Faculty of Business Administration
AMERICAN INTERNATIONAL UNIVERSITY–BANGLADESH (AIUB)

INTERNSHIP RESEARCH REPORT ON

Recruitment and selection process- A study on Digicon Technologies Limited

An Internship Report Presented to the Faculty of Business Administration in
Partial Fulfillment of the Requirements for the Degree of
Master of Business Administration (MBA)

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Date of Submission: May 24, 2023

INTERNSHIP RESEARCH REPORT ON

Recruitment and selection process- A study on Digicon Technologies Limited

Letter of Endorsement

The Internship Research Report entitled Adoption of e-procurement-A Study on Star Ceramics has been submitted to the Office of Placement & Alumni, in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA), Major in HRM, Faculty of Business Administration on May 24, 2023 By Mr. Asif Parvez, ID#19-39977-1. The report has been accepted and may be presented to the Internship Defense Committee for evaluation.

(Any opinions, suggestions made in this report are entirely that of the author of the report. The University does not condone nor reject any of these opinions or suggestions).

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Asif Parvez
Internship Supervisor

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Letter of Transmittal

Date: 24th May 2023

Mr. R. Tareque Moudud, FCMA

Director, Office of Placement & Alumni (OPA)

American International University-Bangladesh

Kuratoli, Dhaka.

Subject: <u>Submission of Internship Report on Recruitment and selection process- A study on Digicon Technologies Limited</u>

Dear Sir,

It is a great pleasure to present the internship report titled Adoption of e-procurement-A Study on Star Ceramics which was assigned to me as a partial requirement for the competition of Master of Business Administration (MBA) degree.

It is my honor to work for a leading organization of Bangladesh and gain an in-depth knowledge on lending process and monitoring techniques. Throughout the study, I have tried with the best of my capacity to accommodate as much information and relevant issues as possible and tried to follow the instructions as you have suggested. I tried my best to make this report as much informative as possible.

I am grateful to you for your guidance and kind cooperation at every step of my endeavor on this report. I shall remain deeply grateful if you kindly take some pen to go through the report and evaluate my performance.

Sincerely yours

_____

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ID: 19-39977-1
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Acknowledgement

Executive Summary

Digicon Technologies Limited, a technology services company, employs a structured and organized recruitment and selection process with room for improvement. The company's recruitment process includes multiple stages, such as job posting, resume screening, assessments, interviews, and reference checks. The use of technology and social media has a significant impact on the quality of candidates, but potential biases should be addressed. Organizational culture and values play a significant role in the recruitment and selection process, with a focus on cultural fit. However, there are opportunities to enhance employer branding and recruitment marketing efforts to attract top talent. Diversity and inclusion initiatives are identified as areas for improvement, with unconscious bias and limited availability of diverse candidates being challenges that need to be addressed through training and expanded recruitment efforts. The overall effectiveness of the recruitment and selection process is perceived to be moderately effective, with room for improvement. Strategies to enhance the process include improving employer branding, implementing diversity and inclusion initiatives, leveraging technology and social media, and streamlining the decision-making process. Key factors influencing the decision-making process are qualifications, skills, experience, and cultural fit. Continuous evaluation and improvement of the recruitment and selection process based on feedback and data-driven insights is recommended. By addressing areas for improvement and leveraging best practices, Digicon Technologies Limited can further enhance their recruitment and selection process to attract and retain top talent for their organization's success.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

Recruitment and selection are critical functions within the field of human resource management (HRM), as they directly impact an organization's ability to attract, identify, and retain talented employees who can contribute to its success. In today's fast-paced and competitive business environment, organizations, especially in the technology industry, face unique challenges in recruiting and selecting the best-fit candidates to meet their organizational goals. Therefore, understanding the recruitment and selection process, its current practices, challenges, and areas of improvement, is crucial for organizations to stay competitive and succeed in the market. The focus of this research thesis is to study the recruitment and selection process at Digicon Technologies Limited, a leading technology company. Digicon Technologies Limited is a well-known player in the technology industry, with a reputation for innovation and cutting-edge solutions. By conducting a qualitative research approach, this study aims to gain a deeper understanding of the recruitment and selection process at Digicon Technologies Limited, with a focus on exploring the current practices, challenges, and areas of improvement. The rationale for choosing Digicon Technologies Limited as the subject of this research lies in its significance in the technology industry. As a leading technology company, Digicon Technologies Limited is known for its high-performance workforce and talent-driven culture. However, like any other organization, it faces unique challenges and opportunities in its recruitment and selection process. Therefore, studying the recruitment and selection process at Digicon Technologies Limited would provide valuable insights that can be used to improve the recruitment and selection practices of the company, as well as contribute to the existing body of knowledge on this topic. Recruitment and selection process is a critical function of HRM that directly impacts an organization's ability to attract, identify, and retain talented employees. This research thesis aims to study the recruitment and selection process at Digicon Technologies Limited, a leading technology company, through a qualitative research approach. By exploring the current practices, challenges, and areas of improvement in the recruitment and selection process at Digicon Technologies Limited, this study aims to contribute to the existing body of knowledge on this topic and provide valuable insights for the organization and the technology industry as a whole.

1.2 Statement of the Problem

The statement of the problem highlights the research gap or the issue that the research intends to address. In this research, the statement of the problem could be: "Despite the importance of

recruitment and selection process in acquiring and retaining talented employees, there is limited qualitative research on the topic, especially in the context of Digicon Technologies Limited. Therefore, this study aims to explore the recruitment and selection process at Digicon Technologies Limited from a qualitative perspective to gain insights into the current practices, challenges, and areas of improvement."

1.3 The Significance of the Study

The significance of the study explains the importance and potential contributions of the research. In this research, the significance of the study could be: "This study will contribute to the existing body of knowledge on recruitment and selection process by providing qualitative insights into the practices and challenges faced by Digicon Technologies Limited. The findings of this research can be used by the company and other organizations in the technology industry to enhance their recruitment and selection processes, leading to improved organizational performance."

1.4 Purpose of the Study

The purpose of the study states the overall aim of the research. In this research, the purpose of the study could be: "The purpose of this research is to conduct a qualitative study on the recruitment and selection process at Digicon Technologies Limited to gain a deeper understanding of the current practices, challenges, and areas of improvement. The research will utilize qualitative research methods to explore the perceptions, experiences, and opinions of key stakeholders involved in the recruitment and selection process."

1.5 Research Questions

Research questions are specific questions that guide the research and help in achieving the research objectives. In this research, some possible research questions could be:

1. What are the current practices of recruitment and selection process at Digicon Technologies Limited?

2. What are the challenges faced by Digicon Technologies Limited in the recruitment and selection process?

3. How can the recruitment and selection process be improved at Digicon Technologies Limited from a qualitative perspective?

1.6 Research Hypothesis

Research hypothesis is a statement that suggests the expected relationship between variables or the expected findings of the research. In qualitative research, research hypothesis may not be explicitly stated, as the focus is more on exploring and understanding the phenomena. However, some possible research hypothesis for this study could be:

1. The recruitment and selection process at Digicon Technologies Limited is influenced by organizational culture and values.

2. The use of technology and social media in recruitment and selection process at Digicon Technologies Limited impacts the quality of candidates attracted.

3. The recruitment and selection process at Digicon Technologies Limited faces challenges related to diversity and inclusion.

1.7 Definition of the Keywords

This section provides definitions of the keywords used in the research thesis. Some possible keywords for this research could be: recruitment, selection, process, qualitative research, Digicon Technologies Limited, technology industry, practices, challenges, improvement.

- Recruitment: The process of identifying, attracting, and hiring qualified candidates for vacant positions within an organization. In the context of this research, it refers to the methods and practices employed by Digicon Technologies Limited in sourcing and selecting potential candidates for their workforce.

- Selection: The process of evaluating and choosing the most suitable candidates from a pool of applicants based on predetermined criteria. In this research, it refers to the methods and criteria used by Digicon Technologies Limited to assess and select candidates for employment.

- Process: A series of interconnected steps or stages that are followed to achieve a particular outcome. In this research, it refers to the sequence of activities involved in the recruitment and selection practices of Digicon Technologies Limited, including planning, sourcing, screening, interviewing, and hiring.

- Qualitative Research: A research approach that aims to understand and interpret human behavior, experiences, and perceptions through subjective data collection methods, such as

interviews, observations, and content analysis. In this research, it refers to the methodology used to collect and analyze data on the recruitment and selection process at Digicon Technologies Limited.

- Digicon Technologies Limited: The organization where the research was conducted. Digicon Technologies Limited is a company operating in the technology industry, and the findings of this research are specific to its recruitment and selection practices.

- Technology Industry: The sector that encompasses companies involved in the development, manufacturing, and marketing of technology-related products and services. In this research, it refers to the specific industry in which Digicon Technologies Limited operates and the recruitment and selection challenges and practices within this industry.

- Practices: The strategies, policies, procedures, and methods employed by an organization to carry out a particular function or activity. In this research, it refers to the recruitment and selection practices employed by Digicon Technologies Limited, including their approaches, techniques, and tools.

- Challenges: Obstacles or difficulties faced by an organization in achieving its recruitment and selection objectives. In this research, it refers to the barriers, limitations, or issues faced by Digicon Technologies Limited in their recruitment and selection process.

- Improvement: The act of making changes or enhancements to an existing process or system to achieve better results or outcomes. In this research, it refers to the identification and recommendation of areas for improvement in the recruitment and selection process of Digicon Technologies Limited based on the research findings.

1.8 Limitations and Delimitations

This section discusses the potential limitations and delimitations of the research. Limitations are the factors that may affect the validity or generalizability of the research findings, while delimitations are the boundaries or constraints within which the research will be conducted. Some possible limitations and delimitations for this research could be:

- Limited access to data and information related to the recruitment and selection process at Digicon Technologies Limited, which may impact the depth and breadth of the findings.

- The findings of this research may be specific to Digicon Technologies Limited and may not be applicable to other organizations in the technology industry or other industries.

- The research will be conducted within a specific time frame, which may limit the ability to capture changes in the recruitment and selection process over time.

- The research will be conducted using qualitative research methods, which may have limitations in terms of generalizability and reliability compared to quantitative research methods.

- The potential biases of the researchers and participants, including their subjective perspectives and opinions, may impact the findings of the research.

- Ethical considerations, such as obtaining informed consent and ensuring confidentiality, will be addressed, but there may still be potential ethical challenges in conducting qualitative research in a workplace setting.

CHAPTER TWO

LITERATURE REVIEW

Bangladesh, akin to numerous other developing countries, grapples with an array of environmental, social, and economic challenges such as pollution, deforestation, climate change, poverty, and low levels of education. Within this landscape, university students hold immense potential as they form a substantial proportion of the youth population, actively shaping the future of Bangladesh and driving efforts towards sustainable development (Hasan & Chowdhury, 2023). It is crucial to acknowledge that the higher education system in Bangladesh exhibits diversity, comprising both public and private universities, offering a wide range of academic programs (Hasan, Chowdhury, et al., 2023). In this context, effective Human Resource Management (HRM) practices are indispensable for organizations to address these challenges successfully. This literature review aims to explore the current state of HRM practices in Bangladesh, with a focus on key areas including recruitment and selection, training and development, performance management, and employee engagement.

 Effective Human Resource Management (HRM) practices are essential for organizations to succeed in addressing these challenges. This literature review aims to explore the current state of HRM practices in Bangladesh, with a focus on key areas including recruitment and selection, training and development, performance management, and employee engagement. Recruitment and selection are critical processes in human resource management that aim to identify and attract qualified candidates for organizations. In recent years, there has been a growing body of literature on the recruitment and selection process, with a specific focus on qualitative research studies. This literature review examines relevant literature on the recruitment and selection process, including theoretical frameworks and models, best practices in qualitative research, and previous qualitative research studies on recruitment and selection, including their findings and limitations. Recruitment and selection process is a critical aspect of human resource management, and qualitative research studies have contributed significantly to the understanding of this complex process. In this literature review, we will review relevant literature on the recruitment and selection process, focusing on qualitative research studies. We will explore studies that have examined the use of social media in recruitment, the impact of organizational culture on selection decisions, and the role of job fit in candidate attraction. The use of social media in recruitment has become increasingly popular in recent years, as organizations seek to leverage the power of social media platforms to attract and select potential candidates. Lee and Seshadri (2017) conducted a qualitative research study to investigate the use of social media in recruitment and found that it has become an essential tool for recruiters to reach out to potential candidates and gather information about them.

Organizational performance is crucial to the success and sustainability of any business or organization (Hasan, Shafin, et al., 2023). The study revealed that social media platforms such as LinkedIn, Facebook, and Twitter are commonly used by recruiters to source and screen candidates, showcase organizational culture, and engage with potential candidates. The findings of this study highlight the growing importance of social media in the recruitment process and the need for organizations to develop effective strategies for utilizing social media platforms in their recruitment efforts. Organizational culture plays a significant role in the selection decisions of recruiters and hiring managers. Cable and Judge (2018) conducted a qualitative research study to explore the impact of organizational culture on selection decisions and found that it can significantly influence the evaluation and selection of candidates. The study revealed that recruiters and hiring managers consider cultural fit as an important factor in their selection decisions, as they believe that candidates who align with the organization's values and norms are more likely to succeed in the organization. The findings of this study highlight the importance of organizational culture in the recruitment and selection process and emphasize the need for organizations to ensure that their selection decisions are aligned with their cultural values and goals. The concept of job fit, which refers to the alignment between the skills, knowledge, and abilities of a candidate with the requirements of the job, has also been widely explored in qualitative research studies. Kristof-Brown et al. (2014) conducted a qualitative research study to investigate the role of job fit in candidate attraction and found that it is a critical factor that influences the decision of candidates to apply to an organization. The study revealed that candidates are more likely to apply to organizations where they perceive a strong fit between their skills, knowledge, and abilities and the requirements of the job. The findings of this study highlight the importance of job fit in attracting and retaining top talent and emphasize the need for organizations to carefully assess the fit between candidates and the job requirements during the recruitment and selection process. Theoretical frameworks and models related to recruitment and selection also play a significant role in guiding qualitative research studies in this area. For instance, the Person-Organization Fit Theory, proposed by Chatman (1991), posits that individuals seek organizations that align with their values and preferences, and organizations seek candidates who fit their culture and goals. This theory provides a conceptual framework for understanding the importance of cultural fit in the recruitment and selection process. The Social Exchange Theory, proposed by Blau (1964), suggests that the recruitment and selection process is a reciprocal exchange between employers and candidates, where candidates evaluate the benefits and costs of joining an organization. This theory provides insights into the dynamics of the employer-candidate relationship during

the recruitment and selection process. The Expectancy Theory, proposed by Vroom (1964), proposes that candidates are motivated to apply to organizations based on their expectancy of being selected and the value of the outcomes associated with the job. This theory sheds light on the cognitive processes and motivations of candidates during the recruitment and selection process. These theoretical frameworks provide conceptual foundations for understanding the factors that influence the recruitment and selection process and can guide future qualitative research in this area. The recruitment and selection process is influenced by various theoretical frameworks and models. For example, the Person-Organization Fit Theory posits that individuals seek organizations that align with their values and preferences, and organizations seek candidates who fit their culture and goals (Chatman, 1991). The Social Exchange Theory suggests that the recruitment and selection process is a reciprocal exchange between employers and candidates, where candidates evaluate the benefits and costs of joining an organization (Blau, 1964). The Expectancy Theory proposes that candidates are motivated to apply to organizations based on their expectancy of being selected and the value of the outcomes associated with the job (Vroom, 1964). These theoretical frameworks provide conceptual foundations for understanding the factors that influence the recruitment and selection process and can guide future research in this area. Qualitative research methods are commonly employed in the context of recruitment and selection to gain in-depth insights into the subjective experiences and perceptions of individuals involved in the process. To ensure the quality and rigor of qualitative research in this context, it is important to follow best practices in research design, data collection methods, data analysis techniques, and overall research process. One commonly used data collection method in qualitative research is semi-structured interviews. Braun and Clarke (2013) emphasize the importance of using semi-structured interviews in recruitment and selection research as they allow for flexibility and adaptability in the interview process, enabling participants to share their experiences and perspectives in a more open-ended manner. Semi-structured interviews provide the researcher with the opportunity to probe further into specific areas of interest while also allowing participants to freely express their thoughts and feelings. Another commonly used data collection method in qualitative research is focus groups. Focus groups involve group discussions among participants facilitated by a researcher, allowing for rich and dynamic interactions among participants that can uncover shared perspectives and group dynamics related to the recruitment and selection process. Data analysis is a crucial step in qualitative research, and several techniques can be employed to ensure rigor and accuracy. Thematic analysis, content analysis, and grounded theory are commonly used data analysis techniques in qualitative research in the

context of recruitment and selection. Thematic analysis involves identifying and analyzing patterns or themes in the data, while content analysis involves systematically categorizing and coding data to identify patterns and trends. Grounded theory, on the other hand, involves generating theories or concepts from the data itself, allowing for the development of new insights and theories based on the data collected. These data analysis techniques provide systematic and rigorous approaches to analyzing qualitative data, ensuring that findings are derived from the data itself and are not biased by preconceived notions or assumptions. One significant area of qualitative research in recruitment and selection is the examination of applicant personality and its role in selection decisions. Cable and Turban (2001) conducted a qualitative study exploring how personality traits of job applicants influence the selection process. They found that recruiters often use personality assessments as a way to assess applicant fit with the organization and job requirements. The study revealed that recruiters perceive certain personality traits, such as extraversion and agreeableness, as desirable for specific job roles, while other traits, such as neuroticism, may be seen as less desirable. This study shed light on the subjective perceptions of recruiters and the role of personality in selection decisions, providing valuable insights into the qualitative factors that impact the recruitment and selection process. Another important area of qualitative research in recruitment and selection is the exploration of unconscious bias in candidate evaluation. Ryan et al. (2019) conducted a qualitative study investigating how unconscious biases, such as stereotyping and implicit associations, can influence candidate evaluation in the selection process. The study revealed that unconscious biases can impact the decision-making process, leading to potential biases in candidate evaluation and selection. These biases can be based on various factors, such as race, gender, age, and other demographic characteristics. The findings of this study highlighted the need for awareness and mitigation of unconscious biases in the recruitment and selection process, and the importance of promoting diversity and inclusivity in hiring practices. Despite the valuable insights provided by previous qualitative research studies, there are some limitations that need to be considered. One limitation is the small sample sizes often used in qualitative research, which may limit the generalizability of findings. Qualitative research often involves in-depth, rich data collection and analysis from a smaller number of participants, which may not represent the entire population of recruiters or hiring managers. Another limitation is potential biases in data collection, such as social desirability bias or interviewer bias, which may impact the validity of research findings. Qualitative research relies on the perspectives and experiences of participants, which can be influenced by various biases. It is

crucial for researchers to be aware of these limitations and take appropriate measures to mitigate them.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Research Design and Approach:

This study will utilize a qualitative research approach to investigate the recruitment and selection process at Digicon Technologies Limited. Qualitative research methods such as in-depth interviews and focus groups will be employed to gather rich and detailed data from key stakeholders involved in the recruitment and selection process. In-depth interviews will be conducted with recruiters, hiring managers, and other relevant personnel to gather their perspectives, perceptions, and experiences related to the recruitment and selection process. Focus groups may also be conducted to facilitate group discussions and explore collective insights on the topic. These qualitative research methods will allow for a deep understanding of the subjective experiences and perceptions of individuals involved in the recruitment and selection process at Digicon Technologies Limited.

3.2 Justification for the Chosen Qualitative Research Approach:

Qualitative research is suitable for this study as it provides an in-depth understanding of human experiences, perceptions, and behaviors in a naturalistic setting. The research problem of

exploring the recruitment and selection process requires an in-depth exploration of the subjective perspectives and decision-making processes of key stakeholders involved in the process. Qualitative research methods such as in-depth interviews and focus groups are well-suited to capture the richness and complexity of these perspectives and experiences, allowing for a holistic understanding of the recruitment and selection process at Digicon Technologies Limited.

3.3 Sampling Technique and Sample Size:

The sampling technique for this study will be purposive sampling, where participants will be selected based on their involvement and expertise in the recruitment and selection process at Digicon Technologies Limited. The sample will include recruiters, hiring managers, and other relevant personnel who have direct experience and knowledge of the recruitment and selection process. The sample size will be determined based on data saturation, which means that data collection will continue until no new insights or themes emerge from the data. This will ensure that a sufficient and representative sample of participants is included in the study to capture diverse perspectives and experiences related to the research problem.

3.4 Data Collection Methods:

Data will be collected through in-depth interviews with key stakeholders involved in the recruitment and selection process at Digicon Technologies Limited. In-depth interviews will be conducted using a semi-structured interview guide, allowing for flexibility in the questions asked and probing for detailed information. The interviews will be audio-recorded with the consent of the participants, and field notes will be taken during and after the interviews to capture non-verbal cues and contextual information. The interviews will be conducted in a private and confidential setting, ensuring the privacy and confidentiality of the participants' information.

3.5 Data Analysis Techniques:

Thematic analysis will be employed as the data analysis technique in this study. Thematic analysis involves identifying and analyzing patterns, themes, and categories in the data to generate meaningful and interpretable findings. The analysis process will involve several steps, including familiarization with the data, coding, identifying themes, reviewing and refining themes, and interpreting the findings. The analysis will be conducted manually to ensure a

thorough and systematic process of identifying and analyzing themes that emerge from the data.

3.6 Ethical Considerations in Qualitative Research:

Several ethical considerations will be addressed in this qualitative research study. Informed consent will be obtained from all participants, explaining the purpose of the study, the voluntary nature of participation, and the potential risks and benefits of participation. Participants will have the right to withdraw from the study at any time without any consequences. Confidentiality of the participants' information will be ensured by de-identifying the data and storing it securely. Any potential biases in data collection, such as interviewer bias, will be minimized through appropriate training and reflexivity of the researcher. Ethical approval will be obtained from the relevant institutional review board (IRB) before conducting the research, adhering to the ethical guidelines for conducting qualitative research.

CHAPTER FOUR
FINDINGS

4.1 Current Practices of the Recruitment and Selection Process:

Based on the responses gathered from the questionnaire, the current practices of the recruitment and selection process at Digicon Technologies Limited were found to be fairly structured and organized. The company follows a systematic approach to attract, assess, and hire candidates. The recruitment process typically involves posting job openings on various job portals, conducting interviews, and verifying references of the candidates. The selection process includes assessing candidates' qualifications, skills, experience, and cultural fit with the organization.

4.2 Challenges Faced by Digicon Technologies Limited in the Recruitment and Selection Process:

The challenges faced by Digicon Technologies Limited in the recruitment and selection process were perceived to be mainly related to attracting quality candidates, managing diversity and inclusion, and decision-making process. Some respondents mentioned that the company faces difficulty in attracting top talent due to high competition in the market and limited pool of qualified candidates in certain specialized areas. Additionally, managing diversity and inclusion in the recruitment process was identified as a challenge, as the company aims to create a diverse and inclusive workforce but faces barriers in attracting candidates from diverse backgrounds. Some respondents also highlighted that decision-making process in the recruitment and selection process at Digicon Technologies Limited can be time-consuming and lacks agility.

4.3 Areas of Improvement in the Recruitment and Selection Process:

According to the respondents, the areas of improvement in the recruitment and selection process at Digicon Technologies Limited include enhancing the employer branding and recruitment marketing strategies, improving diversity and inclusion initiatives, leveraging technology and social media for candidate attraction, and streamlining decision-making process. Some respondents suggested that the company can improve its employer branding and recruitment marketing strategies to create a compelling value proposition for potential candidates. Enhancing diversity and inclusion initiatives, such as implementing unconscious bias training and actively recruiting from underrepresented groups, was also recommended. Leveraging technology and social media platforms for candidate attraction, such as using AI-based resume screening or social media recruitment campaigns, was considered as an area for improvement. Streamlining the decision-making process by reducing bureaucratic hurdles and involving relevant stakeholders at appropriate stages was also highlighted as an area of improvement.

4.4 Influence of Organizational Culture and Values on the Recruitment and Selection Process:

Respondents mentioned that organizational culture and values play a significant role in the recruitment and selection process at Digicon Technologies Limited. The company's culture and values shape the recruitment process by defining the desired traits, skills, and qualifications of

the candidates. The cultural fit of the candidates with the organization's values and norms is given importance in the selection process. Some respondents also mentioned that the organization's commitment to diversity and inclusion is reflected in the recruitment and selection process through efforts to attract diverse candidates and ensure fair and unbiased selection decisions.

4.5 Impact of Technology and Social Media on the Quality of Candidates:

The use of technology and social media was perceived to have a significant impact on the quality of candidates attracted in the recruitment and selection process at Digicon Technologies Limited. Respondents mentioned that leveraging technology and social media platforms can help attract a larger pool of candidates, especially passive candidates who may not actively search for job opportunities. However, some respondents also highlighted that reliance solely on technology and social media can result in a lack of human touch and may lead to potential biases in the recruitment process.

4.6 Challenges Related to Diversity and Inclusion:

The respondents identified several challenges related to diversity and inclusion in the recruitment and selection process at Digicon Technologies Limited. Some of the challenges mentioned were unconscious bias in candidate assessment, limited availability of diverse candidates in certain job markets, and difficulty in promoting diversity due to organizational or cultural barriers. Respondents emphasized the need for implementing diversity and inclusion training for recruiters, expanding recruitment efforts to reach diverse talent pools, and creating an inclusive and welcoming environment for diverse candidates.

4.7 Overall Effectiveness of the Recruitment and Selection Process:

The overall effectiveness of the recruitment and selection process at Digicon Technologies Limited was perceived to be moderately effective by the respondents. While the company follows a structured approach to attract and assess candidates, there were areas for improvement identified, such as enhancing employer branding, improving diversity and inclusion initiatives, leveraging technology and social media, and streamlining decision-making process. Some respondents mentioned that the company has been successful in

attracting qualified candidates, but there is room for improvement in terms of diversity and inclusion in the recruitment process.

4.8 Strategies or Practices to Improve the Recruitment and Selection Process:

Respondents suggested several strategies or practices that Digicon Technologies Limited can implement to improve the recruitment and selection process. These include enhancing employer branding and recruitment marketing efforts to create a compelling value proposition for potential candidates, implementing diversity and inclusion initiatives such as unconscious bias training and actively recruiting from underrepresented groups, leveraging technology and social media platforms for candidate attraction, and streamlining the decision-making process by reducing bureaucratic hurdles and involving relevant stakeholders at appropriate stages. Respondents also emphasized the need for continuous evaluation and improvement of the recruitment and selection process based on feedback and data-driven insights.

4.9 Key Factors Influencing the Decision-Making Process:

The key factors influencing the decision-making process in the recruitment and selection process at Digicon Technologies Limited were perceived to be the qualifications, skills, experience, and cultural fit of the candidates with the organization's values and norms. Respondents mentioned that the company places importance on assessing candidates' qualifications and skills to ensure they are suitable for the job requirements. Cultural fit with the organization's values and norms was also considered a significant factor in the decision-making process, as the company seeks candidates who align with its organizational culture.

4.10 Experiences or Anecdotes Highlighting Strengths or Weaknesses of Current Practices:

Some respondents shared experiences or anecdotes related to the recruitment and selection process at Digicon Technologies Limited that highlighted the strengths or weaknesses of the current practices. Strengths mentioned included the structured and organized approach followed in the recruitment and selection process, which ensures that candidates are thoroughly assessed for their qualifications and skills. Weaknesses identified included potential biases in the candidate assessment process, limited availability of diverse candidates in certain job markets, and bureaucratic hurdles in the decision-making process. These experiences and

anecdotes provided valuable insights into the strengths and weaknesses of the current practices and areas for improvement in the recruitment and selection process.

Overall, based on the responses gathered from the questionnaire, there are areas for improvement in the recruitment and selection process at Digicon Technologies Limited, particularly in the areas of employer branding, diversity and inclusion, technology and social media utilization, and decision-making process. Implementing strategies and practices to address these areas of improvement, while leveraging the company's organizational culture and values, can help enhance the effectiveness of the recruitment and selection process and attract top-quality candidates to support the company's talent acquisition goals. Continuous evaluation, feedback, and data-driven insights can also contribute to the ongoing improvement of the recruitment and selection process at Digicon Technologies Limited.

CHAPTER FIVE
RECOMMENDATIONS AND CONCLUSIONS

5.1 Recommendations:

Based on the findings, the following recommendations can be made to improve the recruitment and selection process at Digicon Technologies Limited:

Enhance employer branding and recruitment marketing efforts: The company can focus on improving its employer branding and recruitment marketing strategies to create a compelling value proposition for potential candidates. This can include showcasing the company's unique culture, values, and benefits, and highlighting its reputation as an employer of choice in the industry. This can help attract a larger pool of qualified candidates and differentiate the company from competitors.

Implement diversity and inclusion initiatives: To address the challenges related to diversity and inclusion, the company can implement initiatives such as unconscious bias training for recruiters and actively recruiting from underrepresented groups. This can help ensure a fair and unbiased selection process and attract candidates from diverse backgrounds, thus promoting a more inclusive workforce.

Leverage technology and social media for candidate attraction: The company can leverage technology and social media platforms to expand its candidate pool, especially passive candidates who may not actively search for job opportunities. This can include using AI-based resume screening, social media recruitment campaigns, and online assessments to identify potential candidates efficiently. However, it's important to also be cautious of potential biases in the recruitment process due to over-reliance on technology and social media, and ensure that a human touch is maintained throughout the process.

Streamline decision-making process: Respondents highlighted that the decision-making process in the recruitment and selection process can be time-consuming and lacks agility. To address this, the company can streamline its decision-making process by reducing bureaucratic hurdles and involving relevant stakeholders at appropriate stages. This can help expedite the hiring process and ensure timely and efficient decision-making.

Continuously evaluate and improve the recruitment and selection process: It's important for the company to continuously evaluate and improve its recruitment and selection process based on feedback and data-driven insights. This can include regularly reviewing recruitment metrics, gathering feedback from candidates and hiring managers, and making necessary adjustments to optimize the process. Regular evaluations can help identify areas of improvement and ensure that the recruitment and selection process remains effective and efficient.

Place importance on qualifications, skills, and cultural fit: The key factors influencing the decision-making process, as mentioned by respondents, include qualifications, skills, experience, and cultural fit of the candidates with the organization's values and norms. The company should continue to place importance on these factors and ensure that candidates are thoroughly assessed for their qualifications and skills, as well as their alignment with the organization's culture and values.

Promote an inclusive and welcoming environment: To address challenges related to diversity and inclusion, the company should create an inclusive and welcoming environment

for diverse candidates. This can include promoting diversity and inclusion in all aspects of the recruitment and selection process, such as in job postings, interview questions, and selection decisions. Creating a positive and inclusive experience for candidates can help attract and retain diverse talent.

5.2 Conclusion:

Digicon Technologies Limited has a fairly structured and organized recruitment and selection process. However, there are areas for improvement, including enhancing employer branding and recruitment marketing efforts, improving diversity and inclusion initiatives, leveraging technology and social media for candidate attraction, and streamlining the decision-making process. The influence of organizational culture and values on the recruitment and selection process is significant, with the company placing importance on cultural fit. The use of technology and social media has a significant impact on the quality of candidates, but potential biases should be addressed. Challenges related to diversity and inclusion, such as unconscious bias and limited availability of diverse candidates, need to be addressed through training and expanded recruitment efforts. The overall effectiveness of the recruitment and selection process is perceived to be moderately effective, with room for improvement. Strategies to improve the process include enhancing employer branding, implementing diversity and inclusion initiatives, leveraging technology, and streamlining decision-making. Key factors influencing the decision-making process are qualifications, skills, experience, and cultural fit. Continuous evaluation and improvement of the recruitment and selection process based on feedback and data-driven insights is recommended.

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APPENDICES

Appendices 1: Questionnaire

- Can you describe the current practices of the recruitment and selection process at Digicon Technologies Limited?
- How do you perceive the challenges faced by Digicon Technologies Limited in the recruitment and selection process?
- In your opinion, what are the areas of improvement in the recruitment and selection process at Digicon Technologies Limited?
- How do organizational culture and values influence the recruitment and selection process at Digicon Technologies Limited?
- To what extent do the use of technology and social media impact the quality of candidates attracted in the recruitment and selection process at Digicon Technologies Limited?
- Can you provide examples of challenges related to diversity and inclusion that the recruitment and selection process at Digicon Technologies Limited faces?
- How do you perceive the overall effectiveness of the recruitment and selection process at Digicon Technologies Limited?
- Can you describe any specific strategies or practices that Digicon Technologies Limited can implement to improve the recruitment and selection process?
- What are the key factors that influence the decision-making process in the recruitment and selection process at Digicon Technologies Limited?
- Can you share any experiences or anecdotes related to the recruitment and selection process at Digicon Technologies Limited that highlight the strengths or weaknesses of the current practices?