

Report
On
Recruitment and Selection Processes of United Hospital Limited

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

BRAC Business School
BRAC University

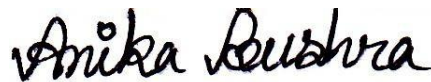
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Declaration

It is hereby declared that:

1. The internship report submitted is my 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 have acknowledged all main sources of help.

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Letter of Transmittal

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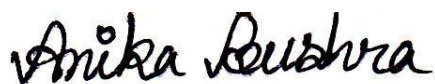
Subject: Submission of the report on Recruitment & Selection Processes of United Hospital Ltd.

Dear Sir,

It is my privilege, as the "intern" you directed me to appoint, to give information regarding the ***Recruitment and Selection Processes of United Hospital Ltd.*** In order to complete the report in the most significant, compact, and thorough way possible, I have done my best to include the pertinent information and suggested recommendations. I have faith that the report will fulfill expectations.

I thereby, sincerely pray and hope that you will appreciate my efforts in this research project and approve my report as acknowledgment that the course has been completed.

Sincerely Yours,



Anika Bushra

ID: 17204025

BRAC Business School

BRAC University

22nd May, 2024

Non-Disclosure Agreement

Here, I have included all the information that should be kept confidential and private as part of my internship report. I respectfully requesting that it not be published for any other purposes without my consent.

Acknowledgement

By the grace of the Almighty, I have successfully completed this report. Furthermore, I would really like to express my gratitude to Riyashad Ahmed Sir, who supervised my internship and gave me all types of support. He has given me a lot of advice, helped me to think more creatively and always supported me when I needed most. In addition to that, I want to thank my supervisor of United Hospital Limited for always supporting me and caring for everyone in the relevant department(s) so that I could finish my report by providing relevant information.

Executive Summary

This internship report does not entirely or comprehensively describe the "Recruitment and Selection" function of United Hospital Limited's Human Resource Department. The report focuses solely on United Hospital Limited's "Recruitment & Selection- Planning & Placement." This report mainly describes the recruiting and selection practices, procedures, and coordination used by United Hospital Limited. while employing both "Doctors & Nurses" and general employees for all departments. Priority should be given to the data from the internship report that was created by combining primary and secondary data as part of the processes. According to this research, UHL creates compatible plans at each stage of its recruitment and selection processes by considering about "Replacement" while planning for vacant position.

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List of Acronyms

Except for the words listed below, I did not use many words in my report that may be considered "acronyms".

UHL	United Hospital Limited.
HR	Human Resource.
HRD	Human Resource Department.
BSS	Bachelor of Social Science.
JD	Job Description.
SOP	Standard Operating Procedure
ATS	Applicant Training System

Chapter-1 (Overview of Internship)

1.1. Student Information

Particular	Details
Name	Anika Bushra Momo
Student ID	17204025
Program	Bachelor of Business Administration
Major/ Specialization	Major in both Finance and Human Resource Management

1.2. Internship Information

1.2.1. Company Information

Particular	Details
Period	July 12, 2022 – October 11, 2022
Company Name	United Hospital Limited
Department	Human Resource
Address	Plot 15, Road 71, Gulshan, Dhaka 1212, Bangladesh

1.2.2. Job Responsibilities

The internship program has given me excellent opportunities and scope to learn about and gain insight into the recruitment and selection processes for new employees, which will be helpful to me in the future. The roles and responsibilities that I was assigned throughout my internship are listed below.

Some of my duties that are specifically related to the recruitment and selection processes are listed below.

- Sorting CVs and scheduling interviews.
- The reporting supervisor preparing the interview schedule and checklist with the CEO's approval.
- Setting up job interviews using an IHIS system.
- Participating in the hospital's general department recruitment effort.

- In charge of the hospital's recruitment and selection and placement.
- Enter into negotiations with selective applicants to join the following selection.
- Coordinating with the heads of other departments, units, and sections on the need for the Human Resource Department.
- Create new personnel files for the appropriate departments, and update and manage the HRIS database.
- After selection, create new ID cards for the new employees.

In addition to these, I had to complete a variety of other HR-related activities.

1.3 Internship Outcomes

1.3.1 Student's contribution to the company

To graduate, an undergraduate must do an internship. The main purpose of this internship is to understand what the corporate world looks like compared to the portrayal of the corporate world in our academic books. Through the internship, every student will get hands-on experience and necessary knowledge before entering their dream job. They will get to understand how to behave with customers, colleagues, and supervisors. As I was new to this, I had zero knowledge of how a company operates daily. However, after joining United Hospital Limited, I learned about how the job market works and got to understand there is a major difference between how the real business environment looks and how our academic book portrays on business environment. Additionally, I learned how to behave with my colleagues, how to handle every customer, and rightfully give them service. Also, it helps me to how to take pressure while doing the work.

1.3.2 Benefits to the Student

An internship program helps a student to gain a variety of skills, for example, leadership skills, communication skills, interpersonal skills, etc. which they would not be able to get through textbooks or academic knowledge. Furthermore, they will get to understand the business world more. Apart from these traits, a student can have other benefits after doing the internship. Those are given below -

- Forming an excellent bond with colleagues and supervisors.
- Graduates can gain commercial and market skills during their internship.

- Internships help students gain corporate skills and experience, such as time management, and pressure taking.
- The internship program helps to build a strong reference that can be established for a graduate student for future job opportunities and scholarship programs for study abroad.

1.3.3 Problems/Difficulties

United Hospital Limited provides an outstanding workplace. Each staff is kind and helpful. As I was new in this environment, it was very difficult to cope with everyone. I had various issues as a beginner. However, my supervisor and others were always helpful, supported me with all of my responsibilities, and made my work easier. Also, I must mention, that in terms of facing any problems, every official staff encouraged me and helped me comprehend everything. The work atmosphere was so pleasant. Effectively and efficiently, I spent my entire internship period which became so productive for future career growth. My supervisor supported, guided, and advised me. Along with him, my coworkers, and even other interns are always there to guide me. By analyzing these, I can say without any doubt that I never had any significant obstacles or issues throughout my internship.

1.3.4: Recommendations for Future Internships

The internship is the best thing to have practical knowledge after completing all of the academic courses. It is obligatory aspect of an undergraduate student to have a taste of professional life before looking for their dream job. Through this opportunity a students get to be exposed to the real corporate world. At first, an undergraduate may face problems in balancing both their personal and professional life. I was able to successfully balance my personal life and professional life. Learning is a never-ending process for an undergraduate student. The more they will know, the more they will benefit. The future is better if they have a thirst for new thirst for knowledgeable things as learning can help a student to open many doors and increase confidence. For an undergraduate student, the internship is very who is challenging. Interns are required to standard hours as they are considered to work for the entire internship period. My internship period was a little bit challenging for me since I had completed all of my academic courses except my internship program.

Chapter-2 (Company Background)

2.1 Introduction

The present condition of Bangladesh's healthcare system is appalling compared to earlier generations. Bangladesh's 160 million people have poor health due to the country's inadequate healthcare system. Up until recently, many of these patients had to travel abroad for treatment, which came at a high cost, required them to evacuate their families, and negatively impacted the country's remote trade. United Group took up the challenge and built a referral hospital in the country to offer top-notch medical facilities in a developing expanding private sector.

With an enormous 450 beds, United Hospital is one of the top health service providers in the country. Being a multidisciplinary hospital, United Hospital Ltd is committed to providing the best medical care. Additionally, it constantly tries to advance itself by using the greatest doctors and equipment.

2.2 Overview of United Hospital Limited

2.2.1. About United Hospital Limited

United Group, the company that founded United Hospital, was founded in 1977, which is around thirty years ago. From its humble beginnings, the group has expanded to become one of the main forces behind Bangladesh's economic progress. Its operations include property management and land development, textiles and spinning, pharmaceuticals, travel and tourism, and educational institutions.

The hospital was first incorporated on April 10, 1985, under the name Continental Hospital (Pvt) Ltd. On January 21, 2004, United Group took over the hospital. United Hospital Limited has been the hospital's name ever since. August 2006 established the official start of its operations. Following their rebirth as United Hospital Ltd, they have pledged to use their top-notch equipment to deliver all medical services globally. They strive to realize their long-held goal of becoming Bangladesh's best provider of healthcare services by working extremely hard. They think that a healthy nation should build a healthy country.

A committed group of skilled medical professionals, certified nurses, and staff members enable United Hospital Limited to offer a full range of healthcare services. To serve individuals from all socioeconomic backgrounds, United Hospital Limited established itself in Gulshan 2. One of Bangladesh's biggest providers of private healthcare is this hospital. The hospital offers 11 state-of-the-art operating rooms to meet the needs of our diverse patient group. It is spread across a total covered area of over 400,000 square feet and can house over 450 patients.

United Hospital Ltd. manages its operations through several departments. Cardiology, cardiac surgery, oncology, obstetrics, orthopedics, pediatrics, and gestational liver carcinoma are a few of them. The most renowned doctors in their respective fields work in these departments.

2.2.2. Principal Hospital Entities

2.2.2.1. 'Vision' of the Hospital

An organization's vision is its ultimate objective. The establishment of United Hospital Limited aimed to provide the people of Bangladesh with a complete, all-inclusive healthcare solution. Adopting the motto "better than the best," United Hospital aims to surpass all other healthcare sectors in Bangladesh and globally in terms of reputation and dependability over the long run.

2.2.2.2. 'Mission' of the Hospital

United Hospital's purpose is to deliver the best possible patient care to all people concerned with the facility by focusing on quality, competitiveness, and integration in addition to providing care for the community and personnel.

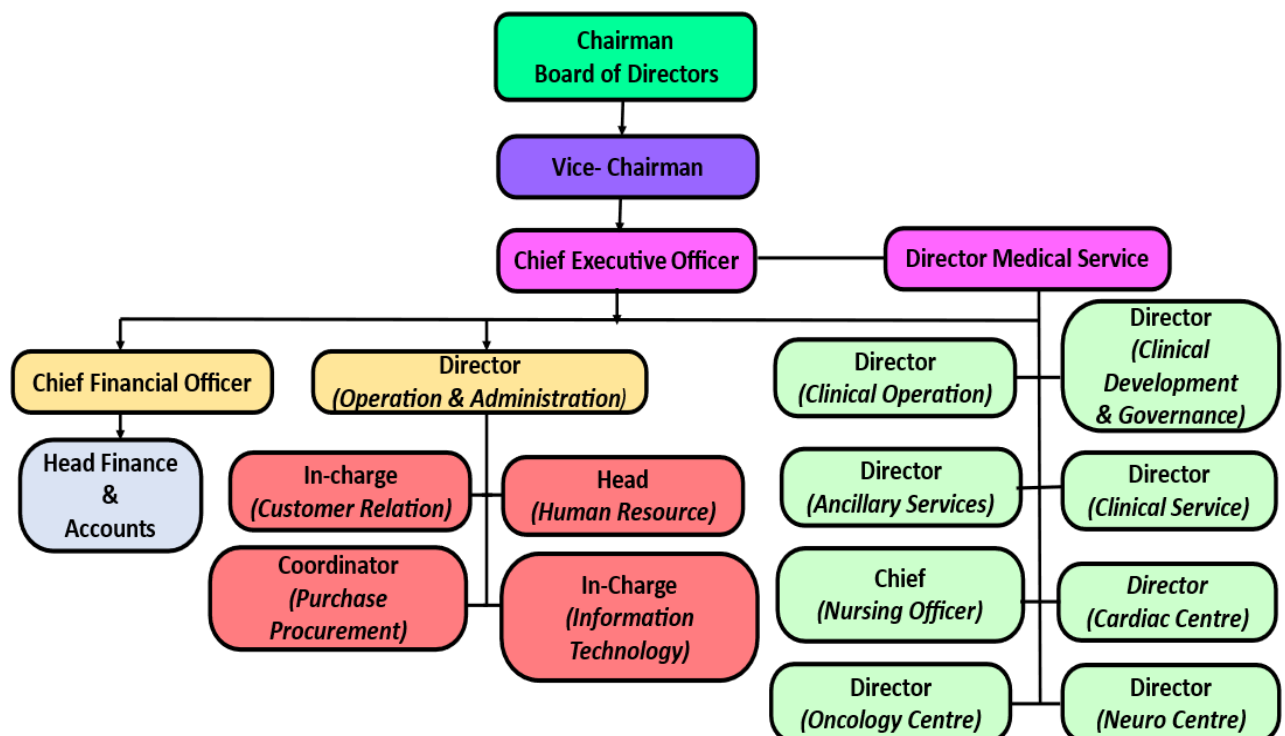
Intending to provide people in Bangladesh and across the world with access to a comprehensive one-stop solution for medical treatment, the purpose is to provide world-class healthcare in a warm and compassionate environment. The goal of United Hospital is to give patients access to healthcare in a secure and compassionate environment. Their strength comes from their primary mission of helping and healing. The doctors, nurses, and other healthcare providers,

along with support staff, are dedicated to giving patients and their families hope and healing by giving the right care at the right time. All of their attendants are aware of the enormous responsibility that comes with entrusting patients with their lives, which are their greatest asset.

2.2.3. Board of Directors

The United Hospital Ltd.'s Board of Directors is made up of nineteen members, including a chairman, a vice-chairman, a managing director, and sixteen directors. The chairman is the heading held by Hasan Mahmud Raja. The Managing Director is Mr. Mohammad Faizur Rahman, and the Vice Chairman is Mr. Ahmed Ismail Hossain. The hospital's board of directors' members have important social roles. They contribute significantly to the country's healthcare system.

2.2.4. Organogram



Picture_(1): Organogram

2.2.5. Management Practices of United Hospital Limited.

According to United Hospital Ltd., they carry out their promises to patients and other individuals exactly as stated. To make sure they follow through on their commitments, UHL's HR department works extremely hard. The HR department's main goal is to hire the best candidates to improve an organization and provide seamless, reliable, and effective manpower support. In addition, they make certain that doctors, workers, and other administrative staff members receive training.

The term "human resource management" refers to any decisions and activities by managers that have an immediate impact on the employees or resources that are employed by the company. Organizations' handling of their human resources has received more attention in recent years. The UHL HR department employs several procedures to ensure the hospital runs efficiently.

Hiring the best candidates for the designated position:

The HR team strives to provide the most qualified candidates for the designated positions. For this reason, they modify several processes. For instance, when considering a position, they frequently select candidates internally depending on their performance. Additionally, they constantly choose candidates externally by collecting and screening resumes and making sure to schedule interviews.

Assisting Training Program:

United Hospital Ltd ensures that the employees attend training sessions. Employee training helps them to perform their work more effectively and efficiently. Depending on company policy, they send their employees to a few days of training before assigning them to a designated department duty. Trainers administer several written tests, monitor their progress, assist in introducing new medical equipment, and provide them with updated company policies and procedures during this time.

Managing Field Visit:

The employees in HR at United Hospital Ltd. were required to go on visits to gain insight into the behavior of working employees. The HRIS is also used to keep track of these field visits.

2.2.6. Marketing Practices of United Hospital Limited

United Hospital Limited implements a variety of strategies to attract both foreign and Bangladeshi consumers. In contrast to its competitors, such as Square Hospital Ltd. and Evercare Hospital Ltd., they offer a unique feature that draws patients from every class of society. They ensure that the work they do adds value for customers or patients. Patients are quite delighted with their services, which adds value to their strategies for caring for and looking after all types of patients. When United Hospital Limited serves its customers and the vast majority of them are happy with the experience and say that this is a place they love to return to and receive medical care from the hospital, that is fantastic feedback and a great accomplishment for the hospital's marketing team. They also take care of the following aspects.

- Take charge of all functions performed by the Procurement unit and be in charge of managing and coordinating all of its operations.
- In compliance with company policies and requirements, accountable for all purchases made from both local and foreign suppliers.
- Improve existing procedures and policies or create new ones to enhance department performance overall and ensure that procurements are completed correctly, on schedule, and efficiently.
- Work collaboratively and maintain regular communication with important internal clients to comprehend their specific requirements so that the right products are purchased and delivered
- Forecasting and accounting for every potential option in the stakeholders' comparative negotiation power, as well as validating and defending the costs of each item to ensure the right purchase value, are all important.
- To satisfy audit requirements and for reference, keep accurate files, records, and documentation.
- Ensure that all equipment purchases and rates are owned, maintained, and strictly confidential by serving as the primary point of contact for purchasing activities.
- Develop, modify, control, and maintain a network; make sure that suppliers are approved for inclusion in the supplier database and that they abide by the company's code of ethics.

- The development and effective management of the Procurement Project Team, encompassing employees, planning, approval, policies, procedures, compliance, and documentation.
- Ensure efficient coordination and communication between all departments to ensure timely delivery of incoming goods.
- Determine the best bid price among potential suppliers by monitoring prices, specifications, and delivery dates.
- Make a schedule, an action plan, and a regular follow-up for every order. To cut costs and increase effectiveness, monitor and report on important functional KPIs.

2.2.7. Operational Activities of United Hospital Ltd.

2.2.7.1. Service Line

They value (i) quality, (ii) efficiency, (iii) integration, (iv) community service, (v) employee care, and (vi) research and training. Their primary goal is to deliver the best-quality healthcare in a welcoming and friendly environment. The hospital has constructed the following major pieces of technology and made these services and facilities available to patients to provide "better than the best" care.

United Hospital developed a cutting-edge Integrated Hospital Information System to record and monitor all operations and record patient data digitally for easy access and long-term preservation.

The Ministry of Health's permission will allow postgraduate programs in cardiology and cardiac surgery to officially begin in 2009. It made a lot of news when this occurred in 2009. United Hospital also approved the establishment of a nursing college in 2011 that would award a Bachelor of Science in nursing degree.

Sincere to provide:

Quality

Maintaining the highest moral and safety standards while making progress every day.

Effectiveness

Getting the best services to attain the best possible health results.

Integration

By confirming cooperation, offering guidance, and having productive discussions with healthcare specialists, clear paths can be developed.

Caring for the Community

Promoting health and providing patients with care that is committed to their well-being.

Caring for our staff

Personal development training, as well as looking after our employees' health and creating a trustworthy environment.

Research and Training

Establishing a setting for encouraging learning, research, and personal development.

2.2.7.2. Key service provided by the United Hospital Limited

In United Hospital Limited the HR team hires specialized doctors and nurses to provide them the best services possible for the customer. In such a short period, United Hospital is proud to have set the benchmark for patient care and medical treatment in Bangladesh. They will not give up on their goal of better serving their community at this point. If patients want the best care from the best specialists, they should go to United Hospital and expect the highest level of attention and care. The hospital feels that "maintaining your health today may have an impact on how fantastic you feel future" based this.

2.2.7.2.1. Professional and Medical Services**Professional Services****Intensive Care Unit:**

The goal of the intensive care unit is to give a convergence of abilities, skills, and resources by combining resources, equipment, and capabilities. The critical care nurses in our medical services division are committed to providing the best possible clinical care. They work under the direction of doctors and with support from other division staff members. They are highly skilled and trained.

Cardiac Rehabilitation

The cardiac rehabilitation program helps us maintain a healthy lifestyle. We will get the opportunity to learn more about the condition of our hearts in order to better understand our risk factors and identify the best types of exercise to do following a heart attack or stroke.

Cardiopulmonary

Certified healthcare professionals can recognize and manage lung and respiratory disorders, provide oxygen and breathing medications, monitor patients requiring mechanical ventilation, and more. ECG and EEG testing is available, as well as a pneumonic rehabilitation program.

Blood Bank

Many patients can donate blood for their use, which is often referred to as autologous donation; autologous blood refers to blood taken or transferred from the same person's body. We might check to see whether we qualify to donate blood.

Laboratory

For inpatient administrations, the hospital provides a comprehensive assistance lab that is operated twenty-four hours a day, seven days a week. Other than the emergency room, the research facility is closed on Fridays for outpatient administrations.

Medical Records

Every patient at the hospital has both digital and physical copies of their medical records kept on file. Medical records are kept for the institution's benefit, our benefit, and the benefit of the medical staff.

Emergency Services

The Emergency Services Department is open twenty-four hours a day, seven days a week, and is committed to providing excellent crisis treatment. Patients with cardiovascular disease, trauma, muscular wounds, and pediatric patients are treated in specialist rooms as well. Emergency nurses who have received Advanced Cardiac Life Support (ACLS) training assist our doctor (PALS).

Radiology and Imaging Services

The Radiology & Imaging Division provides mammography, diagnostic x-rays, ultrasonography, CT scans, and MRIs to our patients.

Maternity Centre

Becoming a parent is an incredible and life-changing experience. The Maternity Center's doctors and nurses are thrilled to be able to provide us with such great care at this crucial time in our lives.

Surgical Services

A variety of inpatient, same-day, and outpatient therapies are provided by UHL. Their team ensures that the patient gets the right care during their hospital stay and medical treatment.

Nutrition Services

Dietitians can assist us with any inquiries or issues we may have with consuming food. There are many different nutrition treatments available, and each one is customized to the specific requirements of the patient.

Brief Descriptions of a Few of the Departments

Intensive Care Unit (ICU):

Every critical patient receives 1:1 cutting-edge specialized treatment from them, which is overseen by ICU doctors around the clock. Their intensive care unit (ICU) services and facilities are:

- Highly trained nurses on duty 24 hours a day to attend to each patient.
- A cutting-edge vital sign monitor for every individual.
- A 24-hour supervision is provided by a highly qualified consultant with ten years of ICU experience abroad.
- The ability to place a temporary pacemaker.
- A portable X-ray machine for the ICU.

Nephrology:

The United Hospital Department of Nephrology works with cardiologists, endocrinologists, chemists, nurses, and other specialists to provide patients with renal disorders with high-quality treatment at an affordable price.

Numerous nephrology diseases are treated by UHL, including:

- Diabetic nephropathy
- Kidney failure
- Kidney stone disease
- Chronic kidney disease
- Critical care nephrology

Mother and Child Care Center:

The baby is in perfect hands because the mother and Child Care Centre provides professional care under the supervision of well-known, qualified, and certified medical professionals. The following emergency services are available twenty-four hours a day, seven days a week for obstetrics and gynecology, neonatology, and pediatrics:

- Phototherapy unit
- Nursery
- Parental nutrition
- Operation theatre with cutting-edge technology
- Follow up clinic for high-risk newborn
- Neonatal & Pediatrics ICU
- Neonatal & Pediatrics cardiac care

2.2.8. Financial practice at United Hospital Limited

2.2.8.1. Financial practice

United Hospital Limited is centered around its Finance Department. One of the most important departments is receiving long-term growth and all-sustainable management from the team members. This department is responsible for raising capital, performance evaluation, management, and developing specific investment strategies. This department ensures that effective financial management and control systems are followed throughout the company's operations.

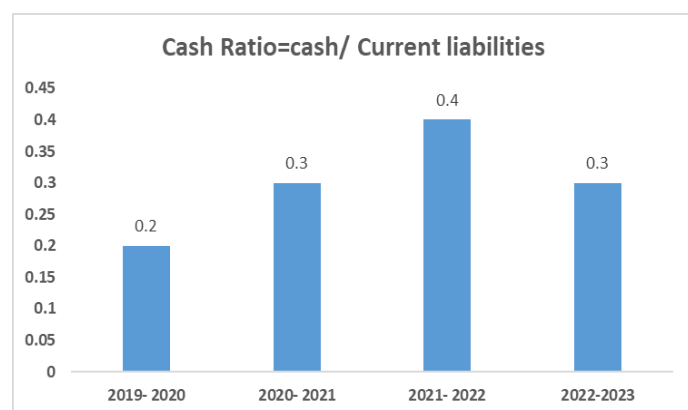
2.2.8.2. Financial Performance

The Finance Department is the center of United Hospital, as it is for any other organization. It is one of the most crucial departments, and the team members are giving it their sustainable management and long-term growth. This division is responsible for raising capital, managing it, and coming up with actual investment plans. This department ensures that the company's operations adhere to efficient financial management and control systems.

2.2.8.2.1. Cash Ratio

A company's cash and cash equivalents relative to its current liabilities are shown by the cash ratio. Because the statistic determines a company's ability to repay its short-term debt, creditors can use it to determine how much debt they are willing to provide to the enquiring party.

Year	Cash Ratio
2019- 2020	0.2
2020- 2021	0.3
2021- 2022	0.4
2022-2023	0.3

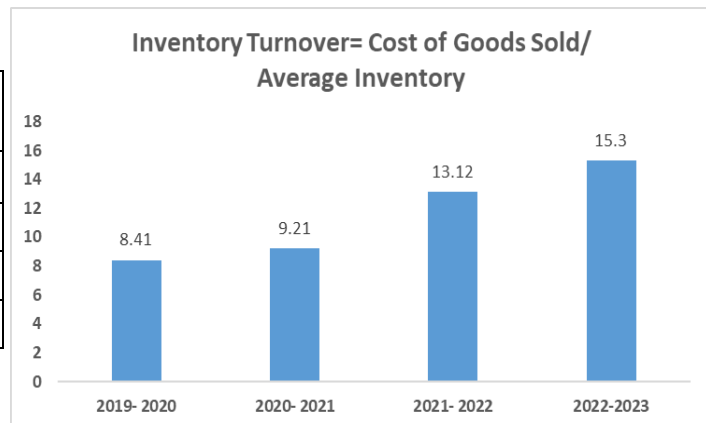


Calculations show that the UHL cash ratios for the preceding four years are 0.02, 0.03, 0.4, and 0.3. This suggests that the company's cash and cash equivalents are less than its current liabilities, which makes it difficult for it to meet its short-term obligations and pay its bills on time. More cash should not be kept on hand since it will impact the investment.

2.2.8.2.2. Inventory Turnover

By comparing the cost of goods sold over time to total inventory, the inventory turnover ratio measures the effectiveness of inventory management. It defines the number of times the average inventory of a company is converted or exchanged during the course of its lifetime, or the number of times its average inventory is converted or exchanged.

Year	Inventory Turnover
2019- 2020	8.41
2020- 2021	9.21
2021- 2022	13.12
2022-2023	15.3

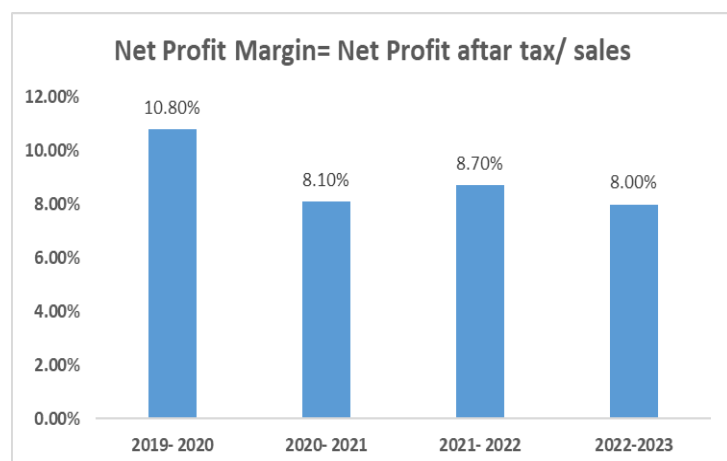


The diagram indicates that UHL's inventory turnover ratio was 8.41, 9.21, 13.12, and 15.3 over the course of these four years. Hospitals are required to store emergency supplies due to UHL. But over time, the ratio has increased; in 2022–2023, it reached 15.3, a considerable increase over previous years. Because the company was able to sell more of its inventory over these years, the ratio increased.

2.2.8.2.3. Net Profit Margin

This ratio indicates the potential profit margin from a company's total sales. A large net profit margin is a sign that a company is keeping costs down and setting reasonable costs for its products.

Year	Net Profit Margin
2019- 2020	10.80%
2020- 2021	8.10%
2021- 2022	8.70%
2022-2023	8.00%

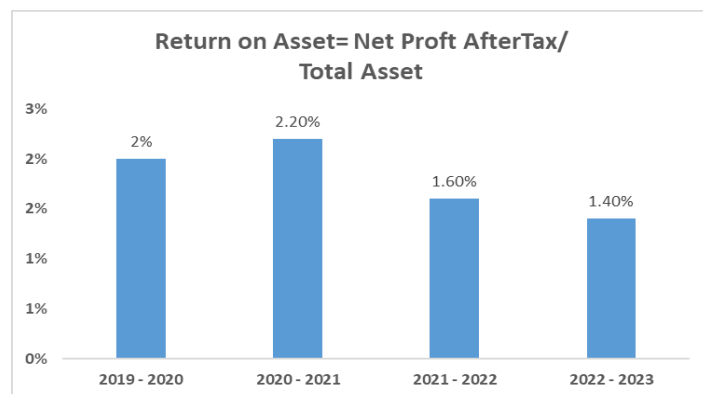


The net profit margin dropped in 2023, the last year included in the diagram, according to the data. Over the past four years, UHL's net profit margins have been 10.8%, 8.1%, 8.7%, and 8.0%, respectively. It is also clear that a decline in net profit was caused by the cost of the sold goods. The COVID-19 pandemic caused a sudden increase in foreign exchange prices. Because GTL never employed a stable exchange rate for foreign currencies, it experienced a setback. The suspension of inward money transfers is a result of the immobility in numerous countries.

2.2.8.2.4. Return on Asset (ROA)

By comparing net income to average total assets, the return on assets ratio, a measure of profitability, determines the net income produced by all assets over time.

Year	Return on Asset
2019- 2020	2.00%
2020- 2021	2.20%
2021- 2022	1.6%
2022-2023	1.4%

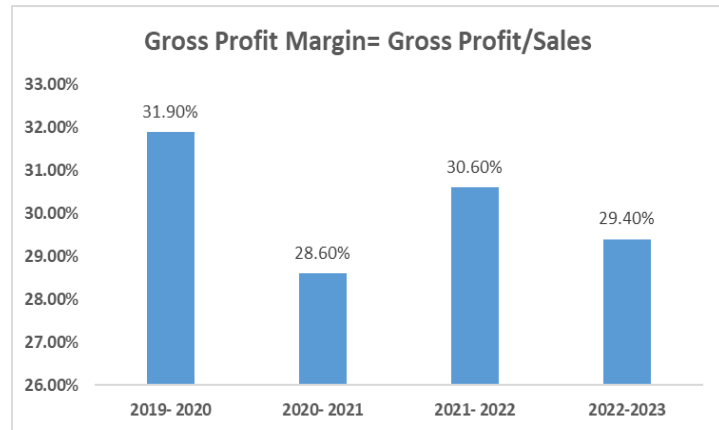


The return on assets ratio is a quantitative measure used to evaluate a company's efficiency in utilizing its assets to create profits over a period of time. The graphic shows that the stability of ROA has not much improved over the last four years, and the noncurrent assets have likewise stayed consistent throughout that period. It is important to acknowledge that the value of present assets has decreased. Moreover, the present assets have declined due to an insufficient inventory of assets.

2.2.6.2.5. Gross Profit Margin

The gross profit margin ratio is the proportion of gross profit margin in relation to sales, represented as a percentage. The gross margin of a corporation indicates its profitability after deducting the Cost of Goods Sold.

Year	Gross Profit Margin
2019- 2020	31.90%
2020- 2021	28.60%
2021- 2022	30.60%
2022-2023	29.40%

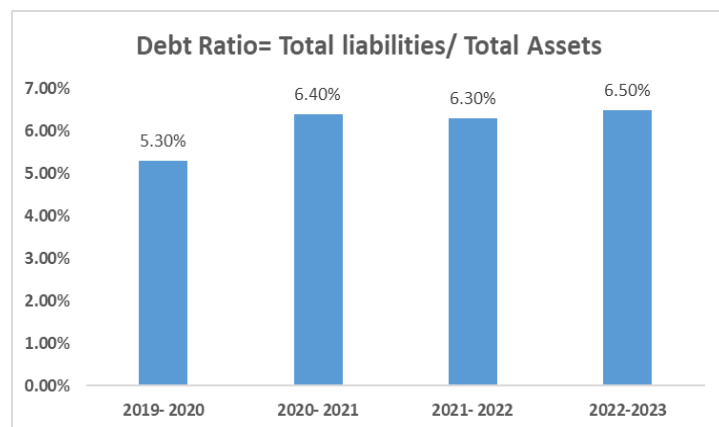


Based on the diagram, it is evident that the UHL firm has exhibited a markedly distinct ratio. The gross profit of UHL has decreased in the period from 2020 to 2021. The computed ratios of UHL are 28.9%, 31.9%, and 21.6%. These figures suggest a decrease in the firm's profitability after accounting for associated costs. UHL must enhance certain areas that are impeding their ability to achieve profitability since this is a cause for worry.

2.2.8.2.6. Debt Ratio

The debt ratio quantifies the proportion of a company's assets that are funded by debt. A "leveraged" firm refers to a company that has a significant amount of debt about its equity.

Year	Debt Ratio
2019- 2020	5.60%
2020- 2021	6.40%
2021- 2022	6.30%
2022-2023	6.50%



The estimated debt ratios for UHL are 5.6%, 6.4%, 6.3%, and 6.5% correspondingly. A corporation with a debt-to-equity ratio over 0.5 is classified as leveraged. There has been a clear upward trend in the debt ratio over the past four years, indicating that the corporation initially relied on debt to finance its resources. Consequently, there was a surge in debt financing in the subsequent years.

In the end, it may be inferred that UHL's profit margin is quite small. Regarding the group's profitability, it is worth noting that the gross profit margin is increasing, suggesting potential for higher profits. In 2023, there has been a substantial decrease in both the net profit margin and the return on assets. Return on assets (ROA) indicates that for every BDT 100 of assets, a net profit of BDT 1.40 was generated. This is a significant decrease compared to the previous year. The low proportion suggests that the company's resources have not generated as much profit as anticipated, perhaps owing to faults in asset management. Moreover, the Debt ratio indicates that the firm has a higher capacity to repay its debt using shareholder equity. As a subsidiary of the United Group, this organization has ample resources to cover its debt. It is evident from the ratio that there is a consistent increase.

2.2.9. Industry & Competitive Analysis of United Hospital Limited

2.2.9.1. SWOT Analysis

The SWOT analysis identifies the internal factors (strengths and weaknesses) and external factors (opportunities and threats) that exist in the company's environment. These factors must be taken into account in order to ensure the smooth continuation of the company's daily operations. This study enables an organization to use its strengths, address its weaknesses, mitigate risks, and enhance its likelihood of success.

UHL states that the following components are essential for a SWOT analysis, and they are listed below in alphabetical order.

Strength

- A multidisciplinary team that operates seven days a week, twenty-four hours a day: This team is prepared to meet the needs of a patient within twenty-four hours after their admission.
- United Facility Ltd. employs renowned cardiologists and heart surgeons who are legally required to refrain from working at other hospitals while they are employed here; as a result, patients seeking help must come to this hospital.

Weakness

- Cardiology and cardiac surgery are our strongest fields; gastroenterology and endocrinology are weaker, and we require additional staff members and nurses to provide our patients with the best care possible.

Opportunity

- Innovative and diverse treatments and services provide opportunities in child care, nephrology, and oncology.
- This is a great opportunity because the hospital is working to improve the standard for this sector and is trying to imitate some of the most renowned hospitals in the world in order to do so.

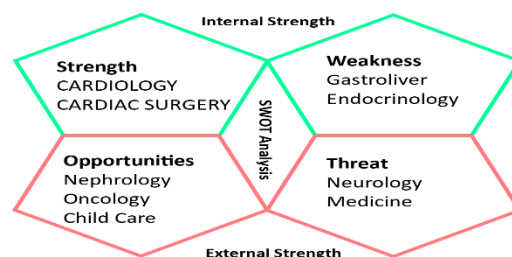
Threat

- In addition to other problems in the department of medicine, we are experiencing a physician shortage in the field of neurology.
- In this regard, other hospitals are well ahead of United Hospital Ltd. The greatest doctors, the most up-to-date equipment, and advanced technology are found in other hospitals.

We may conclude from this that UHL performs a SWOT analysis to identify its strengths and weaknesses as well as prospective opportunities and threats. Additionally, it facilitates improved decision-making for them in perspective of their current market position. Making strategic decisions is another application for SWOT analysis. Here is a SWOT analysis of UHL Ltd. based on personal observations.

Department-wise SWOT Analysis

Based on personal observations, a SWOT analysis of UHL Ltd. is provided below.



Picture_(2): SWOT Analysis

2.2.8.2. Porter Five Forces Model

For new companies and those entering into new ground, Porter's Five Forces model proves particularly helpful in evaluating the level of competition within a certain industry. To stay competitive, the hospital needs to deal with the threat of replacements and new entrants, buyer and supplier bargaining power, and the competitiveness between the sectors they serve. A hospital's profitability is influenced by several things. Almost no company in this sector provides appealing profits when the five forces are at their strongest. Conversely, higher rewards could be possible if the five components are mild.

The pressure that competitors in the same industry apply is known as competitive intensity. A certain amount of competition is good since it encourages the generation of new ideas in the workplace. Teams and individuals compete against one another, trying their hardest under all conditions. United Hospital Limited continually responds to competitive factors discovered during regular company operations to preserve its competitive edge. Many factors influence the level of competitiveness, some of which are as follows:

Threat of New Entrants

Prominent political personalities and groups place constant pressure on the government to approve new hospitals. Furthermore, a growing number of public and private hospitals are providing healthcare services with more flexible terms and conditions and reduced rates than they did in the past.

The strategy of United Hospital Limited

To address the risks emanating from new competitors, they have introduced the following measures:

- In order to improve client convenience and their ability to address their increasingly complex needs, they are implementing considerable improvements to healthcare services in the hospital using contemporary medical equipment.
- They constantly hire and train doctors, nurses, and employees to provide the best service possible while taking the needs and preferences of the patients into consideration.

- They are following all relevant requirements to maintain the highest level of regulatory compliance.

Bargaining Power of Consumer

Consumers or patients may choose to use other, more competitive hospitals for all or some of their requirements, which would reduce their overall interaction with the UHL. In the current era of promotional activities, these patients have greater negotiation power than ever. This is brought on by the low cost of switching associated with the healthcare sector's large number of hospitals.

The strategy of United Hospital Limited

One of their strategies for gaining and maintaining clients is implementing the following programs:

- Providing fee waivers to poor people who struggle to pay their medical bills.
- Assuring patients that in cases that their preferred doctors are unable to visit the hospital, they should supply the best available doctors.

Bargaining Power of Suppliers

The healthcare sector relies heavily on suppliers for funding, and these suppliers have more bargaining power in Bangladesh now than they have ever had. Because hospitals compete to offer the best services and the highest compensation, the majority of the healthcare sector is impacted by their influence. Thus, they are now in the lead.

The strategy of United Hospital Limited

To get a competitive advantage in our supplier relationships, they employ the following strategies:

- They provide the most competitive compensation for the needed supplies that hospitals require the most.
- When suppliers entrust the hospitals with managing their pay, they are often sure that the hospitals will fulfill their responsibilities and beyond their expectations.

Threat of Substitute

Many hospitals nowadays only allow the general public to visit them virtually. They use BKASH and NAGAD to transfer money, and they also use the services.

The strategy of United Hospital Limited

In order to benefit from being first to market, they are looking for new opportunities that might emerge from changes in technology and legal regulations. As a result, after consulting with a doctor, they are thinking about introducing home medication delivery systems in addition to online doctor visiting services.

Competitive Rivalry

In Bangladesh, the healthcare sector includes both public and private hospitals. Because of this, it might be a little challenging for hospitals to hold clients' attention for extended periods of time. Furthermore, hospitals are constantly creating new services that will enhance their approaches to acquiring new clients while concurrently reducing the market share of current service providers.

The strategy of United Hospital Limited

In order to maintain market dominance for an extended period, they have used the following measures:

- They believe that service excellence cannot be replicated or oversaturated to make a difference.
- Their customers keep coming back because of their excellent experiences and high standards of service.
- They have always had a loyal customer base as a business. This provides them a major benefit in a very competitive market, even as we work to keep and grow their present client base.

2.2.10. Key Features of United Hospital at a Glance

2.2.10.1. Contribution to Economy

United Hospital established the standard for healthcare in terms of emergency services, intensive care, outpatient treatment, in-patient management, and many other operations by providing the best care to its clients. People's perceptions about private hospitals have changed as a result of the hospital's excellent services. They now realize that they will receive value for

their money. Over the past ten years, the hospital has made significant investments to expand its ability to care for more patients, establish cutting-edge technology, and hire highly qualified healthcare professionals such as doctors and nurses.

The hospital experiences a 15–20% annual revenue growth. The updated and expanded study's findings unequivocally show that the hospital system is one of the main economic generators in the region. With the hospital system contributing \$1.5 billion to the \$28 billion local economy, the hospital system and its employees are responsible for 6.7% of the region's overall economic strength.

Financial Position							
In Crore		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Growth In %	Growth in Revenue	95%	7%	15%	30%	30%	33%
	Growth in Equity	2.08%	-0.25%	-0.32%	0.33%	-0.36%	-0.33%

Chapter 3 Recruitment and Selection- (Planning & Placement of United Hospital Limited)

3.1 Introduction

3.1.1. Literature Review

Recruitment plays a vital role in selecting a rightful employee among different candidates. It involves everything from identifying the candidate to filling it. Team members of recruiters vary depending on the size of the organization. If the organization is small and easily manageable then there will be one or two people in the recruiting team. However, if the organization is large and not so easy to manage then there will be many people in the recruiting team. This study analyzes how UHL recruits and selects rightful candidates to manage the large organization. Recruitment & Selection are the most crucial aspect of United Hospital Limited. From the processes of recruitment & selection, one may determine the extent to which a hospital is in a precarious situation. In another interpretation, the processes of recruitment & selection might indicate whether a hospital is heading towards a brighter future or not as the general public will only go to that hospital that provides better service, specialists, and doctors compared to other hospitals. Recruitment & selection refers to how an organization recruits and selects the rightful candidates as per job recruitment.

Employees are considered to be the assets of the organization. They are the ones who will help the organization to grow financially, providing better service to customers and the same time competing with their competitors. Recruitment is considered to be the first step in selecting an employee for building the organization's human capital. The team members' recruitment helps choose the right candidates for the organization considering the time and budget. The processes of recruitment & selection in UHL is very effective and efficient UHL is considered to be the toughest competitor in terms of services, specialists, and doctors.

3.1.2. Objective

The purpose of this study is to complete the BBA degree at BRAC University and get a comprehensive understanding of the market of Bangladesh. My internship training has a secondary objective of bringing value to the organization. United Hospital Limited claims that they are one of the most influential contributors to healthcare development. Through their

services, customer satisfaction, etc., they are considered to be one of the best hospitals in Bangladesh. The objective of this internship is to learn about the processes of recruitment & selection and how the UHL gets the benefits out of it.

3.1.3. Significance

This report attempts to determine the significance of the recruitment & selection processes of United Hospital Limited. This study will also give detailed information on how UHL utilizes and runs the entire processes of recruitment & selection. By reading the study paper, it is anticipated that the Bangladesh government would advise other hospitals to adopt a similar recruitment & selection processes for the better condition of the healthcare sector. In addition, this study will aid HR students and the general public in understanding innovative processes for recruiting and selecting.

3.2. Methodology

Research Design

The whole research paper is based on the Exploratory research type. Exploratory research is a form of research strategy that helps to explore and examine an unclearly characterized topic. Typically, this sort of study is conducted at the beginning of a problem. This method of study is flexible and unstructured. Also, by conducting exploratory research, it will be able to gain a deeper comprehension of the recruitment & selection processes of United Hospital Limited.

1) Sampling techniques

- **Elements:** Employee of United Hospital
- **Sampling size:** Here, the responses are collected from mostly from the intern head, and employees from the gynecology dept. and few nurses. Also, the information was collected from the HR head.
- **Sampling method:** Cluster sampling technique has been used to collect data.

2) Source of Data

The entire report is prepared using both primary and secondary data. While working on the recruitment and selection part of the work during my internship, I received a lot of information from the organization's department. that I voluntarily obtained from my supervisor and my colleague (s).

Primary Data:

The requirements, job description, any specified things, compensation, additional benefits, and terms and conditions that are all mentioned in "written form" as SOP in HRD in UHL are considered primary data if any regular position for any department happens. In addition, if any additional information was needed for that open post, I received it from my supervisor as guidance and from the relevant department as main data. Top management used to occasionally provide a large amount of new requirements as information that was regarded to be primary data. But in the report, I addressed things like-

- Recruitment & selection procedures for replacement,
- Observation,
- Limitation etc. are also treated here as primary data in a sense.

Secondary Data:

Secondary data refers to information that I obtained indirectly, using sources such as Google for additional information, the UHL newsletter, and occasionally by conducting market research. Some decisions are frequently made based on competitors, which is brand-new for the UHL. Secondary data must be used to gather this kind of information. However, the majority of the data in the report was based on primary sources.

3.3. Findings and Analysis

3.3.1. Recruitment and Selection- planning & replacement of Human Resource Management at United Hospital Ltd.

To attract a qualified employee, UHL's "Recruitment and Selection" procedure is a crucial and significant duty. The prime objective of recruiting is to gather a pool of qualified candidates from which to choose to assist the organization in achieving its goals and objectives.

As far as we are aware, recruitment is the process of locating and encouraging potential employees to submit applications for open positions. By attracting as many individuals as possible for the open positions, recruitment is referred to as a positive process.

It appears that the processes of selecting the best candidates for open positions falls under the definition of selection. To eliminate or reject as many candidates as possible to find the best candidate for the job, selection is referred to be a negative process.

“Human Resource Planning”, also referred to as Manpower “Planning and Replacement,” is placing the appropriate number and kind of people in the appropriate locations at the appropriate times to carry out tasks for which they are qualified.

It should be noted that, like many organizations, UHL first plans given the recruitment processes to replace the empty post. It is chosen as a replacement through the proper application.

Generally, UHL employs two methods of recruitment and selection to identify the best candidates for each suitable position in the workplace. Those are:

Internal (within the organization or from personnel)

External (not within the organization or from personnel instead through various proper channels like an advertisement or by circulating outside)

One of the most essential aspects of UHL is the recruitment and selection processes. It continues to use the following methods for recruiting and selecting employees:

Sourcing Suitable Candidates: The recruitment and selection processes begin with this. To source candidates is to employ a variety of methods to seek qualified candidates for vacant positions. To fill all positions, United Hospital Ltd. is using both internal and external sources.

Tracking Applicants and Reviewing Resumes: Tracking candidates and applications and examining resumes are the following phases in the recruitment and selection processes. Applicant tracking systems (ATS), which are increasingly useful to employers and help in the management of job openings and applications for each available post, are as follows: United Hospital Ltd.

Preliminary Phone Interview: It is important to do a preliminary phone interview to learn more about the applicant's background, work history, and experience. The goal of this phone interview is to assess whether or not the candidate meets the required skills and credentials for the job position. Initial interviews will identify candidates who manifestly do not fulfill the position's minimum standards.

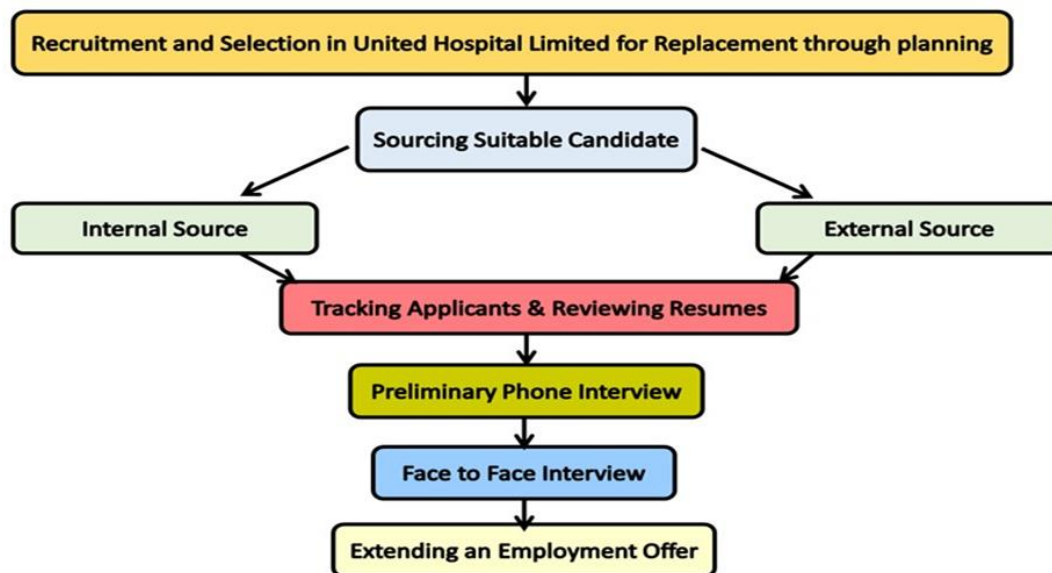
Face-to-Face Interview and Selection: The recruitment process's most important step is the interview. Consequently, it's essential to get prepared for the interview in advance. Prepare one or two questions that will let you know if an applicant has each skill needed for the position. You can compare more effectively later if you ask all applicants the same questions.

Moreover, United Hospital used to add notes on their resumes before any issues they wanted to have answered. They used to exclude the resumes of applicants who required special qualifications after all interviews had been done to reduce the number of candidates. Finally, they do a second interview with the finalists or might ask colleagues to conduct interviews with them for a second opinion.

Extending an Employment Offer: It's time to extend a job vacancy after assessing which candidate is most qualified for the position. The candidate is also informed by United Hospital about pre-employment issues including background checks, drug testing, license information, or any other tests or information you require.

Selected Panel: To save time, money, and a variety of other things, UHL aims to eliminate as many complications as possible when it comes to the recruitment and selection processes. After the recruitment and selection processes, UHL creates a panel of selected employees. UHL used to call from the panel if any chosen one did not wish to join where placement was required.

A draft employment offer could be passed back and forth between you and the candidate during the hiring process for positions where it negotiates the terms of employment, pay and benefits, and other matters until both are satisfied. To formalize the parameters of the agreement with the prospective employee, an employment offer should always be made in writing.



Picture_(3): Recruitment Processes of United Hospital Limited

Further process: UHL takes further action once it has selected the suitable candidate(s) for each vacant post in any department. Negotiations on a variety of subjects, such as pay as compensation and all the benefits he or she would receive from this position, as well as future discussions on issues like a potential joining of the UHL. To save time and money, the HRD of UHL used selecting a new candidate from the panel instead of conducting additional recruiting if the candidate(s) did not match. The candidates' primary need before joining is to complete a medical examination. UHL does not employ a candidate if there are any issues sending them.

3.3.2. Analysis

We already knew the general methods for recruiting and selecting candidates to fill vacant positions in any post while considering UHL's replacement. UHL used to base its recruitment and selection processes on standard procedures and following legal requirements. Fundamentally, UHL plans its recruitment and selection processes. Additionally, the organization employs recruitment to find the best candidates for replacement rather than placement.

Placement all has to do with things like work rotation, salary increases, required obligations, or any other kind of shifts from one unit to another or from one location to another with certain responsibilities inside the organization or institute. UHL always uses recruitment and selection for doctors and nurses to fill vacant positions.

Replacement, however, is entirely distinct from placement. UHL primarily focuses on house development, which is its best practice, and replacement requires extensive planning.

When searching for new candidates to fill a vacant position or for any other post, UHL often makes plans since doing so takes into account a variety of factors, including scheduling, cost, and many other factors. It should be noted here that UHL used to divide its manpower into two groups. One is the staff of doctors and nurses, while the other is the back office or general staff. All employees use the general or back office to maintain the normal office schedule and the roster system is used by all doctors, nurses, and related staff members. Because of this, UHL must keep careful planning for placement as well as replacement while doing recruitment.

3.3.2.1. In-house development in UHL

The human resources department at UHL follows a systematic procedure for recruiting and selecting employees. To create a plan for finding the best prospects among the many applicants, HRD frequently enlists the help of the respective departments. As was already mentioned, UHL works to develop internally before filling any openings through promotions or, if necessary, by hiring fresh applicants. It should be remembered that UHL used to have a large number of talented employees who were deserving of promotions from their current positions. Therefore,

UHL initially concentrates on that. If they wish to select employees through the external processes then they use several ways. Those are:

3.3.2.1.1. Forming HR group

Managing and hiring the right people from thousands of applicants for a new position or post has become difficult for HRD. Everything is done with a lot of planning to ensure that vacant positions are filled. It should be acknowledged that it is simpler to recruit and select candidates for open standard or common positions rather than any that are extremely new.

If a new role or post is created, the UHL HRD will first prepare a strategy with the concerned department. It will be simpler if the job description(s) and the prerequisites that UHL is seeking are available. However, if the entire situation is novel for the organization, it has become difficult.

3.3.2.1.2. Forming Focus Group Discussion & Involving audiences

To gather consumer perceptions about a specific topic or area of interest in a setting that is non-threatening and receptive, focus groups are composed of participants who have been deliberately selected. Focus groups are intentionally collective. Essentially, HRD used to consult with-

- The concerned department.
- Along with the department head.
- Related with concerned persons or supervisor or in charge and make every good plan to find the actual applicant(s).
- HR Personnel.
- Top management (if necessary)

These are the target audiences for UHL's planning purposes when considering focus group discussions (FGD). Any required or significant position where detailed discussion is frequently required involves FGD. When discussing recruitment and selection, UHL never includes any outside sources. It should be focused on that FGD can occur inside a department or within a few departments, not just in greater phases.

3.3.2.1.3. FGD is a fruitful conversation

Dual moderator or mini focus group discussions are other names for the FGD. They are asked about their perceptions, attitudes, beliefs, opinions, or ideas in this type of qualitative research. Many undiscovered and new problems are fixed with the help of FGD. Following a discussion, UHL takes additional steps like conducting a survey, gathering information regarding the market, or observing what its competitors are doing in the sector.

As already mentioned, it is simpler to create all of the JDs if there are/are any, but if any are not easily available, HRD uses discussion to correct the JD with the support of that department. To identify the best candidates for the post, not just JD but also other factors like duties towards the work, required person, and other additional advantages and compensation must be taken into consideration.

3.3.2.2. Planning & Ranges of information obtained by FGD

The purpose of this discussion is to develop or gather comprehensive information, which is why it might be considered a focus group discussion. It can produce a greater number of information. It is frequently used to save the organization both time and money. Instead, we can use any other terminology to refer to it specifically as conversations between two sides or more. For more specific information, UHL occasionally uses a variety of strategies, such as examining replacement planning before or during recruitment for the selection processes. Here, I'm referring to a survey that is not conducted at recruitment. While UHL does indirectly follow survey methodologies, we believe that group discussions are the most appropriate and effective method for discussing any new jobs. When deciding on a specific issue, such as the standard compensation package for certain new employment, it can be challenging, according to UHL's survey strategy. Even though UHL has its standards, as previously said, when faced

with a challenge in making a decision, UHL resorts to some indirect approaches, such as taking into account surveys. By inviting candidates from the same organization or sector, and after the candidates have been narrowed down, trying to find out if there is anything fresh to learn from the applicants. This is the strategy that UHL uses to ensure that the open job, which is a new replacement, is filled up throughout the process, from planning to recruitment and selection.

As was previously stated, UHL has always been highly concerned with the costs associated with the recruitment and selection processes. Since there are two approaches to identifying the best prospects, UHL always tries to concentrate on internal development or try to recruit from its internal sources. However, to know any new or specific issues regarding new posts where it is difficult to make any judgments like those previously discussed, UHL used to distribute circulars through various means to inform the candidates by shortlisting to know certain issues which we HR people used to do through the survey. UHL discloses the job circular through external sources like BDJobs.com and UHL websites and also provides both English and Bengali distribution in newspapers.

Thus, the entire processes of recruiting and selecting employees is carried out at UHL, and the organization's human resources department is constantly working to improve these procedures while also making replacement plans.

3.3.2.3. Recommendations

After completing the study, I acquired some useful information. Understanding the recruiting and selection processes is necessary to fill a vacancy and contemplate a successor after thinking through UHL's human resource policies. To help United Hospital Ltd.'s "Human Resource Practice" better, I'd like to provide a few recommendations. Below are the results:

1. For an organization, recruitment and replacement candidate selection are important. United Hospital Ltd.'s recruitment procedure is conventional. In this situation, they can hire many well-equipped institutions to assist them in recruiting employees by

conducting campus recruitment. This is a modern strategy to draw outstanding individuals to the right position.

2. United Hospital Ltd.'s training program needs to be effectively set up, however it isn't as practical as expected. The majority of the time, trainees receive theoretical ideas, yet this is insufficient. More helpful recommendations ought to be given to them as well.
3. In comparison to its competitors, United Hospital Ltd.'s employees should receive greater compensation. Since they offer a more alluring compensation package than United Hospital Ltd., they can hire the most talented candidates.

3.3.2.4. Conclusion

The goal of human resource management is to match employee desire and improvement with organizational needs. The HR Management at UHL works constantly to provide the best course of action, to raise the standard, and to meet every requirement of the workforce. A vital aspect of HRM for both the organization and the personnel is the "Recruitment and Selection" processes.

The "Recruitment and Selection" processes is vital for every organization or company since it enables it to find the most skilled and advantageous human resources. Numerous factors are connected to the improvement of all these invaluable resources. The recruitment and selection procedure is what has the most impact on this.

The analysis of the report reveals both beneficial and detrimental applications, both of which are necessary for properly organizing the workforce. The standard of service provided is a key factor in determining the competence and quality of an institution's employees. An institution needs to have a sufficient and active "Recruitment and Selection" processes for its yield, or work rate, to grow. The organization can use all these studies and research to its benefit by taking them into account.

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