

Report On
Recruitment & Selection Process at “**The Daily Star**”

By
Mahmuda Akter
Student ID: 21304105

An internship report submitted to the BRAC Business School, BRAC University, in
partial fulfillment of the requirements for the degree of Bachelor of Business
Administration (BBA)

Brac Business School
Brac University
5 October, 2025

©2025. Brac University

All rights reserved.

Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Mahmuda Akter
Student ID: 21304105

Supervisor's Full Name & Signature:

Nadia Afroze Disha
(Lecturer, BRAC Business School)
BRAC University

Letter of Transmittal

Nadia Afroze Disha
Lecturer, BRAC Business School
BRAC University
Kha 224 Pragati Sarani, Merul Badda, Dhaka-1212

Subject: Submission of Internship Report on “The Recruitment and Selection Process of The Daily Star”

Dear Madam,

It is my pleasure to submit my internship report on the **Recruitment and Selection Process of The Daily Star**, which I have prepared under your kind supervision.

I have made sincere efforts to complete the report with all the necessary information and practical insights, based on my experience and knowledge gained during the internship period. I have also included relevant recommendations that are as compact, clear, and comprehensive as possible.

I hope the report meets your expectations and serves the academic purpose it has been prepared for.

Sincerely yours,

Mahmuda Akter
ID: 21304105
BRAC Business School
BRAC University
Date: 5,October 2025

Non-Disclosure Agreement

[This page is for the Non-Disclosure Agreement between The Daily Star and Mahmuda Akter]

This agreement is made and entered into by and between The Daily Star and Mahmuda Akter, a student at Brac University.....

Mahmuda Akter

ID:21304105

Acknowledgement

I would like to thank almighty Allah from the core of my heart, who has given me courage, patience, and guidance on completing this internship report. It would not have been easy to surpass all the obstacles and finish things on time without His blessings.

I am deeply grateful to my academic supervisor, **Ms. Nadia Afroze Disha(Lecturer at BRAC Business School, BRAC University**, for her continuous support, valuable guidance, and generous efforts during the internship. Her comments were incredibly helpful in directing the report and spurring me on. I am also grateful to my Co-Supervisor, **Ms Tanzin Khan (Senior Lecturer at BRAC Business School)**, whose comments have helped improve this work's quality.

Finally, I am grateful to **Mr. Fahad Hossain (Senior Executive, Human Resources) and The Daily Star** for his warm-hearted supervision during my internship. Above all, his practical wisdom, working style, and extending support and guidance helped me not only to experience the recruitment & selection process for an hour, but also gave me real-life exposure to Human Resource & Admin practices.

And a heartfelt thanks to the entire team of The Daily Star for making this the most disciplined, respectful, and inspiring workplace. It has to be one of the best workplaces I have ever seen, and I feel lucky and privileged that I was a part of it during my internship period.

Also, I would like to say a big thank you to my family, faculty, and my classmates for encouraging me throughout this journey. Maintaining a positive and unwavering commitment all the way through was down to them.

Finally, thank all persons who contributed in one way or another to the successful completion of this report.

Executive Summary

This report discusses human resources (HR) and the administrative functions of The Daily Star newspaper, especially in the recruitment and selection process. The report was written during my Bachelor of Business Administration coursework at BRAC University during my 3-month HR and Administration Department internship.

As an intern, I participated in different HR duties, including organizing the recruitment phase, screening candidates, scheduling meetings, coordinating, and managing document management. I also ensured that there was full logistical assistance in the interview process and that the employee records were accurate. These duties offered me an excellent practical experience and an insider knowledge of how HR operations work in terms of organizational objectives, as well as in relation to the employees and their expertise.

My company was among the activities that I was majorly involved in, and this activity was the recruitment and selection process of interns and permanent positions. I went through resumes, shortlisted, and organized interviews. Once I had the interview rooms and all the documents ready, I helped the interview panel by directing candidate flow to smooth the interview process.

I was also expected to perform several administrative duties, including data input for employees to HR software and maintaining and managing files for employees. These were also in the form of secondary data that I used in the documentation of files, and ensured that everything was well-organized and up to date.

Nonetheless, there are a few challenges that I had to overcome during my internship, such as a lack of technical training in the usage of HR software and tools. Despite my capabilities to do simple assignments, a better recruitment process and greater training on complex HR systems would have equipped me with a greater ability to undertake more complicated tasks. Task monotony was another challenge, as some functions had to be repeated so frequently that they narrowed my access to a bigger variety of HR activities. Moreover, I understood

little could be suggested in post-internship placement owing to issues of confidentiality, which had long-term effects on the development of a career.

Despite these, the internship was a fresh learning experience. I became familiar with how HR operates, gained extensive knowledge of effective communication, and learned the importance of the HR role in creating an efficient and harmonious working environment.

I suggest implementing more structured technical training in HR software and tools to enhance my future experiences as an intern, and rotating through different tasks so they are not repetitive. Moreover, the mentorship program might further assist the interns in understanding more about the HR dynamics so that they are ready to enroll in job roles in the field in the future.

Finally, the HR department of the newspaper, The Daily Star, provides an evolving environment that supports interns. Although it still has some weaknesses to be polished, especially in technical training and career development, the experience has taught me healthy skills, which can assist me in my career activities in the future.

Keywords: Human Resource, Recruitment and selection, HR Software, Internship Experience, Administration, career development.

Table of Contents

Declaration —————	2
Letter of Transmittal—————	3
Non-Disclosure Agreement—————	4
Acknowledgement—————	5
Executive Summary—————	6-7
Table of Contents—————	8
List of Tables—————	11
List of Figures —————	11
List of Acronyms —————	12
Glossary —————	12
Chapter 1 —Overview of Internship—————	13
1.1 Student Information: Name, ID, Program and Major/Specialization—————	13
1.2 Internship Information:—————	13
1.2.1 Period, Company Name, Department/Division, Address—————	13
1.2.2 Internship Company Supervisor’s Information: Name andPosition—————	13
1.2.3 Job Scope – Job Description/Duties/Responsibilities—————	13
1.3 InternshipOutcomes—————	14
1.3.1 Student’s contribution to the company—————	14-18
1.3.2 Benefits to the student—————	18

1.3.3 Problems/Difficulties (faced during the internship period)-----	19
1.3.4 Recommendations (to the company on future internships)-----	20-22

Chapter 2: Organization

Part-----	22
2.1: Introduction -----	22
2.1.2 Objective-----	23
2.1.3 Scope of Study-----	23
2.1.3 Methodology-----	23
2.1.4 Significance of the Study-----	24
2.1.5 Limitation -----	25
2.2 Overview of the Company-----	25
2.2.1The Value of The Daily Star-----	26-28
2.2.2:Mission Of The Daily Star -----	28
2.2.3:The Core Value Of The Daily Star -----	29
2.2.4 In memory of Founding leaders & BOD-----	30
2.2.5: Board Of Directors -----	30
2.2.6:Type Of Employees-----	30
2.2.7: The Daily Star Platform-----	31
2.2.8: Regular Publication -----	31
2.2.9: Feature & Special Publications -----	32

2.2.10: The Daily Star Office Location	32
2.3 Management Practices at The Daily Star	33
2.3.1 : Leadership Style	33
2.3.2 : Human Resource Planning	33
2.3.3 Recruitment and Selection	33
2.3.4 : Benefits Packages	35
2.3.5 : Insurance Benefits	35
2.3.6 Other Facilities	35
2.3.7 Impact on Innovation	36
2.3.8 Training and Development	37
2.3.9:Performance Appraisal System	37
 Chapter 3: Project	
Part	38
3.1 Introduction (for chapter 3)	38
3.1.1 Background and Problem Statement	38
3.1.2 Objective(s)	39
3.1.3 Significance	39
3.1.4 Scope of the Study	39-40
3.2 Literature Review	40
3.3 Methodology	40
3.4 Findings and Analysis	42-49
3.5 Summary and Conclusions	49-50
3.6 Recommendations/Implications	51
 References	5
4-55-	

List of Tables

List of Figures

Figure 1: Mission of The Daily Star.....	28
Figure 2 : The Core Value Of The Daily Star	29
Figure 3 : In memory of Founding leaders & BOD.....	29
Figure 4 : Board Of Directors	30
Figure 5 : Type Of Employees.....	30
Figure 6 : The Daily Star Platform.....	31
Figure 7 : Regular Publication	31
Figure 8 : Feature & Special Publications	32
Figure 9 : The Daily Star Office Location.....	33
Figure 10 : Benefits Packages.....	35
Figure 11 : Insurance Benefits.....	36
Figure 12 : Personal Experience.....	37
Figure 13 : Are you an employee of Daily star (Survey response chart).....	43
Figure 14 : Did you apply current position through the recruitment process at The Daily Star (Survey response chart).....	43

Figure 15 : How would you rate clarity of the job position you encounter during your application process (Survey response chart

).....44

Figure : 15 What type of recruitment process did you experience when applying for the current position (Survey response chart

).....45

Figure 16 : How effective was shorting process in identified qualified candidates for your role (Survey response chart

).....45

Figure 17 : What selection criteria used during your hiring process align with your role actual job requirement (Survey response chart

).....46.

Figure 18 : How transparent was the recruitment process (Survey response chart

).....46

Figure 19 : Challenge encounter during the recruitment process (Survey response chart

).....46

Figure 20: Effectiveness of the Daily star recruitment process (Survey response chart

).....47

Figure 21: Do you think the recruitment and selection process at the daily star could benefit from any improvement and changes (Survey response chart

).....48

Figure 22 : Contribution of recruitment process to grow (Survey response chart

).....48

List of Acronyms:

HR	Human Resources
SOP	Standard Operating Procedure
BBA	Bachelor of Business Administration
KPI	Key Performance Indicator
NOC	No Objection Certificate
FGD	Focused Group Discussion
ERP	Enterprise Resource Planning

Glossary

Thesis An extended research paper that is part of the final exam process for a graduate degree. The document may also be classified as a project or collection of extended essays.

Chapter: 1

Overview of Internship

1.1 Student Information:

- Name: Mahmuda Akter
- ID: 21304105
- Program: Bachelor of Business Administration
- Brac Business and School
- Primary/Specialization: Human Resource Management (HRM)
- Minor: Marketing

1.2 Internship Information:

- Internship Period: June 02, 2025, to September 2, 2025(3 months)
- Company Name: The Daily Star
- Department/Division: HR & Admin
- Address: 64-65, Kazi Nazrul Islam Avenue, Dhaka-1215, Bangladesh

1.2.2 Internship Company Supervisor's Information:

Name: Fahad Hossain

Position: Senior Executive, Human Resources (The Daily Star)

1.2.3 Job Scope

At the Daily Star, I was engaged in different facets of the recruitment and selection process in my three-month internship. My primary duties were:

- **Job Advertisement:** Prepared professional job advertisements and put them out in BD Jobs, LinkedIn, and job-related Facebook groups.
- **Application Tracking:** Retrieved and monitored applications received by email and the web daily.
- **CV Shortlisting:** CVs are shortlisted based on education, relevant skills and training, and previous experience.

- **Candidate Matching:** Facilitated shortlisted candidates matching job-specific requirements to be selected.
- **Interview Coordination:** Pre-scheduled interviews and liaised with interviewees and interview committees.
- **Interview Support:** Accommodated the necessary paperwork and time provision regarding interviews.
- **Onboarding Support:** Assisted with onboarding by preparing correspondence and orientation of new hires.
- **Documentation:** Kept the recruitment records and could work with HR software.

1.3 Internship Outcomes:

This internship experience at The Daily Star allowed me to acquire significant real-life work experience that I have gained mainly in HR duties, such as coordinating the recruitment process, candidate screening, and managing documents. I gained essential skills in communication, organization, and HR processes.

There existed such challenges as the shortage of technical training and monotony of the work, which helped me learn and grow.

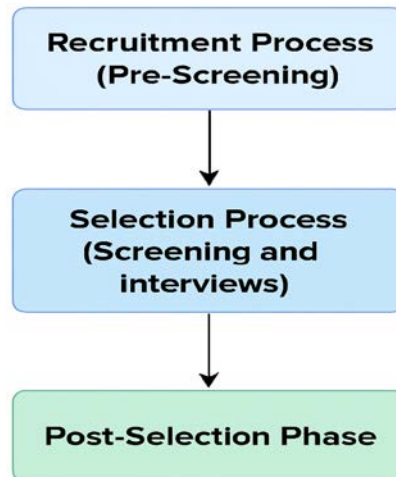
I suggest additional technical training and diverse activities for future interns to improve their experience. Overall, this internship was an instructive experience as it helped to see how HRs work in practice.

1.3.1 Student's Contribution to the Company

As an intern working at the HR department, I have contributed to the day-to-day activities of the department as well as the department's overall efficiency by aligning myself under the guidance of my supervisor and senior members of the team. My duties included general office work, mostly helping other employees work in the Human Resources department. I

took instructions regularly, had my work reviewed, and checked accuracy before final submission.

Contribution to the Recruitment and Selection Process



Phase1:Recruitment Process (Pre-Screening).

Job Description:

The head assigned me copies of detailed job posts, job descriptions, job duties, qualifications needed, and the application deadline.

For example, when recruiting an intern in the finance department, I would ensure the Job description was correct and postable.

Multi Listing:

The job advertisement was placed on several sites as follows:

- LinkedIn
- BDJobs
- Facebook page of the Daily Star
- Facebook groups targeted at work-related issues

Every platform had formatting standards, and I tried to make everything consistent as per my supervisor. I also made the application deadline clear, and candidates can apply within the time provided.

HR initiates the Search:

After placing the job advertisement, my duty was to supervise the candidates' reactions. This included:

- Regularly look through direct mail and job listing websites (LinkedIn, BDJobs, Facebook).
- Looking through applications ensures that the candidates fit the position's minimum qualifications.
- Monitoring the interest of the candidate and ensuring that there is constant communication with the candidate.

Phase 2: Selection Process (Screening and Interviews)**CV Screening and Evaluation:**

I also read thoroughly through every applicant's qualifications, experience, training, and references, each satisfying the position's minimum requirements. I evaluated:

- **Qualification:** Educational degrees and certificates.
- **Experience:** The relatability of the work experience to the position.
- **Training and Certifications:** any training that would add to the candidate's greater potential to succeed.
- **References:** What former employers have to say about the candidate in terms of his personality and his work ethic.

Shortlisting Candidates:

Upon completing the CV screening, I compiled a list of shortlisted candidates who satisfied the core requirements. It was then given to my supervisor to be finalized.

Shortlisted Candidates Contact:

Once it was agreed upon, I made a personal phone call to each of the shortlisted applicants and clarified that they were available to take the next step of the procedure (interview or written test). I gave information on the date, time, and place for the information emails:

After involving candidates, I ascertained that they were available, and I responded to them by sending emails that:

- Time and Date of Interview
- Meeting Link, or a link to the location of the interviews
- Requirements on what documents to carry (ID proof, CV, etc.)

Interview Day Preparation:

On the interview day, I ensured the interview process ran smoothly:

- Printed CVs, question paper, exam papers, and a list of candidate names for the reception staff.
- Ensured the interview room was clean and organized.
- Provided the reception team with a list of scheduled candidates for sign-in.
- Distributed interview materials (CVs and relevant documents) to the interviewers.
- Coordinate the written exam and interview period and communicate with the candidates.
- Managed snacks or lunch hour with the candidates after that, and again remained the candidate coordinator

Conducting the Interview:

During interviews, I ensured that online candidates had the correct meeting link and checked in with them to resolve any technical issues. I also assisted candidates by rescheduling their interviews if necessary. Also, I coordinate the written exam and interview session to maintain good communication with candidates and to run the interview successfully.

Debriefing and Final Selection:

After the interviews, I coordinated the debriefing session with the interview panel, which included HR and relevant department heads. The panel discussed each candidate's performance based on their skills, experience, cultural fit, and potential for the role. After receiving feedback, a final selection was made.

Phase : 3 Post-Selection Process

After selecting candidates, the process of finalizing joining details, the joining salary, and the joining date was left to my supervisor and the executive team. My task was to support by sending an email asking the prescreened candidates for the ensuing documentation:

Documents Requested:

- Information File (attached)
- All educational certificates, photocopies of which are also required
- Two passport-size photographs (Hard copies)
- One (1) passport-sized photograph of one or more of the nominee(s) (Hard copy)
- Passport /National ID card Photocopy (1 copy)
- Scalable photocopy of passport/national ID card of nominee/s (1 copy)
- Bank account details (account name, account number, bank name, branch, and routing number).

As soon as the candidates replied and sent the necessary papers, my supervisor and the executive team completed the job and proceeded to the next work stage, which included continuing work on salary and the official joining date specification.

1.3.2 Benefits to the student

My internship with The Daily Star, one of Bangladesh's most renowned English-speaking newspapers, was productive and educational. I was fortunate to apply my academic knowledge to a real working environment, namely, human resource management. My internship also taught me a great deal about the human resources department and the risk management division, among other functions of the organisation. This has increased my understanding of the different departments that collaborate within a company. Also, I learned to use Microsoft Excel and other Office software programs, which developed my data handling skills and proficiency in using computers. Among the best things I learnt was the ability to adapt to the professional office environment, whereby I witnessed a high level of cooperation and encouragement among the staff. The amicable and cooperative attitude made me more confident and self-assured. It ensured my readiness to face any challenge that might come my way in my career path.

1.3.3 Problems/Difficulties (faced during the internship period)

I did not experience any significant challenges during my internship at The Daily Star. The HR and recruitment team and my supervisor were always friendly, helpful, and supportive, and whenever I required assistance, I was guided. There was a warm and homely atmosphere at the workplace in general. All of us, including the HR, admin personnel, and the rest of the group, would be on the same schedule, and therefore we would have lunch time together and snack breaks. These collective pauses gave us a feeling of unity, allowed us time to chat together, and made me feel relaxed and involved early on.

Nevertheless, I faced several challenges and setbacks during the Internship. These are:

- **Network /Software System Delays:** Sometimes the systems reload, not frequently (because of reloading issues with the software PeopleDesk or the office network system). These short delays, related to activities like shortlisting candidates and updating records, though of a few minutes, affected the overall speed of activities.
- **Repetitive nature of work:** Having to repeat the same thing repeatedly, like sorting out CVs, updating candidate records, compiling score sheets, responding to many emails, and the like, is a task that became tiresome to me after a while. Although the activities helped facilitate the recruitment process under minimal supervision, the lack of diversity did not help me learn more about other HR department functions. There was also no activity area in the office where the employees or interns could indulge a little, doing something that could surely break the monotony and give a chance for the mind to refresh itself during long work hours.
- **Poor Training on Technical Tools:** There was also no systematic way of learning and training on technical tools commonly used in HR, like advanced Excel, HRIS, or any communication software. This constrained the extent to which technical skills functional in contemporary recruitment processes can be built.
- **Less Professional Exposure:** This internship program had less external exposure than some of the known internship programs profiled by Banglalink, Kazifarms, Robi, Grameenphone, etc. Intern contributions or achievements were not regularly discussed through professional websites/magazines or social media, diminishing the potential to establish a presence in the industry.
- **The Daily Star Job Opportunities after Post-Internship**

At The Daily Star, it is generally possible that an intern shall be offered a short-term job of (3 months or 12Months), and there is no automatic right to be hired

permanently. Although these internships give experience and an opportunity to familiarize themselves with the company, interns who have adjusted well and made positive contributions will likely be demoralized because they may not be retained and expected to work in the long run. Though they perform and work hard, most interns are forced to seek other opportunities after the internship.

1.3.4 Recommendations (to the company on future internships)

Internship at The Daily Star has been a positive and structured experience, providing the interns with a beneficial atmosphere. The first day of orientation and introductions will assist the interns in adapting to the new environment and make them feel like a part of the team. The company also offers good training, which is exemplified by lessons on the Bangladesh Labour Law Act 2006 and Rules 2015. I am lucky to attend such training sessions, but many interns in other departments do not have such a chance. Every intern must be trained in basic skills that would be helpful in any profession. Some recommendations are :

1. Compulsory Skill Development Training

Offering a well-designed training program will help interns acquire hands-on experience and advance in their work readiness. Such areas are suggested as:

Basic Data Analysis Skills: Knowing data analysis helps interpret a trend and then make decisions with the clarity of knowledge.

Advanced Excel in Data Management, Enhancing Excel: A Greater in-depth understanding of working with Excel enables interns to complete complex, data-intensive tasks easily.

- **HRIS platforms:** Expertise in Human resource information systems enables the interns to comprehend HR operations and records.
- **Microsoft Teams and Outlook:** These tools make communication in hybrid and remote environments seamless.
- **Entry-level Power BI:** Knowledge of data visualization contributes to interns' skills in clearly and compellingly presenting information.

Implementation:

Organize (or facilitate) training among all interns. Offer online courses and certificates on Power BI, Excel, and HRIS tools.

2. Increase Exposure in the Industry and Appreciate the input of Interns

The Daily Star can do more to promote the internship program by actively presenting the accomplishments of interns, advice, and project contributions. Acknowledging their work puts them in the limelight, improves morale, and motivates the upcoming participants. For example, organizations such as Grammenphon and Banglalink emphasize internal contributions with the help of celebrations through awarding them and storytelling.

Implementation:

- Showcase intern achievements, work, and experience on The Daily Star Magazine, LinkedIn, Facebook post, and other social media websites.
- Create a regular intern spotlight newsletter or social media feature where the best interns are given a mention, what they contributed, and what they learned.
- Also, encourage interns to write about their experiences, using company-sanctioned company branding and hashtags to motivate engagement further and inspire future interns.

3. Marketing Internship via Universities, Job fairs, and Club fairs

Universities, career fairs, and student club events are some areas where more outreach can be done to attract motivated and high-potential talent and boost the company's image as an environmentally desirable employer. This will enable the students to interact with the company and build awareness of the company's internship opportunities.

Implementation:

- Arrange campaign, university campaigns, and information-collection events for the students about the internship programs.
- Attend job fairs, career expos, and student club fairs where students can engage directly with the current interns and company representatives.

- These events create a positive image of the company because during the meetings, they should share the success stories and highlights to motivate the best talent to apply.

4. Offer Post-Internship to High-performing Interns

Internships in The Daily Star usually finish within 3 to 12 months and do not secure a confirmation of permanent employment opportunities. The company could address the issue by providing post-internship opportunities in the HR department or other departments where the intern might be best suited based on their abilities. Organisations such as Pran RFL, Pandughar have indeed managed to recruit talented interns into permanent roles through performance appraisals.

Implementation:

- Implement a performance evaluation system used to distinguish between the best interns.
- Provide opportunities to these interns to convert to longer-term or full-time positions within

Adopting these recommendations, the Daily Star can give interns more than theoretical knowledge; they will acquire practical skills, recognition, and professional exposure. This strategy will help re-establish the company's reputation as the best place where young talents can flourish and develop the organization well, where possible.

Chapter 2:

2.1 Introduction

An internship is a required course for my Bachelor's in Business Administration. It bridges what one gets in the classroom and what is needed experientially in the workplace. This internship gave me insights into the functioning of a professional organization and enabled me to gain the necessary skills.

I carried out an internship at The Daily Star, which is a major newspaper in Bangladesh. I was engaged at the Human Resources department under my senior supervision, **Fahad Hossain** (The Daily Star, Senior Executive of the Human Resources Department). At this time, I had concentrated on learning the recruitment and selection process and how candidates are closely evaluated and chosen to take a specific job that is found to be suitable. I have my internship Report on the Recruitment and selection Process at The Daily Star, which was written about my experience and lessons learnt. It describes the recruitment process and how the HR department can be instrumental in developing a productive workforce. The report topic was selected and compiled after consultation and direction from my supervisor.

2.1.2 Objective

- To meet the academic requirements of the Bachelor of Business Administration degree.
- To gain work-oriented experience in a professional working environment.
- To utilize the academic learning experience in long-term academic coursework for real-life applications.
- To obtain adequate experience in the recruitment and selection process taught by a reliable organization.
- To acquire requisite human resource management skills through experience and practical learning.

2.1.3 Scope of Study

The following report will primarily deal with the recruitment and selection process at The Daily Star. As an intern, I was able to work in the Human Resources and Administration Department. So, I saw and took part in various steps of the hiring process, starting with posting a job, going through the shortlisting of the CVs, contacting the candidates, and assisting in their onboarding.

The paper is written based on tasks and experience I was directly engaged in. It examines how the HR team conducts permanent recruitment and how the practices contribute to the company's overall values.

Because the internship was mainly geared towards the recruitment process, this report did not detail other HR activities like training personnel, remuneration, or performance appraisal. As the intern, I could not access such areas extensively, and thus, the scope of this report is defined by the roles that I was directly exposed to and involved with during my stay within the organization.

2.1.3 Methodology

This report has acquired information regarding both practical experience and background research. Most of what I learned is acquired through my experience of working as an intern at The Daily Star, particularly the activities I engaged in and what I witnessed in the HR department.

To eluce sources to elucidate my observations, a clear vision of the recruitment and selection process is required.

Internal employee files and formats used in recruitment were shared.

Primary sources:

- I had day-to-day activities that were done as an intern.
- Experience in recruitment, as a personal observation
- Communications and mentorship by HR colleagues, such as my supervisor and the Head of HR

Secondary sources:

- The organisation server of the Daily Star (PeopleDesk)

- File formats and documents used in recruiting internally (shared)
- Articles on the Internet and publications concerned with HR
- General internet research to consolidate my reading on the standard HR practices

Population Size: The current number of employees working in the organization in different departments at The Daily Star is approximately 475.

Through these two sources, I have come up with this report that can serve as practically informative and supportive material.

2.1.4 Significance of the Study

Recruitment and selection play a crucial role in any given organization since they determine the quality of the workforce and can be used to attract overall success. This research allowed me to observe implementing these processes at the Daily Star, where I could gain insights into what makes their system work and just.

Through this internship, I could relate what I studied in classes to real-life experience. It made me understand the problems the HR teams deal with and how they balance that to get the right people in the right jobs.

The report will also benefit future interns because it notes the importance of hiring in creating a good work environment and sustaining an organization's growth.

2.1.5 Limitations

I encountered some problems when writing this report. I was required to attend the office five days a week, and in some cases, I was required to participate in the office when my supervisor did on Saturdays. This is what made acquiring adequate time to work on the report difficult.

My supervisor assigned my duties, which were dedicated mainly to recruitment and selection. However, occasionally I did get to work on employee profile documentation, so I did not have the opportunity to learn more about other operations of the HR department, as my internship lasted only a few months.

Moreover, I could not receive certain pieces of information, which restricted the depth of this report. Nevertheless, based on what I saw and observed, I have canvassed the best I could concerning the main points.

2.2 Overview of the Company

The Daily Star

The Daily Star is the most prominent English newspaper in Bangladesh. It was founded in 1991 as part of Bangladesh's independent media. Moreover, it is committed to truth, ethical reporting, and independent journalism (The Daily Star, 2023). It has made the newspaper a mainstay in people getting their news over the years, and the newspaper has become instrumental in shaping national and international discussions. This credibility within Bangladesh and globally has achieved its editorial integrity (Ahmed, 2022).

The Daily Star, initially aimed at providing news in the English language, has since fanned out to cover politics, business, entertainment, and lifestyle. It has established a following among practitioners, policymakers, students, and the general populace. The editorial autonomy of the paper has seen it succeed, and its reports have often been the source of information for major stakeholders in other sectors (The Daily Star, 2023).

Besides the print version, The Daily Star has a powerful online version, providing users with real-time news, opinion articles, blogs, and multimedia. The newspaper became the most influential figure in Bangladesh media in general, and this digital transition enabled the newspaper to reach a worldwide audience (The Daily Star, 2023).

This investigative style of journalism at the newspaper and its ethical commitment have made it win several awards, affirming its role in social justice, human rights, and civic participation. The Daily Star remains one of the pacesetters in transforming media within Bangladesh (Ahmed, 2022).



2.2.1 The Value of The Daily Star

The Daily Star has an impeccable role in the Bangladesh media industry by providing potential value in its contribution to independent journalism, diversity of reporting, and involvement in civic affairs.

1. Credible and Independent Journalism

The Daily Star has been distinguished by its dedication to honest and impartial journalism since its inception in 1991. This credibility has allowed it to acquire its readers' trust locally and internationally. It has dominated the Bangladesh media industry despite the political and social pressures because of its independent editorial views (The Daily Star, 2023).

2. Freedom of Expression as Advocated

The newspaper supports freedom of speech and unrestricted dialogue. The Daily Star presents important themes on human rights, governance, social justice, and other tender matters relevant to establishing mass debate and ensuring that relevant issues go into the limelight. This aligns with the paper's mission as a proponent of freedom of the press (Ahmed, 2022).

3. The Social Impact and Investigative Journalism

Another essential feature of the worth of The Daily Star concerns its firm commitment to investigative journalism. The paper has developed investigations that have revealed stories on corruption, social inequality, and human rights violations through detailed exposure via investigative journalism. By addressing these problems, The Daily Star has assisted in making the Banesh society accountable and transparent in the public and private sectors (Siddique, 2023).

4. Digital Transformation and broader Access

Daily Star is not left out of the digital revolution as well. Its shift to the digital platform has enabled it to communicate with more individuals in Bangladesh and worldwide. It keeps up with the younger generation and more technologically literate individuals by offering online news, editorials, publications, papers, magazines, journals, and videos (The Daily Star, 2023).

5. Educational and Research Role

The Daily Star can also be an academic and professional development resource. Its articles are often cited by the universities of Bangladesh in their research papers, Term papers, citing its reporting as a reference to current affairs, political, and social news and commentary. This teaching effect has also solidified its role in creating information (2022).

6. Recognition and Awards

1. WAN-IFRA Digital Media Awards South Asia 2025

The Daily Star received a Gold award in the category of Best in Audience Engagement and a Silver award in the section of Best Native Advertising Campaign, at WAN-IFRA Digital Media Awards South Asia 2025. This award shows how this publication is active, clear, and engaging with contributions and integration through electronic media.



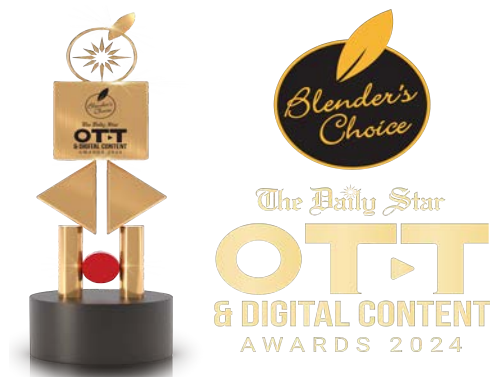
2. INMA Global Media Awards 2025

The Daily Star was ranked second at the Global Media Awards organized by INMA in the Best commerce product or service segment based on its K-based conduct, engaging more than 60,000 learners and demonstrating high satisfaction ratings.



3. Blender's Choice – The Daily Star OT & TL Content Awards 2024

The Blender's Choice – OTT & Digital Content Awards 2024, honouring top digital content creators of Bangladesh at different categories, got to roll in collaboration with Ispahani Tea and The Daily Star.



4. Daily Star O & A Level Awards 2025

The Daily Star marked the academic excellence of over 2,500 students at the O & A Level Awards on April 26, 2025, hailing their achievement in the national exams.



2.2.2: Mission Of The Daily Star

» Mission

The Daily Star

The Daily Star is committed to strengthening public understanding of democracy and holding power to account through **Journalism Without Fear or Favour**.

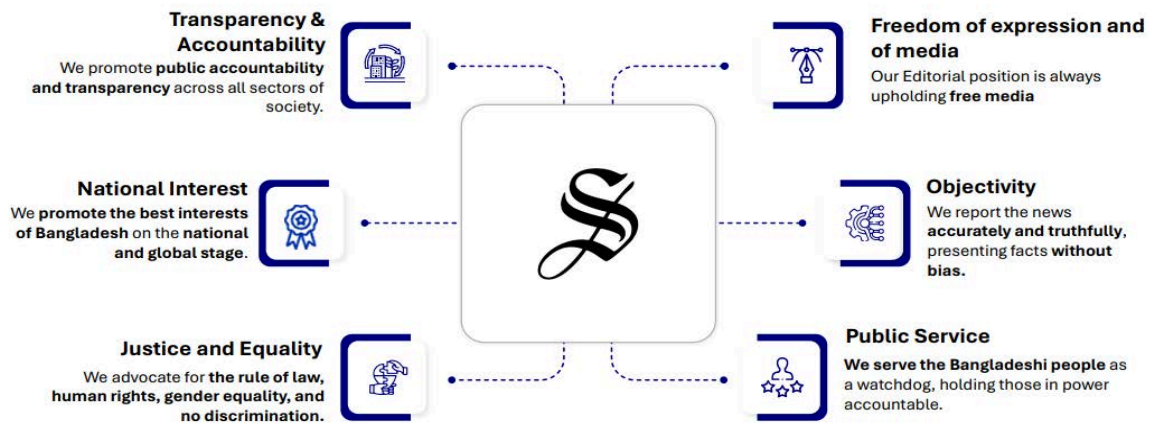
Since its founding, we have remained unwavering in our pursuit of objective reporting and upholding journalistic integrity.

Our commitment extends beyond just news reporting. Through investigations, in-depth reports, human-interest stories, multimedia features, and expert analysis we aim to spark conversation and inspire action.

2.2.3: The Core Value Of The Daily Star

Core Values

The Daily Star



2.2.4 In memory of Founding leaders & BOD

In Memory of Our Founding Leaders & BoD

The Daily Star



Azimur Rahman
Founding Chairman
3-Apr-1935 to 23-Oct-2001



S M Ali
Founding Editor
5-Dec-1928 to 17-Oct-1993



A S Mahmud
Founding Managing Director
10-Jul-1933 to 22-Jan-2004



Tawfiq Aziz Khan
Founding Managing Editor
16-Jul-1936 to 11-Feb-2001



Rokia A. Rahman
Chairperson
24-Sep-1941 to 5-Apr-2023



Latifur Rahman
Director
28-Aug-1945 to 1-Jul-2020



A. Rouf Chowdhury
Director
22-Sep-1937 to 18-Feb-2023

Activate Windows
Go to Settings to activate Windows.

2.2.5: Board Of Directors

» Our Present Board of Directors

The Daily Star



Mahfuz Anam
Editor & Publisher
Chairperson and MD



Shamsur Rahman
Director



Shahnaz Rahman
Director



Simeen Rahman
Director



Romo Rouf Chowdhury
Director

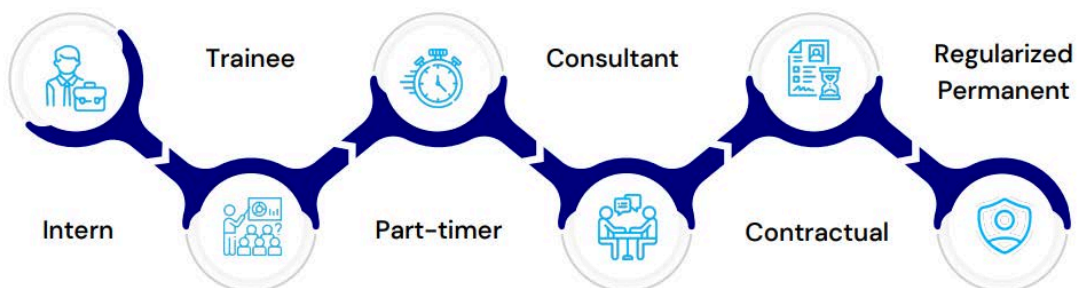


Imran Faiz Rahman
Director

2.2.6: Type Of Employees:

» Types of Colleagues

The Daily Star



2.2.7: The Daily Star Platform

» The Daily Star News Platforms

The Daily Star



2.2.8: Regular Publication

» Regular Publications

The Daily Star

- ✓ News
- ✓ City
- ✓ Editorial & Opinion
- ✓ Star Business
- ✓ Star Sports
- ✓ Arts & Entertainment

2.2.9: Feature & Special Publications

» Features & Special Publications

The Daily Star

- ✓ Star Lifestyle
- ✓ Campus & Rising Star
- ✓ Weekend Read & Business+
- ✓ Books & Literature
- ✓ In Focus & Geopolitical Insights
- ✓ Next Step
- ✓ Law & Our Rights
- ✓ Star Health
- ✓ My Dhaka

2.2.10: The Daily Star Office Location:

» The Daily Star Offices

The Daily Star



Dhaka

Head Office
64-65, Kazi Nazrul Islam Avenue, Dhaka - 1215

Chattogram

Bureau Office
Karnaphuli Tower, 63 Shahid Saifuddin Khaled Road, Chattogram 4000

Districts

District Correspondents in various Districts across the country (31-districts)

2.3 Management Practices at The Daily Star

2.3.1 Leadership Style

The Daily Star leadership style aligns with transformational and participative leadership styles, whereby leadership creates a culture of open communication, teamwork, and innovation. The management is characterized by autonomous leadership with strategic top-management direction. Being an organization that favors creativity and journalistic integrity, the managers of The Daily Star invite the participation of ideas and the involvement of the employees at all levels in the decision-making procedure.

The Daily Star's advantages are :

- Promotes creativity and innovative content production.
- Enhances employee morale and participation, particularly in the editorial teams.
- Supports flexibility in the changing media.

Example: Editorial and digital teams may work hand in hand during major editorial campaigns

(coverage of national elections or coverage of important social issues) to allow for a multi-platform approach and reach to various audiences, as well as to ensure accuracy and timeliness of the content.

2.3.2 Human Resource Planning

The Daily Star has an extremely close connection between human resource planning and its editorial strategy and growth plans. The company anticipates its personnel requirements by considering expected content demand, expansion in the market, and additional product services like digital media services. Moreover, HR planning is concerned with linking the talent acquisition process to the company's necessity to innovate and retain its status as the best English-language newspaper in Bangladesh.

2.3.3 Recruitment and Selection

The recruitment and selection procedure at The Daily Star involves getting the most suitable and culturally capable candidates who can lead the company's success. It also ensures that the most outstanding people are recruited to appropriate positions, adding value to the company's performance, growth, and innovation. The following are the reasons why a well-planned recruitment and selection process is important to The Daily Star:

- **Ensures Organization Success**

One must hire the right persons to enable the organization to reach its objectives. At The Daily Star, identifying and selecting candidates with the right technical ability and values contributes to the team's alignment towards the company's vision, resulting in performance improvement and growth.

- **Recruits Talented People**

The Daily Star recruitment process is conceived to establish the best team possible because the company sources talent through diverse avenues, including LinkedIn, BDjobs, referrals, and specialized recruitment organizations. Such a diverse sourcing format guarantees that only the most qualified and skilled individuals are considered, enabling the organization to attract the best talent in the industry.

- **Supports innovation and organizational growth:**

Innovation and growth at The Daily Star are enhanced by a structured recruitment procedure, which helps it to achieve its goals. The company maintains competitiveness in the media industry by hiring candidates with new ideas and problem-solving skills that will enable them to constantly adapt the company to the requirements of the changing markets.

- **Minimizes Turnover:**

The recruitment and selection process at the Daily Star is careful and thorough to ensure the perfect fit of the candidates for the role and the organization's culture. This reduces turnover, which saves essential resources that could be used in rehiring and retraining new employees to be loyal and retained for a long time.

- **Improves Employer Brand**

The ability to display the efficiency of the recruitment processes is transparent, efficient, and well-organized, making The Daily Star an employer of choice. A transparent and professional hiring process will bring quality candidates to the organisation, improving the chances of recruitment and retaining quality employees.

With a thorough, properly executed recruitment process, The Daily Star can hire those who fit the company in the long term, to be innovative and to sustain.

2.3.4 : Benefits Packages:

The Daily Star even offers benefit packages to its employees, such as insurance benefits and the provision of other facilities. These packages guarantee employees' health, financial well-being, and a good working culture. These include:

2.3.5 : Insurance Benefits:

» Insurance Benefits

The Daily Star

 Group Life Insurance Eligible Colleagues - Regularized and Permanent Colleagues - District Correspondents Benefits 50 Basics in Case of Natural Death 100 Basics in Case of Accidental Death 50 Basics for Permanent Total Disability (PTD) - Varies for Permanent Partial Disability (PPD)	 Health Insurance Eligible Colleagues - Regularized and Permanent Colleagues - Contractual colleagues who have completed 1-year of continuous service Benefits - Colleague, Spouse & 2 Children - Benefits will be Tk.70,000 x 4 = Tk.280,000/- - Quarterly refill of this amount - Child Delivery up to Tk.30,000/-
---	---

2.3.6 Other Facilities:

» Other Facilities

The Daily Star



Provident Fund Loan

Eligible Colleagues

- Regularized and Permanent Colleagues

Benefits

- Loan against employees self contribution up to 90%



Salary Advance

Eligible Colleagues

- Regularized and Permanent Colleagues
- Contractual employees who have completed one year of continuous service

Benefits

- Ongoing months salary in advance which will be adjusted later

2.3.7 Impact on Innovation:

The concentrated preparations of ongoing learning fuel innovation at The Daily Star. The training in the company includes meetings on updating issues of the individual departments, which would allow permanent employees to keep abreast of the recent trends and technologies. Such training programs also ensure teams are ready to adjust to new formats, including mobile journalism, social media reporting, and more developed AI in journalism. The Daily Star believes that investing in its employees will allow its staff to work in leading positions in digital news delivery and remain in the same position in the competitive world of the media environment.

2.3.8 Training and Development :

The Daily Star ensures its employees maintain dynamism in the media world by considering them fit through systematic training on their skills and competencies.

1. Department-Specific Training

All the sections of The Daily Star conduct regular training programs specific to their employees' needs. The areas where these sessions are concerned include investigative journalism, content management, and multimedia production, and these areas ensure that the employees involved in these sessions are competent enough to do their part well.

2. Required Courses and Certificates

There are mandatory training programs that the employees are supposed to engage in to ensure that they are on top of industry standards, legal regulations, and internal processes. Any worker who completes it successfully is certified to have undergone special training on the skill and reached the standards set.

3. Advance Training Partnerships

The Daily Star also teams with other institutions and specialists to offer state-of-the-art training modules. To give fore, orientation with institutions such as the Press Institute of Bangladesh (PIB) or the Journalism Training and Research Initiative (JATRI) contributes to improving employee skills in investigative journalism and media ethics.

4. Personal Experience



- I participated in a 2-day training on the Bangladesh Labor Law Act, 2006, Rules, 2015, where I attained detailed information on labor laws and employee rights. An online test was also given after the training to assess our comprehension. In accordance with the performance, I was given a certificate, which further indicates my understanding of the labor laws and their implementation in the workplace.

2.3.9: Performance Appraisal System:

In the case of The Daily Star, an annual review is conducted once a year, where the performance of employees is assessed. The review is aimed at the individual progress, contribution to the organization's strategic objectives, and overall performance during the year. If an employee has performed exceptionally well with no significant flaws, they can be promoted to a higher salary or size post based on their merits. The process will promote constant development and appreciation of every employee that has to offer.

Performance evaluation criteria preceding the daily star are as follows:

- Experience in a responsible field
- Work quality(accuracy, finishing promptly, reliability)
- Solving problems and thinking creatively
- Ability to plan and execute
- Multi-tasking capacity & technology
- Teamwork
- Leadership (the capability to move the next level in people management, decision-making, and analytical mind)
- Interpersonal/inter-departmental communications competency
- Attitude, punctuality, and Attendance.

Chapter III

Project Part

3.1: Introduction

At The Daily Star, its recruitment and selection have a competitive process that will ensure that the most qualified individuals are recruited and selected who would be able to integrate with the organizational values and objectives. With a clear, efficient, and transparent process

in the posting of jobs, in the interview steps, and ultimately in the recruitment of the employees, the process will ensure that the best candidates are caught and the resultant team built to support the high standards of journalism and the overall success of the newspaper. Not only does this effective process help to strengthen the workforce, but it also helps the organization grow and become more innovative in the long term.

3.1.1 Background and Problem Statement

The Daily Star is a major newspaper in Bangladesh that has faced difficulties in its recruitment and selection procedure, which has put a strain on its capability to attract and retain the best talent. Use of old methods of sourcing hampers the number of people in the candidate pool, and a poor screening process can result in poor job matching. Further, the length of the recruitment process can lead to delays in the appointment of essential job positions, resulting in loss of interest or other offers by the prospective employees. Even though there is low employee turnover, this can hamper inflows of new people and fresh ideas that are essential to growth and innovation. In addition, the few technology applications in the hiring process lead to inefficiencies and inaccuracies. This report seeks to examine them further and make recommendations to help make the recruitment process more efficient so that The Daily Star has the right talent available to suit its changing requirements.

3.1.2 Objectives

The most important goals of this report are:

- Evaluate and examine the existing recruitment and selection procedures in The Daily Star, including an analysis of tactics used to hire employees in both intern and permanent employment.
- To determine whether or not the selection criteria employed in recruiting candidates are effective, and whether they support the organizational goals.
- To recognize the issues and the barriers found in the processes of recruiting and selecting at The Daily Star.
- To evaluate the compatibility between the recruitment and selection process and the strategic HR objectives of the firm, as well as the overall organizational mission of The Daily Star.

- To offer practical suggestions on improving the recruitment and selection process to complement the organizational expansion and talent acquisition policy.

3.1.3 Significance of the Study

The proposed study is also critical because it focuses on how the recruitment and selection processes of The Daily Star help to attract and retain skilled talent and help the organization grow and become successful. The report has identified pain points and assessed the success of the current recruitment practices to present information that can be used to increase efficiency of the current practices and ensure that it is aligned with business strategic objectives in HR. The results will be of value to HR practitioners and upcoming interns to improve their knowledge of proper hiring procedures within the competitive industry.

3.1.4 Scope of the Study

This research paper will only talk about the hiring process in the Daily Star, which involves recruiting and selecting employees. It will look at all the recruitment process steps, from advertisement and candidate sourcing to selection and subsequent employment of the candidate. The paper will also determine the obstacles encountered in the recruitment process and how these procedures can be linked to broader HR objectives of this organization. Though the research is based on the practical experience of an internship, secondary information provided by international papers, company reports, and academic sources would also be considered.

3.2 Literature Review

In Bangladesh firms, the whole process of recruitment and selection is a necessary process that will help companies to hire the right talent. By implementing various recruitment channels, which include job boards and social media, Breaugh (2008) stated that many candidates would be reached. This is especially true when construing ideas, where competition and variety prevail in the job market. Many businesses in Bangladesh are increasingly using digital resources such as online job boards to make hiring employees easier and expand the selection of candidates.

When hiring candidates, employers and organizations in Bangladesh pay attention to technical qualifications and cultural fit, which is critical in retaining employees in the long run. According to research by Kristof-Brown, Zimmerman, and Johnson (2005), when a candidate's personality fits in the company's culture, it is more likely to succeed and have an extended stay. In Bangladesh, with growing companies that are modernizing, the utilization of technology has become significant. Softwares such as Applicant Tracking Systems (ATS) allow organizations to organize the hiring workflow, process applications within short periods, and minimize the possibility of making mistakes (Borst, Ziegler, & Eling, 2017). Such a combination of technology is essential, particularly in such industries as the media and technology, where speed and efficiency are crucial in meeting the demands of the industry.

3.3 Methodology

This report will combine primary and secondary research to assess the job recruitment and selection process at The Daily Star. The proposed strategy would be directly engaged in the recruitment practice of the company, but draw on both internal and external sources of data to collect and analyse the information.

Primary data collection consists of data based on first-hand knowledge sources; my firsthand experience during the internship will be used. I will base my idea on experience during the recruitment and selection process, where I played a part, taking part in different phases of the selection process:

- **Job Postings:** Helped prepare and post job advertisements internally and externally.
- **CV Screening and Shortlisting:** When applications are reviewed and candidates are shortlisted with reference to the position's requirements.
- **Interview Coordination:** Assisting with setting up interviews, organizing interviews, and making contact during interviews.
- **Onboarding Support:** Helping new employees with the onboarding process and helping them integrate into the company.
- **Recruitment Records:** Maintaining proper records of each position and ensuring such records meet the organization's standards.

Secondary Data Collection

Other than the primary data, secondary data will be gathered as follows:

Internal Documents: Analyzing internal material that is usually available to the company, such as policy on recruiting, job profile, interview feedback forms, and internal hiring reports (depends on availability).

Company Website: Reading about the company's official recruitment and organizational culture policy is readily available on the web.

Academic Literature: Reading scholarly books, articles, and research papers, as well as analyzing recruitment and selection procedures to understand industry trends and benchmarks.

Interviews and Discussions:

There will be informal discussions and interviews with members of the HR department and Departmental Heads, to have their account on:

- The quality of the selection and hiring program.
- Obstacles of the recruitment process
- Areas where the current hiring practices can be done better.

Data Analysis:

Qualitative Analysis: The opinions of HR employees, department heads, and candidates will be analyzed to identify key themes, patterns, and issues associated with the recruitment process.

Quantitative analysis: In cases where the metrics are available, the time to hire, cost per hire, and the quality of the candidates will be used to determine the efficiency and effectiveness rate of the recruitment strategies.

Recommendations:

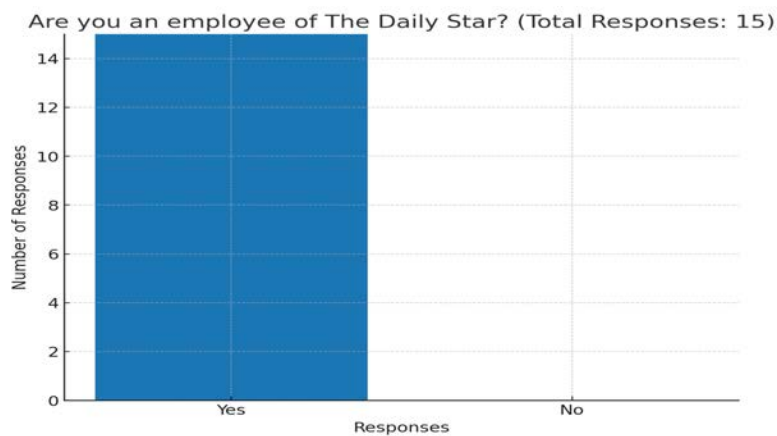
Based on the findings reached via the primary and secondary data, the report's recommendations will be to lay out a framework to enhance the recruitment and selection process. The following recommendations would address challenges, streamline processes, and align recruitment with The Daily Star's long-term strategic HR objectives.

3.4 Finding and Analysis

The following section reports the results of a survey of 15 employees who described The Daily Star's recruitment and selection procedure. The feedback gives valuable feedback on how the process is perceived, including its strengths and the points where more or less improvements are necessary. All responses have been treated as strictly confidential and anonymous to uphold integrity and elicit openness to ensure that the employees under study can raise their voices without fear of victimization in an effort to give their perspectives. The results of the survey

seen in the graphs below:

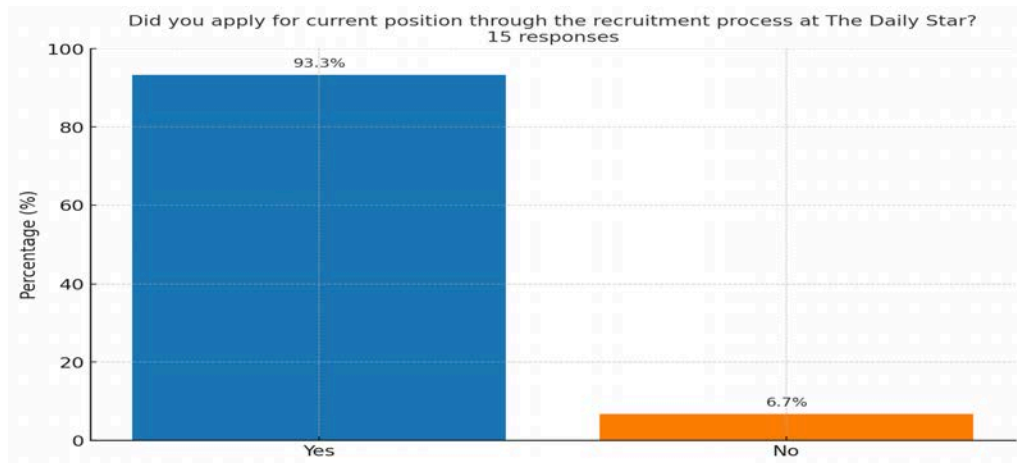
Question: 1



can be shown

Interpretation: The survey sample size is 15 respondents, all employees of The Daily Star, which means the survey was conducted only among internal employees.

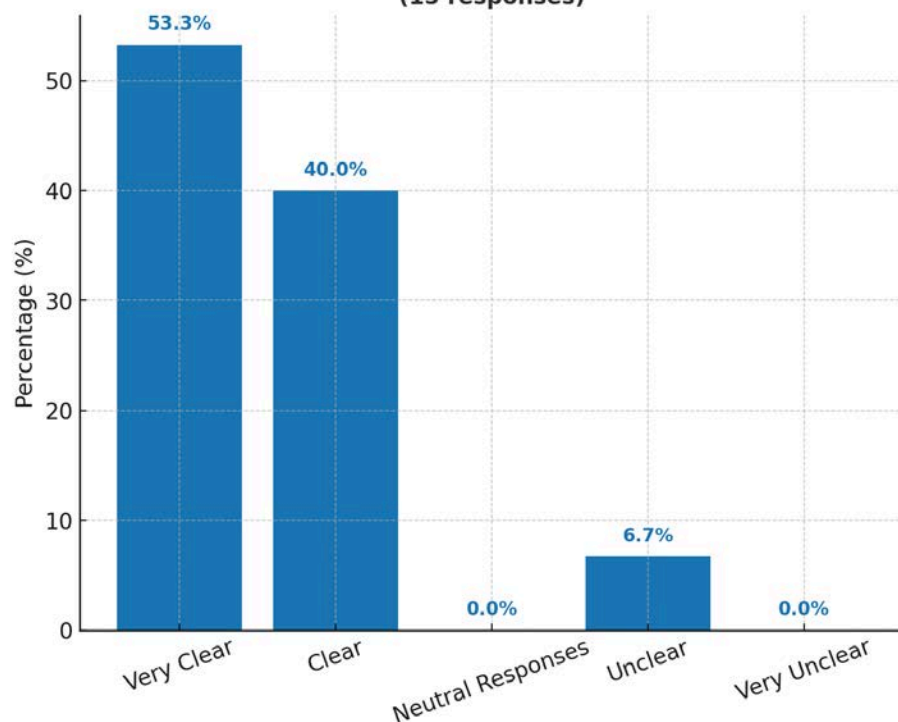
Question: 2



Interpretation: The chart shows that out of 15 responses, 14 said yes, in other words, they applied for their current job through the recruitment process with the Daily Star. Only one people said "No" who did not go through this formal routine.

Question: 3

How would you rate clarity of the job position you encounter during your application process?
(15 responses)



Interpretation: The bar chart shows the survey outcomes concerning the clarity of a job position description, where the responses are grouped in five categories namely: "Very Clear," "Clear," "Neutral Responses," "Unclear," and "Very Unclear." Most results indicate

that the vast majority of respondents evaluated the description as either "Very Clear" (53.3) or Clear (40%). It was only a small percentage (6.7) which was found to be Unclear and no respondents gave Neutral Responses or Incoherent (Very Unclear). This bears out a very high positive impression of the clarity of the job description where the concerns raised are minimal.

Question: 4

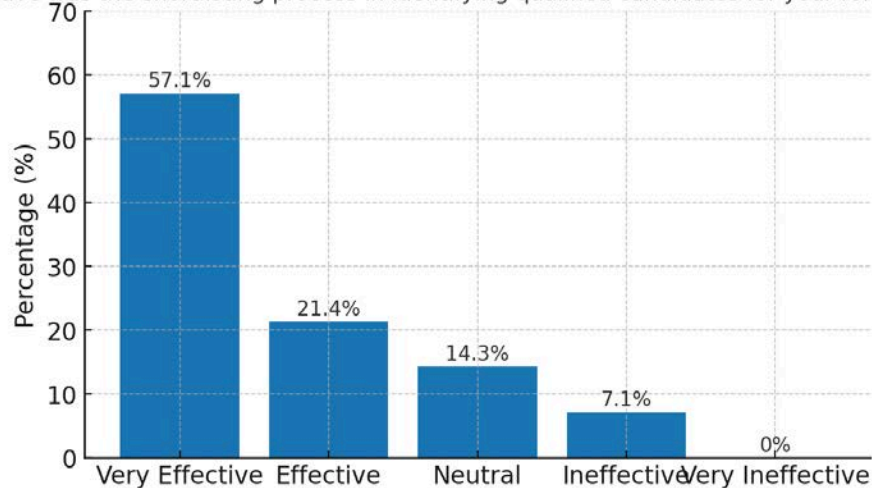
What type of recruitment process did you experience when applying for your current position? (15 responses)



Interpretation: The chart indicates that the majority of employees have entered their current role via online application, therefore, this is the most prevalent recruitment method. The second most common method of doing this is through referrals, which underscores the role of networking in the hiring process. Only a small number used walk-in interviews, and none of them said they employed other. In general, this means that organizations rely more on online resources and referral systems during the recruitment process.

Question: 5

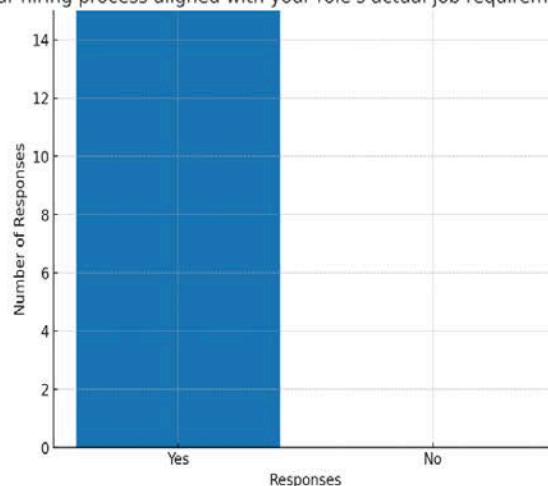
How effective was the shortlisting process in identifying qualified candidates for your role? (15 responses)



Interpretation: As shown in the chart, most respondents (57.1%) rated shortlisting process as "Very Effective" and 21.4% rated it as Effective. A few (14.3) were neutral, and fewer than that felt it was ineffective (7.1), and none perceived it as Very Ineffective. This indicates that the majority of them found that the short listing process was mostly working.

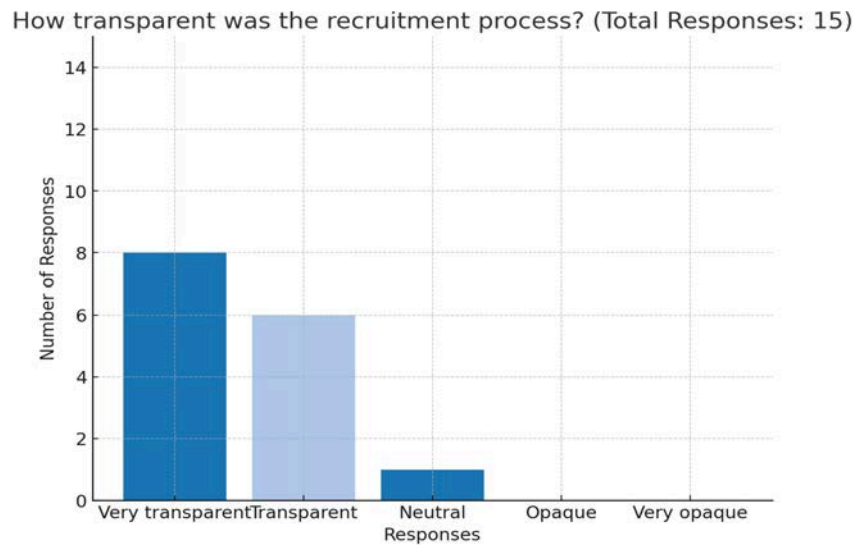
Question: 6

Were the selection criteria used during your hiring process aligned with your role's actual job requirements? (Total Responses: 15) (Total Responses: 15)



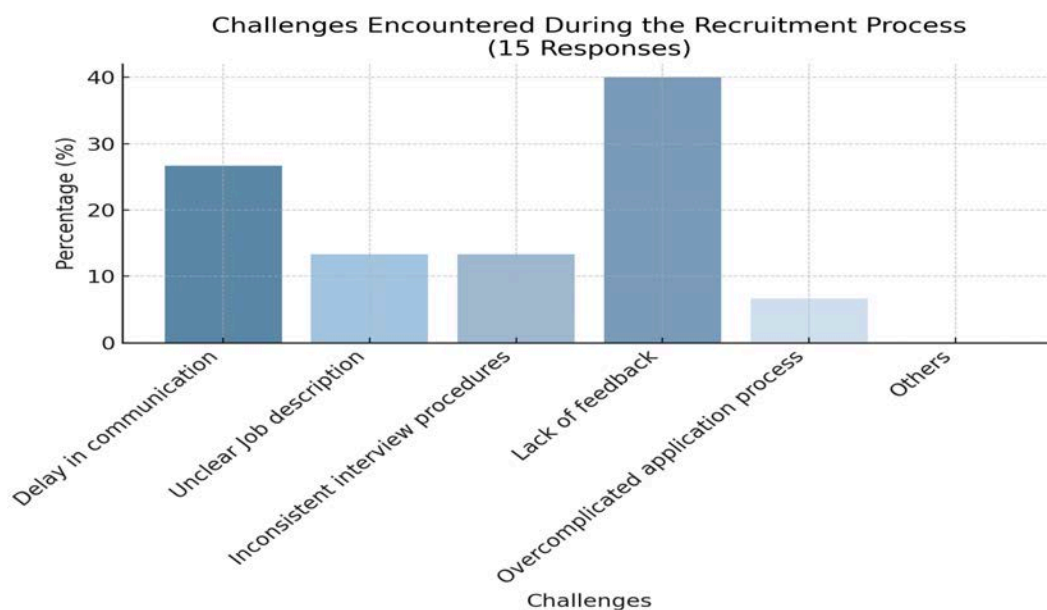
Interpretation: According to the chart, practically all the respondents (14 out of 15) feel that the selection criteria used in the hiring process did conform to the actual requirements of the job. Only one participant expressed disagreement. This indicates that the hiring process is mainly aligned with the job expectations.

Question: 7



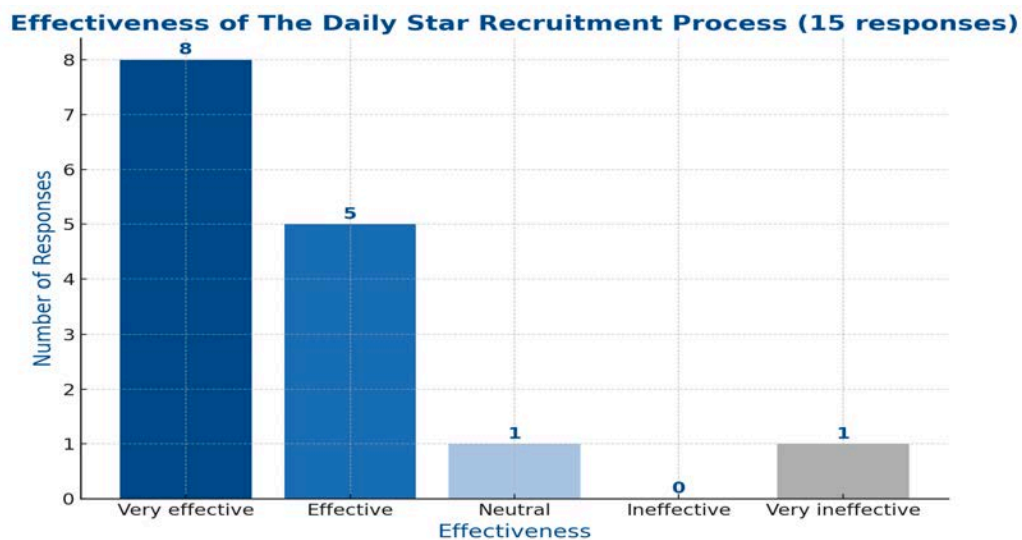
Interpretation: The graph indicates that most respondents thought the recruiting process was transparent and clear. Overall, there was clarity and transparency in the process, and the number of those who were uncertain or neutral regarding the process was minimal. No one found the process confusing or hard to understand, so it is well communicated. Generally, everyone gives credit to the recruitment process in terms of transparency.

Question: 8



Interpretation: The bar chart indicates the percentage of the people surveyed who encountered various issues during the recruitment process. Delays in communication were the most significant problem reported, and a lack of feedback followed this. Interview procedures also often lacked congruence with job descriptions, which was less critical. Lastly, respondents also wrote about the excessive complexity of application processes, among other concerns, to a minor degree.

Question: 9

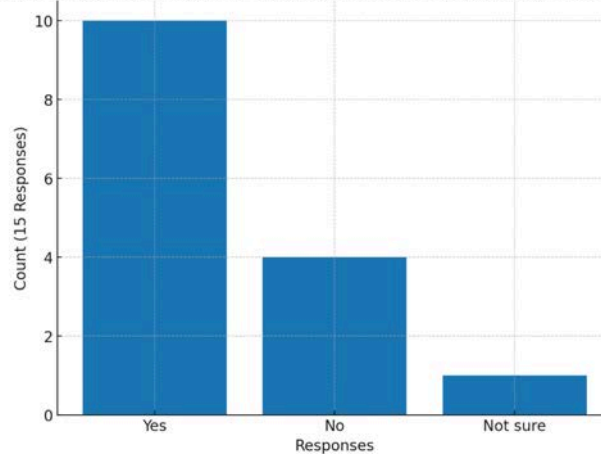


Interpretation: As indicated in the chart, of 15 responses, most respondents feel that the recruitment process is effective with largest number of respondents (8 respondents)

responding that it is very effective. There was a smaller group (5 respondents) that believed it was effective. One or two subjects were neutral or had a negative opinion, although none of them perceived it to be ineffective.

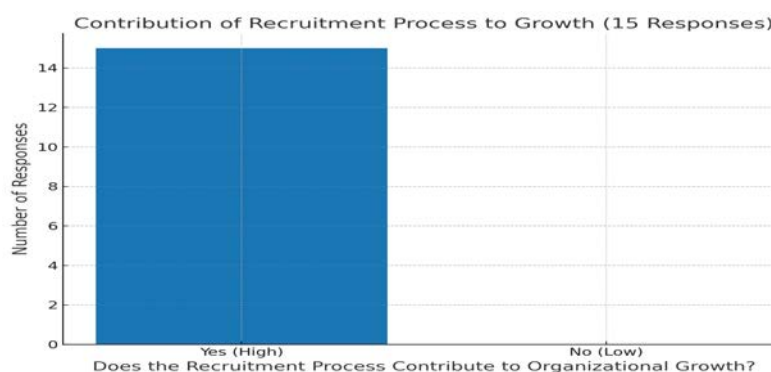
Question: 10

Do you think the recruitment and selection process at The Daily Star could benefit from any improvement and changes? (15 Responses)



Interpretation: The chart appraises whether there is room to improve or change the recruitment and selection process. In this case, most of the respondents opine that there is a gap that can be filled. Although many believe the process is ideal, most think improvements can be made to improve the situation. This implies that although many respondents believe the recruitment process is effective, it is yet to be advanced in all areas, even though it may not be harmful.

Question 11:



Interpretation: The chart indicates that the majority of the respondents consider the recruitment process to be crucial in the growth of organizations. When asked whether recruitment contributes a lot towards growth, most respondents (14 responses) feel that it does contribute a lot, whereas the other person thinks it does not (1 response).

Question: 12

Any suggestions for the recruitment and selection process:

Answer: Most employees answered the question with a No or N/A response, meaning they did not find the recruitment and selection process needing improvement or left no specific suggestions. Nevertheless, some respondents pointed out that good enough also the process may also be enhanced by adopting the practices of the best organizations in the marketing sphere, such as bKash, Aarong, and Grameenphone.

3.5 Summary

This report analyzes The Daily Star Recruitment and Selection Process based on a questionnaire administered to 15 employees. The purpose of the survey was to collect information about the performance, strengths, and possible shortcomings of the current practices employed by the company in hiring employees.

Employee Identification with HR policies:

The questionnaire indicated that most workers in The Daily Star know that the process is satisfactory in accordance with the organization's requirements. Some people indicated what could be improved, especially in candidate sourcing and the duration of the recruitment cycle.

The effectiveness of job Postings:

Most employees felt that the company utilizes efficient sources of posting job vacancies, including BDJobs, LinkedIn, and Facebook. Nonetheless, some staff members indicated that the company can consider using other, more contemporary recruitment sites to get more diverse and interactive candidates.

Selection and Interview Process:

Most respondents observed that the interview process was well done and professional. However, others opined that some areas of technical assessments needed improvement, especially in cases where specialized skills are desirable. The responses also reflected the desire for more formal comments during the interview.

Onboarding and Post-Selection Process:

Employee satisfaction with the onboarding process was high, with the majority stating they had excellent communication and continued support. Nonetheless, some respondents opined that feedback after selection could be scheduled in a more coordinated way, where the transitioning of new hires could be smoother.

Recommendations in terms of improvement:

Although most of the employees felt that the process of recruitment was effective, various areas needed to be improved:

- A larger stage of training involves more technical skills for human resource personnel in data management and interviewing.
- More rapid recruitment completion to discourage the delay between application and interview, which has been cited as a demotivator among the best candidates.
- An increase in the application of sophisticated rudiments, such as Applicant Tracking Systems (ATS), to ease the recruitment process.

Job Satisfaction of Recruitment Process:

In general, the majority of the respondents were satisfied with the recruitment practices The Daily Star follows. Nevertheless, there was a hint of following the example of the best organizations, such as bKash, Aarong, and Grameenphone, concerning recruitment practices to continue improving the process.

3.6 Recommendations

The Daily Star is one of the most respected and renowned newspapers in Bangladesh, and it has high standards of journalism. Throughout the internship, I saw firsthand how thoroughly

the company carries out the planned and professional recruitment/selection process. Nonetheless, in my experience, there are multiple areas where I can improve the candidate's experience and make the process more effective. My recommendations and examples of an effective practice of other organizations are provided below:

1. Increase the sources of candidates

The Current Status: The Daily Star employs the conventional channels such as BDJobs, LinkedIn, and referrals within the organization.

Recommendation: Expand to more sourcing sources, such as university career fairs, clubbing, niche job boards, or social media.

Actionable Steps:

- Collaborate with universities on specific recruitment activities.
- Use LinkedIn, Twitter, and these industry-specific groups.
- Cooperate with dedicated job boards and different talent groups.

Example: Bkash and Aarong have successfully utilised university recruitments and job fairs to explore young talent, the universities, and fresh graduates. On the same note, Grameenphone and Robi have capitalized on LinkedIn and Facebook groups to communicate with potential candidates.

2. Automate the Interview Process

Current: Interviews are carried out through Zoom, which is sometimes delayed.

Recommendation: incorporate AI-based resume reviewing, scheduled appointments, and frequent updates to make the process more transparent.

Actionable Steps:

- Use AI-based technologies to screen resumes and CVs.
- Automate scheduling systems and frequent updates.

- Use a social network like LinkedIn or Facebook to keep candidates abreast of details.

3. Increase Transparency and Communication with Candidates

Currently, candidates do not always receive timely feedback or an understanding of their status.

Recommendation: Communicate frequently during every phase of the application process because it helps keep applicants informed.

Actionable Steps:

- Send follow-up confirmation mail after receipt of the applications and after scheduling interviews.
- Keep the candidates informed of the application process, especially when it is delayed.
- Give positive feedback to candidates who did not pass the position to improve their future.

4.4. Showcase Company Culture by Intern Testimonials

Current Status: The company has lost an opportunity to allow the internship experience to convince others about the company's culture.

Recommendation: It is recommended that interns provide their testimonials through social networks, which can help draw other talent in the future.

Actionable Steps:

- Post related content on social media regarding an internship journey experience.
- Post all the stories about the intern journey and overall experience on LinkedIn, Facebook, and Instagram.
- Publicize successful interns in the company newsletters to celebrate their progress.

Example: In Bangladesh companies, such as Kazi Farms, Aarong, Banglalink, Nestle, and HSBC share the experiences of their interns on social media. An example is LinkedIn, a company's social media platform. Sharing details of their experience, photographs, and tales

on websites like LinkedIn and Facebook, they spread their company culture, attract future talent, and enhance their employer brand.

5. Provide Post-internship Opportunities to High-performing Interns

Currently, Interns with high performance status do not even have a visible path to a permanent position.

Recommendation: Come up with a mechanism for turning successful interns into permanent employees based on performance.

Actionable Steps:

- Establish a succession plan through a performance assessment program with the interns.
- Hire successful interns to permanent positions or as interns on a longer-term basis.
- Encourage internships as a path to full-time work to increase retention.

Through the recommendations, The Daily Star can revise its recruitment process to be more open, attract more top talent, and retain the best talent in the company. The sourcing strategy, technology adoption, and corporate communication will make The Daily Star one of the preferred employers in Bangladesh, not only in journalism but also in human resource practice.

References:

- | |
|--|
| <ul style="list-style-type: none"> ● The Daily Star. (n.d.). <i>The Daily Star – Leading English Daily among Bangladesh Newspapers</i>. https://www.thedailystar.net/ |
| <ul style="list-style-type: none"> ● <i>Blender's Choice-The Daily Star OTT & Digital Content Awards 2024 - OTT DC</i> |

<i>AWARDS</i>. (n.d.). The Daily Star. https://ottdcawards.thedailystar.net/
Report, S. O. (2025, May 23). The Daily Star clinches second place at the 88th INMA Global Media Awards. <i>The Daily Star</i>. https://www.thedailystar.net/news/bangladesh/news/the-daily-star-clinches-2nd-place-the-88th-inma-global-media-awards-3901286
Star, D. (n.d.). <i>The Daily Star</i>. The Daily Star. https://www.thedailystar.net/tags/o-and-level-daily-star-award
Rahman, M. (2021). <i>Training and development in media organizations: A The Daily Star case study</i>. Bangladesh Media Studies Journal, 29(3), 56–65. https://www.bangladeshmediastudiesjournal.com/daily-star-training
The Daily Star. (2023). <i>About Us</i>. Retrieved from https://www.thedailystar.net/about-us
The Daily Star. (2025). UNESCO, News Network launches its safety initiative. Retrieved from https://www.thedailystar.net/news/bangladesh/news/unesco-news-network-launch-journalist-safety-initiative-3873481
Breaugh, J. A. (2008). Employee recruitment: Current perspectives and future directions. <i>Annual Review of Psychology</i>, 59, 319–344. https://doi.org/10.1146/annurev.psych.59.103006.093646
Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individual and organizational fit: A meta-analysis of person-environment fit. <i>Personnel Psychology</i>, 58(2), 281–342. https://doi.org/10.1111/j.1744-6570.2005.00672.x

- Ployhart, R. E., & Moliterno, T. P. (2011). Emergent methodology for recruitment and selection. *Annual Review of Organizational Psychology and Organizational Behavior*, 8(1), 1–28.
- Borst, R., Ziegler, A., & Eling, R. (2017). The impact of technology on recruitment and selection processes: A literature review. *Journal of Human Resource Management*, 29(5), 213–227.
- Prothom Alo. (2022). *Retaining top talent: How The Daily Star stays competitive in the media industry*. Prothom Alo Report. Retrieved from <https://www.prothomalo.com/business>
- Bangladesh. (2025, July 17). The Daily Star wins two accolades at WAN-IFRA Digital Media Awards South Asia 2025. *The Daily Star*. <https://www.thedailystar.net/news/bangladesh/news/the-daily-star-wins-two-accolades-wan-ifra-digital-media-awards-south-asia-2025-3941776>