

Report On
Overall Recruitment and Selection Process of
Western Engineering (Pvt.) Ltd.

By
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A thesis submitted to the BRAC Business School (BBS) in partial fulfillment of the
requirement of the degree of
Bachelor of Business Administration

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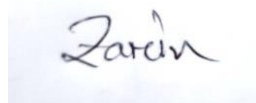
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Declaration

It is hereby declared that:

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

Student's Full Name & Signature



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Letter of Transmittal

Md. Mizanur Rahman

Assistant Professor

BRAC Business School

Subject: Submission of Internship Report

Dear Sir,

I am pleased to present my internship report, "Overall Recruitment and Selection Process of Western Engineering (Pvt) Ltd." Working on this project during my internship at Western Engineering (Pvt.) Ltd. (WEL) has been a fantastic learning experience, and I am grateful for your invaluable assistance and supervision. Your extensive marketing knowledge and expertise have been invaluable in molding my grasp of the subject. Your ongoing encouragement and feedback have inspired me to put out my best effort in this report.

I would also like to express my heartfelt gratitude Md Masud Rana, General Manager of WEL, for providing me with this invaluable chance to intern with their prestigious firm. Their support has motivated me to perform at my allocated work and delve further into the complexities of marketing strategy. The assistance and collaboration of WEL's entire team have been beneficial in improving my understanding of practical matters.

Throughout my internship, I have worked hard to present a thorough and well-researched report. However, I recognize that there may be some restrictions or opportunities for improvement. As a result, I welcome any clarifications, criticisms, or suggestions you may have to improve the quality of this research.

Thank you for your time and consideration.

Sincerely yours,

Zarin Tashnim Roshni

ID: 18104259

BRAC Business School

Non-Disclosure Agreement

This Non-Disclosure Agreement ("Agreement") is made and entered into as of [Date], by and between Western Engineering Pvt. Ltd. ("Disclosing Party"), and the student of BRAC University named Zarin Tashnim Roshni ("Receiving Party"), collectively referred to as the "Parties."

WHEREAS, the Receiving Party is a student conducting an internship at Western Engineering Pvt. Ltd. ("WEL") for academic purposes and has access to confidential and proprietary information related to the organization's overall recruitment and selection process.

WHEREAS, the Disclosing Party desires to protect its confidential data from unauthorized disclosure or use.

IN WITNESS WHEREOF, the Parties have executed this Non-Disclosure Agreement as of the date first above written.

Western Engineering Pvt. Ltd.

Intern's Name: Zarin Tashnim Roshni

By: Md Masud Rana

Title: General Manager

Date: 31/12/2022

Letter of Endorsement

I am pleased to offer my endorsement for the Internship Research Report titled "Overall Recruitment and Selection Process of Western Engineering (Pvt) Ltd" authored by Zarin Tashnim Roshni, who is currently pursuing a Bachelor's degree in Human Resource Management at BRAC University. This report was submitted as part of the academic requirements for her degree program, highlighting her dedication and commitment to achieving excellence.

The internship report delves into the critical domain of recruitment and selection processes within Western Engineering (Pvt) Ltd (WEL), a prominent player in the engineering and construction industry. Zarin Tashnim Roshni conducted a comprehensive study, demonstrating a profound grasp of theoretical concepts and their practical implications. By skillfully integrating academic knowledge with real-world scenarios encountered during the internship, she provides valuable insights into this vital topic.

Throughout the report, Zarin exhibits a meticulous and well-structured analysis, showcasing her ability to critically evaluate the strengths and weaknesses of WEL's current recruitment and selection procedures. The inclusion of relevant data, case studies, and interviews with key personnel from the organization lends credibility and depth to her findings and recommendations.

What sets Zarin apart is her exemplary communication skills, evident in the report's clear, coherent, and well-organized presentation. Moreover, her adept use of appropriate citations and references reflects her academic rigor and unwavering dedication to producing a well-grounded research document.

With utmost confidence, I highly recommend this internship report to the Internship Defense Committee for evaluation. The study is poised to make a meaningful contribution to the existing body of knowledge in the field of recruitment and selection practices. I am certain that Zarin will impressively present her findings before the committee, showcasing the same enthusiasm and expertise she demonstrated throughout her internship.

As Zarin embarks on a promising academic journey, I extend my warmest wishes and commend her for the valuable contributions she has made to the field of Human Resource Management. Her future is undeniably bright, and I am confident she will continue to excel in her endeavors.

Sincerely,

Md. Mizanur Rahman
Assistant Professor
BRAC Business School

Acknowledgement

To begin with, I would like to thank Almighty for giving me enough patience and support throughout my internship journey in Western Engineering (Pvt.) Ltd. I am deeply grateful to the management of WEL for providing me with the opportunity to intern at their esteemed organization. The experience I gained during my internship has been invaluable in shaping my understanding of Human Resources and has significantly contributed to my professional development.

I extend my sincere thanks to my advisors, Md. Mizanur Rahman sir and Md. Kausar Alam sir for their unwavering support and guidance throughout the internship report preparation period. Their mentorship and valuable insights have been instrumental in making this report possible. I am also thankful to the faculty members of BRAC Business School for their dedication to imparting knowledge and for fostering a conducive learning environment. Their teachings have been instrumental in shaping my academic pursuits.

I would like to acknowledge and appreciate the support and cooperation of the team at WEL. Specifically, I am grateful to MD Masud Rana sir for his guidance and encouragement during my internship. Their expertise and willingness to share their knowledge have been invaluable in enhancing my skills and understanding of Human Resource Management.

Lastly, I extend my thanks to all the team members and colleagues at WEL for their support and camaraderie during my time as an intern. Their friendly and collaborative work environment made my internship experience all the more enriching.

Executive Summary

During my internship at Western Engineering (Pvt.) Ltd., I gained hands-on experience with the company's recruitment and selection process. The goal of this report is to provide a thorough overview of the company's staff recruiting and selection methods. Western Engineering (Pvt.) Ltd., founded in 1998, has risen to prominence in Bangladesh's infrastructure development industry, making significant contributions to the country's development efforts. I spent three months immersed in the company's HR department, observing and participating in different elements of the recruitment and selection process.

The primary goal of this study is to evaluate and document the effectiveness of Western Engineering (Pvt.) Ltd.'s recruitment and selection processes. The HR department is critical in the execution of these processes, ensuring that the best individuals are chosen for available jobs within the firm. To attract quality applicants, the company's recruitment process is well-structured and planned, combining internal and external techniques. Using these strategies, Western Engineering (Pvt.) Ltd. constantly discovers and recruits skilled professionals to support its expanding staff. The selection approach comprises CV screening, written examinations, and interviews to assess candidates' suitability for specific roles. The HR department's thorough review guarantees that only the most competent candidates are awarded positions within the firm. The HR department organizes a comprehensive orientation program for newly hired staff. This procedure acquaints them with the company's culture, beliefs, and work environment, helping them to integrate effortlessly into their respective jobs.

Throughout the course of my internship, I witnessed Western Engineering (Pvt.) Ltd.'s diligence and efficiency. The company's emphasis on hiring suitable individuals is consistent with its commitment to excellence and adds to its industry supremacy. This research delves deeply into the recruitment and selection process, shedding light on the company's methodology and best practices. It is an excellent resource for understanding the HR department's critical role in molding the organization's personnel.

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List of Acronyms

WEL: Western Engineering (Pvt.) Ltd.

Ltd.: Limited

Pvt.: Private

HR: Human Resource

HRM: Human Resource Management

CV: Curriculum Vitae

Chapter 1 Overview of Internship

1.1 Student Information

I am Zarin Tashnim Roshni, ID: 18104259, a student at BRAC University studying Human Resource Management. This report fulfills the internship program requirement by giving valuable insights on “Overall Recruitment and Selection Process of Western Engineering (Pvt.) Ltd.”

1.2 Internship Information

1.2.1 Period, Company Name, Department, Address

I performed as an intern with Western Engineering (Pvt.) Ltd., a well-known and leading engineering and construction firm in Dhaka, Bangladesh. The internship program was an essential element of finishing my Bachelor of Business Administration (BBA) degree in Human Resource Management from BRAC University. The internship lasted from 1st October 2022 till 31st December 2022 while offering me 3 months’ exposure to the company's Human Resource Management Department.

Western Engineering (Pvt.) Ltd.'s headquarters are at TCB Bhaban, Karwan Bazar, Dhaka, Bangladesh. The company is well-known for having the ability to carry out a broad range of engineering projects, which include infrastructure development, construction, and related services. Considering its position as an industry leader, it proved to be a perfect firm for me to gain an initial understanding of the recruitment and selection process.

1.2.2 Internship Company Supervisor's Information: Name and Position

During my internship at Western Engineering (Pvt.) Ltd., I was supervised and mentored by, the human resource department where my supervisor was Md Masud Rana. He was essential in organizing my learning experience as my business supervisor, bringing valuable insights into the intricacies of HR processes in the engineering industry. My other colleagues’ experience and willingness to support me in several formal responsibilities and practical scenarios immensely enhanced my grasp of the company's HR operations too.

1.2.3 Job Scope in Western Engineering (Pvt.) Ltd

I was led and mentored by Md Masud Rana all throughout my internship at Western Engineering (Pvt.) Ltd. As my business supervisor, he was critical in structuring my learning experience, providing significant insights into the complex nature of HR processes in the engineering industry. His knowledge and willingness to help me with a variety of formal

assignments and practical scenarios significantly enhanced my awareness of the company's HR operations:

1. Sorting CVs: As part of the recruitment process, I was assigned with evaluating and screening the CVs of people applying for various open positions within the firm. The human resources department received an enormous amount of applications, and it was my obligation to carefully examine each CV in order to shortlist potential prospects based on relevant job experience, educational degrees, and institutions of study. Furthermore, individuals who were undertaking job-related training and possessed certain skill sets were considered for additional examination, such as written tests or interviews. My efforts culminated in the creation of a detailed CV description of the selected candidates, data simplification for effective administration, and data entry into the company's HR database.

2. Interview Coordination: The interviewing of potential candidates was an important part of the recruitment process. I actively managed and facilitated the interview sessions for shortlisted individuals during my internship. To begin, during the CV sorting step, I generated attendance records for the shortlisted candidates. We were able to trace the candidates' presence during the interview sessions thanks to these sheets. In addition, prior to the candidates' interviews, I delivered the candidate information form, also known as the self-assessment form. The self-assessment form allowed candidates to evaluate themselves against particular criteria related to the job post. The completed self-assessment questionnaires were gathered and turned in to the Board members who performed the interviews. I planned the interview sessions and guided candidates into the interview rooms based on the attendance sheet as part of my job. Board members evaluated candidates' comments and performance during the interview sessions, assigning scores based on the self-assessment forms and interview outcomes.

3. Project's Employees Update: Working at a company with a wide project portfolio meant constant recruitment and employee upgrades. As an intern in the human resources department, I was responsible for updating employee information for each active project. This procedure entailed tracking new hires, updating personnel information, and noting departures. Employee data that was accurate and up to date ensured that the organization had a complete record of its personnel at any given time. In addition, I was accountable for obtaining exhaustive data about the individuals who worked on various projects. This information was crucial in the event of any incidents or accidents involving employees, as detailed employee data allowed for more efficient response and management.

The internship at Western Engineering (Pvt.) Ltd. offered me an in-depth understanding of the recruitment and selection process in the construction business. My exposure to real-world HR operations under the guidance of seasoned experts increased my abilities and comprehension of

the subject of Human Resource Management tremendously. It was a wonderful and enlightening experience that enhanced my academic and professional development.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

I actively engaged in the company's overall recruitment and selection process, as well as many communication and policy-making activities, during my internship at Western Engineering (Pvt.) Ltd. Because of my participation in these crucial procedures, I was able to have a substantial impact on the company. The subsequent parts highlight my contributions throughout the internship:

- 1. Active Involvement in Recruitment Process:** As an intern in the Human Resource Management department, I performed a vital part in the company's recruitment process. I assisted with locating potential candidates, organizing job adverts, and coordinating interview schedules. This participation provided me with a firsthand overview of the many stages of talent acquisition.
- 2. Effective Communication with Candidates:** Throughout the recruiting process, I effectively communicated with candidates, both in written communication (emails and texts) and during interview sessions. I ensured that candidates received regular updates and information, ultimately contributing to an encouraging candidate experience.
- 3. CV Screening and Shortlisting:** Screening and shortlisting CVs received from applicants was one of my primary responsibilities. I attentively analyzed each CV, stressing relevant work experiences, educational qualifications, and other critical job needs factors. Only the most qualified individuals advanced to the interview stage as a result of this screening process.
- 4. Policy-Making Contributions:** My experience at Western Engineering (Pvt.) Ltd. also allowed me to participate in HR policy-making talks. I actively engaged in brainstorming meetings, offering insights and suggestions for bettering recruitment rules and procedures. This experience provided me with exposure to the decision-making components of HR processes.
- 5. Sharing Latest Institutional Learning:** I proactively communicated recent institutional learning from my academic research with colleagues in the HR department and other departments. I hoped to strengthen the organization's knowledge base and contribute to its continual improvement by providing updated HR practices and upcoming trends.

6. ***Fostering an Energetic Work Environment:*** As a young and energetic intern, I helped to create a good and dynamic work environment inside the HR department and the firm as a whole. My excitement and attention to my duties produced a constructive work culture that fostered teamwork and collaboration.

My contributions at Western Engineering (Pvt.) Ltd. stretched beyond the tasks that were allotted to me. I had a big impact on the company's HR operations by my active involvement in the recruitment process, effective communication with candidates, CV screening, policy-making contributions, information sharing, and promoting a healthy work atmosphere. This internship has surely enhanced my understanding of recruiting and selection methods and has better positioned me for a successful future in Human Resource Management.

1.3.2 Benefits to the Student

My internship at Western Engineering (Pvt.) Ltd. provided me with excellent experiences and learning opportunities that helped considerably to my personal and professional development. During the three-month internship, I received various benefits that improved my grasp of the overall recruitment and selection process and prepared me for a successful future in Human Resource Management. The following are the advantages I discovered:

1. ***Enhanced Decision-Making Skills:*** As part of the recruitment and selection process, I was able to participate in decision-making tasks such as shortlisting individuals and analyzing their qualifications. This experience strengthened my critical thinking skills and enabled me to make decisions that are more informed.
2. ***Understanding HR Compliance and Regulations:*** Working in human resources introduced me to many compliance and legal aspects in the recruitment process, such as equal employment opportunity and anti-discrimination statutes. This comprehension is essential for maintaining ethical and equitable employment processes.
3. ***Increased Confidence in Professional Abilities:*** Handling HR responsibilities well throughout the internship increased my confidence in my abilities to handle real-world HR jobs. This newfound self-assurance will help me in my future professional aspirations.
4. ***Acquired Negotiation Skills:*** Engaging with potential candidates and HR team members involved negotiation, especially when discussing job offers and compensation packages. Learning negotiation skills was a valuable aspect of the internship.
5. ***Project Management Skills:*** Coordinating interview schedules, managing candidate information, and maintaining recruitment timelines provided me with exposure to project management principles and skills.
6. ***Exposure to Multi-Disciplinary Collaboration:*** HR departments often collaborate with various other departments within the organization. During the internship, I had the

opportunity to work alongside professionals from different disciplines, fostering cross-functional teamwork.

7. ***Understanding Organizational Structure:*** The internship allowed me to grasp the hierarchical structure and dynamics of Western Engineering (Pvt.) Ltd. Understanding how HR integrates with other departments is crucial for HR professionals.
8. ***Improved Communication with Stakeholders:*** Interacting with job applicants, employees, and management allowed me to refine my communication skills. Articulating HR-related information effectively is vital in the field of HR management.
9. ***Problem-Solving and Adaptability:*** Overcoming challenges that arose during the recruitment process enhanced my problem-solving skills and adaptability in a dynamic work environment.
10. ***Experiencing the Impact of HR on Employee Performance:*** Witnessing the positive outcomes of successful recruitment and selection on employee performance highlighted the strategic importance of HR in organizational success.
11. ***Gaining Exposure to Diversity, Equity, and Inclusion Initiatives:*** The internship provided insights into how Western Engineering (Pvt.) Ltd. promotes diversity, equity, and inclusion in its hiring practices and workplace culture.
12. ***Developing Analytical Skills:*** Analyzing candidate qualifications and suitability for specific roles required a keen eye for detail and analytical thinking, further strengthening my analytical abilities.
13. ***Understanding Candidate Evaluation Techniques:*** Learning various evaluation techniques, such as structured interviews and assessment tests, deepened my understanding of candidate assessment methodologies.
14. ***Practical Application of Institutional Learning:*** The internship provided me with the opportunity to apply the theoretical information I learned during my academic journey in a real-world professional situation. Seeing the recruitment and selection process personally helped me bridge the gap between theory and experience, broadening my grasp of HR topics.
15. ***Observing HR Practices in Action:*** Involvement in the recruitment and selection process at Western Engineering (Pvt.) Ltd. equipped me with insight into how HR practices are actually applied. This experience assisted me in fully understanding the technicalities and the complexity of talent acquisition.
16. ***Accounting and Finance Practical Experience:*** As a member of the HR department, I had the opportunity to work hand in hand with the finance team, gaining practical insights into the financial aspects of hiring and HR operations. This experience strengthened my awareness of how human resource functions connect with financial considerations.
17. ***Professional Life Experience:*** The internship exposed me to the dynamics of a professional work environment, allowing me to observe and adapt to the norms and standards of the corporate world.

18. **Professional Habit Formation:** Working in a professional environment assisted me with cultivating key habits such as time management, effective communication, and teamwork, all of which are crucial for success in any professional position.
19. **Company Work Culture Immersion:** As part of the Western Engineering work culture, I picked up about the company's values, work ethics, and the importance of organizational culture in stimulating employee engagement and performance.
20. **Collaborating with a Diverse Workforce:** Working alongside others from various backgrounds exposed me to a wide range of ideas and problem-solving approaches. This experience sharpened my adaptability and demonstrated the significance of broadening in human resource operations.
21. **Improving Interpersonal abilities:** Interacting with candidates during the recruiting process sharpened my interpersonal abilities, allowing me to connect successfully with people from diverse backgrounds and experiences.
22. **Networking with Industry Professionals:** The internship allowed me to connect with HR professionals, senior executives, and industry experts, allowing me to broaden my professional network and open doors to potential future collaborations and career prospects.

My internship at Western Engineering (Pvt.) Ltd. was a life-changing experience that allowed me to use classroom information in a practical context, get insights into HR practices, and cultivate vital skills for my professional development. The advantages I gained from this internship surely prepared me for a successful career in Human Resource Management, providing me with both theoretical and practical knowledge of the recruiting and selection process.

1.3.3 Challenges Encountered During the Internship

Throughout my internship at Western Engineering (Pvt.) Ltd., I faced a number of problems and difficulties that had an impact on my whole internship experience. While the internship provided tremendous learning opportunities, the following were the major issues I encountered during my internship:

1. **Lack of Orientation or Company Introduction:** One of the most difficult problems I faced was the lack of a formal orientation or company introduction session for interns. At first, I wasn't comfortable or confident about my job in the business as I hadn't been shown the company's operations, work methods, and duties.
2. **Indiscipline in Supervision:** Another issue I encountered was a lack of supervision discipline. Some employees who were not directly tied to my designated supervisor approached me for guidance with their work. Because I was supposed to be directed by a specific supervisor, this produced confusion and misunderstandings. The lack of a clear reporting structure impeded the efficiency of the work procedure.

3. ***Work Schedule and Work-Life Balance:*** Due to the company's work schedule, which consisted of six days a week from 9:30 a.m. to 5:30 p.m., maintaining a healthy work-life balance was challenging. Furthermore, the long daily commute of 3 to 4 hours added to the difficulty of time management. This time constraint made it difficult for me to concentrate on the internship report and other academic commitments.
4. ***Data Collection Difficulties:*** Collecting data for the internship report proved to be a difficult task. I had difficulties getting sufficient data and information for the report due to the employees' tight work schedules. This required me to be persistent and resourceful to obtain crucial data via various organizational sources.
5. ***Restricted Exposure to recruiting and Selection Processes:*** Despite participation in the recruiting and selection process, exposure to certain specialized areas was restricted. As an intern, I had to rely on my supervisors' and HR team members' assistance and cooperation to obtain a thorough understanding of the complete process.
6. ***Adapting to Organizational Culture:*** Adapting to organizational culture and dynamics was initially a minor problem. I needed time to learn the company's distinct work culture and communication procedures because I came from an academic background.
7. ***Time Management and Multitasking:*** As an intern involved in many HR chores, I had to juggle multiple responsibilities at the same time. Balancing the workload and effectively managing time to fulfill deadlines became a huge difficulty.
8. ***Limited connection with Management:*** Due to the organization's hierarchical structure, direct connection with top management and decision-makers was limited. This made it difficult to obtain a thorough understanding of the strategic aspects of the whole recruitment and selection process.

Despite these obstacles, I saw them as chances for growth and learning. Overcoming these obstacles improved my problem-solving abilities, adaptability, and resilience. Furthermore, the experience provided me with a better grasp of human resource practices and the complexities inherent in the recruitment and selection process within the context of Western Engineering (Pvt.) Ltd.

1.3.4 Recommendations for Future Internship Experiences

Based on my valuable internship experience with Western Engineering (Pvt.) Ltd., I would like to provide the following suggestions to improve future interns' learning and overall experience, as well as their contributions to the company:

1. ***Hold an Orientation Session:*** I propose holding a complete orientation session to ensure a smooth onboarding process and to help interns become acquainted with the company's operations and their tasks. This session may contain a lengthy presentation about the company's history, beliefs, work culture, and specific intern tasks. Giving

interns a clear idea of their tasks from the beginning will result in enhanced productivity and efficiency.

2. ***Designate a Single Point of Contact:*** It is critical for each intern to have a designated supervisor or mentor who will serve as their single point of contact throughout the internship to maintain discipline and avoid confusion. This will improve communication and ensure that interns receive consistent direction and feedback on their work.
3. **Adopt a Five-Day Work Week:** Given the significance of having a healthy work-life balance, I urge that the organization adopt a five-day workweek for interns rather than the present six-day plan. This change will allow interns to devote more time to their internship reports and academic obligations while still contributing to the organization.
4. ***Encourage Interns to Explore and Work in Different areas:*** Allowing interns to explore and work in different areas within the organization can offer them with a broader perspective of the company's operations. Rotating interns among departments, even for short periods of time, can improve their learning experience and help them understand how different functions work together to achieve corporate goals.
5. ***Provide Regular Feedback and Evaluation:*** Interns' growth and development require regular feedback and evaluation sessions. Periodic performance reviews and constructive feedback meetings, when interns can share their success, strengths, and areas for improvement with their supervisors, are recommended. This will not only assist interns enhance their abilities, but will also build an organizational culture of continual learning.
6. ***Offer Skill Development Workshops:*** Organizing skill development workshops and training sessions for interns can significantly enhance their professional capabilities. Workshops focused on communication skills, project management, and industry-specific training can equip interns with valuable skills that will benefit their future careers.
7. ***Foster a Mentorship Program:*** Establishing a mentorship program that pairs interns with experienced employees can create a supportive learning environment. Mentors can provide guidance, share industry insights, and offer career advice, ultimately contributing to interns' personal and professional growth.
8. ***Emphasize Ethical Practices and Corporate Social Responsibility:*** Integrating ethical practices and emphasizing corporate social responsibility within the organization can inspire interns to contribute to sustainable business practices. Engaging interns in CSR initiatives and promoting ethical decision-making will nurture a sense of purpose and responsibility in their work.

By implementing these recommendations, Western Engineering (Pvt.) Ltd. can enrich the internship experience for future interns, enabling them to make valuable contributions to the company while gaining essential skills and knowledge for their future careers.

Chapter 2 Organizational Overview

2.1 Background of Western Engineering (Pvt.) Ltd

Western Engineering (Pvt.) Ltd. (WEL) was founded in 1998 with a strong commitment to contribute significantly to Nation Building Activities in Bangladesh. The company's core focus lies in constructing hydraulic structures, water control structures like regulators and embankments, bridges, roads, highways, jute-related products, and solar power projects. Additionally, WEL is dedicated to providing high-quality technical support and services to private and commercial organizations, as well as government agencies. Right from its inception, WEL adopted a sustainable approach towards achieving its goals, encompassing economic, environmental, and social sustainability. To bolster this vision, the company embarked on a path of mechanization and modernization of its equipment and machinery, aimed at maximizing efficiency and productivity while minimizing the impact on labor and the environment. WEL has acquired an impressive fleet of over 500 modern pieces of equipment, empowering the company to deliver exceptional results. With a proud history of successful projects, WEL has completed 36 different ventures worth approximately BDT 17,000 Crore. The company currently has around 1800 dedicated employees working on 30 ongoing projects in Bangladesh, amounting to approximately BDT 4000 Crore.

Bangladesh, being a land of rivers, faces the dual challenge of fertile lands and susceptibility to floods and erosion. WEL recognized the importance of dredging rivers to mitigate these challenges and acquired 41 modern dredgers from the USA, Netherlands, and China. This positions WEL as a leading player in the dredging sector in Bangladesh, significantly contributing to the implementation of the delta plan.

At WEL, a team of highly skilled experts collaborates to provide technical expertise that matches the needs of clients, including licensed engineers, architects, project managers, and technicians. The company's commitment to surpassing customer expectations is proven by its use of cutting-edge technology, consistent quality, and competitive pricing, with its ability to meet project deadlines on time and within budget. WEL's commitment to excellence has earned them specific recognition for their contributions in the form of high-quality performances.

WEL has consistently extended its capacity and capability, diversifying its operations to enable sustainable growth and additional contributions to nation-building efforts under the leadership of the Managing Director. With the largest number of dredgers and advanced machinery, including the Zenith 1500 block making and auto-bricks machine from Germany, WEL is poised to make a significant impact in preserving the nation's resources and executing the government's vision.

WEL's reputable working partnerships with organizations such as the Bangladesh Army, Bangladesh Navy, BPDB, BWDB, BIWTA, R&H, and LGED stand as a testament to the

company's trustworthiness, timely project deliveries, quality work, and open communication, all built on a foundation of mutual trust. As WEL continues to progress, it remains steadfast in its pursuit of engineering excellence and a sustainable approach to contribute positively to Bangladesh's development and progress.

2.2 Vision, Mission & Values

2.2.1 Vision

"To reach the zenith of the engineering development works with the philosophy of a sustainable approach." The vision of Western Engineering (Pvt.) Ltd. is to achieve the highest point of excellence in engineering development while adhering to a sustainable approach. The company aspires to lead the industry by delivering projects that not only meet the highest standards of engineering but also prioritize economic, environmental, and social sustainability. Through innovative and forward-thinking practices, WEL aims to be at the forefront of engineering advancements, making significant contributions to the nation's infrastructure development. By integrating sustainability principles into its operations, the company seeks to strike a balance between growth and responsible resource utilization. With a steadfast commitment to quality, efficiency, and environmental stewardship, Western Engineering envisions itself as a key player in transforming the engineering landscape of Bangladesh. By embracing a sustainable philosophy, the company aims to leave a positive impact on the communities it serves, contributing to the long-term well-being of the nation.

2.2.2 Mission

The mission of Western Engineering (Pvt.) Ltd. is driven by a set of core principles that guide the company's actions and define its commitment to excellence and responsible practices. The company is dedicated to:

1. On-time Delivery of Projects: WEL places great emphasis on meeting project deadlines, ensuring that each endeavor is completed promptly and efficiently. By adhering to strict timelines, the company aims to exceed client expectations and contribute to the overall progress and development of Bangladesh.

2. Quality Works: WEL maintains an unwavering focus on delivering projects of the highest quality. The company upholds stringent quality standards in all aspects of its operations, from planning and execution to final delivery, thereby creating enduring infrastructure that withstands the test of time.

3. Committed to a Greener and Cleaner Environment: Environmental consciousness is at the core of WEL's mission. The company is resolute in adopting sustainable practices that minimize its ecological footprint and contribute to a greener and cleaner

environment. By incorporating eco-friendly approaches, WEL aims to protect and preserve the natural resources of the country.

4. Friendly Working Environment through Open Communication and Mutual Trust:

WEL values its employees and recognizes their pivotal role in the company's success. The organization encourages open communication and a sense of confidence among team members, promoting a friendly and collaborative working environment. This supportive environment boosts productivity, creativity, and innovation, establishing a culture of continual improvement.

These guiding values, when put together, motivate Western Engineering (Pvt.) Ltd. to excel in its activities, maintain its commitment to sustainability, and make a positive influence on the communities it serves. The company's mission embodies its commitment to being a responsible and dependable partner in the engineering industry, contributing to Bangladesh's growth and prosperity while protecting the environment for future generations.

2.2.3 Values

Western Engineering (Pvt.) Ltd.'s values are as follows:

1. *Quality:* We aim for quality in all parts of our business. We strive to deliver the finest quality engineering services and solutions, meeting and exceeding industry standards, from project planning to project implementation.

2. *Integrity:* In our business processes, we uphold the highest levels of integrity and ethics. Our clients, partners, and stakeholders are guided by our dedication to transparency, honesty, and fairness.

3. *Sustainability:* We are committed to a long-term perspective in all of our operations. We actively pursue ecologically friendly practices in order to reduce our environmental effect and positively influence the communities we serve.

4. *Client Focus:* Our customers are at the center of all we do. We listen to their wants, comprehend their expectations, and design our solutions to their individual objectives. Our clients' long-term relationships are a top focus for us.

5. *Safety:* We prioritize the safety of our staff, clients, and the general public. We adhere to strict safety measures and place a premium on the well-being of all personnel involved in our projects.

6. *Innovation:* We value innovation and are constantly looking for new and better methods to improve our services and solutions. We deliver cutting-edge techniques to engineering development by being at the forefront of technical breakthroughs.

7. Collaboration: We promote a collaborative and teamwork atmosphere. We think that combined efforts, open communication, and mutual respect among all team members yield the best results.

8. Professionalism: We conduct ourselves professionally and with a high level of experience in our sector. Our expert team is committed to upholding the highest levels of competence and professionalism.

9. Community Involvement: We actively participate in and give back to the communities in which we operate. We participate in social and community initiatives with the goal of making a good influence that extends beyond our projects.

10. Continual Improvement: We are dedicated to lifelong learning and improvement. We analyze our procedures on a regular basis, solicit input, and apply improvements to improve the quality and efficiency of our services.

These key values serve as guiding principles for Western Engineering (Pvt.) Ltd. in carrying out its goal and vision, building a company culture that prioritizes excellence, sustainability, and a strong commitment to its clients and the environment.

2.3 Organogram of Western Engineering (Pvt.) Ltd

The following organogram provides a clear and hierarchical representation of the management structure within Western Engineering (Pvt.) Ltd, outlining the relationships and reporting lines among different departments and sub-divisions.

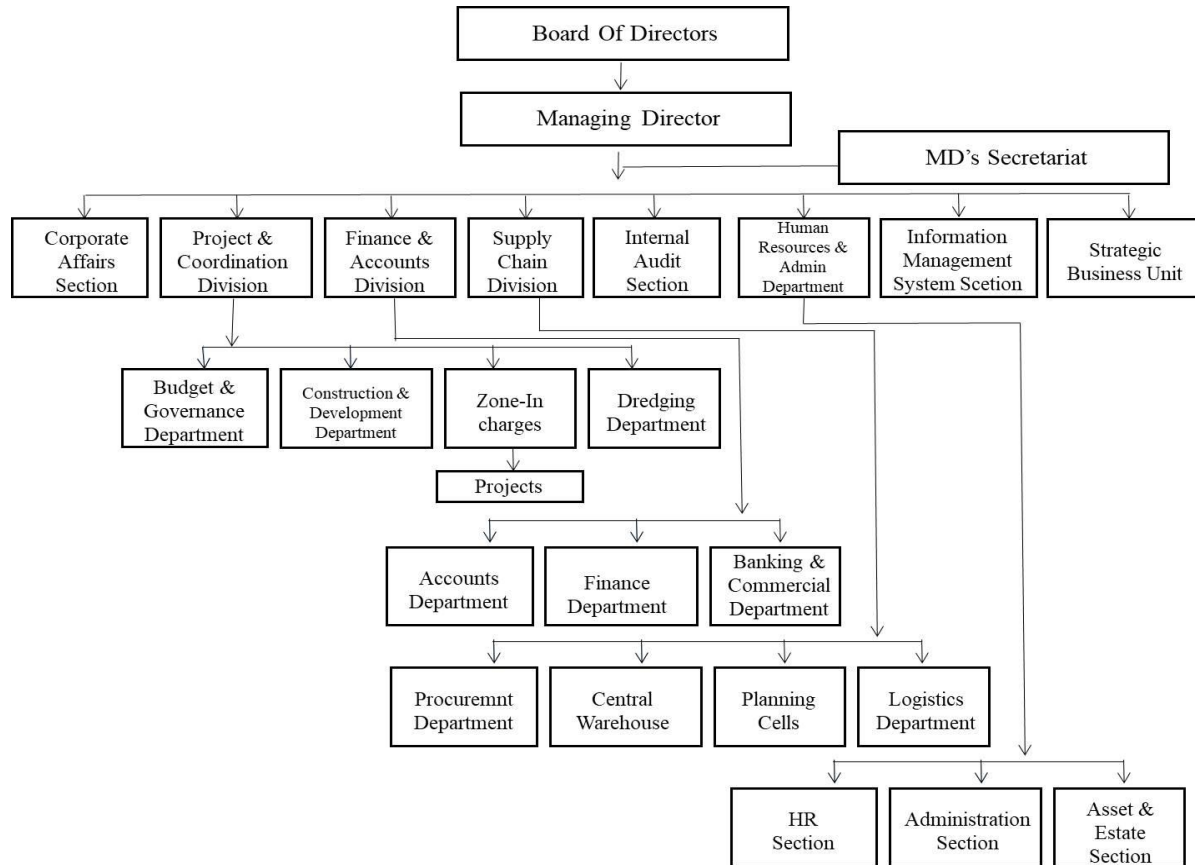


Figure 1: Organogram of Western Engineering (Pvt.) Ltd.

Source: <https://www.westernengineeringbd.com/management-2>

2.4 Management Structure of the Organization

The leadership team at Western Engineering (Pvt.) Ltd is designed to ensure effective monitoring, coordination, and efficient operation of the business. The corporation is governed by a board of directors, which is in charge of formulating strategic goals, and policies, and providing advice to the organization. The managing director reports directly to the board of directors and is in charge of monitoring the company's operations and implementing the strategic goal.

The managing director is in charge of numerous essential departments, each of which is critical to the company's success. Among these departments are:

1. **Corporate Affairs Section:** In charge of managing external communications, public relations, and regulatory compliance in order to maintain a positive corporate image and smooth relationships with stakeholders.
2. **Project & Coordination Division:** This division is the backbone of Western Engineering's project execution. It comprises several sub-divisions:
 - **Budget & Governance Department:** Ensures projects comply with budgetary restrictions and are efficiently regulated, optimizing resource allocation.
 - **Construction & Development Department:** Responsible for project execution, construction process management, and project completion on schedule.
 - **Zone in Charges:** In charge of coordinating and supervising numerous projects while ensuring quality and safety standards are met.
 - **Dredging Department:** This department focuses on dredging projects and provides experience in this specific field of engineering.
3. **Finance & Accounts Division:** This division is in charge of the company's finances. It consists of the following departments:
 - **Accounts Department:** Manages day-to-day financial transactions, bookkeeping, and accounting operations.
 - **Finance Department:** Responsible for financial planning, investment decisions, and financial analysis to aid in strategic decision-making.
 - **Banking and Commercial Department:** Manages banking ties, financial discussions, and project commercial issues.
4. **Supply Chain Division:** This division is responsible for the procurement and logistics functions that are critical to the company's operations:
 - **Procurement Department:** Ensures the timely sourcing of materials and services required for project execution.
 - **Central Warehouse:** Oversees inventory and storage of critical supplies for ongoing projects.
 - **Planning Cells:** Provides optimized strategic planning and supply chain.
 - **Logistics Department:** This department is in charge of transporting, distributing, and delivering materials and equipment to project sites.
5. **Internal Audit Section:** This department goes through internal policies, procedures, and regulatory requirements on a regular basis, fostering transparency and accountability.
6. **Human Resources & Admin Department:** This department is in charge of the company's most important asset: its personnel. It consists of the following sections:
 - **HR Section:** Is tasked with recruitment, training, employee relations, and talent development.
 - **Administration Section:** Is responsible for day-to-day administrative activities as well as facility management.
 - **Asset & Estate Section:** Manages the assets, properties, and real estate of the organization.

7. **Information Management System Section:** This section is responsible for the management of the company's IT infrastructure, software systems, and data management in order to maintain efficient operations and data security.
8. **Strategic Business Unit:** This unit is responsible for identifying new business prospects, performing market research, and devising strategies to broaden the company's portfolio and market presence.

Western Engineering (Pvt.) Ltd's management structure was created with the goal of promoting effective communication, collaboration, and coordination among departments. The hierarchical framework guarantees that each department's tasks are well-defined, creating a unified and coordinated approach to project execution, financial management, and human resources, thereby supporting the company's ongoing growth and success. It's the management team in charge of overseeing all business activities.

Name	Designation
Nargis Ahmed	Chairman
Bashir Ahmed	Managing Director
Md. Sharawar Zaman Dhali	Deputy Managing Director
Md. Nagir Ahmed Apurbo	Director
Brig. Gen. Md. Zahedur Rahman, BGBMS, NDC, PSC (Retd.)	Chief of Project & Coordination
S.M. Masud Ul Azim	Chief Supply Chain Officer
Mashfique Mashud Khan	Chief Operating Officer (Jute & Textile)
Lt. Col. Md. Ziaul Hassan, psc Engrs. (Retd.)	Chief Engineer (Civil)
Md. Siddiqur Rahman	Chief Engineer (Civil)

Table 1: Management of Western Engineering (Pvt.) Ltd.

Source: <https://www.westernengineeringbd.com/management-2>

2.5 Equipment of Western Engineering Pvt Ltd

Western Engineering Pvt Ltd (WEL), one of the biggest names in engineering and building, has a wide range of high-tech machinery and tools. Since the company started in 2016, the logistics department has been very important to how it works. This section is in charge of managing all of the Construction Equipment, Generators, Machinery, Plants, Substations, Vehicles, and so on. It is also in charge of the areas on electromedicine and solar energy.

As of right now, the mechanical division of the company has a big stock of 529 different kinds of WEL-owned equipment. This big group of machines includes the Zenith 1500 Auto-Block Machine, the Asphalt Plant, the RMC Plant, the Dredgers, and a lot more. The newest thing that WEL has done is set up a central tracking system. This cutting-edge technology was made to make running a business easier, with a focus on providing service support on time. It shows

how committed the company is to using new technology to run smoothly and provide good service..

The following is an overview of the primary equipment categories in WEL's inventory:

Construction Equipment: Bulldozers, excavators, and wheel loaders total 18, 189, and 29. Dump Trucks (50 units) and Concrete Pumps (12 units) show the company's readiness for large-scale building.

Plant and Generators: The company has two Asphalt Plants and seven Batching Plants. Construction relies on these for fundamental supplies.

Block Production: The 22 Auto Block Plants at the company signify its capability to produce and supply significant quantities of blocks, an essential building component.

Special Equipment: WEL possesses 4 Amphibious vehicles and several Dredgers, showcasing its readiness to tackle complex and challenging construction projects, even in challenging terrains or water bodies.

Miscellaneous Equipment: The miscellaneous category includes items such as Air Compressors, Concrete Breakers, Fork Lifts, Fuel Tankers, Water Pumps, and others. These pieces of equipment have their unique roles in facilitating various operations in construction sites.

Vehicles and Trailers: With 18 Mixer Lorries, 2 Low Bed Trailers, and a truck, WEL is adequately equipped to transport materials and personnel, thus ensuring smooth on-site operations.

2.6 Working Partners

A critical facet of Western Engineering Pvt Ltd's (WEL) operations is its collaborations with esteemed partners across various sectors. These partnerships reflect the company's dedication to both national progress and international cooperation.

Since 2007, WEL has been collaborating with the Bangladesh Army and Navy. These collaborations showcases WEL's ability to fulfil the high levels of professionalism and technical expertise demanded by these prestigious organizations. They also emphasize WEL's dedication to the nation's defense and contribution to the country's security infrastructure.

Among WEL's notable partners is Bangladesh Diesel Plant Limited (BDPL). In collaboration with BDPL, WEL undertakes a variety of civil engineering works and provides mechanical

training work. BDPL has been a conduit for WEL to work with several significant entities such as Bangladesh India Friendship Power Company (Pvt.) Limited (BIFPCL), Bangladesh Agricultural Development Corporation (BADC), Bangladesh Power Development Board (BPDB), and Bangladesh Water Development Board (BWDB).

Other key partners include:

1. Bangladesh Agricultural Development Corporation (BADC): WEL, a BADC partner, lends support to Bangladesh's agricultural growth through provision of engineering expertise..

2. Bangladesh Power Development Board (BPDB): WEL works with the BPDB to help with power development and to give engineering solutions to improve the country's power infrastructure.

3. Bangladesh Water Development Board (BWDB): WEL's relationship with the BWDB indicates its participation in initiatives aimed at managing water resources and improving water infrastructure.

4. Bangladesh Rural Electrification Board (BREB) and Rural Power Company Limited (RPCL): These collaborations demonstrate WEL's dedication to rural electrification and power generation, both of which are critical to meeting national development objectives.

5. Bangladesh India Friendship Power Company (Pvt.) Limited (BIFPCL): This collaboration represents WEL's participation in international partnerships aimed at boosting the electricity industry and strengthening diplomatic relations.

6. Bangladesh Economic Zones Authority (BEZA): WEL's engagement with BEZA demonstrates its commitment to Bangladesh's economic development by supporting investment in designated economic zones.

7. Bangladesh Machine Tools Factory (BMTF) and Bangladesh Diesel Plant (BDPL): WEL collaborates with these organizations to promote mechanical and manufacturing industries, consequently promoting industrial development in Bangladesh.

8. Chittagong Dry Dock Ltd. (CDDL) and Dockyard and Engineering Works Ltd. (DEWL): These collaborations highlight WEL's skills in shipbuilding and repair, naval engineering, and the development of marine infrastructure.



Figure 2: Working Partners of Western Engineering (Pot.) Ltd.

Source: <https://www.westernengineeringbd.com/working-partners>

These partnerships collectively demonstrate Western Engineering Pvt Ltd's commitment to contributing to various sectors, ranging from defense and power development to agriculture and economic progress. The relationships cultivated by WEL with these organizations are a testament to its multifaceted expertise, professionalism, and dedication to the progress of Bangladesh.

2.7 Sister Concerns

Western Engineering Pvt Ltd (WEL) serves as the central hub for a dynamic network of diverse sister companies. Sister Companies Thrive Across Diverse Industries, Bolstering Organization's Triumph Exploring WEL's Primary Sister Concerns:

1. Vincen Gtech Limited: Vincen Gtech Limited is a prominent sister concern of WEL that operates in the technology and engineering domain. This subsidiary focuses on cutting-edge technologies, engineering innovations, and advanced solutions for various industries. Vincen Gtech Limited aligns with WEL's vision of utilizing the latest advancements to provide comprehensive engineering services to its clients. The collaboration between WEL and Vincen

Gtech Limited synergistically enhances both entities' capabilities, enabling them to address complex challenges with ingenuity and expertise.

2. Western Dredgetech (Pvt) Ltd: Western Dredgetech (Pvt) Ltd stands as a vital subsidiary under WEL's umbrella that specializes in dredging and marine engineering. With WEL's extensive experience in construction and engineering and a strategic focus on dredging, this sister concern effectively meets the demands of dredging projects in various water bodies. Together, WEL and Western Dredgetech (Pvt) Ltd bolster Bangladesh's marine infrastructure, contributing to coastal protection, riverbank erosion control, and navigational efficiency.

3. Western Renewable Energy (Pvt) Ltd: Recognizing the importance of sustainable energy solutions, WEL established Western Renewable Energy (Pvt) Ltd as a dedicated sister concern. This subsidiary takes an active role in renewable energy initiatives, especially solar power generation and the provision of environmentally friendly energy solutions. WEL extends its commitment to ecologically ethical behaviors through this partnership, and it plays an important role in boosting renewable energy adoption in Bangladesh.

4. Western Superior Jute Industries Ltd: As a pioneer in the jute sector, Western Superior Jute Industries Ltd is a significant sister concern of WEL. This subsidiary specializes in the production of non-woven jute felt, which is used in an assortment of businesses such as automotive, horticulture, and agriculture. WEL contributes to sustainable solutions and ecologically responsible activities by utilizing the biodegradable characteristic of jute.

5. The Impero Properties Ltd: The Impero Properties Ltd is a sibling company that specializes in real estate and property development. It shows WEL's strategy diversification and involvement in the dynamic real estate industry as a subsidiary. WEL engages in property development projects through this association, contributing to the country's expansion and urbanization.



Figure 3: Sister Concerns of Western Engineering (Pvt.) Ltd.

Source: <https://www.westernengineeringbd.com/sister-concern>

The collaboration between Western Engineering Pvt Ltd and its sister concerns shows the organization's visionary approach to business diversification and growth. These partnerships enable WEL to broaden its horizons, extend its expertise to diverse sectors, and reinforce its commitment to contributing significantly to Bangladesh's development journey. The collective strength and expertise of these sister concerns complement WEL's core capabilities, enabling the organization to remain at the forefront of the engineering, construction, and sustainability sectors in Bangladesh.

2.8 Projects

Western Engineering (Pvt.) Ltd is actively involved in four types of projects, which are as follows:

1. **Land Development Projects:** These projects focus on the planned development of land areas, encompassing various activities such as construction, infrastructure development, and landscaping. Such projects are:
 - Land Development Works of Thermal Power Plant Project at Rampal, Bagerhat.
 - Land development works of Gazaria 350 MW Coal Fired Thermal Power Plant.
 - Earth filling and Dyke erection for land development at BSCIC Industrial Park, Sirajgonj.
 - Land development at Township of Matarbari Coal Power Plant.
 - Land development work for Patuakhali 1320 MW super thermal power plant project.
 - Land Development & Protective work at Mithamain Proposed Cantonment, Kishoreganj.
2. **River Protection Projects:** With a commitment to environmental sustainability, Western Engineering undertakes river protection projects aimed at safeguarding riverbanks, preventing erosion, and preserving natural habitats. Such projects are:
 - Jamuna River protection work at Gaibandha.
 - Dredging work of the Jamuna River from Kurnibari to Chandanbaisha at Sariakandi Upazilla in Bogra District.
 - Protection of proposed Economic Zone and development of reclaimed land from Jamuna River at Sirajgonj district.
 - Protection of Ramgoti and Kamalnagar upozilla and adjacent area under Lakshmipur district from the erosion of Meghna River.
 - Slope protection and river bank protective work at Tajimuddin Upazilla sadar along Meghna river.
 - Slope protection of embankment and river bank protective work at Charfession, Bhola.
 - Protective Work at Patuakhali, Payra.

- River bank protective work on the left bank of Meghna river in Lakshmipur district.
 - Construction of embankment with slope protection work along Moheshkhali Channel and Bakkhali river bank.
 - River bank protective work on the left bank of Padma river at Munshigonj.
3. **Dredging Projects:** The company specializes in dredging projects, which involve the removal of sediments and debris from water bodies to maintain water depth, improve navigation, and enhance aquatic ecosystems. These projects are:
- Dredging work by cutter suction dredger for maintaining navigability of Jamuna river.
 - Dredging Work of Jamuna river in Sharishabari Upazila of Jamalpur District.
 - Bakkhali river dredging project at Cox's Bazar.
 - Dredging project at Matarbari, Cox's Bazar.
 - Narsingdi river dredging project.
 - Capital dredging of Sangu river.
 - Dredging of Padma river from Majhir Char to Mokhedpur at Dohar upazilla.
 - Dredging for improvement & navigability from Mongla to Pakshi river route
 - Dredging project of Mongla-Ghasiakhali channel of Bagherhat district.
 - Dredging of Bangali-Karatoa-Fuljor-Hurasagar river system.
 - Capital dredging of Karnafuli river in Rangunia upazilla, Chattogram.
 - Performance Based Dredging for Improvement of navigability of old Brahmaputra River.
4. **Other Projects:** In addition to the aforementioned categories, Western Engineering is also engaged in a diverse range of projects that align with its expertise and capabilities. These projects cater to specific client needs and requirements, showcasing the company's versatility and adaptability in the engineering domain. These projects are:
- Construction of Musapur Closure at Noakhali.
 - Pabna Talimnagar Drainage-Cum Irrigation Pump Station.
 - Construction of rubber dam over Manikchari River at Chakaria and Pekua in Cox's Bazar.
 - Rajapur-Kathalia-Amua-Bamna-Patharghata Road Including Centerhat-Poikkhali Link (Barguna Part).
 - Supply and Installation of Operation Theater Equipment with Accessories for Sheikh Hasina National Institute of Burn and Plastic Surgery, Dhaka.
 - Establishment of Sheikh Hasina Textiles Engineering College, Melandah, Jamalpur.
 - Construction of bridge and road in Purbachal New Town Project (Gazipur Part).

- Drainage Improvement Project at Dhaka-Narayanganj-Demra (DND).
- Ashrayan Project, Cox's Bazar.
- Construction of Feni-Noakhali 4-Lane Highway.
- Construction of 1x104 OR's Qtr (14 storied) at Bir Uttam Shaheed Mahub Cantonment.
- Construction of Pavement and Earthwork in Madani avenue to Balu river.
- Construction of road from Balu river to Shitolokkhya river.
- Construction of Cold Storage at Joypurhat Sadar, Joypurhat.

2.9 Business Diversification

Western Engineering Pvt Ltd (WEL), a leading player in the engineering and construction industry, is renowned not just for its prowess in the core domain, but also for its strategic diversification into other promising business sectors. This diversification has been made possible due to the effective utilization of the company's approximately 1800 skilled employees, state-of-the-art equipment, and the knowledge and experience of highly skilled engineers and professional advisors.

Dredging: One significant area of diversification is Dredging. WEL possesses approximately 41 dredgers, which includes two unique 28" cutter suction dredgers, the only ones of their kind in Bangladesh. The company is fully equipped with all the necessary dredging equipment to provide support in emergencies and during natural calamities. Plans are in place to establish a plant for assembling equipment and accessories used for dredgers, as well as electro-mechanical equipment. This effort further consolidates WEL's place as a major player in the dredging sector in Bangladesh.

Auto Block Manufacturing: Another area of diversification is Auto Block Manufacturing. Western Building & Construction Product Ltd, a sister concern of WEL, is involved in the production of eco-friendly concrete blocks and bricks. The company uses a highly efficient Zenith-1500 auto-block machine for automated manufacturing activities. This advanced machinery sets WEL apart from other construction companies in Bangladesh.

Jute Felt Production: In the area of Jute Felt Production, Western Superior Jute Industries Ltd (WSJIL) holds the position of a pioneer. WSJIL specializes in the production of non-woven jute felt, which is used predominantly in the car interlining sector worldwide. Notably, Jute Felt is 100% biodegradable, posing no harm to the environment upon degradation. WEL offers a range of services, including soft soil stabilization, embankment construction, vertical walls with geosynthetics, supply and installation of PVD, riverbank and coastal erosion protection, and slope protection.

Renewable Energy: WEL also expanded into the field of Renewable Energy through its sister concern, Western Renewable Energy Ltd (WREL). WREL is a multi-disciplinary Engineering, Green Energy Solution, Consultancy & EPC Company. The company has shown significant involvement in Solar Power Generation and the supply of solar materials. WREL has implemented the 279.5 kWp SMG Project at South Sakuchia Union and the WREL-218.4 kWp SMG project at Monpura Island, Bhola. Currently, it is implementing a 3MW (AC) solar-diesel-battery hybrid power plant at Monpura, Bhola.

These diverse avenues of business demonstrate WEL's strategic approach to leveraging its existing strengths while continuously venturing into new, future-oriented sectors. WEL is at the forefront of technical solutions, eco-friendly product manufacture, and renewable energy with its huge human resources and cutting-edge gear. This well-executed diversification plan highlights WEL's powerful development potential and lays the foundations for future projects.

2.10 Corporate Social Responsibilities

Corporate Social Responsibility (CSR) is an essential component of Western Engineering (Pvt) Ltd's (WEL) business philosophy, showing the company's commitment to enhancing the communities in which it operates. WEL understands the importance of social and environmental responsibility and actively participates in a variety of activities aimed at developing a more sustainable and inclusive society. This chapter examines WEL's core CSR efforts, illustrating its commitment to having a positive impact on the local inhabitants and the environment.

1. Educational Institutions and Social Organizations Renovation: WEL is proud to serve the educational sector by renovating existing schools, colleges, and other social organizations within its operating area. WEL strives to establish appropriate classrooms and promote educational possibilities for the community by improving infrastructure and amenities. These activities benefit both children's and educators' overall growth and well-being.

2. Computer Lab Promotion: Recognizing the importance of technical education in today's digital age, WEL is actively participating in the establishment of computer labs in educational institutions. By doing so, the corporation hopes to pique students' interest in technical areas of study, so cultivating skilled employees for the future. This initiative gives young brains access to technology and improves their possibilities in a variety of industries.

3. Socioeconomic Development and Improved Lifestyle: The development of substantial structures and protective works by WEL has resulted in major changes in the local

population's lifestyle. WEL supports socioeconomic development in the communities where it operates by providing vital infrastructure and facilities such as roads, bridges, and centres for the community. These initiatives have a significant impact on the lives of community people, ensuring long-term improvement and prosperity.

4. Environmental Protection and Tree Plantation: Conservation of the environment is a vital part of WEL's social responsibility initiatives. To combat deforestation and promote sustainable practices, the corporation actively engages in tree planting and other environmental protection efforts. As a result, WEL's project sites are becoming greener, providing recreational spaces for the local community and contributing to the preservation of natural ecosystems.

5. Community Engagement and Empowerment: WEL actively works with local communities to learn about their needs and problems, in addition to developing infrastructure. WEL empowers community members and creates a sense of ownership and responsibility towards their environment and society through various outreach programs, awareness campaigns, and skill-building workshops.

6. Health and Safety Initiatives: WEL prioritizes the health and safety of its workers as well as the communities it serves. To minimize risk factors while providing a safe working environment for everybody, this company adopts strong health and safety standards at its project locations.

Finally, Western Engineering (Pvt) Ltd's Corporate Social Responsibilities demonstrate an actual commitment to positively impacting society and the environment. WEL aspires to develop sustainable and inclusive communities while respecting the values of social and environmental responsibility through its numerous activities. Such CSR projects not only demonstrate WEL's devotion as a responsible corporate entity but also serve as a model for other firms to adopt similar initiatives for the betterment of society as a whole.

2.11 Industry and Competitive Analysis

2.11.1 SWOT Analysis

The SWOT Analysis of Western Engineering (Pvt) Ltd (WEL) provides valuable insights into the company's internal strengths and weaknesses, as well as external opportunities and threats. This analysis aids in identifying areas of competitive advantage and areas that require strategic focus. The following breakdown outlines WEL's SWOT Analysis:

Strengths		Weaknesses	
Experienced Engineers		Lack of Efficient Personnel	
Good Managers		Lack of Training Programs	
Loyal Clients		Lack of Motivation among Employees	
Co-operation among Departments		Lack of Work-Life Balance	
Strong Position in Engineering Sector		Slow Recruiting System	
Quality Service/Work		Hiring through Referencing	
Positive Work Culture		Lack of Gamified Recruiting System	
Long experience of working in its industry		Lack of Skilled Personnel	
Big number of modern and good quality equipment		Lack of Sound Company Culture	
Effective link with buyers		Unattractive Salary Structure	
Modern and good quality office facilities		Rental Head Office	
Opportunities		Threats	
Connection with Governmental Bodies		Project Return on Investment Timeframe	
Large Investment on Equipment		Governmental Rules and Regulations	
Projects Offered by Governments		Rivalry among Existing Firms	
Collaboration with Army		Pressure from Regulatory Bodies	
Cost Cutting through Equipment Depreciation		Client Loss	
Large Network Locally and Internationally		Reputation Damage from Accidents	
Easy Access to Funds		Chances of Getting Relationships with Main Buyers Bad	
Foreign Infrastructural Development Companies		Chances of Being Unsuccessful Securing Work Tenders	
Extending Business by Providing Other Services		Struggle Getting Skilled Personnel	
Fast Developing Country Generating Demand		Lack of Skilled Personnel Leading to Poor Output	
		Poor Work-Life Balance Affecting Output Quality	

Table 3: SWOT Analysis of Western Engineering (Pot.) Ltd

2.11.2 Porter's Five Forces Analysis

The Porter's Five Forces Analysis is a strategic tool used to assess the competitive landscape and attractiveness of an industry. This analysis helps to identify the potential threats and opportunities that a company faces within its industry. In this chapter, we will conduct a

comprehensive Porter's Five Forces Analysis for Western Engineering Pvt Ltd (WEL) to understand the dynamics of the construction industry in Bangladesh and the position of WEL within it.

1. Substitute Threat: Bangladesh's construction business is characterized by a huge number of firms, with roughly 4000 construction companies operating in the country. In addition, 100 of these organizations have the potential of managing projects in other nations. This availability of replacements shows that WEL's services face a high risk of substitution. As a result, for the reason to limit the impact of replacements, WEL has to continually diversify its services and maintain competitive advantages.

2. Threat of New Entrants: The construction sector has a number of entry obstacles that can dissuade new competitors from entering the market. Among these limitations include economies of scale, service differentiation, high capital requirements for heavy equipment, savings on costs regardless of size, and government and legal constraints. Despite the fact that access to distribution channels may be simpler due to Bangladesh's huge working population, the overall research reveals that the threat of new entrants for WEL is moderate. The company's long experience, modern facilities, and continuing buyer contacts provide it with a competitive advantage over potential newcomers.

3. Rivalry Among current Firms: In Bangladesh, rivalry among current construction firms is considered mild. While the number of rivals is small, the degree of differentiation between the amenities provided by these enterprises is significant. Furthermore, the construction industry in Bangladesh is expanding rapidly, creating more chances for established businesses. Additionally, the lower level of fixed costs limits price competitiveness and increases industry stability. This moderate rivalry supports WEL by giving prospects for long-term growth and market share expansion.

4. Supplier Bargaining Power: In Bangladesh, suppliers to the construction industry have comparatively less bargaining power. The large number of suppliers decreases one's own power, while decreased switching costs and the attractiveness of substitutes erode their negotiating position even further. Furthermore, there is a low risk of forward integration since the odds of suppliers into the construction business are low. Because of this, WEL is able to negotiate advantageous terms with its suppliers while maintaining cost reductions.

5. Buyers' Bargaining Power: Buyers' bargaining power in Bangladesh's construction industry is considerably strong. The concentration of purchasers for WEL's primary services is lower, providing them more bargaining power. Furthermore, the increased building expenses faced by buyers strengthen their bargaining leverage. While the

degree of standardization of supplier services varies, the risk of backward integration remains a constant, perhaps forcing certain purchasers to undertake projects internally. To keep its customers loyal, WEL must focus on building close relationships with them, providing high-quality services, and addressing their individual needs.

Finally, Porter's Five Forces Analysis demonstrates that Western Engineering (Pvt) Ltd operates in Bangladesh's competitive yet appealing manufacturing business. WEL's capabilities, experience, and favourable work culture position it well to deal with replacements, new entrants, and buyer power. WEL can capitalize on the opportunities given by the rapidly increasing country's builder market by utilizing its strengths and resolving any shortcomings, allowing it to maintain its position as a significant player in the industry.

2.11.3 PESTLE Analysis

Western Engineering (Pvt.) Ltd. can examine the external factors that can influence its business operations and identify potential opportunities and challenges by doing a full PESTLE study. By maintaining aware and being proactive in addressing these concerns, the company may strategize and make informed decisions in order to achieve a prosperous future in the fast-paced construction industry.

1. Political Factors:

- **Government Policies:** Government policies, regulations, and laws pertaining to the building and engineering industries influence the operations of Western Engineering. Policy changes, such as permits, licenses, and taxation, might have an impact on the company's projects and profitability.
- **Political Stability:** Political stability in Bangladesh is of the utmost importance for project execution. Any political unrest or changes in administration could have an impact on project timelines and clearances.

2. Economic Factors:

- **Economic Growth:** Bangladesh's general economic development and stability influence demand for infrastructure and construction projects. Higher demand for Western Engineering's services may result from a developing economy.
- **Foreign Investment:** The surge of foreign investment in the country may result in fresh building projects, opening up opportunities for Western Engineering to collaborate and participate.
- **Currency Fluctuations:** Currency changes can affect the cost of imported equipment and materials, thereby affecting project budgets.

3. Social Factors:

- **Demographic Trends:** In order to discover potential places for expansion and project development, Western Engineering must study demographic trends such as population increase and urbanization.
- **Labor Force:** The availability of competent employees in the engineering and construction industries is critical for project completion. The organization must handle any skill shortages as well as attract and retain skilled employees.
- **Local Community Engagement:** Western Engineering has to develop strong relationships with local communities and address social concerns in order to earn support and retain its reputation.

4. Technological Factors:

- **Automation and Digitalization:** Adopting technology, such as Building Information Modeling (BIM) and automation in construction operations, can boost efficiency and competitiveness.
- **Innovation:** Adopting innovative building methods as well as supplies can provide Western Engineering with an edge and position it as an industry leader.

5. Legal Factors:

- **Health and Safety Regulations:** Western Engineering must comply with health and safety regulations in order to offer an appropriate work atmosphere for employees and meet legal obligations.
- **Contractual Obligations:** Following contractual agreements and legal frameworks is critical for project success as well as preventing legal problems.

6. Environmental Factors:

- **Environmental Regulations:** Western Engineering relies on environmental rules to reduce the environmental impact of its projects.
- **Sustainable Practices:** Embracing sustainable practices, such as green construction and green solutions, may boost a company's reputation or attract environmentally aware clientele.

Chapter 3 Research Part

3.1 Introduction

In today's business world, the importance of effective recruitment cannot be understated. It is the foundation of creating a competent workforce, and it offers a direct impact on an organization's performance and success (Breaugh & Starke, 2000). The recruitment process draws on various features and discusses distinct obstacles in the setting of Bangladesh's unusual cultural, economic, and technological surroundings. Bangladesh's job market has experienced a substantial increase as a developing country with a rapidly developing economy. The country has seen substantial development in a variety of industries, including information technology, manufacturing, and services, as a result of technological breakthroughs and greater foreign investment (Sharif, 2013). These dynamics emphasize the need for effective and successful recruitment in meeting the demands of this expanding job market. The method of hiring in Bangladesh is separated into several stages, each having its own significance. From job analysis and vacancy advertisement to candidate screening, interviewing, job offers, and onboarding, each stage of the process adds to the overall performance of the process (Armstrong, M., & Taylor, 2017). The process, however, is not without challenges. The employment market in Bangladesh is usually characterized by a high volume of applications, skill mismatches, and an urgent need for gender equity in recruiting, all of which constitute significant impediments to efficient hiring (Mahmood & Absar, 2015; Siddiquee, 2003). Many Bangladeshi businesses are looking for creative solutions to these problems. The progressive use of digital technology in human resource management, such as Applicant Tracking Systems (ATS) and digital job portals, has changed traditional recruiting approaches (Mia, 2020). This technological tool helps to streamline the recruitment process, making it more efficient and effective. This article aims to provide a comprehensive and critical evaluation of Western Engineering (Pvt) Ltd's recruitment process. By defining the process's main components, highlighting specific barriers, and examining current developments and methodologies, we want to provide substantial insights into the ever-changing landscape of employment in this dynamic, rapidly developing firm.

3.2 Research Objective

The primary objective of this research is to evaluate and comprehend the recruiting and selection methods of Western Engineering (Pvt) Ltd., a major player in the Bangladeshi engineering sector.

The specific research objectives include:

1. To investigate the steps in Western Engineering (Pvt) Ltd's recruitment process, such as job analysis, job advertisement, application gathering, screening and shortlisting, interviews, assessment, reference checks, job offer and negotiation, and onboarding.

2. To identify and assess Western Engineering (Pvt) Ltd's talent attraction and retention strategies.
3. To understand the challenges and issues experienced during the recruitment and selection process at Western Engineering (Pvt) Ltd.
4. To examine Western Engineering (Pvt) Ltd's recruiting and selection process's conformance with industry best practices.
5. To recommend adjustments or changes based on results that could improve the efficiency and effectiveness of the Western Engineering (Pvt) Ltd recruitment and selection process.

3.3 Significance of the Study

Effective recruiting and selection processes are critical to organizational success in Bangladesh's increasingly competitive corporate market. This is especially true for fast-paced engineering organizations, where attracting and retaining top talent can have a significant impact on organizational performance and growth. This study will examine these processes in depth, studying their distinctive characteristics, obstacles, and efficiency. The following aspects highlight the study's various usefulness and impact, stressing its potential contribution to both the company under examination and the broader Bangladesh human resources scene.

1. **Organizational Insight:** The investigation focuses on Western Engineering (Pvt) Ltd's hiring and selection methods. Such insights can help the company better understand its existing processes, identify possible issues, and adopt changes to increase efficiency and effectiveness.
2. **Benchmarking:** The study could serve as a model for other engineering firms by examining the alignment of Western Engineering's recruiting and selection process with industry best practices. These discoveries will help them compare and improve their own methods.
3. **Addressing obstacles:** Given the particular obstacles faced by enterprises in the Bangladesh job market, such as huge volumes of candidates, skill mismatches, and gender equity concerns, this study can assist in determining how a prominent company, such as Western Engineering (Pvt) Ltd, navigates these issues. The strategies they employ could be instructive for other businesses facing similar challenges.

4. **Future Research:** This research can act as a foundation for future studies on recruitment and selection processes within the engineering sector and beyond, enhancing the knowledge base and fostering continuous improvement in human resources practices in Bangladesh.
5. **Policy Development:** Insights from this study could contribute to the development of more robust, equitable, and efficient HR policies in the engineering sector and other industries, thereby shaping the broader HR landscape in Bangladesh.
6. **Workforce Development:** By identifying effective recruitment and selection practices, the research could also indirectly influence workforce development. If the study's findings are implemented, they could lead to the recruitment of more skilled, suitable employees, contributing to the overall performance and growth of the engineering sector in Bangladesh.

3.4 Literature Review

In Bangladesh, the recruitment process, a cornerstone of human resources (HR) functions, plays a pivotal role in building a competent workforce (Armstrong, M., & Taylor, 2017). The process involves attracting a pool of potential candidates, screening for suitability, selecting the most competent individuals, and finally, hiring them to fill vacant positions in the organization (Breaugh & Starke, 2000). The nuances of this process can vary widely between organizations, which is often contingent on several factors such as their size, the nature of their business, the sector in which they operate, and their specific needs (Pilbeam & Corbridge, 2010). Notwithstanding these differences, the recruitment process usually incorporates several key steps: job analysis, recruitment planning, strategy development, searching, screening, assessment and control (Gatewood, 2001). While each step is distinct, they all work synergistically to fulfill the ultimate goal of recruitment – to find the right person for the right job. These steps are as following:

1. Job Analysis

Job analysis represents the first and arguably one of the most critical steps in the recruitment process, not only globally but also in the specific context of Bangladesh (Armstrong, M., & Taylor, 2017). It involves systematically studying a job to determine its various tasks, responsibilities, and the skills required to perform them effectively (Brannick et al., 2007). The information obtained from a job analysis helps HR practitioners and hiring managers to develop accurate job descriptions and specifications, essential components for attracting suitable candidates in Bangladesh's competitive job market (Mia, 2020).

Accurate job analysis is critical in tackling recruitment difficulties such as skill mismatches and hiring the proper individuals in Bangladesh's rising economy (Mahmood & Absar, 2015; Sharif, 2013). Furthermore, it serves as the foundation for other HR tasks like as performance management, pay, and training, making it a necessary first step in any efficient recruitment and selection process (Gatewood, 2001).

However, the process of job analysis can be difficult, particularly in dynamic industries such as IT and engineering, where job categories frequently change owing to technological improvements. To effectively meet the changing demands of the labor market, companies must guarantee that job analysis is a constant and up-to-date process (Greer et al., 1999).

2. Job Advertising

Job advertising is an essential component of the recruitment process, serving as the primary means of attracting qualified candidates for open positions (Breaugh & Starke, 2000). This is true around the world and is equally appropriate in the context of Bangladesh. Based on the information acquired during the job analysis step, the job announcement explains the job function, required qualifications, and experience, allowing potential applicants to self-assess their fit for the position (Brannick et al., 2007).

Job advertisement in Bangladesh has undergone tremendous change, owing largely to the rising adoption of digital technology and the internet. Mia (2020) observes that many firms, whether large and small, have migrated from traditional ways of advertising job vacancies, such as newspaper adverts, to online job portals, company websites, and social media platforms. The need to reach a larger audience, enhance cost-effectiveness, and streamline the application collection process has prompted this transition (Karim et al., 2015).

Despite the extensive use of internet job postings in Bangladesh, firms must ensure that their advertisements are clear, accurate, and non-discriminatory, in accordance with the country's employment laws and regulations. This includes refraining from using prejudiced terminology that may mistakenly dissuade specific demographic groups from applying, hence fostering diversity and inclusivity (Bin Rustam, 2020).

3. Application Collection

Application gathering is an important stage in the recruiting process, especially in Bangladesh, where the job market is frequently characterized by a significant amount of applications (Mahmood & Absar, 2015). Potential candidates send applications, which may include resumes, cover letters, and other supporting materials, during this phase to demonstrate their interest in the job position (Gatewood, 2001). The application-gathering process serves as the first point of contact between the organization and the

candidates, making it critical for both sides to have a positive and efficient experience (F.Silzer & Dowell, 2014).

The rising deployment of digital technologies in recent years has had a considerable impact on application-gathering processes in Bangladesh. Many firms increasingly employ online application portals, which provide benefits such as application submission convenience, automatic data organization, and speedier candidate response times (Karim et al., 2015). This digital transformation is consistent with the country's overall trend of updating HR processes (Karim et al., 2015).

However, organizations must find a balance between the convenience of digital app collecting and inclusion. While digital platforms can reach a larger audience, it is critical to guarantee that all applicants have access to internet and digital literacy (Bin Rustam, 2020).

Moreover, as the job market becomes more competitive, HR practitioners in Bangladesh must employ efficient applicant tracking systems to manage and analyze the influx of applications effectively (Karim et al., 2015). This process streamlining ensures that no potential candidate is overlooked, enhancing the overall recruitment experience and increasing the likelihood of finding the best-suited talent for the organization.

4. Screening and Shortlisting

Screening and shortlisting candidates is a critical stage in the recruitment process, particularly in the context of Bangladesh where the job market often witnesses a high volume of applicants (Mahmood & Absar, 2015). During this stage, HR personnel methodically study the incoming applications and evaluate candidates based on predetermined criteria to select the most potential prospects for further evaluation (Brannick et al., 2007).

The screening and shortlisting process in Bangladesh entails a thorough assessment of applicants' qualifications, skills, experience, and fit for the position (Hossain & Kamal, 2020). This stage is critical for reducing the candidate pool to a manageable size, allowing for more in-depth evaluation in later stages (F.Silzer & Dowell, 2014).

The introduction of digital technology has had a tremendous impact on Bangladesh's screening and shortlisting processes. To streamline this stage, many firms increasingly use applicant tracking systems and data analytics tools (Karim et al., 2015). These technology improvements aid in the efficient management of a huge application pool, ensuring that no potential candidate is ignored. However, it is critical for Bangladeshi HR professionals to maintain impartiality and openness during the screening process (Bin Rustam, 2020). Shortlisting criteria should be objective, job-related, and free of bias, providing equal opportunities for all applicants.

Furthermore, the screening and shortlisting process allows firms to demonstrate their dedication to diversity and inclusion (Gatewood, 2001). Companies in Bangladesh can establish an inclusive work environment and benefit from a varied pool of talent by aggressively evaluating people from various backgrounds and demographics.

5. Interviews

In the context of Bangladeshi recruitment processes, interviews are crucial in the candidate selection process (Boxall & Purcell, 2022). Interviews provide crucial face-to-face contacts for employers to assess candidates' skills, qualifications, and cultural fit (Barber, 2013). Structured or semi-structured interview formats are often employed in Bangladesh to provide uniformity in evaluating candidates while allowing for individual replies to be explored (Boateng, 2007).

Interviewers must be culturally sensitive in this diverse and culturally rich country to enable a fair and unbiased selection process (Sharif, 2013). Furthermore, technological improvements have had an impact on interview methods, with video interviews becoming common for remote applicant assessments (Hosain, 2017).

HR practitioners in Bangladesh may use competency-based interviews to evaluate candidates' job-related skills and experiences in order to optimize the interview process (Miah & Hossain, 2014). Behavioral questions and scenario-based scenarios are also used to assess candidates' problem-solving and decision-making abilities (Bin Rustam, 2020).

Organizations in Bangladesh can improve the quality of their candidate selection process and, as a result, contribute to the success of their workforce by adhering to rigorous and well-structured interview standards.

6. Assessment

In the context of recruiting processes in Bangladesh, assessment is crucial in evaluating candidates' competencies and potential suitability for the post (Armstrong, M., & Taylor, 2017). Shortlisted candidates are further vetted through assessment procedures to verify they have the necessary skills and qualifications for the open position (Brannick et al., 2007).

In Bangladesh, many evaluation tools and approaches are used to efficiently evaluate candidates. Psychometric tests, practical assignments, case studies, and assessment centers are examples of these (Karim et al., 2015). Psychometric tests, for example, evaluate candidates' cognitive abilities, personality traits, and other relevant traits (Boateng, 2007). These tools provide valuable information about a candidate's potential fit within the company culture and job needs.

In Bangladesh, assessment centres are another common method for hiring candidates for managerial and leadership jobs (Bin Rustam, 2020). During assessment centres, candidates

are evaluated by employing a variety of tasks, role plays, and simulations to offer a complete comprehension of their talents and decision-making abilities (Miah & Hossain, 2014).

Technology has also had an impact on Bangladesh's evaluation methods. Online assessments, virtual interviews, and digital simulation exercises have grown in popularity, especially because of the epidemic, when remote recruiting has become obligatory (Hosain, 2017).

In order to deliver a fair and objective evaluation process, HR practitioners in Bangladesh must administer assessments that are accurate, valid, and devoid of bias (Mia, 2020). Furthermore, providing timely and constructive feedback to candidates allows them to gain insights into their performance, promoting a positive candidate experience and enhancing the organization's employer brand.

By leveraging effective assessment methods, organizations in Bangladesh can make informed hiring decisions, ensuring the selection of top-quality candidates who can contribute to the success and growth of the company.

7. Reference Check

Reference checks are an important phase in the recruiting process in Bangladesh since they validate the information provided by candidates and provide insight into their previous work experiences (Karim et al., 2015). Contacting individuals named by the candidate as prior employers, coworkers, or supervisors to get feedback on the candidate's performance, work ethic, and suitability for the position is what reference checks include (Brannick et al., 2007).

Reference checks are essential in the Bangladeshi job market to verify the accuracy of candidates' claims and qualifications (Barber, 2013). It helps organizations assess the candidate's reliability, professionalism, and how well they may fit into the organization's culture (Armstrong, M., & Taylor, 2017).

However, reference checks in Bangladesh can sometimes be challenging due to cultural norms and apprehensions about providing negative feedback (Bin Rustam, 2020). HR practitioners must approach reference checks with cultural sensitivity, ensuring that referees feel comfortable providing honest and constructive feedback.

As the job market evolves in Bangladesh, reference checks have also seen a shift towards digital platforms and online professional networks (Hosain, 2017). Many organizations now rely on email communications or digital reference check tools to streamline the process.

To make the most of reference checks, HR practitioners in Bangladesh should plan structured and focused questions that directly relate to the candidate's performance and

behavior (Boateng, 2007). A comprehensive reference check helps organizations make informed decisions during the candidate selection process, contributing to successful hiring outcomes.

8. Job Offer and Negotiation

The job offer and negotiation stage is crucial in securing top talent and aligning candidates' expectations with the organization's requirements in the context of the recruiting process in Bangladesh (Schmitt & Coyle, 1976). Organizations in Bangladesh publicly extend a job offer after locating a suitable candidate, defining the position's responsibilities, remuneration package, and other necessary terms (Ferdousi et al., 2022). This offer serves as the starting point for further discussions with the candidate.

In Bangladesh's competitive job market, negotiation of the job offer is not uncommon, especially for high-demand roles or experienced candidates (Karim et al., 2015). Candidates may negotiate aspects such as salary, benefits, career growth opportunities, and work-life balance to ensure a mutually satisfactory agreement (Islam et al., 2019).

Cultural considerations are paramount during this stage in Bangladesh, as candidates may have specific expectations and preferences influenced by their cultural background (Sharif, 2013). HR practitioners must demonstrate cultural sensitivity during negotiations to build trust and rapport with the candidate.

Moreover, organizations in Bangladesh must be prepared to offer competitive and attractive packages to secure top talent (Mohd Yusuf et al., 2014). Offering a compelling and fair compensation package is essential to position the organization as an employer of choice.

As digitalization continues to shape recruitment practices, virtual communication platforms have become instrumental in job offer discussions and negotiations (Hosain, 2017). Virtual meetings and emails enable efficient communication, especially when dealing with remote or international candidates.

In conclusion, the job offer and negotiation stage in the recruitment process in Bangladesh present an opportunity for organizations to showcase their commitment to fair and inclusive employment practices while attracting and retaining top talent.

9. Onboarding

Onboarding is a critical phase that follows the successful selection of candidates in the context of the recruiting process in Bangladesh (Gatewood, 2001). Onboarding, also known as organizational socialization, is the process of assimilating new employees into an

organization and assisting them in adjusting to their jobs, work environment, and business culture (Bauer & Erdogan, 2011).

A well-structured onboarding process is essential in Bangladesh's competitive job market to ensure new hires feel welcomed, engaged, and prepared for their roles (Karim et al., 2015). It typically includes orientation sessions, introductions to team members and supervisors, and comprehensive training on job responsibilities (Boateng, 2007).

Digital technology has significantly influenced the onboarding process in Bangladesh. Many organizations now use online platforms to streamline paperwork and facilitate communication with new hires (Miah & Hossain, 2014).

Effective onboarding positively affects employee retention and job satisfaction (Bin Rustam, 2020). It also fosters a positive employer brand, as satisfied employees are more likely to advocate for the organization (Hosain, 2017).

To ensure successful onboarding, HR practitioners in Bangladesh should continually assess and improve their onboarding process to align with the changing needs of the workforce and the organization (Karim et al., 2015). A well-executed onboarding experience significantly contributes to employee engagement and productivity, making it a critical component of the recruitment process.

Bangladesh's job market has been growing rapidly due to advancements in technology, increased foreign investment, and the development of various industries, necessitating a robust and efficient recruitment process. The recruitment process in Bangladesh faces challenges like a high volume of applicants, a skills mismatch, and the need for gender equity. However, organizations are progressively adopting innovative HR tech solutions to streamline their recruitment processes and address these challenges. The future of recruitment in Bangladesh is likely to involve more digitization, automation, and data-driven decision-making.

3.5 Methodology

This internship report on the "Overall Recruitment and Selection Process of Western Engineering (Pvt.) Ltd" was successfully compiled using a rigorous and methodical process. This chapter provides a comprehensive review of the sources and methods used to collect relevant information and insights.

3.5.1 Primary Sources

1. Observation during Internship

As an intern at Western Engineering (Pvt.) Ltd, I was able immerse myself in the day-to-day operations of the company and closely see the recruitment and selection process. I learned a lot about the company's HR management, the recruitment system, and the many selection phases by actively participating and observing HR personnel. This firsthand knowledge helped me to understand the subtleties of how the HR department interacts with other departments and stakeholders throughout the process.

2. Guidance and Support from Supervisor and Executives

Throughout the internship, I was constantly guided and supported by my supervisor and other executives in the Human Resources department. Regular meetings and discussions were held to ensure that my research was on track. Their experienced advice and support helped shape the path of this report. I was able to discuss certain elements of the recruitment and selection process, answer any questions, and gain a deeper understanding by leveraging their vast experience and talents.

3.5.2 Secondary Sources

1. Websites

Western Engineering (Pvt.) Ltd's official website was a valuable secondary source of information. It gave extensive information about the company's history, mission, values, and organizational structure. Furthermore, the website provided useful information on the company's HR policies, recruitment methods, and selection process. By studying publicly accessible data, I was able to acquire extensive knowledge of the company's approach to HR administration and recruitment.

2. Journals, Articles, and Reports

In order to compare Western Engineering (Pvt.) Ltd's HR operations to industry trends and best practices, I thoroughly studied academic journals, papers, and industry reports on human resource management, recruiting methods, and selection procedures. These literary sources gave information on evolving recruitment methods, emerging talent acquisition methods, and innovative approaches to improving the selection process. The data obtained from these sources aided in a more comprehensive examination of the company's recruitment operations in the context of the greater HR landscape.

3. Newspapers

I examined national and industry-specific newsletters for a more comprehensive understanding of Western Engineering (Pvt.) Ltd's human resource strategy and recent

achievements. By reviewing relevant news items, I was able to comprehend the company's most recent HR-related events, programs, and efforts. This provided context, allowing me to examine the company's recruitment and selection techniques in the context of the larger business environment.

3.5.3 Questionnaire

During my internship at Western Engineering (Pvt.) Ltd, a structured questionnaire was developed by me as a key tool to delve deeper into the organization's HR practices. This instrument not only facilitated a comprehensive understanding of the company's HRM intricacies but also provided invaluable insights. The responses gathered through this method painted a vivid picture of the organization's commitment to effective human resource management and its strategic alignment with business objectives.

The subsequent section presents the detailed questionnaire segmented in the major functions of HRM, the essence of which greatly contributed to my understanding of Western Engineering (Pvt.) Ltd's HR practices.

Job Analysis

1. How does the process of job analysis at Western Engineering (Pvt.) Ltd help in clearly defining and understanding the role and responsibilities associated with a specific position?
2. In your experience, how effectively does the job description provided by Western Engineering (Pvt.) Ltd clarify the tasks, tools/software, and reporting structure associated with a given position?
3. How does the company's job specification approach aid in ensuring that candidates' skills, experiences, and qualifications align with the specific needs of the organization?
4. Can you describe an instance where the rigorous job analysis procedure of Western Engineering (Pvt.) Ltd helped in achieving a successful recruitment process, resulting in an ideal match for the company's needs?
5. Based on your observation or personal experience, how does Western Engineering's detailed job analysis process contribute to overall employee efficiency and satisfaction within the organization?

Recruitment

1. How does Western Engineering (Pvt.) Ltd ensure that its recruitment processes reflect its commitment to workforce diversity, including cultural, geographical, and background diversities?

2. How do you feel the insights from the job analysis, especially the job description and specification, aid in attracting and screening candidates effectively during the recruitment phase?
3. Can you share an example where internal hiring proved advantageous for the company in terms of a smooth transition for the role and maintaining the integrity of the company culture? Alternatively, how does external hiring bring in fresh perspectives and expertise to the organization?
4. How effective do you find the company's primary channels (e.g., BdJobs.com and newspapers) for advertising job vacancies? Are there other platforms or strategies you'd suggest for the company to reach a wider and more diverse pool of candidates?
5. In your experience, how have employee referrals contributed to the recruitment process? Are there any advantages or challenges that arise specifically from hiring through referrals?

Selection Process

1. How effective do you find Western Engineering's initial CV/resume screening process? Do you believe that prioritizing work experience duration over academic achievements always results in a better fit for the company?
2. Can you elaborate on the measures taken by Western Engineering (Pvt.) Ltd to ensure transparency and confidentiality during the shortlisting process? Are there checks and balances in place to ensure bias-free selection?
3. How well do you think the interview stage at Western Engineering (Pvt.) Ltd gauges the overall suitability and potential of a candidate for the given role? Do you have any suggestions for enhancing the interview process?
4. In your experience, how have the written tests during the interview session added value to the selection process? Do you believe the questions posed accurately measure a candidate's competency for the specific role they're being considered for?
5. Can you explain the dynamics between the project manager, hiring managers, and other management bodies during the final selection decision? How does this collaboration ensure the selection of the best candidates?

Training and Development

1. How effective do you find the on-the-job training approach at Western Engineering (Pvt.) Ltd in bridging the gap between theoretical knowledge and its practical application? Can you share an example where this training method notably impacted your job performance?
2. Considering the recent shift from Tally to SAP software, how would you rate the off-the-job training provided in terms of its comprehensiveness and relevance? Were there any challenges you faced during this transition that the training did not address?

3. How does Western Engineering (Pvt.) Ltd ensure a balance between on-the-job and off-the-job training? Do you feel that one method is favored over the other or that they complement each other effectively?
4. How do the periodic refresher courses, workshops, and supplementary training sessions contribute to your adaptability in facing new industry challenges or changes within the organization? Are there specific areas or topics you believe would benefit from additional focus in these continuous training sessions?
5. In your perspective, how have Western Engineering (Pvt.) Ltd's training and development initiatives influenced the company's overall workforce agility and readiness to meet the evolving demands of the engineering business?

Performance Appraisal

1. How do you perceive the quarterly performance evaluation system at Western Engineering (Pvt.) Ltd? Does the frequency of these assessments help you remain focused on your goals, and are there any areas where you feel the frequency could be adjusted?
2. How would you rate the involvement and effectiveness of your supervisor in the performance appraisal process? Can you provide an example where their guidance significantly influenced your performance improvements?
3. How does the performance appraisal system contribute to your job satisfaction and motivation levels? Are there specific rewards or recognitions you've received through this system that have notably motivated you?
4. Given that feedback in the appraisal system comes from various sources (supervisors, peers, subordinates), how comprehensive and balanced do you find the feedback you receive? Are there any improvements you would suggest to make this feedback mechanism even more effective?
5. How well do you feel your individual goals align with Western Engineering (Pvt.) Ltd's strategic objectives through the performance appraisal system? Are there any challenges or obstacles you face in this alignment?

Compensation System

1. How satisfied are you with the current pay structure at Western Engineering (Pvt.) Ltd relative to your position and responsibilities? Are there areas where you feel improvements could be made?
2. How do the performance-based incentives and bonuses impact your motivation and overall job performance? Can you recall an instance where these incentives significantly influenced your commitment to a project or task?
3. How would you rate the comprehensiveness and relevance of the benefits package provided by Western Engineering (Pvt.) Ltd? Are there specific benefits you value the most, or any additional benefits you would like the company to consider?

4. If you are or have been a contractual employee, do you believe the compensation reflects the nature and duration of your work accurately? Were the terms of your compensation clear and transparent from the onset of your contract?
5. For interns: How do you perceive the monthly stipend offered during internship? Did the possibility of being offered full-time employment based on performance influence your commitment and enthusiasm during your internship?

Types of Employees

1. As a former intern, how effectively do you feel the internship program at Western Engineering (Pvt.) Ltd bridges the gap between academic learning and practical industry experience? Were there particular areas of the program that stood out, either positively or negatively?
2. If you have been employed on a contractual basis, how clear were the terms of your contract, especially regarding remuneration and job responsibilities? Did the experience align with your initial expectations, and how valued did you feel during your tenure?
3. For full-time employees: How satisfied are you with the perks and benefits offered by Western Engineering (Pvt.) Ltd? Are there any additional perks or improvements to existing ones that you would suggest for the betterment of the full-time workforce?
4. How have you transitioned between different employee types within Western Engineering (Pvt.) Ltd (e.g., from an intern to a full-time employee)? And, how smooth was this transition, and what challenges, if any, did you face?
5. Regardless of your employee type, how adequately do you feel your contributions are recognized and valued within the company? Does your role type (internship, contractual, or full-time) influence your perceived value within the company, and if so, in what ways?

Leadership Style

1. In your observation and experience as an HR, how effective do you find the authoritarian leadership style in ensuring efficient and timely decision-making within the company?
2. As an outsider newly introduced to the company's culture, how would you describe the overall morale and motivation levels of employees, given the limited input they have in the decision-making process?
3. Given the autocratic leadership style, how often do you observe opportunities for employees to propose new ideas or creative solutions? Do you think the company's leadership style facilitates or impedes innovation?
4. Reflecting on your time at Western Engineering (Pvt.) Ltd, did the leadership style influence your learning experience? Were there instances when you felt your ideas or feedback were actively sought or acknowledged?

5. Based on your exposure to the company's workings, do you feel there might be benefits to integrating elements of a more participative leadership style? Why or why not?

A full insight of the overall recruiting and selection process at Western Engineering (Pvt.) Ltd was acquired by triangulating information from these varied primary sources, secondary sources and questionnaire. The data acquired through this multimodal method was critically evaluated and synthesized to provide a comprehensive and accurate picture of the company's HR management procedures. This methodology was critical in assuring the credibility and dependability of the conclusions reported in this study, allowing for a thorough examination of Western Engineering (Pvt.) Ltd's recruitment and selection procedures.

3.6 Human Resource Management of Western Engineering (Pvt.) Ltd

The effectiveness of an organization's Human Resource Management (HRM) has a significant impact on its performance and growth trajectory. HRM helps considerably to the attainment of organizational objectives and ambitions as a purposeful and coherent approach to managing an organization's most valuable resource, its people. Western Engineering (Pvt.) Ltd. is one such firm that effectively implements strong HRM practices. As a reputable engineering firm, the company realizes the critical role that human resources play in retaining its competitive edge and assuring operational excellence. This chapter dives into the complicated mechanics of human resource management at Western Engineering (Pvt.) Ltd., analyzing how the company's HR policies and practices contribute to its growth, sustainability, and high performance. Job analysis, recruitment, selection process, training and development, performance review, remuneration system, employee classification, and leadership style are all covered. Each of these components, which comprise Western Engineering's comprehensive HRM system, coincides with the company's business plan and addresses the different demands of its employees.

Western Engineering (Pvt.) Ltd.'s HRM continues to enhance employee engagement, boost productivity, and foster a performance-oriented culture by combining classic and innovative techniques. We will obtain an in-depth understanding of how Western Engineering (Pvt.) Ltd. leverages its people resources to deliver business value and maintain its reputation in the engineering market as we progress through this chapter.

3.6.1 Job Analysis:

A well-structured job analysis approach is at the heart of Western Engineering (Pvt.) Ltd's HRM strategy. This process is initiated anytime a void in any department is found, indicating the need for new staff. The HR team ensures that the correct people are assigned to the proper jobs by painstakingly deconstructing job roles and requirements. This facilitates optimal organizational efficiency.

Western Engineering (Pvt.) Ltd's job analysis is separated into two parts: work requirements and job description

- *Job Description*

The job description provides a detailed picture of what the work entails. It covers the job title, location, role overview, and particular duties that the role necessitates. It also includes information about the reporting structure, working circumstances, and any apparatus or software required for task completion. This comprehensive, complete paperwork not only guides the recruitment process, but also provides prospective employees with a clear idea of what is expected of them in the role.

- *Job Specification*

The job specification, as an addition to the job description, focuses on the type of person the business is seeking for to fill the post. It specifies the required qualifications, past experience, training needs, abilities, and duties for the post. The HR team may pinpoint the particular competences, knowledge, and experience level they should be seeking for during the recruitment process by openly expressing these needs.

This rigorous job analysis procedure carried out by Western Engineering's HR team is critical for connecting prospective workers' abilities and qualifications with the demands of the organization. This not only increases staff efficiency and job happiness, but it also allows the organization to maintain its high standards and competitive edge in the engineering sector.

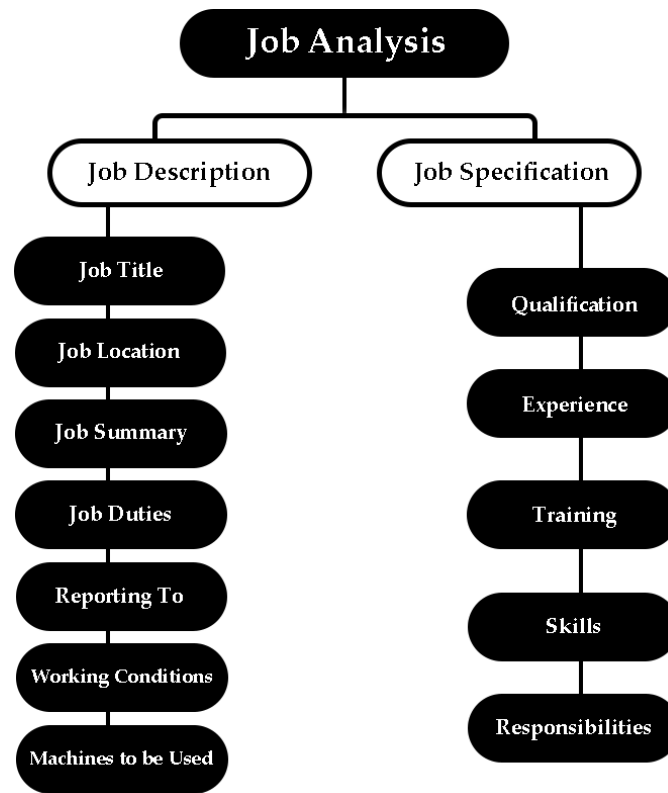


Figure 7: Job Analysis of Western Engineering (Pvt.) Ltd.

Source: Authors' own creation

3.6.2 Recruitment

At Western Engineering (Pvt.) Ltd, the diversity of its workforce is a valued asset. The company prides itself on housing a blend of talents originating from different cultures, backgrounds, and geographical locations. The responsibility of bringing in this rich diversity falls on the shoulders of the HR department, which adeptly handles the company's recruitment and selection process.

In recruiting for any vacant position, the HR department utilizes the critical information derived from the job analysis. This includes the job description and specification, both of which are used to attract and evaluate potential candidates for the open role.

Source of Recruitment

Depending on the job category of the vacant posts, the company decides on the level of employees (entry-level management, mid/senior level management, and non-management staff) to be recruited. The source of recruitment, therefore, can be divided into three types:

- 1. Internal Sources:** One unique aspect of Western Engineering's recruitment process is the emphasis placed on internal hiring. If there is an existing employee who exhibits the competence and skills for a vacant position, the company often offers them the opportunity to advance their career within the organization. This not only provides an avenue for growth for the employees but also ensures that roles are filled by individuals who are already familiar with the company's operations and culture.
- 2. External Sources:** When the need arises to recruit externally, the HR team crafts a suitable job advertisement, drawing from the insights gained in the job analysis phase. The advertisement is then shared via different channels, most prominently on BdJobs.com and sometimes in newspapers. The company is open to applications from freshers, experienced professionals, or employees from different sectors. A key part of the external recruitment process is sourcing and reaching out to potential candidates. As a reputable company in the engineering sector, Western Engineering attracts talents from across the country. Sometimes, the company also capitalizes on references from existing employees or selects professionals who apply through external media.
- 3. Employee Referrals:** Western Engineering (Pvt.) Ltd also leverages the personal networks of their current employees to fill vacant positions. Existing employees can recommend friends or family members who are seeking job opportunities, providing they meet the requirements for the open position.

The robust recruitment process at Western Engineering (Pvt.) Ltd ensures that only the best and most capable candidates are brought into the company, thereby contributing to its continued success and growth.

3.6.3 Selection Process

Western Engineering (Pvt.) Ltd enters the selection step after identifying potential candidates through the recruitment process. This is an important stage in which the Human Resources department sorts through the candidates to discover the best candidate for the open position.

1. *Screening out CV or Resumes*

The selection process begins with an examination of the replies to the job adverts. Applications are evaluated based on factors such as educational background, CGPA, prior work experience, and training. Although fresh graduates are considered, those with appropriate job experience are given priority. Work experience duration is highly regarded, often even more than the applicant's academic score or CGPA. The

organization has distinct selection procedures for different roles, and differences can sometimes result in an applicant's resume being disqualified.

2. *Shortlisting CVs*

Applications are rigorously reviewed, with recruiters spending hours looking for the person who best fits the stated post. If a candidate's skills do not match the requirements of the open post, their application may be denied. In rare circumstances, failure to present a compelling career overview or objective can result in immediate rejection. The shortlisting process is conducted in complete transparency and confidentially.

3. *Conducting Interviews*

Following the shortlisting stage, chosen applicants are invited to an interview. The interviewee's comfort is prioritized in the timetable. This stage focuses on establishing how well the candidate's knowledge, talents, experience, and interest match the role specifications. Applicants must fill out an employment information form before attending the interview.

4. *Written Test during Interview Session*

Written tests are a common part of the selection process at Western Engineering (Pvt.) Ltd. These tests help to measure candidates' knowledge and skills. The questions frequently concern the knowledge required in the particular field for which the position is available. The outcome of this examination plays an important role in determining a candidate's final selection.

5. *Selection of Interviewees*

The firm has a thorough recruitment system in place to ensure that only the top candidates are hired. The policy includes specific recruiting suggestions. The project manager, hiring managers, and other management bodies collaborate to determine the selection decision. All recruiting is approved by the Head of the HR Division, ensuring the coherence and internal supervision of the HR division.

Western Engineering (Pvt.) Ltd's selection procedure is meticulous and thorough, guaranteeing that only the most qualified candidates are recruited for open positions. This meticulous selecting method helps to the success and productivity of the organization.

3.6.4 Training and Development

Western Engineering (Pvt.) Ltd considers training and development to be an essential component of its strategic human resource management. To provide their personnel with the required skills and knowledge to accomplish their responsibilities efficiently, the HR department employs a two-pronged approach that includes both on-the-job and off-the-job training.

1. *On-the-Job Training*

This type of training is a hands-on approach that allows employees to learn while performing ordinary job responsibilities. The emphasis here is on learning by doing. By immersing employees in their work environment, training can be directly relevant to their tasks, increasing their proficiency in their current responsibilities and fostering internalization of the company's processes and culture. When shifting personnel from one department to another, on-the-job training is frequently done. It allows the individual to adapt and acquire the exact skill set required for their new role within a familiar atmosphere. Interns at Western Engineering (Pvt.) Ltd also benefit greatly from this form of training, allowing them to transition from theoretical knowledge to practical skills within a live work environment.

2. *Off-the-Job Training*

Off-the-job training is utilized when employees need to acquire new skills or update existing ones to align with industry changes or organizational innovations. This form of training is carried out away from the active work environment and often involves the expertise of professional trainers. Western Engineering (Pvt.) Ltd relies on off-the-job training when the introduction of new technologies or systems is implemented. An example of this is the recent training program conducted to familiarize employees with the SAP software, intended to replace the existing Tally software. By availing of off-the-job training, employees can focus entirely on the learning process without the distractions of their regular work responsibilities.

3. *Continuous Training and Development*

A successful training strategy incorporates activities for continual improvement. Following the initial on-the-job and off-the-job training courses, Western Engineering (Pvt.) Ltd's HR department ensures that learning and development are continuing processes. Periodic refresher courses, workshops, and supplementary training sessions are used to keep personnel up to date on the newest industry standards and organizational changes.

Western Engineering (Pvt.) Ltd maintains a dynamic and flexible workforce ready to meet the challenges and expectations of the ever-changing engineering business through these extensive training and development initiatives.

3.6.5 Performance Appraisal

A dynamic performance appraisal system is in place at Western Engineering (Pvt.) Ltd, with the goal of cultivating a culture of high performance and continual improvement among its employees. At the organization, performance appraisals are more than just an assessment process; they are strategic tools used to motivate personnel to achieve the company's overall goals.

1. Performance Monitoring

Western Engineering (Pvt.) Ltd evaluates employee performance on a quarterly basis. This periodical inspection ensures that personnel are continually alert and working to meet and exceed their goals. This method encourages a healthy competitive spirit among employees, which boosts the company's overall efficiency.

2. Supervisor's Role

A supervisor's position is critical in the performance review process. Supervisors not only advise employees on how to improve their performance, but they also actively participate in analyzing and measuring the job outcomes of their team members. They assist employees in understanding where they are and what improvements are needed by comparing real performance to benchmark performance.

3. Motivating Employees

Western Engineering (Pvt.) Ltd uses performance appraisals to motivate its employees. The company endeavors to build a culture that inspires job satisfaction, thereby enhancing productivity. Regular recognition of employees' hard work, along with appropriate rewards, motivates them to put in their best efforts consistently.

4. Feedback Mechanism

The company firmly believes in the power of feedback for the growth and development of its employees. Regular feedback is provided to the employees to improve their performance, correct errors, and overcome any hurdles in their work processes. This feedback is not limited to supervisors but also includes peers and subordinates, making the system comprehensive and well-rounded.

The performance appraisal system at Western Engineering (Pvt.) Ltd is designed not only to assess employees' performance but also to align individual goals with the company's strategic objectives. By doing so, the company ensures that every employee contributes effectively to its vision, thereby promoting overall organizational success.

3.6.6 Compensation System

Western Engineering (Pvt.) Ltd's compensation structure is created with a strategic approach in mind, with the goal of attracting, retaining, and motivating a high-performance team. It is also designed to be fair, transparent, and in accordance with market standards.

1. *Pay Structure*

The corporation's pay structure differs based on the employee's position and level within the firm. Wage packages for full-time employees are competitive, ensuring that they receive adequate compensation for their talents, expertise, and contributions to the organization. Interns and contractual employees receive compensation according to the nature of their work and the length of their contract.

2. *Incentives and Bonuses*

To further motivate and reward employees, Western Engineering offers performance-based incentives and bonuses. These additional rewards are intended to recognize the efforts of individuals who have outperformed their performance targets or made significant contributions to the completion of a project.

3. *Benefits*

Aside from the base income, the company provides a comprehensive benefits package. Full-time employees are entitled to annual leave, a specialized payment system, a provident fund, and compensation packages. These benefits are part of the company's larger goal of increasing employee satisfaction and loyalty..

4. *Contractual Compensation*

Contractual employees are paid in accordance with the terms of their contract, which may vary depending on the nature of the activity. The contract period can range from three months to a year or even longer. Sometimes, these employees are offered incentives based on their performance, ensuring that their hard work and dedication are appropriately rewarded.

5. *Internship Stipends*

The company recognizes the importance of giving students practical experience through their internship program. Interns are offered a monthly stipend, and based on their performance during their internship, they may be offered full-time employment. This approach serves to identify potential talents early and integrate them seamlessly into the organization.

Through its thoughtfully designed compensation system, Western Engineering (Pvt.) Ltd. ensures that all employees, regardless of their role or employment status, feel valued and motivated, thereby driving the company's success.

3.6.7 Types of Employees

Western Engineering (Pvt.) Ltd maintains a dynamic and flexible workforce, categorizing its employees into three main types, each serving different objectives within the company. The company's employees are characterized as follows:

1. *Internship Program*

Western Engineering (Pvt.) Ltd recognizes the importance of nurturing new talent and bridging the gap between academic learning and practical industry experience. To this end, the company offers internship programs in various departments, providing fresh graduates an opportunity to gain first-hand experience in a real working environment. During the internship program, which typically lasts three months, interns can apply their theoretical knowledge and showcase their skills. A modest remuneration of 5000 per month is offered to interns. Based on their performance and the needs of the company, some interns are even offered full-time employment at the end of their internship.

2. *Contractual Employees*

There are times when specific projects or objectives necessitate the hiring of skilled employees on a contractual basis. These contractual employees, while not permanent staff members, play a crucial role in the organization during their contract period. This period varies, spanning from a few months to a year, with possible extensions depending on the company's needs. The fulfillment of project-specific objectives adds significant value to the employee's work profile. Remuneration for contractual employees may be fixed or incentivized based on performance, with job nature varying as per the project's requirements.

3. *Full-Time Employees*

Full-time employees at Western Engineering (Pvt.) Ltd are those who, under specific legal terms and conditions, serve the company on a regular basis. They are responsible for fulfilling the long-term objectives and maintaining the day-to-day operations of the company. A standard work day for these employees is typically 8 hours, although this may extend when the department is under pressure. Full-time employees are entitled to a variety of perks, including competitive salary packages, annual leave, an exclusive payment system, a provident fund, and compensation packages. Their contribution to the company is critical to its success. Western Engineering (Pvt.) Ltd currently employs around 3000 full-time workers.

Western Engineering (Pvt.) Ltd ensures an adaptable and diverse workforce capable of meeting the changing needs of the business landscape by sustaining these three types of employment.

3.6.8 Leadership Style

The leadership style of an organization has a significant impact on its working culture, productivity, and motivation levels. Western Engineering (Pvt.) Ltd's decision-making process is based on an authoritarian leadership style. While regarded as stern or inflexible at times, this leadership style can provide clear direction and quick decision-making, which can be useful in fast-paced or high-stakes industries. In autocratic leadership, higher-ranking individuals make decisions, with less emphasis placed on comments or proposals from lower-ranking workers. Individual decision-making authority and little input from group members describe this leadership style.

1. Decision Making

The higher-ups of Western Engineering (Pvt.) Ltd is primarily responsible for decision-making. They are responsible for driving the organization in a path consistent with its goals and objectives. This centralized approach ensures that decisions are made quickly and without the delays that may arise in a more democratic environment.

2. Role of Employees

While Western Engineering (Pvt.) Ltd employees have limited input in decision-making, their role is critical in carrying out the higher authority's decisions. They carry out the instructions given to them and contribute to the achievement of the company's strategic goals.

3. Advantages and Challenges

The advantages of autocratic leadership include quick decision-making and clear, concise communication of tasks and objectives. However, it may result in reduced employee morale as a result of a lack of input in decisions that affect their work. Furthermore, because ideas from employees are not actively sought or promoted, this method may impede creativity and innovation.

4. Impact on HR Management

The autocratic leadership style impacts the HR practices at Western Engineering (Pvt.) Ltd, shaping their recruitment, retention, and development strategies. The HR department likely focuses on hiring individuals who are proficient at following instructions and executing tasks efficiently. Employee development programs might

also be geared more towards enhancing specific skill sets required for their roles, rather than encouraging innovative thinking or leadership skills.

5. Future Outlook

As Western Engineering (Pvt.) Ltd continues to grow and evolve, the leadership style may need to adapt to changes in the business environment. While maintaining the benefits of an autocratic style, incorporating elements of participative decision-making could boost employee morale and foster a more inclusive culture.

Western Engineering (Pvt.) Ltd.'s HR management is a reflection of its commitment to employee development and organizational growth. The company's diverse and inclusive recruitment practices, coupled with its structured training, appraisal, and compensation systems, ensure a motivating and rewarding work environment for all employees.

In conclusion, the Human Resource Management at Western Engineering (Pvt.) Ltd represents a finely tuned system, where each aspect of HR practices – from job analysis and recruitment to employee performance management – is designed to work cohesively towards the company's objectives. With an autocratic leadership style, decisions are made promptly and directions are communicated clearly, fostering an environment of efficiency. The company has devised systems to adapt and grow with the ever-evolving demands of its industry. The nuanced balance of this approach allows Western Engineering (Pvt.) Ltd to efficiently utilize internal and external resources, while fostering an environment for employees that encourages development and loyalty. Moving forward, the company may need to reassess certain aspects of its HR management strategies to accommodate the dynamic nature of the modern workplace and to sustain its competitive advantage. The ability to continue to adapt while maintaining its core strengths will be key to the organization's future success.

3.7 Findings

The comprehensive analysis of the overall recruitment and selection process at Western Engineering (Pvt.) Ltd, gained through my internship experience, revealed several key aspects. These observations are outlined as follows:

1. Limited Employee Development Opportunities

Despite its well-structured HR department, Western Engineering (Pvt.) Ltd falls short in providing enough opportunities for skill development and training to its employees. During the internship, it was noticed that there were limited programs for professional development or upskilling. This lack of growth opportunities may prevent the company from maintaining a competitive edge as its workforce could become stagnant, lacking updated skills and expertise. Consequently, employee job satisfaction might decrease over time, potentially leading to higher

turnover rates. Offering continual learning opportunities is key for employee retention and can also attract more high-quality applicants.

2. Positive Workplace Culture

One of the notable strengths of Western Engineering (Pvt.) Ltd is the strong interconnectivity between various departments, cultivating a positive and collaborative work culture. Employees ranging from supervisors to executives exhibit a culture of mutual support, fostering an environment that encourages individual growth, as well as cohesive teamwork. This strong foundation of positive interaction and mutual respect significantly contributes to enhancing the organization's overall productivity and job satisfaction levels.

3. Performance Evaluation System

The existing quarterly performance evaluation system at Western Engineering (Pvt.) Ltd, while being systematic, appears to lack consistency in feedback and follow-up actions. Performance evaluations should not only identify employees' strengths and weaknesses but also provide actionable steps for improvement. Without such feedback, employees might feel directionless, which could adversely affect their productivity. Therefore, implementing a comprehensive and consistent feedback system is recommended to enhance employee performance.

4. Traditional Recruitment Process

In terms of recruitment methodology, the company currently adheres to a more conventional approach. In contrast, numerous multinational firms have shifted towards innovative techniques such as gamified online recruitment. These novel methods can assess candidates' ability to handle pressure, problem-solving skills, and decision-making capacities in a more engaging manner. The absence of such interactive techniques within Western Engineering (Pvt.) Ltd's hiring process might make the procedure less stimulating for both recruiters and candidates, potentially neglecting the evaluation of crucial soft skills.

5. Diversity and Inclusion

Although Western Engineering (Pvt.) Ltd has a diverse workforce, the company needs to put more emphasis on promoting an inclusive work environment. This entails not only hiring people from diverse backgrounds but also ensuring that they feel valued and respected. The benefits of diversity and inclusion go beyond social responsibility; they drive innovation and creativity, increase employee engagement, and improve the company's reputation, which can ultimately lead to better financial performance.

6. Employee Recruitment through Referencing

The company's practice of hiring employees through internal references, although beneficial in certain instances, may sometimes lead to the recruitment of less efficient professionals. This outcome could negatively impact the overall productivity and teamwork within the company,

leading to a gradual decline in the company's reputation. It's crucial that Western Engineering (Pvt.) Ltd examine the potential drawbacks of such a recruitment strategy and take appropriate measures to ensure that the quality of recruits is not compromised.

7. Compensation and Reward System

Autocratic leadership benefits from swift decision-making and clear, unambiguous communication of duties and objectives. However, it may result in worse employee morale due to a lack of input in choices affecting their work. Furthermore, because employee ideas are not actively sought or promoted, this approach may stifle creativity and innovation.

8. Work-Life Balance

Western Engineering (Pvt.) Ltd employees often find themselves working more than the standard 8-hour workday due to project deadlines. On occasions, the workload even extends into Saturdays. This intensive work schedule potentially hampers the attainment of a healthy work-life balance, a key aspect of employee well-being. Overworking can lead to employee burnout, reduced productivity, and lower job satisfaction, which makes it crucial for the company to evaluate and make necessary amendments to their current work policies.

9. Autocratic Leadership Style

The top-down, autocratic leadership style practiced at Western Engineering (Pvt.) Ltd may have benefits such as efficient decision-making and role clarity. However, it also has its drawbacks, as it discourages employee participation in decision-making processes. Over time, this can lead to low employee morale, reduced motivation, and a sense of disconnection from the company's mission and goals. A more participative leadership style could promote a sense of ownership and commitment among employees.

10. Absence of Efficient Personnel

While the Human Resource department of Western Engineering (Pvt.) Ltd exhibits a well-formulated structure, it is apparent that there is potential for further improvement. Notably, there is a deficiency of highly proficient personnel, which can occasionally impede the smooth flow of operations. This shortage is particularly visible during recruitment drives where the workload escalates significantly. In such instances, the departmental pressures mount, and other HR-related tasks may experience rushed completion or even inadvertent neglect, highlighting the critical need for a robust and efficient workforce.

These additional findings shed light on some critical aspects that Western Engineering (Pvt.) Ltd should take into account to further strengthen their human resource practices. By fostering a culture of continuous learning, promoting diversity, maintaining a transparent reward system, and facilitating increased employee involvement, the company can not only enhance its productivity but also improve employee satisfaction and retain its valuable workforce.

3.8 Recommendation

As observed during the internship, Western Engineering (Pvt.) Ltd exhibits commendable practices, but there are opportunities for improvement and development. In the pursuit of excellence and sustainable growth, continuous enhancements in the HR practices can lead to a more productive and successful organization. Based on the experiences and insights gained during the internship, the following recommendations are proposed to optimize the company's recruitment and selection process.

- 1. Employee Development and Upskilling:** Western Engineering (Pvt.) Ltd should invest in a robust employee development program that includes regular training sessions, workshops, and opportunities for upskilling. Implementing mentorship programs and providing access to online learning platforms can foster continuous learning and skill enhancement.
- 2. Fostering Collaborative Workplace Culture:** The company should continue to nurture and enhance its positive workplace culture. Consider organizing team-building activities, cross-departmental projects, and recognition programs to strengthen teamwork and mutual support among employees.
- 3. Enhancing Performance Evaluation Process:** Recommendation: Revise the performance evaluation system to provide consistent and constructive feedback to employees. Ensure that evaluations not only highlight strengths and weaknesses but also suggest actionable steps for improvement. Regular follow-up discussions can help employees track their progress.
- 4. Modernizing Recruitment Techniques:** Western Engineering (Pvt.) Ltd should explore innovative recruitment methods such as gamified online assessments, case studies, and situational judgment tests. This can assess candidates' problem-solving abilities and soft skills effectively, making the recruitment process more engaging and insightful.
- 5. Advancing Diversity and Inclusion Initiatives:** Creating a comprehensive diversity and inclusion strategy that goes beyond recruitment. Develop training programs to raise awareness about biases and foster an inclusive environment. Encourage open dialogue and provide resources to support employees from diverse backgrounds.
- 6. Refined Employee Referral Strategy:** While internal references can be valuable, balance this approach with other hiring methods. Implement a rigorous interview and assessment process for referred candidates to ensure they meet the required standards. This will help maintain the quality of recruits.
- 7. Evolving Compensation and Rewards Approach:** Transition towards a more participatory approach in decision-making by involving employees in discussions about

compensation and rewards. This can boost employee morale and promote a sense of ownership in their roles.

8. Promoting Work-Life Balance: Implement measures to manage workloads during peak periods and project deadlines. Consider flexible work arrangements, remote work options, and additional support to alleviate the strain on employees and promote a healthier work-life balance.

9. Shifting Leadership Style: Transitioning to a more participative leadership style that encourages employee input in decision-making processes. Regularly solicit feedback from employees, involve them in problem-solving discussions, and empower them to contribute to the company's direction.

10. Strengthening HR Department Efficiency: Hiring additional skilled HR personnel to ensure smooth operations during busy periods, especially during recruitment drives. This will prevent overburdening the department and ensure that all HR-related tasks receive the necessary attention.

Implementing these suggestions will assist to improve and develop the recruitment and selection process of Western Engineering (Pvt.) Ltd on a continuing basis. The organization can develop a robust and diverse workforce, cultivate employee satisfaction, and achieve long-term success in a turbulent economic environment through a more planned and welcoming approach to acquiring talent.

3.9 Conclusion

The internship experience at Western Engineering (Pvt.) Ltd provides a once-in-a-lifetime opportunity to get practical insight into the "Overall Recruitment and Selection Process of the Company." This chapter presents the main results, experiences, and reflections gathered all throughout the internship. During my internship, I had the opportunity to actively participate in various stages of the recruitment and selection process. This practical experience allowed me to bridge the gap between theoretical understanding and actual practice. It was evident that the real-world dynamics of talent acquisition and HR management are complicated in ways that academic studies cannot fully explain.

The process for hiring and choosing employees at Western Engineering (Pvt.) Ltd was deemed well-organized, effective, and efficient. The organization demonstrated a commitment to a structured strategy that prioritized cost-effectiveness and efficacy. The organization was able to get qualified individuals that aligned with the company's vision and values by strictly following to systematic recruitment procedures. One of the company's significant strengths was its emphasis on employee involvement and workplace culture. The team members developed a sense of camaraderie and mutual support as a result of the excellent workplace environment

and helpful managers. Employee happiness and retention are aided by this strong organizational culture.

Working with the HR department as part of the recruitment and selection team was invaluable experience. Working with HR professionals and understanding their decision-making processes helped me realize the importance of efficient human resource management in achieving corporate success. The internship at Western Engineering (Pvt.) Ltd was a rewarding and educational experience. The exposure to the complexities of the recruitment and selection process has greatly improved my understanding of HR procedures in the real world. The process of writing this internship report enabled me to find parallels between theoretical principles and practical application.

I am happy for the opportunity to contribute to Western Engineering (Pvt.) Ltd's HR initiatives and to help the organization acquire and develop outstanding personnel. This internship has surely influenced my future ambitions in the field of human resource management. Finally, I want to thank everyone in the HR department, my supervisor, and the entire team at Western Engineering (Pvt.) Ltd for their advice, support, and mentorship throughout the internship. This internship's experiences and knowledge will certainly serve as a solid basis for my professional growth and development in the field of Human Resource Management.

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