Report On

**"A study on the effectiveness of the virtual recruitment process of new hires during the pandemic situation"**

By

**Fatema Sanzida Hoque**

**ID: 18104267**

An Internship Report submitted to the BRAC Business School in partial

fulfillment of the requirements for the degree of

Bachelor of Business Administration

**BRAC Business School**

**BRAC University**

**October, 2021**

*BRAC University*

# Declaration

It is hereby declared that -

1. The internship report submitted is my own original work while completing my degree at BRAC University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I have acknowledged all main sources of help.

**Student's Full Name & Signature: Fahim Shahriar Ador**

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**Fatema Sanzida Hoque**
18104267

**Supervisor's Full Name & Signature: Ms. Tanzin Khan**

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**Tanzin Khan**

Lecturer, BRAC Business School

BRAC University

# Letter of Transmittal

8ᵗʰ October, 2021

Tanzin Khan

Lecturer,

BRAC University

66 Mohakhali, Dhaka.

Subject: Submission of Internship Report

Dear Madam,

I want to convey my gratitude for accepting this specific topic. Because of this study, I learned and gained important insights regarding my theoretical understandings in real life. I have completed my internship at bKash Limited, and it is my great pleasure to present this report. I was appointed to Human Resource Management department as an intern. During the internship, I tried following the guidelines and instructions you and my organizational supervisor gave to maintain the company's policy. This report includes relevant studies on Human Resource Management and some crucial findings, analysis, and possible solutions.

I will provide my best effort, and I will be obliged to give you any clarification regarding this report. Thank you.

Sincerely Yours,

Fatema Sanzida Hoque

ID: 18104267

BRAC Business School

BRAC University

Date: 8.10.21

# Letter of Endorsement

The internship report on "A study on the effectiveness of HRM practices in bKash limited has been presented to Tanzin Khan, Lecturer at Brac University, to fulfill the deferment Bachelor of Business Administration (BBA) requirements. Fatema Sanzida Hoque submits this report with the ID 18104267. It has been approved and will be evaluated by the Internship Defense Committee.

_____

**Tanzin Khan**

Lecturer

Internship Supervisor

BRAC University

# Acknowledgment

All praises and thanks be to Allah, the most beneficent, the most merciful. I was able to complete this internship report because of his blessings. Furthermore, due to the guidance and inspiration given by some people, I completed this report successfully.

At first, I would like to convey my sincere gratitude to my supervisor Mrs. Tanzin Khan for her continuous guidance and proper feedback. With patience, she provided all the requisite advice and input for which I was able to improve and re-correct the report in particular areas. It would be difficult for me to finish this report properly without her kind support.

Besides my supervisor, I would like to thank my organizational supervisor, Ishtiaq Ahmed Sami, Manager, Talent Acquisition-Commercial & Corporate Functions, Human Resources of bKash Limited, for letting me join this diverse team of the Human resource department. In addition, I want to acknowledge the direct or indirect support of all members of the HRBP team, bKash limited as well, without whom I would not be able to gain such insights and experiences. I made a close relationship with them during this internship, and it would have been challenging without them.

Last but not least, I would like to thank the Office of Career Services and Alumni Relations (OCSAR) and Brac University for providing assistance in learning and guiding the corporate world.

# Executive Summary

bKash is one of the leading MFS companies in Bangladesh. I am blessed to get an opportunity at bKash limited as a Summer intern(HR).

bKash Limited is the number one mobile financial company in Bangladesh. Their utmost priority is to serve the majority of the population with the banking service. Their services are unique as they provide the quickest and easiest transaction with different other services.

This internship report has been divided into three significant parts. The first chapter is based on the experience and learning I collected from the organization. It contains the name of the supervisor, internship information, and assessment. Also, this part contains the necessary recommendations and limitations.

The middle chapter, or specifically the second chapter, contains the information on overall bKash limited. In addition, it contains a piece of detailed information about the company and its overall departments. Especially, it has a broad discussion on the HR department where I have completed my internship. Moreover, at the beginning of the chapter, it has its mission, vision, goals, objective, SWOT analysis, product & service overview, and a glimpse of its board of directors.

The last chapter contains a comprehensive analysis on 'The effectiveness on virtual recruitment of new hires during this pandemic." In this chapter, the hypothesis is made; a literature review and a problem statement are also made. Based on the topics, I have gathered raw data from 60 samples, and later I analyzed those data according to the findings.

# Contents

# Chapter 1: Overview of the internship

## 1. Introduction of the Internship

One student has to perform an internship once they complete all their courses. So, as per the rules, I have also opted for my internship, where I was fortunate enough to get selected by one of the biggest MFS in Bangladesh. Usually, an internship is a 3 or 4 months program where a student gets the chance to work with a company and gain hands-on experience about real work life. I got a similar opportunity of 3 months where I was a talent acquisition intern of bKash Limited. So, the opportunity I got to learn about real-life was very precious. We have a purpose of the internship where we get ourselves prepared with an internship topic based on the learnings. So, I chose a topic based on the experience I had gathered throughout my internship tenure. Later, I carried forward the topic with the help of my academic supervisors.

## 1.1 Student Information

**Name:** Fatema Sanzida Hoque

**ID:**    18104267

**Program:** Bachelor of Business Administration

**Major:** Human Resource Management & Marketing

## 1.2 Internship Information

### 1.2.1

**Period:** June 20, 2021- September 20, 2021

**Company Name:** bKash Limited

**Department:** HRBP

**Division**: HR

**Address:** Shadhinota tower, 1, Bir shreshtha Shaheed Jahangir Gate, Dhaka Cantonment, Dhaka, 1206, Bangladesh

### 1.2.2 Internship Supervisor Information

**Name:** Ishtiaq Ahmed Sami

**Position:** Manager, Talent Acquisition-Commercial & Corporate Functions, Human Resources

### 1.2.3 Job Scope

I worked as an **HR** intern under the **HRBP** department of **bKash Limited**. It was an excellent opportunity and warm experience to work with such a reputed company in Bangladesh. I feel fortunate to have this opportunity as very few students get selected for the internship as it is very competitive. I have prepared this internship report based on the practical experience and knowledge I gathered from there.

HR division manages all the internal employees of bkash Limited. This division works on managing and maintaining the organization's workforce efficiently. Working in this department, I tried to learn all the tasks that my supervisor had assigned.

bKash limited allowed its intern to work from home this year as they are concerned regarding their employee's health due to this pandemic. Therefore, I have performed all my assigned tasks from home online. I tried to learn and perform as much as I could. However, it was difficult as I couldn't work physically.

**Job Responsibilities and duties**

HRBP department of bKash has allowed me to learn a segment of its recruitment and selection process. There are many parts in which I have gathered knowledge but didn't work in person. The work is confidential and requires skilled hands to perform the job. My learning is- selection and recruitment, CV sorting, Drafting, Job posting & intern-joining session. As my internship was mainly online-based, my supervisor assigned relevant tasks for my knowledge as much as possible. Therefore, I have tried to complete the job with patience and keenness.

**The task I have performed practically**

**1) Call for an Interview:** After sorting CV's my supervisor hand over me selected candidates' names to call them for the interview. I have called more than 400 people for the interviews in three months. First, I used to inform them of the details about interviews if they agreed to attend, and then I created a schedule database according to that.

**2) Joining:** I have learned and closely monitored the joining procedures of Interns. The joining processes are very in-detailed. The documents are needed to monitor minutely. It gives the background proof of the employees (interns). For any organization, it is a requirement for security purposes. So, I have learned to verify and manage documents.

**3) Coordinating the Physical Interview:** I have coordinated a physical Interview where I have to look for the candidate's interview arrangements according to the time and schedule. Thus, I helped to run the interview session smoothly and hassle-free.

**4) Job posting:** I have created Job posts for my supervisor's LinkedIn profile. I have learned to write detailed job postings that can attract candidates over the most popular site LinkedIn.

## 1.3 Internship Tenure Outcomes

An internship is the first official step for the maximum number of students to get into an organization for hands-on experience. I have been fortunate to work with a renowned company like bKash, where I learned the culture of an organization and the core work of HR. It is

undoubtedly a fantastic start to my career, I believe. My supervisor also helped me get habituated with the corporate culture, where he advised me on time management, communication, and priority-setting techniques at the workplace. I am delighted that I got such an opportunity, perhaps sad that this internship journey is concise.

### 1.3.1 Students Contribution to the company

bKash Limited got immense support from their batch of interns as they have selected the best interns from universities across the nation. During pandemics, work from home has become complex, and work pressure is double than before. At this time, interns helped their supervisor get through some work stress while gaining practical knowledge for themselves. All the interns have worked efficiently and effectively where they have proven themselves. For the above reason, bKash limited has always been open for its interns.

### 1.3.2 Students Benefit from being an Intern

bKash Limited has impressive facilities for their interns, from upgraded office devices to wonderful work station. The office premises are lovely, so one can feel much safe and delighted while working at the organization. They're flexible and very responsible towards their interns in terms of their work interests and learning interests. They have helped me learn the practical work and supported the Internship report that interns need to make. Furthermore, I have learned

punctuality as they are very punctual about their office hours. All the works need to be done within the fixed work-frame so that nobody misses any task. Most of my jobs in bKash depend on Excel, so I have gained a good command of Excel, which will help me in my future work life.

Working with a team has been my number one learning as I have learned cooperation, consideration, and teamwork strategies. Which brings a better version of myself as a team player. Finally, I learned to work under pressure. bKash is one of the leading companies in Bangladesh, so the workload is enormous, but time is short that is why all the employees have to adopt the

abilities to work under pressure. I am glad that I could inherit that habit of working in bKash Limited.

### 1.3.3 Difficulties faced during the internship

✓ The second wave of Covid-19 hit the country on June 2021 in Bangladesh. Just after ten days of joining, I have to shift my work at home. bKash is very concerned about their intern's health and safety. They have decided to work from home soon after the situation started getting worst. Work from home was not in favor of us as being an intern. Working in an office is vital as we get the first hands-on experience from an organization. It was challenging to cooperate with the supervisors and understand the concept of work while working from home. My supervisor at bKash was very kind to help me understand the work and gave me the floor of working effectively even it was not easy to communicate from a distance.

✓ The three-month internship is very short in gathering a handful of knowledge. However, it went within a fraction of a moment, and for us, it was even worst as we couldn't join physically at Office.

✓ The company could not give accurate information about the organization and some of its work as it is very confidential. For a reputed company like bKash, it is not easy to share all its data because that might cause corruption of given data.

✓ Since the internship was online, I couldn't get the chance to connect with my supervisor properly. Also, it was not easy to get their feedback on my work as they were really busy working in such a big MFS company.

### 1.3.4 Recommendation

bKash Limited always focuses on the improvement of their overall organization and its employee's benefit. Therefore, they take any and every recommendation or criticism very seriously and enthusiastically. As this time, we cooperated online, so there are few changes I believe bKash should bring for future Internship Programs:

- **Structured Internship program:** I believe bKash should take some ideas beforehand for online/offline internships before starting the Internship program. A project-based work where interns get to see the project progress in person also could help in project progression. This involvement will make them feel valued as part of a project that benefits a company.

- **Training session before starting the Internship:** As the students jump into a completely new corporate sector, companies should have a short training program to boost their confidence and modify them into talented individuals.

- **Providing essential tools and access:** The internship was online, yet it took more than two months to access the hardware and software. Although taking interns is a process of at least a couple of days, the tools should be ready to have smooth work as soon as the interns join.

# Chapter 2: Organization Part: Overview, Operations

## 2.1 Introduction

### 2.1.1 Origin

This section will be discussing the essential parts/aspects of bKash Limited. This part will help better understand the overall bKash, its departments, and the comprehensive service.

### 2.1.2 Objective

- ✓ In detail, analyze the existing functional area of bKash Limited
- ✓ Interpreting all the operating performances
- ✓ Illustrating HR practices
- ✓ HR contribution to the company's betterment

### 2.1.3 Scope

This section/chapter is explicitly going to talk about the functions of bKash limited in detail. It has been prepared with authentic and relevant information about the company and is approved by its officials. bKash limited is one of the biggest and known MFS companies in Bangladesh and

making a report on this company will give the readers a knowledgeable insight about the company. This chapter contains the company's mission, vision, service, operations, competitive analysis, marketplace, and SWOT analysis.

## 2.1.4 Methodology

The data and the information are collected through primary and secondary data. The company follows rigorous confidentiality when it comes to sharing any internal data. Therefore, according to the company's policy, it is not easy to get all the information.

**Primary data:**

- ✓ Via group discussions with colleagues
- ✓ Hand on experience while working in HRBP
- ✓ Getting insights through interacting with the organization's supervisor

**Secondary data:**

The secondary data has been collected through the company's website and from different social sites. Also, I have taken the help of newspaper articles and authentic online write-ups on bKash limited.

## 2.1.5 Limitations

There are some limitations while writing this report that I am going to mention here:

- ✓ Due to the confidentiality code, it was not easy to get all the information as expected. The management of bKash didn't disclose any confidential information; therefore, it became tough to complete this report smoothly.
- ✓ The data were challenging to crack because of the confidentiality issue. Also, the internship was online, which made it even worst for the interns to collect accurate information while working at bKash.

## 2.2 Overview of the Company

In this section, the overall view of bKash limited is given. However, I have tried my best to capture all of its parts in general.

### 2.2.1 Nature of the Business

bKash Limited is one of the finest and number one MFS companies in Bangladesh. This company is a subsidiary of BRAC Bank Limited. It has started its journey as a joint venture between BRAC Bank Limited Bangladesh and Money in Motion LLC. bKash focuses on easy financing service to a large population who still lack behind on banking service. It has been focusing on easy transactions, convenient and affordable services over the period in Bangladesh.

### 2.2.2 bKash Limited – About the Company

bKash limited is known as an MFS company due to its service line. On July 21, 2011, bKash started its journey towards mobile financial service with only 12 employees. It has come a long way by its continuous growth over time. bKash has made its appearance in both urban and rural life with its unique and convenient service.

Bangladesh has emerged as a developing country, and it has been reaching new dimensions with the help of modern technologies and innovative business approaches. bKash is one of the most known service providers. They grabbed the market gap where 70% of the rural population in Bangladesh is not familiar with banking services. They find it difficult and quite a task to operate banking procedures and transactions. Around only 15% population are taking banking services and have access to the baking system. bKash Limited has introduced itself as the most convenient mobile financing service for both rural and urban populations. Now it has the biggest market of all as they occupied the maximum number of people with their services. Both educated and less educated persons can rely on this service because of easy transactions and safe security service.

Two Quadir brothers, kamal Quadir and Iqbal Quadir founded bKash limited from scratch. Their idea was to bring this service to Bangladesh to facilitate its people as Bangladesh's economy is strong enough to make such a move. Now it has a market share of 75% of Bangladesh's population. Being a subsidiary of BRAC Bank Limited, International Finance became the equity partner, and International Finance is a part of the World Bank group. In April 2014, Bill and Melinda Gates Foundation became the investor of bKash Limited.

For the business progression in Bangladesh's market, the Quadir brothers were looking for local associates, and later they started working with BRAC's founder, Fazle Hasan Abed. BRAC is the number one and most renowned nongovernmental organization working to better the lives of Bangladesh's homeless and needy people. Now, bKash limited offers various services such as cash in, cash out, money transfer, mobile recharge, bill payments, and payments. Lastly, it has become one of the vital sources of our daily life. It is not easy to find people who don't use bKash for transactions. Now it has more than 50 thousand verified accounts with 20,000 agents all over Bangladesh.

### 2.2.3 Achievements/ Milestones

2017 - Ranked 23rd company in the annual list of Fortune Magazine's 'Change the World'

2019 & 2020-Best brand of Bangladesh, Consecutively second time

No. 1- Mobile Financial Services Brand for the 4th time in a row in the MFS category

Fig 01: Ranking and Achievements

### 2.2.4 Mission- bKash

The mission of bKash is to bring ease to people's life. Its goal is to become a convenient medium for the maximum population with the most reliable service. Furthermore, it aims to create a medium of easy transaction among bank users and non-users. Their main objective was to become familiar and habituated into people's lives with the new form of banking. In addition, they targeted introducing a new term into people's lives called Mobile financial Services, which they successfully did.

### 2.2.5 Vision – bKash

The services of bKash are not similar to banks. Instead, their vision is to empower the rural people financially who are not aware of banking services.



Fig 02: vision & mission

## 2.2.6 Products and Services of bKash

bKash is serving the mass with its services along with MNO's like Bankglalnk, Grameenphone, and Airtel with its single service menu. bKash is one of the biggest MFS companies in Bangladesh that provides the safest money transactions, cash in, cash out, billing, payment, agent services. People can also save money in their accounts. It is one of the safest money-keeping

services as bKash provides security through customer's PINs. It has quick customers and agents all over Bangladesh who are very active in providing services to its people. bKash has wonderful and very lucrative rewards offering to their customers.
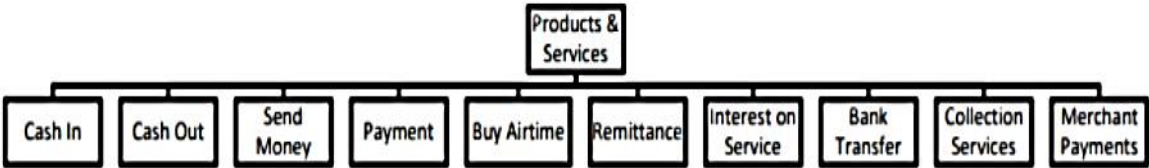
The list of its given services:



Fig 03: bKash limited services

All the services mentioned above made the customer's life easy and fast forward. It made everyday transactions safe, quick, and easy.
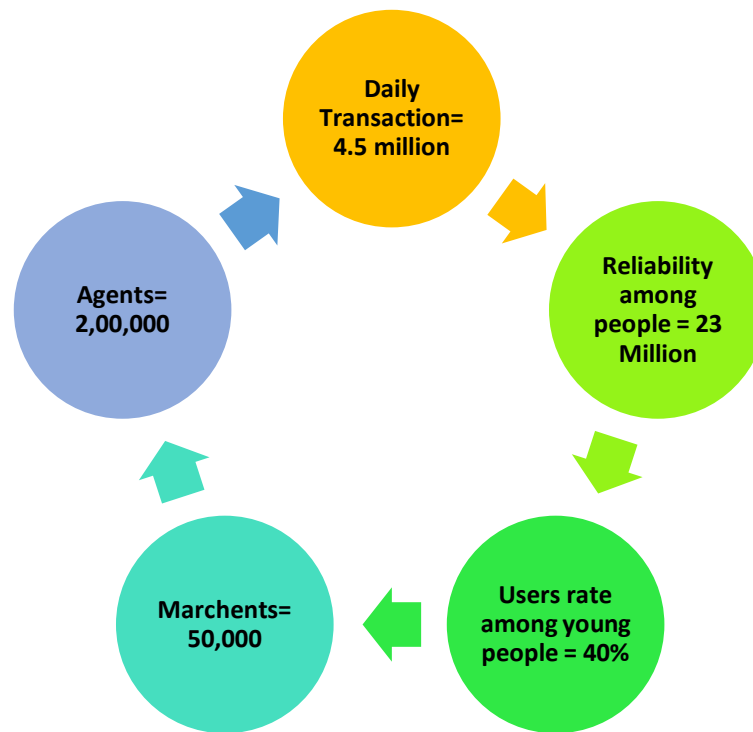
**Current bKash of status:**



Fig 04: an overview of bkash current service status

## 2.2.7 Board Of Directors

**The lists are given below-**

**Chairmen –** Shameran Abed

**Nominee Director -**

1. Ryan Gilbert

2. Andi Dervishi

3. Nicholas Hughes

4. Arun Gore

5. Mr. Meherier M. Hasan

6. Kazi Mahmood Sattar

7. Guoming Chang

8. Selim Reza Forhad Hossain

9. Mr. Kai Nin Kenny Man



**Mr. Shameran Abed**
Chairman

**Mr. Ryan Gilbert**
Nominee Director of BRAC Bank Limited

**Mr. Andi Dervishi**
Nominee Director of International Finance Corporation (IFC)

**Mr. Nicholas Hughes**
Nominee Director of Money in Motion LLC

**Mr. Arun Gore**
Nominee Director of Money in Motion LLC

**Mr. Meheriar M. Hasan**
Nominee Director of BRAC Bank Limited

**Mr. Kazi Mahmood Sattar**
Nominee Director of BRAC Bank Limited

**Mr. Selim Reza Farhad Hussain**
Nominee Director of BRAC Bank Limited

**Mr. Guoming Cheng**
Nominee Director of Alipay Singapore E-Commerce Private Limited

**Mr. Kai Nin Kenny Man**
Nominee Director of Alipay Singapore E-Commerce Private Limited

Fig 05: Respective Board of Directors

## 2.3 Divisions of bKash

There are nine divisions in total at bKash. In all divisions, there are several departments. Within these departments, multiple teams and channels work together to make this business successful.

Giving the overall bKash corporate division diagram below-
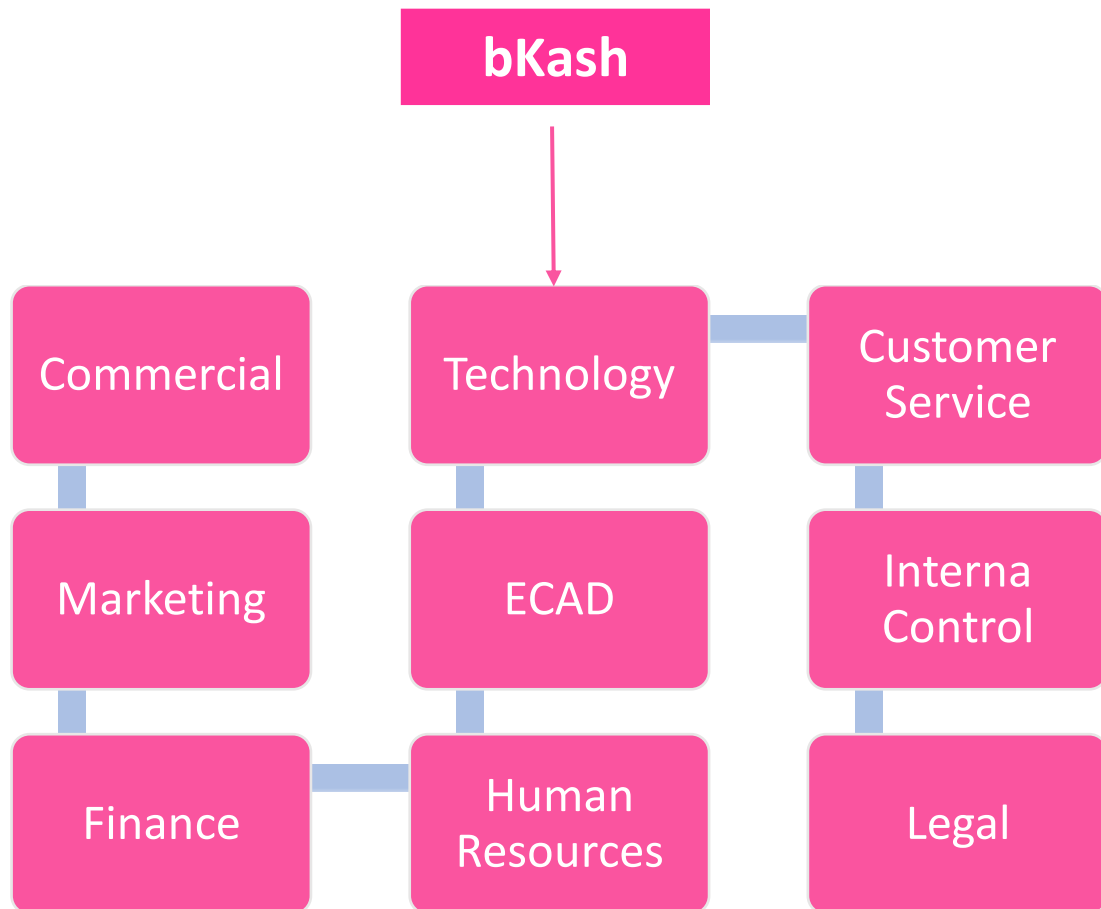


Fig 06:

### 2.3.1 Workplace Culture around bKash Limited

Cultural aspects and approaches are really important when it comes to the workplace. A peaceful and harmonious environment can make one productive. bKash provides a positive approach towards its team member and workplace. As a result, they promote a very respective environment overall in its organization.

The key factors I have seen working in here behind their positive culture are:

- Maintaining core values
- Respecting each others space
- Keeping a lively environment with fun and positivity
- Making every team member feel that each of them are a part of bKash
- Giving rewards on achieving milestones

## 2.4 HR Division- HRBP department at bKash Limited

The human Resource division of bkash has an HRBP department under which I have completed my internship. This division deals with recruitment, selection, development, safety, wellness, compensation, benefits, training development, & performance management.

**A) Recruitment Process:** Recruiting employees is one of the important and core tasks of HRM. bKash follows standard recruitment policies according to the departmental requirements. Therefore, they prefer both -

- viva and
- test where necessary.

In addition, they give a fair chance to both -

- fresh graduates and
- experienced people.

Usually, fresh graduates can apply for MTO, TO, and Officers positions. Otherwise, for senior-level bKash prefers experience people. bKash follows a two-step recruitment process where HOD, HR person, and Departmental people test candidate qualification at maximum level.

**B) Training & Development process:** Training and development are important for any organization to increase productivity. It helps to generate more and more knowledge with the growing time. A successful training needs structured planning. A structured training method needs to be assessed more carefully to ensure its outcome. bKash limited conducts three types of training that are given below-

- **Induction –** This is most likely like an orientation program where the new joiner gets comprehensive insights about the organization. HR persons generally conduct it.
- **QC Training –** It is one of the most important trainings of all. This training helps to ensure QC personnel in combating all sorts of fraudulence and complaints.
- **Equipment Orientation –**According to the SOP ( Standard Operating Procedure), this training is about handling every piece of equipment. Therefore, it is necessary to the product quality.
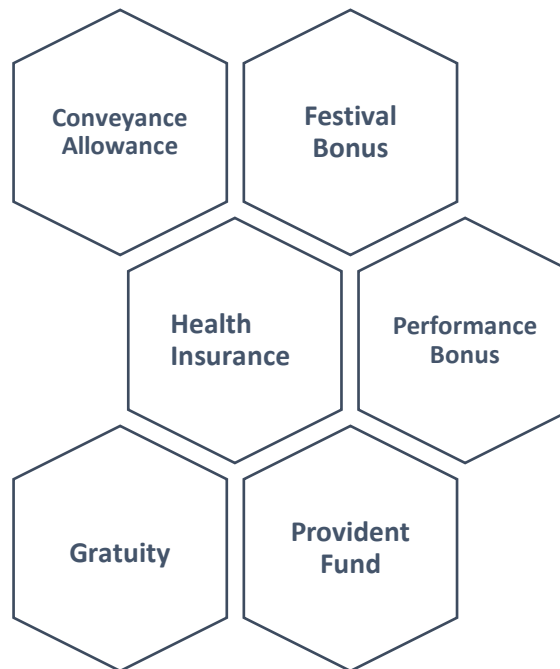
**C) Benefits policy of bKash –**

Fig 07: Given employee benefits

## 2.5 Recommendation

There are some recommendations considering all the good things that bKash could follow.

- As employees' increment is based on KPI (Key Performance Indicator), they could be introduced a technology where everyone's KPI is generated and recorded automatically. As manually recording KPI is time-consuming.

- bKash might think of starting extra working hour compensation or any reward policy. However, as the company is big and in general, it has way more workload than usual. Therefore, they can make their employees more active by compensating those extra hours they work for the company.

- Sitting arrangements at bKash can be more organized as new joiner seems to be unknown about their work station for quite a long time. So, proper planning before recruitment needs to be done, so the new hired to make their every day after joining more productive.

## 2.6 Conclusion

Being the number of MFS bKash focuses on growth and sustainability. So it is bringing every possible upgraded technology into the company, which will leverage its productivity more and more. All the departments are together making this company successful. Being an HR intern, I have witnessed the tremendous effort of the HR division to make the company more productive and glorify.

# Chapter 3: "A study on the effectiveness of the virtual recruitment process of new hires during the pandemic situation"

## 3.1 Introduction of the Study

Covid-19 named novel coronavirus was discovered first in December 2019 in Wuhan, China. **(Gondauri, Mikautadze, & Batiashvili, 202**0). It is an infectious disease with mild to moderate respiratory illness and severe to the older generation with underlying health conditions. **(World Health Organization, 2021)**. The safety measure against this virus is physical distancing by avoiding crowds, wearing masks, staying in a separate room, keeping hands clean, etc. **(World Health Organization, 2021)**. In addition, all the public gathering places like restaurants, shopping malls, parks, offices are being restricted by the governments in case of visiting. Total cases of infected people are 189,998,957, and the number of Deaths is 4,082,349 as of July 18, 2021. **(Our World in Data, 2021)**.

Lockdowns, quarantine restrictions, and governments policies have brought immense change in our regular life and business activity. One of the biggest changes we have observed in recent times is in our workplace's activities. Due to the above situation, work from home, online recruitment, selection, and training have become some of the strongest points in every organization that keeping the business activity on track.

Human resource plays an important role in running the business effectively. Covid-19 has a rigorous impact on human resource management as it directly deals with people inside and outside the organization **(Mwita, 2020).** Traditionally we see selection and recruitment process is done in-person to regulate the workforce of the organization. However, in recent times it has been shifted towards a Virtual process to avoid the spread of the disease.

We see a shift in how companies use their online job sites and other online platforms to regulate professional mobility and economic sufficiency. This approach is leaving a mark for the future as well **(Zagheer & Barakat, 2021).**

## 3.1.2 Problem statement

The worldwide impact of covid-19 with economic recession has made the number of available jobs limited. To carry out the job vacancies, it was vital for recruiters to introduce the new virtual recruitment process that can take the traditional recruitment system. In such a crisis time, recruiters opt for virtual recruitment as the most suitable solution. It cannot be denied that recruitment is one of the major functions of human resource management **(Dixit,2020).**

The formal interview uses non-technological methods like placement, face-to-face interview, setting up the meeting, and shaking hands which are not helpful for a global pandemic. It is very crucial to maintain a physical distance for overall betterment. **(Haddash, 2017)**

Bangladesh is becoming technologically advanced with time, making this situation easier for recruiters to move forward with online recruitment during this pandemic. Online recruitment facilitates candidates with various job opportunities where they can apply for multiple jobs simultaneously. Candidates can attend more than one interview within a single day due to the online interview facilities. It has become easier for recruiters to invite, screen, cross-examining, and choose the best candidate for the organization. **(sultana & sultana 2017)**

Apart from the good things that we are aware of the virtual recruitment, there is some downfall. Candidates are not always prepared for every platform different companies use, lack of technological knowledge, communication gap, internet issues, awkward screening time, etc. Candidates or employees might be intimidated by the online interview as we tend to find comfort when the interview session is in person. It is easier for both sides to understand each other's body language and perspective more.

Moreover, after selecting a new joiner, collecting all the formalities within time is not easy. Also, the newly hired team member faces many complications in completing the joining paper works. It is not easy to give them a proper brief of the organization and their work on time while working remotely. At times, new employees find it difficult to blend into the organizations' culture. Sometimes, new hires face a lack of proper hardware and software tools access, and communication tools might be confusing them, they might be lost in case of how to share data, how to keep documents safe in between the co-workers, and to whom they might ask the

questions about work. Lastly, as the work is being done remotely, it is not easy to understand their hired work properly. **(Pitt.edu, 2020)**

This study is being conducted to provide recruiters with a view of the new hires, which will benefit from online recruitment practices in Bangladesh. New companies would take recommendations from this study about how to make online recruitment efficient and effective. Also, the companies holding these practices will know what hasn't been done or what else they could do. This research will help them in undertaking various important steps in future processes.

With this advantage, the human resource department will make its policies more structured and effective in recruitment. In addition, this study will guide organizations about the problem faced by the new hires. That is going to lead them to have a better solution.

### 3.1.3 Research Objective

I.   **Broad Research Objective:**
     effectiveness of the virtual recruitment process of new hires during the pandemic situation.

II.  **Specific Research Objective:**

     **1.** To identify the most preferred online recruitment site & policies

     **2.** To identify the problem of new joiners from the perspective of onboarding and generating solutions

     **3.** To identify the best communication tool for the recruits within the organization

### 3.1.4 Significance of the study

The main reason behind this study was to give the readers an idea of the current virtual recruitment process. Therefore, the report has been made in such a way so that readers and researchers get to understand the overall idea behind this research. Furthermore, they get to gather the current scenario of the current situation and, depending on this, formulate the

strategies. Depending on the research, HR from the organizations can think of better strategies for future situations.

## 3.2 Methodology

### 3.2.1 Research Design

This research is a quantitative one where survey questions are used as a research method. Therefore, the results depend on statistical, numerical data that we have gathered through the survey. It is not based on a big sample, so the results we got can not be the ideal situation of the current market.

### 3.2.2 Research Question

**1.** What is the most preferred online recruitment site?

**2.** what is the problem of new joiners from the perspective of onboarding?

**3.** What medium should be used as a communication tool for the new hires?

### 3.2.3 Key points

**Dependent Variables:**

- effectiveness of the virtual recruitment process

**Independent Variables**

- pandemic, interview, onboarding, communication

### 3.2.4 Limitation

- ✓ bKash follows a strict policy where they are not allowed to share any internal information openly. For this reason, the study has been conducted on a general topic.
- ✓ Due to the home office, it was difficult to reach people for the survey, specifically for primary data.
- ✓ Due to the organization's confidentiality, they didn't allow to take any in-person interviews for the qualitative research.

## 3.3 Literature Review

Human resource management is one of the important parts of an organization on which the performance of the whole organization depends. (Mwaniki & Gathenya, 2020). For this aspect, it is believed that human resource management drives the organization towards its success (Bose, 2015). This particular department of an organization combined with acquisition, development, maximizing productivity, and maintenance of the efficient employee at the workplace. (Mwita, 2020). Organizations are made with people and whenever any crisis arises employees are the one who gets affected the most (Athamne, 2018). Therefore, the HR department of any organization must know how to resolve issues with modified strategies during the pandemic to keep its employee safe and productive in the best possible way (Simoes, 2013).

Covid-19 has changed the structure of our surroundings. It introduced us to many unknown states like lockdown, quarantine, shutdown, and work from home. Social distancing has become the most suitable solution to such a problem. Offices are being redundant, and employees are

Working remotely has become the new norm of life. During the time of lockdown and quarantine, people are still getting hired. Amazon canceled all in-person interviews and shifted them into virtual interviews (Maurer, 2020). With the utmost help of technology, young professionals and fresh graduates are ready to start their careers. Local and multinational companies are arranging virtual interviews, seminars, and orientations for the new recruiters (The daily star, 2021). However, the situation is not always the same in all cases - From a study,

we can see. Also, there are situations where organizations cancel recruitment and selection activities (Mwita, 2020).

The scenario of placing an interview does not also change in the age of remote working. Candidates and recruiters both have to take adequate measures to ensure that the interview session goes smoothly. While arranging an interview, one must arrange all the necessary backup to avoid any unwanted consequences. All interviews happen in a designated slot which is generally pre-schedules. Both the recruiters and candidates should take a close look into the time frame as all workload needs to be addressed on time during the pandemic (The daily star, 2021). If the hiring organization is abroad based, the management should select interview time according to the candidate's end. It is also important to start the interview with the camera from both ends (The daily star, 2021).

The recruiters must inform candidates about the video conference tools like Zoom, Google meets, and Microsoft teams beforehand. Amid the covid-19 outbreak, Microsoft teams offer a free trial of its premium version to facilitate the situation (Maurer, 2020).

There is also a new term that is interview without interviewers. Playing games, personality tests, video making would help measure one's skills and traits for the organization (Weed, 2020). However, AI recruitments are not accepted by all, as people believe their talents cannot be judged by a computer (Murad, 2021).

Then it comes to the Onboarding process. Onboarding employees is one the most important job to do after they get hired. It has become even more difficult nowadays due to the pandemic situation (Brower, 2020). Before the pandemic entire onboarding situation was in-person; now, it is all virtual. The only communication that new hires get is their offer letter, joining date, and work starting day via e-mails. With the growing number of new hires

during this pandemic, companies should use a proper communication tool to increase employee retention rates (Lewis and Lewis, 2021).

It is important to have a dynamic, seamless, and information onboarding session for the new employees. It will not only help them in creating new relations within the organization but also will give them a voice. Therefore, it is very important when they are working remotely (Maurer, 2020).

Virtual onboarding should never be a phone call and one video session. In many cases, we see that. Also, it is important to make sure that the new hires are ready with the right technology. (Maurer, 2020). Organizations must provide the hardware and software tools beforehand. Which creates a smooth flow of work and employee satisfaction while doing work from home. (Pitt.edu, 2020)
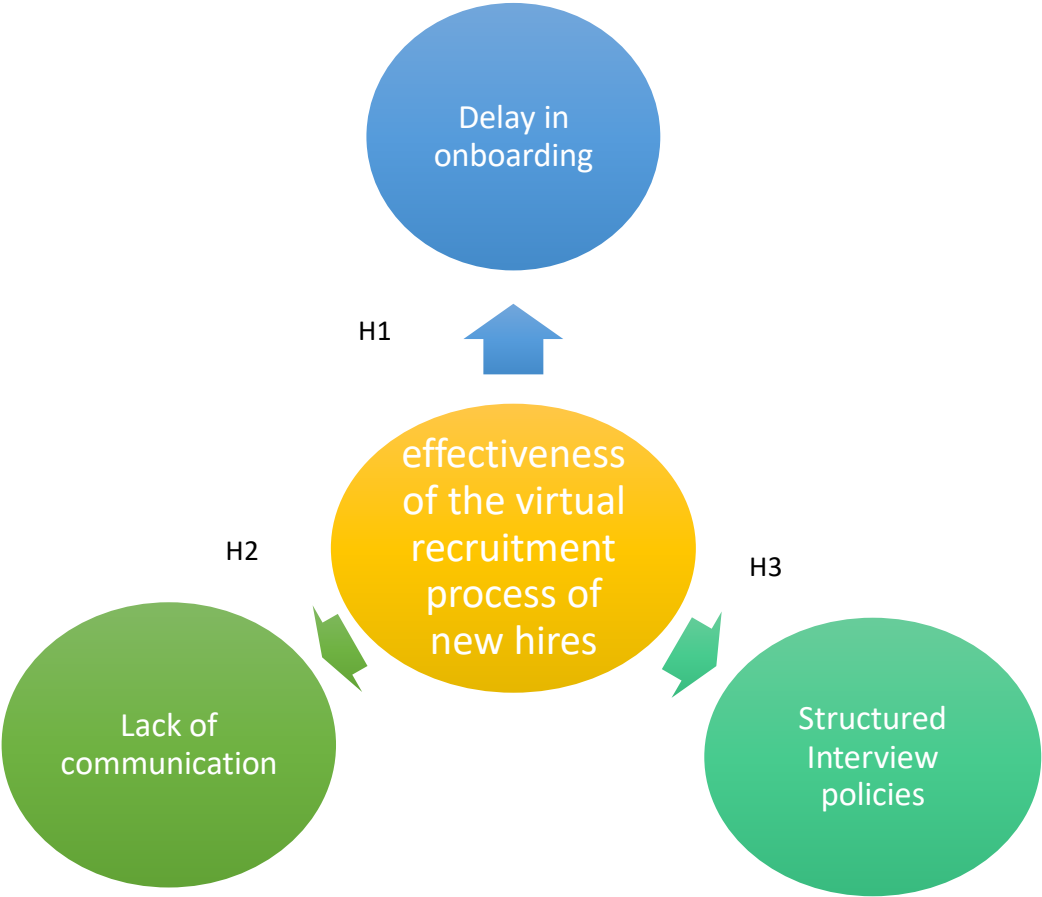
## 3.4 Conceptual model



Fig 08: Hypothesis

**Data Interpretation and analysis**

This section of the paper collected responses from 60 people—the sample size is 60, where 45% is male and 55% is female. Therefore, the age group is mostly from 20-40. Where respondents are 64.4% is at 20-25 age, 24.5% is at 25-30 age, and 10.2% is from 30-40 age group. Furthermore, from 60 respondents, I have asked their employment status where it is revealed that 21.7% is unemployed, 35% is at an internship stage, and 43.3% is employed. As this paper is on the virtual recruitment process, the questionnaire proceeds further on asking related questions which will bring out the actual scenario-

**The scenario of current attendees of virtual interview**

**Have you recently faced any Virtual Interview?**
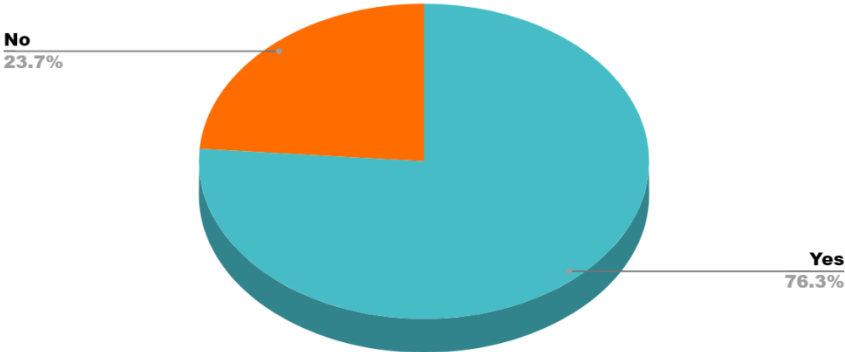


Graph 01: Number of candidates who attended virtual Interview

The graph above shows that after the pandemic hit, the overall world changed its way of working. Therefore, the organizations were introduced to the new policies of virtual interviews. As we can see, among the 60 sample sizes majority has been through a virtual interview session. So is 76.3% people have been through the virtual interview, and the rest of the small portion have not, which is only 23.7% of the sample.

**Preferences of interview method during a pandemic**



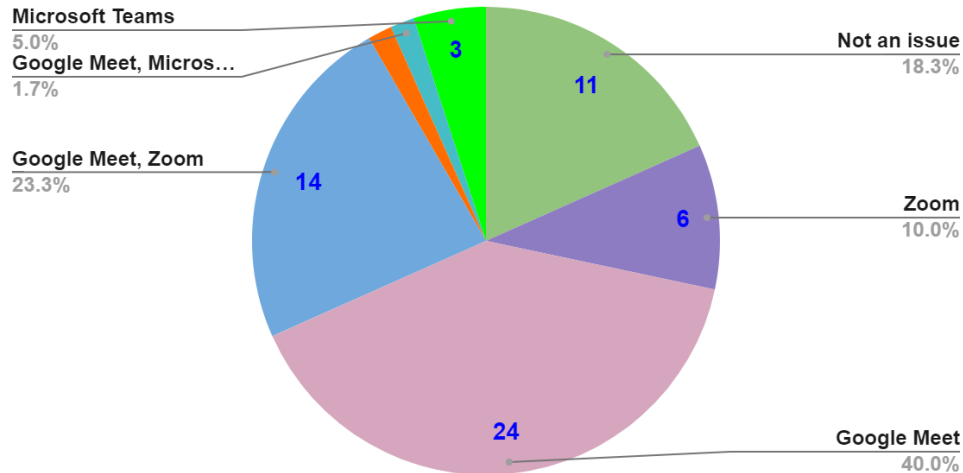**Count of which Interview method do you prefer during Pandemic?**
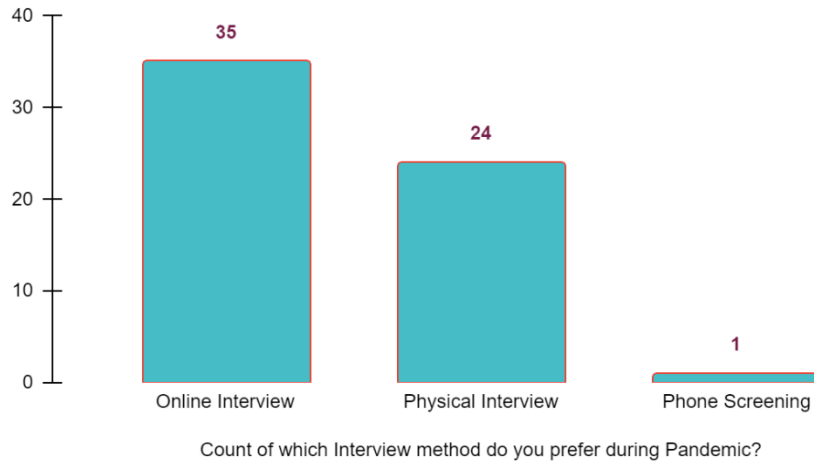
Graph 02: Interview method preferences

Due to the current pandemic situation, candidates prefer more online interviews than physical ones. People are more concerned about health issues and the virus that can cause a severe impact on health. In such cases, they prefer virtual interviews. For the majority, it is the best solution to this pandemic as you get to hire by a company without getting the chance to infected. We see 35 people, which is 58.3% prefer virtual interviews currently, and 24 people, which is 40% prefer physical Interviews. Only 1.7% prefer phone screening. Therefore, they accept the virtual interview changes over physical approaches for safety and smooth career growth.

**The most preferred online platform for interview**

**Count of Which Platform do you prefer for an Online Interview?**

Microsoft Teams
5.0%
Google Meet, Micros…
1.7%

Google Meet, Zoom
23.3%

3

11

14

24

6

Not an issue
18.3%

Zoom
10.0%

Google Meet
40.0%

Graph 03: popular interview sites

When it comes to the virtual interview, there are many platforms where organizations perform their interviews. However, few popular sites are Google Meet, Zoom, and Microsoft Teams. It is also true that not everyone is comfortable on every platform. For this reason, this survey is conducted to identify the popular site of all so that organizations can choose their platform wisely. Google Meet and Zoom have the highest percentage, 40% and 10%, respectively.

Furthermore, the majority of the sample prefers both the Zoom and Meet platform. On the other hand, Microsoft Teams has the lowest popularity rate (5%) among candidates. Some people (18.3%) are also technologically independent and well knowledgable, making them have no issue on any platform.

**Preference on both end visible interaction during the virtual interview**



It is important to start the interview with the camera on from both ends.
60 responses
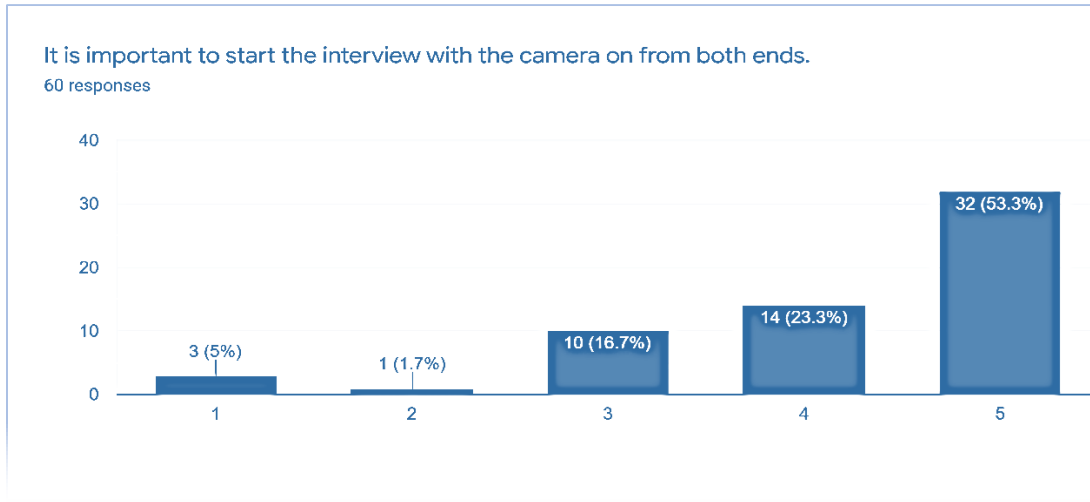
Graph 04: Visible Interaction while on a virtual interview

A linear equation from scale 1-5 has been asked how important it is to open a camera from both ends. The majority of people voted that they strongly agree that both ends should have their cameras open. So, with the above statement, a scale of 4-5 is categorized as Agree and Strongly Agree, and 1-2 is on Disagree and Strongly Disagree side. So, it proves that out of 60 respondents, 46 people want to have a lively interaction while attending virtual recruitment. They want to have both way interaction where they can see both interviewer and interview.

**Interview Scheduling Flexibility**

**Does the hiring organization's management select the interview time according to yours end?**
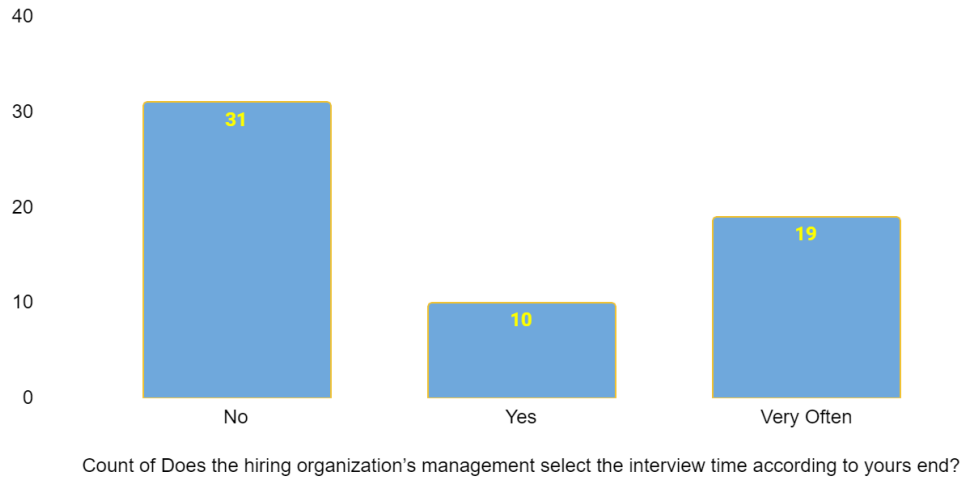


Graph 05: Interview scheduling flexibility

With the growing workload and busy schedule, organizations need to care about internal and external time while pursuing an interview. Therefore, organizations should not only think about their flexibility but also about both ends' flexibility. Unfortunately, according to this survey, the organizations mostly do not care about candidate's flexible time. Here, 51.7% (31 people) said organizations do not care about candidate's schedules. Only 16.7% (10 people) responded positively that organizations care about the candidates' timing, which is very low in rate.

**Perception on Organizations interview rescheduling**

**Do you think virtual recruitment gives recruiters the freedom of changing pre-schedules time often? Have you faced any such situation?**

No I do not think but Yes
23.3%

Maybe but did not face any such situation
48.3%

Yes I believe and Yes
28.3%
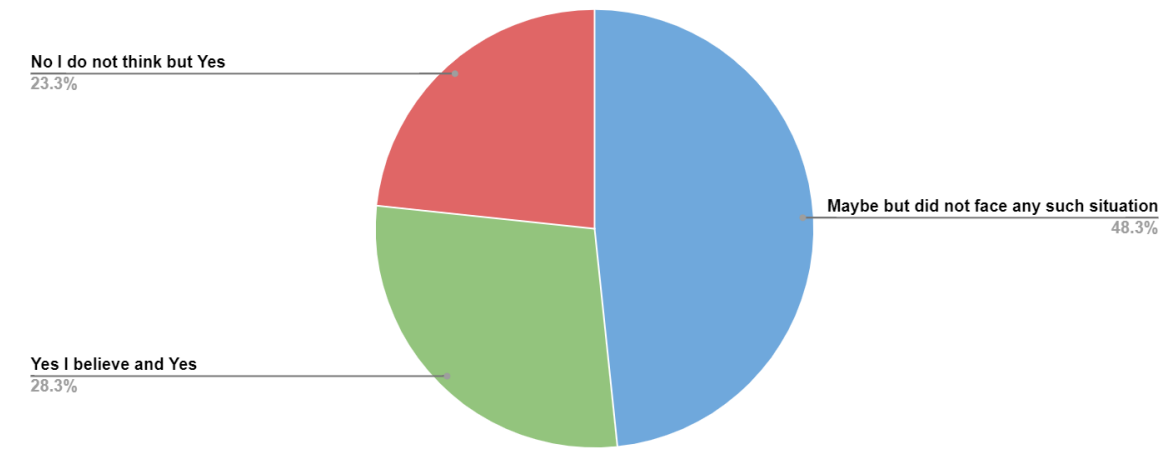
Graph 06: scenario of pre-schedule changes

We are getting used to virtual recruitments during lockdown and pandemics as it is very convenient and safe. However, previously, we see from data that most organizations do not prefer candidates' time while scheduling an interview. Therefore, the above status led to question how often they change pre-scheduled time as it is virtual and convenient to change whenever the organizations want. However, we see that majority faced such a situation, which ratio is 51.6%. And the other face is the rescheduling of the interview.

On the other hand, others did not face any. Therefore, the ratio is of both perspectives is very close. Lastly, it can be said clearly that rescheduling the interview frequently takes place on the virtual recruitment site.

**Satisfaction level of new recruits regarding virtual onboarding**

**Are you satisfied with your organization's Chosen virtual onboarding method?**

| | |
|---|---|
| Yes | 34 |
| There was no virtual onboarding session | 9 |
| No | 16 |

Count of Are you satisfied with your organization's Chosen virtual onboarding method?
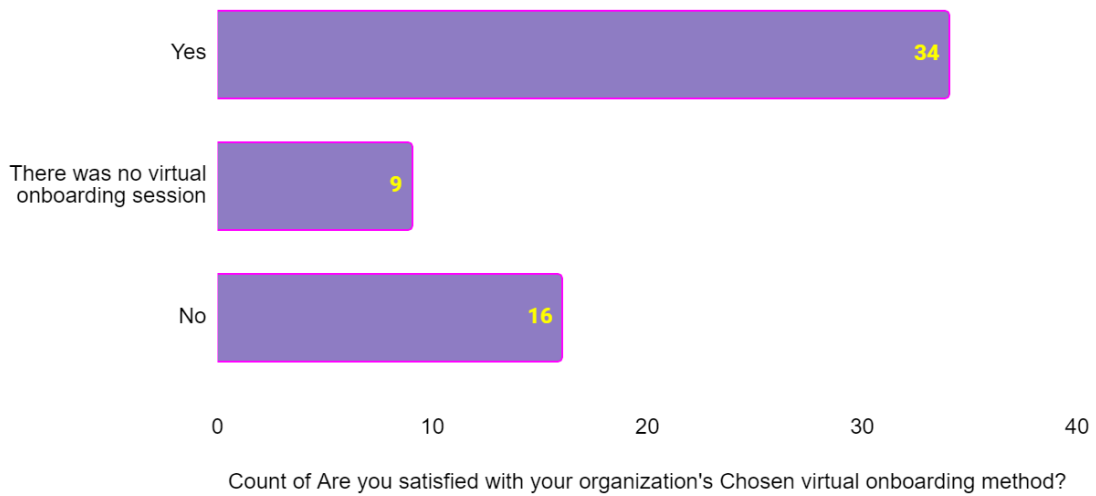
Graph 07: Chosen virtual onboarding method

Here, it is very visible that among 60 samples, only 34 people are satisfied with their virtual onboarding method. From the rest of the sample, we see that 16 people are dissatisfied with the onboarding method. It is very unpleasant that 9 people did not experience any onboarding session while joining the organization. The satisfaction rate is higher, but it is not avoidable that people are still dissatisfied and deprived of onboarding sessions.

**Opinion on the structured onboarding session**

**Your virtual onboarding stages were well designed-**
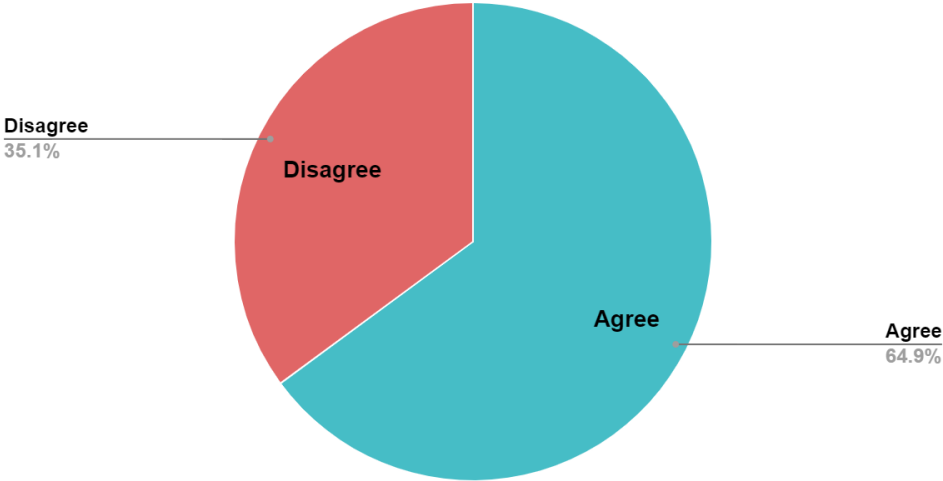


Graph 08: Opinion on well-designed onboarding method

I have got the majority of the people saying their onboarding session was well designed. All the stages are well planned. It means companies or organizations are thinking ahead and ensuring their new employers have a smooth and structured onboarding session. The records above are positive at 64.9%, but we still see that around 35% of people are not satisfied with the onboarding session. That reflects that many companies still need to equip themselves with the new style of onboarding.

**Opinion on a dynamic, seamless, and organized onboarding session**

**An organization must have a dynamic, seamless, and informative onboarding session for the new employees before it handovers the responsibilities. How much do you agree?**
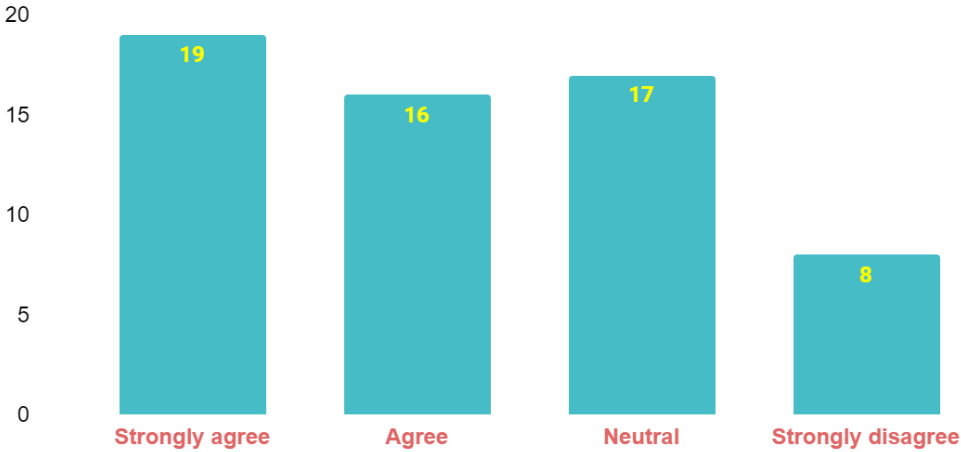


Graph 09: Opinion on dynamic onboarding session

It clearly shows that the maximum number of people agreed and strongly agreed that they needed a planned onboarding session. In addition, almost 66% of people have a positive attitude towards dynamic, seamless, and informative attitudes. Another majority is neutral, and very few people have disagreed with the statement, which is only 13%. So, we can conclude On the point that the majority of new hires want an organized onboarding session.

**New joined employees facing difficulties communicating with supervisor or boss virtually**

**Count of You faced difficulties communicating with your supervisor or boss after virtual joining -**

Yes
33.3%

Neutral
28.1%

19 (33.3%)

16 (28.1%)

22 (38.6%)

No
38.6%
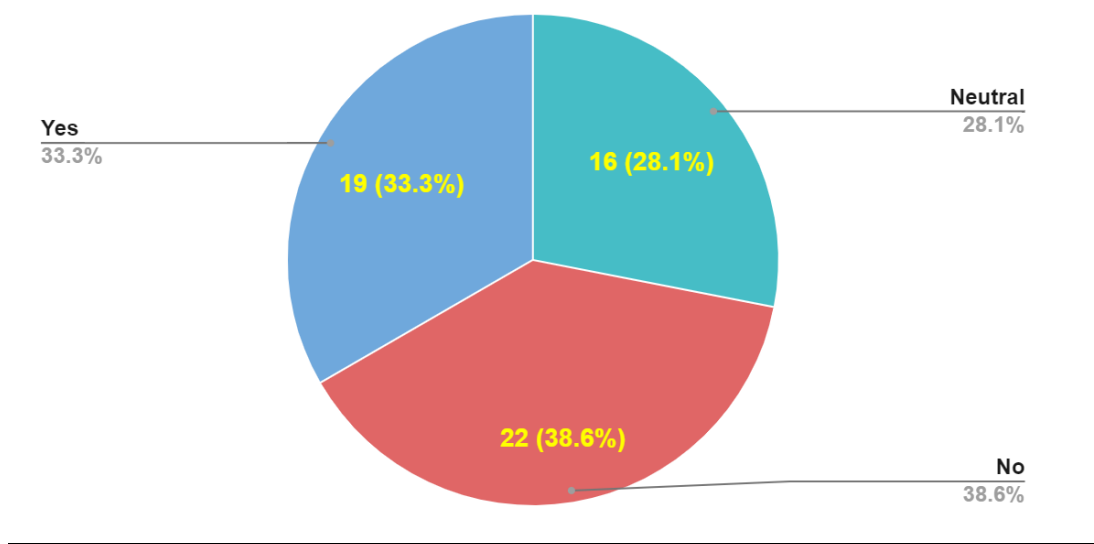
Graph 10: Difficulties in communicating with supervisor

Most people said they didn't face any difficulties while communicating with the supervisor, which is 37.9%. But, moreover, we can not completely outsee that 34.5% of the population still face problems while communicating with their bosses. Therefore, this chart brings down the point that still many organizations need to build a powerful virtual communication way by which the whole recruitment process can run smoothly.

**How long it took to get proper hardware and software tools?**

**Count of How long it took companies to provide access to hardware and software tools after joining ?**

| | |
|---|---|
| 40 | |
| 30 | 33 |
| 20 | |
| 10 | 12 |
| 0 | 6    8 |
| | 1 week   2-4 week   1-2 days   Almost a month |
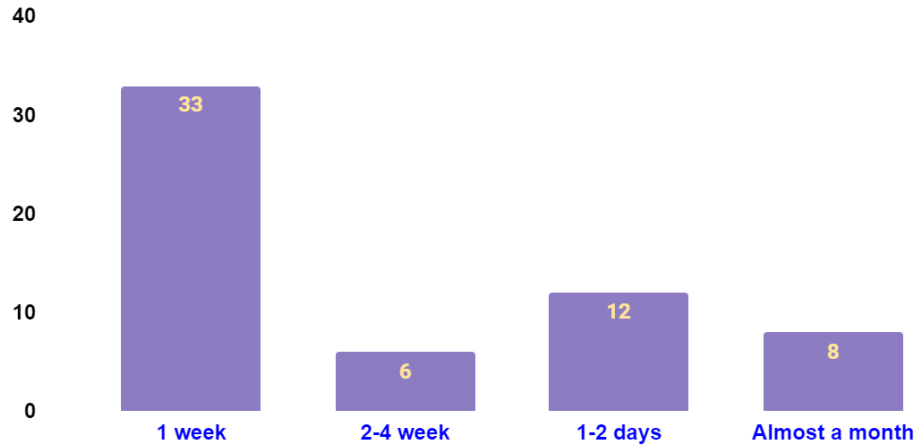
Graph 11: Hardware and software tools access

The above chart clearly states that most of the people from the survey got the hardware and software facilities on their week 1, which is 55.9%. From my experience as a talent acquisition intern, I can say hiring an employee is a matter of time. Moreover, It takes quite a bit of time to join after their selection. So, this process of handing over the tools should be quick enough. In this perspective-taking, one week to a month is a loss of the newly hired employee's productivity which is 79.7%. Only 20.3% got the access efficiently on time.

**Asked about the choices of recruitment method once is pandemic is over**

**Count of Would you prefer virtual recruitment after the pandemic is over?**

Yes
41.7%

25

No
58.3%

35
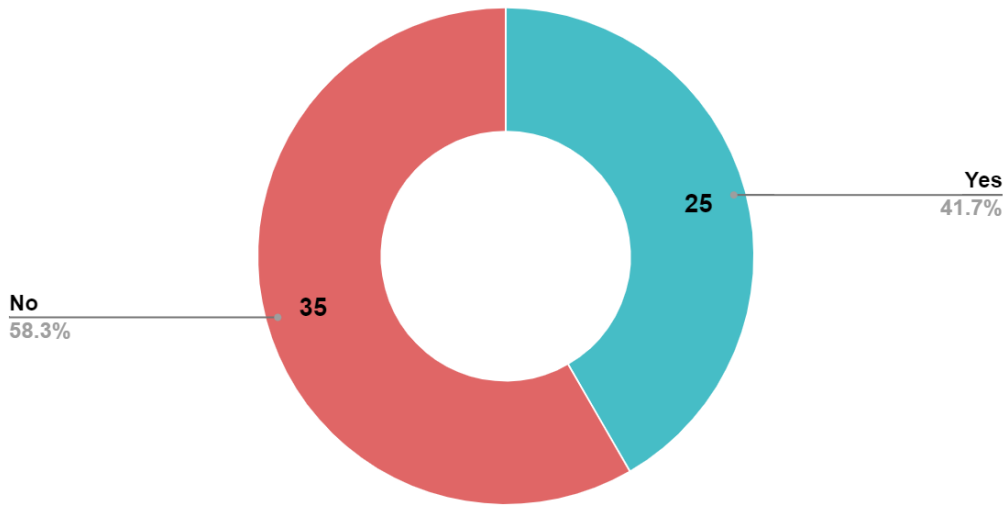
Graph 12: Virtual recruitment after the pandemic

Most of the people from the above chart said no, and the percentage of people saying no is 58.3%. Furthermore, 41.7% percentage saying is yes to the virtual recruitment process. These statistics show people didn't fully grant the new recruitment policy. The majority still prefer physical recruitment.

**For the above-selected answers, we asked an open-ended answer from the sample population**

## Count of Why would you prefer above selected option?



Graph 13: Open-ended opinion on chosen recruitment method

Most of the responses we got here are that they prefer physical interviews as it is a better way of communication. Candidates can express themselves better, or they better recruiter can judge the candidates better in person. In addition, they find the physical interview is more engaging.

Therefore, the section that said they prefer virtual recruitment has a similar kind of statement that virtual ones are hassle-free, less time-consuming, and save time.

## 3.5 Findings:

The findings I got from the above studies:

I. During my survey, I found that majority of the people have online face interviews during the pandemic, where most people prefer it online. This probably has moved us from our daily previews.

II. One major revolution has been seen that people want more of a two-way visual conversation during the interview. Moreover, they want a scheduled and flexible time for the interviews.

III. The one part which the people highlighted was about the introductory session by the organizations, which they want seamless and more organized.

IV. Furthermore, it was seen that most of the ratio was concerned that the tools they got from the organization were not on time. So there was a sense of mismanagement.

## 3.6 Summary & Conclusion

With the growing technologies, companies and candidates are still managing the recruitment process even during this pandemic. Still, the recruitment process isn't only about the virtual interview, and it is way more than that. Companies are still coping with the virtual recruitment strategies where they are slowly but surely getting there where they could give new employees a better virtual recruitment process. But, unfortunately, not every company has solid strategies. Candidates are also coping with the new environment, but in the end, they still prefer the old recruitment methods.

## 3.7 Recommendation

> **Interview scheduling**

Recruiters must select the interview timing considering the candidate's timing. Thus, even if the recruitment is virtual, they shouldn't take advantage of changing the schedule often. In this manner, candidates wouldn't feel extra pressure.

> **Proper Strategic Onboarding**

Like every day, many people are being hired by different companies, so all the companies must have a plan to run the onboarding strategically, making the new employees feel special and important. By this, the productivity level will become better.

> **Communication**

Virtual recruitment happens remotely, so the organizations must prepare a communication plan so that the new employee does not feel out of the board. It is important because a new employee must know where to communicate if any problem arises.

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**Questionnaire:**

**Effectiveness of the virtual recruitment process of new hires during the pandemic situation**

**1.Gender**

*Male

*Female

**2. Age**

*20-25

*25-30

*30-35

*40-45

**3. Employement Status**

*Unemployed

*Internship

*Employed

**4. Have you recently faced any Virtual Interview?**

*Yes

*No

**5. which Interview method do you prefer?**

*Physical Interview

*Online Interview

*Phone Screening

**6. Which Platform do you prefer for an Online Interview?**

*Google Meet

*Zoom

*Microsoft Teams

* Not an issue

**7. It is important to start the interview with the camera on from both ends.**

*Strongly Disagree

1

2

3

4

5

*Strongly Agree

**8. Does the hiring organization's management select the interview time according to yours end?**

*Yes

*No

*Very Often

**9. Do you think virtual recruitment gives recruiters the freedom of changing pre-schedules time often? Have you faced any such situation?**

*Yes I believe and Yes

*No I do not think but Yes

*Maybe but did not face any such situation

**10. Are you satisfied with your organization's Chosen virtual onboarding method?**

*Yes

*No

*There was no virtual onboarding session


**11. Your virtual onboarding stages were well designed-**

*Agree

* Disagree


**12. An organization must have a dynamic, seamless, and informative onboarding session for the new employees before it handovers the responsibilities. How much do you agree?**

*Strongly disagree

*Disagree

*Neutral

*Agree

*Strongly agree


**13. You faced difficulties communicating with your supervisor or boss after virtual joining -**

*Yes

*No

*Neutral


**14. How long it took companies to provide access to hardware and software tools after joining ?**

*1-2 days

*1 week

*2 -3 week

*Almost a month

**15. Would you prefer virtual recruitment after the pandemic is over?**

*Yes

*No

**16. Why would you prefer the above-selected option?**