

**Internship Report**  
**On**  
**“Recruitment and Selection Process of Bangladesh Road  
Transport corporation”**



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

**Internship Report**  
**on**  
**“Recruitment and Selection Process of Bangladesh Road**  
**Transport corporation”**

**Supervised By**

Dr. Gouranga Chandra Debnath  
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**Date of Submission: 8<sup>th</sup> December, 2019**

## Letter of Transmittal

Date : 8<sup>th</sup> December, 2019

To

Dr. Gouranga Chandra Debnath  
Associate Professor and Head  
Department of Business Administration  
Faculty of Business & Entrepreneurship  
Daffodil International University

**Subject: Submission of Internship Report “Recruitment and Selection Process of Bangladesh Road Transport Corporation”**

Dear Sir,

I have prepared my internship report on the topic of “**Recruitment and Selection Process of Bangladesh Road Transport Corporation**” under your kind supervision as a requirement of completing the degree of BBA program. I have tried my best to prepare the report in consistence with the optimal standard under your valuable direction.

I made every effort to reveal greater insight in this report. I hope that this will meet the standard of your judgment.

Thanking you for your kind supervision.

Sincerely yours



(Abu Salah Md Rassel)

ID: 161-11-995

Major: HRM

BBA Program

Department of Business Administration  
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Daffodil International University

## Certificate of Supervisor

This is to certify that Abu Salah Md. Rassel, ID No: 161-11-995, student of BBA program, Major in Human Resource Management, Department of Business Administration, Faculty of Business & Entrepreneurship, Daffodil International University (DIU) has successfully completed his internship program under my supervision.

His internship report is “An Analysis of The Training and Development Practices of Prime Bank Limited” under my supervision. The report is recommended for submission.

I wish him all success in life.



**(Dr. Gouranga Chandra Debnath)**

Associate Professor and Head  
Department of Business Administration  
Faculty of Business & Entrepreneurship  
Daffodil International University

## Student Declaration

I do hereby solemnly declare that the work presented in this Internship Report has been carried out by me and has not been previously submitted to any other University/ College/ Organization for an academic certificate/degree.

I, **Abu Salah Md. Rassel**, ID: 161-11-995, declare that the presented internship report on **“Recruitment and Selection Process of Bangladesh Road Transport Corporation”** submitted as scours requirement for the award of the degree of Bachelor of Business Administration at Daffodil International University was prepared by me. The work I have presented does not breach any existing copyright and no portion of this report is copied from any work done earlier for a degree or otherwise.

I further undertake to indemnify the damage arising from breach of the foregoing obligations.



(Abu Salah Md Rassel)

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## Acknowledgement

First, I would like to express my gratitude to almighty ALLAH to give me the strength to complete the study within the stipulated time.

I deeply thank to my honorable internship supervisor Associate Professor Dr. Gouranga Chandra Debnath, Head, Department of Business Administration, and Daffodil International University for assigning me the report and for all his kind support to accomplish it. His valuable suggestions and guidance helped me a lot to prepare the report in a well-organized manner. I would like to thank our whole Department of Business Administration for facilitating me to do internship and preparing this report.

I also wish to thank and give the due respect to my family and friends for their cordial support and help they offered throughout the process of performing the whole report.

## Abstract

The title of this Internship Report is “Recruitment and Selection Process of Bangladesh Road Transport Corporation” was assigned by my Internship supervisor and approved by the University authority. Bangladesh Road Transport Corporation. Regarded as the pioneer in the public sector transportation of Bangladesh. Bangladesh Road Transport Corporation is a service institution whose main aim is to serve people of Bangladesh by giving transport service. It is a service oriented as well as profit oriented organization.

This report based on the internship program, partial requirement for the Bachelor of Business Administration in Daffodil International University. The main objectives of report are to find out “Recruitment and Selection Process of Bangladesh Road Transport Corporation”. The report is divided into six chapters. First Chapter contains the introductory part of the report which implies introduction, origin, objectives, scope, methodology, limitations.

Second chapter includes the Overview of Bangladesh Road Transport Corporation, Mission of Bangladesh Road Transport Corporation, Vision of Bangladesh Road Transport Corporation, The Objectives of the Company, Strategies of Bangladesh Road Transport Corporation etc.

Third chapter consists theoretical review and Recruitment and Selection. Four chapters consists Recruitment and Selection Process of Bangladesh Road Transport Corporation.

Five chapters consists findings and recommendations. While working with Human Resource Management Practices of Printing and Packaging in Bangladesh Road Transport Corporation. I have tried to find out some problems at Bangladesh Road Transport Corporation. And also I have tried to give some recommendations against problems of Human Resource Management division in Bangladesh Road Transport Corporation.

Six chapters consists conclusion. It was an honor to work as an intern in a reputed organization like Bangladesh Road Transport Corporation. The Bangladesh Road Transport Corporation is a Transport service that confirms the best service to the customers as well as to the employees by Human Resource Division.

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# Chapter : One

## *Introduction*

## **1.1 Introduction:**

Internship is the mandatory course for all BBA students to fulfill the graduation because it gives firsthand experience of the complexities of practical life. As a result it benefits the students to relate our acquired knowledge with practical job life. The prime objective of the internship program is to work under organizational environment so that, we can turn up ourselves as professionals with practical experience and can get an opportunity to reconcile the theoretical knowledge with real life situation. For this reason internship is an indispensable part of BBA program. I try to prepare this report on the basis of practical knowledge, which I gather from this organization.

## **1.2 Origin:**

This report has been prepared as a requirement of the internship program of BBA Students of Daffodil International University. The organization attachment started on September to October 2019. This Three months internship period has helped me to match our theoretical knowledge with practical understanding. My report is on the HR practices of Bangladesh Road Transport Corporation. The knowledge, which has been acquired in my Internship Period, I have tried my level best to show in this report.

## **1.3 Objectives:**

1. To know the overall recruitment & selection process of Bangladesh Road Transport Corporation.
2. To identify different steps of recruitment & selection of Bangladesh Road Transport Corporation
3. To analyze the recruitment & selection policy of Bangladesh Road Transport Corporation.
4. To evaluate the recruitment and selection methods of Bangladesh ROAD transport Corporation.
5. To find out some drawback of the recruitment & selection policy of Bangladesh Road Transport Corporation.
6. To make some recommendations on the basis of the problems.

## 1.4 Scope:

This report has been prepared on the basis of experience gathered during the period of internship. This report will be dealing with the overview of Bangladesh Road Transport Corporation. & mainly with “Human Resource Practices” of this company. But the report will try to cover overview of Bangladesh Road Transport Corporation objectives, functions, management, business policy and other activities.

## 1.5 Methodology:

I have used both primary and secondary data for preparing this report. But most of the data are collected from primary source. I observed various activities of Bangladesh Road Transport Corporation. My practical experience in Bangladesh Road Transport Corporation was a great source of information.

(A) Primary source of Data:	Primary data is collected through unstructured personal interview with officials of BRTC.  Day to day desk job (Informal conversation with the employees)
(B) Secondary source of Data	Recent published brochure of BRTC  Prospectus of BRTC.  Internet, Web-site etc.

## **1.6 Limitations:**

The major limitation faced to carry out this project was mainly time constraints. It is really difficult to gather data from the place where people do not know me. They have restriction to disclose some secret information to other.

Although maximum effort was given to make the study a successful one, but it suffer from some limitation those were apparently unavoidably, the major ones were,

1. The major limitation of this report is that no previous study is done beforehand on Bangladesh Road Transport Corporation Human Resource Division. So, secondary information was scarce.
2. Time limitations in preparing the report.
3. The authority did not disclose much information for keeping the organization confidential.
4. In their web site in the HR related information was limited.
5. There was lack of books, publication and other related information.
6. Website and home are restricted by password

# **Chapter : Two**

## **Organizational Overview of Bangladesh Road Transport Corporation**

## **2.1 Organizational Overview of Bangladesh Road Transport Corporation:**

In 1999 Sida initiated cooperation with Dhaka in the area of urban transportation. The project consisted of financing support for the purchase of 50 high capacity buses (double-deckers) together with a package of technical assistance related to the production, maintenance and operation of the buses, which were put in operation in 2001. In 2003, a request was made by the Government of Bangladesh for the continuation of the Swedish support through the financing of another 95 double decker buses. This would complete the provision in the 1999 National Plan of Bangladesh that stipulated the introduction of a total of 350 such buses in order to relieve congestion and air pollution. The main purpose of this report is to evaluate the performance of the first 50 buses but also to identify and evaluate other aspects that may have relevance for Sida in the decision as to continue or discontinue the cooperation with Dhaka in the requested form. There is no doubt that the introduction of the first Swedish double decker buses has been successful. The performance of the buses is remarkably high and above the expectations in terms of the number of buses on road (over 90 percent) and kms produced (over 64 000 kms per bus and year). These are figures comparable with, or better, than European standards and it is evident that, at least so far, the buses have been well maintained and cared for. The number of transported passengers appears to be lower than it could be but this may partly depend on flaws in the fare collection and current reporting systems. Passengers appreciate the Volvo buses (especially women) since they offer safe and comfortable ways of travelling. It has not been possible to assess in detail the possible impact of the 50 buses on Dhaka's entire urban transport system. However, the concern (mainly by the World Bank) that the project would distort competition and force the private bus sector out of the market has clearly not come true. If anything, the appearance of the new buses seems to have stimulated private operators to operate more buses along the same routes and during the last eighteen months new operators have been stimulated to operate more standard sized buses in general. At present, the ADB is assisting Bangladesh to exploit the country's natural gas resources and one of the applications is intended to be gas driven buses for urban transport in Dhaka. 300 new gas buses would be financed under the program, of which 200 are intended for BRTC and 100 for private operators. One of the issues to consider seriously is the role of the BRTC, the Government owned operator.

## **2.2 Mission of Bangladesh Road Transport Corporation:**

- To increasing passenger transport facilities.
- To adding modern vehicles to Depot fleet.
- To create skilled manpower in the transport sector.
- Establish reliable transport system and contribute to the socio-economic development of the country.

## **2.3 Vision of Bangladesh Road Transport Corporation:**

- To become a model factory through –
- Ensuring worker satisfaction.
- Focusing on customer need.
- To develop a safe and modern state-of-the-art road transport system.

## **2.4 Primary Information:**

### **Bangladesh**

**Office : Kamalapur,Dhaka-1000**

**Depot Head : MD. Nayeb Ali**

B.Sc. Engr. (Mechanical)

F-10511,MBA

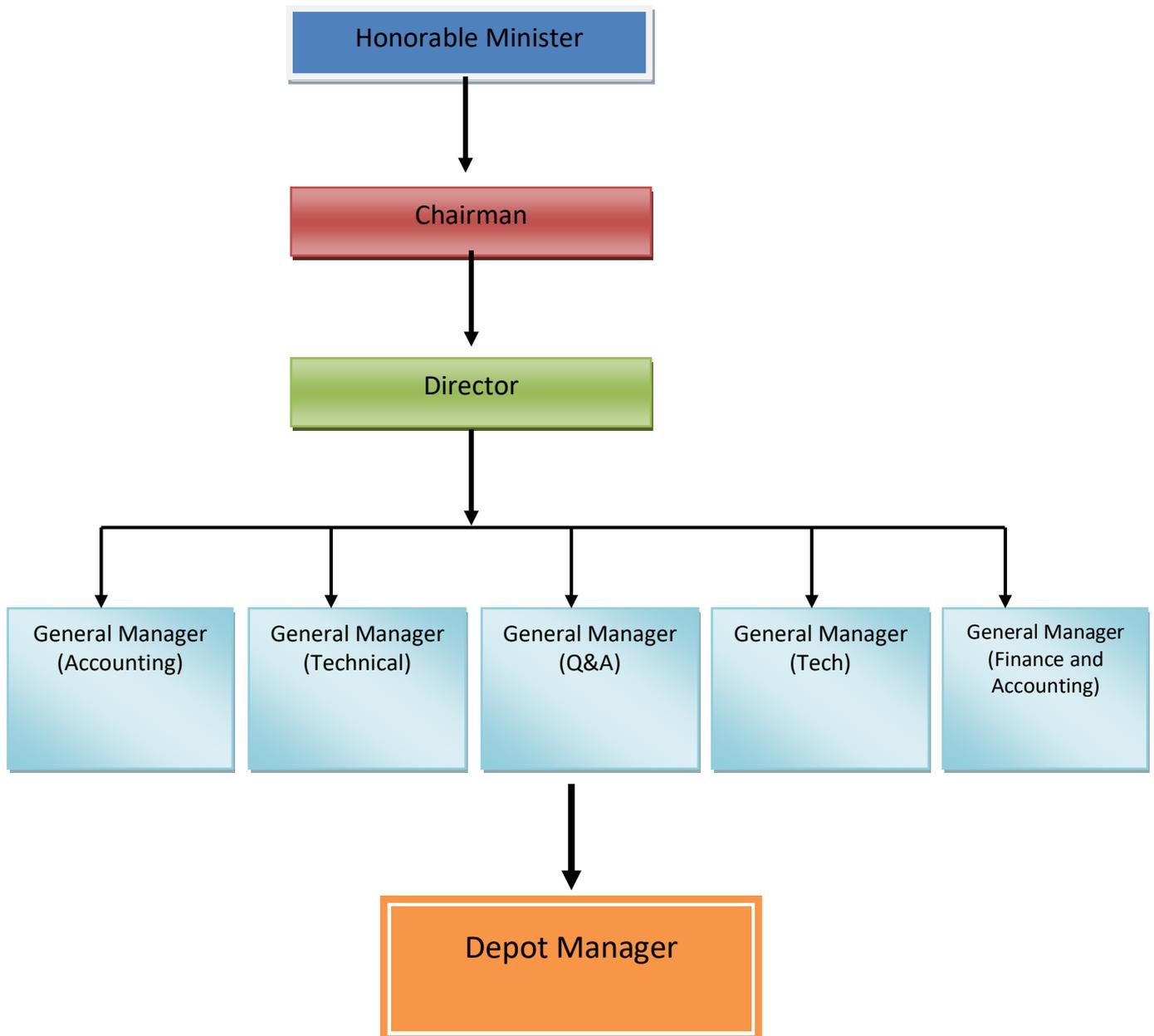
UTMS-Japan

### **Adviser**

**Cell : +88 029333803**

**E-mail : nayebbrtc99@gmail.com**

## 2.5 Hierarchy Position in Bangladesh Road Transport Corporation:



## 2.6 Human Resource Development Policy:

In the effort of developing human resources BRTC offers various in-house training

- a) Quality control system: Newly recruited quality inspectors will be given two-week training.
- b) Mid-management course: We shall arrange mid-management courses to improve Driving and other works that done by the employee.
- c) First aid: Selected workers have been given training on first aid by the medical officer.
- d) Fire-fighting: Selected workers have been trained to handle fire-fighting equipment so that they can efficiently handle accidents related to fire hazards.

In addition, workshop / seminars are being planned to be conducted regularly for officers/supervisors/staffs on different production norms, human rights, worker rights, general management, improvement of family and social life, etc.

## 2.7 Work Force and Working Hours:

Work Force: At present we are running with following human strength:

1. Management	: 10
2. Administration & Merchandising	: 50
3. Supervisory Staffs	: 70
4. Worker (production)	: 30
5. Others (Driver, Loader, Cleaner)	:800
Total	: 960

Working Hours: We operate for eight hours a day from 8.00 am to 5.00 pm with one hour lunch time (maximum 48 hours a week). However, provision is there for a maximum of two hours of voluntary overtime per day (maximum 12 hours per week). Friday is our weekly holiday.

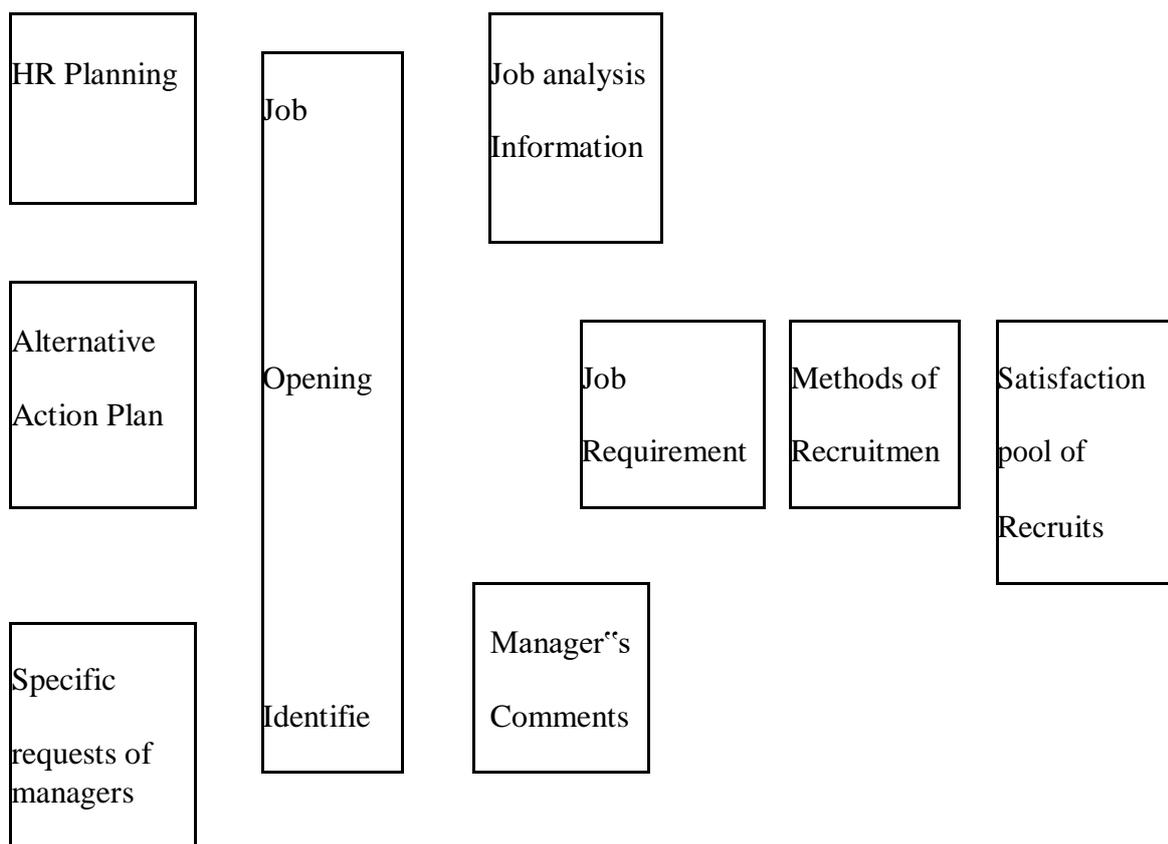
# **Chapter : Three**

## **Definition of Recruitment**

### 3.1 Definition of Recruitment:

Recruitment is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected. According to Stephen P. Robbins,

“Recruitment is the discovering of potential applicants for actual or anticipated organizational vacancies. Or from another perspective, it can be looked at the linking activity bringing together those with jobs and those seeking jobs.”

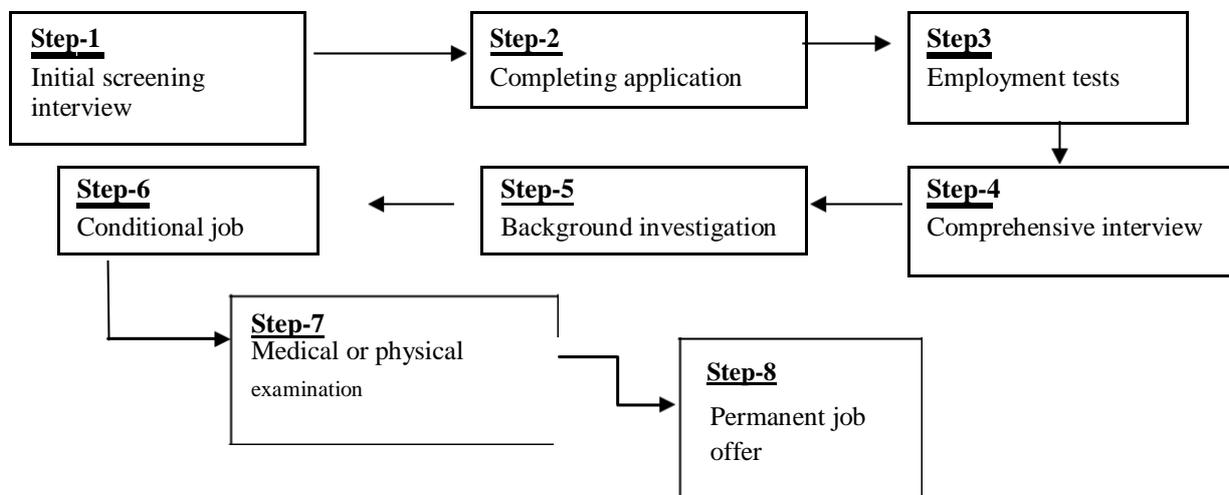


**Figure 3.2: Recruitment Process**

### 3.2 Definition of Selection:

The selection process is a series of specific steps used to decide which recruits should be hired. The process begins when recruits apply for employment and ends with the hiring decision. According to Dale Yoder, “selection is the process by which candidates for employment are divided into two classes those who will be offered for employment and those who will not.”

The selection process typically consists of eight (8) steps:

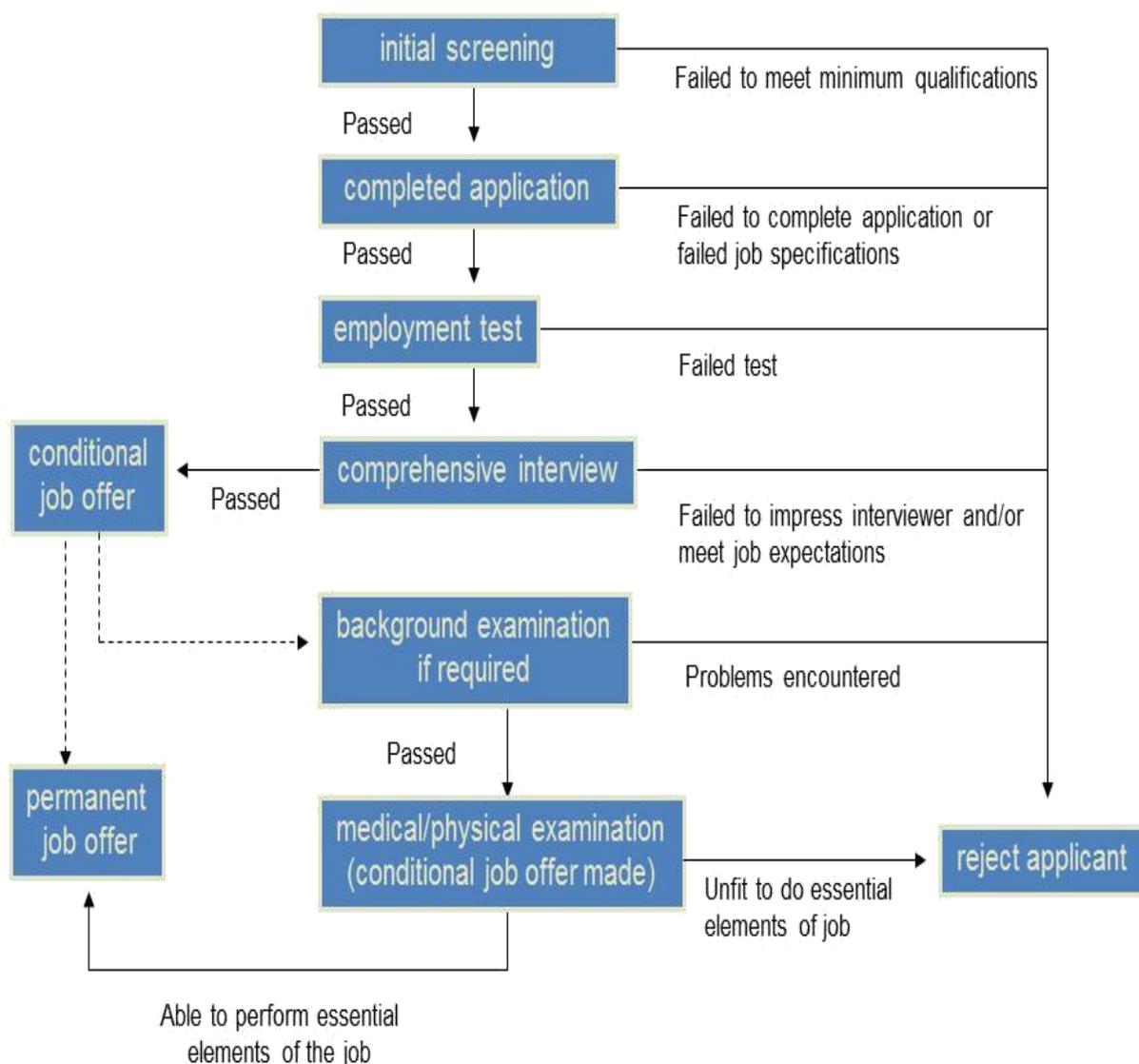


**Figure 3.2: Selection process**

#### 3.2.1 Process of Application:

Selection activities typically follow a standard pattern, beginning with an initial screening interview and concluding with the final employment decision. The selection process typically consists of eight steps:

1. Initial screening interview
2. Completing the application form
3. Employment tests
4. Comprehensive interview
5. Background investigation
6. A conditional job offer
7. Medical or physical examination, and
8. The permanent job offer



**Figure 3.2.1: The Selection Process**

Major employee benefits are:

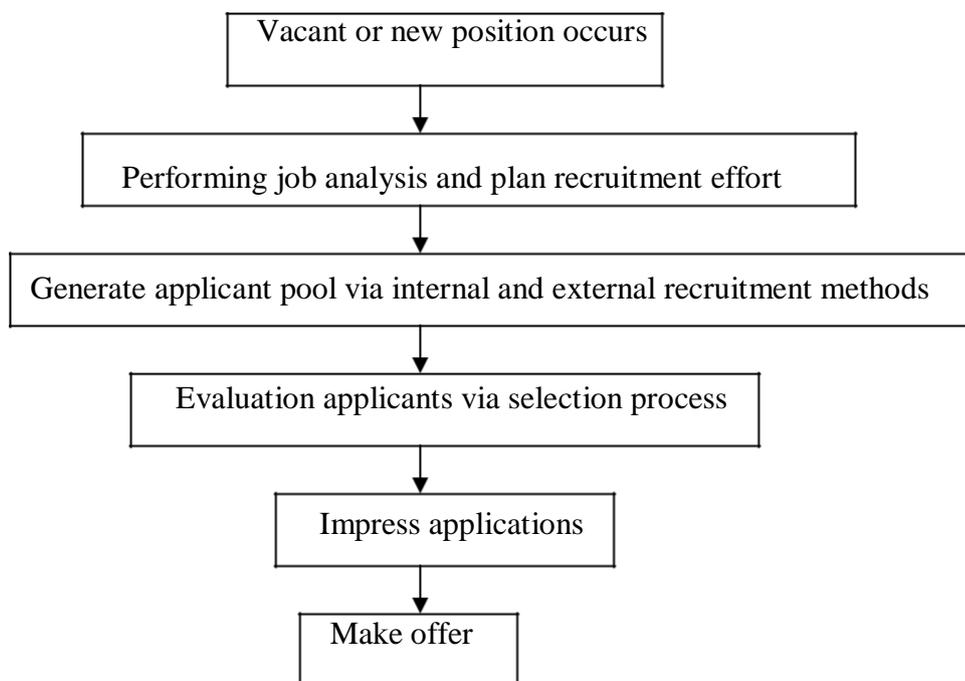
1. Health insurance
2. Retirement plans
3. Health promotion programs
4. Paid time off
5. Family benefits
6. Job related travel
7. Insurance
8. Educational assistance

# **Chapter : Four**

## **Recruitment and Selection process in BRTC**

#### 4.1 Recruitment and Selection process in Bangladesh Road Transport Corporation:

Recruitment is the process through which the organization seeks applicants for potential employment. Selection refers to the process by which it attempts to identify applicants with the necessary knowledge, skills, abilities and other characteristics that will help the company achieve its goals, companies engaging in different strategies need different types and numbers of employees. The strategy a company is pursuing will have a direct impact on the types of employees that it seeks to recruit and selection.



**Figure 4.2: Recruitment Process**

## **4.2 The recruitment process of Bangladesh Road Transport Corporation:**

Bangladesh Road Transport Corporation recruiting process ensures that for every position available in the corporation, there are a sufficient number of qualified applicants. These applicants include members of both sexes and various social group such minorities and disable workers.

Bangladesh Road Transport Corporation knows that the recruitment is a complex and continuing process that demand extensive planning and effort.

Bangladesh Road Transport Corporation considers two factors for their recruitment process those factors are:

- (1) Organizational factor
- (2) Environmental factors

### **1) Organizational factor:**

As was noticed while visiting the BRTC the company would benefit from support regarding management of public bus company, for instance, in the area of business planning and action plans in short and long terms. At least an analysis could be done about the need for support regarding these issues. See also the Summary below.

### **2) Environmental factors:**

The air quality along the transport corridors has not been measured as was mentioned in the agreement. Anyway the Volvo buses operate with far more effective engines than the older buses. In this perspective they will contribute to a cleaner air. Their main potential, however, is to replace smaller vehicles so that one modern engine is used instead of perhaps 10–20 old engines for the same number of passengers In industrial countries lead added gasoline driven cars are almost disappearing. This trend will also take place in Dhaka but still lead and sulphur pollution is far too high here. The attempt to use more CNG driven vehicles seems to be correct for a number of reasons. But there is still a need for modern diesel.

### **4.2.1 Managerial role of Bangladesh Road Transport Corporation about recruitment:**

Recruitment managers will work closely with our recruiters to manage sourcing, interviewing and employment processes. To be successful in this role, recruitment managers should have a HR academic background and experience screening and evaluating candidates.

Candidates should also be knowledgeable about labor legislation. The ideal candidates is a team leader who is able to make effective decisions quickly. Ultimately, recruiting managers will manage our recruitment to ensure we hire qualified employees to meet our company's current and future needs.

#### **4.2.2 Method of internal sources recruitment in Bangladesh Road Transport Corporation:**

Other senior posts are filled by the internal sources except some technical or specialized field.

Generally Bangladesh Road Transport Corporation follows two methods for internal recruiting:

1. Transfer
2. Promotion

##### **1.Transfer:**

Sometime BRTC transfer there employee to another position to fill up there empty position.it is one of there internal recruitment process. ransfer means shifting an employee from one job to another, typically of similar nature, without any change in his rank and responsibility. The purpose of an employee transfer is to enable him to get well-versed with the broad-based view of the organization which is essential for the promotions in future.

##### **2.Promotion:**

Promotions are the most common form of internal recruitment wherein the employees are moved to the upper levels of the organization with more responsibility and prestige. When the higher level positions fall vacant companies recruit from within the organization

#### **4.2.3 Method of the External Sources of recruitment in Bangladesh Road Transport Corporation:**

All the higher post are recruited by government but the lower class employee are selected by the Depot manager. Those methods are following:

- a. Advertisement on local papers.
- b. One line system or cyberspace recruiting

#### **4.2.5 Recruitment Budget:**

- I. Managing Director & CEO will determine and analyze the necessity of manpower based on recruitment required by the Departments and projected budget based on the year after discussing with different department heads. Therefore, it is the responsibility of the management to examine the work load and carry out the job analysis and as well as looking into the real requirement of employees under various categories, to see whether an additional hand is really necessary
- II. Board of directors holds the authority to finally decide any matter regarding any sort of recruitment. Besides they are the supreme authority to create any kind of new position.
- III. Bangladesh Road Transport Corporation must recognize the importance of manpower estimation and accordingly an Organogram should be prepared for the Industry and for each Division & Branch. The Organogram shall however, not be rigid, it may be reviewed and revised when necessary from time to time. Subject to review from time to time, the competent authority as per power delegated by the Board will make the appointments.

#### **4.3 Source of recruitment:**

There are two kinds of source Bangladesh Road Transport Corporation uses for recruitment. They are

1. External source.
2. Internal source.

We try to discuss all relative sources which are used for recruitment in Bangladesh Road Transport Corporation.

##### **1. Internal source:**

Bangladesh Road Transport Corporation thinks that current employees are a major source of recruits for all but entry-level positions. Whether for promotions or for „Lateral“ job transfers, internal candidates already know the informal organization and have detailed information about its formal policies and procedures.

### **1.1 Job-posting programs:**

HR departments become involved when internal job openings are publicized to employees through job positioning programs, which informs employees about opening and required qualifications and invite qualify employees to apply. The notices usually are posted on company bulletin boards or are placed in the company newspaper. Qualification and other facts typically are drawn from the job analysis information.

The purpose of job posting is to encourage employees to seek promotion and transfers the help the HR department fill internal opening and meet employee's personal objectives. Not all jobs openings are posted .Besides entry level positions, senior management and top staff positions may be filled by merit or with external recruiting. Job posting is most common for lower level clerical, technical and supervisory positions.

### **1.2 Departing Employees:**

An often overlooked source of recruiters consists of departing employees. Many employees leave because they can no longer work the traditional 40 hours work week .School, child care needs and other commitments are the common reason. Some might gladly stay if they could rearrange their hours of work or their responsibilities .Instead, they quit when a transfer to a part-time job may retain their valuable skill and training. Even if part-time work is not a solution, a temporary leave of absence may satisfy the employee and some future recruiting need of the employer.

## **2. External source:**

When job opening cannot be filled internally, the HR department of Bangladesh Road Transport Corporation must look outside the organization for applicants. We discuss all the external source of recruitment at bellow:

### **2.1 Walk-ins and Write-ins:**

Walk-ins are some seekers who arrived at the HR department of Bangladesh Road Transport Corporation in search of a job; Write-ins are those who send a written enquire .both groups normally are ask to complete and application blank to determine their interest and abilities. Usable application is kept in an active file until a suitable opening occurs or until an application is too old to be considered valid, usually six months.

## **2.2 Employee referrals:**

Employees may refer job seekers to the HR department .Employee referrals have several advantages Employees with hard –to –find job skill may no others who do the same work. Employee's referrals are excellent and legal recruitment technique, but they tend to maintain the status quo of the work force in term of raise, religions, sex and other characteristics.

## **2.3 Advertising:**

Want ads describe the job and the benefits, identify the employer, and tell those who are interested how to apply .They are most familiar form of employment advertising .for highly specialist requites, ads may be placed in professional journal or out of town newspaper in areas with high concentration of the desired skills

### **Example:**

General Manager- production (ref: PM)

-Age: 28-35 years; Graduate with specialization in garment mfg technology from NIFT or equiv.

-Minimum 10 years experience in similar position of a unit with a minimum of 1000machines.

-Must have detailed hands on knowledge of engineering.

We offer competitive salary which is commensurate with experience and qualification. If you aspire to an exciting and rewarding career, send your detailed resume, quoting your present and expected salaries to jobs.

## **2.4 Internet:**

Now today nobody thinks anything without internet. So Bangladesh Road Transport Corporation give their advertise at internet.

### 4.3.1 Characteristics to look for in different stages of recruitment:

In different steps of recruitment, the following characteristics should be looked for:

Techniques used to gather data	Characteristics to look for
Preliminary screening	Age, academic qualifications and performance record
Critical analysis test	Meets minimum standards of mental alertness
In-depth interview	Necessary innate ability, ambition, loyalty and interaction skills
Verifying biographical data from references	No unfavourable negative reports on past performance
Personal judgment	Overall competence and ability to fit into the job position and the organization.

**Table 4.3.1: Different steps of recruitment**

#### 4.3.2 Criteria/Requirements for Employment of staff:

The Criteria followed by the Management Selection Committee formed for recruitment of Non-Officers/Staff in BANGLADESH ROAD TRANSPORT CORPORATION are as follows:

SI.	Name of the Post	Requirements	Maximum Age
01	Despatcher/Godown Inspector	Graduate with any Division/Class	30 years
02	Receptionist	Graduate with any Division/Class	30 years
03	Computer Operator	Graduate with any Division/Class. Must be Computer Literacy. Typing speed 40 W P M in English & 25 W P M in Bengali.	30 years
04	Telephone Operator	Graduate with any Division/Class and 3 years" experience in this Line.	30 years
05	Helper	S S C with certificate as helper having minimum 3 Years" experience in this line.	30 years
06	Driver	S S C with technical certificate as	30 years.

Security Guard	Ex-Army/BDR/Ansar/Police or persons with Ansar Training having minimum educational qualification of Class- VIII (Pass)	30 years
Peon	Minimum educational qualification SSC.	30 years
Lift Man	Minimum S S C with 3 years experience in this line	30 years
Plumber	Minimum educational qualification S S C with 5 years" experience in this line. He may be engaged on daily wage basis with the approval from the competent authority.	30 years
Mali/Cook	Minimum educational Qualification Class-VIII with experience.	30 years
Tea-Boy	Minimum educational qualification Class- VII. He may be engaged on daily wage basis with the approval from the competent authority.	30 years
Cleaner	Minimum educational qualification Class-V. He may be engaged on daily wage basis with the approval from the competent authority.	30 years
Sweeper	Minimum educational qualification Class-V. He may be engaged on daily wage basis with the approval from the competent authority.	30 years

#### **4.4 Selection Process:**

Different types of selection process are described in below:

##### **Receipt of Application:**

This is the first selection step to join New BRTC. Candidates either send their CVs in application for a specific vacancy, or they send unsolicited CVs for any suitable position. There is a box in front of the HR division where interested person drop their unsolicited CV. The HR division collects job applications against each job vacancy. In case of newspaper advertisements, the applicants are given at least 3 weeks to apply. After a specific period, each and every job is closed for applying.

##### **Sorting out Applications:**

The next step is the short listing of CVs. Usually the HR division is occupied in the short listing. But the HR division may hand over this step to the respective divisions to save time. To recruit experienced Company, CVs may be sorted out from the collection of unsolicited CVs received. Or, another possibility is to find out experienced and competent. Once potential candidates are thus found out, they are contacted and called for an interview.

##### **Informing Candidates:**

After short listing of the CV and choosing the suitable candidates, HR division inform the candidate over phone about written test (Entry level) or interview (Mid-level). For written tests, the companies issues admit cards through courier services seven to ten days prior to the exam.

##### **Written Test:**

The employment test is generally aptitude test which measures candidates' verbal ability, numerical ability, reasoning ability. Generally New Asia Fashion take written test for entry level position like Trainee assistant and for MT level.

##### **4.4.1 Written Test:**

As mentioned before, every candidate will appear for a written test for 60 marks. The subject matter of test should be general knowledge oriented with mathematical bias. By and large the question should be of degree standard. For this purpose New Asia Fashion may take the help of outside experts for setting the questions, supervising the examination work and marking

the scripts. Candidates securing minimum marks of 60% will qualify. Relaxation of the qualifying mark can be made up to 50% with the prior permission of the Board on special occasion depending on the situation. The Human Resources Division arranges and conducts the written test

**Interview:**

Bangladesh Road Transport Corporation has an interview panel consisting of HR professionals and top level management to conduct biasfree and smooth interview session. For selecting MT"s basically MD, DMD and Head of HR conduct interview session. For recruiting experienced professionals several interviews may be conducted.

**4.5 Interview:**

The members of the Selection Committee consider the candidate's appearance. Personality, communicating ability, presence of mind, manners, general and common sense and award marks individually which are totaled and averaged for determining Interview performance score. The following criteria for interview are usually followed:

i.	Appearance & Personality	:5
ii.	Expression & Presentation capacity & manners	:5
iii.	General knowledge	:5
iv.	General & common Sense	:3
v.	Assessment	:2
		20

**4.5.1 Interview Board:**

It is expected that interview board members have a good understanding of the following:

- Assessment tools and methods
- Assessment criteria
- Ability to evaluate objectively
- Understanding of the position and competency requirements

The ideal size of an interview board is three however, in certain cases, exceptions can be made. With exception of HR as Resourcing is their functional expertise and responsibility, it is required that other board members be at least one level up from the position applied i.e. for interview of Deputy Manager the board members from concerned department should at least be Managers.

#### **4.5.2 Screening Interview:**

Screening interviews are short sessions (5-15 minutes) that help assessors“ make an initial judgment about a person's aptitude, competencies, attitude, and most importantly job fit. The size of the interview board can be from one to three.

#### **4.5.3 First Level Interviews:**

The first formal interview/viva session in the assessment process, the 1<sup>st</sup> level interview (15-30 minutes) evaluates on similar criteria except that it delves in to more detailed analysis of a person's job and personality fit. In most cases the final decision is made at this level. For up gradation interviews, a cross-functional board member is required.

#### **4.5.4 Assessment Centre:**

Assessment centre is ideal for evaluating a candidate“s functional and behavioral performance, especially on-the-job and team performance. Competencies of candidates are assessed by company standards. The basic assessment criteria are similar. Component includes a case analysis (group or individual), presentation, and formal interview.

#### **4.5.5 Final Interview:**

In certain cases, a final interview may be required. Senior members of the concerned department/division are usually present during these sessions to make the final selection. The flow of this process depends on job requirement and may be agreed upon by consultation between R&EB and concerned department. However, recruitment of regular entry-level officers must include a written test. In certain cases assessment centre may substitute for the written test as it includes multiple assessment tools. It is required that candidates be called at least two days before any assessment; for deputy managers and above it should be preferably higher. All candidates must be assessed jointly by HR R&EB and line function regardless positions.

### Background Checking:

Back ground Checking will mean checking the academic and professional background and other necessary particulars of employees at the time of their entry in Company's service and/ or during their tenure of service with the Company.

### 4.6 Objectives of Background Checking Policy:

- To ensure that the updated service record of employee are available at any point of time for perusal of Management
- To ensure compliance of directives of regulatory authority/ Board pertaining to human resources of the Company.

### 4.7 Background Checking from & Maintenance:

The following „Background Checking From“ will be maintained & completed by Human Resource Division, Head Office, Dhaka as a tool for background checking.

#### Background Checking From:

SL NO	Components	Please tick		
		Yes	No	N/A
01	Whether the employee has put his/her signature and date on the „Appointment Letter“ for acceptance of the terms and conditions of the same by him/her?			
02	Whether the employee has provided document / paper evidencing his/ her permanent citizenship of Bangladesh?			
03	Whether the employee has Provided certificate evidencing his/ her age?			
04	Whether the employee has provided medical certificate regarding his/her physical and mental fitness?			

05	Whether the employee has provided required photographs ?			

06	Whether the employee has provided attested copies of all certificates relating to his/ her academic / Professional qualification?			
07	Whether the original certificates provided by the employee apparently seem to be genuine and tally with the attested copies?			
08	Whether the employee has provided character certificate from 2 (two) respectable persons?			
09	Whether the employee has provided reference of (two) respectable persons acceptable to the Company?			
10	Has the employee provided „Release Order“ from his previous employer (for lateral entrant only)			
11	Has the employee provided attested copy of „Service Book“ after verification of the with the original one?			
12	Has the employee executed the „Declaration of Fidelity and Secrecy“ From?			
13	Has the employee executed the „Agreement From“?			
14	Has the employee executed the „Declaration of Ethics“ in observance of Code of Ethics/ Conduct in New Asia Fashion?			

15	Has the „Service Agreement“ executed between the employee and the Company been obtained? (for employees on „Contract only)			
16	Has the employee executed „Security Bond“? (for P.O/OG-II/ Cash Officer only)			
17	Whether the employee has submitted joining report?			
18	Has the employee completed „membership Form“ of Insurance Company for inclusion of self and spouse“s names as „Insured under the contract?			
19	Has the employee completed „Nomination Forms“ for Provident Fund, Gratuity, Group Insurance and Welfare Fund?			
20	Has the available information of the employee been recorded in the PMIS Software“ and Registers“?			

Reasons for NO/N/A:

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Officer (Joining & Insurance), HRD

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Officer (HRIS), HRD

**Verification of certification:**

Management of the Company may, if necessary, verify the genuineness of any Certificate or all Certificates / Testimonials submitted by any employee from any education Board / University / Institution. In the event of submission of any forged Certificate/ Testimonial by any employee, Management of the Company shall take administrative action including termination /dismissal /removal against the concerned employee, considering the nature of each case.

**4.8 Verification of past service Records, Etc of Lateral Entrants:**

Management of the Company may, if felt necessary, enquire into the past service records of a lateral entrant or verify the authenticity of any certificate or all certificates/ testimonials submitted by any lateral entrant regarding his/ her experience or qualification shall make him/her liable for punishment as per New Asia Fashion Company Employee (Discipline & Apparel) Rules-2003.

**Final Approval by Competent Authority:**

After the interview session the candidates are evaluated by the interview panel. The management team decides which one will be selected. After that an „offer letter“ is made for the candidate. Once the candidates accept the „offer letter“ , they are given the „Appointment letter“ . Rejected candidates are not informed.

**Physical Examination:**

Like other Company NEW ASIA FASHION also take physical examination of the selected employees whether the applicant is fit for the job or not. NEW ASIA FASHION has contract with Popular Diagnostic Center and Chevron Diagnostic Center, The whole checkup is conducted by these two diagnostic centers

### **Joining and Placement:**

Once the candidate passed physical examination are given the joining and placement letter. The newly recruited employees are asked to report their respective joining place within one week.

### **4.9 Performance Management:**

Performance appraisal is the process of assessing employee's past performance, primarily for reward, promotion and staff development purposes. „Performance appraisal (is) a process that identifies, evaluates and develops employee performance to meet employee and organizational goals. Performance Appraisal doesn't necessarily use to blame or to provide a disciplinary action. Previous management theories used to view performance appraisal as a stick that management has introduced to beat people. Performance appraisals are now more clarified and they concentrate on developing organizational strengths and employee performance.

#### **4.9.1 Purpose of Performance Appraisal in Bangladesh Road Transport Corporation:**

- I. To review past performance
- II. To assess training needs
- III. To help develop individuals
- IV. To audit the skills within an organization
- V. To set targets for future performance
- VI. To identify potential for promotion
- VII. To provide legal & formal justification for employment decision

#### **4.9.2 Performance Appraisal Process:**

##### **Who Appraises:**

- I. Supervisors
- II. Subordinates
- III. Peers
- IV. Clients/customers
- V. Self appraisal
- VI. 180/360 degree approach

#### **4.9.3 Confirmation in Service:**

Performance appraisal and interview by the management committee is being conducted at least a month before completion of 12 months and only VG and E rated trainees will be confirmed in substantive positions approved by MD within policy framework.

#### **4.9.4 Approaches to measuring performance in Bangladesh Road Transport Corporation:**

There is various kind of method for measuring performance appraisal. But we get information that BANGLADESH ROAD TRANSPORT CORPORATION uses only three type of performance method. These are at below:

1. 360-degree feedback
2. Experience based.

#### **We describe those at below:**

**1. 360-degree feedback:** One currently popular methods of performance appraisal is called 360-degree feedback. With this method managers peers, suppliers or colleagues are ask to complete questionnaire.

#### **2. Experience based:**

Bangladesh Road Transport Corporation measure the performance of employee by experience. For example MR. X has been working in Bangladesh Road Transport Corporation for three years and MR. Y has been working in Bangladesh Road Transport Corporation for two years. So Bangladesh Road Transport Corporation favor MR. X for his more experience.

Bangladesh Road Transport Corporation various into three channel categories those are:

1. Employee safety
2. Employee health
3. Employee working condition

#### **1. Employee safety:**

Bangladesh Road Transport Corporation provide the employee safety .It ensure the all kinds of job safety such as insurance of each employee not this it provide insurance to the labor.

## **2. Employee health:**

Free medical checkup, provide health card and also provide necessary medical facilities for each employee.

## **3. Employee working condition:**

The working condition of employee is very hygienic

Bangladesh Road Transport Corporation is ISO 9001-2000 Certified company

## **4.10 Job analysis:**

Job analysis is the procedure for determining the duties and skill requirement of a job and the kind of person who should be hired for it.

The supervisor or HR specialist of Bangladesh Road Transport Corporation normally collects one of the following types of information:

### **1. Work activities:**

First he or she collects information about the job actual work activities such as marketing, sewing, production. This list also include how, why and when the worker performance each activity.

### **2. Education and qualification:**

I. Collects the information about education background and qualification.

### **3. Experience:**

I. Experience must be needed for any job in Bangladesh Road Transport Corporation.

## **4.10.1 Sample of job analysis of Bangladesh Road Transport Corporation:**

### **1. Manager: Qualification:**

Master in any subject

Bachelor/diploma related discipline will be given preference.

Must have at least 7 years practical experience in Management.

**2. Astt. Manager (cum in-charge): Qualification:**

Masters/ bachelor in any subject preferably commerce.

Must have at least 7 years practical experience in the position.

**3. Ware house Astt. Manger: Qualification:**

Masters/ bachelor in any subject preferably commerce.

Must have at least 5 years practical experience experience in position.

**4. Production Officer (Sewing): Qualification:**

Graduate /HSC

Must have at least 3 years practical experience in similar position .

**4.10.2 Experience and skill for all above jobs:**

1. Candidate must have experience to work with world reputed buyers
2. Good writing and communication both in Bengali and English
3. Should be capable of making QA reports on daily basis
4. Computer literacy in MS world, Excel, e-mail etc.

**4.11 Job Design:**

Job design is the process of structuring work and designating the specific work activates of an individual or group of individuals to achieve certain organizational objectives.

The job design can generally be divided into three phases:

1. The specification of individual task.
2. The specification of the method of performing each task
3. The combination of individual tasks into specific job to be assign to individual

**4.11.1 Organizational considerations for job design:**

**1. Effectiveness:**

In the context of job design, to remain effective, organizations may have to redefine jobs, monitoring, and using technology so that the firm can even compete against giant rivals.

## **2. Efficiency:**

Maximum outputs through minimum inputs of time, effort and other resources. In the context of job design, efficiency in time, effort, labor costs, and training should be done accordingly.

### **4.11.2 Technological Considerations:**

#### **1. Task Interdependence:**

The dependence of one task from another is task dependence. In this context, the task interdependence can be high or low depending on the product or service.

#### **2. Technical constraints:**

Scarcity of machines are constraints, which in turn leads to the increase and decrease of production.

#### **3. Ergonomic constraints:**

Greek word where Ergo = Work & Nomos = Laws, i.e Laws of work. Optimal productivity requires a relationship between the worker and the work, thus designing a job needs this consideration.

### **4.11.3 Employee considerations:**

#### **1. Skill variety:**

Variety refers to the use of different skills and talents to complete an array of work tasks and activities.

#### **2. Autonomy:**

I. Autonomy refers to the freedom and independence to plan and schedule the work and determine the procedures used to carry it out.

#### **3. Task identity:**

Task identity means doing something from beginning to end rather than just part of it.

#### **4. Task significance:**

It is the degree to which a job has substantial impact on an organization.

## **5. Feedback:**

Feedback is the degree to which employees can tell how well they are doing based on information from the job.

### **4.11.4 Environmental considerations:**

#### **1. Social expectations:**

In designing jobs, the surrounding social expectations must be considered to avoid possible worker dissatisfaction.

#### **2. Workforce availability:**

Job requirements should be balanced against the availability of the people who are required to do the work.

#### **3. Work practices:**

Work practices are set methods of performing work. These methods may arise from tradition or the collective wishes of employees.

### **4.12 Incentives:**

#### **1. Compensation fluctuates according to:**

- I. A pre-established formula
- II. Individual or group goals because group goals are different from individual goals
- III. Company earnings

#### **2. An incentive adds to base pay:**

- I. It controls costs because the employee is being paid for his/her extra effort and for the benefits brought to the organization.

#### **4.12.1 Incentive Pay Categories:**

1. Individual
2. Group
3. Company-wide
4. Individual Incentive Plans (Piecework plans)

### **1. Individual incentive plans:**

- I. Quantity of work output (How many units produced)
- II. Quality of work output (What was the quality of the product or service being produced or served)
- III. Monthly sales (How much sales was generated)
- IV. Work safety record (How many hazard or errors are being reduced.
- V. Work attendance (If the absent is reduced or attendance is good)

### **2. Group incentive plans:**

- I. Customer satisfaction II. Labor cost savings III. Materials cost savings
- IV. Reduction in accidents
- V. Services cost savings
- VI. Rewards employees for their collective performance
- VII. Group incentive use has increased in industry
- VIII. 2 types-

1. Team - based or small group
2. Gain sharing

### **3. Company-wide incentive plans:**

- I. Company profits
- II. Cost containment/prevention III. Market share
- IV. Sales revenue
- V. Rewards employees when company meets performance standards VI. 2 Types-
1. Profit sharing plans
2. Employee stock option plans
4. Individual Incentive Plans (Piecework plans):
- I. Awards based on individual production vs. company standards
- II. Awards based on individual performance standards using objective & subjective criteria
- III. Quantity and / or quality goals

#### **4.12.2 Advantages and disadvantages of Individual Incentive Plan:**

##### **1. Advantages:**

- I. Helps relate pay to performance
- II. Promotes equitable distribution of compensation
- III. Helps retain best performers
- IV. Compatible with individualistic cultures and societies

##### **2. Disadvantages:**

- I. May promote inflexibility
- II. Unrealistic standards may hamper employee motivation
- III. Setting performance standards is time consuming
- IV. Factors beyond employee's control may affect outcomes
- V. Factors not rewarded may be overlooked

#### **4.12.3 Competitive Strategies:**

##### **□ Lowest – cost**

- 1. Lower output costs per employee
- 2. Individual & group incentive plans

##### **□ Differentiation**

- 1. Unique product or services
- 2. Creative, risk - taking employees
- 3. Long - term focus

#### **4.13 Benefits of Bangladesh Road Transport Corporation:**

Employee benefits & services were formerly known as fringe benefits and these benefits were primarily the in-kind payments employees receive in addition to payments in the form of money.

In addition to paying employees fairly and adequately for their contributions in the performance of their jobs, organizations assume a social obligation for the welfare of employees and their dependents Employee benefits are usually inherent components of the non-compensation system are made available to employees that provide:

I. Protection in case of health & accident II. Income upon retirement & termination

These benefits are components that contribute to the welfare of the employee by filling some kind of de

#### **4.13.1 Legally required benefits of Bangladesh Road Transport Corporation:**

##### **1. Social Security:**

Social security benefits include the general benefits like unemployment insurance & benefits, old age insurance, and Medicare facilities.

##### **2. Workers' Compensation:**

Worker's compensation includes the compensation when an employee becomes injured or disable due to extreme working conditions or while working at the job site.

##### **3. Family & Medical Leave:**

Family leave includes the compensation continuation during the family leave such as maternity or paternity leave and other family leave.

##### **4. Old age, Survivor, Disability Insurance requirements for getting compensation:**

I. Earn 40 quarters of credit, or II. Be employed for 10 years III. Be age 62 for partial benefits

IV. Be age 65 for full benefits

V. Now the age has been extended to age 67 because more and more workers are retiring late

VI. Widow aged 60 +

##### **5. Medicare benefits:**

Depends on the country's policy, Medicare facilities are generally government services to citizens. Organizations add some value to Medicare facilities. In some countries Medicare is financed together by employees' tax, employers and the government.

##### **□ Provided insurance coverage for:**

1. Hospitalization - Covers inpatient & outpatient hospital care & services.

2. Major Doctor bills – Charges of visiting a doctor or specialist.

3. Prescription drug costs.

4. Provides unlimited in-home care in certain situations.

6. Workers' Compensation benefits:

- I. Medical services
- II. Disability income
- III. Death benefits

Workers' compensation is a legally required benefit is included in the compulsory disability laws of many countries. Mostly, employer is seen liable regardless of the fault.

#### **7. Objectives of Workers' compensation:**

- I. Provide income & medical benefits
- II. Reduce litigation
- III. Eliminate legal fees & time
- IV. Encourage employer safety
- V. Promote accident study & avoidance

#### **8. Discretionary Benefits:**

Discretionary benefits are judgment based benefits that the organization provides to its employees. These benefits are not legally required benefits but enhance organizational culture and corporate image.

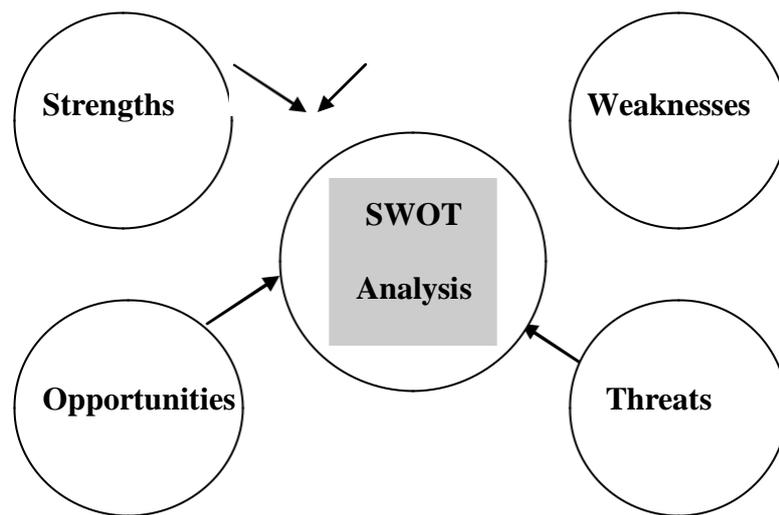
##### **Benefits include:**

- 1. Protection programs**
- 2. Other services**
- 3. Pay for time not worked**
  - Holidays
  - Vacations
  - Funeral leave
  - Sick leave
  - Sabbatical leave/ For Muslims, leave after death

# **Chapter : Five**

## **SWOT Analysis of BRTC**

## 5.1 SWOT Analysis of Bangladesh Road Transport Corporation:



### **5.1.1 Strengths:**

1. Experienced and efficient management term and human resource
2. Quality products and services
3. Better infrastructural facilities and friendly corporate culture
4. Strong Financial Position
5. Excellent advertising efforts
6. Motivated young people with strong commitment
7. Customer loyalty
8. Welfare for the society
9. Strong image and good reputation
10. Always consumer focus
11. Highly motivated and pro-active team of employees
12. Focused and detailed marketing plan
13. Full-fledged back –up data center support

### **5.1.2 Weaknesses:**

1. Lack of proper motivation, training and job rotation
2. Customer service booths are not available.
3. Not flexible. Very compliant to rules and regulations.
4. Some lack of experience and motivation at mid-level management.
5. Employees not have enough basic knowledge about computer. Indicate working force

### **5.1.3 Opportunities:**

1. Scope of market penetration through diversified products
2. Value addition in products and services
3. Increasing purchasing power of people
4. Increasing trend in international business
5. Standard and fair compensation structure with handsome house rent, incentives and others benefit
6. Fair enough internal equity is ensured
7. The compensation structure is directed through the achievement of both organizational and individual goal

#### **5.1.4 Threats:**

1. Increased competition for market share in the corporation.
2. Market pressure for lowering of lending rate
3. National and global political unrest
4. Default culture of credit
5. Political instability.
6. Intense competition
7. Market segmentation
8. Government rules and regulation
9. In some cases pay secrecy is maintained
10. Inflation may be a major threat for compensation system

#### **5.2 Findings:**

##### **1. Lack of employees:**

Though the organization is not in lacking of employees, but I think there is lacking of proper employees- that means “lack of right people in right place”.

##### **2. Poor salary structure:**

Salary structure is the greatest and largest motivational factor for an employee. But amount of salary is not sufficient to motivate them.

##### **3. Huge work load:**

Some employees says that extra work load in a regular basis is a common criteria of the organization. For this reason, the Bangladesh Road Transport Corporation sometime loss new employee's attractiveness.

##### **4. Poor maintenance of Database of CVs:**

The Bangladesh Road Transport Corporation do not maintain a database of CVs of all applicants, which would be easier if applying online is encouraged. Bangladesh Road Transport Corporation may also maintain a separate database of candidates who have been selected. From this database it will be evident after a while, which university graduates are more suitable for the jobs in Bangladesh Road Transport Corporation.

### **5. Absence of validation of the Written Exams:**

The validity of the written exams is not being tested. The written exams for the entry level positions are usually cognitive aptitude tests which measure a candidate's verbal ability, numerical ability, reasoning ability etc. But such tests do not assess an applicant's ability to perform his/her job properly, that is, whether he/she has an understanding of the duties and responsibilities of the position for which he/she is applying

### **6. Poor Background Investigation:**

There are several different background checks that can be done on potential candidates. But, number of cases it has been observed that during the time of recruitment the employees proper background investigation is not conducted. For this reason, after confirming the employment some problems may be encountered. This is important in order to verify information and ensure that the organization is aware of any serious problems in the candidate's past.

### **7. Presence of Policy Violation:**

There has been policy violation of the recruitment and selection policy in terms of criteria and procedure violation. For example, it is against the policy to recruit interns from universities that are not in the list given in the policy. But the graduates of such universities that are not listed in the policy are being recruited as interns. Also graduates from listed universities but not having the required CGPA are also recruited as interns sometimes. An example of procedure violation has been going on for quite some time. That is there were no written exams being held for recruiting TAs until very recently.

### **8. Nepotism:**

In some cases, Nepotism is the standard for selecting the employees. This practice may affect the image of the Bangladesh Road Transport Corporation very negatively in the long run. Nepotism prevails in selecting the lower level employees. This practice can stimulate dissatisfaction and grievance among other employees of the organization.

### **9. Absence Assessment Centers:**

Bangladesh Road Transport Corporation did not introduced assessment centers as one of its selection tools. An assessment center may be an effective selection technique for identifying management potential. In assessment centers, potential candidates are subjected to different exercises constructed to simulate the job for which they are applying. Selection process is somehow traditional in this textile organization.

# **Chapter : Six**

## **Recommendation & Conclusion**

## **6.1 Recommendations:**

### **1. Appointing more employees:**

There should be more officers appointed in the cash section and a proper instrument should be brought to identify the fake notes which are almost impossible to identify with the current available device though it is a matter of joy that such device will soon be arriving in near future according to the higher official.

### **2. High salary structure:**

Make the salary structure attractive to the employee. Salary structure is the greatest and largest motivational factor for an employee. It will motivate them. Then they are always responsible for their work. It's good for the company.

### **3. Reduce work load:**

Reduce the extra workload of the employee. Then they can work reliably. They also work fast. They also motivated for their work.

### **4. Maintaining a Database of CVs:**

The industry should maintain a database of CVs of all applicants, which would be easier if applying online is encouraged. BANGLADESH ROAD TRANSPORT CORPORATION may also maintain a separate database of candidates who have been selected. From this database it will be evident after a while, which university graduates are more suitable for the jobs in BANGLADESH ROAD TRANSPORT CORPORATION. Because, it can clearly be seen which graduates are doing better during the recruitment and selection process of the industry.

### **5. Short-listing of CVs:**

A proper and objective guideline should be set before the initial short listing is done:

- I. The CVs received through the sourcing process is firstly screened by the HR Division to determine a fit against the job specification. Screened and short-listed applications should then be forwarded to functional heads to draw a short list for the recruitment exam or interview.

A final short list should be drawn up by the functional units/departments and forwarded to the HR Division; enclosing short -listed and rejected CVs. Rejected CVs of possible future interest could be sorted in a database. But this is not done in BANGLADESH ROAD TRANSPORT CORPORATION. Once a CV is rejected, no record of it is kept.

- III. Based on the short list received by the HR Division, letters to the short -listed candidates should be issued specifying a date and time for the interviews. Instead, the candidates are called on the phone for the interview. Although this probably saves cost, it has other disadvantages, e.g., it is very time consuming. The practice of sending letters to the candidates should be started.

#### **6. Introducing Job Knowledge Tests:**

A primary advantage of a job knowledge test is that it is by definition job-related. A test for any specific organizational job can be designed based on the data gathered from an in-depth job analysis. These tests may require written responses; they may also be orally administered exams. These tests should usually consist of a few key questions that would distinguish the qualified from the unqualified.

#### **7. Testing the Validity of the Written Exams:**

Currently, the validity of the written exams is not being tested. BANGLADESH ROAD TRANSPORT CORPORATION should find out whether their written exams are valid, that is, whether the tests measures what they claim to measure. The written exams for the entry level positions are usually cognitive aptitude tests which measure a candidate's verbal ability, numerical ability, reasoning ability etc. But such tests do not assess an applicant's ability to perform his/her job properly, that is, whether he/she has an understanding of the duties and responsibilities of the position for which he/she is applying. That's why „job knowledge tests“ may be used along with the existing aptitude tests.

#### **8. Introducing Assessment Centers:**

An assessment center is a selection technique for identifying management potential. In assessment centers, potential candidates are subjected to different exercises constructed to simulate the job for which they are applying. Candidates participate in a series of activities similar to those they may be expected to encounter in the actual job. These activities may

include management games, leaderless discussion groups, mock interviews and other simulations

### **9. Background Investigation:**

Reference checks should be done only for candidates who have been approved by the recruitment panel for the job. Reference checks should be carried out for all potential permanent employees. This is important in order to verify information and ensure that the organization is aware of any serious problems in the candidate's past. There are several different background checks that can be done on potential candidates.

### **10. Stop Policy Violation:**

The authority should ensure that the violations should be stopped that are existing in the organization. For example, it is against the policy to recruit interns from universities that are not in the list given in the policy. But the graduates of such universities that are not listed in the policy are being recruited as interns. Also graduates from listed universities but not having the required CGPA are also recruited as interns sometimes. These sorts of policy violations occur as a result of requests of high officials. An example of procedure violation has been going on for quite some time. That is there were no written exams being held for recruiting TAs until very recently

## **6.2 Conclusion:**

The flourishing of any industry requires combined efforts and co-operation from several parties. Social, political and macroeconomic environment play pivotal role in this regard. Though Bangladesh Road Transport Corporation is a newly Ventured Company in the respective sector, its growth and expansion is praiseworthy. It's contributing the country and serving the nation in different ways. If it can up hold it's much toward advancement, it will be able to set a role model in our country. As an organization the Bangladesh Road Transport Corporation has earned the reputation in Bangladesh. It demonstrates that a locally owned institution can provide efficient, friendly and modern service on a profitable basis. Human Resource Department is the most confidential department for any organization as well as Human Resources Division in Bangladesh Road Transport Corporation. Here as an intern, limited information was collected for preparing this report because of too much confidentiality. It was an honor to work as an intern in a reputed organization like Bangladesh Road Transport Corporation. The Bangladesh Road Transport Corporation is a textile that confirms the best service to the customers as well as to the employees by Human Resource Division. Bangladesh Road Transport Corporation is the fastest growing textile in Bangladesh. By working in this textile the knowledge was learnt would be helpful enough to sustain with the real organizational environment.

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