

Report On

A study on Hiring Process & Onboarding Practice impacts on
Employee Satisfaction level of a Startup Company: Best Aid

By

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

Brac Business School
Brac University
September 2020

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Maysha Shamiha
16204081

Supervisor's Full Name & Signature:

Dr. Sang H Lee
Professor & Dean, Brac Business School
Brac University

Letter of Transmittal

Dr. Sang H Lee

Professor and Dean,
Brac Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir / Madam,

This is my pleasure to submit my internship report on “A study on Hiring Process & Onboarding Practice impacts on Employee Satisfaction level of a Startup Company: Best Aid”, which was a requirement as my last bachelors course of Bus400.

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

I trust that the report will meet the desires & standard.

Sincerely yours,

Maysha Shamiha

16204081

BRAC Business School

BRAC University

Date: September 27, 2020

Non-Disclosure Agreement

This agreement is made and entered into by and between Best Aid and the undersigned student at BRAC University

Acknowledgement

First of all, I like to show my gratitude towards Almighty Allah who gave me strength & blessings to continue my internship in this pandemic situation of COVID-19 where life is at stake. Then, I would like to thank my supervisor Dr. Sang H Lee (Professor & Dean), Brac Business School, BRAC University for guiding me throughout the entire report writing & analysis part of the report which helped me to get a guidance of how to complete this report in a professional manner. After that, I would like to thank my supervisor of Best Aid Mir Hasib Mahmud, Founder & CEO who guided me during my internship period & provided with necessary information which were required for this report. Lastly, I would like show my humble gratitude to BRAC University who gave me the opportunity like internship to broaden my knowledge in corporate world & get to put my theoretical knowledge into practical knowledge.

Executive Summary

Best Aid is a startup telemedicine company which provides services like Online doctor consultancy with follow up, Emergency expert opinion, Ambulance service, Medical shop, Blood donor data collection, Hospital rating etc. The topic of my internship report is “A study on hiring process & onboarding practice impacts on employee satisfaction level of a startup Company: Best Aid”. It focuses on how the hiring & onboarding process is effecting on employee satisfaction. A survey has been conducted to find out about the honest view of employees working in Best Aid. However, this report is divided into different segments where the company’s different aspects like management practices, marketing practices, finance & accounting practices, operation & information practices etc. are described for better understanding of the company’s performance. I have put some details about hiring & onboarding process of Best Aid. Furthermore, in the analysis part I have collected 43 respondents & based on the results also included some recommendations.

Table of Contents

Declaration	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary	vi
Table of Contents	vii
List of Tables.....	ix
List of Figures.....	x
Chapter 1 Overview of Internship.....	1
1.1 Student Information	1
1.2 Internship Information	1
1.3 Internship Outcomes	2
Chapter 2 Organization Part: Overview, Operations and a Strategic Audit	4
2.1 Introduction	4
2.2 Overview of the Company	5
2.3 Management Practices	6
2.4 Marketing Practices	7
2.5 Financial Performance & Accounting Practices.....	9
2.6 Operations Management and Information System Practices	14
2.7 Industry and Competitive Analysis.....	15

Chapter 3 Project Part: A study on Hiring Process & Onboarding Practice impacts on Employee Satisfaction level of a Startup Company: Best Aid.....	20
3.1 Introduction Objective and Significance.....	20
3.2 Literature Review	25
3.3 Methodology.....	26
3.4 Findings and Analysis.....	27
3.5 Summary and Conclusions.....	39
3.6 Recommendations.....	40
References.....	41
Appendix A.....	43

List of Tables

Table 1: Profit & Loss Statement of July2020, Best Aid	10
Table 2: Profit & Loss Statement in Dec2020, Best Aid	12
Table 3: Forecasted Profit & Loss for next 5years	13
Table 4: Detailed Breakdown of Customer Acquisition Cost.....	14

List of Figures

Figure 1: Organizational hierarchy of Best Aid	6
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Chapter 1

Overview of Internship

1.1 Student Information

Name : Maysha Shamiha
Id : 16204081
Program : Bachelor of Business Administration
Major : Finance & Human Resource Management

1.2 Internship Information

1.2.1

Period : 3months
Company : Best Aid
Department : PR Department
Address : E-14/X, BCC Bhaban, Agargaon, Dhaka-1207, Bangladesh

1.2.2

Internship Company Supervisor's Information:

Mir Hasib Mahmud, Founder & CEO

1.2.3

Job Scope –

- Develop PR campaigns and social media relations strategies
- Keep track with internal teams (e.g. marketing) and maintain communication with management

- Update promotional materials in social media
- Communicating with the partners with current projects
- Maintain good relation with partners (national & international)
- Prepare and submit PR reports to supervisor
- Manage PR issues

1.3 Internship Outcomes

1.3.1

Student's contribution to the company

I joined at Best Aid in 16-07-2020 as a PR Officer for my internship. I am very fortunate that during pandemic situation they provided me opportunity to work from home. Working from home itself was very challenging but due to immense support from my supervisors & colleagues it wasn't that bad & I provided service with all I have. As Best Aid is a new startup company so responsibilities being PR Officer was not only attached to PR department. I had to constantly communicate with HR head, CFO & my supervisor CEO. Being in touch with 3 reporting supervisors my work was not monotonous & I learned few more things than requirements. The contributions I made during my internship are:

- **5 taka project:** during the pandemic situation many people were facing jobless, financial problems. In rural area necessary medical supplements (hand sanitizer, mask, rubbing alcohol, soap etc.) were not reaching due to lockdown situation & everyone were stocking them more than enough. Realizing this situation our company run a project called "5 taka project" where we will be providing medical supplements in rural areas for that we needed sponsorship & to communicate with sponsors & convincing them via e-mail, phone & visiting office was part of my work. For this I had to communicate with more than 200+ NGO's & 40+ foreign embassies in Dhaka.
- **Tele medical Partnership MOU:** to provide patients with both service of national & international experience another project has ran to get partners with doctors of national medical colleges & also international medical. To communicate with them was also part of my job.

- **Maintaining Social Media:** as Best Aid is a tele medical company so in the social media Platform we post many health related posts & many live sessions are held with doctors with our CEO and talks about various topics. To handle social media platform & post about related topics assigned by supervisor.

1.3.2 Benefits to the student

Working in a new startup company I came to understand how the company grows & how many works to put during the initial days. Here the workload is immense as I was assigned with different tasks from different supervisors. To complete them on time and also to report about the progress of communication with different partners, keeping track of them is such a hectic job. Working as an employee and also to maintain internship report on track helped me to be more organized and learn how to balance between these two.

1.3.3 Problems/Difficulties

During the internship period in Best Aid is was overall very good experience & I learned a lot about corporate culture but there were also some difficulties I face among them major difficulty was to keep track of national & international clients on time as timing in other counties were different from ours. So I had to calculate their office hour with ours which was sometimes difficult to maintain. Also to email for partnership & sponsorship I had to mail & call so many medical colleges & other corporations which sometimes was monotonous & tiresome. Communicating with them in phone was difficult of them all, though my supervisor trained me beforehand but still to speak on behalf of the company, convince & negotiating them with scheme of the project were sometimes tensed job being a fresher.

Chapter 2

Organization Part: Overview, Operations and a Strategic Audit

2.1 Introduction

Objective-

- ❖ To present overview of Best Aid
- ❖ To understand different functions of Best Aid
- ❖ To understand current position in the market of Best Aid
- ❖ To understand the financial aspects of Best Aid

Methodology-

Both primary & secondary data has been used to gather information. As a primary resource my observation during internship program & gathering information from my supervisor & face to face conversation with employees working there. For the secondary data I collected from organization's data. Files that has been made earlier for the annual report & also for other projects & also from company's website.

Scope-

This report gives different information about the services the company's been providing. Also detailed information about how different functions operating in this organization.

Limitation-

- ❖ Lack of time
- ❖ Lack of gathering in detailed information due to work from home job nature
- ❖ Lack of understanding less about the company as face to face interaction was once a week

Significance-

This report will help Best Aid to understand about how their different organizational functions are performing & how much competitive they are in the current market place. Knowing their current functions & positions different strategies should be incorporated to improve or to grow in this marketplace.

2.2 Overview of the Company

Best Aid is founded by Mir Hasib Mahmud(CEO) in February,2020. Best Aid is a telehealth start-up based on a one-stop digital healthcare concept which provides 24/7 online consultancy using both audio and video platform with specialist doctors as the consumer requires.

Mission of this company is as suggested by tagline “Because Your Health Matters”, Best Aid believe every human being deserves immediate access to healthcare facilities. Which is very critical in Bangladesh as the doctor to patient ratio (1: 1,847 & 1: 6,5791 for Govt. doctors) is quite poor. So, mission is to ensure time efficient & effective treatment by using digital platforms which can help people even from the remotest areas of the country.

The services the company is been providing are-

- Online doctor consultancy with follow up
- Emergency expert opinion
- Ambulance service
- Medical shop
- Blood donor data collection
- Hospital rating

Already many projects are been run successfully with partnership with 122+ qualified doctors also with affiliation with-

- Medinova

- Incepta
- Dhaka reporters unity
- Bangladesh development bank limited
- A2i

2.3 Management Practices

Organizational Structure of Best Aid

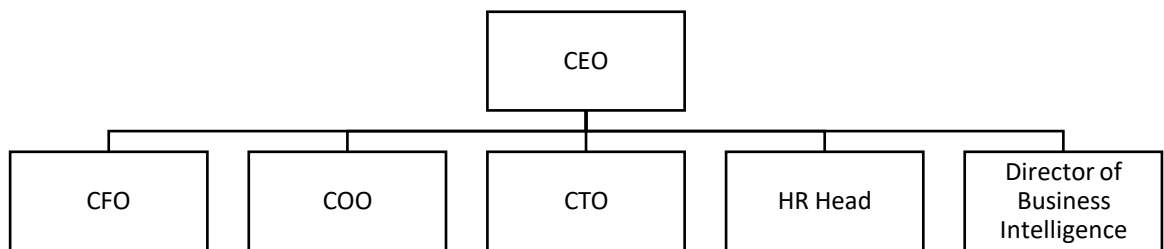


Figure 1: Organizational hierarchy of Best Aid

Being the startup company Best Aid is following some management practices initially to create a nice working environment where employees don't get demotivated & get enthusiasm working in this company.

- Employee engagement: manager of the HR always tries to connect employees with the vision of the company so that employees don't take it as a task but to take it as helping patients to recover by providing the service.

- Rewarding employees: the employee who performs best in his/her department, HR team announce them as employee of the month & provide reward like gift hampers or some percentage of bonus from his/her salary to keep motivating employees.
- Rules & regulations to keep check in employee behavior: to avoid conflict between employees & to make the environment female employee friendly certain rules & regulations are implemented. CCTV footage is placed in the office to ensure no one's been violating these rules.
- Focusing of team efforts: each department works as a team & to ensure that team is working cohesively rather than let them off track by focusing on individual goals constant reassessment has been put by the department head.

2.4 Marketing Practices

Being a startup company Best Aid has to focus more on marketing strategies as introducing both in rural & urban areas are currently the key goal of Best Aid. To reach the customers Best Aid is putting lot of efforts in its marketing practice. Best Aid follows several marketing strategies including –

- ❖ controlling tactical marketing tools
- ❖ market development
- ❖ product sales
- ❖ campaigns
- ❖ pricing strategy
- ❖ segmentation
- ❖ advertising

In the marketing & product sales strategies some tactics that been incorporated are:

- Offer educational blog contents on social media:

Rather than promoting about the company Best Aid is focusing on inbound strategy which involves that blogging about the common problems that most of the patients are facing & solving them with helpful content. Sometimes Best Aid held a live interview session with renowned doctors & discussing about the problems faced by most of the patients and what to do in such situations. People often watch this kind of shows where doctors from renowned background are giving health advises. By holding this type of programs people are knowing about the company as well.

- Asking customers to provide feedback:

Those who've been services, asking them about how they think about the service & what feedback to give in social media platform. By doing so Best Aid is attracting more audiences to get to know about the company even more extent.

- Updates on social media:

Many affiliations & MOU has been signed since this day. All success & achievements always been updated in Facebook, LinkedIn to make the company more reliable to new customers.

- Print marketing:

professionally designed brochures and flyers about telehealth program & projects that's currently been circulated are posted on local medical's so that customers along with doctors can read the company profile & grab attention.

2.5 Financial Performance & Accounting Practices

Being a startup company Best Aid haven't been reported the annual reports but despite doing so there are some estimated data that has shown forecasting data of Best Aid.

Profit & Loss Statement of July 2020

Best Aid		
Income Statement		
(In BDT)		
		2020
	<i>Notes</i>	July
Revenue	19,258	
Revenue stream 2		
Returns, Refunds, Discounts		
Total Net Revenue	19,258	
Expenses		
Advertising & Promotion		15,000
Depreciation & Amortization*		18,750
Insurance		-
Maintenance		4,500
Office Supplies		2,500
Rent		17,500
Salaries, Benefits & Wages		30,000
Telecommunication		1,200
Travel		5,000
Utilities		5,550
Other Expense 1		-

Other Expense 2	-
<hr/>	<hr/>
Total Expenses	100,000
<hr/>	<hr/>
Earnings Before Interest & Taxes	(80,742)
Interest Expense	-
<hr/>	<hr/>
Earnings Before Taxes	(80,742)
Income Taxes	-
<hr/>	<hr/>
Net Earnings	(80,742)
<hr/>	<hr/>

Table 1: Profit & Loss Statement of July2020, Best Aid

	2020													Full Year
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC		
Revenue	5,572	6,966	8,707	10,618	12,949	15,792	19,258	22,339	25,914	30,060	34,869	40,448	233,492	
Rev. Growth (over Last Month)		20%	20%	18%	18%	18%	18%	16%	16%	16%	16%	16%		
Returns, Refunds, Discounts							-						-	
Total Net Revenue	5,572	6,966	8,707	10,618	12,949	15,792	19,258	22,339	25,914	30,060	34,869	40,448	233,492	
Expenses														
Advertising & Promotion	10,000	10,000	10,000	10,000	10,000	15,000	15,000	17,550	20,534	24,024	28,108	32,887	203,103	
Depreciation & Amortization	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	225,000	
Insurance	-	-	-	-	-	-	-	-	-	-	-	-	-	
Maintenance	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,950	5,445	5,990	6,588	7,247	61,720	
Office Supplies	1,500	1,750	2,000	2,250	2,500	2,750	2,500	2,625	2,756	2,894	3,039	3,191	29,755	
Rent	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	210,000	
Salaries, Benefits & Wages	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	360,000	
Telecommunication							1,200	1,380	1,587	1,825	2,099	2,414	10,504	
Travel	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,750	6,613	7,604	8,745	10,057	73,769	
Utilities	1,500	1,500	2,450	3,400	4,350	5,300	5,550	6,216	6,962	7,797	8,733	9,781	63,539	
Other Expense 1							-						-	
Other Expense 2							-						-	
Total Expenses	88,750	89,000	90,200	91,400	92,600	98,800	100,000	104,720	110,140	116,380	123,560	131,820	1,237,390	
							0	1	6	5	2	6		
Earnings Before Interest & Taxes	(83,178)	(82,034)	(81,493)	(80,782)	(79,651)	(83,008)	(80,742)	(82,382)	(84,233)	(86,325)	(88,693)	(91,378)	(1,003,898)	
Interest Expense													-	
Earnings Before Taxes	(83,178)	(82,034)	(81,493)	(80,782)	(79,651)	(83,008)	(80,742)	(82,382)	(84,233)	(86,325)	(88,693)	(91,378)	(1,003,898)	

Income Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Earnings	(83,178	(82,03	(81,49	(80,78	(79,65	(83,00	(80,74	(82,3	(84,23	(86,3	(88,6	(91,37	(1,003,898	
)	4)	3)	2)	1)	8)	2)	82)	3)	25)	93)	8))	

Table 2: Profit & Loss Statement in Dec2020, Best Aid

Forecasted Profit & Loss Statement for the Next 5 Years

Best Aid					
Income Statement					
(In BDT)					
	2020	2021	2022	2023	2024
Revenue	233,492	583,730	1,109,088	1,940,903	2,814,310
<i>Rev. Growth (over Last Year)</i>		150%	90%	75%	45%
Returns, Refunds, Discounts					
Total Net Revenue	233,492	583,730	1,109,088	1,940,903	2,814,310
Expenses					
Advertising & Promotion	203,103	233,568	272,107	311,562	366,086
Depreciation & Amortization	225,000	225,000	225,000	225,000	225,000
Insurance	-	-	-	25,000	29,375
Maintenance	61,720	70,978	82,690	94,680	111,249
Office Supplies	29,755	34,218	39,864	45,644	53,632
Rent	210,000	241,500	281,348	322,143	322,143
Salaries, Benefits & Wages	360,000	414,000	482,310	552,245	648,888
Telecommunication	10,504	12,080	14,073	16,114	18,934

Travel	73,769	84,834	98,832	113,162	132,966
Utilities	63,539	73,070	85,127	97,470	114,527
Other Expense 1	-	-	-	-	-
Other Expense 2	-	-	-	-	-
Total Expenses	1,237,390	1,389,249	1,581,350	1,803,021	2,022,799
Earnings Before Interest & Taxes	(1,003,898)	(805,518)	(472,262)	137,883	791,511
Interest Expense	-	-	-	-	-
Earnings Before Taxes	(1,003,898)	(805,518)	(472,262)	137,883	791,511
Income Taxes	-	-	-	-	-
Net Earnings	(1,003,898)	(805,518)	(472,262)	137,883	791,511
<i>Net Margin</i>	<i>-429.95%</i>	<i>-137.99%</i>	<i>-42.58%</i>	<i>7.10%</i>	<i>28.12%</i>

Table 3: Forecasted Profit & Loss for next 5years

Customer Acquisition Cost(CAC)

	Costs In '000 BDT	Leads	Customer Acquisition Rate (%)	# of customer acquired	CAC BDT/cus tomer	LTV BDT/custome r	CAC to LTV	% of Total budget	% of total customers
	723	156,174	7%	10,932	66	450	● 15%	9%	22%
	1,259	65,000	6%	3,900	323	850	● 38%	16%	8%
Content Marketing - blog	238	32,986	3%	990	240	400	● 60%	3%	2%
Conference organized by the	2,700	675,000	3%	20,250	133	450	● 30%	34%	40%
Company 3rd party conference -	496	375,000	2%	7,500	66	300	● 22%	6%	15%
participation Facebook Ads - post-	962	95,000	4%	3,800	253	750	● 34%	12%	8%
native advertising Facebook Ads -	283	24,000	5%	1,200	236	500	● 47%	4%	2%
lead magnet - emailing YouTube	540	37,500	2%	750	720	1200	● 60%	7%	1%
Channel	750	12,500	8%	1,000	750	850	● 88%	9%	2%
Cold Calling	7,950	1,473,160	4.44%	50,322	158	501	● 32%	100%	100%

Affiliation program									
Google Awards									
Total									

Table 4: Detailed Breakdown of Customer Acquisition Cost

2.6 Operations Management and Information System Practices

Being the website based company mainly most of the transaction & customer service been provided with the website. To run the company in this pandemic to facilitate the work from home service many apps are incorporated in the operations management to run the company & keep track of employees in their work the apps been introduced are:

- Beesbusy: uses in multi project planning, to-do-list, distribute work in team based work & keep track of progress updates.
- Bitrix24: it's used for customer relation management & sales force. To set appointment, billing, invoice, sms, campaign management etc.

2.7 Industry and Competitive Analysis

Industry Analysis

Having huge population, there isn't enough health care services provided compared to patients that have been getting. In rural area it is found that there's only 6doctors for 1000 people & realizing this crisis telemedicine healthcare is growing due to increased number of internet users & smart phone users. Telemedicine allows healthcare professionals to evaluate, analysis & treat patients via telecommunication technology in remote areas. This has helped reduce costs & time & providing service to people in need. As a result telemedicine market has been growing rapidly & it is an estimates CAGR of about 15.1% within 2027. Telemedicine service has been provided by different hospitals all over the country. Among these, there are 2 specialized hospitals & very renowned as well.

1. Bangabandhu Sheikh Mujib Medical University
2. National Institute of Cardiovascular Diseases

Three district hospitals-

- Shatkhira
- Gopalganj
- Nilphamari

Three sub-district hospitals-

- Dakope
- Debhata
- Pirgonj

Through this service, patients in district and sub-district level hospitals can take consultation from the doctors of specialized hospitals without paying visiting to top level hospitals. These hospitals can also provide tele-medicine services via video conferencing platform such as Skype or any other platform. This service has created opportunity to get medical service by all sorts people living in rural areas.24/7 medical

services are been provided by help of telemedicine services. In a situation where patients condition isn't critical & do not need to come to hospital, they can do so by taking advise through mobile phone or visiting websites.

Both government & non-government projects are been run to deliver services to patients through telemedicine services.

Private projects or company's been providing telemedicine services are-

1. Paperfly
2. Jeeon
3. Pulse heath care
4. Daktar bondhu
5. Meditor health
6. Maya
7. Daktar bhai
8. Doctor dekhao

These companies are operating via application & providing telemedicine services both in urban areas and in this COVID-19 pandemic outburst they're trying hard to spread awareness in rural areas to enlighten the under privileged citizens of our country so they can face this situation & get introduced to telemedicine service co-operating in their daily lives.

Competitive Analysis-

SWOT Analysis



Porter's 5 Forces analysis for analyzing degree of competition

By analyzing Best Aid based on porter's 5 forces we will get to know about how competitive Best Aid is as a telemedicine company in Bangladesh.

Porter's 5 forces are-

1. Competition from rivals
2. Threat of new entrants
3. Threat of Substitutes
4. Bargaining power of suppliers
5. Bargaining power of buyers

	Low				High
Scoring scale	1	2	3	4	5
Competition from rivals			3		
Threat of new entrants					5
Threat of substitutes	1				
Bargaining power of suppliers				4	
Bargaining power of buyers	1				

Threat of rivals:

Currently there aren't much successful telemedicine company established in Bangladesh market. The rival companies are also at a beginning phase & focusing on growth of the company similar to Best Aid.

Some projects held by renowned company like Grameen Phone or Robi & some hospital like Bongobondhu Sheikh Mujib Medical College are running some projects which are significant rivals. For this reason, in Threat of rivals we can rate it 3 which is moderate.

Threat of new entrants:

As Bangladesh is becoming more tech based country & market is also getting online based. So to start an online based company on telemedicine is easy as cost of startup costs are low & laws of establishing business is easy. So, threat of new entrants is high & rating it 5 based on that.

Threat of substitutes:

Substitute of medicine service is technically none. When the disease is severe one must consult with doctor & get treated according to that. So, threat of substitute is low & thus rating it 1.

Bargaining power of suppliers:

Suppliers of Best Aid are the hospitals, pharmacy stores & doctors all over the Bangladesh. According to the doctors reputation the quality of Best Aid's service enhances. Thus, the doctors & hospitals bargaining power is high & scoring it 4.

Bargaining power of buyers:

Buyers of Best Aid are the patients all over the country. As this is an online based service so prices displayed in the application can't be changed based on negotiation. So, bargaining power of buyers are low & scoring it 1.

So, Best Aid's degree of competition $\frac{3+5+1+4+1}{25} * 100\% = 56\%$; which is average

Chapter 3

Project Part: A study on Hiring Process & Onboarding Practice impacts on Employee Satisfaction level of a Startup Company: Best Aid

3.1 Introduction Objective and Significance

Recruitment process

Human Resource Management is the function of people management in an organization. HR department is responsible for assisting the overall goals of the organization through effective human capital. Seeing employees as the company's most important asset.

Recruitment is the first footstep in structuring an organization's human capital. The goals are to locate and appointing the right candidates fitted for the job within budget.

Whenever there is a new project or any employee termination, HR team's been notified & according to the needs of the specific project or department HR team searches for people best fitted for this job. There are many ways that a company hire its employee. In Best Aid they follow 2 methods for hiring employees.

These are-

- 1. Internal Recruitment:** employees already working for the company knows best about the culture, rules & regulations of the company. So adaptability isn't required in this case. Moreover, it's an opportunity for the current employees to get promotion & in some case moves to different departments as well. Best Aid always gives priority to the current employees to flourish & work

as a team. So if there's been a vacant & current employee can't fill that vacant then they seek for external recruitment.

2. External Recruitment: people are recruited from outside who can bring new ideas & solutions to the table. Best Aid recruits from external in following ways-

- Employment agencies- by posting ads in agencies e.g. Bdjobs.com, glassdoor, recruitment.net etc.
- Advertising in social media- by posting vacant posts in Facebook page, LinkedIn.
- References from existing employees- by taking references from existing employees. This method reduces lot of time & money in advertisements.

Selection Process:

Selection is a process of choosing the right applicant from the large pool of applicants who have applied for the position.

According to Dale Yoder said, "Selection is the process by which candidates for employment are divided into classes those who will be offered employment and those who will not."

Selection process is not about judging about the candidate but it's about the perfect fit between the candidate & required knowledge, skills & attitude required to perform the job. Many organizations follow different ways in their selection process. In Best Aid they usually follow 8 steps in the selection process.

Eight steps in the selection process for hiring employees of Best Aid-

1. Application
2. Resume screening
3. Screening call
4. Assessment test
5. In-person interviewing
6. Background checks

7. Reference checks
8. Decision and job offer

1. Application:

Application phase is the 1st phase in the selection process. Using application tools helps selection team to sort candidates in terms of qualified or unqualified.

a) Qualifying Questions:

Using qualifying questions at the starting of selection process is incorporated. The candidates have to answer following questions in order to apply. Some samples are:

*Describe your experience about Microsoft Office?

*Do you have any prior experience in this same position?

b) Gamification:

Gamifying recruitment process isn't something that always needed. In some cases it's been implemented in the process. The reason for this is that candidates who are fresh graduates or made a career change, won't have much of relevant experience. This will be a problem when trying to evaluate them based on experiences or prior knowledges. By using this method in this stage, Best Aid can shortlist talented people and HR team will have better chances of interviewing only few qualified candidates among vast amount of candidates which will also save time.

2. Resume Screening:

Filtering promising candidates through tons of application is called resume screening. By checking resumes one by one, whether by manually or by software-assisted and identify promising candidates.

This is one of the most traditional employee selection methods to move candidates to the next step by identifying and eliminating those who don't fit for the required position.

There are some ways used in Best Aid to filter resumes:

a) Background Checking:

it is a process where checking the background that qualifies a candidate for the position. HR team wants to know if these candidates have the academic qualification or professional expertise or both to perform required position. Comparing the job requirements with the resume to see whether this candidate has those requires KSA.

b) Resume Layout:

Even something as simple of layout of resume can tell a lot about the candidate. How the candidate organize & present his information in the resume is also something can't be unnoticed by the HR team.

c) Cover Letter:

Similarly to the resume, a candidate's cover letter gives an idea of who they are and what they can bring to the table for the role.

3. Screening Call:

The screening call is the initial stage of selection where recruiters shortlist applicants. By calling the shortlisted candidates to notify them about the date & time for the next selection process.

4. Assessment Test:

Once screening candidates and sorted them for the assessment test, in these assessment test is the most crucial part for selected candidates as this requires knowledge & screen about the attitude of these candidates. Questions are been set according to the nature of the job

.
* in a sales job where candidates are requested to pitch you a product with some unique ideas.

*A written or online test to test for aptitude, intelligence, personality, etc.

*A skill test to determine a candidate's typing speed, data entry capabilities, knowledge about excel etc.

5. In-person Interviewing:

Having analyzing candidates, evaluated their skills & abilities and making a shortlist of the most qualified candidates. It's time to meet in person with those promising candidates and held a interview session to evaluate the candidate a little further. The questions usually been asked during the interview session are:

- ❖ Role-specific questions
- ❖ Soft skills questions
- ❖ Situation based questions
- ❖ Behavioral questions
- ❖ Career goals questions
- ❖ Adaptability questions
- ❖ Provide candidates all necessary information

6. Background Checks:

Background checks are done to assure that finalists are reliable and don't impose any risks to the organization. This step verifies that whatever information the candidate has put in the resume are valid & no false information been added. There are several types of background checks that's been made before selecting the desired candidate:

- ❖ Criminal records
- ❖ Verification reports (e.g. national id card, academic certificates, extra curriculum certificates, work history, etc.)

7. Reference Checks:

In the final stages of the selection process, reference check has been taken place. By having one on one conversation with people who have been referencing for this candidates or supervisor of prior work place to get a gist about how this person is & how potential this person is with his/her work. Trying to have the information about behavioral pattern & skills performed by this person.

During reference checks:

- ❖ Confirm what candidates have already told (time duration of employment and previous job responsibilities)
- ❖ Gather information about how candidates use their skills on their jobs
- ❖ Discover weaknesses or practical experience
- ❖ how candidate behave in the work environment

8. Decision and Job Offer:

Discuss employment policies like salary, bonuses, working hours, opportunity of growth. After discussing about the employment terms next thing is to offer candidate job offer letter. Whenever new employees are been recruited HR, Finance and the CEO are present there for the signing program.

In the joining day sending welcome email to get them excited and plan their first day for a smooth onboarding so that before actually starting their job they are fully prepared to take the responsibilities for what they're assigned for.

3.2 Literature Review

In this era where every industry is facing immense competition, to ensure best performance from employees job satisfaction is a must. Recruitment process & manpower planning ensures connection of job context & employee satisfaction (Sumi Jha, January 2012).

Also (DAVID S. GILL, 2007) in a report it's stated that employee selection & engagement improves employee satisfaction & effects on working productivity.

It is also cited by Amare Werku Ijigu (2015) that, recruitment process in the HR practices has positive correlation with job satisfaction & furthermore training & development, performance appraisal & compensation packages add more strong positive correlation with job satisfaction. To incorporate these

things in HR practices in private sectors helps to reduce absenteeism & turnover rate & increases employee retention.

Fathin (2018), also stated that, from his research it was founded that 7.2% job satisfaction depends on recruitment process & for this very reason organization should also focus on improving recruitment process for providing job satisfaction to their employees.

Gopalan (2019) cited that meditating role in leadership style of the management associates relationship between recruitment & selection process. If positive leadership approach is maintained in the recruitment & selection process that will holistically lead to more employee satisfaction arena. Thus, recruitment & selection process lead to better job satisfaction with meditating positive leadership styles in the management practice.

3.3 Methodology

Both primary and secondary data are used in this report to make it more informative and accurate. For the primary data, I prepared a survey questionnaire to analyze the employees perception about the hiring process and how satisfied are they about this process. Also questionnaires about onboarding process to understand how helpful it's been to the employees. In order to complete the survey, the target people were the employees currently working or newly joined employees of Best Aid. I get 43 respondents as a sample for this report as it is not possible to include all the employees due to pandemic situation & difficult to get accessibility to all the employees. There were 18 questions for the survey which includes demographic questions, likert scale based question, rating based questions & multiple choices questions.

Besides these survey questionnaires, I collected information through one on one interview with my supervisor, also from my peers & colleagues.

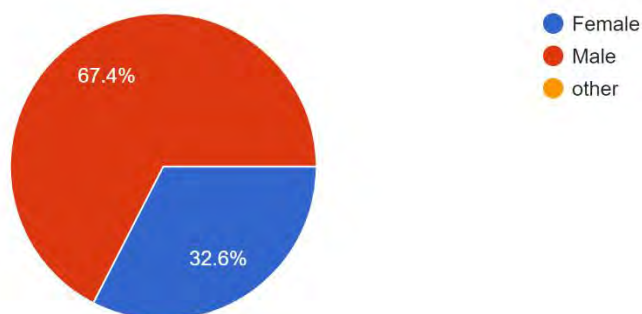
Lastly, for the secondary sources I looked into Best Aid website, some project proposal papers that been documented & also from the articles that's been posted in Best Aid's Facebook page.

3.4 Findings and Analysis

Analysis from the Survey

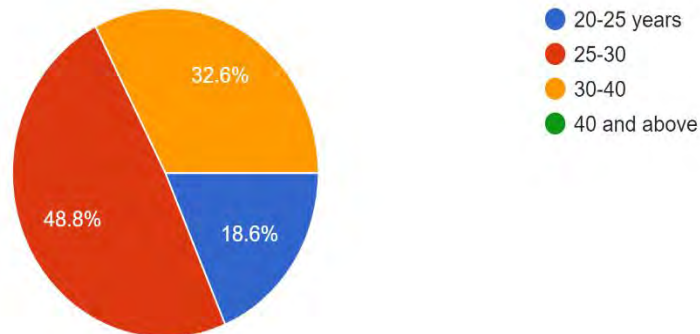
The survey was conducted to understand how the employees of Best Aid feels about the recruitment & onboarding process & are they satisfied with the process in general.

a) Enter Gender--
43 responses



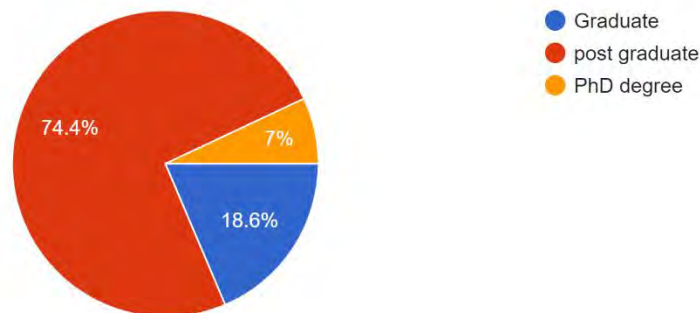
By identifying the gender chart it is to be cleared that Best Aid has more male employees than female which is male 67.4% & female is 32.6%. from this we can tell that the opinion can influence some gender biasness throughout the survey results.

b) Age range--
43 responses



From this part we can clearly tell that Best Aid is tergetting young energetic employees & is mostly driven by age group of 25-30years old(48.8%).

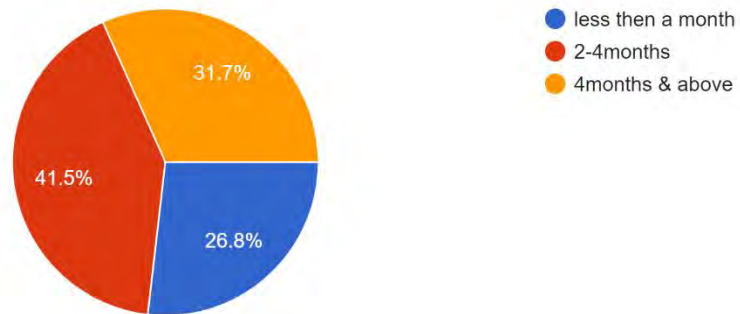
c) Education Level--
43 responses



From this part we have the view point of what educational background Best Aid is searching in terms of hiring & retaining employees. After surveying 74.4% respondents are post graduates & 7% are PhD degree holder. But there's also some scope for fresh graduates to be employed here as there's 18.6% are already working who are frsh graduates. So from this we can tell every educational background people are welcomed here & can be part of Best Aid.

d) How long you have been working with Best Aid?

41 responses

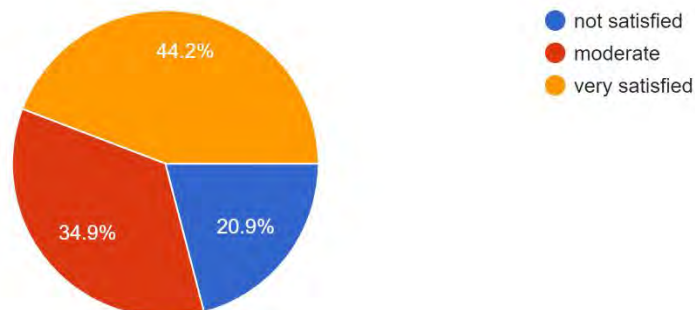


As this is quite a new company we can't measure turnover rate simply by analyzing working duration & can't measure loyalty towards Best Aid. From this what we can do is to have a picture of what are the portion of new & old employees working here. From above chart employees working for 2-4months(41.5%) are major domain of the workforce & 2nd major domain is 4months & above(31.7%). So we can say that majority of the employees have gone through training & also have measured the effectiveness of recruitment & onboarding which is the finding of this survey.

Next few analysis are done to find out how these employees felt when they were going through hiring process & how they be rating the recruitment process of Best Aid.

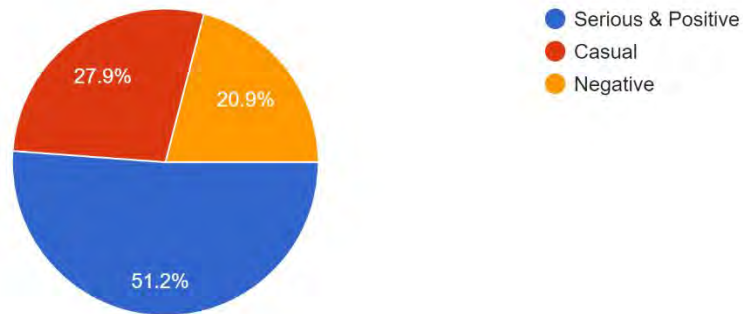
e) how satisfied are you with recruitment process of Best Aid on scale of 1 to 3?

43 responses



f) How was the approach of interviewers throughout the recruitment process?

43 responses

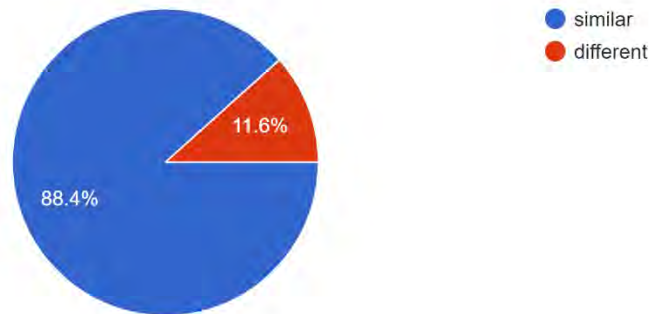


From the analysis 44.2% said that they were very satisfied with the recruitment process, 34.9% were moderate & 20.9% were not satisfied. When they were asked that how the approach of interviewers were 51.2% responded serious & positive, 27.9% were casual, 20% felt they been negative. When we personally interviewed the HR head what would be the reason for such negative approach. He responded that in Best Aid they tend to evaluate interviewees with some problem solving questions which most interviewees don't like as instant idea cant pop into their head & that hamper their confidence. Thus they find it not satisfying during interview.

Next few analysis are done to find out what are the opinions of employees about the technic & method used in hiring process.

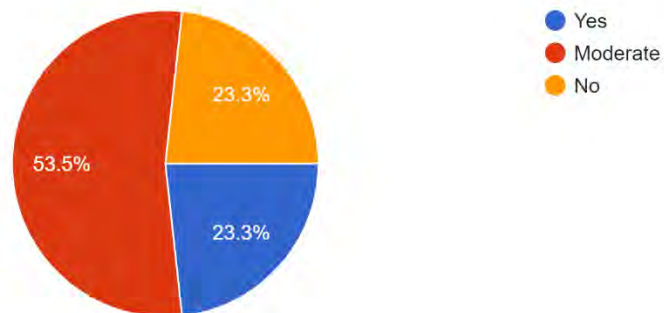
g) How would you compare recruitment process of Best Aid to other organizations?

43 responses



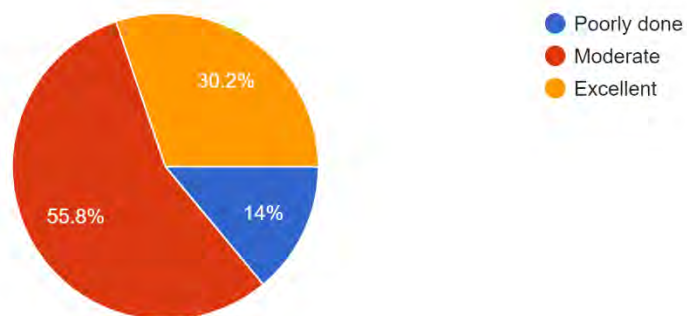
h) Throughout the recruitment process did you think it was lengthy & time consuming?

43 responses



i) How would you rate the HR department's performance in recruitment and Selection process?

43 responses



From the 1st chart it's been clear that most of the employees which is 88.4% think that Best Aid follows similar hiring process compared to other organizations. So we can assume that the traditional method that most of the organizations follow in terms of hiring, Best Aid is no different.

2nd chart was all about analysing the time duration & lengthiness of recruitment process. Whereby equal 23.3% said it was lengthy as well as it wasn't lengthy. 53.5% thought it was moderate. So we can assume that the steps that been followed in recruitment process is moderate, not too long not too short.

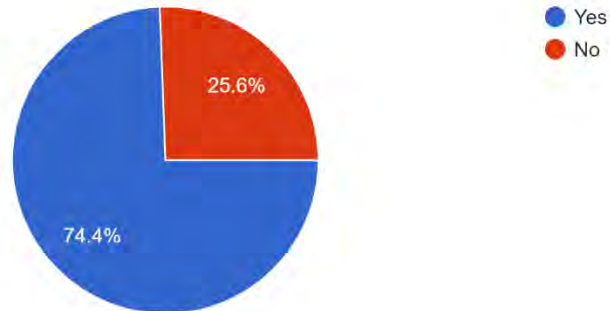
In 3rd chart 55.8% responded that HR department's performance was moderate throughout the recruitment process, only 14% responded that it was done poorly.

So we can come to conclusion that those who felt it was time consuming that lead them think because of poor performance.

Now from the below chart analysis we can find out what keywords Best Aid looks for in a candidate & which methods are best to identify potential candidates among tons of applicants.

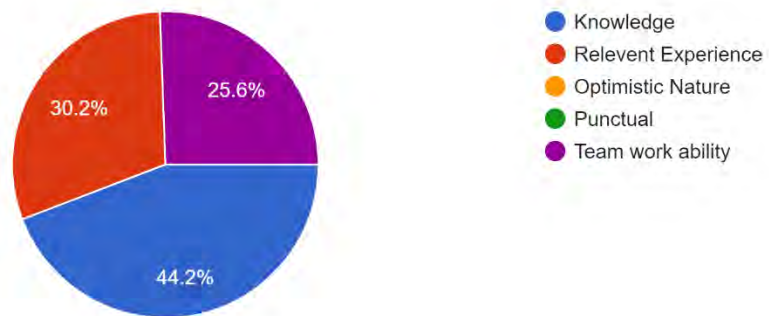
j) Do you think this organisation looks for experienced employees in selection Process ?

43 responses



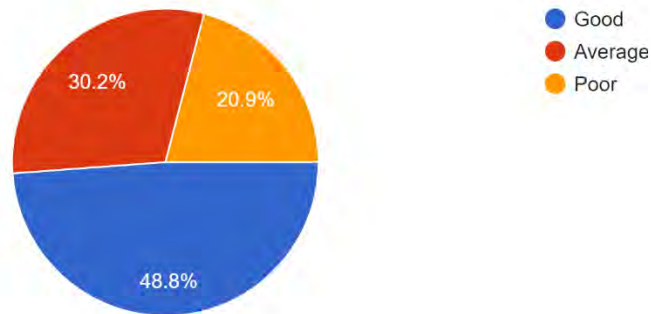
k) Which is the most important factor Best Aid looking to choose employees ?

43 responses



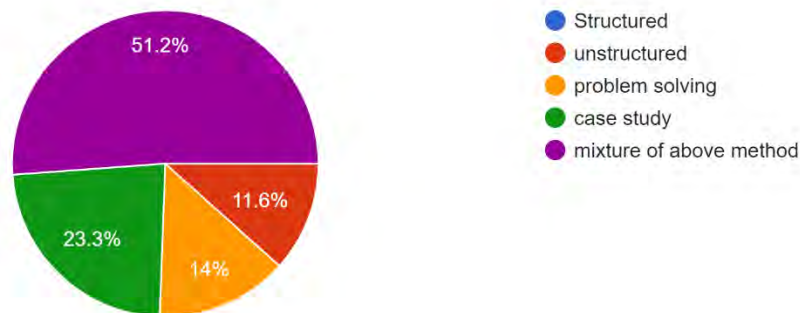
l) How do you rate the selection method of Best Aid ?

43 responses



m) In your opinion which method should be used for recruitment ?

43 responses



From the 1st chart around 74.4% responded that they believe Best Aid seeks for experienced employees & 25.6% think they also looks for unexperienced employees. So from this we have the fact that majority of positions are hired based on prior experience of same field & very few spots are available where they don't seek experience, rather seeks for potential & talented candidates.

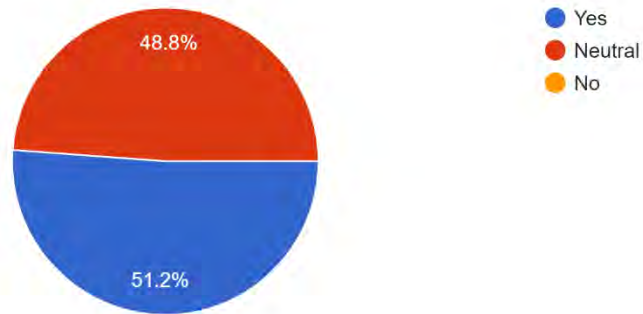
2nd analysis is linked with the following chart, which is around 44.2% responded that Best Aid seeks for knowledgable candidates, 30.2% said relevent experience & 25.6% said its team work.

In the next chart, 48.8% said selection process that's currently been practiced is good, 30.2% felt its average & 20.9% thinks its done poorly.

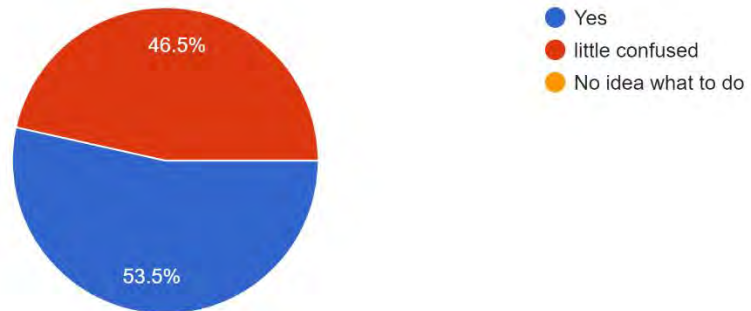
In the last chart, I asked about what method they think is best for recruitment around 51.2% responded that mixture of methods, case study(23.3%), 14.9% (problem sloving) & 11.6% (unstructured).

From the next below charts we'll have the idea of after receiving onboarding was it helpful for the employees & were they confident enough to start their work in Best Aid.

n) Is the training you've been receiving helpful after selection ?
43 responses

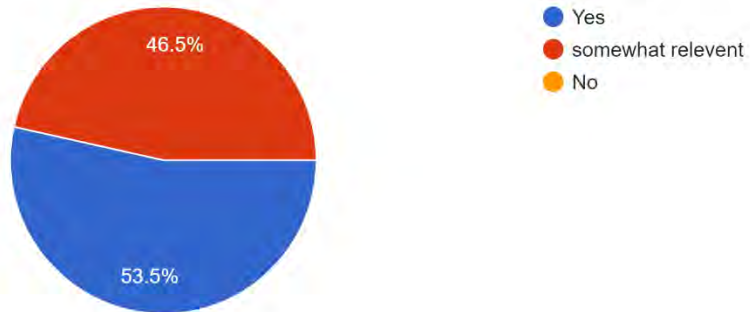


o) Were you been well prepared for your work?
43 responses



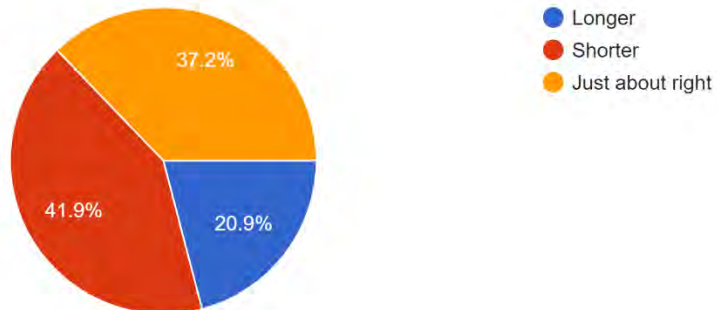
p) Do you think the training was relevant to the requirements of what you do?

43 responses



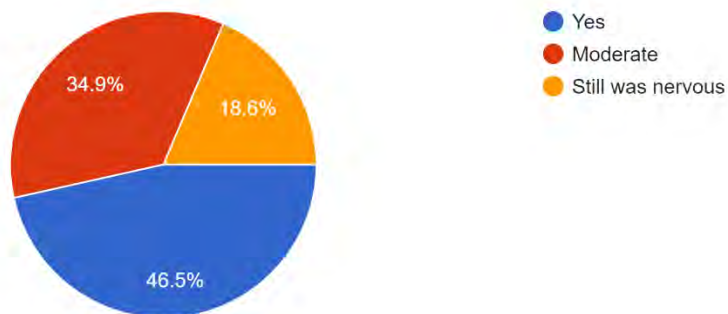
q) Do you think onboarding have been the following-

43 responses



r) Did your onboarding make you feel confident in your job?

43 responses



From the first analysis as no one responded that training wasn't helpful, also 53.5% responded that they were well prepared, 46.5% responded they were little confused still. So we can get a clear picture that the onboarding received after joining helped them in their actual work place. No one remained clueless of what to do after joining. Everyone received gist of their job responsibilities & how to conduct them.

After asking about if the training was longer or shorter than expected, the responses were 37.2% (just about the right), 20.9% (longer), and 41.9% (shorter). From this most of the employees felt the training should have been longer for better understanding of their job responsibilities.

During the training the only objective isn't about introducing employees with office culture or getting them ready for their work. To make employees comfortable & confident in workplace is also training objective. When we asked about how confident they're after training 46.6% responded yes, whereby 34.9% were moderate & 18.6% were still nervous, which means making them confident during onboarding isn't fully success. More than half employees were not fully confident which something Best Aid should improve in their onboarding is.

Findings

- Analyzing the age group its seen that 48.8% respondents are 25-30years old, which indicates that Best Aid is tergetting young energetic employees, so the target group lies between 25-30years old.
- 74.4% respondents are post graduates, which means that in the recruitment process Best Aid targets people who are mostly done with their post graduates, so hiring knowledgable people is their key focus.
- Respondants about 41.5% are working for 2-4months & 31.7% 4months & above, which means whatever results are analyzed from the employees have gone through training & this responses are very few domained by the fresh employees as fresh employees job satisfction level tent to get higher than old employees.

- most of the employees are satisfied with the way Best Aid been doing their recruitment & selection process as 44.2% were very satisfied, 34.9% were saying moderate & 20.9% were not satisfied. This 20.9% respondents were not very satisfied because the recruitment & selection process was long & in some higher ups position they were asked to come to office during their hiring process in this pandemic situation. Which led them to this dissatisfaction.
- By following so many steps, employees sometimes lose patience & another factor triggering dissatisfaction level in the hiring process. 53.5% respondents thought it was moderate & 23% thought it was too long. So it can be said that as Best Aid follows some steps that draw dissatisfaction to small portion of the current employees.
- In the hiring process, interviewer's performance or approach is another factor to draw employee satisfaction. In here 30.2% respond that the performance was excellent & 50.8% said it was moderate. So more than 80% respondents had no issue with the approach of interviewers & they were satisfied with how their interview sessions environment were.
- When I asked about how they feel about the overall selection process, 48.8% said selection process that's currently been practiced is good, 30.2% felt it's average & 20.9% thinks its done poorly. So also from analyzing this, most of the employees looked positive about selection process & 20% thinks that some changes should be made to make this process more satisfactory.
- Best Aid currently uses mixture of few methods is there aptitude test & also during interview sessions. Also about 51.2% respondents mentioned that mixture of methods are best approach, whereby only 23.3% responded case study, 14.9% problem solving & 11.6% unstructured. So half of the respondents agreed on that the approach Best Aid is following is the best approach.
- Onboarding is essential no matter what's the nature of the job is. Without onboarding coping up with work gets so difficult & that's the beginning where employees tent to feel fear of not knowing how to get the job done & morphed into job dissatisfaction. From the analysis, 53.5% responded that they were well prepared, 46.5% responded they were little confused still. So we can get a clear picture that the onboarding received after joining helped them to understand the nature of the job & no one remained clueless of how to complete tasks given.
- During the training the only objective isn't about introducing employees with office culture or getting them ready for their work. To make employees comfortable & confident in workplace

is also training objective. As from the research it's been proven that millennials get job satisfaction from the job environment & how supervisors are treating them rather than salary & bonuses. For this, When we asked about how confident they're after training 46.6% responded yes, whereby 34.9% were moderate & 18.6% were still nervous, which means making them confident during onboarding isn't fully success. More than half employees were not fully confident which something Best Aid is lacking in their onboarding.

3.5 Summary and Conclusions

Being a new company Best Aid is trying their very best to retain talented employees & employees are satisfied with their job. As it's not that old company Best Aid is still continuously introducing new methods & techniques for enriching their recruitment & selection process. In the primary level, they are doing this quite well & most of the employees are satisfied with how things been dealt of by the HR team. As the team is growing many new methods are been incorporate as not one single technique will work on diverse group of employees. In the onboarding, lack of expertise employee dissatisfaction is seen in this sector the most. As the top level management has less time to contribute in the onboarding so mainly onboarding is done by mid-level management. To improve the quality of the onboarding HR team is planning on hiring expertise from outside for the employee benefit. HR team is optimistic that by incorporating expertise in onboarding employee dissatisfaction will lessen.

3.6 Recommendations

- Try incorporating apps to filter the curricular resume according to job specifications to minimize the wastage of recruiting time
- Job description & specification should be made more precise so unnecessary candidates can be avoided
- During interview sessions improve communication so that employees feel connected & be comfortable rather than making them stiff.
- In the onboarding make them understand the importance of this & what benefits employees be getting after this onboarding
- Try to be more personal rather than professional, engage them in communications so that they can gain confidence among peers & colleagues.

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<http://bestaidbd.com/>

Appendix A.

Survey questionnaire on the Recruitment & on boarding process impact on employee satisfaction of Best Aid

a) Gender—

1. Female
2. Male
3. Other

b) Age range--

1. 20-25 years
2. 25-30
3. 30-40
4. 40 and above

c) Education Level-

1. Graduate
2. Post graduate
3. PhD degree

D) How long you have been working with Best Aid?

1. Less than a month
2. 2-4months
3. 4months & above

e) How satisfied are you with recruitment process of Best Aid on scale of 1 to 3?

1. Not satisfied
2. Moderate
3. Very satisfied

f) How was the approach of interviewers throughout the recruitment process?

1. Serious & Positive
2. Casual
3. Negative

g) How would you compare recruitment process of Best Aid to other organizations?

1. Similar
2. Different

h) Throughout the recruitment process did you think it was lengthy & time consuming?

1. Yes
2. Moderate
3. No

i) How would you rate the HR department's performance in recruitment and Selection process?

1. Poorly done
2. Moderate

3. Excellent

j) Do you think this organization looks for experienced employees in selection Process?

1. Yes
2. No

k) Which is the most important factor Best Aid looking to choose employees?

1. Knowledge
2. Relevant Experience
3. Optimistic Nature
4. Punctual
5. Team work ability
6. Other

l) How do you rate the selection method of Best Aid?

1. Good
2. Average
3. Poor

m) In your opinion which method should be used for recruitment?

1. Structured
2. Unstructured
3. Problem solving
4. Case study
5. Mixture of above method

n) Is the training you've been receiving helpful after selection?

1. Yes

2. Neutral

3. No

o) Were you been well prepared for your work?

1. Yes

2. Little confused

3. No idea what to do

p) Do you think the training was relevant to the requirements of what you do?

1. Yes

2. Somewhat relevant

3. No

q) Do you think onboarding have been the following-

1. Longer

2. Shorter

3. just about right

r) Did your onboarding make you feel confident in your job?

1. Yes

2. Moderate

3. Still was nervous