

Report On

*An Analysis of the Impact of Covid-19 Pandemic on the
Recruitment and Selection Practices & Talent Acquisition
of Bangladesh Japan IT (BJIT) Limited*

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

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ID: 18304156

BRAC Business School
BRAC University
January 2022

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Declaration

I, hereby, declare that

1. The internship report presented and submitted is my own original work during the completion of my internship at BJIT Limited.
2. This report contains nothing from researches that are published before, neither taken any help from a third party while completing it. This report has been appropriately cited where the references have been taken from other sources.
3. I have accepted and acknowledged help from all the main sources.

Student's Full Name and Signature:

Afra Anjum

ID: 18304156

Supervisor's Full Name and Signature:

Mr. Feihan Ahsan

Lecturer, BRAC Business School

BRAC University

Letter of Transmittal

Mr. Feihan Ahsan
Lecturer, BRAC Business School
BRAC University
66- Mohakhali, Dhaka-1212

Subject: Submission of the Internship Report on “An Analysis of the Impact of Covid-19 Pandemic on the Recruitment and Selection Practices and Talent Acquisition of Bangladesh Japan IT (BJIT) Limited”.

Dear Sir,

I am delighted to present this internship report, based on “**An Analysis of the Impact of Covid-19 Pandemic on the Recruitment and Selection Practices and Talent Acquisition of Bangladesh Japan IT (BJIT) Limited**”.

I have attempted to complete the internship report based on a genuine concern and tried to present a thoroughly discussed report with relevant information.

I sincerely hope and pray that this report will satisfy your expectations.

Sincerely Yours,

Afra Anjum

ID: 18304156

BRAC Business School

BRAC University

Date: January 25, 2022

Acknowledgement

From finding one of the best organizations to complete my internship to receiving the opportunity to be a part of numerous incredible projects which includes working for Google, this journey allowed to have the experience of a corporate world that indeed was needed to be explored after four years of bachelor's degree. The journey would have been never this productive without some of the incredibly talented mentors who helped and guided me throughout the time. I would like to acknowledge their contribution on my growth and thank them for being patient while transferring their knowledge, also realizing the fact that the Almighty has continued to help in self-development and I am grateful as well thankful for his kindness.

Firstly, I would like to express my gratitude towards Mr. Feihan Ahsan, Lecturer at BRAC Business School, for guiding and advising me throughout my internship program. His guidance and support have assisted me in generating productive ideas and developing a concept relevant to my experience.

Additionally, my heartfelt appreciation is for my organization supervisor Md. Saleh Ahmad Zayed, Senior Executive Officer, Human Resource Department at BJIT Limited, He has mentored me on each and every step throughout the program as well as assisted me in completing my internship report with ideas which helped to have a better output.

The unwavering help and support have aided me in completing my internship report with a good note and positive attitude.

Executive Summary

IT industry in not only Bangladesh, but also worldwide is booming with a growth rate that is increasing every moment due to having an intense drive of companies to offer unique and exceptional solutions to the market. Among all the leading IT firms in Bangladesh, BJIT Limited is not only recognized nationally but also as gained immense popularity in the world. The competition in the IT industry Bangladesh is extremely intense due to which surviving in the market is one of the major challenges that BJIT had to take during the Covid-19 pandemic. Starting from the adaptation of 'working from home' to carrying out each and every operation online, BJIT Limited has taken every safety measurement and precautions to keep its position solid in the market. The goal of this report is to identify the lacking in one of the most important activities in BJIT Limited which is the Recruitment and Selection process, and providing possible solutions to enhance the process in order to have a better and efficient screening method. However, the primary data that have been collected are from the HR Officials of BJIT Limited who are directly and indirectly have been affiliated with the recruitment practices as well as the secondary data are from various credible online sources. Furthermore, the report also contains the information and activities of other areas of BJIT Limited. To ensure the quality of this report, I have taken all the necessary precautions and followed the essential methods. With a hope to provide all the important information in this report, I have prepared it in a well-mannered structure for the readability and understanding.

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Chapter 1

Overview of Internship

1.1 Student Information

Name : Afra Anjum
ID : 18304156
Program : Bachelors of Business Administration
Major : Human Resource Management

1.2 Internship Information

1.2.1 Period, Company Name, Department/ Division, Address

Period : 4 Months (From 24-09-2021 to 23-01-2022)
Company Name : Bangladesh Japan IT (BJIT) Limited, BJIT Group
Department : Human Resource Department
Address : H-2275, 2279 Pachkhula, Satarkul, Badda, Dhaka-1212, Bangladesh

1.2.2 Internship Company Supervisor's Information: Name and Position

Supervisor's Name : Saleh Ahmad Zayed
Position : Senior Officer, HR

1.2.3 Job Scope – Job Description/Duties/Responsibilities

I am currently in the team of Talent Acquisition, where my duties and responsibilities are:

- i. Conduct over-the-call initial assessment of candidates to evaluate speaking skill and collect information regarding the expected salary, notice period, interest and total experience.
- ii. Prepare short reports on candidates based on the initial assessment.
- iii. Coordinate technical interviews where the technical team conducts interview for candidates of junior/ mid/ senior positions.
- iv. Prepare interview schedules for technical teams as well as final interview with the CEO of BJIT Limited and solve interview related queries of candidates.
- v. Conduct Job analysis and prepare job descriptions and job specifications.
- vi. Post about vacant positions in BDjobs, LinkedIn, Facebook and relevant platforms.
- vii. Sort CVs to shortlist candidates.
- viii. Maintain Enterprise Resource Planning (ERP) to update profiles of candidates/ employees, keep records and make changes during the Recruitment and Selection process.
- ix. Update and maintain Master Data Sheet of candidates to keep records of the number of candidates interviewed each week.
- x. Analyze and prepare charts of candidates to forecast the trend.
- xi. Prepare and update necessary documents (e.g., Letter of Intent, Letter of Acknowledgement, Letter of Experience Certification).

1.3 Internship Outcome

1.3.1 Student's Contribution to the Company

BJIT Limited and my supervisor has provided me responsibilities that has direct contribution to the overall expansion of BJIT Group. We currently have around 650 employees who are actively working in BJIT Limited and the goal we are pursuing is to achieve 800+ employees with more

than 600+ talented engineers by 2023. Being in the Talent Acquisition Team, I was given responsibilities to seek for talented and smart candidates for various vacant positions ranging from fresh graduates to senior level. I have contributed in head-hunting activities by going through the CV Bank of BDjobs, LinkedIn and communicated with potential candidates, among them some are working with us now. Moreover, I have given the responsibility to perform initial checking and assessment, through which I have assessed the speaking skills of candidates and took over-the-call interviews of more than 500 candidates by far. I have successfully recommended some of the brilliant resources that BJIT Limited has appointed for their organizational growth. On the other hand, I have not only conducted few of the non-technical interviews but also coordinate interviews virtually where, managing the candidates, providing guidelines, solving queries and directing them to the interview board are my weekly tasks. I have conducted job analysis to prepare job description and specification by conducting discussion sessions with the team leaders, supervisors and subordinates.

However, as I am an enthusiast in conducting researches, hence I have done multiple researches regarding the global expansion of BJIT Limited and how effectively we can attract more talented candidates with the proper utilization of LinkedIn as well as prepared charts on the basis of data to forecast future possibilities.

1.3.2 Benefit to the Student

The experience and learnings I have garnered from BJIT Limited are realistic, practical and have contributed to my career growth. Learning the process of recruitment and experiencing the assessments that take place while interviewing the candidates have allowed me to encounter the challenges that come with it.

The process of sorting CVs to look for a potential match has taught me to dig deep for a perfect candidate for a particular job role. Moreover, coordinating and conducting interviews have taught me to overcome real-life struggle of managing the candidates virtually and answering their queries related to interview at the same time. I have coordinated technical tests for 211 fresh graduates at a time which has improved my patience, time management skills and multi-tasking ability. Developing composure while simultaneously working under pressure has not only enhanced my ability to cope with changes, but also allowed me to deliver my tasks and meeting my deadlines on time. Becoming a punctual person is one of the most cherished achievements of mine because of the internship opportunity of BJIT Limited.

Besides, the corporate culture in BJIT Limited has taught me to grow empathy and being humble in the workplace where we all respect each other. I am enjoying to be a part of an organization where learning is the utmost priority and making mistakes are seen as a learning phase. Furthermore, my supervisor Mr. Saleh Ahmad has provided me with plenty of opportunities and has publicly acknowledged of my achievements. For being entrusted by my supervisors and coworkers, I have grown loyalty towards my organization and looking forward to start my career here in BJIT Limited apart from my internship period.

1.3.3 Problems/ Difficulties (Faced During the Internship Period)

Unlike every other organization, BJIT Limited has a diverse workforce where men and women receive fair opportunities as well as we have resources from all over the world. Despite being a global organization, BJIT Limited is still practicing old fashioned personnel management and operations to some extent. The major barrier that I have faced is, while going through the CV Bank of BDjobs for a potential candidate during an emergency recruitment need, I have shortlisted candidates who have been interviewed before in our organization. Because of not having a proper

dataset to keep records, looking for experience engineers become difficult and the talent acquisition team end up approaching old candidates. Due to having a higher turnover rate of engineers, the consistent recruitment to fulfil the vacant positions hampers other activities such as performance evaluation, payroll processing and training and development programs.

Besides, the decision-making process is too time consuming due to being heavily dependent on the CEO of BJIT Limited. This reduces the productivity at a significant level when the CEO is in a business trip or is busy. Moreover, the lack of skilled employees in the Human Resource department, makes every operation take longer time which can be done using a software or tool in few minutes.

1.3.4 Recommendation (To the Company on Future Internship)

I would recommend BJIT Limited to provide valuable compensation package to the resources to retain them for a long period of time and to reduce turnover ratio. Furthermore, the organization need to have development programs for the senior resources to cope up with this dynamic and technologically advanced industry.

These would be my recommendations to BJIT Limited.

Chapter 2

Organization Part

2.1 Introduction

Human resource management has evolved tremendously over the past two decades, especially in Bangladesh. After being shifted from socialism in the early 90's to the free market economy, a commendable economic growth has been faced by Bangladesh. However, the level of HRM still stands low in Bangladesh compared to the growth and success it has achieved over the years. But, the immense pressure from the North American and EU countries have compelled the industries who are export oriented and labor intensive to maintain the labor rights and standards. Thus, the companies have changed their corporate culture as well as HRM Practices. BJIT Limited has also started their HR operations recently in few years to stay ahead of the industry competitors and evolved quickly to adopt the best practices. Soon after establishing an HR department, BJIT Limited has appointed some of the talented resources who were able to revamp the structure for operating proactively. The strategic approaches of the HRM allowed BJIT Limited to go extra miles in order to receive remarkable achievements not only in Bangladesh but also worldwide.

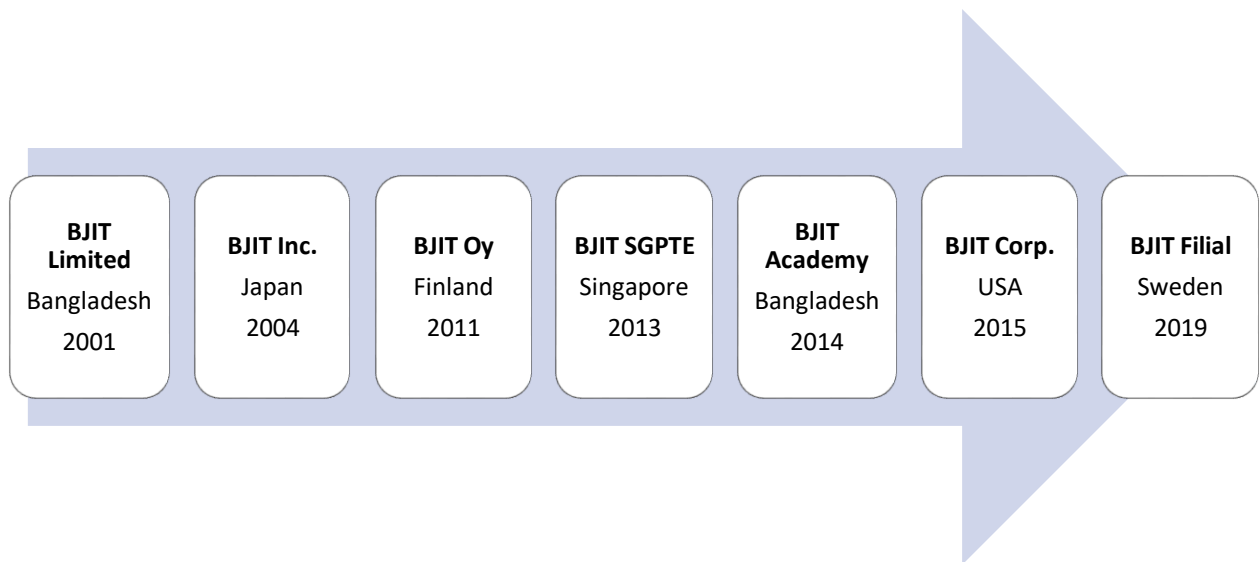
2.2 Overview of BJIT Limited

BJIT Limited is a Global company that provides solution through software development as well as IT services. It was founded in 2001 by J. M. Akbar and currently operating with more than 600 engineer from IT sector from both Bangladesh and Japan. In recent years, BJIT Limited has also engaged itself in the development of human resources and recruitment



services. Apart from that, the company offers offshore development which is based in Bangladesh, dispatching engineers to other countries and provide education of Japanese language to IT engineers.

Journey of BJIT Group



BJIT Limited is currently operating in 7 countries and providing its services to only global companies. Following the global standards of development process, quality and working environment, BJIT has become one of the leading Software services outsourcing company in Bangladesh.

The services of BJIT Limited include,

- BIG Data Cloud Service
- FinTech & Block Chain, Enterprise Solution ERP, SAP, Salesforce
- IoT/ RPA Mob APP WEB/ E-commerce
- QA & Test Automation BPO
- AI Machine Learning, Deep Learning

- Application Management Services DevOps
- Embedded & PC VLSI & CAD
- Education (IT & Japanese Language)

In 2021, BJIT Limited has partnered with Google to offer some of the talented resources from different countries. Apart from that, BJIT Limited has served over 50 clients from all over the world completing over 1000 projects.

Clients & Partners of BJIT Limited



2.3 Management Practices of BJIT Limited

Human Resource Division of BJIT Limited is involved with the management and operations of all the activities that take place to achieve the goals and objectives. BJIT Limited has 4 Engineering Departments, under which 2 wings of Human Resource Division operates. The first wing of HRD has a designated team who actively participate in the hiring and selection process. This team is called the Recruitment and Talent Acquisition Team. However, the second wing of HRD is the Operational Team that work with the documentations, paper collection, evaluation and retention.

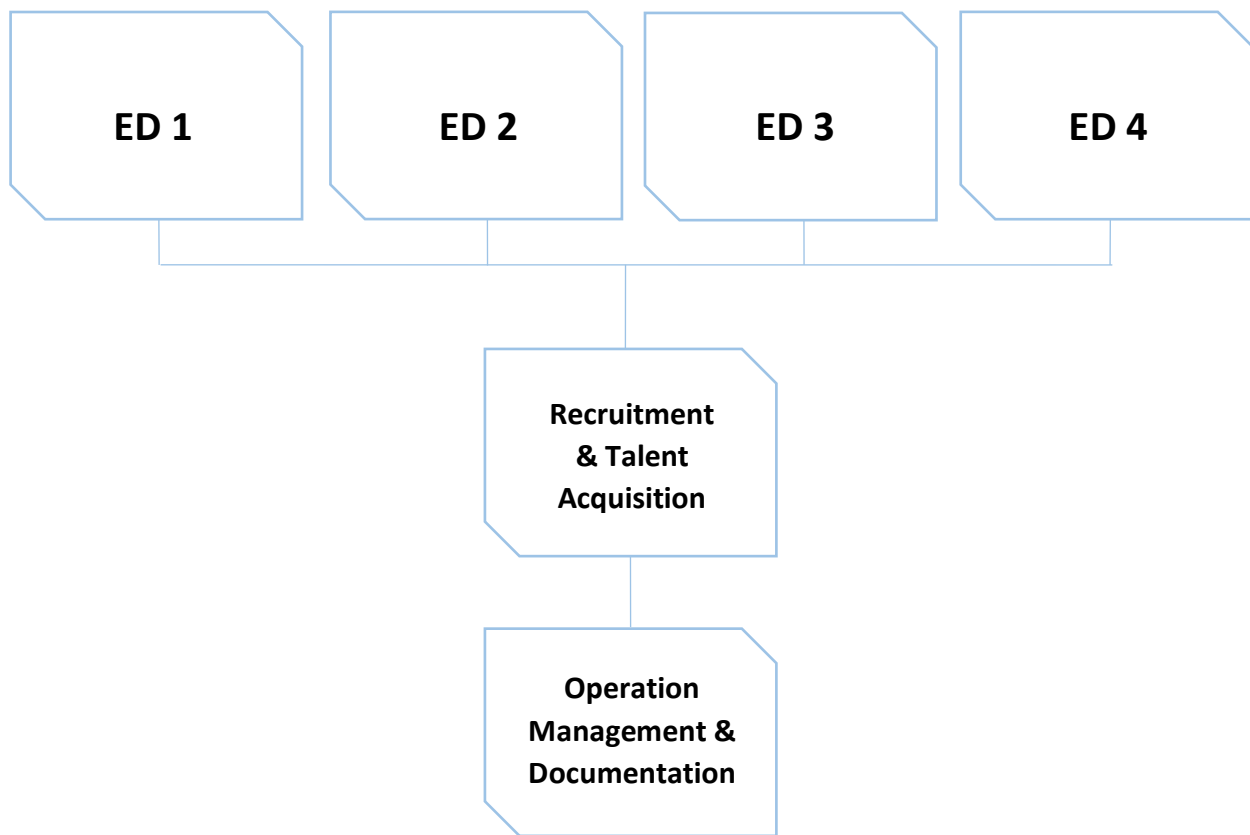
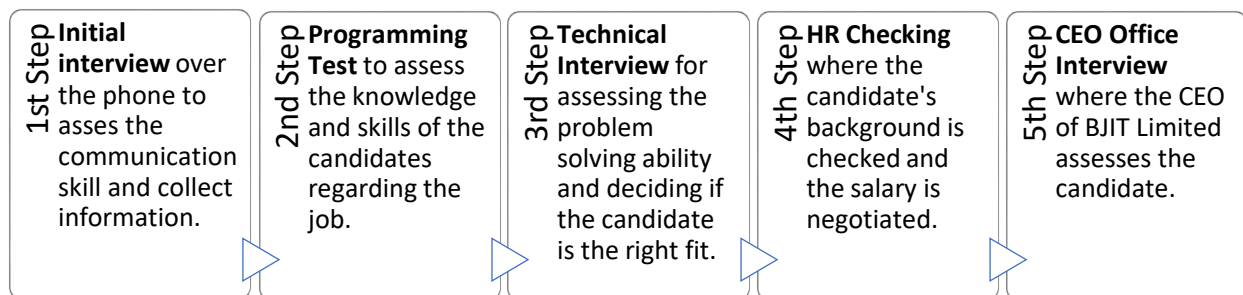


Diagram: 2 Functions/ wings of BJIT Human Resource Division

The Human Resource Division operates in two different dimensions where Talent Acquisition Team solely works of hiring and acquiring potential resources through the recruitment or head-hunting process. In the beginning, the Engineers Department informs the Talent Acquisition Team

if there is a vacant position in any of the software development team. The Talent Acquisition Team immediately posts a circular after conducting a job analysis in relevant platforms that includes, BDjobs.com, LinkedIn, Facebook etc. After receiving the responses, the team shortlists candidates on the basis of the requirements of the position. There are 5 steps through which a candidate has to go through in order to be selected for the respective positions, The steps are mentioned below:



The rigorous screening process allows BJIT to select the best match for a vacant job position as well as these multiple screenings help to take a fair decision.

Furthermore, the information of selected candidate is forwarded to the Operation Management Team where they prepare the necessary documents in order to appoint the candidate. The documents include Letter of intent, Non-disclosure Agreement etc. Apart from that, the Operation Management Team conducts 360 Degree performance evaluation and keep the performance record using KPI (Key performance Indicator) quarterly in each year to revise the salary of all resources every year based on their performances. However, they also conduct the exit interviews to retain resources in the company as well as determines promotions and demotions of the employees.

To conclude, these are the management practices of BJIT limited.

2.4 Marketing Practices of BJIT Limited

BJIT Limited has two departments through which the marketing activities are conducted and operated, that are 1. Sales Division and 2. Digital Marketing Division. In sales division, The organization primarily deals with the clients' queries and demands whatever they may be and this is done through the company's competent Sales Force. The services BJIT provides its clients include but are not limited to, all IT related services such as Web Designing, Online Analytics Facilitation, Software Development, Employee and Resource Facilitation just to name a few. To understand how the company works with regards to the facilitation of services outside the "IT Sphere", let us say for example an existing client of BJIT is managing a new project and has requested BJIT to hire a Site Manager for their latest endeavors. BJIT will take the request into consideration with the utmost urgency and start creating a portfolio for recruitment that fits the client's needs.

BJIT utilizes the traditional methods of bringing in clients, that is either by looking for them through the assistance of an existing client list or through a reference model whereby existing clients refer our services to others. Stakeholders like Marubeni Corporation, who are well known for being an integral part of the Dhaka Metro Rail Project have also played a huge part in the company's goodwill while trying to recruit potential future clients. and these traditional methods have helped the company immensely in diversifying and boosting their client portfolio.

With regards to branding through the Digital Marketing Division, BJIT has a well-built website that is boosting the company's brand to the far reaches of the inter-web and beyond. Although a corporate website already exists, BJIT is "spinning" these other sites to focus exclusively on the various ways the company can enhance and improve its exposure to the masses. Currently, the company is increasing its exposure through methods such as Digital Marketing via Social Media

Platforms, technical content writers writing blogs on various other international platforms, Email Marketing where top priority clients are emailed an exhaustive and extensive overview of the company and organizing, participating and/or sponsoring various online and offline campaigns and competitions for instance, Coding Samurai. Furthermore, through using SEO (Search Engine Optimization), BJIT Limited is also attracting prospective clients who want to develop their own interphase and software without spending thousands of dollars.

The marketing practices of BJIT Limited are multi-dimensional due to which, the company is renowned throughout the world.

2.5 Financial Performance and Accounting Practices of BJIT Limited

Due to my current disposition as a Human Resource Management intern, this particular sub-topic and any relevant information relating to it is not accessible. These are confidential information that the company is not willing to disclose and divulge easily and therefore, I am not privy to them.

2.6 Operation Management and Information System Practices

A Global organization that is operating in 7 different countries all around the world faces the difficulties to operate together while being aligned with the operations. As the pandemic has compelled the company to be operated from home, BJIT Limited has lessened the difficulties by operating online and keeping the data in one place. Firstly, in terms of communicating with each other, employees use one single platform which is Skype. The communication and information

transferring processes are held through Skype even some of the interviews are also conducted through this platform.

However, Enterprise Resource Planning (ERP) is a single platform for BJIT that is used as a storehouse to keep all the records and Data. ERP is used to accumulate the information of all the resource of BJIT group as well as the information of the candidates' who have been interviewed for the vacant positions. Moreover, the ERP allows the employees to "Punch In" twice a day to ensure their presence and by evaluating the attendance leave requests on ERP, payroll management process is also conducted through the system. Additionally, ERP makes the operation management process much more accessible where the permitted authorities can access to almost in all areas to look for an information. As all the information, process and roadmaps are in one single place, ERP is playing a significant role in terms of not losing necessary documents or data and can be found easily through a filtered search.

BJIT Limited is a software outsourcing company, where the information management system is controlled very sensitively to avoid being stolen or hacked. BJIT Limited uses an encrypted drive that is called Next Cloud which is considered to be a safe platform where the sensitive information for instance: foreign clients list, demo of a software or website, financial performance data etc. are stored and software that is developed for the client is shared.

2.7 Industry and Competitive Analysis

2.7.1 SWOT Analysis of BJIT Limited



Strength: The biggest strength of BJIT Limited is being one of the leading software outsourcing companies in Bangladesh as well as it has a worldwide reputation for operating from 7 different countries.

Weakness: The biggest weakness of BJIT Limited is being a tall organization where the hierarchy has several layers. This affects the decision of making process and make it lengthier to come to a conclusion regarding any matter even if it an emergent decision.

Opportunity: The opportunity that BJIT Limited has to pursue is positioning itself on the top in the global market by partnering with global giants. Google has partnered with BJIT Limited in 2021 which will provide more opportunities from the global market that are yet to attain.

Threat: The possible threat of BJIT Limited is losing the market share due to intense competition in Bangladesh if not Global. The turnover ratio has significantly high in the IT industry for having numerous IT companies which is a major concern for BJIT Limited.

2.7.2 Porter's 5 Forces Analysis of BJIT Limited



Bargaining Power of Suppliers: **HIGH**

The software and tools require to develop software solutions are limited in the market due to which the bargaining power of suppliers is high. BJIT Limited purchases some of the premium tools to develop software much faster and those premium services come with a cost for which BJIT cannot bargain to avail.

Bargaining Power of Buyers: **HIGH**

The worldwide technological advancement has made the IT industry one of the fastest growing industries in the world. Similarly, in Bangladesh the IT industry is growing rapidly where the concentration of competitors is dense. In this case, the bargaining power of buyers is high enough, as the buyers are able to shift from one company to another in accordance to their demand.

Threat of New Entrants: **HIGH**

The Information Technology and Telecommunication industry in Bangladesh is growing in a much faster pace resulting in to a dense concentration of competitors in a single market. The boundaries of entering into this industry in Bangladesh is low which leads to a higher possibility of facing new entrants looking for a market share.

Threat of Substitution: **HIGH**

The threat of substitution in south Asian region is high enough to provide foreign clients substitute software solutions in a much lesser cost.

Industry Rivalry: **HIGH**

Rivalry among IT companies in the industry is intense enough to notice. Not only in the national parameter, Bangladesh's IT industry is also competing with India in this regard. Due to having low boundaries to enter in to this industry, the rivalry among companies and organizations are high.

2.8 Conclusion

In an era where IT industry in Bangladesh is expanding in a remarkable rate, BJIT Limited has harnessed itself to keep its pace with the growth. By winning the "Basis Outsourcing Award" recently in 2021, BJIT Limited has placed itself in the world as the best software outsourcing company of Bangladesh. A company where the fresh graduates are welcomed to start their career as well as provided necessary training to build the fresh graduates for the future has always been one of the top preferences of Computer Science Engineers.

Despite of operating from a country where the competition is extremely high, BJIT Limited has never failed to outshine in the international market. Becoming the first ever Bangladeshi company that partnered with Google Incorporation has tremendously helped BJIT Limited to gain trust from stakeholders, customers, clients and employees. However, the opportunities are increasing with the growing numbers of IT firms in Bangladesh which is playing a significant role in terms of lowering the rate of unemployment by new job creation. BJIT Limited is actively taking part in employing engineers and resources for non-technical operations for numerous projects that established a goal of attaining 800 quality resources from 650 by the end of 2022.

In conclusion, BJIT Limited is facing an immense competition in the Information Technology sector of Bangladesh due to having international and global companies as competitors. Regardless of being one of the most popular IT firms in Bangladesh if not the world, the competition in the market did take a toll on the overall performance during the Covid-19 pandemic. Yet, BJIT has successfully placed itself by climbing back to its position and becoming a part of such a journey have overwhelmed me with pride.

2.9 Recommendation

The successes and achievements received by BJIT Limited in past two decades are remarkable as well as praiseworthy. The reason of such growth of BJIT Limited are the resources that the company has been retaining for years. Despite having a successful position in the world's market, the Covid-19 pandemic has severely impacted the overall performance of BJIT Limited. Due to the pandemic, the recruitment and selection process of resources have been affected negatively as the process has become much shorter and the assessments have become difficult to monitor

throughout the entire recruitment and selection process. Moreover, lack of direct interaction during interviews doesn't allow the interviewer to assess the gestures and postures of the candidate to come to an overall judgement. Therefore, the selection of quality candidates has been greatly impacted regardless of conducting multiple screening tests and interviews.

My recommendation to BJIT Limited would be regarding the recruitment and selection process of resources. I would recommend to lengthen the process by including tests such as solving case study, group discussion, playing games or take part in personality test. As the company runs as a team, hence, the candidate is expected to be a team player for which the test is important to evaluate the team building ability of the candidate. The tests that are mentioned above are one of the effective ways to identify the Besides, virtual interviews should be much more interactive to understand and assess the gesture of the candidates in order to identify whether the candidate is a cultural fit for the organization. Considering all the relevant methods that enhances the effectiveness of a recruitment and selection process that helps acquiring talented resources from all over the country.

To conclude, these would be my recommendation to BJIT Limited in terms of acquiring talents during the Covid-19 pandemic.

Chapter 3

Project Part

3.1 Introduction

The covid-19 pandemic has severely triggered the worst fear of mankind which the global job crises. The greatest Impact of covid-19 pandemic has hit the working practices of every company. Overnight changes to virtual platforms and ‘work from home’ trend has slowed down and even froze the recruitment activities for numerous companies. The new practices took a toll on the procedures of hiring new employees as the procedures included interviews, tests, in-house games and presentation etc. that required in person interaction.

With the help of advanced technologies, companies shifted their operations virtually that included BJIT Limited as well. BJIT is operating from online since the pandemic has started and never stopped since for the safety concern of the employees. The trend of working from home influenced the recruitment and selection process of BJIT Limited. For this reason, BJIT has shifted the selection procedures online which resulted a shorter and simpler procedure to maintain while hiring new employees. Moreover, the significance of the screening process before onboarding a candidate is incomparable that requires to be executed as much accurately as possible to avoid having an unfit employee.

3.1.1 Literature Review

Our personal and professional life have faced wrecked-havoc after the global crises of Covid-19 pandemic, resulting into a different ‘way of life’ without providing a clear instruction yet of when will we return to normal (Joshi, et. al., 2020). According to Joshi and et. al. (2020), since the beginning of Covid-19 pandemic, several countries banned traveling, social distancing of 6 feet is

the prime activity to maintain and wearing masks is prevalent around the world. They also added that, traveling with the intention to attend an interview similar to the process of traditional interview violates the protocols of social distancing because it includes personal interaction. American Companies have dramatically changed their operational activities and followed alternative ways to advertise jobs during the Covid-19 pandemic (Campello, Kankanhalli and Muthukrishnan, 2020). Additionally, Campello, et al., (2020) reported that, an assessment has been presented regarding the impact of Covid-19 pandemic on the decision of which methods to follow for hiring. Recruiting employees are a costly investment on human capital to gain the forward-looking achievements. Keeping the pandemic in mind, firms are adopting the safest possible recruitment strategies to conduct the operations following the pandemic's protocols. In the research of Joshi, et. al., (2020), the pandemic has shifted the basic procedure of interviewing candidates for a job vacancy to online which creates barriers to open evaluation of the fitness of the candidate for the vacant position. At the same time, online assessment reduces biasness towards candidates in terms of evaluating them to identify who is the right fit for the position. However, with the ratio of job posting during the beginning of worldwide lockdown, the number of applicants for the vacant positions have also declined (Hayashi and Matsuda, 2020). According to Spurk and Straub (2020), employees looked for flexibility of working hours/ shifts during the widespread of Covid-19 pandemic which led the employees to have less interested in changing jobs and adapt with a newer system, Even, after simplifying the recruitment procedure, it became difficult enough to attract potential candidates due to the nationwide lockdown. Spurk and Straub (2020) also added, employees are prone to expect a flexible employment relationship due to the unavoidable barriers caused by the pandemic that includes social gathering, travel ban, wearing masks while being out. Maintaining the safety protocols of Covid-19 pandemic is a must for every organization

which has helped the organizations alternate ways of operating and hiring new employees to run the business (Joshi, et. al., 2020).

3.1.2 The Research's Objective

The objective of this report is to understand the effect of Covid-19 pandemic on the hiring procedure of BJIT Limited that brought changes in recruitment and selection processes to adapt with the new normal.

3.1.3 Significance of The Research

The significance of this research is to understand the corporate changes that have been adopted by organizations in order to cope with the pandemic. This research accentuates the idea of how BJIT Limited, one of the leading software outsourcing companies, has adapted with the new system that allowed the company to actively operate online from past 1 year. Similar to BJIT Limited, many other companies have started to operate online yet, the biggest challenge here is the recruitment and selection process of the companies. The major area of this research is to discuss about the difficulties faced while recruiting online and benefits of conducting the hiring procedures online.

3.2 Methodology

This research is a qualitative study, mostly based on the data collected from the human resources of BJIT Limited in order to have a greater idea relevant to the topic. There are not many researches done regarding the impact of Covid-19 pandemic on the recruitment and selection processes of the companies in Bangladesh. To conduct this research, a google form was prepared to distribute among the employees from the HR department of BJIT Limited in order to have a clear vision about the impact of the ongoing pandemic. The google form includes few dichotomous questions

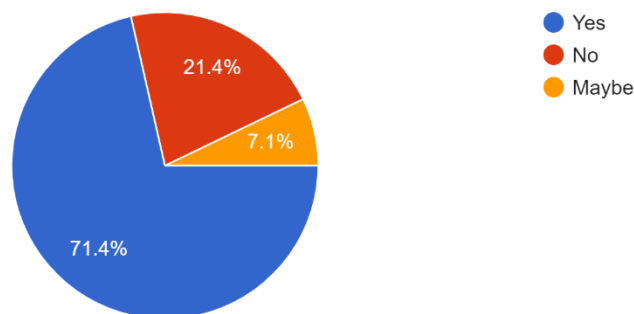
and Likert scale to avoid complications and confusions while answering. Eventually, Microsoft excel has been used to carry out further analysis.

3.3 Findings and Analysis

The findings and analysis is based on the survey conducted on 14 officials from BJIT HR Departments who are directly or indirectly have been affiliated with the recruitment and selection processes.

According to you, has the Covid-19 Pandemic affected the procedure of recruitment and selection of resources in your company?

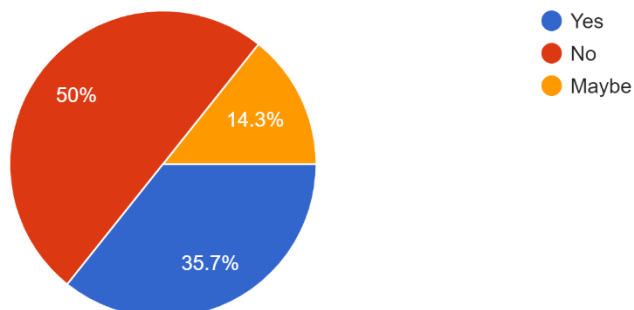
14 responses



The survey demonstrates that 71.4% HR officials of BJIT Limited have acknowledged that the Covid-19 pandemic has affected one of the major operations which is the talent acquisition process. Besides, 7.1 % respondents are indifferent to this matter as according to them the pandemic has not made any severe impact. However, 21.4% HR officials believes that the Covid-19 pandemic has not affected the recruitment and selection process of BJIT Limited.

Do you think you are able to attain desired talented resources through conducting virtual recruitment and selection processes during the pandemic?

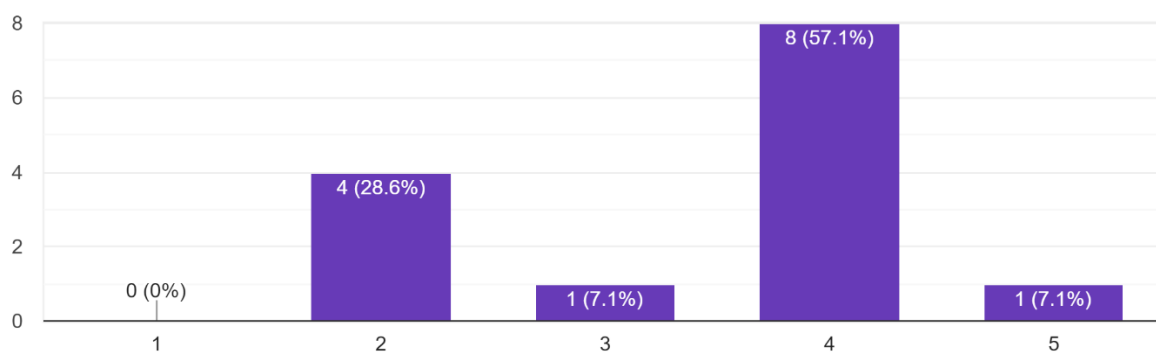
14 responses



According to this survey, 50% of the respondents believe that they are not being able to attain the desirable talented resources during the covid-19 pandemic. In contrast to that, 35.7% respondents think that they are able to attract talented resources during this crisis.

It is difficult to evaluate the candidates properly through virtual selection processes.

14 responses

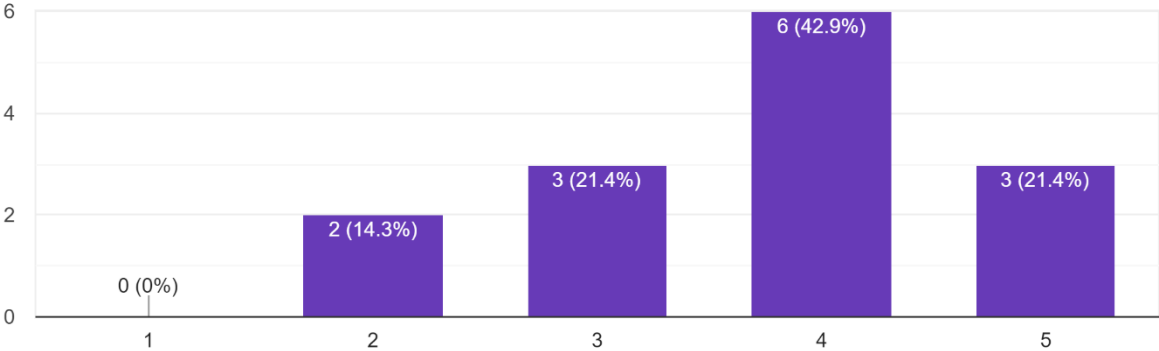


In this survey, 1 being 'strongly disagree' and 5 being 'strongly agree', 57.1% respondents have agreed and 7.1% respondent has strongly agreed that it is difficult to evaluate a candidate through

a virtual selection process. Whereas, 28.6% respondents completely disagreed with the statement and ensured that the virtual selection processes help in evaluating candidates which contradicts with the statement mentioned above.

The physical appearance of a candidate allows the assessment team to evaluate a candidate much accurately in all aspects.

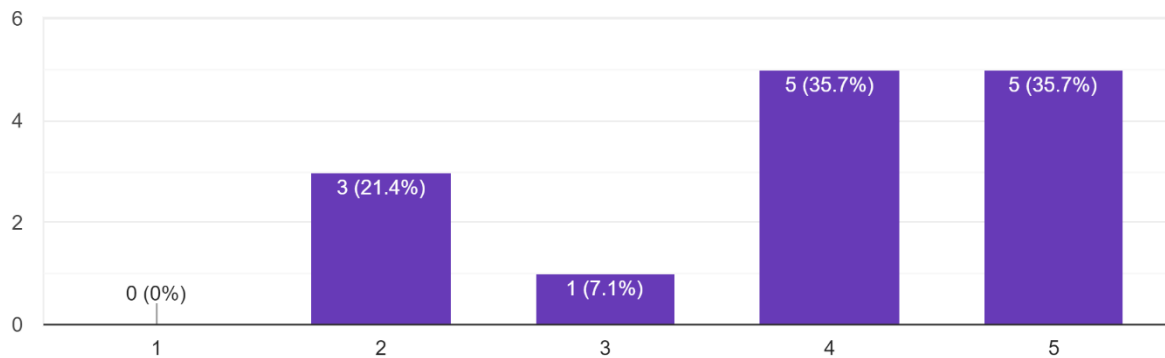
14 responses



In this survey, 1 being ‘strongly disagree’ and 5 being ‘strongly agree’, 6 respondents agreed and 3 respondents strongly agreed that physical appearance of a candidate has an impact on precise judgement. Most of the HR officials have agreed to the statement that they can evaluate candidate better if the assessments are taken in an office or outdoor set up. However, 21.4% respondents are indifferent to this statement as they believe physical appearance has no impact on evaluating a candidate. Moreover, 14.3% respondents did not agree with the statement.

Due to having a short screening process, candidates are more prone to switch jobs.

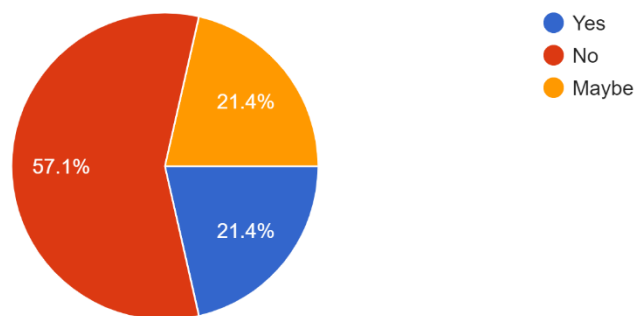
14 responses



In this chart, there is a clear demonstration of most respondents agreeing with the fact that short screening processes allow candidates to switch jobs more often. However, 3 respondents believe that short screening processes have no effect on switching jobs. It is believed that the job-hopping trait has deeply rooted in the candidate's personality.

After the Covid-19 pandemic would you still prefer to conduct the selection process virtually?

14 responses



According to this pie chart, 57.1% respondents do not want to continue conducting recruitment and selection processes once the covid-19 is completely eradicated from the world. The virtual

selection processes are considered to be not liked by most of the HR officials and they are willing to perform these activities in a traditional form such as, in office. However, 21.4% respondents want to continue recruiting and selecting candidates through online as it is considered to be one of the convenient ways to operate.

3.3.1 Key Findings

According to the results derived from survey, 71.4% respondents which means most of the respondents have accepted that the Covid-19 pandemic has shaken and impacted the pre-existing system of recruiting and hiring resources. HR officials of BJIT Limited had to take actions in order to look for alternative methods of continuing the procedures to on board new employees as interviewing candidates in office or executing coding tests were not feasible anymore due to the outbreak of Corona Virus. Following the processes of online recruitment and selection, 50% of the respondents have reported that they are not able to attain their desired resources through this way. In such case, the biggest question still remains that what usually turns as a barrier in online recruitment to achieve a desired resource for the company. Yet, most of the respondents have agreed to the statements that it is difficult to evaluate a candidate through online resources or video calls using multiple assessment methods. The reason being that, according to the survey a candidate can be assessed better in all aspects if s/he is physically present during the assessment as believed, it allows the HR officials to not only test the skills and knowledge, it also helps to assess the interpersonal skills, behavior, anger management skills, non-verbal communication skills or gestures of the candidate. During the pandemic, BJIT Limited has shortened the Recruitment and Selection processes for having a simpler way to properly assess the candidates within a short period of time by avoiding possible errors that occurs during lengthier processes. The report of the survey presents that 71.4% respondents have acknowledged that due to having a

shorter-assessment-processes in BJIT and many other companies, resources are more prone to switch jobs because it allows them not to waste much time during the screening processes. The difficulties that have been welcomed with the 'work from home' trend have made the HR officials realize that the online recruitment of resources should not be continued in BJIT Limited in the post-Covid era. 57.1% respondents have reported that they are not willing to recruit virtually through online after the Covid-19 pandemic.

3.4 Conclusion

The research has been carried out to identify the drawbacks that came with the 'work from home' trend in BJIT Limited, especially in the Human Resource Department. The outbreak of Covid-19 has tremendously affected every organization and BJIT Limited is not an exception. Yet, the company took sufficient precautions to fight back the outbreak as well as maintained safety for all the resources. The Human Resource Department of BJIT Limited solely works with the resources of the organizations as well as manage operation that revolves around the resources for instance, documentation and performance appraisal. A department that in general, closely monitors the resources, can face difficulties while operating if they are not being able have the access to monitor resources for strategic planning and approaches.

Recruitment and selection are the major and crucial parts of Human Resource Management which needs to be executed with proper planning to achieve a right fit for a vacant position. To cope with the pandemic, BJIT Limited has shifted its operations online which has compelled the Talent Acquisition team to execute and conduct the selection processes online, Due to having a shorter method of acquiring new resources, HR officials claimed that there is a remarkable spike has been noticed in the turnover rate as employees are more prone to switch jobs. Making this a major concern in BJIT Limited, the survey proved the difficulties which came along with working from

home as recruiting and selecting candidates through online is not as efficient as it was offline. Some of the claims that have been recorded while performing the survey include that, being unable to have multiple screening processes except programming tests and interview contributed to the wrong selection of candidates. Furthermore, the physical appearance of a candidate helps the interviewer to assess the candidate on the basis of his/her non-verbal communication, interpersonal skills, way of approaches and cultural fitness.

To conclude, this research has proven the ideology of the effectiveness of recruiting candidates through the traditional fashion according to the HR officials of BJIT Limited. The report has demonstrated that BJIT Limited has faced the impact of Covid-19 pandemic of which has affected the operations of the HRD similarly to other departments.

3.5 Recommendation

The objective of this research is to comprehend the impact of Covid-19 pandemic on the Human Resource department of a global firm that affected one of the major operations which is Recruitment and Selection of resources. As a result of a worldwide lockdown, BJIT Limited has taken enough safety and security measurements in order to keep the resources of the organization safe during a pandemic. In the meantime, all the operations have been carried out from home that helped BJIT Limited to perform better even during a pandemic and nationwide lockdown.

However, the Recruitment and Selection of resources has been greatly impacted during the lockdowns and it has been recognized when the turnover rate increased to 18.1% in BJIT Limited. Quality of resources has dropped and lack of assessments contributed in selecting the wrong candidates. My recommendation to BJIT Limited would be, bringing changes to the Recruitment

and Selection processes as well as include multiple screening processes to evaluate the candidates much accurately. The assessments that can be included to enhance the evaluation process can be solving case study, games, focus group discussions and work samples. Solving case studies will help to know if the candidate has enough knowledge regarding the job roles that is required to be present in the candidate. By solving the cases the candidate can prove him/ herself that s/he is a quick problem solver and has the knowledge to provide solutions revolving around the job. Games allow the instructors and evaluators to know if the candidate is a team player, an individual player, a leader or a follower. The personality of a candidate can help identify the strength and weakness of him/ her. Besides, group discussion allows the candidates to discuss about a topic that help evaluators to identify if a candidate has enough knowledge and problem-solving ability to fit for the vacant position. Moreover, BJIT Limited is an IT firm where computer science engineers are appointed for numerous projects. In this regard, presenting work samples is an effective way to have an idea regarding the quality of work that the candidate has done.

A significant number of HR Officials have agreed that the turnover rate is high due to having a shorter assessment process to assess the candidates before onboarding them. The major reason being that, employees realize that they are unable to fit in the job as it requires more or less knowledge and skills which interviewers and evaluators failed to identify during the selection process. Hence, the additional screening processes that are mentioned above would add enough filters to make the best candidate standout among all.

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Appendix A

Survey Questionnaire

1. What is the name of the company you are working in?

Answer:

2. What is your position in the company?

Answer:

3. According to you, has the Covid-19 Pandemic affected the procedure of recruitment and selection of resources in your company?

a) Yes

b) No

c) May be

4. Do you think you are able to attain desired talented resources through conducting virtual recruitment and selection processes during the pandemic?

a) Yes

b) No

c) May be

5. It is difficult to evaluate the candidates properly through virtual selection processes.

a) Strongly Disagree

b) Disagree

c) Neutral

d) Agree

e) Strongly Agree

6. A candidate can be assessed more precisely if the selection processes and interviews are conducted in the office.

- a) Strongly Disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly Agree

7. The physical appearance of a candidate allows the assessment team to evaluate a candidate much accurately in all aspects.

- a) Strongly Disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly Agree

8. Due to having a short screening process, candidates are more prone to switch jobs.

- a) Strongly Disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly Agree

9. After the Covid-19 pandemic would you still prefer to conduct the selection process virtually?

- a) Yes
- b) No
- c) May be