

Internship Report On
Enhancing Human Resource Practices in a Startup: A Case
Study on Quantigo AI

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 case study submitted is my own original work while completing my degree at BRAC University.
2. The case study 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 case study 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

Date:

Iftekhar Ul Karim
Assistant Professor
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Subject: Submission of Internship Report Proposal on Human Resource Practices at Quantigo AI

Dear Sir,

I am extremely privileged to present my internship report on the subject, namely, Enhancing Human Resource Practices in a Startup: A Case Study on Quantigo AI as a partial fulfillment of the requirements of the course, BUS 498 of North South University.

This report is based on my internship experience at the HR department of the company called Quantigo AI where I was involved in the main human resource activities mostly pertaining to recruitment, onboarding, administrative processes as well as the engagement with employees. I have conducted all the efforts to make this report meet the academic requirements.

I would like to express my personal thanks to you and appreciate the guidance and support during the time of internship. I thank you in advance to consider and receive this report as a consideration and to be at liberty to contribute any additional dialog or explanation should it come up.

Sincerely,

Nafim Zaman Durjoy

Student ID: 20304051
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Acknowledgement

To begin with, I would like to thank Almighty Allah in His endless blessings and in giving me the strength and the chance to accomplish this writing. I would like to say my utmost and most genuine gratitude to my mother whose support, patience, and constant encouragement was my backbone. She has been the greatest advocate of mine and without her by my side, I would not have been able to achieve this. Secondly, I owe a lot of my debt to my faculty advisor, Dr. Iftekhar Ul Karim Sir, who provided tremendous guidance, invaluable insights and were always on my side during this journey. This report was completed successfully through the mentorship of him. Third, I equally want to greatly appreciate my line manager at Quantigo AI, Ms. Afrin Oishy, for being supportive, understanding, and encouraging to me. She has been my backbone and I am very thankful. Finally, I would like to thank my colleagues and friends who in one way or another made this experience a good and memorable one.

Executive Summary

The current internship report will highlight the practical work experience as well as research-based findings of human resource practices at Quantigo AI, a young and rapidly expanding data annotation business in the BPO sector. During an eight-week internship, I was able to assist in crucial HR activities, including recruitment, on-boarding, documentation, employee engagement and compliance preparation. The work enabled me to practice theoretical knowledge and provided the opportunity to work in the practical environment, as well as developing technical skills regarding HR software and communication, and soft skills, such as time management and problem-solving. In addition to practical exposure, this report explores tough HR issues that usually challenge startups: ad-hoc/high-volumes of recruitment, informal onboarding, varied engagement strategies and ad-hoc compliance systems. Fueled by the academic literature, the study identifies that well-designed recruitment processes, formal onboarding, and ongoing engagement solutions/programs, and proactive compliance is a crucial success factor of an organization. The gaps in my experience at Quantigo AI further materialised, with all recruitment being social media based, on-boarding being administration-focused and engagement being haphazard and compliance being audit-focused. In order to address these issues, the report presents a case to adopt an applicant tracking system, develop direct onboarding processes, adopt continuous engagement processes and improve HR governance using analytics-based decision-making. This joint approach demonstrates that HR cadres in startups can be redesigned out of reactionary practices into the strategic systems that facilitate expansive growth over the long term.

Keywords: Human Resource Management; Recruitment; Onboarding; Employee Engagement; Compliance; Startup HR Practices

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Chapter 1

Introduction

1.1 Company Overview

Quantigo AI is a young and fast-growing company that works in the Business Process Outsourcing (BPO) industry (Quantigo AI | High-Quality Training Data for Machine Learning, 2025), but it has a further narrow profile of data annotation and labeling of AI/ML models. Established in 2017 and based in Dhaka, Bangladesh, the company has become much more perceptual and also in range with the company having clients in over 18 countries around the world. Its services are oriented to cover the wide availability of industries including autonomous driving, retail analytics, agriculture, construction, sports technology, security surveillance, and geospatial mapping.

The operational model of the company is based on the hybrid framework that allows combining human intervention in the form of highly qualified experts with automation technologies to perform precision, scalability, and on-time delivery. Quantigo AI has a dynamic labor force that includes their full-time workers, project-based workforce, and freelance employees so it can adjust to the changes of the projects. It operates using internal digital media like the QAI management system and Discord to coordinate, HRM tracking as well as communication. Quantigo AI has developed a high degree of trust in the global AI value chain by leveraging ethical practices, client satisfaction, its data protection and service transparency. Such a special structure and philosophy of organization provides a great context to discover and investigate modern practices of human resource management within a technology-based startup environment.

1.2 Mission, Vision, and Core Values

Quantigo AI works to harmonize human and machine by providing top-quality, scalable data annotation services that the world can leverage to introduce AI innovations in various industries. The company has an aspiration to be among the top players in the business of providing AI data services worldwide by creating benchmarks in its annotation accuracy, labor management, and customer satisfaction. This is achieved by a strategy that is based on legitimate delivery, constant technological upgrading and complete dedication to quality.

The initiatives of the organization are supported by its core values, where the special emphasis is on the accuracy and quality control, and each project is checked on its quality control. It also incorporates speed, agility, and adaptability and can easily change the structure of the team to meet the requirements of the client and the project in terms of its deadlines (Quantigo AI | High-Quality Training Data for Machine Learning, 2025). Confidentiality and security of data are of the highest priorities and guarantee adherence to the international standards. The level of transparency in matters of communication is established by real-time information, client feedback and internal accountability. Finally, the company streamlines the process of continuous improvement, the culture of innovation, by investing in software tools and human capital development. These orienting principles are incorporated well in the strategy planning and in life at work giving them the foundation favourable and consolidated prosperity and competitiveness in the global market.



1.3 Internship Objectives

The main goal of the internship was to ensure that one gets some hands-on experience with the domain of Human Resource Management (HRM) under a dynamic culture of innovation and rapid changes in a startup company. It was a chance to use academic theories and practice in real situations and other applicable skills that are necessary in a career as a professional HR. The intern was engaged in the main HR activities of recruitment, onboarding, administrative support, employee communication, engagement planning, etc. These have been part of the contribution towards the formation of a wholesome picture of how the HR activities interact with organizational objectives and efficiency of operations.

Through carrying out the recruitment activities and abilities like screening of the CVs, communication with the candidates, and organizing interviews, the intern noted how the activities of talent acquisition are conducted in real life. The involvement during the processes of on boarding and off boarding provided insights regarding documentation internally, the orientation of policies and the ease of transition. Along the internship, it engaged in aspects of attendance taking, filling in of data as well as recording of the employees, all of which served to learn the essence of HR documentation and its compliance. Besides, activities related to events and internal announcements, rivalry documentation of the employees (e.g., offer letters and certificates), etc. acted as practices in employee engagement. Over these duties, it was also the goal of the internship to develop digital communication, the proficiency of working in HR softwares, and analytical skills that would eventually enable the intern to spot any possible improvement areas in the HR practices, and propose feasible solutions to it.

1.4 Human Resource team

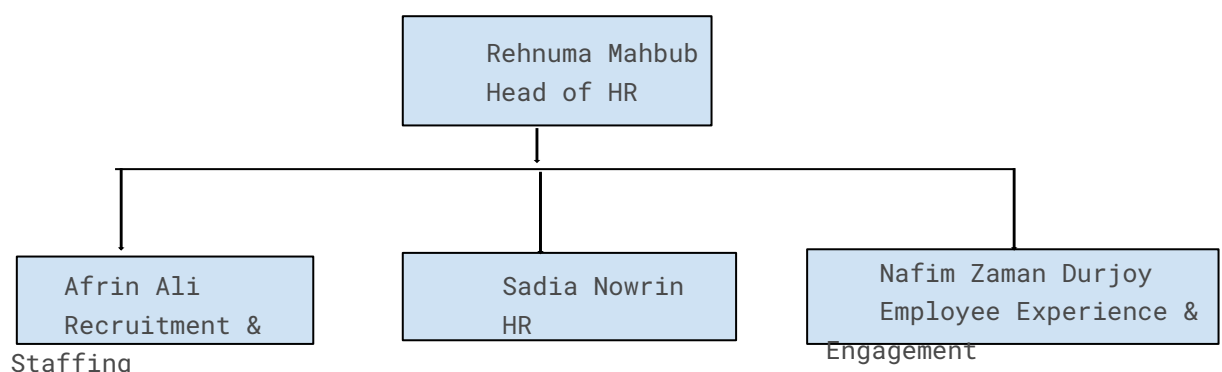
The Human Resource (HR) team is crucial in a fast-paced and innovation-driven organization like Quantigo AI, where some of the key aspects that the team has to ensure are the appropriate talent that needs to be hired, nurtured and retained to meet the operational goals of the company. Quantigo AI is a tech-first start-up working in Business Process Outsourcing (BPO) and artificial intelligence (AI) spheres, which makes the HR role as fundamental as it can be in terms of meeting the staffing needs, as well as creating an inclusive and efficient work environment. Quantigo AI's HR handle is centralized and the team of HR are based at the head offices in Dhaka. It operates hand in hand with heads of departments and project teams to ensure that human capital requirements are met in time and in the best possible way. Having the right people with the right skills at the right time is the then primary role of the HR department to ensure that all departments have the right people at the correct time. In this respect, the role of HR is to be the supporting part of the organization and the one that enables continuing operations and strategic fit through workforce planning.

The HR department of Quantigo AI is a heterogeneous unit, the subunits of which are engaged in various spheres Human resource. These include:

- **Recruitment and Staffing:** He/she should be responsible to do job advertisement, sieve through the resumes, and organize and conduct the interview, and provide care to the new employees through Onboarding.
- **HR Administration:** The employee records and documentation also need to be handled with help of the HR administration and the payroll should be coordinated and the records maintained.
- **Staff Member Experience:** In charge of internal communication, morale-enhancing activities, celebrations and cultural events.
- **HR Operations and Compliance:** It encompasses control to maintain the company policies, abide by the workplace behavioral code of conduct and assists during the audit and assessment.

Another specific aspect of the HR model created by Quantigo AI is the aspect of cross-functional collaboration. The HR may be spending time either in the administrative business or operating as internal consultants or what some may call business partners to such divisions as operations, sales and data services. Through such engagements, the HR can get acquainted with individual departmental goals and issues, which can be utilized to design tailored strategies of recruitment and employee services. Respectively, the HR team utilizes some internal systems, namely Discord as the main communication tool, QAI software, which is relevant in terms of recording the attendance and performance figures, and Google Workspace as the tool that is to be used in terms of schedule management and recording. All the HR processes are efficient and transparent because these online systems are in use.

Although the central staff HR is stationed at the headquarters, the department has direct contact with remote and project-based units, to provide policy compliance and administration to the greatest level of the workforce. The tasks of the HR group go beyond hiring alone; HR deals with the whole turnover process of employees or more exactly onboarding and exit, welfare issues, engagement, and recognition. The Human Resources department at Quantigo AI allows the company to satisfy its staff members through coordinated effort, technology, and constant assistance to make its employees inspired, controlled, and focused on its objectives of innovation and outstanding customer service all over the world.



Chapter 2

Methodology

2.1 Introduction to Methodology

The current chapter explains the approach that was chosen to implement this internship experience in relation to documentations at Quantigo AI. The internship was designed as a field-based study which was practical in nature and was done in a timeframe of eight weeks in the Human resource department of the organization. The applied methodology was descriptive and analytical with an aim to close the gap between the theoretical knowledge of Human Resource Management (HRM) and practices in the startup environment that is characterized by rapid growth due to the high level of technological abilities.

In order to get a complete picture of the HR operations and activities, the mixed-method approach was considered. This encompassed collecting primary data by way of direct interaction and observation and collecting secondary data in form of documents, HR software, and other online assets. Activities carried out and experienced difficulties and the received feedback were all documented and analyzed to draw conclusions regarding the mechanism of HR activity, organizational culture, and personal career.

In the chapter, the internship stages, sources of data and instruments of data collection are mentioned as well as the ethical consideration adopted by the author during the study are described. It also overcomes the restriction experienced during the internship experience.

2.2 Data Collection Methods

The setting of the internship experience was designed in a way that an impression of the real-time HRM environment was obtained and the aspects of learning were implemented both through the active participation and systematic observation. The two main sources of information were used to extract information: the secondary data (the materials and the resources that already exist) and primary data (the practical experience).

1. Primary Data Collection

Interviewing was used to acquire the major information.

- Practical participation in the mobile hiring process, onboarding of teams, communication with the staff, and administrative work.
- Closely working with applicants of the position, HR C-level executives and personnel.
- Weekly kept reflective journals following the process of learning together with listing of new skills learnt and recording of any challenges.
- The peer and supervisor feedback lead to the qualitative feedback of the work and communication quality.

Real time activities such as preparation of offer letters, job advertising, shortlisting of the CVs, calling the candidates, and engagement activities as well as maintenance of attendance records are some of the activities that can be allocated.

2. The Secondary Data collection

The secondary data was utilised in supplementing the primary experience and providing the context of the situation surrounding the HR environment.

- The web page and internal employee handbook (Forms, manuals, job descriptions).
- The QAI Management Software is used as the HR tracking software.
- Facebook and LinkedIn recruitment posting
- Articles, written by scholars and reports in the industry, discuss BPO, AI and startup HR practices.

The cumulative data came in handy to provide a larger context on the HR trends and practices not only at home but in the global BPO as well.

2.3 Internship Structure and Learning Phases

This internship was well separated into fixed stages so that to have a slow, but comprehensive, exposure to the activities of a HR department. During the course of each phase, there were special tasks and learning objectives that correlated to the total objectives of the internship.

Phase 1: Orientation and Set up

This step allowed the intern to familiarise themselves with a team format, workplace, and online resources of Quantigo AI. Among the tools that the intern provided was Discord to communicate and Quantigo Management Software to track attendance. There was also a tour of the office and introduction to other employees and briefing on the office protocol. Basic training in the use of Excel in the HR functions was also given.

Step 2: Operation of Recruitment

During this step, the intern was engaged in job posting, screening of CVs, and interview arrangements. Training entailed the naming of the appropriate candidates, making phone calls to the application, requesting calendar invites, and adding data on applicants to the spreadsheets. Earning offer letters and keeping NDA records were also skill sets that the intern picked up.

Phase 3: HR Administration

They turned to administrative HR where they used to maintain employee records, issue experience certificates, keep note of attendance, and help in preparation of documentation in case of audit etc. The intern assisted in the creations of the materials such as onboarding kits, release agreements, and salary account forms.

Phase 4: Internal Communication and Engagement of Employees

The intern helped in activities such as welcome posters, birthday announcements, and the purpose of collecting video greetings of special occasions such as birthdays of the CEO. The skills which were stressed in this phase included creativity, communication as well as planning.

Phase 5: Teaching, Inspection, and Reporting

In the last few weeks, the intern helped in checking files belonging to every employee to make year-end audits of them and helped in conserving leaves and performance. At the same time, the intern recorded ideas, reflection about the performance in relationship to skill building and areas needing advancement through reflective writing as well as discussion.

2.4 Tools and Techniques Used

Quantigo AI, as a technologically driven company, incorporates diverse digital tools and organized methods in its HR functions. Such tools not only enhanced efficiency but also assisted the intern in developing practical skills.

Digital Tools

- QAI Management Software: Utilized to monitor employee attendance, control leaves, and note task updates.
- Google Workspace (Sheets, Docs, Calendar): Utilized in keeping data, organizing interview timetables, and document preparation.
- Discord: The in-house communication tool utilized by all departments for assigning tasks and updates.
- Facebook and LinkedIn: Sites utilized for job posting and candidate sourcing.

Chapter 3

Internship Experience

3.1 Introduction

The eight weeks summer internship with the Quantigo AI was an all-inclusive experience that transformed the outlook of personal development and an informative experience in the workforce by offering a practical view of the working parts of a Human Resource (HR) department of an upcoming, technology-driven and artificial intelligence (AI) enabled Business Process Outsourcing (BPO) firm. The internship was a unique opportunity to be taught and exposed to HR activities and to be anchored in a globally integrated, innovation focused community of work, in an organization that has its clients in more than 18 countries.

The tour was a holistic introduction into the HR dynamics of a technology-enabled firm such as hiring and employee acquisition process, employee engagement, compliance and interdepartmental coordination. The HR experience provided through the internship, such as the regular exposure to the HR executives and the cross-functional teams, helped the intern not only to develop skills but also to realize the strategic importance of the role of the HR in the growth of an organization and utilization of work personnel as well.

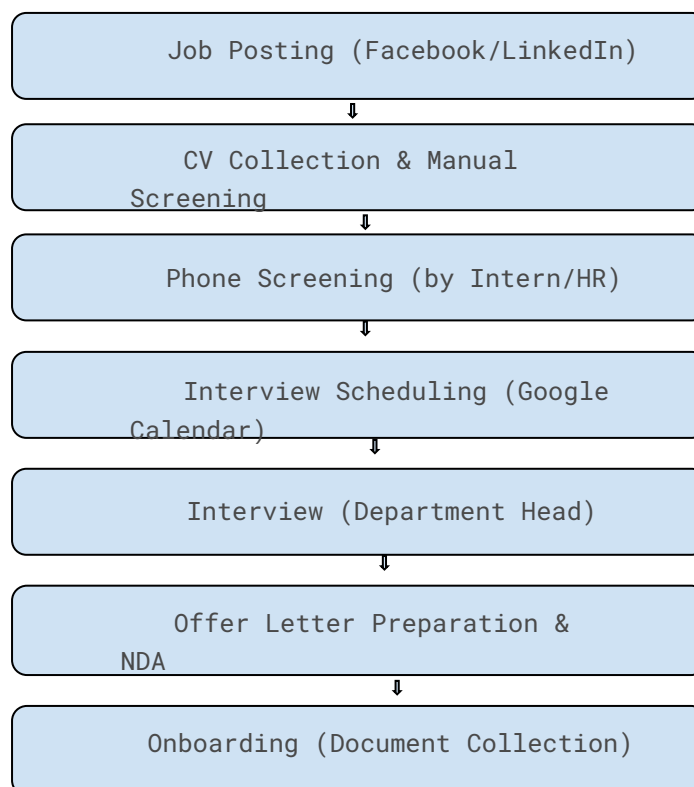
3.2 Roles and Responsibilities

The amount of work that was to be carried out in the internship changed over time in a progressive manner to expose one to various facets of HR functions. Both learning outcomes, theoretical, and practical challenges were involved in each task, and their combination allowed building a well-rounded experience.

3.2.1 Recruitment and selection

The process of recruiting at Quantigo AI is highly regulated, multi-layered and aimed at finding the right talent both with project-based and permanent roles. In this process, the job advertisements were prepared and posted via various channels LinkedIn, Facebook, and professional job boards. The material of every posting was adjusted accurately on the basis of job duties and functional abilities.

The process of screening based on the CV entailed consideration of the education qualification, work experience and technical skills. There was an initial phone screening of short-listed candidates consisting of a casual introduction to a swifter first interview as a means of scouting communication ability, motivated potential and compatibility with role. This was then accompanied by planning the schedule of the interviews using Google Calendar and also sending confirmation letters to the candidates and the person who would interview. When candidates were chosen, they went through the onboarding process with respect to the preparation of offer letters, adherence to the company policy, and signing of Non-Disclosure Agreements (NDAs).



3.2.2 Induction and Records

The process of onboarding was viewed as a formal process that was to entrench the new staff in the organizational culture and working process. These involved preparing welcome packs, finding evidence of identity documents and typing in the information about employees into QAI Management Software. The attendance and leave records were regularly updated to enable the payroll to be processed very accurately.

It also involved a proper elaboration and presentation of experience certificates of employees who have departed the organization in an organized manner in the organization documentation. It must liaise with the accounts department in terms of opening the salary accounts and having a staff benefits program opened where it is applicable. These operations were accompanied by precision and confidentiality as it involved sensitive information of the workforce.

3.2.3 Employees Involvement

The engagement of employees in the context of Quantigo AI was oriented to achieve workplace cohesion and morale. It also involved the structuring of birthday celebrations and welcome parties to team building functions. The role also included production of electronic posters in business correspondence, composition of appreciation statements and management of internal correspondence through Discord and email.

Among the focuses of this stance was the development of videos wishing the management a happy birthday, which was an undertaking that made a culture of value and attachment between the managers and the workers. These were not only contributing towards the team spirit but they strengthened the internal communications.

3.2.4 Audit Preparation HR Compliance

Among the requirements which were of high consideration during the internship period was the necessity of ensuring that uniformity to internal policies as well as external regulations were enforced in all corners. This included the preparation of HR documents to be audited, correctness of the employee data, and the fact that the records comply with the company specifications. Compliance checks were undertaken to ensure that the labor laws, contractual commitments and confidentiality agreements were adhered to.

3.3 Skills Developed

The Quantino AI internship not only aided in creating technical skills, but also enhancing the soft skills, which are essential in an HR profession.

Technical Skills

- **Google Workspace Expertise:** Skills in Docs, sheets and calendar to organize and synchronize HR information.
- **HRM Software:** Application of QAI Management Software in Practice: This is the way attendance, leave and performance can be monitored with the help of QAI Management Software.
- **Recruitment Methods:** Experience in the application of CV screening, phone interviewing and candidate evaluation.
- **Documentation Preparation:** Professionally drafting of the offer letters, non-disclosure agreements and certificates of experience, paying attention to detail and branding.

Soft Skills

- **Communication:** The better abilities of conveying information in verbal and written form.
- **Time Management:** The possibility to collaborate with various HR processes simultaneously without compromising the quality.
- **Professional Etiquette:** Acting respectfully and tactfully in the relations with the candidate and the employees respectively.
- **Problem-Solving:** To lessen any unforeseen challenges during the recruitment, organization of the event, or the paper work process.

3.4 Challenges Faced

Being a fairly broad experience as the internship was to be, it was also a demanding one, which entailed the subject adopting adaptability and problem-solving capabilities:

- **High-volume Recruitment:** The multiplicity of openings, the large number of applications, must have offered a compromise between rate and precision.
- **Time-sensitive Documentation:** Filing in the office/ official had to be time sensitive with a limit, time within which the documents were to be put together.
- **Coordination Between Events:** It was a clash between the organization of events and the routine functions of the HR where employee engagement activities were interfered with by mistake.
- **Strategic Involvement:** As the intern was a junior, she did not participate much in the strategic discussion about long term HR planning.

3.5 Overall Learning Outcomes

The internship has effectively reduced the size of the gap between HRM theories and HRM practice in the real sense of business expansion, which is anchored in technology. The major results of this were:

- The whole recruitment process, job posting at the first stage and candidate onboarding at the end.
- Practical experiences pertaining to the application of employee engagement strategies that accommodates diverse teams.
- Audit Preparation and compliance experience with a focus on legal and procedural detail.
- Understanding of HR as a service provider, and as a strategic organizational achievement partner.

Chapter 4

HR Practices at Quantigo AI (Research Project)

4.1 Problem Statement

Quantigo AI is an emerging BPO and Data annotation company that will rely on its human resource operation to achieve its business growth. Although the HR department is very relevant in recruitment, onboarding, employee engagement, and compliance, there are some challenges that are evident. Recruitment can be a high-volume and time-sensitivity process, thus straining the accuracy and candidate-fit of recruitment. Onboarding processes lack formality and thus it can impact the employee adjustment and retention. Engagement efforts are mostly not deeply rooted, but innovative, lacking proper check and balance systems in terms of feedback. The compliance activities are implemented but they are implemented reactively instead of proactively, which poses a risk in the long-term.

These are some of the challenges that are representative of the greater difficulties startups experience, where in many cases, a fast expansion rate can override the implementation of HR practices. To mitigate these fears, this study examines the HR practices at Quantigo AI, juxtaposes them to what is known in academia to work with startups, and comes up with recommendations to shore up HR, recruitment, onboarding process, engagement, and compliance to meet these best practices.

4.2 Literature Review

Startups in the fast-growing firms often experience human resource practices that are influenced by the specific environment that is characterized by shortage of resources, high speed of growth and changing organizational structures. Startups are usually focused on flexibility and innovative ideas, and in this regard, fail to reach the development of the formality of HR systems (Baron & Hannan, 2002). The academic studies point to four key problem areas, namely: recruitment, onboarding, employee engagement and compliance, which may be the most problematic in such a young and explosively growing company like Quantigo AI.

4.2.1 Recruitment complications in start ups

Startups have one of the most critical issues in their hands; recruitment. The businesses startups are usually involved in highly competitive markets where the demand of skilled labor is higher than its supply. Baron and Hannan (2002) add that the lack of formal HR systems usually compels startups to improvise in their recruitment process, where they end up reacting to situations as they arise. According to Chell (2020), high volume and acute needs frequently define startups recruitment, introducing the dilemma of finding a method to address the urgent needs without necessarily compromising the quality of recruited candidates and retention. In this sense, speed will at times override the necessity to be precise.

When trying to cope with these challenges, researchers suggest the introduction of properly designed recruitment models and the use of digital technologies, which will contribute to streamlining the process of sourcing, screening, and evaluation of candidates. As Breugh (2017) notes, such frameworks enhance efficiency during the recruitment process and provide a superior correlation of applicants and organizational needs. The start-ups that rely on informal recruitments alone are faced with high turn- over, incompatibility with the culture and additional cost in training.

4.2.2 Onboarding Practices

Onboarding is a significant process, which defines the initial experience of a particular employee within an organization. Structured onboarding was revealed in one study (Bauer, 2010) to significantly positively influence employee adjustment, reduce turnover and have a positive impact on labour productivity. The following features are typical of such programs, orientation, possibilities of mentoring, clear and well-documented roles and responsibilities.

By contrast, due to resource constraints and time, startups end up relying on informal or ad-hoc onboarding. These strategies have the potential to lead to role ambiguity, disintegration and job dissatisfaction. The ill-oriented employees may also take longer to adapt and may end up being disengaged and turnover. This is particularly an issue in startups whereby the contribution that each employee adds is what can make the difference between success and failure. The literature states that even small businesses must work on the system of onboarding, which is concise, systematic, and the initial assistance.

4.2.3 Employee Engagement

Employee engagement is another aspect of an effective HR practice. The following definition of engagement is utilized by Saks (2006), according to which the degree of commitment, motivation and feeling of involvement that employees feel towards their work and organization should be expressed. High engagement and productivity, creativity and retention have a correlation. It has also been shown that certain aspects of engagement must be exercised on a regular basis such as routine programs of appreciation, open line of communication and the existence of constructive feedback.

There is also an element of creative engagement activity in startup businesses such as the group events or the informal celebrations. These may form some kind of a community but may not be the backbone to commitment in the long term. The inability to sustain continuity in operations also leads to the failure to ensure continuity in morale and at times dissatisfaction where employees feel that their involvement is only a mere lip service. Saks (2006) stresses the necessity of a diversified structure that can be maintained through the intervention of the leadership, periodical feedback systems.

4.2.4 HR Governance

The recruitment, onboarding, and engagement are not the only points of increasing importance in a contemporary organization, as compliance has also grown to be an area of concern. Kavanagh and Johnson (2017) point out that HR compliance helps an organization to adhere to laws, ethics, and contracts. In the case of the technology driven firms working on sensitive information, i.e., the AI and BPO companies, compliance would also encompass data protection, confidentiality, and the preparedness to go through an audit.

According to the literature, proactive compliance through the use of HR information systems and digital records is the way of avoiding risks, as well as ensuring credibility. Proactive compliance is being proactive in terms of identifying the possible legal or procedural problem, making regular internal audits, and training the employee on the ethical practices. Conversely, reactive compliance in which an organization does not take action until something goes wrong may expose them to erroneous behavior, wastages, and the negative effect on image. Startups tend to get into that reactive cycle in that they have fewer resources and a variety of priorities.

4.3 Findings

On the basis of the experience of my internship at Quantigo AI, some ideas appeared about its HR practices. Even though, organization has done excellent work in implementing HR processes, a critical review evinces strengths and lapses as against the academic literature.

4.3.1 Recruitment

My involvement in the recruitment process, screening of the CVs, making telephone calls to candidates, and arranging the interview in the company provided me with an insight into the approach that is greatly dependent on the use of social media (LinkedIn and Facebook) to obtain high volumes of candidates. Although the strategy is effective in satisfying the immediate, urgent manpower requirements that are typical of a growth-stage start-up, it emphasizes speed and volume over careful assessment of candidates.

The given observation is in a direct relation to the claims made by Chell (2020), who states that in the context of startup recruitment, the considerations of accuracy tend to be substituted with the notions of scalability and speed. The practical implication that Breugh (2017) cautions against this trade-off is the absence of a structured organizing structure of recruitment. This implies that the ad-hoc process of Quantigo AI presents a high risk of high turnover and inappropriate recruits. In the absence of a standardized framework that gauges cultural fit and long-term potential, the company will suffer the unseen expenses of speedy re-hiring and re-training and in essence, defeat the efficiency that the present set of operations is supposed to bring.

4.3.2 Onboarding

My onboarding responsibilities were mainly administrative, which included preparing offer letters, gathering of documents and introduction of company policies. The procedure was loose, paper based and it did not have a consistent orientation program, mentorship program, or a structured training.

This is the opposite of what the empirical evidence by Bauer (2010) reveals, which shows that systematic onboarding has a drastic impact on the adjustment of the employees, their productivity and retention. The critical implication on the Quantigo AI is that its current administrative method must be causing a long-term low productivity phase among new employees and a poor sense of cultural assimilation. Such a mismatch between theory and practice directly subjects the company to an increased rate of high turnover at the initial stages, since those employees who are ill-equipped or unrelated tend to become disengaged and quit, wasting the resources and time invested in recruiting them.

Theoretical Ideal (Based on Bauer, 2010)	Observed Practice at Quantigo AI	Identified Gap & Implication
Structured orientation program	Informal, ad-hoc introductions	Gap: Lack of consistent cultural immersion. Implication: New employees will experience confusion and be less attached to the organization.
Clear documentation of roles & responsibilities	Focus on administrative paperwork (IDs, NDAs)	Gap: Role ambiguity. Implication: Slower productivity ramp-up and potential for frustration.
Mentorship or buddy system	No formal mentorship program observed	Gap: Lack of dedicated support. Implication: There is nobody that new workers can ask questions, which inhibits learning.
Ongoing check-ins and feedback	Process ends after documentation is complete	Gap: There is no tool to evaluate the success of onboarding. Implication: Lost chance to work on the process and to solve the early questions.

4.3.3 Employee Engagement

The activities of Quantigo AI in terms of employee engagement in the form of birthday parties, welcoming posters, and team getaways are innovative and were positively accepted to provide a positive mood in the moment. Nevertheless, such efforts were haphazard and they did not have any strategic approach or a measurement system that would help them quantify their effect on morale or retention.

This is exactly the limitation that Saks (2006) identifies, since sustainable engagement needs formal and consistent programs and feedback mechanisms and not acts of intermittency. Thus, although the existing activities promote a decent environment, their infrequent character is their core disadvantage in the long-term performance. Quantigo AI will not be able to unleash the full potential of engagement to increase motivation, productivity, and retention without a strategic plan that involves frequent recognition programs and employee sentiment measures, as it is not in a good position to lean on the strength of engagement to protect employees against the pressures of a high-growth environment.

4.3.4 HR management compliance

The fact that I participated in auditing of HR documents and verification of records meant high compliance to confidentiality and internal policies which is paramount in the sensitive AI/BPO industry. Nonetheless, compliance efforts were nearly purely reactive and only engaged in response to upcoming audits as opposed to being incorporated into routine operations.

This is the ideal example of a reactive compliance model that Kavanagg and Johnson (2017) advise exposes organizations to. The huge threat facing Quantigo AI is that the reactive strategy would only guarantee compliance at a point in time. Any discrepancy or non-compliance may be hidden in between the audits and turn into a significant operational, legal, or financial risk. The data breach or the labor policy violation may happen just because the checks were not proactive and on-going. It implies that the present compliance approach that satisfies the audits is not effective enough to curb the risk on a daily basis that could jeopardize its reputation and contractual duties.

4.4 Recommendations

The HR practices identified in the analysis of Quantigo AI show that the company has achieved impressive developments as a rapidly growing startup, but there is still room to fill research-informed good HR practices. The following is the proposal of recommendations to cover the gaps in each area of recruitment, onboarding, employee engagement, compliance, and HR technology.

Improvement of recruitment processes should be made so that the procedures will be less ad-hoc. Currently, most of the recruitments are dependent on postings on social media, manual evaluation, which bears the burden of time limitation and even inappropriate hiring. The adoption of applicant tracking system (ATS) or the implementation of the well-structured recruitment processes would facilitate improved standardization of the candidate evaluations, lower bias and enable a better fit between the skills of candidates to organizational requirements. This type of framework enhances retention as well as efficiency results (Breaugh 2017). Second, on-boarding has to be documented in order to offer a more structured and helpful induction to the company. As demonstrated by my experience in the internship, the current practices of onboarding are mostly administrative and do not entail any more than documentation and the introductions of policies or company rules. Detailed boarding program, which includes orientation program, mentorship program and cultural integration programs, would accelerate the process of readjustment of the employees. Bauer (2010) demonstrated that an effective onboarding is the determinant that enhances employee retention, productivity and job satisfaction in the workplace which are significant factors to Quantigo AI. Third, employee engagement should be attained more closely and strategically. The current operations of the organization involve few creative projects such as birthday announcements, welcome posters that are welcomed but not continuous. In order to keep the staff morale high in the long-term, Quantigo AI should launch new recognition programs, quarterly engagement surveys, and professional development opportunities. This is consistent with the research work by Saks (2006) who emphasizes that engagement cannot be one-off but in such a scale that can be noticed in the long run. Fourth, compliance and HR governance should shift towards a proactive model. Much of the compliance that I observed was pre-oriented to prepare to meet the auditors rather than prepared to monitor on a continuous basis. Active strategy would entail computerisation of records of the employees and periodic internal audit, staff training on policy compliance would also be incorporated. As Kavanagh and Johnson (2017) state, such proactive

systems would contribute to transparency, reduce risks and increase organizational credibility, which poses significant concerns to businesses that enter the sphere of sensitive AI and BPO. Finally, a further step that Quantigo AI should take is the adoption of HR technology through the adoption of analytics. Currently, the HR applications can only offer limited documentation and communication capability. The company would be in a position to forecast turnover rates, the success of job recruitment and the rate of employee satisfaction using HR analytics.



Chapter 5

Conclusion

5.1 Learning and Observation

- **Skill improvement and Professional growth:**

Being associated with a Human Resource team at the organization Quantigo AI has been invaluable to a person who has an HR major. The internship helped me to get acquainted with a range of HR functions: the recruitment and onboarding process, engagement of employees, and compliance-checking. Being exposed to this task gave me an understanding of not only technical skills (e.g., recruitment tracking, documentation, HRIS usage) but also soft skills (e.g., communication, time management, and adaptability). I could define my strengths in the field of coordination and documentation and identify the future growth opportunities, including improvement of advanced data analytics in HR practices.

- **Shared and encouraging work background:**

Quantigo AI creates the atmosphere of co-working and professionalism combined. The level of inclusivity and respect to the workspace are one of the first things that I noted both physically and virtually. The hybrid model where remote workers will be able to feel engaged like those in the office will be made easier by the flexible nature of the arrangement of the work. The office is designed with a departmental sitting that will facilitate quick communication and cooperation and interns are provided with their own space in the office and easy access to the supervisors to consult on issues.

- **Autonomy with Accountability:**

The firm will also not meddle with its interns and employees to claim ownership of their work. Not only did I have actual duties such as coordination of candidates messages, creating onboarding materials, and assisting in the engagement activities planning. The inherent aspect of this process was the constant exchanges through feedback of which constructive criticism would be given when appropriate and praise given when it was done satisfactorily. Such a combination of autonomy and control led to an energizing environment that encouraged continuous enhancement.

- **The Knowledge of Corporation Culture and Norms:**

At Quantigo AI, there is no impediment to communication because of hierarchy. Every member of the team is cordial irrespective of the position one holds and courtesy to each other is a paradigm. The communication is friendly and professional simultaneously and this provides comfort and productivity. As an example, despite the professional approach to tasks, colleagues are friendly to each other and supportive, thus, creating a positive working culture. It has been pleasant to get acquainted with corporate rules and I, therefore, was able to grasp the notion of how respect, professionalism, and inclusiveness can be integrated into the modern workplace.

- **Practical Use of HR Theories:**

The internship provided the opportunity to fill the gap between theory and practice. Some of the concepts or theories that I had been learning on paper like the acquisition of talents, on boarding processes, employee interaction mechanisms and regulatory activities were all being brought into practical reality in a dynamic business world.

5.2 Final Reflection

My experience with Quantigo AI during the internship period has developed me, and has expanded my field of scopes of profession and enhanced my understanding on Human Resource Management in a international convergent technology company. My position during my tenure had changed such that I was a mere witness to HR activities in recruitment, onboarding, compliance and employee engagement and their place in larger HR driving processes.

Among the most positive moments which occurred during this experience, one can mention my opportunity. To be employed in a fast-moving industry with international clients. That required the ability to multitask, precision, choice and sequence of the work. The capability to assume different tasks simultaneously which is the skill of walking the fine line between speed and precision, already practised in handling interviews and developing documentation that will undergo audit.

Without my supervisors, my process of learning could not have been complete. Not only that, the advice they had taught me increased my technical abilities as well as taught me the importance of human resource practice, empathy, communication and integrity. Also, having the possibility to experience a hybrid work culture enabled me to be ready in the contemporary work set up. In which physical and distant collaboration must be adapted in harmony.

Lastly, internships had the most viable system to fill the gap between the classroom experience and operational corporate demands. It provided me with confidence, skills and professional attitude. That would launch me to be good in the future as an HR. Now that I have acquired this experience, I have an increased knowledge of the strategic role that HR plays in the determination of the organization's success and a firm vision in my career path in life.

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