Internship Report

On

"Recruitment & Selection Process in Bangladesh: A Case Study on Pragatilife Insurance PLC"

Submitted by

Riaz Hossain

ID: BBA1803015056

Program: Bachelor of Business Administration (BBA)

Major: Accounting

Semester: Spring 2026

Submitted to

Department of Business Administration

Sonargaon University (SU)

Dhaka-1215

Sonargaon University

Date of Submission: 02/05/2026

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Supervised by

Shakila Yesmin

Lecturer

Department of Business Administration

Sonargaon University (SU)

Sonargaon University

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Letter of Transmittal

May 02, 2026

To,
Shakila Yesmin
Lecturer
Department of Business Administration
Sonargaon University, Dhaka.

Subject: Submission of internship report on “Recruitment & Selection Process in Bangladesh"; A Case Study on Pragatilife Insurance PLC”.

Dear Madam,
With due respect, I would like to inform you that, I have successfully completed the requirements to entitle myself for the internship report, which is a mandatory requirement to completion of the BBA program. This is a great pleasure for me to submit the internship report on, "Recruitment & Selection Process in Bangladesh: A Case Study on Pragatilife Insurance PLC ". Here I gathered what I believe the most completed information available. I believe that it will provide a clear scenario of the HRM polices of the prominent industrial institution Pragatilife Insurance PLC in Bangladesh.

This report is all about to synchronize my theoretical learning from BBA program with the real corporate world. I attempted my every move to go through all the necessary materials, documents, guidelines, and other subsequent reports which fulfill the requirements of this internship report. I have placed my most effort on preparing this report and tried to leave no stone unturned to make the report a vivid and comprehensive one despite a lot of limitations. I sincerely believe that it will serve the required purposes. I will always be obliged to furnish any clarification regarding this report, if required.

I humble request you to accept this report for your kind evaluation.

Very truly yours,

Riaz Hossain
ID: BBA1803015056
Major: Accounting
Department of Business Administration
Sonargaon University (SU)

Letter of Authorization

I, Shakila Yesmin, Lecturer, Faculty of Business, Sonargaon University (SU) hereby certify that the internship report entitled as “Recruitment & Selection Process Practices in Bangladesh: A Case Study in Pragatilife Insurance PLC " has been prepared by Riaz Hossain, ID: BBA1803015056, Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of the Bachelor of Business Administration (BBA) with major in accounting. To the best of my knowledge, the above-mentioned work has been conducted by the student himself.

Any option and /or suggestion made in this study are entirely that of the author of this internship report. The report is an original work and prepared as a partial requirement of the degree the Bachelor of Business Administration (BBA).

Shakila Yesmin
Lecturer
Department of Business Administration
Sonargaon University (SU)

Student's Declaration

This is Riaz Hossain, a student of Bachelor of Business Administration (BBA), ID: BBA1803015056 from Sonargaon University (SU) would like to solemnly declaration here that this report on “Recruitment and Selection process in Bangladesh: A Case Study on Pragatilife Insurance PLC” has been authentically prepared by me under supervisor of Shakila Yesmin, Lecturer, Department of Business Administration, Sonargaon University.

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

Sincerely Yours,

Riaz Hossain

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Major: Accounting

Semester: Spring 2026

Department of Business Administration

Sonargaon University (SU)

Acknowledgement

I would like to thank Almighty Allah who made me able to complete this internship report by utilizing my skills and knowledge. I would like to express my indebtedness and deepest sense of gratitude to Supervisor Shakila Yesmin, Lecturer of Business Administration, Sonargaon University for her encouragement, thoughtful suggestions, proper guidance and supervision throughout the progress of my internship work.

I would like to Special thanks to Husne Ara Pinky Senior Manager, Pragati life Insurance PLC for her assistance while working in the concern.

I would like to convey my heartiest thanks to Mr. Mahabubur Rahman Polash, deputy Manager (A&F) who gives me valuable cooperation, affectionate behavior and special guidance and several types of Accounts & Financial Information.

I would like to express my cordial thanks to Shompa Sorkar, Executive officer, for all types of help during my internship work.

Last but not the least, I am also thankful to employees of HR department of Pragatilife Insurance PLC whose management experience and tips are always helpful for me. Without their encouragement and guidance, it might not be possible for me to complete my internship report so successfully and smoothly.

Executive Summary

Company Building Pragati Life Insurance PLC. was established on January 30, 2000 as a public limited company under the Companies Act, 1994 with the philosophy of maintaining competitiveness and balanced with prudent management and fairness to all policyholders. The Company obtained registration from the Department of Insurance on April 11, 2000 under the Insurance Act, 1938 to carry out insurance business. The Company started with a Paid up capital of Tk. 30 million against an Authorized Capital of Tk. 250 million. Now the paid up capital stands to Tk.325.45 million as at 31 December 2024. Pragati Life has been sponsored by some renowned business entrepreneurs of the Country linked with different industrial groups. The Company went for public issue in 2005 and listed in both Dhaka Stock Exchange PLC. and Chittagong Stock Exchange PLC. Pragati Life was established with the vision of participating effectively in the process of providing financial security to the clients as well as facilitates creation of Long term capital in the market. The Company, in the process of materializing its vision, has been developing new customer oriented and innovative products developed by its own Actuarial Department. Within a short span of time, the Company has created a franchise value in the market by expanding its business network with a diversified product lines across the Country. Pragati Life has re-insurance agreement with the largest Reinsurer of the world-Munich Reinsurance Company, Germany since its inception. Pragati Life is also the first insurer in Bangladesh introducing the status of the policies through Push-Pull (SMS) service to its Policyholders. In addition, the policyholders can also know their policy details from anywhere in the world from its website and recently launched mobile apps. Pragati Life has also initiated digital premium payment options like payment through EFTN, using Debit/Credit Card, Mobile Banking and use of Agent Banking..

Table of Contents

Chapter One
Introduction

1.1 Background of the Study

Human Resource Management (HRM) is one of the most critical functions of any organization, as it deals directly with managing people—the most valuable asset of a company. Among all HR activities, recruitment and selection are fundamental because they determine the quality of human capital entering the organization.

In a developing country like Bangladesh, the job market is highly competitive, and organizations must adopt effective recruitment and selection strategies to attract and retain qualified employees. The insurance sector, in particular, relies heavily on skilled professionals due to its service-oriented nature and the need for strong customer relationships.

Pragati Life Insurance PLC is one of the prominent life insurance companies in Bangladesh. It operates in a highly competitive environment where efficient recruitment and selection processes are essential to maintain service quality, operational efficiency, and long-term sustainability.

This study focuses on analyzing the recruitment and selection practices of Pragati Life Insurance PLC and comparing them with general HR practices in Bangladesh.

1.2 Rationale of the Study

The recruitment and selection process directly impacts organizational performance, employee productivity, and overall business success. Inefficient hiring can lead to high turnover, increased costs, and reduced organizational effectiveness.

The rationale behind this study includes:

- To understand how recruitment and selection are practically implemented in a real organization
- To bridge the gap between theoretical HR knowledge and practical application
- To evaluate whether current practices meet modern HR standards
- To identify areas for improvement in the hiring process

As an intern, gaining hands-on experience in HR activities provides valuable insights into real-world corporate practices, making this study both academically and professionally significant.

1.3 Objectives of the Study

- ➢ To understand the overall recruitment and selection process of Pragati Life Insurance PLC.
- ➢ To examine the selection procedures, including screening, testing, and interviewing techniques.
- ➢ To evaluate the effectiveness and efficiency of the existing recruitment and selection system.
- ➢ To analyze the role of HR policies in attracting and selecting qualified candidates.

- To identify challenges and limitations in the current recruitment and selection process.
- To assess how the company ensures fairness and transparency in hiring practices.
- To provide recommendations for improving the recruitment and selection process.

1.3 Methodology of the Study

The methodology describes how the study on Pragati Life Insurance PLC was conducted, including data sources, collection methods, and analysis techniques.

1.3.1 Type of Study

This study is mainly descriptive and analytical in nature. It focuses on understanding the operations, performance, and services of Pragati Life Insurance PLC. using both qualitative and quantitative information.

1.3.2 Sources of Data

a) Primary Data

Primary data were collected directly to obtain first-hand information. These include:

- Interviews and informal discussions with employees and officials
- Personal observation during internship

b) Secondary Data

Secondary data were collected from existing sources, such as:

- Annual reports of Pragati Life Insurance PLC
- Official website and published documents
- Journals, articles, and insurance-related publications

1.3.3 Data Collection Methods

- **Interview Method:** Structured and unstructured interviews with company staff
- **Observation Method:** Direct observation of company activities and service processes
- **Document Review:** Analysis of reports, statements, and company publications

1.3.4 Sampling Technique

A non-probability sampling method (convenience sampling) was used due to limited access to respondents. A small number of employees were selected based on availability.

1.3.5 Data Analysis

- Data were analyzed using descriptive techniques
- Information was presented through tables, charts, and narrative explanations
- Comparative and logical analysis was used to interpret findings

1.4 Limitations of the Study

- Limited access to confidential internal data of the organization restricted the depth of analysis and led to reliance on publicly available information.
- Time constraints during the study period limited the ability to conduct a more comprehensive and long-term analysis.
- The sample size used in the study was relatively small and may not fully represent the entire population.
- Heavy reliance on secondary data sources such as annual reports and websites may have affected the accuracy and completeness of the findings.
- There is a possibility of response bias, as respondents may not have provided completely accurate or honest information.
- Changes in the regulatory environment may not have been fully captured within the study period.
- The absence of comparative analysis with other companies limits the ability to evaluate relative performance.
- The complexity of financial and actuarial data made interpretation challenging and may have affected the precision of the analysis.

Chapter Two
Profile of the Organization

2.1 Overview of the Company

Pragati Life Insurance PLC is a prominent private-sector life insurance company in Bangladesh, operating in the areas of life, health, and pension insurance. It focuses on providing financial protection and long-term savings solutions to individuals and organizations across the country.

Pragati Life Insurance PLC. was established on January 30, 2000 as a public limited company under the Companies Act, 1994 with the philosophy of maintaining competitiveness and balanced with prudent management and fairness to all policyholders. The Company obtained registration from the Department of Insurance on April 11, 2000 under the Insurance Act, 1938 to carry out insurance business. The Company started with a Paid up capital of Tk. 30 million against an Authorized Capital of Tk. 250 million. Now the paid up capital stands to Tk.325.45 million as at 31 December 2024.

Pragati Life has been sponsored by some renowned business entrepreneurs of the Country linked with different industrial groups. The Company went for public issue in 2005 and listed in both Dhaka Stock Exchange PLC. and Chittagong Stock Exchange PLC.

Establishment and Background

- Founded on January 30, 2000 as a public limited company under the Companies Act, 1994.
- Licensed to operate insurance business in April 2000.
- Head office located in Dhaka, Bangladesh.
- Listed on both the Dhaka Stock Exchange (DSE) and Chittagong Stock Exchange (CSE) since 2005.
- Renamed from *Pragati Life Insurance Limited* to *Pragati Life Insurance PLC* in 2025.

2.2 Vision, Mission, and Objectives

Vision

To be recognized as the most trusted life insurance Company in Bangladesh by ensuring customer satisfaction, innovation, and operational excellence.

Mission

The mission of Pragati Life Insurance PLC is to provide customer-centric and reliable insurance services while maintaining high ethical standards, ensuring benefits for policyholders, shareholders, and society as a whole.

Objectives

- ✓ Achieve sustainable growth
- ✓ Ensure customer satisfaction
- ✓ Maintain transparency and accountability
- ✓ Develop innovative insurance products

2.3 Nature of Business

Pragati Life Insurance PLC operates in the life insurance sector, offering a variety of products and services, including:

- Individual life insurance policies
- Group insurance schemes
- Health insurance services
- Microinsurance for low-income groups
- Pension and savings plans
- Takaful (Islamic insurance products)

The company focuses on developing customer-oriented and innovative products through its actuarial department.

2.4 Organizational Structure

The organizational structure of Pragati Life Insurance PLC follows a hierarchical system. The key levels include:

- **Board of Directors** – Responsible for strategic decisions
- **Chief Executive Officer (CEO)** – Overall management and operations
- **Senior Management Team** – Departmental heads
- **Employees and Field Workers** – Operational activities

The company has around 900+ employees, working across different branches and departments.

2.5 Products and Services

The company offers a diversified range of insurance products:

- **Life Insurance Products**
  - ✓ Endowment policies
  - ✓ Term life insurance
  - ✓ Whole life policies
- **Group Insurance**
  - ✓ Employee benefit schemes
  - ✓ Corporate insurance packages
- **Micro Insurance**
  - ✓ Low-income group coverage
- **Health Insurance**
  - ✓ Medical coverage plans

- **Digital Services**
    - ✓ Online premium payment
    - ✓ Mobile app services
    - ✓ SMS-based policy updates

Notably, the company was the first in Bangladesh to introduce SMS-based policy status services.

2.6 Achievements and Recognition

Pragati Life Insurance PLC has received several awards and recognitions, including:

- ICSB National Awards
- ICMAB Best Corporate Awards
- International quality awards

These achievements reflect the company's strong corporate governance and performance.

2.7 SWOT Analysis

Strengths

- Strong market reputation
- Wide product range
- Experienced management
- Strong reinsurance support

Weaknesses

- Limited technological advancement compared to global standards
- Dependency on traditional sales channels

Opportunities

- Growing insurance awareness in Bangladesh
- Digital transformation
- Expansion of micro-insurance

Threats

- Intense competition
- Regulatory changes
- Economic instability

Chapter Three

Recruitment and Selection Process of Pragati Life Insurance PLC.

Recruitment and selection are vital components of Human Resource Management that ensure the organization hires competent and suitable employees. In a service-oriented company like Pragati Life Insurance PLC, employees play a crucial role in delivering quality services and maintaining customer satisfaction. Therefore, an effective recruitment and selection process is essential for achieving organizational success.

This chapter presents a detailed analysis of the recruitment and selection practices followed by the company based on internship experience and observation.

3.1 Recruitment Process

3.1.1 Manpower Planning

The recruitment process begins with manpower planning. Each department identifies its staffing needs based on workload, business expansion, and employee turnover. These requirements are then submitted to the HR department for evaluation and approval from top management.

3.1.2 Job Analysis and Job Description

After approval, the HR department conducts job analysis to determine job responsibilities and required qualifications. Job descriptions and specifications are prepared to guide the recruitment process. However, in some cases, these are not fully standardized.

3.1.3 Sources of Recruitment

The company uses both internal and external sources:

Internal Sources:

- Promotion
- Transfer
- Employee referrals

External Sources:

- Online job portals
- Company website
- Social media
- Walk-in interviews

These sources help attract a wide range of candidates, although reliance on informal sources may affect transparency.

3.1.4 Job Advertisement

Vacancies are announced through various platforms, providing information about job roles and requirements. However, some advertisements lack detailed descriptions, which may lead to mismatched applications.

3.1.5 Application Screening

Applications are collected and screened based on qualifications, experience, and skills. This process is mostly manual, making it time-consuming and sometimes subjective.

3.2 Selection Process

3.2.1 Preliminary Screening

Initial screening is conducted to shortlist suitable candidates. The absence of automated systems reduces efficiency.

3.2.2 Written Test

In some cases, candidates are required to take written tests to assess their knowledge and abilities. However, this practice is not consistent across all positions.

3.2.3 Interview Process

The interview process generally includes:

- **HR Interview:** Focuses on communication skills, personality, and cultural fit
- **Technical Interview:** Evaluates job-related knowledge and expertise

The interviews are effective but often lack structured evaluation methods.

3.2.4 Final Selection

Final selection is based on overall performance, qualifications, and suitability. Approval is given by top management.

3.2.5 Background Verification

The company conducts basic verification of academic and professional credentials, although the process is not always comprehensive.

3.2.6 Appointment and Joining

Selected candidates receive appointment letters and are required to join within a specified time. Orientation programs are conducted for new employees.

Chapter Four

Findings and Analysis

4.1 Findings of the Study

From the internship observation several important findings regarding the recruitment and selection process of Pragati Life Insurance PLC have been identified.

- The organization follows a formal and structured recruitment process, starting from manpower planning to final selection. This indicates that recruitment activities are not random and are generally aligned with organizational needs.
- It is found that the company uses both internal and external sources of recruitment, which helps in balancing employee development and external talent acquisition. Internal recruitment is mainly used for promotions and transfers, while external recruitment is used to bring in new skills and fresh talent.
- The study also finds that the recruitment process is largely manual, especially in CV screening and candidate shortlisting. This creates delays and increases workload for HR personnel.
- Another key finding is that job descriptions are not always fully standardized, which sometimes leads to confusion among applicants regarding job roles and expectations.
- It is also observed that the selection process is heavily dependent on interviews, while written tests and other assessment tools are not consistently used across all positions.
- The company does not use a modern Applicant Tracking System (ATS) or advanced HR software, which limits automation and efficiency in recruitment activities.
- Another important finding is that interviews are not fully structured, which may lead to subjective judgment during candidate evaluation.
- Finally, it is found that onboarding and orientation programs are basic, and there is room for improvement in helping new employees adjust quickly to the organization.

4.2 Analysis of the Findings

Based on the findings, the recruitment and selection system of Pragati Life Insurance PLC shows both strengths and weaknesses when compared with modern HR practices.

- The structured nature of the recruitment process is a positive aspect, as it ensures that hiring is conducted systematically. However, the reliance on manual processes reduces overall efficiency. In modern HR management, automation is essential for faster and more accurate recruitment decisions.
- The use of both internal and external recruitment sources is strategically beneficial. Internal recruitment helps in employee motivation and retention, while external recruitment introduces new skills. However, the analysis shows that overdependence on informal or network-based recruitment may affect fairness and transparency.

- The inconsistency in job descriptions creates a gap between job expectations and actual responsibilities. This can lead to employee dissatisfaction and poor job fit, which ultimately affects performance and retention.
- The heavy reliance on interviews as the main selection tool indicates a lack of diversified assessment methods. In HR best practices, multiple selection tools such as written tests, case studies, and psychometric tests are used to ensure objective evaluation. The absence of such tools reduces the reliability of selection decisions.
- The unstructured nature of interviews increases the risk of bias. Without standardized evaluation criteria, different interviewers may assess candidates differently, which affects fairness and consistency.
- The absence of modern HR technology such as ATS limits the organization's ability to track candidates efficiently, analyze recruitment data, and improve decision-making through analytics. This is a significant gap compared to modern recruitment systems used globally.
- Finally, the basic onboarding process indicates that employee integration is not fully prioritized. Effective onboarding is crucial for employee engagement, productivity, and retention in the early stages of employment.

Chapter Five

Recommendations and Conclusion

5.1 Recommendations

Based on the findings and analysis, the following recommendations are proposed to improve the recruitment and selection process:

- The company should adopt an Applicant Tracking System (ATS) to automate CV screening, application tracking, and candidate management. This will reduce time and increase efficiency in the recruitment process.
- It is recommended to introduce structured and standardized selection procedures, including written tests and psychometric assessments for all relevant positions. This will ensure consistency and fairness in candidate evaluation.
- The organization should implement structured interview techniques, such as competency-based interviews, to assess candidates more objectively and reduce bias.
- Improving job advertisements is also essential. Detailed and clear job descriptions should be provided to attract suitable candidates and minimize mismatches.
- The company should focus on building a strong employer brand by promoting its work culture, career growth opportunities, and employee benefits through digital platforms and social media.
- To enhance efficiency, the recruitment process should be streamlined and time-managed to reduce delays in hiring decisions.
- The organization should promote diversity and inclusion by ensuring equal opportunity for candidates from different backgrounds.
- A comprehensive background verification system should be implemented to ensure the authenticity of candidate information.
- The company should develop a structured onboarding program to help new employees adjust quickly and improve their performance.
- Providing regular training for HR personnel is also important to keep them updated with modern recruitment trends and practices.
- Finally, a candidate feedback system should be introduced to improve the company's professional image and candidate experience.

5.2 Conclusion

Recruitment and selection are critical components of Human Resource Management that directly influence organizational performance and long-term sustainability. In a service-oriented organization like Pragati Life Insurance PLC, the efficiency and effectiveness of employees largely determine the quality of service delivery and customer satisfaction.

The analysis of the recruitment and selection process reveals that the company follows a structured and systematic approach to hiring. It begins with manpower planning and continues through job analysis, recruitment sourcing, screening, interviewing, and final selection. The organization utilizes both internal and external recruitment sources, which helps attract a diverse pool of candidates.

However, the study also identifies several limitations in the current system. The recruitment process is largely manual, making it time-consuming and less efficient. There is a lack of standardized testing and structured interview techniques, which may lead to inconsistency in candidate evaluation. Additionally, limited use of modern HR technologies and data-driven decision-making reduces the overall effectiveness of the process.

Despite these challenges, the company maintains fairness and transparency in hiring practices and emphasizes candidate qualifications and experience. The organization has strong potential to improve its recruitment and selection system by adopting modern HR practices and technological tools.

In conclusion, while the recruitment and selection process at Pragati Life Insurance PLC is functional and aligned with common practices in Bangladesh, there is significant scope for improvement to meet global HR standards. Enhancing the recruitment system will not only improve hiring quality but also contribute to overall organizational success.

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Websites and Links

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