 Intern of the Human Resources Department at Ahsiar Fashions Limited, has been reviewed and approved for submission.

The report has been prepared under my supervision and reflects the student’s effort, learning, and engagement during the internship period. It is hereby approved as a partial requirement for the successful completion of the internship program.

I wish him every success in his academic and professional endeavors.



.....
Khadiza Rahman Tanchi, PhD

Associate Professor

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Proof of Internship Completion Letter

Ahsiar Fashions Limited.

100% export oriented composite knit garments

Date : 10 October 2025



TO WHOM IT MAY CONCERN

This is to Certify that, **Md Emon Hossain**, Student of Daffodil International University ID No. 213-11-1346 He has successfully complete internship 01 July 2025 to 31 September 2025 Programme **BBA (Human Resource management)** in **Ahsiar Fashions Limited**.

I has found her a sincere, honest, hardworking and Dedicated person with a professional

I wish her every success for next endeavors.



Fuad Ahmed
Executive HR

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Acknowledgement

I really appreciate all those who have helped and mentored me over my internship at Ahsiar Fashions Limited. This program has been quite helpful in improving my practical knowledge of Human Resource Management.

First and most importantly, I would want to really thank Khadiza Rahman Tanchi Maam, my intern's supervisor, for their direction, support, and helpful criticism.

I want to thank the whole Ahsiar Fashions Limited HR team for their cooperation, support, and openness to sharing of knowledge. Their understanding of HR operations—particularly in terms of training and development—has greatly helped me to advance professionally.

Furthermore, I would want to thank Ahsiar Fashions Limited's management for allowing me to participate in their company and acquire practical Human Resource Management knowledge.

Finally, I extend my sincere thanks to my family, friends, and well-wishers for their constant motivation and support throughout the internship journey.

Dedication

This internship report is dedicated, with profound gratitude and heartfelt respect, to my beloved parents. Their unconditional love, constant encouragement, and sacrifices have shaped my journey and given me the strength to pursue my goals. Without their guidance and support, none of my achievements would have been possible.

I also dedicate this work to my teachers and mentors, whose wisdom, dedication, and continuous guidance have inspired me throughout my academic life. Their efforts have not only expanded my knowledge but also helped me develop the confidence and motivation needed to succeed in both academic and professional fields.

Finally, this report is dedicated to all those who have stood beside me with encouragement, positivity, and belief in my abilities. Their support has been a source of strength throughout my internship period and beyond.

May Allah grant them long life.



.....
Md Emon Hossain

ID: 213-11-1346

Batch: 60

BBA Program (HRM)

Daffodil International University

Executive Summary

The following internship report is based on the recruitment and selection practices in Ahsiar Fashions Limited where emphasis was put on the discussions of how the organization attracts, screens and appoints qualified candidates to fill its human resource requirements. The report is founded on my practical experiences and observation during my internship in the Human Resources Department. The research starts by giving a brief history of the company and the human resource operations, and goes further to elaborate my assigned duties which were to help in job posting, screening of the resume, calling candidates, organizing interviews, management of the database and keeping employee records. These assignments gave me personal experience of the recruitment process step involved in the organization. The systematic nature of the recruitment process in the organization which consists of manpower requisition, job advertisement, initial screening, written tests (where necessary), interviews, background checks and eventual selection is identified in the report. It also determines the advantages of the system (e.g., the organization of the processes, collaboration, and the efficiency of communication) and the aspects that may be changed, e.g., the necessity to have more digital HR tools and better employer branding. The main lessons during the internship are the development of the ability to communicate effectively, the ability to create the HR documentation more properly, the working knowledge of the recruitment working process, and the possibilities to cope with the issues in the working environment. The critique and reflections area offers the details of the personal growth and HR practices within the organization.

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Chapter:1

Introduction

1.1 Introduction

Human Resource Management (HRM) has been crucial in the success of any organization, given that it aims at recruiting, developing and retaining the most valuable asset of a business organization; people. Recruitment and selection are some of the HR functions where the human resource department plays a vital role to ensure that it gets the right talent to realize its strategic goals. The recruitment and selection are effective towards filling job vacancies and also increasing the productivity, employee satisfaction and long-term growth of the organization. Ahsiar Fashions limited is one of the successful firms in the textile and fashion sector that is highly effective in its HR practices. The company has realized the importance of its workforce in ensuring that it is competitive in the ever-changing market. With this respect, the organization has created an orderly recruitment and selection system that follows the organization and industry best practices. The aim of this internship report is to review the recruitment and selection methods of Ahsiar fashions limited. It also emphasizes the processes of the HR department, analyzes their efficiency, and also points at the areas that might be improved. The report will be based on the experience that I have had during the internship, involving direct involvement in the recruitment process, observation of interviews, documentation, and assistance in HR-related projects. The report is designed to give a detailed picture of the HR processes in the company with the emphasis on the role of the recruitment and selection strategies on the overall performance of the organization. The knowledge gained due to this study can be used as a guide to improve HR practices, and it can also be used by future interns to gain a valuable experience in human resource management.

1.2 Literature Review

Human resource management plays a very important role in the recruitment and selection operation as it is the starting point of developing a workforce that is competent. Armstrong (2020) defines the recruitment process as an act of drawing qualified candidates to apply in the job openings, and selection as a process of picking and choosing the most suitable candidates among the applicants. Effective recruitment and selection mean that organizations get to hire people who do not only have the specific skills that are required of them but also fit the organizational culture and help to achieve its long-term goals. Recruitment Practices: The studies indicate that the practices involved in recruitment have a great impact on the performance of the organization. Dessler (2019) underlines the fact that effective recruitment plans, both in-house and outside, will increase the applicant

quality. External recruitment, advertisements, job portal and social media give entry to a wide range of talent pool, but the internal recruitment brings about motivation of employees and development of careers. Selection Practices: The process of selection usually follows several stages including resume screening, interviewing, testing and conducting reference checks. Noe et al. (2021) emphasize that structured selection techniques, such as behavioral interviews and competency tests, result in improved hiring and decrease turnover. According to a study conducted by Torrington et al. (2017), organizations that have systematic selection procedures tend to hire persons with similar values to the company and performance expectations. Significance of Recruitment and selection: Good recruitment and selection processes enhance employee performance, job satisfaction and employee retention. Mathis and Jackson (2018) state that a positive employer brand is formed when organizations invest in clear, equitable, and standardized methods in hiring new employees and that attracts high-quality candidates. Also effective recruitment and selection helps to save on cost of hiring, training less effort and the general efficiency of the organization. Garment Sector- Recruitment and Selection: In the garment and fashion industry, quality and productivity require skilled human resources to sustain the industry. Research shows that systematic HR operations, especially in hiring and staffing, are essential in ensuring that the organization is staffed in time, turnover is minimized, and operational efficiency is achieved (Rahman, 2020). Businesses that practice best in recruitment and selection have a competitive edge in the human capital and business development.

1.3 Objectives of the Report

Broad Objective

- To understand how recruitment and selection are done at Ahsiar Fashions Limited.

Specific Objectives

- To find out the steps followed in the recruitment and selection process including CV sorting, Interviews Coordinatin.
- To identify the problems faced by the HR department during recruitment and selection.

1.4 Scope of the Study

The scope of this study is limited to the recruitment and selection practices of Ahsiar Fashions Limited. It focuses on understanding how the HR department manages the process of attracting, screening, and selecting candidates for different positions within the

organization.

The study covers:

- The steps followed in recruitment, including job posting, sourcing, and attracting candidates.
- The selection process, such as screening resumes, conducting interviews, and reference checks.
- The challenges faced by the HR department during recruitment and selection.
- Insights and experiences gained during the internship period in the HR department.

This study does not cover other HR functions such as training, performance appraisal, or employee benefits. It is mainly aimed at providing practical understanding of the recruitment and selection process in a real organizational setting.

1.5 Methodology

This report is prepared based on secondary data, which includes information collected from existing sources rather than direct experimentation or surveys. The methodology involves gathering and analyzing information related to the recruitment and selection practices of Ahsiar Fashions Limited.

Sources of Secondary Data:

- Company documents: HR manuals, policy guidelines, and internal reports.
- Books and Journals: Academic literature on recruitment and selection practices.
- Online Sources: Articles, research papers, and reliable websites related to human resource management and the garment/fashion industry.

1.6 Limitations of the Report

As I was preparing this internship report on the recruitment and selection practices of Ahsiar Fashions Limited, a number of limitations were experienced: The research is founded on the secondary data mostly, and, thus, some data might not be the reflection of the latest changes or practices. The restricted access to the confidential HR files posed a limitation to the thorough analysis of some of the processes. The internship period was not long enough to experience all the recruitment activities at a more detailed level due to time constraints. The results are limited to the Ahsiar Fashions Limited and might not entirely apply to other organizations and industries. The certain information was based on the online sources and the past reports which may lack the truth and fullness.

Chapter:2

Company Overview

2.1 Overview of Ahsiar Fashions Limited

Ahsiar Fashions Limited is an established enterprise in the garment and fashion of Bangladesh. Since its launch, the company has been determined to deliver high quality clothes and address the local and global market needs. Its quality products, prompt delivery, and novel designs have also enabled the organization to have a competitive advantage in the textile industry. The company has a hierarchical organizational structure and every department is important in the realization of the general goals. The Human Resources (HR) Department is one of them; this department plays a major role in ensuring that workforce is managed to achieve the right talent as recruited, trained and retained. Ahsiar Fashions Limited focuses on the professional growth, motivation, and well-being of the employees that allows the company to be more productive and satisfied with the job. Modern HR practices and technologies are also embraced in the organization to stream operations and ensure professional working environment. Altogether, Ahsiar Fashions Limited is a major participant in the garment industry of Bangladesh, as it integrates quality production, effective management, and a powerful human resource base, and thus it is a good learning experience of human resource management among interns.

2.2 Mission and Vision

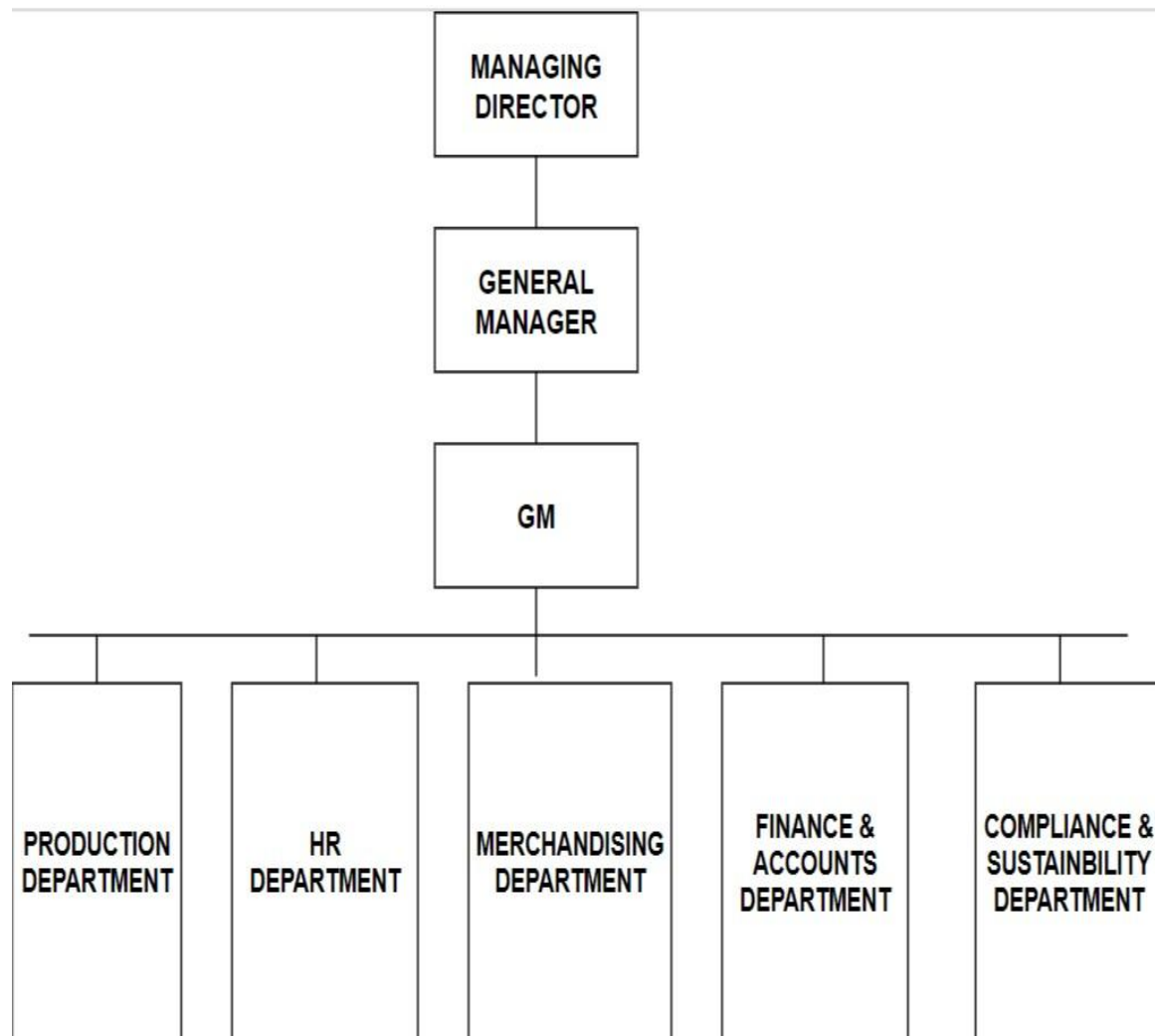
Mission:

The Ahsiar Fashions Limited mission focuses on providing quality, stylish, and affordable clothes to satisfy both the local and foreign customers in a manner that is ethical in conducting business and allowing the employee to grow and be satisfied.

Vision:

We envision the Ahsiar Fashions Limited as a top and creative fashion firm in Bangladesh and elsewhere as a company that has been identified to uphold quality, sustainability and excellence in its human resource management.

2.3 Organizational Structure



2.4 Major Products and Services

Ahsiar Fashions Limited is a company in the garments and fashion sector which deals in diversification of products and services to satisfy the needs of customers. This firm dwells on quality production and innovative designs to serve both the local and foreign markets.

Major Products:

Casual Wear: T-shirts, shirts, trousers, jeans and casual dresses of men, women and children.

Office Wear: Office shirts, office blouses, office suits, and office wear. Fashion Apparel: Seasonal and trendy fashionable clothes that are in line with current trends.

Personalized Orders: Customized clothing to schools, corporate customers or special events.

Major Services:

Design and Development: It involves coming up with new designs that match consumer tastes and the market trends.

Quality Assurance: This involves making sure that all clothing is of high quality by closely screening and testing every piece.

Supply Chain Management: Effective management of the production, inventory, and delivery so as to achieve the orders in time.

Customer Support: This entails offering post Sales services and retaining customers to build customer satisfaction.

Chapter:3

Internship Role and Responsibilities

3.1 Duration and Department Assigned

I, Md. Emon Hossain, had done my internship with Ahsiar Fashions Limited in Human Resources (HR) Department. The internship program was developed in such a way that the intern would be exposed to the activity of the HR functions with a specific orientation on recruitment and selection practices.

Duration of Internship: The internship will be conducted within a time span of e.g., 3 months between June 2025 and August 2025 where I will receive practical experience of being involved in different activities in the HR department as well as be in the process of daily running of the department.

Department Assigned: I did my placement in the HR Department, where I was required to assist in the recruitment activities, screening resumes, arranging interviews, maintaining employee files and assisting in other HR activities. This position gave me an opportunity to appreciate the role of the HR team in the general effectiveness and development of the organization.

3.2 Day-to-Day Assignments and Tasks

3.2 Day-to-Day Assignments and Tasks

I had an opportunity of working within the Human Resources section of Ahsiar Fashions Limited during my internship, whereby I engaged in a series of activities under recruitment and selection. The daily tasks and duties I performed were:

Helping in Job Posting: Recruiting and posting of job adverts in job portals, company site, and social media.

Screening Resumes: CV and application screening in order to shortlist the most suitable candidates according to the requirements of the job.

Arranging Interviews: Interviews, communicating with the candidates, and arranging interview panels. **Upholding of Employee Records:** Updating HR databases, filing of employee documents and proper documentation.

Helping in Reference Checks: Reaching out to past employers or references to determine the background of the candidates.

Assistance of HR Activities: Assistance of HR-related projects, reports, and administrative work as needed.

Watching HR Procedures: Learning about structured recruitment, selection, and onboarding.

3.3 Specific Involvement in Recruitment and Selection Process

As an intern at Ahsiar Fashions Limited, it was possible to come face-to-face with the process of recruitment and selection of the HR department. I had specific roles which I performed:

Job Requirement Analysis:

The job requirement analysis will help the HR to know how many jobs to fill and compose job descriptions.

Job Advertisement:

Writing and placing job advertisements on different media, such as job portals and social media, in order to recruit the right people.

Resume Screening:

Checking received applications and listing out the ones based on their qualification, experience and suitability to the position.

Interview Coordination:

It involves making arrangements of the interview, notifying the candidates about the interview timings, and making preparations of the interview panel.

Involvement in Interviews:

Observer interviews to learn more about evaluation criteria, and in some instances, helping to do preliminary assessment.

Reference and Background Checks:

This involves checking the records and job experience of the successful candidates during the final process of selection.

Documentation:

Keeping of good documentation of candidate profile, interview outcomes and selection decisions to the HR records.

Chapter:4

Key Learnings and Experiences

4.1 Important Learnings

Through my internship experience in the Ahsiar Fashions Limited, I was able to acquire important practical skills and knowledge in human resource management, especially in the recruitment and selection process. The major experiences during this internship are:

Knowledge of Recruitment and Selection: Acquired the insider information of the step-by-step procedure of the job contract and its posting, resume selection, scheduling of an interview and the final selection.

Practical HR Skills: Acquired skills in managing HR documentation, record keeping of candidates, and organizing recruitment operations.

Communication Skills: Effectively developed communication skills through contact with the candidates, members of the HR team, and interview panels.

Time Management: I was taught how to handle several tasks including screening resumes, interviewing, and keeping records within the stipulated deadlines.

Team work and Collaboration: I worked in a professional HR team, participated in team activities, and assisted colleagues in carrying out HR activities day-to-day.

Problem-Solving: Noticed and comprehended recruitment and selection problems and got to know how to resolve problems like candidate lag in the response or inappropriate applications.

Professional Exposure: Acquired personal experience of the real workplace conditions, organizational culture, and HR policies in the garment industry.

4.2 Rationale for Those Roles and Responsibilities with Examples

The job roles and duties allocated to me in the internship experience in Ahsiar Fashions Limited were well planned to allow me to have practical exposure in the recruitment and selection process and to acquire necessary HR skills. Every assignment helped me to comprehend the operations of the HR and the functioning of the organization.

Job Posting and Advertisement.

Reason being, placement of job adverts will increase the number of prospective candidates, and the organization will be guaranteed of having candidates who can fit in the organization.

Case in point: I wrote and placed job advertisements on job boards and social media in regard to a new job that had recently become vacant, and the number of applications I received in a week was more than 100.

Resume Screening Reason: Resume elimination is necessary to save time because it

allows the interviewers to shortlist candidates that fit the job requirement and qualification.

Impaction: I have looked through 120 CVs in search of a marketing executive and made a shortlist of 15 people on the basis of their education, experience, and skills.

Interview Coordination Reason: A good scheduling and coordination guarantees a positive experience of the candidates and a smooth interview process. Example: I organized interviews with several candidates, made schedules of interviews, and communicated the schedules to the candidates and interviewers, which helped to eliminate any conflicts in schedules.

Documentation and Records Keeping. Reasoning It is essential to keep proper records of applicants, interview outcomes, and choices so as to be transparent to the HR and refer to it in future.

Scenario: I inputted the details of the candidates and the results of the interview in the HR database making sure that all the details were filled and readily available. Reference and Background checks.

Reason: Authentication of information is used to verify the candidates and make sure that the organization recruits people who are trustworthy and competent.

Example: I made calls to former employers to verify work experience of shortlisted candidates to assist the HR to make informed decisions.

4.3 Connection with Academia with Examples

The internship at Ahsiar Fashions Limited allowed me to bridge the gap between theoretical knowledge learned in the classroom and practical application in a professional environment. Several HR concepts and principles studied during my academic program were directly applicable to the tasks I performed during the internship.

1. Recruitment and Selection Theories

- **Connection:** In BBA courses, I studied recruitment and selection theories, including the importance of structured hiring and competency-based selection.
- **Example:** While screening resumes and assisting in interviews, I applied these theories by shortlisting candidates based on qualifications, skills, and organizational fit, as emphasized in my coursework.

2. HR Planning and Job Analysis

- **Connection:** Academic studies highlighted the need for manpower planning and job analysis before recruitment.
- **Example:** I participated in preparing job descriptions and understanding manpower

requirements, which reflected the HR planning principles learned in class.

3. Communication and Professional Skills

- **Connection:** Courses in organizational behavior and communication stressed effective communication and professional conduct.
- **Example:** Communicating with candidates, scheduling interviews, and interacting with team members helped me practice these skills in a real work environment.

4. Record-Keeping and Documentation

- **Connection:** Theoretical knowledge in HRM emphasized the importance of maintaining accurate records for transparency and compliance.
- **Example:** While updating candidate profiles and maintaining HR databases, I applied these principles to ensure proper documentation and easy retrieval of information.

5. Problem-Solving and Decision Making

- **Connection:** Academic lessons on problem-solving and decision-making in HR helped me understand practical challenges.
- **Example:** Handling delays in candidate responses or mismatched applications required practical problem-solving, reflecting the theories learned during coursework.

Chapter 5

Critique and Reflections

5.1 Recruitment and Selection Process

The selection and recruitment in the Ahsiar Fashions Limited is organized and systematic, such that the company recruits qualified and suitable employees to work in different positions. The steps that the HR department follows involve several important steps:

1. Manpower Planning and Job Analysis: The HR department determines the requirement of new employees on the basis of the organizational needs, the departmental demands as well as the workforce planning. An effective job description and specification is drawn, describing the job, roles, duties, and qualification that are required.

2. Job Advertisement and Sourcing: The advertisement of vacancies is carried out in several different places such as job portals, social media, and the company site. The step can be used to attract a broad base of potential candidates and high chances of recruiting the right talent.

3. Resume Screening: Resumes and applications are reviewed to shortlist applications that fit in the job requirements. The basis of screening is education, experience, skills, and conformity to the company culture.

4. Interview Process: The shortlisted candidates are invited to an interview process which can be preliminary, technical and panel interview. Interviews assess the skill level as well as the compatibility to the organization.

5. Reference and Background Checks: The HR checking follows the interviews to check references, past working experience, and other documents to make sure that they are authentic and reliable.

6. Final Selection and Offer: Upon the authorization of the department and HR management, the successful applicants are offered an employment. This process ends with the joining formalities and onboarding.

5.2 Critical evaluation

The recruitment and selection standards at Ahsiar Fashions Limited are usually well-organized and productive, although, similar to any organizational procedure, they possess advantages and prospects to enhance. A critical analysis is provided below:

Strengths:

- 1. Structured Process:** Recruitment and selection procedures are well spelled out starting with manpower planning to final selection which makes consistency and minimizes errors.
- 2. Transparency and Fairness:** Merit, qualification and suitability are used to evaluate all candidates thus ensuring fairness and equal opportunity.
- 3. Effective Communication:** The HR department ensures that candidates have the right communication on the schedule of interviews, outcomes and joining procedures which left a good impression of the company.
- 4. Professional HR Practices:** The process of conducting reference checks, screening of resumes, and documentations is conducted in a professional manner, which is an indication of the HR integrity of the organization.

Weaknesses:

- 1. Manual Processes:** Part of the recruitment process, such as resume screening and scheduling of interviews is performed manually which may be time consuming and most likely to be delayed.
- 2. Lack of Digital integration:** There is a low level of usage of sophisticated HR software and automated tools that would be effective in term of managing high numbers of applications.
- 3. Employer Branding:** As much as the company has been effective in the attraction of the candidates, it can be enhanced through better employer branding and online presence to acquire better quality candidates and enhance competitiveness on the job market.
- 4. Candidate Experience:** Communication is upheld but feedback to the non-selected candidates is minimal which a better candidate experience should have.

5.3 Major Challenges Faced During the Entire Internship

During my internship at Ahsiar Fashions Limited, I encountered several challenges that provided valuable learning experiences. These challenges helped me understand the practical difficulties HR professionals face in recruitment and selection. The major challenges included:

1. **Handling Large Volume of Applications:**

Shortlisting candidates from a high number of resumes was time-consuming and required careful attention to ensure no suitable candidate was overlooked.

2. **Limited Access to Confidential Information:**

Certain HR data, such as salary details or internal evaluations, were confidential, limiting my ability to fully analyze some aspects of HR operations.

3. **Time Management:**

Balancing multiple tasks, such as screening resumes, scheduling interviews, and updating records, within tight deadlines was challenging and required effective prioritization.

4. **Candidate Coordination Issues:**

Some candidates delayed in responding to interview calls or failed to attend scheduled interviews, creating rescheduling challenges for the HR team.

5. **Adapting to Professional Environment:**

Initially, understanding the organizational culture, following HR protocols, and interacting professionally with colleagues and candidates required adjustment and learning.

6. **Manual Processes:**

Some HR processes were manual, which slowed down tasks like maintaining records and coordinating interviews, highlighting the need for digital tools.

Chapter:6

Conclusion

6.1 Conclusion

My internship experience at Ahsiar Fashions Limited has equipped me with important practical knowledge in the field of human resource management, especially in the recruitment and selection. By engaging in the HR activities, I managed to observe and participate in the whole process of recruitment, i.e. posting of job, screening of resume, interviews, reference checks and final selection. This experience enabled me to relate theoretical knowledge with practice and improve my HR principles and procedure knowledge. I was also taught the significance of orderliness, effective communication, openness, and professionalism in the management of human resource. Although the recruitment and selection processes in the HR department at the Ahsiar Fashions Limited are well-structured and efficient, the company can do better in the aspects of the digital integration, employer branding, and feedback mechanisms to the candidates. All in all, the internship experience was a very enriching undertaking that helped to not only enhance my practical skills and professional knowledge, but also enhanced my confidence, time management, problem solving skills. The knowledge acquired in this time will be very helpful in my further profession as a human resource manager.

Chapter:7

Implications

7.1 Implications

With the identified challenges that have been experienced during my internship period at Ahsiar Fashions Limited, there are some recommendations that may be advanced to enhance the efficiency and effectiveness of the recruitment and selection process. The following suggestions would have a positive implication on the organization:

1. Adoption of Digital HR Tools:

- o Recommendation: Adopt HR software to screen resumes, schedule an interview and manage records.
- o Implication: Less manual labor, saves time, enhances accuracy, and provides HR personnel with the opportunity to work on strategic issues.

2. Better Co-ordination of Candidates:

- o Recommendation: Automate the notifications and reminder about an interview and a follow-up with the candidate.
- o Implication: It will reduce scheduling conflicts, enhance the candidate experience and minimize the delays in the recruitment process.

3. Enhanced Employer Branding:

- o Recommendation: Market the organization as a good place to work using social media, company web site and job fairs.
- o Implication: Bigger pool of skilled candidates, better reputation of the organization and better competitiveness in the labor market.

4. formalized Feedback System:

- o Recommendation: Should give constructive feedback to the non-selected candidates.
- o Implication: Creating a favorable reputation of the employer, enhancing the candidate experience and prompting them to seek additional opportunities with the employer in the future.

5. Training for HR Staff:

- o Recommendation: Conduct regular digital training, trends in recruitment, and efficient candidate evaluation.
- o Implication: Increased efficiency of the HR staff, minimized errors and maintained relevant recruitment practice.

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