

Internship Report

On

“Improvement of the Existing Recruitment Process of bKash Limited”

By

Md Ikramul Haque

21304031

An Internship Report Submitted to the BRAC Business School (BBS) as a requirement for the completion of the Bachelor’s Degree of Business Administration (BBA)

BRAC Business School (BBS)

BRAC University

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Declaration

I hereby declare that-

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

Student's Full Name & Signature-

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BRAC University

Letter of Transmittal

Dr. M. Nazmul Islam

Academic Supervisor

BRAC Business School, BRAC University

Subject: Submission of Internship Report on “Improvement of the Existing Recruitment Process of bKash Limited”.

Dear Sir,

Greetings! It is with great pleasure that I submit to you my internship report entitled **“Improvement of the Existing Recruitment Process of bKash Limited”**. This report was prepared on the basis of my three month long internship period (25th May, 2025 to 8th September, 2025) as a Talent Acquisition Intern in the Human Resources Division of bKash Limited, under the supervision of Md. Nowrose Farhan Chowdhury, Manager of Talent Acquisition, HR Operations. The report focuses on identifying areas for further improvements in bKash’s current structured recruitment process and providing justified recommendations for improvement. I have endeavored to make this report comprehensive and analytical. It mainly reviews the current recruitment workflow, highlights observed bottlenecks in scheduling, communication, coordination, and connects these findings with relevant HR theories. The report concludes with practical recommendations, including automation in CV/resume screening, employing more staff in HR, having a centralized recruitment database, integration of customized software in the formal communication platform used, are all grounded in HR best practices and literature.

I appreciate the guidance and support provided by my organizational supervisor, Mr. Nowrose Farhan Chowdhury, and the faculty supervisor, Professor M. Nazmul Islam. I also thank the BRAC University Internship Office for facilitating the program. I hope that this report reflects my sincere efforts and provides valuable insights to both BRAC University and bKash.

Sincerely,

Md Ikramul Haque (ID: 21304031)

BRAC Business School, BRAC University

Non-Disclosure Agreement

This agreement is made and entered into by and between bKash Limited and the undersigned student at BRAC University. As a former Talent Acquisition intern under HR Operations (Intern ID: IN0986) at bKash Limited, I was exposed to a lot of confidential information during my tenure, and I am mindful about the fact that the information was confidential and not to be shared under any circumstances to maintain data privacy. Here, I am well aware that I must respect the privacy policy of bKash Limited and am not permitted to share or disclose any of that information with any third party.

Md Ikramul Haque

Student ID 21304031

Acknowledgement

Here, with honor, I would like to take this opportunity to express my gratitude to everyone who contributed to making it accessible for me to prepare and finish the internship report in time. Above all, I feel grateful to Allah for helping me find the strength, perseverance and diligence to finish the internship report.

For his direction and helpful counsel during the report's production, I would like to sincerely thank Dr. M. Nazmul Islam, Associate Professor of BRAC Business School at BRAC University.

The report is generated as a study to explore the areas of "Improvement of the Existing Recruitment Process of bKash Limited". Here, I express my gratitude to Mr. Nowrose Farhan Chowdhury, Manager of Talent Acquisition, HR Operations, bKash Limited, for offering the supervision, collaboration, and chance required to obtain real-world job experience in the organization during the three-month internship.

In summary, I would like to express gratitude to my fellow colleagues for their help and insightful input in completing the report.

Executive Summary

I completed my Three months long internship at bKash Limited in the Human Resources Operations as Talent Acquisition Intern, and I was productively exposed to the market leader of mobile financial services (MFS) companies in Bangladesh. The topic of exploration during my internship was “Improvement of the Existing Recruitment Process of bKash Limited”. I was able to learn and understand the entire process, and the significance with the dependency of proper hiring to the success of the entire business.

In my role at bKash Limited, I participated in assisting in a range of human resources tasks, such as recruiting and selecting employees. Major duties that I assisted with and observed included drafting job posts, assisting in candidate screening, coordinating interviews, assisting in selection and onboarding programs. These experiences have completely changed my understanding of how a well-coordinated and strategic hiring procedure may boost employee efficiency and, eventually, organizational success.

Here, I have incorporated my experience throughout the internship program to understand and evaluate the strong points of bKash Limited in their recruitment and selection process, being the leading organization in the MFS industry, and also the areas where the organization can improve their hiring process in terms of their **shortlisting, interview coordination, number of employees engaged in the HR team, and integration of in-house built software to add functionality to the prevailing areas for improvements.**

To sum up, I discovered from my internship at bKash Limited how important HR operations are to the overall success of the business. This report has made it clearly evident that a strong hiring and selection process is essential to raising organizational performance levels and creating an excellence culture. And bKash Limited as a whole has a well structured HR Team for serving the required purposes, that includes the recruitment and selection segment as well. However, the lessons obtained from my internship journey have demonstrated the importance of investing in an efficient HR process as the only way to survive in this competitive market in the long run and that is the concerned discussion in the report.

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Chapter 1: Internship Overview

1.1 Student Details:

Name	Md Ikramul Haque
Student ID No.	21304031
Academic Program	Bachelor of Business Administration
Concentration/Major	(Dual Major) Human Resource Management (HRM) & Finance

1.1 About Internship:

Internship Period	Three months including 10 working days extension (25th May, 2025 to 8th September, 2025)
Company Name	bKash Limited
Department	HR Operations
Intern Designation	Talent Acquisition
Division	HR Operations
Address:	Shadhinata Tower, 1, Bir Sreshtha Shaheed Jahangir Gate, Dhaka Cantonment, Dhaka 1206, Bangladesh

1.2 Internship Company Supervisor's Information:

Full Name	Md. Nowrose Farhan Chowdhury
Position	Manager, Talent Acquisition, Human Resources Operations, Human Resources Division, bKash Limited

1.3 Job Responsibilities and Duties:

A great deal of my work during my HR internship was centered around assisting in the hiring process, and included anything from posting job openings to assisting new hires in transitioning to their new roles within the company.

1.3.1. Job Posting

Among my primary responsibilities, one was to assist in drafting job advertisements that are both professional to read and in line with the job description. In collaboration with my supervisor, I have been meticulously crafting job postings, making sure they embody the company's image and appeal to the intended audience of potential employees. Once the job postings are created, they are sent for approval and then they are made public for applications.

1.3.2. Sorting CV

Among many of the opportunities I had was to improve my ability to assist in finding relevant qualifications and potential candidates by suggesting resumes. In the initial stage, I watched the screening process while sitting near my supervisor and managed to receive his tips regarding the task in hand. But not long after, I was assisting my supervisor in assessing resumes from various sources with focused interest and as per the requirements of the Hiring Managers and Job Descriptions. Often, I provided my opinion regarding the CVs my on-site supervisor was going

through and would often, my opinion were accepted. Here, identifying the possible matches for the requested job positions required weighing the applicants' previous records such as employment histories, skills, and qualifications against the job's requirements. As of now, I have worked on drafting in total eight Job Postings for multiple segments.

1.3.3. Coordinating Interview

Again, one the key aspects in whole "Recruitment & Selection Process" and the biggest impact as compared to other works, was my most important duty which is "to coordinate the requested interviews for different segments" in such a way so as to allow the candidates to join the interview, and create a smooth liaison between them the assessors and the candidates for the seamless interview experience for all the stakeholders. I oversaw the timetables and ensured no overlapping issues occurred and the smooth transitioning to multiple segments one after another. I ensured a proper welcoming approach to each candidate and maintained proper courtesy in my approach from all the receiving the candidates to having them well sent off, emphasizing that the company valued the candidates and uneventful reception more than anything else. As of now, I have coordinated (from communicating the candidates and setting up the calendar to acting as a liaison between the interview board and the candidates and more) over 30 different interview segments with over in-total 550 candidates (Total 700+ coordination, 550+ Candidates, 70+ Sessions).

1.3.4. Follow-up Selection Process

Once the interviews were completed and the list of "final selection" of the selected candidates from particular segments were communicated, I was given the responsibility for initiating the contact with the selected candidate after approval from my on-site supervisor, and collecting & handling the required paperwork procedure (e.g. final interview scorecards, job posts copy, CVs). Smooth transitions throughout all steps in the selection process were made possible by carefully drafting emails/messages for clear communication & receiving the required documentations from the selected candidates while maintaining a follow-up on each of them. I in fact had the opportunity to assist my on-site super in drafting emails for the required concerns.

Keeping the candidates informed throughout the selection process helped to ensure a positive experience for all the stakeholders and facilitated the execution of all requirements. As of now, I have managed to assist in the selection process for over 40 candidates across multiple divisions (and onboarded 30 candidates as of now).

1.3.5. Tracker Maintaining

I also had to maintain a record on a “Excel based Tracker” which contained information about the candidates (e.g. Name, Interview Date, Interview Stage, Dept./Role, Selected/Not, etc.) on a regular basis. This was critical to effective recruiting management and provided a clear picture of the ongoing recruitment of multiple segments and the stages they were in. Moreover, to add, the Tracker contained a carefully planned record of every candidate's progress in the recruitment pipeline from the initial interview process to the selection and onboarding that served as a source of “recruitment bio data” about candidates who go selected into particular roles. I also had the opportunity to streamline the database of Trackers by modifying the existing trackers into solely “Recruitment” based trackers and creating another “Selection” trackers for smooth juggling between many selection processes at the same time. The regular updates of the excel based Tracker ensured that the information documented was always updated, which led to a well-informed decision-making and collaboration with stakeholders relevant to the role for which the recruitment and selection process is being conducted.

1.3.6. Managing Scorecards

Once the final interviews are conducted and the selection list has been received, I was responsible for collecting the scorecards from all the assessors (such as Dept. Head, the HRBP) and further processing the interview scorecards. After gathering the original papers, I had to maintain duplicates of them for documentation purposes, and organize these scorecards in both hard copy and soft copy (through scanning). The original scorecards were submitted to the HR in charge for the onboarding process while the duplicates were preserved by us for future needs.

1.4 Internship Outcomes Gained (Contribution to the Organization):

1.4.1. Strategically Assisted in Recruitment Process for a Particular Segment of Interview

Assisted in redesigning an assessment process for a particular segment of interviews during my internship. I had input in collaborating with the relevant stakeholders for the required concern and succeeded in making the recruitment process smoother and welcoming experience for all the concerned stakeholders.

1.4.2. Improved Crucial Documentation and Procedures

Redesigned the Tracking Excel in collaboration with my supervisor to make it superficial and easy tracking of the candidates in recruitment and selection pipelines. I understood the importance of the documentation for the tracker when trying to make hiring efficient.

1.4.3. Involved Directly with the Hiring Process

I have assisted my On-site supervisor and the relevant stakeholders in collaborating and executing the interviews. Here, I have been directly involved in assisting with CV screening, interview & calendar scheduling throughout all the stages.

1.4.4. Took Initiative and Shown Problem-Solving Skills

By recognizing and resolving areas in making the recruitment process smoother for particular segments and having assisted in strategic coordination of interviews, I was able to exhibit proactive problem-solving skills and ability to handle pressurized situations.

1.4.5. Organizational Efficiency through Strategic Collaboration

Made direct contributions to the HR Operations Team and increased work efficiency & effectiveness which created a management atmosphere.

1.4.6. Strategically Teaming Up with On-site Supervisor

Strategically worked with On-site supervisor in managing the recurrent and dynamic task requests. I was able to assist my supervisor on the tasks in hand which allowed him to perform strategic collaboration with stakeholders smoothly. Further, I was able to assist my on-site supervisor in redesigning the recruitment process of particular segments.

To sum up, by prioritizing crucial documentation and facilitating the coordination processes, I had the opportunity to boost the efficiency and effectiveness of the HR Operations department, especially the Talent Acquisition Team at bKash Limited. Through my active participation and contributions, I ensured that the recruitment and selection processes are conducted smoothly and aligned with the goals of the company.

1.5 Benefits to the Intern:

Being an undergraduate student with no previous corporate experience, my internship journey at bKash provided immeasurable valuable insights which added/will add merits to my future professional prospects. Here, the benefits can be divided into five groups:

1.5.1. Enhanced Communication Skills

I had the opportunity of having worked with over 550 candidates (as of now) from various backgrounds and for both junior and senior roles, I was able to expand my knowledge of psychology and in dealings with external stakeholders. Also, I had the opportunity to work with many internal stakeholders of bKash Limited for the recruitment purposes that helped me with understanding the communication metrics specific to individuals performing distinctive roles within the organization. Thus, this honed my professional communication norms and etiquette with different significant personnel.

1.5.2. Developed Problem Solving Skills

I encountered varied pressurised and complex situations that required initiatives and on the spot problem-solving capabilities, to mitigate and solve the requirements of all the stakeholders. All

of these helped me to improve my capacity to not just identify a problem but also to discuss & plan effective solutions, and act as acquired.

1.5.3. Understanding the Significance of Positive Work Culture

I had the opportunity to work alongside people who were very welcoming and had a positive mindset in getting the work done despite the dynamic ever changing corporate scenarios. The culture at bKash portrays “empathy” in their communication and work approach which had a greater impact on me, and this is something I believe will take it forward in my future endeavours.

1.5.4. Understanding Corporate Culture & Business Dynamics

Exposure to bKash’s business culture, expectations and the dynamic environment that I have experienced, provided me with the knowledge needed to be better prepared for the future corporate endeavors.

1.5.5. Self Development & Ownership

By working in such a dynamic and growing environment, I happen to develop self-awareness through experiential reflection and feedback from all contacted stakeholders. I became more responsible in fulfilling my responsibilities and took ownership of the work given to me.

Thus, I can confidently state that my internship at bKash Limited was a package of dynamic learning where I had the opportunity to gain knowledge, experience and a sense of confidence to succeed in my future endeavors.

1.6 Challenges Faced During the Internship Period:

Even though I had a great internship overall, I think there were a few areas where it could have gone much better.

1.6.1. Arrangements for Seating

The availability of seats is the first. In our designated section, there were more interns than working chairs. Because of this, many interns were frequently made to remain and wait for other people to get from their chairs. We had to alter our routines for the seating occasionally through this process, grew closer as a team and were able to remain productive due to proper cooperation and flexibility.

1.6.2. Learning curve

To fully understand the specifics and dynamics of the human resources division of bKash Limited, a period of adjustment was also required. It took me a while to get acquainted with the policies, methods, and business culture.

1.6.3. Time management

Time management was also an issue because it was necessary to define priorities in order to manage multiple HR duties, including locating applicants, creating documents, and arranging their employment. The responsibilities came to be very challenging as from internship tenure, my on-site supervisor took responsibility for the whole recruitment (all 11 divisions) which also made me a very sincere and diligent individual to not miss any deadlines and line of requested tasks.

However because of the guidance and encouragement of my supervisor, I was able to embrace these principles towards the end of my internship.

1.7 Recommendations (to bKash Limited on future internships)

Throughout this internship, I had the opportunity to learn a lot. However, there could have been a proper framework for at least one training session focused on technical and soft skills relevant to my Human Resources internship program (e.g. training on understanding Labor Laws). This would have guaranteed further satisfaction out of the existing internship program. Moreover, the program can try to have students in a particular division work directly with another division in a common project or so. During my internship, I had the opportunity to work with multiple stakeholders across divisions but those opportunities came by depending on the recruitment requests only.

Chapter 2: Organization Overview

2.1. Introduction

In Bangladesh, bKash Limited is still at the forefront of mobile finance transformation, reducing dependency on cash transactions while offering services to millions of previously unbanked individuals, thereby promoting financial inclusion and socioeconomic progress. BRAC Bank Limited, the Govt. of Bangladesh, and US-based Money in Motion LLC formed bKash Limited as a joint venture in 2011. As a BRAC Bank subsidiary, it functions under Bangladesh Bank's jurisdiction and has grown into the leading provider of mobile financial services in Bangladesh. It commands around 75% of the MFS market and services over 75 million registered consumers through a network of about 800,000 merchants and 379,000 agents as of 2024 (Team, 2025). In addition to more current services like nano-loans, digital savings plans, and account opening for expatriates in 12 countries using foreign SIM cards, users can access services like domestic money transfers, mobile recharges, bill payments, merchant transactions, and international remittances through the bKash app or USSD (*247#).

In the second quarter of 2022, bKash made its first quarterly pre-tax profit in more than three years. In 2023, it experienced a 504% increase in profits, and in the first nine months of 2024, it reported a profit of Tk 218 crore, up 147% from the previous year. With a market value of more than US\$1 billion in 2021 and then about US\$2 billion following a US\$250 million investment from SoftBank Vision Fund II—along with investors like the Bill & Melinda Gates Foundation, IFC, and Ant Financial (Team, 2025). bKash Limited has gained international recognition. Fortune named it one of the world's "Change the World" list in 2017 (The Daily Star, 2017), Asia Money named it the Best Digital Solution in 2022 and 2023 consecutively by Asiamoney (History of bKash, n.d.), and the World HRD (Human Resource Development) Congress named it one of Asia's top employers (Sun, 2025).

Money transfers are not the only aspect that makes up bKash's purpose. It focuses on providing secure and trustworthy financial services to Bangladesh's distant and deprived regions by leveraging mobile technology and extensive telecom networks. The continuation of bKash is the

democratization of access to financial resources, which paves the way for a more successful and democratic Bangladesh with full access to all Bangladeshi networks.

2.2 bKash' History

Being inspired by the growth & Success of Mobile Financial Services (MFSs) industry in nations like Philippines, and Kenya during the 2000s (the middle of the 2000s; 2010), Mr. Kamal Quadir (current CEO) and Mr. Iqbal Quadir, together have founded bKash Limited (Team, 2025) and tried to bring the observed services to our country, Bangladesh and in a better way, after understanding the significant revolutionary impact it would have for the people of Bangladesh.

In 2008, the Quadir brothers required a local partner, so they began conversations with Sir Fazle Hasan Abed, the BRAC founder. Therefore, the joint venture Money in Motion was formed in 2010, two more years later, and BRAC Bank acquired a stake in the business. When bKash was formally introduced in Bangladesh on July 21, 2011, it provided the Send Money, Cash In, and Cash Out services. And it was a very successful initiative at that time as most of Bangladesh's population lives in rural areas (over 70%) where they lack standard banking services (Team, 2025). It would be feasible to request other services later on, including paying of bills, online buying of train and cinema tickets, or the option for topping up mobile airtime.

At present, the company has a mobile app and has won honors for innovation: "In 2018, we were nominated for the Best Innovation award in the Financial Innovation category, thanks to the Bangladesh Innovation Award" (Sun, 2018).

2.2 Overview of bKash Limited (Vision, Mission, and Philosophy)

The vision of bKash Limited is to increase financial inclusion even for Bangladesh's unbanked population. Empowerment, creativity, integrity in business transactions, decency, and customer focus are among bKash's core values. The organization prioritizes the future, the social development of its members, and the prosperity of its users and the overall general public.

The company's mission could be demonstrated in the following, "Driving technological innovation and keeping compliance in all its dealings, the company has been bringing a wide range of services to empower the customers and bring freedom in their financial transactions" (bKash Limited, 2023).

bKash is an organization based on strong motives of ensuring financial inclusion in the entire country. Its purpose is to offer the underbanked and unbanked populations with trustworthy, convenient, and reasonably priced financial services. Such a bold notion goes beyond financial transactions. As bKash develops into a comprehensive mobile finance solution in Bangladesh, remote workers no longer have to forgo secure financial transactions because of the outdated functionality of their mobile devices.

bKash Limited's ultimate objective has always been to empower Bangladesh people through ensuring easy access to a range of financial services for promoting an updated or standard of lifestyle (bKash Limited, 2023).

2.3 Core Values

The Five pillars that bKash Limited stands on are-

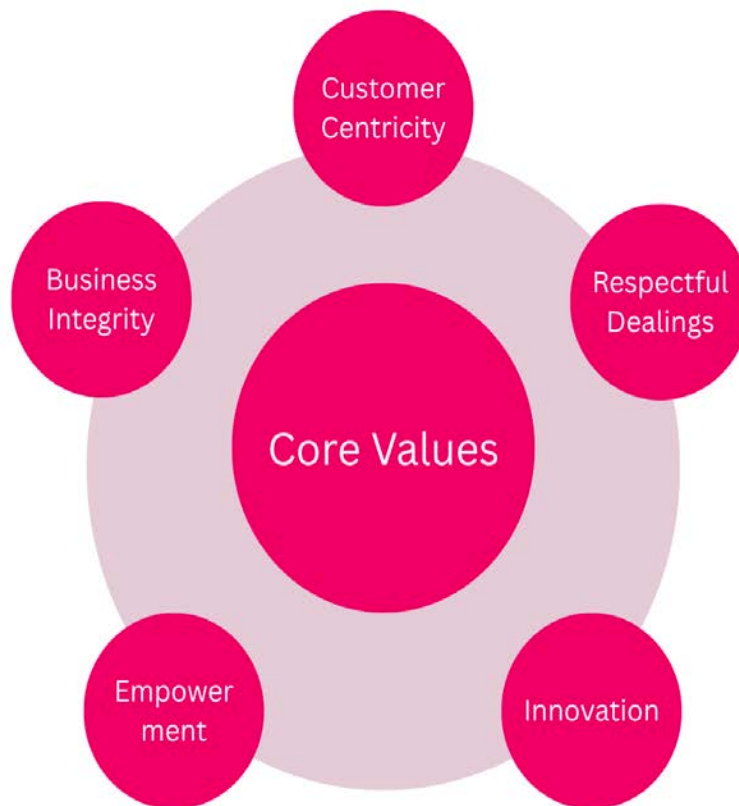


Figure 1- Core Values of bKash Limited

2.4 Functional Organizational Hierarchy

bKash Limited has a hierarchical organizational hierarchy, with the original founder and CEO Kamal Quadir at the top. In the hierarchy, the assistant officer post is the lowest grade and leads up to the senior officer assistant. manager, manager, deputy general manager, general manager, vice president, senior vice president, executive vice president & Head of the departments (EVP & HoDs), and then finally to the corporate executives (the CXOs & CEO).



Figure 2 - Functional Organizational Hierarchy of bKash Limited

2.5 Functional Divisions

Currently, bKash Limited has Eleven functional divisions:



Figure 3 - Functional Divisions of bKash Limited

2.6 Recruitment and Selection Process

bKash employs a rigorous hiring and selection process for its staff. For regular jobs, the hiring process starts with a review of resumes and may involve two or more interviews.

Alternatively, technical staff members are recruited through multiple written tests (technical tests) or interviews. Prior to enrolling in either of the flagship programs, GenNext or bNext, candidates also must clear a number of exams and interviews. The first interview, the focus group discussion, the elevator pitch and presentation, the final interview, the aptitude exam, etc., were all specifically included.

2.7 Training and Development (T&Ds) Practices

bKash Limited as among the top brands of the country places a high preference on the development of skill sets of its entire staff. In order to develop a productive and up-to-date workforce, bKash introduced "b. Academy" in 2022, an initiative to ensure upskilling of its human resources. This program allows employees to receive training from regional as well as international specialists in areas relevant to the goals and aspirations of bKash Limited, such as data analytics, project management, and innovation.

2.8 Performance Appraisal System and Metrics

The performance appraisal at bkash Limited is usually done towards the end of the year, which is a structured process and the results determine incentives (e.g. bonus) for that particular employee over how much he/she should receive.

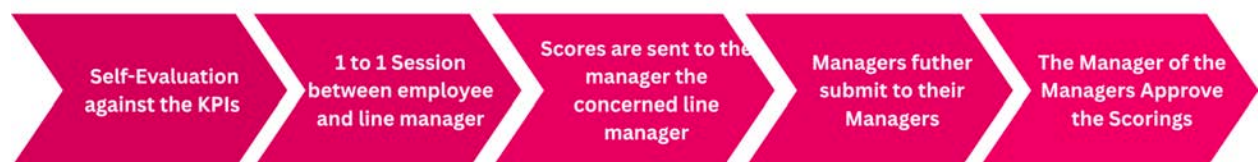


Figure 4 - Performance Appraisal System and Metrics Workflow at bKash Limited

2.9 Financial Services Offered by bKash Limited

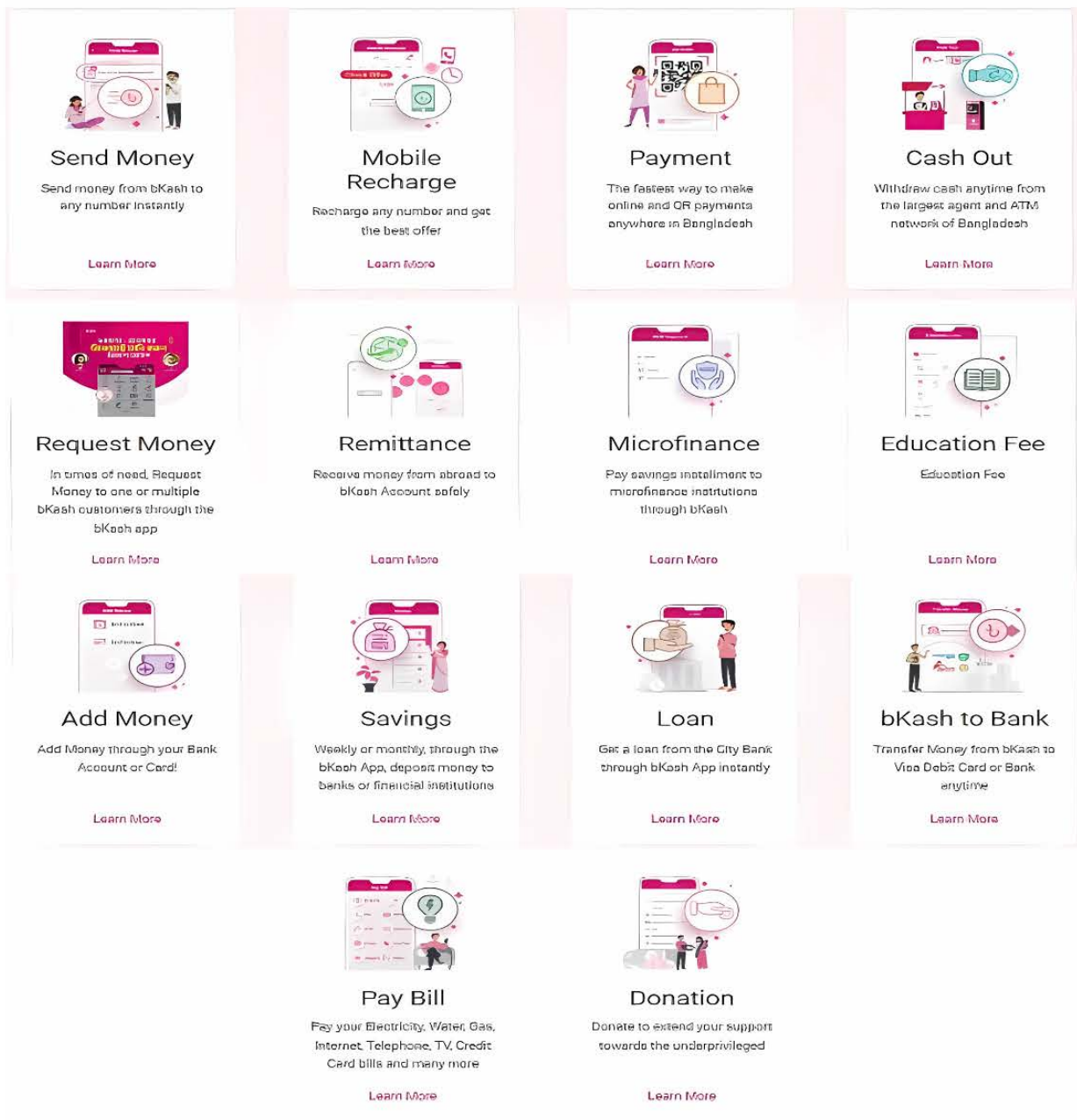


Figure 5 - Financial Services Offered by bKash Limited

2.10 Management Style and Practices

Leadership Style: bKash's leadership style can be described as participative, and closely associated with democratic participation. This could be justified in the saying of Sometech (2010) that participative decision making as an organized approach are made through group interactions and this is what the culture of bKash Limited is.

bKash constantly ensures that each division and their respective teams collaborate within to reach their objectives. Because of this, almost all of the job advertising usually highlights "the need for being able to work under pressure and with different stakeholders". This is also discussed in the performance appraisal section, where an open discussion about performance scores takes place between the supervisor and the staff member.

Chapter 3: Project: “Improvement of the Existing Recruitment Process of bKash Limited”

3.1 Introduction

The report here has been written to complete a portion of the internship program’s requirements, and for the completion of my Bachelor’s Degree in Business Administration (BBA), as approved by BRAC Business School (BBS), BRAC University. The internship at bKash Limited under the flagship bnext program has been designed to provide a hands-on corporate experience and a chance to apply my academic learnings in the tasks to be performed. My joining date under the next program was 25th May, 2025 and my internship has continued till 8th September, 2025 (which includes a 10 working days extension) as per contract. Following a discussion with my academic supervisor, Dr. M. Nazmul Islam and co-supervisor, Dr. Syed Far Abid Hossain has been extremely cooperative in supporting me through their guidance and supervision in completion of the internship report.

3.2 Theoretical Background

As mentioned, among the key aspects of Human Resources Management is the “Recruitment and Selection” on which organizations rely on gaining success through competitive advantages in sourcing right-fitted human capital (Karim, Bhuiyan, Nath & Laif, 2021). The “Recruitment & Selection” process refers to the discovery of KSAs (knowledge, skills & abilities) of potential candidates and selecting the right fit and also those who ticks all or most of the boxes of requirements for available new or replacement positions. The ability to draw in right fit candidates using effective strategies, through external sourcing, or through specialized headhunting is about the specialty of this particular Team (Vasile & Zhan, 2020). Rapid urbanization and industrial growth, even in MFS, have surely made an impact on the functions of Human Resource and the functionality is growing. Also, the previous analog processes are being discarded with newer updated solutions to meet the ever changing dynamic requirements in the field of Human Resources (A.Sarada, 2018).

Now, companies are using social platforms and new standards of technologies to recruit new staff, and this trend is only anticipated to continue into the future. According to a newer study, shifting to online platform based hiring, and selection procedures can save significant resources (e.g. time, human effort, space requirements, etc.) and also give the companies cost-effectiveness advantage. However, social media platforms are still seen by many businesses as an informational platform to traditional employment and candidate selection processes rather than as a substitute for the given concern (Silva & Machado, 2023).

3.3 Objectives of the Report

The main objective of this report is to study, understand and assess the “recruitment and selection” procedures of bKash Limited. Although bKash Limited has a great Human Resources Team to deliver tasks in hand very swiftly and marks itself one the standards in the industry, there are some identified areas that require further improvement.

The primary objective requires the followings:

- To study and diagnose the areas of improvement in the “recruitment and selection” procedures of bKash Limited.
- To relate, connect and apply gained knowledge through academics within the current Human Resources practices of bKash Limited.
- To mention possible recommendations for improving the current recruitment structure of bKash Limited.

3.4 Significance of the Report

The report has been prepared with the sole intent of studying, understanding and decoding the recruitment and selection process of bKash Limited, and to figure out possible areas where improvements can be made. From personal observation, potential areas of shortcomings are identified and necessary recommendations have been made to the HR of bKash Limited. The study in this report plays a significant role in highlighting some of the underlying issues with outdated HR practices that can be replaced with modern or technical initiatives. This study will

further dive into the usefulness of integration of in-house developed AI for the "recruitment and selection process".

3.5 Methodology

The report has been prepared using both primary and secondary data. Primary data sources refer to the work experience and observations taken during the internship period. This alongside a detailed discussion with the on-site supervisor has been used as an input in the making of this report. Here, the secondary resources of information are taken from credible websites (e.g. news articles, blogposts, company's own website) and official reports published by the company itself.

3.6 Overview of the Human Resources Division of bKash Limited

The Human Resources division of bKash Limited plays a pivotal role in contributing to the growth of the company through uplifting its workforce through different functions within the realm of Humane Resource Management such as "Compensation and Employee Benefits", "Training and Development (T&D)", "Talent Management", "Compliance and Workplace Safety", etc. To perform the various functions of HR, bKash has four specific departments carrying specified responsibilities, which are-

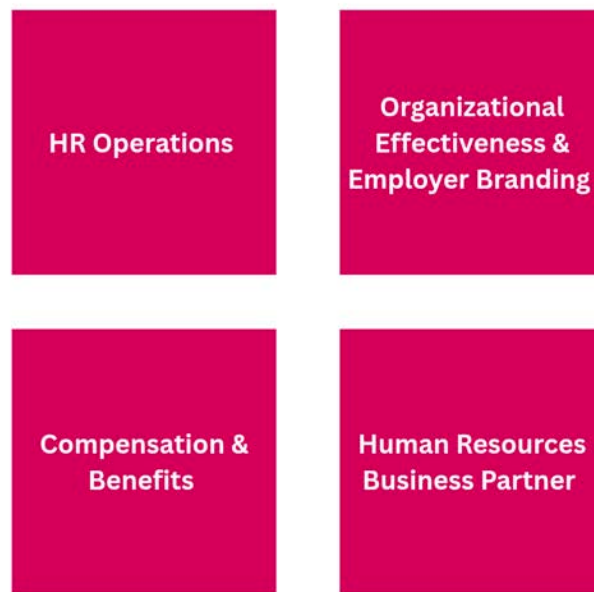


Figure 6- **Four Departments of HR Division of bKash Limited**

3.6.1 **Organizational Effectiveness and Employer Branding**

This department works in advancing training opportunities to staff members such as the initiatives that promote leadership, upskilling, talent grooming, learning, cultural engagement & leadership, change management, and Humane Resources process/framework/product development, etc. Here, the “Organizational Development & Employer Branding department” prioritizes and mainly works for improving the employee's experience at bKash Limited and for the same cause, a structured monthly (usually one program on each month) training program usually scheduled to help employees improve their own abilities, productivity, and work ethics. This is part of their “b.Academy” upskilling program to keep the organization's human resources well-equipped and relevant (aka right fit) for the coming challenges in the fintech sector. A list of prescheduled training programs are sent to the employees beforehand through emails, and they are invited to choose the programs listed as to participate in the coming months. The training programs are mostly online based with the flexibility of a given time period to complete, however, many programs are scheduled offline in a meeting setting beforehand. These programs are designed to elevate the abilities of the employees and this practice is done every month. The employer branding team also manages the flagship internship program offered to fresh

to-be-graduates "bNext" and the management trainee program to the fresh graduates, "GenNext" in an effort to draw in talents and shape them for a better future at bKash.

In addition to all of these, the Organizational Development & Employer Branding department also does roadshows, campus ambassadorship programs (b-Ace) and camps exposure related programs (e.g. Career Fairs) to uphold bKash's dynamic culture and draw in talents.

3.6.2 HR Operations

HR operations oversees the bKash's hiring processes. This department works with Employee onboarding, Talent Acquisition, HR Information System. My internship placement was in this particular department and I got the opportunity to work among many talented people working towards recruiting talents.

3.6.3 Human Resources Business Partner (HRBP)

bKash employs a special HRBP framework where the assigned HR representatives perform the responsibility of working in collaboration with other business units and creates liaison between HR and the business units. This guarantees that HR is connected with every other business unit and the issues/concerns mentioned by employees from other units are attended by HR. There are assigned HRBP's for every division at bKash Limited.

3.6.4 Compensation and benefits

works with the benefits and pay packages provided to the employees. This department is equally responsible for bKash's image as "Employer of the Year" as it manages to provide alluring benefits and pay packages. From offering medical coverage to providing facilities to take care of their parents, wives and kids is one such perk that sets bKash apart.

Here, some of the exceptional motivational initiatives for keeping the workplace engaged and part of the pay packages are mentioned-

- **Performance Bonus:** Bonuses based on performance are provided based on the KPIs and the scores received at the end of the year.
- **Acknowledgement and Prize:** Employees with exceptional performance are rewarded to promote their contribution in bKash.
- **LFA (Leave Fare Assistance):** A special benefit that allows the employees to take leaves for trips and the leave is fully or partially subsidized by the company.
- **Medical Allowance:** The employees are under the protection of medical insurance for emergency situations (also, they are under the protection of group insurance).
- **Retirement Benefits:** The special retirement provided to the retiring employees based on their tenure and service towards the company.

The benefits included-

1. Paid Leaves
2. Short Term Benefits
3. Provident Fund
4. Worker's profit participation Fund
5. Gratuity/Quality Performance Appraisal

3.7 Analyzing Recruitment and Selection Process of bKash Limited

The recruitment and selection process has been a crucial component in the Human Resources process at bKash Limited. The Human Resources Operations department within the Human Resources division, responsible for recruitment and selection. More specifically, the "Talent Acquisition Team" within the Human Resources Operations department pays keen attention in making the hiring process aligned with the organization's mission, vision, and strategies. To attract and retain the right fit employee who will contribute in the success of the company through performing respective roles, the HR Operations department follow below steps (step by step) for the "recruitment and selection process"-

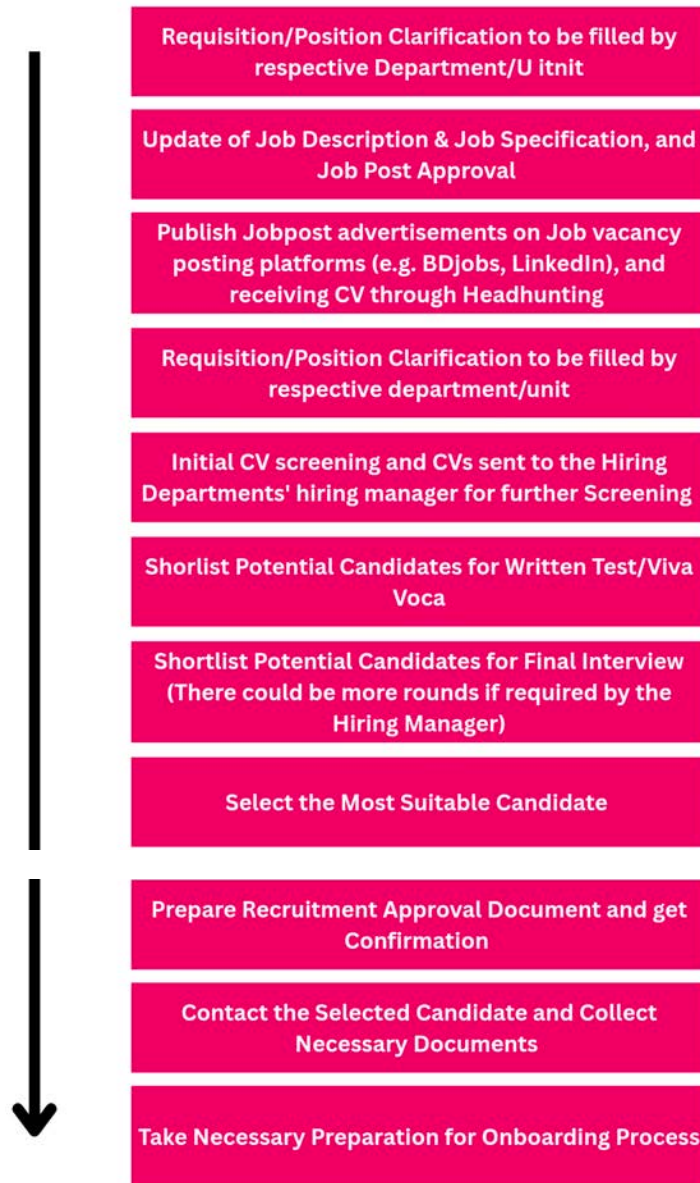


Figure 7- **Recruitment and Selection Process at bKash Limited**

Here, the entire flow chart can be divided into two segments which are-

3.7.1. **Recruitment**

Recruitment starts with the first step of getting requests and clarification from the respective department heads (or the hiring managers) from concerned divisions with information regards to the number of positions to fill up, the position to be filled up, Team & Role, Job Description, the

Deadline for Job posting (after negotiating with the department head or usually 2 weeks from the date of Job posting) and the expected time for filling up the vacant positions. Then, a job post for both BDjobs and LinkedIn platforms are prepared on the basis of Job Specification and Job Description as well as given any other criteria explicitly or implicitly mentioned by the hiring manager for the vacant positions (the job postings included information such as job contract type, purpose of role, department, responsibilities, job location, educational qualification & required relevancy in terms of experience, others professional qualifications if preferred, age, and other preferred skills relevant to the posted job profile. After drafting the Job Post., it is sent for approval to the HoD of the HR Operations department. After approval, the Job post is published on the mentioned platforms.

After the job posting, the Talent Acquisition Team under HR Operations looks for sources of candidates from Internal sources (e.g. referrals, transfers, employee promotion, willing employees) and External sources (e.g. headhunters, job fairs, and the applications received through job posts). After the deadline has ended, depending on the vacancies and type of assessment (written/interview), an initial screening is done by the HR Operations and around 15-40 CVs are collected and sent to the respective department's hiring manager/HoDs (who called for the interview). Then a final list of shortlisted candidates information is received for the initial interview/assessment. Usually, the written test (could be Excel based or Technical) is conducted for the junior level roles, initial interviews are conducted for the Mid-level roles. The interviews can be conducted based on the requirements over Online (Microsoft Team or Zoom) and Offline. The final interview happens mostly in-persons and the assessor's board setup looks something like- 1. The HoD of the concerned department, 2. The General Manager/HoD of the respective Division and 3. The HRBP of the Concerned Division.

After the final interview, the signed and marked scorecards of the selected candidates are collected and the Selection Process begins.

3.7.2. Selection

After the scorecard collection, the recruitment approval document is prepared for the selected candidate. To note that usually the onboarding requests are usually carried forward through outlook (bKash uses Microsoft Outlook for their formal communication) before collecting the scorecards. Then the selected candidates are contacted for collecting the necessary informations for the preparing a suitable Job offer which is then forwarded for approval to the HRBP of the concerned division for the requested hiring of the concerned department, and then the chain mail is forwarded to HR Operations HoD for the final approval. Then the offer is sent to the selected candidate and if accepted by him/her, an onboarding email is sent to collect the necessary details alongside the potential joining dates. From here on, the responsibility of the new joiner is handed over to the concerned HR in place.

Here, the “recruitment and selection” process performed by Talent Acquisition of the Human Resources Operations Department ends.

3.8 Findings from Analyzing the Recruitment and Selection Process:

The following have been summarized from observation of the “recruitment and selection” process at bKash Limited.

3.8.1. Manual CV/resume Screening System

As of now, the CVs collected from Job posts are screened manually. On some occasions the initial CV screening tends to take a great deal of time depending on the amount of applications. Throughout my internship, I oversaw some segments where the number of applications went over 8,000 and given the poor accuracy of Bdjobs, it would take up to a few days for the initial screening to be conducted for a particular segment. And then it will take up to a few days again for the respective department HoDs to further screen the CV and provide a shortlist of candidates for the initial round. This process becomes lengthy given the fact that we receive multiple

requests for recruitment and selection alongside the ongoing coordination of interviews and other tasks..

In short, due to the limitations of going manual in the CV screening process, the whole recruitment stage could take up to or over a month (with or without the duration of Job posting and deadlines), making the process a bottleneck for a quick solution to the vacancy.

3.8.2 Understaffing in the HR Operations

Being an Talent Acquisition Intern of HR Operations, I along with my supervisor handled multiple requests across all divisions at the same time (request for “Job Post”, “CV Screening”, “Interview Coordination”, “Selection” & “onboarding” and other tasks). This put immense pressure on us initially but over the course of time, me and my on-site supervisor worked as a team and made through the tasks. However, to note that from the time of my tenureship, my on-site supervisor became responsible for the whole recruitment and the tasks in hand alongside the request pressure often became very challenging to entertain. Even though we are working as a team and making through the tasks on an ad-hoc basis, I believe over the course of time, due to the growth factor of bKash and the need for more staffing, would make it close to impossible to handle for the HR Operations. Thus, having appointed more staff could help in making the challenge evenly distributed and the interview/assessment coordination tasks more smoother. To note that we do entertain multiple interview coordination requests on the same date, but often we find ourselves running out of pair of hands for interview coordination and making the smooth liaison between the candidates and assessors. Further to add, during the interviews, the candidates are given access cards upon the approval provided only by the recruiter as per the process requirement (which in our case is usually my on-site supervisor) and this approval is only to be provided by him using his authorized device, otherwise the candidates are not provided the access card. This creates a bottleneck as my on-site supervisor often could be busy in strategic meetings which may delay the candidate approval for the interview, and eventually slow down the coordination process.

3.8.3 Decentralized Database for “Recruitment and Selection Pipeline/Progress” Updates

The HR Operations team requires a centralized database system that will connect the entire Human Resources Team on a platform where there will be regular updates listed of the candidates currently in the recruitment pipeline. This will solve the overlapping issues of catering a particular candidate for many different segments of interview at the same time, let alone the overlapping issues in the selection pipeline.

3.9 Implication

The report here analyses the “recruitment and selection” process at bKash Limited and reveals both the sides of a coin- the positives and the negatives. Although, without a doubt, the recruitment and selection process at bKash is very well structured, the aforementioned room for improvements can help the HR Team and eventually the company in more effective and efficient. Being the market leader in the MFS industry, such changes are a timely need.

3.10 Limitations

This preparation of this report is subject to some limitations as well. One of them is that the data for the report is collected after discussing with HR professionals of the company who maintained strict confidentiality to disclose crucial information, as per company policy. Moreover, the report mostly follows personal observation and experience from working in bKash as an intern, and being an intern comes with strict rules regarding access to confidential information and range of responsibilities that is a limitation in itself in validating the aforementioned findings fully with further information.

3.11 Conclusion

The success of any business depends highly on its valuable human capital and how effectively that capital is acquired through its “recruitment and selection process”. bKash Limited follows a structured, process bound “recruitment and selection” procedure, consisting of several steps and tools to facilitate the recruitment needs as per hiring requirements. Moreover, the interview

panel structure ensures that different opinions are achieved and scrutinized in hiring the right talent. The goal here is to match the KSAs of the candidate with the requirements of the role. And this is what the Human Resources team has been able to provide so well so far. However, like every other company, bKash Limited does have employee turnover issues though it is not severe but it is mostly due to not being able to find the right fit within the organization culture, vision, mission and core values. And here the dependency on the success of the company's recruitment and selection process is significant. Thus, competent employees and effective with efficient measures are what is needed at HR of bKash Limited to continue and improve their growing success for years to come.

3.11 Recommendations

From the above discussion, for the “recruitment and selection” process at bKash Limited, the following measures can be implemented to enhance the process:

- The report revealed that there is a need for more employees in the Human Resources Operations department at bKash Limited and this understaffing is posing challenges mostly in step 6 and in step 7 for requiring more pair of hands in coordinating interviews. A study revealed that educational institutes in Nigeria faced similar situations which denoted the requirement for a strategic manpower planning in place (Jacob, 2020). Thus, bKash Limited needs to consider manpower planning for the Talent Acquisition Team under the Human Resources Operations department.
- The time taken to conduct the next round of interviews and reach the final selection stage could be possible reasons for the loss of potential/right fit candidates. A study conducted over eight international companies, including Hilton Hotel, revealed that implementations of Artificial Intelligence (AI) in the recruitment process can help reduce the long hours concerned in the manual CV screening process that will eventually reduce the time taken to wrap up the recruitment and selection process of a particular segment. AI or in-house designed CV screening software by bKash can help interpret and analyze the job applicants in a faster and more efficient way. And with time, the software can learn and

be updated with necessary information to make it more effective, eventually combining it with efficiency (Ali & Siddiqui, 2024).

- To solve the overlapping in scheduling candidates for interviews and possess a strong data centric knowledge over the recruitment pipeline, having “Centralized Recruitment and Employment Tracking System (CRETs) using in-house built AI” can help maintain unified candidate profiles, tracking application status, and automating notifications so candidates are not scheduled multiple times across segments (Mp et al., 2025). This could also be customized and used for providing automated feedback to candidates who made it until the finals but were not selected.
- Since the bKash uses Microsoft Outlook platform for formal mode of communication, integration with in-house built customized within the Microsoft’s framework can allow the Talent Acquisition Team to filter applications from emails and also provide bulk approval to the candidates coming in for assessment/interviews to reduce the bottlenecks in the process.

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