

ReportOn
Recruitment and Selection Process of Crosswalk Communication Ltd.

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An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree in MBA Program

MBA Department
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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

Riyashad Ahmed

Assistant Professor of Finance &

Director of Research, BRAC University

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Subject: Submission of Internship Report.

Dear Sir,

This is my pleasure to submit this internship report on the Recruitment and Selection Procedure of Crosswalk Communication Ltd. based on my experience of working there for last three years. It has been a great honor to work under your supervision to complete this paper.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the requirements.

Sincerely yours,

Farzana Haque

BRAC Business School

BRAC University

04/10/2022

Non-Disclosure Agreement

- This paper will not include any sensitive, confidential, and proprietary information about the Crosswalk Communication Ltd.
- This paper will not include any information that may give competitive advantage to Crosswalk's Competitors.

This agreement is made and entered into by and between Crosswalk Communication Ltd. and the undersigned student at BRAC University.

Student Full Name: Farzana Haque

Student ID: 17164027

Acknowledgement

At the very beginning I would like to thank Almighty Allah for giving me the strength and composure to finish the task within the schedule time. Internship report is an important part of MBA program as part of which one can gather practical knowledge by observing and performing day to day activities at the workplace. I have done my internship at CROSSWALK COMMUNICATION LTD. where I have been working as an Executive, HR & Admin.

I would like to thank my honorable internship supervisor from BRAC University, School of Business (MBA), Mr. Riyashad Ahmed for providing me such an opportunity to prepare an internship report on “The Recruitment & Selection Process of Crosswalk Communication Ltd”. Without his helpful guidance, the completion of this project was unthinkable.

I would also like to pay my gratitude to my supervisor at CROSSWALK COMMUNICATION, Mr. Mahbub Alam Mahi, CEO for his continuous guidance and valuable suggestions during the tenure.

Executive Summary

Crosswalk is a team of intellectual and creative individuals with an ability to integrate a wide transversality of skills and deep understanding of through- the- line ecosystem. Their simple principle is to understand the business before designing a campaign or an engagement that would deliver desired result. They ask the right question to get to ideas that deliver result. They believe team play is the key and therefore we have developed a team of strategic & creative professionals to ensure that our ideas end into great experience.

Human Resource dept. are one of the core parts of any organization which is responsible to create a competitive and effective workforce and gives advantage to a company over its competitors. It is the frameworks for helping employees widen their personal and organizational skills, Knowledge, and abilities. There are many functions are followed globally to manage their employees. The goal of development and training is to make employees even better in what they do. This function helps to improve their personnel to be more commitment, efficient and reliable to the company.

This report mainly covers the Human Resource Management & Recruitment of CROSSWALK COMMUNICATION. Crosswalk Communication mainly perform and deliver their marketing services using their strategically driven creative ideas, production, and flawless execution services.

Crosswalk has a very organized human resources department. I have worked as an Executive in the Human Resources department at Crosswalk. The information provided by me in this report are accurate or approximate in number.

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Chapter 1

Introduction

People are no longer satisfied with simply “hearing” a brand message. Now it’s the actual experiences we have with a brand that define its relevance emotionally, socially and it’s time to buy, it’s a big change. Crosswalk is the intersection that merges cultural intelligence, people insight and trends with hard to reach, hard to please and demanding target audiences. Thus, their motto is to get into the hearts and minds of the audience and develop memorable experiences that inspire them to act.

Their focus, passion is to help their clients to imagine, create and manage their desired result.

Their job is to create meaningful connections with their client’s brands and people they want to talk to. Their approach is to redefine all the ways people experience a brand in action! They do:

- Advertising campaign and brand management.
- Digital content planning & campaign management.
- Event management.
- Consumer activation & direct marketing.
- Trade and retail engagement.
- Shopper marketing.
- Exhibit and conferences.
- Promotional marketing.
- National and international celebrity liaison management.
- Media planning, buying, booking and pr.

Purpose of the Internship Report

Internship Program of BRAC University is a post-graduation requirement for the MBA students. The main purpose of the internship program is to get the student exposed to the job world. Internship helps students with:

- Practical Knowledge about the job responsibility.
- To analyze Human Resource Practices and examine the recruitment and selection procedure.
- To find out the shortcomings of existing recruitment and selection procedure of XWALK.
- To fulfil the requirement of MBA program.
- To experience the real corporate world.

Methodology

This report was prepared in a systematic manner. My academic supervisor assigned the topic for the report. All the information was collected from two sources:

Primary Sources:

- Observation of the organization
- Discussion with officials and concerned experts.

Secondary Sources:

- Articles
- Journals
- Website
- Company profile

- Employee handbook.

Limitations of the study

To depict an absolute true picture of an organization, a lot of sensitive information will have to be included in the report. However, disclosing of such information will not be possible. For that reason, I was unable to disclose forms that they use in the time of joining or the kind of information they keep in their personnel files.

Chapter 2: Overview of the company

Overview of the Crosswalk Communication Ltd

Crosswalk started its journey on February 16, 2016 and since then I have been trying to create a family where we know each other well be compassionate with each other. Instead of a common corporate culture, I have always preferred to build a strong bonding which not only projects a united group of spirit working towards the same goal together but also become a creative champion in whatever we do.

Crosswalk's historical and future success is grounded in our collective commitment to our core values. These values include our clients, creativity, efficiency, respect, teamwork, accountability, innovation and integrity. At the foundation of these values are total, unyielding integrity. We are committed as an organization to the highest ethical standards and compliance with all applicable laws, rules and regulations of Bangladesh.

Crosswalk is a dynamic, creative-driven organization. While we are constantly changing and driving to provide creative solutions for our clients, our drive for success must always be grounded in unyielding and unchanging commitment to lawful and ethical conduct. Our reputation for honesty and reliable business conduct is tested and proven in each creative submission or in business transaction we make. All of us who represent Crosswalk in any position or capacity must be personally committed to follow the letter and the spirit of our Code of Business Conduct and Ethics. The additional responsibility of nurturing a culture in which compliance with this Code is constant and unwavering must be, the way we work. Unethical, dishonest and questionable behavior will not be tolerated. We must operate in an environment of the utmost integrity and honesty bring in changes with everyone and at the same time.

Vision

XWALK is dedicated to providing our clients with result-oriented advertisement, public relation, and complete corporate communication solutions.

Mission

The mission of Crosswalk is to help our clients drive their short- and long-term goals by -

- Providing strong marketing concepts, innovative ideas and excelling at clients' services, thus helping in meeting their objectives.
- Seeking to form long lasting partnerships with our clients.
- Bring every increasing success for our clients through awareness, increased sales, or other criteria mutually agreed upon between us and the clients.

Values

XWALK's professional system provides the highest standards of quality and efficiency where service, creativity, reliability and integrity are the hallmarks of every aspect of our work.

Purpose and principles

Purpose

Crosswalk Communication's purpose is to inform, persuade, remind and educate target customers about your products and brands. Enhancing client engagement and developing relationships with prospects. Promoting brands through different campaigns. These campaigns have a few different subsets, but most often they are joined with other media to show a holistic advertising agency.

Principles

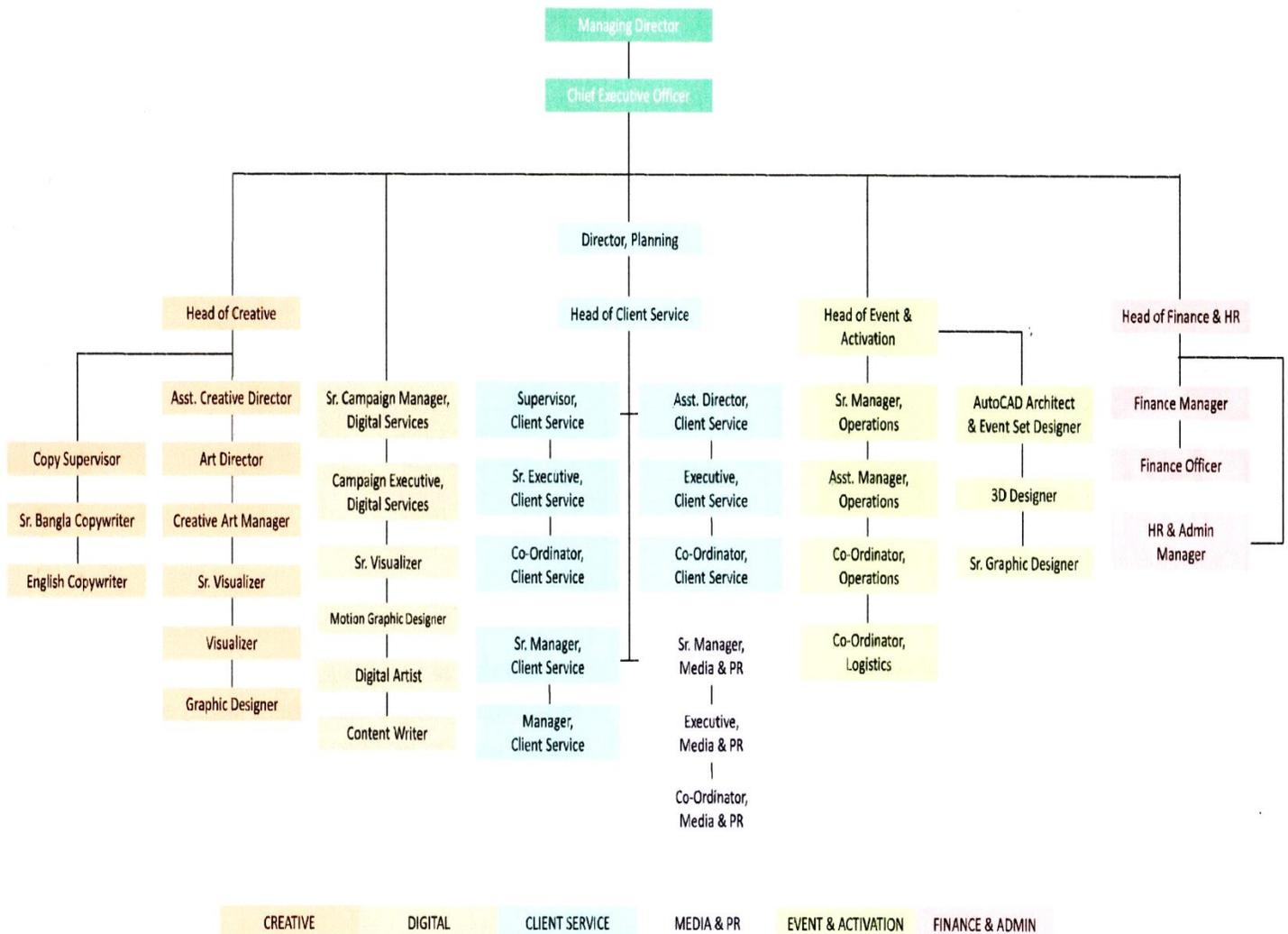
- Establish relevance to target audience.
- Exhibit uniqueness from competition.
- Prove credibility through product characteristics or use.
- Add to consumer knowledge.
- Execute through relevant touchpoints.

Clients Crosswalk Communication served



Organogram

ORGANOGRAM



Product and services

Crosswalk is a full-service advertising agency. They handle all the marketing and advertising aspects of a business. They usually include strategic planning, production, creativity and

innovation as well as interactive marketing services via the internet. Products and services usually XWALK offers:

- **360° Campaigns** such as “20th anniversary of Prothom Alo”, “Services campaigns for Islami Bank Bangladesh Limited”, Meghnacem Deluxe Nobanno Offer, 2020”, Shera ShatarurKhoje Bangladesh”
- **Digital Campaigns** such as “Frutika Facebook Digital Page”, “Esteem”, “Islami Bank Bangladesh Limited”, “2Fun Wafer”, “Mr. Noodles”.
- **MASKYOU STUDIO:** Maskyou studio is a design mask and other accessories developer and seller. It has its own design development segment to meet the trendy and modern design mask and other accessories for both boys and girls.
- **Machan Resturant:** Machan is one of the trendy and popular restaurants in Dhaka based on Gulshan Lake Drive Road. They provide multi cuisine foods and number of exotic foods made with exotic recopies.

Achievements

In 2020 Crosswalk Communications Ltd organized in the whole fair including the opening and closing ceremony of with the honorable Prime Minister Sheikh Hasina.

Crosswalk Communication has developed the brand the brand manifesto to all educations along with the thematic film made for a Brand in Bangladesh. As per Prothom Alo this campaign has created a huge talking within readers and the conscious of the society which the Brand has always dealing with.

This year Crosswalk has developed the ideas that are colorful, and youth focused and at the same time delivered the core message intrinsic and extrinsic to make this event another successful one.

Crosswalk is doing the execution of BornoMela for Prothom Alo on 21st February in Dhaka, Rajshahi and Chittagong. The inception of the core idea was developed by the same team members of Crosswalk Communications Ltd.

Crosswalk Communication designed the Kishor Alo event which activities like horror show, bicycle stunt mania, caricature, inspiring lectures from the people like AnisulHaque, Mustafizur Rahman, Musa Ibrahim etc.

Chapter 3 – My Role at CROSSWALK

I have started my job as an HR Executive in CROSSWALK COMMUNICATION LTD from 1st August, 2018 to till now. As my major is Human Resource Management, I have been working here in HR dept. I have learnt all the major job functions of HRM department including recruiting, selection, HR policies and day to day activities. In this report I have further tried to do a comparison on recruitment process of other recruitment agencies to make us updated and competitive in the industry.

Job Responsibilities

There are few job responsibilities I perform on a day to day basis as an HR Administrator such as:

- Responsible for overall quality system in HR department
- Understanding and executing staffing requisition, requirements and issues from all departments
- Draft and update of documents such as job descriptions, employee handbook, performance appraisal, forms, SOP, policies and other HR related documents.

- Sourcing candidates via recruitment agencies and job online advertisement
- Screening the candidates by resume shortlisting, phone interview and personal interviews with coordination with the concerned departments & background verification of the shortlisted candidates
- Issuing Letter of Offer/Intent/Employment to the selected candidate
- Maintain employees' leaves, medical and attendance record. Keeping track of employees' attendance / absenteeism and report to Operations Manager.
- Review, update and maintain proper filing such as employees' medical insurance policies
- Conduct orientation program and briefing to new employee
- Setting up / Update / Forward email addresses for new employees and resigned employees.
- Attending / Understanding employee's grievances in their work engagement level and implement corrective measures for them
- Conduct exit interviews to identify reasons for employee's termination + Planning of company events or activities on occasions by management's approval.
- Organizing training sessions or trainings for employees ensuring they are fully equipped to be able.

Chapter 4 - Recruitment and Selection Process of CROSSWALK COMMUNICATION LTD.

Recruitment

Crosswalk Communication ltd is one of the top listed advertising agency in Bangladesh. The overall approach of the report is a descriptive review of the recruitment and selection process of XWALK.

The Company's primary goal when recruiting new employees is to fill vacancies with persons who have the best available skills, abilities, or experience needed to perform the work. Decisions regarding the recruitment, selection, and placement of employees are made on the basis of job-related criteria.

When positions become available, qualified current employees are encouraged and are welcome to apply for the position. As openings occur, notices relating general information about the position are posted. The manager of the department with the opening will arrange interviews with employees who apply.

Recruitment and selection process is a multi-layered process. Recruitment involves actively seeking out and advertising to potential candidates and obtaining their interest in the positions. Selection refers to the process of determining the best candidate from the pool of applicants.

Recruitment plan

XWALK is a growing company. They need to have enough qualified employees to handle the workload. Our companies have a more thorough recruiting process tend to have a lower turnover rate. Almost always, it takes the time can find a candidate that fits both the position and the company work environment. Having the proper recruitment strategy is vital.

A recruitment plan not only makes the hiring process smoother, but also acts as a qualifying guideline for the organization. With a good recruitment plan, a company is able to find qualified employees in a timely manner so the company can keep working. It prevents shortcoming in employment where the organization have positions that need to be filled and no one able to do the work in the meantime.

Here are some reasons why a company would open the process of recruitment:

- Fill a temporary absence within a team (maternity leave, medical leave, etc.)
- Replace a staff member who has retired.
- Assist with an increased workload.
- Get the company started with a new venture.
- Cover a newly created position.

Before searching the ideal candidate, the recruiter should consider several factors. These include the characteristics of the role, the number of vacancies they will be covering, and the profile type of the desired candidate. Next recruiters should lay out a plan of action to carry out the hiring process.

Finally, the company must calculate the cost of the entire process of recruitment and selection.

This will determine whether or not it is viable for them to proceed.

Human Resource Strategy

A Human resource strategy is the plan that business creates to manage its human capital in a way that aligns with the company's overall mission, goal and future aspirations. It addresses all essential areas of human resource including searching for and training employees, organizing

benefits, appraising performance, and providing development opportunities. An effective human resource policy can help maintain high level of employee satisfaction and encourage referrals from happy team members as well as interest new recruits.

A good human resource strategy is closely linked to organizational goals. So it is important to first understand the business objectives and mission.

It also helps to recognize company's strength which can use to craft a more specific and effective HR strategy.

After evaluating individual strategy, conduct a strengths, weakness, opportunities, and threat (SOWT) analysis which is a strategic planning technique used to identify areas in which ways company can grow.

Evaluate company's ability to help to capitalize on opportunities and effectively manage threats.

The Recruitment Process

Recruitment is a process of finding and attracting the potential resources for filling up the vacant positions in organizations. It sources the candidates with the abilities and attitudes which are required for achieving the objective of an organizations.

Recruitment process is a process of identifying the jobs vacancy, analyzing the job requirements, reviewing the applications, screening, shortlisting and selecting the right candidate.

Prior to the recruitment process, when the organization must identify the vacancy and evaluate the need for that position. Before making a hiring decision the top manager of XWALK must analyze two questions- will the organization XWALK suffer if that vacancy is not filled up? Is there really a need for that open position to be occupied by someone? And when the answer is yes the HR manager of XWALK proceeds with the requirements.

Step 1: Conduct the job analysis

Job analysis is a process of identifying, analyzing and determining the duties, responsibilities, skill, abilities and work environment of a specific job. These factors help in identifying what job demands and what an employee must process in performing a job productively. Job analysis helps in understanding in what tasks are important and how to perform them. The following steps are important in analyzing a job:

- Recording and collecting job information.
- Accuracy in checking the job information.
- Generating job description based on the information.
- Determining the skills, knowledge and skills, which are required for the job.

Step 2: Build a job description

The job description is a written brief defining the tasks and responsibilities the post entails. It is designed to give candidates enough information to understand the expectations of the role and decide if they are interested or not. Crafting a good job description is critical to avoid hiring mishaps, such as the selected candidate leaving the company soon after they join.

Job description is generated for fulfilling the following process:

- Classification and ranking of jobs.
- Placing and orientation of new resources.
- Promotions and transfer.
- Describing the career path.
- Future development of work standards.

Review the job description

A clear and detailed job description is crucial in finding the ideal candidate for the vacancy.

There are three positive outcomes from conducting a of the job description:

Clarify expectations

Employers need to spell out their expectations of what an employee should be doing on a day-to-day basis.

XWALK's managers providing a clear description of tasks ensure that both the employers and employees are on the same page and prevents misunderstandings of what needs to be done and when.

Provide structure

Organizations must ensure that their needs are being met on a company wide basis. Job descriptions provide the discipline and structure a business needs to make sure all necessary duties and responsibilities are assigned.

Enable fair play scales

Most employers assign pay scales, or grades to jobs. A transparent system which provides a "salary range" can ensure that those within the same or similar, job functions are compensated fairly and logically across the board.

Set minimum qualifications for the employee who will do the job

Listing minimum qualifications on a job description can be helpful for both the employer and the candidate, in order to establish expectations.

For example, for the position of a client service executive the basic requirement may include:

- Minimum bachelor's degree from any reputed institute.
- Must be well in spoken and written.
- Well-mannered and presentable.

- Good presentation skill with making is a must.
- Must be innovative and passionate about work.

Step-3: Sourcing of talent

Searching is the process of recruitment where the sourced depending upon the requirement of the job. After the recruitment strategy is done, the searching candidates will be initialized. In order to advertise the open position various methods are adopted by organizations:

Source activation

Once the line manager verifies and permits the existence of the vacancy, the search for the candidates starts.

Selling

Here, the organization selects the media through which the communication of vacancies reaches the prospective candidates.

Searching involves attracting the job seekers to the vacancies. The sources are broadly divided into two categories.

Internal Sources

Internal sources of recruitment refer to hiring employees within the organization through:

- Promotions.
- Transfers.
- Former employees.
- Internal Advertisements.
- Employee referrals.
- Previous applicants.

External Sources

External sources of recruitment refer to hiring employees outside the organization through:

- Direct Recruitment.
- Employment exchanges.
- Employment Agencies.
- Advertisements.
- Professionals Associations.
- Campus recruitment.
- Word Mouth.

Step: 4: Shortlisting

Shortlisting starts after completion of the process of sourcing the candidates. Shortlisting is the process of filtering the applications of the candidates for further selection process.

Shortlisting is an integral part of recruitment process that helps in removing unqualified or irrelevant candidates, which were received through sourcing. The shortlisting process of recruitment consists of three steps-

Reviewing of resumes and cover letters

Reviewing is the first step of screening candidates are reviewed and checked for the candidate's education, work experience and overall background matching the requirement of the job.

While reviewing the resumes, XWALK's executive must keep the following points in mind, to ensure better screening candidates:

- Reasons for change of job.
- Longevity with each organization.
- Long gaps in employment.

- Job hopping.
- Lack of career progression.

Interview the candidates

The next step is to assess each candidate more rigorously to measure, evaluate and compare their skills and expertise. The most common method which involves inviting the candidate to an interview with the HR manager or the member of the team. XWALK'S HR executive prepare the questionnaire in advance the interview. There is another method of interview that is Group Interview. In that case, several candidates are invited at the same time to observe how they behave in a team or group.

Evaluate the candidates

Create a report or file for every candidate participating in the selection process, which collates all the managers has gathered, such as test results and interviewer comments. For example, XWALK provides scorecards to allow managers to compare candidate's qualities with the skills required for the position.

Hire the candidate

All that's left evaluation and control is the last stage in the process of recruitment, the effectiveness and validity of the process and methods are assessed. Recruitment is a costly process, hence it is important that the performance of the recruitment process is thoroughly evaluated.

Normally XWALK incurred the cost of the recruitment process are to be evaluated and controlled effectively. These include the following:

- Salaries to the recruiters.

- Advertisement cost and other costs incurred in recruitment method such as agency fees.
- Administrative expenses and recruitment overheads.
- Overtime and outstanding costs, while the vacancies remain unfilled.
- Cost incurred in recruiting suitable candidates for the final selection process.
- Time spent by the management and the professionals in preparing job description, job specifications and conducting interviews.

Step 5: Finalization of the job offer

The last step of the selection phase involves the selection of the best candidate out of the pool of the applicants. Now it is time for the organization to offer the job to the selected applicants.

Finalizing the offer and determining salary

In this stage the following information should be confirmed:

- Commencement date.
- Probation Period (In accordance with the XWALK's management association agreement).
- Salary. (In accordance with the job evaluation results)

Making the Offer

A verbal offer can be made either in person or over the telephone and then confirmed with the applicable appointment letter. The appointment letter is also known as offer letter is a confirmation of the terms of employment.

XWALK prepares an appointment letter and calls the candidate to come at office and accept the offer while discussing broadly about the compensation package, benefits offered from the company.

New employee documentation

When the offer letter has been accepted and the appointment letter is signed, the department must submit the following documentation to HR department:

- Signed appointment letter.
- Completed and signed Pay Action Form.
- Copy of the new employee's resume.

Introduction and Induction of new employee

All new employees need to go through a proper and comprehensive induction before they start work and begin their job. A new employee induction should consist of a mixture of payroll and HR setup materials, an online employee handbook, and induction pack and workplace courses that help onboard the employee into the organization.

XWALK'S new employees might go through a series of different inductions ranging from workplace, project or role specific inductions and progress through critical workplace topics, procedures and policies.

Use smart sourcing tools and technologies

It is a well-known fact across all industry domains that sourcing good candidates is the first step towards better talent acquisition. Every human resource or Recruitment professional identifies a list of potential candidates for a particular job profile. It has become one of the most important tasks in their to-do list.

XWALK's sourcing talent may look like a daunting task to many, experienced recruitment professionals depend on these 5 trusted methods:

- Online job posting.

- Social Media platforms.
- Recruitment database.
- Employee referrals.
- Recruiter Network.

Chapter 5 - SWOT Analysis

A SWOT analysis of the advertising agency would address these four criteria and provide management of advertising agencies a better understanding of their industry both in terms of shortcomings and areas of excellence. In this part of my project I am going to discuss the SWOT – Strength, Weakness, Opportunities and Threats of XWALK that I have noticed during my working period.

STRENGTHS

XWALK's strengths consist of internal factors that contribute to its ongoing success. This can include all tasks that the organization does best as well as factors such as the strength of its relationships with customers or a strong organizational culture. Critical areas to analysis when examining the organization's strengths in the SWOT analysis include marketing, finance and human resource. The possession of an especially talented creative team is an exam of XWALK's political strength.

WEAKNESSES

Weaknesses are internal factors that might hinder the advertising agency and create boundaries to success. A lack marketing expertise is one exam example of a weakness that an advertising agency might possess. XWALK's common weakness includes the possession of clients who consist mainly of businesses with low quality products and services or products that are difficult to differentiate from others in the market. An effective method of identifying the organization's weakness is to examine the competition and determine where competing agencies excel.

OPPORTUNITIES

Opportunities are external factors over which the advertising agency has no control. Although the agency has no control over the existence of opportunities, it might choose to exploit them as they arise. The Internet is one example of XWALK of an opportunity. An organization might also choose to move into a raw, international marketplace where effective competitors do not yet exist. Additionally, market fluctuations might provide either opportunities or threats to an advertising agency.

THREATS

Threats are also external factors of which the advertising agency has no control. These factors include issues such as fluctuating market condition or upcoming legislation that will affect how the organization does business. The PEST analysis is an additional analytical tool that is helpful for identifying these external threats. In XWALK the PEST analysis examines external political, economic, social and technological factors that might affect the organization.

Result Discussion

After analyzing the survey questionnaire and discussion on XWALK recruitment process and the HR policies partially I have come across few observations- like XWALK has fair recruitment policy along with maintaining the standard recruitment process of attracting qualified candidates. They prefer open vacant positions for the entry and senior executive's positions but prefer close positions mostly from reputed multinationals for the position of manager level who have working conditions of similar field. Yet sometimes reference plays a major role while recruiting. XWALK understands the importance of people and values their employee. They prefer creativity with innovation from employees. XWALK has also been able to improve organizational performance via improving the performance of individual contributions and also recognizes existing talents to fill up the higher vacancies within the organization or place them in the right positions, wherein the best use of their abilities can be ensured. And employees remain loyal and motivated.

Due to employees positive attitude toward work has won client's heart as well. Clients are very satisfied with their deliveries and to work more which is a milestone for a new agency competing with bigger brand agencies.

Suggestion

Expansion of HR department: The human resource department is very small with only 2 employees, considering the total number of employees which is comparatively more, they can expand the human resource division.

Strategic HR planning: XWALK has lot of provision for improvement in this regard. They can carry out demand forecasting, to prevent shortage of employee or overstaffing.

Employee climate survey: These surveys help in understanding employee's perception and perspectives of the organization. Employee climate survey helps in improving working conditions of the organization by identifying existing issues and also gives solutions for known problems. It takes in to account employee's satisfaction and dissatisfaction and areas that require improvement. This increases employee morale as they feel their opinions matter. XWALK can do this once a year to improve working culture and employee motivation.

Increase diversity: The Human Resource Division has only one female currently. They can recruit more workers to ensure diversity in the organization.

Equal employment opportunities: XWALK hires only Bangladeshi nationalities they prefer to hire males as they believe females have some restriction from their family life. So they can recruit nationalities from other countries to make the organization multi-cultural and opportunities for female employees to increase diversity and add to untapped talent.

Chapter 6 - Research

Questionnaire for Employee

How many stages are involved in selecting the candidate?

XWLAK has four stages of recruitment. The very first step involved in the recruitment process is planning which involves draft comprehensive job specification for the vacant position, the major and minor job responsibilities, the skills, experience and qualification needed. Next step involved in this regard is to devise a suitable strategy for recruiting the candidates in the organization.

Searching step involves attracting job seekers to the organization. Screening as the starting point of selection.

Apart from the HR manager, who all from the other dept. are required to get involved in interviewing process?

In Crosswalk Communication generally there are 4 head of departments have to be present in the whole interview process. They are from Sales, Administration, HR executives, Operation.

What source you adopt to source candidate?

Mainly Employee referral, Campus Recruitment, Advertising, Recruitment agencies, Job portals and word of mouth.

What kind of verification do you do?

Before selecting an employee XWALK do mainly educational verifications, legal background check, professional background check, reference check and family background check.

In how much time does the whole process generates results?

XWALK normally taken the time for the whole process i.e. from tests, personal interviews to final list of selecting candidates. Overall 15 to 20 days.

How do you measure performance?

XWALK usually follows 360 degree appraisal.

Questionnaire for Customer

How long you are working with XWALK?

A client from Prothom Alo-

Crosswalk Communication Ltd is our very 1st choice whenever we go for any sample collection, market survey or any prestigious events like Prothom Alo Year's Celebration Event (PATHOK UTSHOB), They never disregard our expectation rather are always handy and gives us suggestion to make things successful.

How do you evaluate their service?

Their service quality is at top notch maximum time. And if anything that we don't like about them we freely express it to them and they are very positive to receive feedback about their work which most of the big agencies may defend.

Do you get on time service when required?

Yes, every time. Even at the holidays they are reachable to mails, calls and WhatsApp numbers.

How do you rate the agency out of 10?

I would give them 7.5 to 8 out of 10.

What improvement can be done or steps can be taken to make it a number 1 agency in Bangladesh?

Sometimes they feel pressure to take government permissions on different restricted places if they could minimize and get well acquainted with ministry level, it will remove the hassle in most cases.

Do you think their employees are well known about their deliveries?

Yes, they are very particular what they deliver and there is no chance to talk about.

Chapter 7 - Recommendation

Provide extraordinary opportunities: One of the primary objectives for every HR specialist is to recruit new talent. Finding creative and attractive ways to promote available positions is the first course of action when seeking new staff members.

Lowering the turnover rate at a company should be at the forefront of an HR department's agenda. If company have a higher than desired rate of 10% or higher of people consistently leaving the organization shortly after they are hired, this is a signal that there is something wrong with internal workings of the company. Find out from staff the issues they face and find out if others complain about the same or similar issues.

Trust is the bed rock of any strong relationship. Company has to gain everyone's trust. This means that both employers and employees will know that company have their best interest at heart.

Communication is the key to understanding. Company spends a lot of time just listening to issues, grievances, and conflicts among employees. Great communicators are often excellent listeners.

There are countless situations that will bring an employee to office with an issue. Every claim made to the HR department is to be taken seriously. Company should listen to the employee's issue fully before offering any advice. After hearing what the employee has to say, company will need to explain the company policy regarding claim for workers compensation.

Annual appraisals and reviews are some of the most effective tools to analyze the capabilities of the workforce if conducted consistently and correctly. Organizations should adopt pay for performance system in their organization to boost the productivity of employees.

Conclusion

Advertising agencies has grown at a considerable rate in Bangladesh in the last decades. The sector consistently creates job opportunities for highly qualified young generation. I am confident that this more than 3 years working experience at Crosswalk Communication Limited of Bangladesh will definitely help me to realize my further carrier in the job market. I also understand: in this company “People don’t leave their jobs, they leave their managers.” Although there are committed and loyal employees who is serving their best from the inception of the company and are the most influential factor to becoming an employer of choice. Though medium sized it companies and organizations like XWALK face momentous challenges in developing energized and engaged workforces. However, numerous research demonstrate that there is abundance of increased employee commitment and trust in leadership can positively impact the company’s bottom line.

To be successful, organizations relentless contribution and dedication on the human resource management is very much needed. In today’s ever changing business environment the HR managers work has become much more difficult to complete in the international as well as in the local markets in adverse situations. Developing plan in diverse situation demand critical analysis of the situation and strictly adhering to the core principle of the organization.

In this report I have tried my level best to identify Recruitment & Selection process the organization follows complying the company and labor law rule in terms of compensation benefits as well. But to retain more employees they must adhere to working conditions like less working hour and more competitive remuneration compare to industry leaders.

Reference

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