

Report On
Factors affecting the overall hiring process and employee
satisfaction: A study on Sheba Platform Limited

By

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

BRAC Business School
Brac University
September,2020

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Declaration

It is hereby declared that

1. The internship report submitted is my/our 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/We have acknowledged all main sources of help.

Student's Full Name & Signature:

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16104154

Supervisor's Full Name & Signature:

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BRAC University

Letter of Transmittal

Sang H Lee, PhD
Professor and Dean,
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on “Factors affecting the overall hiring process and employee satisfaction: A study on Sheba Platform Limited”

Dear Sir,

With due respect, I would like to mention that I have successfully completed my internship report on “Factors affecting the overall hiring process and employee satisfaction: A study on Sheba Platform Limited” as a part of BUS400 course which is a requirement to complete the BBA program.

I have attempted my best to complete the report following the instructions given by the University. Your instructions and constructive feedbacks, as a supervisor, helped me to make it as compact and comprehensive as possible.

Sincerely yours,

Anika Teheseen Surovi

16104154

BRAC Business School

BRAC University

Date: September 27, 2020

Acknowledgement

To begin with, I would like to show my utmost gratitude to the Almighty. Without his blessings, it was not possible to complete my report in the given time frame as we all are facing a global pandemic. Simultaneously working on the internship report and doing the internship physically was a very challenging task to perform considering the recent COVID-19 situation. It would have not been possible without the help, support and consideration of some people.

I would like to show my sincere gratitude towards my internship advisor, Sang H lee, PhD, professor and dean of BRAC Business School for being a constant mentor through my internship journey, especially considering the global pandemic. Special thanks to Daniel Mahbub, teaching assistant to Dean sir, who had supported and helped me in any means. Afterwards, I would like to thank the whole Sheba team for the constant support and their consideration. The three months journey of my internship was exciting and sometimes a bit difficult. However, I have learnt so many things and I am pleased to be a part of this wonderful organization.

Lastly, I would like to thank and show my sincere gratefulness to BRAC Business School along with all my faculty members and BRAC University to bring me in this position and developed me as a person I have become over the last 4 years.

Executive Summary

Sheba refers to “service for you” and “xyz” symbolizes that the company is a complete solution for our daily life. The company is always ready to solve all the problems that raise up in any situation. The company invests a lot of time and money on their employees so that they can have a great experience while working in this dynamic organization. The report begins with the descriptions of the overall internship program, how it is beneficial to me, how I helped the organization and the problems faced by me while working there for 3 months. The following chapter gives a brief description of how the organization runs in terms of management, marketing, operation, information system. It also gives an overview of the competitive analysis of the company. Finally, the last chapter provides a clear view on the factors affecting the recruitment and selection process and job or employee satisfaction of Sheba Platform Limited. The chapter three begins with the background information of recruitment and selection process, job or employee satisfaction and the factors that can create impacts on the hiring process and satisfaction level of employees. This chapter also covers the literature review, the methods that are used to conduct the research, analysis and key findings.

Keywords: Unique attributes; start-up; impact; recruitment and selection process; employee satisfaction; internship

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List of Acronyms

PnO	People and Organization
SPL	Sheba Platform Limited
SME	Small and Medium Enterprise
BU	Business Units
CPO	Chief People Officer
MSME	Micro, Small and Medium Enterprise
DDN	Digital Distribution Network
SP	Service Providers
FT	Full-time
CT	Contractual
TP	Temporary
SPL	Sheba Platform Limited
SGP	Strategic Growth and Partnership
TQA	Total Quality Assurance

Chapter 1

Overview of Internship

1.1 Student Information

Name- Anika Teheseen Surovi

ID- 16104154

Program- Bachelor of Business Administration

Major- Human Resource Management & Finance

1.2 Internship Information

1.2.1

Period- 3 months

Company Name- Sheba Platform Limited

Division- Talent Acquisition

Department- PnO

Address- Sheba Tech Office, House- 57, Road-25, Banani, Dhaka

1.2.2

Aflatun Kaiser- Chief People Officer

Bidyut Sengupta- Senior Manager, People and Organization

Md. Nafiul Hoque- Executive, Talent Acquisition

1.2.2

Job duties / responsibilities as an intern

It is a great pleasure to express that the PnO team never considers me as an intern rather than they counted me as an important member for the team as well as for the organization. In the first place, my supervisor took some time to understand my core competencies and then he assigned the work accordingly.

Being an active member of the PnO department my main job was to handle the overall hiring process from top to bottom. The major responsibilities that I performed are identifying the vacancies, posting job circulars in different mediums like bdjobs.com, Facebook, LinkedIn, SmartRecruiters etc., managing the overall process of recruitment and selection (resume screening, screening calls, interviews etc.), taking approval from Supervisor, HR Head & CEO, after selection, negotiating with employees in the primary level. My job was not limited to only coordinating interviews. I had to prepare appointment letters for the new joiners. After onboarding employees I need to maintain File & Interview Tracker (G-doc) and update it providing all interview related as well as personal documents. I also helped in conducting HR Orientation Session. I also need to communicate with HR Head regularly to get a clear idea of the hiring needs and goals of the organization.

I worked as a bridge between the other departments and the PnO department. I tried helping all the employees by solving small issues by myself rather than bothering the HR head. One of the major tasks I have performed is helping in maintaining payroll operations by following policies and procedures, helping in data collection, calculation and data entry in order to create payroll. I was also assigned in small individual projects by supervisor. Like- I have handled the probationary review of the employees for the month of August and September.

1.3 Internship Outcomes

1.3.1

Student's contribution to the company-

As an HR Intern (Talent Acquisition) my job was to look after PnO department's activities. However, my job was not limited to only talent management but also participating in almost all the activities of the PnO department. As an intern I have followed up interviews almost on a regular basis, communicated with the interviewers and candidates for interviews, scheduled the interviews on a convenient time for both the interviewer and candidates, managed all the files for the new joiners, followed up the probationary review for the employees who had completed their probation period successfully, also participated in the arrangement of the employee engagement sessions done twice a month. As the team consists of only 5 members, where 3 of them look into the HR portion and the other 2 members look into the admin and procurement sectors so the team had a lot of pressure and responsibilities on their shoulders. Because of having an intern their work load got minimized and they could focus on the difficult and important tasks and could rely on me for the small tasks. All these tasks are mainly done by interns and I have tried my level best to reduce the workload of my department.

1.3.2

Benefits to the student-

Working as an intern in Sheba Platform Limited helped me to understand how a growing start-up company runs. I have learnt to manage time and work load at the same time with patience. I had to coordinate interview sessions more than twice on regular basis. I have also gathered practical knowledge of different divisions of HR such as Training and Development, HR Operations, Retention Planning, Employee Engagement Programs and Payroll. I have also got to know how a company prepares OKR for each quarter. This role helped me to understand and keep pace with the corporate culture. Moreover, I would like to mention that, my supervisors provided me some individual projects which were not included in my job duties and I have completed them successfully which will always encourage me in near future.

1.3.3

Problems/ Difficulties

My journey in Sheba Platform Limited was very exciting and I could learn so many things fortunately. As I joined there during the pandemic situation so at the beginning it was a little difficult to understand the responsibilities. However, PnO team guided me remotely so well. The only problem I have faced during my internship time was multitasking. As I had to work under several supervisors, different tasks sometimes clashed. The number of employees working in my department was low compared to the work load. Lastly, data entry for huge amount and making phone calls sometimes got tiresome & monotonous.

Chapter 2

Organization Part: Overview, Operations and a Strategic Audit

2.1- Introduction

Objective-

- ✓ To present an overview of Sheba Platform Limited
- ✓ To understand different functions & areas of Sheba Platform Limited
- ✓ To understand the competitive strength of the company

Methodology-

Both primary and secondary data have been used in this chapter. Primary data includes my personal observation throughout this internship period, face to face conversation with CEO, other employees and my supervisor. Besides, I have collected numerous information through their monthly journals named “NEWSLETTER”, from different articles published on Sheba Platform Limited.

Scope-

This report gives detailed information about the various services & sectors of Sheba Platform Limited. It also covers the overview of different major departments and activities of them.

Limitations-

- Time limitation
- Lack of information
- Lack of opportunity for current global pandemic situation

2.2- Overview of the Company



Figure 1: The Timeline of Sheba Platform Limited

Sheba Platform Limited is the largest and the most trustworthy platform in Bangladesh. Back in 2015, Sheba Platform Limited started its journey. However, their first App was launched in 2016. Previously, the app and the company were commonly known as Sheba.xyz. Sheba.xyz has all the primary bases secured for common everyday urban living issues. From simple servicing to repairing circuits and beyond, all possible problems are listed for reaching the best possible solution. Sheba has been found by three ambitious experts Adnan Imtiaz Halim, Ilmul Hoque Sajib and Abu Naser Shoaib, belonging to engineering and technology background. Their ambition was to create an online service market and use the digital wavelength to establish it. Hence, it has resulted in Sheba Platform limited.

Thriving into the online service market, Sheba Platform Limited has soon gained brand value in the capital city. With their growing popularity, they have expanded to another mega city Chittagong. Currently, Sheba.xyz has a base of 115K Service Providers, who are responsible for serving valuable customers. The main line of services including food, beauty, cleaning and pest control, appliance and gadget repair. They have also started to provide transport service for intercity travel. Sellers can utilize the application by eliminating problematic miscommunication, and by putting all related parties on the same platform. Sheba aims to

become a personal assistant to their customers and serve dedicatedly through one single app. They value their customers rating and feedback for each of their services and based on that, they tend to make continuous improvements.

Gradually Sheba created different applications to meet different purposes. Now, they have a different app named sBusiness which provides solution for the business owners. sBusiness deals with all the solutions for any business issues like- car renting for clients, pest control, cleaning service, repairing appliances and many more office related services. It has verified experts, secured payment methods and it's also cost-efficient.

sManager is a complete digital business assistant to start, sell, run, and grow the business of micro small medium entrepreneurs. It was officially launched back in December 7, 2019. sManager helps to minimize the challenges faced by MSMEs such as lack of promotion of products, skilled manpower, IT knowledge, incentives, recruiting the right resources and aimed to bring the whole MSME ecosystem on online platforms. It accumulates all the loan services for small and medium business owners. This app eases the pain and hassle for the micro, small and medium enterprises. This app allows the customers to pay digitally. It helps the business owners to keep track of their daily sales, credit sales and so on. This also help them to forecast for their future and made the business owners cost efficient. Partners of sManagers are- BRAC Bank, IPDC Finance, Robi, Sunmi

sMarket is the marketplace where anyone can find all the groceries in a one application. sMarket started its journey from mid of April,2020 as a new business unit for Sheba Platform Limited which would offer delivery of goods across Dhaka. The idea is to have multiple Flagship stores or Hyperlocal stores known as Sheba points. Till now, 110 Local Grocery Shops have been onboarded. It aims to ensure-

- ❖ Customer Centric Product Offerings
- ❖ Products for everyone to avail
- ❖ Providing a Platform to both Brands but SMEs
- ❖ Strategic Partnerships with Brands

Digital Distribution Network (DDN) is the business unit that serves the purpose to reach out every corner of Bangladesh as a virtual network and creates an impact on the people or virtual agents who will be under this network. DDN started its journey on 11th of July, 2018. With its 1st application named Bondhu. Currently, DDN has the following vertices under it:

- Virtual Network: Reselling of Topup, Product Release, LPG
- Facility Management Services: sHome. Offline Marketplace Orders
- sDelivery

DDN aims to break the distribution gap between Service providers and end customers by creating an ecosystem online. It serves the purpose of ensuring stable earnings for agents with a view to lead them for a better life as well as solving distribution barriers for customers and agents/distributors. The application, Bondhu provides mobile recharge facilities for their employees as well as for others.

Corporate vision:

Changing your life with technology for a better tomorrow.

Corporate Mission:

Create an ecosystem digitally facilitate your daily life.

Corporate Values:

- Be agile in getting the job done
- Be data driven in determining the results
- Be persevering in difficult times
- Be impact oriented in every aspect
- Be united as one winning team

Pillars of Sheba:

The organization standing on the 4 basic pillars. They want to create experiences and stories for their employees and customers. Each and every individual working in this organization believes that people love experiences and stories and they are here to help them creating those experiences and stories.

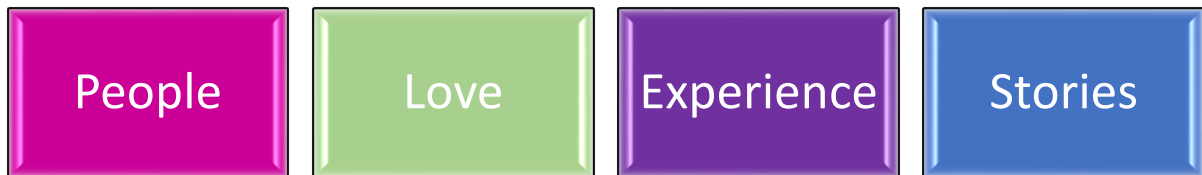


Figure 2: Basic 4 pillars of Sheba Platform Limited

Business Units of Sheba Platform Limited:

- sManager
- Sheba.xyz
- sBusiness
- sMarket
- Bondhu

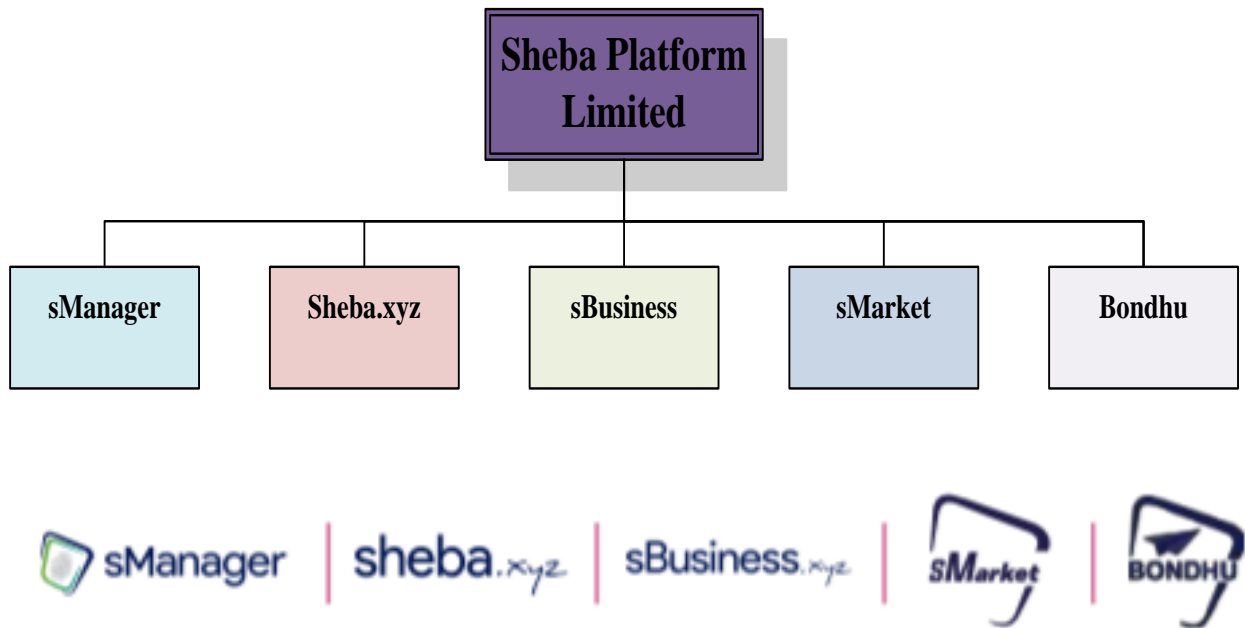


Figure 3: Five main business units of Sheba Platform Limited

Departments of Sheba Platform Limited:

- MX
- MSME
- B2B
- DDN
- mLoyal
- sMarket
- SGP
- DSAI
- Finance
- Tech
- Product
- TQA
- CX
- PnO

Here, first 6 departments are the main revenue earners and the rest of the departments are supporting departments. They do not actively earn any revenue but play a vital role to help the main departments to gain profits.

2.3- Management Practices

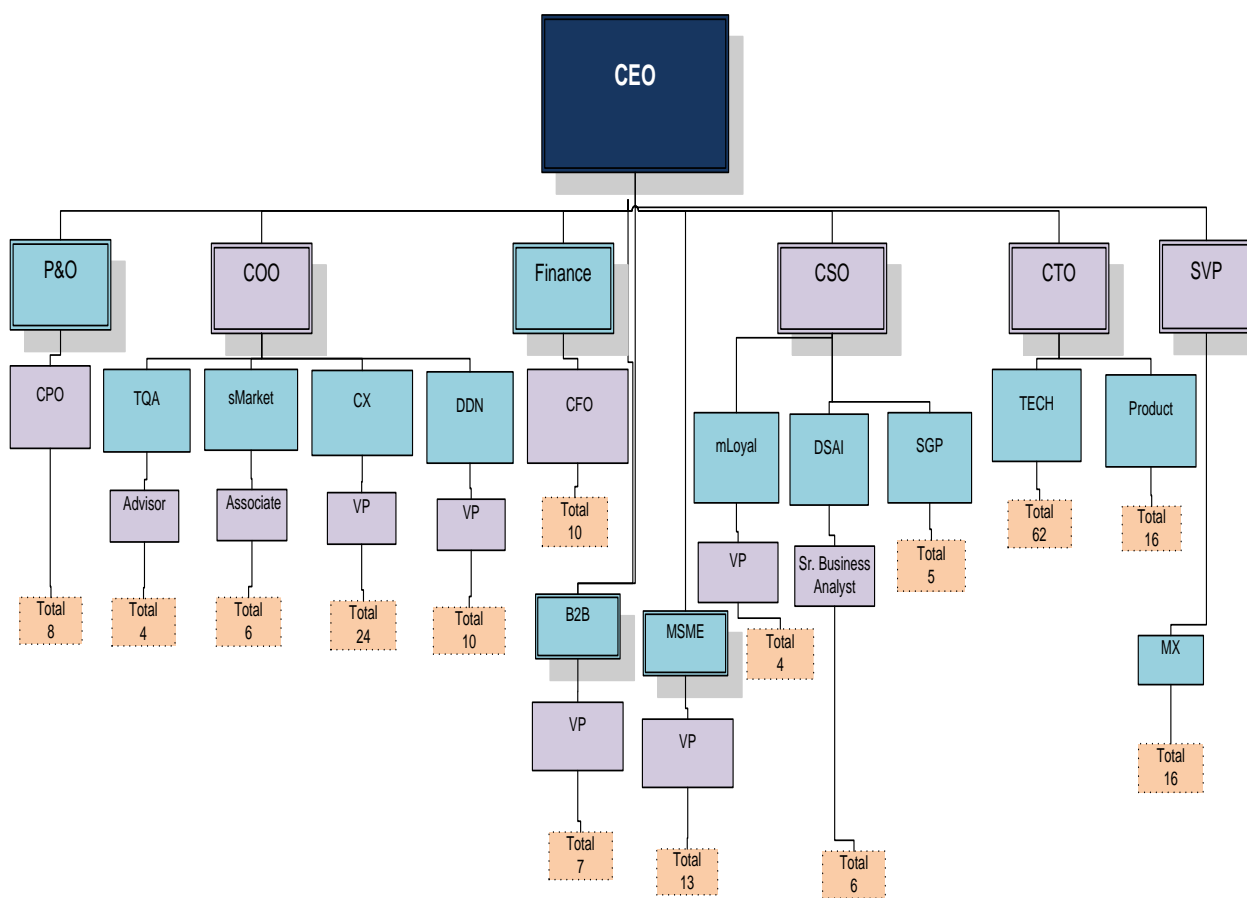


Figure 4: Organizational Structure

Co-founders:

- Adnan Imtiaz Halim
- IImul Hoque Sajib
- Abu Naser Shoaib

Besides, the founders, Sheba Platform Limited has 6 head of the departments for each department. Each of the HOD looks after each segments of the organization. However, some of them look into 3-4segments of the business simultaneously. Under each of the HOD, there are designated persons to help the HOD to run that particular segment smoothly. The largest department of Sheba Platform Limited is the tech department having around 65 employees. The other departments are trying to make a strong team so that they can execute the vision of the overall organization.

2.4- Marketing Practices

The founders believe that with the advancement of technology, people will not buy any products rather they will seek for experiences. Having this idea set in mind they build a platform where they can solve the problems of their customers ensuring great experiences. This is how Sheba born and started moving ahead with baby steps. Previously, their target customer was mainly the upper-class people but now they are also very popular in the upper middle-class society. Being a service-based organization, they have to put a lot of effort to maintain their standards. Hence, they also need to build new marketing strategies to maintain the status quo. It has a separate strategic department known as SGP (Strategic Growth and partnership) only to prepare unique strategies to be in the leading position.

Marketing strategies of Sheba includes everything the organization can do to influence the demand for its services. It follows several marketing strategies including controllable tactical marketing tools, market development, product planning, sales, campaigns, various discount campaigns, advertising, pricing strategy, segmentation and so on.

It's marketing practice includes 'Market development and Products planning'. It starts with identifying the customer's needs by doing various types of surveys. Based on that they segment

the market and develop the product or service accordingly. Afterwards, they go for product testing and if they find any green signal only then they proceed with the product or service. For them the products are the applications they develop to offer their services.

It's marketing strategies include the following strategies mainly:

- Price Strategy
- Distribution Strategy
- Promotion Strategy
- Segmentation Strategy
- Targeting Strategy
- Positioning Strategy
- Advertising Strategy

All these strategies are implemented parallelly by the product and SGP team to accomplish the organizational goal. These teams are continuously working on to improve their branding, meeting customer needs and demands, maintaining a good customer relationship, create loyal customers etc.

2.5- Financial Performance & Accounting Practices

It is to be stated in the beginning that the Accounts and Finance department of Sheba is still finding its roots. It has recently begun to implement an accounting system that will completely transform our book-keeping system; from manual to computerized. We are implementing the Tally system to make this leap. For this reason, it was difficult to get much information about the financial operations of Sheba Platform Limited. However, I did come across few management goals figures and have analyzed those figures to give a view of the financial operations as wholesome as I can.

It is obvious that the company invests a lot of money in recruiting and training Information & Technology (IT) department. The platform that the company uses to reach out to customers, advertise their services is the internet. And for this reason, the company heavily invests on fulfilling IT department needs and training needs too.

The company aims to keep operations cost low by holding a strict maintenance policy. Administration costs are also kept as low as possible.

Sheba Platform Limited is very rigid in sharing their financial and accounting practices. Being a start-up, it is still in the introduction stage and it has a long way to go. It is still running its operations through the investments. The organization does not have a separate finance and accounting departments. It has only one department named Finance which look into both finance and accounting.

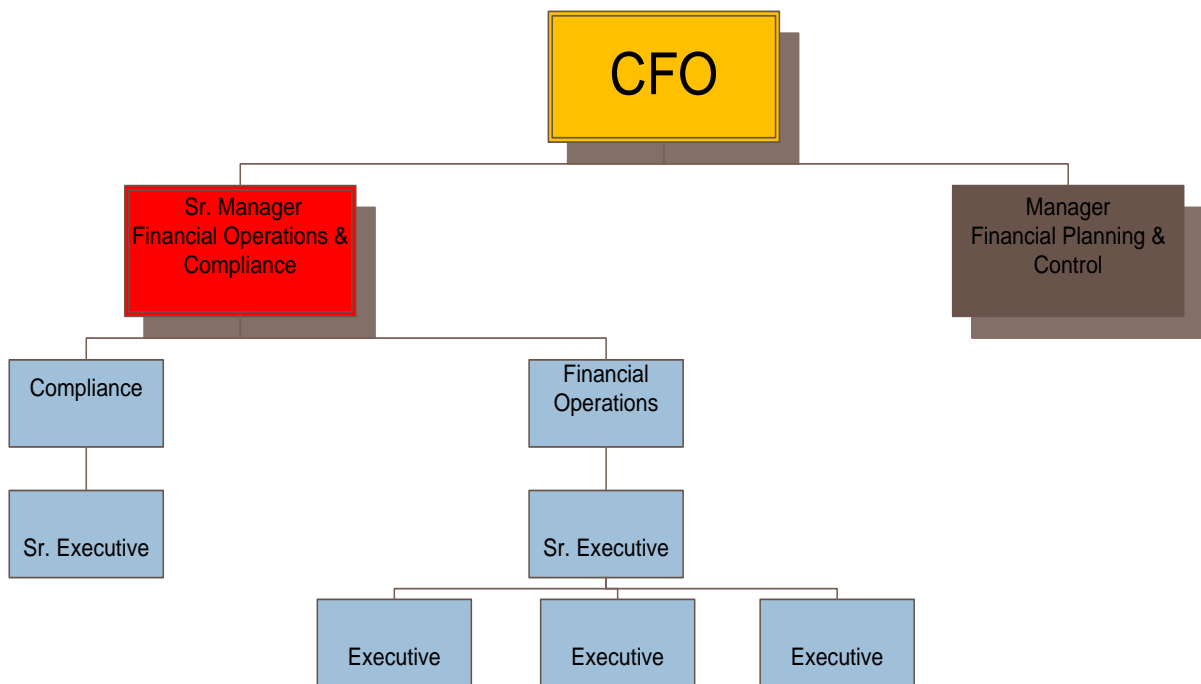


Figure 5: Organogram of Finance Department

The following information are collected from the Newsletter of Sheba Limited for the month of June 2020, which is also the year end month of 2019-2020.

It states that Sheba has registered more than 200,000 users in total now. The number of End Consumer Served has increased by 58.37% to a rounded figure of 896,000 services provided. End Consumer Served means the number of services provided regardless of repetition in customers. As a result, we have accumulated a year-end total revenue of BDT 1,400,000,000/- . This is a mind-boggling 83.85% growth from last year-end total revenue.

Sheba has not only reached its financial goal but rather blew past in this year. The growth in the company is tremendous.



Figure 6: Bird's Eye View of FY20

2.6- Operations Management and Information System Practices



Figure 7: Operations Management of Sheba Platform Limited

2.6.1 Operation management application

All the operations of this organizations are mainly done by different applications. For home appliance and beauty service they have an app named “sheba.xyz”. For any office services they have another app named “sBusiness”. “sMarket” app facilitates the users with daily grocery items. “sManager” app is considered as the heart of the organization and this provides the small entrepreneurs to keep their daily records of the business as well as it facilitates with loan services digitally. “Bondhu” is another application that is very handy for the top up service.

2.6.2 Office Management Application

In 2020, Sheba came up with a new product, digiGo app. It helps users to avail various services. It was initially introduced as an office management application that induce accuracy in an organization and along with that it reduces paperwork. It also facilitates in keeping record of all the events and applications that take place in an organization. It was designed initially to help employees to maintain their day to day official activities. For example, applying for a leave, maintaining the daily attendance, claim for their monthly expenses etc.

DigiGo app was initially launched on a test basis for its employees. After the app was tested internally under constant review so that it became marketable and efficient enough to the end customers, finally in June,2020, it was introduced to the market. This became a Human Resource Management tool which provides multiple features starting from employee attendance to leave application, expense claim, employee database, even office notice- can easily give through this app. All this will be on mobile phones now available on both Android and iPhone platforms.

This app provides the following features -

Attendance Database: DigiGo facilitates with a feature of keeping the record through the own personal mobile of an employee.

Leave Application: This app provides solution to both submission of application and getting approval online which reduces the hassle of paperwork.

Expenditure: DigiGo also provides the option of managing expenditure related documents, exchanging through online. Any employee can claim the money that they spend for official purpose through this app.

Reports: It generated any documents related to daily and monthly reports such as, working hour progress or counting leave that already has been taken or remaining, attendance report, check out reports, leave counts and others. The app provides a feature option that allows the related issues checked and managed online.

Notice: Getting office announcements on the mobile is now easier through this app.

Contacts: DigiGo has a unique feature called “Phonebook” where the employees can easily access the whole contact details of the active employees in one single app. This feature of the app allows swiftness in the workplace.

2.6.3 Information management system

In this digital era, while all other traditional organizations are trying to improve their practices from traditional to modern way of operations practices, Sheba Platform Limited started its journey being a modern tech-based company. It is highly dependent on IT system. As Sheba operates mainly through their apps, they require highly qualified IT engineers. Thus, among all the departments of this organization, Tech department is the largest and notable one in order to perform their operations smoothly. Not only the Tech department, all other departments also embrace the paperless practices in their daily activities. Starting from giving attendance to ordering food, all the activities are done through different applications.

2.7- Industry and Competitive Analysis

Sheba Platform Limited is the first service industry that tends to bring almost all solutions in one place. It is still leading the industry by the monopoly market structure. It has competitors for a specific sector. For instance, Chaldal.com is a potential competitor of sMarket. But as a whole organization it has no competitors till now in Bangladesh. The company considers itself as the Amazon for Everyday Services in Bangladesh.

2.7.1 SWOT Analysis

Strengths	Weakness	Opportunities	Threats
Monopoly market	Resources (service providers) less than demand	Change the target market from niche to mass market	Emerging competitors
One winning team	Turnover rate is higher compared to other organizations	Expansion of the business	Economic crisis
E-commerce based organization	Immense workload	Emerging need for the services	Customer distrust

Table 1: SWOT Analysis

2.7.2 Porter's five forces analysis

Porter's five forces model is a simple structure that analyze as well as evaluate the competitive strength and position of a particular business. It determines the competitive strengths and attractiveness of a market. It is actually a useful method to understand the strength and improvement area of the organization in a current competitive position.



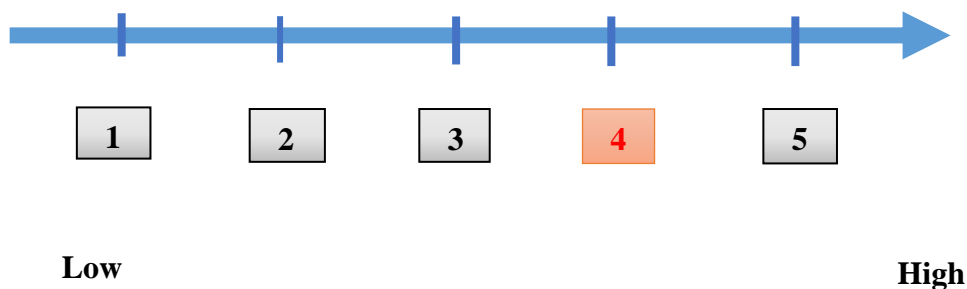
Figure 8: Porter's Five Forces Model

The five forces are:

1. Bargaining power of Supplier: It is an assessment of how easy it is for suppliers to demand higher prices. This can be determined by-

- the number of suppliers available in the market
- the uniqueness of the product or service
- the size and strength of the supplier
- the switching cost from one supplier to another

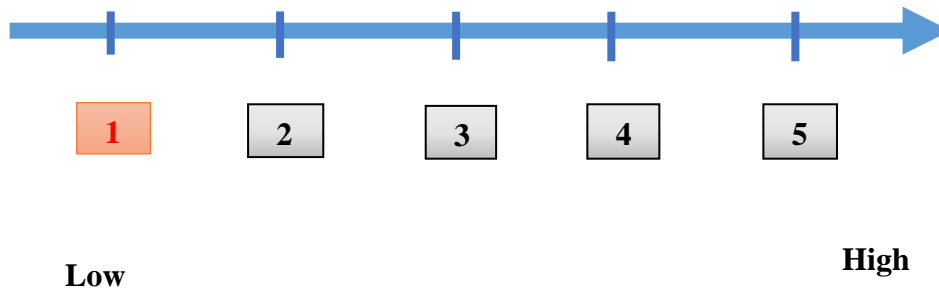
Considering Sheba Platform Limited, the suppliers are the SP (service providers). The number of these service providers is large enough in the market. Hence, it can be stated that the bargaining power of the suppliers is moderately high for Sheba Platform Limited. We can score it as 4.



2. Bargaining power of Buyer: It is an assessment of how easy it is for buyers to bargain with prices. It can be driven by-

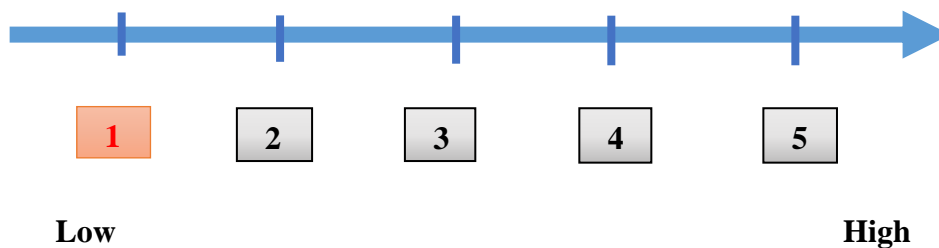
- the number of buyers in the market
- the importance of each individual buyer to the organization
- the cost to the buyer of switching from one supplier to another

Bargaining power of buyer is relatively low for this organization as the prices are predetermined in the applications. The buyers have no power to bargain with the prices. So, it can be scored as 1.



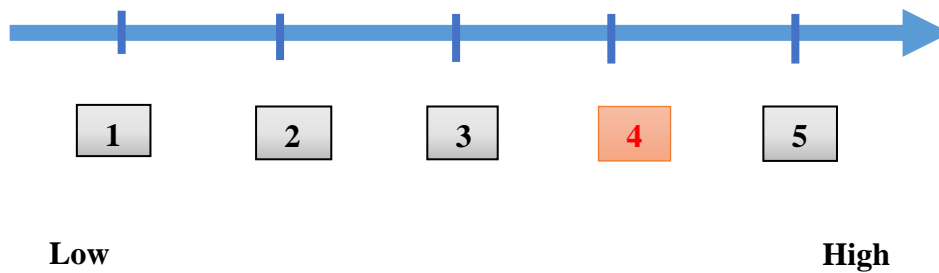
3. Competitive rivalry. The number and capability of competitors in the market is the main driver. Many competitors, offering undifferentiated products and services, will reduce market attractiveness.

Sheba Platform Limited is leading the market being a monopoly organization. There is no potential competitor for the whole organization. However, there are competitors for a small sector of the organization. Thus, it can be said that the competitive rivalry is low because of no potential competitors are available in the market.



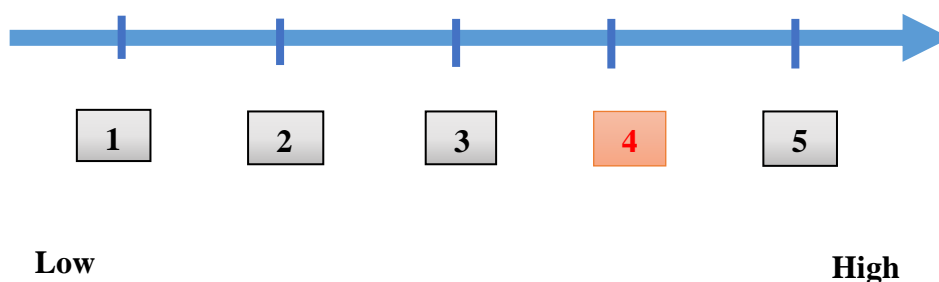
4. Threat of substitutes: If there are close substitute products available in a market, it increases the likelihood of customers switching to alternatives in response to price increases. This reduces both the power of suppliers and the attractiveness of the market.

There are so many substitutes of the services that Sheba offered. For instance, visiting the beauty salons can be an alternative of the beauty services, taking home appliance repair service from local technicians is another alternative of home appliance service. As a result, it can be stated that the threat of substitutes is moderately high. It can be scored as 4.



5. Threat of new entrants: Profitable markets attract new entrants to enter the market, which erodes profitability and the market share get divided.

Any time any potential competitor can take over the market. However, it is not very easy to gain the trust of the loyal clients of Sheba by another competitor. Because, people get to know about this unique feature from Sheba Platform at the first place. So, they are not going to switch to any other organization easily. So, it can be said that the threat of new entrants is moderate to high.



$$\begin{aligned}\text{Competitive strength of Sheba Platform Limited} &= \frac{4+1+1+4+4}{25} * 100 \\ &= \frac{14}{25} * 100 \\ &= 56 \%\end{aligned}$$

Finally analyzing the scores of the five factors it can be stated that the competitive strength of this organization is 56% which is considered as an average percentage. So, we can say that as a start-up, it is stable and strong enough to tackle any competitors.

2.8 Summary and conclusion

To summarize the competitive strength and position of Sheba Platform Limited, it can be stated that it is in a very stable position. It has a very good potential to be a growing organization in the near future. Within a very short time it has become a popular and trustworthy organization. Having a unique business model with strong branding and marketing, the company can establish itself as one of the leading organizations.

Chapter 3

Project Part: Factors affecting the overall hiring process and employee satisfaction: A study on Sheba Platform Limited

3.1- Introduction

The project report emphasizes on the factors creating a positive effect on the hiring process and employees' satisfaction level of Sheba Platform Limited. Recruitment and selection process start with identifying the job vacancy and ended up with hiring the right candidate best suited for the organization from a large number of candidates. It is mainly done in different stages.

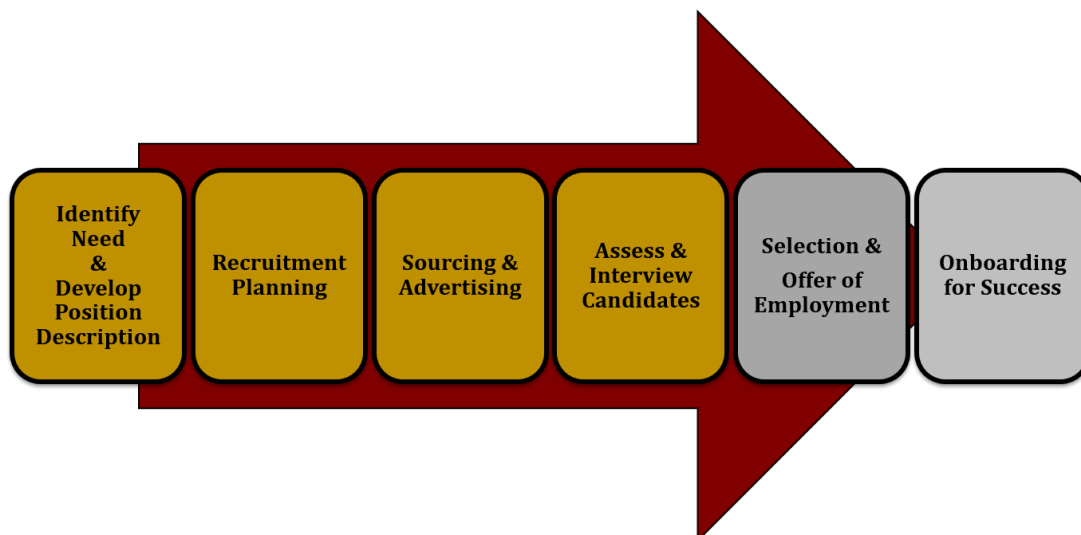


Figure 9: Stages of Recruitment and Selection Process

Hiring a proper talent for a particular position is very crucial. However, any wrong hiring may result in-

- High turnover rate
- Decrease in productivity
- Low employee morale and satisfaction
- Hiring new employees frequently is very costly

The following diagram shows the factors that influence the recruitment and selection process:

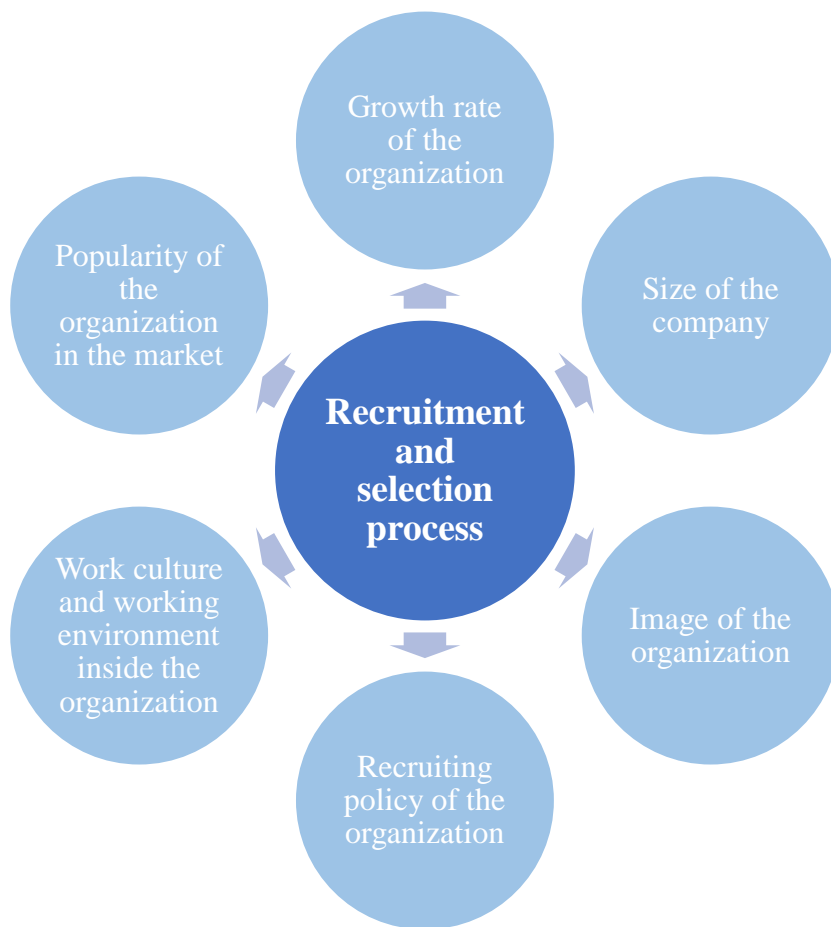


Figure 10: Factors affecting the hiring process

Job satisfaction or employee satisfaction is a measure of workers' happiness with their activity, regardless of whether they like the activity or individual viewpoints or features of occupations. Employee satisfaction drives towards employee motivation, employee goal achievement, and positive employee morale in the workplace. It can depend on different factors. The following diagram shows the factors that can create an impact on the employee satisfaction.



Figure 11: Factors affecting employee satisfaction

The analysis part of this chapter will help to figure out the factors that affect the overall hiring process and employee satisfaction. The factors are identified by different perceptions of the employees regarding how they rated the hiring process, their satisfaction level towards the hiring process, organizational environment and culture, supervisor and subordinate's nature. Some of the factors are identified from small interview sessions with the CPO and other reliable employees as well as from personal observations while working.

Objective of the report:

- Identifying the major factors affecting the recruitment and selection process
- Identifying the factors that affect the employee satisfaction
- Understanding the recruitment and selection policy of a start-up like Sheba Platform Limited

- Understanding the satisfaction level of employees on both the recruitment and selection process and on the supervisors and subordinates
- Identifying how key attributes like culture impacts the overall recruitment and selection process and helps in increasing the satisfaction level of the employees

Significance:

Employees are the main assets for an organization. If it is a service provider organization, the standard of the employees needs to be highly maintained to keep their service standard up to the mark. Hiring process is the first step to achieve an organization’s goals. No organization can achieve the desired success alone, without the help of right workforce. Hiring right people at the right place is the key to achieve productivity and success in an organization. Thus, the major factors need to be considered in the recruitment and selection process. Moreover, after hiring, the HR department needs to ensure that the employees are satisfied and motivated with his or her current position as well as with the organization. Without this, they will not perform at their best and it will hamper the organization in the long run. So, factors affecting the employee satisfaction is a key concerning area for the HR department of any organization.

3.2- Literature review

A numerous literature was found on defining specific features and importance of the recruitment and selection process and how different factors affect the overall process as well as the satisfaction level of employees.

There are two kinds of recruitment methods -internal and external. (Gupta, 2014)

“An organization is able to reach towards its success when the workforce will be able to acquire job satisfaction from the job performances and the other associated factors” (Kapur, 2018). She also stated that among the available assets in an organization, human resource is considered as the most valuable as well as important as a resource. It is basic for the satisfactory activity of the various assets of the organization and when they are happy with their regarded positions, at that point they will contribute towards the organization to the best of their capacities and improve efficiency and productivity (Kapur, 2018).

Kapur (2018), reveals that each individual has different criteria of measuring job satisfaction. Influencing attributes are payment, hours of working, schedule, amount of benefits, level of

stress, organizational culture, environment, relationship with co-workers, supervisor's support, flexibility. (Kapur, 2018)

According to Lalitamishra (2018), "Factors affecting employee satisfaction and commitment are rewards, stress, leave, benefits and compensation given to the staff by the management which are important to improve the motivation level and employee satisfaction".

Goerge (2011) stated that there are different factors that affect job satisfaction. Such as-

- Organizational Factors
- Work environmental factors
- Work itself
- Personal factors

3.3- Methodology

In this report, primary and secondary data are used to make it more informative and authentic. Firstly, I prepared a questionnaire to analyze the employee perception about the recruitment and selection process of Sheba Platform Limited and conducted a survey to get information from the respondents as it is flexible, quick and efficient. In order to complete the survey, the target people were the mostly the new joiners as well as some old employees. I took 50 respondents as a sample for this report as it is not possible to include all the employees. There were 14 questions for the survey including demographic questions, Likert scale-based question, multiple choices questions & rate-based questions. The questions were designed in a manner to understand the perception of the new and existing employees towards the overall recruitment and selection process and the organization's environment to figure out the factors. I also used my personal observation and interview to do the analysis.

Besides the primary sources, there are also some secondary sources in my report to make it more informative and richer. I have collected some necessary data from official website, company policies, their monthly journal named "NEWSLETTER", various articles from newspapers. All these sources added more value to this report.

3.4- Findings and Analysis

3.4.1 Descriptive analysis of the recruitment & selection policy

- **Policy statement:** The purpose of the recruitment and selection policy is to ensure unbiased and accurate selection of potential candidates with right skills, values, and attitudes necessary for achieving the mission and vision of the company. The policy will also ensure that right people are selected for the right position and at the right time to reduce the cost of hiring to the minimum. In this policy, recruitment refers to the process that starts from advertising for a position and collection of applications from potential candidates; while selection refers to the process of selecting the candidates through screening of applications and necessary tests/interviews.

- **Analysis of the Procedure:** The procedure for recruitment and selection are enumerated below:
 - a. Hiring of employees will only be carried out against an existing vacancy or a newly created position in the approved organogram.
 - b. Hiring of the Full Time Staff (FT) and Contractual (CT) for the entire company will be done by the PnO. The business units (BU) are authorized to hire Temporary staff (TP) and workers for their respective units.
 - c. When a position is vacant, the concerned BU/Departments will send a requisition to the PnO.
 - d. The position is advertised and hiring is done from internal or external sources. In addition, employee referral may also be resorted in filling up of a vacancy to take advantage of shorter hiring time. Succession management is a key element of hiring strategy, which puts emphasis on internal selection over external. Additionally, a position may be filled up internally through transfer or promotion, with corresponding increase of salary, if necessary. The standard time period for filling up of a vacancy is 30 days from the date of announcement apart from exceptional cases.
 - e. Following interview panel are to be involved in the recruitment and selection decision (i.e. interview, final selection):
 - i. Concern BU head
 - ii. PnO Head
 - iii. Any specialist (if required)

A structured interview form will be used.

- f. For ensuring unbiased and right selection, required KSAs (Knowledge, Skills, Abilities), relevant legislation and EEO (Equal Employment Opportunities) rules, and other requisite criteria for the position are to be fulfilled.
 - g. At least 2 reference checks are to be completed and documented.
 - h. For the FT & CT, hiring decisions are approved and made by the CPO. However, in some special cases it can be approved by the Managing Director. For the TP, respective BU Head will approve the appointment.
 - i. All the new recruits, whether internally or externally recruited, are introduced through employee orientation program.
- **Succession Management:** Succession management is aimed at strategic management of HR in which people are identified, trained, and developed for upward movement along their career paths. Well-planned and executed succession management ensures the availability of a pool of candidates to be selected internally. Succession management is primarily a line responsibility. Every line manager is responsible to ensure that they plan and provide opportunities for their subordinates' succession to higher positions.
 - **Job advertisement:** The objective is to employ the most appropriate person for the position. Accordingly, it is in every case better to promote the position except if an individual has just been recognized through the succession planning process. For internal advertisement, notification through email and job posting on company notice boards will be made. For external advertisement, newspapers, websites, recruiting agencies, campus recruitment, or any other platforms of advertisement may be used.
 - **Screening and selection of applicants:** After receiving the employment applications, PnO department will shortlist and call for employment tests and interviews for the FT and CT. For TP, the same will be done by the concerned BU Lead. Depending on rank and position, following employment tests will be organized:
 - a. Written test on structured questionnaire.
 - b. Case study and seminar.
 - c. Interview – structured or unstructured.

For any position, interview will invariably be taken as part of the selection process. After the interview, the PnO (HR Department) will complete the interview assessment form, for FT/CT and TP respectively, to record the suitability of all the candidates interviewed.

- **Verification of the provided information:** The PnO department will verify the information provided by an applicant in his or her employment application form, as per the format. While it is preferable to do so before hiring an applicant, there are instances when verification may be done after recruiting an employee. If any discrepancy found, immediate actions are taken by the PnO department.
- **Documentation:** Copies of applications, appointment letter, and related documents, including interview notes for all interviewed candidates, are maintained by PnO department. Employees must be asked to produce originals of their degrees, testimonials /certificates, previous employment letters/acceptance of resignation letter, last pay slip (from the immediate previous employer). These documents are to be checked and copies retained by the PnO. PnO creates a separate file for each employee.
- **Issuance of Appointment or Offer letter:** Candidates who are selected in the final interview are given a written offer letter. Conditions of Employment and Job Description are also mentioned in the appointment letter. A new employee is required to sign all the documents as a proof of receipt upon joining. The Appointment letters is signed by the CPO.

3.4.2 Analysis from direct interview, previous record and observations

- Sheba Platform Limited is very conscious about their hiring process. The organization spent an ample amount of time from sorting the CV to selecting the right candidate for the right position. No matter how small the designation is each and every selected candidate needs to pass a final interview session with the CEO of Sheba Platform Limited. While selecting a candidate they make sure the person suits best with their

organizational culture, have an ability to take risks, a nature of performing out of the box, have a passion for his or her work.

- Sheba's PnO team is very active in hiring and selection and to maintain the standard of the workforce of Sheba Platform Limited. The team has hired 75 people during this pandemic. While hiring they make sure that the candidate has the behaviors that match with the characteristics of the organization. Selecting a proper talent for the organization is the prime task of the talent management division of the PnO department.
- CEO of Sheba Platform Limited is very rigid and strict when it comes to the core values and unique attributes of the organization.
- They never hire a people without proper interview sessions and analysis. If they find any attitude or behavioral problems with a candidate, they will rather keep a vacant position than hiring a wrong person. Because one wrong hiring can change the mindset of the total organization. That's how the attributes, beliefs of Sheba Platform Limited create impact on the overall recruitment and selection process.
- Besides, hiring, the team is always active in employee engagement. Every month the 2nd and 4th Thursday there is a quiz contest arranged by the P&O team and the quiz winners get gifts. These engagement sessions keep the workforce motivated all the time. For engaging and motivating the employees, every month one employee is being awarded as "Employee of the month" for his/her outstanding performances.
- Only during this pandemic, the team delivered 150 gifts to the contest winners maintaining the safety measures. During each Eid, the team assured that each and every employee of Sheba get the "Eid Surprise gift". Thus, they create a nature of belongingness. Moreover, for the employee's long- term development every month one training session is being conducted on a regular basis.
- Sheba Platform Limited follows three unique cultures- Family Culture, Entrepreneurial Culture, Performance driven Culture
- During this pandemic, like many other organizations, Sheba Platform Limited was also affected but they still paid the full salary to their employees timely. Moreover, they provided financial aids to the corona affected employees and their family.
- Each and every employee of Sheba Platform Limited sacrifices their 20% salary from March2020- September2020 for "mission save Bangladesh" which is a joint initiative of The Daily Star, Samakal and Sheba.xyz. During the crisis situation of COVID-19

sManger joined Mission Save Bangladesh in March 2020 and provided BDT 400,000 worth financial support to affected MSMEs. It launched a nationwide campaign named 'Khudro Uddokta Bachan' to collect databases for COVID affected MSMEs through volunteers on April 10.2020.

- Whereas, all other organization was busy in flat cut of employees during the pandemic, Sheba was engaged in hiring new employees and tried to retain them in every possible way. The following table shows the summary of the last 6 months of new joiner and leaver at a glimpse:

Month	New joiner	Leaver	Total Employee	Percentage of new joiners	Percentage of leavers
March	10	4	151	7%	3%
April	5	2	146	3%	1%
May	4	2	141	3%	1%
June	11	4	142	8%	3%
July	23	3	163	14%	2%
August	22	6	172	13%	3%

Table 2: New joiners and leavers in last six months

A glimpse of the organization in FY20 is highlighted below:



Figure 12: Notable Events in July'19-June'20

3.4.3 Key findings from the descriptive analysis

- The policy of recruitment and selection is very easy going and convenient that accelerated the overall hiring process. Thus, the factor, recruitment and selection policy accelerated the hiring process.
- They invest a lot of time in employee engagement. Hence, it resulted in employee satisfaction and belongingness.
- The organization provides rewards and recognition to their deserving employees which helps them to keep motivated and satisfied towards the organization.
- They actually treat their employees as family members (implication of family culture) and stood beside their employees whenever they need.
- Being a start-up, the size of SPL is smaller compared to other organizations. So, the frequently hire people to expand their family size. It can be justified by looking at the following graph given below:

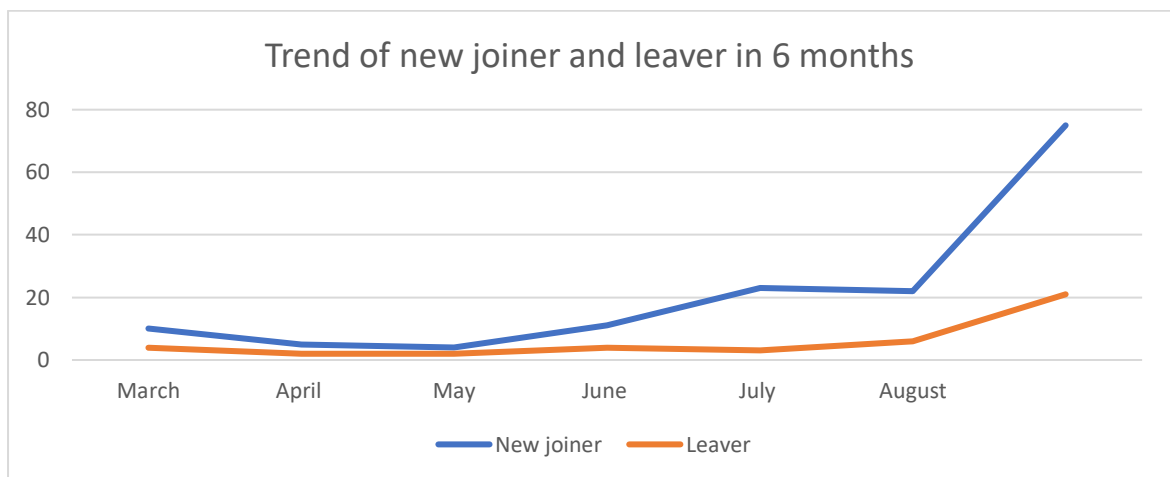


Figure 13: The trend of new joiner and leaver for over the 6 months

- The company's leaver percentage is less than their hiring percentage which means they are retaining their employees which is another factor in increasing the satisfaction level of the current employees.

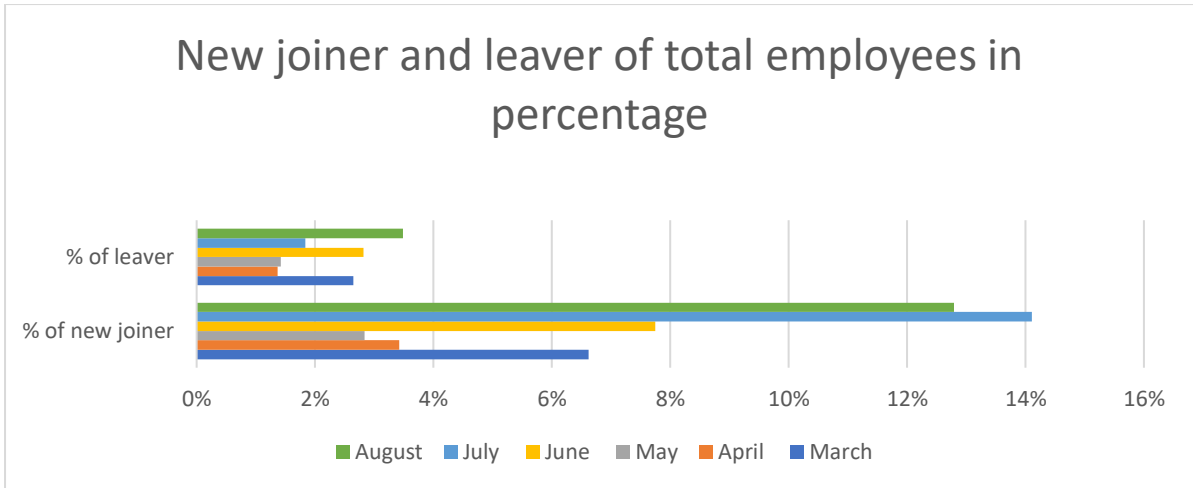
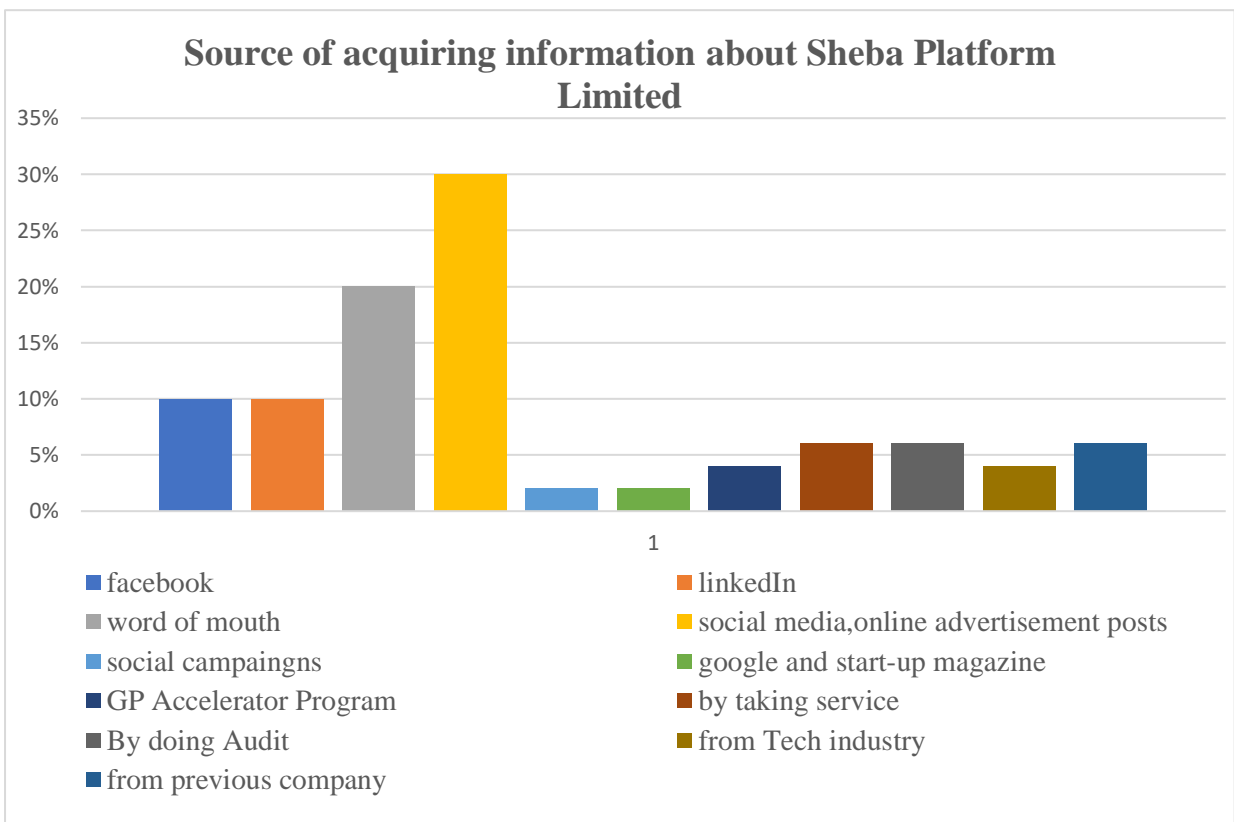
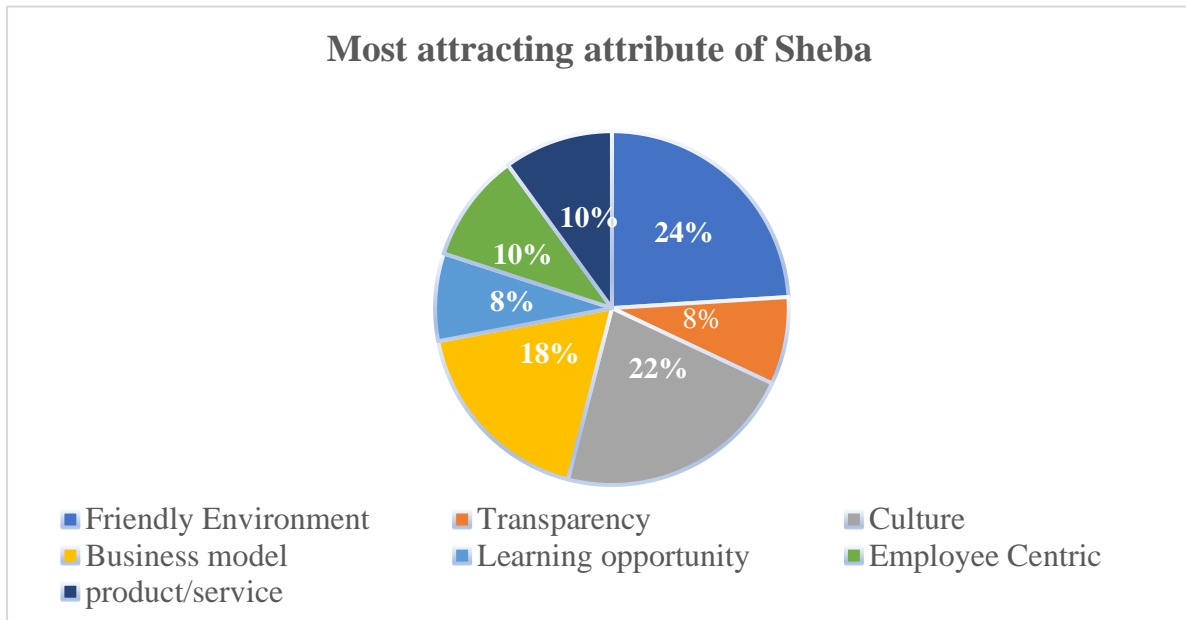


Figure 14: The percentage of new joiners and leavers compared to total employees

3.4.4 Analysis of the Survey Responses:

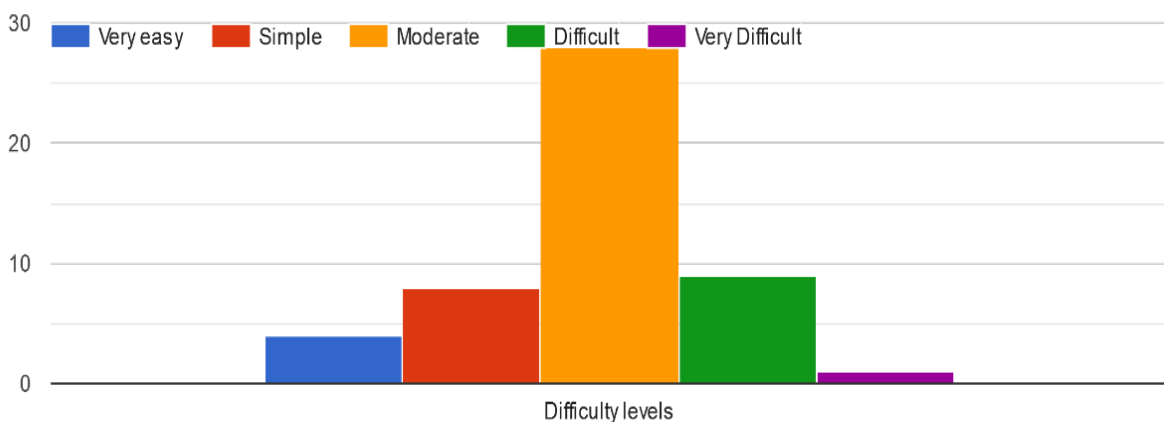


The sample size shows that, being a start-up, Sheba Platform Limited gained its popularity faster. The company uses different types of marketing tools for their job advertisements. Mostly, people come to know about Sheba by social media and online advertisement posts. They are also very popular now-a-days so people get to know from others as well.



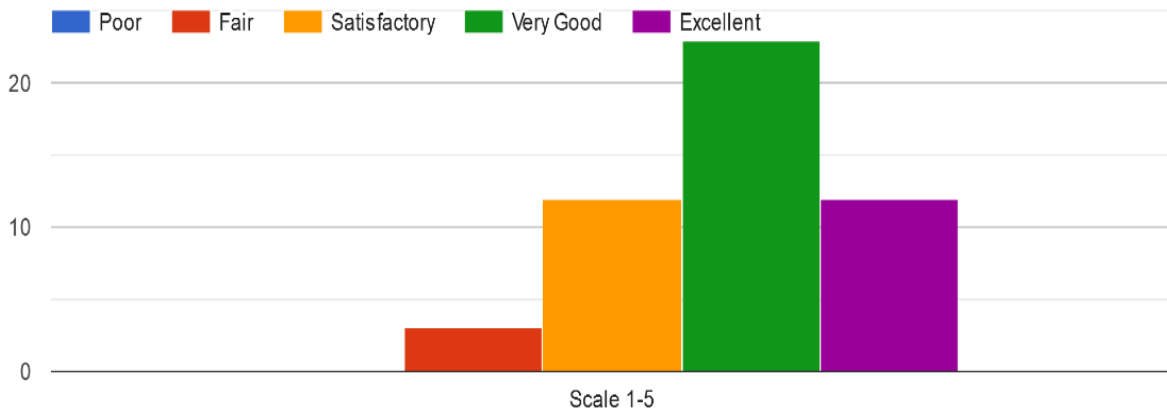
From looking at these results we can say that people get attracted towards this organization because of their friendly environment and organizational culture (in total 46%). People also like their unique business model and product/service.

On a scale of 1 to 5 how would you rate the difficulty level of the recruitment process of Sheba?

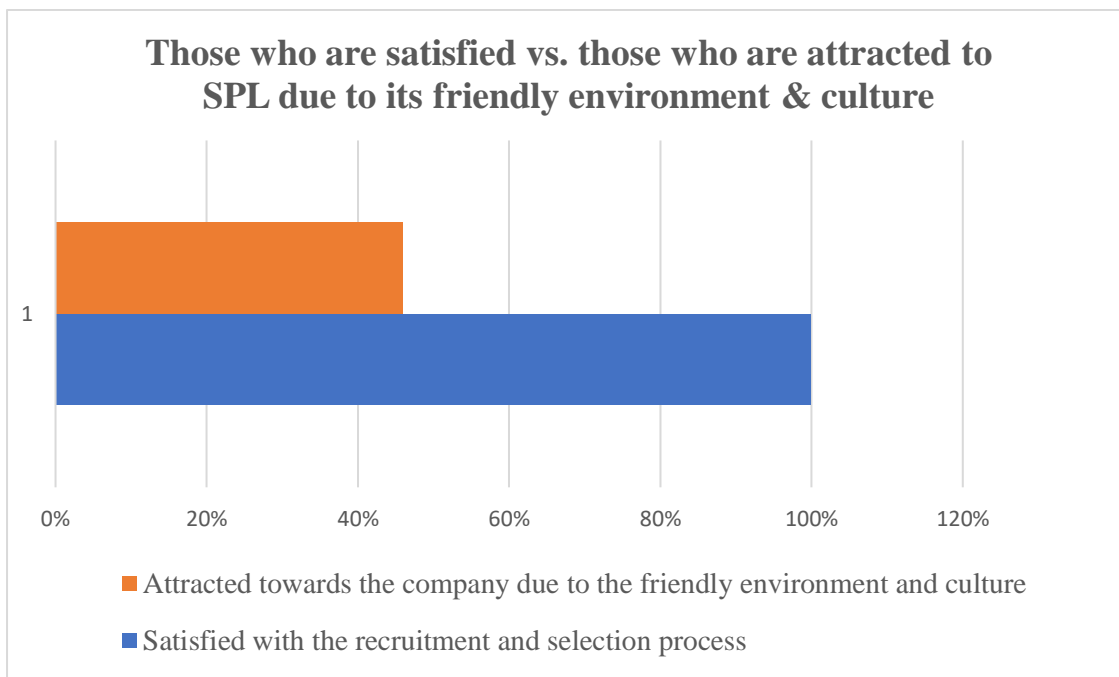


According to the survey, the recruitment process or the interview session ranges from moderate to difficult for maximum people. This is because Sheba wants to maintain the quality of their current workforce.

How would you rate the recruitment and selection process on a scale of 5?

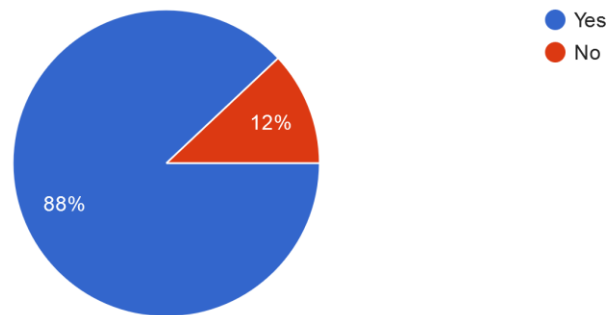


Most of the employees are happy with the recruitment and selection process of Sheba Platform Limited. Based on the survey it can be said that Sheba's recruitment and selection process is maintaining the standard.

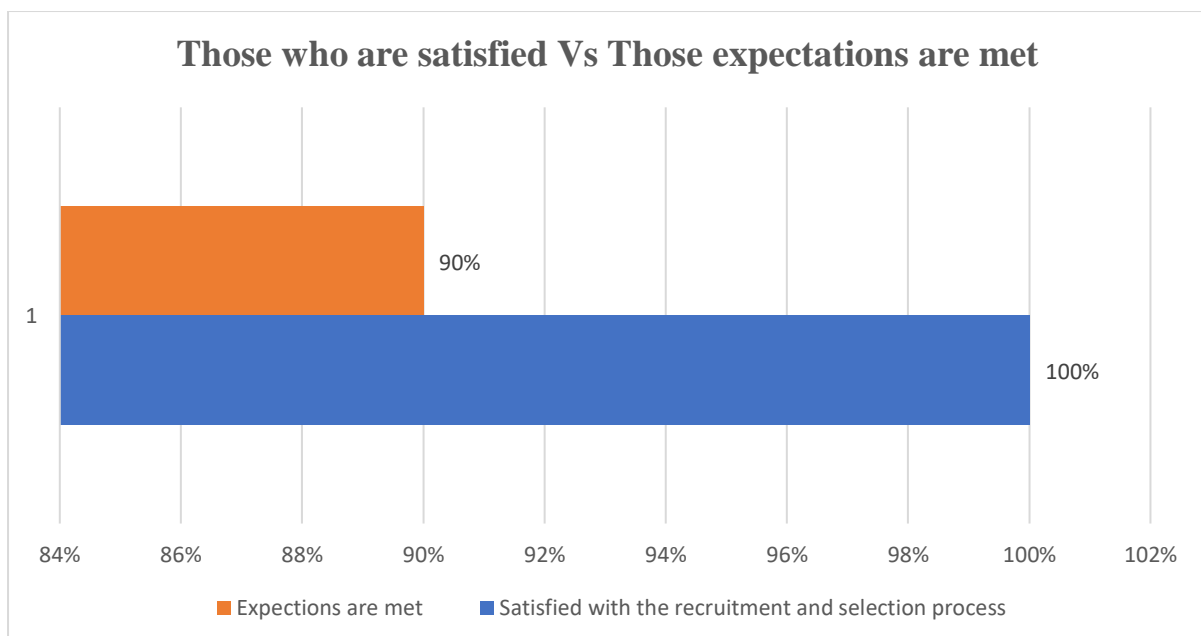


All the respondents were mostly satisfied with the recruitment and selection process of SPL. However, among them 46% respondents got attracted towards this organization because of their environment and culture.

Did you have any expectations from Sheba and does working in Sheba meet your expectations?
50 responses

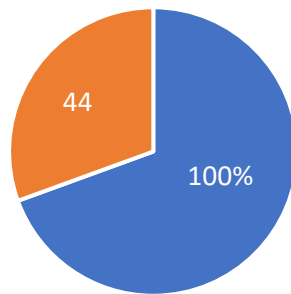


Sheba Platform Limited treat their employees as a family member. So, they try give them the best experience in their Sheba journey. As a result, employees always expect more from the company and the company always try meet their expectations. The graph also represents the fact. 88% respondents shared that their expectations met by the organization.



Among the 100% satisfied respondents 90% shared that there expectations are met by the organization.

Relationship between who are satisfied with the hiring process and finds its culture as friendly



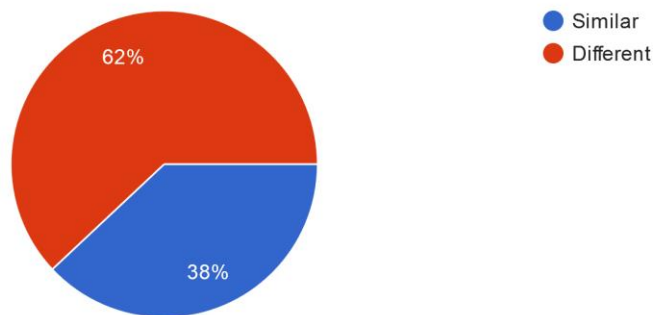
- Satisfied with the hiring process
- Finds Sheba's working culture as Friendly

All the 50 respondents are satisfied with the hiring process and with the overall organization.

Among them 44% respondents find that the working culture of Sheba is friendly and unique.

How would you compare the recruitment process of Sheba with other organizations?

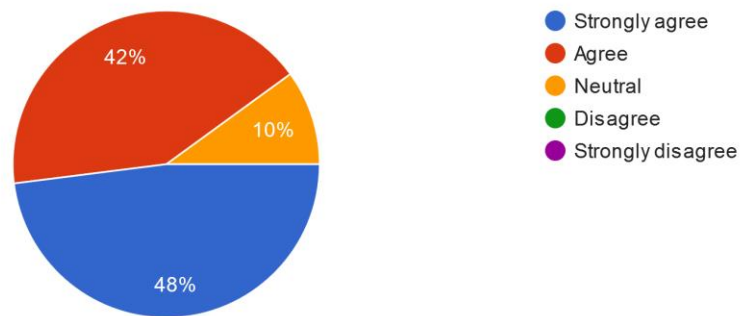
50 responses



Maximum respondents (62%) shared that the recruitment process is different from other organization.

Please rate the following statement : "My interviewers were well prepared"

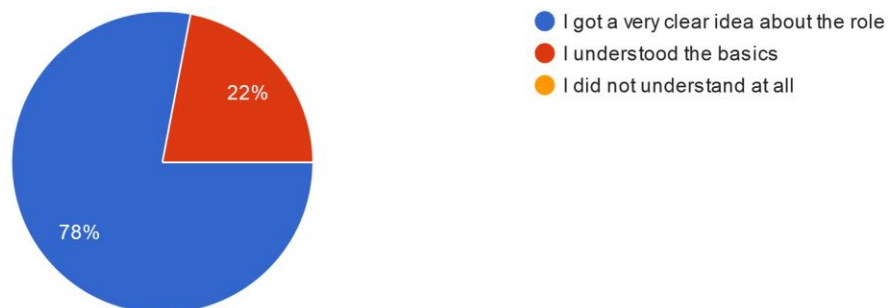
50 responses



The respondents agreed on the fact that the interviewers were always well prepared when they took an interview for any kind of position.

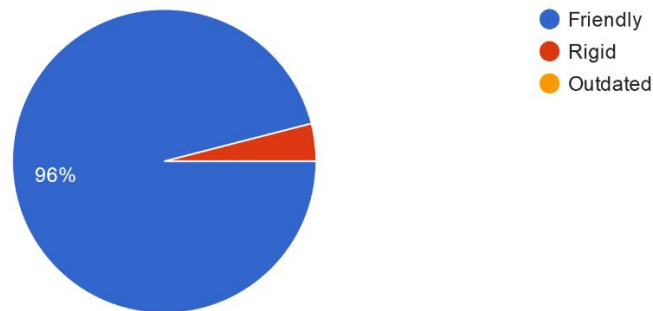
What is your understanding of the role after joining?

50 responses



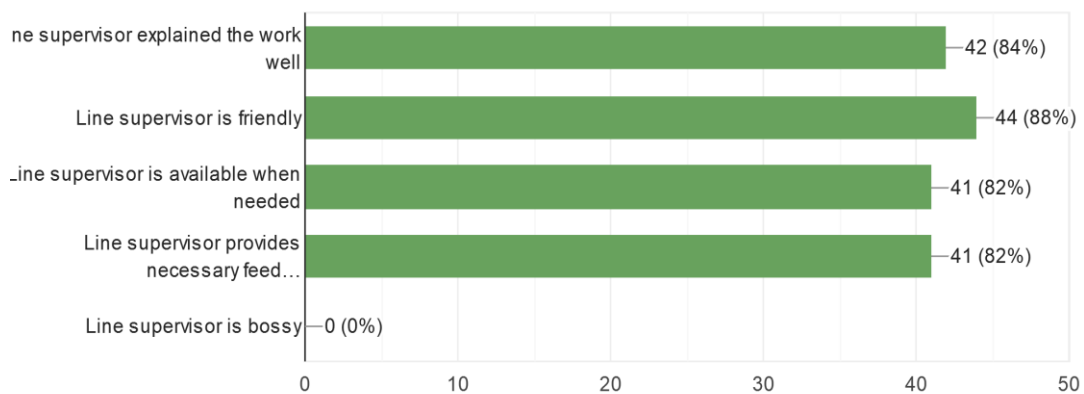
Sheba provides an orientation right after joining of an employee where the job responsibilities are explained thoroughly. According to the sample 78% employees got clear idea about their role in the organization after joining and 22% got the basics.

How do you feel about the work culture of Sheba?
50 responses



According to the sample size, Sheba platform limited has a friendly organizational culture.

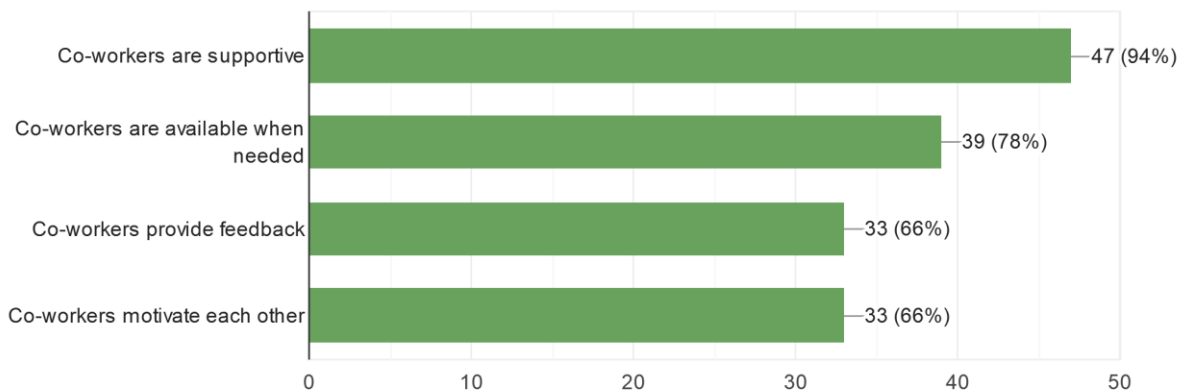
Please check the correct sentences
50 responses



According to the survey, the line manager or supervisor is very active and playing his or her role properly, guides his subordinates accordingly.

Please check the correct sentences

50 responses



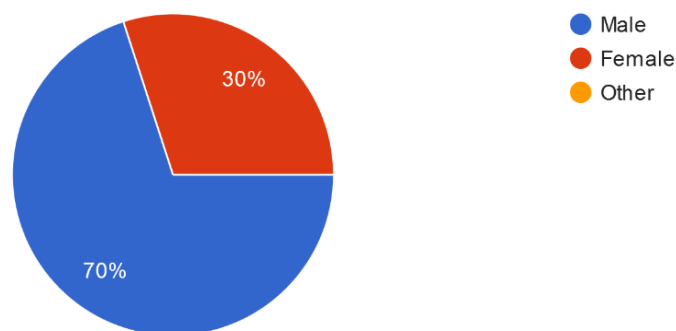
The data shows that the co-workers are very supportive and always motivate each other. It helps to improve the bonding between the employees. Hence, increases in employee satisfaction.

3.4.5 Demographic factors analysis

This part of the analysis provides some additional relationships between the survey questions. It draws some interesting facts compare contrasting genders with other responses of the survey questions.

Gender

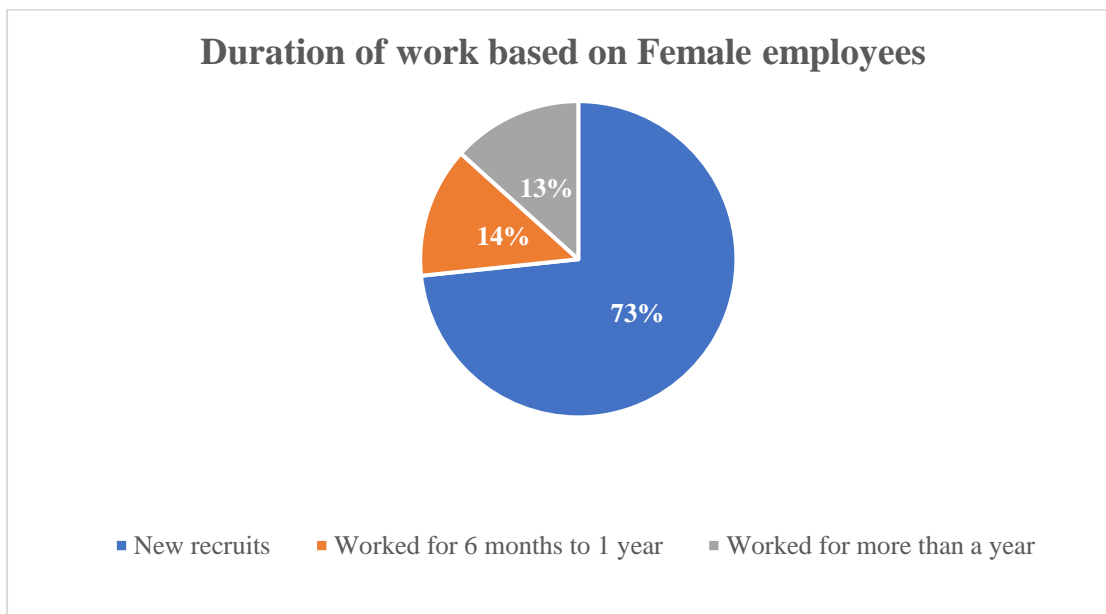
50 responses



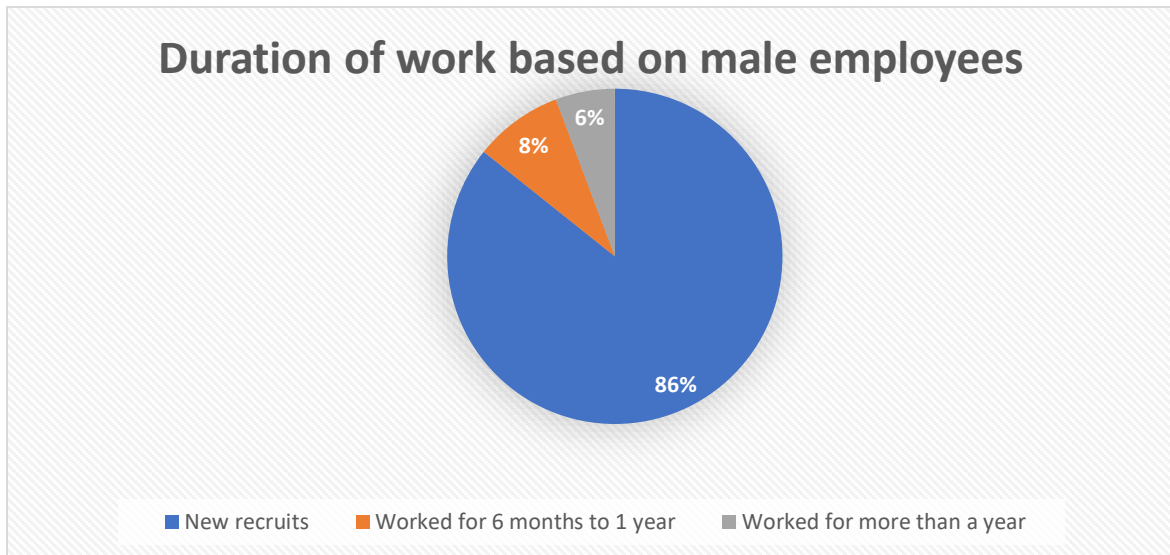
According to my survey, 70% of the respondents are male and other 30% are female. As it is a start-up company, their work pressure is tremendous. It is sometimes difficult for the females to work for late hours in the office. This is the reason why the female ratio is less than male ratio.

Gender	New recruits	Worked for 6 months to 1 year	Worked for more than a year	Total
Female	11	2	2	15
Male	30	3	2	35

As Sheba is a start-up company and it has recently step into its 5 years of operation so maximum employees are new recruits or working for 6 months to 1 year. The above table gives a clear view of Gender Vs duration of working in Sheba Platform Limited. Among the 50 respondents the total number of female respondents were only 15 and the male respondents were 35. In both cases the number of new recruits is higher than the other categories.



Among the 15 female respondents, 73% female employees joined Sheba Platform Limited recently. On the other hand,14% female employee’s job tenure is 6months-1 year and 13% females are working for more than a year.



The above chart represents that among the 35 male respondents, 86% has joined recently. 8% males are working for 6months-1year and 6% males are working in this organization for more than a year.

3.4.6 Key Findings of the survey

- Sheba Platform Limited gains a huge popularity in a very short period of their journey. Being, a tech-based company, they use this skill to grab the talent pools. Sheba is very active in social media, LinkedIn, Facebook, their Service app.
- Sheba has a different hiring process than others. Most of the time, the interviewer approaches in a friendly manner so that the candidate feel relaxed and can give his or her best shot in the interview.
- Employees are very satisfied with the recruitment and hiring process of the organization as well as with their supervisors and co-workers.

- From the survey, it can be stated that most of the respondents shared that Environment and Culture is one of the major attributes that attracts them to join Sheba Platform Limited.
- 88% of the respondents shared that the organization meets their expectation which shows that the employees are satisfied with their current job. This is another attribute that impact the process and the satisfaction level of the employees.
- 62% of the respondents stated that the organization has a different culture than other organizations culture. This is one of the key factors that can have a huge impact on the overall hiring and selection process as well as the satisfaction level of the employees.
- As Sheba Platform Limited is a still considered as a start-up organization and did not reached the matured stage yet so they have a huge workload. That is why while hiring a candidate they strictly mention this in the interview session. As a result, most of the women tend to deny to join the organization. Because of this, among the total workforce of the company 70% are male and the rest 30% is female.
- While assessing the job tenure on an average, most of the employees are new recruits. This is because most of the people cannot handle the work pressure. On the other hand, they also have some employees who are working with the organization from the beginning. Adapting with the culture of a start-up is a big challenge. Sheba has a friendly culture; it sometimes plays as a positive aspect for the organization and sometimes as a negative one. Positive in a sense that it creates employee-belongingness where employees consider Sheba as another family. Negative in a sense that they start comparing the working hours and workloads with other organization and resulted in a lack of work-life balance hence, they move to other organization.

3.5- Summary & Conclusion

Sheba Platform Limited is a very dynamic organization. Over the past years, it has grown in terms of users, employees and scopes. Sheba always ensures a good experience for both the users and employees. This report helps to identify the factors, Sheba has as a start-up and the impact it creates on the hiring process and job satisfaction. From the above analysis (both descriptive and survey) it can be said that the factors that affect the hiring process of SPL are- size and growth rate of the organization, recruitment and selection policy, corporate image, popularity and culture. The common factors that affect both hiring process and employee

satisfaction are- corporate image, culture and environment. Sheba's nature of thinking about their employees first, satisfactory hiring process, meeting employee's expectations, friendly working environment, culture, great support from supervisor and co-workers, created a positive impact on the recruitment and selection process and resulted in high employee satisfaction.

3.6- Recommendations

- The organization should invest more on Training and Development Program.
- It can introduce an application-based aptitude and personality test as a first step of screening.
- Small meetups and workshops can be arranged to keep the employees engaged with the organization.
- Sheba Platform Limited should work on their interior design of the offices so that it creates a positive vibe to the employees as well as to other clients.
- They need to be aware of their branding.
- They can switch from the traditional payroll management to a digitalized one by using any handy software. It will make the task easier and can save a lot of time.
- The services should not be limited to only Dhaka and Chittagong. They should expand their business in other cities as well.
- They can hire more female employees to make a balance between the total number of employees.

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Appendix A.

Feedback on the recruitment and selection process of Sheba Platform Limited

(Questionnaire)

1) Gender

- Male
- Female
- Other

2) How long have you worked in Sheba Platform Limited?

- New recruits
- Worked for 6 months to 1 year
- Worked for more than a year

3) How did you come to know about Sheba? _____

4) What attracts you the most about Sheba? _____

5) How would you rate the recruitment and selection process on a scale of 5?

- Poor
- Fair
- Satisfactory
- Very Good
- Excellent

6) Did you have any expectations from Sheba?

- Yes
- No

7) If yes, does working in Sheba meet your expectations? _____

8) On a scale of 1 to 5 how would you rate the difficulty level of the recruitment process of Sheba?

- Very Easy
- Simple
- Moderate
- Difficult
- Very difficult

9) How would you compare the recruitment process of Sheba with other organizations?

- Similar
- Different

10) Please rate the following statement: "My interviewers were well prepared"

- Strongly agree
- Agree
- Strongly disagree
- Disagree

11) How would you rate your understanding of the role after joining?

- I got a very clear idea about the role
- I got the basics
- I did not understand at all

12) How do you feel about the work culture of Sheba?

- Friendly
- Rigid
- Outdated

13) Please check the correct sentences

- Line supervisor explained the work well
- Line supervisor is friendly
- Line supervisor is available when needed
- Line supervisor provides necessary feedback
- Line supervisor is bossy

14) Please check the correct sentences

- Co-workers are supportive
- Co-workers are available when needed
- Co-workers provide feedback
- Co-workers motivate each other