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**Measuring Effectiveness of KITC's Recruitment Process**

**Internship Report**

**Date of Submission: August 2, 2018**

## Letter of Transmittal

Date: 02/08/18

To,

ZaheedHusein Mohammad Al-Din,  
Senior Lecturer, BRAC Business School,  
BRAC University, Dhaka.

Subject: Submission of Internship Report.

Dear Sir,

It is my utmost pleasure and honor to hand over to you my Undergraduate Internship Report bearing the title **Measuring the effectiveness of KITC's recruitment process.**

The internship program has provided me with the opportunity to work with the employees of Kazi IT center which has given me valuable insights about the culture that prevails in an IT firm. This task has also allowed me to explore the activities of HR functions. The report contains a detailed explanation of the recruitment process that KITC follow. It was truly a great pleasure of me to have the chance to be engaged with one of the top IT firms in the country.

I would like to convey my gratitude to you for your kind cooperation, supervision and advice in conducting and preparing this report. Understanding in a period of three months the entire process of a firm and the industry it operates in was certainly difficult and thus I would be very grateful if you could kindly assess my report considering the limitations of the study.

Sincerely,

Md. Atiful Haque  
ID: 13104230  
BRAC Business School

## Letter of Approval

This is to certify that Md. AtifulHaque, ID: 13104230, of BRAC Business School, BRAC University has successfully completed his internship report titled “**Measuring Effectiveness of KITC’s recruitment process**”, under my supervision. His internship placement was at Kazi IT Center LTD. I am pleased to state that he has worked hard in preparing this report and was able to present a good picture of the concerned organization. The data and findings presented in this report are accurate and authentic.

Mr. Martin Gonselves,  
Senior Manager,  
Kazi It center LTD.

Zaheed Husein Mohammad Al-Din,  
Senior Lecturer, BRAC Business School,  
BRAC University.

## Acknowledgement

It is a great pleasure and honour of mine for having the opportunity to submit this report after three months of practical engagement with Kazi IT Center LTD. First of all, I will thank Almighty Allah that I am able to complete this report and the internship program without facing any obstacle. Then, obviously I will like to thank my parents because without them everything would have been simply impossible.

I am really thankful to my honourable advisor ZaheedHusein Mohammad Al-Din for his continuous guidance, priceless advices and for supporting me in preparing this internship report. I am also very grateful to my on-site supervisor, Mr. Martin Gonselves, Senior Manager, Kazi IT Center, LTD for his support throughout these three months.

Lastly, I will like to thank each and every member of the KITC HR team and all the faculties and staff of BRAC University for making this long journey so much easier and comfortable.

## Executive Summary

This report bearing the title “**Measuring effectiveness of KITC’s recruitment process**” is an outcome of my BBA internship program. Through this paper I got the opportunity to apply my educational knowledge of my BBA. For preparing this report I worked practically with team HR of Kazi IT center LTD. KITC is now one of the largest ITES firm in Bangladesh which work with 57 banks of USA. The company has enormous growth and it is a pioneer in BPO industry of Bangladesh. In that firm I work in the recruitment section under HR department. The purpose was to measure the effectiveness of the recruitment process. To serve the purpose one survey had done over 15 managers and 20 team leads of KITC. The purpose of the survey was to measure the effectiveness of every stage of the recruitment process. This is because the new process had updated before three months ago. The survey question had prepared for the written cognitive test, focus group discussion, audio book round and 12 days assessment which are the gradual steps of KITC’s recruitment process. The survey shows the result of every stage from the view point of managers and team leads. Besides, there was an interview session with 15 managers where they provided feedback on new employee’s performance who joined after updating the new recruitment process. Here the questions had made on new employee’s sincerity, punctuality and dedication on their work and so on. Through the survey and interview the ultimate output of the effectiveness was being measured. The survey shows there are few steps where necessary improvement is being needed and the interview result shows that the new employees are dedicated, punctual and they have courage to improve themselves. The reason behind dividing the study into two parts is to effectively measure the process and getting the real output by measuring the newly employed employee’s performance.

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## Organizational Overview:

Kazi IT Center, LTD is a North American based company which operates their business from Bangladesh. They started their journey in 2008. The CEO and founder of the company is Mike Kazi. In the current period of time this is one of the largest IT companies in Bangladesh that has its headquarter situated 60 miles outside of Los Angeles, California. In Bangladesh they have three branches. Their corporate office is located in Nikunja and the other two branches are located in Dhanmondi and Rajshahi. Their focus is on making customer's life easier through modern technology. This company falls below BPO industry. Currently they are working with 57 banks of USA. Their services help business owners and companies, complete a wide variety of tasks such as administrative duties, reporting, research and surveillance.

In this era of globalization KITC shows how well a business can perform from another country which is far away from home country. It becomes possible because KITC has updated technology and skilled manpower. They have made the world smaller through the knock of technologies. All of their vendors and clients are U.S based but they have successfully proven ways to retain customers and become trustworthy through their outstanding services. They provide international standard training. Two trainers from U.S.A directly work for the company to develop the core employees who work from Bangladesh.

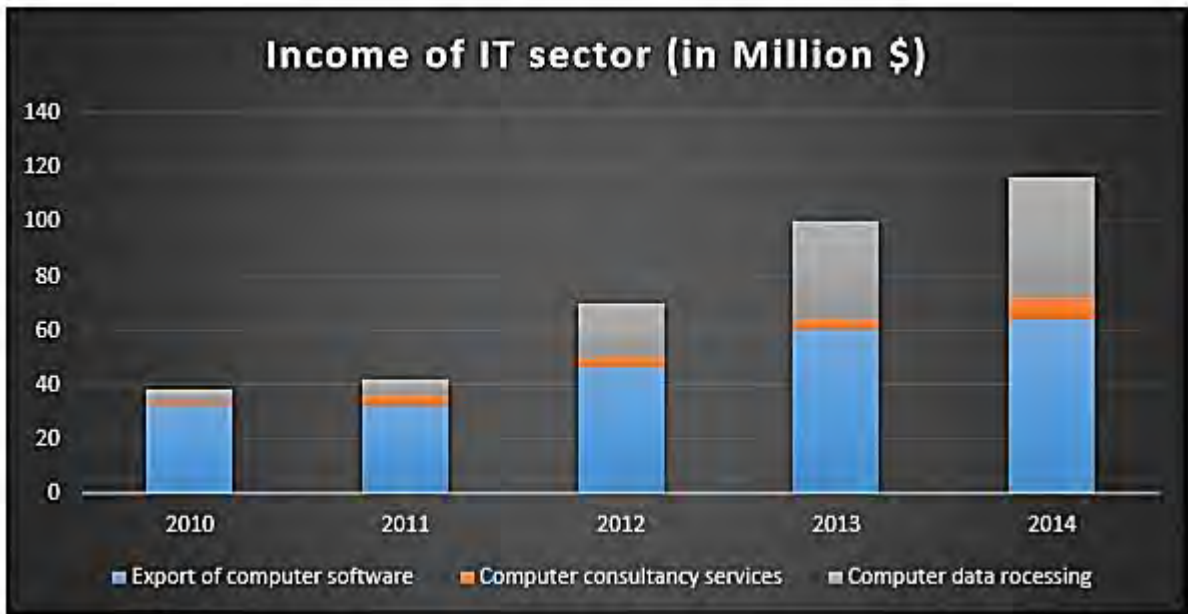
KITC is providing golden opportunity for the fresh graduates. They always encourage young people to join with the winning team. 90% of the employees are young. They provide attractive package that attract the new graduates to start their career with KITC. Besides, new graduates get opportunity to get world class training directly under foreign trainer. Currently 350 employees are working for this company.

## Types of industry:

Business process outsourcing (BPO) is a customer support outsourcing which involves contracting of the operations and responsibilities of a business to a third party. It is a cost saving strategy for a firm in this global era. This industry becoming very popular because currently the government is focusing on IT industry and Bangladesh has huge potential in this sector because of cheap labor cost. By Gartner Bangladesh was recorded one of the 30 countries for offshore service in 2010-2011. As the internet usage is growing so government of Bangladesh expects to IT sector 7.28 percent to GDP growth by 2021.



**Figure 1: Life cycle of IT industry of Bangladesh**



**Figure 2: Recent scenario in export of computer related service in Bangladesh**

**Source: Bangladesh Bank**

### Mission of KITC:

Their mission is to create a platform in Bangladeshi IT industry for building career.

### Vision of KITC:

Their vision is to becoming the largest ITES Company in the history of Bangladesh by providing the outstanding service to US clients.

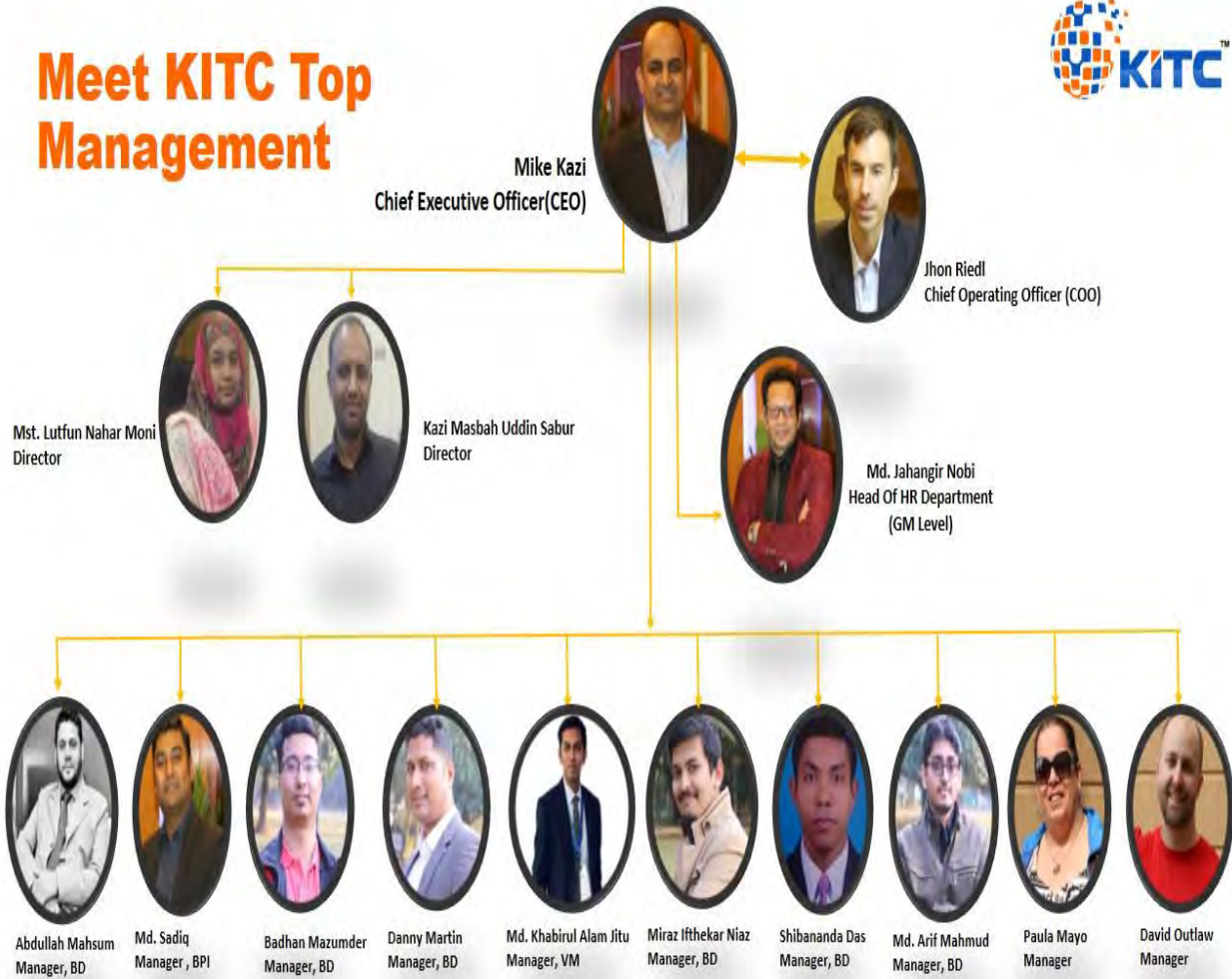
### Core Values:

- 1. Wow, everybody by Outstanding Service**
- 2. Embrace new and Thrive for Change**
- 3. Pursue Evolution and Learning**
- 4. Build a Progressive Team and Family Spirit**
- 5. You'll get to do good**

# Organogram of KITC



## Meet KITC Top Management



## Hierarchy of KITC



# HIERARCHY



## Introduction:

The title of the report is “Evaluating the recruiting process of KITC” which I have prepared as a requirement of internship under the BBA program of BRAC Business School. I did my internship program in Kazi IT center LTD Bangladesh which is a renowned BPO company in Bangladesh. This report has been prepared under the direct supervision of ZaheedHusein Mohammad Al- Din, senior lecturer of BRAC Business School.

In this report I work on the recruitment process of KITC. To get a good out come from an employee it is very important to choose the best potential candidate for the organization. A candidate can have good academic background but that cannot justify the potentiality of the candidate in terms of that particular company. It is very important to identify the best fit candidate for the organization. So taking this into account different companies have different process to evaluate the potential candidate. KITC also do so. They follow four stages of assessment process before selecting a particular candidate. Here I measure the effectiveness of the process. The company has four stages of evaluation before doing on board. I tried to measure the effectiveness of all four stages. I tried to link up the evaluation process with the organizations over all out come.

## Scope of the Study:

For doing the study I had to take feedback from the key personnel of that organization. I got to know about their opinion regarding the recruiting process. This interaction with these valuable persons helped to understand the proper scenario of this particular issue. Apart from that, this study helped me to get the idea of one the most important part of HR which is recruiting and selection. Besides, doing practical task and studying related things are very much beneficial for the permanent learning. Throughout the study I had to go through some important data from internet and audio book which created opportunity for me to learn new things. From the study I got to know that which part of the recruitment process is important, which one is less important and which side should be improved. They also shared their opinion in terms of developing the process which helped me to generate ideas that can be beneficial for the company's recruitment process.



## Limitation of the study:

To conduct the study I had to face different challenges. Those challenges are given below-

- It was tough job to meet with the night shift managers and team leads.
- For the purpose of interview I had to go to Dhanmondi branch for several times.
- Getting appointment of the managers and team leads were difficult.
- Most of the time they were busy with their work so it was tough to get proper time from them.
- These four stages of recruiting process are new for KITC employee so collection of data was little bit difficult.
- Only 15 employees were recruited under the new recruitment process. Hence, mass data were not under my list for which I had to make a close participant observation.
- It took long time for data collection as the respondents were top management of the company.

## Objectives of the Study:

### Broad objective:

The broad objective of the report is to measuring the effectiveness of KITC's recruitment process and providing the appropriate recommendation of particular drawbacks.

### Specific objective:

The specific objectives are given below:

- To identify whether the employees were able to meet the deadline of the given task on a regular basis.
- To understand whether the quality of work of the employees were accurate, effective and thorough while maintaining loyalty
- To assess whether the employees have the ability to perform under pressure and handle multiple assignments.
- To understand whether the employees are cooperative, considerate and tactful in dealing with supervisors, subordinates and peers.
- To understand whether the employees are able to provide adequate information to other employees when needed.
- To understand whether the employees are able to utilize their resources and knowledge in effective manners.
- To measure the effectiveness of the cognitive test.
- To measure the effectiveness of group discussion and poster presentation.
- To measure the effectiveness of the audio book round.
- To measure the effectiveness of 12 days assessment period.
- To evaluate the current employee's performance who joined after establishing this recruitment process.
- To identify the cost effectiveness of the process.
- To identify the percentage of employees is getting on-board among the candidate pools.

## Literature Review:

According to the perspective of human resource management, the most crucial and difficult human resource management strategy for achieving organizational goals is recruitment and selection strategies because the outcome of recruitment and selection strategy can be very productive for the organization if they selected right person in terms of appropriate skills mix and also can be very non productive if they select wrong candidate that can lead failure of the organizations (Compton, 2009 & Canton, 2004). Polychart (2006) has rightly mentioned that due to the KASOs emergence, the success and failure of organizations depends on staffing but unfortunately the organizational management and researches have not been able to understand its value by knowing that this is the most important human resource function. Recruiting and selecting the wrong candidates who are not capable in terms of skill and mix can be reason of huge negative cost that businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori&Aryeetey, 2011). As explained by Opatha (2010) recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. For Ofori and Aryeetey (2011) recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. The general purpose of recruitment according to Gamage (2014) is to provide the organization with a pool of potentially qualified job candidates.

The world largest selling book named “Who- The method of hiring” by Geoff Smart & Randy Street. This is one of the highest selling audio books in the world. In this book author mentioned that in hiring process it should be taken into consideration that we should hire “who” not “what”.

Then, in the book Geoff and Randy mentioned some mistakes that managers make and they are- managers are unclear what is needed in a job, have a weak flow of candidates, they do not trust their ability to pick out the right candidates from candidate pool, they lose candidates they really want to join their team. After that, in the book author mentions about few interviewing process that can give the best possible candidate and they are- the screening interview, the top grading interview, the focused interview and the reference interview. Besides, author mentions about four steps to get an effective team and they are- scorecard, source, select and sell. The company KITC follows this who book in terms of their hiring process so through listening the book helped me to link the key factors with the recruiting process.

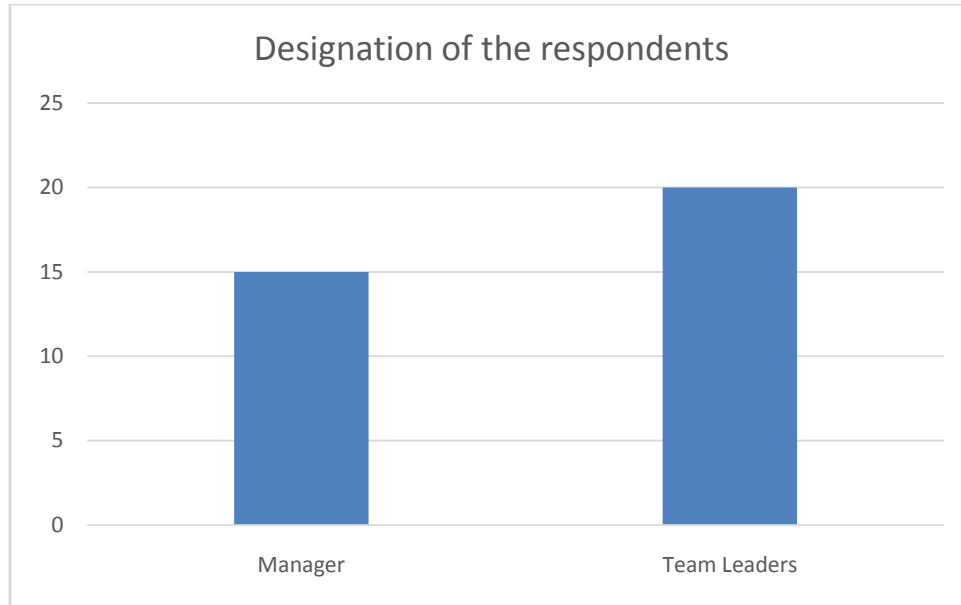
## Research Methodology

Almost every internship report complies of both qualitative and quantitative researches done through surveys and interviews, and then analyzed to understand the possible outcomes of a particular company. Similarly, my report stated the ways to measure the effectiveness of recruitment process. My report has been done on following qualitative research methods compiled of five research questions to understand the performance of the newly recruited employees in the last three months. For the process evaluation there were 35 respondents.

It is understandable that to cognize the effectiveness of recruitment policies, a three month observation is always not feasible. However, the recruitment policies in KITC have developed few new steps that have been implied on the employees recruited three months ago. As a result, a close participant observation has been done to analyze the improvement or degradation of employees at KITC.

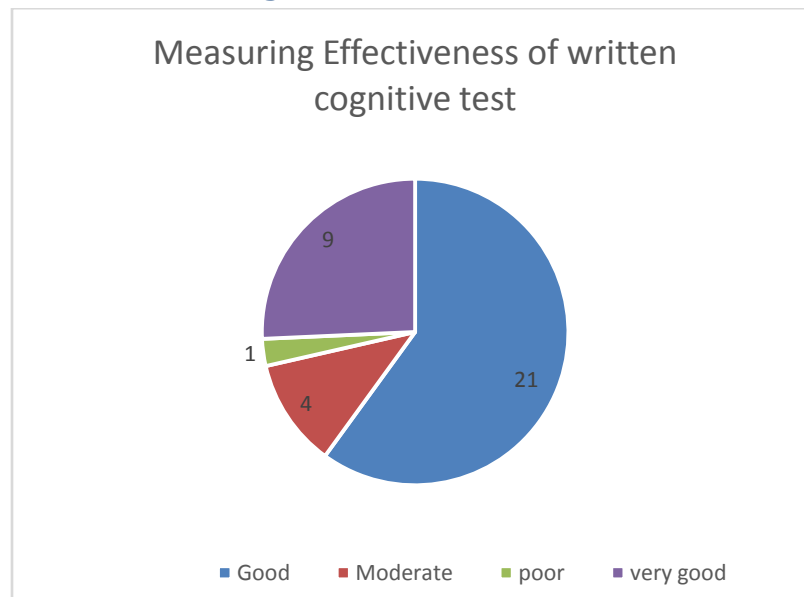
# Analysis and Data Interpretation:

Measuring the effectiveness of the process through survey:



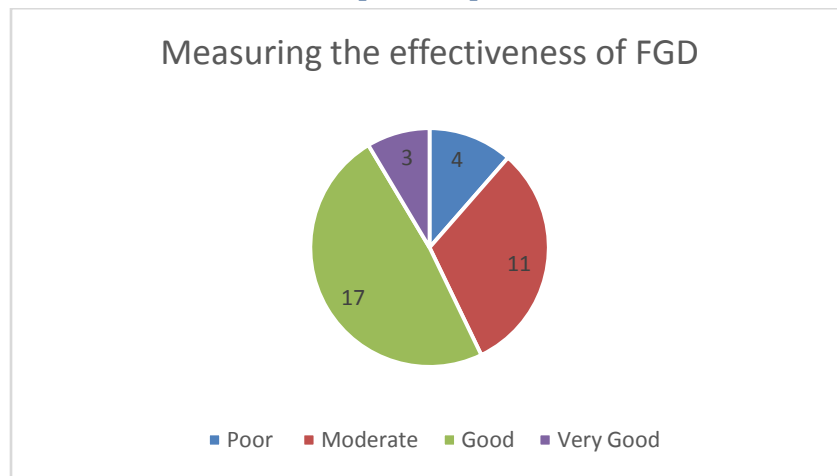
As this was measurement of effectiveness of recruitment process so the respondents were managers and team leads. Of 35 respondents there were 15 managers and 20 team leads from whom the data was collected.

## Measuring effectiveness of cognitive written test:



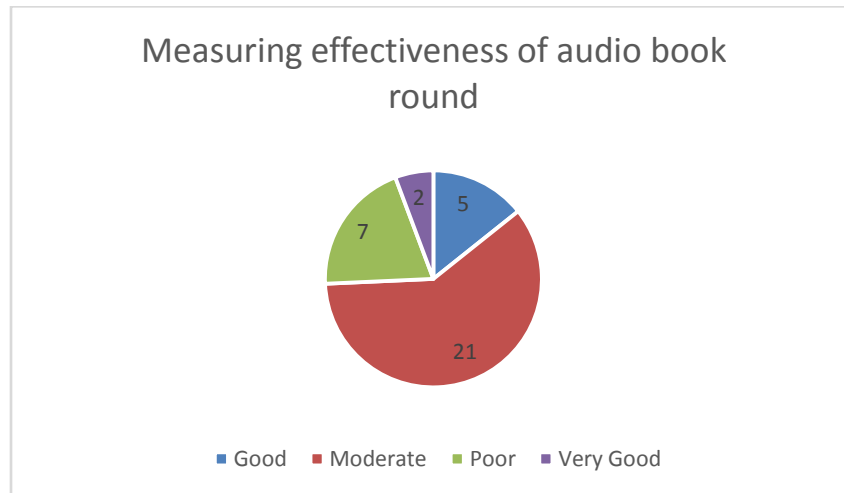
The response in terms of the cognitive test is good. 21 respondents show positive view on this stage. Their cognitive test contains three parts and these are- English language skill test, analytical ability test and math. This is the first step of the recruitment process. From the survey it can be seen that only 1 respondent mark this process as ineffective. So this process is an effective element of the recruitment process.

### Measuring effectiveness of FGD or poster presentation:



This is the second phase of the recruitment process. Those who qualify for this stage they have to sit for a group discussion. Minimum 8 numbers of candidates need at a time to accomplish this stage. If there is less than 8 candidates then the candidates have to give a poster presentation on that case. So, from the data it can be seen that 17 respondents mark this phase as good. So the effectiveness of this stage is high. Besides, 3 respondents mark this stage as very good. On the other hand, according to 4 respondents, this stage is poor in the recruitment process.

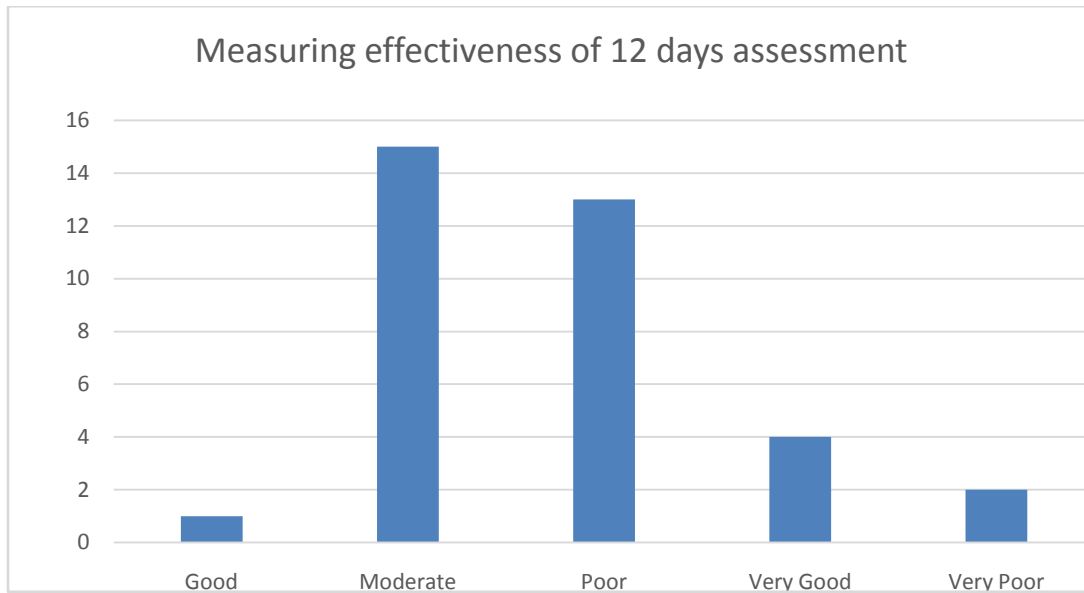
## Measuring the effectiveness of audio book round:



This is the third step of the recruitment process. After filtering from second step qualified candidates have to give a audio book presentation. Usually candidates for different post get different audio books and these audio books are world best selling business audio books. Candidates have to prepare a presentation base on their learning from the books and the application of that learning in KITC. Usually candidates get 3 to 5 days to prepare themselves. From the response it is visible that 21 respondents mark this step as moderate. As it is newly introduced process so it will take time to justify this stage. On the other hand, according to 2 respondents this step is very good.

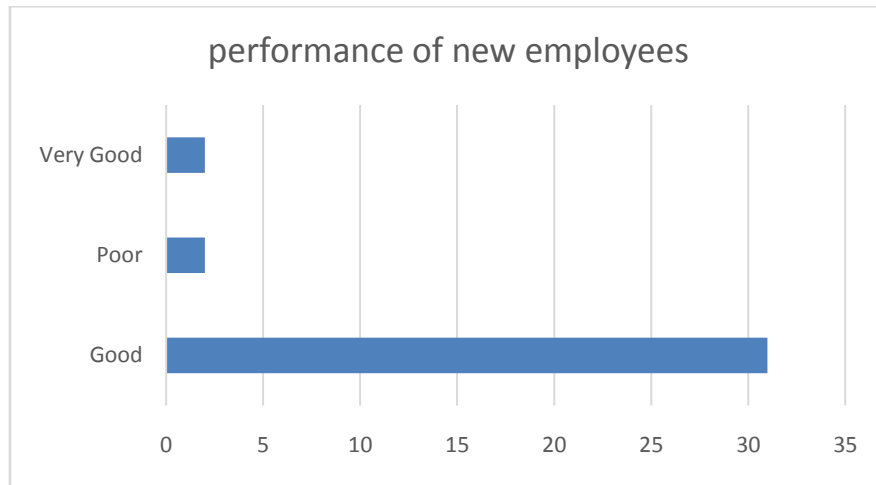


### Measuring the effectiveness of 12 days assessment:



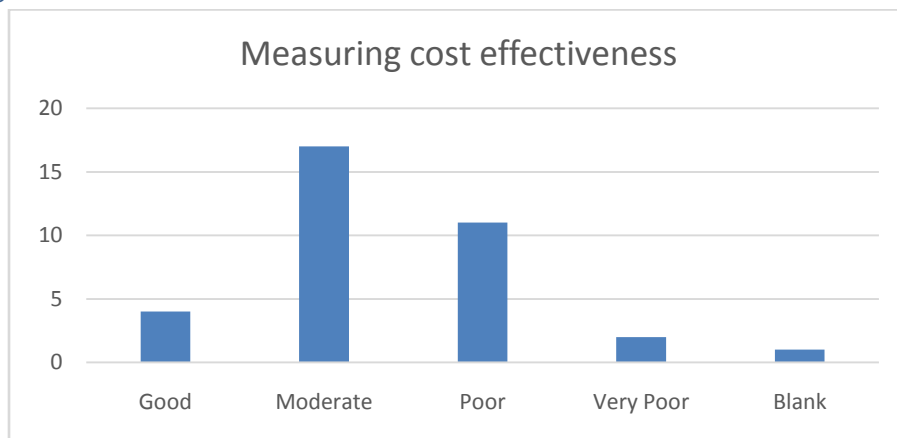
This is the last stage before recruitment. In terms of this stage respondents have mix views. The reason behind is from this stage a new applicant get no know about the real work what the employee of KITC actually do. This is a kind of training period where the candidates get training and they have to perform the real task. Two trainers observe the performance, attitude and English communication skill of candidates. On the other hand, 12 days is a long time for those who are currently on a job. So sometime candidates get frustrated which can be ultimate reason for loosing potential candidates. So, from the chart it can be seen that according to 15 respondents the effectiveness of this stage is moderate and 13 respondents think the effectiveness is poor. Only 3 respondents in total think it is an effective stage.

### Performance of new employees:



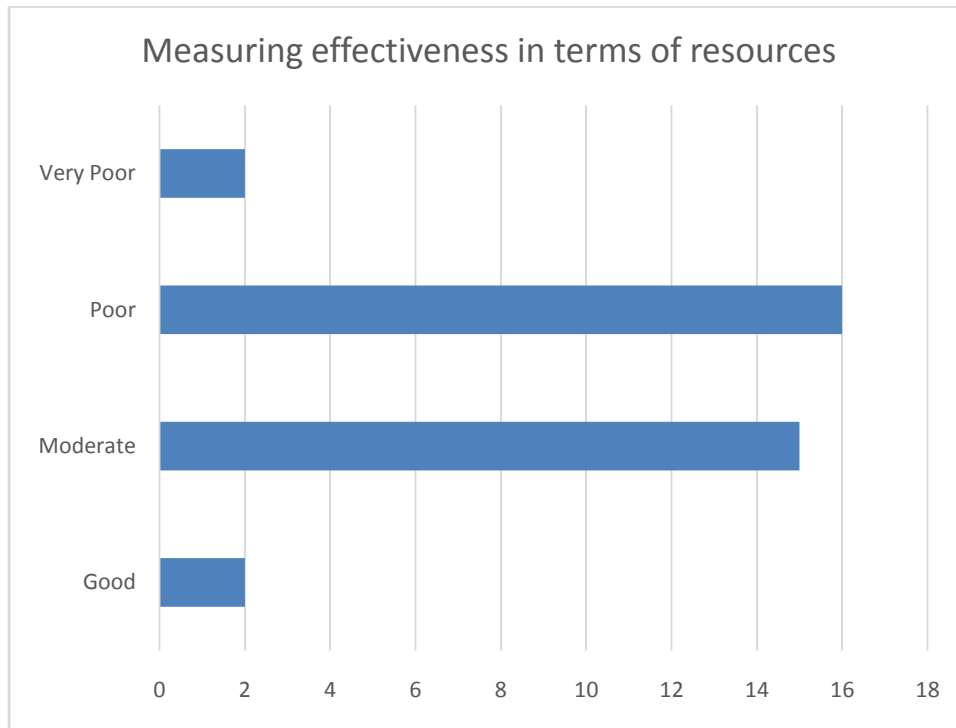
This newly introduced process has established for last three months. There was some lacking in the previous process. In this new process the questions are developed in a structural way. Besides new steps like audio book round and poster presentation have introduced so after introducing the new steps those who were recruited their performance is up to mark. 32 respondents give positive review about the new recruited employees. Only 2 of them mark their performance as poor.

### Measuring cost effectiveness:



The process of recruitment contains four stages. So to perform each and every step there comes a cost issue. There are several costs and those are- electricity cost, paper cost, employee's cost and most importantly cost of time. The cost effectiveness is moderate according to 17 respondents. On the other hand, according to 12 candidates the cost effectiveness is poor.

### Measuring effectiveness in terms of resource:



The process is not effective in terms of other resources. As it is a time consuming process so the time value of money is a big issue here. Few employees along with managers have to conduct this process so it is not effective to involve employees into one task for a long period of time. The survey shows that according to 16 respondents the process is ineffective in terms of resources. According to 2 respondents this process is really ineffective as they marked this process as very poor. 15 of the respondents mark the effectiveness in terms of resource as moderate.

## Findings:

The findings of this report can be discussed broadly focusing the specific objectives written above. Upon interviewing it was clear that 10 out of 15 employees had the capacity to meet deadlines even under pressure. Out of the 10 employees who were able to meet deadlines 6-7 employees had accuracy in their work that were done with effectiveness. Loyalty was maintained throughout. However, this was, according to the manager, due to being new in the office and building trustworthiness.

The newly recruited employees needed more knowledge about the practical field in work as „book theories“ are always not applicable in offices. Clients cannot be dealt using book theories and in the context of Bangladesh, their nature, understanding and process needs to be identified and then put into action. Therefore, practical experience and acknowledgement is highly required. The fresher had to go through immense amount of on-the-job training to be competent enough. Their effectiveness of dealing with clients with polite manner and adequate behavior needed to be observed carefully and had to resolve with proper training. However, the stages of training are yet to be over.

One of the most important factors of working with any organizations effectively is to have the ability to use their resources effectively and remain loyal to their post. Complete utilization of resources need to happen, but at a pace of rate. One should not use its resources completely and then have nothing left for future. In other words, an employee should use its resources, that is, the official information, working capacity, intelligence, training, loyalty; sustainable. In addition to, loyalty is one of the most important factors for an employee to maintain top sustain their professional life for the long term. It has been often observed that most of the newly recruited employees try to impress their supervisors by any means. However, there is always a code of conduct in every step of professionalism that needs to be highly maintained.

According to the interviewer, it is understandable that fresh graduates will not have the experience to deal like any professional. Hence, every organization needs to provide proper training to the newly recruited employees so that they can build themselves up to be fit for the professional world. In fact, it is not the newly recruited employees only who needs to be trained for being more competent and effective, there are few more experienced employees who are trained by number of years only, but, their training to become an effective professional still lacks. Hence, training is something that should never be stopped.

Since KITC has night shift so most of the employees are not prepared mentally and physically to go through that challenge. This also shows that today's youth are always not prepared for challenges out of their comfort zone. The 5 out of 15 employees who are not able to meet deadlines gave the excuses of not understanding the instructions given to them properly, not being competent enough, not being knowledgeable enough about the given tasks, etc.

### Findings from survey:

The survey was being done to measure the effectiveness of each and every step of the process. There are four steps which are- written cognitive test, focus group discussion, audio book round and 12 days assessment. These steps are very crucial because, to qualify to next step a candidate have to meet with some certain standards. From these steps authority finds the best fit candidates for the organization. These steps are not fixed yet. The new step „audio book round“ has introduced three months ago. From the survey I found some effective findings –

- a) **Written cognitive test** which is the first step of the process is really effective. In this step candidates have to face to 40 M.C.Q questions based on English, logical reasoning and math. This step is effective because authority gets those potential candidates whose analytical ability, English skill and math skill are up to the mark. From the survey it has found that 21 respondents marked this step as good.

- b) **Focus group discussion** is the second step of the process. Here candidates have to solve an IT related case and then they have to discuss it in a group. This step is also very effective because, here management get a view on English fluency and also understands the creativity level of employees. These are important qualities that should have into KITC's employees. From the survey, it has found that 17 respondents marked this step as good.
- c) **Audio book round** is the new step where candidates have to listen an audio book and then they have to present a presentation on the basis of their learning. The judgment of this step is similar to focus group discussion. Along with that, candidates can easily find audio book related content on different web sites. Among 35 respondents 21 marked this step as moderate and 7 respondents marked this step as poor.
- d) **12 days assessment** is the final step of this process. In this process, candidates get training and they have to perform the real task of KITC. Two trainer asses the performance of candidates. In a sense, this step is very effective because this the real work training session. On the other hand, 12 days is really a long time for an applicant who is currently doing a job. Besides, this step is very risky for applicants as there is a high chance of rejection from this step. From the survey it has found that, 15 respondents marked this step as moderate and 13 of them marked it as poor.
- e) In terms of cost effectiveness this process is moderate. There are many costs to accomplish the process. The first cost is to hire intern to solve the purpose. Then there is no fixed exam date for the candidates so, candidates can schedule the exam time according to their preferable time. As a result sometime only 1 or 2 candidates come for exam which is a reason for extra electricity cost. The3 survey result shows that, 17 respondents marked this part as moderate and 11 of them marked it as poor.
- f) In terms of resources this process is really ineffective. The reason behind is, this process is very time consuming. Employees and managers need to involve with the steps for a long period of time which is not effective at all. From the survey it has found that, 16 respondents rated it as poor.

### Findings from the interview:

Managers of KITC provide with some effective information about the newly recruited employees who has recruited within these three months. The purpose of this interview session was to know about the performance of the newly recruited 15 employees. The findings are given below-

- a) 10 out of 15 employees have ability to meet the deadline.
- b) Out of those 10 employees 6-7 have accuracy in their work.
- c) All of the employees are loyal.
- d) They always try to impress their team leaders and managers.
- e) They face challenges because most of them have no experience.
- f) Night shift job is another challenge for them.

## Recommendation:

There are few problems in the recruitment process. From the findings it has found that, there is a room for improvement in the audio book round and 12 days assessment period. To solve the recruitment process problem and develop the standards they can take some actions which are given below-

- a) They should establish one structural process.
- b) They should prepare different sets of questions.
- c) They should prepare different questions for different positions.
- d) In audio book round they can add written test along with the presentation.
- e) They should build software so that one applicant cannot attend in exam for several times in one position.
- f) They should fix exam dates so that they can reduce other costs.
- g) The time period for 12 days assessment should be reduced.
- h) For completing the total process, they should not take more than 20 days.
- i) They should properly inform to applicants about the night shift jobs.
  
- j) They should inform about the whole process of recruitment to the applicants in the initial screening period.
- k) Most of the applicants are not aware of their cognitive test question pattern so in the initial screening period it should be informed.
- l) They can take an online test for screening the potential candidates.



## Conclusion:

In conclusion, in the recruitment process of KITC the cognitive written test is an effective part of the process but there should have multiple sets of questions for similar and different positions. Besides, focus group discussion is also an effective element to justify candidate's English fluency and creative knowledge. Both of these two elements are good enough to judge the potentiality of candidates. Then, newly introduced audio book round should improved because candidates get enough contain related to book on the internet and also this process give similar justification as like focus group discussion. To improve this part management can add written test in this step which will be helpful to understand that wwhether the applicant listen to the book or not. After that, the time period for 12 days assessment period should reduced. This is because 12 days is a long time for those who are currently doing the job. Other than that, company should be aware of cost effectiveness. To do so, they can fix exam date. To improve the over all process, they should build a permanent structural process and also they should aware of utilization of time. In terms to getting the proper output from the new employees company should arrange several training programs to fill up the lacking. At last, the survey and interview result showed that the process is effective in terms of getting potential and best fit candidates, but few things should be improved to make it more effective.

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## Link:

<http://www.kitcbd.com/>

<https://www.dropbox.com/s/99f3in8dswvetwc/Who.mp3?dl=0>

<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.651.8192&rep=rep1&type=pdf>

<https://www.eajournals.org/wp-content/uploads/The-Impact-of-Recruitment-and-Selection-Criteria-on-Organizational-Performance.pdf>

## Appendix:

### Survey questions:

1. Your current designation

- a) Manager
- b) Team lead

2. Your total year of experience in KITC

- a) 6 months - 1 year
- b) 1- 2 years
- c) 2-3 years
- d) More than 3 years

3. What are the qualities that you prefer in your employees?

- a) Better analytical skill
- b) Outstanding communication skill
- c) Better quantitative skill
- d) Leadership skill

4. How many employees were recruited in the last three months under you?

Ans: \_\_\_\_\_

5. How will you rate the effectiveness of written cognitive test in the recruiting process of KITC?

- a) Very good
- b) Good
- c) Moderate
- d) Poor
- e) Very poor

6. How will you rate the effectiveness of focus group discussion or poster presentation in the recruiting process of KITC?

- a) Very good
- b) Good
- c) Moderate
- d) Poor
- e) Very poor

7. How will you rate the effectiveness of the audio book round in the recruiting process of KITC?

- a) Very good
- b) Good
- c) Moderate
- d) Poor
- e) Very poor

8. How will you rate the effectiveness of 12 days assessment in the recruiting process of KITC?

- a) Very good
- b) Good
- c) Moderate
- d) Poor
- e) Very poor

9. Rate the total process in terms of cost effectiveness

- a) Very good
- b) Good
- c) Moderate
- d) Poor
- e) Very poor

10. Rate the total process in terms of using resources (time, manpower etc.)

- a) Very good
- b) Good
- c) Moderate
- d) Poor
- e) Very poor

11. Rate your new recruit's performance compare to those who were recruited before switching to current process

- a) Very good
- b) Good
- c) Moderate
- d) Poor

12. Where do you think this process has room for improvement?

Ans: \_\_\_\_\_

**Interview Questions:**

1. Do the employees were able to meet the deadline of the given task on a regular basis?
2. Do the quality of work of the employees were accurate, effective and thorough while maintaining loyalty?
3. Do the employees have the ability to perform under pressure and handle multiple assignments?
4. To what extent are your employee cooperatives, considerate and tactful in dealing with supervisors, subordinates and peers?
4. Are the employees able to provide adequate information to other employees when needed?
5. Are the employees able to utilize their resources and knowledge in effective manners?