

Report On
The Impact of E-Recruitment Process of Brac on Generation-Z and
Millennials to Pursue Jobs in Bangladesh

By

Farzana Yeasmin
18104215

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 2022

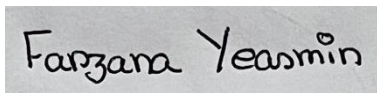
© 2022. Brac University
All rights reserved.

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:



Farzana Yeasmin

18104215

Supervisor's Full Name & Signature:

Md. Shamim Ahmed

Deputy Registrar and Deputy Controller of Examinations,

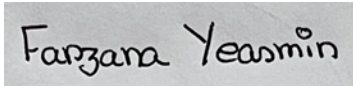
Brac University Faculty

Brac University

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

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

A rectangular box containing a handwritten signature in black ink. The signature reads "Farzana Yeasmin".

Farzana Yeasmin

18104215

Letter of Transmittal

Md. Shamim Ahmed
Deputy Registrar and Deputy Controller of Examinations,
Brac University Faculty,
Brac Business School
Brac University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship report

Dear Sir,

With due respect, It is my honor to inform you that I, Farzana Yeasmin submit my internship report on 'The Impact on Recruitment Process on Generation-Z and Millennials to Pursue Jobs in Bangladesh', as a partial fulfillment to BRAC Business School, requirement for the degree of Bachelors of Business Administration. I am privileged to complete my internship under your guidance and supervision. Working with BRAC, has been a remarkable journey for me over the tenure of 3 months.

I have attempted my very best to make the report as resourceful I could with the data and inputs I was able to gather from my academic and acquired professional knowledge through the internship.

Yours sincerely,

Farzana Yeasmin
Farzana Yeasmin

18104215

BRAC Business School

BRAC University

September 2022

Acknowledgement

All praises to the Almighty Allah who has given me the strength and health to complete my task efficiently. I am thankful and fortunate to my supervisor Md. Shamim Ahmed Sir, Deputy Registrar and Deputy Controller of Examinations Brac University, for guiding me generously by giving the expert knowledge, support and encouragement. He has constantly given me his precious time to complete my task. It was my honor to do my internship under his supervision

I owe due gratitude and respect to my on-site supervisor S.M Ashikul Bari, Senior Manager, Recruitment, BRAC, for his generous guidance he bestowed me with over the tenure of 3 months. Mr. Bari gave me the opportunity to explore BRAC Human Resource Division and the concerned programs through assigning me various projects and entrusted me with critical tasks. The HR team had co-operated with me in all the steps throughout the journey, without their support it wouldn't have been possible for me to get hands on experience in my field of experience. The recruitment team has helped me collect all the relevant data's necessary for me to create my report. I am also indebted to everyone who has supported me for all the valuable suggestions.

I am thankful to my parents who has encouraged me to go beyond my capabilities and reach for my goals.

Executive Summary

The Internship report draws a clear portrait of my internship experience at BRAC, Human Resource Division, aligning the academic knowledge and organizational experience that I have received. Human Resource is a subject that has gone through various changes throughout its inception. My aim with the report was to illustrate the effective transformation of e-recruitment in Bangladesh through the experience I have received from BRAC. The organizational overview gives a brief description of BRAC's profile. The main body of the report highlights the integration of the human resource recruitment plan along with technology to address the current trend of contemporary business innovation. The research part shows the impact that E-recruitment has created to influence the intention of generation z and millennials to pursue their jobs in Bangladesh. Different methods of statistical tools were used to support and prove the reliability of my study. Additionally, the study has potentials to help HR Practitioners understand the current perception of the candidates who shows high potential and interest in the Bangladesh work force. Overall, the organization is also expected to find new methods of technology adaption.

Table of Contents

Declaration	2
Non-Disclosure Agreement	3
Acknowledgement	5
Executive Summary	6
Chapter 1: Overview of Internship	12
1.1 Student Information:	12
1.2 Internship Information:	12
1.2.1 Company Details	12
1.2.2 Internship Company Supervisor's Information	12
1.2.3 Job Scope	13
1.3 Internship Outcomes:	13
1.3.1 Student's contribution to the company	13
1.3.2 Benefits to the Student	14
1.3.3 Problems/Difficulties	14
1.3.4 Recommendations	14
Chapter 2 : Organization Part	16
2.1 Introduction	16
2.2 Overview of the Company	17
2.2.1 Company Mission, Vision And Values	18
2.2.2 Core DNA of BRAC	19
2.2.3 Organization Highlights	20
2.2.4 Brac Organogram	21
2.3 Management Practices	22
2.3.1 BRAC Safeguarding Framework	22

2.3.2 BRAC Human Resource Division (HRD)	24
2.3.3 Human Resource Planning	24
2.3.4 E-Recruitment & Selection Process	25
2.4 Marketing Ventures and Service offering	33
2.4.1 Brac Enterprises	33
2.4.2 Social Development Programmes	34
2.5 Financials	35
2.6 Operations Management and Information System Practices	38
2.7 Industry and Competitive Analysis	39
2.7.1 Swot Analysis	39
2.7.2 Porter's Five Forces	40
2.8 Summary and Conclusion	42
2.9 Recommendations and Implications	42
Chapter 3: Project Part	44
3.1 Introduction	44
3.1.1 Problem Statement	45
3.1.2 Literature Review	45
3.1.3 Proposed Conceptual Framework	46
3.1.4 Objectives	47
3.2 Research Methodology	48
3.2.1 Population and Sampling	48
3.2.2 Hypothesis	48
3.2.3 Measurement Tool	49
3.3 Data Analysis & Findings	49
3.3.1 Results and Discussion	52

3.4 Conclusion	53
3.5 Recommendation & Limitation	53
Reference	54
Appendix A	55

List of Figures

Figure 1: BRAC across the world	17
Figure 2: Progressive outcomes of BRAC	20
Figure 3 : BRAC Organogram	21
Figure 4 : Safeguarding Framework	22
Figure 5 : BRAC Recruitment Platform	24
Figure 6 : BRAC Enterprises	33
Figure 7 : BRAC Social Development Programmes	34
Figure 8 : Expenditure & Income Allocation (2020)	35
Figure 9 : Revenue Expenditure (2020 - 2019)	35
Figure 10 : SWOT Analysis for BRAC	39
Figure 11 : Porters Five Forces for BRAC	40
Figure 12 : Proposed Conceptual Model	47
Figure 13 : Spss data entry sample	51

List of Tables

Table 1 : Contribution Exchequer	35
Table 2 : Income Statement 2020	36
Table 3 : Financial Statement	37
Table 5 : Result of Reliability for the Questionnaire Components	49
Table 6 : Result analysis from the independent Two Samples Z-Test	50
Table 7 : Correlation Analysis	50
Table 8 : Proposed Summary of Model	51
	10



50 years of igniting hope

from Bangladesh to the world



Number 1 NGO for
the 5th time in a row





Chapter 1

Overview of Internship

Chapter 1: Overview of Internship

1.1 Student Information:

Name: Farzana Yeasmin

Student ID: 18104215

Program: Bachelors of Business Administration

Major: Human Resource Management and Computer Information Management

1.2 Internship Information:

1.2.1 Company Details

Period: 12th July, 2022 – 12th September, 2022

Company Name: BRAC

Department/Division: Recruitment, HRD

Address: 75 Mohakhali, BRAC Centre, Dhaka-1212

1.2.2 Internship Company Supervisor's Information

Name: S.M Ashikul Bari

Position: Senior Manager, Recruitment, Human Resource Division, BRAC.

1.2.3 Job Scope

My positioning as an intern was in the Human Resources Division's Recruitment Team. My job responsibilities mainly were to coordinate with the recruitment team on a regular basis and proactively assist them to identify their future hiring needs. I was given access to the official job portals and career sites in order to source potential talents from the instructed channels as per the requirement of the programmes & enterprises. My responsibility also includes assisting the HR team while conducting various recruitment events, CV screening, communicating with candidates and coordinating the interview boards. The HR team also gave me the opportunity to conduct briefing session to candidates during assessment exams. During assisting the interview sessions, I was also directed to maintain liaison with program heads. I also assisted the hiring manager by arranging employee profile through the recruitment process until the deployment during onboarding. One of the most important duties were to manage the preserve CV's for recruitment purposes. I was also taught to comply by the safeguarding policy and spread the awareness. In addition, I had the opportunity to explore the human resources division and the concerned program divisions.

1.3 Internship Outcomes:

1.3.1 Student's contribution to the company

During my internship period at Brac, I had a numerous remarkable endowment as an intern that has added value to the Recruitment Team. I have conducted initial screening for 41 different positions starting from – Branch officer, Field officer, Associate officer, Manager, Deputy Manager, Senior Manager, Program Head, Program Director (categorized as Grade 3 – 9). My contribution was to total 11 programmes. of the For each of the positions, in average I had to skim through 1200 CVs'. I have assisted the team for all 3 categories of recruitment – regular, service and contractual. I have assisted the Microfinance program for the Bulk recruitment of Credit Officer by creating the attendance database and invigilating during exam at BLC. I have prepared the assessment sheets for assisting the interview board. During the written assessment I also assisted my team by suggestion safeguarding questions, coddling copies and marking them before they were sent to the concerned programmes. During on-boarding I was entrusted to complete the onboarding process through collecting and arranging deployment, joining, appointment letter, health insurance and candidate profiles document for record keeping. I have

also taken part in the career fest hosted at Brac University and encouraged students to look forward for opportunities. The Talent Management Team from HRD also invited me to the assessment training of the Divisional Heads. Overall, I had a major input in the recruitment process of the Human Resource Division.

1.3.2 Benefits to the Student

Working in the largest NGO in the world has definitely benefited my career in a promising manner. As an HR enthusiast and majoring in Human Resource Management and Computer Information system I had the perfect placing where I was able to gain hands on experience in the blending of HR and Technology. The recruitment team constantly worked in the e-recruitment portal and all the data were managed digitally. I have learned about the daily HR operations and general HR activities which has groomed me to peruse my future career. Over the period of 3 months, this internship has evolved me both professionally and personally. My skills to communicate, negotiate, decision-making, team working, leadership and agility has been sharpened.

1.3.3 Problems/Difficulties

My internship tenure was full of different opportunities and scopes for self-development but unfortunately due to the third wave of Covid I had to face challenges to attend work properly, during the period BRAC was very supportive because my supervisor and team members always stayed updated with my condition. Apart from the post pandemic scenario, BRAC has one of the safest environments where oi felt empowered to work as a woman.

1.3.4 Recommendations

BRAC has given me the opportunity to explore my area of concentration. My team was supportive towards my activities and always gave me meaningful suggestions for improvements in future. I had almost no hurdle to complete my internship. A recommendation, that might benefit the company for future internships is to conduct monthly intern meeting to know their updates, progress and difficulties. The internship unit can also offer a free online course where they teach interns about the company profile. The interns can also be offered to give opportunities to go to field visit through different programs. Despite the given conditions, BRAC has been extensively warm and supportive to me.



Chapter 2

Organization Part

Chapter 2 : Organization Part

2.1 Introduction

Bangladesh was born in the year 1971, the air was full with patriotism weaving people from different parts of the nation to build the new country. 70 million people had lost their homes facing challenges against famine, livelihood, home & infrastructure. With a vision to stand by the destitute people Sir Fazle Hasan Abed emerged the initiative to start BRAC. Brac started its journey in the northern Bangladesh - Sullah. People necessary to make the change happen were instantly identified as stakeholders, believer and leaders. Brac started to work for the root causes of all the social issues that aroused and not just the symptoms. Fighting Poverty and hunger led Brac to reach its long-term development ideation. Brac did not limit themselves to one area anymore, they spread their programs of health, education, agriculture & livelihood in a large holistic manner.

Brac's focus is to change the inequality that persists in the society. Brac works as a catalyst to create opportunities for the underprivileged to help them realize their potential. Brac was born in Bangladesh and was self-sustainable in its motherland through the network it has created of social enterprises and investments.

Sir Fazle Hasan Abed's conviction of dignity and value towards human beings has defined the organization. The workings of Brac had started in the rural communities with the believe that people most close to the challenges are the one also close to the solutions. Brac recruits' people as staffs and volunteers who are ready to embark the change for a better future. The development programme are carried through long term engagement and interventions. The impact of the programmes are measured through continuous research and monitoring. The report will focus on depicting the Core elements of Brac to make change happen, which are:

- Speed & rigor of the programmes
- Human resource planning
- Addressing the catalyst of changes
- Frugal innovations of technology
- Financial and Marketing Approaches

2.2 Overview of the Company

Brac is a non-profit development organization based in Bangladesh. Till date, Brac is the largest and most successful collaboration network of a group of social welfare activities and businesses in the World. In 2020, Brac has been ranked as the number one NGO in the world for five times in a row. Brac creates opportunities to catalyze a change that creates an impact in the human eco-system where the people living in the most vulnerable and marginalized portion of the society can achieve a chance to grab the control of the life they leave at stake. In other words, elevation of poverty and empowerment of the poor is the center of all the holistic development approaches Brac takes to create a change.

BRAC ACROSS THE WORLD

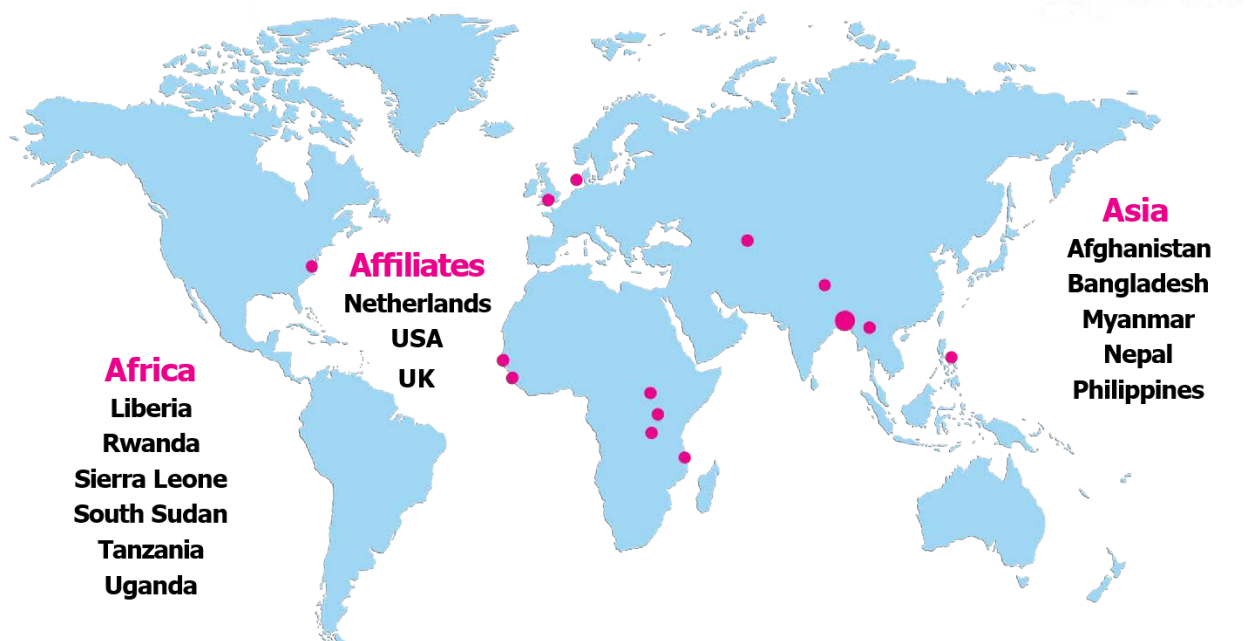


Figure 1: BRAC across the world

At present, Brac is operating their welfare programs across 60,000 villages in 64 districts of Bangladesh, reaching approximately 75% of the population. Across Asia and Africa Brac has reached over 130 million of people. In present, Brac is working with over 100,000 people, the work has reached global responses too. Approximately 14 million people were reached for ultra poverty programme, 15 million have also graduated. Over 8 million microfiche clients have received 4.7 billion loans. A total of 374,503 development projects were completed.

2.2.1 Company Mission, Vision And Values

VISION

A world free from all forms of exploitation and discrimination where everyone has the opportunity to realise their potential.

MISSION

Our mission is to empower people and communities in situations of poverty, illiteracy, disease, and social injustice. Our interventions aim to achieve large scale, positive changes through economic and social programmes that enable men and women to realise their potential.

VALUES

Integrity

Innovation

Inclusiveness

Effectiveness



2.2.2 Core DNA of BRAC

BRAC: BUILDING A BETTER WORLD



SOCIAL DEVELOPMENT

Advance social revolution through eight sustaining programmes

HUMANITARIAN RESPONSE

Take actions against the natural and manmade disasters caused over the country

SOCIAL ENTERPRISES

Create a significant impact by responding to the social changes

INVESTMENTS

A giant network of investments that help Brac family strive towards accomplishing the goal of self-sustainability.

BRAC UNIVERSITY

An initiation for a functional elite response that aims to change systems by unleashing the minds trapped in poverty and discrimination.

BRAC INTERNATIONAL

Netherlands nonprofit foundation to govern and manage the BRAC entities which are outside Bangladesh.

AFFILIATES

BRAC USA & BRAC UK

2.2.3 Organization Highlights

2020-2021 Bangladesh at a Glance:

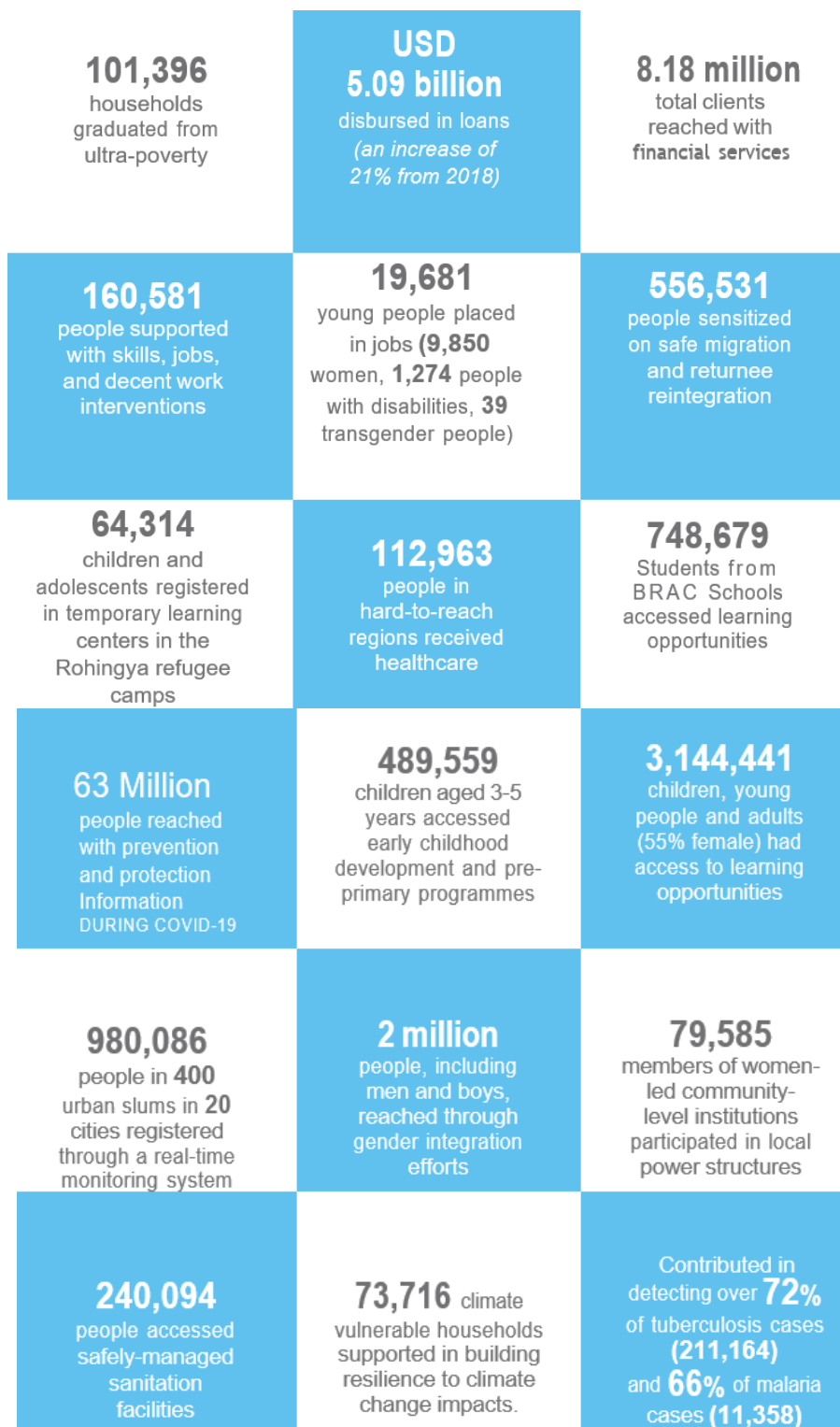


Figure SEQ Figure 1* ARABIC 2: Progressive outcomes of BRAC

2.2.4 Brac Organogram



2.3 Management Practices

2.3.1 BRAC Safeguarding Framework

Brac's management practices are centered towards the safety and wellbeing of everyone Brac works with – employees, stakeholders, members, staffs, volunteers & donors. Since the inception of 2018, BRAC has introduced the safeguarding framework; a compliance that ensures safeguarding measures are strictly maintained across all levels of the organization.



Brac has introduced the safeguarding policy as a standalone measure to address any issues of harassment, abuse and protection of children/adolescents through preventing workplace bullying and violence. At present, there are 6 safeguarding standards (showed in the above figure) that is practiced at Brac for safe reporting. The procedure is applicable for everyone.



HUMAN RESOURCE
PLANNING
E-RECRUITMENT

2.3.2 BRAC Human Resource Division (HRD)

BRAC Human Resource Division plays a dominant as the lifeblood of the organization. The department has 70 staffs currently working in 8 different departments of the division, the core departments are listed below:

- I. Recruitment & Selection
- II. Compensation & Benefit
- III. Talent Management
- IV. Reward & Recognition
- V. HR Business Partners
- VI. Payroll
- VII. HR Operations
- VIII. Separation & Grievance

2.3.3 Human Resource Planning

Human Resources Department is engaged in the management of employees entering the organization. HR Department are responsible for attracting and recruiting the best possible personnel based on merit and capability and that the recruitment process and is free from all sort of biasness and discrimination. The recruitment is completed through the E-recruitment portal of BRAC.

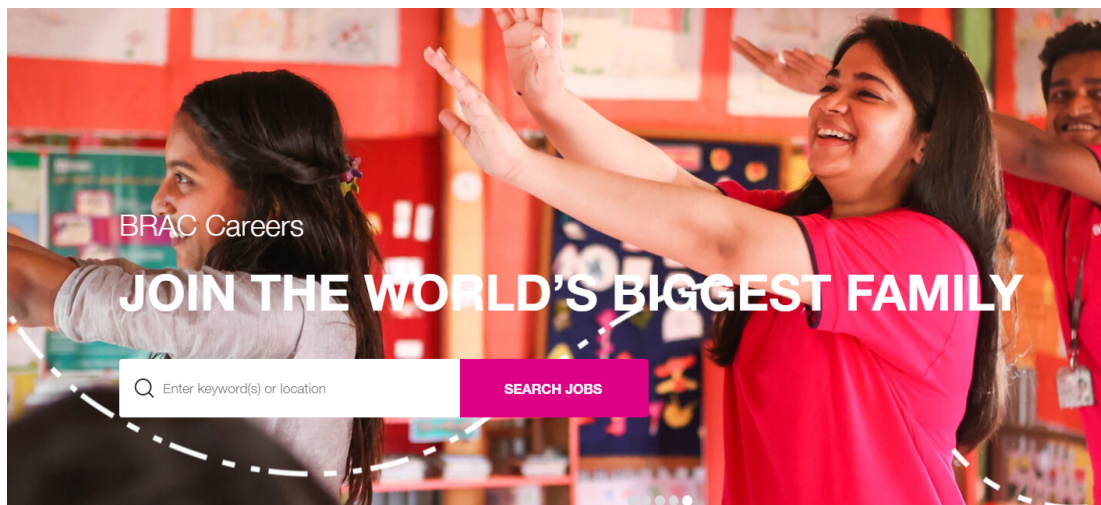


Figure 5 : BRAC Recruitment Platform

2.3.4 E-Recruitment & Selection Process

E-Recruitment Process:

- As per programme / functions requirement HRBP will raise the staff requisition through e-recruitment portal, along with an attached descriptive JD.
- After a careful assessment, ED / Sr. Director People & Culture / GM HR; will approve the staff requisition through e-recruitment portal
- After receiving the approved requisition responsible Recruitment lead will assign the requisition to the responsible recruiter.
- After reviewing and evaluating the requirements given in the attached JD, recruiter will discuss the recruitment plan with the respective hiring manager and based on the discussion, the recruiter will create a plan in the e-recruitment portal.
- After creating the plan in the system, recruiter will share the plan through e-recruitment portal and/ or share the plan link with the hiring manager through email.
- Recruiter will check the budget availability for the job advertisement through the e-recruitment portal and on-air the job advertisement or not.
- If any staff gets separated (dismissal / resignation / discontinuation / termination / layoff / retrenchment) within 3 months of joining, then re-requisition can be generated against that position as a replacement through system (without any new approval). This approved requisition will be valid for next six months.

E-Recruitment Plan and Lead Time:

- Overall recruitment plan and timeline will be shared with the hiring manager prior to start the recruitment process.
- After starting the recruitment process, the concern recruiter should discuss with the hiring manager regarding their expectations from the said position.
- Need to fix the weightage of the assessment prior to start any process.

Assessment Weightage:

- Weightage for the written test / Interview / any assessments needs to be fixed as below:

- i. Cut off score needs to be fixed by the hiring manager prior to the assessment through email. (i.e. passing mark for written test / Interview will be 30 out of 60 or 20 out of 60)
- ii. Weightage percentage can be another form for the assessment which also needs to be fixed prior to the assessment (i.e. the candidate needs to score individually in all the decided assessment sections – Interview / Written / Presentation, etc)
- iii. Minimum percentage of passing score can also be a deciding factor to take the candidate to the next level of assessment (i.e: 30% or 50%)

Assessment Communications:

- i. Above mentioned process should be discussed with the hiring manager and the agreed assessment weightage needs to be acknowledged through email.
- ii. If any programme has less than 30% female staff in any particular grade, then it should be communicated to the hiring managers in the initial communication through email.
- iii. Responsible recruiter will share at least 30% female CVs for any position in any grade.
- iv. Lead time for recruitment (depending on the initial discussion with the hiring manager) as below:
- v. Executive Director / Senior Director People & Culture has a discretion for any exceptions in the recruitment / hiring process which should be taken by the responsible HRBPs.

Job Advertisement

a) With Ad:

- i. **Internal Advertisement:** The job advertisement will be published only for the internal staff through email announcement.
- ii. **External Advertisement:** Recruiter can post the job ad in external media. I.e. BRAC Careers, Bdjobs, Linkdin, Social Media, etc.

b) Without Ad:

1. **Single Sourced Candidate Approval:** Programme might nominate any individual candidate for any certain hiring till a certain grade.
 - i. For grade 01 to 07 concern HRBP / Programme will take the necessary approval from concern Director and Senior Director People & Culture.
 - ii. For grade 08 and above, concern HRBP / Programme will take the necessary approval from Executive Director.
 - iii. **Collected / Sourced Profiles Only:** If any programme wants to interview certain CVs without advertisement, the concern HRBP will take approval from Senior Director People & Culture / GM HR (as and when necessary).
 - iv. After receiving the approval, the concern recruiter will collect the nominated CVs shared by the programme.
 - v. Concern recruiter will match the CVs with the required criteria, if the requirement is met, the recruiter will add the nominated CVs for the further recruitment process.

2. **Direct On-Board:** After receiving the requisition, recruitment can be done without advertisement and interview. Concern HRBP will take an approval from the concern director and HRBP / Programme will take approval from the Executive Director.

3. **Internal Mobility & Promotion:** This process of recruitment will be per internal mobility and promotion policy.

CV Sourcing

After receiving the requisition, respective recruiter may collect CV

from the below channels,

- i. **Applied:** Candidates might apply through Career portal, Bdjobs, LinkedIn, email or any other relevant careers site.

- ii. **Internal Application through portal / email:**
 - a) During applying for the position through email, internal staff should send their application through email to internal@brac.net by keeping their line manager in Cc.
 - b) Application of any internal staff will not be accepted if the line manager is not kept in the email Cc, while the staff is applying.
- iii. **Referred by Programme:** Any programme can refer CVs for any ongoing vacancies to the recruiters.
- iv. **Employee Referral:** For grade **06 and above** “Employee Referral” will be sent through internal communications by the recruiter. Referral CV sharing address is referral@brac.net from where recruiters can collect the relevant CVs.
- v. **Headhunter:** For hiring any critical position, recruiter might source CVs from the enlisted headhunters.
- vi. **CV Bank:** Recruiter can source CVs from the CV bank.
- vii. **Sourced by recruiter:** Recruiter can source the CVs from their network, University Alumni, Personal LinkedIn, Social Media Groups, University Page, etc.
- viii. Career events:** From career fair, Road Show, etc recruiters can collect CVs for their ongoing vacancies.

Screening Criteria:

- a) Recruiter will match the requisition as mentioned below:
 - i. Minimum year of experience
- b) Below criteria might be matched decided by the recruiter’s expertise:
 - ii. Minimum education level
 - iii. Relevant organization / industry
 - iv. Any professional certifications that may add value to the role
 - v. Location preferences / worked before (Mobility check)
 - vi. Other skills and competencies

CV Sharing with the Programme:

- a) After matching the required criteria, the respective recruiter will send the shortlisted CVs to the hiring manager through e-recruitment portal / email / hard copy and also notify the same through email.

CV Receive from Programme:

- a) Hiring manager will review and shortlist the CVs and share the same with the recruiter through e-recruitment portal / email / hard copy.
- b) Hiring manager may add any additional profiles in this stage, however the CVs must be matched with the requirements and finally vetted by the recruiter.
- c) After receiving the shortlisted CVs from the programme recruiter will arrange the next phase.

Selection Process:

Skill Assessment & 1st Interview:

Depending on the importance of the position, any of the following skill assessment techniques can be applied:

- a) Skill Assessment can be done with the below components,
 - i. **Personality Test:** Any situational based questions that reflects the candidate's personal attributes, i.e., Leadership, Empathy, etc.
 - ii. **Analytical Ability:** This test will call attention to the critical thinking ability and the problem-solving attitude of a candidate.
 - iii. **Aptitude Test:** This test is designed to show results on a person's special skills and abilities.
 - iv. **Psychometric Test:** This assessment will examine an individual's capabilities and preferences, if the candidate is fit for the role and the organization.

- b) **Written Test:** Written test for the subject related questions can be collected from the hiring manager / programme.
- i. The recruiter can also create the questions if s/he has the subject related expertise.
 - ii. Written test must contain safeguarding / gender sensitive question which will be created by the recruiter.
 - iii. Recruiter has the full authority finalize the question.
 - iv. Recruiter will take a final approval from the supervisor.
- c) **Assessment Center:** This assessment type might contain the following steps;
- i. Role play
 - ii. Open Group Discussion
 - iii. Case study
 - iv. FGD (Focus group discussion)
 - v. Debate / Negotiation
 - vi. In-tray / E-tray exercise
 - vii. Presentation, etc.

Scoring System of Written Test:

- i. The assessment answer scripts will be shared with the hiring manager through coding and the hiring manager will give score on the subject related questions.
- ii. The respective recruiter will give score on the safeguarding / gender related questions.
- iii. Based on the consolidated scoring the candidate will move to the next level.
- iv.** Minimum pass mark for any written test and safeguarding is 30%. Candidate needs to score the pass mark individually in both the segments.

However, hiring manger and recruiter can decide the minimum passing score for the written test, not less than 30%.

a) Process of 1st Interview / Final Interview:

- i. Finally, shortlisted candidates will be communicated to appear for the 1st interview. However, qualified candidates from the skill assessment or written test will be called for 1st level interview as well.
- ii. Interview board will consist of 3 (three) members: 1(one) representative from HR, 1(one) / maximum 2 (two) members from concern program / department and 1(one) from cross functional program or department.
- iii. For HR it should be equivalent Grade / above, for 3rd programme it should be an above grade.
- iv. If 3rd programme is not available GM HR can wave the
- v. If interview assessor can agree on the marks, individual marks will be given and highest scorer will be proceeded to the next stage.
- vi. If there are more than one interviewer from the programme / department then only one person will give the marking for interview.
- vii. Interview board will jointly decide to finalize or shortlist the candidates and complete the interview assessment in e-recruitment portal.
- viii. In case of system error or any unavoidable situation, the interview assessment can be done manually.
- ix. In case of FO placement, the female and person with disabilities will be asked to share their convenient workstation preference (name minimum three district or PS) in the interview board.

b) Process Final Interview:

- As per discussion with the programme, recruiter will set up a Final Interview for the selected / shortlisted candidates with the programme head / Director (if/when needed)
- For grade 7 and above interview with the Programme Director is mandatory.
- Grade 8 and above must interview with the ED
- Can omit on approval

Salary Negotiation & Offer:

Upon receiving positive feedback from the referees as well as the from the filled up ‘Self-Disclosure Form’ by the candidate, the recruiter will negotiate the Compensation & Benefit package with the selected candidate and will place offer over e-mail.

Process of New Staff Joining:

Joining Formalities:

- Respective Recruiter will raise requisition for logistic support (Laptop, SIM, ID & Business Card) to the admin department within 3 days from the date of offer accepted by the newly selected employee.
- Admin department will ensure regarding logistic requirement availability through mail with the respective recruiter, 5 (five) days before of the newly selected employee’s joining.
- The newly selected staff will send the scan copies of following documents to the respective recruiter, 7 (seven) days before from the date of their joining –
 - Experience Letter from the past employer (if applicable)
 - Release Letter (if applicable)
 - National ID Card
 - All Academic Certificates
 - Photograph of new joiner & nominee

- o Blood group report

Regret Letter: Regret letter needs to be sent to the not selected candidates by 5 working days after the final interview

2.4 Marketing Ventures and Service offering

As a non-governmental organization Brac has a remarkable discipline of social marketing in order to improve the life of people. The marketing objective is not a lucrative purpose rather a social promotion. Brac seeks to influence the population to help raise awareness for an important cause. The enterprises under Brac strives to achieve the right balance between financial increment and social return, so that the targeted bottom line can be doubled/tripled. The three ethos of social entrepreneurship are: People, Planet and Profit.

2.4.1 Brac Enterprises

In Bangladesh, 75% of the people living under the poverty line earn USD2 per day.



BRAC Social Enterprises empowers these individuals to participate in economic progression by establishing linkage across the value chain and ensure marketing coverage. 65,000 artisans, 50,000 farmers, 2,200 insemination staffs are included in the vast production centers



The result of the social marketing includes inclusion of the ecosystem that improves conditions of the producers and consumers of the country.



2.4.2 Social Development Programmes

Brac has total 16 programs that are not only serving the population for social cause but also working as the programmatic interventions associated with total 72 indicators. Among 17 SDG's Brac has successfully reached 11 of them. Over the span of 5 years Brac has spent BDT 434,443 million to support the SDGs.



2.5 Financials

Revenue Expenditure 2020 vs 2019

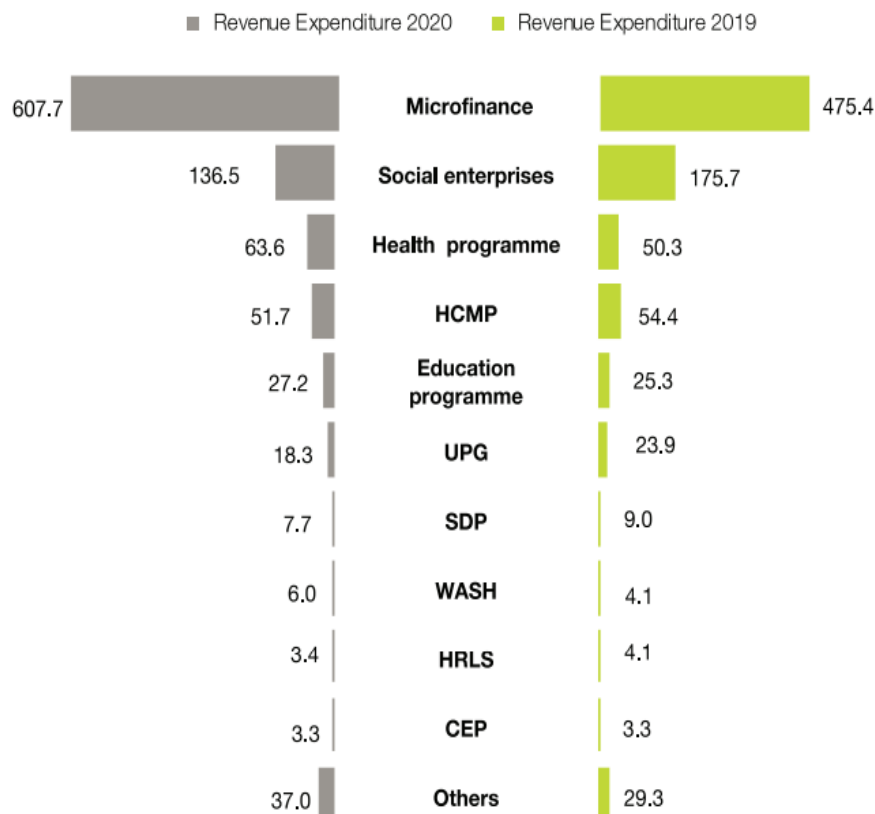
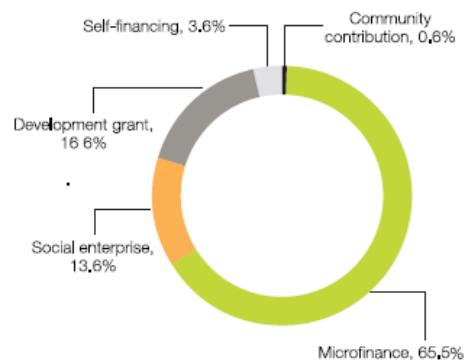
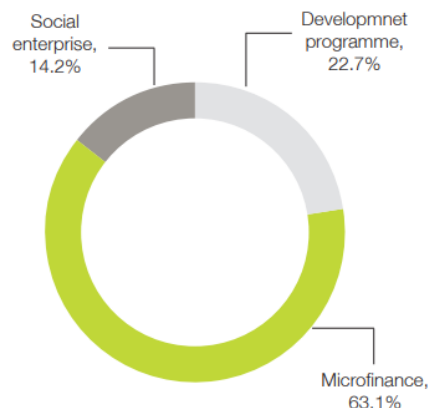


Figure SEQ Figure 1* ARABIC 9 : Revenue Expenditure (2020 - 2019)

Total Income contribution % for FY 2020



Total Expenditure Allocation % for FY 2020



Contribution of BRAC to Government Exchequer

Particulars	2020		2019	
	BDT	USD	BDT	USD
Income tax deduction at source by the third parties	830,938,692	9,898,019	589,404,897	7,020,904
Tax deduction at source from third parties	246,804,087	2,939,894	301,933,035	3,596,582
Income tax deduction at source from staff salary	128,959,202	1,536,143	144,154,648	1,717,149
VAT collection from customers	759,630,223	9,048,603	1,069,904,075	12,744,539
Import duty paid	356,067,379	4,241,422	280,692,982	3,343,573
Total	2,322,399,583	27,664,081	2,386,089,636	28,422,747

Table SEQ Table 1* ARABIC 1 : Contribution Exchequer

BRAC

Statement of Income and Expenditure Converted to USD
For the year ended 31 December 2020
(Not part of audited financial statements)

Particulars	2020		2019	
	BDT	USD	BDT	USD
Income				
Donor grants	14,583,363,308	173,714,870	13,856,431,903	165,043,858
Social enterprises	12,003,491,553	142,983,818	16,727,388,949	199,254,186
Microfinance programme	57,651,316,797	686,733,970	56,866,222,004	677,382,037
Self-financing social development programme	1,312,981,108	15,640,037	1,111,125,520	13,235,563
Investment income	1,778,027,416	21,179,600	200,683,637	2,390,514
Community contribution	564,598,015	6,725,408	1,000,167,362	11,913,846
House property	90,285,239	1,075,464	92,593,668	1,102,962
Total income	87,984,063,435	1,048,053,168	89,853,613,043	1,070,322,967
Expenditure				
Social enterprises	11,459,448,196	136,503,254	14,751,216,995	175,714,318
Micro finance programme	51,016,336,051	607,699,060	39,909,043,349	475,390,630
House property	46,491,510	553,800	46,169,419	549,963
Agriculture and food security	1,931,795	23,011	16,385,453	195,181
Community empowerment programme	273,287,107	3,255,356	279,518,943	3,329,588
Education programme	2,283,887,739	27,205,333	2,126,223,583	25,327,261
Gender, justice and diversity	117,769,034	1,402,847	118,242,230	1,408,484
Health programme	5,342,436,892	63,638,319	4,225,917,877	50,338,510
Human rights and legal aids services	288,965,657	3,442,116	341,577,024	4,068,815
Policy advocacy	47,000,250	559,860	53,531,885	637,664
Water, sanitation and hygiene programme	503,134,039	5,993,258	341,772,203	4,071,140
Ultra poor programme	1,535,199,285	18,287,067	2,008,360,909	23,923,298
Forcibly-displaced Myanmar nationals	4,337,992,383	51,673,525	4,568,977,441	54,424,984
Disaster management and climate change	383,671,746	4,570,241	217,965,788	2,596,376
Skills development programme	549,627,314	7,738,265	754,954,897	8,992,911
Migration programme	288,443,423	3,435,895	265,545,874	3,163,143
Social development programme	736,567,987	8,773,889	227,182,085	2,706,159
Other development projects	1,395,889,588	16,627,631	1,280,816,247	15,256,894
Grants	91,952,726	1,095,327	236,338,397	2,815,228
Total expenditure	80,800,032,722	962,478,055	71,769,740,599	854,910,549
Surplus/(deficit) of income over expenditure	7,184,030,713	85,575,113	18,083,872,444	215,412,417
Surplus of income over expenditure before taxation	7,184,030,713	85,575,113	18,083,872,444	215,412,417
Taxation	(991,152,028)	(11,806,457)	(729,000,000)	(8,683,740)
Net surplus for the year	6,192,878,685	73,768,656	17,354,872,444	206,728,677

Exchange rate: 1 USD – BDT 83.95 as on December 31, 2020

Table SEQ Table * ARABIC 2 :
Income Statement 2020

BRAC
Statement of Financial Position Converted to USD
As at 31 December 2020
(Not part of audited financial statements)

Particulars	2020		2019	
	BDT	USD	BDT	USD
Assets				
Cash and bank balances	31,723,785,710	377,889,050	24,032,522,474	286,271,858
Advance, deposits and prepayments	12,042,695,631	143,450,812	10,720,793,501	127,704,509
Inventories	6,254,983,552	74,508,440	6,099,099,677	72,651,574
Grants and accounts receivable	2,821,240,342	33,606,198	3,334,745,791	39,722,999
Microfinance loans	286,777,136,804	3,416,046,895	243,987,950,556	2,906,348,428
Motor cycle loans	64,433,780	767,526	85,192,350	1,014,799
Investments in securities and others	867,600,000	10,334,723	2,207,430,874	26,294,591
Investments in related undertakings	33,805,655,505	402,687,975	31,297,956,474	372,816,635
Property, plant and equipment	20,092,511,943	239,339,034	19,274,246,460	229,591,977
Intangible assets	153,518,231	1,828,686	112,407,916	1,338,986
Total assets	394,603,561,498	4,700,459,339	341,152,346,073	4,063,756,356
Liabilities and net assets				
Liabilities				
Liabilities for expenses and materials	18,460,033,518	219,893,193	13,897,568,153	165,545,779
Bank overdrafts	31,262,811,054	372,397,988	27,893,463,383	332,262,816
Term loans	48,211,122,990	574,283,776	44,532,426,404	530,463,686
Members' savings deposits	128,895,985,387	1,535,389,939	97,006,031,994	1,155,521,525
Grants received in advance	2,931,581,039	34,920,560	2,112,020,638	25,158,078
Deferred grant income	1,348,868,871	16,067,527	694,027,199	8,267,149
Other long term liabilities	17,208,622,473	204,986,569	17,070,707,618	203,343,748
Provision for taxation	5,551,898,106	66,133,390	4,560,746,075	54,326,934
Total Liabilities	253,870,923,438	3,024,072,941	207,766,991,465	2,474,889,714
Net assets				
Unrestricted	140,251,056,318	1,670,649,867	132,903,772,867	1,583,130,112
Temporarily restricted	481,581,742	5,736,531	481,581,742	5,736,531
	140,732,638,060	1,676,386,397	133,385,354,609	1,588,866,642
Total liabilities and net assets	394,603,561,498	4,700,459,339	341,152,346,073	4,063,756,356

Exchange rate: 1 USD = BDT 83.95 as on December 31, 2020

2.6 Operations Management and Information System Practices

BRAC HRIS

The Human Resources Information System designs and modulates all the HR software's that combines a number of portals to ensure a secured database management of the human resources.

EDMS

Employee Database Management System tracks, manages and stores the real time data of the staffs. The HR is responsible to keep track of the records and manage the employee data. EDMS helps the HR to automatically organize and secure data and ensure productivity efficiency.

HRP

Human Resources Portal shows the real time data of the internal employees across the organization. HRP ensures productivity through enabling the HR manage operations while streamlining networking among employees.

ERP

Enterprise Resource Planning Software is one the most important technology used by recruiters to mediate the information of the newly joined employees. The inputs are generally given in real-time. ERP keeps track of employee's general information – education, experiences, health insurance, current positioning, salary etc.

MY BRAC

My Brac Application includes various day to day information such as Attendance, Loan, Salary information's about the current staff. Also, the offerings and services that are given to the staffs.

2.7 Industry and Competitive Analysis

2.7.1 Swot Analysis

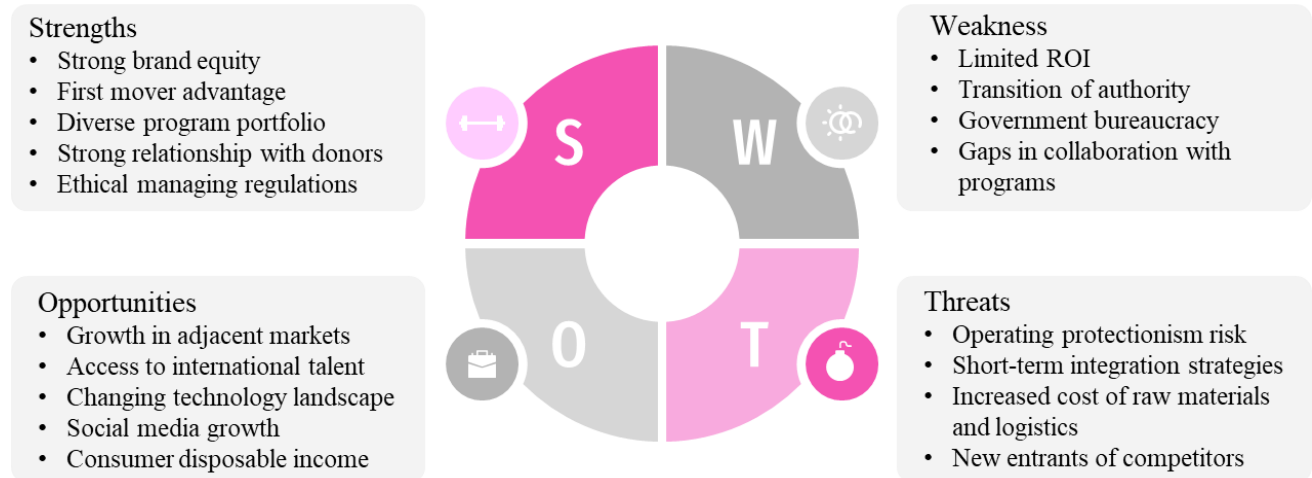


Figure 10 : SWOT Analysis for BRAC

Strengths

Brac holds a strong brand equity in the market as a recognized brand both domestically and globally. As an NGO in Bangladesh Brac also has the first mover advantage contributing its growth in economy, innovation, social enterprises, development and micro-finance. The diverse program portfolio of the organization has successfully attracted a significant number of donors. Brac nurtures a very strong relationship with all its stakeholders as well as affiliations. The continuous management of the ethical regulations as empowered the organization highly.

Weakness

Although Brac is a non-profit organization, the post pandemic economic condition had a backlash on Brac's ROI. The balance sheets are proven to be stable but Brac's profitability relies on the return on equity. The organization is also facing transition of authority leading to changes which are creating gaps in collaboration with the programs. Changing government bureaucracy is also showing changes in the organizations domestic market.

Opportunities

Brac has potentials opportunities to grow in the adjacent markets that also falls in the category of underprivileged individuals in Bangladesh. The market can be tapped through using international

talent, therefore there's a huge chance for Brac to collaborate with international talent as a part of the domestic affairs. The changing technology of our country also shows an opportunity to Brac to leverage their online social media growth.

Threats

Ngo's in Bangladesh is facing a high risk of protectionism. Brac has to maintain Data to both domestic & international countries contributing to the economic cycle of the organization. Post Covid credit binge has led the country to face recession, therefore the microfinance program has to focus highly on the stakeholder's debt reduction. Short term strategies will only lead to cause a huge interest cost. The prices of raw materials of production has also increased increasing the cost of logistics for Brac enterprises. Even though the possibility of new entrant is low, some NGO's are getting sufficient funds to show potentials to compete with BRAC.

2.7.2 Porter's Five Forces

Porter's five forces model is traditionally designed for profitable commerce and industry, but the model has been modified to support the mission of the non-profit organization - Brac.

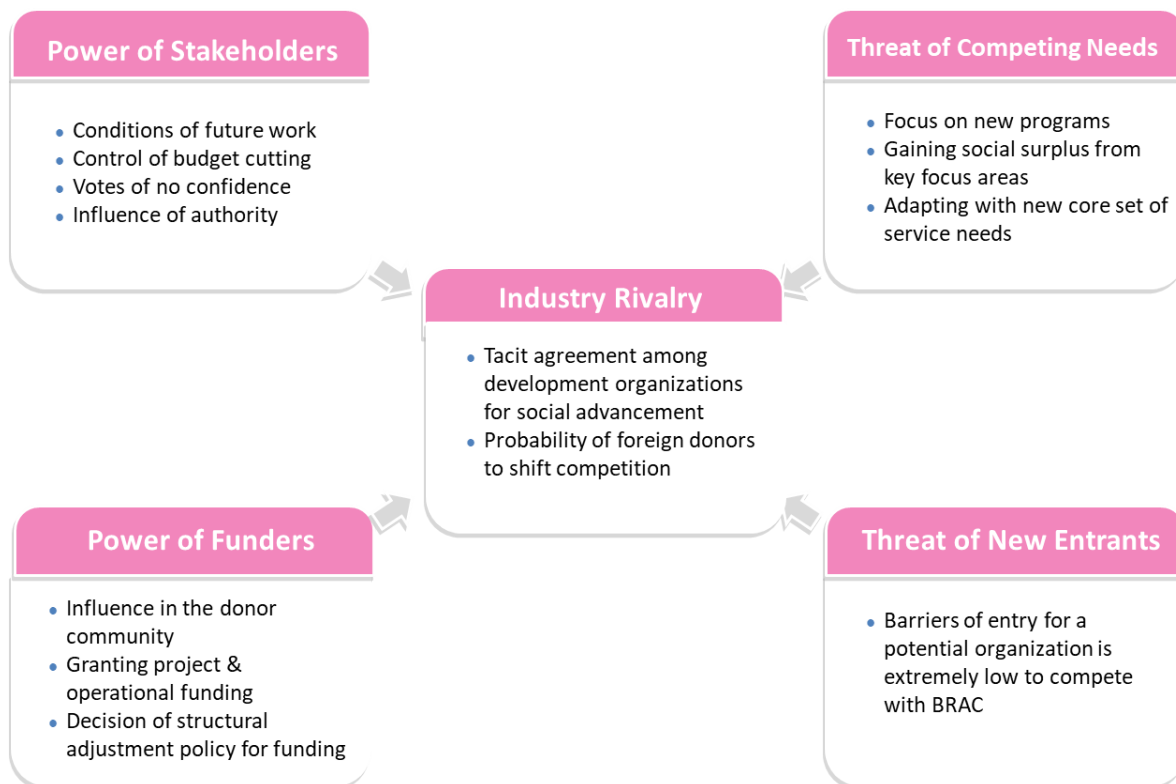


Figure SEQ Figure * ARABIC 11 : Porters Five Forces for BRAC

Power of Stakeholders

Traditionally this segment discusses about the bargaining power of customers, but for BRAC the model component has been replaced with the power of stakeholders. Stakeholders are the customers of the NGO who are concerned with the general activity that Brac takes to function in the NGO sector. The stakeholders hold the power to conditions of the future work based on the present performance. The demand of the current market depending on the return on their investments decides the future supply of service offerings. Stakeholders also hold the power to cut budgets if there is a vote of no confidence among the board of trustees.

Power of Donor Community

For a product, the particular component is addressed as the bargaining power of suppliers but for the NGO, the component has been renamed as the power of the donor community. Lack of a strong analogy can repel potential donors or funders of an NGO, but BRAC has a reputable image to maintain a strong relationship with all their donors. While most investments are returned through their own social surplus but the funders and donor community have the authority to grant the financial allocations of the projects and operations. The decision of structural policy for funding depends on the power of the donor community.

Threat of New Entrants

At present there are 26,000 registered in Bangladesh & Brac is the largest NGO in the world, therefore even though there is a substantial low threat of a new entrant to compete with the organization, the entry barriers are extremely low.

Threat of Competing Needs

The products in an NGO are more recognizable as the programs (UPGP, GJD, SIL, LLD etc). The threat lies in failing to understand the competing need for new solutions to address the social problems. Brac has to focus to adapt to the new core needs to fillip the growing gap of competition.

Industry Rivalry

NGO's have a tacit agreement for social cause, the rivalry among NGO's in Bangladesh is. Brac's focus is to differentiate their activity from competitors emphasizing on creating an impact

on investments while managing the scarcity of current resources which attract the appropriate donors.

2.8 Summary and Conclusion

To summarize Brac has been successfully operating as the largest NGO in the world for the last 50 years, creating an impact on 100 million lives. In responding to complex development challenges BRAC has designed scalable solutions to elevate the solutions. Brac has constantly used innovativeness to yield better results. The e-recruitment platform has given Brac the opportunity to hire employees and staffs in a cost-effective way attracting a wider pool of candidates. Brac has hold onto its suitability through the social enterprise model and continued robust monitoring to fight through the crisis. Collaboration and advocacy for social change will be the future of BRAC to make lives better.

2.9 Recommendations and Implications

Globalization and technology are constantly reshaping the lives of everyone. Adapting to new technology is not easy for Bangladeshi people, specially living in remote areas. Brac has been changing many of its internal operation into digital form. But, there is a gap of digital literacy among the employees, staffs and beneficiaries who are interested to join BRAC. Therefore, before introducing new technological changes such as software's and devices, BRAC should conduct a training session or introduce FAQs' so that it is easy for concerned individual to grasp the concept.



Chapter 3

Project Part

Chapter 3: Project Part

3.1 Introduction

The start of the 21st Century has given this world a new outlook to experience a tremendous implication of new sources of information technology which has been incorporated in different functional units of organizations. HR, known for being the life blood of all these functional units and departments, is now also using the information system extensively. The process of electronic recruitment is being used widely as a part of many companies' technological orientations. Typically, an organizations goals are supported by a number of resources such as the financial, operational, human and technological resources. Among the stated resources, human resource management is considered to be the prime one, for its ability to ensure the right person for the right job. For the optimum performance of any organization, the activities of HR pave the way. One of the most important function of an organization to benefit its overall effectiveness and functional efficiency is the ability of the organization to attract, engage and retain the skilled and capable talent (Thomas & Ray, 2005). Technology has influenced the recruitment process and has shaped E-recruitment. While the practice of E-commerce has already promoted its integrative and useful application for virtual connectivity in Bangladesh's changing marketplace, E-recruitment has also placed itself as an emerging systematic component. At Brac Ngo, E-Recruitment is being used as an effective tool for the non-profit organization to increase their talented workforce as well as develop the maintenance of their HR data base.

In the present era, business practices take over the competitive advantage through developing and sustaining their human capital (Korim et al., 2015). Given the situation in Bangladesh's highly competitive job market, if an organization wants to be capable to compete against other firms, they ought to attract, develop and train the talented workforce. But, the circumstances are mostly not in favor due to the declining number and availability of a qualified agile workforce. Salma & Howlader (2022) explained that about 60,000 Bangladeshi students who fall in the category of millennials and gen-z, migrate abroad and become reluctant to return because of scoring a number of beneficial facilities – social well-being & secured jobs which are absent in Bangladesh. The job seekers, tend to believe that recruiters here do not value their skills because

many steps in the traditional recruitment process are neglected. E-Recruitment is a fairly new concept in Bangladesh and is still in its initial stage, few private & public organizations have adapted to the system.

3.1.1 Problem Statement

The e-recruitment process is gaining popularity among the candidates because of its enhanced user experience, however, in the context of Bangladesh the system is not accessible to the rural areas where the speed drawbacks causes troubleshoot difficulties for many users. On the other hand, candidates categorized as Gen Z tend to be more 'tech focused' than millennials, they have very little patience and experiences over traditional long application procedures which leads to lengthier hiring process. Millennials hold the capability to adept both traditional and contemporary form of application processes, but inhabits different expectations which presents the employer with a significant turnover challenge. Both the generations have positive and negative attitude towards the process of e-recruitment. Thus, the study aims to investigate the effectiveness of e-recruitment, by figuring out the key differences that can help an organization develop a recruitment strategy, in order to appeal both the generations & retain them for creating a meaningful impact on the work force.

3.1.2 Literature Review

The terminology E-Recruitment is defined as the online method of using technology directed to a particular web-based portal for completing the tasks involved with detecting, attracting, sourcing, screening, assessing, interviewing, selecting and hiring new personnel for the organization. As HR is being exposed to the internet, the conventional method of recruitment is being overtaken by the electronic or online form of recruitment (Galhena & Liyanage, 2014). E-recruitment software's are now available as applications, product suite software's and also services that can be acquired through HR agencies. Brac Ngo, uses an E-recruitment portal which generates an automated 360-degree recruitment process, that streamlines the procedure to be time effective, cost-effective, eco-friendly integrating it with an enhanced user experience. The purpose of e-recruitment is to make the hiring process effective and efficient and at the same time to keep it less expensive. In 2013, Author Danialarj researched that, online recruitment attracts a larger pool of candidates who are potential enough to facilitate the assessment process leading to successful hiring.

Today's multigenerational workforce comprise of baby boomers, millennials and Generation Z, among which much of the workforce is comprised of millennials and Gen Z is a smaller cohort who are in the initial starting stage of their careers. But, both the generations have witnessed the chaotic times of post pandemic world. During the period of pandemic from 2019-2021, They have seen the scenarios of mass firing, layoffs, and understand the value of their financial stability. At present, the millennials and generation-z are in hunt for jobs to make a powerful impact for themselves, their families and the world around them. This year, the overseas hiring rate of Bangladeshis has fallen by 32% (Chowdhury, 2022) and on the other hand the effect of unemployment in Bangladesh is also encouraging the youths of our country to choose their career growth opportunity as immigrants. The education system is to be blamed for the brain draining effects on the talented minds and the hiring process overlooking the mediocre talents of our country is the reason why job seekers opt for better opportunities in foreign countries (Begum, 2022)

In Bangladesh, several organizations are finding new ways to attract potential candidates who are best suited for their firms. E-recruitment is one of the strategies that aims to not only benefit the stakeholder but also attract the job seekers to apply at ease. The attitude of both the generation who are in the middle of their career and who are about to start are expected to have a positive hiring experience that will encourage them to apply for new jobs in Bangladesh. Since the concept is fairly new in our country everyone has not greeted it with comfort yet. There are still some uses of conventional paper work that is being relied on for recruitment methods.

3.1.3 Proposed Conceptual Framework

The aim of the e-recruitment process is to attract the potential pool of candidates to apply for jobs through the designated job portal. Even though there are some well-constructed portals in Bangladesh, many companies remain unsuccessful to find their preferred candidate because some sites lack the proper job description, information about the organization and policies. Therefore, it is crucial to develop a resourceful, assessible, and easy to understand website that will attract the correct applicants in a coherent manner. As a result, for gen z the process will not be extensive to complete and for millennials it will not be complex to finish. Brac Ngo's Recruitment Portal can be hold as a standard to easily demonstrate the process. My research focuses on aligning the recruitment process with the Technology Acceptance Model that has

been developed by Davis (1989). The two main factors that influence the intention of an individual to acceptance of the technology are - the degree to which it is easy to use and the added usefulness.

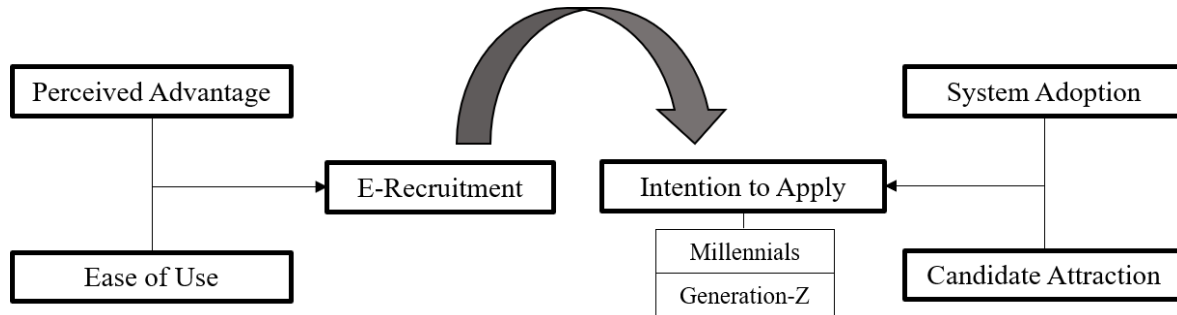


Figure 12 : Proposed Conceptual Model

Since my hypothesis has resemblance with the TAM model, I have reconstructed the variables for this study to measure the intentions of millennials & generation z to apply for jobs through e-recruitment portals and peruse their jobs in Bangladesh. Here, the two factors namely – perceived advantage and ease of use of the e-recruitment process, directly influences the applicant’s intention to apply. The candidate’s intention to apply will be successful if the potential applicant has adopted the system readily after the organization has managed to attract their desired pool of candidates.

3.1.4 Objectives

Broad Objective

The broad objective of the report is to analyze the effectiveness of e-recruitment to attract millennials and generation z, by adopting the recruitment procedure online in order to pursue their jobs in Bangladesh. The report will depict Brac Ngo’s E-recruitment process as a standard systematic tool to find out the effective solutions.

Specific Objective

This study also met a few other domains of the organization that matched as few other objectives:

- Learn the organizational profile and background of BRAC NGO.
- Access the knowledge of the recruitment process of BRAC’s Human Resource Division.

- Determine the trends of e-recruitment that is being used and practiced.
- Calculate the perceived advantages associated with the impact of e-recruitment.
- Compare the difference between the attitude of millennials and generation z to adopt the system.
- Explain the most influential factors that lead to willingness of applicants to apply.
- Describe the plausible forms of innovativeness of the optimism factors that will add value to recruiters.

3.2 Research Methodology

The report comprises of both primary and secondary data which has been used to strengthen the paper.

Primary Sources: Interviews, Observations, Questionnaire, Survey, Real time Process Data.

Secondary Sources: Market research reports, Company Websites – Brac, Care Bangladesh, Oxfam, Shakti Foundation, ActionAid, Bdjobs, LinkedIn, Government statistics, Newspaper and Journals.

3.2.1 Population and Sampling

The sample size, $n = 30$ is composed of graduates from top universities in Bangladesh (Public and Private). The sample also reflects two different generation of workforce namely, millennials and generation z who are currently employed, is looking for new job opportunity, has intention to enter the workforce concentrating in development sectors. To conduct the survey, judgment sampling method was followed so that the respondents were aware of the subject matter in order to get rational answers with cogitation. Focus on primary data was taken into consideration for effective outcomes of the report.

3.2.2 Hypothesis

Based on the TAM framework, discussed in the proposed conceptual framework of the existing literature that has been derived for this study, the following hypothesis has been created:

Null Hypothesis, H_0 : There is no significant impact of e-recruitment on Millennials and Generation Z to peruse jobs in Bangladesh.

Alternative Hypothesis, H_A : There is a significant positive impact of e-recruitment on Millennials and Generation Z to peruse jobs in Bangladesh

3.2.3 Measurement Tool

The study was conducted through survey methods of interviews, observation and questionnaire. Both descriptive analytical form of research was carried to draw an ideal result that supports the hypothesis. and The questionnaire has been designed based on the five-point Likert scale to get the data analyzed through the IBM SPSS software.

3.3 Data Analysis & Findings

The report aims to analyze the impact of e-recruitment on two different generations (millennials and generation z) being effective to influence their intention of applying for job in Bangladesh. Based on the proposed conceptual theory (TAM), the three dependent variables were formed – intention to apply, system adoption and candidate attraction which solely decides the degree to which e-recruitment (constant) is positively effective to cause an influence on the candidates. The reliability test was used to depict the reliability of the items in the model, A z-test for two independent samples was carried to show the significant difference among the two generations about their perception of e-recruitment and lastly through the help of correlation analysis the stated alternative hypothesis was proved. A model summary was also given to conclude the findings.

Table 4 : Result of Reliability for the Questionnaire Components

Reliability Analysis	
Items	Cronbach's α
Perceived Advantage	0.75
Ease of Use	0.71
Intention to Apply	0.82
System Adoption	0.89
Candidate Attraction	0.72
<i>Effectiveness of E-recruitment</i>	0.81
<i>Overall Scale</i>	0.84

The Cronbach's α value was set at 0.70, which is the minimum value to test the reliability of the questionnaire as suggested by Nunnally (1978). The overall score that that has been obtained was 0.84, higher than the minimum value. Thus, *the items of the questionnaire are proved to be reliable.*

Table 5 : Result analysis from the independent Two Samples Z-Test

Independent Two Samples Z-test					
Variable	Mean	SD	Sig	t	Sig. (2-tailed)
<i>Candidates' Intention to Apply</i>					
Millennials	2.91	0.85	0.05	-4.313	0.019
Generation Z	3.4	0.69			
<i>Sytem Adoption</i>					
Millennials	3.85	0.71	0.04	-4.492	0.035
Generation Z	2.92	0.98			
<i>Candidate Attraction</i>					
Millennials	3.33	1.72	0.01	-3.567	0.41
Generation Z	3.68	1.23			

Since, the target of the paper is to identify whether there is any difference between the impact of e-recruitment created between the millennials and generation-z, the independent Z-test for two samples (generations) portrayed that there exists a significant difference between among the generations (millennials & generation z). Each category of the variables differentiated the intention ($p=0.019$), adoption ($p=0.035$) and attraction ($p=0.41$) variables. Therefore, *two generations have proved to have a significant difference in each of the variable category.*

Table 6 : Correlation Analysis

Correlation			
		E-recruitment	Intention to Apply
E-Recruitment	Pearson	1	.671**
	Correlation		.000
	Sig. (2-tailed)		
<i>Note. ** Correlation is significant at the 0.01 level (2 tailed)</i>			

The analysis depicts that $r = 0.671$ and $p = 0.000$, therefore it indicates that e-recruitment has a positive influence on applicants to apply for jobs. The effectiveness/impact of e-recruitment is

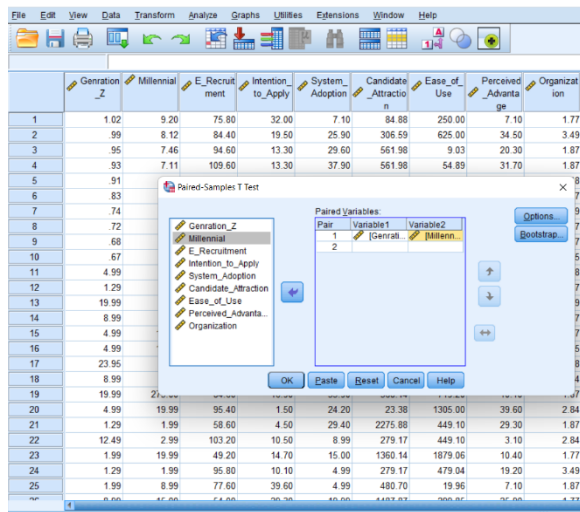
somewhat strong to establish the relationship between e-recruitment and candidates' intention. As a result, I can eliminate the null hypothesis and it can be concluded that *there exists a significant positive impact of e-recruitment on Millennials and Generation Z to peruse jobs in Bangladesh.*

Table 7 : Proposed Summary of Model

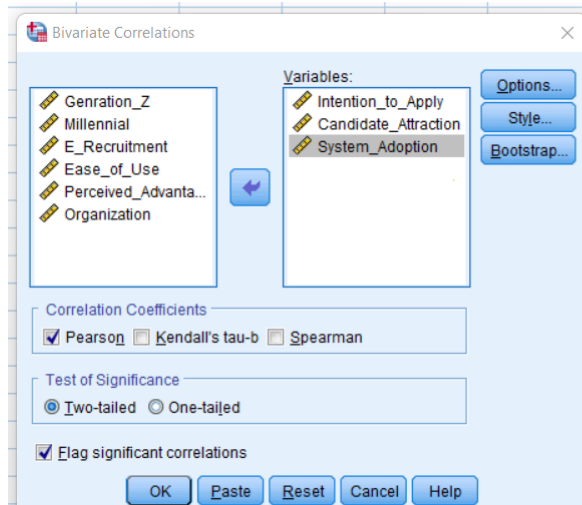
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.873	0.762	0.751	0.41953

From the overall model summary (TAM), where the co-efficient is constant and variables are tested, the result of R = 0.873, and R square = 0.762 (degree of impact of e-recruitment) has been obtained. Which means, *E-recruitment has an impact of 76.2% (approximately) on generation x and y to influence their intention of applying for jobs in Bangladesh.*

SPSS Data Entry



Analyze > Compare
Means > Two Sample Variable Test



Select Variables > Test Variables > correlation
 Run Two Tail Test, VALUE between 5%
 or 1%

Figure 13 : Spss data entry sample

Response of 30 individuals analyzed through Indexing the survey, by following the method of Descriptive Statistics:

5-point scale ranging from 1- 5, where; Strongly agree (5) ranges to Strongly disagree (1)

SL.No	Questions Components	Index
Ease of usage		
1	Interacting with online application process was clear and understandable (Understandable)	3.51
2	E-recruitment sites and their application process did not require a lot of mental effort. (Minimal Effort)	2.98
3	It was easy to become skillful using e- recruitment sites (Skillful).	3.44
4	Using e- recruitment sites was overall easy for me. (Ease).	3.42
Perceived Advatange & Utility		
5	Using e- recruitment sites saves me time to submit my resume compared to traditional method (Time-saving).	3.81
6	The e-recruitment sites offer a variety of careers/jobs to apply for (Choice).	3.69
7	The e-recruitment sites provide all the information required to apply for a job (Information).	3.63
8	Using e-recruitment sites enable me to compare between different Jobs in my country and other countries (Comparison.)	2.3
9	The e-recruitment sites provide information such as FAQs (Details).	3.36
Acceptance Attitude		
10	E-Recruitment strenthens the probability of recruiting qualified candidates (Transparency).	3.8
11	Compared with the traditional recruitment method, I consider e-recruitment technology is better (Superior).	3.89
12	I have a positive attitude towards using e- recruitment technology (Confidence).	3.7
Intention to Apply		
13	I'm willing to use e-recruitment for vacancy search (Willingness).	3.83
14	The likelihood that I would use e-recruitment for job search is high (Likelihood).	3.74
15	In the near future, I intend to use e-recruitment for vacancy search (Intent).	3.67
Organization Focus		
16	I am aware of Brac Ngo's career site to explore different career opportunities	3.12
17	Applying through the e-recruitment site saved me time and money	3.3
18	I Find using the e-recruitment career site to be enjoable	3.56
19	The e-recruitment site provide feedback to my application	2.18
20	I would recommend e-recruitment technology to my friends	3.82

3.3.1 Results and Discussion

Through the analysis it has been resulted that the variable of acceptance attitude of the respondents was highest scoring index to 3.89, which significantly increases their intention to apply scoring at an index of 3.83. The perceived advantage of the technology utility has an index score of 3.81 and ease of usage 3.51. The average stands $3.58 > 3.00$, which means the impact of E-recruitment has an effectiveness to influence the intentions of the candidates falling in the category of millennials and generation z of our country to apply for jobs.

3.4 Conclusion

Technological advance is taking over business operations including recruitment. E-recruitment has made the HR functions more efficient by creating scopes for recruiters. Interviews, testimonials from people and employees those who have used the platform has had a positive view towards the new technological advancement in Bangladesh. E-recruitment process at Brac has proved to be a cost effective and time saving process from both the employers perspectives and candidates perspective. In Bangladesh the number of internet users are on the rise, thus organizations who still use the traditional method of recruitment can consider shifting to e-recruitment platforms. Millennials are already in their mid-stage of employment, they have also the adaptability power to use the platform. But, generation-z has less patience to focus on the traditional paper work, if organizations in Bangladesh offer a transparent recruitment system then, the possibility to attract. potential candidates will increase drastically.

3.5 Recommendation & Limitation

The study has revealed that adopting e-recruitment will facilitate organizations to adopt the changing technological trends by attracting candidates that will cause retention and growth in the Bangladesh workforce. The survey also proved that e-recruitment has a positive impact to influence the intention of the applicant. But since, the survey was completed within a limited population size, the results might vary for a larger sample. The recommendations are listed below:

- Organizations in Bangladesh should consider shaping E-Recruitment as a permanent part of their HR strategy to cope up with the contemporary business trends.
- The application of E-Recruitment should not be limited to only large organizations, the method should be established for industrial recruitment, Schools and Universities, Entertainment industry, Financial institutions etc. as well as public organizations and firms.
- Organizations need to focus on a reliable database management system. Anti-virus software's updates are to be kept in constant check
- Promotion of the e-recruitment procedure among generation x & y will require companies to establish a user friendly and convenient software. The integration of paper

work along with online procedures will make the process complicated. The focus has to be shifted to maintain digital data.

Reference

Creating opportunities for people to realize potential, Retrieved from <http://www.brac.net/>

Bhatia, S. S. (2002). A study on factors affecting job seekers perception towards e-recruitment. *Asian Journal of Management*, 63-68. <https://doi.org/10.52711/2321-5763.2022.00012>

Chong, S. (2013). *Factors influencing perception of university students towards internet*

Kerin, M. (2005). *E-Recruitment: New challenges in the application of selection and assessment*. Division of occupational psychology conference.

Davis. (1989). *Technology Acceptance Model*.

<https://www.sciencedirect.com/topics/social-sciences/technology-acceptance-model>

Elkington, T. (2005). *HR recruiters build interactivity into web sites*. HR Magazine

Ensher, E. A. (n.d.). Tales from hiring line. *Effects of the internet and technology on HR process; Organizational dynamics*.

Suvankulouv F., and Chau F. H. C. (2012), *Job search on the internet and its outcome*. Research Paper.

Lucas, M (2022), What Gen Z and millennials want from employers, Retrieved from

<https://www.computerworld.com/article/3661170/what-gen-z-and-millennials-want-from-employers.html>

Monster.com (2022), Hiring millennials vs. hiring Gen Z: What's the difference? Retrieved from <https://hiring.monster.com/resources/workforce-management/employee-retention-strategies/generation-z-in-the-workplace/>

Appendix A

Internship & Report working list	
SL. No.	Brief list of work
1	Initial CV sorting
2	Sent to Dept.
3	Candidate communication (Call, mail & SMS)
4	Top sheet prepare
5	Questionnaire prepare
6	Invigilating
7	Script checking
8	Result prepare
9	Board member communication
10	Interview coordination
11	Interview result prepare
12	Maintain recruitment file
13	Background checking
14	Offer letter (Mail)
15	Pre-joining procedure
16	coordinate in joining
17	Maintain personal file
18	Deployment prepare collection
19	Joining letter prepare
20	ERP entry
21	HRMS entry
22	ID card requisition

23	Appointment letter prepare
24	Doctor contract renewal issues
25	Liaison with field HR activities
26	Prepare joining list
27	Prepare recruitment report
28	Intern report prepare
29	Report to supervisor
30	Day to day HR support

Survey Questions (for SPSS)

1. What is your age? _____
2. What is your location? _____
3. What is your gender?
 - a. Male
 - a. Female
 - b. Other

2. What is your highest educational qualification?
 - a. No education
 - a. 8-pass
 - b. SSC
 - c. HSC
 - d. Undergraduate
 - e. Graduate
 - f. PhD

5. What is your current job experience?
 - a. Fresher
 - b. Mid-level

c. High-level

5. Please select one of the following options;

5-point scale ranging from 1- 5, where; Strongly agree (5) ranges to Strongly disagree (1)

SL.No	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Interacting with online application process was clear and understandable	1	2	3	4	5
2	E-recruitment sites and their application process did not require a lot of mental	1	2	3	4	5
3	It was easy to become skillful using e-recruitment sites (Skillful).	1	2	3	4	5
4	Using e- recruitment sites was overall easy for me. (Ease).	1	2	3	4	5
5	Using e- recruitment sites saves me time to submit my resume compared to	1	2	3	4	5
6	The e-recruitment sites offer a variety of careers/jobs to apply for (Choice).	1	2	3	4	5
7	The e-recruitment sites provide all the information required to apply for a job	1	2	3	4	5
8	Using e-recruitment sites enable me to compare between different Jobs in my	1	2	3	4	5
9	The e-recruitment sites provide information such as FAQs (Details).	1	2	3	4	5
10	E-Recruitment strengthens the probability of recruiting qualified	1	2	3	4	5
11	Compared with the traditional recruitment method. I consider e-	1	2	3	4	5
12	I have a positive attitude towards using e-recruitment technology (Confidence).	1	2	3	4	5
13	I'm willing to use e-recruitment for vacancy search (Willingness).	1	2	3	4	5
14	The likelihood that I would use e-recruitment for job search is high	1	2	3	4	5
15	In the near future, I intend to use e-recruitment for vacancy search (Intent).	1	2	3	4	5
16	I am aware of Brac Ngo's career site to explore different career opportunities	1	2	3	4	5
17	Applying through the e-recruitment site saved me time and money	1	2	3	4	5
18	I Find using the e-recruitment career site to be enjoyable	1	2	3	4	5
19	The e-recruitment site provide feedback to my application	1	2	3	4	5
20	I would recommend e-recruitment technology to my friends	1	2	3	4	5