

Report On

Impact of Recruitment and selection process on organizational performance - a case study on bKash limited

By

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Student ID: 19304099

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

BRAC Business School
BRAC University
May, 2024

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Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Jenifar Sultana Mrittika

19304099

Supervisor's Full Name & Signature:

Dr. Nusrat Hafiz

Lecturer, BRAC Business School

BRAC University

Letter of Transmittal

Dr. Nusrat Hafiz

Assistant Professor,

BRAC Business School

BRAC University

Kha 224 Bir Uttam Rafiqul Islam Avenue, Merul Badda, Dhaka

Subject: Internship report submission

Dear Ma'am,

With pleasure, I present my internship report, " Impact of Recruitment and selection process on organisational performance - a case study on bKash limited". This internship provided me with invaluable hands-on experience in managing HR projects and other essential HR tasks, for which I am extremely grateful.

The study explores the HR efforts that bKash Limited has implemented, with an emphasis on enhancing employee satisfaction and promoting their professional development within the company. I want to sincerely thank my internship supervisor for all of their help and support during this process.

Sincerely yours,

Jenifar Sultana Mrittika

Student ID- 19304099

BRAC Business School

BRAC University

Date: May 11, 2024

Non-Disclosure Agreement

This agreement is made and entered into by and between bKash Limited and Jenifar Sultana Mrittika student at BRAC University.....

Acknowledgement

I would like to express my sincere appreciation to Dr. Nusrat Hafiz, Lecturer at BRAC Business School, BRAC University, for her exceptional support and guidance. Her mentorship during my internship was crucial to maintaining the quality of this report. Her targeted advice and direction played a key role in helping me create a thorough and complete report.

Furthermore, I want to say that I am deeply grateful to my supervisor, Mr. Nowrose Farhan Chowdhury, Manager, Talent Acquisition, Human Resources Division. Throughout the course, the supervisor provided unbeatable support and expert advice. His insights into the art of talent acquisition and day-to-day HR operations have greatly influenced my big picture vision for my work and thus improved the quality and direction in which my work has been developed.

Moreover, I would like also to express my sincere thanks to everybody, who in any way contributed to the successful completion of the internship and the research project. The incomparable help, inspiration and even occasional listening to my mentors, colleagues or those with whom I once met had a substantial impact on the rewarding nature of this experience. I would like to thank all of them for the invaluable contribution to my personality development. I shall take along countless amounts of knowledge and invaluable experiences from my time with bKash Limited. It was an adventurous journey for which I am grateful was a part of, and constant support that rendered the internship unforgettable, to my education and professional career.

Executive Summary

I completed my internship at bKash Limited in the Human Resources Operations section, and I was exposed to one of the leading mobile financial services companies in Bangladesh. The topic of exploration during my internship was “The Impact of Recruitment and Selection Process on Organizational Performance.” I was able to learn the importance of proper hiring to the success of the entire business.

While working at bKash Limited, I was involved in various HR activities, including recruiting and selection of employees. I supported and observed significant activities, including the administration of onboarding programs, interview processes, candidate screening, and job posting. These experiences have greatly changed my perspectives on how a cohesive and well-thought-out recruitment approach can lead to increased employee productivity and ultimately, organizational success.

As a way of validating my results, I subjected employees across all levels of the organization to a uniform questionnaires survey. In this case, the survey outcomes were geared towards giving feedback that efficient recruitment processes raise employee engagement and satisfaction hence enabling better company performance. The data further showed that because employees can key in on fair and efficient recruitment, their productivity would go high and form company culture.

To sum up, my internship at bKash Limited taught me about the crucial role of HR operations in general business success. The work clearly demonstrated that a good hiring and selection process is key to increasing organization performance levels and growing a culture of excellence and growth. The lessons obtain from my internship and the findings in my report demonstrate the importance of investing in efficient HR processes as the only way to survive in a competitive market in the long run.

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Chapter 1: Overview Of Internship

1.1 Student Information:

Name	Jenifar Sultana Mrittika
ID	19304099
Program	Bachelor of Business Administration
Major	Human Resources Management

1.2.1 Internship Information:

Internship Period	4 Months (January 10, 2024 to May 9, 2024)
Company Name	bKash Limited
Department	HR Operations
Division	Human Resources
Address	Shadhinata Tower, 1, Bir Sreshtha Shaheed Jahangir Gate, Dhaka Cantonment, Dhaka 1206, Bangladesh

1.2.2 Internship Company Supervisor's Information:

Name	Md. Nowrose Farhan Chowdhury
Position	Manager, Talent Acquisition, Human Resources Division

1.2.3 Job Scope:

Job Responsibilities and Duties:

Job Responsibilities: Most of the work I did within the internship in HR has been related to the job recruitment process, which ranges from job advertisement to helping new hires with their introduction to their new tasks within the organization.

1. **Job Posting:** One of my key responsibilities is coming up with job postings that are not only interesting to read, but are also consistent with the job description. With the help of my superintendent, I have been carefully creating job posts for bdjobs.com, ensuring they represent the company's branding and are appealing to the target potential employees. Once the job posts were approved and evaluated, they were published, which led to the expansion of our vacant positions reach.

2. **Sorting CV:** I improved my ability to find relevant qualifications inside the resumes as the stacks grew as the due date approached. In the beginning, I watched the process, but not long after, I was assisting my supervisor in assessing resumes from various sources with focused interest. Identifying possible matches required weighing the applicants' histories, skills, and qualifications against the job's requirements.

4. **Coordinating Interviews:** The biggest difference compared to normal work was my most important duty – to coordinate the interview process in such a way so as to allow candidates to arrive freely, with every member of the personnel eager to greet them. I oversaw the timetables and did not fail to welcome each applicant and fascicle over the ushering them inside and outside, emphasizing that the company valued uneventful reception more than anything else.

5. **Follow-Up Selection Process:** Once the selection of the candidates was complete, I was responsible for initiating the contact and conducting the required paperwork procedure. Mutual transitions to the next step were made possible by carefully planning messages to receive the necessary papers and strictly follow up on each. Informing candidates promptly throughout the process helped to ensure a positive experience and facilitated the lasting of the final requirements.

6. **Tracker Maintaining:** Maintaining an up-to-date record on our tracker on information about the candidates was critical to effective recruiting management. The dynamic excel sheet contained a record of every applicant's progress from the interview process to the onboarding that served as an extensive library of information. Regular updates and close monitoring of the accounting ensured that the documentation was always current, leading to well-informed decision-making and collaborative efforts with the relevant stakeholders on various occasions.

7. **Managing Scorecards:** After the final interviews, I was responsible for collecting and processing interviewing scorecards in accordance with the organization's evaluation policies. Gathers the original papers, duplicates, and organizes these critical papers in hard copy and soft copy while working directly with the interviews. This ensured that organizational processes were followed and that candidate evaluations were done thoroughly.

8. **Onboarding:** Other duties I was responsible for encompassed helping ensure a smooth transition to onboarding by leading candidates through the last stages of the recruitment process. They involved collecting and organizing all the paperwork, coordinating activity with all the relevant parties, and making sure the applicants met all the conditions for a smooth onboarding transition. I responded to candidates' inquiries and ensured they had a pleasant onboarding encounter by maintaining an open line of interaction with me, thus setting the stage for their easy insertion into the organization.

1.3 Internship Outcomes:

1.3.1 Student's contribution to the company:

Enriching Crucial Documents and Procedures: Redesigned Applicant Monitor During my internship, I went out of my way to keep the Candidate Tracker updated; I understood the importance of this document when trying to hire efficiently. Addressing: irregular updates

Improved Process for Documentation: In order to facilitate correspondence on the required documentation for the chosen candidates, I created an extensive email template. This template greatly accelerated the documentation process by becoming the official communication format once supervisors authorized it.

Aimed at the hiring process: I've assisted with resume screening, interview scheduling, and even the first interview itself.

Helped with the onboarding process: I have produced onboarding materials, assisted with setting up the orientation, and even served as a point of contact for recently hired employees during their initial days.

Show Initiative and Problem-Solving Skills: By recognizing and resolving important issues pertaining to document management and process efficiency, I was able to exhibit proactive problem-solving.

Better Collaboration and Organizational Efficiency: I made a direct contribution to the HR team's increased effectiveness and collaboration, which created a more positive work atmosphere.

In summary, by prioritizing the maintenance and organization of crucial documentation, I significantly boosted the efficiency and effectiveness of HR department operations. Through my contributions, I helped ensure that the recruitment and selection process at bKash Limited was efficient and aligned with the company's organizational goals. This, in turn, supported the broader HR objectives of fostering a positive work culture and enhancing overall organizational performance.

1.3.2 Benefits to the student:

As a student with no prior business experience, my internship at bKash provided invaluable knowledge that will be invaluable for my future professional pursuits. These benefits can be divided into four primary groups

Enhanced Communication Skills: Having worked with nearly 200 candidates from various backgrounds, I was able to expand my knowledge of psychology, gain more experience customizing communication strategies, and hone my communication techniques in a variety of professional contexts.

Proficiency in Professional Communication: I learned about professional communication norms and etiquette throughout my internship, which enhanced my ability to communicate in general by putting me at ease when chatting with senior personnel.

Developed Problem-Solving Skills: I encountered a range of situations throughout my internship that called for initiative and problem-solving skills. These helped me improving my capacity to identify issues, formulate solutions, and act accordingly.

Larger Professional Network: I was able to interact with numerous professionals inside bKash, which helped me not to create a larger professional network but to also increase my knowledge about various positions and divisions.

Positive Work Culture: I had the opportunity to work in a workplace environment that was very hospitable. The helpful behaviour and attitude of the management and co-workers made it easy and interesting.

Understanding business Dynamics: Exposure to bKash's business culture, expectations and dynamics provided me with the important knowledge needed to better acclimate to the working world following college.

Development of Self-Awareness: Self-awareness is developed through experiential reflection and feedback from managers and co-workers. It's critical to continuous growth in both one's personal and professional life and offers a great deal of insight into strengths and areas of potential growth.

Therefore, my internship at bKash was a dynamic learning opportunity that provided me with the knowledge, experience and assurance to succeed in my future endeavors.

1.3.3 Problems/Difficulties (faced during the internship period):

While my internship was overall very pleasant, there are a couple of things I believe could have gone better.

Seating Arrangements: The first one is the availability of seating. There were more interns in our group than working chairs in our designated area. As a result, quite a few interns regularly had to stand and wait for the others to vacate chairs. This unexpected obstacle led to us altering our routines and becoming more united due to it. Although during the first couple of weeks, endless waiting was very frustrating. Our groups manage to remain productive due to good cooperation and flexibility.

Learning curve: an adjustment period was also required to grasp the peculiarities and dynamics of the HR function at bKash Limited. Despite the need for seamless operations, it took me time and effort to become acquainted with new policies, procedures, and the corporate culture. Simultaneously, time management was problematic, as managing several HR responsibilities, such as finding applicants, preparing documentation, and coordinating their employment, required setting priorities. In this case, planning and organization were essential to maintain efficiency and quality, and

However, I have adopted these principles by the end of my internship due to my supervisor's advice and support.

1.3.4 Recommendations (to the company on future internships):

The framework of the internship program can include at least one training session focused on technical or soft skills, in which interns can take part and gain insightful knowledge. It would be more advantageous for organizational development if assessment techniques were implemented to guarantee learning outcomes and employee satisfaction in order to evaluate the efficacy of the program and pinpoint areas for improvement.

Chapter 2: Organization Part

2.1 Introduction

In Bangladesh, bKash is leading the way in a revolution in mobile finance that is motivated by both financial and socioeconomic causes. bKash is making great progress in providing services to the unbanked population, which makes up about 85% of the nation's population, by moving the nation away from a cash-dependent economy. The emergence of mobile financial services is modernizing the corporate and banking sectors and bringing life back to rural areas. Additionally, mobile payments help authorities keep an eye on transactions that were previously conducted outside of the formal economy, which helps the central bank measure the amount of money in circulation and create more accurate monetary policies. Initially arising as a partnership between BRAC Bank Limited, the Bangladesh Government, and Money in Motion LLC from the United States, bKash is a mobile financial service provider operating under the jurisdiction of Bangladesh Bank, a subsidiary of BRAC Bank Limited. Users of bKash can utilize the bKash App or USSD (*247#) to recharge their mobile phones, transfer money domestically, pay bills, and access a range of other services. Remittances from overseas can also be obtained using bKash. Notably, with a valuation of more than \$1 billion, bKash reached the distinction of being the first unicorn startup in Bangladesh in November 2021. Acclaimed by esteemed publications and organizations, bKash is known for its transforming power. bKash was ranked among the top 50 firms worldwide in Fortune magazine's 2017 Change the World list. According to Fortune, bKash facilitates over 4.5 million transactions every day and has 22% of adult Bangladeshi users. Furthermore, bKash was named the Best Digital Bank by Asia Money Magazine in 2018 and one of Asia's top employers by the World HRD Congress in 2017.

2.1.2 bKash's History

Inspired by the success of mobile financial services in nations like Kenya and the Philippines in the middle of the 2000s, Kamal and Iqbal Quadir founded bKash. They tried to bring these services to their own Bangladesh after realizing how beneficial they would be there.

Two years later, in 2008, the Quadir brothers began negotiating with Sir Fazle Hasan Abed, the founder of BRAC, because they needed a local partner. As a result, after another two years, in 2010, the joint venture Money in Motion was established, and BRAC Bank acquired a share of the company. On July 21, 2011, bKash was officially launched in Bangladesh and offered a basic set of services: Send Money, Cash In, and Cash Out. At that time, since more than 70% of Bangladesh's population resides in the countryside without the possibility to access traditional financial services, it was a very successful start. Later, it would be possible to make a request for additional services, such as bill payment, buying train and cinema tickets, or topping up mobile airtime. Nowadays, bKash has its mobile application and has received awards for the title of innovation: "In 2018, thanks to the Bangladesh Innovation Award, we received the Best Innovation award in the Financial Innovation nomination".

2.1.3 bKash Entry:

With more than 100 million mobile phone users in Bangladesh, mobile phones have surpassed traditional bank branches in their ability to connect customers and financial service providers. In Bangladesh, conventional banks are spearheading the mobile banking revolution, in contrast to nations such as Kenya, where the telecom industry plays a major role. A good illustration of this tendency is bKash, a Bangladesh-based subsidiary of BRAC Bank, which is a member of BRAC, the largest non-governmental development organization in the world, and focuses on small and medium-sized businesses.

With 21.2 million users in just four years, bKash represents around 12.5% of the nation's population. The number of Bangladeshis with official bank accounts and the number of bKash users are almost equal. More than 1 billion transactions were made using bKash in just 2015, with a monthly average of 100 million transactions and the addition of one million new clients in the same period. The provision of financial services through unconventional bank branches is essential to bKash's success. The creation of alternate arrangements for Bangladesh's unbanked people is

emphasized by CEO Kamal Quadir. Due to high operating costs, traditional banks are unable to afford to serve the low-income population, which makes them reluctant to visit traditional bank offices. Convenience store cash transactions, peer-to-peer and merchant payments via basic mobile phones, airtime purchases, utility bill payments, overseas transfers, and savings accounts with interest rates as high as 4% are just a few of the services offered by bKash. The mobile financial services provider (MFSP) bKash complies with the guidelines established for MFS platforms managed by Bangladesh's scheduled commercial banks. The criteria listed above are outlined in Section 5 of the Bangladesh Payment and Settlement Systems Regulations of 2014 and the Bangladesh Bank Order of 1972.

2.2 Overview of the company:

bKash Limited, one of Bangladesh's leading suppliers of mobile banking services, was founded in 2010. It is a division of BRAC Bank Limited, one of the largest private commercial banks in the nation. Customers can use their phones to make payments for online and offline purchases, bill payments, and money transfers because the firm permits access through mobile wallets. On their website, bKash claims to have over 250,000 bKash Agent Accounts, allowing an impressive 60 million users to transfer money, pay their bills, and save. To name a few of the services offered, the company also offers solutions for fully electronic self-registration (e-KYC), Digital Nano Loans from Banks, e-Ticketing, Donations, Business Dashboard, and the capacity to process payments for independent contractors. According to Tuhin (2022), bKash's third quarter of 2022 experienced a 28% year-over-year increase in net revenue to Tk 857.84 crore and a Tk46.54 crore jump in net profit. A few of the honors that bKash has received for its innovation and technological contributions to Bangladesh's economy are the Asia's Best Employer (2017) by Employer Branding Institute - India, the Fintech Award (2021) given by Bangladesh Brand Forum, and the Asiamoney 'Best for Digital Solutions in Bangladesh 2022' Award.

2.2.1 Mission Statement:

The very core of bKash is financial inclusion. To offer financial independence to people from all walks of life, bKash has been delivering an extensive spectrum of services to provide financial independence to ensure safe transactions for the people of Bangladesh with the help of mobile devices.

2.2.2 Vision:

By offering a wide range of services, bKash strives to set benchmarks globally for financial inclusion while enriching people's lives.

2.2.3 Core Values:

The five pillars that bKash stands on are:

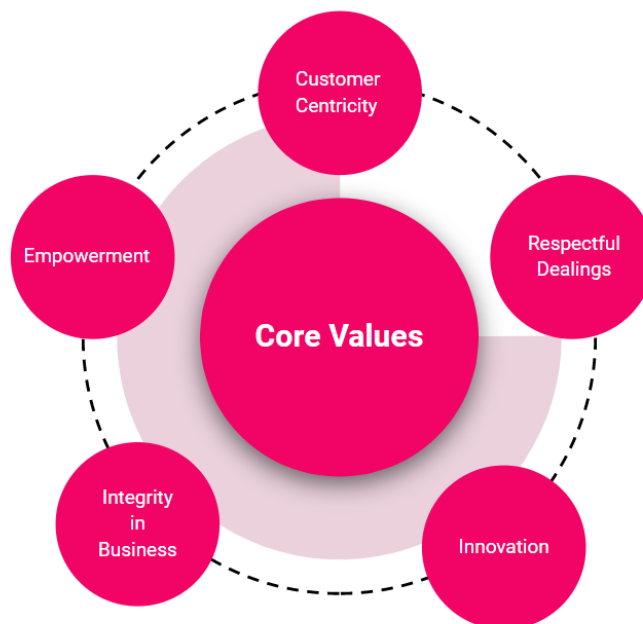


Figure 1- Core Values of bKash

2.2.4 Board of Directors:

The very core of the organization is led by the board of directors as mentioned below:

Board of Directors



Kamal Quadir
Chief Executive Officer



Shameran Abed Selim Reza Farhad Hussain Meheriar M. Hasan Asif Saleh Fahima Choudhury



Nicholas Hughes Shinya Yoshino Guoming Cheng Jason Park Chris Lee



Anita Ghazi Rahman Douglas Feagin Dr. Jamaluddin Ahmed FCA Gregory C. Chen

Figure 2- Board of Directors of bKash

2.2.5 Services

The services offered by bKash are:

- | | | | |
|---------------|-----------------|---------------|--------------|
| Send Money | Mobile Recharge | Cash Out | Payment |
| Add Money | Pay Bill | Savings | Loan |
| bKash to Bank | Remittance | Education Fee | Microfinance |
| Donation | Insurance | | |

Figure 3- Services offered by bKash

2.2.6 The business partners of bKash are:

The business partners of bKash are:



Figure 4- Business Partners of bKash

2.2.7 Divisions and Departments

bKash has a total of 10 divisions, which are again subdivided into several departments and further into teams. The divisions are:

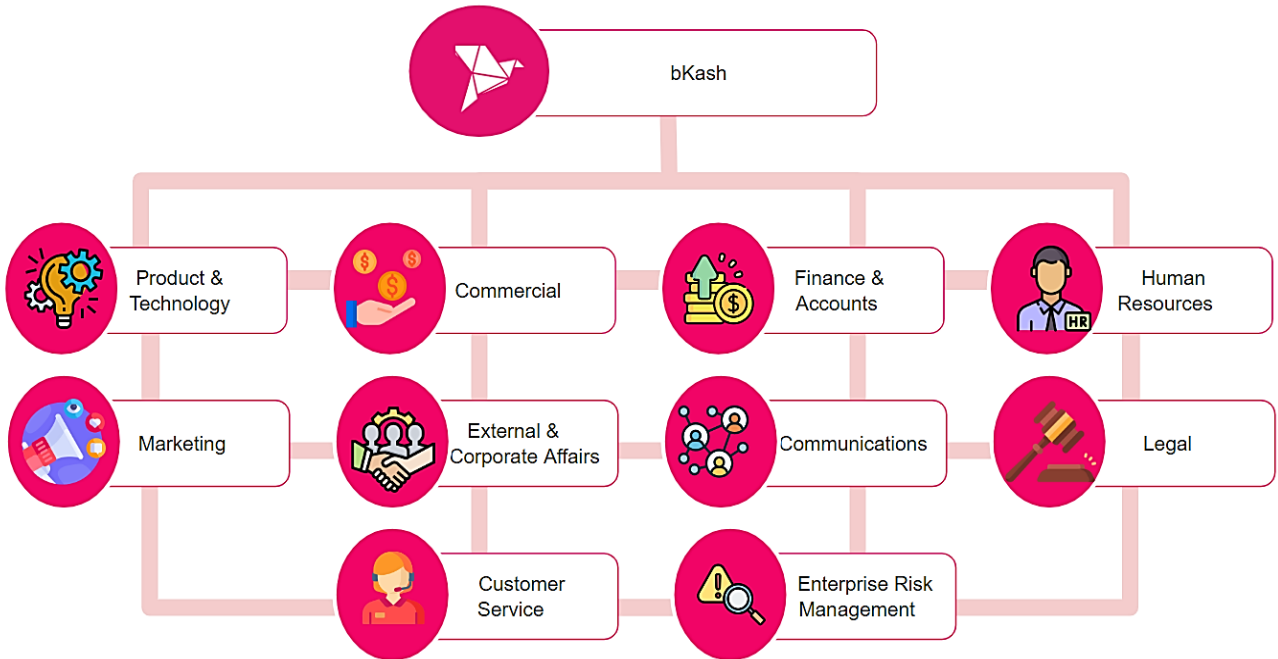


Figure 5- Divisions of bKash

2.2.8 Functional Hierarchy of bKash

The following is the hierarchy of the organization:

The bKash organizational structure is hierarchical, featuring a clear line of command and well-defined, thoroughly understood positions. The CEO of the company is responsible for both the general strategic direction and the administration of the organization. The Chief Executive Officer is in charge of several departments, and the heads of each division answer directly to the CEO. Business operations, marketing, product and technology, human resources, legal, and customer service are just a few of these departments. Hierarchies with a horizontal composition characterize the bKash structure. Even though each department's divisions are ranked differently, all departments use the same graphic:

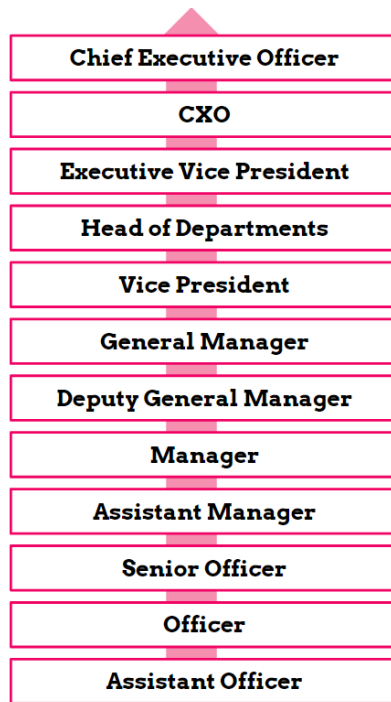


Figure 6- Functional Hierarchy of bKash

2.3 Management Practices:

2.3.1 Leadership Style:

Somech (2010) defines participative decision-making as an organized approach to group involvement where important organizational decisions are made by direct group interaction. Upon closer inspection, bKash's leadership style can be described as participative, bordering on democratic. bKash constantly ensures that teams within each division collaborate to meet predetermined objectives. Because of this, job advertising usually highlights having a good feeling of cooperation. This is also made clear during performance evaluations, which allow for a candid discussion about grades between the supervisor and the staff member. However, there are four Departments under Human Resources division.

Organizational Development & Employer Branding: This division is dedicated to the advancement of staff members and offers training opportunities in addition to programs that support talent, leadership, and learning development, culture and change management, and HR product/framework/process development. Improving the employee experience is a primary goal of the OD & EB department. A monthly training program is in place to help staff improve their

own training, abilities, and productivity. "Monthly Level Up" is the name of this program. A list of training programs is sent to the staff, and they are invited to choose which ones they would want to participate in for the next month. This is a monthly training program designed to elevate staff members' abilities to a higher degree. The employer branding team manages the flagship internship program "bNext" and the management trainee program "GenNext" in an effort to draw in talent. In addition, there is the "beacon" e-sports competition for university students and the campus ambassadorship program.

HR Business Partner (HRBP): bKash establishes a special HRBP framework in which the assigned HR representatives serve as intermediaries between HR and certain business units, guaranteeing effective communication and attending to employee issues in each department. The HRBP division serves as a liaison between business objectives and HR strategy. There are assigned HRBPs for every division who deal with various employee concerns.

HR Operations: HR operations manages the organization's hiring division. Employee onboarding, talent acquisition, HR Information System, etc. 4. Compensation and Benefits: This division oversees all aspects of compensation and benefits, including insurance, pensions, bonuses, and salary distribution. It also handles payroll management. Write a general summary of "management practices of bKash Limited" based on the information provided above.

Compensation and benefits: A primary factor contributing to bKash's current ranking as the best employer is its alluring benefits and pay package. Offering medical coverage to employees' parents as well as their wives and kids is one such perk that sets bKash apart.

In order to motivate and keep the staff members engaged towards the work, management has introduced the following motivational initiatives;

- **Performance Bonus:** The decent Performance bonus is provided based on the KPI achievement and rating.
- **Acknowledgement and Prize:** The special prize and kind of acknowledgment for Better performers.
- **Safety and Security:** In general, the workers' safety and their security measures.

- **Medical Allowance:** In case of emergency medical allowance is provided to the employee.
- **Retirement Benefit:** The special retirement benefit is available for the employees retiring from the company on the basis of tenure.

The benefits include:

- Provident fund
- Short term benefits
- Gratuity
- Worker's profit Participation Fund
- Paid Leaves
- Health Insurance for employees and family
- Quality performance appraisal

2.3.2 Recruitment and Selection Process

bKash has a very intense hiring and selection procedure for our employees. For regular jobs, the hiring process commences with the resume check and lasts up to two interviews or even more. Alternatively, technical workers must have gone through multiple coding exams or tech interviews on their way. Moreover, before entering any of the flagship programs, namely bNext or GenNext, candidates took several tests and interviews. In particular, they were an aptitude test, the first interview, an elevator pitch and presentation, focus group discussion, final interview, etc.

2.3.3 Training and Development Initiatives

bKash places a high premium on the skill set development of its staff. In order to develop a productive workforce, bKash introduced "b. Academy" in 2022. Through this program, employees can receive training from regional and international specialists in areas such as innovation, project management, and data analytics.

2.3.4 Performance Appraisal system

Performance Appraisal is done annually, usually towards the end of each year. This is a rigorous process and the performance of employees is scrutinized, based on which they receive a bonus.

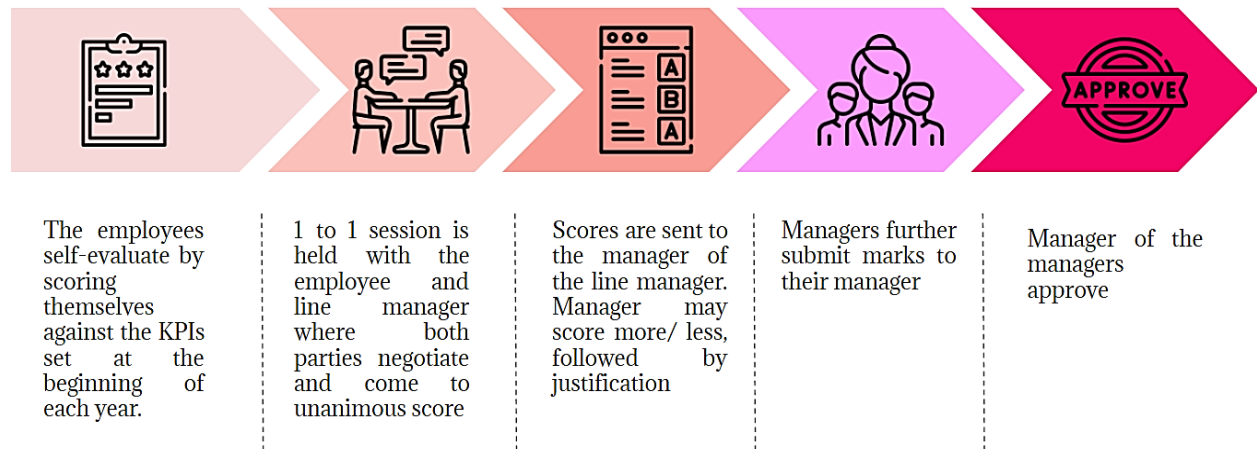


Figure 7- Employee Performance Appraisal Practice of bKash

2.4 Marketing Practices:

2.4.1 Strategy for Marketing

The financial inclusion is emphasized in the bKash marketing approach. The plan places a high priority on accessibility, usability, and security. Their method appeals to both rural and urban dwellers by stressing how simple it is to do financial transactions from anywhere at any time. Their mass market communication is part of their undifferentiated strategy, but their targeted ads employ specialized techniques to target certain segments.

2.4.2 The Strategy of Targeting and Positioning

Anyone can connect with people in Bangladesh who lack access to banks and are looking for a simple way to handle their financial transactions by using bKash. They come from both rural and urban areas of the nation. The principal aim of their positioning strategy is to position them as the most reputable and easily accessible mobile financial service provider in Bangladesh. By

emphasizing the various ways in which their services may streamline a range of activities, including payments, remittances, and other sorts of transactions, they portray themselves as an essential part of daily financial activity.

2.4.3 Marketing Channels

In terms of marketing channels, bKash utilizes traditional and online approaches. Conventional media such as print and online advertising, radio spots, and television ads are employed in marketing campaigns to capture a large viewership. bKash, on the other hand, uses social media and other internet platforms, as well as its app for digital services, to engage with people, provide customer service, and promote and sell new products and services.

2.4.4 Product Development

One of the ways to become competitive is by constant innovations in the product line. Currently, the only service offered by Cash is money transfers, while at present, they also provide platforms for bill payment, smartphone payments, top-up, online shopping payments, and several services. They have also developed a smart partnership strategy with financial institutions and foreign money transfer firms in terms of their competitive advantage platform. If bKash wants to retain its competitive advantage over its money transfer competitors, Nagad and Rocket, the platform's security and usability need to be constantly improved.

2.4.5 Activities Related to Branding

bKash puts an emphasis on trust and convenience within its branding activities. The company's logo and color palette are the identity of the brand, and it is used across all media platforms in visibility and other aspects. The brand messaging often stresses three critical factors: this is safe, and this is clear and our commitment to allowing each person in Bangladesh to be in charge of their finances. Virtually, the brand is consistent across all the media, and even though the text may vary, the concept seems suitable.

2.4.6 Promotion and Advertising Techniques

bKash employs a variety of advertising techniques. This includes billboards and print ads, television advertisements and large online marketing campaigns. The bKash BTL team often takes

an active part in sponsored events, offering booths that are fun and vibrant for visitors and allowing for instant consumer interaction. For example, this MFS firm is actively collaborating with some of the most famous public figures – such as Mehazabien Chowdhury and Afran Nisho and Bidya Sinha Saha Mim – and proposing them to be the representatives of the brands that they use or hand-picked influencers sometimes don't align with the tone of the campaign they're representing. bKash also has a large following on social media, including Facebook, Instagram, Tikok, and YouTube where they post tailored advertisements, creative marketing efforts.

2.4.7 Marketing Deficits and Problems

Instead of fostering a stronger emotional bond with the company, bKash's marketing approach has, especially in their promotional materials, been noticeably focused on particular campaigns and incentives. This strategy emphasizes their services' transactional features and functional advantages. Prioritizing transient promotions over long-term customer connections can have unintended consequences. By connecting the brand with beliefs, lifestyles, or social impacts, you can engage customers on a more intimate and emotional level, which could increase brand affinity and loyalty.

Some of bKash's articles and banners have cluttered, uninspiring written and graphic material. Even though maintaining a unified brand could be the goal, doing so might turn off visitors who are looking for new content. Basic resources are provided by the inefficient creative agency collaborating with bKash on these things.

2.5 Financial performance and Accounting practices:

The core of any firm is its finances, and accounting gives stakeholders access to all of the information about a company. However, the bKash finance and accounting department is in charge of creating revenue reports, making financial investment decisions, managing company assets, guaranteeing employee payroll, managing costs and doing cost analysis, carrying out internal and external audits, and creating VAT and tax clearance reports, among other things. There are four departments that make up bKash's finance and accounting department. They are listed in the following order:

Central Accounts

The annual budget preparation, fixed asset monitoring, accounts payable and receivable reconciliation reports, costing record keeping, and financial statement preparation are under the purview of bKash's central accounts department.

Factoring and Costing

The bKash costing and factoring section projects the organization's yearly costs as well as its sales and revenue for the coming year. The department oversees all of the organization's spending and creates the cost structure.

Income Verification

The department is in charge of keeping an eye on every transaction and guaranteeing the safety of the business's financial resources. Additionally, the department works to reduce transactional risks, financial hazards, and irregularities associated to customer accounts.

Taxation

This department ensures all the organization's processes concerning tax, VAT, and duties are complied with. Moreover, it monitors the implementation of regulations by the responsible authorities as outlined in the table below.

2.6 Operations Management and Information System Practices:

As one of the pioneer businesses in Bangladesh to venture into the mobile financial services market, bKash understands how critical it is to have an excellent ITSM framework to address problems arising from information technology. The company established an IT service management team that uses advanced methods to run the operation without interrupting the high service availability. One of the responsibilities of the team is to run information technology service incidents and issues, continual improvement. It is critical to ensure that all of these are run to the satisfaction of the clients and the system's standard for integrity. Finally, bKash runs some gigantic databases managed through the use of the Oracle Database.

This is made possible by Oracle's robust and flexible architecture, which enables bKash to continue operating while effectively managing their high transaction volumes. By using Oracle databases, bKash is able to manage a significant volume of transactions on a daily basis with excellent speed and no downtime. Furthermore, bKash takes precautions to shield financial information from internet risks. Otherwise, the faith and integrity of this business would have been undermined. All of this is only possible because Oracle has enabled robust security mechanisms in bKash.

2.7 Industry and Competitive Analysis:

I have used Porter's Five Forces and SWOT analyses, respectively, to evaluate bKash Limited's internal and external competitiveness.

2.7.1 Porters Five Forces Analysis



Figure 8- Porter's Five Forces

Threat of new entrants (Moderate) - Other well-known MFS providers in Bangladesh, besides bKash, are Nagad, Rocket, Upay, etc. The threat of new entrants is minimal in this market because

it demands substantial planning, a substantial initial expenditure, and expertise in both business and particular technology.

Threat of substitutes (Moderate) - Over the past ten years, people in Bangladesh from all walks of life have grown reliant on mobile financing. It is inexpensive, useful, and simple to use. Due of MFS's ease of use in helping people save money and send money home, even in rural areas with limited access to technology have even grown to value it. It is quite unlikely that a replacement will present a short-term danger to MFS's growth given all these advantages. Consequently, there is thought to be less of a threat from substitutes.

Bargaining power of buyers (Moderate) - As was already noted, Bangladesh is the home of several prosperous MFS companies. In terms of cost, many even perform better than bKash; for example, Upay is growing swiftly, while Nagad charges the lowest cash-out price of Tk. 9.99 per thousand taka. In these circumstances, customers have some negotiating power and can select an alternative MFS supplier over bKash.

Bargaining power of suppliers (High) - The cooperation of bKash with many banks and telecom providers is crucial to its success. When seen from that perspective, it is evident how crucial supplier bargaining power is to bKash. Owing to its widespread use and ease of use, bKash has become a ubiquitous mobile banking solution; compared to other MFS platforms, even tiny grocery businesses accept payments through bKash far more regularly. It is possible to say that suppliers have a reasonable level of negotiation power when keeping these two things in mind.

Rivalry among existing companies (High)- In terms of service costs, brand collaborations, client base, and other factors, competing companies in the MFS sector are rapidly catching up to bKash, which led the way when it initially entered the market in 2011. For instance, in just four years since its 2019 introduction, the software Nagad has accumulated 7.43 crore subscribers (Nagad Acquiring over 50,000 Customers each Day, 2023). It follows that there is fierce competition among well-established companies, and bKash needs to continuously inventing to maintain its leadership position.

SWOT Analysis

Strength:

- Possesses a strong brand image and widespread popularity.
- Has an edge as the first entrant in Bangladesh's MFS business.
- Has a vast clientele that spans all socioeconomic classes and geographic areas
With a broad network coverage that includes roughly 300,000 agents, 300,000 merchants, and partnerships with different banks, brands, and telecommunications companies.
- bKash has several important market players for investors, including the World Bank Group's International Finance Corporation, the Bill and Melinda Gates Foundation, and BRAC Bank.

Weaknesses

- Some potential customers' mistrust stemming from fraudulent actions
- Higher transaction fees in comparison to other MFS companies.

Opportunities

- bKash has a large consumer base to deal with because it strives for financial inclusion, regardless of socioeconomic status or location.
- The growth of online buying has led to a thriving bKash payment system.
- bKash's enrollment of RMG as their payroll provider opens up a number of prospects.
- As more individuals in Bangladesh become accustomed to using smartphones, it becomes simpler for bKash to grow its inclusive consumer base.
- By connecting with different online services, bKash can provide more features and draw in new customers.

Threats

- New players in the MFS market are gaining traction quickly, and some of them even have more alluring features like less transaction fees

- A sizable number of individuals are actively participating in embezzling money from bKash, thereby damaging the company's reputation.

2.8 Conclusion

Appeared bKash is the most significant among the MFS, but it is still the only leader in the market. bKash further expanded standard financial services through offering mobile banking. Because of this the development of the technology-labeled mobile phone one can get bank accounts and currency in their own house, consumers are given high value in the market and even in the implied sector, which is not even a portion of such existing or inventive creation. To all the selling endeavors and promotional events to their dedicator all the marketing societal Hasan essential, they have re-done ingenious cohesion and re-invigorated the importance of clients in the bKash marketing code as the group whose selling is creative. Several innovative features of the company have been carried on by other units in the company like provision line, financial accounting, external affairs, IT. Among all it of the present market, bKash owning the utmost vetted channel industry in allotment and business in the channel marketplace. The bKash organization is a priceless subsidiary of the financial utility and service enterprise and exists from every district in the country. At last, it does the marketing because with it buyers avail the additional value to bKash account such as the linkage of ledger account with bKash account and with other value supplemented utility like the bill payment, clicktopay, b2b, mobile recharge, remittance, etc. pays directly from bKash account, which gives numerous financial utilities to their clients. Since the MFS market can be labeled as an oligopoly industry so the contestant will be in growing evolution. As a result, bKash has no option but to limited competition by simple service offer selling prices as the cost is now a more prominent feature than ever. Thus, as the MFS business rivalry intensifies. The bKASH organization was leading in the market due to the company strategic judgments hence the company should now focus on the company marketing, operation and IT sector firstly restructure or develop and compose this in a manner. That will help the organization be the leading company in the MFS industry.

2.9 Recommendations:

The air is electric at bKash; this is where some of the most brilliant business minds bring forth some of the most groundbreaking ideas of all time. The company has already gone out of its way to expand its offerings to encompass every service accessible through a mobile financial service provider. It may not sound imaginative for a business that thinks in terms of its vastness as a technology-based business, but the minimalistic and intuitive user interface seems as intuitive and imaginative. bKash would reap the rewards if they could utilize AI and Big Data to provide users with a personalized experience in the app, machine learning, and data analytics tool, among other things. Users like tailored ads, service suggestions, accounting, and interface settings, among other things. Another example of experience knowledge from bKash is how the user despises the existing labyrinth transaction commission structure, even more so when it comes time to utilizing discount coupons. Improved data transparency and availability may add to the current assurance and trust counters that the users currently possess and will continue to have. bKash should do next what will be more proactive is to market small business websites to start accepting bKash rather than the big e-commerce businesses. As a result, bKash as a payment option will not be contextualized outside other sector contexts, but instead of traditional it will now be the normal purchase form in all casual, common purchasing ways of life. Furthermore, please give more significance on training on how to use Oracle. Inadequate widespread access continues to eat into employe's efficiency in their jobs. Finally, bKash should attempt and reduce its service charge since the other MFS companies levy higher service charges than it.

Chapter 3 Project Part

“Impact of Recruitment and selection process on organizational performance - a case study on bKash limited”

Abstract

The primary goal of the HR department is recruitment and selection. Therefore, the recruitment process was aimed at determining if it was useful in creating a competitive advantage and a recruitment strategy for the association. The researchers formulated a questionnaire and then went ahead to distribute it within bKash Limited in the context of the study. This study paper is therefore intended to achieve the specific objectives: To investigate the process of recruiting and selection at bKash Limited, and to determine the extent to which these processes produce all the desired results for any organization’s performance. The researcher conducted a survey within bKash Limited. The term employee respondent refers to this because employees are the ones who answer and fill out the questionnaire. Once the data was obtained, the researcher then used data analysis software, such as version 23 of the Statistical Package for Social Sciences (SPSS) to analyze the data. Using data tools, descriptive and regression analysis, the findings were reported. The population of the study should be approximately 60 employees. The bKash employee respondents were given a questionnaire to answer in order to obtain data for the study paper. The study will show that the organizational performance of bKash improves significantly with recruitment and selection process. The researcher will also find out most of the bKash employees believe the recruitment and selection process is one of the best ways how job selection process refers, such as application forms, assessment centers, psychometric tests, interviews, CV data, references, group interviews, among other measures used to select/recruit for competitive advantage with the performance of the organization.

Keywords: Recruitment, Selection, Organizational performance.

3.1 Introduction:

Recruitment is the process of finding, evaluating, and employing the most qualified person for a professional position within or outside the company (Hamza et al.,2021). The selection procedure based on assessing the needs of the job, attracting a worker to that field, vetting and selecting applicants, hiring, and integrating the new warrior into the organization. However, every association's selection process will always vary based on its own requirements. HR needs to guide the organization towards enhanced performance, stay current with HR knowledge on key themes, and comprehend performance's implication for the organization (Gardi, 2021). This selection process may not be that much easier for expanding businesses as well, such as bKash which are working in the field of telecommunications and need warriors with good command of technology.

Recruiting and selection are aimed at finding, attracting, and choosing the best and affordable candidate for the job that will meet the HR needs of the organization (Aliyu, 2021). Firms with a high pace of expansion in the industry, such as bKash Limited, need to have effective recruitment and selection processes to stand out as a holistic organization. It is necessary to secure competent staff to promote the overall innovation and growth, and effective recruiting strategies are crucial to achieve success, more so for financial technology firms (Junior, Moreira, & dos Santos, 2022).

An organization's recruitment and selection process shape the outcomes in employee performance in the organization (Girsang, Tarigan & Sipayung, 2023). For instance, employee productivity is a function of how a firm source, selects, and inducts personnel into the organization. The efficiency of the hiring process significantly influences organizational performance outcomes. These dimensions include worker productivity, organizational and employee profitability, and overall company growth. bKash Limited, has high-performance outcomes because of its excellent hiring processes and outcomes which is why the organization enjoys the reputation of having an excellent hiring process (Hunkenschroer & Luetge, 2022). This means the organization and potential candidates have high expectations of one another, as the brand, bKash Limited has been named the top "Employer of Choice" in 2020, 2021, and 2022 by NielsenIQ (BKash Becomes "Employer of Choice" for 3 Years in a Row, 2023). Therefore, to ensure that bKash Limited remains a market leader in its industry and continues to grow, it is essential that the organization has a better understanding and improvement of the recruitment process offered.

3.1.1 Literature Review

3.1.1.1 Recruitment

Recruitment refers to the process of finding and selecting a suitable candidate to occupy a vacant post or be part of an organization (Anwar & Abdullah, 2021). Recruitment is the first step of a new team created to assess the team's quality (Rustiawan et al.,2023). The quality of recruitment is a determinant of the ability to keep highly skilled and diverse job applicants, reducing the recruitment costs and selecting a candidate that will achieve organizational goals hence its important (Abdalla Hamza et al.,2021) Therefore, job responsibilities and job assignments play a crucial role in job satisfaction, and well-matched recruitment tactics often lead to low employee turnover rates. However, as a result of an effective recruitment process the company's performance will definitely enhanced since the product and the services will improve when the best candidates are retained (Aliyu, 2021). Recruitment tactics that are well matched with the specific requirements of the organization can result in increased levels of job satisfaction and decreased rates of employee turnover ultimately increasing organizational performance. Therefore, the following hypothesis has emerged:

H1: There is a strong impact of recruitment on organizational performance.

3.1.1.2 Selection

The selection process, using a variety of techniques to evaluate and pick the best applicants from the pool, is just as critical. Structured interviews, aptitude tests, and personality assessments are some of these techniques and many of these techniques are used to determine if candidates match the company's culture and job needs (Kaewnaknaew et al., 2022). Only the top applicants are selected at bKash Limited because the selection process is so rigorous that it lowers personnel turnover and enhances performance (Kooli & Abadli, 2022). (Abbasi et al. 2022) highlight the importance of a thorough selection process that incorporates many assessment instruments and interviews to accurately forecast the future performance of personnel Furthermore, Fairness and openness are tow ethical selection criteria that further improve an organization's reputation and increase employee trust (Sharif & Ghodoosi, 2022). As the selection process seeks to create the adage "the right man in the right place" a reality, it strives to match the ideal conditions with the probable man to be hired and to execute as mandated by the business according to the job description (Girsang, Tarigan & Sipayung, 2023). Consequently, the following theory has been

proposed:

H2: There is a strong impact of selection on organizational performance.

3.1.1.3 Organizational Performance

The dependent variables, organizational performance, are influenced by the level of effectiveness of the procedures of hiring and the selection course. Various research has found that linking the processes of hiring and selection with the goals or aims of an organization enhances the performance of employees and the overall performance of an organization (Junior et al., 2022). recruiting and selection processes are critical human resource strategies in achieving organizational success (Anwar and Abdullah 2021). Employee production and retention are some of the human resource management strategies used to assess organization performance issues that affect the organization's operational as well as the financial results of the firm (Kurdi, Alshurideh & afaishat, 2020). Nonetheless, hiring and selection processes are variable influencing organization performance which involves issues such as production efficiency, profitability, and employee morale. These processes have been shown in recent research to be critical in developing a team of staff who are skilled and motivated to work as required of the designed strategic goals of a firm (Kumari & Malhotra,2020). Good selection practices ensure that the company's recruitment position attracts a broad pool of qualified candidates who foster workers to work creatively, focusing on problem-solving (Adeniji et al., 2022). However, conducting management audits of HR activities, such as recruiting and selection, can result in enhancements in employee performance and, consequently, organisational effectiveness (Abbas et al. 2022)

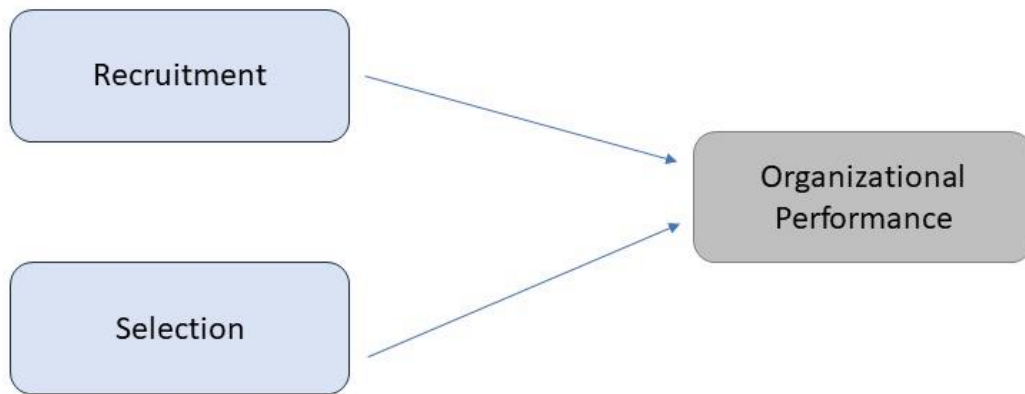


Figure 9- Research Model

3.1.2 Research Objectives

The primary objectives of the report include:

- Identify the recruitment and selection processes used by bKash Limited.
- To analyze the significance of recruitment and selection process in terms of enhancing organizational performance.
- To provide recommendations for more coherent recruitment and selection process.

3.1.3 Significance of the study

It is pertinent to note that the study is contributory as it brings to light, in full terms, how bKash Limited's effective hiring and selection methodologies can promote progressive performance in an organization. With reference to how the above research methodology was identified and selected, the study has exemplified the best practices that underlie ground for high staff productivity and retention levels that are critical for general corporate advancement. As a result, the outcomes or the findings of the study can create a perfect benchmark upon which other establishments can improve or modify their human resource-based frameworks. Also, this study

is relevant to the subject since it presents meaningful insights about the specific techniques that may have been a success for a leading financial technology company in the world. Understanding the nexus between hiring, choosing, and output is honorary and meaningful to companies that are interested in maintaining a competitive place in the market while improving on the long-term sustainability of the business operations.

3.2 Methodology

The study adopts the quantitative research approach. The framework of the study, which was how the recruitment and selection process impacted the organizational performance, was researched from the available literature. The constructs of these two variables were developed from the previous body of work. A questionnaire was developed as the main data collection instrument. The questionnaire contained various sections. Demographic data was included in the first part. The sections that followed contained questions about the study variables, which were recruitment, selection, and organizational performance. The research instrument was reviewed at the beginning by two experts in human resource management to ensure the questionnaire's validity before the commencement of the data collection exercise. The Likert scale was used, whereby each question was assigned five points. The first point on the Likert scale was "strongly disagree", and the fifth point on the Likert scale was "strongly agree". The sample size of this study was of 60 respondents. The sampling technique was convenience, which was selected based on the study's objectives and the criteria for determining a sample size. This method involves respondents who are willing and easily accessible to participate in the study. The demographic data collected included the respondent age, gender, tenure at bKash, division at bKash, and the designation at bKash. The data was collected through Google forms. The data collection period was approximately 1.5 months. SPSS software was utilized for data analysis. The various statistical methods were used to understand the interrelationship between the two factors: recruitment and selection, and the ultimate impact on the employee engagement. Regression analysis, and the descriptive statistics was utilized to get insight into data.

3.3 Findings and Analysis

3.3.1 Demographic Details

Age distribution for 60 respondents differs significantly. The largest group are respondents aged 36-45, which amounts to 46.7%. According to the data, 46-55 is the second most common group. It includes 33.3% of respondents. This cohort is often at an advanced professional stage or on the verge of retirement. This can be reflected in their responses. Finally, 25-35 is 20% of the total. This is the youngest cohort of respondents. The gender alignment of the survey respondents is presented in the chart below. From the responses totaling 59, a larger proportion of 61% was female, whereas the proportion identifying as male was approximately 37.3%. The chart in Figure 1 reveals that although there was a significant presentation of males in the study, they are the minority compared to females. A total of 1.7%, which is a single response, did not indicate their gender. Work in the Human Resources department is presented by 28.3% of the respondents, the division Product & Technology – 23.3%, Legal – 18.3%; Finance & Accounts, External Corporate Affairs, and Enterprise Risk Management are presented by 3.3% of the people each. Based on the data, it can be assumed that the survey respondents have significant experience working in the company, especially in the departments of Human Resources and Product & Technology. As for the level of professional designation, the results of the survey show quite a diverse distribution of the 60 responses in level percentages. The highest percentage is the one related to Managers – 35%. It can be indicative of the fact that a large number of the respondents are in the mid- and top-management level. The second-highest distribution, namely 31.7%, is observed for Senior Officers. This means that a big part of the respondents are experienced but not yet in management. Formerly, Assistant Managers, as it was previously defined, make 30% of the responses. That means a considerable part of the survey participants are new to leadership. The highest percentage of experience with 5-10 years is noted in most employees with a percentage of 53.3%, 31.7% have a trend of working with the organization between 3-5 years, and fewer get 1-2 years of improving 15%. No worker in the company recorded less than one year of working addressing 0% or 10 years with a level of 0 %.

3.3.2 Descriptive Analysis

bKash uses unstructured interviews to measure the suitability of candidates at a mean score of 4.1333 (SD = 0.56648) in accordance with employees. The recruitment of candidates is used in

collaboration with recruitment agencies at a mean score of 4.2333 (SD = 0.53256) is perfectly in line with the employees' views. At 4.2167 (SD = 0.52373) mean score on structured interviews, it is correct to provide that the same perception is reflected by employees. Number of qualified applicants in response to job adverts, mean score 4.3500 (SD = 0.51503) is positively reflected by a very favorable score, suggests correct media usage and job appearance.

bKash uses various selection methods from the first ones such as application forms, assessment centers, psychometric tests, interview CV data, etc. at a mean score of 4.3667 (SD = 0.51967) is a high score that suggests a comprehensive selection process. Recommendation and/or personal acquaintance of potential candidate have a lower mean score of 3.0833 (SD = 0.59065) reflects average employees' agreement, while informal qualifications' mean score 4.1667 (SD = 0.69298) demonstrates acceptance of the less well-regarded criterion. Internal/external recruitment importance was measured at a mean score 4.2167 (SD = 0.64022) is reflected that both ways to fill the job position is important.

In the past 12 months, employees had improved their performance in terms of efficiency with a mean score 4.0500 (SD 0.83209). Individual performance compared to colleagues has a mean score 3.9667 (SD 0.88234) regarding the statement reflects an accurate level of self-assessment. There was also a satisfaction level of one's performance is mostly good, mean score 4.1000 (SD 0.79618). The last issue was organizational performance, which was measured as the score of 4.0167 (SD 0.77002). It may suggest that employees view bKash as a better-performing competitor.

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
bKash use unstructured interviews to determine the suitability of candidates for a vacant position?	60	3.00	5.00	4.1333	.56648
The recruitment of candidates for advertised positions is conducted in conjunction with recruitment agencies	60	3.00	5.00	4.2333	.53256
bKash use structured interviews to determine the suitability of candidates for a vacant position (applicable to formal interviews)?	60	3.00	5.00	4.2167	.52373

bKash receive large numbers of qualified applicants in response to a job advert in the media?	60	3.00	5.00	4.3500	.51503
bKash use selection methods like application forms, assessment centers, psychometric tests, interviews, CV data, references, group interviews?	60	3.00	5.00	4.3667	.51967
Within bKash, recommendation and/or personal acquaintance with the potential candidate are important. Do you agree with the statement?	60	2.00	5.00	3.0833	.59065
Within bKash, selection criteria based on informal qualifications are important. Do you agree with the statement?	60	2.00	5.00	4.1667	.69298
Within bKash, internal/external recruitment is important. Do you agree with the statement?	60	2.00	5.00	4.2167	.64022
Employee Performance in bKash has been improved over the past 12 months in relation to Efficiency. Do you agree with the statement?	60	2.00	5.00	4.0500	.83209
My performance is better than that of my colleagues with similar qualifications. Do you agree with the statement?	60	2.00	5.00	3.9667	.88234
I am satisfied with my performance because it is mostly good. Do you agree with the statement?	60	2.00	5.00	4.1000	.79618

3.3.3 Regression Analysis

The model shows the summary of the regression model used to find how the recruitment and selection processes impact the organization's performance. Additionally, the model summary reveals the strength and the explanatory power of the model. The R value of .691 indicates a strong positive correlation between the independent and the dependent variables. The independent variables; recruitment and selection, cause the organization's performance to increase by approximately 0.691 units. In this case, the R Square is .577, suggesting that the combined effect of the recruitment and selection causes 57.7% of the change in the organizational performance.

This is a significant percentage, and it reveals the impact that the HR practices have on how the organization performs. The Adjusted R Square of .559 adjusts R Square for the number of predictors used in the model. In other words, the model explains the dependent variable considering the number of variables included in the model.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.691 ^a	.577	.559	.55790	.577	26.012	2	57	.001

a. Predictors: (Constant), selection, recruitment

The overall significance of the model is revealed by The Analysis of Variance (ANOVA) which was used for the regression model. Specifically, given the F-value of 26.012, which is significant at $p < .001$, it is possible to conclude that the regression model predicts the dependent variable, organizational performance, significantly. Metric explains high F-value is that: it explains the variance better than the unexplained variance and it indicates the model's goodness. Thus, the factor of recruitment and selection processes significantly explains the actual performance. The low p-value of less than .001 supports the model from the statistical perspective: the actual correlation makes $p < 0.1\%$. Thus, because the factors are robust, it is possible to claim that the recruitment and selection factors improve performance.

Table 3: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.192	2	8.096	26.012	.001 ^b
	Residual	17.741	57	.311		
	Total	33.933	59			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), selection, recruitment

The unstandardized coefficient for recruitment is .574, $p < .005$, saying that each unit increase in the effectiveness of the recruitment process results in a .574 unit increase in organizational performance. The standardized coefficient (Beta) of recruitment is .310, illustrating the mediatory impact. In the case of selection, the unstandardized coefficient is 1.010, $p < .001$, which also means a more powerful effect, as an increase in each unit of selection process effectiveness results in a 1.010 increase in organizational performance. The standardized coefficient (Beta) of selection is .502, which is more than the recruitment indicator. These results suggest that the selection process has a stronger but more limited impact on organizational performance. Thus, while both processes are essential, the selection process is more critical.

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	-2.396	.903		-2.653	.010
	recruitment	.574	.195	.310	2.942	.005
	selection	1.010	.212	.502	4.774	.001

a. Dependent Variable: Organizational Performance

3.3.4 Discussion

The results obtained from calculating the descriptive statistics show high mean scores for the attribute. The mean score for using unstructured interviews is 4.1333 and considers a standard deviation of 0.56648. Recruitment through agencies has a mean score of 4.2333 and a standard deviation of 0.53256. Structured interviews have a mean score of 4.2167 with a standard deviation of 0.52373, and the mean score for receiving a large number of qualified applicants following job advertisement is 4.3500, with a standard deviation of 0.51503. The high mean scores show that employees rate the recruitment method employed at bKash as high. It can be deduced that employee’s think the hiring process there is effective. This information indicates support to the Hypothesis that an effective recruitment process results in better organizational performance. Regression analysis complements the descriptive findings with a statistical test for Hypothesis 1 as follows: The unstandardized coefficient “B” for recruitment is .574 at significance “p” less than .005, which implies that organizational performance becomes higher by .574 units when the

process of recruitment becomes more effective by one unit. The standardized coefficient “Beta” for recruitment is .310 and is considered to have a moderate effect. The value of R Square .577 suggests that recruitment and selection process coefficients sum up to explain 57.7% of the total variation in organizational performance, which makes a considerable impact. Also, the ANOVA output demonstrates a significant value “26.012, p” less than .001, which is highly associated, meaning that recruitment process is related to the performance. The result is validated by F value. The results from descriptive and regression analyses are in support of Hypothesis 1, which indicates that recruitment is a factor influencing organizational performance at bKash.

As to the selection process, high mean scores are provided by the descriptive statistics, also indicating its effectiveness. Thus, concerning the use of various selection methods, application forms, assessment centers, psychometric tests, interviews, CV data, references, and group interviews, this criterion has a mean score of 4.3667, with the following standard deviation: $SD = 0.51967$. It is evident that the selection process is comprehensive and effective. The importance of recommendation and personal acquaintance obtained a lower mean score of 3.0833 with a standard deviation of 0.59065. At the same time, informal qualifications generated a relatively high mean score of 4.1667 with the standard deviation of 0.69298. The same was about internal/external recruitment, mean = 4.2167, $SD = 0.64022$. Overall, the high mean scores demonstrate that the selection process at bKash is perceived as thorough and effective, confirming hypothesis 2. The data from the regression analysis robustly supports Hypothesis 2. The unstandardized coefficient for selection is 1.010, which is highly significant. It indicates that a one-unit increase in the effectiveness of the selection process leads to a 1.010 unit increase in organizational performance. The standardized coefficient for selection equals .502 making this factor a strong predictor, even more crucial compared to the recruitment factor. The R Square value is .577, meaning that recruitment and selection predict a large portion of the variance in organizational performance. Furthermore, the ANNOVA demonstrates a highly significant F-value of 26.012 at the p level, which indicates that the model as a whole predicts organizational performance and that selection is the core predicting factor. Therefore, both descriptive and regression analyses empirically validate Hypothesis 2, which states the strong relationship between the selection process and organizational performance levels at bKash.

3.4 Summary and Conclusion

In summary, the analysis reveals that both recruitment and selection processes contribute to bKash's increased organizational performance. However, although recruitment produces a positive but limited performance impact, the selection process reveals itself as even more important due to more robust performance. These results support the organizations' focus on ensuring and enhancing powerful recruitment and selection processes to maintain and boost organizational success. As evidenced by the powerful HR strategy that ultimately results in more significant performance as your employee's work implications is, the HR is crucial as recruiting and retaining skill supports organizational performance.

3.5 Recommendation

The following are some of the recommendations that can be advanced concerning the findings of this research on recruitment and selection processes' influence on the performance of organizations, in bKash Limited.

The introduction of AI-driven tools implies perfect matching of resumes to vacancy descriptions. Without any doubt, such a policy would contribute to an increased efficiency of the process. At the same time, bKash Limited could make use of technology to expand the pool of candidates and recruit young specialists through social media platforms.

Secondly, structured selection methods, such as competency-based interviews and psychometric testing, should be preserved and enhanced to evaluate candidate skills and cultural fit more thoroughly. Regular training for HR managers on the newest selection practices will help enhance candidate assessments.

Develop a mechanism for collecting feedback from new staff and current workers concerning the recruitment and selection process. Feedback from the new and old staff could be essential in making the necessary corrections to those procedures and ensuring their quality.

bKash Limited should establish a framework for the continuous evaluation and improvement of the recruitment and selection processes. Furthermore, benchmarking against industry best

practices and integrating innovative HR technologies will ensure that the company remains a leader in effective talent acquisition and management.

By adopting these proposals, bKash Limited will be able to improve recruitment and selection processes and advance its organizational performance, allowing it to remain competitive in the financial technology industry.

Appendix

1.Age

- 25-35
- 36-45
- 46-55
- 55+

2.Gender

- Male
- Female
- Prefer not to say

3.Division

- Finance & Accounts
- Marketing
- Legal
- External Corporate Affairs (ECAD)
- Human Resources
- Commercial
- Communications
- Enterprise Risk Management (ERM)
- Product & Technology (P&T)
- Customer Service
- Internal Control

4.Designation

- Officer
- Senior Officer
- Assistant Manager
- Manager
- General Manager

5.Tenure at bKash

- Less than 1 year
- 1-2 years
- 3-5 years
- 5-10 years
- More than 10 years

6.bKash use unstructured interviews to determine the suitability of candidates for a vacant position?

Strongly Disagree

- 1
- 2
- 3
- 4
- 5

Strongly Agree

7.The recruitment of candidates for advertised positions is conducted in conjunction with recruitment agencies?

Strongly Disagree

- 1
- 2
- 3
- 4
- 5

Strongly Agree

8.bKash use structured interviews to determine the suitability of candidates for a vacant position (applicable to formal interviews)?

Strongly Disagree

- 1
- 2
- 3
- 4
- 5

Strongly Agree

9.bKash receive large numbers of qualified applicants in response to a job advert in the media?

Strongly Disagree

- 1
- 2
- 3
- 4
- 5

Strongly Agree

10. bKash use selection methods like application forms, assessment centers, psychometric tests, interviews, CV data, references, group interviews?

Strongly Disagree

- 1
- 2
- 3
- 4
- 5

Strongly Agree

11. Within bKash, recommendation and/or personal acquaintance with the potential candidate are important. Do you agree with the statement?

Strongly Disagree

- 1
- 2
- 3
- 4
- 5

Strongly Agree

12. Within bKash, selection criteria based on informal qualifications are important. Do you agree with the statement?

Strongly Disagree

- 1
- 2
- 3
- 4
- 5

Strongly Agree

13. Within bKash, internal/external recruitment is important. Do you agree with the statement?

Strongly Disagree

- 1
- 2
- 3
- 4
- 5

Strongly Agree

14. Employee Performance in bKash has been improved over the past 12 months in relation to Efficiency. Do you agree with the statement?

Strongly Disagree

- 1
- 2
- 3
- 4
- 5

Strongly Agree

15. My performance is better than that of my colleagues with similar qualifications. Do you agree with the statement?

Strongly Disagree

- 1
- 2
- 3
- 4
- 5

Strongly Agree

16. I am satisfied with my performance because it is mostly good. Do you agree with the statement?

Strongly Disagree

- 1
- 2
- 3
- 4
- 5

Strongly Agree

17. The performance of my organization (bKash) is better than that of other organizations. Do you agree with the statement?

Strongly Disagree

- 1
- 2
- 3
- 4
- 5

Strongly Agree

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