

**Thesis Report**  
**on**  
**Recruitment and Selection Process of Medical Industry in**  
**Bangladesh: A Case Study on The Ibn Sina Trust**

**Submitted by:**

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Program: Executive Master of Business Administration

Major: Human Resource Management

Department of Business Administration

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**Submitted to:**

Department of Business Administration

Faculty of Business

Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of

Executive Master of Business Administration



Date of Submission: January 03, 2026

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Submitted for the partial fulfillment of the degree of  
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## **Letter of Transmittal**

January 03, 2026

Sharmila Sikder  
Assistant Professor  
Department of Business Administration  
Sonargaon University (SU)

Subject: Submission of thesis report titled “Recruitment and Selection Process of the Medical Industry in Bangladesh: A Case Study on The Ibn Sina Trust”.

Dear Madam,

With great gratification, I am submitting my thesis paper titled “Recruitment and Selection process Medical Industry in Bangladesh: A Case Study on The Ibn Sina Trust”. As per partial accomplishment of the requirements for the Executive Master of Business Administration degree. Under the Executive Master of Business Administration program it is an enormous prospect for me to gather vast information and appropriately grasp the subject matter. I found the research activity quite interesting, beneficial & and insightful, and I tried my best to prepare an effective & and credible report. I honestly, not only anticipate that my analysis will provide a clear idea about recruitment and selection process of Schools in Bangladesh but also optimistic enough to believe that you will find this research paper’s worth for all the labor I have put into it. I welcome your entire query & and take pride in answering them.

Yours Sincerely

---

Martuz Ali  
ID: EMBA2403033008  
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## **Declaration of Student**

This is to notify you that, the thesis paper on “Recruitment and Selection Process of the Medical Industry in Bangladesh: A Case Study on The Ibn Sina Trust” has been prepared as a part of my dissertation formalities. It is an obligatory part of my Executive Master of Business Administration program to submit a thesis paper. Moreover, I was inspired and instructed by Sharmila Sikder, Assistant Professor, Department of Business Administration, Sonargaon University (SU). I am further declaring that I did not submit this report anywhere for awarding any degree or certificate.

Yours Sincerely

---

Martuz Ali  
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## **Letter of Authorization**

This is to certify that the thesis report “Recruitment and Selection Process of the Medical Industry in Bangladesh: A Case Study on The Ibn Sina Trust” has been prepared as a part of completion of the Executive Master of Business Administration program from Department of Business Administration, Sonargaon University (SU), carried out by Martuz Ali, bearing ID: EMBA2403033008 under my supervision. The report or the information will not be used for any other purposes.

---

Sharmila Sikder  
Assistant Professor  
Department of Business Administration  
Faculty of Business  
Sonargaon University (SU)

## **Acknowledgment**

In the beginning, I would like to convey my sincere appreciation to the Almighty Allah for giving me the strength and ability to finish the task.

I want to thank my academic supervisor Sharmila Sikder, Assistant Professor, Department of Business Administration, Sonargaon University (SU), for providing me with all the necessary help for the completion of this report. I want to give the greatest thanks to her for guiding me as an advisor to start and complete this report successfully.

The opportunity I had with The Ibn Sina Trust is a great chance for deep learning and professional development. I consider myself a very lucky individual as I was provided with an opportunity to be a part of it. I am also grateful for having a chance to meet so many wonderful people and professionals who led me through this period.

I would like to express my deep sense of thankfulness to Md. Zakir Hossain, Sr. AGM, Unit incharge and Admin, Ibn Sina D. Lab Major unit of The Ibn Sina Trust, Md. Saidur Rahman, Deputy Manger, HR Admin and Noor Mohammad Mollah, Sr. Asst. Manager, HR and Admin for his enormous help and endless support throughout the dissertation period.

And last but not the least; thanks to all my office colleagues working The Ibn Sina Trust the opportunity I had with The Ibn Sina Trust is a great chance for deep learning and professional development. I consider myself a very lucky individual as I was provided with an opportunity to be a part of it. I am also grateful for having a chance to meet so many wonderful people and professionals who led me through this period.

## **Abstract**

This study explores the recruitment and selection processes practiced within the Medical Industry in Bangladesh, focusing specifically on The Ibn Sina Trust - one of the largest healthcare and welfare organizations in the country. The study investigates how human resource practices shape workforce quality, the methods used to attract and assess candidates, challenges encountered, and best practices for improvement. It combines theoretical concepts of Human Resource Management with real-world insights from published job notices, Human Resource documents and industry norms.

The recruiting and selection process in the medical industry of Bangladesh plays a critical role in ensuring the availability of skilled healthcare professionals to meet growing healthcare demands. This process generally involves workforce planning, vacancy announcement, screening of applications, written examinations or interviews, professional skill assessment, and final selection based on merit and regulatory standards.

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# **CHAPTER-ONE**

## **Introduction**

## **1.1 Background of the Study:**

The healthcare sector in Bangladesh plays a crucial role in national development, requiring a competent and motivated workforce to deliver quality services. Recruitment and selection are foundational HRM functions that ensure the right talent is placed in the right roles. In the context of medical institutions, strategic human resource practices directly impact service delivery, patient care, and operational efficiency.

The Ibn Sina Trust is a non-profit healthcare organization operating hospitals, diagnostic centers, and welfare programs nationwide. Over time, it has attracted significant attention for its employment opportunities and recruitment campaigns across varied medical and support roles.

Both public and private healthcare institutions emphasize qualifications, clinical competence, ethical practice, and commitment to patient care. However, the system still faces several challenges including shortages of specialized professionals, uneven distribution of medical staff, lack of standardized recruitment procedures and bureaucratic delays in the public sector. Improving transparency, competency-based assessment, and digital recruitment systems can strengthen the overall effectiveness of the hiring process in Bangladesh's Medical Industry.

Non-government hospitals have to deal with many corporate and individual clients. Therefore, the hospitals require employees of all levels. Recruitment and selection are the process of attracting and hiring the suitable candidates. Hospital authorities are always concerned with selecting the best candidate for vacant positions. Judgment sampling is used and opinions of human resource professionals are recorded. Non-parametric one sample Wilcoxon Signed Rank test is conducted on the data collected from the human resource departments.

## **1.2 Objectives of the Study:**

### **1.2.1 Broad Objective:**

The broad objective of the report is the partial fulfillment of the degree of Executive Master of Business Administration.

### **1.2.2 The Specific Objectives Are:**

1. To examine the existing recruitment procedures followed by The Ibn Sina Trust.
2. To identify the selection criteria used for appointing staff.
3. To assess the role of The Ibn Sina Trust management and regulatory authorities in the Recruitment process.
4. To identify challenges and limitations in the current recruitment and selection practices.
5. To propose recommendations for improving recruitment and selection in Non-government hospital in Bangladesh.

### **1.2.3 Significance of the Study:**

The study is significant for several stakeholders:

- Ibn Sina Trust Management: The findings may help Ibn Sina Trust authorities improve their recruitment strategies and ensure the appointment of qualified personnel.
- Policy Makers: Insights from the study can support the development of more effective recruitment policies for non-government hospital.
- Job Seekers: Understanding recruitment practices can help candidates better prepare for selection procedures.
- Researchers and medical academics: The study contributes to existing literature on educational management and human resource practices in Bangladesh.

### **1.3 Scope of the Study:**

The scope of this research is limited to the recruitment and selection process of The Ibn Sina Trust. The study focuses primarily on Medical Industry staff recruitment practices. While the findings may reflect broader trends in Bangladeshi Non government Medical Industry, they may not be fully generalization to all Medical industry institutions due to differences in management structures and regulatory environments.

### **1.4 Methodology of the Study:**

This study adopts a case study approach. Both primary and secondary data are used. Primary data are collected through informal interviews observation administered to Ibn Sina Trust administrator, Doctor, Nurse and others Medical Staffs, Secondary data are gathered from Non-Government Medical Industry, Government circulars, Health Ministry guidelines and relevant academic literature.

## **1.5 Source of Data:**

This study is underpinned by Secondary form of data related to The Ibn Sina Trust-

### **1.5.1 Primary Sources:**

- Informal
- Interview of Medical & Non-medical Staff

### **1.5.2 Secondary Sources:**

- Non-Government Medical Industry
- Government Circulars
- Health Ministry Guidelines and Relevant Academic Literature
- Websites
- Official Documents
- HR Policies
- Text books

## **1.6 Limitation of the Study:**

Due to the sensitive nature of human information within The Ibn Sina Trust, this report is constrained in certain areas for the following reasons:

- Limited Employee Database Access: Inadequate access to the extensive employee database limits a detailed examination of individual employee details.
- Time Constraints for Consultation: Employee workload poses challenges in securing sufficient time for consultations and discussions.
- Insufficient Website Information: Information on The Ibn Sina Trust websites is not extensive enough for an in-depth workforce study.
- Information Secrecy Policies: Strict approval requirements at every step hinder the collection and utilization of internal information.
- Global Hiring Confidentiality: Top-level hiring conducted by the global human resource team is maintained in strict confidentiality.

These limitations highlight the challenges faced during the research process and underscore the importance of respecting The Ibn Sina Trust information confidentiality policies.

# **CHAPTER-TWO**

## **LITERATURE REVIEW**

## **2.1 Literature Review:**

This chapter reviews relevant literature related to recruitment and selection processes, particularly in the context of Non-government Medical Industry. The purpose of this chapter is to develop a theoretical and conceptual foundation for the study by examining existing theories, models, and previous research findings. The review focuses on human resource management concepts, recruitment and selection practices in Bangladesh medical industry and studies conducted in Bangladesh and other developing countries. This chapter helps to identify research gaps and justify the necessity of the present case study on The Ibn Sina Trust.

## **2.2 Concept of Recruitment:**

Recruitment is a fundamental function of human resource management that involves identifying and attracting potential candidates to fill vacant positions in an organization. According to Flippo (1984), recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in an organization. Effective recruitment ensures that a sufficient number of qualified candidates are available for selection.

Recruitment is the process of attracting qualified candidates to apply for job vacancies. Selection involves screening, testing, interviewing, and finally choosing the most suitable candidates from the applicant pool.

Key Concepts:

Internal vs. external recruitment

Selection tests (Written, Oral/Viva Voice and Practical)

Competency and skill assessments

In healthcare settings, these processes must align with professional standards, certifications, and regulatory requirements, especially for clinical roles such as nurses, medical officers, and specialists.

## **2.3 Concept of Selection:**

Selection is the process of choosing the most suitable candidate from a pool of applicants. It involves evaluating candidates' qualifications, experience, skills, and personal attributes to match job requirements. According to Dessler (2013), selection aims to place the right person in the right job to achieve organizational goals effectively.

Selection is the process of choosing the most suitable candidate from a group of applicants for a job. It begins after recruitment and aims to identify individuals who best match the job requirements and organizational culture.

## **2.4 Recruitment and Selection in Medical Industry:**

Recruitment and selection in the medical industry involve finding, attracting, and appointing qualified healthcare professionals such as doctors, nurses, technicians, pharmacists, and administrative staff. Because healthcare services directly affect human lives, the process needs to be highly professional, ethical, and strictly regulated.

Recruitment and selection in Bangladesh's Medical Industry on sourcing talent via online portals (Bdjobs, Chakri), Newspapers, Job fairs and Internal referrals, followed by standard screening, written tests, interviews, and background checks to find qualified doctors, nurses, and Pharma professionals, often leveraging technology and structured Human Resource processes to manage the high demand in a rapidly growing sector.

## **2.5 Recruitment and Selection Practices in Bangladesh:**

Recruiting and selection in Bangladesh refer to the processes organizations use to attract, screen, and hire suitable candidates for jobs. These practices vary across sectors such as government, private industry, NGOs, and the healthcare sector, but follow similar basic steps.

### **2.5.1 Recruitment:**

#### **How Employees Are Attracted:**

##### **1. Sources of Recruitment:**

##### **Internal Sources:**

- Promotions
- Transfers
- Employee referrals

## **External Sources**

- Newspaper advertisements (still common)
- Job portals (Bdjobs, LinkedIn, Chakri.com)
- Company websites
- Recruitment agencies & headhunters
- Campus recruitment
- Social media (Facebook & LinkedIn)
- Walk-ins / CV drops
- Government job circular portals (for public sector)

### **2.5.2 Common Selection Steps:**

#### **1. Application Screening**

- CV Short listing based on qualification & experience

#### **2. Written Examination**

- Very common in public sector & banks
- Tests reasoning, general knowledge, English, math

#### **3. Interviews**

Types include:

- HR interview
- Technical interview
- Panel interview
- Final management interview

#### **4. Assessment Tests (in many private firms)**

- Aptitude tests
- Group discussion
- Case analysis

#### **5. Reference & Background Check**

- Employment history
- Academic verification

#### **6. Medical Test**

- Required especially in healthcare & manufacturing

#### **7. Job Offer & Appointment Letter**

### **2.5.3 Public VS Private Sector Practices:**

#### **Government Jobs:**

- Highly formalized
- Written tests + viva mandatory
- Recruitment through PSC/BPSC or ministries
- Strong competition and long process

#### **Private Sector:**

- Faster hiring cycles
- Skills-based interviews
- Increasing use of online platforms

### **2.5.4 Legal & Regulatory Framework:**

Recruitment and selection must comply with:

- Bangladesh Labour Act 2006 (amended 2013 & 2018)
- Equal employment opportunity policies
- Minimum wage and compliance rules
- Non-discrimination principles

### **2.5.5 Recent Trends in Bangladesh:**

- Growth of **online recruitment**
- Emphasis on **skills and professionalism**
- Rise in **HR technology and ATS systems**
- Increasing focus on **employer branding**
- Higher demand in sectors like:
  - Healthcare
  - Garments/RMG
  - Banking
  - ICT
  - Pharmaceuticals

### **2.5.6 Challenges in Recruitment & Selection:**

- Skill gaps vs job market needs
- Unemployment vs job mismatch
- Urban-centric opportunities
- Limited soft-skill training
- Nepotism in some sectors
- Retention difficulty in private firms
- Brain drain of skilled professionals

### **2.5.7 Best Practices Emerging:**

- Transparent recruitment policies
- Structured interviews
- Competency-based hiring
- HR compliance frameworks
- Diversity hiring initiatives
- Internship pipelines

## **2.6 Empirical Review of Related Literature:**

A number of empirical studies have examined recruitment and selection processes across medical industry and other sectors, highlighting their importance for organizational effectiveness and employee performance.

Aminchi Daniel, et. al (2014) have presented the recruitment and selection process of HR in medical industry. Here the management of medical industry borno state Nigeria is reviewed. Placement selection and position of human asset is a significant aspect of company and large resourcing procedures which distinguish and secure individuals required for the employees position to endure and succeed. Better recruitment process technique brings about improved hierarchical results. Considering the basic significance of the faculty in the accomplishment of Adult Literacy Learning Program to talk about the system of enlistment, placement selection has position of grown-up training staff and the suggestions for the administration of grown-up instruction in Nigeria. The paper reasons that it is essential to decide the procedure by enroll,

select and place association worker and the unforeseen workforce as far as their aptitudes and specialized capacities, particularly in grown-up instruction association.

Bako Y Adebola, et. al. (2017) has proposed the recruitment and selection process of various effectiveness of employee's performance. Here the hospitality based industry in ogun state is reviewed. This examination analyzes the overall adequacy of placement recruitment strategies on workers' exhibition in the friendliness business. The general goal of the examination was to decide how placement selections influence worker's presentation in the friendliness business in Ogun State, Nigeria. This investigation receives overview research plan. The populace was drawn from driving inns in Ogun State, Nigeria. The example for this examination is the workers of inns in Yewa South Local Government adding up to 115 inns with 1179 representatives. The example size was 100 representatives and survey was utilized to gather information while Cronbach alpha was utilized to test the instrument. The consequence of the examination shows that there is connection amongst enrollment and choice and worker's presentation were exceptionally critical. There is a connection among enlistment and determination and worker's exhibition in the neighborliness business.

Sudhasetti N, and DNM Raju, (2014) has studied the recruitment and selection process of various industries. Here the cement industry, electronics and medical industry data are processed on the studied. Effective recruitment process rehearses are key parts at the passage purpose of HR in any association. Efficient placement selection systems bring about improved hierarchical results. The primary target of this paper is to recognize general practices that associations use to enlist and select workers. The examination likewise concentrate to decide how the process practices influence the authoritative results and give a few proposals that can help to various organizations situated in Krishna. The information was gathered through all around organized poll. The wellspring of information was both essential and auxiliary and results have reviewed.

Thiruvengkraj TR and Nirmal Kumar R, (2018) has studied the review of recruitment and placement selection process. Better enrollment and determination methodologies bring about improved authoritative results. Enrollment is the way toward looking for forthcoming workers and invigorating them to go after positions in the association. Determination might be characterized as the process by which the association browses among the candidates, those individuals whom they feel would best meet the activity prerequisite, thinking about current

natural condition. In the present competitive business condition, associations need to react to the necessities for individuals. It is significant for an association embrace all around organized.

Enrollment strategy, which can be actualized viably to get the best outcomes. This examination encourages the association to distinguish the region of issue and recommend approach to improve the enlistment and determination measure, this investigation centeraround getting enrollment and choice cycle. The instruments that are utilized in this investigation are Percentage examination and Chi square test is utilized.

Sneha M, (2014) have reviewed the recruitment and selection process based on the human resource consulting firms. The vital intercessions in enrollment it has achieved ocean changes in the strategy of enlistment. As a prime supporter of the ability procurement, human resource counseling firms have meant their significance of this industry. The inspecting procedure utilized for this examination is helpful arbitrary testing with an example size of 105 respondents. For this examination essential information was gathered through meetings and polls. The theory was tried with Chi square trial of autonomy. Through phi and Cramer's V the quality of the relationship was likewise discovered. The placement strategy of an association is dictated by the nature of work and industry in which it works. There are different interior and outside elements that influence the enlistment strategy. Business conditions in the network where the association is found will impact the enrolling endeavors of the association. Work Market Communicates the interest flexibly insights, industry pay norms just as the authorized patterns in the market and so forth.

Kavya S and Bala Koteswari, (2017) has presented the effectiveness of recruitment process in Milltec machines industry. The investigation on "Viability of Recruitment and Selection Process" did at Milltec Machinery Private Ltd Organization. This organization is situated in Bommasandra, Bangalore. The fundamental motivation behind the examination is to chase, how the placement selection process in the association are completed and the different strategies used to enlist candidates. Further the goal of my examination is to discover the procedures utilized by the association in enrollment and determination cycle and its adequacy. Also, the result of my examination is to give important proposals where there is a scope for development so as to make the powerful placement process. This examination is done by social affair important data from different offices. It will likewise assist us with knowing the representatives mentalities are towards the current framework and strategies used to select candidates in all the offices. From

the investigation, the discoveries confirm that the association is doing idealness recruitment process and employee arranging is productive. It is moreover discovered that the association utilizes outer source as its fundamental wellspring of enlistment and it is viability.

Alen Azari, (2019) has presented the review analysis of recruitment and selection process of medical sectors like teachers. Here this process mainly focusing human resource revealing progress of staff recruitments and studied with various aspect of development process of human resource recruitment process in educational institute staff. The analysis examines both theoretical and scientific approaches on HR recruitment. Here the unemployed and employed categories are numbered based on the health sector, commission, department executives, political person's recommendation, and other influence people's recommendation. These statuses are analyzed to obtain various aspects of reviews.

Ayesha Yaseen (2015) has presented the recruitment and selection process of medical industry sectors. Here the medical institutions with the placement impact are studied to recommend for economic growth. SPSS software is used for data analysis, which utilized the information about lecturers, other management staff, and internet/online based data reports. This systematical approach sometime influenced with the political parties. Here this various data analysis approach helps to promote the reputed companies and institutions. GC university data is analyzed on the performance state and the organization focuses qualified and dedicated employees. This kind of analysis reduces the influenced people's recommendation and it provides more opportunities to qualified persons.

Isaac Christopher Otoo, et. al. (2018) has discussed the effectiveness in placement recruitment process. Here the medical institution in Ghana database is gathering the data from as 128 samples. The internal source of recruitment focusing promotion, transfer, advertisement with internal mode, recall, and second time recruitment; the external source of recruitment utilized the HR consultant, executive recruitment, public advertisement, and recommendation. HR planning helps to find the effective analysis about graduate recruitment process. This approach studied the two challenges on the HR management domain and it is analyzed as public sector selection from medical institutions and identification of vacancies based on the interview feedback.

Janes O Samwel, (2017) has presented the influence of recruitment and selection process in manufacturing companies. Assembling and manufacturing Companies need skilled and spurred individuals to endure and to keep up their upper hand. Notwithstanding the money related and

financial emergency, the war of looking for ability, capable and best representative is still among these organizations. This investigations wellsprings of enlistment, worldwide viewpoint on representative enrollment and choice, impact of web enrollment on producing organizations, web selection process used in Tanzania, enlistment, determination, maintenance inspiration and representative execution in Africa producing organizations and enrollment, choice, maintenance and inspiration in East Africa it likewise investigated diverse strategy and distinguished the holes for additional examinations. The general discoveries demonstrate that enrollment, determination, maintenance, and inspiration have a noteworthy relationship with assembling organizations' exhibition and viability, consequently organizations should enlist and keep up qualifies, skillful and spurred representative for their prosperity and thriving.

- Daniel E Gbervbie, (2008) have presented the study of staff recruitment process in both private and public sectors. Here the data is collected from Nigeria organization. This database is collected based on the experience and it is an empirical statistic model. Top of

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# **CHAPTER-THREE**

## **Organizational Overview**

### **3.1 Organization Profile (About The Ibn Sina Trust):**

The Ibn Sina Trust is a renowned healthcare and welfare organization in Bangladesh providing extensive medical services, including hospitals, diagnostic centers, and outreach health programs.

The Ibn Sina Trust stands as a leading Non-government medical sector in Bangladesh, holding a prominent position in the industry. Established as the first non-government medical industry after the nation gained independence, The Ibn Sina Trust has been dedicated to providing quality healthcare support, particularly to the underprivileged population. With a commitment to offering affordable and high-quality healthcare, The Ibn Sina Trust has earned a reputation for being a reliable provider in the health sector. The company's mission revolves around enhancing the health and well-being of individuals, fostering longer, healthier, and more productive lives. Recognizing the importance of good health, The Ibn Sina Trust acknowledges the significant advancements in medicine over the last century, contributing to the increasing average life expectancy.

### **3.2 History of The Ibn Sina Trust:**

The Ibn Sina Trust started its journey in June 1980 with a noble vision “To serve the humanity”. The trust has agreed upon to provide healthcare service to the people of Bangladesh at affordable cost. At the early of its commencement, few dedicated social workers of Bangladesh came together and had been united with a strong determination to serve people of the country, the compatriots. That ambition was materialized in the form of “The Ibn Sina Trust”.

At the time of launching, the trust was an institute of 13 employees including Physicians, Technical and Administrative staffs. Over the period of time, by the grace of almighty Allah Subhanahu Wa Tala, The Ibn Sina Trust is now a name of ‘TRUST’ in the sector of health care in Bangladesh and is one of the largest health service provider in South Asia.

The trust is now serving the people of Bangladesh by providing health facilities through a reputed Medical College, a renowned Nursing Institute, a specialized hospital with 300 beds along with other two general hospitals consist of 300 and 50 beds. Besides, the Ibn Sina Trust is more famous in the sector of diagnosis and investigation. It is an ISO certified organization and has one of the equipped laboratories of the country.

The laboratory and imaging reports of Ibn Sina Diagnostic centers are well accepted in Singapore General Hospital, Mount Elizabeth Hospital Singapore, Bumrungrad International Hospital Thailand and other reputed hospitals of Asia. It has been possible because of using latest analyzer and imaging machineries of medical science in Ibn Sina Diagnostic Centers. Well educated and the most experienced reporting consultants are working hard here to verify the reports.

It is our pride to mention that our consultants have authority on their respective area of expertise with European and North American degrees. The Ibn Sina Trust is enthusiastic to introduce the latest inventions of medical science of Germany, Europe and North America. Our laboratory has 3 Tesla with Biometric MRI, 128 slice CT scan machine and other latest imaging and laboratory machineries. It won't be excess to mention that we have introduced these machines well ahead of other countries of South Asia. World famous Siemens-Germany, General Electronic-USA, Olympus Japan, Kiazon Japan, Nihonkoden Japan, and Fuji Japan are our proud suppliers.

### **3.3 Founded: June 1980.**

### **3.4 Mission & Vision:**

**Mission:** To become the most trusted premier institution serving the sufferings of humanity and people's welfare oriented activities.

**Vision:** To be on a planet devoid of the distressed and the diseased, to be at the level where help is sought to save lives, to be an institution that rises above pettiness to help humanity.

### **3.5 Organizational Structure & Major Units:**

Ibn Sina operates through a trust model (honorary Board of Trustees) and runs multiple healthcare and related businesses, including:

- ❖ IBN SINA D. Lab Dhanmondi, House No-48, Road No-9/A, Dhanmondi, Dhaka
- ❖ IBN SINA Specialized Hospital, Dhanmondi
- ❖ IBN SINA Cancer diagnostic Center, Dhanmondi
- ❖ IBN SINA Imaging Center, Zigatola, Dhaka
- ❖ IBN SINA Medical College and Hospital, Kallyanpur
- ❖ IBN SINA Cancer diagnostic Center, Dhanmondi
- ❖ IBN SINA diagnostic Center, Badda
- ❖ IBN SINA diagnostic Center, Malibag

- ❖ IBN SINA diagnostic Center, Savar
- ❖ IBN SINA diagnostic Center, Uttara
- ❖ IBN SINA diagnostic Center, Bogra
- ❖ IBN SINA diagnostic Center, Rajshahi
- ❖ IBN SINA diagnostic Center, Jessore
- ❖ Ibn Sina hospital, Sylhet Limited
- ❖ IBN SINA Lalbag Limited.
- ❖ IBN SINA Keranigonj Limited.
- ❖ A network of diagnostic & consultation centers across Dhaka and in other districts.
- ❖ Ibn sina diagnostic
- ❖ Ibn Sina Pharmaceutical (Ibn Sina Pharma).
- ❖ A nursing institute and medical-education related activities.

### **3.6 Scale & Reach:**

The trust claims multiple branches in Dhaka and outside; it serves thousands of patients daily across its units and employs a large roster of clinicians and staff (Public profiles list many consultants and specialists).

### **3.7 Key milestones & facts:**

1980 — Trust established (Dhanmondi HQ).

2008 — Ibn Sina Medical College Hospital, Kallyanpur established.

Expansion over decades into diagnostics, hospitals, medical education and a sizeable pharmaceutical company (Ibn Sina Pharmaceuticals).

### **3.8 Business/operating model:**

#### **3.8.1 Mixed model:**

Charitable trust running health-service units (low-cost or subsidized care) while also operating revenue-generating units (diagnostic centers, hospital services, and a pharma company). Income from pay-services and pharma helps finance the Trust's activities. Public accounts and pharma filings show corporate finance activity in the business arm.

### **3.9 Governance:**

Run by an honorary Board of Trustees with leaders from medical, social and business backgrounds. The trust model gives prominence to social-service aims but requires strong transparency and governance to manage the commercial arms effectively.

### **3.10 Challenges and Risks:**

Governance complexity: Combining charitable aims with sizable commercial arms (pharma, private hospitals) raises potential conflicts of interest, risk of mission drift, and requires strong transparency.

### **3.11 Regulatory and Compliance Risks:**

Healthcare and pharmaceutical sectors are tightly regulated; robust QA, regulatory compliance and pharmacovigilance are essential (Ibn Sina Pharma has public financial filings).

Reputation management & political links: Large organizations in Bangladesh sometimes face public scrutiny over governance or political associations; maintaining perceived neutrality and strong ethical standards is important. (Public reporting has noted corporate and share/board movements historically).

### **3.12 Quality and Competition:**

Private and NGO healthcare providers compete with both private hospitals and public hospitals—consistent quality of care, accreditation and patient safety are key to competitiveness.

SWOT (concise):

### **3.13 Strengths:**

Long history (since 1980), wide network, diversified operations (hospitals, diagnostics, pharma), extensive clinician network.

Weaknesses: Potential governance opacity (trust + commercial mix), need for stronger published impact metrics, possible mission drift risk.

**3.14 Opportunities:** Strengthen quality accreditation (e.g., international/ national hospital accreditation), expand low-cost telemedicine and primary care and leverage pharma for affordable medicines.

Threats: Regulatory clampdowns, reputational incidents, rising competition from private hospital chains and diagnostic groups.

### **3.15 Recommendations (Practical and Prioritized):**

**3.15.1 Transparency and Reporting:** Publish audited, consolidated annual reports (financial + social impact) that separate charitable activities from commercial arms. This reduces stakeholder concerns and helps fundraising.

### **3.15.2 Governance Strengthening:**

Formalize conflict-of-interest policies, independent trustees, and a public governance charter describing roles, remuneration policies and oversight of commercial subsidiaries.

### **3.15.3 Quality and Accreditation:**

Pursue national and international quality accreditations for hospitals and diagnostic centers (improves patient trust and clinical outcomes).

### **3.15.4 Health-Data and Impact Metrics:**

Implement routine patient-outcome tracking and publish KPIs (patient volumes, subsidy numbers and outcomes) to demonstrate social value.

### **3.15.5 Leverage Pharma for Access:**

Coordinate Ibn Sina Pharma with clinical units to ensure essential medicines are affordable and available at trust clinics — but keep procurement and prescribing decisions transparent to avoid conflicts.

**3.15.6 Community and Digital Services:** Expand primary care/telemedicine and preventive health programs to broaden reach and reduce hospital burden.

If Ibn Sina Trust is a healthcare or non-profit organization, they may have additional steps in the recruitment and selection process related to ethics, compliance, or social responsibility.

### **3.16 This Could Include:**

**3.16.1 Cultural Sensitivity:** Ensuring that candidates align with the organization's values, especially in a healthcare or trust-based environment where integrity, compassion, and community service are paramount.

**3.16.2 Volunteer and Community Engagement:** If it's a non-profit, there may also be opportunities for candidates to demonstrate commitment to the community or cause, either through volunteering or other forms of engagement.

### **3.18 Hospital Services:**

The hospital is providing cardiology services by 2 modern cath-lab and round the clock CCU facility including cardiac surgery (Adult & Pediatric) by 2 cardiac OT by renowned cardiologists and cardiac surgeons. This hospital has its own stroke units with DSA and stenting with coiling facility. Vascular surgery with PAG, Stenting and Laser services is another service of this hospital.

### **3.19 Radiology and Imaging Services:**

The Ibn Sina Trust loves to take challenge to diagnosis the disease and offering treatment to the patient. We offer the best Radiology and imaging services to the patient with industry latest 3 Tesla MRI, Acquisition, Multi slice CT Scan, Digital 100 msH X Ray 4D Ultrasonography and others. We are the pioneer in 1.5 Tesla MRI and 128 Slice CT scan in Bangladesh. A group of well educated experienced consultants with European and North American degrees are working hard to verify the reports.

### **3.20 Laboratory Services:**

Ibn Sina Diagnostic Laboratory having a state of art technology for medical diagnostic laboratory which included Aptio Automation, Orthoclinical Diagnostics & Dia Sorin system for Biochemistry & Immunology. Also, have Sebia electrophoresis (capillary), Biorad HPLC base HbA1c analyzer & Allergy Analyzer (64 allergens). Molecular Diagnostics using Gene Xpert, Rotor-Gene Q (Qiagen), CFX96 (BioRad), AMPLIlab (Adaltis) and Molbio System for PCR base diagnosis.

### **3.21 Diabetes Center:**

Diabetes (diabetes mellitus) is classed as a metabolism disorder. Metabolism refers to the way our bodies use digested food for energy and growth.

### **3.22 Pain and Physiotherapy Center:**

Pain is a protective symptom. It leads a patient to take medication and treatment. Our pain center is dedicated to care your pain and keeping you in comfort. We have renowned doctors, physiotherapists and world-class instruments for pain management and rehabilitation of the patients. We love to address all sort of pain and offer quality services to make our patients happy and smile. You are welcome to visit our pain and physiotherapy center.

### **3.23 Dental Center:**

Ibn Sina Specialized Dental Centre (Dhanmondi) is a Centre of excellence where advanced services are rendered by a group of experienced renowned professors and consultants. Here we serve the patient's world-class treatment in different subspecialty like oral and maxillofacial surgery, Conservatism & Cosmetic Dentistry and general dentistry by both male and female dental surgeons through modern equipment's and advanced materials with reasonable price.

### 3.24 Diagnostic Services:

#### 3.25.1 Radiology & Imaging Services:

MRI
X-ray
Mammography
Gamma camera
ECG
Color Doppler
Holter monitor
Duplex study
ERCP
Colposcopy
NCV/EMG
Fibroscan
Uroflowmetry
CT Scan
Dental X-ray
Bone Densitometer
USG
Echocardiogram
ETT

Holter ECG
Endoscopy
Colonoscopy
EEG
Fiber Optic Laryngoscope
Spirometry
PET CT Scan
CT Scan

**3.25.2 Pathology Services:**

Biochemistry
Immunology
Serology
Clinical pathology
Haematology
Hemoglobin electrophoresis
Protein electrophoresis
Histopathology
Cytopathology
Microbiology
PCR Lab
Flowcytometry
Immunohistochemistry (IHC)

### **3.26 Quality Policy:**

The quality of laboratory tests at Ibn Sina Diagnostic Centre is ensured at every step from sample collection to testing, from diagnosis to reporting.

### **3.27 Sample Collection:**

Ibn Sina Diagnostic Centers have 2 separate sample collection booths for male and female. The samples for laboratory tests are collected by our experienced phlebotomists who are educated adequately for collection of pathological samples following standardized procedures. To wear Lab Coats is a must while working in sample collection booths. They must use sterile and disposable gloves during collection of samples. Ibn Sina uses high quality disposable Vacuettes imported from the USA and disposable syringes for blood sample collection, storage and transport to the labs.

### **3.28 Waste Disposal:**

We strictly follow internationally acceptable and nationally instructed guidelines for laboratory waste disposal. There are different covered & colored bins for specific types of pathological wastes.

### **3.29 Internal Quality Control:**

Every lab has its own Internal Quality Control System to validate tests being done. The respective consultants ensure that the test-results are without aberrations, and do repeat test if deemed necessary. There is provision for incorporating addresses and contact telephone numbers of the patients so that if a consultant of any laboratory finds any sample to be not suitable or test result to be unusual, s/he manages to contact with the patient, rearranges sampling and takes history of the illness for the purpose of validating test result or re-testing the sample.

### **3.30 External Quality Control:**

Ibn Sina partners with world famous lab quality control organization BIORAD of the USA through its Indian subsidiary for an external quality control program for biochemistry tests.

### **3.31 Medical Laboratory Scientists:**

Our consultants are the country's leading medical laboratory scientists. They run the lab following internationally acceptable standard operating systems.

### **3.32 Reagents and Equipments:**

The reagents and equipment that we use are world class and imported from world famous companies in the respective areas. We follow zero tolerance on quality ensuring and maintenance of the reagents and equipment.

### **3.33 Bio-Medical Engineering Department:**

A well-equipped bio-medical engineering department headed by an experienced and skillful Biomedical Engineer and other technical staff to ensure smooth running of the machineries and instruments.

### **3.34 Development Program:**

Ibn Sina has Continuing Laboratory Improvement Program (CLIP) that includes Technologist Skill Improvement Program, Instrumentation Improvement Program and Quality Improvement Program.

### **3.35 The Ibn Sina Trust Award:**

To acknowledge the outstanding contributions in healthcare and medical science, The Ibn Sina Trust has introduced 'The Ibn Sina Trust Award' in 1991. So far, 20 Physicians and 6 medical organizations had received this award since commencement of the Award.

## **CHAPTER FOUR**

# **Recruitment and Selection Process of The Ibn Sina Trust**

#### **4.1 Recruitment and Selection Process of The Ibn Sina Trust:**

Recruitment and Selection process of The Ibn Sina Trust recruitment and selection process plays a pivotal role in shaping the company's workforce and ensuring its continued success in the Non-government medical industry. By strategically identifying, attracting, and selecting top talent, The Ibn Sina Trust endeavors to build a skilled and diverse team aligned with its organizational goals. This introductory paragraph sets the stage for exploring how The Ibn Sina Trust navigates the complexities of recruitment and selection to secure the best candidates for its dynamic and evolving workforce needs.

The recruitment process has a significant impact on the success and growth of The Ibn Sina Trust by attracting and selecting top talent, the company ensures that it has the right individuals to drive innovation, efficiency, and competitiveness. Here is the following recruitment process the company follows currently.

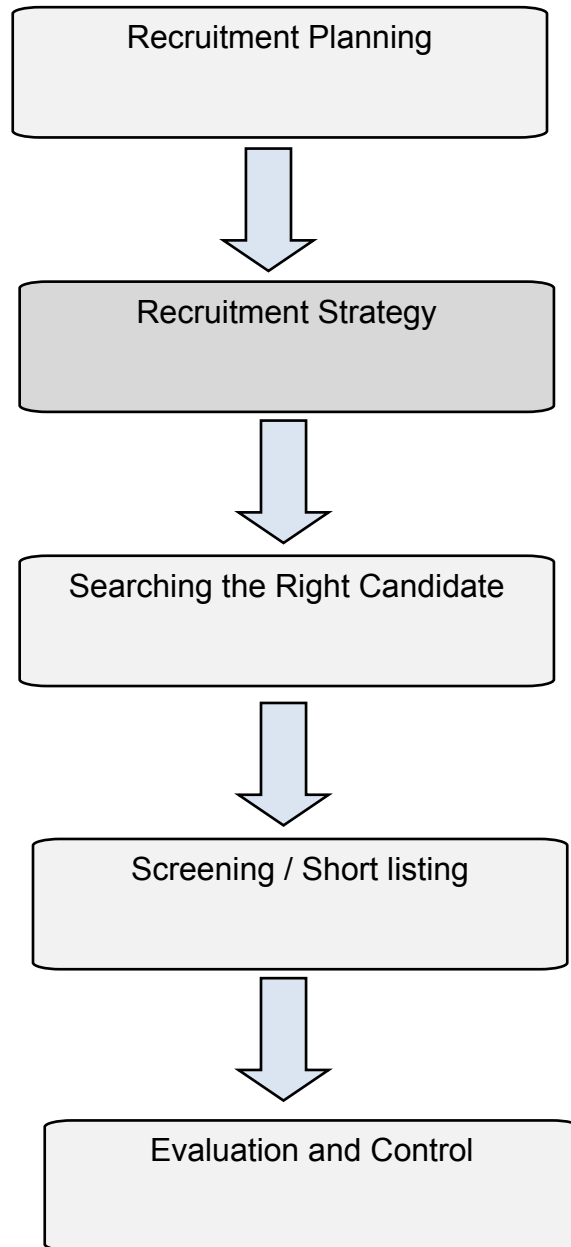
#### **4.2 Policy Framework Governing Recruitment and Selection:**

The recruitment and selection processes at The Ibn Sina Trust operate within a structured policy framework established by the Board of trusty committee and aligned with Trust board regulations. These policies emphasize:

- Merit-based selection
- Transparency and accountability
- Equal employment opportunity
- Compliance with legal and ethical standards
- Institutional effectiveness and sustainability

The existence of documented recruitment guidelines ensures consistency in hiring practices and minimizes subjectivity in decision-making.

### 4.3 Recruitment Process of The Ibn Sina Trust:



Recruitment planning a well-structured recruitment plan is essential to effectively attract potential candidates from a diverse pool. The Ibn Sina Trust seeks candidates who are not only qualified and experienced but also possess the capability to shoulder the responsibilities necessary for achieving the organization's objectives.

#### **A. Identifying Job Vacancy:**

At first, The Head of the Department or Sr. Manager of any concerned department raise requisition through HRD form for management approval. When recruitment requisition is raised, HR Department Head receives requisition approval from IBN SINA TRUST management. Upon receiving a vacancy requisition, it becomes the responsibility of the sourcing manager to assess the necessity of the position, considering factors such as permanency, full-time or part-time status, and overall organizational needs. This evaluation ensures that resources are allocated appropriately and recruitment efforts are aligned with strategic objectives.

#### **4.4 When Identifying Vacancies at The Ibn Sina Trust Several Key Factors are Considered:**

- ❖ The number of posts to be filled and the corresponding number of positions available.
- ❖ Clear delineation of duties and responsibilities associated with each position.
- ❖ Specification of qualifications and experience required for prospective candidates.

#### **4.5 Job Analysis:**

At The Ibn Sina Trust, job analysis is a vital process aimed at understanding the specific skills, abilities, and work environment of each job role. This analysis helps identify job requirements and the necessary qualifications for productive performance. In job analysis at The Ibn Sina Trust, the following steps are crucial-

- Record and collect job information.
- Ensure accuracy in checking job details.
- Generate job descriptions.
- Determine required skills and knowledge.

#### **4.6 Job Description:**

A job description is a written document that outlines the duties, responsibilities, qualifications, skills, and expectations associated with a specific job role within an organization. It serves as a guide for both employers and employees, providing clarity on job requirements and helping to

ensure alignment between organizational goals and individual performance. Below points shows how they make job description

- **Job Title and Department:** Clearly state the job title and the department or division within the company where the position is located.
- **Job Summary:** Provide a brief overview of the primary purpose and objectives of the job role, highlighting key responsibilities and outcomes.
- **Key Responsibilities:** List the primary duties and tasks associated with the job role, specifying the expected outcomes and deliverables.
- **Qualifications and Requirements:** Outline the necessary qualifications, skills, experience, and education required for the position, including any specific certifications or licenses.
- **Working Conditions:** Describe any specific working conditions or physical requirements associated with the job role, such as lifting heavy objects or working in a laboratory environment.

#### **4.7 Job Specification:**

To serve the position effectively, it requires some unique competencies and experiences. So, keeping this in mind, the education, experience, competencies, specific skills, certifications, professional degree and all other requirements for the position are mentioned depending on the position. Job specifications, also known as employee specifications or person specifications are detailed descriptions of the qualifications, skills, experience, and attributes required for a specific job role within an organization. The Ibn Sina Trust job specification goes as

- Outline skills and competencies
- Define experience level
- Consider personal attributes
- Review and finalize

#### **4.8 Recruitment Strategy of The Ibn Sina Trust:**

##### **4.8.1 Recruitment Strategy for The Ibn Sina Trust-**

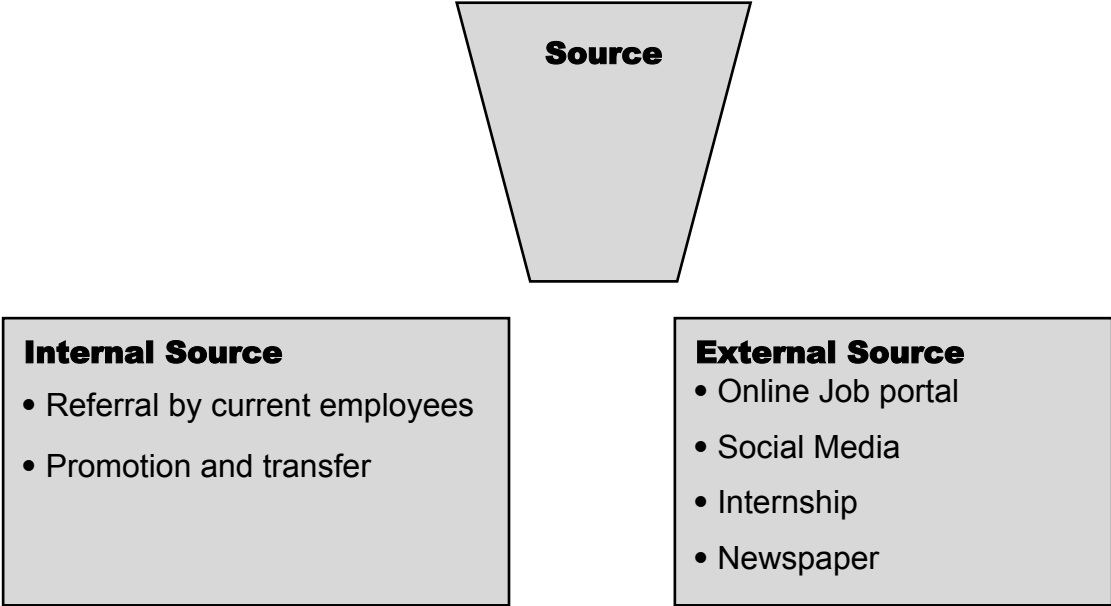
- ❖ **Job Analysis:** Conduct comprehensive job analysis to clearly define the specific requirements, responsibilities, and qualifications for each position within the organization.

- ❖ **Employer Branding:** Invest in building and promoting THE IBN SINA TRUST employer brand by highlighting the company's values, culture, career advancement opportunities, and employee benefits.
- ❖ **Talent Sourcing:** This includes utilizing job portals, social media platforms, industry networks, and employee referrals to reach a wide range of qualified candidates.
- ❖ **Candidate Assessment:** This may involve conducting structured interviews, skills assessments, and behavioral assessments to ensure the selection of the most suitable candidates for each role.
- ❖ **Onboarding Process:** Providing necessary training, resources, and support during the Onboarding process helps new employees acclimate to their roles and contributes to their long-term success within the company.

**4.9 Searching for the Right Candidates:**

Once they get approval for advertisement, they share it with commercial department. The Ibn Sina Trust Publishes advertisement for recruitment on commercial Job Websites like Bdjobs.com portal as well as on newspaper.

They invite applicants from the following source:



#### **4.10 Internal Source:**

- **Transfer:** Transfer involves the movement of an employee from one branch or department to another branch or department within the same organization, without altering their status in terms of recruitment and selection. It typically occurs to meet organizational needs or to provide employees with broader experience.
- **Promotion:** Promotion, on the other hand, entails advancing an employee's position within the organization based on their performance evaluation.
- **Employee Referral Program:** The Ibn Sina Trust implements an Employee Referral Program to source new talent from its existing workforce. Current employees are informed of new job openings and encouraged to refer candidates from their networks that fit the job requirements.

#### **4.11 External Source:**

**In sourcing new talent, The Ibn Sina Trust employs various external channels:**

- **Online Job Portals:** The Ibn Sina Trust advertises vacancies on prominent job portals like Bdjobs and Kormo to attract skilled individuals.
- **Social Media:** Leveraging the popularity of social media for recruitment purposes, The Ibn Sina Trust shares job postings in relevant groups and on its dedicated career page.
- **Newspaper Advertisements:** Periodically, The Ibn Sina Trust advertises bulk hiring requirements in daily newspapers to reach a wide audience.

**4.12 Screening/Short Listing:** Screening involves the accurate selection of candidates from the applicant pool. At The Ibn Sina Trust, after the initial search phase, applicants undergo screening to determine their suitability for further evaluation. This process effectively eliminates unqualified candidates or those not aligned with the job requirements.

#### **4.13 Some Key Steps Taken by The Ibn Sina Trust During Screening and Short Listing Include:**

- **Resume Review:** Evaluation of applicants' resumes to assess their qualifications and experience.
- **Academic Background:** Assessing candidates' educational qualifications and credentials.
- **Alignment with Job Requirements:** Ensuring candidates' skills and experience align with the specific job requirements.

#### **4.14 Evaluation and Control:**

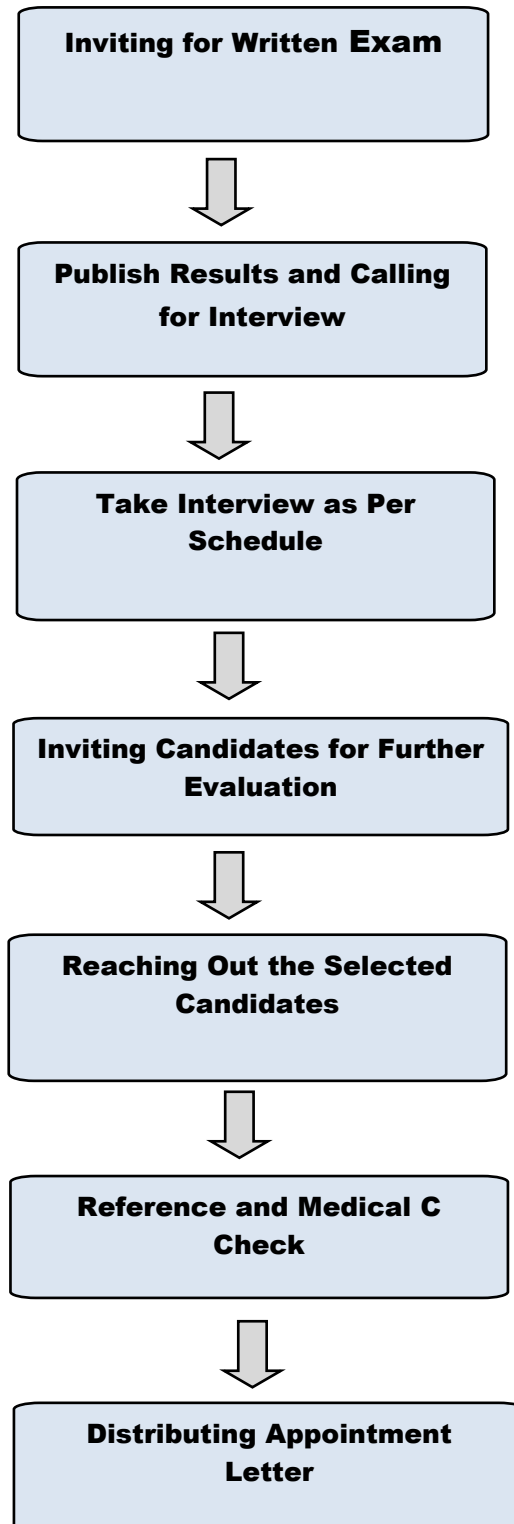
The final step in the recruitment process at The Ibn Sina Trust is evaluation and control. This phase involves testing the effectiveness of the recruitment methods and processes to ensure accuracy and efficiency. Given the significant costs associated with hiring, it is crucial to carefully monitor and assess the recruitment process. The Ibn Sina Trust employs various factors to control and reduce recruitment expenses, including:

- Expenses for new hires' salaries and benefits.
- Time and resources spent by management on job descriptions, advertisements, and recruitment agencies.
- Costs of advertising, campus recruitment, and consultant fees.
- Expenses for producing recruitment materials.
- Overhead and administrative costs related to recruitment.
- Expenses for overtime and outsourcing during unfilled vacancies.

By carefully evaluating and controlling recruitment costs, The Ibn Sina Trust strives to optimize its recruitment process, ensuring effective talent acquisition while minimizing unnecessary expenses.

#### 4.15 Selection Process of The Ibn Sina Trust:

The Selection Process of The Ibn Sina Trust has the Following Steps:



#### **4.16 Inviting Applicants for Written Exam:**

Upon receiving CV for the advertised positions, The Ibn Sina Trust Human Resource department meticulously reviews each submission to ensure alignment with the job requirements and Inviting for written exam Publish results and calling for Interview Take Interview as per schedule Inviting candidates for further evaluation Distributing Appointment Letter Reaching out the selected candidates Reference and Medical check qualifications. Following this initial screening process, a selection of suitable CVs is carefully curate and forwarded to the respective department for final sorting.

In collaboration with the departmental heads or hiring managers, the short listing process aims to identify candidates whose skills and experiences best match the needs of the position. Once the short listing is completed, the chosen candidates are promptly contacted via call, SMS, or email to inform them of the upcoming written examination. This communication includes details regarding the examination schedule, such as the date, time, and venue, ensuring that candidates are adequately prepared and informed for this crucial stage in the recruitment process.

#### **4.17 Publish Results and Calling for Interview:**

Interviewers from Performance Management & Development (PMD) and Training departments oversee the examination process, ensuring adherence to the established schedule and guidelines. Candidates complete their exams according to the predetermined timetable, allowing for a fair and consistent assessment of their knowledge and skills.

Following the completion of the exam, scripts are checked and marked by the PMD and Training departments. This comprehensive evaluation process ensures accuracy and fairness in assessing candidates' performance.

Candidates who successfully pass the exam are promptly notified and invited to proceed to the next stage of the hiring process, which involves participating in an interview conducted by the company's hiring panel.

#### **4.18 Take Interview as per Schedule:**

At The Ibn Sina Trust, interviews are conducted with careful consideration to ensure a comprehensive assessment of candidates' suitability for the role. Interviewers use a combination of behavioral, situational, and competency-based questions to assess candidates' skills, experiences, and suitability for the role. These questions are designed to elicit specific examples of past achievements, problem-solving abilities, and alignment with the company's values and

culture. Interviewers Start interview of candidates using HRD form who passed written exam according to schedule.

#### **4.19 Criteria for the Selection during the Interview:**

- ❖ Physical Appearance
- ❖ Verbal Communication/ Presentation
- ❖ English Reading Capability
- ❖ English Speaking Capability
- ❖ English Listening/ Understanding
- ❖ IT Literacy
- ❖ Others as per Role

#### **4.20 Inviting Candidates for Further Evaluation:**

Under the step of inviting applications for further evaluation, The Ibn Sina Trust ensures a comprehensive and rigorous assessment process to identify the most suitable candidates, which include a series of tests and interviews. Additionally, a Computer Literacy Test is conducted to gauge their proficiency with essential software and digital tools necessary for efficient job performance.

To ensure candidates are well-prepared for the physical demands of certain roles, a Physical Fitness Assessment is also included. This test evaluates the candidates' ability to handle tasks that may require long hours of standing, manual labor, or frequent movement, ensuring they are physically capable of performing job duties effectively and safely.

Candidates who excel in these evaluations may also be required to undergo relevant training programs to equip them with specific skills and knowledge pertinent to working in a pharmaceutical company. This thorough evaluation and training process ensures that The Ibn Sina Trust recruits highly qualified and well-prepared individuals, ready to contribute to the company's mission and goals.

The training period typically spans between 03 to 06 month, allowing ample time for participants to acquire and refine the skills necessary for their respective roles. Throughout the training period, participants are provided with hands-on learning experiences, interactive workshops, and mentorship opportunities to maximize their learning outcomes.

#### **4.21 Reaching out the Selected Candidates:**

After the completion of interviews or training sessions, The Ibn Sina Trust HR department finalizes the selection process, ensuring that all necessary evaluations have been conducted to identify the most suitable candidates for the respective roles.

In addition to congratulating the chosen candidates, the HR department provides comprehensive briefings on the upcoming joining process, covering essential details such as the organizational culture, job responsibilities, and benefits package. This personalized approach demonstrates The Ibn Sina Trust commitment to fostering a positive and transparent recruitment experience for new hires.

Following the initial communication, selected candidates receive both SMS and email notifications containing crucial information, including the confirmed joining date and relevant documentation requirements.

#### **4.22 Reference and Medical Check:**

Before finalizing employment at The Ibn Sina Trust, candidates undergo thorough reference and medical checks. The reference check involves contacting previous employers to verify work history and performance. The medical check ensures the candidate is healthy and fit for the job, confirming they can perform their duties safely and effectively. These steps help ensure that only the most qualified and capable candidates join the company.

#### **4.23 Distributing Appointment Letter:**

At The Ibn Sina Trust, the final stage of the recruitment process involves the issuance of appointment letters to selected candidates. Once management approval is obtained, the human resource department prepares formal appointment letters outlining key employment details. Candidates are promptly notified of their selection via email and SMS, receiving warm congratulatory messages and instructions for the joining process. The distribution of appointment letters is overseen by the human resource Department Head in the presence of The Ibn Sina Trust management, ensuring a smooth and transparent Onboarding experience for new hires. Finalize posting with The Ibn Sina Trust management approval, they prepare Appointment letter and Candidates are communicated through mail and SMS and joining process is told. Appointment letter is distributed among them by human resource Department Head in presence of management.

#### **4.24 New Joiner Checklist:**

**Every New Joiner Employee of The Ibn Sina Trust must Submit the Following Document:**

- Employee NID/Birth Certificate/ Passport Copy
- A Complete CV
- Education Documents
- Document of Professional Certification (If any)
- Work Experience Certificate (If any)
- TIN Certificate (If the Salary of the Particular Employee is Taxable)
- NID and Picture of the Nominee
- Bank Account Information
- Emergency Contact Information

# **CHAPTER-FIVE**

## **Findings**

## 5.1 Findings:

This chapter presents the empirical findings of the study conducted at The Ibn Sina Trust, focusing on institutional performance, human resource practices, academic outcomes, and stakeholder perceptions. The findings are derived from primary data collected through questionnaires, structured interviews, Indoor observations, and data obtained from Medical Industry records and official documents. The analysis is aligned with the research objectives and provides an evidence-based understanding of the Non government medical industry operational realities.

- The Ibn Sina Trust employs a structured recruitment process that encompasses well-defined procedures and standardized steps to ensure consistency and efficiency. This approach includes meticulous planning, clear job descriptions, thorough screening and selection methods.
- The Ibn Sina Trust recruitment planning involves a thorough analysis of vacancies and a structured approach to attract and select candidates
- The Ibn Sina Trust hires from both internal and external sources, with a higher priority on internal recruitment and a particular emphasis on employee referrals.
- The company much appreciates a good reference background as well as good health fitness is important for this kind of problems.
- The company utilizes a variety of recruitment channels, including online job portals, social media, headhunters, and newspaper advertisements.
- \*The written exams include questions on Islamic practice life and medical industry-specific regulations, ensuring candidates have a strong foundational understanding.
- The results from written exams and interviews help identify areas where candidates may require additional training, ensuring they are fully prepared for their roles.
- All candidates are assessed solely based on their qualifications and merit, ensuring fairness in the selection process.
- Before finalizing employment decisions, The Ibn Sina Trust conducts thorough reference and background checks to verify candidates' work history, qualifications, and suitability for the position.
- Conducting written exams and interviews may face scheduling conflicts and logistical issues, causing prolonged selection timelines.

- Variability in interview panel assessments can lead to inconsistent candidate evaluations, affecting the fairness and accuracy of the selection process.
- Limited use of advanced recruitment technologies and software can hinder efficient processing and tracking of applicants.
- Inadequate resources for conducting comprehensive training and evaluation sessions can impact the overall effectiveness of the recruitment process.

# **CHAPTER-SIX**

## **Recommendations and Conclusion**

## **6.1 Recommendations:**

- **Streamline Screening Process:** Implement automated screening tools or software to efficiently review applicant resumes and identify qualified candidates.
- **Standardize Evaluation Criteria:** Develop clear and standardized evaluation criteria for interview panels to ensure consistency and fairness in candidate assessments.
- **Invest in Recruitment Technology:** Invest in modern recruitment technologies and software platforms to streamline processes, enhance communication, and improve candidate tracking.
- **Enhance Communication Channels:** Implement robust communication channels, such as email updates and online portals, to keep candidates informed about their application status and upcoming steps in the selection process.
- **Allocate Sufficient Resources:** Allocate adequate resources, including staff, facilities, and training materials, to facilitate comprehensive training and evaluation sessions for both candidates and interviewers.

## **6.2 Conclusion:**

The primary objective of this study was to examine the recruitment and selection process of The Ibn Sina Trust and assess its impact on medical staff quality and institutional effectiveness. The health revealed that recruitment and selection practices at the Medical Industry generally follow government regulations and formal procedures. Public advertisements, selection committees, and basic assessment methods are commonly used to recruit teaching and non-teaching staff.

The findings indicate that effective recruitment and selection processes significantly contribute to the appointment of qualified Staff, Doctor and Nurse. Merit-based selection, transparency, and compliance with regulatory guidelines were found to enhance Medical staff performance and overall institutional effectiveness. However, the study also identified challenges such as limited publicity of job vacancies, inconsistent use of standardized selection tools, and occasional external influence on recruitment decisions.

Overall, the study concludes that recruitment and selection are strategic human resource functions that play a crucial role in improving Medical Service quality at the Medical Industry. Strengthening these processes can positively influence.

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