

Report On

**“Analyzing the use of iMocha Assessment Platform for Hiring and Evaluation at IDLC
Finance Limited: A Comparative Study”**

By

Mustaquim Rahman Chowdhury

ID: 19104059

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

BRAC Business School

BRAC University

June. 2023

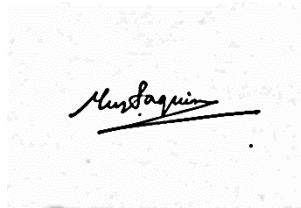
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Declaration

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:

A handwritten signature in black ink, appearing to read "Mustaqim", is written over a horizontal line. The signature is cursive and somewhat stylized.

Mustaqim Rahman Chowdhury

19104059

Supervisor's Full Name & Signature:

Tarannum Khan Majles

Lecturer, BRAC Business School

Letter of Transmittal

Tarannum Khan Majlis
Lecturer
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Internship Report Submission

Dear Ma'am,

According to the stated guidelines I have completed my internship report on "**Analyzing the use of iMocha Assessment Platform for Hiring and Evaluation at IDLC Finance Limited: A Comparative Study**". Within this report, I have taken into consideration the practices that are followed by IDLC Finance Limited HR and their capabilities/procedures into hiring suitable candidates for their organization. Everything that I have put forward in the report has been done in accordance to the BBS requirements and your guidelines. The report has been constructed in such a manner that the information provided would be easy to analyze/comprehend with sufficient evidence on my research procedures.

Moreover, I have the sincerest appreciation for your heartfelt cooperation throughout my formulation of this internship report. I am eagerly looking forward to your valuable remarks regarding my report.

Sincerely yours,



Mustaqim Rahman Chowdhury
19104059
BBA Department
Brac Business School

Non-Disclosure Agreement

This agreement is made and entered into by the IDLC Finance Limited and the undersigned BRAC University student.

- No permission is granted to me to share the procedures that the company uses for conducting their interviews.
- I possess an obligation to provide the internship report to my senior official before I would be able to hand it over to my institution. I also provide my due permission for the organization to continue with their legal proceedings.

Acknowledgement

Firstly, I would like to thank the Almighty for providing me the opportunity to be able to avail my internship at such a renowned organization and for also giving me the strength and resilience to complete this report. I would also like to thank my parents and my family for always remaining supportive to me and always pushing me towards achieving greater goals in my life.

Secondly, I would like to thank Tarannum Khan Majlis miss, whom as my internship supervisor has constantly guided me throughout the making of this internship report and whose valuable guidance has helped to further refine and complete this report to its utmost potential. Moreover, I would also like to thank the Office of Career Services and Alumni relations through whom I was able to obtain my internship opportunity at IDLC Finance Limited.

Finally, I would like to extend a heartfelt thank you to my supervisor at IDLC Finance Limited Md. Mushfiq Alam Arko (Ex HR Manager-OD & HRBP- SME) and to my superiors whom I have directly worked under Ms. Numaya Eum Ilma (AM-Assistant Manager), Mr. Chowdhury Shaafat Kabir (SO-Senior officer), Ms. Aysha Chowdhury Trisha (SO-Senior Officer) and Ms. Fabahshir Jahan Khan (EO-Executive Officer). Utilizing their knowledge and guidance, I was able to successfully complete my report in a detailed manner.

Executive Summary

In the year 1985, with 5 staff members, IDLC Finance Limited started off by launching a single product. Now, years down the line, it has grown to be the most prominent non-banking financial institution in the entire country. Now, with over 1600 employees and 40 branches across spread across the nation, they have been inputting significant contribution in the SME, capital market, corporate and retail segments serving well over 4 lac clients.

As we all know, one of the core competencies regarding the growth and sustainability of any organization is through the proper recruitment of their employees and making sure that each employee that would be hired would be the best fit for the position and to be an overall organizational fit. In accordance to this study, it represents the overall hiring procedure of employees through the usage of the IMocha assessment platform used by IDLC Finance's HR targeting the employees of IDLC Fiance Limited CHO. As per guidelines of the BBA program of BRAC University, the following internship report covers the timeline from 1st January, 2023 to 16th March 2023.

This study contains a portrayal of the level of online/technological measures taken by IDLC Finance Limited to hire the most suitable candidates for their organization (particularly targeting their CHO). Here, the overall analysis of this report was based upon some core factors which are the overall experience of candidates/newly recruited employees on being tested on IMocha, the experience of hiring managers on using IMocha for recruiting employees and finally the limitations faced while using iMocha. This report contains suggestions on how the hiring process at IDLC Finance Limited can be made even more efficient/updated. In short, IMocha has proven to be quite a useful and effective tool for hiring the best individuals at IDLC Finance Limited.

Keywords: Hiring, evaluation, experience, e-recruitment, benefits, limitations.

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List of Acronyms

- IDLC- Industrial Development Leasing Company
- SME- Small & Medium Enterprises
- CHO- Corporate Head Office
- HR- Human Resource
- CED- Customer Experience Department
- OPS- Operations
- CRM- Credit Risk Management
- ERM- Enterprise Risk Management
- ICAB- Institute of Chartered accountants in Bangladesh
- CSR: Corporate Social Responsibility
- KDLC: Korean Development Leasing Company
- NBFI: Non-Banking Financial Institutions
- NIM: Net Interest Margin

"An Internship Report analyzing the use of iMocha Assessment Platform for Hiring and Evaluation at IDLC Finance Limited: A Comparative Study "



financing happiness

Chapter 1: Overview of Internship

1.1 Student Information

- Name- Mustaquim Rahman Chowdhury
- ID-19104059
- Program- Bachelor of Business Administration (BBA)
- Major- Human Resource Management & Marketing (Double Major)

1.2 Internship Information

1.2.1: Company- IDLC Finance Limited

- Period- Jan 1, 2023- 16 March, 2023
- Department- Human Resource
- Address: IDLC Finance Limited Corporate Head Office, Bay's Galleria (1st Floor), 57 Gulshan Avenue, Dhaka 1212, Bangladesh

1.2.2: Supervisor's Information

- Name: Md. Mushfiq Alam Arko
- Position: Ex HR Manager - OD & HRBP - SME (Business & Credit) at IDLC Finance Limited

1.2.3: Job Responsibilities

I started at IDLC Finance Limited as an HR Intern. Here, I was primarily under the supervision of Mr. Md. Mushfiq Alam Arko who was the Ex head of Talent Management of IDLC Finance Limited. I mainly worked in the talent acquisition and Talent Management functionalities. Since I was a part of the HR team, I worked under constant supervision and guidance. The HR team of IDLC Finance Limited is mainly comprised of 3 sections. These are the Talent Management team, rewards and performance team and the capital market team. During my internship period I worked with people of all forms of hierarchy, from Senior Officer to Assistant Managers to Managers & Heads and so on of the HR department. Moreover, I also closely worked with departmental heads and managers from other departments like SME, CED, OPS, CRM and ERM department when it came to conducting candidate interviews for their specific departments. My responsibilities/duties during my internship are given below:

- Sorting CV's for different positions

- Supervising interviews
- Creating databases for recruitment
- Working on 3 training projects. These include making three different training presentations on the topics business communication in the workplace, professional etiquette and violent communication/business language for training new hires and field work oriented employees.
- Making PowerPoint presentations on projects
- Shortlisting candidates for a number of positions
- Contacting and texting employees to attend online/in person written exams and to sit for interviews.
- Translating different official documents and notices into Bengali
- Creating written tests questionnaires for different openings
- Maintaining thorough candidate and employer communications and answers queries when required.

1.3 Internship outcomes

1.3.1: My contributions to IDLC Finance Limited

As an HR Intern of IDLC Finance Limited, I was able to obtain in depth knowledge on how the recruitment and selection procedures were conducted into selecting the perfect candidates for their organization. Moreover, I was also able to obtain knowledge about IDLC's HR when it came down to organizational development, employer branding and performance management. I was given an opportunity to work closely with the HR team into understanding the duties and responsibilities of the Assistant Manager and Managers.

During my time spent at IDLC, I had worked into making a total of 3 different training related PowerPoint presentations topics on business communication, professional etiquette and Business language. These presentations were made based on research I had conducted and they were further presented to the HR managers. Moreover, I also worked on making a PowerPoint presentation based upon the entire HR department of IDLC Finance Limited where I presented a basic overview of the department, their policies and their overall significance at IDLC. Moreover, I supervised a significant number of interviews for different departments at IDLC. Most of these interviews had number of candidates ranging from 30-70 candidates and all the interviews would be done in a single day. I was able to supervise the interviews with much professionalism and maintain stern communication with the candidates and the panel members such that the interviews would move forward hassle free.

1.3.2 Benefits to the student

This internship program can provide an individual a first-hand experience on the overall corporate lifestyle and further prepare a student for full time opportunities they will face in the future. The HR department provides opportunities to work with other departments such that a student would be able to know about how different departments function. The work culture at IDLC Finance Limited is very much welcoming and straightforward. This is very much helpful for hopeful full timers to ease themselves into the corporate world and maintain good communications with co-workers. A good sense of working in teams and forming meaningful solutions to challenges faced can be achieved by the students. Then again, for a student in general, some prime soft skill benefits that can be obtained by them are as follows:

- **Communication skills:** Interns will have an opportunity to collaborate and work with experienced professionals from different departments which will significantly contribute in their verbal skills and also in their written/note taking skills.
- **Teamwork and collaboration:** Interns will have the opportunity to collaborate in projects with a diverse range on teams during their internship period which will lead to cooperation and teamwork to obtain shared work-related goals/objectives.
- **Adaptability and Flexibility:** As students are exposed to the fast-paced corporate lifestyle at IDLC, they will obtain skillsets to adapt to changing circumstances and also obtain the ability to take on multiple duties/responsibilities.
- **Problem-solving and critical thinking:** Throughout the course of the internship, students will come across different opportunities to solve problems, think critically and propose realistic solutions to tasks faced. These skillsets are highly valuable in any organization and could help prepare a student in the future employment role

1.3.3 Problems faced during the Internship period

During my internship period, I had faced some minor obstacles along the way. Firstly, the work environment at IDLC was very fast paced and it was required of me to get accustomed to the formalities, rules and guidelines of the office and also learning about the functionalities of working as an HR Intern, including my responsibilities, in a rapid manner. I had to do so while conducting all of my set tasks at hand.

Moreover, when I was first tasked to create the PowerPoints of the 3 training related projects, I faced some minor setbacks in the beginning. Due to me supervising a significant number of interviews, making a large number of databases in my regular day-to-day work, I had to find time to complete the

projects during my spare time/ while I was working on my regular tasks. Furthermore, the online facilities provided at IDLC were lacking the mark at which modern organizations function. So, if in any case I was not able to attend office, I had little opportunity in providing assistance from outside. IDLC Finance Limited has strict adherence to data secrecy for which while conducting research for projects, I had to rely mostly on secondary sources rather than primary sources.

1.3.4 Recommendations for IDLC Finance Limited

When it comes down to recommendations to IDLC Finance Limited for future internships, the following recommendations come into mind:

- IDLC Finance Limited can provide separate seating arrangements for their interns. In my experience, some interns received designated seats but others did not. So, specified seating arrangements with tables have to be provided.
- Access to the Wi-Fi at IDLC Finance Limited is limited only to employee computers and selective laptops. This creates problems when one must use the internet during the unavailability of such resources in front of them. So, Wi-Fi should be made more open to more devices for expanded usage. This could further boost productivity in the workspace for future interns.
- Some devices provided to the interns, such as Laptops did not perform up to standard and had problems/lags while working with them. So, in this case, proper up to date technological equipment could be provided.

Chapter 2: Organization Part

2.1 Introduction

Situated in Dhaka, Bangladesh, IDLC Finance limited is the largest non-banking financial organization in Bangladesh. They provide a wide selection of services to their clients/customers. IDLC began functioning in 1985 as a leasing financing company with only five employees. However, after 35 years they are catering to a diverse range of market segments through its various products and services. IDLC has a strong as well as an extensive portfolio in segments including SME, Capital Market, Corporate segments, and many more turning it into one of the most respectable names in their sector. The services of IDLC Finance Limited are mainly towards SME, structured, corporate & retail finance, and also treasury services and deposits. Moreover, IDLC Investments, Securities and Asset Management Ltd. provide facilities like stock brokerage, and asset mgmt. services, under the umbrella of IDLC Group. IDLC is committed to enhancing environmental-friendly working initiatives and further ensuring economic welfare. IDLC takes pride in being one of the pillars for the nation's financial sector.

2.2 Overview of IDLC Finance Limited

IDLC (Industrial Development Leasing Company), currently operates under the name IDLC Finance Ltd. Industrial Development Leasing Company Bangladesh Ltd was the name that was recognized prior to the new name of the company. The company was established in 1985 as a leasing financing firm specializing in a single product and employed only five people at that time. Despite its one-product focus 32 years ago, it has now grown to become the biggest non-bank organization in the non-banking sector in the country, providing a large scale of services. According to IDLC Finance's official website, The company has expanded its operations to 24 cities, with 40 branches, 1600+ employees, and over 4 lac clients. The organization is committed to promoting eco-friendly practices. IDLC takes pride in being a leader in the financial market in Bangladesh, as it has been thoroughly recognized for their overall functionalities. Furthermore, the company is dedicated to ensuring that its employees adhere to the topmost compliance and ethical standards. In addition to this, IDLC actively participates in several Corporate Social Responsibility (CSR) initiatives.

The firm helps its clients reach their goals, such as owning a home, providing their children with better education, going on a family trip, starting or expanding a business, creating employment opportunities, and contributing to the country's progress. Moreover, IDLC is reaffirming its commitment to enhance environmental and social sustainability by engaging in various activities across different sectors,

including Tunnel Kiln, Zigzag Brick Kiln, ETP, Recycling Plant, and more. Primarily, the company's efforts will focus on improving its internal operations, but in the future, it will extend to encompass its diverse external stakeholder groups.

2.2.1 Brief History of IDLC Finance Limited

Founded in 1985, IDLC came to become a public limited company by the hands of a group of international financial institutions, banks, and insurance companies. Korea Development Leasing Corporation (KDLC), being the largest leasing companies of South Korea, provided IDLC with tech support. In 1995, due to the Financial Institution Act 1993, Bangladesh Bank gave license to IDLC to be recognized as a financial institution. Over the past 25 years, IDLC has grown into Bangladesh's leading multi-product financial firm as the country moves towards becoming a developing nation. In August 2007, the company's name was changed from Industrial Development Leasing Company of Bangladesh Limited to IDLC Finance Limited to reflect its dynamic nature better. IDLC has played a crucial role in introducing alternate sources of capital asset financing to the private sector over the past 26 years, with a focus on financial leasing for three to five-year periods.

2.2.2 Mission, Vision and Values at IDLC Finance Limited

Mission

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

Vision

We will be the best financial brand in the country

Our Values

- Integrity
- Customer Focus
- Equal Opportunity
- Trust and Respect
- Passion
- Simplicity
- Eco-Friendly

FIGURE 1: MISSION, VISION AND VALUES OF IDLC FINANCE LIMITED (SOURCE-IDLC OFFICIAL WEBSITE)

2.2.3 Organogram of IDLC Finance Limited

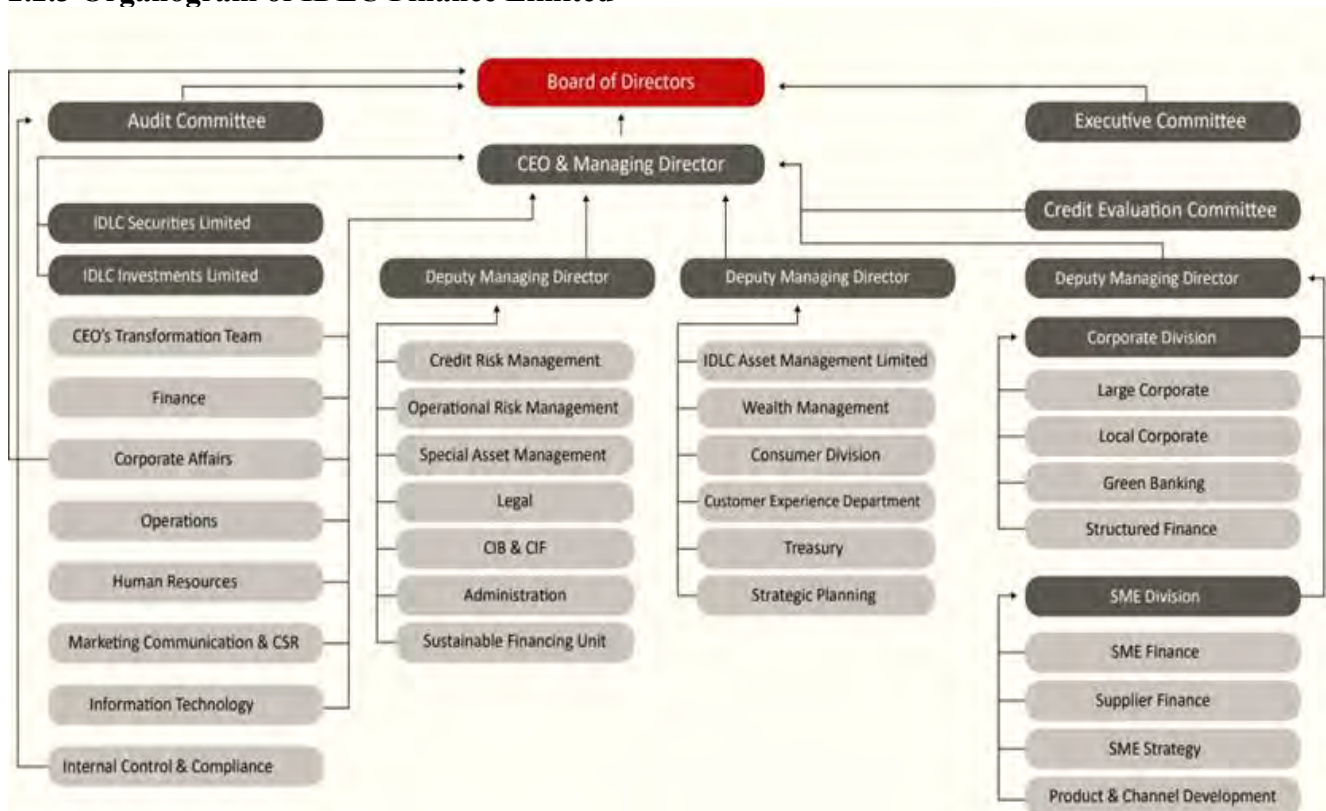


FIGURE 2: ORGANIZATIONAL STRUCTURE AT IDLC FINANCE LIMITED

2.2.4 Line of Products at IDLC Finance Limited

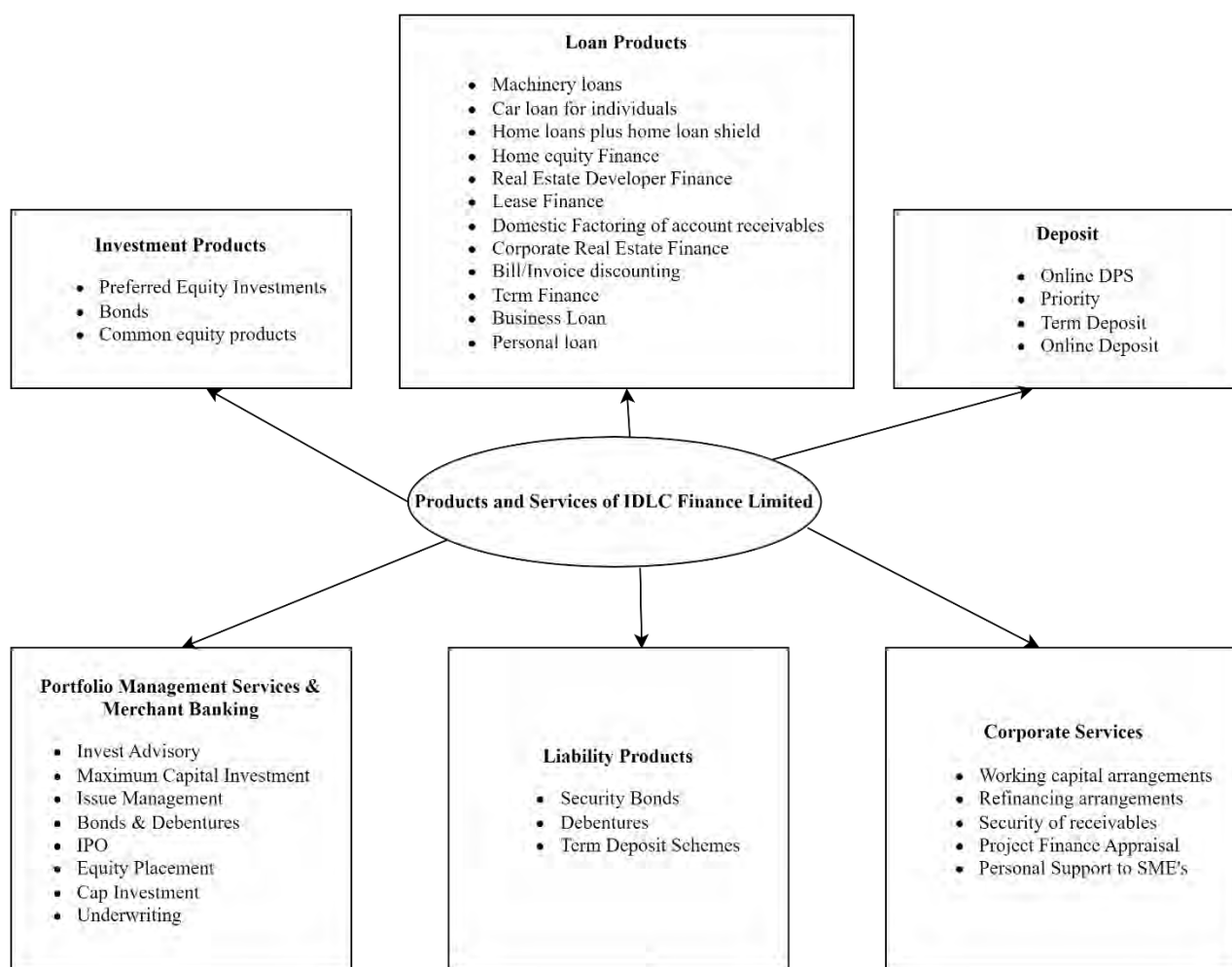


FIGURE 3: PRODUCTS AND SERVICES OF IDLC FINANCE LIMITED

2.2.5 Subsidiaries of IDLC Finance Limited:

Currently, there are three subsidiaries of IDLC Finance Limited. These are:

- IDLC Asset Management Ltd.
- IDLC Investments Ltd.
- IDLC Securities Ltd.

2.3 Management practices

IDLC is fully determined in the implementation of new and updated management process, which adheres to the organization's philosophy when it comes to its management practices. The company ensures that its workforce and board of directors possess the necessary skills, knowledge as well as experience to fulfill their roles effectively.

2.3.1. Functionalities of the Human Resource Department

The most critical strategic advantage of an organization is its human resources. Companies around the world use different methods to manage their workforce and make them skilled. Through the utilization of training and other programs, IDLC Finance Limited is fully committed into the development of best employees and the retainment of their services. IDLC-HR has policies which includes and is not limited to, recruitment, performance management, compensation and benefits, training and development etc. The firm has a well-planned strategy to provide clear and comprehensive job descriptions, requirements, responsibilities, and guidelines to potential and new employees. This is aimed at ensuring that candidates have a smooth and hassle-free experience during the application and onboarding process. The Head of HR oversees all HR-related and CSR initiatives, and is available at all times to discuss issues with HR employees and employees from different departments, in order to ensure smooth functioning of the HR department.

IDLC has divided its HR operations into three teams. These are the talent management team, rewards and performance team and the capital market team. The talent management team is responsible for various activities such as recruiting, engagement of employees, employer branding, performance management, talent development, and training. Meanwhile, the rewards team ensures that the company's compensation and benefits practices are regularly updated as well as maintained. Furthermore, the capital market team handles all HR functionalities regarding IDLC's 3 wholly owned subsidiaries.

Moreover, when it comes down to their leadership style in IDLC Finance's HR department, they tend to follow a combination of transformational, participative and strategic leadership because they provide emphasis on employee retainment through training and other development programs, the continuous availability of the HR departmental heads in solving different company and HR wise challenges with the involvement of employees in their decision making approach and their well thought

about strategies into formulating job roles, policies and company guidelines indicate that the three aforementioned leadership styles are present.

2.3.1.1 Recruitment and selection process

Recruitment is the process of seeking out the best candidate from a lot of job seekers, while retention involves employing various rewards and bonus programs to retain valuable employees. At IDLC Finance Limited, the main focus is always on finding the most qualified candidate for a job opening, and the company uses a variety of recruitment methods, both internal and external, to fill vacant positions. IDLC Finance Limited gives priority to internal hiring, as existing employees are already familiar with the company's policies and procedures. It also enables internal personnel to switch from one department to another and receive promotions within the firm. IDLC follows a procedure where job postings for internal use only are shared on the company network, allowing current employees to be aware of any vacant positions.

External hiring is another important aspect of recruitment where organizations look for fresh talent from outside the company. IDLC Finance Limited utilizes various channels such as social media platforms like LinkedIn, and Facebook groups to post job advertisements. They also participate in career fairs to attract candidates. When a position becomes open or when other departments require additional staff, the HR department is responsible for finding suitable candidates with the right combination of skills, knowledge as well as experience. Current employees are also encouraged to recommend potential candidates. This helps to reduce the time and cost associated with the recruitment process. The recruitment process includes reviewing resumes, conducting assessments such as a written test, preliminary and final interview, and arranging formal meetings with respected CEO when needed.

2.3.1.2 Employee Engagement

Activities which are related to employee engagement are made such that they aim to make better the overall involvement of employees and create a positive impression in their minds. IDLC has taken measures to maintain a happy work environment to prevent employees from feeling any negative energy in the workplace. Assistance and support is provided to new hires by teaming them up with individuals/mentors who have been employees of the organization for a significant while. Additionally, they promote the career development of employees by providing them with opportunities

to acquire new skills. They value employee feedback and ideas by engaging in regular conversations with them to make them feel like valued contributors to the company. Furthermore, IDLC organizes various events on occasions for employees to participate in, such as Women's day, Noboborsho, annual outings, team dinners, and sporting events like tournaments for cricket. These activities help IDLC maintain a good level of employee engagement.

2.3.1.3 Training and Development

Training is a crucial part of the corporate world as it enhances employees' productivity and efficiency by providing them with necessary skills and knowledge. Experienced employees are known to possess better insight and capabilities in comparison, making them highly sought after. IDLC Finance Limited trains their employees in different categories such as hard/soft skills, professional etiquette, leadership, communication, etc. They offer various training programs including, public, safety Management Training and even the Bangladesh Bank offered training on CBI. In 2021, IDLC Finance Limited trained a total of 9,108 individuals divided into more than 150+ sectors.

2.3.1.4 Performance Appraisals

It stands to be a critical tool to measure employee productivity and its alignment with the company's objectives, which leads to greater employee engagement. IDLC Finance Limited uses various evaluation techniques to assess their employees, including self-evaluation, coworker evaluation, peer appraisal, HR evaluation, and 360-degree feedback. They use graphing rating scales to assess the effectiveness as well as the quantity of the performance evaluations, including factors such as creativity, punctuality, reliability, productivity, and mindset. The results of performance appraisals are considered when determining an employee's salary, promotions, and other benefits.

2.3.1.5 Compensation and benefits

The term "compensation system" means both financial and non-financial benefits, such as salaries, bonuses, promotions, transportation allowances, and basic amenities, that an organization offers to its employees as a means of recognizing as well as appreciating their contributions to the company. IDLC Finance Limited considers its compensation system as a key factor in its success and provides its employees with above-average wages and a variety of rewards to motivate them. The company also utilizes various management strategies to offer fundamental benefits and also flexibility to its

employees. Accordingly, IDLC has established internal policies to provide its employees with entitlements including, healthcare, cell phone allowances, house maintenance, and extra hours, as well as parental and maternity leave, pension, charity funds, performance-based bonuses, annual bonuses, and additional compensation for two EID holidays.

2.4 Marketing Strategy

IDLC Finance Limited is famous for being ahead of other NBFIs in terms of marketing due to their innovative approach as well as skilled team. They focus on implementing an integrated marketing strategy for their business, with a specific emphasis on digital marketing methods such as customer-based advertisement based, collaboration based etc. marketing strategies. They had recently collaborated with 10 Minute School into launching “Finance Olympiad 3.0” which highlighted the brand in a significant manner. The main goals of IDLC's digital marketing efforts for their financial services include gaining the trust of potential customers and increasing customer engagement.

2.4.1 Target Audience

Customers typically prefer to work with financial advisors who possess in-depth knowledge and expertise in a particular area of specialization, which leads them to seek advisors who specialize in serving specific markets or niches. IDLC Finance Limited's target demographics include:

- Entrepreneurs
- Commercial/large scale organizations
- Small company owners
- People who require financial assistance for mainly livelihood/business needs
- Dual income families with children

2.4.2 Marketing Techniques

Effective techniques of marketing are critical for any organization to succeed. Now-a-days in this competitive market, IDLC Finance limited relies on a range of social media platforms including Facebook, LinkedIn, YouTube and their personal website to let the general public and potential clients/customers know about their brand. They prioritize customer satisfaction by evaluating quality

dimensions, and they also maintain relationships through gift-giving, event organization, and participation in trade exhibitions, utilizing relationship and trade show marketing techniques.

The value of indirect marketing lies in its ability to increase brand recognition and promote a company's success. IDLC Finance Limited utilizes appealing TV commercials to showcase the benefits of their services and how they can improve customers' lives. They also continuously keep on generating fresh concepts for billboard posters and strategically place them in high-traffic areas to grab viewers' attention. Effective public relations are needed for a company's growth, and IDLC keeps its customers informed about newsworthy developments and company goals. The company is committed to being environmentally responsible as well as creating long-term value for the community, investors, and the environment. IDLC's CSR department oversees these efforts.

2.5 Analyzing the Financial Performance of IDLC Finance Limited

2.5.1 IDLC Financial Performance

| <i>in BDT million</i> | | | | | | | |
|-----------------------|--------|--------|---------|---------|---------|---------|-----------------|
| Financial Performance | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 5-year CAGR (%) |
| Total assets | 79,311 | 95,687 | 109,166 | 117,385 | 126,874 | 142,913 | 12.50% |
| Long term liabilities | 68,931 | 81,548 | 93,858 | 100,883 | 109,275 | 122,421 | 12.17% |
| Term deposit balance | 47,475 | 59,854 | 70,256 | 75,415 | 76,273 | 73,171 | 9.04% |
| Net current assets | 5,031 | 6,580 | 5,111 | 2,691 | 9,793 | 14,860 | 24.19% |
| Loans & advances | 62,217 | 71,499 | 83,934 | 92,346 | 93,074 | 91,756 | 8.08% |

TABLE 1: FINANCIAL PERFORMANCE OF IDLC FINANCE LIMITED

Here, the financial performance of IDLC Finance Limited over the last 5 years have been provided in this table. Here, the table has been presented in a collective manner taking the data from the annual reports of IDLC Finance Limited from last 5 years. Moreover, it is also reported that IDLC Finance Limited has made a profit of Tk 191.64 crore for the year of 2022 which is down 9.43% compared to the year 2021.

Moreover, in terms of the ratio analysis, for the years 2019, 2020 and the year 2021, the following is done on different categories of IDLC's Financial performance:

2.5.1.1 Ratio Analysis of Loan to Deposit:

| 2019 | 2020 | 2021 |
|------|------|------|
| 1.16 | 1.15 | 1.17 |

The loan to deposit ratio, which calculates the ratio of loans to deposits over the course of a year, is used to assess a bank's liquidity. A high ratio implies that the bank may have trouble meeting future funding needs, while a low ratio shows that the bank may not be optimizing its profitability. This ratio is given as a percentage. An optimal loan-to-deposit ratio lies between 80% and 90%. IDLC Finance has been able to effectively maintain a constant loan to deposit ratio since 2019 despite the difficulties caused by the pandemic. This is fortunate since it shows that the bank's liquidity was not adversely affected.

2.5.1.2 Ratio Analysis of Earning Per Share (EPS):

| 2019 | 2020 | 2021 |
|------|------|------|
| 3.83 | 5.56 | 3.97 |

By dividing a company's earnings by the total number of outstanding shares, earnings per share (EPS) is computed. EPS is a metric for calculating how much profit each share of a firm creates and is used to evaluate its worth. A higher EPS denotes better value and shows that the business is profitable and deserving of investment. After 2019, IDLC Finance's EPS has fluctuated, but after the Corona outbreak, there has been a noticeable movement in the EPS, pointing to a major shift in profitability.

2.5.1.3 Debt to Equity Ratio Analysis:

| 2019 | 2020 | 2021 |
|------|------|------|
| 9.20 | 9.18 | 9.41 |

Divided by shareholders' equity, the debt-to-equity ratio is used to determine a company's financial leverage. This ratio aids in understanding how the business uses borrowing to fund its activities. Investor risk is increased by a larger leverage ratio. Before and during the pandemic, IDLC Finance was able to keep its debt-to-equity ratio steady, demonstrating constant financial leverage. However, it should be highlighted that due to the high debt-to-equity ratio of IDLC, it is riskier for lenders and investors to lend money to it because a sizable percentage of its projected future development is being financed by debt.

2.5.2 IDLC Accounting Practices

When it comes down to the accounting performance at IDLC Finance Limited, conventional accounting practices are followed. The accounting policies of IDLC Finance Limited are in line with the accounting standards set by the Institute of Chartered Accountants in Bangladesh (ICAB). The accounting estimations which are done are based upon prudent and reasonable judgmental decisions. Some noteworthy accounting practices are stated in the table below:

| Particulars | Accounting Practices Followed |
|--------------------------------|--|
| Securities Investment | <ul style="list-style-type: none">• Marketable ordinary shares is shown as Cost, Non marketable ones are valued at cost |
| Term finance operations | <ul style="list-style-type: none">• For maintaining the accounting books, the accrual method of accounting is utilized.• In a periodical manner, the way that interest earnings are recognized are by acknowledging them as operational revenue. |
| Margin loans | <ul style="list-style-type: none">• It is provided at an agreed upon ratio to the portfolio investor's deposit and the amount of the loan for the procurement of securities against the respective account of the investor.• The investors maintain the margin which is constantly monitored and it would be altered based upon market share price. |
| Branch Accounting | <ul style="list-style-type: none">• Accounting for all the branches of IDLC are maintained at the CHO. |

TABLE 2: ACCOUNTING PRACTICES AT IDLC FINANCE LIMITED

2.6 Operations Management and Information System Practices:

By raising both deposit rates and fund outlays, IDLC hopes to maintain a positive net interest margin (NIM) in the present liquidity environment. The emphasis will be on raising customer service standards, developing cutting-edge lending alternatives and services, and optimizing resource use in order to sustain profits even with a minimal impact on margins because pricing is not dictated by the market. Prior to entering these markets, IDLC intends to put in place the necessary measures to assess

and improve risk rating systems while also having operational units ready to target certain audiences. Additionally, IDLC's ultimate goal is to make a name for itself in the American finance sector so that it may act as a purpose statement for organizations like corporations. The programs for Green Finance, Happiness, and Odita are a component of IDLC's reaffirmed dedication to social and environmental sustainability. The aforementioned details give a thorough picture of IDLC Finance Limited's operations management and information system procedures.

2.6.1 Operations Management practices followed

The Operations Management division of IDLC is essential in assisting business units in accomplishing their goals while maintaining high standards of customer service. In addition to managing documents, they also control payments, renewals, establishing rent, advances, syndication, and office communications. The group controls office payments and makes sure all security papers adhere to endorsement terms and conditions.

2.6.2 Practices followed in Information System

In implementing its digitalization plan, IDLC has chosen a customer-centric strategy. To do this, they have used two different tactics. The first tactic entails automating back-office processes in order to speed up turnaround times, enhance traceability, and allow access to crucial areas from any device. In order to empower clients, the second strategy focuses on giving them mobile access to pertinent information and service requests. By replacing physical activities with a digital processing engine that includes elements like rule-based processing and digital documents, IDLC automates procedures using a workflow-based approach. Reduced processing times and the creation of cost-effective services are the outcomes of this endeavor. Additionally, IDLC uses mobile apps and adheres to a thorough technological security strategy. Some pointers that are needed to be mentioned:

- Information systems are used by IDLC to gather, store, and process data as well as share information with customers and stakeholders.
- The company has built a workflow-based system and makes use of database and office management programs.
- The operations team at IDLC makes ensuring that effective procedures are in place for quality management, scheduling, resource allocation, and operations management.

2.7 Industry and Competitive Analysis

2.7.1 SWOT Analysis of IDLC Finance Limited



FIGURE 4: SWOT ANALYSIS OF IDLC FINANCE LIMITED

- **Strengths:** Consumers have given IDLC a positive reputation, and the company continues to develop every year, securing its place in the market. The business uses a collaborative strategy by holding meetings and conversations with every employee before making decisions. Additionally, staff members aim to dazzle clients with their original ideas. Appraisers are allowed to address any issue with approval officials, and employee recommendations are highly regarded and quickly put into practice. This adaptability has helped IDLC's debt-recovery processes run more smoothly. Additionally, IDLC has a sizable client base that includes business class individuals, small company owners, and startups that require loans for a variety of reasons, such as the purchase of apartments, automobiles, or stores. The company's broad selection of goods and services gives it a significant competitive edge in the non-banking financial institution market. The quick and effective service provided by IDLC also contributes to the company's good yearly success.
- **Weakness:** Prioritizing those that are most in line with IDLC Finance Limited's objective is difficult given the wide range of goods and services the firm provides. Employees frequently have disagreements with their bosses, which causes difficulties in day-to-day operations. Additionally, it may be difficult to obtain loans from people without mortgages, which would be detrimental to the firm. Additionally, the online resources offered by IDLC are not of extraordinary quality, which lowers the workforce's total productivity.
- **Opportunities:** People are increasingly turning to loans in recent years to buy homes, automobiles, and other things. This increase in customer demand offers IDLC a substantial potential. The client

base is steadily growing, which raises expectations for the business. Additionally, there are significant growth chances for corporate expansion in a number of significant national regions. The process has already begun, and IDLC is actively working to grow its business and branch network. In addition to standard banking services, IDLC Finance Limited has enormous potential in a number of other sectors. The need for financial advice has also increased as a result of a substantial rise in foreign investments in a variety of growth-oriented businesses in recent years. The business might use this as a chance to provide its financial knowledge.

- **Threats:** With the emergence of new banks and NBFIs, the banking and non-bank financial institution (NBFI) sector is today extremely competitive. Given that clients have the choice to move to more alluring financing solutions provided by other institutions, the level of competition is extremely competitive, which presents a substantial challenge for IDLC Finance Ltd. As additional banks and NBFIs flood the market, they compete for business by lowering interest rates, which makes it simpler for clients to leave IDLC. This poses a possible risk to the business. Additionally, if any of IDLC's clients are discovered indulging in corrupt activities or attempting to convert illegal monies into lawful ones, IDLC runs the danger of losing its license for a year and paying hefty fines. The business volume risk at IDLC consists of diminishing business volumes and market share, losing its dominant position to rivals, and the possibility of overtrading, which can negatively affect profitability through erratic revenues and lower spread profits, bond rating, and credibility. Capital loss is another danger associated with excessive trading.

2.7.2 Porter's 5 Forces Model of IDLC Finance Limited

- **Existing firm competitive rivalry:** The emergence of multiple prominent rivals, including IPDC Finance Limited, Islamic Finance and Investment Limited, and Lanka Bangla Finance Limited, has led to severe competition in the financial institution market, which includes both the banking and non-banking sectors. Although Bangladesh's industrial sector is expanding significantly, the data indicates that there is little rivalry among the various industries. Being one of many companies in the industry, IDLC Finance Ltd. cannot impose and enforce competition laws on its own; rather, it must work with other companies to reduce disruptive competition. But the business is characterized by high fixed costs, which fuels fierce rivalry among participants. Significant exit obstacles are also present in the banking industry, which increases intra- and inter-competition. It is clear from a detailed analysis of the data that there is significant rivalry within the industry.

- **Threat of new entrants:** By increasing production volume, the financial industry is able to significantly cut costs, which lessens the potential danger posed by new rivals. Because they entered the market first, established businesses in the sector have a unique edge over newcomers. As a result, there are very few worries about new rivals entering the market. The threat of competition from competing businesses is also reduced by strict rules. It is difficult for new enterprises to enter the financial industry because of the established and favorable ties between incumbent businesses and their clientele. All things considered, the risk of new entrants is rather modest for the banking sector.
- **Bargaining power of buyers:** Customers with the financial means to invest significantly have more negotiating leverage, especially when other companies sell mostly comparable goods. As a result, IDLC has a struggle due to the buyer's powerful negotiating position. Additionally, purchasers have a lot of power because they are knowledgeable about the prices, interest rates, and share price of IDLC. All things considered, it has come down to the conclusion that IDLC purchasers have a lot of negotiating leverage.
- **Bargaining power of suppliers:** Given the industry's high depositor concentration, which acts as the main source of capital, as well as its personnel, suppliers of IDLC have a lot of negotiation leverage. In this sector, switching suppliers is not only difficult but also expensive. Because of this, suppliers have a lot of negotiating power. In spite of the fact that non-financial businesses provide services that are comparable to those provided by banks, such as insurance, collective investment plans, and fixed-rate securities, IDLC does not encounter much opposition from other industries when it comes to consumer withdrawals and deposits. In conclusion, depending on the state of the market, the providers of IDLC may have varying degrees of negotiating leverage.
- **Threat of new substitutes:** Comparing competing banks, which have a smaller influence on the financial sector, to non-financial businesses, there is a bigger likelihood of replacement. Non-financial organizations provide clients with alternative services that are more accessible, such as investment alternatives, reinsurance, and fixed-income assets, whereas IDLC does not manage tasks like deposits and disbursements. Strong replacement risks also exist in the areas of finance and payment methods. For instance, businesses selling high-priced products like electronics, cars, and gadgets sometimes give their consumers financing alternatives with lower interest rates than

those provided by conventional financial institutions like IDLC. As a result, it may be said that replacements pose a serious danger to IDLC.

2.8 Overall Summary and Conclusions

The management method of IDLC Finance Limited is creative and team-based. The HR department is in charge of managing corporate social responsibility (CSR) and human resources (HR) activities. Internal and external recruiting are both components of talent acquisition, and job opportunities are distributed via the corporate network. Current workers are urged to suggest applicants for open roles. IDLC provides a variety of training programs, including CBI (Certified Banker Intermediate) training organized by Bangladesh Bank, Excel, safety management, public, in-house, and foreign training. The IDLC trained 9,108 people in 2021, including 8,559 males and 549 women. The internal policies of the organization cover a wide variety of benefits and pay structures. Market consultants with specialist knowledge must be hired since many customers choose financial experts with specialized knowledge in particular industries.

2.9 Recommendations for IDLC Finance Limited

- IDLC Finance Limited must carefully evaluate each customer's payment history before offering credit to them.
- IDLC Finance is one of the leading companies in Bangladesh's growing and cutthroat financial sector. The business should think about adding more marketing managers to improve the efficacy of its branding strategy and operational endeavors.
- Since IDLC Finance Limited's rivals provide credit card services to its clients, the business must prioritize competition and consider launching a separate credit card segment.
- IDLC Finance Limited should develop its technological capabilities in order to gain market share. For instance, the business does not yet provide a mobile application that would enable customers to access services whenever they choose.

Chapter 3: Project Part

3.1 Introduction

In current times, companies are now moving forward from the traditional form of conducting official work to being more reliant on technology and new technical materials to conduct their corporate work faster and in a smoother manner. As the world progresses, it is becoming more evident that companies must adopt technologies and newer digitized methods to keep up with the world. Now-a-days, in the context of Bangladesh, when it comes down to the recruitment and selection of candidates for companies (local & international), their respective HR are gradually shifting towards the usage of online technological methods to find the best candidates for their companies. Moreover, after the surge of the Covid-19 pandemic it had become evident that the usage on online recruitment platforms would be a mandatory step that had needed to be taken for the sustainability of companies in Bangladesh. Following this new online technological surge, IDLC Finance Limited too has come to adopt online technological platforms to satisfy their hiring and evaluation needs. The name of the platform is called iMocha and it is offered by iMocha technologies. It is an online assessment platform that organizations can utilize to take exams of candidates who wish to apply for their company.

It is a fairly simple mechanism that uses standardized online tests to take examinations on different topics relating to communication, intuitive, mathematical etc. skills to filter out best candidates for any position. This enables companies like IDLC Finance Limited to take online written exams easily for their considerably large number of candidates and properly judge them in order to find out the best fit for their company. Being a company of more than 1600 employees, it is clear that a significantly high number of recruitments take place which tends to call upon a large number of employees. A proper, quick and efficient way of judging candidates is highly necessary to do proper hiring and evaluation of the candidates. So, it was evident for IDLC Finance Limited to shift from traditional examination methods into a more modern and digitized method. For this report, employees of IDLC Finance were surveyed and interviews were conducted within the hiring managers. This report will demonstrate the degree to which the iMocha Assessment Platform is feasible for hiring and evaluating candidates at IDLC Finance Limited and will give an insight to the company on how the online examination method can be further sufficiently implemented within their hiring procedures.

3.1.1 Literature Review

According to Chavan (2019), due to the implementation of online recruitment tools, a good quantity of manual labor/operational activities which had to be done for recruitment and selection had been removed. Utilizing online recruitment tools would be highly essential in further updating the recruitment processes of businesses in a whole. There is high potential for online recruitment tools to hire the best candidates and talents of different industries.

Moreover, when it comes down to e-recruitment, compared to the traditional hiring and selection methods used by companies, it is much simpler and easier to execute. On top of that, due to the consumption of internet being very high in this day and age, the utilization of e-recruitment helps in the reduction of time, paperwork, storage facilities and expenditure of the entire hiring and recruitment process of companies (Arpitha, 2020).

On the contrary, Chavan (2019) states that the traditional methods of hiring and selection should not be fully replaced by online recruitment strategies. Rather, traditional hiring methods would fill the areas where online recruitment has lacking. Furthermore, according to Ventura & Bringula (2013), using online job recruitment system good quality hiring can be done in shorter time. The authors also stated that performance and reliability could be certain factors that can be utilized to judge the overall performance of online recruitment systems.

Okolie and Irabor (2017) believe that when it comes down to e-recruitment, it is more than just the usage of technology. It is about bringing forward the most suitable candidate through a process which has proper and capable criteria, and an applicant tracking procedure which would be mixed into with existing hiring procedures. The authors further state that through e-recruitment, it would bring about changes in the overall culture and behavior both within the human resources and the levels of line management.

3.1.2 Objectives of this Study

Broad Objective:

To examine the effectiveness of iMocha Assessment Platform for hiring and evaluation at IDLC Finance Limited.

Specific Objectives:

- To evaluate the experience of hiring managers and candidates in using the iMocha Assessment Platform at IDLC Finance Limited.
- To assess the degree of effectiveness of iMocha Assessment Platform in identifying and hiring qualified candidates.
- To analyze the benefits and limitations of using iMocha Assessment Platform for evaluation at IDLC Finance Limited

3.1.3 Significance of the report

The findings of this research could be of much use and significance to IDLC Finance Limited as it would help them redefine their recruitment and selection process. This paper would prove to be helpful for them to further improve the usage of iMocha in their hiring procedure and make better improved online methods through the platform to meet their hiring needs. Moreover, this report would prove to be highly suitable to be used as a reference for companies who would want to adopt the iMocha platform for their own platform to perform their recruitment and evaluation for their candidates.

3.2 Methodology

The study has used a mixed-methods research design that involves both qualitative and quantitative data collection.

3.2.1 Research Design

Here, in the case of the qualitative study conducted, the main goal of the questions asked to the hiring managers was to pinpoint the overall experience of utilizing iMocha for their recruitment purposes and also to find out the overall benefits and limitations that they had faced whilst using the platform. Moreover, when it comes to the quantitative research which has been done through surveys of the employees of IDLC Finance Limited, its goal was to find out their point of view on how they are being assessed and how they feel on how much the platform was able to judge their skills and expertise. On

top of that, the experience of the hiring managers and the employees combined would provide a detailed view on the entire effectiveness of the platform for IDLC Finance Limited.

3.2.2 Data Collection

The study has used a mixed-methods research design that involves both qualitative and quantitative data collection.

Primary Data:

- **Qualitative data:** The data has been collected through in-depth interviews with hiring managers who have used iMocha Assessment Platform for hiring and evaluation.
- **Quantitative data:** The data has been collected through surveys administered to a sample of 20 people who have applied have secured a job at IDLC Finance Limited by participating in exams in the iMocha Assessment Platform. Here, in this case, convenience sampling technique has been utilized as employees who were readily available and were easily accessible to conduct the research.

Secondary Data:

The secondary data for the research has been collected in the following mentioned methods:

- The annual report of IDLC Finance Limited
- Official Website of IDLC Finance Limited and iMocha
- Journals, articles, publications and papers available for the public.

Sample Size:

For the proper implementation of the survey for this report, a total of 20 responses have been taken from employees at IDLC Finance Limited who currently work at the CHO and who have used the platform when they applied for the company.

3.3 Findings and Analysis

3.3.1 Analysis of Interview:

Here, after conducting an extensive one to one interview with **Chowdhury Shafaat Kabir, Senior Officer, HR**, who mainly looks after Talent Acquisition and Employer Branding, the findings and analysis which have come across from the interview are mentioned below:

- ✓ iMocha is very convenient for the HR recruitment team, in terms of taking assessment in the pool. Some technical questions which are not in iMocha, those are taken physically. For huge application numbers in terms of applying for a specific role such as Management trainee program, iMocha assessment tool is very effective. Almost 300 plus candidates gave exam via iMocha assessment platform, out of which 20 candidates were recruited. Candidates are not required to come physically to give the exam, which is a plus point since there are no big conference rooms at IDLC Finance Limited CHO to accommodate them. Additionally, travel expenses of candidates are reduced and the outcome is environmentally friendly, since paper printing is not required. The platform can be used to ask a variety of questions based on different set of skills. The question bank is huge, which means the recruiter has ample of option to decide which assessment to take in terms of Analytical, numerical, and English testing ability. All the questions are regularly updated so there is no chance of repeating the questions. Needless to mention, using the iMocha assessment tool makes it easier to check the exam questions, as it is an automated process. This saves a lot of time. Lastly, one key drawback that would be highlighted of using this tool, which is its expensiveness.
- ✓ For a specific role, a specific skill set is required. Based on those skill sets, questions can be set. For instance, if there is data analysis, there will be data related questions. Based on it, scores can be viewed of the candidates in terms of their skill set. For instance, a candidate is not good in English. However, he/she performed well in data related questions. In general viewpoint, there will be basic questions such as English, math and verbal reasoning. But for core job responsibilities, data analysis is extremely important. Hence, in that case, candidates performing well in data related questions, compared to general assessment questions are considered for further evaluation. A weightage is taken such as for data related questions, it carries 60% marks and the rest 40% marks is allocated for the general questions.
- ✓ The following bullet points stating the most significant advantages are mentioned:
 - Convenient for Candidates
 - Travel cost is reduced as candidates can give the exam through a pc/laptop and does not have to come to any certain premises to give the exam.
 - Flexibility of giving the exam as the candidates can give the exam anywhere.
 - Problem of accommodating large candidates physically is resolved.

- Right candidate can be selected in a more efficient and data driven manner.
- ✓ As iMocha is an automated process, where everything is checked digitally. There is no scope of biasness as I don't know the candidates physically. Papers are checked via software. Also, video and image proctoring are very strong. Flags are raised, if the tabs are violated. Sometimes flags can be raised but the action of the candidates may seem unintentional. All of these can be viewed and taken into consideration.
 - ✓ Candidates scored are received instantly from the Dashboard. Hence processing time is reduced. Waiting for a whole time period is not required. Access can be obtained to the database of all candidates who gave the exam, in terms of their scores, skill set wise, thus making the recruitment process very smooth. Time is saved. There is no direct relationship of iMocha tool with performance management system. This is because, the iMocha tool initially helps to sort out the best candidates for shortlisting. Once they are on boarded, the appraisal technique becomes changed. The candidates are observed for six months in probationary period and then a result is concluded in terms of their performance. Therefore, there is no link between the two tools.
 - ✓ There are still many candidates who are unfamiliar with the platform. For instance, in sales department a lot of candidate is recruited. Most sales people have comparatively lower literacy rate and they are partially technologically handicapped. Sometimes, candidates may not have the device to give the exam. As a result, he/she is required to give the exam from webcam which requires webcam. They would need to arrange it. Sales employees have exceptional skills in terms of selling but they tend to have lower than expected English proficiency, making it difficult for them to understand the exam questions. The solution in this case is to take written physical exams for those department's having this problem.
 - ✓ There are few skills which are uncovered in iMocha assessment platform. The IT related question banks are still not developed. Number of questions in volume is low in some sections. Let's say in English grammar, minimum 250-300 questions are needed. But the number of questions available does not reach the par-amount, creating a danger of questions to be repeated. Work is being done to solve this problem. In terms of changes that there could be done, there is still no gamification module. If this was available, it would have been possible to evaluate the thinking process of the candidates. Moreover, Situational questions are not still developed.

3.3.2 Analysis of Survey

Here, a total of 20 survey responses have been taken from employees of IDLC Finance Limited. The findings of the survey are mentioned:

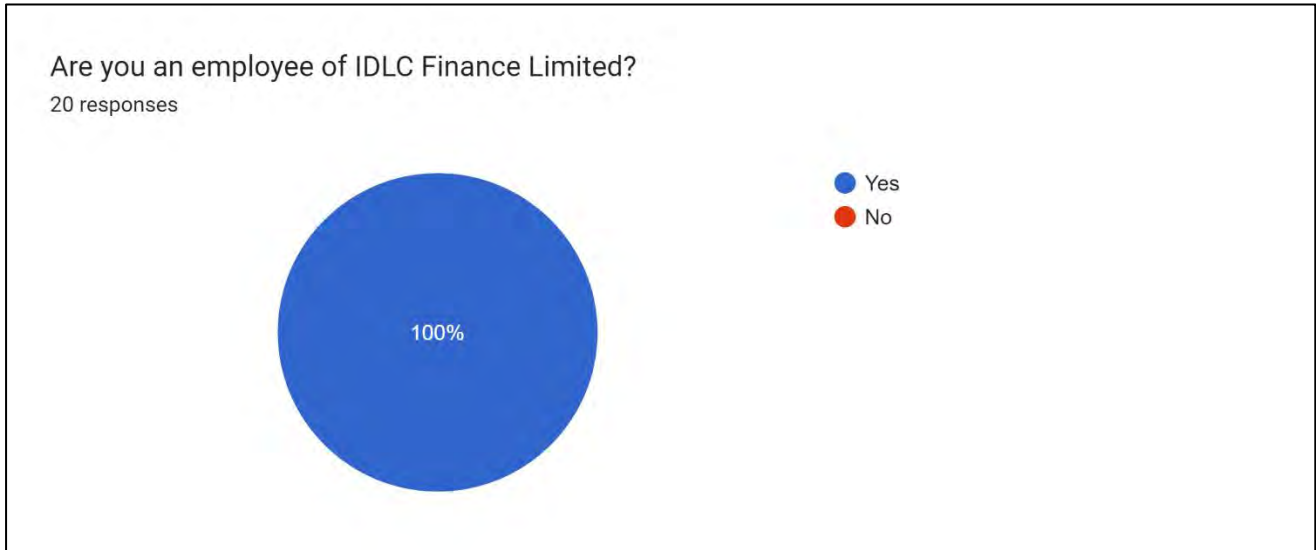


FIGURE 5: EMPLOYEE ONLY SURVEY OF IDLC FINANCE LIMITED

Here, we can see that it has been verified that each respondent of this survey has been a current employee of IDLC Finance Limited.

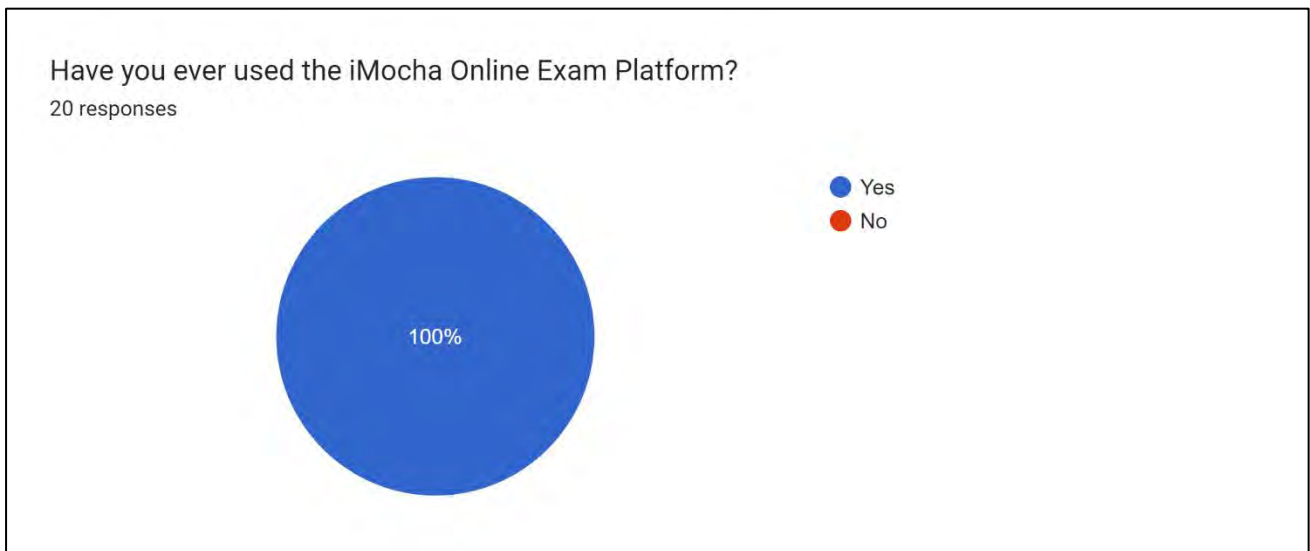


FIGURE 6: VERIFICATION OF IMOCHA USAGE

Here, according to this response, it has been verified through this screening question that all the respondents in this email has previously used the iMocha assessment platform for giving examinations.

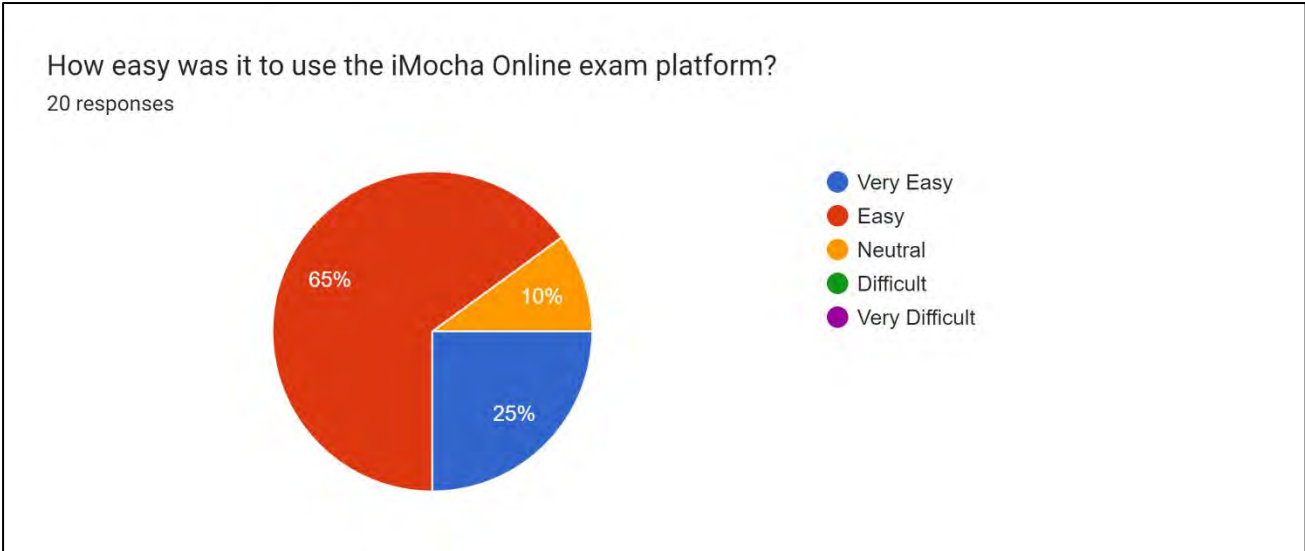


FIGURE 7: SIMPLICITY ANALYSIS OF iMOCHA PLATFORM

This survey question had been provided to pinpoint how the employees had felt when giving an exam in iMocha. Here, maximum responses suggest that they have found it easy to use with a small minority stating that they felt it was neutral.

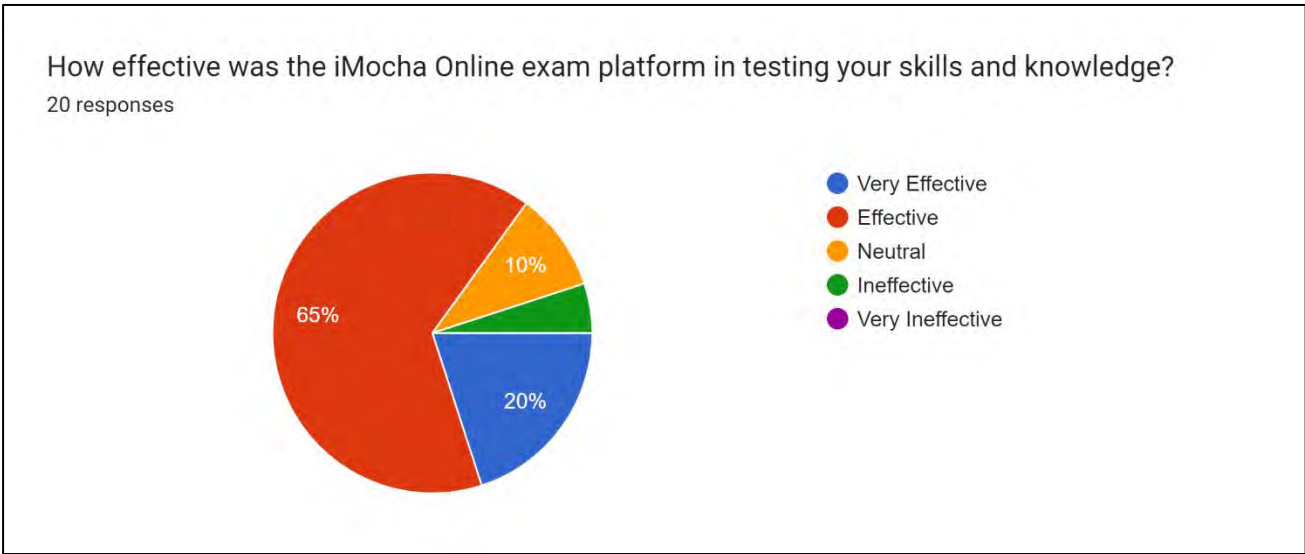


FIGURE 8: OPINION OF SKILLSET AND KNOWLEDGE TESTING

The responses in this survey suggest that the users have found it effective when it came down to the platform testing their overall knowledge and skillset on specific subjects and for specific positions. This makes the questionnaire categorization of iMocha mostly preferred.

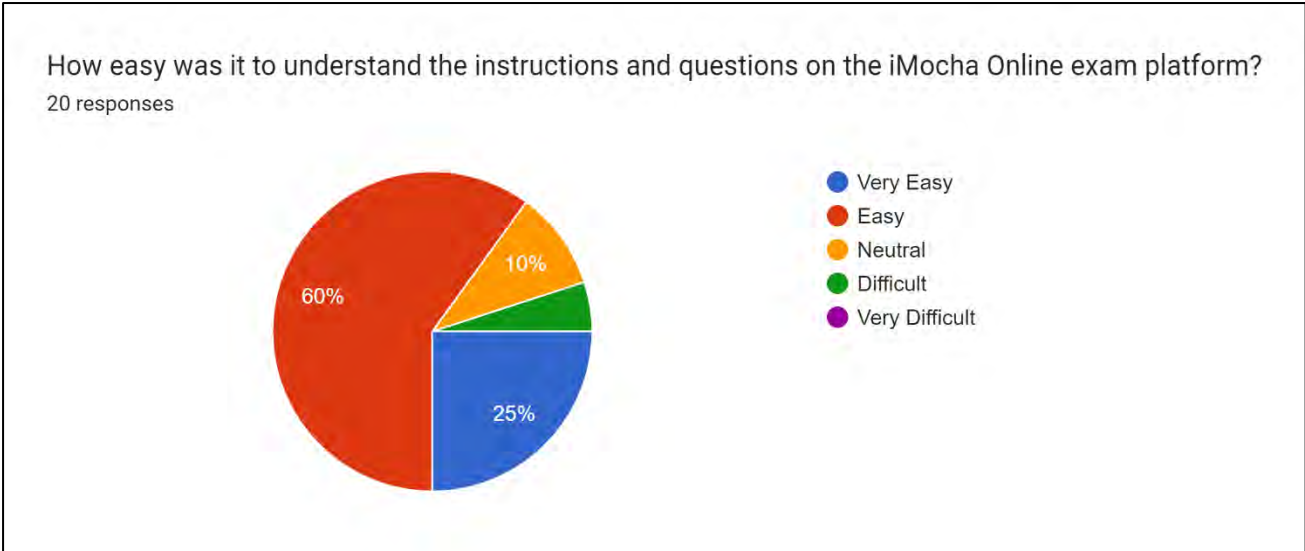


FIGURE 9: QUESTION ANALYSIS IN iMOCHA

This survey question attempted to quantify if the questions asked at iMocha to the candidates were just and easy to understand regarding the subject matter and the level of the examination. It is clear here that most of the respondents found the questions to be easily understood.

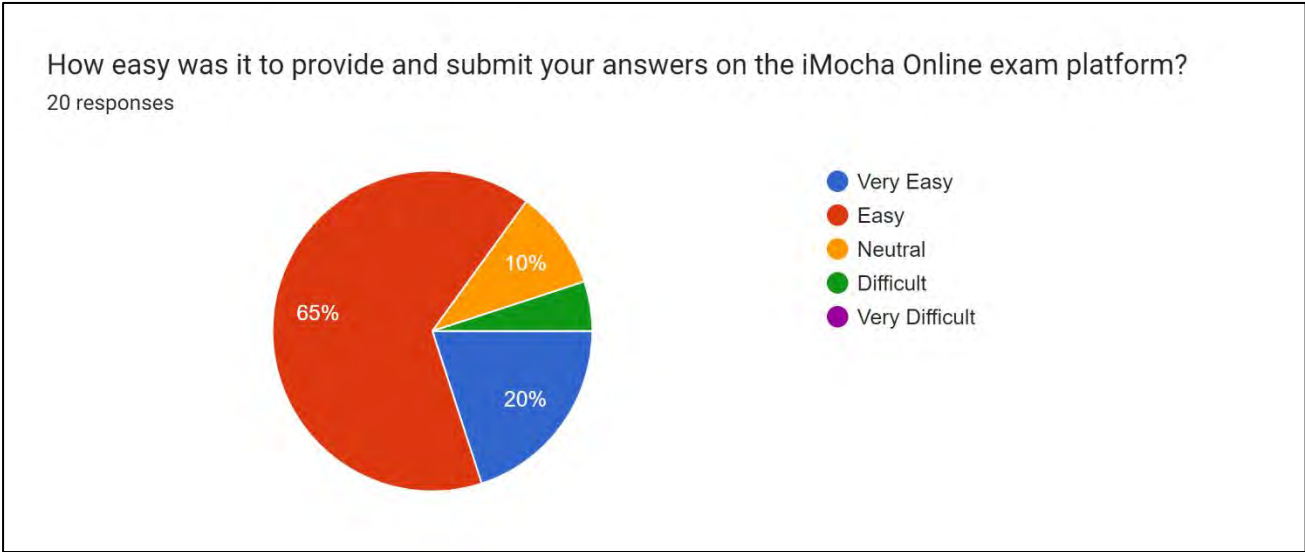


FIGURE 10: PLATFORM ANALYSIS IN iMOCHA

This question also analyzed how the user experience was in using iMocha when it came to answer submission and writing written answers. This shows that maximum respondents found it was easy to provide and submit their own answers in the platform with a minor number of people finding it neutral/difficult.

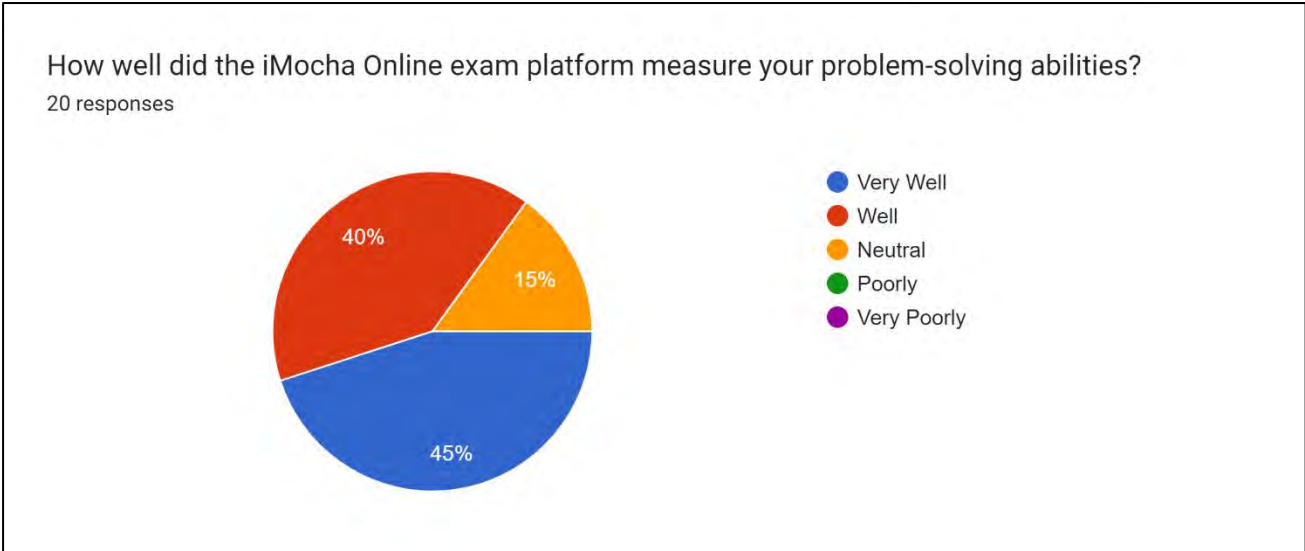


FIGURE 11: PROBLEM SOLVING ABILITY ANALYSIS

This survey question was set to determine if iMocha could assess the problem-solving ability of candidates through their set questions and exams. The respondents feel that iMocha has a strong capacity to do so and assess this criterion.

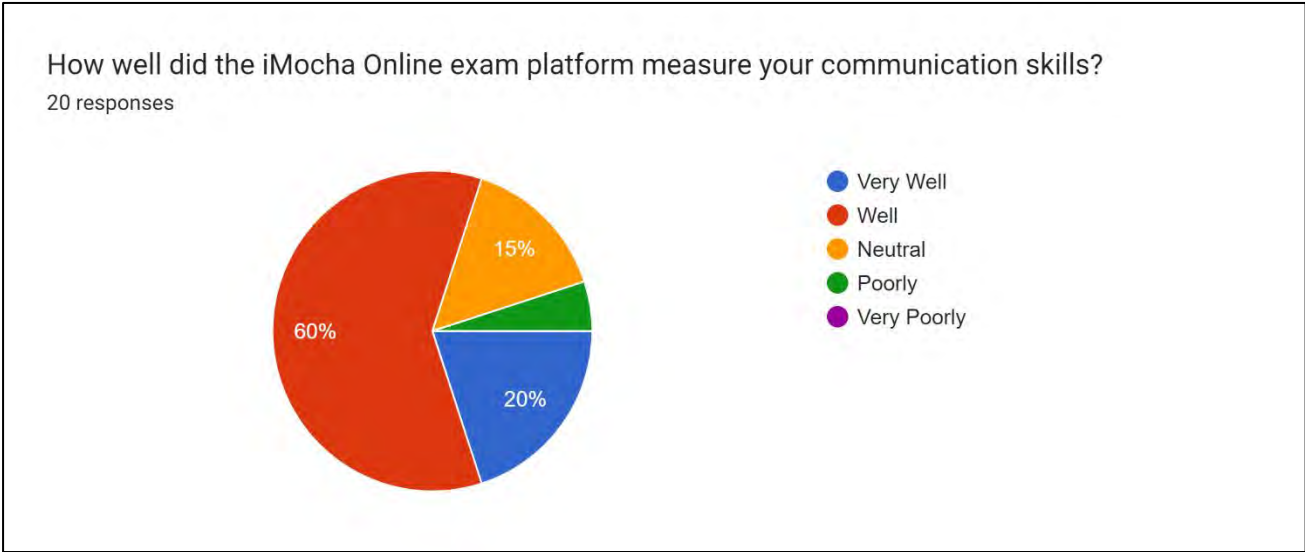


FIGURE 12: VERBAL /LANGUAGE SKILL ANALYSIS IN iMOCHA

iMocha often provides written questions and grammatical questions to assess the English communication skills of a candidate which is one of many key skills required to obtain employment at IDLC Finance Limited. This questionnaire survey response signifies that most of respondents feel their communication skills were properly judged upon.

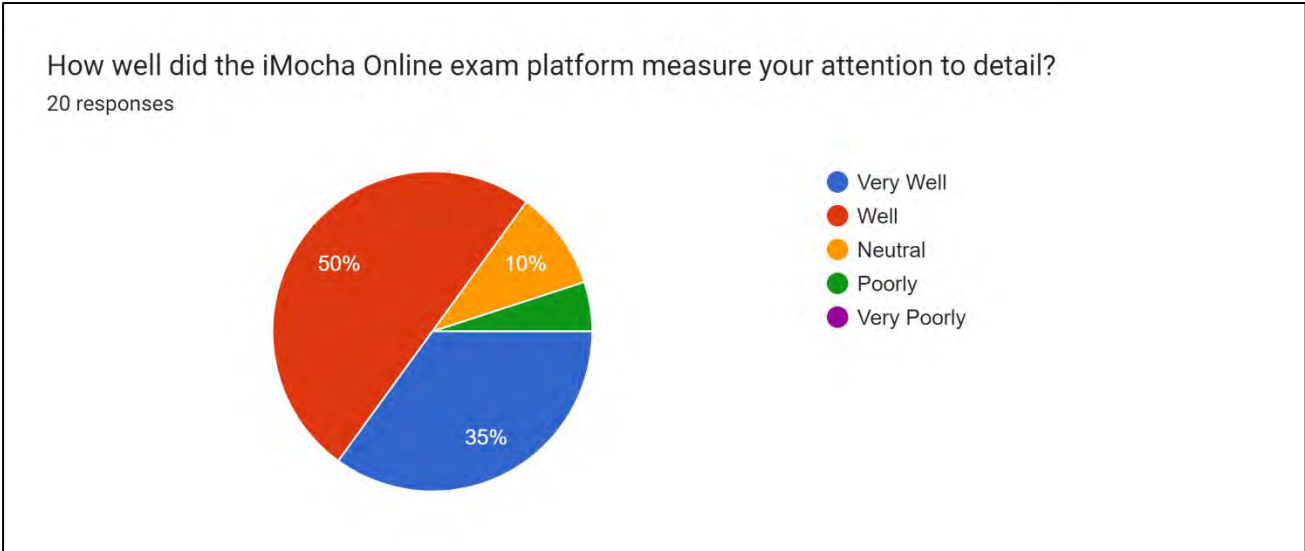


FIGURE 13: OBSERVATIONAL SKILL ANALYSIS IN iMOCHA

Questions related to observational skills are presented in the iMocha assessment platform during candidate examinations at IDLC. Maximum respondents responded in the positive that observational skills were properly measured.

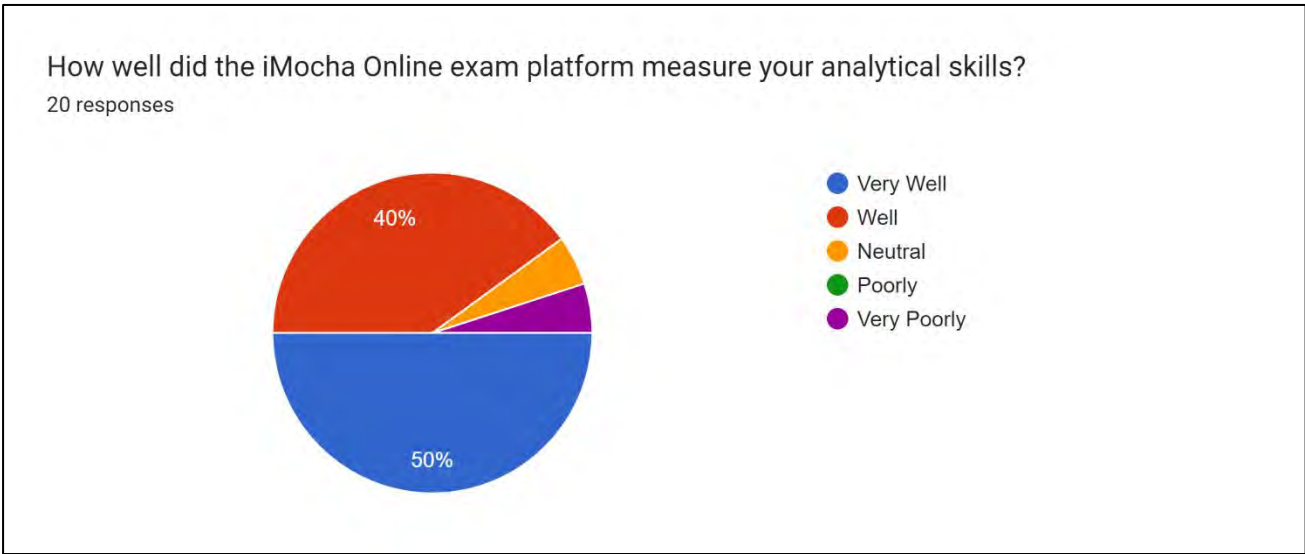


FIGURE 14: iMOCHA ANALYTICAL SKILL ANALYSIS

Here, according to this report, the respondents in this survey questions strongly felt that their analytical skills were being properly examined through the examinations of the iMocha assessment platform. Possession of analytical skills is important for any employment position and to have it properly judged would ensure proper selection of candidates. According to this survey report, the iMocha assessment platform has properly been able to do so.

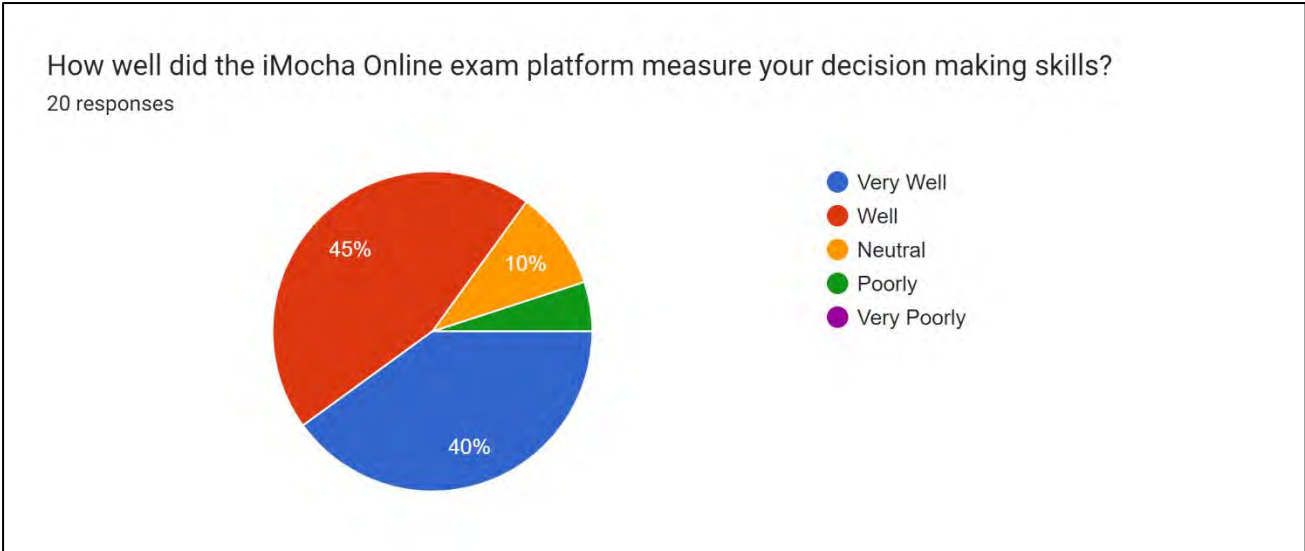


FIGURE 15: ANALYSIS OF COGNITIVE SKILLS

When it came down to assessing the cognitive abilities of the candidates, it is clearly seen in the responses of this question that the respondents show their decision-making skills were being properly assessed on iMocha. Here, a significant number of responses are inclined to the fact that they found iMocha’s cognitive skill judging capability to be very well.

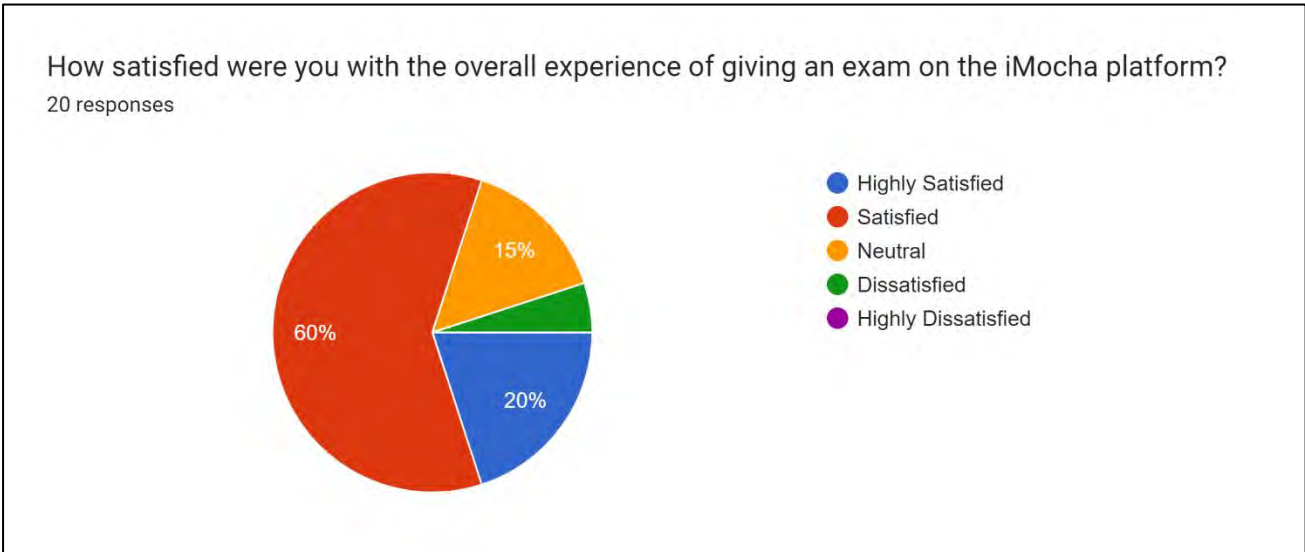


FIGURE 16: EMPLOYEE SATISFACTION LEVEL ANALYSIS

This survey question would represent how the respondents of the survey felt about the use of iMocha in a whole. This would reveal how iMocha is generally viewed at IDLC Finance Limited. The results indicate that iMocha is well received by the majority of respondents and this indicates that their examination giving experience went smooth.

3.4 Conclusions

As a non-banking financial institution IDLC Finance Limited stands at the top of their respective field. In terms of their management team, it is filled with seasoned professionals who are in the forefront of their respective fields. When it comes down to the purpose of this report, it was to analyze whether iMocha was suitable to meet the overall hiring needs of IDLC Finance Limited. Through the outskirts of this report, it would be properly justified that IDLC Finance prefers a total recruitment process where the foundation of it would be the proper judgement of candidate competency. Hence, according to the report, it is clear that the iMocha assessment platform is looking to be a highly useful tool for IDLC Finance to meet their hiring needs. Personal prejudice is removed and automation would make the entire process faster and smoother for the company. Moreover, when it comes down to raising the standards for their industry, through the implementation of iMocha, they have done so. The findings of the report suggest that although iMocha faces some limitations which require to be addressed, the overall review of the hiring managers and employees who have been hired through iMocha are mostly confident in the procedures of the entire platform. Compared to their traditional hiring procedure which required significant amount of time and effort, iMocha has made the hiring and evaluation process of IDLC Finance smoother and more up to date.

3.5 Recommendations

When it comes down to recommendations to be provided to IDLC Finance Limited for a smoother processing for management and conducting business, the following points come to mind:

- Gamification evaluation technologies should be adopted by IDLC Finance Limited to further better understand the qualitative capabilities of the candidates. This would be especially useful in placing candidates when pool hiring would be done.
- There should be facilities for automated leave administration software such that when processing the leave count for each employee, the liabilities from the side of the HR management would be reduced and also reduce the employee accusations of problems in accuracy of the HR department.
- For some specific departments, like SME or CED for locations around Bangladesh, tests are still conducted in person at the CHO due to the lack of knowledge-base of such employees of utilizing the iMocha assessment platform or simply lacking computers/laptops to do so. So, to slowly get candidates like this accustomed to the online process, IDLC Finance could adopt specific designated centers to take exams of candidates and also input the procedure to teach them the basics of iMocha. In this way, they could start to bring forward change.

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Appendix

Interview questions asked to IDLC Finance's HR:

- What prompted the HR team at IDLC Finance Limited to start using the iMocha assessment platform for candidate evaluation and hiring?
- How does iMocha help IDLC Finance Limited identify the best candidates for a given role or position?
- In your opinion, what are the most significant advantages of using iMocha for candidate evaluation and hiring?
- How does iMocha help IDLC Finance Limited to reduce bias and ensure fair hiring practices?
- What specific skills and abilities does iMocha evaluate, and how does it ensure accuracy and reliability in the evaluation process?
- Can you describe any challenges or issues that IDLC Finance Limited has encountered when using iMocha, and how these were addressed?
- Looking forward, how do you see the role of the iMocha assessment platform evolving at IDLC Finance Limited, and what changes or enhancements would you like to see in the future?

Survey questions

1. What is your name? *

Your answer

2. Are you an employee of IDLC Finance Limited?*

- Yes
- No

3. Have you ever used the iMocha Online Exam Platform? *

- Yes
- No

4. How easy was it to use the iMocha Online exam platform? *

- Very Easy
- Easy
- Neutral
- Difficult
- Very Difficult

5. How effective was the iMocha Online exam platform in testing your skills and knowledge? *

Very Effective

- Effective
- Neutral
- Ineffective
- Very Ineffective

6. How easy was it to understand the instructions and questions on the iMocha Online exam platform? *

- Very Easy
- Easy
- Neutral
- Difficult
- Very Difficult

7. How easy was it to provide and submit your answers on the iMocha Online exam platform? *

- Very Easy
- Easy
- Neutral
- Difficult
- Very Difficult

8. How well did the iMocha Online exam platform measure your problem-solving abilities? *

- Very Well
- Well
- Neutral
- Poorly
- Very Poorly

9. How well did the iMocha Online exam platform measure your communication skills? *

- Very Well
- Well
- Neutral
- Poorly
- Very Poorly

10. How well did the iMocha Online exam platform measure your attention to detail?*

- Very Well
- Well
- Neutral
- Poorly
- Very Poorly

11. How well did the iMocha Online exam platform measure your analytical skills?*

- Very Well
- Well
- Neutral
- Poorly
- Very Poorly

12. How well did the iMocha Online exam platform measure your decision-making skills? *

- Very Well
- Well
- Neutral
- Poorly
- Very Poorly

13. How satisfied were you with the overall experience of giving an exam on the iMocha platform? *

- Highly Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly Dissatisfied

