Internship Report
on
"A Study on Human Resource Department Challenges and Practices: Evidence from NextStep Solutions"

Submitted by:

Nasrin Sultana Pranti

ID: BBA2203027125

Program: Bachelor of Business Administration (BBA)

Department of Business Administration

Major: Human Resource Management (HRM)

Semester: Summer - 2026

Submitted to:

Department of Business Administration

Faculty of Business

Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of
Bachelor of Business Administration (BBA)



Sonargaon University (SU)

147/1, Green Road, Tejgaon, Dhaka-1215, Bangladesh

Date of Submission: September 5, 2026

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Supervised by:
Naima Khan Tarin
Lecturer
Department of Business Administration
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Sonargaon University (SU)
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Date of Submission: September 5, 2026

Letter of Transmittal

Date: September 5, 2026

To
Naima Khan Tarin
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Subject: Submission of Internship Report

Dear Sir,

With due respect, I am pleased to submit my internship report entitled **"A Study on Human Resource Department Challenges and Practices: Evidence from NextStep Solutions"** as a partial fulfillment of the requirements for the degree of **Bachelor of Business Administration (BBA), Major in Human Resource Management (HRM)** at Sonargaon University (SU).

The report has been prepared based on my internship experience at **NextStep Solutions** and focuses on the organization's human resource practices, key challenges, and possible recommendations for improvement. I have made every effort to ensure that the report is accurate, relevant, and prepared in accordance with the guidelines provided.

I sincerely thank you for your valuable guidance and continuous support throughout this study. I respectfully submit the report for your kind evaluation and approval.

Sincerely yours,

_____
Nasrin Sultana Pranti
ID: BBA2203027125
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Student's Declaration

I hereby declare that the internship report entitled **"A Study on Human Resource Department Challenges and Practices: Evidence from NextStep Solutions"** has been prepared by me as a partial fulfillment of the requirements for the degree of **Bachelor of Business Administration (BBA), Major in Human Resource Management (HRM)** under the Department of Business Administration, Sonargaon University (SU).

I further declare that this report is my original work and has not been submitted, either in whole or in part, to any other university or institution for the award of any degree, diploma, or professional qualification. The information presented in this report has been collected from authentic primary and secondary sources, and all references have been duly acknowledged in accordance with academic standards.

I affirm that no part of this report contains plagiarized material or violates any copyright regulations. I take full responsibility for the authenticity and accuracy of the information, analyses, findings, and recommendations presented herein.

Sincerely yours,

_____

Nasrin Sultana Pranti
ID: BBA2203027125
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Letter of Authorization

This is to certify that **Nasrin Sultana Pranti**, **ID: BBA2203027125,** a student of the Bachelor of Business Administration (BBA) program with a major in Human Resource Management at Sonargaon University, has completed her internship at Nextstep Solutions and prepared her internship report entitled **"A Study on Human Resource Department Challenges and Practices: Evidence from NextStep Solutions"** under my supervision as a part of the partial requirement for obtaining Bachelor of Business Administration (BBA).

This report can be accepted for evaluation. To the best of my knowledge, the above-mentioned work has been conducted by the student herself. Any option or suggestion made in this study is entirely that of the author of this internship report.

I wish her every success in her academic and professional career.

_____

Naima Khan Tarin
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Acknowledgment

First and foremost, I express my deepest gratitude to Almighty Allah for granting me the strength, patience, and guidance necessary to complete both my internship program and this internship report successfully.

I would like to express my sincere appreciation to my respected academic supervisor, Naima Khan Tarin, Lecturer, Department of Business Administration, Sonargaon University, for providing continuous guidance, constructive criticism, valuable suggestions, and academic support throughout the preparation of this report. Her encouragement and supervision significantly contributed to the successful completion of this study.

I am also grateful to the management and all employees of NextStep Solutions for giving me the opportunity to complete my internship in their organization. Their cooperation, professional guidance, and willingness to share practical knowledge enabled me to gain valuable insights into Human Resource Management practices and organizational operations. Their support greatly enriched my learning experience and helped me bridge the gap between theoretical knowledge and practical application.

My heartfelt thanks also go to the faculty members of the Department of Business Administration, Sonargaon University, whose knowledge and guidance throughout my academic journey laid the foundation for completing this internship successfully.

Finally, I extend my sincere gratitude to my parents, family members, friends, and well-wishers for their continuous encouragement, inspiration, and moral support throughout my academic journey.

Although every effort has been made to prepare this report carefully and accurately, any remaining errors or omissions are entirely my own responsibility.

Executive Summary

This report is prepared as part of the internship requirement of the BBA program at Sonargaon University and examines the Human Resource practices and challenges at NextStep Solutions, a Chattogram and Dhaka based career, study, and digital support platform. The internship was completed from May 2026 to July 2026.

NextStep Solutions was founded to simplify the journey of students, job seekers, and general clients toward employment, education, and travel by offering CV writing, career counseling, digital services, form fill-up support, and travel/visa assistance under one platform. Since its founding as a lean, founder-led startup, the organization has grown to a team of around 50 employees, alongside interns and part-time consultants, reflecting steady progress toward its roadmap and long-term vision of becoming Bangladesh's most trusted career, study, and digital services platform by 2030.

The study finds that NextStep Solutions has established the core functions of Human Resource Management recruitment, performance monitoring, training, and employee communication but these functions largely operate informally, guided by managerial judgment rather than documented policy. This finding was validated through both direct observation during the internship and a structured survey of 45 respondents, which showed that while recruitment is generally seen as systematic, performance evaluation still relies mainly on supervisor observation, and training remains fragmented across workshops, mentoring, and on-the-job guidance rather than a structured plan. Limited HR resources emerged as the most significant challenge, while employee relations and motivation stood out as a genuine organizational strength, sustained more by supportive management and career growth opportunities than financial incentives.

Based on these findings, the report recommends that NextStep Solutions formalize its HR policies, introduce a KPI-based performance appraisal system, adopt basic HR technology, and develop a structured training plan priorities that align closely with what employees themselves identified as most needed. The report concludes that the organization's HR challenges are developmental rather than dysfunctional, consistent with its current growth stage, and that gradual formalization of HR practices will support NextStep Solutions in building a sustainable foundation as it continues to scale.

List of Abbreviation

Abbreviation	Full Form
HR	Human Resource
HRM	Human Resource Management
HRIS	Human Resource Information System
ATS	Applicant Tracking System
KPI	Key Performance Indicator
SWOT	Strengths, Weaknesses, Opportunities, Threats
SOP	Standard Operating Procedure / Statement of Purpose
SME	Small and Medium Enterprise
BBA	Bachelor of Business Administration
SU	Sonargaon University
BDT	Bangladeshi Taka
CV	Curriculum Vitae
N	Total Number of Survey Respondents

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CHAPTER – 1
INTRODUCTION

1.1 Background of the Report

Human Resource Management (HRM) is one of the most important functional areas of an organization, responsible for managing its human resources effectively. HRM includes activities such as recruitment and selection, employee training and development, performance appraisal, compensation and benefits, employee relations, and compliance with labor laws. Effective HR practices contribute to improved employee performance, higher job satisfaction, and the achievement of organizational goals.

In today's competitive business environment, organizations increasingly recognize that employees are valuable assets. Therefore, the Human Resource Department plays a strategic role in attracting qualified employees, developing their skills, and maintaining a productive work environment. Particularly for startup organizations, effective HR practices are essential for supporting business growth and building a strong organizational culture despite limited resources.

NextStep Solutions is a growing service-based startup that provides career development services, higher education consultancy, digital solutions, and corporate support services. As the organization continues to expand, the Human Resource Department performs an important role in managing recruitment, employee development, performance management, and administrative activities. Like many startups, the organization also experiences several HR-related challenges that may affect operational efficiency.

This internship report has been prepared based on practical experience gained during the internship period at NextStep Solutions. The report examines the organization's HR practices, identifies the major challenges faced by the Human Resource Department, and provides recommendations for improving HR effectiveness.

1.2 Origin of the Study

The internship program is a mandatory requirement for completing the Bachelor of Business Administration (BBA) degree at Sonargaon University. It provides students with practical exposure to organizational operations and enables them to apply classroom knowledge in a real working environment. This report was prepared after completing an internship at NextStep Solutions in the Human Resource Department. During the internship, various HR activities were observed and performed, including recruitment support, employee documentation, administrative coordination, and HR record management. These practical experiences inspired the selection of the report topic, "A Study on Human Resource Department Challenges and Practices: Evidence from NextStep Solutions." The purpose of this study is to understand how HR functions are carried out in a startup organization, identify the challenges faced by the HR department, and recommend practical solutions for improving HR operations. The report also fulfills the academic requirement of the BBA internship program while providing valuable insights into HR practices within a growing organization.

1.3 Statement of the Problem

Human Resource Management is essential for maintaining an efficient and productive workforce. However, many startup organizations face challenges in managing their human resources due to limited financial resources, insufficient manpower, the absence of formal HR policies, and increasing competition for skilled employees. Although NextStep Solutions has established several HR practices to support its operations, the Human Resource Department encounters challenges in areas such as recruitment and selection, employee retention, training and development, performance management, and maintaining standardized HR procedures. These challenges may influence employee productivity and overall organizational performance. Therefore, it is important to evaluate the existing HR practices of NextStep Solutions, identify the major challenges faced by the HR department, and recommend appropriate strategies to improve HR effectiveness. The findings of this report are expected to help the organization strengthen its HR practices while contributing to the practical understanding of Human Resource Management.

1.4 Objectives of the Study

General Objective

The general objective of this study is to examine the human resource practices and identify the major challenges faced by the Human Resource Department of NextStep Solutions.

Specific Objectives

The specific objectives of the study are:

- To identify the existing Human Resource Management (HRM) practices at NextStep Solutions.
- To examine the recruitment and selection process of the organization.
- To identify the major challenges faced by the Human Resource Department.
- To evaluate the training and development practices followed by the HR department.
- To assess the performance appraisal and employee engagement practices.

1.5 Scope of the Study

The study focuses on the Human Resource Department of NextStep Solutions. It examines the organization's HR policies and practices, including recruitment and selection, employee onboarding, training and development, performance appraisal, employee relations, and other related HR activities.

The report is based on practical experience gained during the internship period, supported by information collected from company personnel, direct observation, organizational documents, and relevant secondary sources. Although the study mainly focuses on the HR

Department, it also considers the relationship between HR practices and overall organizational performance. The findings and recommendations are limited to NextStep Solutions and may not represent the practices of other organizations.

1.6 Significance of the Study

The study is significant from both academic and practical perspectives. Academically, it fulfills the internship requirement of the Bachelor of Business Administration (BBA) program and provides an opportunity to apply theoretical HRM concepts in a real organizational setting. From a practical perspective, the report identifies the strengths and weaknesses of the current HR practices at NextStep Solutions and highlights the major challenges faced by the HR department. The findings and recommendations may assist management in improving recruitment, employee development, performance management, and overall HR effectiveness. The report may also serve as a useful reference for future students, researchers, and HR professionals who are interested in understanding Human Resource Management practices and challenges in startup organizations in Bangladesh.

1.7 Research Methodology

Research Design

This study is descriptive in nature, as it aims to describe and analyze the existing HR practices and challenges of NextStep Solutions.

Sources of Data

The study is based on both primary and secondary data.

Primary Data

- Direct observation during the internship
- Informal discussions with employees
- Interviews with HR personnel and management
- Practical work experience

Secondary Data

- Company documents and HR records
- Official website and organizational materials
- Books, journals, research articles, and academic publications
- Relevant online resources

Data Collection Methods

Information was collected through observation, informal interviews, discussions with employees, and review of company documents and published literature.

Data Analysis Techniques

The collected information was analyzed using descriptive and qualitative methods. The findings are presented through discussions, tables, and diagrams where appropriate.

1.8 Limitations of the Study

Although every effort was made to complete the study accurately, several limitations were encountered during the internship and report preparation.

- **Limited Internship Duration:** The internship period was relatively short, which restricted an in-depth understanding of all HR functions.
- **Limited Access to Confidential Information:** Some HR records and employee information were confidential and could not be accessed.
- **Small Organizational Size:** As a startup organization, some HR practices were still developing, limiting the scope of analysis.
- **Time Constraints:** Academic deadlines and internship responsibilities limited the time available for extensive research.
- **Dependence on Primary Observation:** Many findings were based on observation and discussions, as comprehensive organizational data were unavailable.
- **Limited Employee Interviews:** Only a limited number of employees and HR personnel could be interviewed due to work schedules.
- **Lack of Comparative Data:** The study focused only on NextStep Solutions, making comparisons with other organizations limited.

CHAPTER – 2

ORGANIZATIONAL OVERVIEW

2.1 Introduction of the Organization

This chapter provides an overview of NextStep Solutions, the organization where the internship was completed. It presents the company's background, history, vision, mission, core values, and the services it offers. Understanding the organization's profile is essential for evaluating its Human Resource Management (HRM) practices and identifying the challenges faced by the HR department. This chapter also provides the foundation for the subsequent analysis presented in later chapters.

2.2 Company Profile of NextStep Solutions

Company Name: NextStep Solutions

Business Type: Career Development and Digital Service Provider

Industry: Education, Career Development, and Business Support Services

Head Office: Dhaka, Bangladesh

Operating Mode: Hybrid (Online and Offline)

Year of Establishment: 2025

Legal Status: Startup Organization

NextStep Solutions is a growing startup organization established with the objective of providing comprehensive career, education, and digital support services under one platform. The organization aims to simplify career development, higher education applications, professional documentation, and digital business services for students, job seekers, professionals, and corporate clients.

The company operates through both online and offline platforms, allowing clients from different parts of Bangladesh to access its services conveniently. Since its establishment, NextStep Solutions has focused on delivering reliable, affordable, and customer-oriented solutions while continuously expanding its service portfolio.

The organization believes that quality service, continuous innovation, and customer satisfaction are the key drivers of sustainable business growth. Although it is a startup, NextStep Solutions has successfully served numerous individual and institutional clients and continues to strengthen its market presence.

2.3 History and Background

NextStep Solutions was founded in 2025 by a group of young professionals with the vision of creating a one-stop solution for career development, higher education support, and digital services. Before launching the company officially, the founding team gained practical experience by working with several educational institutions and business organizations, providing career counseling, professional documentation, and digital support services.

Initially, the organization operated remotely with a small team and limited resources. Despite these challenges, it gradually earned the trust of clients through quality service, timely delivery, and personalized support. The company continuously expanded its service offerings to meet the changing needs of students, graduates, professionals, and organizations.

Today, NextStep Solutions provides a wide range of professional services, including CV and resume writing, LinkedIn profile optimization, scholarship and university application support, internship report preparation, career counseling, corporate training, online application services, and business support solutions. The organization is committed to becoming one of Bangladesh's most trusted career and digital service providers.

2.4 Vision, Mission, and Core Values

Vision

To become Bangladesh's most trusted career development and digital solutions platform by empowering individuals and organizations through innovative, reliable, and quality services.

Mission

- To provide professional career and educational support services that help clients achieve their academic and career goals.
- To deliver high-quality digital and business support services with professionalism and integrity.
- To create opportunities for personal and professional development through continuous learning and innovation.
- To ensure customer satisfaction by delivering efficient, affordable, and reliable solutions.

Core Values

- **Integrity:** Maintaining honesty, transparency, and ethical business practices.
- **Professionalism:** Delivering quality services with commitment and accountability.

- **Innovation:** Continuously improving services through creativity and technology.
- **Customer Focus:** Understanding client needs and ensuring excellent service experiences.
- **Teamwork:** Encouraging collaboration, mutual respect, and knowledge sharing.
- **Continuous Learning:** Promoting skill development and organizational growth.

2.5 Business Segments and Services

NextStep Solutions provides diversified services under several business segments to meet the needs of students, job seekers, professionals, entrepreneurs, and organizations.

2.5.1 Career Development Services

The company assists job seekers in preparing professional documents and developing employability skills. Major services include:

- CV and Resume Writing
- Cover Letter Preparation
- LinkedIn Profile Optimization
- BDJobs Profile Development
- Interview Preparation
- Career Counseling
- Video Resume Preparation

2.5.2 Higher Education Support

The organization provides guidance and documentation support for students planning to study abroad or apply for scholarships.

Services include:

- Statement of Purpose (SOP) Writing
- Motivation Letter Preparation
- Recommendation Letter Drafting
- Scholarship Application Support
- University Admission Guidance
- Visa Documentation Assistance
- Academic Document Review

2.5.3 Academic Support Services

NextStep Solutions also supports university students through various academic assistance services, including:

- Internship Report Assistance
- Assignment Support

- Business Report Preparation
- Research Proposal Assistance
- Presentation Design
- Academic Proofreading and Formatting

2.5.4 Digital Business Services

The organization offers digital solutions for entrepreneurs, startups, and small businesses.

Key services include:

- Business Profile Design
- Company Portfolio Preparation
- Website Content Writing
- Social Media Content Creation
- Digital Branding Support
- Business Documentation
- Online Application Processing

2.5.5 Corporate Services

To support organizational development, NextStep Solutions provides several HR and training-related services, such as:

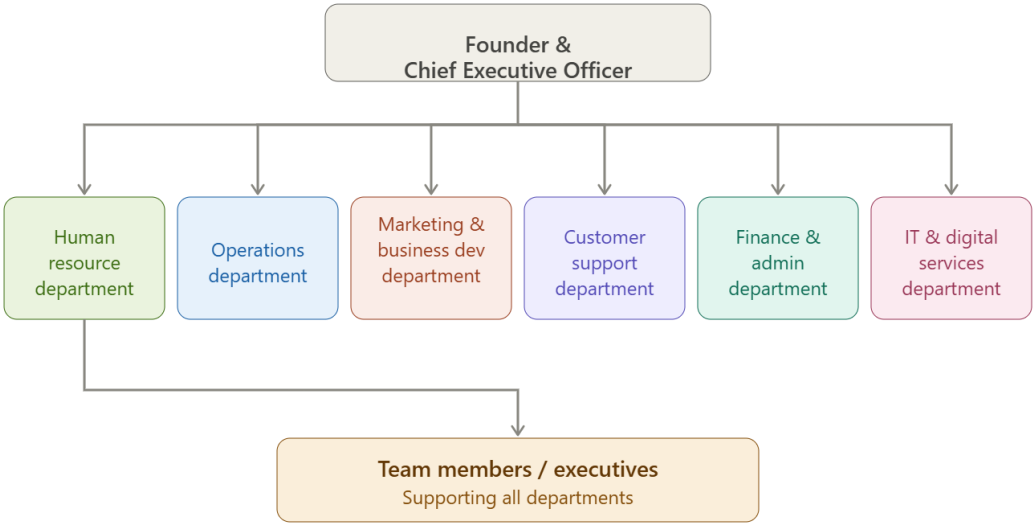
- Corporate Training Programs
- Employee Skill Development
- HR Documentation
- Recruitment Support
- Performance Evaluation Assistance
- Organizational Development Consultancy

By offering these diversified services, NextStep Solutions aims to provide an integrated solution that supports career growth, educational advancement, business development, and organizational success.

2.6 Organizational Structure

An organizational structure defines the hierarchy of authority, communication, and responsibility within an organization. As a startup, NextStep Solutions maintains a relatively simple and flexible organizational structure that supports quick decision-making, effective communication, and teamwork. The company encourages collaboration among departments to ensure efficient service delivery and customer satisfaction.

Figure 2:1: Organizational structure of NextStep Solutions



The overall management of the organization is led by the Founder and Chief Executive Officer (CEO), who is responsible for strategic planning, business development, and organizational decision-making. Various functional departments operate under the CEO and work together to achieve the organization's objectives. Each department performs specific responsibilities while maintaining close coordination with other departments to ensure smooth organizational operations.

2.7 Departments of NextStep Solutions

To provide diversified services efficiently, NextStep Solutions operates through several functional departments.

Human Resource Department: The Human Resource Department is responsible for workforce planning, recruitment and selection, employee onboarding, maintaining employee records, performance management, employee engagement, and ensuring compliance with organizational policies. It also supports employee development through training and continuous performance improvement initiatives.

Operations Department: The Operations Department manages the day-to-day activities of the organization. It coordinates service delivery, ensures quality control, monitors project progress, and maintains operational efficiency.

Marketing and Business Development Department: This department is responsible for promoting the organization's services, developing marketing strategies, managing social media platforms, generating leads, building client relationships, and identifying new business opportunities.

Customer Support Department: The Customer Support Department communicates directly with clients, responds to inquiries, resolves customer issues, schedules consultations, and ensures a satisfactory customer experience throughout the service process.

Finance and Administration Department: This department manages financial transactions, budgeting, accounting, administrative activities, office management, and financial reporting while ensuring compliance with organizational policies.

IT and Digital Services Department: The IT and Digital Services Department manages the company's website, digital platforms, online systems, technical support, content development, and digital service delivery. It also assists other departments in maintaining technological efficiency.

2.8 Overview of the Human Resource Department

The Human Resource Department plays a significant role in supporting the organizational growth of NextStep Solutions. Although the organization operates as a startup with a relatively small workforce, HR activities are conducted systematically to ensure effective employee management and organizational development.

The department focuses on attracting qualified employees, maintaining employee records, coordinating recruitment activities, supporting onboarding processes, monitoring employee performance, and maintaining positive workplace relationships. It also works closely with management to identify workforce requirements and improve employee productivity.

The major responsibilities of the Human Resource Department include:

- Human resource planning
- Recruitment and selection
- Employee onboarding and orientation
- Preparation and maintenance of employee records
- Attendance and leave management
- Performance monitoring
- Employee communication
- Training coordination
- Employee engagement activities
- HR policy implementation
- Administrative support

2.9 HR Policies and Practices

NextStep Solutions follows several Human Resource Management practices to support effective employee management. As a startup organization, some policies are formally documented, while others are implemented through management guidelines and operational practices.

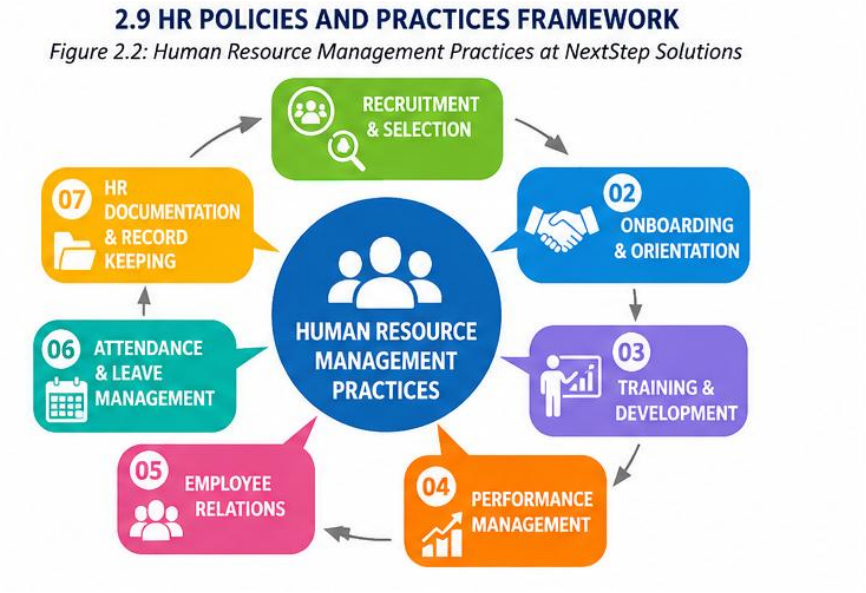


Figure 2.2: Human Resource Management Practices at NextStep Solutions

Recruitment and Selection: The organization recruits employees based on job requirements, qualifications, skills, and organizational needs. Vacancies are advertised through online platforms, social media, referrals, and professional networks. Candidates are evaluated through CV screening and interviews before final selection.

Employee Onboarding: New employees receive an orientation regarding organizational policies, job responsibilities, workplace expectations, and reporting procedures. This process helps employees adapt to the organizational environment more effectively.

Training and Development: The organization encourages continuous learning by providing on-the-job training, mentoring, practical guidance, and knowledge-sharing sessions. Employees are encouraged to develop both technical and interpersonal skills.

Performance Management: Employee performance is monitored through regular supervision, feedback, work quality evaluation, punctuality, teamwork, and achievement of assigned responsibilities. Performance discussions are conducted to encourage continuous improvement.

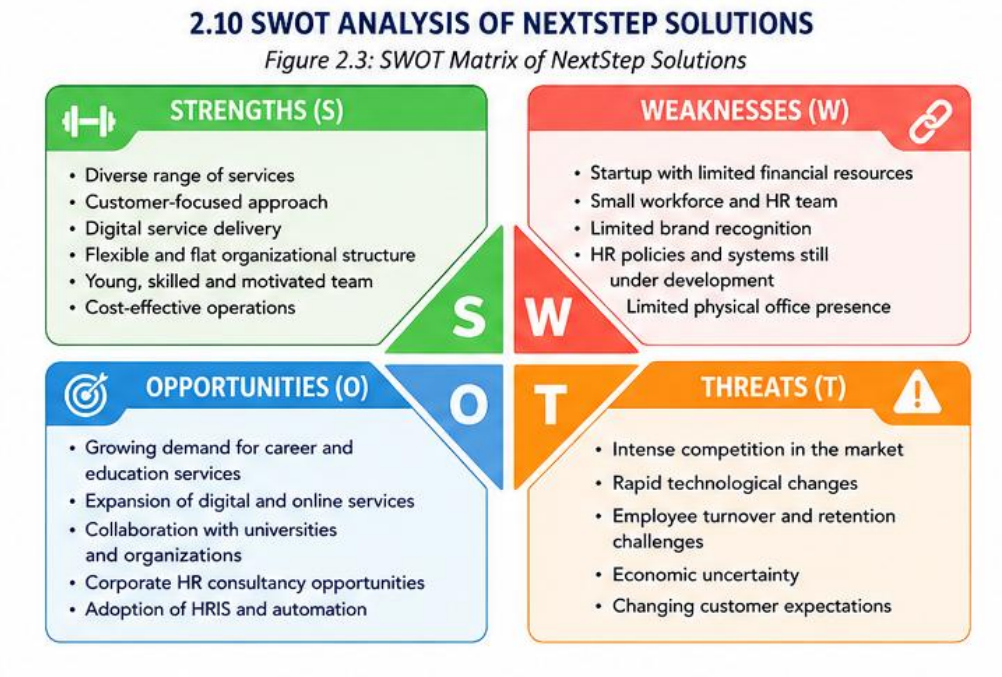
Employee Relations: NextStep Solutions promotes a friendly and collaborative work environment where employees can communicate openly with supervisors and management. Teamwork, mutual respect, and effective communication are encouraged to maintain positive employee relations.

Attendance and Leave Management: Employee attendance and leave records are maintained regularly to ensure discipline and effective workforce management. Leave requests are processed according to organizational policies.

HR Documentation: The HR Department maintains employee files, appointment letters, internship records, attendance reports, and other HR-related documents to ensure proper documentation and record management.

2.10 SWOT Analysis of NextStep Solutions

A SWOT analysis helps evaluate the internal strengths and weaknesses of an organization as well as the external opportunities and threats affecting its business operations.



Strengths

- Diverse range of career, education, and digital services.
- Customer-focused service approach.
- Flexible organizational structure with quick decision-making.
- Young, motivated, and adaptable workforce.
- Strong digital presence and online service delivery.
- Cost-effective business operations.

Weaknesses

- Startup organization with limited financial resources.
- Small workforce and limited HR personnel.
- Some HR policies and procedures are still under development.
- Limited brand recognition compared to established competitors.
- Dependence on digital marketing for customer acquisition.

Opportunities

- Increasing demand for career counseling and study abroad services.
- Expansion of digital services across Bangladesh.
- Growing number of university graduates seeking professional support.
- Opportunities to collaborate with universities, organizations, and corporate clients.
- Adoption of advanced HR technologies and digital platforms.

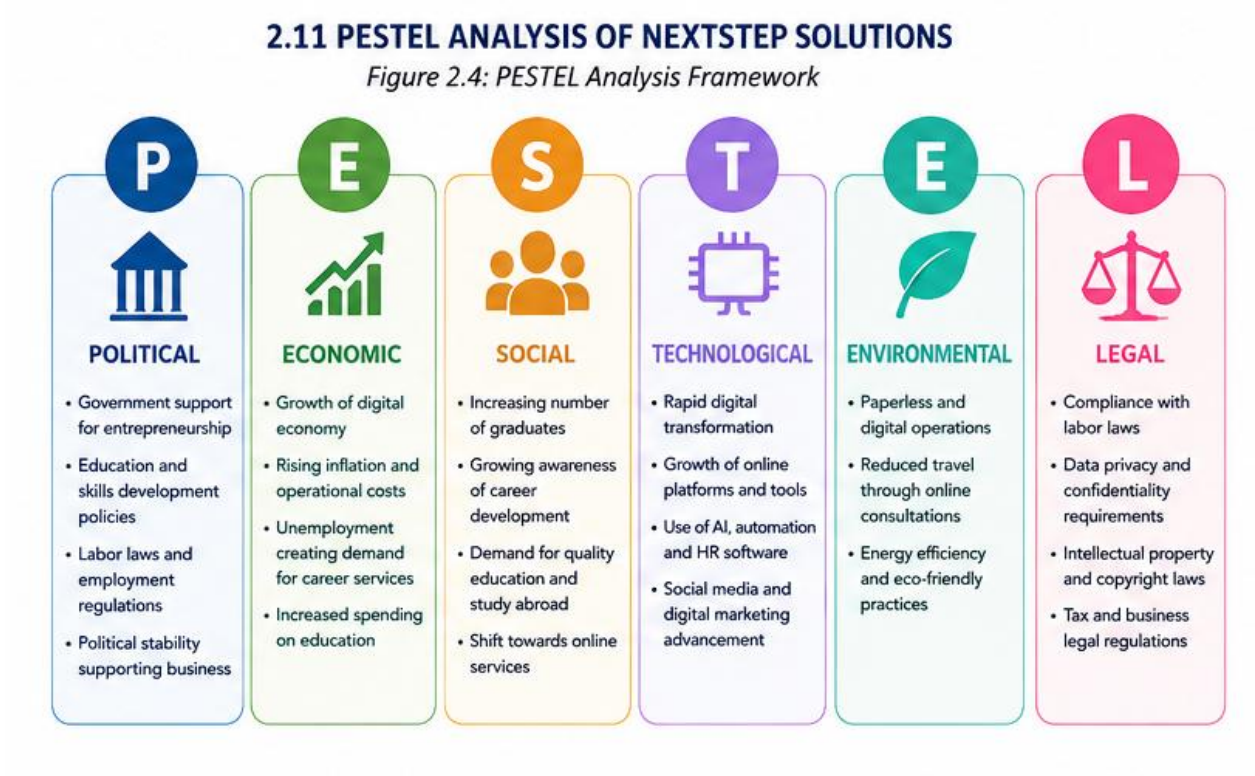
Threats

- Intense competition from established service providers.
- Rapid technological changes requiring continuous adaptation.
- Changing customer expectations and market trends.
- Economic fluctuations affecting customer purchasing decisions.
- Difficulty attracting and retaining highly skilled employees.

The SWOT analysis indicates that although NextStep Solutions faces several operational challenges as a startup, its diversified services, customer-oriented approach, and commitment to innovation provide strong opportunities for sustainable growth. By strengthening its Human Resource Management practices and organizational systems, the company can enhance its competitive position and achieve long-term success.

2.11 PESTEL Analysis of NexStep Solutions

PESTEL analysis examines the external macro-environmental factors that influence the operations and strategic decisions of an organization. For NextStep Solutions, understanding these factors is important for identifying potential opportunities and challenges.



CHAPTER – 3

INTERNSHIP EXPERIENCE – DUTIES AND RESPONSIBILITIES

3.1 Internship Position, Duration, and Department Placement

As a part of the Bachelor of Business Administration (BBA) program at Sonargaon University, I completed my internship at **NextStep Solutions** to gain practical experience in Human Resource Management. The internship provided an opportunity to apply academic knowledge in a real business environment and understand the day-to-day activities of an HR department.

Organization Name: NextStep Solutions
Department: Human Resource Department
Position: HR Intern
Internship Duration: April 2026 to July 2026
Working Hours: 6Hours
Reporting Supervisor: Atiqa Aroshe

During the internship period, I worked closely with the HR team and management. I participated in various HR and administrative activities, observed organizational operations, and gained practical knowledge about employee management, recruitment, documentation, communication, and workplace coordination.

The internship experience helped me understand how HR practices contribute to organizational efficiency and employee satisfaction while improving my professional skills and confidence.

3.2 Objectives of the Internship

The internship was undertaken with the objective of gaining practical knowledge and developing professional competencies in the field of Human Resource Management.

The specific objectives of the internship were:

- To gain practical experience in Human Resource Management.
- To understand the HR policies and practices of NextStep Solutions.
- To observe the recruitment and selection process.
- To develop skills in HR documentation and record management.
- To improve communication and interpersonal skills.
- To understand employee relations and workplace coordination.
- To bridge the gap between academic learning and practical experience.
- To develop professional ethics and workplace behavior.

3.3 Roles and Responsibilities

As an HR Intern, I was assigned various responsibilities that supported the daily activities of the Human Resource Department. My duties involved assisting HR personnel in administrative and operational functions while maintaining professionalism and confidentiality.

The major responsibilities performed during the internship included:

Recruitment Support

- Assisting in preparing and publishing job advertisements.
- Screening resumes based on job requirements.
- Shortlisting potential candidates.
- Communicating with applicants regarding interview schedules.
- Assisting in interview coordination.

Employee Documentation

- Preparing and organizing employee files.
- Updating employee information.
- Maintaining internship and employee records.
- Assisting in preparing appointment and internship letters.

HR Administration

- Maintaining attendance records.
- Assisting with leave documentation.
- Organizing HR-related documents.
- Supporting routine administrative activities.

Employee Communication

- Communicating with employees regarding HR activities.
- Coordinating meetings and interviews.
- Responding to basic employee inquiries.
- Maintaining professional communication with job applicants.

Administrative Support

- Preparing reports and spreadsheets.
- Maintaining digital records.
- Assisting management with daily office operations.
- Supporting different departments whenever required.

3.4 Daily Work Activities

During the internship, I regularly performed several operational and administrative tasks that contributed to the smooth functioning of the Human Resource Department.

My daily activities included:

- Checking emails and responding to routine HR communications.
- Reviewing job applications received through online platforms.
- Updating employee and internship databases.
- Maintaining attendance records.
- Preparing HR-related documents and reports.
- Assisting in interview scheduling.
- Coordinating with different departments regarding HR matters.
- Organizing digital and physical documents.
- Supporting employee onboarding activities.
- Participating in departmental meetings when required.

3.5 Major Tasks and Projects Completed

During the internship period, I had the opportunity to contribute to several important HR-related tasks and organizational activities. These practical assignments enhanced my understanding of Human Resource Management and improved my professional skills.

The major tasks completed during the internship include:

Recruitment Assistance

- Collected and reviewed job applications.
- Assisted in candidate shortlisting.
- Coordinated interview schedules.
- Maintained applicant records.

HR Documentation

- Organized employee personal files.
- Updated employee databases.
- Prepared internship-related documents.
- Maintained confidential HR records.

Employee Onboarding Support

- Assisted in preparing orientation materials.
- Helped new employees understand organizational policies.
- Supported document verification during onboarding.

HR Record Management

- Updated attendance information.
- Organized leave records.
- Maintained employee information in digital files.

Administrative Projects

- Assisted in preparing HR reports.
- Supported document formatting and filing.
- Coordinated communication between departments.
- Assisted management in completing administrative assignments.

Participation in these activities enabled me to understand the practical responsibilities of an HR professional and strengthened my ability to work in a dynamic organizational environment.

3.6 Skills and Competencies Developed

The internship at NextStep Solutions provided valuable opportunities to develop both technical and soft skills required for a successful career in Human Resource Management. Working in a professional environment helped me apply theoretical knowledge to practical situations and improve my confidence in handling workplace responsibilities.

Communication Skills: Regular interaction with employees, job applicants, and supervisors enhanced my verbal and written communication skills. I learned how to communicate professionally through emails, phone calls, and face-to-face conversations.

Recruitment and Selection Skills: By assisting in CV screening, interview scheduling, and candidate communication, I gained practical knowledge of the recruitment and selection process and learned how organizations identify suitable candidates.

HR Documentation Skills: The internship improved my ability to prepare, organize, and maintain employee records, appointment letters, internship documents, attendance reports, and other HR-related files while ensuring confidentiality.

Time Management: Handling multiple assignments simultaneously taught me how to prioritize tasks, meet deadlines, and complete responsibilities efficiently within the allocated time.

Teamwork and Collaboration: Working with employees from different departments improved my teamwork, coordination, and interpersonal skills. I learned the importance of cooperation in achieving organizational objectives.

Problem-Solving Skills: During the internship, I encountered several operational challenges that required quick thinking and practical solutions. This experience enhanced my analytical and decision-making abilities.

Computer and Digital Skills: I improved my proficiency in Microsoft Word, Microsoft Excel, Google Workspace, online recruitment platforms, email communication, and digital document management, which are essential tools in modern HR practices.

Overall, the internship significantly strengthened my professional competencies and prepared me for future responsibilities in the field of Human Resource Management.

3.7 Challenges Faced During the Internship

Although the internship was highly beneficial, several challenges were experienced while performing assigned responsibilities. These challenges provided valuable learning opportunities and contributed to my professional growth.

Limited Practical Experience: As an intern, I initially had limited practical experience in performing Human Resource Management activities. Although I possessed theoretical knowledge from my academic courses, applying that knowledge in a real organizational environment was challenging. Understanding the company's HR policies, recruitment procedures, documentation process, and workplace culture required time, continuous observation, and guidance from supervisors. Gradually, through hands-on involvement in various HR activities, I gained practical skills and improved my confidence in handling assigned responsibilities.

Maintaining Confidentiality: The Human Resource Department is responsible for handling confidential employee information, including personal records, recruitment documents, salary-related information, and performance evaluations. During the internship, maintaining the confidentiality and security of these sensitive documents was a significant responsibility. It required careful handling of HR records, adherence to organizational policies, and maintaining professional ethics to ensure that employee information was protected from unauthorized access or disclosure. This experience enhanced my understanding of confidentiality as a fundamental principle of Human Resource Management.

Managing Multiple Responsibilities: At times, several tasks had to be completed simultaneously, including recruitment support, documentation, and administrative work. Effective time management was necessary to complete these responsibilities efficiently.

Communication with Different Stakeholders: Communicating with job applicants, employees, and supervisors required professionalism, confidence, and clarity. Initially, adapting to formal workplace communication was challenging.

Working in a Startup Environment: Since NextStep Solutions is a startup organization, employees often perform multiple responsibilities beyond their designated roles. This required flexibility, adaptability, and the ability to learn quickly.

3.8 Relationship Between Academic Learning and Practical Experience

The internship provided an excellent opportunity to apply the theoretical knowledge acquired during my BBA program in a real organizational environment. Many HR concepts studied in courses such as Human Resource Management, Organizational Behavior, Recruitment and Selection, Training and Development, Performance Management, and Business Communication were directly applicable during the internship.

For example, the recruitment process observed during the internship reflected the theoretical recruitment cycle learned in the classroom. Employee documentation, orientation activities, and communication with applicants also strengthened my understanding of HR administration and organizational behavior.

Similarly, teamwork, leadership, workplace ethics, and effective communication topics emphasized throughout my academic studies were experienced in practical situations. The internship demonstrated how theoretical concepts support organizational decision-making and improve employee management.

Overall, the internship successfully bridged the gap between academic learning and professional practice, enabling me to develop practical competencies required for a career in Human Resource Management.

3.9 Overall Internship Experience and Learning Outcomes

The internship at NextStep Solutions was a valuable learning experience that contributed significantly to my academic and professional development. It allowed me to observe organizational operations, participate in HR activities, and understand the practical responsibilities of Human Resource professionals.

Throughout the internship, I gained knowledge about recruitment, employee documentation, onboarding, attendance management, workplace communication, and administrative coordination. I also developed essential professional skills such as communication, teamwork, problem-solving, adaptability, and time management.

The internship enhanced my confidence, improved my understanding of organizational culture, and prepared me for future employment in the HR profession. It also helped me recognize the importance of professionalism, ethical behavior, confidentiality, and continuous learning in the workplace.

CHAPTER – 4

HUMAN RESOURCE PRACTICES AT NEXTSTEP SOLUTIONS

4.1 Conceptual Overview of Human Resource Management (HRM)

Human Resource Management (HRM) is the process of planning, organizing, directing, and controlling the activities related to acquiring, developing, motivating, and retaining employees in an organization. Employees are considered one of the most valuable assets of an organization because they directly influence productivity, innovation, customer satisfaction, and long-term business success. Therefore, effective HRM plays a vital role in achieving organizational objectives.

According to Dessler (2020), Human Resource Management includes recruitment, selection, training and development, performance appraisal, compensation, employee relations, health and safety, and compliance with labor laws. Modern HRM is no longer limited to administrative functions; it has become a strategic partner that contributes to organizational growth and competitive advantage.

For startup organizations like **NextStep Solutions**, Human Resource Management is particularly important because the organization operates with limited resources while aiming for continuous business growth. A well-managed HR department helps attract qualified employees, improve employee performance, create a positive work culture, and reduce employee turnover.

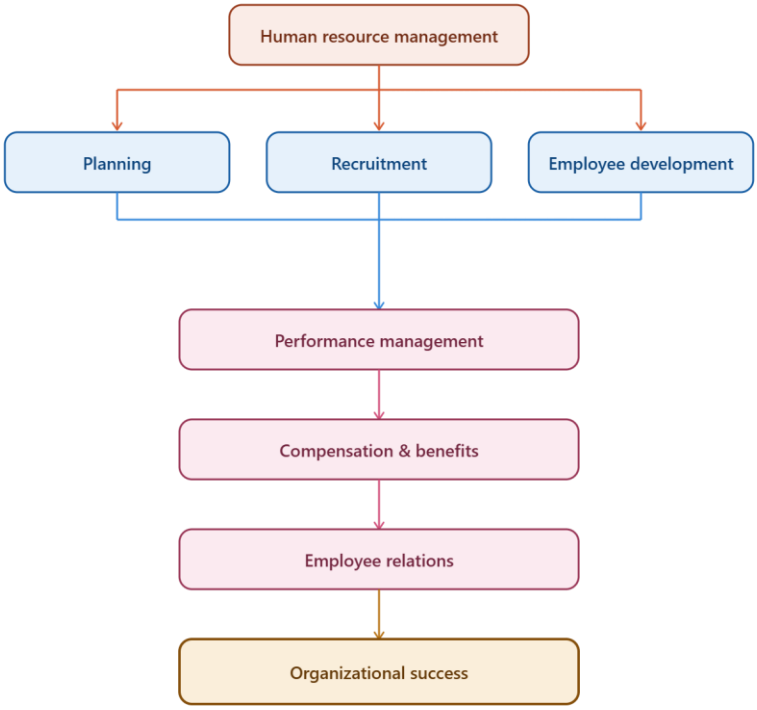
At NextStep Solutions, HR activities are carried out with the objective of ensuring that the right employees are recruited, properly trained, motivated, and retained. Although the company is still developing its formal HR systems, it follows several HR practices that support its operational and strategic goals.

Major Functions of HRM at NextStep Solutions

HR Function	Purpose
Human Resource Planning	Identify workforce requirements
Recruitment & Selection	Hire qualified employees
Employee Onboarding	Help new employees adapt quickly
Training & Development	Improve employee knowledge and skills
Performance Management	Monitor and evaluate employee performance
Compensation & Benefits	Reward employees fairly
Employee Relations	Maintain a positive work environment
HR Documentation	Maintain employee records & legal docs.

Table 4.1: Major Functions of Human Resource Management.

Figure 4.1: Human Resource Management Framework



The figure illustrates how different HR functions work together to achieve organizational goals.

4.2 Recruitment and Selection Practices

Recruitment and selection are among the most important functions of Human Resource Management. Recruitment refers to the process of attracting qualified candidates for vacant positions, while selection involves choosing the most suitable applicant based on organizational requirements.

At NextStep Solutions, recruitment is conducted according to workforce needs and business expansion plans. Since the organization operates as a startup, the recruitment process is designed to be efficient, cost-effective, and flexible while maintaining fairness and transparency.

Recruitment Sources

The organization uses both internal and external recruitment sources.

Internal Sources

- Employee referrals
- Internship conversion
- Internal promotions (where applicable)

External Sources

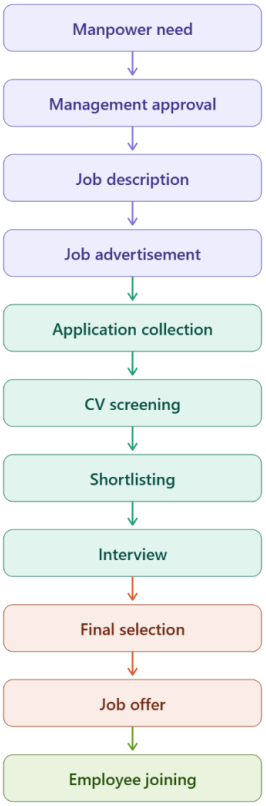
- Facebook Job Posts
- LinkedIn
- BDJobs
- Company Website
- University Career Centers
- Professional Networks

Using multiple recruitment channels helps the organization reach a larger pool of qualified candidates.

Recruitment Process

The recruitment process followed by NextStep Solutions consists of several sequential steps. Identification of manpower requirement. Approval from management. Preparation of job description. Advertisement of vacancy. Collection of applications. CV screening. Shortlisting candidates. Interview. Final selection. Job offers. Employee onboarding.

Figure 4.2: Recruitment Process Flowchart



Selection Criteria

Candidates are generally evaluated based on the following criteria:

- Educational qualification
- Relevant work experience
- Technical knowledge
- Communication skills
- Computer literacy
- Problem-solving ability
- Positive attitude
- Cultural fit with the organization

Recruitment and Selection Practices Observed During the Internship

During my internship in the Human Resource Department, I observed and participated in several recruitment-related activities. These included:

- Preparing job advertisements.
- Collecting resumes from different online platforms.
- Screening CVs according to job requirements.
- Preparing candidate shortlists.
- Contacting shortlisted candidates.
- Scheduling interviews.
- Maintaining applicant records.
- Assisting in preparing appointment documents.

These practical experiences enabled me to understand the complete recruitment cycle and the importance of selecting competent employees for organizational success.

Strengths of the Recruitment Process

The recruitment process of NextStep Solutions has several strengths:

- Uses multiple online recruitment platforms.
- Quick communication with candidates.
- Transparent interview process.
- Cost-effective recruitment strategy.
- Equal employment opportunity for applicants.
- Management involvement in final selection.

Areas for Improvement

Although the recruitment process is effective, several improvements can further enhance its efficiency.

- Develop standardized recruitment policies.
- Introduce structured interview evaluation forms.
- Build a digital applicant database.
- Strengthen employer branding.
- Use an Applicant Tracking System (ATS).
- Expand recruitment through university partnerships.
- Conduct competency-based interviews.

The recruitment and selection system of NextStep Solutions is simple, flexible, and suitable for a growing startup organization. The HR department effectively utilizes digital recruitment platforms and maintains a transparent selection process. However, adopting more structured recruitment policies and modern HR technologies would improve efficiency, reduce recruitment time, and enhance the quality of hiring decisions.

4.3 Employee Onboarding and Orientation

Employee onboarding is the process of integrating newly recruited employees into an organization. It helps employees understand the organization's culture, policies, work environment, and job responsibilities. An effective onboarding program increases employee confidence, improves productivity, and reduces turnover.

At **NextStep Solutions**, onboarding is designed to ensure that new employees can quickly adapt to the organizational environment. Since the company is a growing startup, the onboarding process is simple but structured, allowing employees to become familiar with their roles and responsibilities from the beginning.

Objectives of Employee Onboarding

The main objectives of the onboarding process are:

- To introduce new employees to the organization.
- To explain company policies and regulations.
- To clarify job responsibilities and performance expectations.
- To familiarize employees with the organizational culture.
- To improve employee confidence and engagement.
- To reduce adjustment time for new employees.

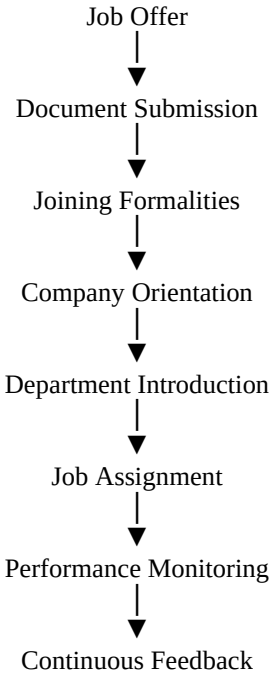
Onboarding Process

The onboarding process followed by NextStep Solutions consists of the following stages:

1. Job Offer and Acceptance
2. Submission of Required Documents
3. Joining Formalities
4. Welcome and Introduction

5. Departmental Orientation
6. Assignment of Duties
7. Initial Performance Monitoring
8. Regular Feedback and Support

Figure 4.3: Employee Onboarding Process



Orientation Activities

New employees are generally introduced to:

- Company background and history
- Vision, mission, and core values
- Organizational structure
- HR policies
- Office rules and regulations
- Reporting procedures
- Working hours and leave policies
- Communication channels
- Code of conduct
- Health and safety guidelines

During the internship, it was observed that NextStep Solutions provides basic orientation to newly recruited employees. However, the organization can further improve its onboarding process by developing a formal onboarding manual, introducing structured orientation schedules, and conducting follow-up evaluations during the probation period.

4.4 Training and Development Practices

Training and development are essential components of Human Resource Management. Training focuses on improving employees' current job-related knowledge and skills, while development prepares employees for future responsibilities and career growth.

As a service-oriented startup, **NextStep Solutions** recognizes that continuous learning is important for maintaining service quality and improving organizational performance. Although the organization has limited resources, it encourages employees to learn through practical experience, mentoring, and continuous feedback.

Objectives of Training and Development

The objectives of training and development include:

- Improving employee knowledge and skills.
- Increasing work efficiency.
- Enhancing customer service quality.
- Developing leadership capabilities.
- Preparing employees for future responsibilities.
- Encouraging continuous professional development.

Types of Training Provided

The organization mainly provides the following training methods:

On-the-Job Training: Employees learn by performing actual job responsibilities under the guidance of experienced supervisors.

Mentoring: Senior employees provide guidance and practical advice to newly recruited employees.

Self-Learning: Employees are encouraged to develop their knowledge through online courses, research, and practical experience.

Knowledge Sharing: Regular discussions and team meetings help employees exchange knowledge and solve work-related problems.

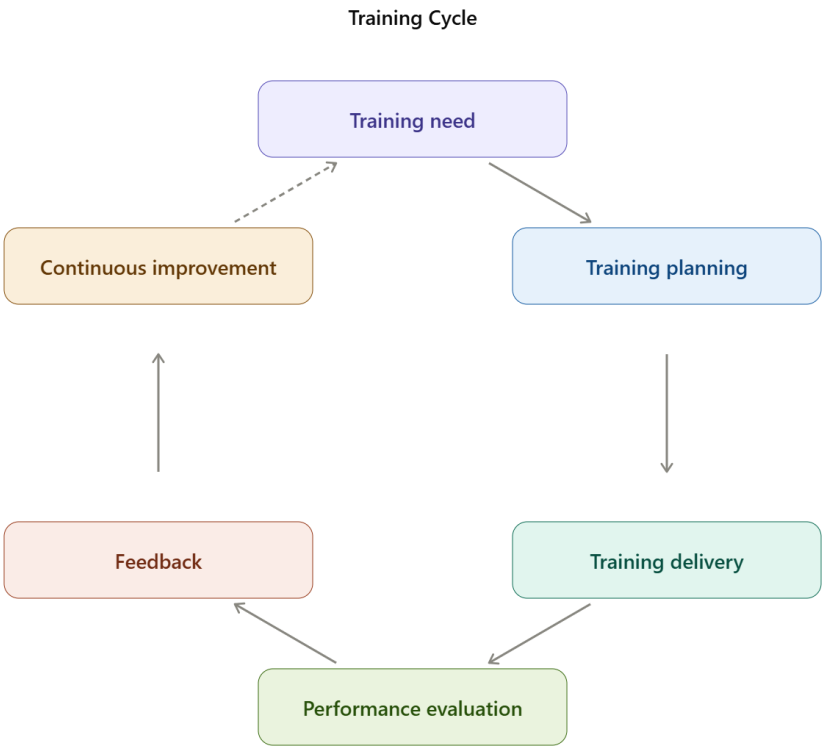
Training Process

The training process generally follows these steps:

1. Identify training needs.
2. Select appropriate training methods.
3. Conduct training sessions.
4. Monitor employee performance.

5. Evaluate training effectiveness.
6. Provide continuous feedback.

Figure 4.4: Training Cycle



Training Areas

Employees receive training in several important areas:

- HR documentation
- Recruitment procedures
- Customer communication
- Digital tools and software
- Professional writing
- Microsoft Office applications
- Teamwork
- Time management
- Workplace ethics

Evaluation of Training Effectiveness

Training effectiveness is generally evaluated through:

- Employee performance improvement.
- Work quality.

- Supervisor observations.
- Employee feedback.
- Completion of assigned responsibilities.
- Customer satisfaction.

Strengths

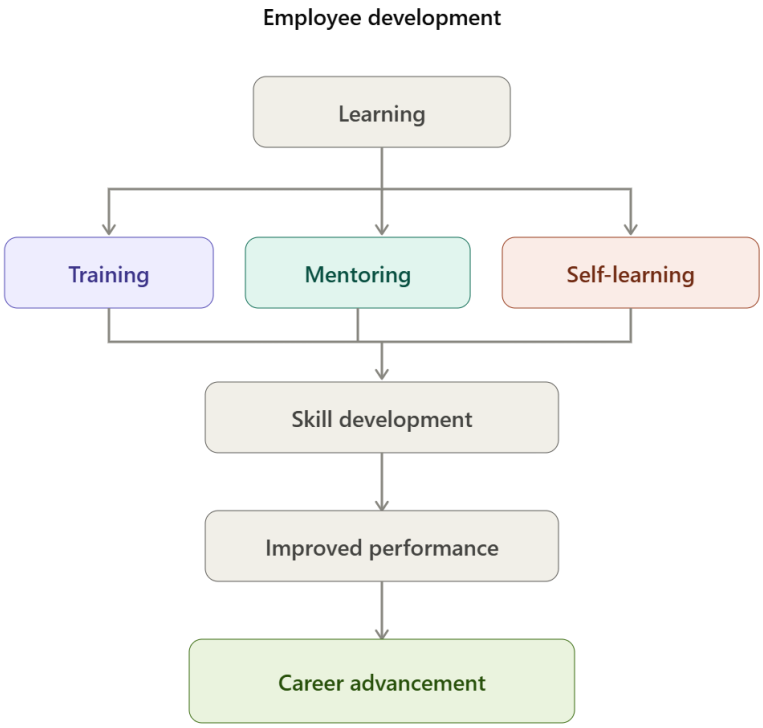
- Practical learning opportunities.
- Continuous supervisor guidance.
- Flexible learning environment.
- Strong teamwork.
- Encouragement for self-development.

Areas for Improvement

The organization may further improve its training system by:

- Developing an annual training plan.
- Conducting formal training programs.
- Measuring training outcomes using KPIs.
- Creating digital learning materials.
- Maintaining employee training records.
- Organizing external professional workshops.

Figure 4.5: Employee Development Framework



4.5 Performance Management and Appraisal

Performance management is a continuous process through which an organization monitors, evaluates, and improves employee performance to achieve its strategic objectives. An effective performance appraisal system helps management assess employees' strengths and weaknesses, provide constructive feedback, identify training needs, and make decisions regarding promotion, rewards, and career development.

During the internship period, it was observed that **NextStep Solutions** follows a relatively simple performance management system due to its startup nature. Employee performance is primarily monitored by departmental supervisors through daily observation, work quality, punctuality, task completion, communication skills, and teamwork. Regular feedback is provided to employees to improve their performance and productivity.

Although the organization does not currently use a formal Key Performance Indicator (KPI)-based appraisal system, supervisors regularly evaluate employee performance during team meetings and individual discussions. Employees demonstrating good performance are given additional responsibilities and opportunities to develop their professional skills.

The existing performance management system supports continuous employee improvement; however, introducing a standardized appraisal form with measurable performance indicators would increase fairness, transparency, and consistency in employee evaluation.

4.6 Compensation and Benefits

Compensation and benefits play a significant role in attracting, motivating, and retaining employees. A fair compensation system contributes to employee satisfaction, higher productivity, and organizational commitment.

As a startup organization, NextStep Solutions follows a practical and flexible compensation approach based on employee responsibilities, experience, and organizational capacity. Employees receive salaries according to their job roles, while interns are provided with practical learning opportunities, professional guidance, and experience in Human Resource Management.

The organization also provides several non-financial benefits that contribute to employee motivation, including a supportive work environment, flexible communication, continuous learning opportunities, recognition of employee performance, and career development opportunities.

Although the current compensation system is suitable for a growing startup, introducing structured salary grades, performance-based incentives, and additional employee benefits would further strengthen employee motivation and retention.

4.7 Employee Relations and Engagement

Employee relations refer to maintaining positive relationships between management and employees to create a productive and harmonious workplace. Effective employee engagement improves job satisfaction, teamwork, communication, and organizational commitment.

During the internship, it was observed that NextStep Solutions encourages open communication between employees and management. Team members are encouraged to express their opinions, share ideas, and participate in organizational discussions. The management maintains a friendly and supportive working environment where employees can communicate directly with supervisors whenever necessary.

Employee engagement activities include regular team meetings, collaborative work, knowledge-sharing sessions, appreciation for employee contributions, and informal discussions regarding organizational improvement. These activities promote teamwork and strengthen workplace relationships.

However, as the organization continues to grow, introducing structured employee engagement programs such as employee satisfaction surveys, recognition awards, team-building events, and wellness initiatives would further improve employee motivation and organizational culture.

4.8 HR Documentation and Record Management

HR documentation is an essential administrative function that ensures proper maintenance of employee information and organizational records. Proper documentation supports decision-making, legal compliance, performance monitoring, and effective HR operations.

At NextStep Solutions, the Human Resource Department maintains various employee documents in both digital and physical formats. These include employee personal information, appointment letters, internship records, attendance reports, leave applications, performance-related documents, and other HR files.

During the internship, I assisted in organizing employee records, updating databases, maintaining internship documentation, and preparing HR-related reports. These activities enhanced my understanding of the importance of accuracy, confidentiality, and systematic record management.

Although the organization maintains essential HR records effectively, implementing a Human Resource Information System (HRIS) would further improve data security, efficiency, and accessibility.

4.9 Use of Technology in HR Operations

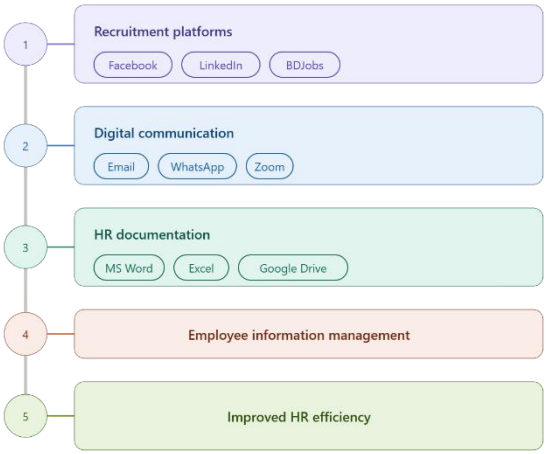
Technology has transformed Human Resource Management by improving efficiency, reducing paperwork, and supporting data-driven decision-making. Digital HR systems enable organizations to automate recruitment, employee record management, attendance monitoring, communication, and performance evaluation.

As a technology-oriented startup, NextStep Solutions utilizes several digital tools to support HR operations. Communication is conducted through email, Google Workspace, WhatsApp, Zoom, and Microsoft Teams whenever necessary. Recruitment advertisements are published through Facebook, LinkedIn, BDJobs, and other online platforms.

Employee records and HR documents are primarily maintained using Microsoft Office applications and cloud-based storage. Digital communication enables faster coordination among employees and improves overall operational efficiency.

Although the organization effectively utilizes basic digital tools, future implementation of an integrated Human Resource Information System (HRIS), Applicant Tracking System (ATS), biometric attendance system, and online performance management software would significantly enhance HR efficiency and support organizational growth.

Figure 4.6: Technology Used in HR Operations



The analysis of Human Resource practices at NextStep Solutions indicates that the organization has established several fundamental HR functions despite being a growing startup. Recruitment, onboarding, employee relations, documentation, and digital communication practices support the organization's daily operations effectively. However, there is scope for further improvement through the introduction of standardized HR policies, structured performance appraisal systems, comprehensive employee training programs, formal compensation frameworks, and modern HR technologies such as HRIS and ATS. Strengthening these practices will enable the organization to improve employee satisfaction, operational efficiency, and long-term organizational performance.

CHAPTER – 5

ANALYSIS, DISCUSSION AND FINDINGS

5.1 Key Challenges Identified in the Human Resource Department

The Human Resource Department plays a vital role in supporting organizational growth by managing recruitment, employee development, performance, and workplace relationships. During the internship period at NextStep Solutions, several HR-related challenges were observed. Although the organization has established basic HR practices, some limitations affect the overall efficiency of HR operations.

Limited Human Resources: As a startup organization, NextStep Solutions operates with a relatively small workforce. HR personnel often perform multiple responsibilities simultaneously, including recruitment, documentation, employee communication, administrative support, and coordination. This increases workload and limits the department's ability to focus on strategic HR activities.

Lack of Formal HR Policies: Although HR activities are performed systematically, some policies and procedures are still informal. The absence of comprehensive HR manuals, standardized recruitment guidelines, and documented Standard Operating Procedures (SOPs) may create inconsistencies in HR decision-making.

Recruitment Challenges: Attracting skilled candidates remains a challenge due to strong competition in the job market. As a startup, the organization has limited employer branding compared to well-established companies, making recruitment more competitive.

Employee Training Limitations: Most employee learning occurs through practical experience and supervisor guidance. However, the organization currently lacks a structured annual training plan, which may limit long-term employee skill development.

Employee Retention: Retaining talented employees is another challenge for growing organizations. Employees often seek higher salaries, better career opportunities, and additional benefits offered by larger organizations.

Manual HR Documentation: Many HR records are maintained manually using spreadsheets and document files. This process increases administrative workload and may reduce operational efficiency as the organization grows.

Performance Evaluation System: Although supervisors regularly monitor employee performance, a formal KPI-based performance appraisal system has not yet been fully implemented. Consequently, performance evaluation depends largely on managerial observation.

Figure 5.1: Major HR Challenges



5.2 Root Cause Analysis

Identifying the root causes of HR challenges is essential for developing effective solutions. Based on observation and discussions during the internship, the major causes of the identified challenges are summarized below.

Limited Organizational Resources: Being a startup organization, NextStep Solutions has limited financial and human resources. This affects investments in HR technology, employee training, and structured HR systems.

Rapid Organizational Growth: As the organization expands, HR responsibilities increase quickly. Existing HR processes require continuous improvement to meet the changing workforce requirements.

Absence of HR Automation: Most HR activities are performed manually. Without an integrated Human Resource Information System (HRIS), routine administrative work requires additional time and effort.

Limited Employer Branding: The company is still building its reputation in the job market. Consequently, attracting highly qualified candidates becomes more challenging compared to larger organizations.

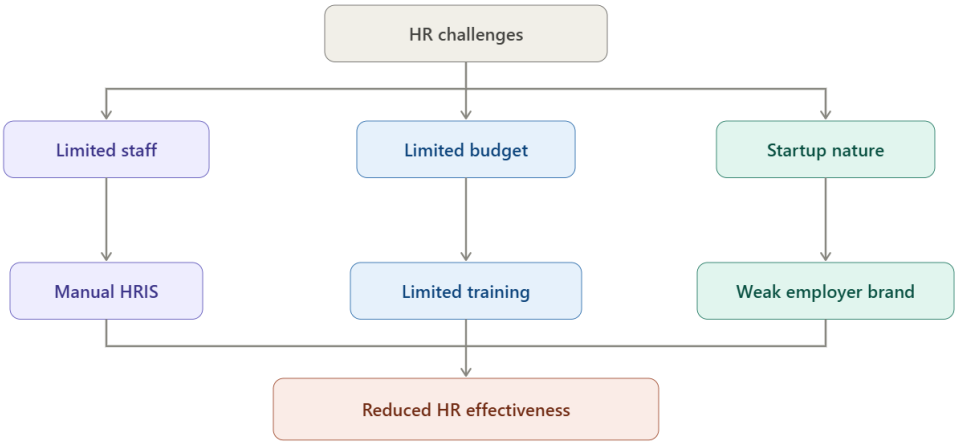
Budget Constraints: Limited financial resources restrict investment in employee development programs, advanced HR software, and comprehensive employee benefits.

Lack of Standardized Procedures: Some HR activities depend on managerial experience rather than documented policies. This may create inconsistency in recruitment, performance appraisal, and employee development practices.

Table 5.1: Root Cause Analysis

Problem	Root Cause	Possible Impact
Recruitment Difficulty	Limited employer branding	Smaller talent pool
High Workload	Limited HR staff	Reduced efficiency
Manual Documentation	No HRIS	Administrative delays
Limited Training	Budget constraints	Skill gaps
Informal Performance Review	No KPI system	Inconsistent evaluation
Employee Retention	Limited career development	Employee turnover

Figure 5.2: Root Cause Diagram



The analysis indicates that most HR challenges faced by NextStep Solutions are typical of a growing startup organization. The issues are not primarily caused by poor management but by limited resources, rapid business expansion, and the evolving nature of organizational processes.

Despite these challenges, the organization demonstrates several strengths, including committed management, flexible decision-making, effective communication, and a willingness to adopt improved HR practices. As the company continues to grow, implementing formal HR policies, digital HR systems, structured training programs, and performance management frameworks will significantly improve operational efficiency and employee satisfaction.

5.3 Quantitative Survey Analysis

To complement the observational and interview-based findings presented earlier in this chapter, a structured, closed-ended survey titled "HR Practices and Challenges Survey" was designed and administered as part of this study. The survey was developed by first identifying eight core themes central to the report's objectives recruitment practices, the scope of HR responsibilities, current HR challenges, performance evaluation methods, training opportunities, employee motivation, digital tools used in HR operations, and priority areas for future improvement. These themes were originally explored through informal interview-style questions during the internship and were subsequently converted into a fixed-option questionnaire so that responses could be collected efficiently and analyzed statistically.

The questionnaire was built and distributed using Google Forms, a widely used online survey tool, which allowed responses to be collected digitally and compiled automatically into a structured spreadsheet for analysis. Each of the eight questions was designed as either single-select (Questions 1 and 4) or multiple-select with a maximum of three choices (Questions 2, 3, 5, 6, 7, and 8), with three to five simple, mutually distinct response options per question. Limiting the number of options per question was a deliberate design choice intended to keep the survey quick to complete, reduce respondent fatigue, and ensure that the resulting data could be cleanly converted into frequency tables, percentages, and charts for Chapter 5 of this report. The full questionnaire, including all questions and response options, is provided in Appendix D.

The survey link was shared with employees, interns, and part-time consultants associated with NextStep Solutions during the internship period, and responses were collected anonymously through the Google Form over the course of the data collection window. A total of 45 responses were recorded, reflecting the combined survey pool of current staff and associated personnel rather than core full-time employees alone.

Because Questions 2, 3, 5, 6, 7, and 8 permitted respondents to select up to three options, the percentages reported for these questions are calculated as a share of the 45 total respondents and therefore do not sum to 100% across each question's options. Questions 1 and 4 were single-select, so their percentages sum to approximately 100%, subject to rounding. For each question, the frequency distribution table, corresponding chart, and a detailed interpretation are presented below, with each question beginning on a new page.

5.3.1 Q1. How is recruitment conducted at NextStep Solutions?

(Single selection; % of 45 respondents)

Table 5.2: Frequency Distribution — How is recruitment conducted at NextStep Solutions?

Response Option	Frequency (f)	Percentage of Respondents
Systematically	18	40.0%
Very systematically	14	31.1%
Moderately systematically	8	17.8%
Informally	5	11.1%

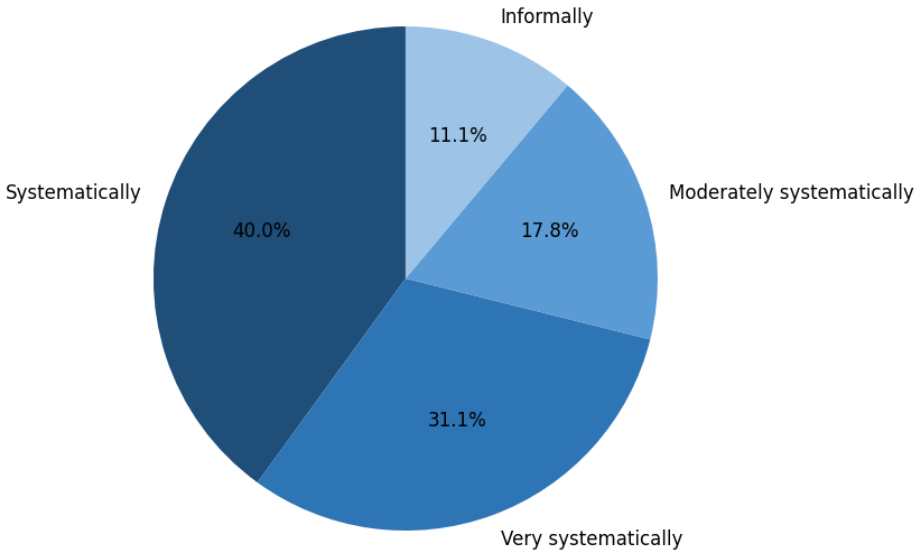


Figure 5.3: Response Distribution — How is recruitment conducted at NextStep Solutions?

Interpretation: A combined 71.1% of respondents (Systematically + Very systematically) view recruitment at NextStep Solutions as being conducted in a reasonably structured manner, while a smaller but notable group (28.9%) sees it as only moderately systematic or informal. This is broadly consistent with the report's earlier observation that recruitment activities exist and are practiced with some consistency, but are not yet supported by fully documented policies or standardized procedures. The spread of responses is also informative: rather than a near-unanimous view in either direction, opinion is distributed across all four options, with the two "systematic" categories together outweighing the two less-structured categories by roughly 2.5 to 1. This pattern suggests that perceptions of recruitment structure are not uniform across the organization and likely depend on an employee's role, seniority, and degree of direct involvement in hiring decisions — staff closer to the hiring process (e.g., supervisors or those recently interviewed) may experience it as more systematic than staff who only observe outcomes. For the purposes of this study, the finding supports treating recruitment at NextStep Solutions as functionally structured but not yet formally standardized, which is the basis for the recommendation in Chapter 6 to document a written recruitment procedure.

5.3.2 Q2. What are the major responsibilities of the HR Department?

(Multiple selection — up to 3 options; % of 45 respondents)

Table 5.3: Frequency Distribution — What are the major responsibilities of the HR Department?

Response Option	Frequency (f)	Percentage of Respondents
Performance management	13	28.9%
Employee documentation	12	26.7%
Training and development	9	20.0%
Recruitment and selection	9	20.0%
Employee relations	8	17.8%

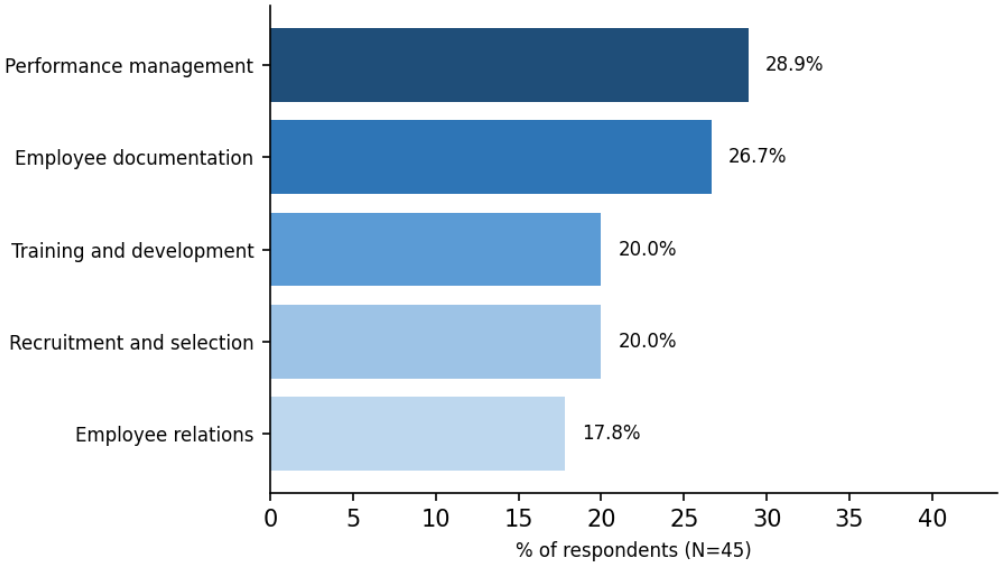


Figure 5.4: Response Distribution — What are the major responsibilities of the HR Department?

Interpretation: Performance management (28.9%) and employee documentation (26.7%) were the most frequently cited HR responsibilities, ahead of training and development, recruitment, and employee relations, each selected by under 20% of respondents. Because this question allowed up to three selections, the relatively close clustering of all five options (ranging narrowly between 17.8% and 28.9%) indicates that employees do not perceive HR's role as concentrated in one dominant function; rather, HR responsibility is seen as fairly evenly distributed across administrative, evaluative, and developmental tasks. The slight lead of performance management and documentation over training, recruitment, and employee relations is nonetheless meaningful. It suggests that, from the employees' vantage point, day-to-day HR effort is currently weighted toward administrative and evaluative work — tracking performance and maintaining records — rather than toward longer-term developmental or relationship-building activities. This reinforces a recurring theme in this chapter: HR capacity at NextStep Solutions is being spread across many responsibilities simultaneously, which may explain why more forward-looking functions such as structured training and employee relations receive comparatively less visible attention despite being recognized as important.

5.3.3 Q3. What challenges does the HR Department currently face?

(Multiple selection — up to 3 options; % of 45 respondents)

Table 5.4: Frequency Distribution — What challenges does the HR Department currently face?

Response Option	Frequency (f)	Percentage of Respondents
Limited HR resources	16	35.6%
Training limitations	13	28.9%
Performance management	9	20.0%
Lack of formal HR policies	7	15.6%
Recruitment difficulties	6	13.3%

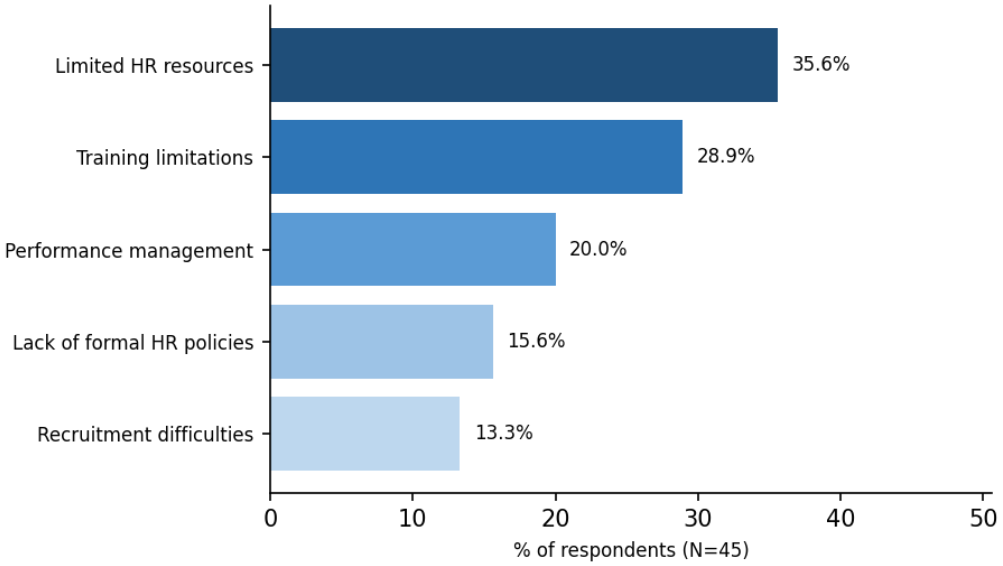


Figure 5.5: Response Distribution — What challenges does the HR Department currently face?

Interpretation: Limited HR resources (35.6%) and training limitations (28.9%) emerged as the two most commonly perceived challenges, well ahead of performance management concerns, formal policy gaps, and recruitment difficulty, each cited by fewer than one in five respondents. Together, these top two challenges account for the clear majority of concern expressed by employees, indicating a strong, shared perception that the HR function is under-resourced relative to its workload. This finding directly supports the root-cause analysis presented earlier in this chapter, which identifies limited organizational resources and the absence of a structured training plan as the primary drivers of HR difficulty at NextStep Solutions. The comparatively lower scores for formal-policy gaps and recruitment difficulty do not necessarily mean these issues are unimportant; rather, they suggest employees experience the resource and training shortfalls more directly and frequently in daily operations, while policy and recruitment issues may be viewed as more structural or long-term in nature. Taken together, the ranking of challenges gives a clear, employee-validated priority order for where HR improvement efforts should be concentrated first.

5.3.4 Q4. How is employee performance evaluated?

(Single selection; % of 45 respondents)

Table 5.5: Frequency Distribution — How is employee performance evaluated?

Response Option	Frequency (f)	Percentage of Respondents
Supervisor observation	14	31.1%
Partially / KPI-target achievement	13	28.9%
Regular feedback	6	13.3%
Combination of methods	6	13.3%
Formal appraisal system	6	13.3%

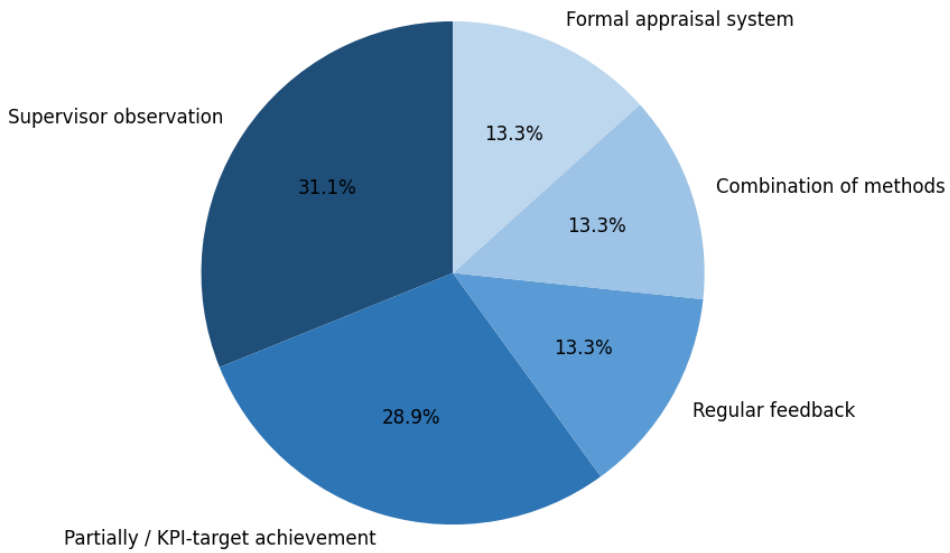


Figure 5.6: Response Distribution — How is employee performance evaluated?

Interpretation: Supervisor observation (31.1%) was the single most selected evaluation method, closely followed by KPI/target-based assessment (28.9%). The remaining three options regular feedback, a combination of methods, and a fully formal appraisal system were each selected by an identical 13.3% of respondents, together accounting for exactly 40% of responses. The near-tie among these three secondary options suggests no dominant alternative evaluation practice exists beyond the two leading methods; instead, a substantial minority of employees experience performance evaluation through varied or less consistent means. This distribution confirms the report's broader finding that performance evaluation at NextStep Solutions relies heavily on managerial observation rather than a fully implemented, standardized appraisal system, even though elements of target-based (KPI) assessment are clearly present and nearly as common. The fact that only 13.3% of respondents describe a fully "formal appraisal system" being in place the same proportion as those citing an unstructured combination of methods reinforces that formal appraisal remains the exception rather than the norm. Note: one response option in the source data appeared as a merged label ("Partially" / "KPI-target achievement"), which may reflect a data-entry or form-export artifact; it is reported here as received, and it is recommended that the original Google Form response be checked to confirm the intended wording before final submission.

5.3.5 Q5. What training opportunities are provided to employees?

(Multiple selection — up to 3 options; % of 45 respondents)

Table 5.6: Frequency Distribution — What training opportunities are provided to employees?

Response Option	Frequency (f)	Percentage of Respondents
Workshops/seminars	18	40.0%
Supervisor guidance	11	24.4%
Mentoring/coaching	9	20.0%
On-the-job training	8	17.8%
Online training	7	15.6%

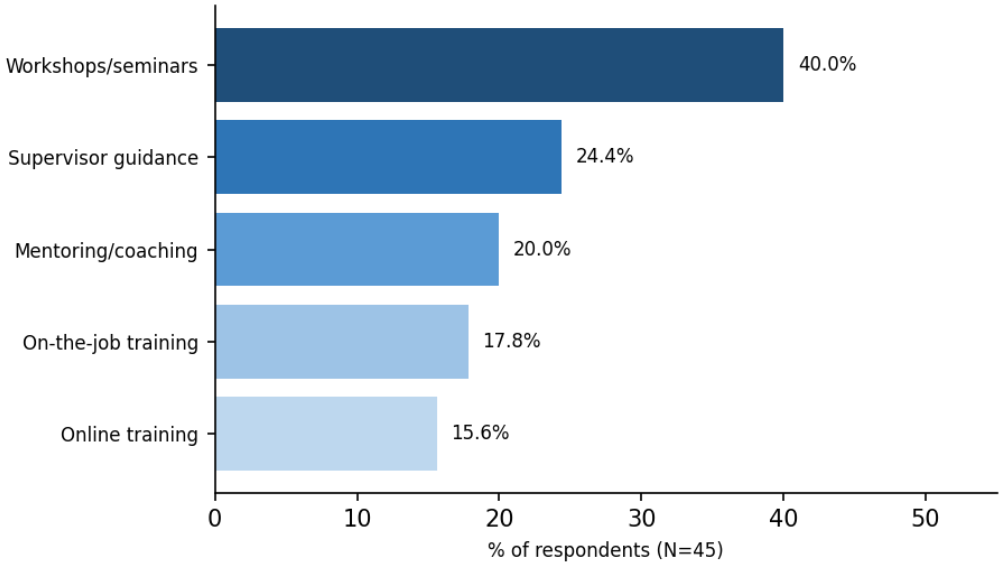


Figure 5.7: Response Distribution — What training opportunities are provided to employees?

Interpretation: Workshops/seminars (40.0%) were the most recognized training format, notably ahead of supervisor guidance (24.4%), mentoring/coaching (20.0%), on-the-job training (17.8%), and online training (15.6%). The clear lead for workshops/seminars indicates that, where structured training does occur, it is most often delivered through periodic sessions rather than continuous, embedded methods. At the same time, the relatively even and moderate spread across the remaining four options none exceeding a quarter of respondents supports the report's earlier observation that most employee learning at NextStep Solutions occurs through practical, supervisor-led experience rather than a single, dominant, scheduled training curriculum. In other words, training delivery is fragmented across multiple informal channels (guidance, mentoring, on-the-job exposure) in addition to occasional formal workshops, rather than following one consistent institutional training pathway. This fragmentation is consistent with the challenges identified in Q3, where training limitations were the second most cited concern, and it strengthens the case for consolidating training delivery into a more structured annual plan, as recommended in Chapter 6.

5.3.6 Q6. How does the organization maintain employee motivation?

(Multiple selection — up to 3 options; % of 45 respondents)

Table 5.7: Frequency Distribution — How does the organization maintain employee motivation?

Response Option	Frequency (f)	Percentage of Respondents
Career opportunities	14	31.1%
Supportive management	10	22.2%
Recognition and appreciation	9	20.0%
Financial incentives	7	15.6%
Training opportunities	5	11.1%

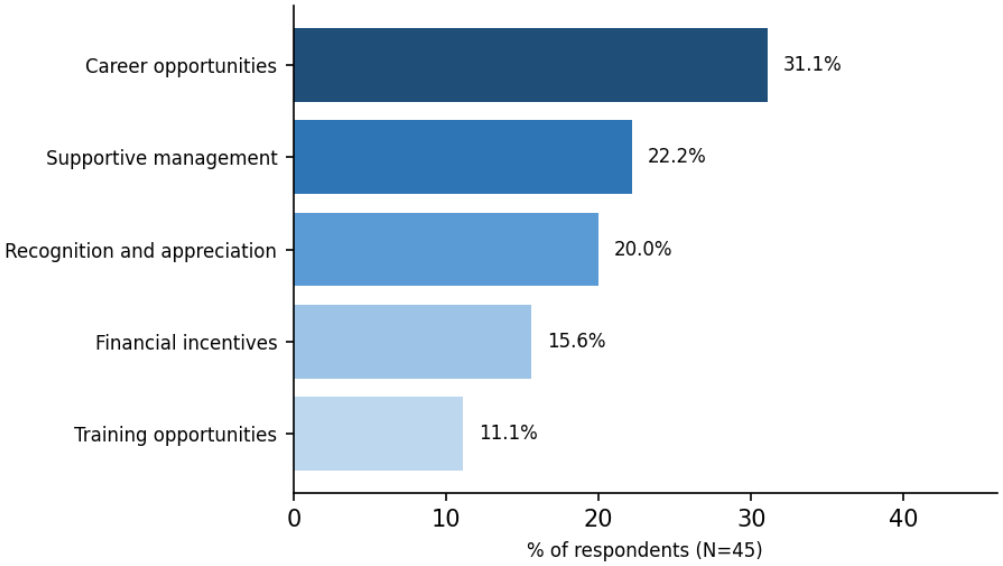


Figure 5.8: Response Distribution — How does the organization maintain employee motivation?

Interpretation: Career opportunities (31.1%) and supportive management (22.2%) were identified as the leading motivators, ahead of recognition and appreciation (20.0%), financial incentives (15.6%), and training opportunities (11.1%). The clear lead of career opportunities over financial incentives is a notable finding: it suggests that employees at NextStep Solutions place relatively greater value on long-term growth potential within the organization than on immediate monetary reward, at least as a perceived motivational driver. This pattern indicates that motivation at NextStep Solutions currently rests more on relational and aspirational factors growth prospects and day-to-day managerial support than on formal financial or recognition programs, which is also consistent with the absence of a documented compensation or incentive structure noted elsewhere in this report. From a practical standpoint, this is a favorable finding for a resource-constrained organization, since it implies that meaningful motivational gains may be achievable through low-cost measures such as clearer career pathing and consistent managerial support, rather than requiring immediate investment in formal financial incentive schemes.

5.3.7 Q7. What digital tools are used in HR operations?

(Multiple selection — up to 3 options; % of 45 respondents)

Table 5.8: Frequency Distribution — What digital tools are used in HR operations?

Response Option	Frequency (f)	Percentage of Respondents
Email/communication tools	14	31.1%
Microsoft Office	11	24.4%
HR software	7	15.6%
Online recruitment platforms	7	15.6%
Google Workspace	6	13.3%

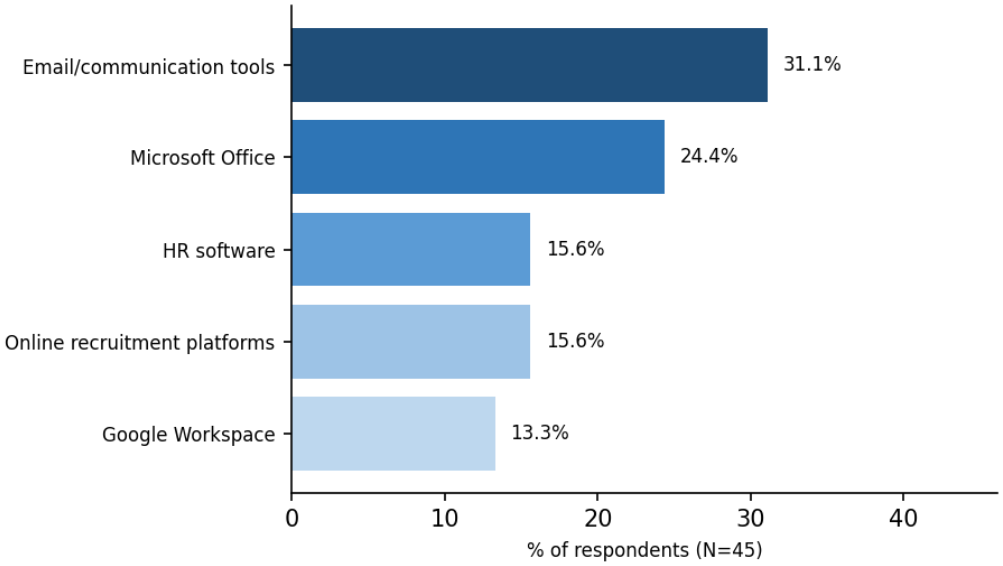


Figure 5.9: Response Distribution — What digital tools are used in HR operations?

Interpretation: Email/communication tools (31.1%) and Microsoft Office (24.4%) were the most commonly used tools, while dedicated HR software and online recruitment platforms were each cited by 15.6% of respondents, and Google Workspace by 13.3%. The clear dominance of general-purpose communication and office tools over specialized HR software is the key finding here. This finding reinforces the report's earlier point that most HR documentation and coordination at NextStep Solutions is still handled manually through everyday office and communication tools rather than an integrated Human Resource Information System (HRIS). While such tools are adequate for a small team, the relatively low reported use of dedicated HR software (15.6%) signals a gap that is likely to become more pressing as the organization's headcount grows, since manual, email- and document-based coordination does not scale efficiently. This observation directly supports the recommendation in Chapter 6 to consider HR automation or a lightweight HRIS as part of the organization's medium-term roadmap.

5.3.8 Q8. What future improvements are most needed in HR practices?

(Multiple selection — up to 3 options; % of 45 respondents)

Table 5.9: Frequency Distribution — What future improvements are most needed in HR practices?

Response Option	Frequency (f)	Percentage of Respondents
Structured training programs	19	42.2%
Better recruitment system	12	26.7%
Formal HR policies	10	22.2%
HR automation/HRIS	7	15.6%
Performance appraisal system	6	13.3%

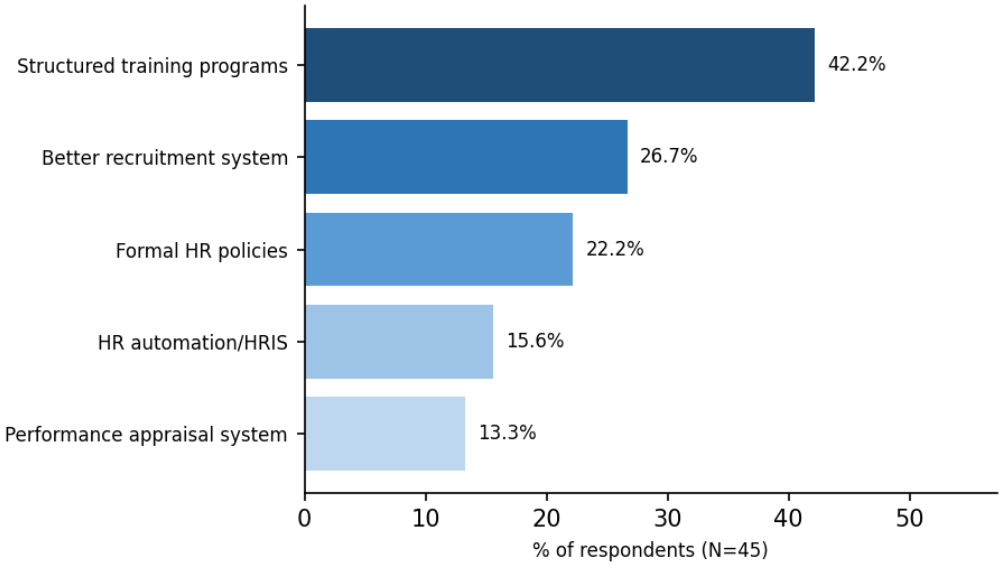


Figure 5.10: Response Distribution — What future improvements are most needed in HR practices?

Interpretation: Structured training programs (42.2%) received by far the strongest support among employees as the top priority for improvement — more than three times the share selecting performance appraisal system improvements (13.3%), and clearly ahead of a better recruitment system (26.7%) and formal HR policies (22.2%). This is the most decisive result across the entire survey, with a clear, single leading priority rather than a close spread among options. This employee-reported priority ranking aligns closely with, and independently validates, the report's own recommendations in Chapter 6, which similarly identify structured training as an urgent next step, followed by clearer recruitment procedures and formal HR policy documentation. Read together with the earlier findings training limitations ranked second among current challenges (Q3), and workshops/seminars already being the most recognized (if inconsistently delivered) training format (Q5) this final question suggests that training is both the area of greatest current gap and the area where employees most want to see investment, making it the most evidence-backed starting point for HR improvement at NextStep Solutions.

5.4 Findings from Observation and Interview

The findings of this study are primarily based on direct observation during the internship period, informal discussions with employees, and interviews with the HR personnel and management of NextStep Solutions. The analysis reflects the current HR practices, operational strengths, and areas requiring improvement.

Recruitment Process is Effective but Informal: The organization follows a transparent recruitment process that includes job advertisement, CV screening, interviews, and final selection. However, most recruitment activities are conducted based on practical experience rather than documented Standard Operating Procedures (SOPs).

Strong Teamwork and Communication: A positive relationship exists between management and employees. Open communication, cooperation, and teamwork create a supportive working environment, allowing employees to communicate directly with supervisors whenever necessary.

Learning-Oriented Work Environment: Employees receive continuous guidance from senior colleagues and supervisors. Most learning occurs through practical work, mentoring, and knowledge sharing instead of formal classroom training.

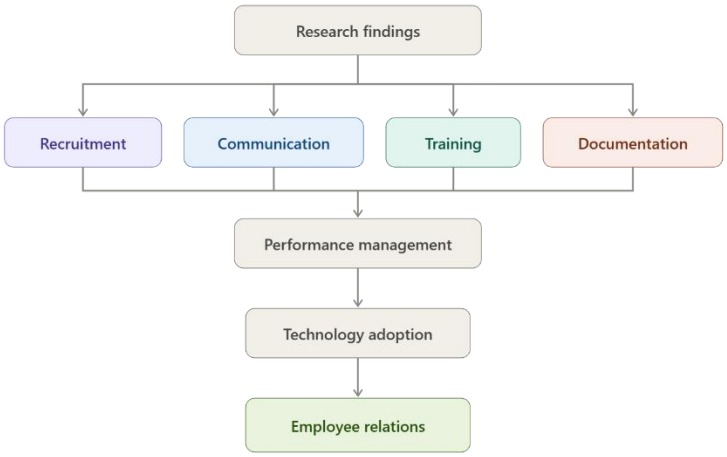
HR Documentation is Well Maintained: Employee records, appointment letters, attendance reports, and internship documents are maintained carefully. However, documentation is still largely dependent on Microsoft Office applications and manual record keeping.

Technology is Used in Daily HR Operations: The organization effectively utilizes email, Google Workspace, Microsoft Office, LinkedIn, Facebook, and online communication platforms to support HR operations and recruitment activities.

Employee Performance is Regularly Monitored: Supervisors regularly observe employee performance and provide constructive feedback. However, a formal KPI-based performance appraisal system has not yet been fully implemented.

Scope for HR System Development: As a growing startup, NextStep Solutions has significant opportunities to strengthen its HR practices by introducing standardized HR policies, digital HR systems, structured training programs, and employee development initiatives.

Figure 5.11: Summary of Research Findings



5.5 SWOT Analysis of the Human Resource Department

A SWOT analysis evaluates the internal strengths and weaknesses of the HR Department as well as the external opportunities and threats that may influence its performance. This analysis provides a comprehensive understanding of the department's current position and future improvement opportunities.

Strengths

- Supportive and cooperative management.
- Positive organizational culture.
- Strong communication among employees.
- Flexible decision-making process.
- Efficient use of digital communication tools.
- Dedicated and motivated workforce.
- Customer-oriented service approach.

Weaknesses

- Limited number of HR personnel.
- Absence of comprehensive HR policies.
- Manual HR documentation system.
- Limited structured training programs.
- Lack of KPI-based performance appraisal.
- Limited employer branding.
- Resource constraints due to startup nature.

Opportunities

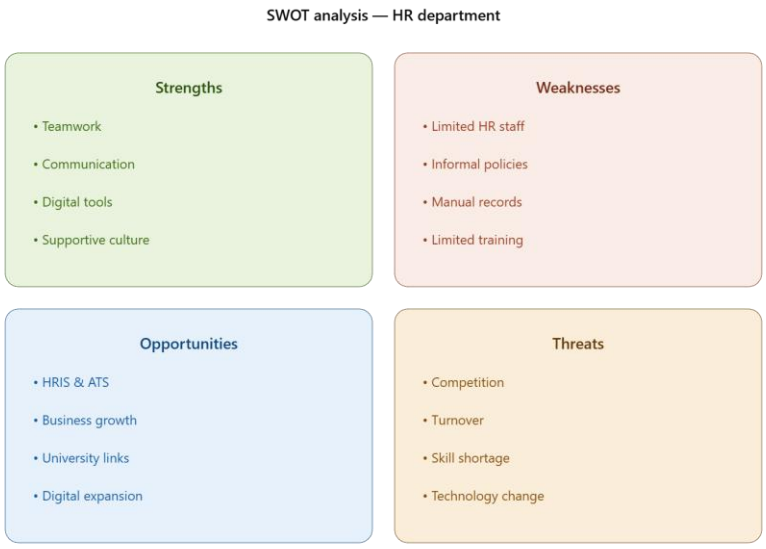
- Growing demand for HR and career development services.
- Expansion of digital HR technologies.
- Collaboration with universities and corporate organizations.
- Implementation of HRIS and ATS.

- Employee skill development through professional training.
- Expansion of business operations across Bangladesh.

Threats

- Intense competition from established organizations.
- Difficulty attracting experienced professionals.
- Rapid technological changes.
- Employee turnover.
- Changing labor market conditions.
- Economic uncertainty.

Figure 5.12: SWOT Framework



The SWOT analysis indicates that the HR Department of NextStep Solutions possesses several internal strengths, particularly in terms of organizational culture, teamwork, and communication. These strengths provide a solid foundation for organizational growth.

However, the analysis also reveals several weaknesses, including limited HR manpower, the absence of formal HR policies, and reliance on manual documentation systems. Addressing these issues through digital transformation, structured HR policies, and employee development programs will significantly enhance HR efficiency.

Furthermore, external opportunities such as HR automation, digital recruitment, and collaboration with educational institutions present excellent prospects for organizational growth. At the same time, increasing competition and talent shortages require the organization to continuously improve its HR practices to remain competitive.

5.6 Comparison with Standard HR Practices and Industry Benchmarks

To evaluate the effectiveness of the Human Resource Management (HRM) practices at NextStep Solutions, the existing HR activities were compared with generally accepted HR practices followed by successful organizations. This comparison helps identify strengths, gaps, and areas where improvements are needed.

The analysis indicates that NextStep Solutions has established the fundamental HR functions required for a startup organization. However, several HR practices remain informal and depend heavily on management decisions rather than documented policies and standardized procedures. As the organization expands, strengthening these practices will improve operational efficiency, employee satisfaction, and long-term sustainability. Standard HR practice requires organizations to follow a structured recruitment process supported by detailed job descriptions, competency-based interviews, applicant tracking systems (ATS), and standardized evaluation criteria. During the internship, it was observed that NextStep Solutions follows a transparent recruitment process using online job portals and social media platforms. However, candidate evaluation is largely manual, and the organization has not yet implemented a formal ATS or structured interview scorecards.

Leading organizations prepare annual training plans based on training needs assessments and evaluate employee learning through measurable performance indicators. In contrast, NextStep Solutions primarily relies on on-the-job training, mentoring, and supervisor guidance. Although these methods are effective for a startup environment, introducing structured training programs and periodic evaluations would further enhance employee competency. Modern organizations use Key Performance Indicators (KPIs), performance scorecards, and periodic appraisal systems to evaluate employee performance objectively. At NextStep Solutions, employee performance is monitored through regular observation, supervisor feedback, work quality, and task completion. While this informal system supports continuous improvement, implementing a formal appraisal framework would improve fairness, transparency, and employee motivation.

Employee relations at NextStep Solutions represent one of the organization's strongest HR practices. Employees maintain positive relationships with supervisors and management, and open communication contributes to a collaborative working environment. Compared with industry standards, the organization's employee relations are highly satisfactory despite its relatively small workforce. Digital transformation has become an essential component of modern HRM. Most established organizations utilize Human Resource Information Systems (HRIS), Applicant Tracking Systems (ATS), payroll software, and digital performance management tools. NextStep Solutions currently uses Microsoft Office, Google Workspace, email, WhatsApp, LinkedIn, and Facebook to support HR activities. Although these tools effectively support daily operations, adopting integrated HR software would significantly improve efficiency and data management.

Table 5.10: Comparison Between Current HR Practices and Standard Practices

HR Function	Current Practice at NextStep Solutions	Standard Industry Practice	Improvement Required
Recruitment	Online recruitment and manual screening	ATS with competency-based selection	Implement ATS and structured interview evaluation
Training	On-the-job learning	Annual training plan with evaluation	Develop structured training programs
Performance Management	Supervisor observation	KPI-based appraisal system	Introduce formal performance appraisal
HR Documentation	Manual and digital records	Integrated HRIS	Adopt HR information system
Employee Relations	Open communication and teamwork	Employee engagement strategy	Conduct regular engagement surveys
HR Policies	Partially documented	Comprehensive HR manual	Develop formal HR policies

Table 5.5: Comparison of HR Practices at NextStep Solutions with Standard Industry Practices.

5.7 Gap Analysis

Gap analysis identifies the difference between the organization's existing HR practices and recognized best practices. The findings indicate that although the company has established basic HR functions, additional improvements are required to support future organizational growth.

Table 5.11: Gap Analysis of HR Practices

Area	Current Situation	Desired Standard	Gap Identified
Recruitment	Manual process	Automated recruitment system	Moderate
Training	Informal learning	Structured training programs	High
Performance Appraisal	Informal evaluation	KPI-based appraisal	High
HR Documentation	Spreadsheet-based	HRIS	Moderate
Employee Engagement	Informal activities	Formal engagement program	Moderate
HR Policies	Basic guidelines	Comprehensive HR policy manual	High

5.8 Findings of the Study

Based on observation, internship experience, and organizational analysis, the following major findings were identified:

- NextStep Solutions has basic HR functions in place, but they operate informally rather than through documented policy.
- Recruitment is viewed as fairly systematic by employees, though it lacks formal written procedures.
- Performance evaluation relies mainly on supervisor observation rather than a formal appraisal system.
- Training happens mostly through workshops, mentoring, and on-the-job guidance rather than a structured plan.
- Limited HR resources and staff are the root cause of most identified challenges.
- HR documentation and tools remain largely manual, relying on email and Microsoft Office rather than an HRIS.
- Employee relations and motivation are a clear organizational strength, driven by supportive management and career growth.
- Financial incentives play a smaller motivational role than career opportunities and management support.
- The employee survey results closely match the study's own observational findings.
- Employees themselves rank structured training and formal HR policies as the top priorities for improvement.
- Overall, HR challenges at NextStep Solutions are developmental, not dysfunctional, reflecting its early growth stage.

CHAPTER – 6

RECOMMENDATIONS AND CONCLUSION

6.1 Recommendations

Based on the findings of the study, the following recommendations are proposed to improve the Human Resource Management practices of NextStep Solutions.

- **Develop a Comprehensive HR Policy:** Prepare a formal HR policy manual covering recruitment, leave, attendance, performance evaluation, and employee conduct to ensure consistency and transparency.

- **Implement a Digital HR Information System (HRIS):** Adopt an HRIS to manage employee records, attendance, leave, and HR documents more efficiently and accurately.

- **Improve Recruitment and Selection:** Use structured interview guidelines, standardized evaluation forms, and multiple recruitment channels to attract and select qualified candidates.

- **Strengthen Training and Development:** Conduct regular training programs and workshops to improve employees' knowledge, technical skills, and professional competencies.

- **Introduce a Performance Appraisal System:** Implement a KPI-based performance appraisal system to evaluate employee performance fairly and identify areas for improvement.

- **Enhance Employee Engagement:** Organize team-building activities, employee recognition programs, and regular feedback sessions to improve motivation and job satisfaction.

- **Improve Compensation and Benefits**: Review salary structures and introduce performance-based incentives and additional employee benefits to increase retention.

- **Strengthen HR Documentation:** Maintain accurate and organized employee records using standardized forms and digital documentation practices.

- **Increase Career Development Opportunities:** Provide career counseling, mentoring, and promotion opportunities to support employee growth and long-term commitment.

- **Promote Continuous Improvement:** Regularly review HR policies, gather employee feedback, and adopt best HR practices to ensure continuous organizational development.

6.2 Conclusion

This study examined the Human Resource practices and challenges at NextStep Solutions, drawing on internship observation, interviews, a quantitative employee survey, and comparison with standard HR practices. The findings show that NextStep Solutions has established the core functions of HR recruitment, performance monitoring, training, and employee communication but these largely operate informally, shaped more by managerial judgment than documented policy. This is a natural outcome of the organization's early growth stage rather than a sign of poor management, and it is consistent with patterns typically seen in small, founder-led service businesses.

The study found that limited HR resources are the root cause of most identified challenges, including manual documentation, informal appraisal, and fragmented training. At the same time, NextStep Solutions demonstrates clear strengths in employee relations, teamwork, and a supportive management culture, which have helped sustain motivation even without formal incentive systems. The convergence between the study's independent analysis and the employees' own survey responses both pointing toward structured training, formal HR policies, and basic HR technology as top priorities reinforces the credibility and relevance of the recommendations proposed in this report.

As NextStep Solutions continues to grow in line with its own roadmap and long-term vision, gradually formalizing its HR practices will be essential to maintaining service quality, supporting employee development, and building a sustainable organizational foundation. This internship experience provided valuable practical exposure to how HR functions operate in a real, growing organization, complementing the theoretical knowledge gained through the BBA program and offering meaningful insight into the realities of human resource management in a small and medium enterprise context.

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Appendix: HR practices and Challenges Survey Questionnaire

Study Title: ***"A Study on Human Resource Department Challenges and Practices: Evidence from NextStep Solutions"***

Instruction: Please select the option that best represents your experience or observation.

Q1. How is recruitment conducted at NextStep Solutions?	
Multiple Choice — select one	
a.	Very systematically
b.	Systematically
c.	Moderately systematically
d.	Informally
Q2. What are the major responsibilities of the HR Department?	
Checkboxes — select up to 3	
a.	Recruitment and selection
b.	Employee documentation
c.	Training and development
d.	Performance management
e.	Employee relations
Q3. What challenges does the HR Department currently face?	
Checkboxes — select up to 3	
a.	Recruitment difficulties
b.	Limited HR resources
c.	Training limitations
d.	Performance management
e.	Lack of formal HR policies
Q4. How is employee performance evaluated?	
Multiple Choice — select one	
a.	Formal appraisal system
b.	KPI/target achievement
c.	Supervisor observation
d.	Regular feedback
e.	Combination of methods

Q5. What training opportunities are provided to employees?	
Checkboxes — select up to 3	
a.	On-the-job training
b.	Supervisor guidance
c.	Workshops/seminars
d.	Online training
e.	Mentoring/coaching
Q6. How does the organization maintain employee motivation?	
Checkboxes — select up to 3	
a.	Recognition and appreciation
b.	Supportive management
c.	Career opportunities
d.	Financial incentives
e.	Training opportunities
Q7. What digital tools are used in HR operations?	
Checkboxes — select up to 3	
a.	Google Workspace
b.	Microsoft Office
c.	Email/communication tools
d.	Online recruitment platforms
e.	HR software
Q8. What future improvements are most needed in HR practices?	
Checkboxes — select up to 3	
a.	Formal HR policies
b.	Better recruitment system
c.	Structured training programs
d.	Performance appraisal system
e.	HR automation/HRIS

Note: The questionnaire was administered online via Google Forms and completed anonymously by employees, interns, and part-time consultants associated with NextStep Solutions. A total of 45 responses were collected. The frequency distribution, chart, and interpretation for each question are presented in Section 5.3 (Quantitative Survey Analysis).