

Report On

A study on recruitment and selection process for achieving higher employee productivity of IDLC Finance Limited.

By

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An internship report submitted to Brac Business School in partial fulfillment of the requirements
for the degree of
Bachelor of Business Administration

Brac Business School
Brac University
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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal:

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Subject: Submission of internship report on “A study of recruitment and selection process for achieving higher employee productivity of IDLC Finance Limited”.

Dear Miss,

With due respect, as part of the course requirements “Bus 400” I have prepared the internship report entitled “A study of recruitment and selection process for achieving higher employee productivity of IDLC Finance Limited”.

I have tried my utmost effort to prepare the report. I have tried to put my experiences, learning and also the theories to make the report as informative as possible. I have tried my best to achieve the objectives of the report.

It had been a great pleasure to work under your supervision. I sincerely believe it will fulfill the purpose of the internship and all the requirements.

Sincerely yours,

Manoka Jalil Juthi
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Date: January 28, 2020

Acknowledgement

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I would like to thank Masum Billah (Officer), Aysha Chowdhury Trisha (Officer) for their endless support and supervision. They helped me with information which aided me in completing my report.

I would really like to appreciate them for being kind and supportive.

Lastly, I am also thankful to Brac University for granting me the opportunity which helped me to enhance my knowledge and overcome the challenging situations.

Executive Summary

IDLC Finance Limited developed as one of the most recognized financial brands in the country. Starting from Corporate, SME, Retail to Capital Market Segments, IDLC captures a strong place in the market. IDLC endeavors in improving the people's lives by fulfilling their dream of buying a house, car or start of a business and also have impact on the whole nation.

The recruitment team is the most pivotal part of the human resources department as the organization develops because of the contribution of its employees. The objective of IDLC is to recruit charismatic, vigorous people who can take responsibility to develop them with the dynamic competitive industry. The analysis also helped in knowing the changes the employees want the changes that should be made in order to increase productivity and the certain factors that they are contended about. Having a good team member, a safe environment can boost employee confidence, thus the report focuses on various factors that affects employee productivity.

The report consists of the current procedures of the recruitment and selection process and ways to improve the effectiveness of the process in order to enhance employee productivity. The purpose is to understand the current scenario of the recruitment process and also the problems associated with it. Furthermore, the report also deals with the feedback and how in future, IDLC Finance Limited needs to work on the certain things that will increase employee productivity.

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Chapter 1: Introduction

1.1 Introduction

Manpower is significant in order for maintaining an organization. As much it is true, that hiring the right person at the right position can take the company to great heights, it is also true that hiring the wrong person can lead to company downfall. Training a wrong candidate will result in wastage of company resource and time. Thus, recruitment and selection process which is a part of the human resource management come into practice.

Recruitment is process of recruiting the suitable person at the right time in the right position. To meet the organizational goals and objectives, attracting talented candidates is the procedure of recruitment. It is also necessary that the skills of the manpower keep in alignment with the organizational objectives.

Selection is the procedure of choosing the candidate who is the best fit for the position. It is necessary to ensure that the candidates possess the required qualifications and skills in a coordinated manner in the selection process. Working environment, salary structure, size of the organization, equal opportunity are some of the factors that influence recruitment and selection process.

Both recruitment and selection process needs to be updated from time to time to attract the best candidates and also to enhance employee productivity.

1.2 Origin of the Report

The internship program of Brac University is a requirement for the Brac Business School Students. The sole purpose of the internship is to understand the practical work environment, and gain practical knowledge. This report contains information about the recruitment and selection process of IDLC Finance Limited.

1.3 Objective of the Report

- To gain an insight of the current recruitment and selection procedures.
- To understand if the recruitment and selection procedures enhance employee productivity.
- To find the drawbacks and take measures to improve them.

1.4 Scope of the Study

This report focuses on the current recruitment and selection process for achieving higher employee productivity of IDLC Finance Limited. It depicts practical experience of the Talent Acquisition Department of IDLC Finance Limited, followed by some recommendations and finally conclusion. Human resource management has many aspects, and this report covers only the part of the recruitment and selection. This report does not explain every portion of human resource management.

1.5 Significance of the Study

It will help the Talent Acquisition Team of IDLC Finance Limited in comprehending their mistakes and take further actions to improve their strategy so that they can get the best out of the recruitment and selection process. Also the recommendations are from my experience so it might help them in finding out their weaknesses and take further actions. Not only the company, the community will also be benefitted from this report.

1.6 Methodology

1.6.1 Methods of Research Used:

The research about the effectiveness of the recruitment and selection process for achieving higher employee productivity is a descriptive research, which focuses on the current procedures they are applying, what they lack in some areas and how they can enhance the productivity of the employees.

1.6.2 Research Method:

The questions of the survey are set specifically for obtaining information for the purpose of the research. Therefore, I have collected both primary and secondary data for this report. Doing the survey will help in identifying if the recruitment process is effective which has enhanced employee productivity, which is one of the pivotal parts of Human Resource Management. It will also bring out the hurdles and ways of improvement in the procedure.

1.6.3 Respondents and sampling procedures:

Here, the target population includes the people who are employees of the organization, IDLC Finance Limited. For collecting the responses, I have talked face to face with the employees who have been working at the organization, for more than three years.

1.6.4 Research instruments/ Questionnaire: The survey questionnaire consists of five questions about increasing employee productivity. The questionnaires are open ended where I have taken responses of 5 respondents, who expressed their opinion on various issues.

1.6.5 Collection of data:

Primary data: In case of getting the primary data, I have discussed the questions face to face with them.

Secondary data: For the secondary data, I have collected information from their website and the annual reports.



Chapter 2: Company Overview

2.1 Company Overview

IDLC Finance Limited (former name : Industrial Development Leasing Company) started its journey in 1985, with a single leasing product and over the years have developed itself to become one of the largest non banking financial institutions of the country with the collaboration of Finance Corporation (IFC), German Investment and Development Company (DEG) , Kookmin Bank and Korean Development Finance Corporation, The Aga Khan Fund for Economics Development, The City Bank Limited, IPDC of Bangladesh Limited and Shadharan Bima Corporation.

Diversified customers are attached to IDLC, as it offers different products to the customers starting from Corporate Finance, SME Finance, Consumer Finance and capital market segments.

With over 1400 employees, and 40 branches, it has been serving more than 45,000 clients.

With the mission of quality growth, superior customer experience, and sustainable business practice, IDLC has maintained its superior quality and service over the years. The Seven core values that they follow are integrity, customer focus, equal opportunity, trust and respect, passion, simplicity and eco friendly.

IDLC Finance Limited has always tried to uphold their slogan “Sharing Happiness” in practice and it believes that happiness comes when they are being able to provide the people immense products and services, which help them in accomplishing their dreams. IDLC also believes that they have a responsibility towards the society thus, is involved in many CSR activities such as Khushir Kheya Odityo, Orther ortho, Purnotoa. Some of the green Finance Initiatives are: Tunnel Kiln, Zigzag Brick Kiln, Efflunet Treatment Plant, Waste recycling plant, Biogas plant, solar home system.

2.2 Philosophies of IDLC Finance Ltd

2.2.1 Vision:

We will be the best financial brand in the country

2.2.3 Mission:

We will focus on quality growth, superior customer experience, and sustainable business practices.

Providing numerous products for different segments of the customers, IDLC Finance Limited

2.2.4 Core Values:

- Integrity
- Customer focus
- Trust and respect
- Equal Opportunity
- Eco Friendly
- Passion
- Simplicity

2.2.5 Strategic Objectives:

- Grow and develop our talent pool
- Fully leverage the core banking platform
- Optimise distribution points
- Grow and diversify funding sources
- Grow sales and service capabilities in the consumer division
- Sustainably grow SME portfolio
- Focus on top-tier clients in the corporate segment
- Consolidate capital market operations and enhance capabilities

- Embrace internationally accepted corporate governance and sustainable business practices

2.3 Subsidiaries of IDLC Finance Ltd

IDLC Securities Limited: It provides brokerage Service to the clients. Maintaining corporate ethics and standards, IDLC Securities provides remarkable brokerage services to local, foreign institutional investors and retail. One of the important highlights of 2018 is that it achieved second position with large increase in market share.

IDLC Asset Management Limited: IDLC Growth Fund was introduced in February 2018. Also, launched IDLC Systematic Investment Plan. Its main purpose is to meet the diversifying investors' needs by maintaining and providing mutual funds.

IDLC Investments Limited: Investment Banking, discretionary portfolio management and margin are its products and services. One of the pivotal highlights of the year 2018 is that IDLC received "Euromoney Awards for Excellence 2018" for standing out as the best investments bank in Bangladesh.

2.4 Overview of Business

Albeit, IDLC offers different products and services, the key business areas are:

SME Division: One of the significant segments of IDLC Finance is SME Division. IT started its operation in 2005 with working capital loan, term loan, and lease financing options, gradually started to provide other products and services to satisfy the customers' needs. Furthermore, it also supports women entrepreneurship, thus, introduced purnota especially for women entrepreneurs. The loan book of SME increased by 12.43 % during the year 2018 and provided services to more than 14,000 clients. The fundamental strengths of this division are that the

processing of loan is quite fast with enthusiastic relationship officers and competent credit team.

It consists of:

- Small Enterprise Finance
- Medium Enterprise Finance
- Supplier Finance

Consumer Division: The comprehensive growth of IDLC has been supported by the consumer division which provides Home Loan, car Loan and personal Loan. Home loan is the significant part of the consumer portfolio which covers 91.48% of the loan book; car loan holds 5%, personal loan 3% and loan against deposit 1%. During the year 2018, it grew by 17.12 %. A program named “Priority Program” had been launched specially for the customers whose deposits are quite high. In future, they want to reach out their services to the customers who reside outside the major cities.

Corporate Division: The corporate division holds 24.15% of the loan portfolio. The portfolio comprised of more than 69 % with manufacturing, 21 % of service and 10 % of trading.

Some of the services are:

- Term loan: Term loans are provided according to the requirements of business for construction, acquisition of land purposes.
- Working capital Loan: This loan aids the business in carrying out their day to day operations.
- Lease Financing: It is given for supporting the capital expenditures such as equipments, transports used by the office etc.
- Project Financing: It is provided for aiding in any new projects undertaken or for expanding the product line of businesses.

2.5 Organizational Chart

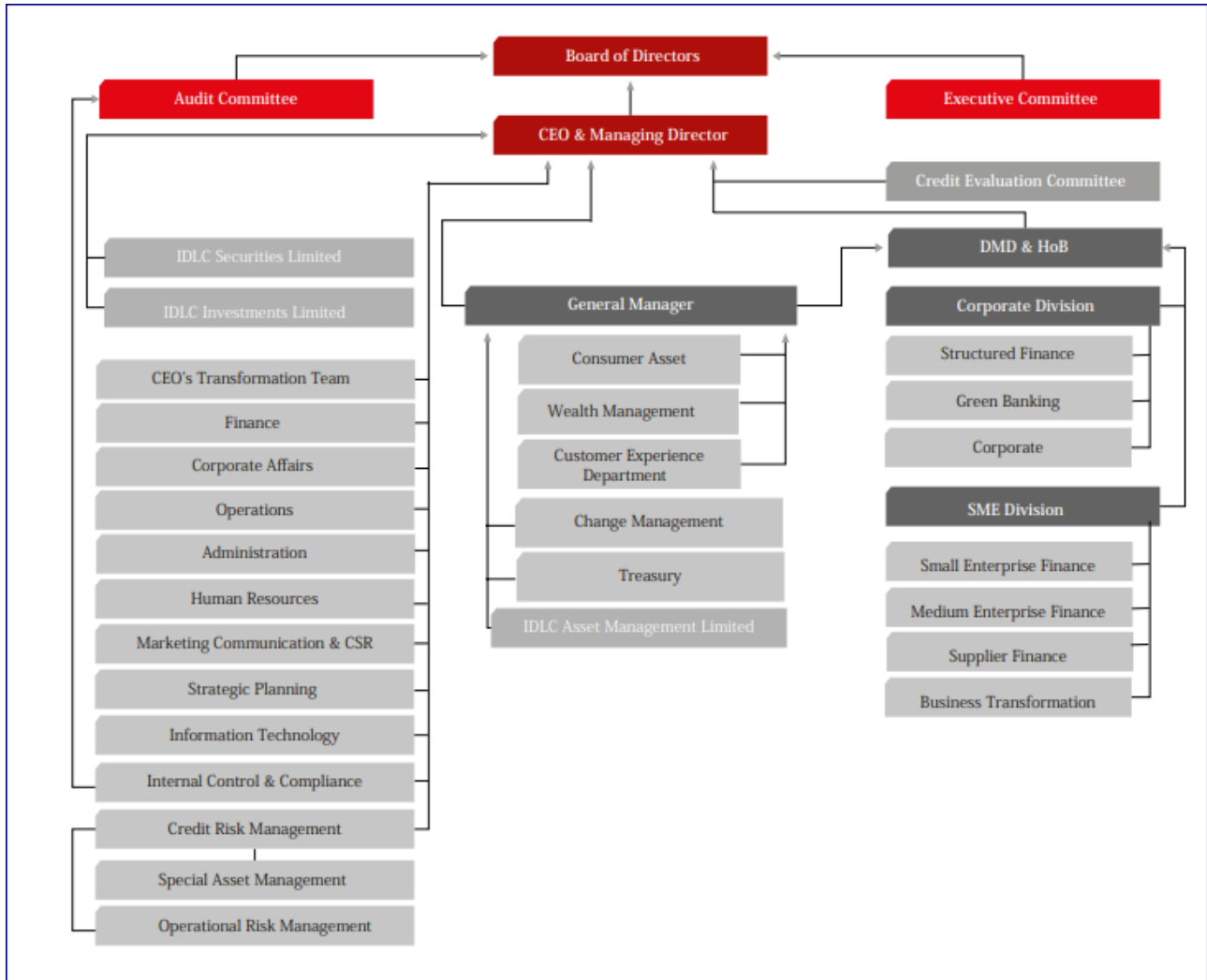


Figure 1: Organizational Chart



Chapter 3: Internship Experience

3.1 Experience of the Internship

I worked in the human resources department under the talent acquisition and employer branding team at IDLC Finance Limited (Corporate Head Office). I have done my three month internship program under the supervision of human resources recruitment team. Starting from giving data entry, I got involved in various tasks. I learned the significance of recruitment, also got to know how the recruitment process takes place, starting from posting job vacancies to finally selecting the deserving candidates for the vacant positions.

Throughout this internship period, I had to communicate with lot of candidates who were shortlisted for the interviews. As a result, it helped me in enhancing my communications skills. IDLC HR team had a target of recruiting almost 100 people in the SME Department in the position of trainee position. Candidates from all the branches were selected and interviewed. This was a rigorous process which took few weeks to complete as there were three steps of the interview, starting from written test to the final interview. Coordinating the interviews to making a short report on the total candidates selected, I played a significant role in this target.

3.2 Responsibilities as an Intern

- **Maintaining the database:** After each interview, I used to maintain a file where I used to give input to the marks they have received. Starting from written test marks to the marks, they have received in final, including their personal details. Also, I used to give data entry of the newly joined employees CIF, name and their last workplace experience, marital status, educational qualification.
- **Checking scripts:** The written test of the candidates consisted of mcq and theoretical part. According to the answer sheet, I had to check their mcq part only, and then calculate the total marks including the theoretical part.

- Scheduling Interviews: Depending on specific time and date, I had to communicate with the interviewers regarding their confirmation if they will be sitting in the panel. Then on the date of the interview, arrange the room. Also, I used to coordinate the interviews. Then prepare the recruitment assessment sheets and attendance sheets. The attendance sheet was given at the front, so whoever comes, will sign there and then wait for their round of the interview. The recruitment assessment sheets were given to the room, along with the tabs, where the interviewers review the CV.
- Calling the Candidates: After short listing the CV's, depending on the allocated time and date, I used to text and call the candidates. For example: They had a target of recruiting almost 100 candidates for the position of trainee officer in SME, including Dhaka, Chittagong, Barisal, Jessore, Sylhet. Therefore, I had to prepare all their databases and inform them about the interview time and date within a short period of time. Furthermore, I also used to confirm if they will be attending the interviews.
- Preparing verification letter: Depending on the degrees all the employees have received, I used to prepare a letter which used to be sent to the register of their university for confirmation that their certificates are verified.
- Organize employees file: Every file of the employees had a box number starting from 1 to more than 100. The files had to be kept accordingly with the box number. More than five hundred files of the employees were arranged in the box by me.
- Assist in organizing orientation program for the newly recruited employees



Chapter 4: Literature Review

4.1 Literature Review

Recruitment is a process of attracting the maximum number of candidates to apply for a position (Bratton & Gold, 2012). Armstrong (2009) stated that the main objective is to procure talented candidates perfect for the suitable role at a lower cost. Gamage (2014) determined that the goal of recruitment is that the organization gets to acquire the right candidates. Furthermore, it is also important that the organization attracts talented applicants, because the selection process starts from there. According to the prospect of Graham (2008), recruitment is needed not only for the right people to do the job but to make excellent contribution and add more value by excelling in his work.

According to Silzer et al (2010) recruitment process does not only deal with selecting the appropriate candidates but also have to retain them for a longer period. Recruitment and selection process plays a pivotal role in enhancing the performance of the organizations (Ufoma,2015). There are two sources of recruitment, one is internal and another one is external and Muscalu (2015) states that the company can chose the most qualified person suitable for the job through the two sources. Gray Dessler (2005) stated number of steps for the recruitment and selection process which are:

- Forecasting is an integral part in order to find out which positions needed to be filled.
- Both internal and external candidates should be shortlisted
- Candidates should go through an interview.
- To find the right candidates, written tests, should be conducted.
- Select the final candidate for the position by the head of the position and others.

When organizations recruit talented, proficient employees, then it is able to defeat the competitors, and take more opportunities and thus enhance the overall performance (Cole 2002).

Turner (2010) stated that selection is an integral part and must be done carefully to avoid any sort of favoritism, discrimination which can jeopardize the company's reputation and its performance. The organization's performance depends on meeting its objectives which can be done only if the right people are recruited (Brewster and Mayrhofer (2012).

4.2 Relationship between Recruitment, Selection, and Employee Productivity

Recruitment and selection are the significant aspects of the organization. Talented, extraordinary candidates are selected in the organization that can enhance the organizational performance. The goals of the organization are met when skilled employees implement their tasks efficiently. Richardson (2011) stated that if recruitment and selection are not done properly, it can increase the expenses of the training, can result in high absenteeism and thus low productivity of the organization. If the person is not fit for the job, he or she will require lots of training in order to perform properly which further increases the company's expenses. According to Stahl (2004) productivity can be increased if the employees are clear about the roles and responsibilities of the job. Gupta (2006) thinks that a safe, secured working environment boosts employee productivity. Furthermore, having supportive, positive minded co-workers can also help keep focused and increase employee productivity. Ekwoabaetal (2015), the effectiveness of the selection process can influence financial performance in the long run, also productivity.



Chapter 5: The Project with Discussion and Analysis

5.1 Recruitment Process

There is a vacancy in the organization often when there is restructure in the organization, any new projects undertaken, or termination/resignation of the employees. The concerned department informs the HR about the number of employees they need. The HR prepares the headcount requisition form in order to have a clear idea about the number of employees they need to recruit. According to the budget, they make planning about the salary structure and the benefits of the employees whom they are going to recruit in the future.

Soon, the HR department declares the vacancy in various portals based on the department's decision of internal and external recruitment.

Internal: Employees within the organization are the top most priority, as they are already familiar with the rules and regulations of the company. Furthermore, it helps the internal employees in transferring from one department to another, also helps them in getting a promotion. In case of IDLC, through internal job posting (company intranet), employees within the organization get to know about the vacancies.

External: Employees are recruited from outside the organization. It brings people who can contribute with new ideas and solutions. Some of the ways of external recruitment are:

- Advertisement: For attracting talented pool of candidates, IDLC gives job posting on bdjobs which is one of the largest job sites in Bangladesh.
- Reference of employees: Employees suggest candidates within their reference for the vacant positions. This saves time and also cost for the recruitment process.

5.2 Selection Process

The selection process is a significant process which deals with selecting the right candidate from the large pool of applicants that have applied for the job.

5.3 CV Screening

The CVs that are received within the deadline are shortlisted based on their qualifications and experience. In this CV screening stage, many applications and CVs that do not meet the job requirements are rejected in order to get the right people whose qualifications and experience match with the job requirements to go forward with the interview.

For every position, there is a set of criteria needed such as minimum qualifications or experience in the relevant field. For the positions of assistant manager and above , the final screening of the CVs are done by the respective department head , for probationary officer, executive officer, assistant officer, the final screening of the CVs are done by the department head.

5.4 Selection Tests

Written test: For most of the positions such as trainee officer, assistant/ junior officer , first a written test is conducted to check the candidates proficiency in basic areas such as English, Mathematics, Analytical Ability, Logical Reasoning and functional areas of the actual job. Written test is organized by IDLC, and through e zone which is a third party organization.

Preliminary Interview: The candidates that pass the written test are further shortlisted for preliminary interview .The panel comprises of minimum two managers & above employees from business and one HR representative. Preliminary interview take place in the respective branches. The interview either takes place through skype, or the panel members go the branches to conduct the interview.

Final Interview: Then those who get to pass the preliminary interview are called further for the final interview .The panel comprises of minimum two Department / Divisional heads and one HR representative. Final interview, takes place in the Head Office.

In case of management trainee, senior manager and above positions, the CEO may attend the interview. For other positions, HR Head along with the respective department's head take the interview.

Interview Processing:

- Communicate with the interviewers about the date and time
- Finalize the date with the interviewers convenience and book room
- Prepare recruitment assessment sheets and attendance sheets
- Inform the shortlisted candidates over phone.

The final selected candidates are communicated verbally about the incentives, compensation, location of the job, the required joining date and the last date for accepting the offer letter.

5.5 Negotiation

- Congratulate the candidate that they have been selected for the position
- Discuss with them the position and the remuneration package
- Verbally discuss with them if they have any problem regarding the branch, salary or position
- Inform them regarding the documents they needed to submit and the date when they will collect their appointment letter.

5.6 Preparing Office Memo for the Selected Candidates

The memos are prepared which shows the number of candidates called for preliminary interview, the number of candidates who got shortlisted for final interview and the number of vacant positions for which the candidates were selected. The approvals of the Head of HR, Deputy Managing Director and the respective department's head are required in order for the further processing of official works.

Offer letter/ Appointment letter: The newly selected candidates are asked to join as soon as possible and the joining day must be Monday. As on Monday IDLC, issues appointment letter and other necessary documents like ID Form, CIF request form.

The appointment letter requires the sign of the CEO for the positions of manager and above and the sign of the head of the human resources for the positions of below manager.

5.7 Newly Recruited Employees

Medical Examination: The selected applicants have to undergo medical examination. IDLC bears the cost of the medical check up where the applicants are sent to Medinova Hospital for a check up in order to determine that they are fit for the job.

Probation Period: The probation period is from 6 months to twelve months depending on the position. Three months probation period is set for the position of assistant general manager and above. The probation period can extend depending on the performance of the employees. Employees are not allowed to take leave during the probation period. Once the probation period gets completed, the employees can enjoy the benefits and the incentives of a permanent employee.

5.8 Analysis

Interviewee 1, Designation: Officer, Department: Customer Experience Department

“I have been working here for four years and I got one promotion. At first, I was a contractual employee, but then after six months, I joined as a permanent employee. The key factors that helped me in enhancing my productivity are that I can work independently; I do not have to depend on anyone for my tasks. Also, I always take my work as a way of developing myself and I also I think that after every strict deadlines the recognition I always get has helped me to perform better than the last time. The resources that HR department has provided us are I guess

the right people. The newly joined teammates are great and also they are very communicative. One of the challenges is always having a tight deadline for completing any tasks. For becoming a high achieving employee I think you need to be open to take new challenges and always provide the service as exactly promised to your customers. One of the changes I would expect is a way more clear communication of the responsibilities that every employee is assigned to. I do not want to be blamed for something I was not even assigned to.”

Interviewee 2, Designation: Senior Officer, Department: Structured Finance

“Over the seven years, I got three promotions. I think the environment is one of the factors that can influence your performance. Also, my line manager is co-operative who has always supported and understood me. The HR department has always cared about the employees. We have flexible working hour, and the employee nights, the annual picnics that they arrange is a way of refreshment and it connects us all. The challenge is always having a tight schedule for wrapping up your work. I think having the ability of organizing one’s work and prioritizing which needs to be done first and later on, are very crucial. Also, communication skill is important. The changes are implementation of updated software that will help in preserving the huge piles of data.

Interviewee 3, Designation: Mid Level Management, Department: Credit Risk Management

“I have been working here for eight years and I got two promotions. I have a supportive line manager, who always helped me to perform better. The training that the HR Department arranges is really helpful. Also, the programs that HR department arranges always makes us feel connected. One of the challenges is doing manual work, also I feel the responsibilities are not clearly defined, sometimes I am being questioned for the task which is not my responsibility. The qualities that one should have for being a high achieving employee is a positive mindset,

instead of getting discouraged due to workload, one should know how to solve the problems. It would have been better if they get rid of the traditional softwares and adopt new technology.”

Interviewee 4, Designation: Mid level Management, Department: Treasury

“I got one promotion over the four years. I also changed my department, before shifting to this department I used to work in the Consumer Asset Department. The key factors that helped me to improve my performance are the environment, cooperation from my teammates and motivation. The HR department is always communicative and very helpful, in case of any problems, any difficulty, they always have solutions. One of the challenges is doing your regular work without having proper equipments and softwares. The skill that one should have is communication skill, it is really important that you remain visible to everyone and being communicative with everyone in the office can help you a lot. Next, leadership skill is also necessary, taking the responsibility of a certain project and leading and managing the whole team is necessary. The changes that I expect are more innovative projects that I can get involved.”

Interviewee 5: Designation: Officer, Department: Human Resources

“I have been working here for more than seven years and I got two promotions. The key factors that have helped me in performing better are recognition from my line manager and also motivation. The challenges that I face are managing my time and also I feel sometimes that the instructions given to me are not clear and well defined. The HR department has always supported every department with the right people, right equipments, and trainings and also the salary structure, performance improvement plan is great. One should understand the policies and should have good sound knowledge about the department he is working. The changes that I expect are more opportunities to explore my potential, automated system and more transparency.”

5.9 Human Resources Management Perspective

The five interviewers though were from different departments with different designations, yet they share some similar views and thoughts. Almost all of them, agreed on having a supportive line manager who helped them to perform better, so it can be said that the HR Department hires and retain the right people who are able to guide their teammates. Furthermore, the HR department has also ensured in having an environment where everyone feels secure and comfortable in working. If the recruitment and selection process was not effective then the right people would not have been at the right departments and also the interviewees would not be happy with their line managers. Therefore, it turns out that the current recruitment and selection process is effective. The major problem is not having updated implementation of technology which is creating difficulties in all employees' lives. Also, the implementation of new technology will save time of every department, increasing efficiency and the employees will get time to focus on other tasks. Taking the employees thoughts on having the skills and qualities the HR could also work on with the next recruitment and selection process, for example identifying that the candidates have excellent communication skills, leadership quality and know how to schedule own work and someone who is always ready for bringing in change and take new challenges.



Chapter 6: Recommendation

6.1 Recommendation

- The line managers should give clear instructions to the employees in order to create more transparency so that everyone knows owns' responsibilities and also are aware of others too.
- With increasing workload, the employees want change in the technological system. Thus, implementation of required softwares will increase employee productivity.
- Furthermore, as I worked in keeping a record of employee files, I found it very time consuming. Instead of keeping physical employee files, which occupies not only time but also lot of office space, all the information should be given input in a system so that whenever any necessary information is needed, it can be found with only a click away. The recent emerging software block chain or data cloud server can turn out to be one of the pivotal innovative ways in keeping all the employee information.
- For enhancing employee productivity, it will also be helpful if innovative projects and new process are brought in where the employees will be able to show their creativity



Chapter 7: Conclusion

7.1 Conclusion

IDLC Finance Limited has reached great heights and has always targeted to fulfill the customers dreams. It has been possible only because of the employees working in the organization, because they are the one who makes the planning, and adopts new changes.

The survey was done in order to fathom the process better and how it can be improved in the near future. It was taken to know the opinion of the employees working at the organization about how they feel about the recruitment and selection procedures.

In order to fulfill the organization's goals, it is important that the right people are working at the right place. Also, in the current market to withstand its competitors, it is needed that they keep updating their every process from time to time. Also if IDLC adopts new technological trends, it can become more efficient and effective.

The study has helped in gaining practical knowledge about the organization and the loopholes that the organization needs to work in. Albeit, it has many drawbacks, but still the recruitment process is effective in case of getting the right people at the right position.

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Appendix

Survey Questionnaires:

Years you have been working at the organization: Must be 3 years and above.

Position:

1. For how long you have been working at the organizations and how many promotions you got over the years?
2. What are the key factors that helped you in improving your productivity over the years?
3. What are the resources you received from HR Department that helped you to perform better?
4. What are the challenges you face for performing day to day tasks?
5. What Skills/Knowledge/qualities should an employee try to gain/gather to become a high achieving employee?
6. What are the changes you think should be made in order that the employees can perform better?