

Recruitment and Selection Process of Jagorani Chakra Foundation



Prepared by:

Arnika Pervin

ID: 161011152

Supervised by:

Fariha Saleh

Senior Lecturer| School of Business

University of Liberal Arts Bangladesh

Submitted in Partial Fulfillment of the Requirements for the Degree
Bachelor of Business Administration



Submitted on: 3 June, 2021

Internship Report Approval Form

Student Name: Arnika Pervin ID No. 161011152

Major: Human Resource Management Year: 2021

Mobile Phone: +8801710421228 Email: arnika.pervin.bba@ulab.edu.bd

INTERNSHIP/PROJECT INFORMATION

Internship

Organization: Jagorani Chakra Foundation (Head Office)

Internship /Project Report Topic: Recruitment And Selection Process of Jagorani Chakra Foundation

Term (Tick one): ☒ Spring 2021 ☐ Summer 2021 ☐ Fall 2021

SUPERVISOR APPROVAL

(Tick One)

☐ Approved ☐ Not Approved ☐ Partial Re-write ☐ Full Re-write

Remarks (For Not Approved): _____

Signature: _____

Date: _____

Name: _____

E-mail: _____

Phone: _____

PLAGIARISM DECLARATION

1. I know that plagiarism means taking and using the ideas, writings, works or inventions of another as if they were one's own. I know that plagiarism not only includes verbatim copying, but also the extensive use of another person's ideas without proper acknowledgement (which includes the proper use of quotation marks). I know that plagiarism covers this sort of use of material found in textual sources and from the Internet.
2. I acknowledge and understand that plagiarism is wrong.
3. I understand that my research must be accurately referenced.
4. This assignment is my own work. I acknowledge that copying someone else's assignment, or part of it, is wrong, and that submitting identical work to others constitutes a form of plagiarism.
5. I have not allowed, nor will I in the future allow, anyone to copy my work with the intention of passing it off as their own work.

Name: ARNIKA PERVIN

ULAB ID: 161011152

Signature: ARNIKA PERVIN

Date: 03-06-2021

Letter of Transmittal

3 June, 2021

Fariha Saleh

Senior Lecturer

School of Business

University of Liberal Arts Bangladesh

Subject: Submission of Internship Report.

Dear Madam,

I am hereby submitting my Internship Report, which is a part of the BBA program curriculum. It is a great honor to work under your active support and supervision. This report is based on, "Recruitment and Selection Process of Jagorani Chakra Foundation ". I have got the opportunity to work at this NGO in the HR department under the supervision of Thomas Biswas, Assistant Director (HR & Admin). To make this report more logical and reliable, I have collected the most relevant information. My primary sources of information are my superior's and colleagues. I have tried my best to achieve the objectives of the report and hope that my effort will serve the purpose.

I will be grateful if you are kind enough to enlighten me by providing your valuable judgment regarding this report. It would be my huge pleasure if you find this report useful and informative to have an apparent perspective on the issue. Thank you for your concentration and patience.

Sincerely Yours,

Arnika Pervin

ID: 161011152

Acknowledgment

For successfully completing my internship report, I am grateful to so many people. First of all, I want to express my gratitude to the almighty Allah for giving me the strength to perform my responsibilities as an intern and complete the report within the given time period. I am deeply indebted to my university supervisor Fariha Saleh, Senior Lecturer of ULAB Business School for her whole-hearted supervision during my organizational attachment period. I am also grateful to Thomas Biswas, Assistant Director of HR and MD Abdul Jalil, Assistant Director of Admin as my organizational supervisors. It would have been very difficult to prepare this report up to this mark without their guidance. My gratitude goes to the entire ULAB School of Business for arranging an Internship Program that facilitates integration of theoretical knowledge with real life situations. Moreover, I would also like to express my gratitude to my Jagorani Chakra Foundation fellows, seniors and colleagues who gave me good advice, suggestions, inspiration and support. I must mention the wonderful working environment and group commitment of this organization that has enabled me to deal with a lot of things.

Executive Summary

The report is a reflection of my learning and observation acquired through my internship program in Jagorani Chakra Foundation (JCF). The internship provides me an opportunity to get practical knowledge of Recruitment and Selection Process of an NGO, to know the effectiveness of this process and how they manage it. In Jagorani Chakra Foundation, all appointments are made through advertisement in the regular published national newspapers, online job portal and their website both in Bangla & English. Jagorani Chakra Foundation recruits many employees every year. They use both internal and external sources of recruitment, to get the right person at the right time for the right position. Jagorani Chakra Foundation has a well-organized recruitment process. After the recruitment part, they select candidates by following a proper selection process such as CV shortlisting, written test, interview, job offer, medical test, background checking and permanent job offer. After appointing the new employees, Jagorani Chakra Foundation arranges a brief orientation program. New employees are appointed with a probation period of six months. After completing the probation period, Jagorani Chakra Foundation confirms the new employee's services if their performance is at a satisfactory level or fulfills the requirements of the NGO.

Contents

Part A: Internship Experiences.....	8
Chapter One: Organizational Profile.....	8
Industry Analysis.....	9
Porter’s Five Forces Model.....	9
SWOT Analysis.....	11
Chapter Two: Interns Role and Responsibility.....	13
Chapter Three: Observations.....	13
Chapter Four: Recommendations.....	14
Part B: Research Project.....	15
Chapter One: Research Design.....	15
Background of The Study.....	15
Research Objectives.....	15
Methodology.....	16
Chapter Two: Theoretical Background.....	17
Recruitment.....	17
Selection.....	18
Chapter Three: Analysis and Findings.....	18
Chapter Four: Recommendations and Conclusion.....	22
Chapter Five: References and Appendices.....	24

PART A: INTERNSHIP EXPERIENCES

Chapter One: Organizational Profile

History: At the end of 1975, some cheerful youths of Jashore formed Jagorani Chakra Foundation (JCF) to develop the situation of poor communities. They also identified that the problem is more social and political than economical. JCF started its journey with an adult literacy program and developed its own adult literacy curriculum which was a unique example at that time.

In 1976, JCF implemented its first development intervention and started a non-formal education centre for the children and in 1977 got the registration from Directorate of Social Welfare. JCF still believes education is the key to all development and it is the first priority in taking any new intervention. In 1981, a new horizon opened before JCF when it started working with the untouchable community, the sweeper community. The success of this intervention gave JCF courage to go with a community development approach and later JCF successfully implemented a number of community development projects whose beneficiaries are now running their own people's institution by themselves.

Now, Jagorani Chakra Foundation (JCF) is a leading NGO among the 2500 NGOs in Bangladesh. It has a total number of 6288 employees in 487 offices all over Bangladesh. The Head Office of JCF is situated in the centre of Jashore town. JCF has a 7 members' Executive Committee and 29 members' General Committee. The honorable members are mostly social worker, retired govt. officials, businessman, teacher, lawyer, cultural activist and non-political person. Actually people from different sectors are involved with the organization and they all have the expertise in social work and are representing their own community as a whole. The Executive Director of the organization is appointed by the Executive Committee. He is the Chief Executive Officer of the organization.

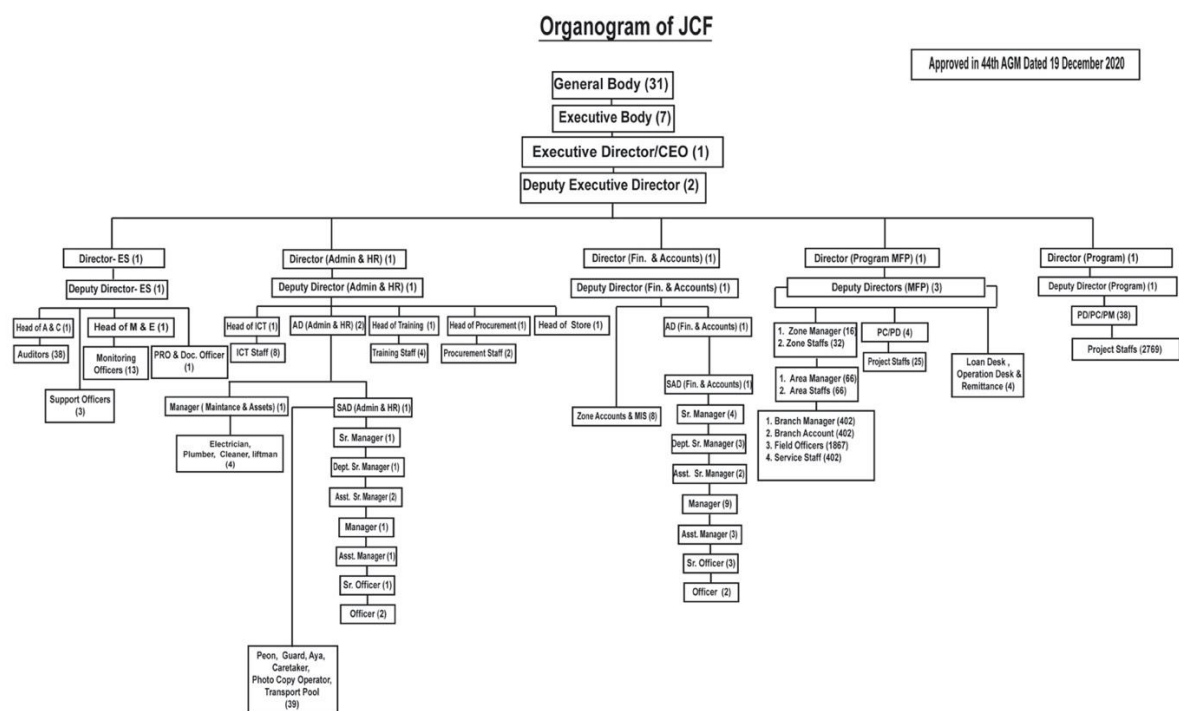
Mission: Support underprivileged communities by building their confidence and capacity.

Vision: Poverty free, secured and prosperous Bangladesh.

Goal: Strengthen socio economic development initiatives to meet the expanding needs of underprivileged communities with leadership, quality and satisfaction.

Products and Services: Jagorani Chakra Foundation is mainly a service-based organization. They mainly operate “Micro Finance Program” which is their core program. Besides this, they also run different types of development projects like – Sustainable Livelihood, Non-formal & Formal Education, Human Rights and Justice, Health Interventions and Organizational Sustainability.

Organogram of the Organization:



Industry Analysis

Porter’s Five Forces Model: In 1979, Harvard Business School Professor Michael E. Porter developed this five forces model in his book named, “Competitive Strategy: Techniques for Analyzing Industries and Competitors”. This model is used to determine the overall profitability of an industry. It also helps to show the stronger sides and lacking of an organization. (Tom Spencer)

Bargaining Power of Suppliers (Moderate): Jagorani Chakra Foundation is a service-based organization, not product based. So, rather than material resources, these services are social in nature. In such a case, it diminishes the power of the suppliers comparing to a product-based

organization. However, the donor community and the corporate funders are the supplier here. Jagorani Chakra Foundation mainly gets fund from four sources – one is their own equity, second one is the savings money of their Micro Finance Program members, thirdly the commercial banks and lastly Polli Karma Sohayok Foundation (PKSF). From their perspective, PKSF is the main source as they have some control over the organization. So, here the bargaining power of the supplier is not so high or not so low.

Bargaining Power of Customers (High): Jagorani Chakra Foundation's main service is the Micro Finance Program. And there are also many other established organizations in the industry that provides the same service. So, the beneficiaries have many options to choose from where they want to take loan. That's why in this case, the bargaining power of the buyers is high.

Threat of Substitutes (Low): The main focus of Jagorani Chakra Foundation is the Micro Finance Program which they consider as the "Loan Product". So, agent banking can be a substitute of that. And nowadays, banks are also trying to expand their agent banking service in the remote areas. Still, threat of substitutes is low. Another thing is that, if govt. directly provides any such type of service in the future within lower costs, then it can be a serious threat for an NGO like Jagorani Chakra Foundation.

Threat of New Entrants (Low): Bangladesh has currently above 2500 registered NGO's and among them there are so many big organizations like Brac, ASA, TMSS and so on who are ruling the industry. But NGO business can be profitable in such a developing country like Bangladesh as most of the people lives under poverty line. Mainly, the NGO's that focuses on Micro Credit program get attraction from poor people. However, for starting an NGO that will operate Micro Credit program besides development projects needs high fixed costs and funds from government level or foreign donors to sustain in the industry. So, the threat of new entrants is low. However, if the old organizations as mentioned above get giant day by day, then it can be a threat for Jagorani Chakra Foundation.

Competitive Rivalry (High): Since the main focus of Jagorani Chakra Foundation is the Micro Finance Program, competition is extremely high here. There are so many NGOs in Bangladesh who are operating Micro Finance Program. So, everyone will try to get more customers than others by providing attractive interest rates. Since there are not that much opportunities for new entrants, competition between the industry giants is very high. Though the interest rates are

determined by the Micro Credit Regulatory Authority and a NGO who is providing loan service cannot take interests more than that percentage. So, all the NGOs try to keep the rate almost same which is a sign of extreme competitive rivalry.

SWOT Analysis

SWOT analysis of Jagorani Chakra Foundation (JCF) is given below:

Strengths:

- **Well Trained and Skilled Staff:** Most of the employees, working in JCF is well-trained and so much skilled in the area they are working. The employees who are working in the Head Office are also very experienced as they are working for JCF for a long time.
- **High Geographical Area Coverage:** Currently JCF is operating their service in 46 districts of Bangladesh. And they are planning to expand their operation in the other districts also.
- **High Beneficiary Coverage:** JCF has currently a number of around 1 million beneficiaries in the whole country which is really a huge success for them. Since they are planning to expand, they will get more beneficiaries in the upcoming years.
- **High Reputation and Acceptance:** JCF is working since 1975. In this long year of operation, they have gained high reputation and have become a popular name in the world of NGO.

Weaknesses:

- **Lack of Digitalization:** JCF is still doing most of its work manually which is a big weakness of it as other giant NGOs have already moved into digitalization.
- **No Central Archive:** JCF doesn't have any central archive for protecting all its documents and files. So, it'll actually create problem for the organization in the future if they don't recover this weakness.
- **Lack of Foreign Fund for Micro Finance Program:** JCF is operating their Micro Credit Program mostly with the help of Palli Karma Sahayak Foundation. But they didn't get any foreign fund yet like other giant NGOs.

Opportunities:

- **Scope of Expansion:** Since Jagorani Chakra Foundation is operating in 46 districts of Bangladesh for now. They have a great scope of expanding their branches into other districts also.
- **Steady Fund for Micro Finance Program:** The fund they are getting for their Micro Finance Program is really good to run the program properly. Still, they didn't face any lack of funds in this sector. So, their chance of growing is very high in this core program.
- **Climate Change Funds:** Since U.S withdrew from the Paris Agreement after Donald Trump becoming the President, they didn't get any types of foreign fund relating to Climate Change. But now Joe Biden again returns the U.S in the agreement. So, there is a chance that NGOs like JCF will get Climate Change Funds from foreign donors.
- **Corporate Social Responsibility Fund (CSR):** It is a fund that they are getting as a percentage from Micro Finance Program (MFP). As the MFP function works better, they will get more funds for CSR.
- **Purchasing Power of Community People:** Increased purchased power of community people will help them to get more revenues from their revenue generation projects.

Threats:

- **Operational Problem:** In the whole lifetime of JCF they have faced operational problem sometimes due to the political unrest. But in the previous some years they are smoothly operating their business. In future if they face the acute situation again, then it'll be a great problem for them.
- **Change in Donors Policies:** In the present situation they are getting fund from their donors without any issue. But in future if their donors change their policies and not provide funds to JCF, then it will be a high threat for JCF.
- **Change in Governmental Policies:** Like their donor policies, if government made any new rule for the NGOs or change any rule then continuing their operation will also be difficult.

Chapter Two: Interns Role and Responsibility

During this pandemic situation many organizations are not offering internships. My family also didn't want me to go out of my hometown for doing internship. That's why after contacting so many organizations, I got an opportunity to work as a trainee at a renowned NGO of Bangladesh named "Jagorani Chakra Foundation" and luckily on their Head Office at Jashore. I worked in Jagorani Chakra Foundation for three months (February 1st 2021 - April 30th 2021). I worked in the Admin & HR department and I had to visit the office five days a week. This experience helped me a lot to learn the way a organization works. Among so many tasks, I was assigned some specific responsibilities to complete that are given below:

- Shortlisting of resumes and CV's
- Making list of selected candidates
- Creating index for different project files
- Helping the HR officer to prepare documents of the newly hired employees

I have completed all my duties and responsibilities with the help of my organizational supervisor and colleagues very smoothly and without any difficulties. My employers were very satisfied with my fast-learning skill and dedication.

Chapter Three: Observations

I was really very lucky that I got the opportunity to work with such a renowned NGO like Jagorani Chakra Foundation. During the three months internship period, I observed few things that are given below.

- They are doing their best to help the underprivileged community.
- They pay salaries within the given time and take good care of their employees.
- All the employees are skilled and properly trained.
- All the employees are very dedicated to their assigned work.
- They are very much friendly and helpful minded.
- Company culture is also very good.
- Employees are very polite and well behaved also.
- Women empowerment is seen in some sectors.
- Gender discrimination is very rare here.

- Employees are very punctual.
- They almost do all of the official works manually.
- Employees have their lunch on their desk as they don't have a canteen.
- Office doesn't have a transport facility for the employees.
- They don't have a separate women prayer hall.

Chapter Four: Recommendations

From my three months internship experiences I have noticed that Jagorani Chakra Foundation (JCF) really holds a good environment for work. Besides, I have noticed some things that I think they should take care of. So, from my perspective some recommendations are given below –

- **Set Up a Canteen:** Since it was the Head Office of JCF, they should have a canteen in their premises where breakfast and lunch items should make available to the employees in an affordable price. When it's lunch time, all the employees eat their food on their working desk, which really seems very unprofessional. So, the organization should set up a canteen or a separate place where employees can seat in relax and enjoy their food.
- **Women Prayer Room:** Another thing they should consider is to make a separate prayer place for women. Female employees completing prayer inside the office room or beside desk seems also overt. So, a separate prayer section only for women should have been there.
- **Provide Transport Facilities:** They should also provide transport facilities for stuff those are working in the Head Office. An office bus should have offered to the employees who are living inside the Jashore city. It'll help them to come into office and return to home safe and securely. JCF can also charge for this if they want.
- **Move to Digitalization:** In this digital era, where giant companies are making paperless offices, most of the work of JCF is done manually which is really an old practice. So, they should use modern tools and software for doing official works at least in the Head Office. The more they use digital techniques, the more their employees will be efficient and skilled. It'll help them to keep pace with the modern world. Otherwise, they will lose their rank and lag behind.

PART B: RESEARCH PROJECT

Chapter One: Research Design

Background of the Study: The competition in the NGO industry in Bangladesh is growing day by day as well as the competition between the giants. There are above 2500 registered NGOs in Bangladesh. Among them, Jagorani Chakra Foundation is a very popular name and they hold number 7 position in the top 10 NGO list. They operate different types of social works, but their core program is the Micro Finance Program. They have a total number of 531 offices in 46 districts of Bangladesh. Jagorani Chakra Foundation is on number 7 positions. Their main focused project is the Micra Finance Program as well as some development projects.

They have taken a plan that within the upcoming 5 years, they will expand their operation in other districts, take more development projects and automation of the services with the uses of different software. So, they need a skilled manpower for maintaining their goodwill. For keeping pace with the update technology, they must need to recruit suitable candidates for each position since most of the organization works are done manually in recent times.

For making their plan successful, they obviously need to recruit the best suit for each position. Only then they will be able to stay exceptional from their competitors and improve their ranking. That's why looking for the perfect pool of candidates is a very important task to do. Because the organization try to provide the best services to their beneficiaries and maintain their goodwill. But without an skilled workforce comparing to their competitors, they will face difficulties and will not be able to achieve their goal. In this study, the current recruitment and selection process of Jagorani Chakra Foundation will be explained with some recommendations on how they can improve it to achieve their goals.

Research Objectives:

- 1. Primary Objectives:** The main objective of this study is, to find out the descriptive knowledge about the recruitment and selection procedure of Jagorani Chakra Foundation (JCF).

2. Secondary Objectives:

- To learn about the present recruitment and selection process of JCF.
- To compare the recruitment and selection process of JCF with the best practices.
- To identify current problems of JCF's recruitment and selection process and give recommendations.

Methodology: Qualitative Qualitative research approach has been used to get the answers regarding my views and opinions. Information has been gathered through this qualitative approach. It has helped me to get in depth information about the topic.

Sampling method: Non-probability sampling method has been used here, which is the most convenience sampling. Face to face interviews has been taken of the current employees on the HR department and other departments, that helped me to get the exact information.

Respondent: 7

Questions: 13

Question Type: Open Ended

Data Collection Instrument: Pen, Paper, Laptop and Phone

Sources of Data:

1. **Primary Sources:** In Jagorani Chakra Foundation, I'm working in the Human Resource department. There are currently 13 employees working in this department. But all of them is not directly involved with the recruitment and selection process. So, by consulting with my organizational supervisor, I've collected information by doing face to face interviews of 4 employees of my department and 3 employees from other departments who are directly involved with this process. I developed a set of 13 questions that helped me to gather the information I needed to complete my study. And I also kept an option named additional questions, that helped me to learn other things rather than my specific questions. All of the employees were really very helpful and responded openly.

2. **Secondary Sources:** For collecting other information I had taken help from the annual reports of Jagorani Chakra Foundation, some of my text books and the internet.

Chapter Two: Theoretical Background

Recruitment: For successfully running an organization suitable candidate needs to be hired. They are the main pillars of a successful organization. That's why recruiting is a very important task to do for an organization as achieving a satisfactory pool of candidates is not easy. Firstly, Human Resource department forecasts the needs of an organization and look for eligible pool of candidates. They start to look for candidates depending on their qualification, knowledge, abilities and skill. After finding out the best suit for each position they start hiring. This whole process is known as recruitment. Depending on the size of the organization Human Resource department spends 50-70% of their whole time in finding out the perfect candidates and recruiting new employees each year. (David A. Decenzo)

There are actually two types of recruitment sources – Internal Recruitment and External Recruitment.

1. **Internal Recruitment:** This is basically the internal recruitment. In this process some big organizations hire employees for other positions or promoted them into higher positions. They basically select employees depending on their knowledge, skill and abilities. It helps the Human Resource department to save both time and cost. It also helps the employees to perform better for getting promotions. Employee referrals and recommendation also goes under internal searches. In this case, the organization recruit employees by getting recommendation from current employees. The reason is, organization believes that a present employee will only give recommendation to someone who they believe will perform well. (David A. Decenzo)
2. **External Recruitment:** This is the as usual process of hiring employees from outside which is also known as external recruitment. In this process, the organizations get candidates by advertising, from schools/colleges/universities, professional organizations and employment agencies. Advertisements include newspaper, media and through internet. Again, some organizations take help from different agencies that search suitable candidates on behalf of the organization. (David A. Decenzo)

Selection: After completion of the application form and initial screening, selection process mainly consists of six steps – pre-employment tests, interview, conditional job offers, background investigation, medical or physical check-up and permanent job offer. Each of the process needs feedback for taking decision and continue the process. However, sometimes organizations omit some steps that they think is unnecessary for some positions. (David A. Decenzo)

Every organizations follow the basic recruitment and selection process given below –

1. Forecasting employee needs
2. Creating job description
3. Publishing job circular
4. Collecting application
5. Shortlisting CVs and resumes
6. Calling candidates for written exams
7. Calling candidates for interviews
8. Assessing the employees
9. Medical or physical check-up
10. Background check
11. Reference check
12. Offering job to the organization (Armstrong M)

Chapter Three: Analysis and Findings

The analysis and finding's part given below is fully written on the basis of the interviews. I asked thirteen questions regarding the recruitment and selection processes but here I have given the most important nine questions answers. And seven employees from four departments of Jagorani Chakra Foundation (JCF) participated in the interview who are directly involved with recruitment and selection process. One thing to mention is that, the employees who are directly involved with the recruitment and selection process, each and every one is a very senior person and they are working for JCF for a longer period of time.

Analysis:

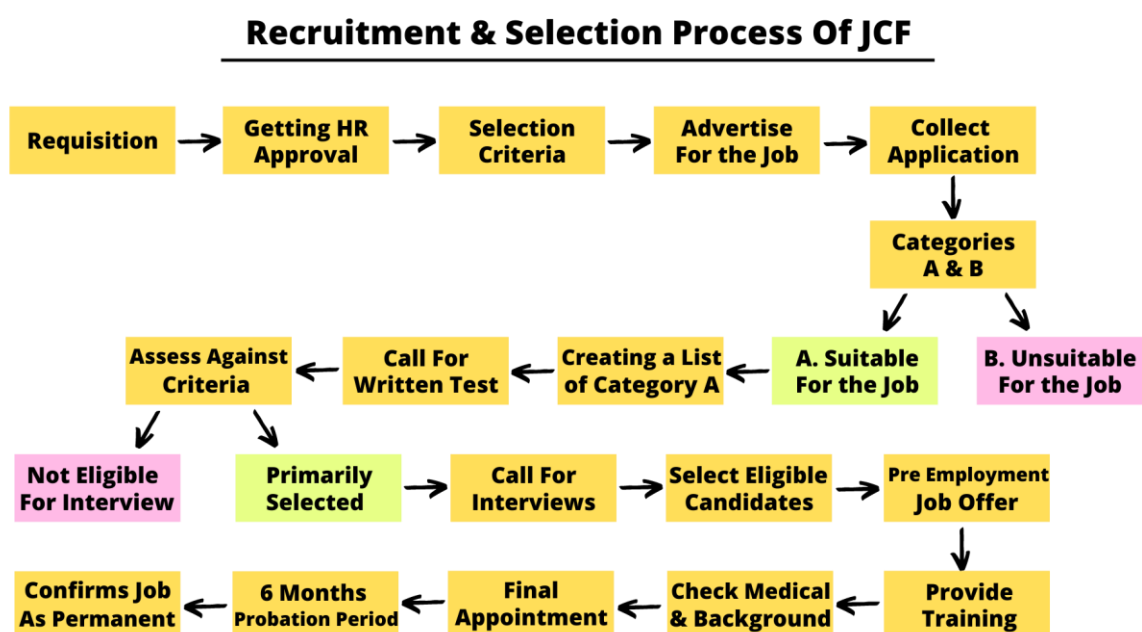
1. What are the steps of recruitment and selection process of Jagorani Chakra Foundation?

In this question all the seven employees have given the same answer that Jagorani Chakra Foundation follows the traditional steps of recruitment. But they omit some steps when they hire entry level employees. And for top managerial positions they follow all the steps.

Like – the department who needs new employees first send a requisition letter to the HR department. After getting approval, they create job description. Then they publish advertisement for the vacant positions. After that they collect CV and make a shortlist of the eligible candidates. Then the organization call the eligible candidates for written test. Then they call the candidates who have passed in the written test for giving a face-to-face interview.

Then the organization make a conditional job offer to the selected candidates who pass the interview session. Then they go for 15 days training as a step for pre-employment assessment. After completing the training, organization check their background, medical report and evaluation report of the training period. If everything goes okay, then they get a permanent job offer.

Here a flow-chart of the steps of recruitment and selection is given below –



2. Which positions do you fill with internal promotions? (Internal Recruitment)

In Jagorani Chakra Foundation, they actually don't recruit internally. But for top positions only they hire internally and this is done through promotions. And it is a rare case.

3. For which positions do you hire from outside? (External Recruitment)

In Jagorani Chakra Foundation, they hire mainly entry level candidates from outside. But if they take any development projects in hand then they hire the whole team (from entry level to top positions) from outside.

4. Which type of tests do you prefer while selecting candidates? If it's written test then explain the type (Personality / Aptitude).

According to most of the employees, they take written test for top positions only. And they mainly ask job related (aptitude) questions if the position need experienced persons. For example – if they hire employees for education projects, then the chances that the candidates will get questions related to the education sector.

5. Which type of interview format do you follow? (Structured / Unstructured)

Most of the cases, in the interview board, they take unstructured interviews mainly for entry level positions. But when they take interviews for top management positions, then they follow some sort of structured format.

6. What types of questions do you ask in the interview session? (Situational / Behavioral / Job-related / Stress)

The interview board most of the time ask job-related and situational based questions. They think that the candidates who are going to join for the positions need to have the knowledge of work he/she is going to do.

7. How do you administrate interview? (one by one / panel / phone / video / computerized / mass / sequential)

For entry level positions mainly in the field section when lots of employees needed, they take mass interviews with 6/7 candidates together. But for top management positions, they take one-by-one interviews.

8. Describe three things that your company does well in the recruitment and selection process.

In this stage, the opinion of all the employees was in some cases different and in most cases similar. So, all of their opinion was written below by doing a summary, three things that they think Jagorani Chakra Foundation (JCF) is doing well in the recruitment and selection process-

According to employees, Jagorani Chakra Foundation doesn't take any bribe, selects the most eligible candidates, any types of recommendation in selection candidate is not granted here, fair selection, takes both written test and interview to justify candidates, doesn't compromise with stuff quality, doesn't hire any employee without giving circular, field-test and physical test has been done, maintains proper standard of recruitment and selection like other giant organizations, board members are very skilled and experienced, checks the certificates of candidates and other essentials carefully, provides circular in national newspaper and finally exam board has been created with the top management from different department.

9. Three things you would like to change in the recruitment and selection process of your organization.

In this stage, answers of the employees were totally different from one another. Again. I'm summarizing them for the ease of my work and their confidentiality.

First of all, Jagorani Chakra Foundation should create a system so that they can get application from online. In this case they can use CV pool software for collecting and shortlisting CVs. They should arrange written test for the entry level candidates also. JCF should issue interview cards rather than making phone calls and take individual interviews of the entry level candidates than mass interviews. Rather than checking reference for senior positions only, they should also check references for entry level positions.

JCF should send the appointment letter to the address of the candidates and before final appointment, organize a 3 days training session. Sometimes, candidates face stamp related difficulties. So, they should make the process simpler. Lastly, political influence and nepotism needs to be diminished.

Findings:

Through the interview process I've found some gaps that Jagorani Chakra Foundation needs to improve. So, here three major gaps are given below that they should take in consideration.

1. **Lack of Written Exams:** They don't take written exams for each position. They only take both written exams and interviews for to management positions. And for lower positions they only take interviews. Though it's taken when lots of employees need to appoint within shorter period. But It's not an appropriate way to hunt down eligible candidates.
2. **Lack of Modern Tools:** They don't use any modern tools like any HR softwares to collect CVs or shortlisting which make the process lengthy and time consuming. For example – they can use softwares like Traitify and Criteria to make the process easier. As these tools help a lot in recruiting and selecting the best suits.
3. **Biasness and Nepotism:** In some cases of selecting candidates, biasness is seen which is not at all expected from an organization like them. It's happen mainly when decision is taken from one or two persons.

Chapter Four: Recommendations & Conclusion

Recommendations:

It's actually difficult to give any such recommendation as an intern, with such a little knowledge and only three months working experience in Jagorani Chakra Foundation (JCF). Still, I've tried my best to give some recommendations, so that the organization can improve its recruitment and selection process.

- **Diminish Biasness and Nepotism:** According to my interview report, most of the employees have agreed to the matter that the recruitment and selection process of JCF is free from biasness. But in some cases, there is still discrimination, nepotism, political influence and biasness exist there, they said. So, the organization and the recruitment and selection team should consider this thing and take proper steps to fully diminish this practice. There are some ways that they can follow to reduce favoritism like – taking help from external agencies, diverse interview panels, blind recruitment etc.

- **Take Both Written Test and Interviews:** JCF takes only interviews for the entry level positions. So, many of the employees think that JCF should introduce both written test and interview for entry level positions also. It'll help to select the most eligible candidates without any dilemma. They also suggest to take one-by-one interviews for entry level positions by reducing the candidate's number through written test. Proper background checking is also needed for these positions. Since it's time consuming they should start the process as early as possible so that they get enough time before final appointment.
- **Introduce Modern Tools and Techniques:** In JCF, they follow the age-old traditional method in the recruitment and selection process. Still, most of the employees who are related to the system think that the techniques or methods JCF is following are appropriate. However, according to some employees and my perception, modern tools and techniques need to be introduced in the recruitment and selection system. It'll help to make the process more convenient, fast and fair.
- **Increase Responsibilities of HR Department:** Another thing to include is that, the responsibilities of the Human Resource Department should be increased during the recruitment and selection process so that the organization can reduce cost, biasness and make the process more effective and efficient.

Conclusion:

For any organization, recruitment and selection process is the most important of all. The reason behind it is that, without the efficient workforce, a company cannot achieve its goal. In this way, Jagorani Chakra Foundation should also give their main focus on the recruitment and selection process, as they work mostly with people.

Jagorani Chakra Foundation is really a very popular NGO in all over the country. And I must say that, they are doing well in recruiting and selecting candidates, still if they can bring a few changes to the techniques, it'll become the best method. Jagorani Chakra Foundation will also get the perfect suit for all the positions and achieve its goal easily.

Chapter Five: References and Appendices

References:

1. Jcf.org.bd. n.d. *Jagorani Chakra Foundation – Jagorani Chakra Foundation*. [online] Available at: <<http://jcf.org.bd/>> [Accessed 10 April 2021].
2. DeCenzo, D. and Robbins, S., n.d. *Fundamentals of human resource management*. 10th ed. United States of America: John Wiley & Sons, Inc.
3. Armstrong, M. and Taylor, S., n.d. *Armstrong's handbook of human resource management practice*.
4. Chappelow, J. (2019). *Porter's 5 Forces*. Investopedia. Retrieved 26 April 2021, from <https://www.investopedia.com/terms/p/porter.asp>.

Appendices:

Interview Questions Regarding Recruitment & Selection

1. How long have you been working in the HR department?
2. Tell me about the steps of recruitment.
3. Which positions do you fill with internal promotions? (Internal recruitment)
4. How do you look for candidates within the organization?
5. For which positions do you hire from outside? (External recruitment)
6. How do you look for outside candidates? (Advertisement)
7. Describe the process of selection.
8. Which type of tests do you prefer while selecting candidates? If it's written test then explain the type (Personality / Aptitude).
9. Which type of interview format do you follow? (Structured / Unstructured)
10. What types of questions do you ask in the interview session? (Situational / Behavioral / Job-Related / Stress)
11. How do you administer interview? (One by One / Panel / Phone / Video / Computerized / Mass / Sequential)
12. Describe three things that your company does well in the recruitment and selection process.
13. Three things you would like to change in the recruitment and selection process of your organization.
14. Additional questions. (If you want to add anything)