

Thesis Paper

on

Recruitment and Selection Process of Non Govt. Organization In Bangladesh: A Case Study on SAJIDA Foundation

Submitted by:

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Program: Master of Business Administration (MBA)

Major in Human Resource Management (HRM)

Semester: Fall-2024

Submitted to:

Department of Business Administration

Sonargaon University (SU)

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Date of Submission: 07 January 2025



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Supervised to:

Dr. Md. Masud Rana

Associate Professor

Department of Business Administration

Sonargaon University (SU)

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Letter of Transmittal

07 January 2025

To,
Dr. Md. Masud Rana
Associate Professor
Department of Business Administration
Sonargaon University, Dhaka.

Subject: Submission of Thesis Paper on "Recruitment and Selection Process of Non Govt. Organization In Bangladesh: A Case Study on SAJIDA Foundation".

Dear Sir,

It is my great pleasure to submit the thesis report titled Submission of thesis Report on **"Recruitment and Selection Process of Non Govt. Organization In Bangladesh: A Case Study on SAJIDA Foundation".,** which has been prepared as an integrated part of my course requirement in MBA program. My thesis was held in SAJIDA Foundation office, otobi center Gulsan Dhaka. I have tried my best to follow the instructions of my supervisor in preparing this report.

Throughout the report I tried to describe the organization, its services and the study related matter elaborately. While preparing this report I went through extensive literature survey, interviewed with the officials and conducted survey to collect primary data.

I sincerely hope that you will enjoy this report as much as enjoyed while writing it. If you need any further clarification or information in interpreting this analysis, I will be glad to answer your queries. I humble request you to accept this report for your kind evaluation.

Kind regards,

Truly yours,

_____

Md Shahadat Hossain
ID : MBA2401031034
Department of Business Administration
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Letter of Authorization

I, Dr. Md. Masud Rana, Associate Professor, Department of Business Administration, Sonargaon University (SU) hereby certify that the Report work entitled as **"Recruitment and Selection Process of Non Govt. Organization In Bangladesh: A Case Study on SAJIDA Foundation"** has been prepared by Md Shahadat Hossain ID: MBA2401031034 Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of the Master of Business Administration (MBA) with major in HRM. To the best of my knowledge, the above-mentioned work has been conducted by the student himself. Any option and/or suggestion made in this study are entirely that of the author of this thesis paper. The report is an original work and prepared as a partial requirement of the degree the Master of Business Administration (MBA).

_____

Dr. Md. Masud Rana
Associate Professor
Department of Business Administration
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Student's Declaration

This is **Md Shahadat Hossain**, a student of Business Administration, **ID: MBA2401031034** from Sonargaon University (SU) would like to solemnly declaration here that this paper on **"Recruitment and Selection Process of Non Govt. Organization In Bangladesh: A Case Study on SAJIDA Foundation"**has been authentically prepared by me under supervisor of **Dr. Md. Masud Rana, Associate Professor** Department of Business Administration, Sonargaon University.

I didn't breach any copyright act internationally. I am further declaring that I did not submit this report anywhere for awarding any degree, diploma, or certificate.

Sincerely Yours,

_____

Md Shahadat Hossain
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Acknowledgement

I would like to give thanks and gratefulness to Almighty Allah (swt) who gave me this beautiful life and is with me in these days. I would also like to show my humble gratitude to all of the individuals who have helped to prepare this report during the last three months.

I take the opportunity to express my sincere gratitude and respect to **Nicholas De'costa** Assistant Foreign Director and Operation Manager of SAJIDA Foundation for accepting me to work in this renowned organization and also for guiding me at the beginning.

My heartiest thanks go to Zahida Fizza Kabir - Chief Executive Officer SAJIDA Foundation for his constant support, guidance and supervision on my work SAJIDA Foundation.

I gratefully acknowledge the help and guidance of all senior officers, Junior Officers and other employees of SAJIDA Foundation.

Finally, I express my special gratitude to my honorable supervisor **Dr. Md. Masud Rana** for his supervision in preparing the report. She has guided me in coordinating the whole report. He has spent time to check the draft report and given his suggestions on different chapters of the report. Without her help, it would have been difficult to prepare a comprehensive report..

Executive Summary

SAJIDA Foundation recognizes that a productive and motivated workforce is a prerequisite to leadership with its people, shareholders and in the market it serves. SAJIDA Foundation treats every employee with dignity and respect in a supportive environment of trust and openness where people of different backgrounds can reach their full potential.

SAJIDA Foundation thinks that the most important factor is the organization reputation in term of its services. Overall the organizations project a certain image to the community at large, and this influence its ability qualified workers.

Recruitment is the process of finding qualified people and encouraging them to apply for work with the firm. Recruiting is the process of discovering potential candidates for actual or anticipated organizational vacancies.

The selection process refers to the steps involved in choosing people who have the right qualifications to fill a current or future job opening. Usually, managers and supervisors will be ultimately responsible for the hiring of individuals, but the role of human resource management (HRM) is to define and guide managers in this process.

Once a pool of candidates has been completed, the next stage to select the person for the job to achieve the organizational goal. The organization gives importance to solution process as the result of process. The better performance of employees shows the better performance of organization, which can achieve its goodwill and vice versa. Further effective screening leads towards cost minimization.

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Chapter: One
Introduction

1.1 Introduction

The Sajida Foundation is a non-governmental organization (NGO) in Bangladesh that aims to improve the quality of life for people in urban and rural areas. The foundation was founded in 1987 by Syed Humayun Kabir as a family-funded school in his garage for underprivileged children. In 1993, it became a formal institution that offered microcredit to poor urban women. The foundation's mission is to ensure health, happiness, and dignity for all through its multi-sectorial development programs.
These programs include: Poverty alleviation, Community healthcare, Climate change, Entrepreneurship, Building equity, and Establishing enterprises for good.

The foundation's programs include:
SUDIN: A community-based program that offers tutoring support, healthcare, mental health services, livelihood support, and community building
PROSHOMON: A voucher scheme that aims to improve access to free essential services
Climate change and disaster management: A program that focuses on fostering mental health resilience in climate-vulnerable communities
The foundation has over 5,900 employees and operates in 36 districts across Bangladesh.

1.2 Background of the Study

Theoretical sessions alone cannot make a business student efficient and perfect in handling the real life business situation. Only a lot of theoretical knowledge will be of little importance unless it is applicable in practical life. So I need proper application of my knowledge to get some benefits from my theoretical knowledge to make it more meaningful.
This report, **"Recruitment and Selection Process of SAJIDA Foundation"** has been prepared to fulfill the partial requirement of MBA program. While preparing this report, I had a great opportunity to have depth knowledge about the employee recruitment and selection process in SAJIDA Foundation.

1.3 Significance of the Study

This report has been made as a partial requirement of one years MBA post graduation program. Recruitment and selection process in SAJIDA Foundation as a Human Resource Division, I acquire required knowledge about SAJIDA Foundation. recruiting and selection process that help us to perceive a common picture about recruiting and selection process in all organization in Bangladesh. I can identify my lacks; prepare my selves for future job market.

1.4 Scope of the Study

There is a certain boundary to cover this report. Our particular report only covers recruitment and selection process in SAJIDA Foundation. We mainly focus on entry level recruitment and selection process in SAJIDA Foundation. And we also cover executive and higher-level

employs' recruitment and selection process. I was collecting data and some valuable information by internet from SAJIDA Foundation official website and their manuals.

1.5 Objectives of the Study

Every research work is conducted to achieve some objectives. The primary objective of this report is to fulfill the requirement of the Thesis Paper. The secondary objective of the report is to evaluate the "Recruitment and Selection Process: A Case Study on Sajida Foundation". This report has been prepared primarily for the fulfillment of the Human Resource Management course, which is an essential part of the MBA program of Sonargaon University (SU).

The objectives of this paper are:

Broad Objective:

The broad objective of the study is to understand and analyze the recruitment and selection process of SAJIDA Foundation.

Specific Objective:

The following aspects can be listed as the specific objectives for this practical orientation:

- To understand the recruitment and selection procedure following by SAJIDA Foundation.
- To measure the effectiveness of recruitment and selection procedure of SAJIDA Foundation.
- To identify the problems of recruitment and selection process and to recommend necessary measures to make it more effective.

1.6 Methodology of the Study

Research Design:

Basically descriptive research design has been implemented. Survey method is used to collect the data. Personal interview technique has been used to conduct the survey.

Sampling Plan:

- Population: All the employees of SAJIDA Foundation constitute population size of the study.
- Sample unit: Any employee who is working in SAJIDA Foundation.
- Sample size: This sample size of the study is 15.

Table-1: Sample size

Executive Employees	06
Operative Employees	09
Total	15

Sampling Method: The non-probability convenient sampling method was used for collecting the information and to identify the respondents.

Sample Frame: Sample frame is employee who is working only in SAJIDA Foundation, which is properly found in the Head Office.

Questionnaire Design:

Questionnaire was prepared with both open ended and closed ended. One set of questionnaires was made for both categories. The average time of questioning is 20/25 minutes. The nature of closed questions was followed Liker Scaling Technique.

Types of Data Used:

Sources of data: The data used to furnish this report have been collected from the primary sources and secondary sources. Among primary and secondary sources most of the data have been collected from the primary sources.

Primary Sources:

- Interview of the employees
- Desk work and observation

Secondary Sources:

- From different books of HRM
- SAJIDA Foundation Website https://www.sajida.org/
- HR policy from SAJIDA Foundation manual books.

Data Analysis:

I have collected the data and then put them in to MS Word, MS Excel, and MS Power Point. Finally the results were found to prepare the report.

- Journals
- Publications
- Web sites
- Back-office management on the related field.

Apart from these I will try to induce my practical experience what I have gathered while working as a report and my leanings what I have learnt from my university.

1.7 Limitations of the Study

The main limitations of the study are the collection of information. Because most of the information are confidential. So they don't want to disclose them. And I am not able to show any forms which they use at the time of joining or I use to upgrade the files. Besides the other limitations are:

Time Limitation: to complete the study, time was limited by three months. It was really very short time to know details about the overall recruitment and selection process of SAJIDA Foundation.

Inadequate Data: Because of the unwillingness of the busy key persons to provide the required information

Chapter: Two
Brief Company Overview

2.1 Company Overview

The SAJIDA Foundation is a non-governmental organization (NGO) in Bangladesh that aims to improve the quality of life for people in rural and urban areas. The foundation was established in 1987 as a family-funded charity and has since grown to include a variety of programs and services:

Microcredit: The foundation offers microcredit services to poor urban women. Microfinance clients are required to save a minimum of BDT 200 per month, earning 6% interest per year.

Community healthcare: The foundation has specialized healthcare enterprises and multi-sectoral development programs to support community healthcare.

Poverty alleviation: The foundation has programs to help alleviate poverty.

Climate change: The foundation has programs to address climate change.

The foundation's vision is to ensure health, happiness, and dignity for all. Some of the people who lead the foundation include:

Zahida Fizza Kabir: Chief Executive Officer

Ishtiaq Mohiuddin: Deputy Chief Executive Officer - Development Programme and Risk Management Unit

Sarder Akhter Hamed: Chief Operating Officer - Microfinance

2.2 Vision

Ensure health, happiness, and dignity for all.

2.3 Mission

Improve the quality of life in communities through sustainable and effective interventions

The Sajida Foundation is a non-profit organization that was founded in 1993. It has programs that aim to:

- Empower communities
- Catalyze entrepreneurship
- Foster equity
- Establish enterprises for good
- Alleviate poverty
- Provide community healthcare
- Address climate change

The Sajida Foundation also offers trauma care, short and long-term rehabilitation, and psychosocial support to injured individuals

2.4 Objectives of SAJIDA Foundation

The SAJIDA Foundation's objectives are to improve the quality of life for people in Bangladesh by:

- **Empowering communities**: SAJIDA's mission is to empower communities, build equity, and establish enterprises for good.
- **Providing financial services**: SAJIDA offers financial services to the poor, including microcredit, to help them earn a productive livelihood.
- **Improving healthcare**: SAJIDA ensures access to quality healthcare.
- **Supporting education**: SAJIDA supports education.
- **Addressing climate change**: SAJIDA addresses climate change and disaster management.
- **Promoting water, sanitation, and hygiene**: SAJIDA promotes water, sanitation, and hygiene. SAJIDA was founded in 1987 as a family-funded charity and became a non-governmental organization (NGO) in 1993. SAJIDA's operations have touched over 6 million people in Bangladesh.

2.5 Product and Services

SAJIDA Foundation philosophy as an MFI is to provide small and medium size loan to the poor and low income people with soft and friendly obligations so that they can use such loans in various income generating activities within their capability which eventually would incorporate them in the mainstream economic processes of the country.

The offered loans are completely collateral free. This helps reduce their poverty and provides them access to manifold socio-economic opportunities. Presently SAJIDA Foundation caters two types of loan products: one is ‘Primary Loan’ and another ‘Special Loan’.

Primary Loan: It has a maximum tenure of 12 months with a loan ceiling of BDT 70,000. The organization disbursed Primary loans amounting to BDT 8196.62 crore (USD 1.054 billion) during 2013.

Special Loan: It has a maximum tenure of 30 months and provides an amount ranging from BDT 71,000 to BDT 300,000. Both the loan products have flexibility in respect of repayment and are provided at the interest rate of maximum 27% in declining mode. SAJIDA Foundation disbursed loans amounting to BDT 1799.79 crore (US$ 0.23 billion) during 2013.

SAJIDA Foundation maintains savings programs enabling the poor to absorb unexpected shocks of calamities/disasters. Members are allowed to withdraw their savings whenever they require and interest is provided on their deposits. By the end of 2013, the savings balance (regular, LTS & capital build up savings) of SAJIDA Foundation’s clients was BDT 26,162.26 (US$ 336.41) million.

SAJIDA Foundation also provides its clients with one time financial assistance for medical treatment of serious diseases including cancer, acid burns, cardiac operations, backbone surgery, brain surgery, kidney damage, cesarean delivery, etc. as well as meeting costs of surgical

operations. Clients do not need to deposit any money to receive this assistance. SAJIDA Foundation clients are automatically eligible for this.

2.7 SWOT Analysis

A SWOT analysis is a strategic balance sheet of an organization; that is the strength of the organization, the weakness of the organization, the opportunities facing the organization, and the threats facing the organization. It is one of the cornerstone analytical tools to help an organization develop a preferred future. It is one of the time-tested tools that have the capacity to the Micro Credit program of SAJIDA Foundation an organization to understand it, to respond effectively to changes in the environment. The purpose of the SWOT analysis is to provide information on strengths and weakness in relation to the opportunities and threats.
The benefits of a SWOT analysis are that it provides learning and knowledge vital to the organization's survival and prosperity. And other outcome of the SWOT analysis which is becoming extremely important is an understanding of company's boundaries and the development of boundary spanning skills and insight to help navigate the changing environment.

Strengths
Creator of service himself has a personal experience and feel of being with the customers. MD. Ishtiaq Mohiuddin himself being a resident of the TEPRA village knew exactly the problem that the community was facing and hence he could very well cater to the needs of the destitute by providing them tailor-made lending services which can maintain a balance between their earnings and repayment.

Opportunities
The biggest strength of SAJIDA Foundation lies in bringing financial services to poor people and making it financial sustain Micro Credit program of SAJIDA Foundation by the economies of scale effect. Some of the other advantages are that NGO offers tailor-made services to the poor people. Also, the customers are called members so they have the feelings of "belongingness". Moreover, SAJIDA Foundation focuses on area which is largely untapped and has huge potential.

Weakness
SAJIDA Foundation suffers from various weaknesses. Peer-Pressure because of the group lending strategy which demands that all the members of the group should repay the loan or else none of them will be given the loan the next time, has created a lot of domestic pressure amongst the destitute families. There has been many cases where in violence has crept amongst many families for the reason of one family not being Micro Credit program of SAJIDA Foundation to repay the loan. Also because of the peer-pressure many families try to repay the loan by borrowing the money from the "Paikars" the local money. This at times defeats the complete

purpose of SAJIDA Foundation of getting the destitute out of the vicious cycle of the credit from local money lenders.

Threats

SAJIDA Foundation not only provides credit to its borrowers but also helps them to grow their small business and helps them learn the basic principles of healthy living and grows along with the customer. This helps in the creation of loyal customers to the NGO.

Chapter: Three
Theoretical Aspects

3.1 Definition of Human Resource Management

Human resource management (HRM or simply HR) is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives. HR is primarily concerned with how people are managed within organizations, focusing on policies and systems.

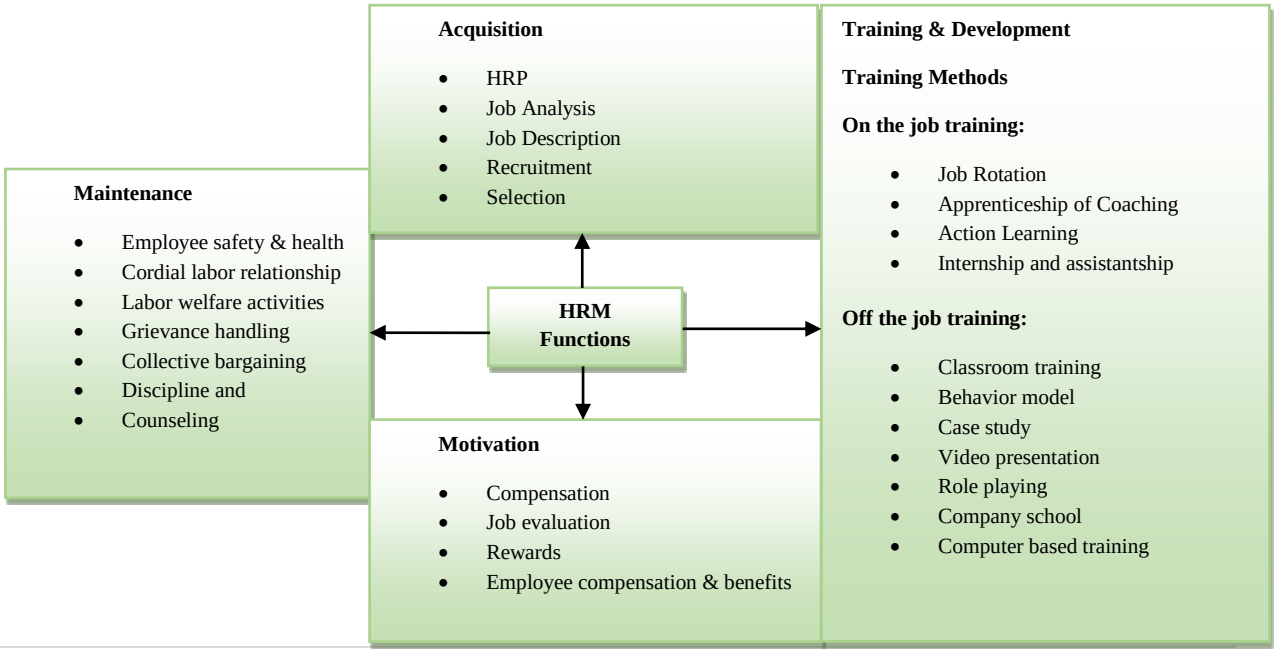
HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems). HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws.

HRM is a broad concept referring to the philosophy, policies, procedures and practice use in managing people throughout the organization. It involves all management divisions and practice that directly affect the people or human resource, who work for the organization. HRM is the effective management of people at work and it examines what can or should be done to make working people more productive and satisfied which facilities the most effective use of people to achieve organizational and individual goals.

According to **Gary Dessler**, "The policies and practice involved in carrying our the people or human or resources aspects of a management position including recruitment, screening, training, rewarding and appraising".

According to **K. Aswathappa**, "Human resource management is planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resource to the end that individual, organizational and social objectives are accomplished".

3.2 Functions of Human Resource Management



- **Acquisition**

A corporate action in which a company buys most, if not all, of the target company's ownership stakes in order to assume control of the target firm. Acquisitions are often made as part of a company's growth strategy whereby it is more beneficial to take over an existing firm's operations and niche compared to expanding on its own. Acquisitions are often paid in cash, the acquiring company's stock or a combination of both. It contains with the following things:

- HRP
- Job Analysis
- Job Description
- Recruitment
- Selection

- **Training & Development**

Training and development is a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including "human resource development", and "learning and development". It contains with the following things:

On the job training:

- Job Rotation
- Apprenticeship of Coaching
- Action Learning
- Internship and assistantship

Off the job training:

- Classroom training
- Behavior model
- Case study
- Video presentation
- Role playing
- Company school
- Computer based training

- **Motivation**

Motivation is the inner drive that directs a person’s behavior toward goals. Motivation can be defined as a process which energizes, directs and sustains human behavior. In HRM the term refers to person’s desire to do the best possible job or to exert the maximum effort to perform assigned tasks. An important feature of motivation is that it is behavior directed towards goal. It contains with the following things:

- Compensation
- Job evaluation
- Rewards
- Employee compensation & benefits

➢ **Maintenance**

Employees' maintenance has wider dimensions than wage, welfare and safety plans in workplace. Meanwhile, it doesn't imagine the employees' expectations are the same in every organization, and it seems to recognize these expectations is not easily. When it is discussed about employees' maintenance, it is needed to study the various aspects of individuals, group and organization desires, and to care individual differences in workplace. It contains with the following things:

- Employee safety & health
- Cordial labor relationship
- Labor welfare activities
- Grievance handling
- Collective bargaining
- Discipline and Counseling

3.3 Objective of Human Resource Management

HRM is useful not only to organization, but the employees working therein, and also the society at large also find it useful. The objectives can be as under:

a. Organizational Objectives:

HRM is a means to achieve efficiency and effectiveness. It serves other functional areas, so as to help them to attain efficiency in their operations and attainment of goals to attain efficiency. Acquiring right man for the right job at right time in right quantity, developing through right kind of training, utilizing the selected workforce, and maintaining the workforce are the organizational objectives of HRM. Succession planning is an important issue to be taken up as a contemporary organizational objective.

b. Functional Objectives:

HRM performs so many functions for other departments. However, it must see that the facilitation should not cost more than the benefit rendered.

c. Personal Objectives:

In today's world there is shortage of requisite talent. Employees are encouraged by competitive firms to change the jobs. HRM has the responsibility to acquire, develop, utilize, and maintain employees.

d. Societal Objectives:

HRM must see that the legal, ethical, and social environmental issues are properly attended to. Equal opportunity and equal pay for equal work are the legal issues not to be violated. To take care of farmers (whose land has been acquired for the factory) and trial's (who are displaced by industries and mining companies) are the ethical issues.

The results are clear when these issues are not taken care of. To help the society through generating employment opportunity, creating schools and dispensaries, helping women empowerment are the social responsibility issues.

3.4 Principle of Human Resource Management

- Treat people with respect & dignity.
- Treat people as adults.
- Deals with people as complete individuals.
- Treat all employees with justice.
- Provide people with opportunities for growth & development.
- Make people feel that are important.
- Rewards should be earned not given.
- Do not underestimate the potentials of people.
- Supply people with all relevant information

3.5 Definition of Recruitment

Formal definition is "It is the process of finding and attracting capable applicants for employment". The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected.

In other word we can say that, The process of identifying and hiring the best qualified candidate (from within or outside of an organization) for a job vacancy, in a most timely and cost effective manner.

According to Weather & Davis, "Recruitment is the discovering of potential applicants for actual or anticipated organizational vacancies".

According to John Douglas, "Recruitment is understood as the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected".

Recruitment is a continuous process whereby the firm attempts to develop a pool of qualified applicants for the future human resource needs even though specific vacancies do not exist. Usually, the recruitment process starts when a manager initiates an employee requisition for a specific vacancy or an anticipated vacancy

3.6 Factors affecting Recruitment Process

Recruitment is naturally subject to influence of several factors. Recruitment includes external as well as internal forces as stated below in a graph:

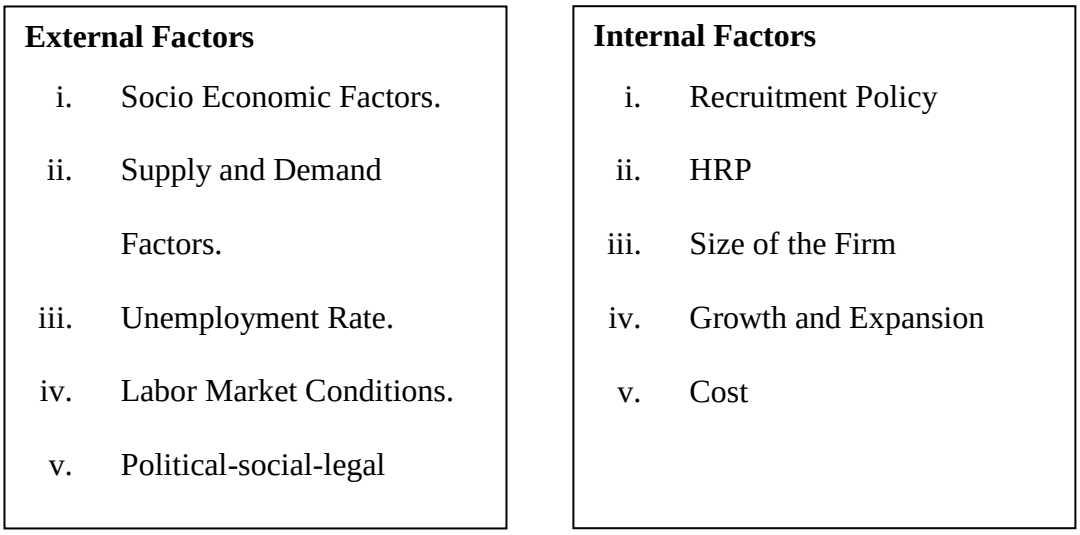


Figure: Factors of Recruitment

External Factors:

- **Socio Economic Factors:** The economic trends can influence both the number of people pursuing certain occupations for their services. In this century, the repaid pace of technology change has accelerated these trends.
- **Supply and Demand:** If the demand of a particular skill is high relative to supply, an extra ordinary recruitment effort may be needed.
- **Unemployment Rate:** When the unemployment rate is high, the company's recruiting process may be simpler on the hand, as the employment rate drops, recruiting efforts must be increased and new sources explored.
- **Labor Market Conditions:** Labor market rate conditions in a local area are of primary importance in recruiting for most non-managerial supervisory and middle management position.
- **Political-social-legal Factors:** Reservation of jobs for minorities, other backward classes etc. is a political decision. There is a strong case for giving preference to people hailing from less advantaged sections of the society.
- **Competitors:** The recruitment policies of the competitors also affect the recruitment functions of the organization. To face the competitors, many a times the organizations have to change their recruitment policies being followed by the competitors.

Internal Factors:

- **Recruitment Policy:** Most organizations have a policy on recruiting internally (from own employees) or externally (from outside of the organization). Generally, the policy is to prefer internal sourcing, as own employees know the company well and can recommended.
- **HRP (Human Resource Planning):** Effective HRP greatly facilitates the recruiting efforts.
- **Size of the firm:** Size is another internal factor having its influence on the recruitment process. An organization with one hundred thousand employees will find recruiting less problematic than an organization with just one hundred employees.
- **Growth and Expansion:** An organization registering growth and expansion will have more recruiting on hand than the one which finds its fortunes declining.

3.7 Sources of Recruitment Process

Sources of recruitment can be classified in two ways. They are:

Internal Sources	External Sources
➢ Previous Application ➢ Employee Referrals ➢ Present Employees ➢ Former Employees	➢ Professional or Trade Association ➢ Advertisements ➢ Campus Recruitment ➢ Walk-ins, Write-ins, Talk-ins ➢ Consultations ➢ Radio and Televisions ➢ Acquisition and Mergers

Table-3: Sources of Recruitment

Internal Sources of Recruitment:

- **Previous Application:** Although not truly an internal source, those who have previously applied for jobs can be contacted by mail, a quick and inexpensive way to fill an unexpected opening. Although "walk-ins" are likely to be more suitable for filling unskilled and semiskilled jobs, some professional openings can be filled by applications to previous jobs.

- **Employee Referrals:** Employees can develop good prospects their families and friends by acquainting them with the advantages of a job with the company, furnishing cards of introduction, and even encouraging them to apply.
- **Present Employees:** Promotion and transfers from among the present employees can be a good source of recruitment.
- **Former Employees:** Some retired employees may be waiting to come back to work on a part basis or may recommend someone who would be interested in working for the company.

External Sources of Recruitment:

- **Professional or Trade Association:** Many associations provide placement services for their members.
- **Advertisements:** These constitute a popular method of seeking as many recruiters prefer advertisement because of their wide reach.
- **Campus Recruitment:** Colleges, universities, research laboratories, sports field and institutes are fertile ground for recruiters, particularly the institute.
- **Walk-ins, Write-ins, Talk-ins:** The most common and least expensive approach for candidates is direct applications, in which job seeking submit unsolicited application letters or resumes.

  Write-ins are those who spend written enquiries. These job seekers are asked to complete applications forms for further processing.

  Talk-ins is becoming popular now a day. Job aspirants are required to meet the recruiter for detailed talks.
- **Consultations:** There are consultants agencies in the professions are retained by organizations for recruiting and selecting managerial and executive personnel.
- **Radio and Televisions:** Radio and television are used but cautiously, and that too, by government departments only.
- **Acquisition and Mergers:** When organizations are combined into one, they have to handle a large pool or employees, some of whom may no longer be necessary in the new organization however; new jobs may be created as well.
- **Competitors:** Rival firms can be a source of recruitment. Popularly called “poaching” or “raiding” this method involves identifying the right people in rival companies offering them better terms and luring them away.

3.8 Recruitment Process

The recruitment process as stated below:

Stage 1 : Finding out Vacancy (Either replacement or new creation)

Stage 2 : Job Analysis (Leads to the write of a job description and a person job specification)

Stage 3 : Attracting a Field (Applicants choice for appropriate field)

Stage 4 : Short Listing (Shorting our candidate by comparing application)

Figure: Recruitment Process

3.9 Definition of Selection

Selection is the process of picking individuals (out of the pool of job application) with requisite qualifications and competence to fill jobs in the organization. A formal definition of selection is- Selection is the process of differentiating between applicants in order to identity those with a Greater likelihood of success in a job. According to Dale Yoder, "Selection is a process by which candidates are divided into class- those who will be offered employment and those who will not". Selection is the process of obtaining and using information about job applicants in order to determine who should be hired for long and short term positions. The process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria. Employee selection can range from a very simple process to a very complicated process depending on the firm hiring and the position. Certain employment laws such as anti-discrimination laws must be obeyed during employee selection.

3.10 Selection Process

The selection process refers to the steps involved in choosing people who have the right qualifications to fill a current or future job opening. Usually, managers and supervisors will be ultimately responsible for the hiring of individuals, but the role of human resource management (HRM) is to define and guide managers in this process.
The selection process as stated as next page in a graph:



Figure: Selection Process

a) **Completion and Screening of the Application Form:** Application form provides basic employment information for use in later steps of the selection process and can be used in screen out unqualified applications.
b) **Primary Interview:** It is used to determine whether the applicant's skills, abilities, and job performances match any of the available jobs in the organization, to explain to the applicant the available jobs and their requirements and to answer any questions the applicant has about the available jobs or the employer.
c) **Employment Testing:**
    - **Aptitude test:** It measures a person's capacity or potential ability to learn and perform a job.
    - **Psychological test:** It attempt to measure personality characteristics, personality test are designed to measure such personality characteristics emotional stability,

tolerance, capacity to get along, habits, hobbies, maturity and psychoneurotic and psychotic tendencies.

- **Interest test:** this are designed to determine how a person's interests compare with the interest of successful people in specific job.

d) Diagnostic Interview: The diagnostic interview is used by most organizations as an important step in the selection process. Its purpose is to supplement information gained in the other steps in the selection process to determine the suitability of an applicant for a specific opening in the organization.

e) Reference and Background Analysis: Many employer request names, address, and telephone numbers or reference for the purpose of verifying information and, perhaps, gaining additional background information on an applicant.

f) Selection Decision: After obtaining information through the preceding steps, selection decision the most critical of all the steps must be made. The HR manager places a crucial role in the final selection.

g) Physical Examination: There are several objectives behind a physical test. One reason for physical test is to detect if the individual carriers any infection diseases. Secondary the test assists in determining whether an applicant is physically fit to perform the work. And third the examination information may be used to determine if there are certain physical capabilities which differentiate successful and less successful employees.

h) Job Offer: Job offer is made through a letter of appointment. Such a letter generally contains a date by which the appointee must report on duty. The appointee must be given reasonable time for reporting.

i) Employment Contract: After the job offer has been made and the candidates accept the offer, certain document need to be executed by the employer and the candidate. One such document is the attestation form. There is also a need for preparing a contract of employment. The basic information that should be included in a written contract of employment will vary according to the level of the job, but the following checklist sets out the typical headings.

- Job
- Duties
- Date when continuous employment starts and the basis for calculating service
- Rate of pay, allowance, overtime and shift rates, methods of payments
- Hours of work including lunch break and overtime and shift arrangements
- Holiday arrangements

Chapter: Four

Analysis of the Study

4.1 Recruitment of SAJIDA Foundation

Recruitment is the process of finding qualified people and encouraging them to apply for work with the firm. Recruiting is the process of discovering potential candidates for actual or anticipated organizational vacancies. Or from another perspective, it is a linking activity-bringing together those with jobs to fill and those with jobs to fill and those seeking jobs.

4.2 Objective of recruitment at SAJIDA Foundation

- To attract people with multi dimensional skills and experience that suits the present and future organizational strategies.
- To introduce outsiders with a new perspective to lead the organization.
- To develop an organizational culture that attracts competent people to the company.
- To search or head hunt people whose skills fit the SAJIDA Foundation's values.
- To anticipate and find people for positions that does not exist yet.

4.3 Factors affecting recruitment at SAJIDA Foundation

SAJIDA Foundation considers two factors that affecting recruitment. These are:

a) Internal factors
b) External factors

a) Internal Factors:

The internal factors include the company's pay package including salary, fringe benefits and incentives, quality or work life, organizational culture, career planning, growth opportunities, size of the company, company's product and services, company's growth rate and cost of recruitment.

The internal factors are:

- Quality of work life
- Organizational culture
- Career planning
- Company's size
- Company's product and services
- Company's growth rate
- Cost of recruitment
- Company's name and frame

b) External Factors:

The external factors include supply of and demand for human resource, employment opportunities and / or unemployment rate, labor market conditions, political and legal recruitment and government policies, social factors, information system etc.

The external factors are:

- Socio economic factors

- Supply and demand factors
- Employment rate
- Labor market conditions
- Political, legal requirement and governmental factors
- Competitors

4.4 Sources of recruitment at SAJIDA Foundation

The sources of recruitment are broadly classified into internal sources and external sources.



Figure: Sources of Recruitment

Internal Sources:

- **Promotion:** Most of the internal candidates would be stimulated to take up higher responsibilities and express their willingness to be engaged in their higher level jobs if management gives them the assurances that they will be promoted to the next higher level.
- **Transfer:** It is another major source of internal recruitment. Employee will be stimulated to work in the new sections or places if management wishes to transfer them to the places of their choice.
- **Job Posting:** Sometime SAJIDA Foundation publicize the open job to employees often by literally posting it on bulletin boards or intranets and listing the job attributes, like qualifications, supervisor, work schedule and pay rate.
- **Employee Referrals:** Friends and relatives of present employees are also a good source from which employee may be drawn. When the labor market is very tight, large employees frequently offer their employee's bonuses or prizes for any referrals that are hired and stay with the company for specific length of time.

External Sources:

- **Consulting the CV Bank:** The unsolicited applications stored in the data bank are consulted. If the quality of a person matches with the requirements mentioned in the position description, then he/she is called for interview. If not, the third step is followed.
- **Advertisement on Local Papers:** SAJIDA Foundation gives advertisements on local papers to attract the talents from the market. SAJIDA Foundation puts advertisements in the newspapers to attract the best potentials among all the others.

- **Website:** SAJIDA Foundation thinks that newspaper advertisement is a traditional method for recruiting. So now they recruit employees by website. SAJIDA Foundation uses own website for the recruitment process. They did contract with www.bdjobs.com for their online recruitment.
- **Personal Contact:** Sometimes SAJIDA Foundation recruits some types of employees by the personal contact with the other organization employees. This type of recruitment process involved only top management and HR manager.

4.5 Recruitment Process of SAJIDA Foundation

SAJIDA Foundation generally uses the internal source during recruitment. The recruitment process of SAJIDA Foundation is given below:



Figure: Recruitment Process of SAJIDA Foundation

- **Identify Vacancy:** The recruitment process begins with the human resource department receiving requisitions for recruitment from various department or branches of the company.
- **Employee Reference:** Sometime SAJIDA Foundation HRM manager and top management accept department heads or branches in charge recommendations for any individual. Employee reference also may have acquired more accurate information about their potential jobs in SAJIDA Foundation.
- **Evaluation of CV:** The HR department evaluates the CV of requested employees and creates a shout list. They screen the CV according to their requirements like age, education, experience etc.

4.6 Selection Process of SAJIDA Foundation

Once a pool of candidates has been completed, the next stage to select the person for the job to achieve the organizational goal. The organization gives importance to solution process as the result of process. The better performance of employees shows the better performance of organization, which can achieve its goodwill and vice versa. Further effective screening leads

towards cost minimization. Finally the organization gives this process importance to fulfill legal formalities also.

1. Written Test
2. Interview
3. Reference Check
4. Employment Decision
5. Pre-employment Medical Check-up
6. Offering the Job
7. Contracts of Employment

Written Test:

Knowledge in English: The candidates must have a good knowledge in English.
General Intelligence, Knowledge and Numeracy: This selection will have some questions related to intelligence, knowledge and numeracy.
Computer Skill: There will have some questions related to computer skills.
Knowledge in Relevant Functional Area: The candidates have to face some questions that related to the relevant functional area.

Interview:

The interview panel authorized by the Managing Director will finalize its recommendation as soon as the interviews are completed. No expenses will be reimbursed to the candidate to attend interview/ written test. After the primary interview, it may be decided to put the short listed candidates to written tests. It is based on the result of written test and or interview results, the short listed candidates will be chosen for final selection.

Reference Check:

This is the stage where authority takes the initiative to consult with the referee about the details of candidate. On the basis of the given information they continue the further steps to get right candidate.

Employment Decision:

If the candidates has no problem with the stated terms and condition of the job and the organization mentioned and discussed in the final interview.

Pre-employment and Medical Check-up:

No person shall be appointed in the service of the organization unless the person has been certified physically fit by a qualified medical practitioner acceptable to the organization or as defined by the organization list of authorized physician/hospital/clinic will be provided by the HR Division at Head Office.

Offering the Job:

Once the health checkup is done, the candidates will be issued with a letter of Appointment, specifying the:

- Salary Package
- Post or position of the job
- Reporting date and time
- Service benefits
- Validity of employment offer

Even at this stage the selected candidates have the chance to withdraw her/himself from the job offer, the candidate is always free to discuss whatever difficulty may arise regarding pay structure/facilities etc. the door of HR is kept open for any sort of relevant discussion.

Contracts of Employment:

On the basis of fulfillment of requirement the SAJIDA Foundation authority either offers contractual appointment or regular appointment. The organization finally initiates to perform the deed or contract with the finally selected employees.

4.7 Concluding the Selection Process

Contrary to popular perception, the selection process will not end with executing the employment contact. There is another step- a more sensitive one-reassuring those candidates who have not been selected. Such candidates are told that they were not selected, not because of any serious deficiencies in their profiles did not match the requirements of the organization. They are told that those who were selected were done purely on relative merit. The candidate is initially hired on temporary basis for a 6 month probationary period after which his/her performance is reviewed by his department head. In case of satisfactory performance, he/she is hired on permanent basis.

4.8 Questionnaire Analysis

Q.1.Which one is the general mode of Recruitment and Selection Process that SAJIDA Foundation follows?

Formal	✓
Informal	X
Both formal and informal	X
Other	X

Q.2. What are the internal sources of recruitment generally used in SAJIDA Foundation?

Present Employees/ Job Posting	✓
Employee Referrals	X
Formal Employees	X
Previous Application	✓

Q.3. What are the external sources of recruitment generally used in SAJIDA Foundation?

Professionals or Trade Association	X
Paper Advertisement	✓
Employment Exchange	X
Campus Recruitment	X
Walk-ins, Write-ins, Talk-ins	✓
Consultants	✓
Competitors	X
Radio and Television	X

Q.4. Where does SAJIDA Foundation circulate its advertisement most of the time?

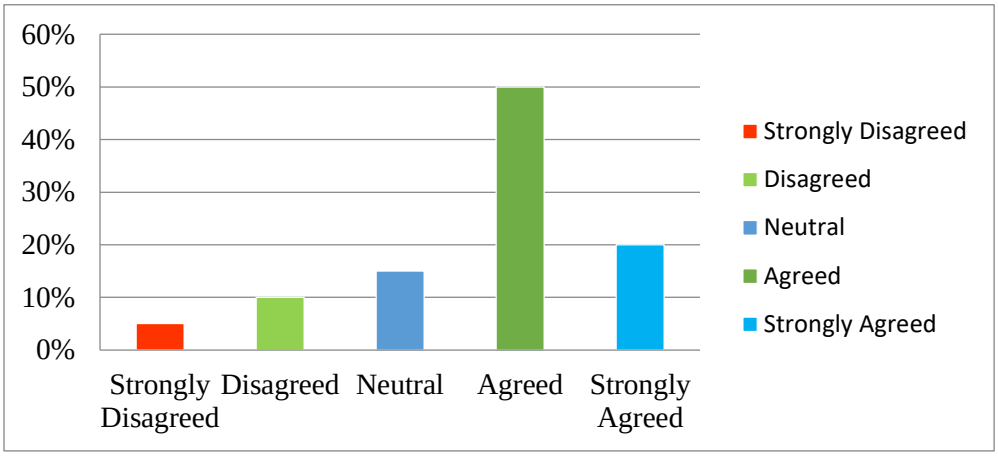
The daily newspaper	✓
Internet	✓
Employee referrals	✓
Campus recruitment	X

Q.5 What are the external factors that affect recruitment process?

Supply and Demand	X
Unemployment Rate	✓
Labor market	X
Political-social	✓
Competitors	✓

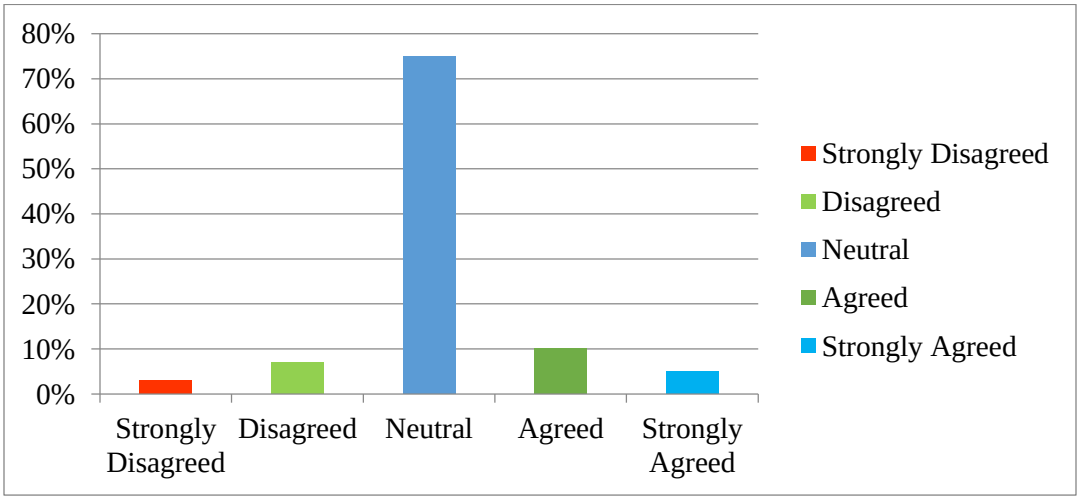
Image	✓

Q.6. SAJIDA Foundation recruitment and selection process is not lengthy?



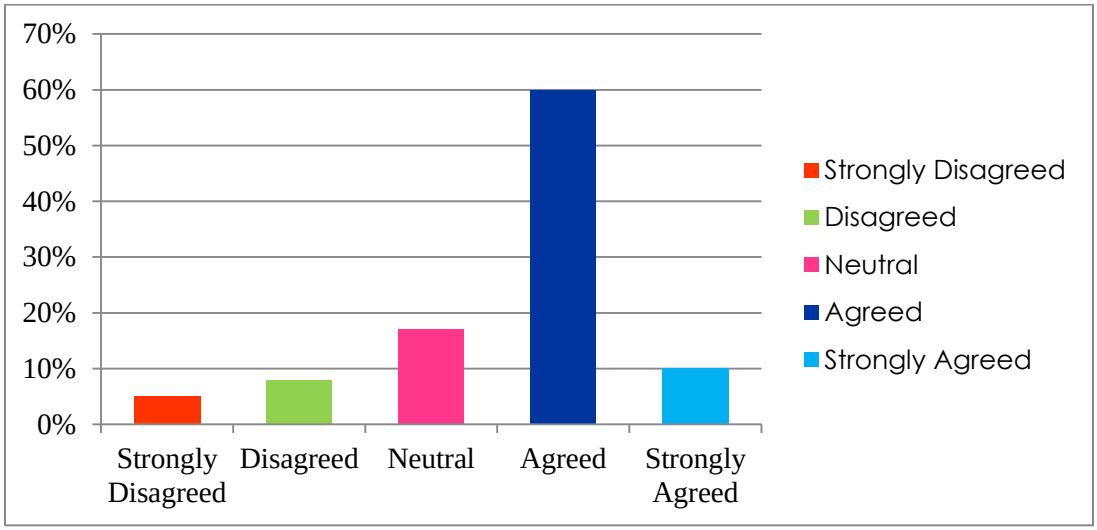
From the above graph, it is seen that 50% employees are agreed, 20% employees are strongly agreed, 15% employees are neutral, 10% employees are disagreed and 5% employees are strongly disagreed.
So it can be said that in SAJIDA Foundation, Recruitment and Selection Process is not lengthy and they complete the process on time.

Q.7. SAJIDA Foundation recruitment and selection process is free from biasness?



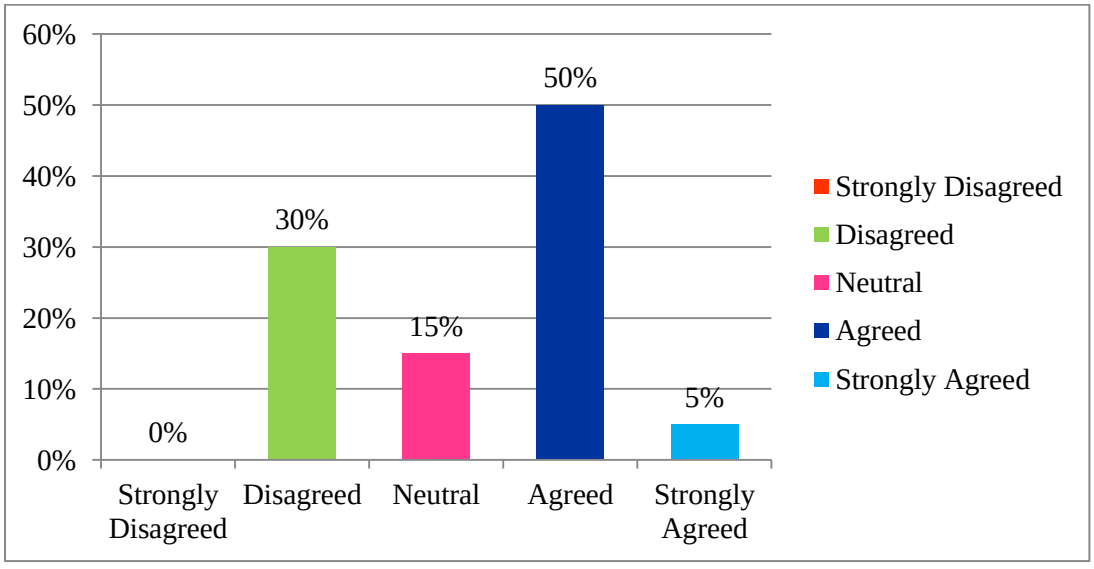
From the above graph, it is seen that 75% employees are neutral, 10% employees are agreed, 7% employees are disagreed and 3% employees are strongly disagreed.
So it can be said that in SAJIDA Foundation, Recruitment and Selection Process is not properly free from biasness.

Q.8. SAJIDA Foundation recruitment and selection process follows objective criteria?



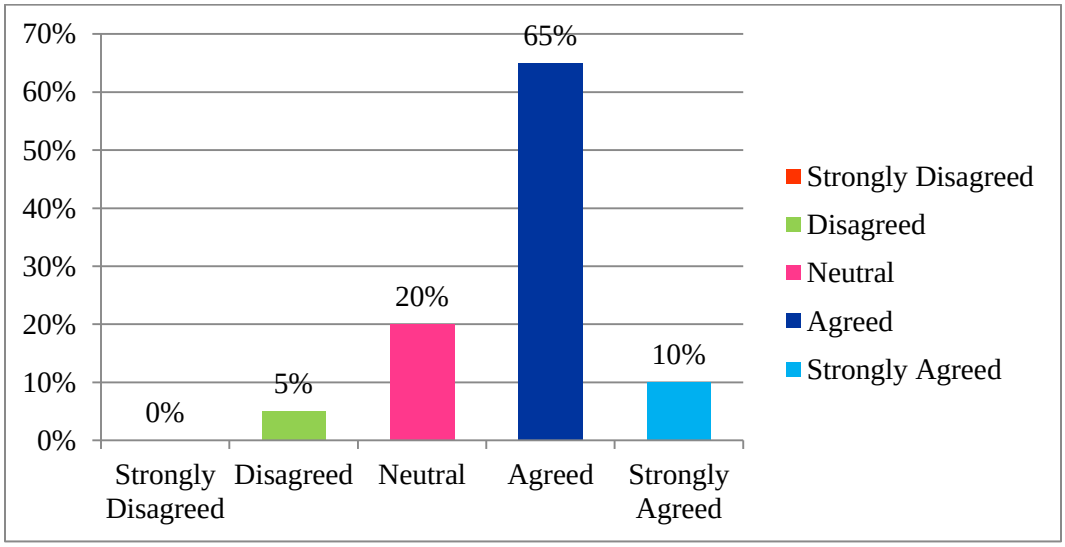
From the above graph, it is seen that 60% employees are agreed, 17% employees are neutral, 10% employees are strongly agreed, 8% employees are disagreed and 5% employees are strongly disagreed.
So it is said that SAJIDA Foundation follows both formal and informal criteria in their recruitment and selection process.

Q.9. SAJIDA Foundation recruitment and selection process is cost effective?



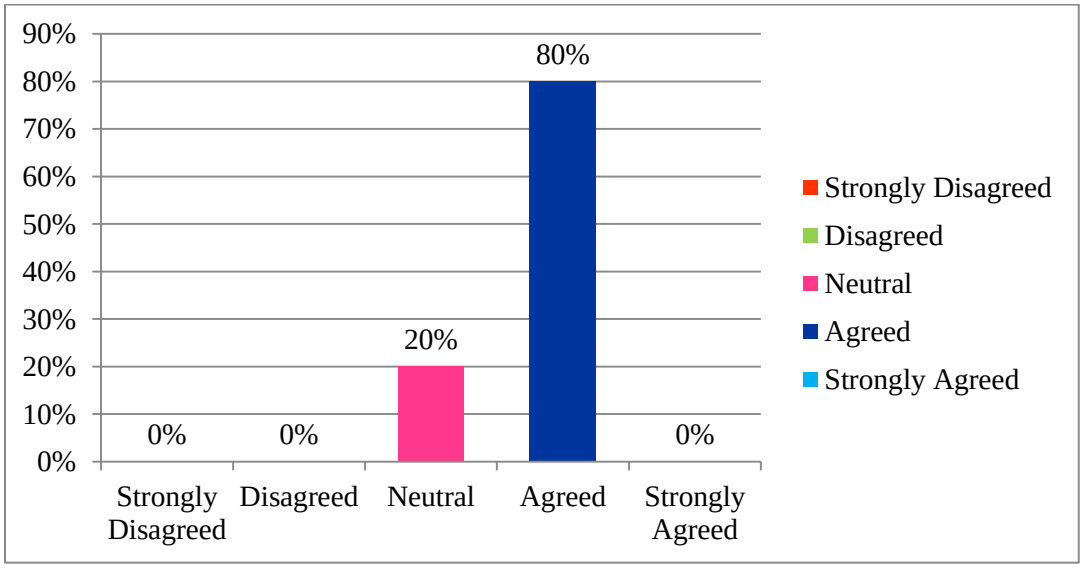
From the above graph, it is seen that 50% employees are agreed, 5% employees are strongly agreed, 15% employees are neutral and 30% employees are disagreed.
We can say that Recruitment and Selection Process is cost effective in SAJIDA Foundation.

Q.10. SAJIDA Foundation recruitment and selection process is cost effective for candidates?



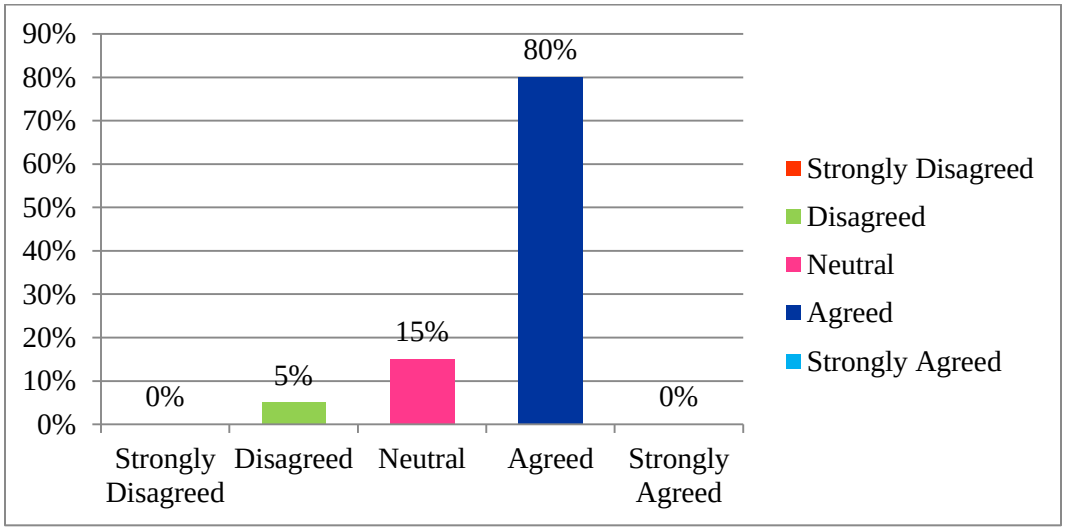
From the above graph, it is seen that 65% employees are agreed, 10% employees are strongly agreed, 20% employees are neutral and 5% employees are disagreed. SAJIDA Foundation always try to keep all process in cost effective for the candidates.

Q.11. SAJIDA Foundation recruitment and selection process is comprehensive?



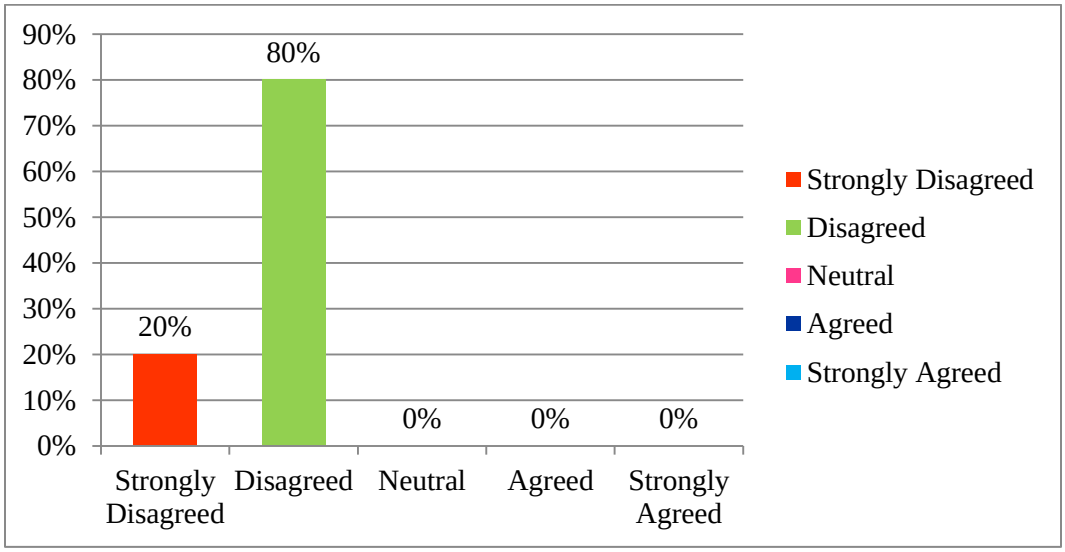
From the above graph, it is seen that 80% employees are agreed, 20% employees are neutral. Here, the recruitment and selection process is comprehensive because SAJIDA Foundation includes the necessary matters that are needed to recruit and select any employee.

Q.12. SAJIDA Foundation recruitment process helps in achieving organizational goal?



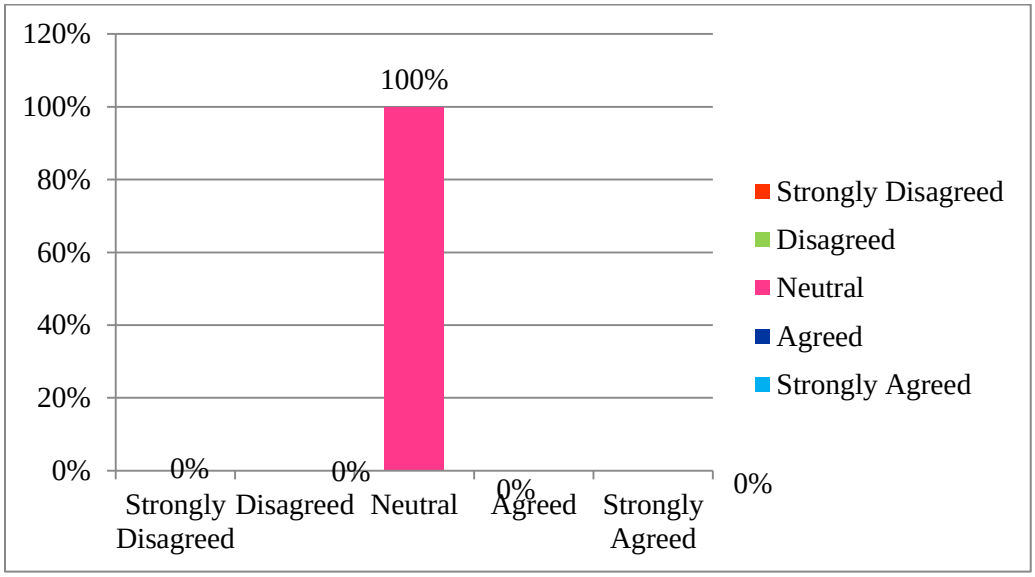
From the above graph, it is seen that 80% employees are agreed, 15% employees are neutral and 5% employees are disagreed. Because employees get all the information that they need to achieve the goal.

Q.13. SAJIDA Foundation recruitment process generates hassle to the applicants?



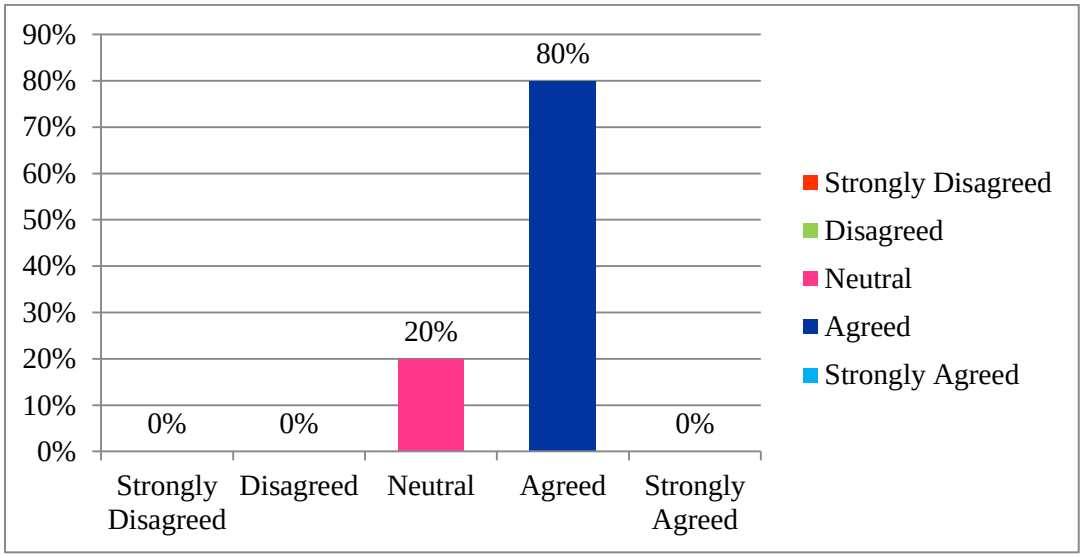
From the above graph, it is seen that 80% employees are disagreed, 20% employees are strongly disagreed. SAJIDA Foundation recruitment process doesn't generate hassle to the applicants; it is much easier to the applicants.

Q.14. SAJIDA Foundation recruitment and selection process should be improved?



From the above graph, it is seen that 100% employees are neutral. It is said that the recruitment and selection process should be more improved for the applicants who want to apply in the organization.

Q.15. Are you satisfied with the overall recruitment and selection process of SAJIDA Foundation?



From the above graph, it is seen that 80% employees are agreed, 20% employees are neutral. SAJIDA Foundation provides all information to the applicants to know the job position and all while recruiting and selecting the employees.

Chapter: Five
Findings

5.1 Findings

- Most of the employees agreed that recruitment and selection process is not lengthy.
- Most of the employees agreed that recruitment and selection process is not totally free from biasness.
- SAJIDA Foundation recruitment and selection process follows objective criteria.
- Most of the employees agreed that recruitment and selection process is cost effective for the organization.
- Majority of the respondents agreed that recruitment and selection process is cost effective for the candidates.
- Most of the employees agreed that recruitment and selection process is comprehensive.
- Majority of the respondents agreed that recruitment and selection process helps in achieving organizational goal.
- Most of the respondents disagreed that recruitment and selection process generates hassle to the applicants.
- Employees want that recruitment and selection process should be more improved in SAJIDA Foundation.
- Most of the employees are satisfied with the overall recruitment and selection process of SAJIDA Foundation.
- The general mode of Recruitment and Selection Process that SAJIDA Foundation.
- the external sources of recruitment generally used in SAJIDA Foundation.
- SAJIDA Foundation recruitment and selection process should be improved.
- SAJIDA Foundation recruitment and selection process is not lengthy.
- SAJIDA Foundation recruitment and selection process follows objective criteria.
- SAJIDA Foundation recruitment and selection process is cost effective

Chapter: Six

Recommendations and Conclusion

6.1 Recommendations

1. In order to avoid biasness in the recruitment and selection process the authority should avoid any kind of recommendation for employment from the government officials and political leaders.
2. Recruitment policy should be checked time to time by expert so that necessary changes can be made in the policy.
3. SAJIDA Foundation can go for campus recruitment in order to get talented candidates.
4. Previous work experience and high scholastic attitude should be given due importance in selection procedure.
5. This study further recommends that the recruiters themselves need to undergo certain trainings before they are allowed to become involved in the selection procedure.

6.2 Conclusion

One of the most important parts of assignment is gaining the practical knowledge through dissertation worked and practices as well as theoretical knowledge. The main objective of this report is to fulfill the academic requirements of all courses and gather some practical knowledge. So I have entailed of the report "Recruitment and Selection Process of SAJIDA Foundation" I have tried to focus the recruitment and selection process of SAJIDA Foundation. As a personal function, recruiting can be viewed as a major human resource planning program designed to attract the qualified work force to require meeting future organization needs. Recruiting also provides a means of achieving affirmative action goals set by human resource planners and policy makers. Recruiting also serves to attract workers to unexpected job vacancies caused by turnover and to new positions created by sudden demands for goods and services of an organization. All the sound personnel activities help an organization to function efficiently knows it. But to this an efficient personnel manager must be a person who has sound knowledge and experience in personnel management. It is possible only through proper training and practice. To eliminate the weakness of personnel activities measures are needed. In the previous chapter I have listed the facts of the study. I have tried to point out the strengths and weakness of the system. With limitation of time and preoccupation the official works. I had to work on the study. I have tried my best to collect all available data and other information regarding present recruitment and selection practice in SAJIDA Foundation. The ultimate result of SAJIDA Foundation will be benefited if its guides to its employee are a positive manner.

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