



**“An Analysis of the Recruitment and Selection Process of City
Online Limited”**

Date of Submission: 31st December, 2019



**“An Analysis of the Recruitment and Selection Process of City
Online Limited”**

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Letter of Transmittal

Date: 31st December, 2019

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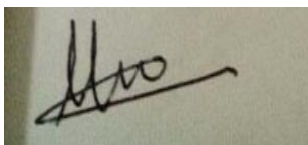
Subject: Submission of Internship Report on “An Analysis of the Recruitment and Selection Process of City Online Limited”

Dear Sir,

You will be pleased to know that I have completed my report on “**An Analysis of the Recruitment and selection Process of City Online Limited**”. This report has been prepared on partial fulfillment of MBA program according to the guidelines provided by you. The report is prepared based on survey, published reports, websites and other related documents and the documents collected from library. Through my best sincerity I have tried to present all the related issues in the report within several limitations. I sincerely hope and believe that these findings will be able to meet the requirements of the course.

I will be pleased to deliver you with added explanations or clarifications that you may feel necessary in this regard. I will be thankful if you kindly approve this effort.

Sincerely yours,



.....
Sultana Shamim Ara

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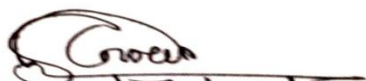
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Certificate of Supervisor

I hereby, certify that, Sultana Shamim Ara a student of MBA program, Department of Business Administration, Faculty of Business & Entrepreneurship, Daffodil International University, bearing ID No. 183-14-850 has prepared the Internship Report on “An Analysis of the Recruitment and selection process of City Online Limited ” as a requirement for fulfillment of degree awarding of Master of Business Administration (MBA). The report is recommended for submission.

I wish her every success in life.



.....
(Dr. Gouranga Chandra Debnath)

Associate Professor and Head

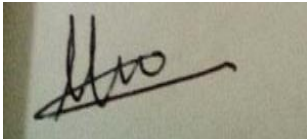
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Student Declaration

I do hereby declare that the Internship Report “Analysis of the Recruitment and Selection Process of City Online Limited” has been prepared by me under the guidance of Dr. Gouranga Chandra Debnath Associate Professor and Head, Department of Business Administration, Daffodil International University as a requirement for the accomplishment of MBA degree from the Department of Business Administration, Faculty of Business & Entrepreneurship, Daffodil International University. It is also declared that, this report has been prepared for academic purpose only and has not been/will not be submitted for any other purpose elsewhere.



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Acknowledgement

At first, I would like to present my due regards to the almighty Allah for providing me the opportunity to build and complete this report successfully with good health and sound mind. I would like to express my appreciation towards my supervisor, Dr. Gouranga Chandra Debnath, Associate Professor and Head, Department of Business Administration for his help and his guidance in completing this research project. His sincere guidance, untiring cooperation, valuable suggestion and inspirations enabled me to creating and preparing a unique report.

I would also like to thank the officers and employees of “City Online Limited”. I express my deepest sense of regards and gratitude to them.

Furthermore, I am grateful to my family whose understanding has gone beyond measure with my Studies.

Finally, I thank all the people who participated in my study and furnished the information I needed in order to complete my research project.

Executive Summary

This report was prepared during my internship report in City Online Limited. This report has helped me to understand the practical scenario of Telecommunication Company. City Online Limited is a leading Internet Service Provider and IT solution company in Bangladesh. It is the company of information communication technology to provide the services like Broadband Internet through Fiber to The Home (FTTH) passive optical network technology. This is next generation technology for serve fast, reliable, dedicate and affordable internet service for all level of customer's.

This internship report is based on my observation and experience gathered from the company. This report focuses on the recruitment and selection process that the company is following as I had the privilege to work under HR Division. City Online Limited does external recruitment. Interested candidates within the company can apply for a vacant position but they have to follow all the steps which are followed in external recruitment process. City Online Limited gives advertisement in their City Online Limited Career Site and also in “www.prothom-alojobs.com” and “www.bdjobs.com”. They do not take hard copy of CVs because it makes the CV sorting time consuming. There are eight steps involved in the recruitment and selection process of City Online Limited. Upper level recruitment is more complicated than entry level position. Candidates who have previous work experience are preferred. Selected candidates have to pass the medical test for being recruited. After joining the organization, first six months are counted as probation period. After six months, if the employee performs well then he is provided with a confirmation letter. From this time onwards, the employee can enjoy every benefit that the organization offers. For reducing inefficiency in the process, each step is cross checked by another person. However, City Online Limited has certain limitations which are, they do not have defined job specification, they are still developing their resourcing policy and their HRIS system is not fully developed yet. If City Online Limited can overcome these limitations, then City Online Limited HR Division will be more efficient.

In my report I have described the six steps of recruitment and selection process in detail. This report also contains recommendation and conclusion which I think will increase the efficiency in the HR division.

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Chapter-1

Introduction

1.1 Introduction

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

Human Resource Management is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective Human Resource Management enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives.

Human Resource Management is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. Human Resource Management is now expected to add value to the strategic utilization of employees and that employee programs impact the business in measurable ways. The new role of Human Resource Management involves strategic direction and Human Resource Management metrics and measurements to demonstrate value.

Human Resource Management is dealing with several activities of an organization. One of the most important jobs of Human Resource Management is Recruiting & Selection. Every organization recruits their employees by the Recruiting & Selection process. Human Resource department do their Recruiting & Selection process in such a way. Some organizations are going through written exam, viva, medical test, etc. Some are following all of the steps of Recruiting & Selection process. Concord Engineering and Construction Limited is one of the most successful company and their Human Resource department also following some rules to recruit their employees.

1.2 Origin of the Study

This report is a requirement of the internship programs which is an important part of the MBA degree requirement .As the supervisor has advised me to develop a thorough understanding of the recruitment and selection process of City Online Limited this report will be prepared on those aspects of the HR practice of City Online Limited.

1.3 Objectives of the Study

Broad Objective:

The broad objective is to explore the recruitment and selection process of City Online Limited.

Specific Objectives:

1. To find out the recruitment and selection policy of City Online Limited.
2. To analyze the process of recruitment and selection of City Online Limited.
3. To evaluate the recruitment and selection process of City Online Limited.
4. To recognize some problems related to recruitment and selection process of City Online Limited.
5. To make some recommendations to solve the problems.

1.4 Scope of the Study

The scope of the study is limited to the descriptions of the company. As intern at HRD of City Online Limited I mainly concentrated on the Recruitment and Selection Process of City Online Limited. This study contains recruitment process, policies of City Online Limited. This report also provides clear idea about Human Resource Department of City Online Limited.

1.5 Methodology of the Study

To prepare this internship report I had to collect data and information both from primary and secondary sources. I followed various ways to collect data from primary and secondary sources.

Primary Data:

- a) Observation during the internship period.
- b) Involvement with the recruitment activities.
- c) Discussion with officials of HRD of City Online Limited.

Secondary Data:

I collected data by browsing websites, particularly from the websites of Concord Engineering and Construction Limited. I also collected data from different sources like:

- a) Various HR related websites and forum.
- b) Internal publications.
- c) Relevant file study as provided by the officials.

Finally, I have analyzed all those cohesive information to prepare this internship report.

1.6 Limitations of the Study

To make and analyze this paper some problems may occurred. Lacking of information will be a big factor. Due to engagement in different activities by the employees, they would hardly give time. Moreover, they have to deal in a very competitive environment based on money related activities. So the limitations are as follows:

- i. Limited sources of data.
- ii. As I was mainly involved in the recruitment & selection, I could not get access to others human resource activities perform by City Online Limited.
- iii. Human resource official did not provide some of information because those are highly confidential.
- iv. Work load during the internship program was a barrier to prepare this report.
- v. Time was also limited to prepare to the report.

Chapter-2

Organizational Profile

2.1 About City Online Limited

City Online Limited is a leading Internet Service Provider and IT solution company in Bangladesh. It is the company of information communication technology to provide the services like Broadband Internet through Fiber to The Home (FTTH) passive optical network technology. This is next generation technology for serve fast, reliable, dedicate and affordable internet service for all level of customer's.

City Online Limited started its journey with aim of providing very high level technology & technical support. The Company has developed with very talented and professional certified IT experts who are creative and forward thinking in their approach. They are always ready to provide proper IT related solution based on client's demand. City Online Limited believes in quality and services because, quality and service creates its own demand. We assure you of our state of the out service.

2.2 Mission and Vision

City Online Ltd. is leading within the top 10 Central Zone ISPs in Bangladesh in terms of Network & number of customers but we are Number ONE in terms of service.

We have over 3,500 small office & Home users and over 2,000 Corporate customers including Government Offices, National & Multi-National Companies, Embassies & Foreign Missions, International Donor Office & International Financial Organizations, Hotels, Airlines, TELCO, Buying Houses etc. Our firm commitment is to provide the best possible service. It is our goal not only meets your expectations, but to exceed them.

Our Mission is to ensure & provide high level of quality Service with the limited amount of Customers. We don't believe in grabbing lots of customers rather we would like make a long time bondage with our existing customers with high level of satisfaction of unparalleled services. We can assure our Customers that no one (ISP) can match our level of service & caring to our valued Customers. It is a Family with all the Customers & dedicated Personnel of City Online Ltd. We would like to make stronger the bondage with our Customers day by day.

We would like to make a high class Customer Care Department to response within a MINUTE against any complaint & we will close the day with Zero complaint. We will reach to our customer beyond their expectations & we will pro-actively find out any issue regarding Service for EXTRA CARE.

2.3 Services of City Online Limited

1. Broadband Internet
2. Data Connectivity
3. Domain Registration
4. Web Development
5. Wi-Fi Hotspot Solution
6. Enterprise Cloud
7. Enterprise Surveillance System
8. Enterprise Network Solution
9. IT Consultancy Services
10. IT Managed Services
11. Server Solutions
12. Dedicated Hosting

2.4 Features and Benefits of City Online Limited

Uptime commitments: We are connected through the Our Backbone Networks; POPs & Big Corporate Customers are connected to Underground Fiber through Nationwide Telecommunication Transmission Network (NTTN). So, we provide 98% reliable uptime to the Customers.

Downstream speed: We ensure you DEDICATED Bandwidth (speed) as per SLA. And Regarding download speed, the tolerance is 0%.

Unlimited Internet Access: Unlimited Net surfing for 24 hours – no download limit.

Upstream capacity: Unlimited upstream for VPNs, remote access, and automated offsite backups as per client's requirements. As organizations need to push more and more data to mobile users in the field, upstream bandwidth capacity will only grow in importance.

Equipment quality: We use high configured and latest technology devices to serve smooth connectivity to our customers.

Pricing: We provide the best quality of services with the affordable prices.

Customer Support: Provide prompt customer support by skilled, experienced and professional certified engineers and quick response to client. 24/7 technical support line.

Redundancy: We provide the highest availability and redundancy to our clients, because our networks are designed through the additional or alternate instances of network devices, equipment and communication mediums within network infrastructure. For ensuring the network availability in case of a network device or path failure and unavailability. As such, it provides a means of network failover.

Our broadband internet service offers a fast connection; we make sure it's secure. Our unmatched network security and in-house expertise provides 24 x 7 monitoring, management and technical support. Our DIA is completely scalable, growing with your organization, so as your Internet use increases, so will your bandwidth. Plus, we'll provide you with the notification and monitoring tools you need to track performance and utilization. And with everything in writing via our transparent service level agreements, you can be sure you always know precisely what you're getting.

Chapter-3

Theoretical Framework

3.1 Meaning of Recruitment

Having good people in a team gives a competitive advantage to a business. Employing the right person for the role will positively influence the performance and productivity of the work team as a whole. Selecting the wrong person can result in lower performance, higher operating costs, reduced morale and increased turnover among other staff members. So Recruitment is the process of finding and hiring the best-qualified candidate for a job opening in a timely and cost-effective manner.

Most organizations have a continuing need to recruit new employees to replace those who leave or promoted, to acquire new skills and to permit organizational growth. Recruitment is an even more important activity when unemployment rates low and economic growth is strong, as firms compete to attract the qualified employees they need to succeed. Recruitment follows HR planning and goes hand in hand with the selection process by which organizations evaluate the candidates for various job. Without accurate planning organizations may recruit the wrong number or types of employees. According to Edwin B. Flippo, recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization”.



3.2 Aim of Recruitment

To ensure that a pool of suitably experienced and qualified people apply for the job.

3.3 Objectives of Recruitment Policy

The purpose of effective employment is to show the right person with the right skills at the same time best practices and legal requirements recommended. The successful recruitment process depends on the success of each stage. According to Mamariarai (1998), there should be elements in a good recruitment policy.

3.4 Types of Recruitment

Recruitment can be divided into 2 types,

- i. Internal Recruitment
- ii. External Recruitment

Types of Recruitment

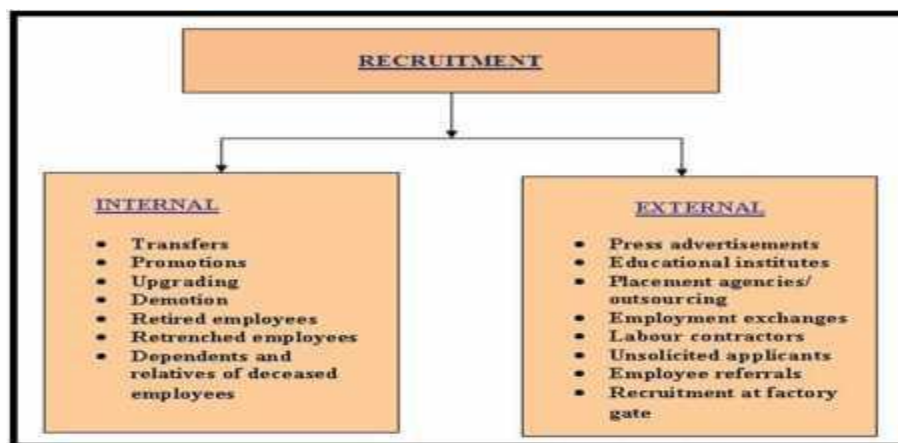


Figure- 1: Types of Recruitment

3.4.1 Internal Recruiting

An internal source of recruitment involves recruiting candidates internally. Employees currently working in their own company are departed to other department or higher position.

If the employees' performance are excellent and up to the mark, they are given chance to occupy higher level from the current post. If extra skills required, organization are ready to provide training. This is one of the easiest ways of selecting candidates as the performance of their work already known by management.

Methods of Internal Recruitment

1. Selecting top talents within an organization to higher level
2. Promotions
3. Internal Advertisement
4. Temporary employees to contractual period
5. Contract employees to temporary
6. Temporary employees to permanent
7. Retired employees for freelancer position

Advantages of Internal Recruitment

An internal source of recruitment, that is hiring employees within the organization, has its own set of advantages and disadvantages. The advantages are as follows –

- It is simple, easy, quick, and cost effective.
- No need of induction and training, as the candidates already know their job and responsibilities.
- It motivates the employees to work hard, and increases the work relationship within the organization.
- It helps in developing employee loyalty towards the organization.
- Employees stay for a long period in the company when they are promoted to higher position.
- Competition among employees to occupy high level when co-employee gets promoted.

Disadvantage of Internal Recruitment

- It prevents new hiring of potential resources. Sometimes, new resources bring innovative ideas and new thinking onto the table.
- It has limited scope because all the vacant positions cannot be filled.
- There could be issues in between the employees, who are promoted and who are not.
- If an internal resource is promoted or transferred, then that position will remain vacant.
- Employees, who are not promoted, may end up being unhappy and demotivated.
- Discrimination may exist in respective to caste, language, religion for promotion.

- Dissatisfied co-employee may quit the position because of jealous or partiality
- No opportunities for external employees.
- Lack of innovative

3.4.2 External Recruiting

An external source involves recruiting candidates externally for better performance. External employees always feel young and innovative for new companies, more active enough to find business problems and fix it. Though recruiting external candidates might be tougher but it has more positive effect on business compared to internal source.

Sources of External Recruitment

- Job portals.
- Social media recruitment.
- Newspaper Ads and Magazines
- Website.
- Campus recruitment.
- Direct Walk In.
- Recruitment agencies.
- Internal employee referrals.

Advantages of External Recruitment

- Create new opportunities for job seekers and experience employees.
- Organization branding increases through external sources.
- There will be no biasing or partiality between the employees.
- The scope for selecting the right candidate is more, because of the large number candidates appearing.
- Increases business strategy as external candidates of unique skills can take business to extra mile.
- Ability to recruit the candidates with special skills employer need.
- New innovative ideas and improvement.
- High productivity

Disadvantages of External Recruitment

- This process consumes more time, as the selection process is very lengthy.
- The cost incurred is very high when compared to recruiting through internal sources.
- External candidates demand more remuneration and benefits.
- Sourcing quality profiles becomes difficult.
- External candidates ask for more salary and benefits.
- Candidates may quit the job within short period if they are uncomfortable.

3.5 Factors Effecting Recruitment Policy

3.5.1 Internal Factors:

The internal factors are the factors within the organization that affect recruiting personnel in the organization. Some of these are discussed below:

1. **As possible:** When interviewers spend too much time describing the job, and/or talking about themselves or the organization, valuable time is lost. The key to being a good interviewer is in being prepared and listening.
2. **Poor listing:** Few recruiters do not pay full attention to the candidates. The interviewer should listen 80 % of the time.
3. **Using you as an example:** Many managers who reached their position by virtue of their sales success, believe they can instinctively recognize a good candidate, when they are unconsciously just using themselves as a template.
4. **Lack of future view:** Most interviews and all behavioral interviews focus on the past but whoever is hired will be working in the present/future. Most interviewers fail to ask candidates to forecast the future and to provide an outline of the plans that they will use to identify and solve upcoming problems.

Be obvious to the legal: HR manager must know the law, train employees and Size of the Organization:

The size of an organization affects the recruitment process. Experience suggests that larger organizations find recruitment less problematic than organizations with smaller in size.

Recruiting Policy:

The recruiting policy of the organization that is recruiting from internal sources and from external sources also affects recruitment process. Generally, recruiting through internal sourcing is preferred, because own employees know the organization and they can well fit into the organization's culture.

Image of the Organization:

An organization with good image can attract a large number of applicants. For example, among most university graduates, Daffodil International University has a positive image.

Image of Job:

Just as image of organization affects recruitment so does the image of a job also. Better remuneration and working conditions are considered the characteristics of good image of a job. Besides, promotion and career development policies of organization also attract potential candidates.

3.5.2. External Factors

Like internal factors, there are some factors external to organization which has their influence on recruitment process. Some of these are given below:

Demographic Factors:

Demographic factors can affect gender performance, educational level, gender, age, literacy, economic status, and other organizations provided by other employment can significantly affect the recruitment process.

Labor Market:

The labor market conditions that supply and demand of labor are especially important in affecting the recruitment process. For example, if demand for a specific skill is high relative to its supply, staff recruitment will involve more effort. On the contrary, if the supply is more than the demand for a specific skill, it would be relatively easy to employ.

Unemployment Situation:

Rate unemployment is yet another external factor which has its impact on the recruitment process. When the unemployment rate is high in a particular area, the recruitment process is easier. Finding a reason is not difficult to find because the applicant's number is very high, which makes it easy to attract the best qualified applicants. The opposite is true. With low rates of unemployment, the recruitment process is difficult.

Labour Laws:

Labor laws reflect the social and political environment of the market, which is made by central and state government. This law indicates compensation for various types of employment, work environment, safety and health regulations. If the government changes, the law will change.

Legal Considerations:

Another external factor is a legal matter related to employment. Popular examples of workplace for scheduled populations, scheduled populations and other western categories (OBCs) are popular examples of such as legal consideration

Outsourcing:

Impact of outsourcing activities. The human resources department must be removed from recruitment for outsourced functions and should focus on supply of employment to the company's core business organizations.

Talent Pool:

An organization has reached its local community to meet the recruitment requirement of the recruitment agency. If the local talent pool changes, it may find it more difficult to hire a suitable candidate for the company. For example, if other businessmen start leaving this area, then the job availability decreases and qualified candidates are looking for work in other parts of the country. Then the company's new employees are faced with decisions involving payment to open a new position to transfer or access the new talent pool.

Competition:

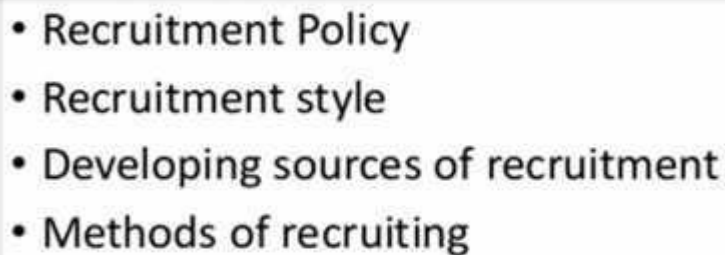
Companies within the same industry are competing for qualified candidates to ensure future growth. There is competition in the recruiting end of your business just as there is in selling products. You need to analyze what your competition is offering new employees, and try to develop a competitive package to lure in the talent that you need.

Cost: Recruitment incurs cost to the employer; therefore, organizations try to employ that source of recruitment which will bear a lower cost to the organization. Recruitment must be cost effective.

Government requirement:

The Government of Bangladesh introduced the Quota system of recruitment for the family members of the freedom fighters and for the tribal's.

3.6 Elements in Recruitment process

- 
- Recruitment Policy
 - Recruitment style
 - Developing sources of recruitment
 - Methods of recruiting

3.7 Common Mistakes in Recruitment Process

- ❖ Provide an incomplete job description.
- ❖ Underestimate the importance of corporate culture.
- ❖ Poor screening of candidate's CVs.
- ❖ Evaluate personality, not job skills and experience.
- ❖ Being unprofessional in the interview.
- ❖ Lack of involvement from team in the process.
- ❖ Lack of a time frame.
- ❖ Providing an inappropriate setting for interview.

3.8 Meaning of Selection

This combines aspects of the person's knowledge skills and experience as well as their place in the culture of an established team. The Selection is the process of choosing the most suitable candidate for the vacant position in the organization. In other words, selection means weeding out unsuitable applicants and selecting those individuals with prerequisite qualifications and capabilities to fill the jobs in the organization. While recruitment can be perceived as a positive activity generating an optimum number of job-seekers, selection is inherently negative in that it will probably involve rejection of applicants.

Pilbeam and Corbridge (2006) provide a useful overview of potential positive and negative aspects noting that: 'The recruitment and selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees.'

3.9 Selection Process

The Employee selection Process takes place in following order-

1. Preliminary Interviews- It is used to eliminate those candidates who do not meet the minimum eligibility criteria laid down by the organization. The skills, academic and family background, competencies and interests of the candidate are examined during preliminary interview. Preliminary interviews are less formalized and planned than the final interviews. The candidates are given a brief up about the company and the job profile; and it is also examined how much the candidate knows about the company. Preliminary interviews are also called screening interviews.
2. Application blanks- The candidates who clear the preliminary interview are required to fill application blank. It contains data record of the candidates such as details about age, qualifications, reason for leaving previous job, experience, etc.
3. Reference checks - Referees are useful for identifying past employment problems and clarifying the accuracy of information presented in an interview or CV. Only a small

percentage of all reference checks are negative, therefore, it is often difficult to differentiate between candidates on the basis of reference checks alone.

4. **Written Tests-** Various written tests conducted during selection procedure are aptitude test, intelligence test, reasoning test, personality test, etc. These tests are used to objectively assess the potential candidate. They should not be biased.
5. **Employment Interviews-** It is a one to one interaction between the interviewer and the potential candidate. It is used to find whether the candidate is best suited for the required job or not. But such interviews consume time and money both. Moreover the competencies of the candidate cannot be judged. Such interviews may be biased at times. Such interviews should be conducted properly. No distractions should be there in room. There should be an honest communication between candidate and interviewer.
6. **Medical examination-** Medical tests are conducted to ensure physical fitness of the potential employee. It will decrease chances of employee absenteeism.
7. **Appointment Letter-** A reference check is made about the candidate selected and then finally he is appointed by giving a formal appointment letter.

3.10 Common Mistakes in Selection Process

1. **Trusting first impressions:** Managers should actually try to discover candidates' initial impression with the first impression.
2. **Evaluate a candidate on the wrong factors:** One of the most common mistakes interviewers make is to try and find a new recruit with the same traits as successful current employees, or even themselves. A candidate with a complimentary, rather than identical, personality and skills may well be of greater benefit to the team.
3. **Asking questions that are unrelated to the job:** This wastes time and does not produce any valuable information with which to rate or evaluate the candidate's qualifications. Be careful not to ask questions of a personal or lifestyle nature. Basing hiring decisions on factors unrelated to the job can put employers in a legally vulnerable position.
4. **Talking too much:** The purpose of the interview is to gather as much relevant information about the candidate enforces the law in selection process, ignorance is no excuse.

Rating Errors

1. **Selective Perception:** Interpreting the candidates what is seen or heard based on interests, experiences and attitudes. Leave personal biases out of the selection process.
2. **Halo Effect:** Drawing a general impression about an individual based on a single characteristic. For example: after assigning a very high score on “leadership”, a rater may feel that the same score is warranted for “effort”, even if evidence suggests that should be the case.
3. **Contrast Effects:** This occurs when interviewers compare candidates with each other, rather than against the performance standards of the job or the established criteria.
4. **Projection:** This occurs when an interviewer assumes that a candidate is similar to themselves. For example: a candidate that went to the same university as the interviewer may be perceived as being similar to the interviewer in other ways.

3.11 Ways of Making an Effective Employee Selection

1. **Determine whether a temporary employee is needed:** Sometimes a new employee is urgently needed. Hiring a temporary worker is a good alternative to employing a less suitable replacement under pressure. Written employment contracts for such fixed-term work may help avoid misunderstandings and possible litigation when the employee is laid off at the conclusion of this work period. Management benefits by having the occasion to better evaluate the individual's performance and personality and appoint that employee permanently
2. **Complete a job analysis, description and specification:** Successful employee selection is dependent on a clear understanding of a job's components. A job analysis is used to identify job tasks and responsibilities. This may be accomplished by collecting information about the position; by interviewing workers, supervisors, and other farm employers; and by observing current employees.

Chapter-4

Recruitment and Selection

Process of COL

4.1 Introduction

Human Resource management involves all management decisions and practices that directly affect or influence the person or human resources who work for the organization. In recent years increased attention has been devoted to how organizations manage human resources. This increased attention comes from the realization that an organization's employees enable organization to achieve its goal and management of this human resource is critical to an organization's success. The presence of human being is no new invention but identifying them as a resource in a more formal way has been made in the recent days. The history of HRM can be characterized as moving through four phases as craft system, scientific management system, the human resource relationship approach and the current organizational science such as human resource approach.

The company considers human resource as an integral part of corporate management for higher productivity. Company follows a dedicated policy for recruitment, training and development, motivating, organizing and retaining and maintaining the existing human resources on the basis of quality education, training and operating experiences.

An organization is nothing without human resource. Human resource department is concerned with the "people" dimension in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to high levels of performance, are essential to achieving organizational objectives and ensuring that they continue to maintain commitment to the organization.

4.2 Definition of Recruitment and Selection

Recruitment:

Recruitment refers to the process of attracting, screening, and selecting qualified people for a job at an organization or firm. It is undertaken by human resource department of a company. It also may be under taken by an employment agency or a member of staff at the business or organization looking for recruits. The recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength and the strategic advantage for the organizations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time.

Recruitment is the process by which organizations locate and attract individuals to fill job vacancies. Most organizations have a continuing need to recruit new employees to replace those who leave or are promoted, and to permit organizational growth. It can be quite expensive in terms of time effort and money. The success of the recruitment process mostly depends on effective HR planning. Without accurate planning, an organization may recruit the wrong number of or type of employees.

Selection:

Employee Selection is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. At this stage an indication is given that the interviews is about to be closed. The interviewers evaluate the performance of candidate by using an assessment form and record their overall impression based on notes taken during the interview session. The interview board members rank all candidates and recommend candidate who is best suited to them. The basis of preliminary selection is marks obtained in the oral test and their judgment about the candidate's suitability.

4.3 Methods of Recruitment

There are two types of recruitment method. Those are:

Internal Recruitment Method:

Promotion:

The employees are promoted from one department to another with more benefits and greater responsibility based on efficiency and experience.

Transfer:

The employees are transferred from one department to another according to their efficiency and experience.

Retired and retrenched employees:

Retired and Retrenched employees may also be recruited once again in case of shortage of qualified personnel or increase in load of work. Recruitment such people save time and costs of the organizations as the people are already aware of the organizational culture and the policies and procedures.

Upgrading and Demotion:

Company sometimes upgrade or demote present employees based on their performance.

External Recruitment Method**Advertisement:**

It is a method of recruitment frequently used for skilled workers, clerical and higher staff. Advertisement can be given in newspapers and online job sites. These advertisements attract applicants in large number of highly variable quality.

Educational Institutes:

Direct recruitment from educational institutions for certain jobs which require technical or professional qualification has become a common practice. A close liaison between the company and educational institutions helps in getting suitable candidates. The students are spotted during the course of their studies. Junior level executives or managerial trainees may be recruited in this way.

Recruitment Agency:

Several private consultancy firms perform recruitment functions on behalf of client companies by charging a fee. These agencies are particularly suitable for recruitment of executives and specialists.

Employment Exchanges:

Government establishes public employment exchanges throughout the country. These exchanges provide job information to job seekers and help employers in identifying suitable candidates.

Labor Contractors:

Manual workers can be recruited through contractors who maintain close contacts with the sources of such workers. This source is used to recruit labour for construction jobs.

Employee Referrals:

Many organizations have structured system where the current employees of the organization can refer their friends and relatives for some position in their organization.

Recruitment at Factory Gate:

Unskilled workers may be recruited at the factory gate these may be employed whenever a permanent worker is absent. More efficient among these may be recruited to fill permanent vacancies.

4.4 Recruitment and Selection Process of City Online Limited

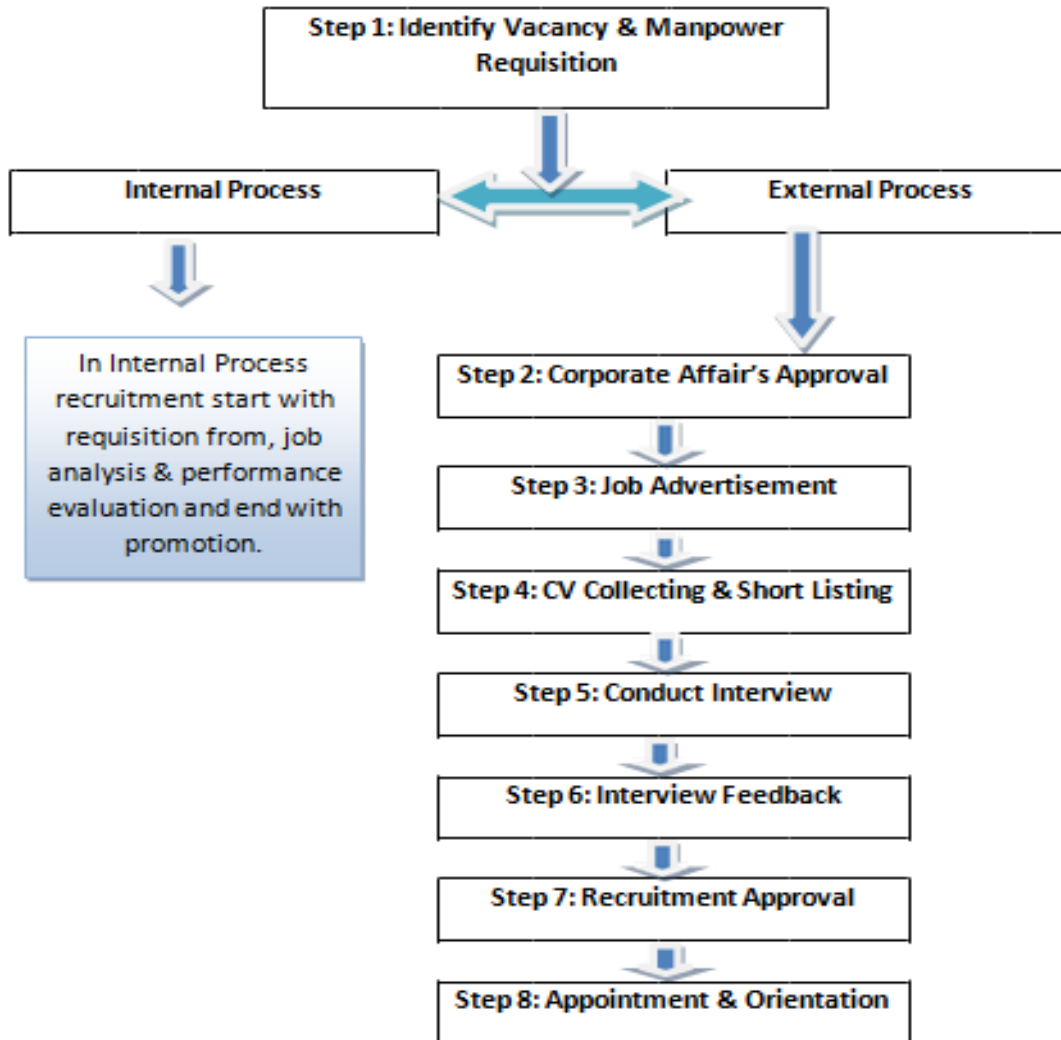


Figure: Recruitment & Selection Process

City Online Limited provides equal employment opportunity for all Bangladesh citizens. It is the policy of the Company to attract, retain and motivate qualified and skilled employees package and provides an equal opportunity for career development to all employees. It is believed that in order to achieve the company's goal there must have efficient and high caliber human resources. Therefore the Company pays maximum attention and efforts in recruiting highly qualified and competent employees who are willing to face challenges in achieving Company's goals. The role of human resource in respect to attracting, retaining and motivating qualified and skilled employees is enormous. The formulation and implementation of a sound employment policy have great importance in the fulfillment of desired objectives.

1. Identify Vacancy and Manpower Requisition

City Online Limited identifies vacancy with resignation/ separation/ dismissal/ termination/ promotion/ transfer from previous employees. The first step for recruitment and selection process of City Online Limited is start from any kind of separation, or existing vacant position or opens a new position. Based on the HR Planning respective Division/Department Head inform HR on personnel requirement through Manpower Requisition form, after obtaining necessary approvals from the Managing Director.

Requisition form contains some information such as:

- Name of the position
- Type of the employment: New or Replacement
- Status of the employment
- Job description
- Job specification
- Job location

This requisition is come from the department head which department need employee. In requisition form respective/concern department justify what type of candidate they need and what are the qualifications of the candidate such as education qualification, experience etc. Also they mention type of employment, name of the position; location etc so before submit the requisition concern department did manpower planning. After this initiator of the department give requisition with purpose of recruitment and head of the department is support the requisition, if the position is existing in the company.

The use of Recruitment Requisition Form was practiced before.

Existing Position

Respecting department will inform the HRD about any vacant position so that HR can coordinates /notify the other offices of the vacant position Whenever needed, the Head of HR review the available records if there is any Qualified and suitable candidate available from Concord Engineering Construction Limited Internal sources or prospective external candidates already identified earlier.

New Position

For new position each department follows the following procedures:

- i. New employee position has to be discussed with Head of HR will in advance. In case a new position needs to be created, then the Department Head will submit a request to Head of HR for approval with proper justification attached with a detailed job description.
- ii. After receiving manpower requisition, it is forward to Managing Director.
- iii. Upon the approval of Managing Director, HR recruitment process will begin or whenever possible internal transfer or promotion will be made to fill up the vacant position.
- iv. All new appointment must be in accordance with the approved department budget and must be approved by the Managing Director and Head of HR give suggest about the new position.
- v. It is the function of HR to ensure consistency throughout the company in regard to the creation of any new position. HR reviews and ensures that a position with similar responsibility is placed in the same grade level.

2. Corporate Affairs Approval

After getting manpower requisition from concern department HR prepare manpower planning & organogram for that department where HRD show which position is currently vacant or newly created. HR also prepare a forwarding letter, status of justification & job description for required position and send all documents to Corporate Affairs department to get approval of recruitment from Corporate Affairs department.

3. Job Advertisement

After getting approval from the Corporate Affairs' Department, Human Resource Department post advertisement of the vacant/new position on newspaper, online job market place.

In advertisement they include:

- i. Company name.
- ii. Position/department.
- iii. No of vacancy.
- iv. A job description which contain duties and responsibilities of the job, role and its

relation to the department and organization.

- v. Certifications and advanced degree are additional.
- vi. Prior experience in a related area can be preferred.
- vii. Minimum year of experience and age
- viii. The minimum requirements should support the accomplishment of the essential function:
 - a. Organizational skills.
 - b. Communication skills.
 - c. Prior event planning experience.
- ix. Salary range
- x. Job location
- xi. Dead line for application

4. CV Collection and Short Listing

Human Resources Department go through CV shorting whenever they receive CV through online or by mail and also some time CV is collecting internally. Human resource department short listed CV based on educational qualification and experiences. After CV short listing human resource department send those CV to the respective Head of the Department for more scrutinize to select suitable applicant, date and time for interview.

5. Conduct Interview

Then the next step is the conducting interview for interview panel members. After CV sorting Head of the department send those CV's to the Head of HRD for conducting an interview. Who will assist the interview is determined by the policy. Head of HRD select panel members by discussed with management or concern department head. Basically there are three interview panel members. One member come from concern department head, one is head of HRD and another member is specialized of the area.

Preparing for the Interview:

i. Call for interview:

Invite all shortlisted candidates to face interview who were selected by the respective department.

ii. Prepare interview schedule:

Make interview schedule in which the Designation, time, date, place, interview panel, name of the interviewee with their cell number and designation and name of present company are included.

iii. Make distribution of schedule:

After making the interview schedule it should be distributed to the interviewer, reception and security check.

iv. Prepare Synopsis:

Make synopsis of the selected candidates that contain the name, address, cell phone number, designation, age/date of birth, educational qualifications, year of experience, name of the previous employers. Synopsis helps the interviewer to know the details about the interviewee at a glance

v. Organize interview room:

In the day of the interview HRD arranged the interview room so interviewers need not to face any kind of problem. Some things are needed in the interview room like individual file for every member of panel which contain synopsis and resume of every candidates, bell, stapler, white papers, calculators, first interview form etc.

Usually the selection & recruitment process in Concord Engineering and Construction Limited is done in two ways depending on the nature of the job of the vacant position. Therefore, the recruiting process of Concord Engineering and Construction Limited can be classified to 2 types:

- i. Written Test/ Practical Test
- ii. Viva

Most of time Concord Engineering and Construction Limited take Viva test. In this method the interviewer expects that the applicant should have good communication skills, has good job knowledge and they negotiate with applicant about benefits. And they find out whether he/she is suitable for the organization or not.

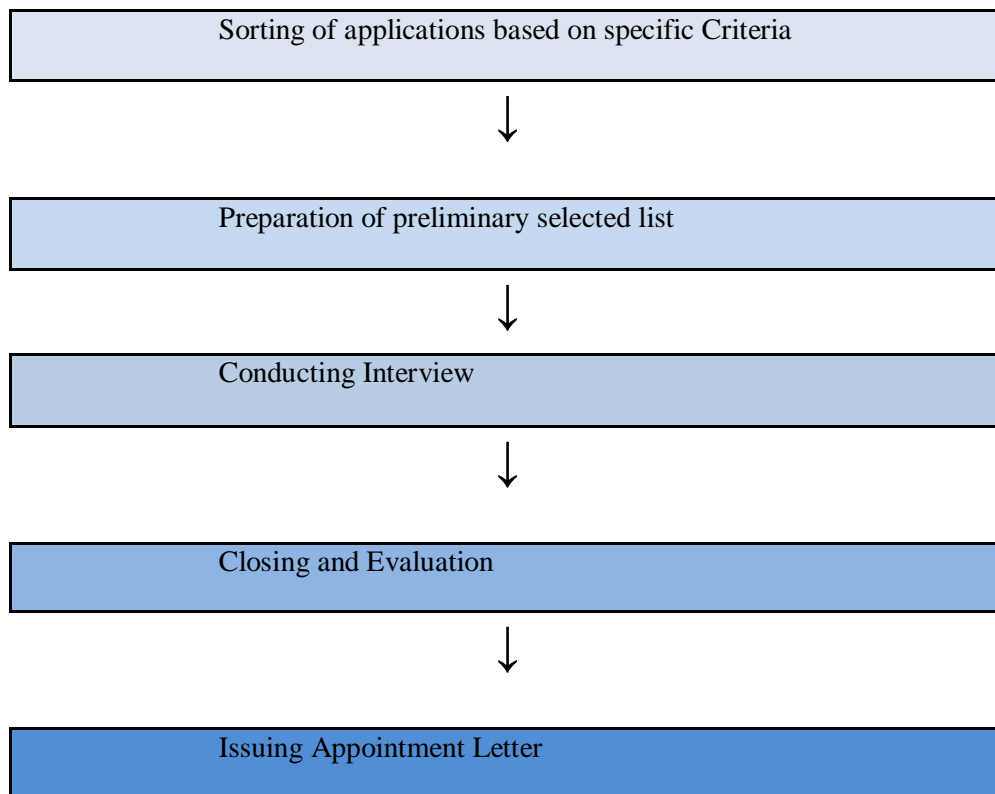
These tests measures:

- i. The general ability to solve abstract problems and are considered the most reliable predictor of a person's learning potential.
- ii. Ensure that candidate has mental capacity to deal with new problems.

- iii. Evaluate the necessary abilities to undertake specific tasks and among the most used are those of verbal and numeric aptitude, abstract reasoning, attention, memory, space perception.
- iv. Analyze the character or temperament of a person (emotional stability, extrovert personality, self-confidence, independence, sociability, self-control, leadership qualities) and which are used as predictor of their behavior in the job position.

These tests will enable us to know whether a candidate if selected, would be suitable for a job, which may be clerical or mechanical.

4.5 Selection Process of City Online Limited



By selecting right candidate for the required job, organization will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested.

1. Interview Feedback

After conducting interview human resource department prepare interview feedback. Interview panel select the suitable candidate for the position. Human resource department provide interview form to the Panel member where they mention the candidates name, position, present salary (if he/she current job holder), expected salary and give the comment. In interview feedback panel members mark applicant knowledge about the job, communication skill, percentage (%) of accuracy give answer the question and know about the notice period about joining. Most of the time head of human resource department give comment in interview form about candidate.

Human resource department of Concord Engineering and Construction Limited follow two types of interview feedback format:

Note feedback:

In note feedback they mentioned the name of panel member, date of interview and the position. Then they give a short description about shortlisted candidates like Name, Present Position & Present Employer of the Candidate, proposed position by panel member, year of experience, educational background, present salary, expected salary which is negotiable or not and notice period for joining.

Scoring feedback:

In scoring feedback human resource department mentioned the name of panel member, date of interview and the position, name of the candidates, present position & present employer of the Candidate, their Academic Qualification, Institution & Passing Year, age, present salary, negotiated salary and notice period for joining. The main part of this scoring feedback is that the Panel member scored the candidates on the basis of their ability which include:

- i. Job Knowledge both in theory & practical
- ii. Accuracy in replying to the asked questions relevant to the position interviewed
- iii. Communication Skill
- iv. Maturity to hold the position

After preparing interview feedback HRD send that to interview's panel members for signature & wait for further instruction.

2. Recruitment Approval

After getting signed interview feedback copy from interview's panel member human resource department prepare recruitment approval for selected candidate (s) and send to Managing Director for approval. Before that human resource department negotiate with candidate about salary and other benefits.

3. Appointment and Selection

After getting approval of recruitment from Managing Director human resource department call selected candidate to know when he/she can join and after that human resource department issued appointment letter on behalf of management.

On the date of joining human resource department give candidate (s) an orientation about organization, organization rules, employee's benefits etc

4.6 Recruitment Policy of City Online Limited

Human resources are recruited according to the need. All the Directors and Head of the Department of the different company & projects site together and take decision whether the requested manpower is necessary to be recruited or not. The recruitment certain number of manpower has to be justified.

Recruitment Policy:

- i. The interview board will with The Head of Department of that post, The Supporting Department Head and The Head of HRD.
- ii. The new recruited will get the probationary period of one year
- iii. Appointed employee can't do anything office time or any other jobs in other company.

Chapter-5

Findings, Recommendations and Conclusion

5.1 Findings

- i. City Online Limited does not use any job description while recruiting and selecting employees.
- ii. City Online Limited does not go for university recruitment which could be a good source of talented employees.
- iii. Lack of synchronization between HR and concern department during recruitment process.
- iv. Job vacancies are not widely circulated in company job portal or others mediums to ensure all the potential applicants availability.
- v. City Online Limited hardly adopts any practice to pick the best alternatives from inside the company for a newly vacant position.

5.2 Recommendations

- i. Job description should be clear and specific to select right people for right position.
- ii. City Online Limited should go for campus recruitment by which they can hire potential candidate. On the other hand it can create a positive brand image.
- iii. Before going for employee recruitment, HRD must know about the specific positions, required qualities, experiences and other variables needed by the concern department to avoid any further unsatisfactory recruitment.
- iv. Job circulation should be posted in all the mediums, thus potential candidates may get the opportunity and company also can pick the best potentials.
- v. For every experienced vacant position, company should give the opportunity to existing employees and by providing promotion they can motivate employees.

5.3 Conclusion

City Online Limited is careful for enough benefit for their employee, ensures a safe and good working environment and makes a friendly and helpful environment for career development. Human Resource Management (HRM) is the part of any organization that is concerned with the “people dimension”. Its role is to provide assistance in Human Resource Management (HRM) matters and directly involved in producing organization goods and services. City Online Limited is composed of sincere and efficient workforce. According to their service, acquiring their knowledge, developing the skills, motivating to high levels of performance and ensuring that they continue to maintain their commitment to the organization are essential in achieving organizational objective. Selection process is good but it should also be modified according to the requirements and job profile so that main objective of selecting the candidate could be achieved.

City Online Limited has a very discipline, strong and very well- managed Human Resource Department (HRD). Matching with requirement of modern era, it has technology and efficient workforce which are the main component of success. The organization is rapidly growing with prosperity. Human Resource Department of City Online Limited deals the workforce with very efficiently. In City Online Limited all employees recruited here based on their academic and professional background but management should be differentiate them based on their performance and promote them by giving an upper post. In this way they are evaluated and motivated their employees. City Online Limited can take pride for their successful business work because they have built lot of historical structure in Bangladesh.

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