



**An Analysis of the Recruitment and Selection Process of Ship
International Hospital**

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Program: MBA

Major in HRM

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Letter of Transmittal

Date: 27, March, 2025

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Subject: Submission of Internship Report titled “An Analysis of the Recruitment and Selection Process of Ship International Hospital”.

Dear Sir,

I am pleased to inform you that I have completed my report titled "An Analysis of the Recruitment and Selection Process of Ship International Hospital." This report has been prepared as part of the requirements for the MBA program.

The report is based on a comprehensive review of surveys, published reports, websites, and other relevant documents, including those obtained from the library. I have made every effort to address all pertinent issues within the constraints of the available information.

I trust that the findings will meet the course requirements and provide valuable insights. Should you require any further explanations or clarifications, please do not hesitate to reach out. I would be grateful if you could review and approve this work.

Thank you for your time and consideration.

Sincerely yours,



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LETTER OF ACCEPTANCE

This to certify that the internship report entitled An Analysis of the Recruitment and Selection Process of Ship International Hospital is prepared by Md. Al Mamun, ID No.0242310004083081, as a requirement of the MBA program under the Department of Business Administration and the Faculty of Business and Entrepreneurship at Daffodil International University.

The report is recommended for submission.



Professor Dr. Mohammed Masum Iqbal
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Acknowledgement

At First, I give my deepest thanks to Almighty Allah for granting me the opportunity to successfully complete this report.

I am extremely thankful to my supervisor, Professor Dr. Mohammed Masum Iqbal, for his very useful supervision and support throughout this research project. His enthusiastic mentorship, assistance, perceptive suggestions, and encouragement were influential in shaping this report.

I am also thankful to all of my colleagues who helped me in my office area to complete the research project.

In addition, I am giving thanks to my family for inspiring and supporting me to do this report properly.

At last, I would like to thank all of my friend and elder brothers who help me to provide effective information which is very essential to prepare this research paper. Your support is really helpful for me.

Executive Summary

This report was prepared during my internship at Ship International Hospital and has provided me with valuable insights into the practical workings of the healthcare sector. Ship International Hospital is a leading patient service provider hospital in Bangladesh. The report is divided into five chapters: Chapter One contains the introductory part of the report, including the introduction, origin, objectives, scope, methodology, and limitations of the study. Chapter Two consists of a literature review of the recruitment and selection process. Chapter Three provides an organizational profile of Ship International Hospital. Chapter Four analyzes the recruitment and selection process of Ship International Hospital, detailing recruitment methods, selection procedures, recruitment policies, and an analysis of the questionnaire. Chapter Five discusses the problems in the recruitment process, including: Frequent turnover of new hires – Many employees leave within a short period, affecting workforce stability. Candidates not meeting job requirements – The hospital faces difficulties in finding candidates with the necessary skills and experience. Delays in filling critical vacancies – A lengthy hiring process negatively impacts hospital operations. Candidates dropping out mid-process – Many applicants abandon the recruitment process before completion. Ineffective initial resume screening – Manual screening methods fail to efficiently filter the best candidates. To overcome these challenges, the following strategic solutions are proposed: Use AI-driven recruitment tools – Implementing AI-powered resume screening will improve the precision and effectiveness of preliminary screenings, ensuring the selection of high-quality candidates. Introduce comprehensive onboarding programs – Well-structured onboarding will ensure that new hires receive adequate training and support, reducing high turnover rates observed within the initial months. Improve communication with candidates – Engaging with applicants throughout the recruitment process will help reduce dropout rates. Keep candidates informed about their application status -Providing timely updates on application progress and next steps will maintain their interest and commitment. By implementing these strategic recommendations, Ship International Hospital can enhance its recruitment efficiency, reduce employee turnover, and build a skilled and committed workforce. A structured and technology-driven hiring approach will ensure the hospital continues to provide high-quality patient care while fostering a professional work environment.

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Chapter -1

Introduction

1.1 Introduction

The healthcare sector requires high importance on recruitment and selection because these functions represent the most vital task for organizations. The recruitment process at hospitals needs skilled professionals since both clinical operations and administrative success matter but also serve to deliver superior patient care (Tully et al., 2020). Ship International Hospital relies heavily on its recruitment and selection process to build up a competent workforce that serves the organization. The researchers intend to evaluate Ship International Hospital's recruitment procedures alongside their effectiveness levels together with the recruitment obstacles the institution faces (Liza et al., 2023). Organizations first need to recruit suitable candidates through an identification and hiring process before they select the best candidate by utilizing evaluation methods that include screening and interviewing candidates (Tiffin et al., 2025). A complete recruitment and selection process functions as the foundation which allows the hospital to uphold both high quality patient care standards and operational excellence. Ship International Hospital operates an organized method to hire medical staff at all positions from doctors to nurses and administrative personnel to support personnel. The research investigates how these recruitment and selection processes match modern human resources approaches even though they follow an organized system (Gustavson et al., 2024). The analysis will discover both existing weaknesses in the process and recommend methods to enhance its effectiveness. Recruitment at the facility links vacancy filling to employee performance in supporting the hospital's mission which involves delivering top quality patient care. The research provides essential information about how well the hospital's recruiting system serves its developing requirements while identifying potential challenges as well as necessary enhancements to acquire the best healthcare professionals in today's competitive market.

1.2 Origin of the Study

The study emerged from recognizing that a proficient recruitment and selection process holds growing value for healthcare establishments. Healthcare establishments located at the front lines of treatment depend on their workforce quality because front-line service directly reflects the qualification standards of their employees. Ship International Hospital along with various healthcare organizations faces multiple staffing difficulties because intense professional

Competition and professional turnover rates match the increasing need for field-specific expertise across multiple medical and administrative departments (Gumber et al., 2024). The study began following these obstacles since it fulfilled requirements for academic research. This research explores the relationship between the hospital's recruitment methods in retaining skilled professionals with high competency levels. The research evaluates how well the hospital applies its recruitment channels and hiring standards combined with selection criteria under current health sector conditions and rising care quality requirements. The research analyzes HR records together with hospital policy documents in addition to HR personnel interviews and employee surveys and hospital staff interviews used for primary data collection (Cubelo et al., 2024). The research uses collected data to evaluate recruiting and selecting operations at Ship International Hospital and finds existing difficulties while providing recommendations with statistical backing to improve operational efficiency.

Research demands immediate attention because the competitive healthcare market creates extensive labor competition while hospital ability to attract and keep qualified personnel determines them perform an This research attempts to link the hospital's existing recruitment procedures with contemporary human resources strategies for better performance.

1.3 Objectives of the Study

The main objective of this study is to analyze the recruitment and selection process at Ship International Hospital. The study focuses on:

1. To analyze the recruitment and selection process of Ship International Hospital.
2. To evaluate all the recruitment and selection criteria of Ship International Hospital.
3. To identify the problems related to recruitment and selection process of Ship International Hospital.
4. To make recommendations to overcome the problems.

By achieving these objectives, this study aims to provide insights that will help Ship International Hospital enhance its HR policies and contribute to better hospital management.

1.4 Scope of the Study

The study covers various aspects of recruitment and selection at Ship International Hospital, including:

- The different sources of recruitment, such as internal promotions, external job postings, and referrals.
- The selection process, including screening, interviews, background checks, and final selection.
- Challenges faced by HR professionals in recruiting healthcare staff.
- Comparison with industry best practices in hospital recruitment.

The study focuses solely on Ship International Hospital and does not extend to other hospitals. The findings, however, can be beneficial for similar healthcare institutions looking to improve their recruitment strategies.

1.5 Methodology of the Study

To conduct the research, the study follows a qualitative and quantitative approach. The methodology includes:

- **Primary Data Collection:** Interviews with HR professionals, recruiters, and hospital management to understand their perspectives on recruitment practices.
- **Secondary Data Collection:** Reviewing HR policies, job descriptions, and employee handbooks to assess current hiring strategies.
- **Case Study Approach:** A detailed case study of Ship International Hospital to evaluate recruitment challenges and strategies.
- **Comparative Analysis:** Comparing the hospital's recruitment process with standard healthcare industry practices to determine areas for improvement.

The combination of these methods ensures a comprehensive understanding of the recruitment process and provides reliable insights into improving the hospital's hiring strategies.

1.5.1 Nature of the Study

The research design of this work uses descriptive elements together with exploratory methods. The research provides an extensive description because its objective is to deliver comprehensive information about Ship International Hospital's recruitment and selection methodology and its operational practices as well as difficulties that affect the process. The research takes an exploratory approach due to its goal of identifying prospects for future investigation and improvements within recruitment at Ship International Hospital. This study aims to investigate present methods and problems then develop practical solutions which will boost overall performance.

1.5.2 Sources of Data: Hospital recruitment data comes from two distinct information sources.

Primary Data: The researcher conducts in-person interviews with hospital stakeholders which includes HR personnel recruiters and leaders of the institution. Survey and interview procedures will extract information about hospital recruitment strategies and employee feedback about problems and necessary improvements.

Secondary Data: The research relies on retrieving data from different existing hospital documents including HR policies and handbooks together with job descriptions and recruitment records. The collected documents enable us to evaluate both existing recruitment methods and their regulatory commitment with the medical industry requirements.

1.5.3 Target Population: This research targets employees and all key participants who handle recruitment and selection procedures within Ship International Hospital. This includes:

- The hiring and recruitment workforce directly associated with recruitment procedures make up the target population.
- The hospital owners maintain general oversight of HR policy creation and administrative choices.

- The target sample consists of hospital workers who either recently joined through recruitment or possess direct knowledge of past recruitment procedures at Ship International Hospital.

This chosen population group will help deliver an extensive understanding of the hospital's recruitment issues and how they fit within standard practicing approaches.

1.5.4 Sample Size

The study design determines the total number of participants who will be included in the research because it depends on the study's extent and the accessibility of vital stakeholder groups. The data collection methodology for qualitative material includes a set of about fifteen to twenty interviews with HR professionals and recruiters and hospital managers. A survey will serve as the data collection method for quantitative research and will go to 50–100 employees who took part in the recruitment process at the hospital. The selected sample size achieves both diversity of perspectives and workable data collection requirements.

1.5.5 Sampling Method (Qualitative Methods)

The researcher adopted purposive sampling as the method for selecting participants for qualitative studies. This method selects people who possess the most essential experience concerning the way the hospital approaches recruitment.

- Direct recruiters and hiring personnel who are responsible for making recruitment and staffing choices belong to the category of HR Professionals.
- Recruiters make up the category of personnel who conduct candidate screening as well as interviewing's and post-hiring candidate selections.
- Hospital management teams play the role of supervising and enacting Human Resources policies within their organizations.

- Both new and veteran hospital personnel will participate in the feedback process to represent recruitment process perspectives.

By following this research method, the study captures a suitable representation of the staff members whose actions influence or experience recruitment methods at the hospital.

1.5.6 Method of Data Collection

The research combines qualitative and quantitative data collection methods through a mixed-methods approach for its investigations.

- Researchers are perform semi-structured interviews with human resource personnel and recruiters and management representatives from the hospital. The interviews assess their recruitment process experiences based on the encountered obstacles while investigating present operational effectiveness. The interview method provides freedom for interview subjects to expand discussions on matters that matter most to them.
- The research is conduct a structured survey directed to between 50 and 100 employees in the healthcare facility. The questionnaire contains quantitative and qualitative inquiries which measure worker contentment with hiring procedures and seek insight into necessary enhancement areas.
- Secondary data origins from the study include an evaluation of HR policies alongside employee handbooks alongside job descriptions and recruitment records. An assessment of present recruitment standards at the hospital is conduct to discover practices that deviate from accepted industry norms.
- The author conducts an in-depth examination of Ship International Hospital's recruitment process through thorough research of its hiring methods with focus on major hurdles and development opportunities.
- The hospital recruitment procedures are evaluated against typical practices that exist among healthcare organizations. The analysis reveal outdated procedures within Ship

International Hospital that need improvement so the organization can implement proven industry-wide best practices.

Through this research methodology the study can obtain complete insights by blending statistical measurements and extensive qualitative findings which produce an all-encompassing understanding of Ship International Hospital's recruitment and selection process. By implementing this approach researchers can gain specific knowledge about recruitment status and deficiencies which produces valuable foundations for implementing practical recruitment improvements.

1.6 Limitations of the Study

Despite its comprehensive approach, the study has certain limitations:

1. **Limited Access to Confidential Data:** Some HR policies and recruitment data were confidential, limiting access to a full evaluation of internal hiring processes.
2. **Time Constraints:** The research was conducted over a limited time period, restricting the ability to analyze long-term recruitment trends.
3. **Subjectivity in Interviews:** Some HR personnel and employees may have personal biases, affecting the objectivity of responses.
4. **Generalizability:** Since the study is focused only on Ship International Hospital, the findings may not be applicable to all healthcare institutions.

Chapter-2

Organizational Profile

2.1 About Ship International Hospital

Ship International Hospital is a renowned healthcare institution known for its commitment to providing high-quality medical services. Established with a vision to deliver world-class healthcare facilities, the hospital integrates advanced medical technologies with highly skilled professionals to ensure patient satisfaction. The hospital is equipped with modern infrastructure, state-of-the-art medical equipment, and a team of dedicated doctors, nurses, and administrative staff who work collaboratively to offer the best possible care to patients.

The hospital operates under a patient-centered approach, ensuring that every individual receives personalized treatment based on their specific medical needs. Ship International Hospital follows strict quality control measures and adheres to international healthcare standards. The management continually invests in medical research, staff training, and innovative healthcare solutions to maintain its position as a leader in the healthcare industry.

Apart from providing general medical services, the hospital specializes in several key areas, including cardiology, oncology, orthopedics, and neurology. With a mission to offer affordable yet high-quality medical services, Ship International Hospital ensures that patients from all economic backgrounds receive proper treatment. The hospital's vision is to become a benchmark for excellence in the healthcare sector, setting new standards for quality care, innovation, and medical research.

2.2 Services of Ship International Hospital

Ship International Hospital provides a wide range of medical services designed to cater to the diverse healthcare needs of its patients. Some of the primary services offered by the hospital include:

1. **Emergency and Trauma Care** – The hospital operates a 24/7 emergency department equipped with advanced life-saving technologies, ensuring immediate medical attention for critical patients. The emergency care unit includes specialized trauma teams ready to handle accidents, cardiac arrests, and other medical emergencies.
2. **Inpatient and Outpatient Services** – The hospital provides both inpatient and outpatient services, allowing patients to receive medical care based on the severity of their condition.

The inpatient department consists of well-furnished hospital rooms, while the outpatient department manages routine check-ups and consultations.

3. **Diagnostic and Laboratory Services** – The hospital has a fully equipped diagnostic center offering services such as MRI, CT scans, X-rays, and blood tests. Accurate diagnostic results help doctors determine the most effective treatment plans for patients.
4. **Specialized Medical Departments** – The hospital operates several specialized departments, including:
 - **Cardiology** – Treatment for heart diseases, including angioplasty and bypass surgeries.
 - **Oncology** – Cancer diagnosis and treatment, including chemotherapy and radiation therapy.
 - **Orthopedics** – Treatment for bone and joint disorders, including joint replacement surgeries.
 - **Neurology** – Treatment for brain and nervous system disorders.
 - **Gynecology and Obstetrics** – Women’s healthcare services, including maternity care and reproductive health treatments.
5. **Surgical Services** – Ship International Hospital has modern operating theaters equipped with the latest surgical instruments. The hospital offers general surgery, laparoscopic surgery, and minimally invasive procedures to ensure faster recovery times for patients.
6. **Maternity and Pediatric Services** – The hospital provides comprehensive maternity care, including prenatal and postnatal services. The pediatric department ensures specialized medical care for newborns, infants, and children.
7. **Physiotherapy and Rehabilitation** – Patients recovering from surgeries, injuries, or neurological disorders receive physiotherapy and rehabilitation services to help regain mobility and improve their overall quality of life.
8. **Pharmacy and Medication Services** – The hospital has an in-house pharmacy offering a wide range of prescribed medicines to ensure patients receive the correct medications without delays.
9. **Mental Health and Psychological Counseling** – The hospital provides psychological counseling and mental health services for patients suffering from depression, anxiety, and other mental health disorders.

10. **Telemedicine Services** – In response to modern healthcare challenges, the hospital offers telemedicine consultations, allowing patients to receive medical advice from doctors remotely.

By providing these comprehensive healthcare services, Ship International Hospital ensures that patients receive the highest quality of medical attention under one roof.

2.3 Service Areas of the Hospital

Ship International Hospital serves a wide range of patients across various locations. The hospital's service areas can be categorized into the following sectors:

1. **Local Community Services** – The hospital primarily serves patients from nearby urban and rural communities, providing affordable and accessible healthcare. The outpatient department caters to daily patient visits, ensuring timely consultations and treatments.
2. **Corporate and Industrial Healthcare Services** – Many corporate organizations partner with the hospital to provide healthcare services for their employees. The hospital offers corporate healthcare packages, including routine health check-ups, vaccination programs, and occupational health services.
3. **International Patients and Medical Tourism** – Due to its advanced medical facilities and expert healthcare professionals, the hospital attracts international patients seeking specialized treatment. Medical tourism is an emerging sector for Ship International Hospital, with patients traveling from different countries for surgeries and other medical procedures.
4. **Government and Non-Governmental Collaborations** – The hospital works in partnership with government agencies and non-governmental organizations (NGOs) to provide healthcare services for underprivileged communities. Free medical camps and subsidized treatments are offered as part of these initiatives.
5. **Home Healthcare Services** – For patients who require medical attention but cannot visit the hospital, Ship International Hospital provides home healthcare services. This includes home-based nursing care, physiotherapy, and medical check-ups conducted at the patient's residence.

By extending its services to multiple sectors, the hospital ensures comprehensive healthcare coverage, reaching a broad spectrum of patients.

2.4 Industry Expertise of the Hospital

The healthcare industry is highly competitive, and Ship International Hospital has established itself as a leader through its expertise in various domains. The hospital's key areas of industry expertise include:

1. **Medical Innovation and Research** – The hospital invests in medical research and innovative treatment methods, ensuring that patients benefit from the latest advancements in healthcare. Research collaborations with universities and medical institutions contribute to groundbreaking discoveries in medical science.
2. **Technological Advancements in Healthcare** – The hospital is equipped with modern medical technologies, including robotic surgeries, AI-assisted diagnostics, and digital patient management systems. These technological advancements improve the accuracy and efficiency of medical procedures.
3. **Experienced Medical Professionals** – **Ship International Hospital** employs highly skilled doctors, nurses, and medical staff with years of experience in their respective fields. Continuous training and professional development programs ensure that the hospital's medical team remains updated with the latest healthcare practices.
4. **Patient-Centered Healthcare Approach** – The hospital prioritizes patient satisfaction by maintaining high-quality care standards. Personalized treatment plans, effective communication with patients, and compassionate healthcare services contribute to positive patient experiences.
5. **Sustainable Healthcare Practices** – The hospital follows eco-friendly medical waste management systems, energy-efficient hospital operations, and sustainable healthcare models to minimize its environmental impact.
6. **Emergency Response and Disaster Management** – The hospital has a dedicated disaster response team capable of handling medical emergencies during natural disasters, pandemics, and mass casualty incidents.

Chapter-3

Literature Review

3.1 Meaning of Recruitment

Recruitment is the systematic process of identifying, attracting, and selecting qualified candidates for job vacancies within an organization. It serves as the first step in the employment cycle and plays a critical role in building a strong and competent workforce (Rawat & Sudarshan, 2024). A well-structured recruitment process ensures that the organization hires individuals who not only possess the necessary skills but also align with the company's culture and objectives.

The recruitment process involves multiple stages, including job analysis, advertising, candidate sourcing, screening, and selection. Organizations employ various recruitment methods, including:

- **Internal Recruitment:** Hiring from within the organization through promotions, transfers, or referrals.
- **External Recruitment:** Sourcing candidates from outside the organization via job portals, career fairs, recruitment agencies, or social media.

A strong recruitment strategy helps organizations:

- Improve workforce quality and efficiency.
- Reduce employee turnover rates.
- Enhance organizational productivity.
- Maintain compliance with labor laws and ethical hiring practices.

The success of recruitment depends on various factors, including labor market conditions, employer branding, compensation packages, and technological advancements in recruitment. Companies today leverage artificial intelligence (AI), applicant tracking systems (ATS), and social media platforms to streamline the hiring process.

In modern recruitment, companies also focus on diversity and inclusion, ensuring that hiring practices promote equal opportunities for individuals from different backgrounds (Shila, 2016). Additionally, organizations emphasize employer branding to attract top talent by showcasing their company culture, work environment, and growth opportunities.

Recruitment is not just about filling vacancies; it is a strategic function that determines an organization's ability to compete in the market. A well-planned recruitment process ensures that the company secures employees who contribute to long-term success and growth.

3.2 Recruitment Theories (Extended Version)

Several recruitment theories provide insight into how organizations attract, select, and retain employees. These theories guide HR professionals in designing recruitment strategies that align with business goals and workforce needs.

1. Human Capital Theory

Proposed by economists Gary Becker and Theodore Schultz, Human Capital Theory suggests that employees are assets whose skills and knowledge contribute to an organization's growth. Organizations that invest in training and development improve employee performance and business competitiveness (Maysha, 2022). This theory emphasizes hiring candidates with high potential and providing them with continuous learning opportunities.

2. Resource-Based View (RBV) Theory

RBV theory, introduced by Jay Barney, states that employees with unique skills and expertise create a competitive advantage for organizations (Mumu, 2015). Companies should focus on hiring individuals who bring valuable, rare, and inimitable qualities, ensuring long-term success in the industry.

3. Attraction-Selection-Attrition (ASA) Framework

Benjamin Schneider's ASA model explains how organizational culture shapes recruitment. According to this model:

- Individuals are attracted to organizations that align with their personal values and interests.
- Employers select candidates who fit their work culture and expectations.
- Employees who do not align with the organization's culture eventually leave, leading to attrition.

This theory highlights the importance of cultural fit in recruitment to maintain a cohesive and productive workforce.

4. Equity Theory

John Stacy Adams' Equity Theory suggests that employees seek fairness in their work environment. If employees perceive an imbalance between their inputs (skills, experience, and effort) and their outcomes (salary, benefits, and recognition), they may experience dissatisfaction. This theory underscores the importance of fair and competitive compensation in recruitment.

5. Expectancy Theory

Victor Vroom's Expectancy Theory states that employees evaluate job opportunities based on three factors:

- **Expectancy:** The belief that their efforts will lead to job performance.
- **Instrumentality:** The belief that performance will lead to rewards.
- **Valence:** The value they place on those rewards.

Organizations must ensure that their job offers meet candidates' expectations regarding salary, career growth, and work-life balance to attract top talent.

6. Psychological Contract Theory

This theory focuses on the unwritten expectations between employers and employees. A psychological contract includes mutual expectations related to job security, career development, and organizational support (Mohin, 2017). If employers fail to meet these expectations, employees may feel disengaged or leave the organization.

7. Two-Factor Theory

Developed by Frederick Herzberg, this theory categorizes job factors into:

- **Motivators:** Factors that increase job satisfaction, such as career advancement and recognition.
- **Hygiene Factors:** Factors that prevent job dissatisfaction, such as salary and work conditions.

Organizations should focus on both motivators and hygiene factors in recruitment to enhance employee satisfaction and retention.

3.3 Employee Selection Process

The employee selection process is an essential aspect of human resource management that ensures organizations hire the most suitable candidates for their job vacancies. A well-structured selection process helps organizations improve workforce productivity, reduce employee turnover, and enhance overall job satisfaction (Sheikh et al., 2019). The selection process involves multiple stages designed to assess a candidate's qualifications, skills, experience, and cultural fit within the organization.

A systematic approach to selection minimizes hiring risks and maximizes the chances of securing high-performing employees. The effectiveness of this process directly influences an organization's

ability to meet its strategic objectives, maintain operational efficiency, and foster long-term business success.

Stages of the Employee Selection Process

The selection process consists of several stages, each serving a specific purpose in evaluating candidates.

Job Analysis and Defining Requirements

The selection process begins with a thorough job analysis, where the organization defines the job role, responsibilities, and key competencies required for successful performance (Rahman et al., 2024). Job analysis ensures that recruitment efforts align with the company's needs and expectations. This stage involves:

- Identifying key duties and responsibilities of the role
- Determining essential skills, qualifications, and experience
- Establishing performance criteria for evaluating job success
- Creating a job description that clearly outlines expectations

A well-defined job analysis helps recruiters and hiring managers identify the right candidates for the position.

Application Screening and Shortlisting

Once job applications are received, the screening process begins. This stage involves reviewing applications to shortlist candidates who meet the minimum job criteria. The screening process typically includes:

- Reviewing resumes and cover letters to identify relevant experience and skills
- Using applicant tracking systems to filter applications based on job requirements
- Shortlisting candidates who meet the necessary qualifications for further evaluation

Effective screening helps organizations eliminate unqualified applicants and focus on the most suitable candidates, saving time and resources.

Initial Interviews

Initial interviews serve as a preliminary assessment of a candidate's suitability for the job. These interviews are often conducted over the phone or through video calls and help recruiters determine whether a candidate should proceed to the next stage. The main objectives of the initial interview include:

- Assessing a candidate's communication skills and professionalism

- Understanding their career goals and job expectations
- Discussing salary expectations and availability
- Verifying basic qualifications and work experience

Candidates who successfully pass the initial interview are invited for further assessment and evaluation.

Candidate Assessments and Testing

Many organizations conduct assessments and tests to evaluate a candidate's cognitive abilities, technical skills, and personality traits. Common types of assessments include:

- Cognitive ability tests that measure problem-solving, logical reasoning, and numerical skills
- Job knowledge tests that assess technical expertise related to the role
- Personality assessments that evaluate traits such as teamwork, leadership, and adaptability
- Situational judgment tests that assess how candidates handle workplace challenges
- Work sample tests that require candidates to complete real job-related tasks

These assessments provide valuable insights into a candidate's potential job performance and help hiring managers make data-driven decisions.

Behavioral and Structured Interviews

The interview stage is one of the most critical components of the selection process. Organizations use various types of interviews to assess candidates:

- Structured interviews where candidates are asked predefined questions to ensure consistency in evaluation
- Unstructured interviews where interviewers ask open-ended questions, allowing candidates to discuss their experiences freely
- Behavioral interviews that focus on past work experiences and how candidates handled specific situations
- Panel interviews where multiple interviewers assess a candidate's skills and suitability for the role

Behavioral interviews, in particular, are widely used to predict future job performance. Candidates are asked to describe past situations where they demonstrated key competencies, using the situation, task, action, and result method.

Background and Reference Checks

Before making a final hiring decision, organizations conduct reference and background checks to verify a candidate's qualifications and employment history. This process helps ensure that candidates have provided accurate information about their experience and credentials. The background verification process includes:

- Contacting previous employers to gather feedback on a candidate's work performance
- Verifying educational qualifications to ensure academic credentials are valid
- Conducting criminal background checks if required for security-sensitive positions

Reference checks help employers make informed hiring decisions by confirming that a candidate's past experiences align with their stated qualifications.

Final Selection and Job Offer

Once a candidate successfully completes all evaluation stages, the organization extends a formal job offer. The job offer typically includes:

- Salary and benefits details
- Job responsibilities and reporting structure
- Work schedule and employment terms
- Probation period if applicable

Candidates may negotiate the terms of employment before officially accepting the offer. A well-structured job offer ensures transparency and helps build a positive relationship between the employer and the new hire.

Onboarding and Employee Integration

The final stage of the selection process is onboarding, where new hires are introduced to the organization. A structured onboarding program ensures a smooth transition for new employees by providing:

- Orientation sessions to familiarize employees with company policies and procedures
- Training programs to develop job-related skills
- Assigning mentors or supervisors to provide guidance during the initial phase
- Regular performance evaluations to ensure employees are adapting well to their roles

Effective onboarding increases employee engagement, job satisfaction, and retention rates.

Factors Influencing the Selection Process

Several factors affect the effectiveness of the selection process, including:

- Economic conditions that impact the availability of skilled candidates

- Organizational culture, which influences hiring decisions and candidate compatibility
- Legal considerations such as labor laws, equal opportunity policies, and non-discriminatory hiring practices
- Technological advancements, including artificial intelligence-driven recruitment tools
- Employer branding and reputation, which affect the ability to attract top talent

Organizations must continuously refine their selection strategies to adapt to changing business environments and workforce expectations.

Best Practices for an Effective Selection Process

To ensure the success of the employee selection process, HR professionals should adopt the following best practices:

- Use structured interviews to reduce hiring bias and improve decision-making
- Implement data-driven hiring techniques, including AI-powered candidate screening
- Focus on cultural fit to ensure candidates align with organizational values
- Prioritize diversity and inclusion in hiring decisions
- Continuously update recruitment and selection policies based on industry trends and feedback

Challenges in the Selection Process

Despite advancements in recruitment methods, organizations face several challenges in the selection process, including:

- High competition for skilled professionals in certain industries
- Skill shortages that make it difficult to find qualified candidates
- Unconscious biases that may affect hiring decisions
- Extended hiring timelines that impact productivity
- Poor candidate experiences leading to declined job offers

To overcome these challenges, organizations should invest in improving their recruitment technology, enhancing their employer brand, and streamlining the hiring process to create a positive experience for job seekers.

3.4 Importance of Proper Hiring

The hiring process is one of the most crucial functions of human resource management, as it directly impacts an organization's productivity, efficiency, and overall success. Proper hiring

ensures that organizations recruit employees who possess the necessary skills, experience, and cultural alignment to contribute effectively to business objectives. A structured and well-executed hiring process helps organizations build a high-performing workforce, reduce turnover rates, and enhance employee engagement.

Impact of Proper Hiring on Organizational Success

A well-defined hiring strategy leads to multiple benefits, including improved job performance, higher retention rates, and better organizational culture. The key advantages of proper hiring include:

1. Improved Productivity and Performance

Employees who are selected through a rigorous and well-structured hiring process tend to perform better in their roles. Hiring the right talent ensures that employees have the required competencies and knowledge to execute their job responsibilities efficiently.

- Proper hiring helps match job roles with employees' expertise, leading to higher job satisfaction and productivity.
- Organizations with effective hiring processes experience better team collaboration, innovation, and goal achievement.
- High-performing employees contribute to business growth and competitive advantage.

2. Reduction in Employee Turnover

One of the major challenges organizations faces is high employee turnover, which can lead to increased hiring costs, productivity loss, and disruptions in workflow. Effective hiring minimizes these risks by ensuring that the right candidates are selected for the job.

- Hiring employees who align with the organization's culture reduces early resignations.
- Selecting candidates based on long-term potential helps improve retention rates.
- Proper onboarding and career development opportunities contribute to employee loyalty.

3. Enhanced Workplace Culture and Employee Morale

The quality of employees hired significantly affects workplace culture. A well-structured hiring process ensures that organizations select individuals who align with company values, leading to a cohesive and positive work environment.

- Employees who fit well within an organization's culture exhibit better teamwork and communication.
- A diverse and inclusive hiring process leads to a more dynamic and innovative workforce.

- Proper hiring reduces workplace conflicts and promotes a collaborative environment.

4. Cost Efficiency in Recruitment and Training

Hiring and training new employees involve significant costs. If organizations fail to hire the right candidates, they may have to repeat the recruitment process, leading to wasted time and financial resources.

- Proper hiring reduces recruitment costs by minimizing repeated hiring efforts.
- Employees who are well-matched to their roles require less extensive training, saving time and money.
- Long-term employee retention lowers the need for frequent recruitment drives.

5. Stronger Employer Branding and Market Reputation

Organizations that establish a reputation for hiring and retaining top talent gain a competitive edge in the job market. A positive hiring experience enhances employer branding, attracting high-quality candidates for future roles.

- A structured hiring process improves an organization's reputation as an employer of choice.
- Job seekers prefer companies known for fair, transparent, and efficient hiring practices.
- Strong employer branding helps companies attract top talent without excessive recruitment efforts.

6. Compliance with Legal and Ethical Standards

Employment laws and regulations govern hiring practices to ensure fairness, equality, and transparency. Proper hiring ensures compliance with labor laws, preventing legal disputes and reputational damage.

- Ensuring equal opportunity employment helps organizations avoid discrimination lawsuits.
- Ethical hiring practices promote diversity, equity, and inclusion in the workplace.
- Organizations that follow fair hiring policies maintain credibility and trust in the industry.

Challenges in the Hiring Process

Despite the importance of proper hiring, organizations often face challenges that hinder recruitment efficiency. Some common hiring challenges include:

- **Talent Shortages:** Finding skilled professionals for specialized roles can be difficult, especially in competitive industries.
- **Unconscious Bias:** Bias in the hiring process can lead to unfair selection and missed opportunities for diverse talent.

- **Lengthy Hiring Processes:** A prolonged recruitment process can discourage potential candidates and lead to loss of top talent.
- **Mismatch Between Job Role and Candidate Expectations:** Poor job descriptions and unclear expectations can lead to dissatisfaction among new hires.
- **High Cost of Hiring Mistakes:** Selecting the wrong candidate results in additional costs related to retraining, re-hiring, and lost productivity.

Best Practices for Effective Hiring

To overcome hiring challenges and ensure an efficient selection process, organizations should adopt best practices that improve recruitment success. These include:

- **Developing Clear Job Descriptions:** Clearly defining job roles, responsibilities, and expectations helps attract the right candidates.
- **Implementing Structured Interviews:** Using standardized interview questions ensures fair and objective candidate evaluation.
- **Utilizing Data-Driven Hiring Techniques:** Leveraging AI-driven recruitment tools and analytics improves decision-making.
- **Focusing on Cultural Fit and Diversity:** Selecting candidates who align with company culture while maintaining diversity enhances workforce effectiveness.
- **Providing Competitive Compensation and Benefits:** Offering attractive salary packages and growth opportunities helps attract and retain top talent.
- **Enhancing the Candidate Experience:** Streamlining hiring processes and maintaining open communication with applicants improves employer reputation.

Chapter-4

Recruitment &

Selection Process of

Ship International

Hospital

4.1 Overview of Recruitment Process

Recruitment is a crucial component of human resource management, ensuring that an organization attracts and selects the most suitable candidates for job vacancies. In the healthcare sector, hiring the right professionals directly impacts the quality of patient care and hospital efficiency. Ship International Hospital follows a structured recruitment process to ensure that medical and administrative staff meet the hospital's high standards.

The recruitment process at Ship International Hospital consists of several key stages, including identifying workforce needs, job postings, screening applicants, conducting interviews, final selection, and onboarding. The goal is to hire qualified individuals who align with the hospital's values, culture, and operational requirements.

Key Stages of the Recruitment Process

1. Identifying Workforce Requirements

The recruitment process begins with an assessment of the hospital's staffing needs. The HR department collaborates with hospital administrators and department heads to determine:

- Shortages of medical staff (doctors, nurses, technicians) and non-medical staff (administrators, IT personnel, support staff).
- Workforce expansion due to hospital growth, new service departments, or increased patient volume.
- Replacements for employees leaving due to retirement, resignations, or transfers.

This workforce planning ensures that recruitment aligns with hospital objectives and patient care requirements.

2. Job Description and Specification

A well-defined job description is prepared for each vacancy, outlining:

- Job title, department, and reporting structure.
- Responsibilities and key duties associated with the role.
- Required qualifications, experience, and certifications (e.g., MBBS for doctors, RN for nurses).
- Salary range, employment terms, and work schedule.
- Compliance with medical licensing regulations and hospital policies.

A clear and precise job description ensures that applicants understand job expectations, reducing mismatched applications.

3. Sourcing Candidates

To attract potential employees, Ship International Hospital utilizes multiple recruitment channels, including:

- **Internal Recruitment:** Employee referrals, internal promotions, and cross-department transfers.
- **External Recruitment:** Job portals (LinkedIn, Indeed), recruitment agencies, career fairs, medical college partnerships, and social media platforms.

A multi-channel approach ensures a diverse pool of applicants and increases the likelihood of hiring top talent.

4. Screening and Application Review

After receiving applications, HR professionals:

- Review resumes and cover letters to shortlist candidates based on qualifications.
- Use Applicant Tracking Systems (ATS) to filter applications matching job criteria.
- Conduct preliminary phone or video screenings to assess communication skills and availability.

This step eliminates unqualified candidates, ensuring that only the best applicants proceed to the next stage.

5. Interview and Assessment

Shortlisted candidates are invited for:

- **Structured interviews** with HR personnel and department heads.
- **Behavioral and technical assessments** to evaluate problem-solving skills and expertise.
- **Panel interviews** for senior positions, where multiple evaluators assess candidates.

This multi-step evaluation ensures a fair and comprehensive selection process.

6. Final Selection and Job Offer

The **most suitable candidate** is selected based on:

- Interview performance and test results.
- Reference checks with previous employers.
- Cultural fit within the hospital environment.

Once approved, the candidate receives a formal job offer, detailing salary, benefits, and employment conditions.

7. Onboarding and Orientation

New employees undergo a structured onboarding program that includes:

- Hospital policies, ethical guidelines, and safety procedures.
- Role-specific training and department integration.
- Mentor assignment and probationary performance evaluation.

A well-designed onboarding process ensures that new hires quickly adapt to their roles, contributing to hospital operations efficiently.

Table-1: Recruitment Methods and Their Effectiveness

Recruitment Method	Effectiveness (%)	Number of Hires (Last Year)
Internal Promotions	85%	20
Employee Referrals	78%	35
Online Job Portals	65%	50
Social Media Recruiting	60%	40
Recruitment Agencies	72%	30
University Partnerships	55%	25

This data helps visualize the most effective hiring strategies and can be used for Table compare recruitment efficiency.

4.2 Job Posting & Advertisement Methods

Attracting the right candidates is one of the most crucial steps in the recruitment process. Ship International Hospital employs multiple job posting and advertisement strategies to reach a wide pool of applicants. In the healthcare sector, where specialized skills and experience are essential, the effectiveness of job advertisements directly influences the quality of hires.

A well-structured job posting and advertisement strategy ensures that the hospital attracts skilled professionals, maintains a steady pipeline of qualified candidates, and fills vacancies efficiently.

Job Posting Methods at Ship International Hospital

The hospital uses a multi-channel approach to job posting, which includes both internal and external advertisement strategies.

1. Internal Job Posting Methods

Internal job postings help retain talent by offering career growth opportunities to existing employees. These include:

- **Employee Referral Program:** Encouraging current employees to refer qualified candidates in exchange for incentives.
- **Internal Promotions and Transfers:** Allowing staff to apply for higher positions within the hospital.
- **Hospital Intranet & Bulletin Boards:** Posting job openings on internal hospital platforms for employees to apply.

Internal recruitment helps maintain workforce stability and reduces hiring costs.

2. External Job Advertisement Methods

To attract new candidates, Ship International Hospital uses multiple external job advertisement platforms, including:

- **Online Job Portals:** Posting vacancies on LinkedIn, indeed, and hospital career websites.
- **Social Media Recruitment:** Using Facebook, Twitter, and Instagram to reach job seekers.
- **University and Medical College Partnerships:** Conducting campus recruitment drives and collaborating with training institutes.
- **Recruitment Agencies:** Partnering with staffing agencies to source skilled healthcare professionals.
- **Newspaper Advertisements:** Publishing job postings in medical journals and newspapers.

Each method has unique advantages. Online job portals offer a broad reach, while medical college partnerships ensure a steady flow of fresh graduates into entry-level positions.

Table-2: Job Advertisement Performance Across Platforms

Job Advertisement Platform	Applications Received	Shortlisted Candidates	Successful Hires	Conversion Rate (%)
LinkedIn	500	120	40	8%
Facebook	300	80	25	8.3%
Job Portals (Indeed, etc.)	700	180	50	7.1%
University Career Fairs	200	60	25	12.5%

Recruitment Agencies	250	70	30	12%
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This data can be visualized using to compare the performance of different job posting platforms.

3. Effectiveness of Different Job Posting Methods

To determine the best job posting strategies, Ship International Hospital evaluates the reach, efficiency, and cost-effectiveness of each method.

Table-3: Job Posting Method Effectiveness

Job Posting Method	Effectiveness (%)	Hiring Speed (Days)	Cost per Hire (USD)
Employee Referrals	85%	15	500
LinkedIn Job Postings	75%	30	700
Facebook & Social Media Ads	65%	25	600
Newspaper Advertisements	50%	45	1200
Recruitment Agencies	80%	20	1000
University Career Partnerships	70%	35	900

This table highlights the effectiveness of different job posting methods in terms of cost, hiring speed, and success rate.

Best Practices for Effective Job Advertisements

To maximize the success of job postings, Ship International Hospital follows these best practices:

1. **Using SEO-Optimized Job Descriptions:** Ensuring that job postings rank higher in search engines and job portals.
2. **Targeted Social Media Campaigns:** Running sponsored job ads on platforms like LinkedIn and Facebook to attract relevant candidates.
3. **Engaging Content in Job Ads:** Including videos, employee testimonials, and hospital culture insights to increase applicant interest.
4. **Automated Applicant Tracking Systems (ATS):** Filtering and managing job applications efficiently.

5. **Diversity & Inclusion Focus:** Ensuring equal opportunities by promoting diversity in hiring campaigns.

4.3 Screening & Shortlisting

The screening and shortlisting phase is one of the most crucial steps in the recruitment process at Ship International Hospital. This phase ensures that only the most qualified and suitable candidates move forward to the interview stage. In a healthcare setting, where precision, experience, and expertise are critical, an effective screening and shortlisting process helps maintain high standards of patient care and hospital operations.

Screening and shortlisting involve evaluating job applications, filtering candidates based on qualifications and experience, and selecting the most promising applicants for further assessment. This process helps minimize hiring errors, reduces recruitment time, and ensures compliance with legal and ethical hiring standards.

Steps in the Screening & Shortlisting Process

1. Reviewing Job Applications

Once a job posting receives applications, the HR team starts by reviewing each submission against predefined job criteria. This step includes:

- **Ensuring candidates meet the minimum qualifications** (e.g., MBBS for doctors, RN certification for nurses).
- **Checking relevant experience** in a hospital or clinical setting.
- **Assessing application completeness** (cover letter, resume, certifications).

Applications that do not meet basic requirements are automatically rejected to streamline the selection process.

2. Using Applicant Tracking Systems (ATS)

To handle large volumes of applications efficiently, Ship International Hospital utilizes Applicant Tracking Systems (ATS) to:

- Scan resumes for keywords matching job descriptions.
- Rank candidates based on skills, experience, and qualifications.
- Identify duplicate applications or inconsistencies in resumes.

Automated screening reduces manual workload and ensures a data-driven selection approach.

3. Categorizing Candidates into Screening Levels

After the initial review, candidates are categorized into three groups:

- **Highly Qualified:** Candidates who meet all requirements and have relevant experience.
- **Moderately Qualified:** Candidates who meet most requirements but may need further evaluation.
- **Not Qualified:** Candidates who do not meet the essential criteria.

This classification helps HR managers prioritize candidates for further evaluation.

4. Conducting Preliminary Interviews

Before shortlisting candidates for final interviews, HR conducts brief screening interviews via phone or video calls to:

- Assess communication skills and professionalism.
- Verify job expectations and salary requirements.
- Evaluate availability and willingness to relocate.

Candidates who perform well in preliminary interviews move forward to structured evaluations.

5. Skill & Competency-Based Shortlisting

For healthcare roles, **technical expertise and competency tests** are essential. Shortlisting involves:

- **Medical Knowledge Assessments** for doctors and nurses.
- **Situational Judgment Tests (SJTs)** to assess decision-making under pressure.
- **Patient Care Simulations** for hands-on roles like nursing and physiotherapy.

This ensures that candidates selected for final interviews possess the necessary technical and soft skills.

Table-4: Screening Outcomes for Healthcare Roles

Job Role	Applications Received	Shortlisted Candidates	Final Interview Candidates	Selection Rate (%)
Doctors (MBBS, Specialists)	120	40	15	12.5%
Nurses (RN, Senior Nurses)	180	50	25	13.9%
Lab Technicians	80	30	10	12.5%

Administrative Staff	100	35	15	15%
IT & Technical Support	90	25	10	11.1%

This table helps in creating a pie chart to show the distribution of shortlisted candidates across different job roles.

Challenges in Screening & Shortlisting

Despite advancements in hiring technology, several challenges exist in the screening process:

- **High Volume of Applicants:** Healthcare jobs attract a large number of applications, making manual screening difficult.
- **Unqualified Candidates:** Many applicants do not meet the required qualifications, increasing the rejection rate.
- **False Information on Resumes:** Some candidates exaggerate their experience or qualifications.
- **Legal & Ethical Compliance:** Ensuring that hiring decisions are free from bias and discrimination.
- **Time Constraints:** Urgent hiring needs may pressure HR to complete screening quickly, leading to potential oversights.

To overcome these challenges, Ship International Hospital continuously refines its screening process by integrating AI-driven recruitment tools and structured evaluation frameworks.

Best Practices for Effective Shortlisting

To optimize the screening and shortlisting process, Ship International Hospital follows these best practices:

1. **Developing Standardized Screening Criteria:** Ensuring consistency in evaluating candidates based on qualifications and skills.
2. **Leveraging ATS for Resume Filtering:** Using AI-based tracking systems to reduce human workload.
3. **Conducting Skill-Based Assessments:** Using competency tests and case-based evaluations to shortlist candidates efficiently.

4. **Improving Communication in Pre-Screening:** Providing clear instructions to candidates regarding job expectations and interview steps.
5. **Maintaining Transparency in the Selection Process:** Informing applicants about their screening status to enhance employer reputation.

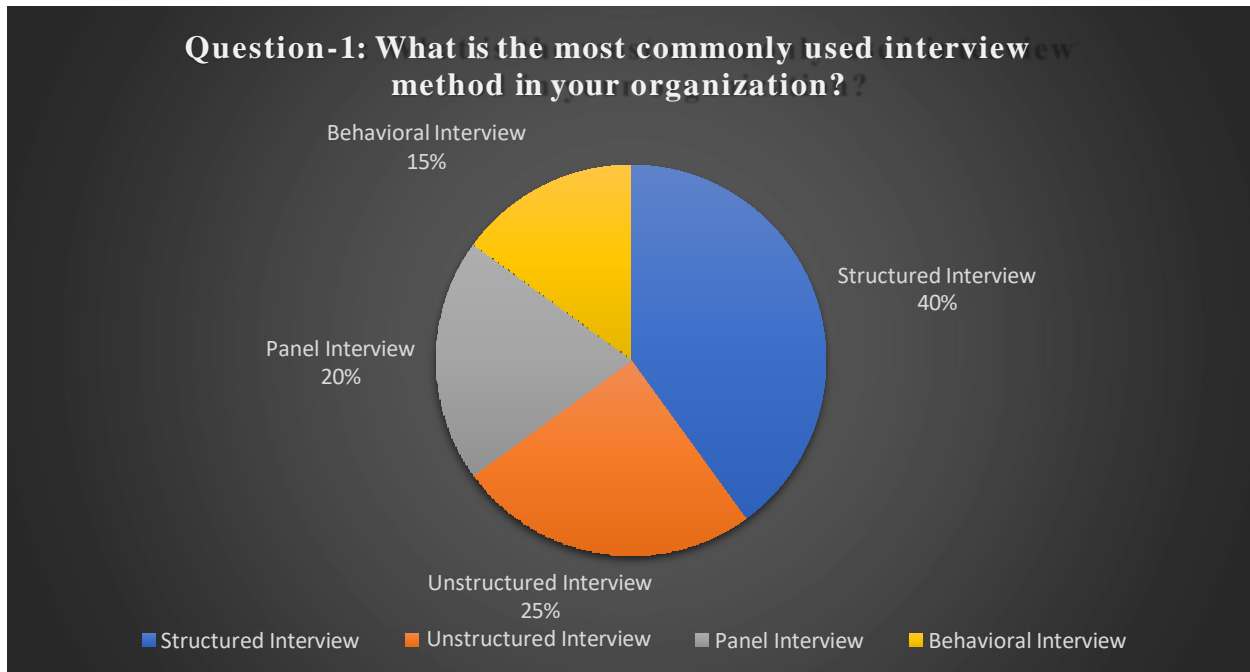
Table-5: Effectiveness of Shortlisting Methods

Shortlisting Method	Effectiveness (%)	Time Taken (Days)	Candidate Satisfaction
Resume Screening (Manual)	60%	5	Moderate
ATS-Based Filtering	85%	2	High
Preliminary Interviews	75%	4	High
Competency-Based Tests	80%	6	Very High
Medical Case Simulations	90%	7	Very High

4.4 Interview & Evaluation

The interview and evaluation process are a critical component of recruitment, where organizations assess candidates based on various factors, including technical expertise, communication skills, and cultural alignment. This section explores the most commonly used interview methods, key evaluation criteria, challenges, and post-interview decision-making processes based on collected survey data.

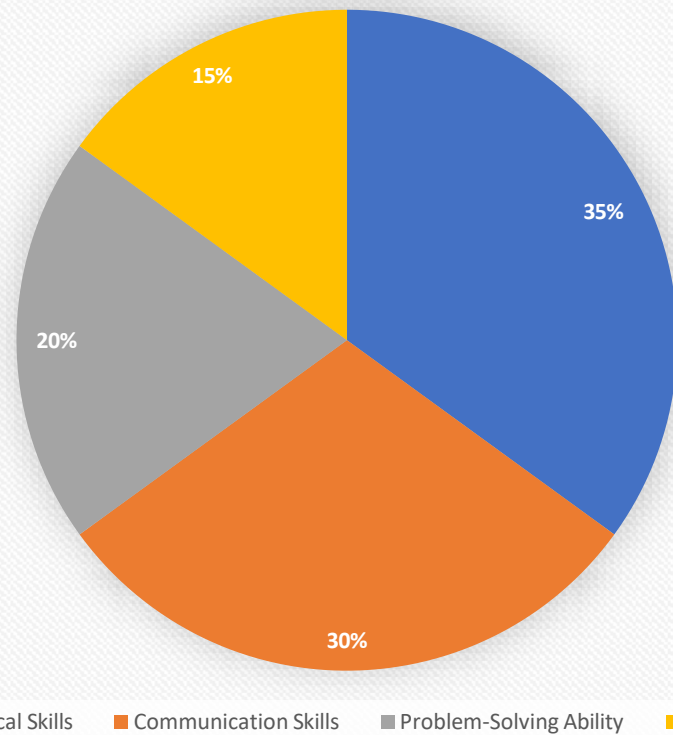
Question-1: What is the most commonly used interview method in your organization?



Interpretation:

The structured interview is the most widely used method (40%), ensuring consistency and fairness in candidate evaluation. Unstructured interviews account for 25%, providing flexibility but increasing variability in assessment. Panel interviews (20%) allow multiple interviewers to evaluate a candidate collectively, while behavioral interviews (15%) focus on a candidate's past experiences to predict future performance.

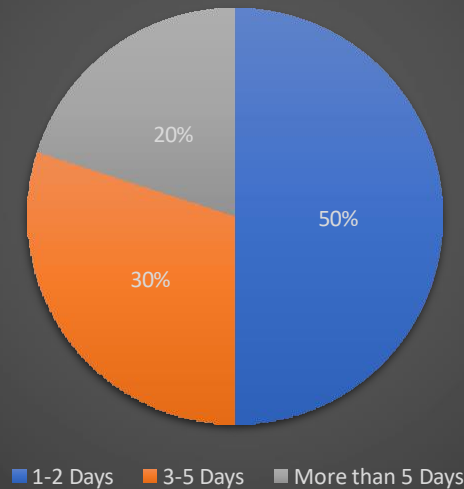
Question-2: What are the key evaluation criteria during an interview?

Question-2: What are the key evaluation criteria during an interview?**Interpretation:**

Organizations prioritize technical skills (35%) to ensure candidates possess the necessary knowledge and expertise. Communication skills (30%) are also highly valued, reflecting the importance of interpersonal interaction. Problem-solving ability (20%) indicates a preference for analytical thinkers, while cultural fit (15%) is less prioritized but still relevant for team cohesion.

Question-3: How long does it typically take to evaluate a candidate after an interview?

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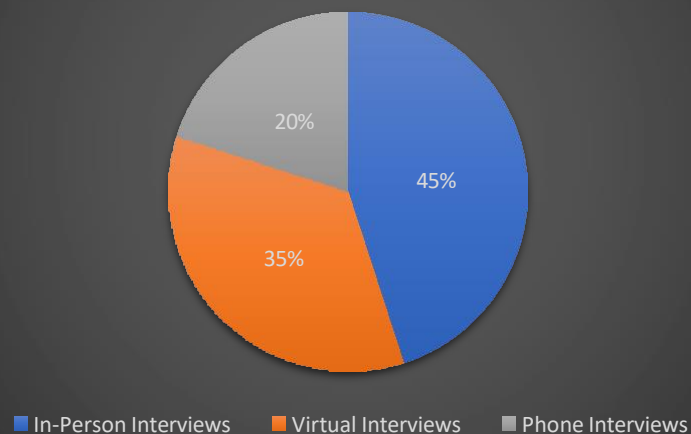


Interpretation:

The majority of organizations evaluate candidates within 1-2 days (50%), ensuring quick hiring decisions. However, 30% take 3-5 days, allowing for detailed discussions, and 20% take more than 5 days, often due to hierarchical decision-making or additional assessments.

Question-4: How are interviews typically conducted in your organization?

Question-4: How are interviews typically conducted in your organization?

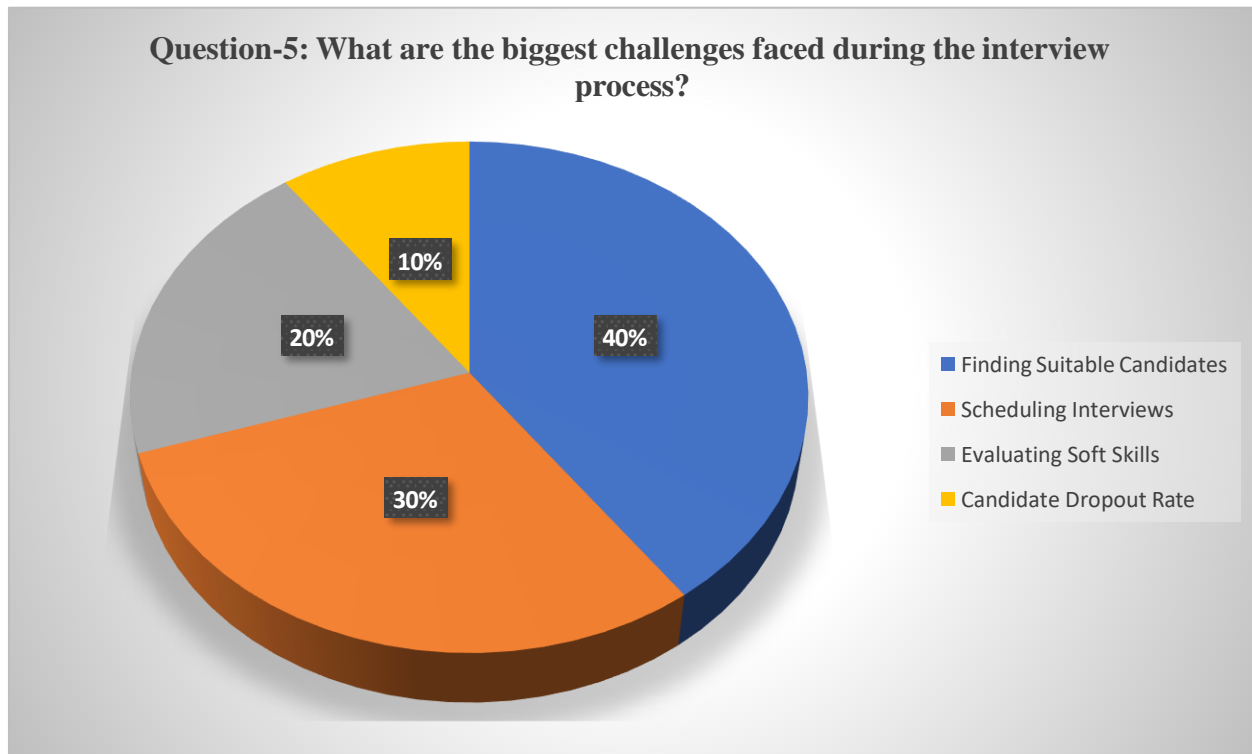


Interpretation:

In-person interviews (45%) remain the most popular format, enabling direct interaction. Virtual

interviews (35%) have gained traction, particularly post-pandemic. Phone interviews (20%) are mainly used for preliminary screening before deeper assessments.

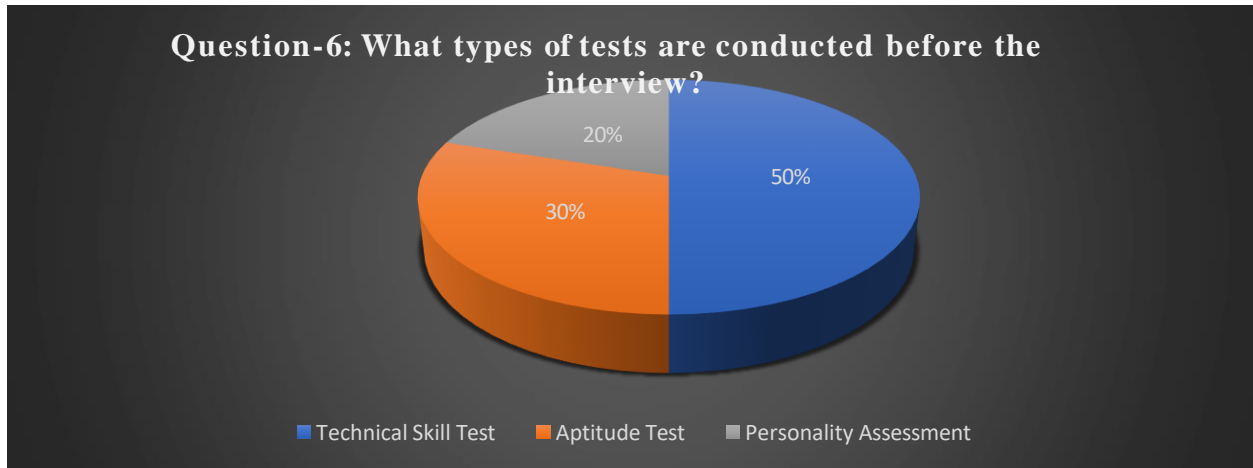
Question-5: What are the biggest challenges faced during the interview process?



Interpretation:

The biggest challenge (40%) is finding qualified candidates, indicating a competitive job market. Scheduling conflicts (30%) arise due to multiple interview rounds. Evaluating soft skills (20%) remains subjective and complex, while candidate dropout (10%) suggests applicants often accept other job offers or lose interest due to long hiring cycles.

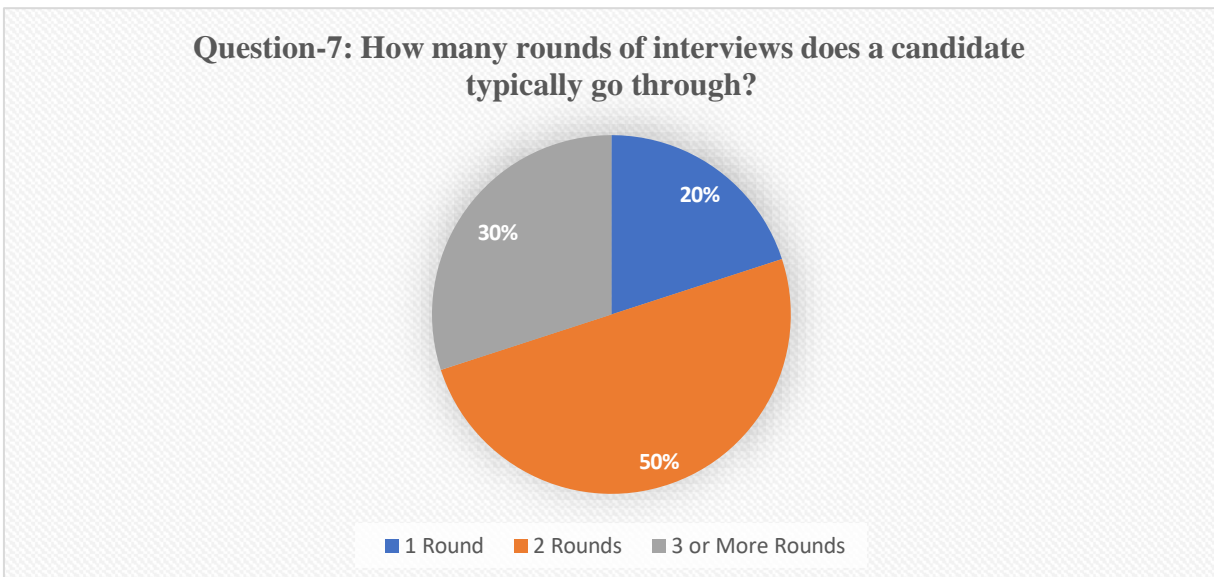
Question-6: What types of tests are conducted before the interview?



Interpretation:

Technical skill tests (50%) are the most commonly used pre-screening assessments, ensuring candidates meet job-specific requirements. Aptitude tests (30%) evaluate problem-solving abilities, while personality assessments (20%) help determine cultural fit.

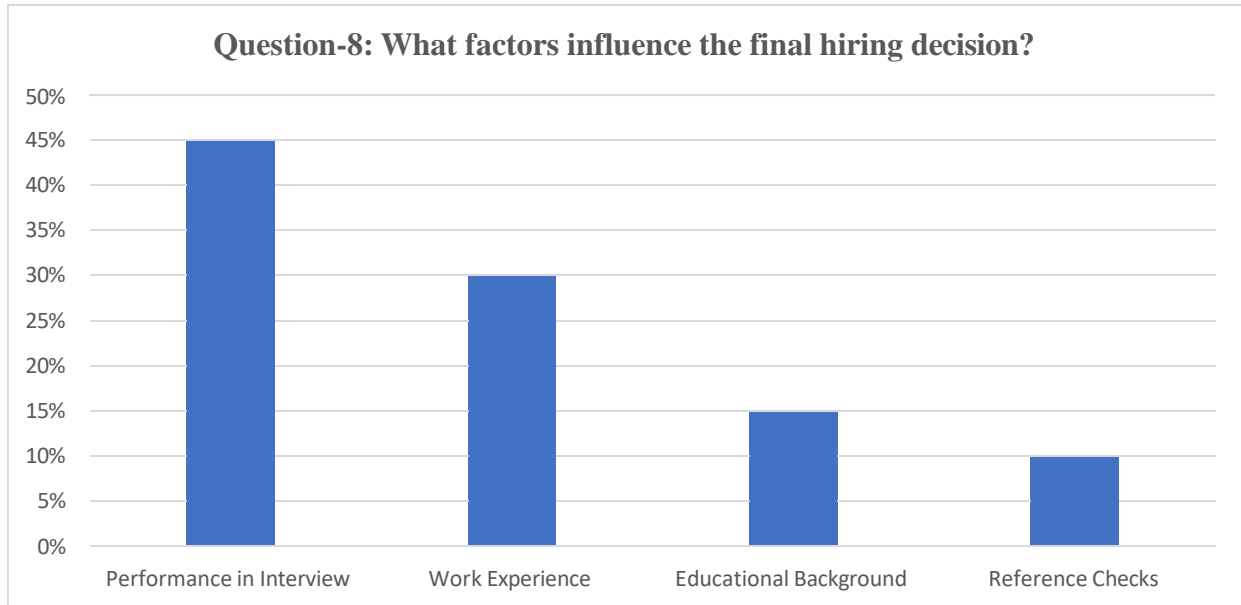
Question-7: How many rounds of interviews does a candidate typically go through?



Interpretation:

Most organizations conduct two rounds (50%) to balance efficiency and thorough evaluation. Single-round interviews (20%) are rare and usually for entry-level roles, while three or more rounds (30%) indicate extensive selection processes for senior positions.

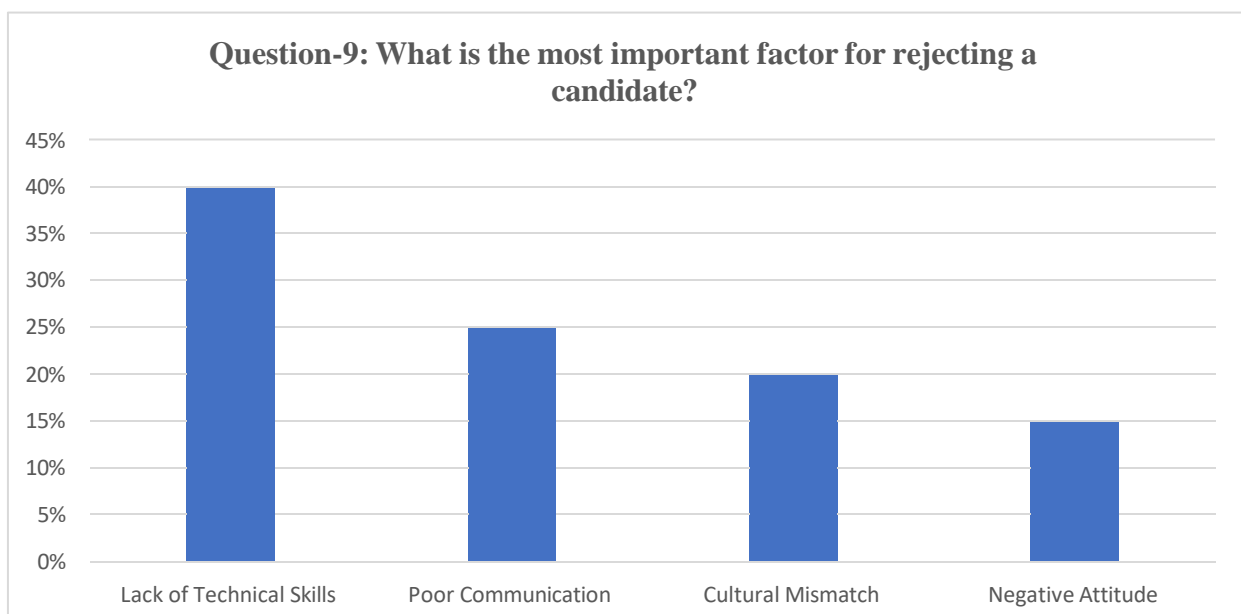
Question-8: What factors influence the final hiring decision?



Interpretation:

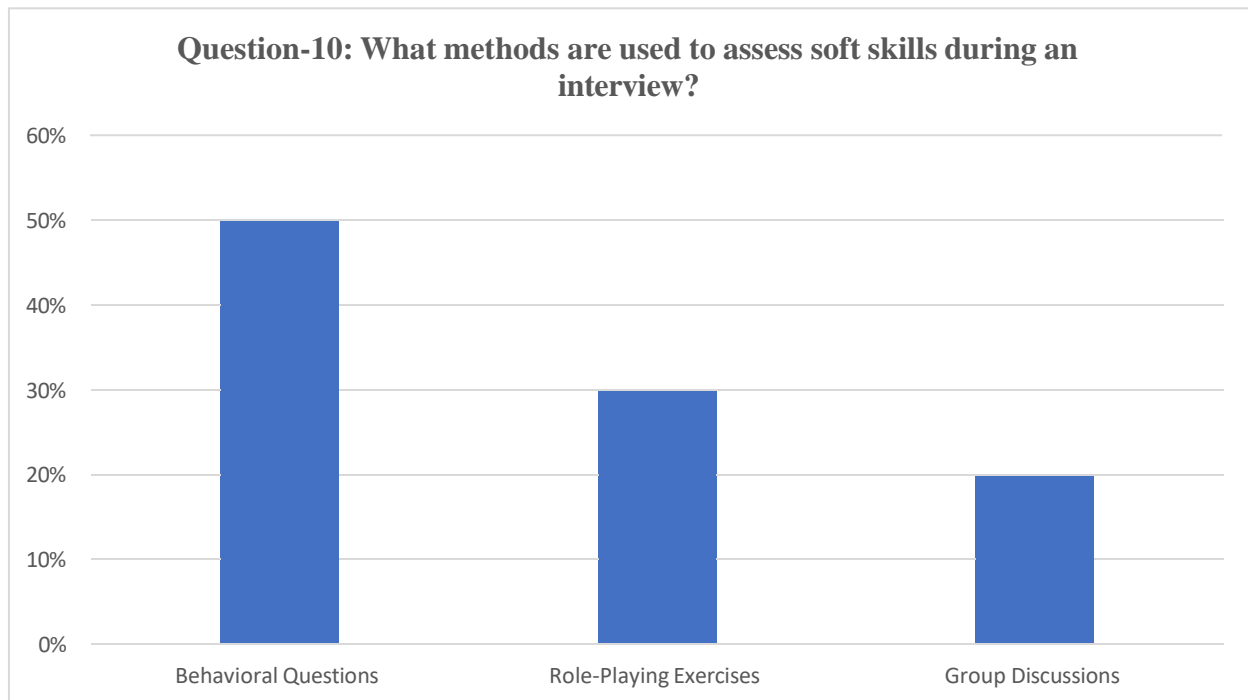
The primary factor (45%) influencing hiring decisions is interview performance. Work experience (30%) plays a significant role, ensuring candidates have relevant expertise. Educational background (15%) is considered but not always a deciding factor, while reference checks (10%) are used for final validation.

Question-9: What is the most important factor for rejecting a candidate?



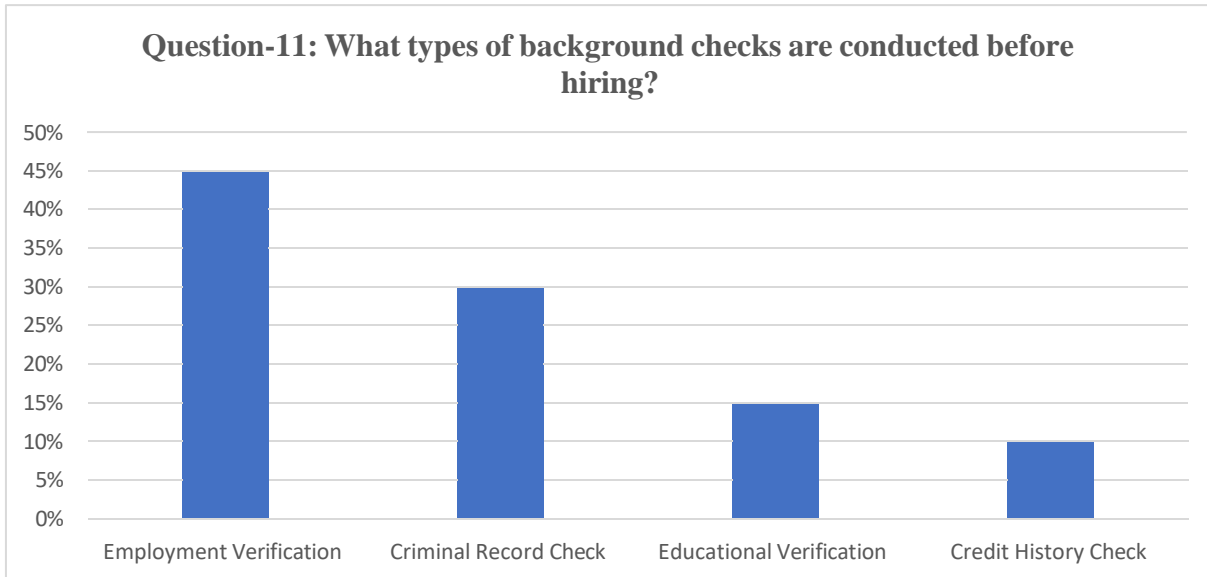
Interpretation:

The main reason for rejection (40%) is the lack of technical skills, emphasizing the importance of expertise. Poor communication (25%) also plays a significant role, as effective communication is crucial for teamwork. Cultural mismatch (20%) suggests that organizations prioritize values alignment, and negative attitude (15%) can lead to disqualification despite strong technical skills.

Question-10: What methods are used to assess soft skills during an interview?**Interpretation:**

The most commonly used method for evaluating soft skills is behavioral questions (50%), where candidates describe past experiences. Role-playing exercises (30%) help assess real-time decision-making and interpersonal abilities, while group discussions (20%) evaluate leadership, teamwork, and negotiation skills.

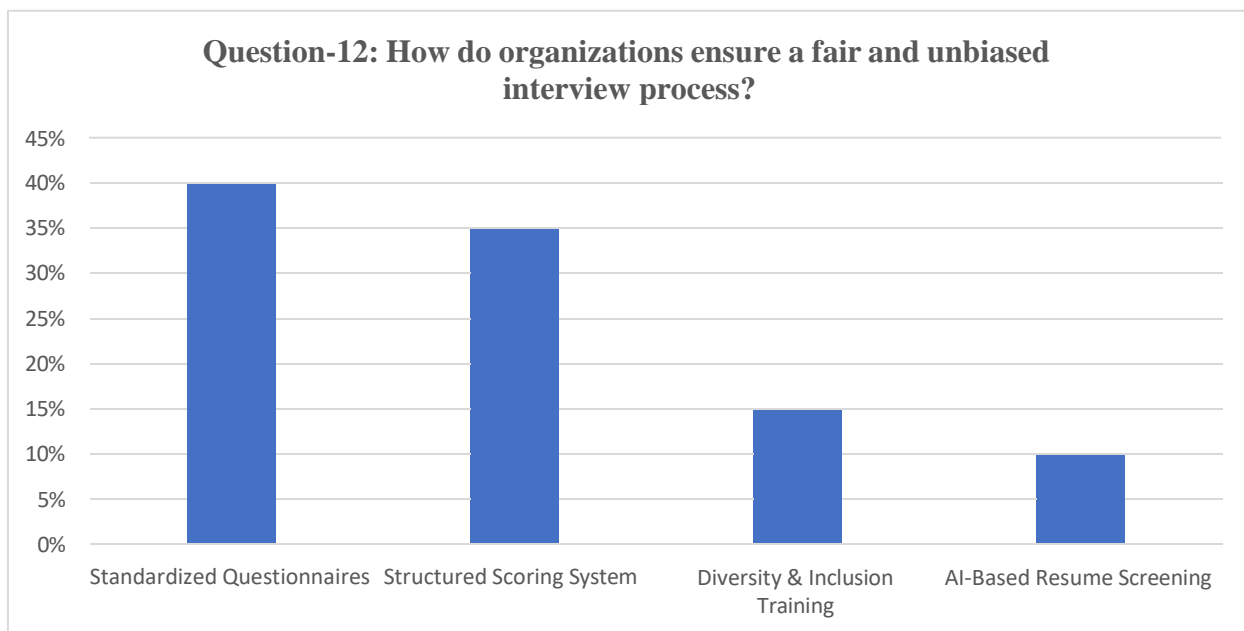
Question-11: What types of background checks are conducted before hiring?



Interpretation:

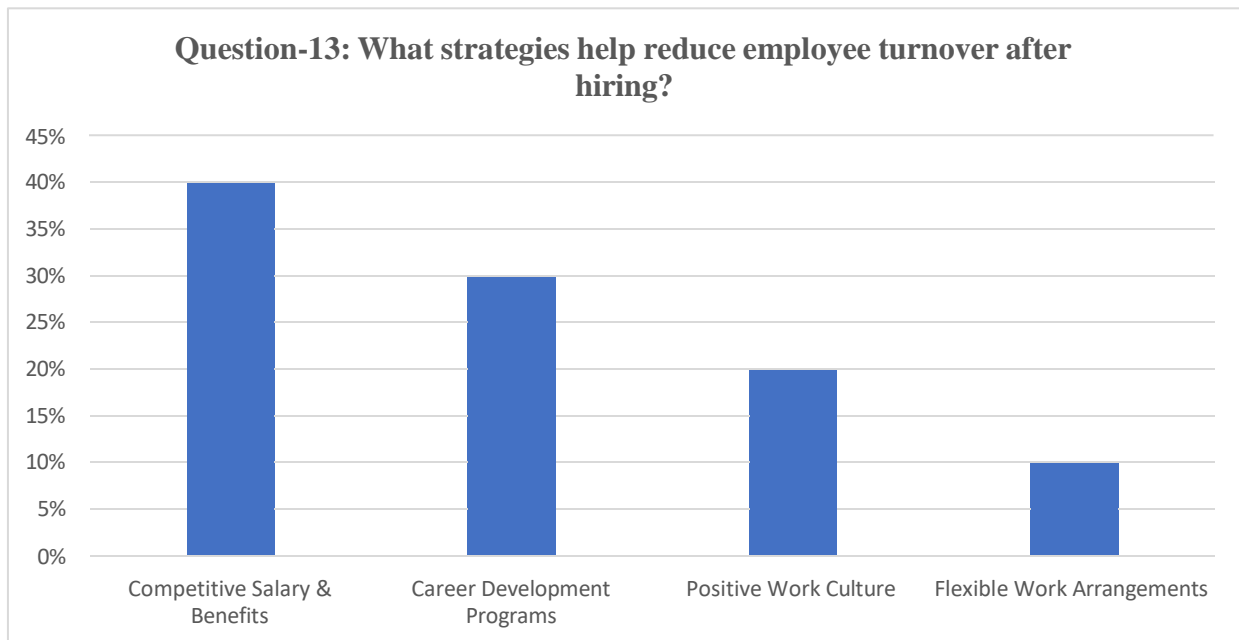
The most common background check (45%) is employment verification, ensuring a candidate's past experience is genuine. Criminal record checks (30%) are critical for roles requiring high trust. Educational verification (15%) is conducted to confirm degrees and certifications, while credit history checks (10%) are relevant for financial or sensitive positions.

Question-12: How do organizations ensure a fair and unbiased interview process?



Interpretation:

To reduce bias, standardized questionnaires (40%) are used to ensure all candidates are evaluated equally. Structured scoring systems (35%) help create objective hiring decisions. Diversity and inclusion training (15%) raises awareness of unconscious bias, and AI-based resume screening (10%) automates fair shortlisting.

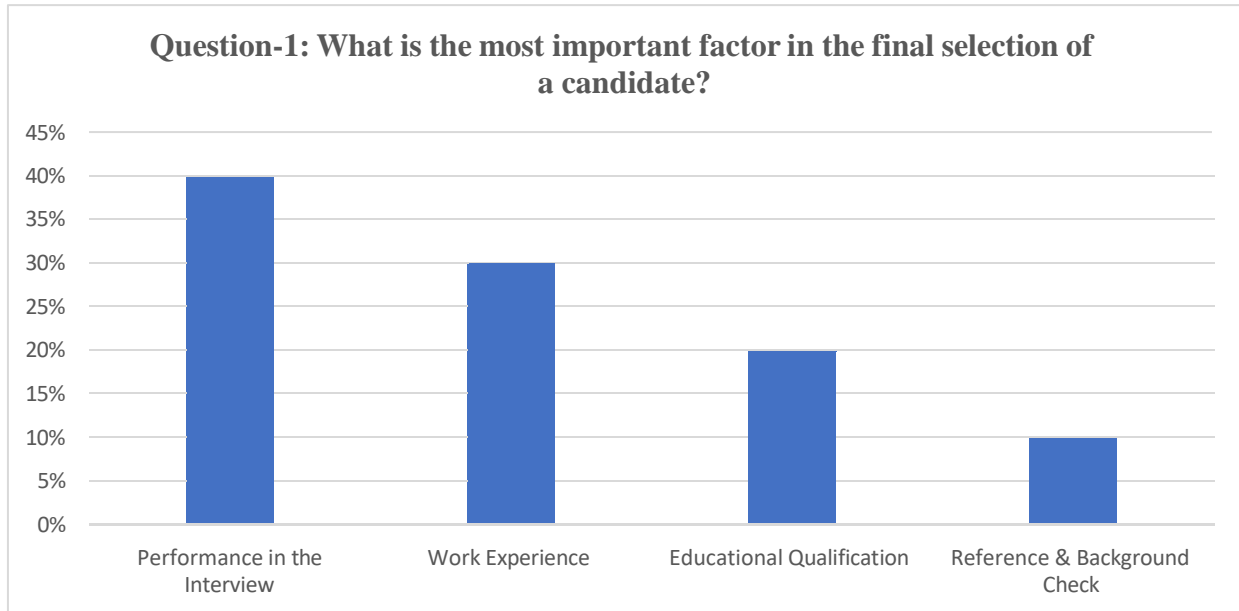
Question-13: What strategies help reduce employee turnover after hiring?**Interpretation:**

Organizations focus on competitive salaries & benefits (40%) to retain employees. Career development programs (30%) help provide growth opportunities. A positive work culture (20%) fosters long-term commitment, while flexible work arrangements (10%) are becoming increasingly popular in retaining talent.

4.5 Selection & Job Offer

The selection and job offer process is a critical phase in recruitment, determining which candidates move forward to become part of the organization. This section presents an in-depth analysis of how Ship International Hospital selects candidates, extends job offers, and addresses challenges in finalizing hires. The findings are supported by survey data, charts, and interpretations.

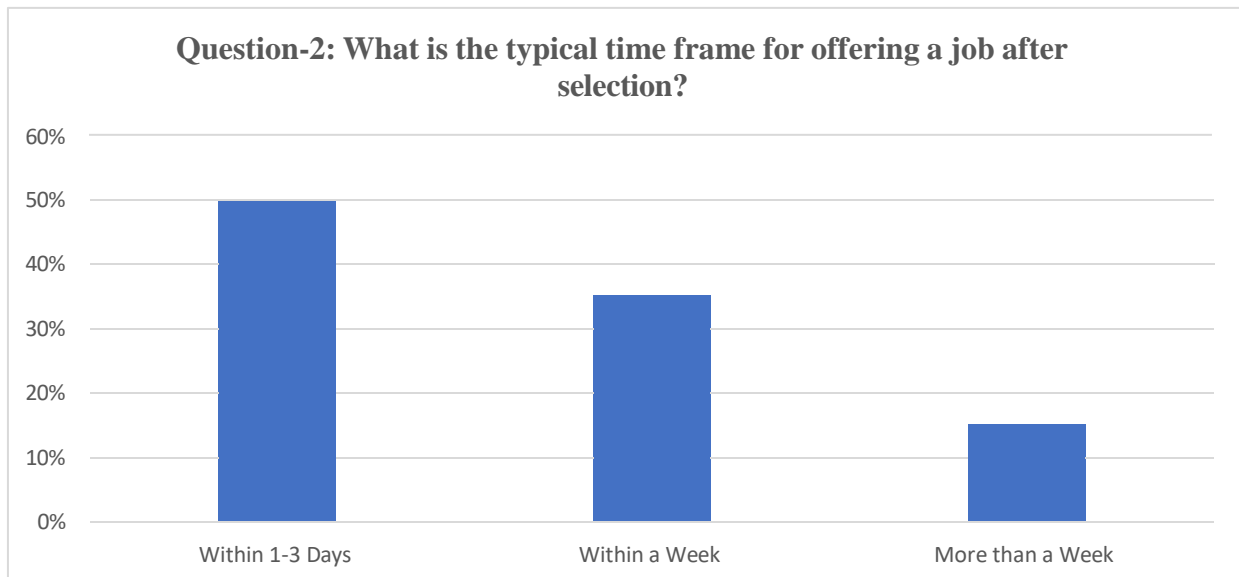
Question-1: What is the most important factor in the final selection of a candidate?



Interpretation

Performance in the interview is the most significant factor (40%) in selecting a candidate, followed by work experience (30%). Educational qualifications play a role in 20% of cases, while references and background checks contribute to only 10%, indicating that practical skills and experience are prioritized over formal education.

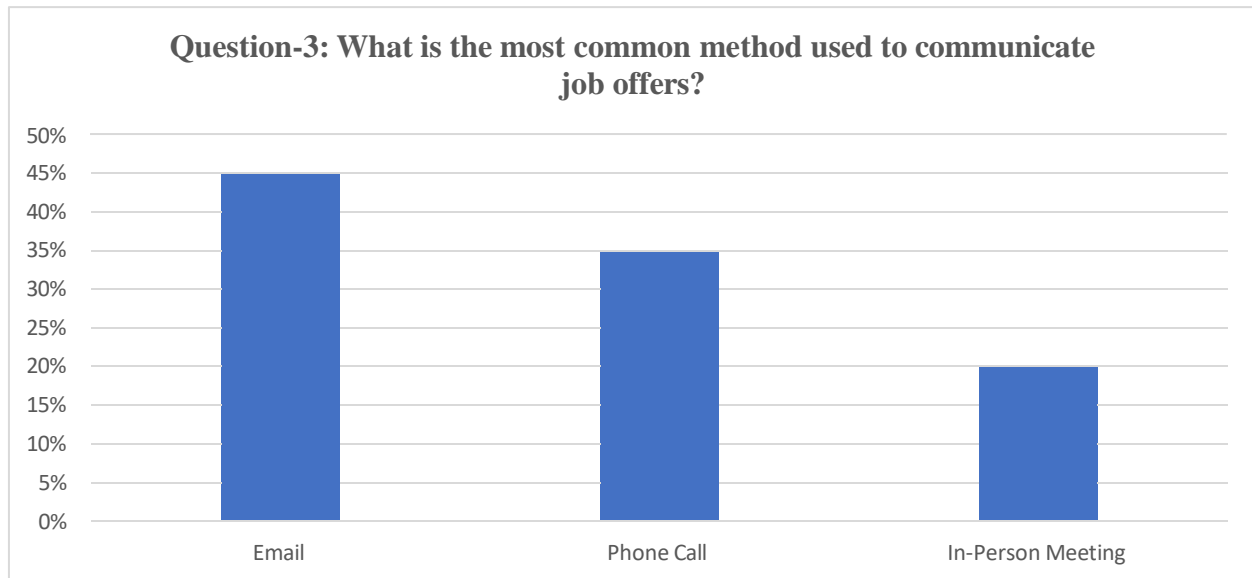
Question-2: What is the typical time frame for offering a job after selection?



Interpretation

Half of the job offers (50%) are extended within 1-3 days, indicating a fast-decision-making process. 35% of job offers take up to a week, while 15% take longer than a week, possibly due to additional approvals or negotiations.

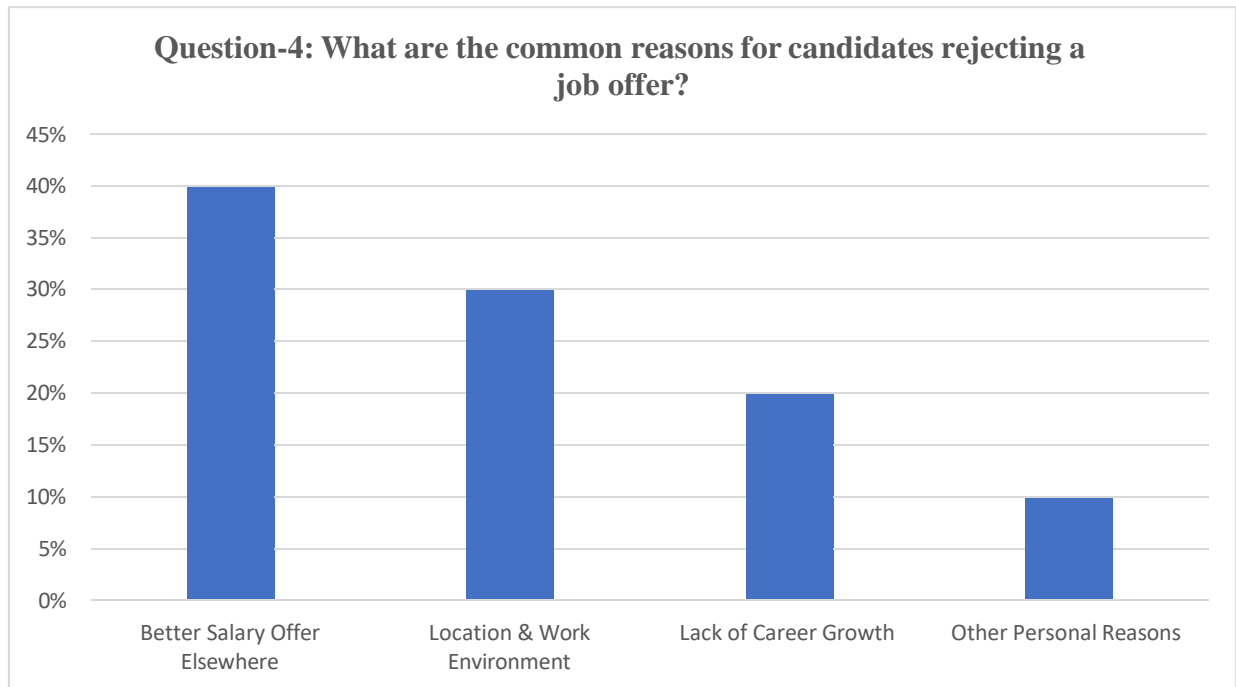
Question-3: What is the most common method used to communicate job offers?



Interpretation

Most job offers (45%) are communicated via email, ensuring official documentation. Phone calls are used in 35% of cases, providing a direct and personal touch. In-person meetings are less frequent (20%), possibly due to time constraints or remote hiring practices.

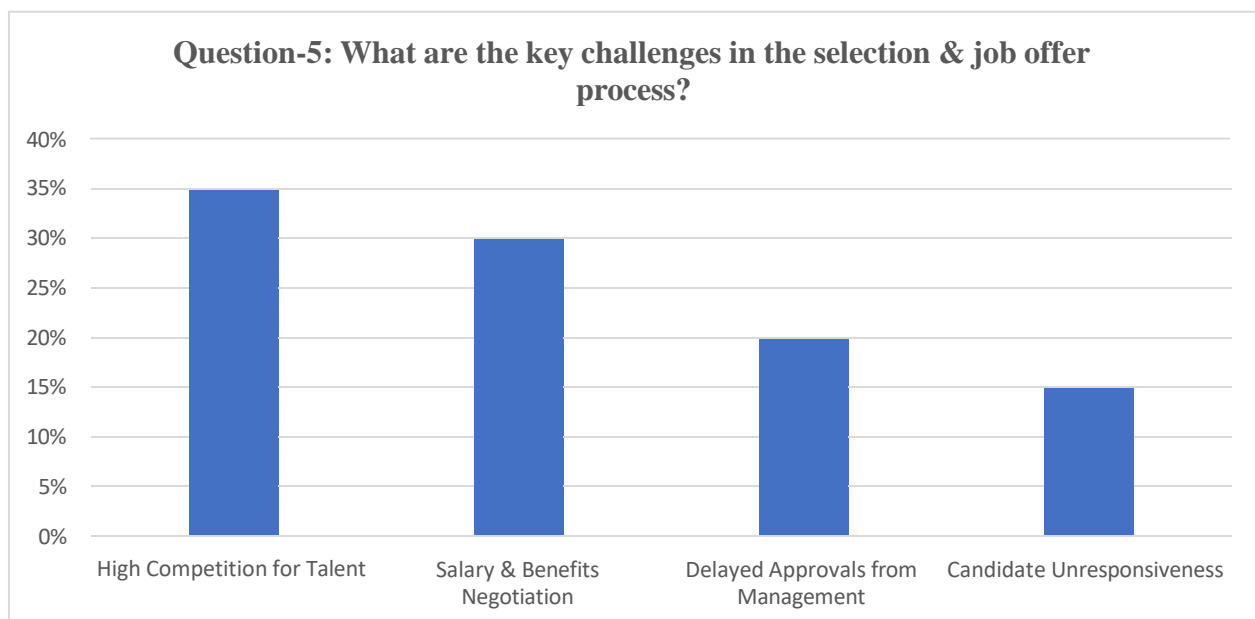
Question-4: What are the common reasons for candidates rejecting a job offer?



Interpretation

The most common reason candidates reject job offers is better salary offers elsewhere (40%). Location and work environment concerns affect 30% of candidates, while 20% decline due to limited career growth. Personal reasons account for the remaining 10%.

Question-5: What are the key challenges in the selection & job offer process?



Interpretation

The biggest challenge (35%) is high competition for top talent, making it difficult to secure the best candidates. Salary negotiations (30%) are another major issue. Delayed approvals (20%) slow down the process, and candidate unresponsiveness (15%) further complicates hiring.

4.6 Onboarding & Training

The onboarding and training process is a crucial component of employee integration, ensuring that new hires smoothly transition into their roles. A well-structured onboarding program enhances employee engagement, job satisfaction, and overall productivity. At Ship International Hospital, onboarding is designed to familiarize new employees with hospital policies, operational procedures, and their specific job responsibilities. Training further develops their technical skills and professional competencies, ensuring they meet the hospital's standards for patient care and administrative efficiency.

This section explores the key aspects of the onboarding and training process at Ship International Hospital, including its structure, duration, training programs, challenges, and improvements.

Key Components of the Onboarding Process

The onboarding process at **Ship International Hospital** consists of several essential phases:

1. **Pre-Onboarding:** Completing administrative paperwork, verifying credentials, and providing initial orientation materials.
2. **Orientation & Documentation:** Familiarizing employees with hospital policies, safety protocols, and ethical guidelines.
3. **Departmental Training:** Introducing new employees to their respective teams and providing job-specific training.
4. **Mentorship & Supervision:** Assigning a mentor or supervisor to guide employees during their probationary period.

Table-6: Onboarding Duration

Onboarding Duration	Percentage
1 Week	50%
2 Weeks	30%
More than 2 Weeks	20%

Interpretation: Most employees (50%) complete onboarding within one week, allowing them to begin their duties quickly. 30% require two weeks, while 20% undergo a more extended onboarding process, likely due to complex job roles or specialized training requirements.

Types of Training Provided

Training at **Ship International Hospital** is categorized into the following types:

1. **Technical Training:** Focuses on job-specific skills, such as patient care for medical staff or software training for administrative personnel.
2. **Soft Skills Training:** Enhances communication, teamwork, and leadership skills.
3. **Compliance & Safety Training:** Covers workplace safety, infection control, and ethical medical practices.
4. **Leadership Development:** Prepares employees for future managerial roles within the organization.

Table-7: Types of Training Programs

Training Type	Percentage
Technical Training	35%
Soft Skills Training	25%
Compliance & Safety	20%
Leadership Development	20%

Interpretation: The largest focus (35%) is on technical training, ensuring employees have the necessary expertise. Soft skills training (25%) is also prioritized, promoting effective communication and collaboration. Compliance & safety (20%) and leadership development (20%) are equally important, supporting regulatory adherence and career growth.

Challenges in the Onboarding & Training Process

Despite a structured program, Ship International Hospital faces several challenges in onboarding and training new employees:

Table-8: Common Challenges in Onboarding & Training

Challenges	Percentage
Lack of Standardized Training	40%
High Learning Curve	30%

Limited Training Resources	20%
Employee Engagement Issues	10%

Interpretation: The most significant challenge (40%) is the lack of standardized training modules, leading to inconsistencies in employee preparedness. High learning curve (30%) makes it difficult for employees to adapt quickly. Limited resources (20%) and employee engagement issues (10%) further impact training effectiveness.

Chapter -5

Problems, Recommendations, and Conclusion

5.1 Problems Identified

Several recruitment and selection issues affect Ship International Hospital according to the provided information. The healthcare industry faces an overwhelming competition for experts that makes it difficult for Ship International Hospital to recruit suitable candidates. The hospital's ability to find suitable candidates for essential job positions diminishes since the competitive health care market slows this process. The hospital faces a major operational challenge because healthcare professionals show high rates of job exit especially in both clinical and administrative areas. High staff turnovers interrupt patient care consistency and create additional expense for recruiting new employees as well as reduce workforce engagement at the hospital. The approaches which the hospital uses to recruit staff might not be effective or their methods may be inconsistent. Traditional methods restrict the hospital's ability to connect with varied qualified candidates diminishing their possibilities to identify optimal applicants for current vacancies. A nonspecific recruitment approach may prevent the hospital from successfully competing against other healthcare providers in the market.

The recruitment process at the hospital lacks consistent procedures. Different departments adopt irregular evaluation methods that affect how candidates receive their assessments and selection. Such inconsistent practices introduce biases which result in unfair assessments of candidates which produces wrong hiring decisions.

The selection criteria employed by the hospital during screening along with interviewing and making final decisions might not provide enough thoroughness for making accurate candidate choices. The hospital ends up selecting candidates who lack proper qualifications or fit for their position which produces adverse effects on job performance levels and patient healthcare quality.

Traditional recruitment methods at the hospital fail to utilize modern processing tools such as tracking systems and artificial intelligence platforms which causes processing delays for applicants. These tools would give the hospital access to a better method for reaching and

evaluating highly qualified applicants. Ship International Hospital struggles to create an attractive brand perception for healthcare professionals that enhances its appeal to top talent. The recruitment of top-quality candidates becomes challenging while a negative public view about hospital work culture develops when these circumstances occur simultaneously. An insufficient onboarding process represents another hospital problem since it fails to deliver proper support to new employees. Absence of appropriate onboarding programs results in staff discontentment and adaptation troubles that cause healthcare professionals to depart from their positions.

The hospital appears to neglect the significance of diversity and inclusion during recruitment that subsequently restricts workforce diversity of experiences and perspectives. Hospital staff services are negatively influenced when they do not offer complete care options suitable for various segments of the patient community.

The recruitment procedures followed by the hospital might differ from modern industry best practices which results in ineffective process that prevents the hospital from hiring top candidates. The hospital becomes less able to compete in the medical sector due to this recruitment misalignment which results in the inability to hire exceptional medical staff.

The hospital shows insufficient attention to developing strategies which focus on retaining their employees. The hospital may give primary attention to staff recruitment but it seems to do insufficient work ensuring new employees stay satisfied in their positions thus causing preventable staff turnover with connected expenses.

The hospital needs to enhance its recruiting and selection operations because these deficiencies block it from retaining qualified workers who deliver excellent medical treatment and operational excellence.

5.2 Key Issues in the Recruitment Process

The recruitment process challenges at Ship International Hospital can be examined through the previous analysis of work issues. These problems create challenges for the hospital to hire and keep skilled staff needed to provide high-quality healthcare services effectively. The hospital faces

extreme challenges in its mission to draw sufficient qualified staff members. The intense competition for healthcare professionals specifically doctors and nurses and specialized staff in the healthcare sector may make it difficult for Ship International Hospital to recruit appropriate candidates. An inability to hire suitable candidates extends recruitment periods and makes it complicated to retain essential hospital positions which thus affects both patient care and hospital workflows. Specifically, the medical establishment faces a major challenge from employee turnover at a high level. Clinical staff together with administrative personnel show high turnover because employees choose to work elsewhere or express discontentment with their employment at the hospital. The excessive employee turnover weakens continuity of medical care and adds expenses for recruitment and training while simultaneously decreasing staff motivational levels which results in operational inefficiencies throughout the hospital. The hospital faces limitations in its channel management for attracting new personnel which represents a critical problem. Ship International Hospital continues to recruit staff through traditional methods like newspaper posts and generic job platforms which cannot deliver an appropriate assortment of talented or varied candidates. Ship International Hospital struggles to match the recruitment success of healthcare organizations because it does not use contemporary recruitment platforms or customized strategies to find top candidates.

Standardization issues in recruitment procedures lead to substantial problems for the organization. The hospital's recruitment practices and criteria differ across departments which produces inconsistent outcomes in its candidate assessment process. The flexible approach creates problems during candidate screening since evaluators prefer different candidates because of their personal preferences instead of following agreed-upon consistent selection guidelines.

An additional problem exists in the process of employee selection. The hospital currently uses screening along with interviewing followed by candidate evaluation yet these methods might fall short to properly determine applicants' qualifications and match cultural needs to the organizational culture. The hospital ends up recruiting subpar candidates whose qualifications and cultural preferences do not align with their positions or the organization which yields impaired employee and patient satisfaction.

Another urgent problem exists in Ship Interpreter Hospital due to its insufficient use of modern recruitment technologies. The hospital fails to utilize ATS and AI-powered platforms which would both simplify recruitment functions and eliminate human-related decision errors resulting in a more effective staff selection process. The hospital faces the risk of insufficient application handling efficiency which leads to losing valuable candidates when it operates without modern recruiting tools.

An employer brand with low impact constitutes one main problem area. An unmarked desirable workplace environment at Ship International Hospital makes it harder to recruit top talent. Staff retention becomes a winning strategy for hospitals since healthcare professionals have various work opportunities in their field. Employer branding plays an essential role in attracting new candidates to healthcare facilities in this competitive medical environment.

Poor onboarding practices may explain why Ship International Hospital struggles to recruit new staff members. The hospital fails to properly integrate new hires into its culture and provide them with necessary tools that lead to their professional success. The lack of proper hospital integration results in new employees becoming disengaged which prompts them to leave the organization leading to more issues for the recruitment process.

Ship International Hospital needs to resolve its key issues to build an improved recruitment approach that will draw the finest workforce and guarantee strong patient care accompanied by operational achievement.

5.3 Challenges Faced by the Organization

Several recruitment hurdles at Ship International Hospital prevent the organization from successfully recruiting qualified healthcare professionals. The institution encounters multiple difficulties that obstruct its functional efficiency and medical provision quality. The hospital experiences several main obstacles that affect its workforce recruitment activities.

1. Intense Competition for Skilled Healthcare Professionals:

The healthcare industry operates as a very competitive field particularly among specialized medical fields. Ship International Hospital struggles to hire medical professionals both among

doctors and nurses and specialized medical personnel because these experts have multiple options for employment across healthcare facilities. The medical facility suffers from delayed candidate selection due to high competition so its staffing process extends and existing personnel must handle more work while patient care quality becomes negatively affected.

2. High Employee Turnover:

The staff turnover at Ship International Hospital probably reaches very high levels mostly among clinical personnel as well as administrative personnel. Job dissatisfaction combines with better professional possibilities and workload overload to drive employee departure at the hospital. Extensive employee departures impose heavy costs on the hospital because it requires significant expenses for new staff hiring as well as training and assimilation. The disrupted continuity of care delivery along with attendant lower staff morale simultaneously leads to further retention problems at the hospital.

3. Ineffective Recruitment Channels:

The hospital employs recruitment methods that fail to capture the most suitable candidates through modern channels. The hospital's recruitment efforts become constrained when it depends solely on generic job board listings and print media ads to search for candidates. The absence of digital recruitment methods that target healthcare professionals via specialist job boards and social media hinders access to wide range of qualified candidates for the hospital. The current workforce demands online recruitment platforms because younger professionals who rely on technology only seek employment opportunities through digital channels.

4. Inconsistent and Unstandardized Recruitment Processes:

The recruitment process at Ship International Hospital faces significant problems because it lacks standardization throughout the entire hiring operations. Each department within Ship International Hospital maintains its own recruitment procedures which produces inconsistent assessment for candidates during screening and interview and selection phases. Subjective recruitment outcomes may emerge because different departments follow various strategies to select their candidates. The hospital risks decreased performance and team cohesion because recruitment inconsistency results in the selection of candidates who fail to match roles or hospital culture expectations.

5. Inefficient Selection Process:

Frequently inadequate selection methods at the hospital enable the hiring of talent which does not fulfill the hospital's established selection criteria. While screening and interviewing methods perform assessment of essential factors, they often fall short in evaluating technical skills together with work experience and cultural suitability. Insufficient structured assessment techniques produce candidate-job match discrepancies that damage employee-work satisfaction and operational productivity within the hospital.

6. Limited Use of Technology in Recruitment:

Ship International Hospital needs to maximize its use of contemporary Human Resources technology which includes the utilization of Applicant Tracking Systems (ATS) and AI-driven candidate sourcing platforms and data analytical tools. These technological tools minimize recruitment duration while cutting bias in the process and speeding up hiring related decisions. The hospital's recruitment process will slow down and introduce human errors together with reduced effectiveness in attracting valuable candidates unless technology is incorporated into its system within today's fast-paced healthcare sector.

7. Challenges in Diversity and Inclusion:

The employment process at Ship International Hospital does not focus on diversity nor inclusion resulting in less workforce diversity. The healthcare team's insufficient diversity hinders its capacity to offer adequate treatment to various groups of patients who represent an evolving demographic. The hospital should employ comprehensive inclusive recruitment strategies to draw diverse candidates from varied backgrounds to enhance team performance and achievement of equitable patient healthcare services.

5.4 Recommendations & Best Practices

The following recommendations alongside best practices will help Ship International Hospital enhance its recruitment process through improved effectiveness and efficiency and by following modern industry standards.

1. The organization should adopt modern recruitment platforms together with targeted marketing methods.

The hospital should expand its recruiting platforms to include innovative digital platforms as well as conventional recruitment sources. Online recruitment should include employment search platforms such as LinkedIn together with job boards specific to healthcare alongside social media channels for expanding the range of candidates the hospital can access. Employer branding methods combined with digital marketing techniques enable organizations to gain better presence in the market which leads to recruiting premium workforce.

Best Practices:

- The hospital should post job opportunities and build its employer identity on various social networks including LinkedIn and Facebook and Twitter.
- The hospital should commit to developing an expert website advertising itself as an attractive workplace through staff endorsements and revealing its core principles in addition to professional development options.
- Healthcare-specific employment boards such as Health careers together with Indeed's Healthcare section represent effective solutions for specific job posting.

2. The recruitment process must receive unified implementation and efficient streamlining practices.

Standardization of recruitment procedures across the entire hospital should become mandatory in order to achieve consistent and equitable workplace decisions. Leadership should develop standard job descriptions alongside selection criteria and establish a step-by-step interviewing system.

Best Practices:

- The organization should create uniform interview guides and evaluation forms which will ensure consistent evaluation of candidates.
- The screening process must use a structured analysis which specifically checks experience levels together with skills and cultural compatibility.

- The organization should utilize competency-based tests as well as simulations for pre-employment assessments to verify candidate qualification and skill levels objectively.

3. Leverage Technology for Efficiency

Applicant Tracking Systems (ATS) alongside other Human Resources technologies should become part of Ship International Hospital's recruitment system to optimize their applicant management process. The implementation of ATS systems would enable personnel management of candidate information while streamlining resume screening processes and appointment planning.

Best Practices:

- ATS tools help organizations sort candidate resumes through specified criteria (experience and skills and qualifications) to decrease human labor requirements.
- The implementation of AI-fueled searching tools supports recruitment by locating strong candidates who do not submit applications through normal channels.
- The interview scheduling procedure should be automated while candidates will get quick feedback to enhance their recruitment journey.

4. During recruitment select candidates who bring diversity and promote inclusion within the hospital staff.

As part of its recruitment process Ship International Hospital should establish diversity and inclusion initiatives in order to recruit a workforce which matches its patient demographic.

Best Practices:

The recruitment process needs inclusive language in all employment postings and supporting documents to reach diverse candidates.

- The organization should join forces with organizations which focus on diversity in addition to educational institutions and professional associations to construct a diverse talent pool.
- All hiring managers must go through unconscious bias education which helps them make unbiased and equitable recruitment choices.

- The organization should monitor diversity metrics together with ongoing assessments to enhance diversity within their recruitment process.

5. The hospital needs to enhance its employee assessment methods from recruitment to final selection.

The hospital should enhance its interview system by implementing thorough assessment methods which measure both professional expertise along with interpersonal and situational capabilities for hospital environment readiness.

Best Practices:

- The hospital must utilize behavioral interview methods to learn about previous scenarios candidates handled and the strategies they have used to tackle these situations and their planned actions for future relevant challenges.
- Through panel discussions and peer evaluation sessions in the interview process hospital organizations can attain comprehensive information about candidates' technical abilities and cultural compatibility.
- Assessments which evaluate practical technical capabilities must be performed to verify that applicants meet their necessary skill requirements.

6. Enhance Retention Strategies

The management at Ship International Hospital should develop strategies to retain their staff while enhancing employee satisfaction. Employees maintain their commitment because Ship International Hospital provides decent pay with professional advancement potential and supportive workplace conditions.

Best Practices:

- Competitive compensation packages that follow market standards must be provided to present and maintain skilled staff members.
- The organization must maintain ongoing professional development opportunities by providing specialized training and leadership development programs together with certification programs to employees.

- The organization should develop a workplace culture which prioritizes employee welfare as well as work-life equilibrium and acknowledges employee achievements.

7. Continuous Evaluation and Feedback

Continuous evaluation of the recruitment procedure must occur to reveal ways in which it can improve its performance. Involving both candidates and hiring managers in feedback analysis will deliver improvements for recruitment processes and improve candidate experience quality.

Best Practices:

- The organization should collect end-of-recruitment feedback directly from new employees who went through the selection and assimilation stages.
- Ship International Hospital should measure recruitment-related data including time-to-fill, cost-per-hire and employee retention rates to detect processing issues and efficiency problems.
- The organization should conduct routine assessments of their recruitment tactics to check their consistency with institutional targets and industrial top-level guidelines.

The recommendations together with best practices will let Ship International Hospital achieve better patient healthcare while improving its capability to recruit high-caliber staff. Modern and efficient recruitment methods together with fairness will help the hospital create a staff of dedicated professionals who match its mission to provide superior care to patients.

5.5 Conclusion

The recruitment and selection process at Ship International Hospital is essential for building a strong workforce, but several challenges currently hinder efficiency. Issues such as high competition for talent, inefficient screening, salary negotiation difficulties, onboarding gaps, and employee retention concerns create significant roadblocks in maintaining a high-performing team. To address these challenges, the hospital should focus on integrating AI-based hiring solutions, strengthening onboarding programs, providing competitive compensation, and fostering career development opportunities. By improving these key areas, the hospital can enhance recruitment efficiency, employee engagement, and workforce retention.

A well-structured and strategic approach to recruitment will ensure that Ship International Hospital remains a leading employer in the healthcare industry, capable of attracting and retaining top talent while maintaining high standards of patient care.

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Appendix

Appendix A: Sample Job Description (Ship International Hospital)

Position: Registered Nurse

Department: Emergency Care

Reports to: Head of Nursing

Job Responsibilities:

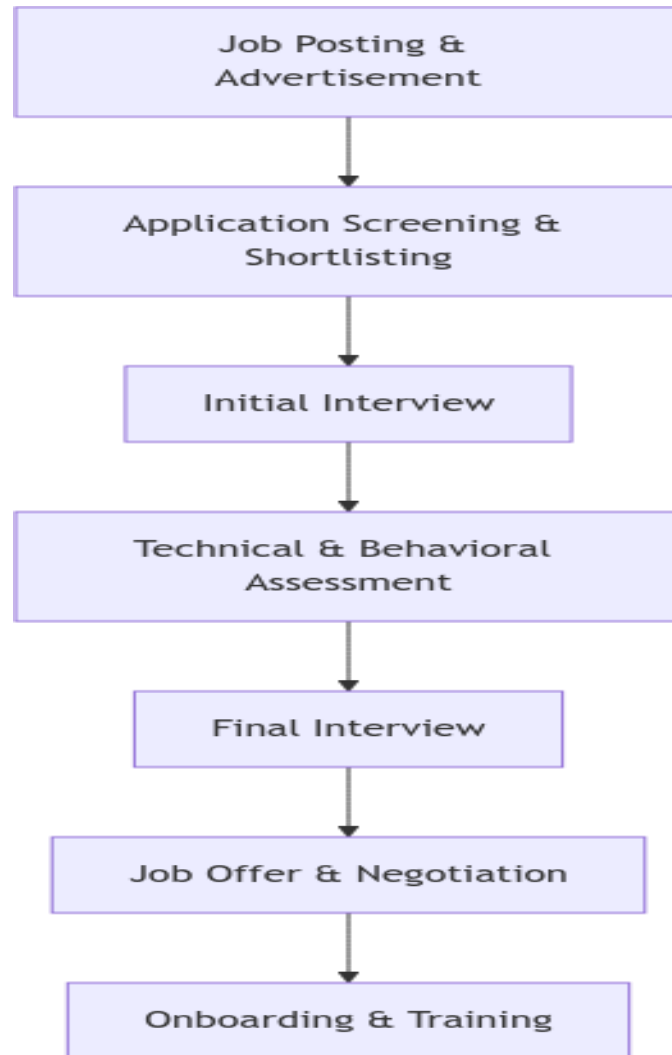
- Provide direct patient care, including administering medication and monitoring vital signs.
- Assist doctors in emergency procedures and patient stabilization.
- Maintain accurate patient records and ensure proper documentation.
- Educate patients and families on post-treatment care.
- Adhere to hospital policies, infection control guidelines, and medical protocols.

Appendix B: Interview Questionnaire Sample

Structured Interview Questions:

1. Can you describe a time when you had to handle a high-pressure situation in a hospital setting?
2. How do you ensure patient confidentiality and ethical medical practices?
3. What strategies do you use to communicate effectively with patients and their families?
4. Can you share an example of how you resolved a conflict with a colleague or supervisor?
5. What steps do you take to stay updated with the latest advancements in healthcare?

Appendix C: Recruitment Process Flowchart



Appendix D: Employee Feedback on Recruitment & Training

Survey Results:

- 85% of new hires found the onboarding program helpful.
- 70% of employees believed the recruitment process was transparent.
- 60% of respondents suggested additional technical training during onboarding.
- 50% faced challenges in adjusting to the hospital's workflow in the first month.

Appendix E: Organizational Chart of Ship International Hospital

Board of Directors

↳ Hospital Administrator

↳ **Medical Department** (Doctors, Nurses, Lab Technicians)

↳ **Administrative Department** (HR, Finance, IT, Operations)

↳ **Support Services** (Security, Maintenance, Housekeeping)

Appendix F: Sample Job Offer Letter

Ship International Hospital

[Address]

[City, Country]

[Date]

Dear [Candidate's Name],

We are pleased to offer you the position of **[Job Title]** at **Ship International Hospital**. Your start date is **[Start Date]**, and your salary will be **[Salary Amount]** per month. Please find the attached employment contract detailing benefits, policies, and responsibilities.

We look forward to having you on our team. Kindly sign and return this letter by **[Deadline]** to confirm your acceptance.

Sincerely,

[HR Manager's Name]

Human Resources Department

Ship International Hospital

Appendix G: Training Program Outline for New Employees

Week 1: Hospital orientation, policies, compliance training.

Week 2: Hands-on technical training in respective departments.

Week 3: Patient care procedures, emergency response training.

Week 4: Final assessment and feedback session.

QUESTIONNAIRE

Recruitment and Selection Process Questionnaire

Section 1: Demographic Information

1. Your Gender:

- Male
- Female
- Non-binary/Third gender
- Prefer not to answer
- Other (please specify): _____

2. Age Group:

- 18–24
- 25–34
- 35–44
- 45–54
- 55 and above

3. Your Position:

- HR Personnel
- Recruiter
- Hospital Management
- Employee (recently hired)
- Employee (long-term)

4. Department:

- Clinical (Doctors/Nurses)
- Administrative Staff
- Support Staff
- Other (please specify): _____

5. Years of Experience in the Healthcare Sector:

- Less than 1 year
- 1–3 years
- 4–6 years
- 7–10 years
- More than 10 years

6. Educational Qualification:

- High School/Equivalent

- Bachelor's Degree
- Master's Degree
- Doctorate/Ph.D.
- Other (please specify): _____

Section 2: Recruitment Process

1. How would you rate the overall effectiveness of the current recruitment process at Ship International Hospital?

(1 = Very Ineffective, 5 = Very Effective)

- 1
- 2
- 3
- 4
- 5

2. What recruitment channels do you primarily use to attract candidates? (Select all that apply)

- Job boards (e.g., Indeed, Glassdoor)
- LinkedIn
- Hospital website
- Employee referrals
- Agency/recruitment firms
- Social media (e.g., Facebook, Twitter)
- Newspaper ads
- Other (please specify): _____

3. Do you feel that the recruitment channels used are reaching a sufficient pool of qualified candidates?

- Yes
- No
- Unsure

4. How long does it typically take to fill a position at Ship International Hospital?

- Less than 1 month

- 1–2 months
 - 2–3 months
 - More than 3 months
5. **How would you describe the communication during the recruitment process with candidates?**
- Very poor
 - Poor
 - Neutral
 - Good
 - Very good
6. **What is the main challenge you face in the recruitment process?**
- Attracting qualified candidates
 - Competition from other healthcare organizations
 - Long hiring cycles
 - Candidate drop-off after interviews
 - Limited recruitment channels
 - Other (please specify): _____

Section 3: Selection Process

7. **How do you assess the qualifications of candidates during the selection process?**
- Resume screening
 - Interviews (phone/video/in-person)
 - Skills assessments/tests
 - Background checks
 - Reference checks
 - Other (please specify): _____
8. **How effective do you think the current interview process is in selecting the right candidate?**
(1 = Not Effective, 5 = Very Effective)
- 1
 - 2
 - 3
 - 4
 - 5
9. **Do you think the current selection process ensures that candidates are a good fit for the hospital's culture and values?**

- Yes
- No
- Unsure

10. **What improvements do you think are needed in the selection process?**
(Open-ended)

• _____

11. **Do you think technology (e.g., applicant tracking systems, AI-powered screening tools) is being effectively used in the selection process?**

- Yes
- No
- Not sure

12. **How often do you use objective assessments (e.g., skills tests, case studies) during candidate evaluation?**

- Always
- Often
- Sometimes
- Rarely
- Never

Section 4: Onboarding and Integration

13. **How would you rate the current onboarding process for new hires?**
(1 = Very Poor, 5 = Very Good)

- 1
- 2
- 3
- 4
- 5

14. **Do new employees receive adequate support to integrate into the team?**

- Yes
- No

- Unsure

15. **What improvements do you suggest for the onboarding process?**
(Open-ended)

- _____

Section 5: Challenges and Improvements

16. **In your opinion, how can Ship International Hospital improve its recruitment process?**
(Open-ended)

- _____

17. **How likely are you to recommend Ship International Hospital as an employer to others?**
(1 = Not Likely, 5 = Very Likely)

- 1
- 2
- 3
- 4
- 5

18. **Would you be interested in participating in a follow-up interview to discuss the recruitment process in more detail?**

- Yes
- No

Thank you for completing this questionnaire!

Your feedback is invaluable and will help improve the recruitment and selection processes at Ship International Hospital.