

# A Study on the Effectiveness of Recruitment and Selection Process of Entry Level Managers of Selected Enterprises in Bangladesh

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A Thesis Submitted to University of Dhaka for the Award of the Degree of

**Doctor of Philosophy**

**In**

**Management**

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**APRIL 2018**

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# DECLARATION

The work presented in this thesis is original and has not been submitted by me to any university or institution for the award of any degree or diploma. The thesis “**A Study on the Effectiveness of Recruitment and Selection Process of Entry Level Managers of Selected Enterprises in Bangladesh**” submitted by me for the award of the Degree of Doctor of Philosophy at University of Dhaka is an original work done by me carried under the supervision of **Professor Dr. Shahid Uddin Ahmed**, Department of Management, University of Dhaka, and that neither of this thesis nor any part of it has been submitted for the award of any degree, diploma or any other purposes anywhere.

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# **CERTIFICATE**

This is a to certify that the thesis titled “A Study on the Effectiveness of Recruitment and Selection Process of Entry Level Managers of Selected Enterprises in Bangladesh” Has been prepared by Rumana Afroze Under my Supervision. The entire thesis comprises the candidate’s own work and personal achievement.

It is an Original piece of research work and has not been submitted to any other University or institution for PhD degree or for other similar purpose.

I recommend the thesis for evaluation as per University’s rules for the award of the degree of Doctor of philosophy in Management.

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# ABSTRACT

Recruitment is the process of finding and attracting applicants for the employers' job positions on a timely basis, in sufficient numbers and with appropriate qualifications. Whereas selection is the process of choosing qualified & competent candidates from a group of applicants who are suitable for a particular position and organization. Recruitment and selection are important for procuring human resources & creating competitive advantages that are necessary for the organizations to compete with others. Organizations always try to attract the most talented people. These talented people would be the major players, as they can ensure the growth of the firm. Organizations must have some selection strategy that ensures the fit between qualities of the individuals and company's organizational goals. In addition to this poor selection can increase the injury for the organization. Poor selection process can waste more time and money. If organizations want to be successful in selection process, they must follow some of the selection strategies.

The objectives of this study are to examine the existing recruitment and selection policies and practices for managerial selection in the enterprises, to evaluate effectiveness of recruitment and selection policies and practices for managerial selection, to compare the recruitment and selection policies and practices for managerial selection of different sectors, to examine the existing model on recruitment and selection policies and practices of managers and to develop a model for recruitment and selection policies and practices for managerial selection on the basis of findings of the study.

This study was descriptive and explorative. This study tried to find out present practices and also the limitations in the recruitment and selection practices of the sample enterprises. This study used mixed method or triangulation. It means this study used both qualitative and quantitative method for collecting data. structured questionnaire has been used for collecting

quantitative data. For collecting qualitative data Semi structured questionnaire has been used. Data have been collected through mixed method into two phases. For first phase semi-structured interview and Focus Group Discussion(FGD) have been used across different levels of line and HR personnel. Questionnaire has been designed for collecting quantitative data for the second phase. Data have been collected from line managers, HR personnel and also from entry level managers. Both primary and secondary sources have been used for this study. Primary sources include FGD, In-depth interview, Semi-structured interview and questionnaire survey of HR personnel and managers. Whereas secondary sources include articles on reputed Journals, Books, Websites, Newspapers and also unpublished reports. For quantitative study number of respondents was 320 which comprise HR personnel, top managers, mid-level managers and also first line managers. As the respondents are heterogeneous group, purposive or judgmental sampling has been used for selecting respondents. For qualitative study, number of respondents was 23 which comprise the HR personnel of different manufacturing and service-oriented organizations. Respondents are expert in HR area. Interviews have been taken from these 23 HR personnel for avoiding the repeated answer. Non-parametric test has been used for analyzing quantitative data analysis. By using NVIVO software, qualitative data have been analyzed.

The majority respondents gave their positive opinion about written recruitment & selection policies, recruitment & selection strategies, assessment center and personality test are necessary for selecting managerial personnel. This study also found that person –job fit & person-organization fit are also important for effective R & S process. There is no significance difference about their opinion regarding internal & external recruitment. Organizations have used both the internal and external sources for managerial personnel. Moreover, this study also found that proper & updated job analysis & proper human resource planning are essential before recruiting & selecting for a vacant position. In addition to this, effective recruitment and

selection are also related with employees' job satisfaction as well as employee's performance. The factor analysis identified thirteen factors affect the effectiveness of recruitment and selection process cumulatively explain 64.50 % of total variance. Based on quantitative-data a model on effectiveness of recruitment and selection has been developed.

Qualitative data analysis is mainly analyzed based on two cases. One manufacturing sector and another one service sector. In both cases, effective recruitment & selection practices ensure right people in the right place at the right time. It must be related with company vision, nature of job and HR policies. Effective recruitment and selection must have aligned with organizational long-term strategy. It includes the recruitment and selection methods like application form, screening, assessment centre test, written test, final selection. It focuses on HRP, job analysis, preparing job description, job specification, recruitment policy, corporate image and so on. In both cases, selection criteria for the managers include honesty, innovative, creative, professionalism, technical competency, behavioral competency, communication skills, personality, leadership quality, decision making quality, IQ and interpersonal ability.

Though most of the respondents said that written recruitment & selection policies are crucial for effective recruitment & selection (R & S) process but there are few organizations in this study who have written recruitment & selection (R & S) policies. Most of the HR personnel in manufacturing sector said that they do not have any competency-based assessment centre for managerial selection process. Very few HR personnel from service sector said that they have training centres and some of them outsourced their assessment centre activities. Most of the HR personnel from manufacturing sector said that they have taken personality test whereas most of them from service sector said that they do not take any personality test for selecting managers. Moreover, HR personnel from manufacturing sector said that there is no link between recruitment & selection (R & S) practices with performance, whereas HR personnel of service sector said that recruitment & selection (R & S) practices & employees' performance

are related. In both cases, person-job fit & person-organization fit measured by previous experience, professional qualification, personality test, communication skills, interpersonal skills, leadership skills and so on. Organizations used both internal and external source of recruitment. Internal sources are less costly and take less time whereas external sources ensure diversity, more qualified candidates. Internal recruitment can save money as well as motivate the employees. External sources promote employer brand, maintain the legal requirements. Internal source focuses on nepotism whereas external source can take more time. Most of the respondents said that there is a positive relation between HR practices and job satisfaction. It can be measured through satisfaction survey, KPI- key performance indicator, turnover rate, productivity rate. If the selection test is based on competencies then it would be valid. Based on employees' present performance, it can be said that selection test was valid. If the performance of the managers is effective and efficient, then recruitment and selection process must be considered as reliable and valid. Most of the respondents in both cases said that they have job description and reviewed on yearly basis. Most of them said that they used employment consultant and recruitment agency. The reasons behind the ineffective recruitment and selection are no connection with organizational goals, no assessment centre, biased interviewer, external influence and so on. Person-job fit, person-organization fit, behavioral skills, organization culture, HR practices, working environment, motivation, peer group, team members are the factors that affect the performance of the organizations. Learning oriented workforce can be identified through interview and assessment centre test in both cases. Person-oriented criteria are more important than job-oriented criteria as job-oriented criteria can be updated through training. In both cases, HR personnel, top managers and line managers are responsible for recruitment and selection process. Organizations mainly use newspaper, internet and referrals for recruitment purpose. Moreover, some other recruitment sources are also used by the organizations like executive search, employment consultant & recruitment agency. Both



cases (service and manufacturing sector) have requisition form for recruitment purpose and have considered legislative requirement while recruiting.

In today's competitive organization, executives must be cable of doing more things. So, they must have leadership and managerial skills and they must be productive and innovative. Through recruitment, organizations try to attract the talented people. Through valid & reliable selection tools, organizations select the right people for the right position. Organizations must analyze the benchmark job position for preparing job description and job specification. Job description must be reviewed by the organizations on timely basis. Organizations have to develop human resource planning strategy that must relate with organizational main strategy. Organizations must develop written recruitment and selection policies regarding internal-external recruitment & R & S cost that must consistent with overall organizational policies. Effective Selection process can maintain validity and reliability of the selection tests. Effective recruiting can attract talented people also try to retain them. Organizations should focus on effectiveness of recruitment and selection process because it can ensure the long-term performance of the organizations.

# ACKNOWLEDGEMENTS

This thesis would not have been possible without the help and support of all the important persons around me.

First and foremost, I would like to express my sincere gratitude to my respected supervisor, Professor Dr. Shahid Uddin Ahmed, Department of Management, University of Dhaka for his continuous guidance, support, and encouragement. He has always been patient and generous in taking the time to discuss and read my thesis paper. His kindness and friendly behavior have made my Ph.D. pursuit a pleasant journey.

I am heartily thankful to Professor Md. Ali Akkas, Chairman, Department of Management, University of Dhaka for his persistent help, encouragement, and advice. I am also thankful to other respected faculty members of Department of Management, University of Dhaka. I thank all the experts, resource persons and participants of seminars during my research for their encouragement, useful discussions and constructive suggestions.

I would like to express my deep sense of gratitude to the respondents for their kind cooperation, participation and valuable information during the course of my doctoral survey.

Special thanks also go to my friends & colleagues, who supported and encouraged me for finishing my PhD program.

I am also grateful to my father, my mother, my sisters, my husband and my child who have always supported my decisions throughout my life

# ABBREVIATION

<b>HR</b>	<b>Human Resource</b>
<b>HRM</b>	<b>Human Resource Management</b>
<b>R &amp; S</b>	<b>Recruitment and Selection</b>
<b>JA</b>	<b>Job Analysis</b>
<b>JD</b>	<b>Job Description</b>
<b>RA</b>	<b>Recruitment Agency</b>
<b>HRP</b>	<b>Human Resource Planning</b>
<b>JS</b>	<b>Job Satisfaction</b>
<b>P-J</b>	<b>Person-Job Fit</b>
<b>P-O</b>	<b>Person-Organization Fit</b>
<b>V &amp; R</b>	<b>Validity and Reliability</b>
<b>RMG</b>	<b>Readymade Garments</b>
<b>PCA</b>	<b>Principal Component Analysis</b>
<b>SPSS</b>	<b>Statistical Package for Social Studies</b>
<b>KMO</b>	<b>Kaise-Meyer-Olkin Measure</b>
<b>OR</b>	<b>Online Recruitment</b>
<b>SOB</b>	<b>State Owned Bank</b>
<b>PCB</b>	<b>Private Commercial Bank</b>
<b>JO</b>	<b>Job-Oriented</b>
<b>PO</b>	<b>Person-Oriented</b>

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# **CHAPTER ONE**

## **INTRODUCTION**

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

*Recruitment* is the process of finding and attracting applicants for the employers' job positions on a timely basis, in sufficient numbers and with appropriate qualifications. Whereas *selection* is the process of choosing qualified & competent candidates from a group of applicants who are suitable for a particular position and organization.

In the present business environment, effective recruitment is becoming more challenging and important because of its contribution for achieving organizational goals. Recruitment and selection are important for procuring human resources & creating competitive advantages that are necessary for the organizations to compete with others.

One of the major challenges of recruitment is to recruit right person who will maintain a long term relationship with the organization.

Effective recruitment and selection refers "Identification and analysis of requirements at organizational and job levels; Inviting applications, processing applications and taking steps for selection; Standardization of selection process within the broad framework of policies to reduce risk while filling vacancies; and Organizing reliable, valid and cost-effective methods of selection" (Bhat and Kumar, 2010).

Organizations need to recruit effectively the managerial personnel for competing with other successful organization. Managerial position mainly starts from entry level managers who are known as supervisors as well as line managers. Qualifications for these entry level managerial

jobs include creativity, analytical, supervisory, communication, time management, decision-making and computer skills & so on.

It is very critical for the organizations to hire and promote the best qualified people (Riply and Riply, 1994). “Recruitment includes those practices and activities carried on by the organization with the primary purpose of identifying and attracting potential employees” (Barber, 1998). Recruitment process starts with advertising vacancies that can be done through internally or externally or both by using different kind of sources like print media, company website and job site (El-kot and Heat, 2008). When an organization goes for downsizing then they try to boost productivity with fewer people. They want employees who know more and do more and change more and interact more. So, it is important to identify high quality employees. Effective recruitment sources ensure the high quality and high performing employees (Terpstra, 1996). Moreover, effective recruitment and selection can ensure the right people for the organizations. As employees’ performance is depended on their ability, qualified employees do better in their job.

For effective recruitment and selection, organizations should have the effective recruitment and selection policies and practices (Wood, 1985). Organizations need to determine the validity of these recruitment and selection practices. In reality, organizations have taken few attempts for determining the validity of recruitment practices. Only HR personnel take feedback from line managers for overcoming the mistakes (Wood, 1985). Moreover, ineffective recruitment is costly because of employees’ lower performance and they also leave the organization that requires further recruitment. (Farnham and Pimlott, 1995).

Managerial recruitment and selection are being key to effective management development. Managerial recruitment is the initial step in developing an effective cadre of managers for business organizations. For managerial development, post-hire function like professional

development, training and monitoring are also important. (Johnson et al 2007). Improper recruitment has a negative consequence for organization. (Ramirez, 2004). Success of selection, training and compensation process is also dependent on proper recruitment process (Johnson et al 2007). Recruitment accomplishes the essential role of creating managerial human capital for the organization and has a direct impact on such post-hire activities such as training and development (Barber, 1998). Organizations need to consider the applicant perspective when advertising a management vacancy. Effective advertisement can attract the qualified potential by giving information about job content. (Barber, 1998). Selection refers the exchange of accurate and dependable information between employer and job seekers (Lewis et al., 2001)

### **1.2 Statement of the Problem:**

To compete with others, organizations need to recruit effectively the managerial personnel. A recruitment function is a dual decision-making process. There are two parties in this decision-making process. One is organizational representative and another one is potential job applicants. If organizations cannot attract the qualified managerial applicants through job-advertisement, it would be a risk factor for its recruitment process. (Johnson et al, 2007/ Jhonson, Winter, ReioJr, Thompson and Petrosko, 2007). Moreover, ineffective recruitment is costly because of its needs for further recruitment (Heraty and Morley, 1998).

Organizations always try to attract the most talented people. These talented people would be the major players, as they can ensure the growth of the firm. Organizations must have some selection strategy like that ensures the fit between qualities of the individuals and company's organizational goals. In addition to this poor selection can increase the injury for the

organization. Poor selection process can waste more time and money. If organizations want to be successful in selection process, they must follow some of the selection strategies.

There are some common reasons for failure of recruitment and selection system. These are lack of link among recruitment and selection system, human resource strategy and broader organization goals. In addition to this some other reasons are use of referencing for short listing; unclear use of structured interview design and application and increasing use of invalid prediction methods, lack of succession and management development, lack of written recruitment policies in the organization (Kilibarda and Fonda, 1997; Potts and Sykes, 1993; Souza and Zayas, 1995; Heraty and Morley, 1998).

Moreover selection methods can be evaluated in terms of practicality, sensitivity, reliability and validity. Traditional selection methods like interview, have limited ability to predict a candidate's job performance (Mak,1995). For managerial selection, personality testing is very important because personality is a determinant of performance. But managerial selection cannot be largely based on personality testing. It can be a complement with other selection procedures (Dakin et al, 1994). In addition to this due to globalization, it is very important for a multinational organization to develop universal and culture specific human resource management practices (Rayan et al1999 , cited in El-Kot,and Leat 2008).

### **1.3 Rationale of the Study:**

- It is important to hire right person for a position for saving the rehiring and retraining costs
- Selection is also important mainly for three reasons like improving performance, reducing costs and fulfilling legal obligation.



- Managers are very important for any kinds of organizations.
- So it is important to examine & evaluate effectiveness of the recruitment and selection policies and procedures that applied for managers in the enterprises of Bangladesh.

#### **1.4 Definitions of key Terms:**

Recruitment includes practices and activities carried on by the organizations for identifying and attracting potential employees (Barber, 1998). Employee recruiting means finding and/or attracting applicants for the employers' open positions (Dessler and Varkkery, 2012). Recruitment "includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees" (Breaugh and Starke, 2000)

Improper recruitment process has negative impact on organizations (Ramirez, 2004). The success of other HRM functions like selection, training and compensation depends on the quality and quantity of recruitment process (Johnson et al, 2008). For searching top qualified leaders and employees, a good fit is necessary for the organization and the candidates. Executive recruitment has a tremendous impact on the organizations' success/ failure (Souza and Zajan, 1995).

Entry level managers are mainly supervisors and also known as first line managers. Different organizations are using different name for entry level managers like management trainee, management trainee officer, assistant managers and so on.

#### **2. Objectives of the Study:**

The objectives of this study are given below:

- I. **To examine** the existing recruitment and selection policies and practices for managerial selection in the enterprises.

- II. **To evaluate effectiveness** of recruitment and selection policies and practices for managerial selection.
- III. **To compare** the recruitment and selection policies and practices for managerial selection of different sectors.
- IV. **To examine the existing model** on recruitment and selection policies and practices of managers
- V. **To develop a model** for recruitment and selection policies and practices for managerial selection on the basis of findings of the study.

### **3. Methodology of the Study:**

#### **3.1 Research Design:**

This study was descriptive and explorative. Descriptive study explains the characteristics of a particular individual or a group. There are some steps in descriptive studies. These are formulating the objectives, designing the methods of data collective, selecting the sample, and collecting the data, processing & analyzing data and finally reporting the findings (Kothari, 2005). Whereas explorative study emphasizes on the discovery of ideas and insights. This study also compared organization's recruitment and selection practices among different sectors like service vs. manufacturing. This study tried to find out present practices and also the limitations in the recruitment and selection practices of the sample enterprises.

#### **3.2 Methods of Data Collection:**

This study used mixed method or triangulation. It means this study used both qualitative and quantitative method for collecting data. Mixed method can validate the data analysis. It can also provide a complete picture of the study (Aminuzzaman 2011). As it is a descriptive study,

structured questionnaire has been used for collecting quantitative data. For collecting qualitative data Semi structured questionnaire has been used. Data have been collected through mixed method into two phases. For first phase semi-structured interview and Focus Group Discussion(FGD) have been used across different levels of line and HR personnel. Questionnaire has been designed for collecting quantitative data for the second phase. Data have been collected from line managers, HR personnel and also from entry level managers.

### **3.3 Sources of Data:**

Both primary and secondary sources have been used for this study. Primary sources include FGD, In-depth interview, Semi-structured interview and questionnaire survey of HR personnel and managers. Whereas secondary sources include articles on reputed Journals, Books, Websites, Newspapers and also unpublished reports. One of the methods of explorative study is experience survey that means interview has been taken from the experience person who have practical knowledge about the problem and who have given new ideas (Kotari , 2005).

### **3.4 Sampling frame:**

As the study was descriptive and explorative study, sample sectors have been chosen purposively among multiple sectors. The enterprises have been chosen by using purposive sampling from these sectors.

On the basis of contribution to the GDP in BD, service sector has been chosen. In 2016-2017 the contribution of service sector is 52.73% (Bangladesh Bureau of Statistics (BBS)). In service sector Banking sector and telecommunication are more important. According to Bangladesh Bureau of statistics (BBS), Banking sector's contribution to GDP is 8.82% and telecommunication sector's contribution is 17.63%. In addition to this contribution, banks play

major role in the economic development. And another criterion for selecting these sectors is to get relatively easy access in collecting data. Other enterprises from service sector have been selected based ease access of collecting data.

For quantitative study number of respondents was 320 which comprise HR personnel, top managers, mid-level managers and also first line managers. As the respondents are heterogeneous group, purposive or judgmental sampling has been used for selecting respondents.

For qualitative study, number of respondents was 23 which comprise the HR personnel of different manufacturing and service-oriented organizations. Respondents are expert in HR area.

Interviews have been taken from these 23 HR personnel for avoiding the repeated answer.

### 3.5 Respondents of Quantitative Study:

By using purposive sample technique, the following number of organizations have been chosen for quantitative study:

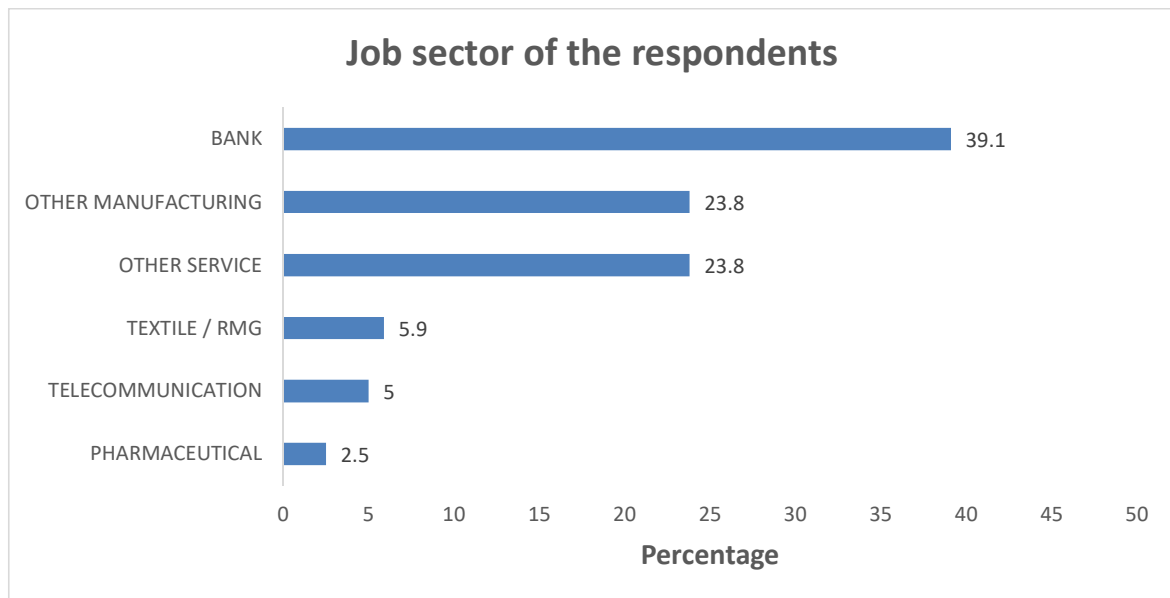
**Table 1** Respondents of quantitative Study

Name of the Sector	Number of Sample Enterprises	Number of Respondents
Banking	26	125
Telecommunication	3	16
Pharmaceutical	8	8
Textile / RMG Sector	11	19
Other service sector	26	76
Other Manufacturing Sector	28	76
Total	102	320

As the HR dept. is mainly in the head office so that data have been collected from the head office. The respondents are mainly HR personnel, top managers and entry level managers. Number of respondents have been selected by using purposive sampling.

### 3.6 Job Sector & Experience of the Respondents:

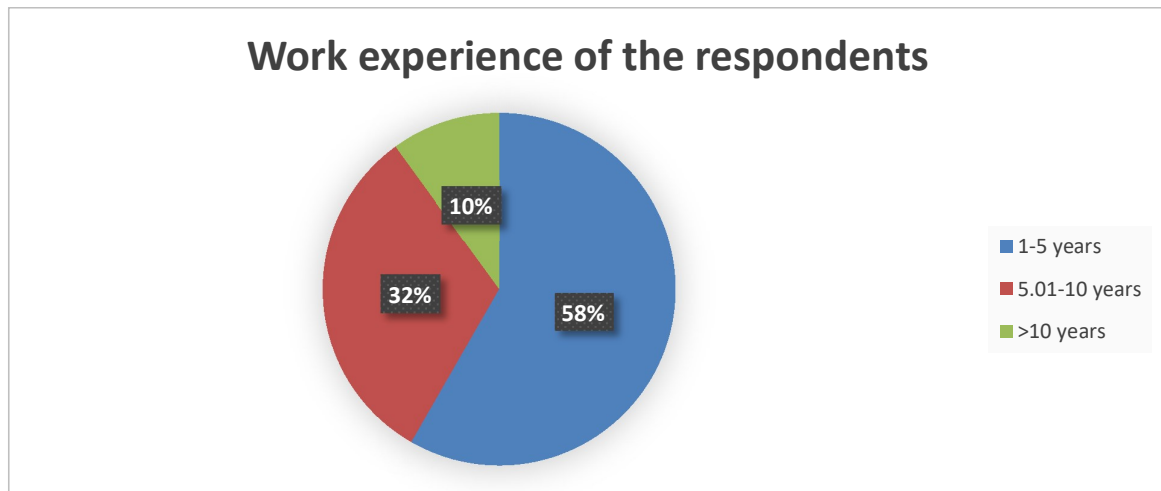
#### Job sector of the respondents:



**Figure 1:** The Job sector of the respondents

Figure 1 shows that the Job sector of the respondents had diversification. Highest 39.1% respondents were from the different govt. and private banks, then 23.8 % equally were from the other manufacturing and other service areas, 5% from telecommunication sector, 5.9 % from textile/RMG and 2.5% works in the different pharmaceutical companies.

### Work experience of the respondents:

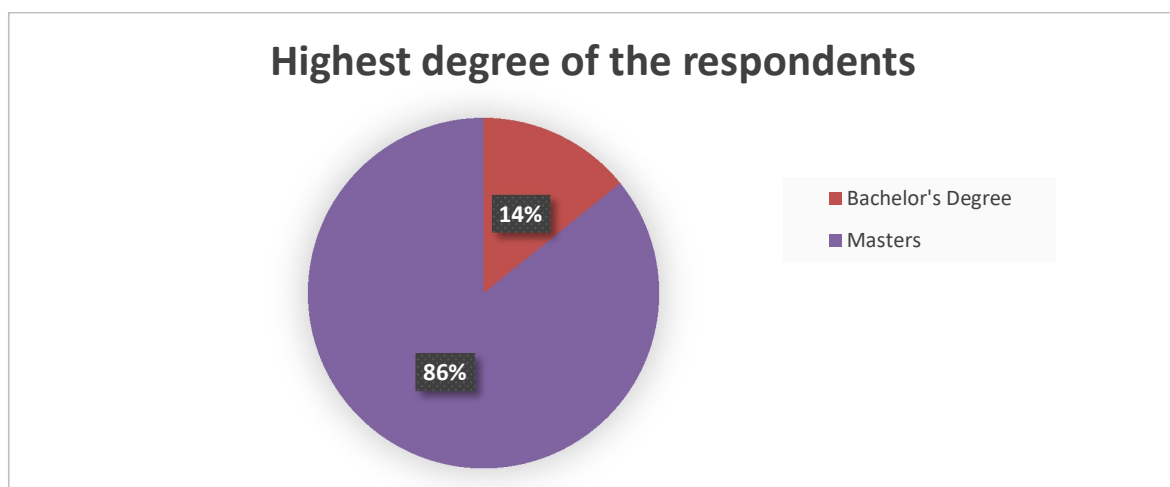


**Figure 2: Distribution of Work experience of the respondents**

Figure 2 shows the distribution of respondents according to their work experience. From the graph it has been observed that, most of the participants (58%) were junior member of their workplace with 1-5 years' work experience and number of highly experienced (> 10 years) people were only 10% of the respondents. 32% respondents had more than 5 years' experience but not more than 10 years.

### 3.7 Demo-graphic Information of the Respondents:

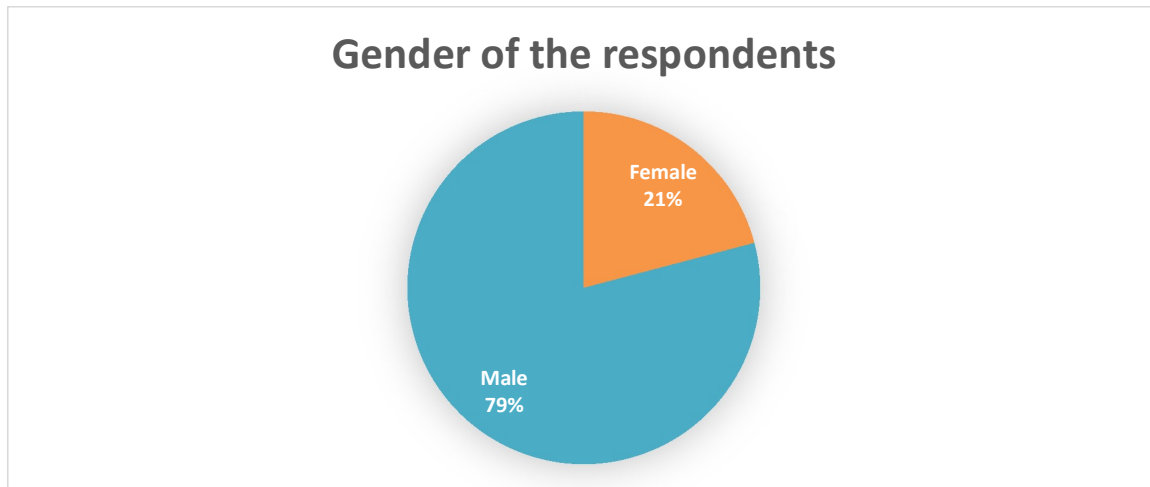
#### Educational qualification of the respondents:



**Figure 3: Distribution of respondents according to their education level.**

Figure 3 shows the distribution of respondent according to educational qualification. Around 86% respondents completed their Masters' degree where 14% completed their Bachelor's degree.

**Gender of the respondents:**



**Figure 4: Distribution of respondents according to gender**

Figure 4 represents the distribution of data according to the gender of the respondents which shows that 79% of the respondents were male and 21% of the respondents were female.

**3.8 Respondents of qualitative study HR personnel:**

**Number of Respondents:**

For qualitative study, numbers of respondents were 23. They were the HR personnel of different manufacturing and service-oriented organizations. They are expert in HR area. Interviews have been taken from these 23 HR personnel for avoiding the repeated answer. As the HR dept. is mainly located in the head office so that data have been collected from the head office.

**Table 2** Respondents of qualitative Study

<b>HR Personnel from Manufacturing Organization</b>	<b>HR personnel from Service Oriented Organizations</b>
1. Unilever Bangladesh	1. AB Bank
2. General Pharma	2. Trust Bank
3. Bacon Pharma	3. BRAC
4. Sanofi Aventis	4. SIBL
5. Petvelle	5. Icddrb
6. Apex Footwear	6. Edision logistic
7. Hameem Group	7. EBL
8. Mobil	8. Banglalink
9. Santa Group	9. TIB
	10. Lanka Bangla
	11. Dhaka Bank
	12. NCC Bank
	13. FSBL
	14. Fedex

**3.9 Tools of Analysis: (for Quantitative Study & Qualitative Study):**

Non-parametric test has been used for analyzing quantitative data analysis. Non –parametric tests do not make restrictive assumptions about the shape of population distribution. There are some situations in which the use of the Normal Curve is not appropriate. For these cases, non-parametric tests are the alternatives for the parametric statistics. (Source: SPSS Survival Manual by Julie Pallant)

- Mann-whitney U test (Parametric alternative :Independent –samples t-test)
- Kruskal-Wallis test (Parametric alternative: One-way between groups ANOVA)



Mann-whitney U test: It is used to determine whether two independent samples have been drawn from the same population (Levin Robin). It evaluates the rank for the two groups. Two groups are the categorical variables. It converts continuous variables to the ranks.

Kruskal-Wallis test: It generalizes the analysis of variance to enable us to dispense with the assumption that the populations is normally distributed. It allows to compare the scores on some continuous variables for three or more groups. Scores are converted to ranks and the mean rank for each group is compared.

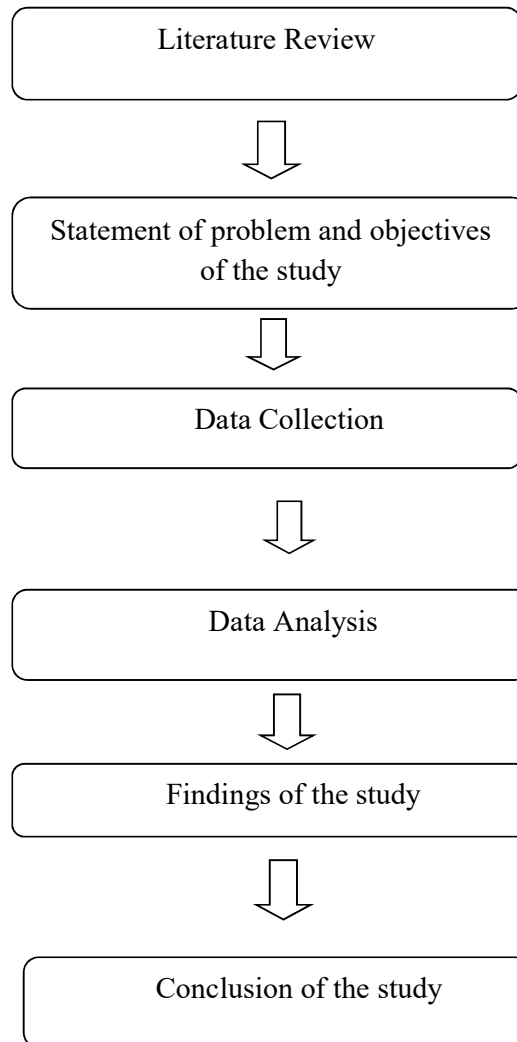
NVIVO software has been used for analyzing qualitative data. Thematic analysis has been conducted for analyzing qualitative data.

### **3.10 Others tools of Analysis (for Quantitative Study):**

Various statistical techniques have been used for data analysis. These are

- ▶ Univariate analysis of demographic information
- ▶ Bivariate analysis
- ▶ Cronback Alpha
- ▶ Factor analysis
- ▶ KMO & Bantlett's test
- ▶ Component Matrix
- ▶ Rotated Matrix

### 3.11 Flow Chart of the study:



### 4. Scope and Limitation of the Study:

This study tried to examine and evaluate the recruitment and selection practices and policies of selected organizations in Bangladesh. It also compared the recruitment and selection practices between service and manufacturing sector in Bangladesh. Present study also examined existing model of recruitment and selection practices and policies. Finally, this study also tried to develop a model of effective recruitment and selection practices and policies based on

quantitative and qualitative data analysis. This study found some important variables for effectiveness of recruitment and selection process. For this study, data mainly have been collected from banking sector, telecommunication, textile/RMG and pharmaceutical sector. Moreover, data have been collected from some other manufacturing and service-oriented organizations. For qualitative study interviews have been taken from the HR personnel who are working in various service and manufacturing organizations. Other respondents were top level managers, middle level managers and also the entry level managers. Future study will try to find out some more variables of effectiveness of recruitment and selection practices and policies by collecting data from various sectors and organizations.

## CHAPTER TWO

### LITERATURE REVIEW

#### **2.1 Review of Literature:**

A large number of studies on the effectiveness of recruitment and selection process have been reviewed. Here the most relevant literature has been explained.

In today's competitive world, the recruitment process is important because employees quickly become either assets or liabilities based on their contribution to the company. For ensuring overall health and longevity of the organization, it is very crucial to recruit and manage the talent. It is found that cost of replacing an employee is two to three times of the employee's annual salary (**Mondy and Martocchio, 2016**).

Organizations need to focus on finding right employee to achieve and maintain sustainable competitive advantage. Successful hiring takes more time and need more investment. Organizations focus on legal requirement in hiring and also need for the job. Hiring should be realistic and objective. Effective hiring involves not only hiring employees but also retaining them and helping them to increase skills. Moreover, talent workers will be company's most important tool for building up productivity, capturing new markets and staying ahead of competition (**Gurumurthy and Kleiner, 2002**).

There are two factors need to be considered for creating structure of R & S activities. These are operating issues and strategic considerations. Outsourcing decision of R & S activities is determined by efficiency pressures and risk of losing control over key issues. Outsourcing R

& S activity is dependent on strategic decision like downsizing. Because of it creates pressure for further efficiency in R & S activity. But this study also found that R & S practices are considered as a key factor for competitive advantage of the firm. As HR strategy is moved to the firm's main strategy, so talent should be built rather than bought. Moreover, human capital is the most important competitive advantage. So internal R & S can be more supportive for creating competitive advantage and human capital. Organization should take careful decision for selecting R & S methods. And HR managers need to be careful about the relationship with the service provider in case of outsourcing (**Ordamini, A. and Silvestri. G. 2008**).

There are some important things in recruitment process that can increase performance and job satisfaction and also decrease turnover intention. These are understanding prospective job, using informal channel of recruitment and recruiting older employee. Organizations should provide accurate & valid information to the candidates about job and organization. It can reduce the gap between expectation and reality so that employees can be more satisfied. Informal channel has an impact on turnover intention. Those who have been recruited through informal way their intention towards turnover is lower and older employees are more satisfied about job and their performance is also high (**Chen y. and Cheng Y. 2012**).

Another study of **Appelbaum and Fewster (2002)** found that there is a high correlation between customer satisfaction and satisfied employees. And also, there is high correlation between satisfied employees and world class HR practices. One of the important recruitment policies is right people issue in HRM. The study of **Appelbaum and Fewster (2002)** also found that 93.33% respondents of the airlines industry prefer internal source than external source. Most of respondents (46%) said about policies regarding promotion is important. Some external sources are also used by the company like employee recommendation (73%), internet (71%) and newspaper ads (66%).

Moreover, organizations should appoint an industrial and organizational psychologist for recruiting and selection. Because HR specialists are not so expert like industrial psychologist. HR specialists can understand the organization's environment and also have experience about real-world setting. HR professionals have to do research on current practices of recruitment and selection. They need to collect proper information about present recruitment and selection practices and evaluate them properly (**Ryan and Tippins, 2004**).

The study of **Branine (2008)** found that different recruitment and selection methods are used for recruiting graduates in UK. Recent process mainly focused on person related methods rather than job-related recruitment & selection method. Now a day's employers are using cost effective method like internet and assessment centers. Employers are focused on personality and attitude of candidates rather than type/ level of qualifications.

Another study of **Hackney and Kleiner (1994)** said that before choosing recruitment and selection method, the employer must take into consideration the nature of the open position, recruitment cost to acquire candidates, and the timeframe given to fill the position. First time the cost of hiring and training right person is important for the position because this will save the company's rehiring costs. There are two important things need to be considered. These are analyzing of résumés and pre-planning the interview. Résumé analysis is looking for tangible qualities (education, work background, etc.), whereas the interview is looking beyond the tangible – attitudes, work ethics, personality, etc. Moreover, one of the challenges for the interviewer is to keep bias out of the interview.

**Ifill and Moreland (1999)** discussed in their study about Human Resource Audit in the area of recruitment and selection process in a printing company. They found that no obvious links of recruitment and selection with HR strategy, resourcing strategy and organization goals, inappropriate job description and job specification because of lack of job analysis. They found

some other problems like improper advertisement, unclear use of structured interview, lack of validation of situation-specific selection procedures and increasing use of invalid prediction methods.

Another study of **Taher and Arefin (2000)** found that there are two types of R & S activities. These are value added activity like cost of advertisement and some non-value-added activities are waiting time, inspecting time and filing process

According to **Souza and Zajas (1995)** the selection of an executive is very important like any other strategic decision so that clear assessment is necessary for evaluating candidates for the position. Some important things need to be considered for selecting executives in an organization. These are - identify the technical, experimental, and managerial factors necessary for the success of the position, considering input from multiple sources, considering the advantages of both internal and external candidates, proving support to the new manager's for minimizing the time needed for effective contribution. Moreover, interview for selecting managers need to be well executed. Interview should be focused on specific past actions that will provide insight into the candidate's operational style, rather than ask hypothetical questions.

Another study of **Charles Mak (1995)** found that though hiring is a staff function, line managers take an important role for making the function more effective. It is impossible to identify key requirements and success criteria without the involvement of line manager.

**Farnham and Stevens (2000)** focused on competence-based approach to recruitment and selection. Existing system of recruitment and selection needs to be changed. For developing recruitment and selection policies, professional's advice is necessary. Correct mix of knowledge, skills and aptitudes are necessary for recruiting right people for the right job so that

they would show right attitudes and behavior. Line managers should be fully responsible for recruiting and managing personnel.

The objectives of the study of **Proenc and Oliveira (2008)** are to investigate decision-making processes and to identify factors which influence managers in the selection of job applicants' CVs and how these factors differ from the firm's recruitment and selection policy. Interviews were conducted among HR managers or similar staff members responsible for recruiting and selection in small, medium, and large-sized Portuguese firms.

**Robertson and Makin (1986)** found that some techniques are used for managerial selection. The study was conducted in 108 organizations in Great Britain. The result showed that large organizations was used assessment center type exercise whereas very few organizations used psychological assessment. The result showed that 64.4% of organization never used personality test, 4% of organizations used personality test for all position and 36% of organizations used personality test for managerial selection.

Another study of **Morley (2007)** found that for selecting candidates' assessment center is important for providing incremental variance. Moreover, person-organization (PO) fit is related with job satisfaction, PO fit increase job satisfaction of the candidates that will decrease turnover.

**Mannion and Whittaker (1996)** said that appropriate assessment centers designed to measure the specific competences identified for the various jobs. The actual techniques are varied and reflect the diversity of the work roles, but most of the techniques could be incorporated under the following headings like ability/aptitude tests; personality questionnaires; work sample exercises including planning and telephone enquiries.



This study of **Maud Tixier (1996)** is based on interview of top managers of different organization and employment agencies. Assessment centers remain a specificity of large companies because of their cost. German and British firms make use of them, and the Danes, Dutch, Irish and Swiss do so as well. The structured style is favored in the UK, Scandinavia, Germany, Austria and Spain, while a non-structured style is preferred in Italy, Luxemburg, Portugal and Switzerland.

**Dakin, Nilakant and Jensen (1994)** in their study argued that for managerial jobs, contexts of behavior is not accurately predicted so that personality tests have limited relevance in selection. The findings of the study are that ability is a much better predictor of performance than preference whereas personality tests measure (like interest tests) the individual's preferences. Moreover, personal factors are important factors like other factors for determining performance of the employees. Personality test can be used for selection process but it should be contextual based. Different types of personality tests should be used for different jobs like managers and non-managers. There are some recommendations for using personality test in managerial selection in this study. These are measure person-context fit, use tests in an action research mode and need to change ideas about reliability in personality measurement.

Moreover person-job fit and person-organization fit are important for employee's performance. But it is not possible to determine person-job (PJ) fit and person-organization (PO) fit for selecting candidates. Organization faced problem for determining both PJ fit and PO fit of applicant. Because sometimes it is difficult to attract a large number of candidates and assessment of PJ and PO fit is costlier. PJ fit and PO fit may predict various employee attitudes such as satisfaction and commitment more precisely so that organization would use assessment of PJ fit and PO fit in the final stage of selection process (**Tomoki Sekiguchi, 2007**)

Another study of **Johnson et al (2008)** found that for effective recruitment, work attitude, organizational commitment & Job Satisfaction person-job fit and person-organization fit are necessary. Job applicant's personality (inclusion, control, openness) influence the attraction of the participants to stimulate managerial jobs. For ensuring PJ fit appropriate personality is needed for managerial applicants. Recruitment media like advertisement, internet job position recruitment interview must be efficient. So that it can attract managerial applicant with appropriate personality

In Egypt both external and Internal recruitment are used. Especially for managerial jobs, outsourcing to consultants, external advertising and website are used for attracting candidates. On the basis of job and local market environment, new methods are used for different jobs. For managerial jobs interview, application forms and references are used. And for others jobs, aptitude and skill test are used. Moreover in Egypt the responsibility of recruitment and selection are shared by the HRM professionals and line managers. For managerial selection, they didn't mention about personality test (**El-Kot and Leat, 2008**).

In Ireland recruitment and selection policies are mainly determined at national headquarter level. Strategic and broader policies are determined at international headquarter and even at local level. Here the responsibilities for recruitment and selection policies are jointly determined by HR specialist and line managers. In larger organizations, the line involvement has been increased. For recruitment process, different strategies have been adopted such as investing heavily in retraining as a means of aiding their recruitment drive, for improving corporate image and for international recruitment, pay benefits package have been improved. In Ireland both internal and external methods are used. For managerial position internal labor markets are used. For senior management positions, consultants are used. In Ireland, for selection, interview, application form and reference are mostly used. In some organizations,

assessment centers and psychological testing are used. For important jobs, organizations use sophisticated techniques (**Heraty and Morley ,1998**)

This study **Dan and Majoreen (2011)** found that Ghanaian SMEs have no career progress / path and hence there is no obvious organization-defined' career paths for graduates. This study also indicated that transferable skills & qualities do play an important role in SMEs. For recruiting graduates, communication skill like verbal and written are required.

The nature of recruitment can influence women's chances to be selected. Recruitment should give attention to the female potential. If the selection committee is consisted with male then it has a negative consequence for women because of 'similar to-me' effect. The study found that there are gender differences in the selection procedures but not in all disciplines. In medical science, women potential is limited than men. In social science, managerial skills are more important, here women potential to be selected is also limited than men. Because negative view points about women and also considered men more qualified and talented than women. There are some disadvantages for women like men's network and similar-to-me effect. The study also found that difference (**Brink et al, 2006**).

The objective of **Baloch et al (2010)** study was to determine the correlation among compensation practices, promotion practices, performance evaluation practices and employee's performance. Data have been collected form banking section in Pakistan. The study found that the positive correlation among promotion practices, compensation practices, performance evaluation practices and perceived employee performance.

In the executive recruitment industry, Executive search and selection consultancies are the two important parts. The study of **Britton and Ball (1994)** is based on search and selection consultancies in France. There are so many firms in France so that they are competing with each other. They also compete with organization because recruitment is internal function.

The study of **Kuamri, Bhat and Pandey** found that the company spends about 20%-30% of its total expenditure on recruitment and selection. The company is also used consultancy firms and recruitment agent for hiring candidates for the employees

Another study of **Eleana Galanaki, (2002)** found that Online recruitment (OR) is more attractive because of its low cost. OR is still popular in large & well-known companies due to the low budget & user simplicity. Some companies are satisfied by using e-recruiting system for primary selection of online applicants. OR is also related with corporate image. OR is taken up by the market & IT department with the HR department. OR is also concerned with equal opportunities to all applicants. Online recruitment (OR) is allowed to access to a wider range of candidates and is more convenient (**Wilson, 2009**).

## **2.2 Literature Gap:**

This study also reviewed the most recent and relevant literatures. The following table tried to show the objectives, methodology, findings and implications of the most recent studies on recruitment and selection process.

### **Table 1 Literature review based on most Recent and Relevant publications (2006 to 2018)**

The table of literature review is given on the next page.

Reference	Title	Study aim & Objectives	Research Design	Sample	Data Collection Methods	Findings & Contributions
1.						
Brian J. Hurn, (2006) "The selection of international business managers: part 1", Industrial and Commercial Training, Vol. 38 Issue: 6, pp.279-286,	The selection of international business managers	<ul style="list-style-type: none"> <li>• to examine how potential international business managers used to be selected for overseas assignments and</li> <li>• analyses selection methods currently employed,</li> </ul>	Comparative Study	Multinational Companies	Through Survey	This study found that there is little relationship between performance of expatriates and traditional selection test scores. Assessment centre can provide variety of opportunities for assessing the performance. Through assessment centre, organizations can measure particular qualities and competencies. The study also found that only 12% of firms used formal assessment centres whereas 85% of firms used traditional interview process for assessing the suitability of Managers

						<p>Selection &amp; training of international managers are very important decision. But the selection process is mainly Subjective in Nature. Psychological test can be helpful to predict the performance of the managers. But the required competencies for the managers are cultural sensitivity; ability to manage ethical and cultural differences; linguistic ability; building and leading multinational teams; adaptability; resilience; self-motivation; and managing work/family balance (Armstrong, 2006 cited in Hurn, 2006). For selecting Overseas managers, technical skills are given more importance than soft skills.</p>
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Reference	Title	Study aim & Objectives	Research Design	Sample	Data Collection Methods	Findings & Contributions
2.						
Emma Parry, Hugh Wilson, (2009) "Factors influencing the adoption of online recruitment", Personnel Review, Vol. 38 Issue: 6, pp.655-673,	Factors influencing the adoption of online recruitment	<ul style="list-style-type: none"> <li>to examine the reasons behind an organization's decision to use online recruitment,</li> <li>reports on the development of a model of the factors affecting the</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative study</li> <li>In depth interview has been taken</li> </ul>	A total of 439 respondents completed the survey	<ul style="list-style-type: none"> <li>Interview has been taken of Human Resource Managers</li> <li>NVivo has been used for</li> </ul>	<p>This study found that recruiters make select recruitment methods based on subjective norms. Recruiters did not select the methods that are most successful, cost effective and efficient.</p> <p>This study also found that the use of online recruitment allows organizations access to a wider range of candidates and is more convenient. The survey identified two factors that influence decision of commercial job boards. These are</p>

		adoption of this recruitment method			data analysis	<p>compatibility and positive belief that are highly significant.</p> <p>The survey results also identified four factors that are related with corporate web sites for recruitment. These are subjective norms, positive beliefs/relative advantage, negative beliefs and internal compatibility.</p> <p>The first three of these factors have significant impact on the use of corporate web site for recruitment.</p>
<b>Reference</b>	<b>Title</b>	<b>Study aim &amp; Objectives</b>	<b>Research Design</b>	<b>Sample</b>	<b>Data Collection Methods</b>	<b>Findings &amp; Contributions</b>
<b>3.</b>						



<p>Phillip D. Vardiman, Jeffery D. Houghton, Darryl L. Jinkerson, (2006) "Environmental leadership development: Toward a contextual model of leader selection and effectiveness" Leadership &amp; Organization Development Journal, Vol. 27 Issue: 2, pp.93-105,</p>	<p>Environmental leadership development: Toward a contextual model of leader selection and effectiveness</p>	<ul style="list-style-type: none"> <li>• The purpose of this study is to develop and present a model of leadership selection and effectiveness</li> <li>• also focuses on the environmental factors that best support leadership development</li> </ul>				<p>This study developed a conceptual model that can be a useful diagnostic tool for organizational consultants concerned with helping organizations to improve their leadership development efforts.</p> <p>This model also focused on that leadership development is dependent on the organization's culture, encourages, supports, and rewards.</p> <p>The consultants also found the predicted outcomes for both high and low leadership capabilities within the organization</p> <p>This study also found that there is a lack of some or most of the leadership characteristics generally required for being successful. 50 percent of the employees</p>
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						perceive their leadership characteristics from 3.5 to 5.5 with a average score of 4.25.
<b>Reference</b>	<b>Title</b>	<b>Study aim &amp; Objectives</b>	<b>Research Design</b>	<b>Sample</b>	<b>Data Collection Methods</b>	<b>Findings &amp; Contributions</b>
<b>4.</b>						
Alonzo Johnson, Paul A. Winter, Thomas G. Reio Jr, Henry L. Thompson, Joseph M. Petrosko, (2008) "Managerial recruitment: the influence of	Managerial recruitment: the influence of personality and ideal candidate characteristics	<ul style="list-style-type: none"> <li>to investigate the vital issue of managerial recruitment for private industry.</li> <li>To examine personality characteristics that</li> </ul>	It is a cross-sectional and correlation study.  A combination of theory and empirical research	330 experienced business professionals	Data collected from the MBA classes through some role playing activities	Job-attraction theory (Rynes 1991) cited in Jhonson et al 2008 focuses on personal characteristics which is the most influential factor for higher applicant ratings  Bynne (1971) similarity attraction theory cited in Jhonson et al 2008 focusses on that applicants are more attracted to the organization if there is a match between

personality and ideal candidate characteristics", Journal of Management Development, Vol. 27 Issue: 6, pp.631-648		influence the attraction of business professionals to managerial jobs				organization's viewpoints and candidates characteristics, opinion, belief.  This study found that if the ideal candidates' characteristics and applicant personality are similar, there is a chance of getting the higher score.
<b>Reference</b>	<b>Title</b>	<b>• Study aim &amp; Objectives</b>	<b>Research Design</b>	<b>Sample</b>	<b>Data Collection Methods</b>	<b>Findings &amp; Contributions</b>
<b>5.</b>						
Mary Bambacas, Margaret Patrickson, (2009) "Assessment	Assessment of communication skills in manager selection:	<ul style="list-style-type: none"> <li>To know in what extent</li> </ul>	Empirical findings Qualitative Study	32 HR managers of large to	semi-structured	Though effective communication is considered as a vital part of effective human resource management, HR does not

<p>of communication skills in manager selection: some evidence from "Australia", Journal of Management Development, Vol. 28 Issue: 2, pp.109-120,</p>	<p>some evidence from Australia</p>	<p>communication skills used as a key criterion in their selection and</p> <ul style="list-style-type: none"> <li>• subsequent development of managerial staff.</li> </ul>		<p>medium sized organizations in Southern Australia &amp; 100 employees</p>	<p>qualitative interviews conducted with senior HR managers</p>	<p>focus on communication process &amp; barriers in communication. Managers need to communicate with different levels and also with different groups in the organizations.</p> <p>The study found that HR practitioners rated “interpersonal” (ability to generate messages effective in attaining specific goals) (63 per cent), “verbal fluency” (63 percent), and “written” (47 per cent), “Listening” (32 per cent) communication skills even higher than the previous abilities criteria.</p> <p>The results of this study strongly suggest that communication skills were not</p>
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						<p>accurately measured in case of managerial selection.</p> <p>Interpersonal and verbal skills were assessed by personal judgment based on candidates.</p> <p>“Findings also indicate the majority of HR staff provides no specific training on communication skills when they prepare managers for this role.”</p>
<b>Reference</b>	<b>Title</b>	<b>Study aim &amp; Objectives</b>	<b>Research Design</b>	<b>Sample</b>	<b>Data Collection Methods</b>	<b>Findings &amp; Contributions</b>
<b>6.</b>						

<p>El-Kot, G and Leat, M. (2008) “A survey of recruitment and selection practices in Egypt” Education, Business and Society: Contemporary Middle Eastern Issues Vol. 1 No. 3, 2008 pp. 200-212. Emerald Group Publishing Limited 1753-7983</p>	<p>A survey of recruitment and selection practices in Egypt</p>	<p><b>to ascertain</b>, that Egyptian organizations are using R &amp; S practices which are context specific &amp; are used for different job types; <b>to examine</b> that responsibility for R &amp; S is shared between HRM specialists and line management</p>	<p>Research Paper It has two studies. Study1: 56 respondents Study 2: 52 respondents</p>	<p>organizations have been selected through purposive sampling respondents came From manufacturing and service oriented organizations</p>	<p>Data were collected between May 2005 and July 2007 and produced 108 usable questionnaires, That was adapted from the Price Waterhouse Cranfield project on HRM in Europe.</p>	<p>For managerial recruitment both internal &amp; external methods are used in Egypt. For selecting managers, there are some methods used like interview, application form &amp; reference checking. This study also found that the devolution of HRM functions to the line managers. HRM, it has more strategic role. For recruiting &amp; selecting, different methods have been used for different types of job.</p>
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Reference	Title	Study aim & Objectives	Research Design	Sample	Data Collection Methods	Findings & Contributions
7.						
Farnham D. and Stevens A., Developing and implementing competence-based recruitment and selection in a social services department A case study of West Sussex county council”	Developing and implementing competence-based recruitment and selection in a social services department A case study of West Sussex county council,	To appreciate & understand the different meaning that participants placed on their experiences  To gather data & measure cause & effect	Phenomenological approach	21 managers were interviewed	Semi-structured & in-depth discussion have been conducted for collecting data	Competence refers “all work related personal attributes, knowledge, experience, skills & values that a person draws on to perform their work well”  This study found that competence-based approach to recruitment & selection focuses on the objective assessment of job candidates. R & S are crucial for best fit for the post. The study also found that R & S system of sample organization was subjective, inconsistent & lacked

<p>International journal of Public sector Management, Voi 13 No 2, 2000 pp369- 382, MCB University Press, 0951-3558.</p>						<p>awareness of equity &amp; procedurals issues.  Competence-based approach to R &amp; S system need to be updated. Both line &amp; staff managers are involved in selecting managers. For developing policy, advice have been taken from HR professionals. Ensure the competence-based training. Training is also necessary for the managers so that they can properly write job description, person specifications, managing &amp; administering recruitment activity.</p>
<b>Reference</b>	<b>Title</b>	<b>Study aim &amp; Objectives</b>	<b>Research Design</b>	<b>Sample</b>	<b>Data Collection Methods</b>	<b>Findings &amp; Contributions</b>



<b>8.</b>						
<p>Andrew Martin, Deirdre Mactaggart, Jiaolan Bowden, (2006) "The barriers to the recruitment and retention of supervisors/managers in the Scottish tourism industry", International Journal of Contemporary Hospitality</p>	<p>The barriers to the recruitment and retention of supervisors/managers in the Scottish tourism industry</p>	<p>to examine, from the supervisors/managers' perspective, the impacting factors and barriers on their recruitment and retention in the Scottish tourism industry.</p>	<p>Quantitative study Factor analysis and t-test have been conducted for analyzing data</p>	<p>Stratified sampling has been used Respondents were owners, managers and both owner &amp; managers  Numbers of respondents were 304</p>	<p>questionnaire survey used for collecting data</p>	<p>This study found that recruitment and retention is concerned with matching job characteristics with peoples' motivation and satisfaction.  By using a hybrid of Herzberg's dual- factor theory and Maslow's hierarchical theory, this Study found that the hygiene and motivator factors are separated in managerial/supervisory staff recruitment and retention. And the motivators are more important and can influence the recruitment &amp; retention decision</p>

Management, Vol. 18 Issue: 5, pp.380-397,						
<b>Reference</b>	<b>Title</b>	<b>Study aim &amp; Objectives</b>	<b>Research Design</b>	<b>Sample</b>	<b>Data Collection Methods</b>	<b>Findings &amp; Contributions</b>
<b>9.</b>						
Atul Arun Pathak, (2015) "Thought works for Thought Works: Recruitment process ensures that company gets the people it wants", Human Resource	Thought works for Thought Works: Recruitment process ensures that company gets the people it wants	To examine the recruitment process of Works India (TWI)	Case study method	Thought Works India (TWI), it is a subsidiary of Thought Work Inc. It provides high	Data collected about the Recruitment process of Thought Works India (TWI)	The study found that Thought Works India (TWI) recruits the best programming talent by aligning the recruitment process to the strategic goals of the organization, The recruitment process of TWI includes procedures like measuring technical skills, communication skills, fit well culture,

Management International Digest, Vol. 23 Issue: 2, pp.5-8,				quality software.		giving programming assignment, aptitude test & technical interview.  These factors are crucial to TWI's success.
<b>Reference</b>	<b>Title</b>	<b>Study aim &amp; Objectives</b>	<b>Research Design</b>	<b>Sample</b>	<b>Data Collection Methods</b>	<b>Findings &amp; Contributions</b>
<b>10.</b>						
Ingvild Jøranli, (2018) "Managing organizational knowledge through recruitment: searching and selecting embodied	"Managing organizational knowledge through recruitment: searching and selecting embodied competencies"	to investigate how software services firms search and select new employees.  To know the relationship between	Qualitative study	HR managers & Executives of 12 software firm located in the Norwegian capital,	Semi- structured questionnaire has been used for taking interview	This study found that managers and executives are focuses on external knowledge sources that can influence their technological capabilities and market positions. They have taken structured recruitment decision. They used two types

<p>competencies", Journal of Knowledge Management, Vol. 22 Issue: 1, pp.183- 200,</p>		<p>recruitment and organizational learning</p>			<p>Supplementary information from CVs of their newly Recruited technologists</p>	<p>of external searches like open and closed channels. In case of closed searches, managers preferred recruiting through the personal networks of internal members, because the risk of this channel is comparatively lower.</p> <p>This study also found that “throughout the screening process, managers carry out extensive technical testing of the candidates to validate their tacitly embodied experiences.”</p> <p>The technical testing more focuses on knowledge-oriented behavior, challenging work and employees’ contributions. This study does not underestimate the formal qualification. Organizations service quality</p>
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is dependent on theoretical and abstract knowledge of the employees.

<b>Reference</b>	<b>Title</b>	<b>Study aim &amp; Objectives</b>	<b>Research Design</b>	<b>Sample</b>	<b>Data Collection Methods</b>	<b>Findings &amp; Contributions</b>
<b>11.</b>						
Klarita Gërxhani, Ferry Koster, (2015) "Making the right move. Investigating employers' recruitment strategies"	"Making the right move. Investigating employers' recruitment strategies",	<b>To investigate</b> employers' recruitment strategies to address distinct job-related agency problems before establishing an	The hypotheses are empirically tested  Multi-level logistic regression	288 Dutch employers.	Data collected through a survey of 288 Dutch employers. Questions were asked	The study found that employers have the tendency to use informal recruitment channels more often for managerial, professional, and specialists jobs (MPS)) than for administrative and supporting jobs.

<p>strategies", Personnel Review, Vol. 44 Issue: 5, pp.781-800,</p>		<p>employment relationship.</p> <p><b>To hypothesize</b> whether and why employers adapt their recruitment strategies to the job type</p>	<p>analysis is applied to investigate the effect of social context on the choice of recruitment strategy.</p> <p>logistic regression analysis has been conducted</p>		<p>about the two types of jobs.</p>	<p>This study found that employer's mainly focus on internal source for MPS jobs. So the recruitment strategy of these employers' is dependent on social contacts for MPS jobs. As employers get more reliable and trustworthy information from social contacts for MPS jobs. It can finally increase high agency costs for MPS jobs.</p>
<p><b>Reference</b></p>	<p><b>Title</b></p>	<p><b>Study aim &amp; Objectives</b></p>	<p><b>Research Design</b></p>	<p><b>Sample</b></p>	<p><b>Data Collection Methods</b></p>	<p><b>Findings &amp; Contributions</b></p>
<p><b>12.</b></p>						

<p>Patricia G. Martinez, Mark L. Lengenick- Hall, Mukta Kulkarni, (2014) "Overqualified? A conceptual model of managers' perceptions of overqualification in selection decisions", Personnel Review, Vol. 43 Issue: 6, pp.957-974,</p>	<p>Overqualified? A conceptual model of managers' perceptions of overqualification in selection decisions",</p>	<p>to present a conceptual model on how human resource and hiring managers form impressions of overqualified individuals</p>	<p>conceptual paper builds on a social cognition approach.</p>		<p>conceptual paper</p>	<p>overqualification refers as an incompatibility between employee education, experience, and organizational requirements  The proposed model consists of seven primary factors like job attributes; observers' cognitive overqualification schemas; observers' attitudes; observers' categorization processes; the organizational context; and individual factors, all of which influence the selection decision. Human resources manager believed that overqualified individuals are bad hiring decisions. Because overqualified people are not motivated so</p>
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						<p>they will not stay in the organizations for a long time. There is a negative impact of overqualification on their attitudes, perception and behavior.</p> <p>If organizations selected over-qualified candidates than they would not be able to select the strong performers</p>
<b>Reference</b>	<b>Title</b>	<b>Study aim &amp; Objectives</b>	<b>Research Design</b>	<b>Sample</b>	<b>Data Collection Methods</b>	<b>Findings &amp; Contributions</b>
<b>13.</b>						
A. Carrillat François, d' Astous Alain, Morissette Grégoire Emilie, (2014)	"Leveraging social media to enhance recruitment	to investigate how firms can use social media such as				This study found that recruiting outcomes such as job pursuit, job attraction and intention to accept an offer are influenced by organizational image. Organizational



<p>"Leveraging social media to enhance recruitment effectiveness: A Facebook experiment", Internet Research, Vol. 24 Issue: 4, pp.474-495,</p>	<p>effectiveness: A Facebook experiment</p>	<p>Facebook to recruit top job prospects.</p>				<p>attractiveness is also strongly related to applicants' intentions to apply.</p> <p>Organizations create brand image through social media &amp; sponsoring activities that can help them in the recruitment process.</p> <p>Organizations compensation package like high salary also create positive image about employer towards the job candidate' mind. Through social media like Facebook messages create a brand image about the company that can influence the attitude of the talented job candidates.</p>
<p><b>Reference</b></p>	<p><b>Title</b></p>	<p><b>Study aim &amp; Objectives</b></p>	<p><b>Research Design</b></p>	<p><b>Sample</b></p>	<p><b>Data Collection Methods</b></p>	<p><b>Findings &amp; Contributions</b></p>

<b>14.</b>						
<p>Aras Keropyan, Anna Maria Gil-Lafuente, (2013) "A personal selection model using Galois group theory", Kybernetes, Vol. 42 Issue: 5, pp.711-719,</p>	<p>A personal selection model using Galois group theory",</p>	<p>To propose a personal selection model based on the comparison between the qualifications of prospective candidates that apply for an open job position &amp; To establish characteristics of the offered position within the human resources (HR) recruitment process.</p>	<p>Identification the requirements of job position and the characteristics of the candidates applying for that position. grouping those requirements and characteristics and then calculating numeric values of the relations between</p>		<p>subjective and Galois group theory,</p>	<p>Choosing the most adequate candidate for an offered job position among other candidates within the strategic HR and personal selection processes.</p> <p>A well-managed HR strategy is important because it is widely accepted that it can make major contributions to a firm's financial performance</p> <p>Galois group theory, is a connection between the field theory and the group theory. This allows us to understand the problems easier and solving them in a simpler way</p>

candidates and requirements

Reference	Title	Study aim & Objectives	Research Design	Sample	Data Collection Methods	Findings & Contributions
15						
Wickramasinghe V. (2007) “Staffing practices in the private sector in Sri Lanka” Career Development International Vol. 12 No. 2, 2007 pp. 108-128	“Staffing practices in the private sector in Sri Lanka”	To present and discuss the staffing practices in the Sri Lankan private sector for junior level managerial jobs.	Both qualitative and quantitative method were used.	Sixty-two companies Were selected through stratified sampling  Two categories companies	A self-administered questionnaire used for collecting data collection.	This study found that Sri Lankan companies focused on external labour market in recruitment and used objective criteria in selection.  Some common selection methods have been used here such as interviews, written examinations, psychometric tests and assessment centres.

				<p>have been selected such as listed on the stock exchange and those not listed.</p>	<p>Staffing practices of Sri Lankan companies consisted of six major areas, these are job analysis information, the sources of labour, selection criteria and selection methods, the validation of staffing practices and the involvement of HR managers and line managers in staffing.</p>
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## **CHAPTER THREE**

### **THEORETICAL FRAMEWORK**

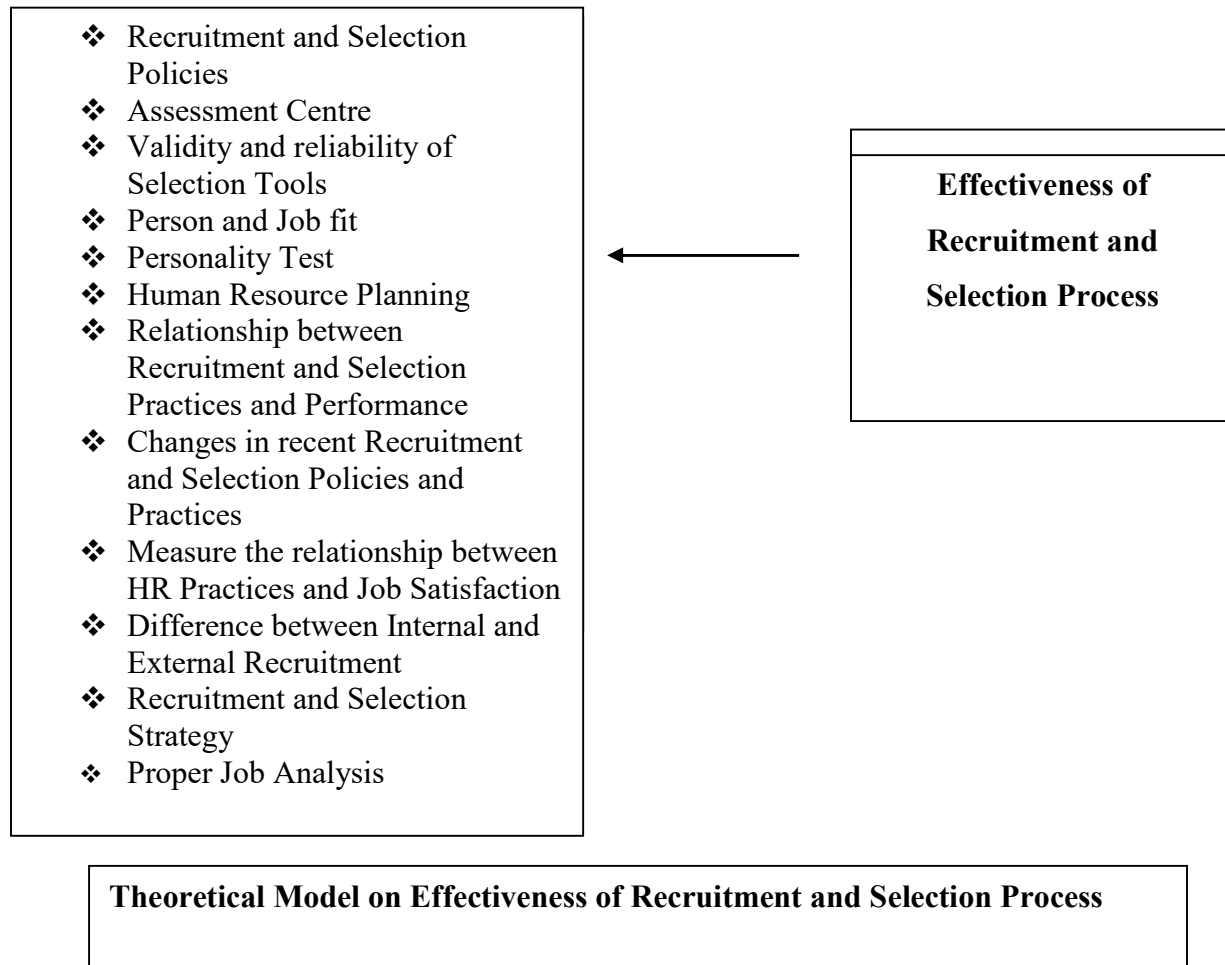
#### **3.1 Effectiveness of Recruitment and Selection Process:**

Recruitment is a specialized work. Effective recruitment is very important because if there are only two applicants for a position, then an organization has little choice but to hire them whereas if 10 or 20 applicants appear, the organization can use techniques like interviews and tests to screen out all but the best (Dessler and Varkkery 2012). Whereas “Selection is the process of choosing qualified and competent candidates suitable for the job” (Bhat and Kumar, 2010).

Effective recruitment and selection is reduced labour turnover and improved employee morality. Recruiting ineffectively is costly, since poor recruits may perform badly and also try to leave from their organization, thus requiring further recruitment (Farnham and Pimlott, 1995). Hiring effective managers is a strategically important decision as it is crucial for business success (Van, 1991). One of the major factors in recruitment is effective advertisement. For maintaining organizational image & status, organizations must provide appropriate information and also suggest appropriate way for applying for the jobs (Tom and Brain, 1995).

Effective managerial selection is also important for reducing high turnover costs. It is very crucial business decision for the organizations to invest more time and money for ensuring effective managerial selection. Though turnover is inevitable in some context but improved selection (MacHatton, Dyke & Steiner, 1997). Effective selection procedures for managers include

biographical data, structured interviews, assessment centers, cognitive tests, personality/interest inventories, honesty tests & realistic job previews (RJPs) (MacHatton, Dyke & Steiner, 1997).



**Figure 1: Proposed Theoretical Model on Effectiveness of Recruitment and Selection Process**

### **3.2 Recruitment and Selection Policies:**

The findings of the study Heraty and Morley (1998) is that 55 per cent of respondents reported that they have a written policy regarding recruitment and selection, 33 per cent of respondents said

that they have an unwritten policy, and just 11 per cent of respondents reported that they have no policy at all.

One of the important recruitment policy is to focus on diversity and ensure the Equal employment opportunity (EEO). So now a days, organizations hired, train & retrain the minority people (Fitzgerald, 2001). One of the good examples of recruitment policy of Southwest Airline is to recruit and select the frontline candidates based on their attitude rather than skills. Good cultural fit is very important issue for the company (Ellis, 2001). Organizations believed that attitude cannot be changed but skills can be upgraded through training (Czaplewski et al, 2001)

Recruitment sources are more important as these are related with differences in employee performance, turnover, satisfaction and organizational commitment. The study (Terpstra, 1996) found that effective recruitment sources ensure the high quality and high performing employees.

### **3.3 Assessment Center:**

A study of Maud Tixier (1996) is mainly based on the interview of top managers who are working on different organizations and employment agencies. This study found that few organizations have assessment centers because of its cost. German, Danes, Dutch, Irishman, Swiss and British firms use the assessment centers.

### **3.4 Validity and Reliability of Selection Tools:**

There are so many ways for getting information about candidates. These methods should be valid, cost effective, acceptable and reliable. These are application form, bio-data,

structured/unstructured interview like one to one panel, references checking, ability tests like paper based, practical, social aptitude, intelligence, personality tests, assessment centers, job trials, job specific aptitude tests, group-based activities (Bhat and Kumar, 2010; El-kot and Leat, 2008). For selection tests, which methods will be used is depended on the nature of jobs as well as levels of jobs (Bhat and Kumar 2010). There are some influencing factors like nature of labour legislation, type of labour market and national culture (EL- kot and Leat 2008). Selection is important mainly for three reasons. These are performance, costs and legal obligation.

For managerial selection, validity of the selection procedures refers the criteria related validity. It also refers success ration of specific selection procedures. A selection test considered as valid when the highest scorer in selection test can also achieve a highest performance record (MacHatton, Dyke & Steiner, 1997). In reality, there is little or no initiative for determining validity of recruitment and selection practices. HR managers only depends on line managers feedback, disciplinary procedures for overcoming mistakes. So that invalid recruitment practices could not analyze the impact of labour turnover (Wood, 1985).

### **3.5 Person-Job Fit and Person-Organization Fit:**

Candidates are attracted to the organizations if their personal characteristics, opinion, beliefs and attitudes are similar to the organization candidates' personality and ideal job characteristics are the independent variables for recruitment process. If there is a relationship between job applicants' personality and ideal job candidates' characteristics, then organizations will get an appropriate candidate for their vacant position (Johnson et al, 2007)



For improving organizational performance & employee satisfaction, a match between employee competencies and job requirement is very necessary. There is a link between interview & appraisal competency ratings. Moreover selection interview is a strong predictor of future performance. Competency based selection process is related with employment outcome (Suttan & Watson 2013).

Person-organization fit is more important than person- job fit. As person-organization fit is a major issue of human resource management and organizational behavior. To recruit and keep talents who fit with organization's development, ultimately maintain sustainable development and competitiveness (Zhen Cheng 2014).

Organizations need to focus on the fit between candidate's personality, traits, beliefs and values with the culture, strategic needs, norms and values of the organization (Adkins et al, 1994).

### **3.6 Personality Tests:**

A study of Dakin et al. (1994) found that 86% major French recruiters used personality test and 29% of them always used these personality test. It also found that there is correlation between personality and managerial performance. Personality is a moderating factor that can influence the performance of the managers. Organizations can take personality test by using Big-Five model of personality. Personality is the predictor of job performance (Dakin et al., 1994)

Byrnes's (1971) similarity –attraction hypothesis cited in Johnson et al (2008) explained that job applicants are attracted to organizations if they find that their personal characteristics, opinions, beliefs & attitudes are similar to the organization's interest. Job advertisements must describe the applicant's personality and ideal job candidate's characteristics.

Johnson et al (2008) also found that age, gender & ethnicity variables are related with job ratings in different business cultures. Applicant's personal characteristics and personality are also related. When the applicant and ideal job candidate have same personality, then job rating can be more.

Employees' personality has an important role in many countries like Itali, Spain, Luxemburge, Greece and Austia Tixier, M. 1996). Emotional stability consider as more important thing than loyalty or value. Personal commitment, personal style, sociality behavior, human relationship are considered as a socially acceptable behavior. In selection process personality factors considered as the most important thing as it remains same in most of the cases. Positive attitude, charisma, ability to lead a team, good personality are the most important factors for selecting managers (Tixier, M. 1996)

### **3.7 Human Resource Planning:**

“Human resource planning (workforce planning) is the systematic process of matching the internal and external supply of people with job openings anticipated in the organization over a specific period of time.” (Mondy and Martocchio, 2016). According to Mathis and Jackson “ Human Resource Planning is a process of analyzing and identifying the need for and availability of human resources so that the organization can meet it's objectives”. The role of HRP in facilitating recruitment and Selection process are includes pre-recruiting review, giving opportunity to both internal & external applicants. Identify and provide advice for selecting suitable recruitment channels. Some other roles like pre-interview briefing materials, consider post-interview issues, manage post interview procedures effectively (Franchis et al. 2012)

### **3.8 Relationship between Recruitment and Selection Practices and Performance:**

Hiring the right people is best way to reduce employee turnover. Employee turnover is currently a major issue as it has an impact on organizations. The recruitment process has been improved through the implementation of information technologies, which enable to simplify the process of posting vacancies and resumes, listing jobs, and viewing possible candidates (Kalugina & Shvydun, 2014).

Organizations have used different recruitment channels like newspaper, internal network and some other ways but that cannot directly influence the job performance as well as the turnover intention (Chen and Cheng, 2012)

### **3.9 Changes in Recent Recruitment and Selection Policies & Practices:**

For attracting amiable, qualified people for a job position the following methods are used—

Local newspaper advertisement, major newspaper advertisement, professional recruiting agency, advertisement in professional magazines, word of mouth, promotion from within the company, temporary to permanent college recruiting, family referral, employee referral, walk in applicant. Organizations choose a method on the basis of nature of positions, time and cost factors (Hackney and Kleiner, 1994).

### **3.10 Measure the Relationship between HR practices and Job satisfaction:**

If there is mismatch between expectation of the employees and the reality, that leads to poor performance, lower job satisfaction and lower turnover intention (Chen and Cheng, 2012). If the applicants get accurate job information that can help them to understand the real job situation. Organizations must provide appropriate information about job environment, work load, salary and

benefits that can reduce employee's high expectation. Finally, employees can be more satisfied and their turnover intention would be lower. Older employees are more dedicated than the younger employees (Chen and Cheng, 2012).

### **3.11 Internal and external Recruitment:**

There are two types of recruitment. These are internal and external recruitment. Internal recruitment means promotion or relocation of existing employees to fill up specific personnel requirement (Bhat and Kumar, 2010). Current employees are the best source of candidates in case of internal recruitment (Dessler and Varkkery 2012).

According to Souza and Zayas (1995) an organization first seeks to recruit its executives from its existing workforce because they are well-known about organizations culture and organization knows about the past performance and weaknesses of the incumbent. Potts and Sykes (1993) said that management development programs are more effective that help to produce senior executives from existing employees. But lack of succession and management development plans that provide a continuous flow of future candidates, organizations depend on external recruitment (Souza and Zayas, 1995). External recruitment means hiring of new employees from outside the organization (Bhat and Kumar, 2010). External recruitment can be done through some ways like advertisements, employee referrals, internet, professional recruiting organizations, campus placement selection process, employment agencies, offshoring and outsourcing jobs (Bhat and Kumar, 2010; Dessler and Varkkery 2012). Organization can strengthen its senior management team by increasing diversity, ethnic, racial, age and gender for internal recruitment (Souza and Zayas, 1995).

According to El-Kot and Leat (2008) in Egypt both internal and informal recruitment practices are used. External sources of recruitment are also popular in Egypt. External sources like advertising, outsourcing to recruitment agencies and selection consultants are used. Different recruitment methods for different jobs are used. Organizations have chosen traditional as well as new methods for recruitment on the basis of nature of jobs. Moreover, organizations also depend on external expertise for external recruitment

### **3.12 Recruitment and Selection strategies:**

To be a successful organization, recruiting & retaining the best employees is an important thing (Zhao, 2006). E- Recruiting has reduced hiring cost by 87% as compared to traditional recruitment (Maurer & Liu 2007). Recruitment cost includes newspaper advertisement, employment agency, employee referral reward and so on. It also includes interviewing process like time spent on interviewing and time spent on personnel screening and testing, time spent on reference checking (Hackney and Kleiner, 1994). It is important to hire right person for a position because it will save the rehiring and retraining costs (Hackney and Kleiner, 1994).

According to Heraty and Morley (1998), in Ireland broader or more strategic policies concerned with workforce adjustment are more likely to be decided on at either the international headquarter or national headquarter level, than at local level. Responsibility for policy decisions in relation to recruitment and selection continues to be shared jointly by the specialist HR function and line management at the organizational level. In larger organizations, and in non-Irish owned companies line involvement has increased. However, the devolvement refers that line management will become the primary ``owners" of many personnel activities, including recruitment and selection.

Recruiters now a days' use social network as a tool for attracting and screening prospective job applicants. Facebook & LinkedIn are popular ways for attracting & screening job candidates. Moreover, organizations' image and goals can also attract the job seekers (Harcourt 3013)

### **3.13 Proper Job analysis:**

Through job analysis, tasks, skills, duties and knowledge require for performing a job are determined. Job analysis needs to be updated as because sometimes prior job analysis becomes obsolete (Mondy and Martocchio, 2016). According to Mathis and Jackson, (3003) "Job analysis is a systematic way to gather and analyze information about the content, context and human requirement of jobs". Job analysis help the organizations to understand what type of employee will be suitable for a job. It ensures right people in a right job by finding the appropriate skills and competencies of a job (Hossain, M. Z. 2015).

## **CHAPTER FOUR**

### **RESEARCH DESIGN**

#### **4.1 Rationale for Using Mixed Method:**

Mixed method designs include both quantitative method and qualitative method, that is inherently linked to any particular inquiry pattern (Greene et al., 1989). Mixed methods known as a ‘third methodological movement’ as the quantitative methods being seen as the first movement and qualitative methods considered as the second (Tashakkori and Teddlie, 2009). Although Bryman (2007b) said that there is currently an absence of well-known examples of mixed methods research. Now a days’ mixed methods research recognized as the third major research approach (Johnson et al., 2007). Moreover, quantitative research mainly exploring the relationship between variables rarely examine the link among these variables and the flow of events. In contrast, qualitative research examines the linkages between events and activities (Gray ,2017)

#### **4.2 Rationale for using Purposing Sampling:**

Trough judgement or purposive sampling, the researcher uses his experience to select the elements that will best serve the purpose of his/her research. Sample has been selected from the population

in case of judgmental or purposive sampling based on subjectivity judgement of the researcher (Sufian, 2009).

Purposive Sampling is the approach to sampling that also distinguish between quantitative and qualitative research. While quantitative research relies on large samples, qualitative research uses small samples or even single cases ( $N = 1$ ), selected *purposefully* on the basis of information rich cases. Purposive samples are used when particular people, events or settings are chosen because they provide important information that could not be gained through other sampling designs (Maxwell, 1997: Patton, 1990).

The choice of elements in the judgmental or purposive sampling method depends heavily on the subjective assessment of the researcher, so there is a huge chance to select elements included in the sample that are much more relevant to the study purpose (Sufian, 2009)

### 4.3 Quantitative Study:

**4.3.1 Respondents of quantitative study:** The Sectors and Codes, number of sample enterprises and number of respondents are given below:

**Table 1:** The number of respondents and the number of organizations of quantitative study

**(Appendix Table 1 & Table 2: Names of organizations)**

Codes	Name of the Sector	Number of Sample Enterprises	Number of Respondents
A	Banking	26	125
B	Telecommunication	3	16



C	Pharmaceutical	8	8
D	Textile / RMG Sector	11	19
E	Other service sector	26	76
F	Other Manufacturing Sector	28	76
	Total	102	320

#### 4.3.2 Instrument:

‘A questionnaire is a very effective instrument that facilitates in collecting data from large, diverse and widely scattered group of people’ (Aminuzzaman, 2011). Questionnaire is an instrument for collecting primary data from the relevant sources. Whereas structured questionnaire refers definite, concrete and pre-determined questions that is used in in a wide range of research projects (Aminuzzaman, 2011).

Structure questionnaire has been developed for this study mainly for collecting primary data. Structure questionnaire has been used for this study so all the respondents were asked the same set of predetermined questions with fixed wording and sequence. The goal of this structured questionnaire is to ensure validity of the data and also to find out the variation of the respondents in terms of the variables (Sufian, 2009). There were 38 variables in this questionnaire. Likert scale like strongly agree, agree, neutral, disagree and strongly disagree has been used for giving the responses.

### 4.3.3 Data Collection:

Primary data have been collected through questionnaire survey. In total 320 respondents gave their response. They were HR personnel, Top-level managers, Mid-level managers and first-line managers.

### 4.3.4 Data analysis:

Non-parametric test has been used for analyzing quantitative data. For analyzing data, SPSS software has been used. Non-parametric test are known as distribution –free or more commonly, non- parametric tests. Non- parametric tests do not make restrictive assumptions about the shape of population distribution.

There are certain situations in which the use of the normal curve is not appropriate. For these cases, alternatives to the parametric statistics and specific hypothesis tests are needed. Non-parametric tests are the alternatives.

The following table shows the Non-parametric technique and Parametric alternative:

<b>Non-parametric technique</b>	<b>Parametric alternative</b>
Chi- Square for independence	None
Mann-Whitney Test	Independent –samples t-test
Wilcoxon Signed Rank Test	Paired-sample t-test
Kruskal-Wallis test	One-way between groups ANOVA
Friedman Test	One-way repeated measures ANOVA
Spearman Rank Order Correlation	Pearson’s Product –moment correlation

**Table 2: Non-parametric technique and Parametric alternative**

(Source: SPSS Survival Manual by Julie Pallant)

In this study, the following quantitative analyses have been conducted:

### **Mann-Whitney U Test**

Mann-Whitney U test used for two independent samples and when data are ordinal in nature. It is an alternative for t-test. In case of larger sample size, a normal curve approximation is used. For calculating U test, all observations must be given rank from smallest to largest (Cooper and Schindler, 2006). It is used to test for differences between two independent groups on a continuous measure.

### **Kruskal-Wallis Test**

This is a generalized version of the Mann-Whitney test. It allows to compare the scores on some continuous variables for three or more groups. Scores are converted to ranks and the mean rank for each group is compared (Cooper and Schindler, 2006).

### **Univariate Analysis**

Simple form of analyzing data. Uni means One. Major purpose of Univariate analysis is to describe. It takes data, summarizes that data & finds patterns in the data

### **Factor Analysis**

Factor analysis is also known as “data reduction” technique. It is used to reduce a large number of related variables to a more manageable number prior to using them in other analyses such as multiple regression/ multivariate analysis of variance.

Factor analysis is also known as data reduction technique. It takes a large set of variables and looks for a way that the data may be ‘reduced’ / summarized using a smaller set of factors or components.

In factor analysis –factors are estimated using a mathematical model, where only the shared variance is analyzed.

### Reliability Test

This test has been conducted for getting the internal consistency.

#### 4.4 Qualitative Study:

**4.4.1 Respondents of qualitative Study:** The respondents of qualitative study are given below:

**Table 3: The respondents of qualitative study**

<b>Manufacturing Organizations</b>	<b>Service oriented organizations</b>
1. HR personnel of Unilever Bangladesh	1. HR personnel of AB Bank
2. HR personnel of General Pharma	2. HR personnel of Trust Bank
3. HR personnel of Bacon Pharma	3. HR personnel of Brac
4. HR personnel of Sanofi-Aventis	4. HR personnel of SIBL
5. HR personnel of Petvelle	5. HR personnel of Icddrb
6. HR personnel of Apex Footwear	6. HR personnel of Edision logistic
7. HR personnel of Hameem Group	7. HR personnel of EBL
8. HR personnel of Mobil	8. HR personnel of Banglalink
9. HR personnel of Santa Group	9. HR personnel of TIB
	10. HR personnel of Lanka Bangla
	11. HR personnel of Dhaka Bank
	12. HR personnel of NCC Bank
	13. HR personnel of FSBL
	14. HR personnel of Fedex

#### **4.4.2 Interview Method:**

A well-structured interview is effective for obtaining data direct from the primary source. Interview is a systematic method through which researcher find out needed information and data for the research purpose (Aminuzzaman, 2011). Structured interview mainly includes fixed & alternative questions and also includes open-ends questions.

For qualitative study, interview has been taken from 23 HR personnel. They were expert in HR area. In total 9 HR personnel from manufacturing sector and rest of the 14 HR personnel from service sector have interview.

#### **4.4.3 Thematic Analysis:**

For analyzing qualitative data NVIVO software version 11 has been used. Through NVIVO software, word tree, word frequency table and word map have been developed. In addition to this coding and thematic analysis have been conducted through NVIVO software.

Thematic Analysis is a flexible data analysis plan use to generate themes from interview data. Thematic analysis can be utilized for case studies, phenomenology, generic qualitative, and narrative inquiry to name a few. The steps of thematic analysis are enough to generate meaningful findings from the data. According to Braun and Clarke (2013), there are six phases of Thematic Analysis. **Familiarization:** This is the process of becoming familiar with the data through reading and re-reading interview transcripts. The purpose of this step is to get prevalent topics discussed by participants. Then the notes of these prevalent topics must keep record on a sheet of paper for reading or transcribing the data. These notes can help researchers for doing the second phase of Thematic Analysis. **Generating the initial codes:** 2<sup>nd</sup> phase is coding. a computer-assisted

qualitative data analysis software (CAQDAS) will help the qualitative researcher organize and manage the data analysis. One popular CAQDAS is called NVivo. NVivo to isolate phrases, sentences, and paragraphs that talk about a meaningful topic. These isolated phrases, sentences, and paragraphs will be labeled by the meaningful topic. The process of coding continues for every transcript until each interview transcript has been coded. This will leave the qualitative researcher with a list of generated codes. **Create the initial themes:** After developing codes, then codes have been clustered together. Then based on relationship among two/more, theme have been developed. This process continues until there is no further assembling, reassembling, or clustering possible. **Review the initial themes:** Themes have to reviewed and tried to find out meaningful aspects. Once the themes are confirmed to represent the data, then researcher go for Thematic Analysis. **Name and define the themes:** This process involves utilizing the theme and providing a comprehensive name that describes the relationship or meaning among the theme. Next the qualitative researcher defines the theme according to the content and meaning of the codes. **Write the final report:** In this stage the qualitative researcher presents the findings and interpretation of the data.

## **CHAPTER FIVE**

### **CONTEXT OF THE SECTORS**

#### **5.1 BANKING SECTOR:**

For sustainable development of an economy, a sound banking sector is very important. There are some quantitative indicators used for analyzing health and stability of the banking system. These are Financial Soundness Indicators (FSI), market-based indicators of financial conditions, structural indicators and macroeconomic indicators. (Begum and Islam 2012)

Financial system plays an important role in the economic development of a country. The financial system of Bangladesh is dominated by the banking sector. The banking system of Bangladesh includes state owned banks (SOB), private commercial banks (PCB), specialized bank and Islamic bank and also specialized banks. Most of the banks play an important role in the financial intermediary. Most of the economic activities are carried on by the banks in Bangladesh. So the health of banking institutions is very important for general economy. There is a positive relationship between the well-being of the banking sector and the growth of economy (Mizan et al, 2013)

Banking services are recognized as an important service. Banks provide financial services to the customers. Banks have responsibility of safeguarding the depositor's fund and also ensuring quality of loans (Haque, 2013). The effectiveness of a bank largely depends on the deposit mobilizations and effective use of the deposit on the basis of growing needs of the economy. The private commercial banks (PBC) in Bangladesh have increased the opportunities for the banking system as a whole (Haque, 2013). Moreover, banking sector play an important role by mobilizing

resources from surplus unit and allocating resources to deficit unit. It mainly ensures the economic growth and poverty reduction in the country (Begum and Islam 2012).

## 5.2 TELECOMMUNICATION SECTOR:

According to a report from GSMA, Mobile technologies and services generated about \$12.8 billion in 2015, which is 6.2 percent of the country's gross domestic product (GDP) of that year. From wages, taxes and business surplus, \$3.8 billion came and \$1.4 billion came from sectors providing inputs in the supply chain of mobile goods and services. Mobile technologies and services contributed \$7.6 billion to Bangladesh's GDP in 2015. GSMA, is a London-based trade body that represents the interests of mobile operators worldwide ([www.thedailystar.net/business/mobile-industry](http://www.thedailystar.net/business/mobile-industry)).

The total number of Mobile Phone subscriptions has reached 148.769 million at the end of February, 2018. The Mobile Phone subscribers are shown below

<b>OPERATOR</b>	<b>SUBSCRIBER (IN MILLIONS)</b>
Grameen Phone Ltd. (GP)	66.466
Robi Axiata Limited (Robi)	45.595
Banglalink Digital Communications Limited	32.720
Teletalk Bangladesh Ltd. (Teletalk)	3.988
<b>Total</b>	<b>148.769</b>

Source: <http://www.btrc.gov.bd/>



### **5.3 PHARMACEUTICALS SECTOR:**

Pharmaceutical industry of Bangladesh is largely protected from external competition, as there is a restriction regarding import of similar drugs that is manufactured locally. This industry is the second largest contributor. At the same time, the industry provides the largest scope of employment (<http://www.eblsecurities.com>). According to Export Promotion Bureau Pharmaceutical exports was at \$89.82 million in fiscal 2016-17 ([www.thedailystar.net/business/bangladesh-pharmaceutical](http://www.thedailystar.net/business/bangladesh-pharmaceutical)).

Bangladesh has achieved GDP growth rate of 7.11% and 7.28% respectively in the year 2015-16 and 2016-17, (Source: Bangladesh Bureau of Statistics). According to World Bank estimation, Bangladesh has achieved a GDP growth rate of 7.11% in 2016-17. Bangladesh has entered in to the Lower Middle-Income Group. As GDP growth is higher than population growth, per capita income is also rise. This will lead to higher health care expenditure both by individual and government. (<http://www.eblsecurities.com>)

Of the 15 listed pharmaceutical companies, 11 announced an increase in profits. Beacon Pharmaceuticals profits growth is 79.31 percent year-on-year to Tk 12 crore in 2017, according to Prime Finance Asset Management. Pharma Aids and Libra Infusions were in second and third positions respectively in terms of profit growth ([www.thedailystar.net/business/bangladesh-pharmaceutical](http://www.thedailystar.net/business/bangladesh-pharmaceutical))

#### **5.4 TEXTILE /RMG:**

In the year 2016 Bangladesh textile & clothing industry has faced many challenges, including worker unrest, gas crisis etc. but it could continue to contribute to the country economy and global trade very significant. Bangladesh's textile and clothing sector secured a growth in achieving Foreign Direct Investment (FDI) in the FY 2015-2016. According to the Bangladesh Bank statistics, in this sector FDI successfully increased at \$396 million which is 11 percent higher than previous fiscal year ([www.textiletoday.com.bd](http://www.textiletoday.com.bd))

Export earnings from the USA 1.62 per cent growth in the first eight months (July-February) of the current fiscal (FY18) compared to the previous fiscal (FY17) due to the better performance of readymade garments (RMG). Bangladesh exports to the USA totaled \$3,900.26 million in July-February (2017-18) period compared to \$3,838.05 million in the previous fiscal (2016-17). The amount represents 15.99 % of the country's total export earnings during the period. (<http://rmgbd.net/>)

#### **5.5 OTHER SERVICE SECTORS:**

According to Bangladesh Bureau of Statistics (BBS) output of the overall service sector jumped to Tk4.79 trillion in the ongoing fiscal year, which was Tk 4.50 trillion in FY16. Thus, service sector achieved around 6.50 per cent growth in the current fiscal year. There are eight major sectors under the broader service sector which are wholesale and retail trade; hotel and restaurants; transport, storage and communication; financial intermediations; real estate, renting and business activities; public administration and defense; education; health and social works; and community, social and personal services (<http://www.observerbd.com/>)

## **5.6 OTHER MANUFACTURING SECTORS:**

Manufacturing sub-sector of the industry sector grew by 11.7 percent. Its higher growth reflects a strong performance by large and medium scale enterprises (12.3 percent). Similarly, small scale manufacturing registered a higher growth of 9.1 percent in FY16 compared to 8.5 percent in FY15

According to Bangladesh Industrial policy of 2010, manufacturing sector is important for economy- wide productivity enhancement and diversification. Likewise, manufacturing sector received serious attention under Vision 2021 for country's future development and achievement of high growth rate. Importance of manufacturing as a vehicle for accelerating growth of the economy. The manufacturing sector will have to outpace both the agricultural and service sectors and follow an upward rate. The manufacturing sector is planned to follow an upward trend from annual growth of 6.5% in FY 2010 to 11.7% in FY 2015 with average annual growth of 10% (Dr. N. C.Nath, 2012)

## **CHAPTER SIX**

### **ANALYSIS & FINDINGS**

#### **(Quantitative Study)**

The parametric tests make assumptions about the population that the sample has been drawn from. This often includes assumptions about the shape of the population distribution. Non-parametric techniques on the other hand, do not have such stringent requirements and do not make assumptions about underlying population distribution. Non-parametric techniques are ideal for use when we have data that are measured on nominal (categorical) and ordinal (ranked) scales.

Non-parametric technique do not require us to make the assumption that a population is distributed in the shape of a normal curve/another specific shape. Generally, they are easier to do and to understand

An assessment of the normality of data is a prerequisite for many statistical tests because normal data is an underlying assumption in parametric testing. If distributions do vary from normal, then non-normal distributions may be transformed before data analysis. Normal distribution is a continuous distribution while 5-point Likert-type scale is an ordinal variable, so by definition data of this study is not normally distributed.

Parametric techniques cannot be used for analyzing data as nature of the data is ordinal. So, different types of non-parametric tests have been conducted here to test whether the scoring tendencies differ across the categories of different variables. Mann-Whitney U test and Kruskal-Wallis test have been used here for the variables having two categories such as Gender variable and the variables having more than two categories (Sector, HR experience, Job level)

respectively. Then according to the results of non-parametric test bivariate tables have been made to show the distribution of perception on different significant statements by corresponding variables. Overall agreed refers here to add the agreed and strongly agreed.

**6 Non-Parametric Test:**

**Non-Parametric Test** does not require us to make the assumption that a population is distributed in the shape of a normal curve/another specific shape. Generally, they are easier to do and to understand.

This study is dealing with 6 sectors such as Bank, Textile/RMG, telecommunication, Pharmaceutical, Other manufacturing and other services area. Two dummy variables have been used for HR experience and Job level (based on general job experience) with 3 categories such as (0 year, 0.1-5 years , >=5 years) and (<=5 years,5-10 years , >10 years) respectively. Results of testing differences (P value) of perceptions on different recruitment and selection process related statement between different categories of sector, HR experience, and Job level with gender are described in following table:

**P values from non-parametric test to find out the differences between categories of different indicators are given below:**

**Table 1 : P values from non-parametric test to find out the differences between categories of different indicators**

Indicators/statement	Sector	HR experience	Job levels	Gender

Recruitment and Selection policies are important for an organization's effectiveness	0.303	0.557	0.438	0.324
R and S Policies are important for effective recruitment and selection	0.265	0.328	0.616	0.735
<b>Written</b> recruitment & Selection policies are more important	0.083	0.711	0.68	0.822
R and S Policies need to be updated	0.857	0.904	0.792	0.48
<b>R &amp; S Policies</b> are related with organizational main policies	0.183	0.311	0.265	0.235
<b>Assessment centre</b> is necessary for the organization	0.72	0.07	0.827	0.282
<b>Assessment centre</b> is necessary for managerial selection	0.404	0.802	0.19	<b>0.029</b>
<b>Assessment centre</b> is necessary for Selecting other employees	0.491	0.164	0.492	0.916
Organization should have an <b>Assessment centre</b>	0.927	0.233	0.594	0.363
<b>Validity and reliability</b> of selection tools are important	0.805	0.216	0.882	0.701
<b>Validity and reliability</b> of selection tools are measured by the organization	0.719	0.804	0.335	<b>0.028</b>
<b>Validity and reliability</b> of selection tools are more necessary for managerial selection	0.252	0.231	0.089	0.465
person-job fit is crucial for new candidates	0.559	0.656	0.18	0.947
person-organization fit is crucial for new candidates	<b>0.032</b>	<b>0.046</b>	0.448	0.092
person related criteria are more important than job oriented criteria in case of Recruitment & Selection	0.948	0.647	0.563	0.057
<b>personality test</b> is necessary for managerial selection	0.704	0.348	0.066	0.088
<b>Personality test</b> is taken by the organization	0.296	0.483	0.827	0.84
<b>Personality dimensions</b> are very important factor for a manager	0.262	0.705	0.143	0.224
<b>HRP</b> is necessary before recruitment and Selection	0.084	0.045	0.096	0.249
<b>HRP</b> is needed for effective R & S	0.226	0.007	<b>0.038</b>	<b>0.026</b>
Proper HRP can reduce the <b>R &amp; S cost</b>	0.467	0.128	0.889	0.646

<b>HRP strategy</b> is related with <b>organizational strategy</b>	0.675	0.05	0.092	0.834
<b>Effective R &amp; S</b> is related with employee's performance	0.106	0.81	0.836	0.932
<b>Effective R &amp; S</b> ensures the right employees	0.475	0.306	0.925	0.363
<b>Right employees</b> in the right place lead to higher performance	0.731	0.293	0.811	0.514
Organization must be updated their <b>R &amp; S policies and practices</b>	<b>0.02</b>	0.546	0.226	0.566
R & S Policies and Practices need to be changed on the basis of organization policies	0.624	<b>0.014</b>	0.07	0.412
Need to create <b>new R &amp; S Strategies</b>	0.881	0.306	0.586	0.099
<b>R &amp; S</b> can ensure the job satisfaction	0.641	0.573	0.126	0.502
<b>Proper R &amp; S</b> can lead to employee satisfaction	0.453	0.204	0.392	0.771
<b>Proper R &amp; S</b> is related with job satisfaction	0.537	0.333	0.406	0.678
<b>Internal recruitment</b> is more effective for managerial higher position	0.874	0.808	0.898	0.271
<b>External recruitment</b> is more effective for managerial higher position	0.281	0.783	0.638	0.099
<b>Recruitment strategy</b> must be consistent with organizational strategy	0.512	<b>0.034</b>	0.332	0.666
<b>Selection strategy</b> must be consistent with organizational strategy	0.57	<b>0.004</b>	0.298	0.734
<b>Job analysis</b> is the prior function of Recruitment and selection	0.06	0.09	0.151	0.839
<b>Job analysis</b> should be proper	0.105	0.709	0.644	0.998
<b>Proper Job analysis</b> can reduced recruitment and selection <b>cost</b>	0.052	0.467	0.412	0.272

\*level of significance  $\alpha=0.05$ .

### **Perception based on Sector:**

The above table (Table: 1) shows that the perceptions of participants of different sectors were approximately similar except the statement “Person-organization fit is crucial for new candidates in different sectors” and “organization must be updated their R & S policies and practices”.

### **Perception based on HR Experience:**

On the other hand respondent’s perceptions of different groups based on HR experience varied significantly for the following statements: “Person-organization fit is crucial for new candidates”, “R & S Policies and Practices need to be changed on the basis of organization policies”, “Recruitment strategy must be consistent with organizational strategy”, “Selection strategy must be consistent with organizational strategy”.

### **Perceptions based on Job levels:**

Respondent’s perception on the statement “HRP is needed for effective recruitment and selection process” in different job levels (different groups based on job tenure) also varied significantly.

### **Perceptions based on Gender:**

Besides this gender wise significant differences were found for the perception on the following issues: “Assessment centre is necessary for managerial selection”, “Validity and reliability of selection tools are measured by the organization” and “HRP is needed for effective R & S”.

## **6.2 Kruskal Wallis Test (Non-Parametric Test)**

**Kruskal -Wallis Test** generalized the analysis of variance to enable us to dispense with the assumption that the population are normally distributed. Kruskal -Wallis Test is the alternative



of one –way between-groups analysis of variance. It allows to compare the scores on some continuous variables for three/more groups. It compares more than just two groups. Scores are converted to ranks and the mean rank for each group is compared. Bivariate table has been used for showing significant statement by corresponding variables.

### 6.2.1: Perception basis on experience in HR profession:

**Table 2: Distribution of respondents’ perception on statement “Person-organization fit is crucial for new candidates” by HR experience**

Perception on	Response	Experience in HR profession			Kruskal-Wallis test (p-value)
		0 years	.01-4.9 years	>=5 years	
Person-organization fit is crucial for new candidates	Strongly Disagree	1(0.6)	0(0)	0(0)	0.046
	Disagree	7(3.9)	5(7.2)	4(5.6)	
	Neutral	34(19.1)	22(31.9)	13(18.3)	
	Agree	96(53.9)	32(46.4)	38(53.5)	
	Strongly Agree	40(22.5)	10(14.5)	16(22.5)	
	Total	178(100)	69(100)	71(100)	

**Table 2** shows that compares to the respondents who have no HR experienced and who have high HR experienced (>=5 years) participants, low portion (14.5 %strongly agreed+46.4%agreed) of moderate experienced in HR(.01-5 yeras) agreed that person-organization fit was crucial for new candidates. Notable proportion of participants (19.1% No HR experienced, 31.9% moderate experienced a 18.3% high experienced) were neutral with the statement. P value from Kruskal Wallis test (0.046) indicates that these differences were significant.

**Table 3 : Distribution of respondents’ perception on statement “R & S Policies and Practices need to be changed on the basis of organization policies” by HR experience**

Perception on	Response	Experience in HR profession			Kruskal-Wallis test (p-value)
		0 years	.01-4.9 years	>=5 years	
R & S Policies and Practices need to be changed on the basis of organization policies	Strongly Disagree	1(0.6)	0(0)	0(0)	0.014
	Disagree	2(1.1)	1(1.4)	1(1.4)	
	Neutral	14(8)	7(10.1)	5(6.9)	
	Agree	98(55.7)	40(58)	27(37.5)	
	Strongly Agree	61(34.7)	21(30.4)	39(54.2)	
	<b>Total</b>	176(100)	69(100)	72(100)	

**Table 3** shows that about 90% participants of all groups agreed (including strongly agreed) that R & S Policies and Practices were needed to be changed on the basis of organization policies. But 54.2% respondents of high experienced groups showed their strong agreement on it which is significantly (P value=0.014) much higher than other groups.

**Table 4: Distribution of respondents' perception on statement "Recruitment strategy must be consistent with organizational strategy" by HR experience**

Perception on	Response	Experience in HR profession			Kruskal-Wallis test (p-value)
		0 years	.01-4.9 years	>=5 years	
Recruitment strategy must be consistent with organizational strategy	Strongly Disagree	1(0.6)	0(0)	0(0)	0.034
	Disagree	5(2.8)	0(0)	1(1.4)	
	Neutral	16(9)	11(15.9)	4(5.6)	
	Agree	97(54.8)	34(49.3)	32(44.4)	
	Strongly Agree	58(32.8)	22(31.9)	35(48.6)	
	<b>Total</b>	177(100)	67(97.1)	72(100)	

Above table indicates that about one half 48.6% high experienced respondents strongly agreed and 44.4% of them agreed with the statement "Recruitment strategy must be consistent with organizational strategy", while only 32.8% of inexperienced in HR area and 31.9% moderate experienced respondents strongly agreed with this statement. Tiny portion participants (1.9%) disagreed with this statement.

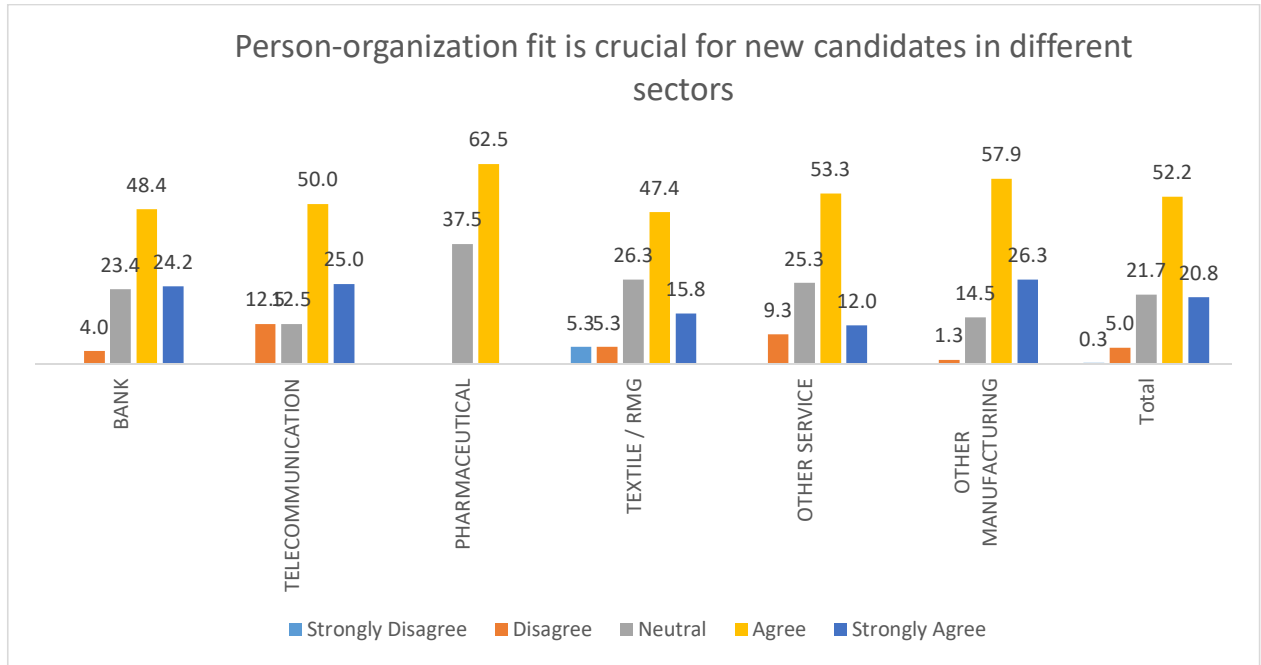
**Table 5 : Distribution of respondents’ perception on statement “Selection strategy must be consistent with organizational strategy” by HR experience**

Perception on	Response	Experience in HR profession			Kruskal-Wallis test (p-value)
		0 years	.01-4.9 years	>=5 years	
Selection strategy must be consistent with organizational strategy	Strongly Disagree	1(0.6)	0(0)	0(0)	0.004
	Neutral	18(10.2)	8(11.6)	0(0)	
	Agree	104(58.8)	36(52.2)	37(51.4)	
	Strongly Agree	54(30.5)	23(33.3)	35(48.6)	
	<b>Total</b>	177(100)	67(97.1)	72(100)	

Table 5 illustrates that overall 100% high experienced respondents agreed (48.6% strongly agreed+51.4% agreed) with the statement "Selection strategy must be consistent with organizational strategy”, while strongly agreed proportion of other groups were significantly (P value=0.004) lower (33.3% for moderate experienced group+30.5% for inexperienced group).About 10% respondents of lower HR experienced groups were neutral with this statement.

**6.3 Non-Parametric Test (Kruskal Wallis Test) in the Context of Perception basis on different sectors:**

**6.3.1: Perception on New candidates’ adaptability in different sectors:**

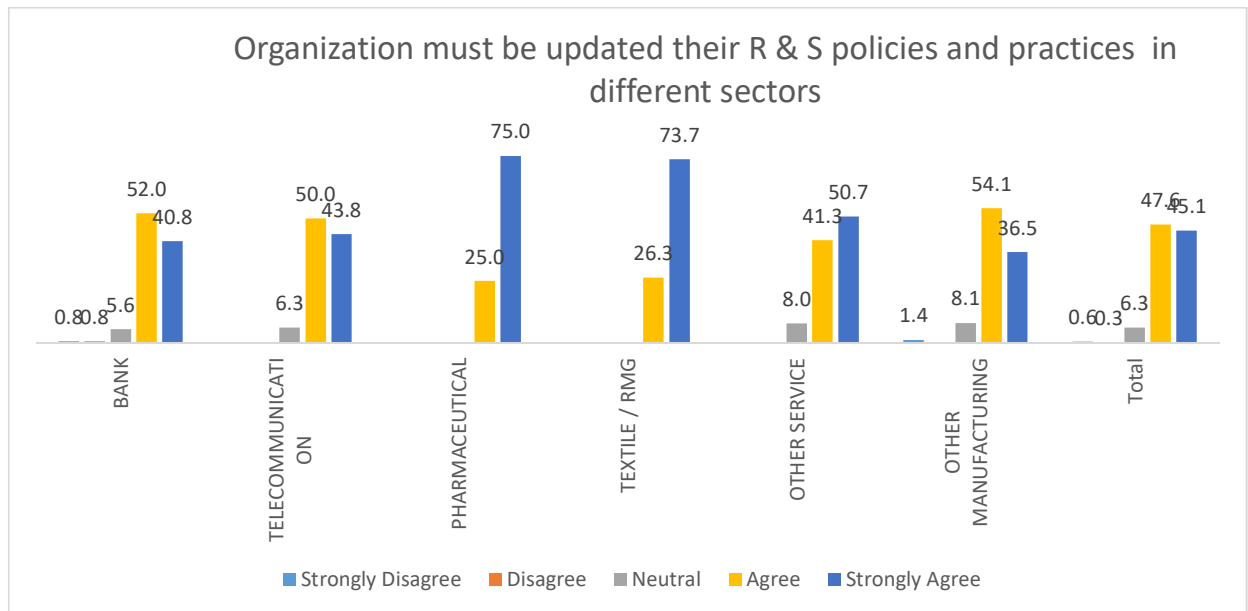


\*P value:0.032

**Figure 1:** Perception on the statement “Person-organization fit is crucial for new candidates in different sectors” by Sector

As like previous statement a majority i.e. more than 50% respondents(Figure:1) of almost every sector agreed (including Strongly agree) that person-organization fit was crucial for new candidates.Among them highest 26.3% respondents from other manufacturing groups were agreed strongly with the statement followed by Telecommunication (25%), Bank(24.2%), Textile/RMG (15.8%).However, a big portion i.e. 37.5% respondents of pharmaceutical sector were neutral. Besides this about one-fourth respondents from Textile/RMG, Bank and Other service sector were also neutral on this statement.

### 6.3.2: Perception on updated R & S policies and practices by different sectors:



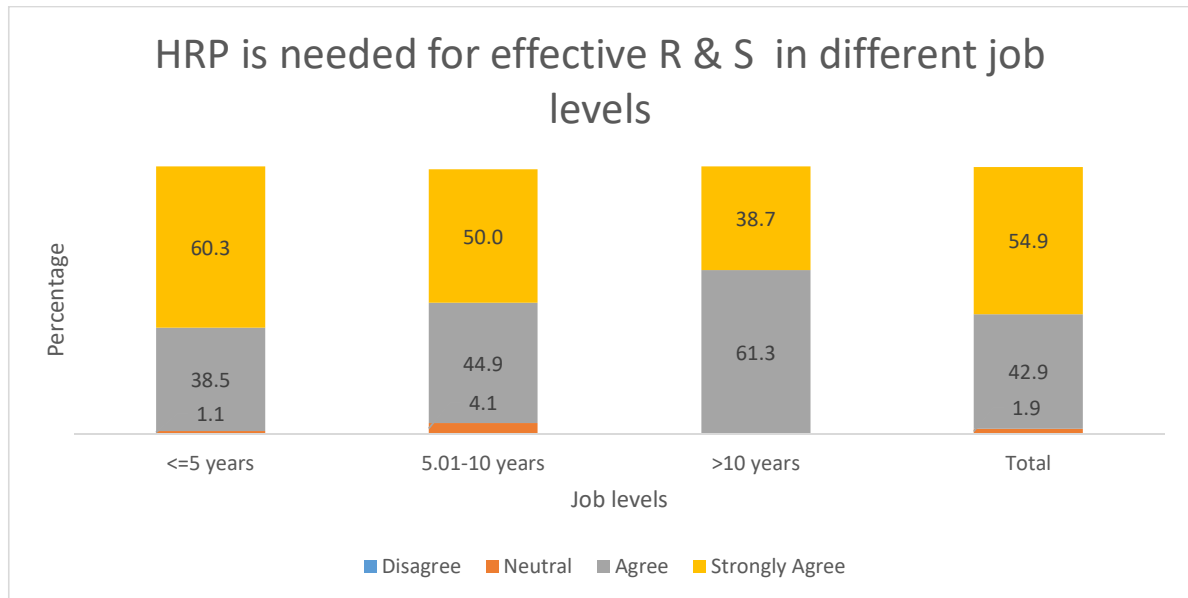
\*P value:0.02

**Figure 2:** Perception on the statement “Organization must update their R&S policies” by Sector

“Organization must update their R&S policies and practices” with this statement some major portion respondents from Pharmaceutical (75%) and Textile/RMG (73.7%) strongly agreed which significantly differ than other sectors (Figure 2). However, overall more than 90% respondents of every sector agreed (strongly agreed +agreed) on this topic.

**6.4: Non-Parametric Test (Kruskal Wallis Test) Perception basis on respondent’s job tenure:**

**6.4.1: Perception on effective R & S in HRP in different job levels:**



\*P value:0.038

**Figure 3:** Perception on the statement “HRP is needed for effective R&S policies” by Job levels

Figure: 3 illustrates that though overall more than 95% respondents from all job levels agreed (including strongly agreed) that HRP is needed for effective recruitment and selection process, comparatively less portion of respondents of high experienced (>10 years) groups strongly agreed (38.7%) with the statement than others (50% and 60.3% respondents of Moderate experienced and low experienced groups respectively).

#### 6.4.2: Non-Parametric Test ( Mann-Whitney U test) Assessment basis on gender :

Mann-Whitney U test is used to determine whether two independent samples have been drawn from the same population (Levin Robin). It is used to test for differences between two independent groups on a continuous measure. The alternative of the t-test is Mann-Whitney U test. It can actually compares medians, whereas t-test compares means of two groups. Mann-Whitney U test evaluates the ranks for the two groups. Two- groups are the categorical variables. It converts continuous variables to the ranks.

**Table 6: Distribution of respondents' perception on statement "Assessment centre is necessary for managerial selection" by gender**

Assessment	Response	Gender		Total	Mann-Whitney U test (p-value)
		Female	Male		
Assessment centre is necessary for managerial selection	Strongly Disagree	0(0)	1(0.4)	1	0.029
	Disagree	0(0)	18(7.1)	18	
	Neutral	7(10.4)	35(13.8)	42	
	Agree	30(44.8)	112(44.3)	142	
	Strongly Agree	30(44.8)	87(34.4)	117	
	<b>Total</b>	67(100)	253(100)	320	

Table 6 shows that 44.8% female respondents strongly agreed that assessment centre was necessary for managerial selection which was significant (P value=.029) higher than that of male (34.4% strongly agreed). No female respondents disagreed with that statement but 7.1% male were disagreed on it.



**Table 7: Distribution of respondent’s perception on statement “Validity and reliability of selection tools are measured by the organization” by gender**

Assessment	Response	Gender		Total	Mann-Whitney U test (p-value)
		Female	Male		
Validity and reliability of selection tools are measured by the organization	Strongly Disagree	0(0)	1(0.4)	1	0.028
	Disagree	2(3)	6(2.4)	8	
	Neutral	20(29.9)	38(15.1)	58	
	Agree	34(50.7)	153(60.7)	187	
	Strongly Agree	11(16.4)	54(21.4)	65	
	<b>Total</b>	67(100)	252(100)	319	

The above table (table: 7) shows that with this statement “Validity and reliability of selection tools are measured by the organization” significantly (P value=.028) more female respondents (29.9%) were neutral than male (15.1). But overall 67.1% female respondents agreed (including strongly agreed) on this topic that was much lower than that of male (82.1%).

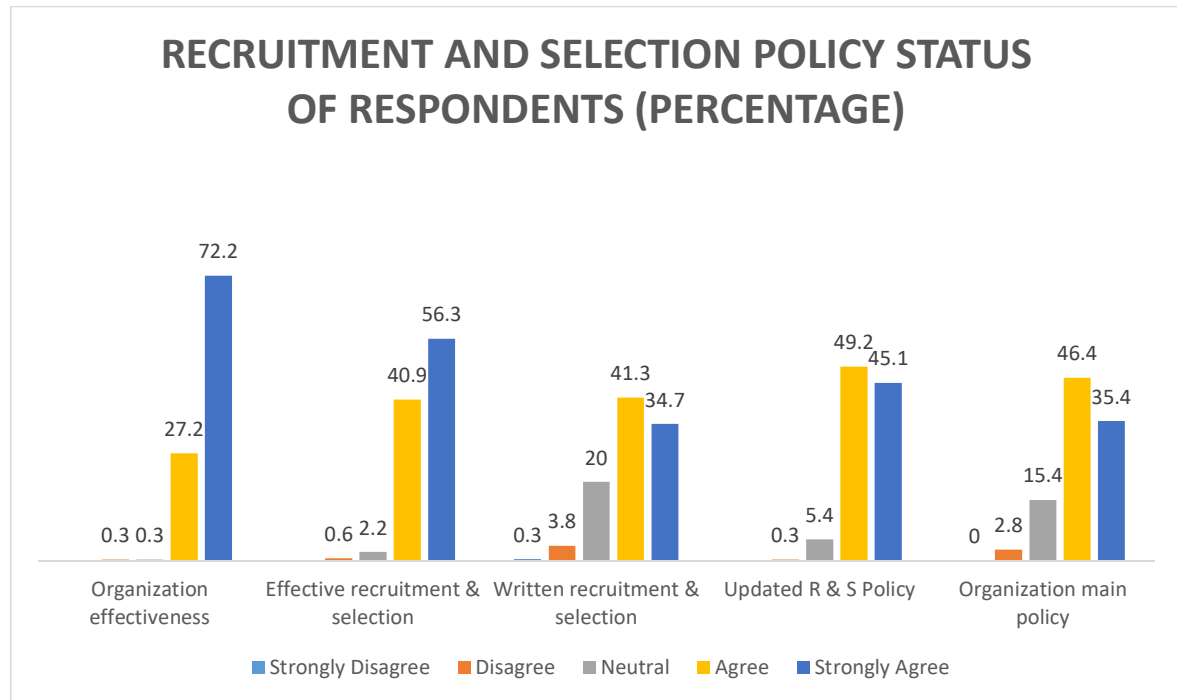
**Table 8 : Distribution of respondents' perception on statement "HRP is needed for effective R & S" by gender**

Assessment	Response	Gender		Total	Mann-Whitney U test (p-value)
		Female	Male		
<b>HRP is needed for effective R &amp; S</b>	<b>Disagree</b>	0(0)	1(0.4)	1	0.026
	<b>Neutral</b>	1(1.5)	9(3.6)	10	
	<b>Agree</b>	22(32.8)	114(45.2)	136	
	<b>Strongly Agree</b>	44(65.7)	128(50.8)	172	
	<b>Total</b>	67(100)	252(100)	319	

Table 8 indicates statistically significant (P value=0.026) difference between strongly agreed male and female respondents with the statement "HRP is needed for effective R & S".65.7% female agreed strongly with the statement while only 50% male were agreed on it.

## 6.5. Univariate analysis:

### 6.5.1 Recruitment and Selection Policies of respondents:



**Figure 4: Response for Recruitment and Selection policies of the respondents**

Figure 4 represents the response for different points of Recruitment and selection (R & S) process from the respondents. Recruitment and selection (R & S) policy is one of the important factors for recruiting new candidates. So that most of the respondents (99.4%) were (72.2 % strongly agree and 27.2% agree) agreed on the fact that it's an important factor for organization's effectiveness. Policy is important for the effectiveness of R & S so 97.2% respondents gave their opinion for effective recruitment and selection. As a process of recruitment and selection, written recruitment and selection process is widely used and so that only 4.1% (3.8% disagree and 0.3% strongly disagree) of the total respondents disagreed on it. 94.3% of the respondents gave positive opinion on updating the recruitment and selection (R & S) process and also 81.8% respondents thought that R & S policies are related with

organizational main policies. Overall, the graph shows that surveyed respondents gave their positive opinions on different factors of recruitment and selection (R & S) process.

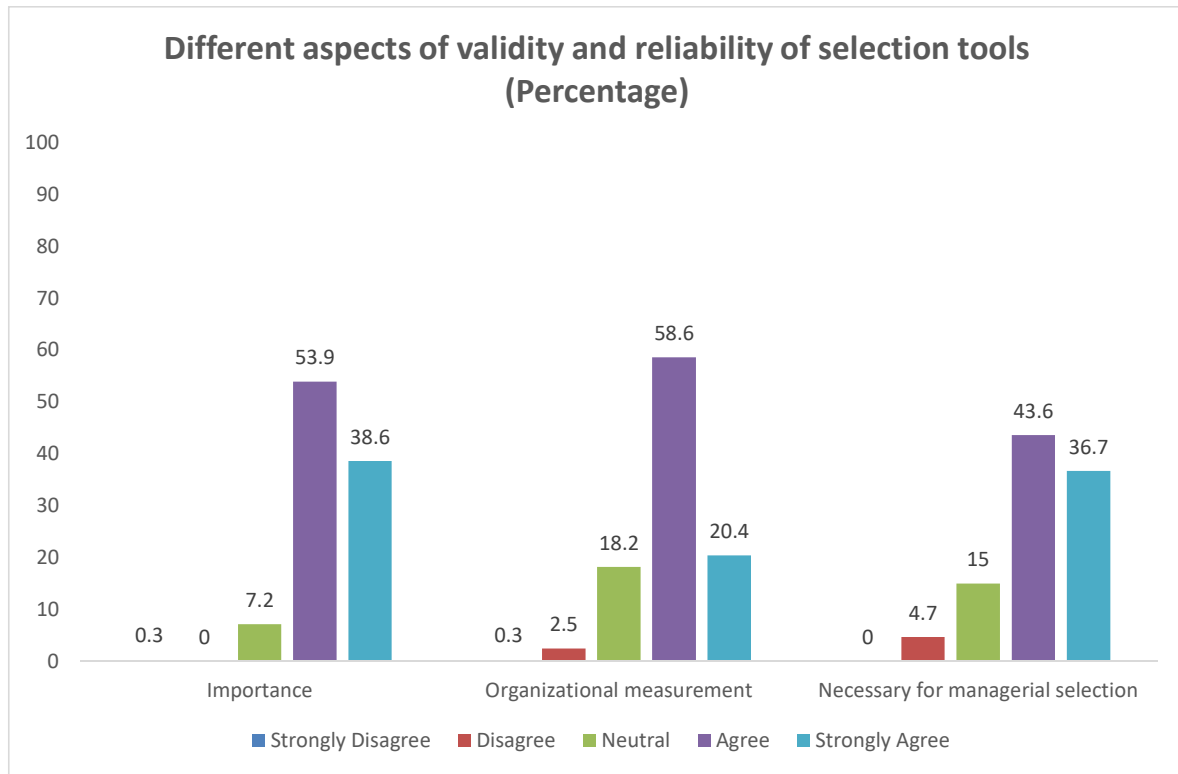
### 6.5.2 Evaluation of assessment centre:

**Table 9: Response on Assessment Centre according to the respondents**

Assessment centre	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
assessment centre is necessary for the organization	0.3	3.4	14.7	50.7	30.9
assessment centre is necessary for managerial selection	0.3	5.6	13.1	44.4	36.6
assessment centre is necessary for Selecting other employees	1.3	4.1	24.9	46.6	23.1
Organization should have an assessment centre	0.6	2.5	15.0	47.5	34.4

Table 9 shows the observation of surveyed respondents on the assessment centre as a factor of effective recruitment and selection process. The above table shows that 81.6%, 81%, 69.7% respondents agreed (including strongly agree) about assessment centres' necessity for the organization, managerial selection, employees' selection respectively and 81.9% agreed that an organization should have an assessment centre. The highest 24.9% respondents were neutral about assessment centre is necessary for employees' selection whereas 13.1% respondents were neutral about assessment centre is necessary for managerial selection. The disagreed responses on assessment centre are below 6% of the total respondents in all points.

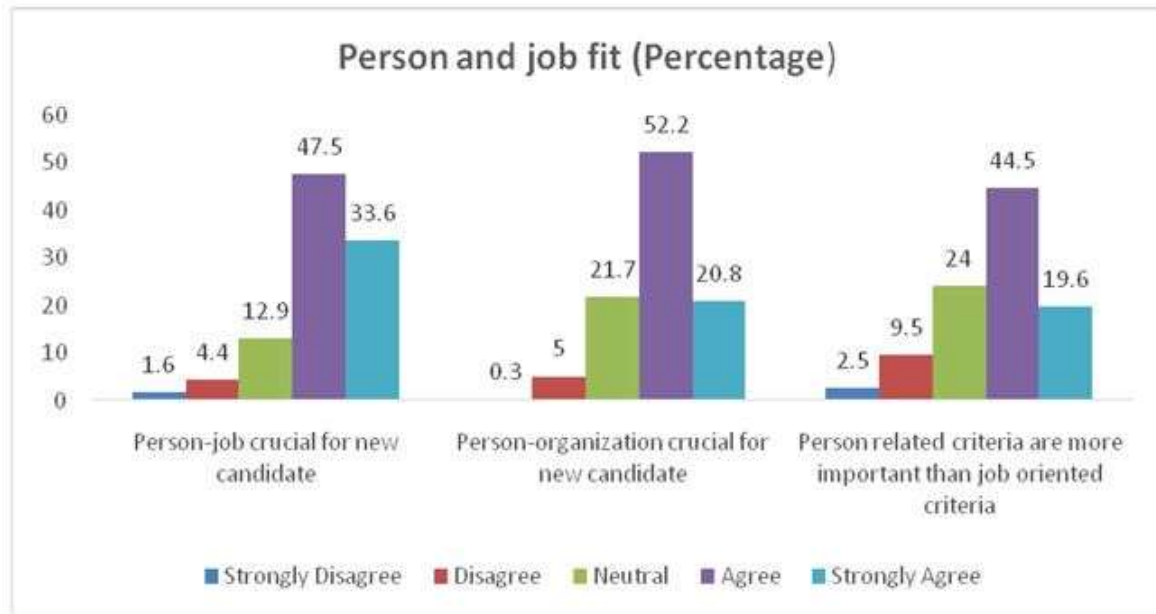
### 6.5.3 Validity and reliability of selection tools:



**Figure 05: Distribution of Validity and Reliability of selection tools by respondents**

Figure 5 represents the response for different aspects of validity and reliability of selection tools according to the respondents. From the graph, we observe that 92.5% respondents agreed (including strongly agree) with that the importance of validity and reliability of selection tools and about 79% & 80.3% of the total respondents agreed (including strongly agree) for validity and reliability is necessary for organizational and managerial measurement. The negative responses (disagree + strongly disagree) are very low comparatively the positive response (agree + strongly agree) in three aspects of validity and reliability of selection tools.

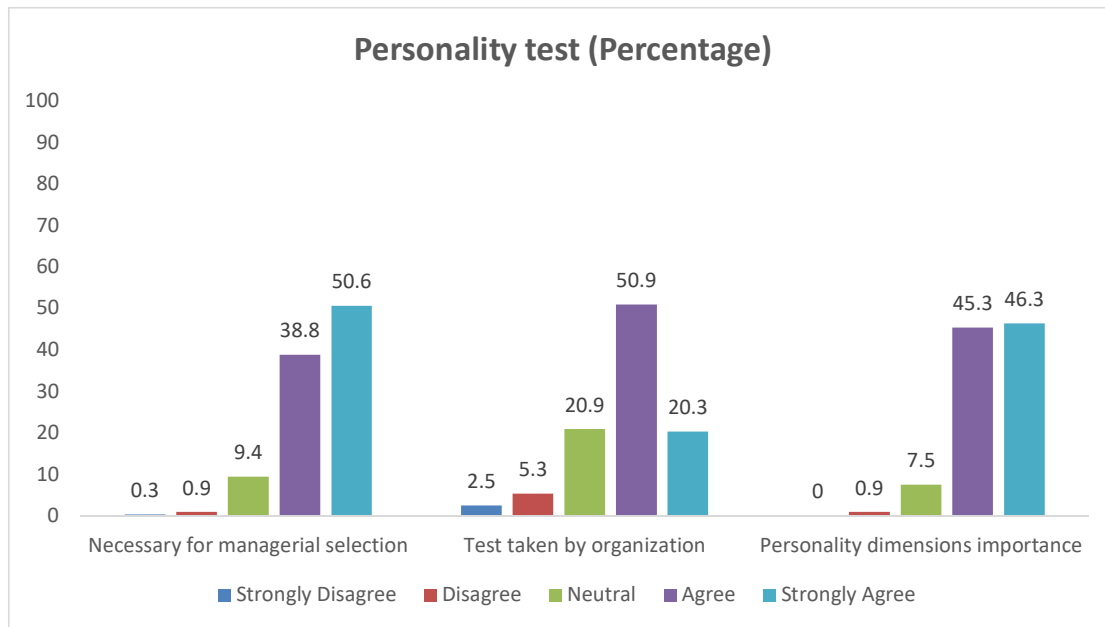
### 6.5.4 Person and Job fit:



**Figure 06: Distribution of Person and Job fit status by respondents**

Figure 6 represents the response for different aspects of person and job fit status according to the respondents. From the graph, we observe that most of the respondents agreed that person-job fit is crucial for new candidates (81.1%) and person-organization fit (73.0%) and person related criteria are more important than job oriented criteria in case of recruitment & selection (64.1%). 24.0% of the total respondents had no comment on statement “person related criteria are more important than job oriented criteria in case of recruitment & selection and 21.7% for person-organization fit, also 12.9% for person-job fit is crucial for new candidates. Also we found that 5.3% respondents were disagreeing for person-organization crucial for new candidates which were also very low from other points of Person and Job fit status.

### 6.5.5 Personality test:



**Figure 07: Distribution of Personality test by respondents**

Figure 7 presents the responses on personality test for managerial selection, organization and personality dimensions for managers. From the graph, we observed that 91.6% respondents agreed (including strongly agree) that the importance of personality dimensions were a vital factor for a manager and about 89.4% & 71.2.3% of the total respondents agreed (including strongly agree) for personality test for managerial selection and organization, respectively. The negative responses (disagree + strongly disagree) were very low comparatively the positive response (agree + strongly agree) in three aspects of personality test.

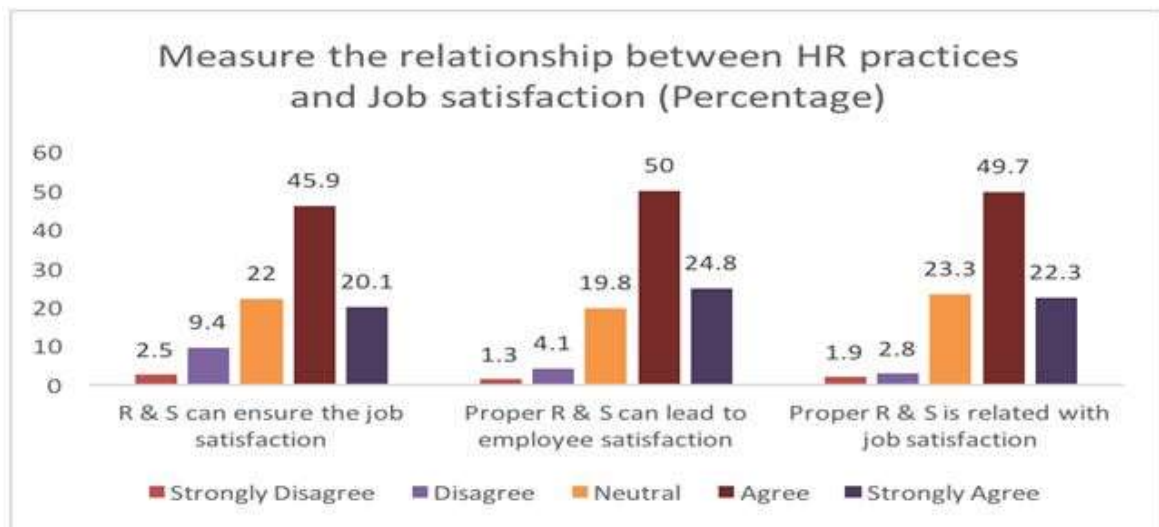
### 6.5.6 Human Resource Planning:

**Table 10: Percentages table on the response for Human Resource Planning (HRP)**

Human Resource Planning	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
HRP is necessary before R & S	0	0.3	3.8	33.2	62.7
HRP is needed for effective R & S	0	0.3	3.1	42.6	53.9
Proper HRP can reduce the R & S cost	0.6	1.3	8.4	45.3	44.4
HRP strategy is related with organizational strategy	0.3	1.3	10.3	40.4	47.6

Table 10 shows the observation of surveyed respondents on the human resource planning as a factor of effective recruitment and selection process. The above table shows that 95.9%, 96.5%, 89.7% respondents **agreed** (including strongly agree) that HRP was necessary before recruitment and Selection (R&S), effective R & S, reduce the R & S cost respectively and 88% respondent thought positively about HRP strategy relation with organizational strategy. The disagreed responses on HRP are below 2% of the total respondents in all points.

### 6.5.7 Relationship between recruitment and selection practices and Job performance:

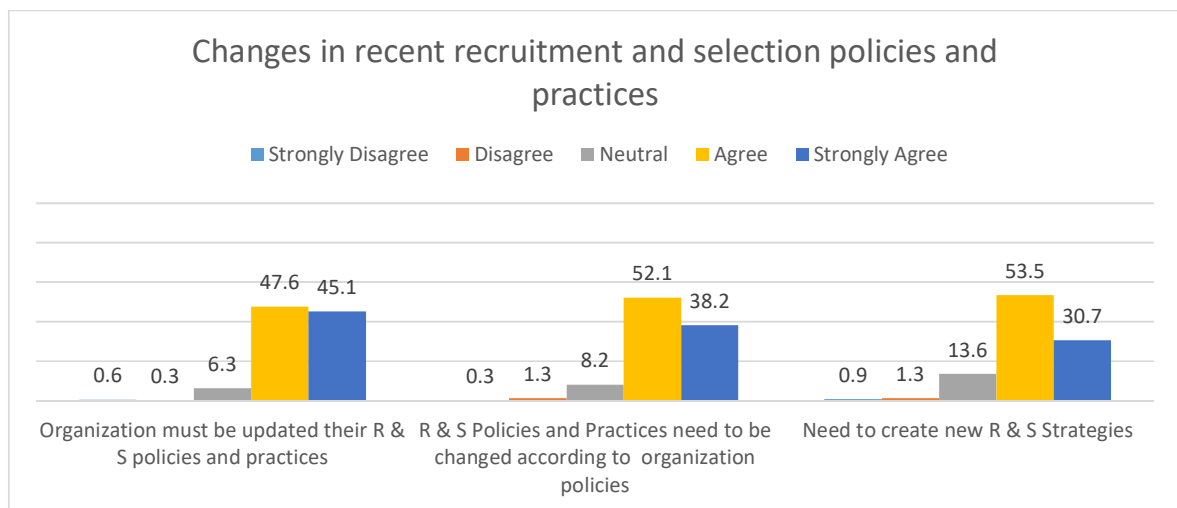


**Figure 8: Percentage distribution of perception on relationship between recruitment and selection practices and Job performance**



Figure 8 illustrates that over 95% respondents agreed (including 63.1% strongly agreed) that right employees in the right place lead to higher performance. “Effective R & S ensure the right employees” with this statement overall 89.6% respondents agreed (including 43.5% strongly disagreed) and 7.9% were neutral. On the other hand comparatively lower portion of respondents (33.8%) gave their strong agreement on the statement “Effective R & S related with employee’s performance”. However, 52.1% and 33.8% respondents agreed and were neutral on it respectively.

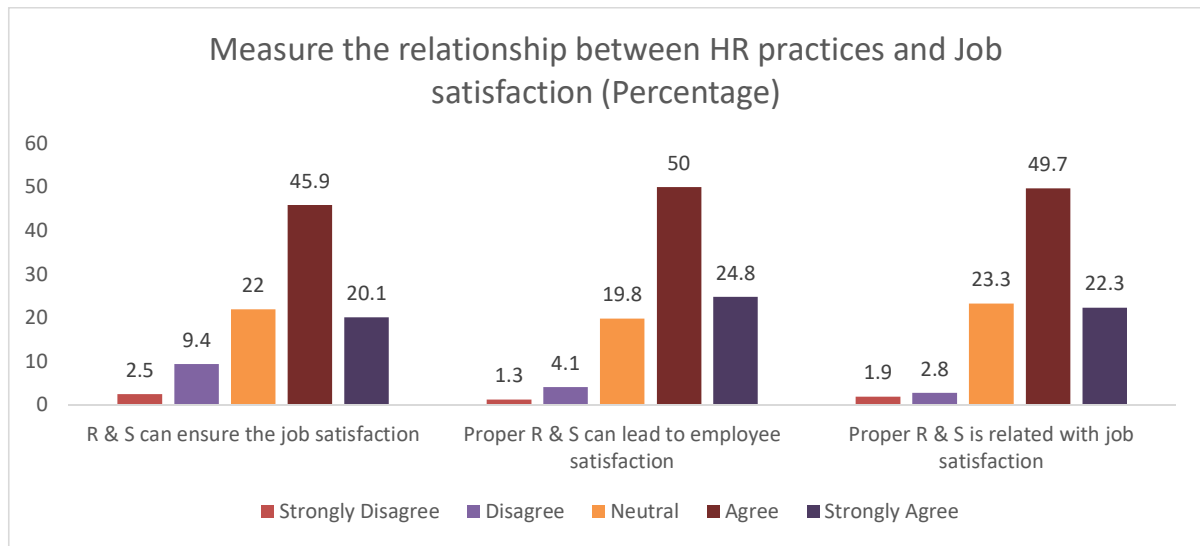
### 6.5.8 Changes in recent recruitment and selection policies and practices:



**Figure 9: Percentage distribution of perception on changing in recent recruitment and selection policies and practices.**

Figure 9 illustrates the Percentage distribution of perception on changes in recent recruitment and selection policies and practices. Over 90% respondents were agreed (including strongly agreed) with the statement “Organization must update their R& S policies and practices” and “R & S policies and practices need to be changed according to organization policies”. Only 30.7% and 53.5% respondents strongly agreed and agreed respectively that new R & S strategies need to be created.

### 6.5.9 Measuring the relationship between HR practices and Job satisfaction:



**Figure 10: Percentage distribution of perception on measuring the relationship between HR practices and Job satisfaction**

Figure 10 shows that unlike others only 20.1% participants strongly agreed and 45.9% agreed that R&S could ensure the job satisfaction. Around 75% respondents agreed (including about one-fourth disagreed) that proper R & S could lead to employee satisfaction and was related with job satisfaction. A notable portion of respondents (about one-fifth) was neutral about all three statements.

#### 6.5.10 Difference between internal and external recruitment:

**Table 11: Percentages distribution of respondents' perception on difference between internal and external recruitment**

<b>Difference between internal and external recruitment</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
Internal recruitment is more effective for managerial higher position	2.8	7.9	27.7	36.8	24.8
External recruitment is more effective for managerial higher position	1.6	12.3	35.2	36.2	14.8

Above table (table 11) shows that though approximately same portion of respondents (about 36%) agreed with both statement “Internal recruitment is more effective for managerial higher position” and “External recruitment is more effective for managerial higher position”, comparatively more respondents (24.8%) strongly agreed that internal recruitment was more effective for managerial higher position than that of external recruitment(14.8%). About one-third i.e. 35.2% participants and 27.7% participants were neutral about effectiveness of external recruitment and internal recruitment respectively.

### 6.5.11 Recruitment and Selection Strategy:

**Table 12: Percentages distribution of respondents' perception on Recruitment and Selection strategy**

<b>Recruitment and Selection Strategy</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>Recruitment strategy</b> must be consistent with organizational strategy	0.3	1.9	9.8	51.6	36.4
<b>Selection strategy</b> must be consistent with organizational strategy	0.3	0	8.2	56	35.4

Table 12 indicates almost similar perception of respondent about recruitment and selection strategy. About 90% participants gave their positive opinion (agreed+ strongly agreed) on the statements “Recruitment strategy must be consistent with organizational strategy” and “Selection strategy must be consistent with organizational strategy”. A little portion i.e. 2.2% and 0.3% respondents disagreed (including strongly disagreed) that **recruitment strategy** and **selection strategy** must be consistent with organizational strategy respectively.

### 6.5.12 Proper Job analysis:

**Table 13: Percentages distribution of respondent's perception on Proper Job analysis**

<b>Proper Job analysis</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
Job analysis is the prior function of R & S	0	0.6	6.9	55.2	37.2
Proper Job analysis	0.3	0.3	2.8	50.6	45.9
Proper Job analysis can reduce R & S cost	0.6	1.9	10.4	49.5	37.5

Table 13 tell us that overall a vigorous portion i.e. about 90% respondents agreed about three mentioned aspects of proper job analysis. They agreed that job analysis should be proper, job analysis is the prior function of recruitment and selection and proper job analysis can reduce recruitment and selection **cost**.

## 6.6. Reliability Analysis:

Reliability requires consistency among the variables.

### 6.6.1 Cronbach Alpha Analysis

Cronbach's alpha is a common measure of internal consistency (a measure of reliability) (Cronbach, 1951).

**Table 14: Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.862	.866	38

In the above table analysis, the simple Cronbach's alpha test is run on all thirty-eight (38) variables from the questionnaire. The Reliability Analysis calculates that Cronbach's alpha ( $\alpha$ ) is 0.862. This indicates a high level of internal consistency for this scale. Values higher than 0.7 of Cronbach's alpha are widely considered as best.

## 6.7. Factor Analysis:

Factor analysis is a method of reducing a large number of variables to a smaller number of presumed underlying hypothetical entities called factor (Fruchter, 1967).

Factor analysis can also be used to reduce a large number of related variables to a more manageable number prior to using them in other analyses such as multiple regression/multivariate analysis of variance.

**Table 15: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.786
Approx. Chi-Square	3277.337
Bartlett's Test of Sphericity Df	703
Sig.	0.000

From table 15, it has been seen that KMO values greater than 0.5 which implies that factor analysis may be appropriate. The Bartlett's Test of Sphericity tests the adequacy of the correlation matrix and yielded a value of 3277.34 and an associated p-value is smaller than 0.01. Thus, the hypothesis that the correlation matrix is an identity matrix can be rejected, i.e., the correlation matrix has significant correlations among at least some of the variables.

**Principal Component analysis (PCA)** –the original variables are transformed into smaller set of linear combinations view all of the variance in the variables being used.

Principal Component Matrix is given the next page.

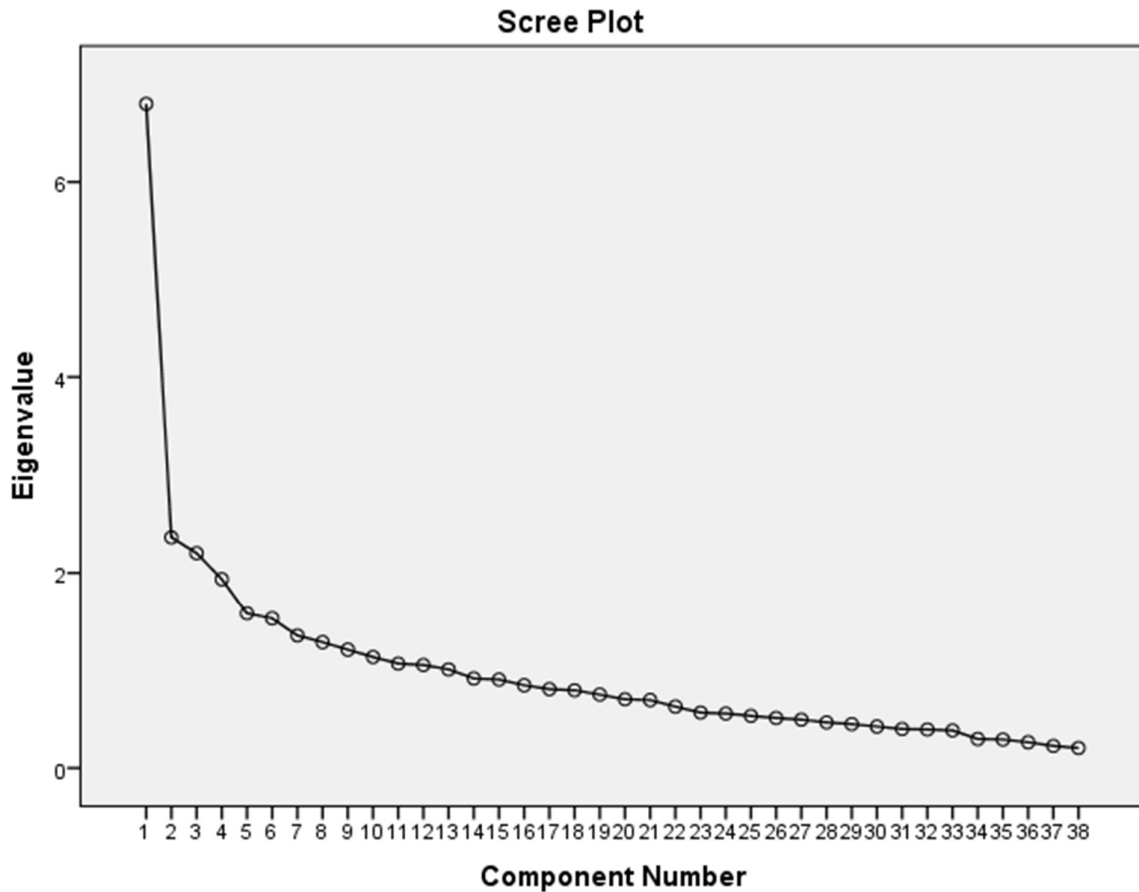
**Table 16: Principal Component Matrix**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
<b>1</b>	6.80	17.89	17.89	6.80	17.89	17.89	2.82	7.41	7.41
<b>2</b>	2.36	6.22	24.11	2.36	6.22	24.11	2.78	7.31	14.72
<b>3</b>	2.20	5.80	29.90	2.20	5.80	29.90	2.51	6.60	21.32
<b>4</b>	1.94	5.09	35.00	1.94	5.09	35.00	2.32	6.10	27.42
<b>5</b>	1.58	4.16	39.15	1.58	4.16	39.15	1.78	4.68	32.09
<b>6</b>	1.53	4.02	43.18	1.53	4.02	43.18	1.74	4.58	36.68
<b>7</b>	1.35	3.56	46.74	1.35	3.56	46.74	1.72	4.52	41.20
<b>8</b>	1.29	3.38	50.12	1.29	3.38	50.12	1.68	4.43	45.63
<b>9</b>	1.21	3.18	53.30	1.21	3.18	53.30	1.61	4.24	49.87
<b>10</b>	1.13	2.98	56.28	1.13	2.98	56.28	1.58	4.15	54.02
<b>11</b>	1.07	2.80	59.09	1.07	2.80	59.09	1.45	3.80	57.82
<b>12</b>	1.05	2.77	61.85	1.05	2.77	61.85	1.36	3.57	61.39
<b>13</b>	1.01	2.65	64.50	1.01	2.65	64.50	1.18	3.11	64.50
14	0.91	2.41	66.91						
15	0.90	2.38	69.28						
16	0.84	2.22	71.51						
17	0.81	2.12	73.63						
18	0.79	2.09	75.72						
19	0.75	1.97	77.69						
20	0.70	1.85	79.53						
21	0.69	1.83	81.36						
22	0.63	1.65	83.01						
23	0.57	1.49	84.50						
24	0.56	1.46	85.96						

25	0.53	1.40	87.37		
26	0.51	1.35	88.71		
27	0.49	1.30	90.01		
28	0.47	1.23	91.24		
29	0.45	1.18	92.42		
30	0.42	1.11	93.53		
31	0.40	1.05	94.58		
32	0.39	1.03	95.62		
33	0.38	1.01	96.63		
34	0.30	0.78	97.41		
35	0.29	0.77	98.17		
36	0.26	0.69	98.87		
37	0.23	0.59	99.46		
38	0.20	0.54	100.00		
Extraction Method: Principal Component Analysis (PCA).					

Table 16 has observed that the principle components factor analysis with varimax rotation was used to identify factors explain the effectiveness of recruitment and selection process which yielded thirteen factors with eigen values more than 1.0. The factor analysis results further show that these thirteen factors affect the effectiveness of recruitment and selection process cumulatively explain 64.50 % of total variance.





**Figure 11: Scree plot of the Components Extracted from Factor Analysis**

The scree plot suggests that a number of factors can be combined. The scree plot graphs the eigenvalue against the factor number. The combination of factors is purely a subjective decision, aimed at reducing the number of extracted factors to a smaller, more manageable, and ultimately more meaningful set of factors. From the thirteen factor, it has been seen that the line is almost closer to flat, meaning the each successive factor is accounting for smaller and smaller amounts of the total variance.

**Table 17: Rotated Component Matrix**

Items	Component												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Job_Satisfaction2	0.86												
Job_Satisfaction3	0.84												
Job_Satisfaction1	0.83												
Assessment_Centre1		0.82											
Assessment_Centre4		0.75											
Assessment_Centre3		0.74											
Assessment_Centre2		0.71											
HRP3			0.70										
HRP2			0.69		0.33								
HRP1			0.64		0.30								
Job_performance2	0.30		0.56					0.36					
Job_performance1	0.31		0.37										
RS_Strategy1				0.79									
RS_Strategy2				0.77									

Recent_Changes2				0.55									
HRP4			0.43	0.48									
Validity_relaibility1					0.68								
Recent_Changes1					0.59								
Policy4					0.55								
Personality3						0.72							
Personality1						0.70							
Personality2						0.47			0.32				
Job_performance3			0.36			0.36			-				
Policy2							0.78						
Policy1							0.73						
Job_Analysis1								0.65					
Job_Analysis2								0.62					
Job_Analysis3								0.52					
Job_fit3									0.78				

Recent_Changes3									0.51				-	0.33
Validity_relaibility2				0.38						0.65				
Validity_relaibility3										0.63				
Job_fit1											0.78			
Job_fit2									0.50		0.61			
Internal_External1												0.80		
Internal_External2												-	0.65	
Policy3														0.72
Policy5							0.32	0.31						0.44

"Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization."

a. Rotation converged in 17 iterations.

This table 17 contains the rotated factor loadings (factor pattern matrix), which represents both how the variables are weighted for each factor but also the correlation between the variables and the factor. Because these are correlations, possible values range from -1.0 to +1.0.

### Factor Analysis of the Effectiveness of Recruitment and Selection Process:

Factor analysis is related to principal component analysis (PCA), but the two are not same. Principal Component Analysis. (PCA) is a more basic version of exploratory factor analysis (EFA) that was developed in the early days prior (<https://en.wikipedia.org>)

**Table 18: Factor Analysis of the Effectiveness of Recruitment and Selection Process**

Factor	Item	Factor loading	Factor Name
1	Proper R & S is related with job satisfaction	0.8616	<b>R &amp; S Practices are related with Job Performance</b>
	Proper R & S can lead to employee satisfaction	0.8396	
	R & S can ensure the job satisfaction	0.8321	
2	Assessment centre is necessary for the organization	0.8245	<b>Assessment Centre is necessary for managerial selection</b>
	Organization should have an Assessment center	0.7528	
	Assessment centre is necessary for Selecting other employees	0.7409	
	Assessment centre is necessary for managerial selection	0.7110	
3	Proper HRP can reduce the R & S cost	0.7032	<b>Effective R &amp; S is related with employee performance &amp; HRP reduce R &amp; S Cost</b>
	HRP is needed for effective R & S	0.6916	
	HRP is necessary before recruitment and Selection	0.6430	
	Effective R & S is related with employee's performance	0.5579	
	Effective R & S is related with employee's performance	0.3667	
4	Recruitment strategy must be consistent with organizational strategy	0.7915	<b>R, S &amp; HRP straties are related with organizational strategy</b>
	Selection strategy must be consistent with organizational strategy	0.7666	

	R & S Policies and Practices need to be changed on the basis of organization policies	0.5498	
	HRP strategy is related with organizational strategy	0.4761	
5	Validity and reliability of selection tools are important	0.6751	<b>Selection tests are valid &amp; reliable and also related with policy &amp; performance</b>
	Effective R & S is related with employee's performance	0.5898	
	R and S Policies need to be updated	0.5468	
6	Personality dimensions are very important factor for a manager	0.7189	<b>Personality test is very necessary for managerial selection</b>
	Personality test is necessary for managerial selection	0.6979	
	Personality test is taken by the organization	0.4746	
	Right employees in the right place lead to higher performance	0.3578	
7	R and S Policies are important for effective recruitment and selection	0.7797	<b>R &amp; S policies are necessary</b>
	Recruitment and Selection policies are important for an organization's effectiveness	0.7301	
8	Job analysis is the prior function of Recruitment and selection	0.6531	<b>Proper job analysis reduced R &amp; S cost</b>
	Job analysis should be proper	0.6183	
	Proper Job analysis can reduced recruitment and selection cost	0.5208	
9	person related criteria are more important than job oriented criteria in case of Recruitment & Selection	0.7816	<b>Person-oriented criteria are more important than job-oriented criteria</b>
	Need to create new R & S Strategies	0.5127	
10	Validity and reliability of selection tools are measured by the organization	0.6472	<b>Validity &amp; reliability of</b>

	Validity and reliability of selection tools are more necessary for managerial selection	0.6349	<b>selection tools are measured by the organizations</b>
11	Person-job fit is crucial for new candidates	0.7847	Both P-J & P-O fit are crucial
	Person-organization fit is crucial for new candidates	0.6131	
12	Internal recruitment is more effective for managerial higher position	0.7965	<b>Both internal &amp; external recruitment are effective</b>
	External recruitment is more effective for managerial higher position	-0.6455	
13	Written recruitment & Selection policies are more important	0.7154	<b>Written recruitment &amp; selection policies are effective</b>
	R & S Policies are related with organizational main policies	0.4416	

**Table 19 Respondents' agreement for Variables/Statement**

<b>Variables/Statement</b>	<b>% of agreement</b>
Recruitment and Selection policies are important for an organization's effectiveness	99.4
R and S Policies are important for effective recruitment and selection	97.2
HRP is needed for effective R & S	96.3
HRP is necessary before recruitment and Selection	95.6
Job analysis should be proper	95.3
Right employees in the right place lead to higher performance	95.0
R and S Policies need to be updated	93.4
Validity and reliability of selection tools are important	92.2
Organization must be updated their R & S policies and practices	91.9
Personality dimensions are very important factor for a manager	91.6
Job analysis is the prior function of Recruitment and selection	91.6
Selection strategy must be consistent with organizational strategy	90.3
Proper HRP can reduce the R & S cost	89.7
personality test is necessary for managerial selection	89.4

R & S Policies and Practices need to be changed on the basis of organization policies	89.4
Effective R & S ensures the right employees	88.8
HRP strategy is related with organizational strategy	87.8
Recruitment strategy must be consistent with organizational strategy	86.9
Proper Job analysis can reduced recruitment and selection cost	86.3
Effective R & S is related with employee's performance	85.0
Need to create new R & S Strategies	83.1
Organization should have an Assessment center	81.9
R & S Policies are related with organizational main policies	81.6
Assessment centre is necessary for the organization	81.6
Assessment centre is necessary for managerial selection	80.9
person-job fit is crucial for new candidates	80.6
Validity and reliability of selection tools are more necessary for managerial selection	80.0
Validity and reliability of selection tools are measured by the organization	78.8
Written recruitment & Selection policies are more important	75.9
Proper R & S can lead to employee satisfaction	74.4
person-organization fit is crucial for new candidates	72.5
Proper R & S is related with job satisfaction	71.6
Personality test is taken by the organization	71.3
Assessment centre is necessary for Selecting other employees	69.7
R & S can ensure the job satisfaction	65.6
person related criteria are more important than job oriented criteria in case of Recruitment & Selection	63.4
Internal recruitment is more effective for managerial higher position	61.3
External recruitment is more effective for managerial higher position	50.6

High HR experienced people on gave emphasis on following topics:

- R & S Policies and Practices need to be changed on the basis of organization policies
- Recruitment strategy must be consistent with organizational strategy
- Selection strategy must be consistent with organizational strategy



Compare to others, respondents from Pharmaceutical, Textile/RMG gave more emphasis on following:

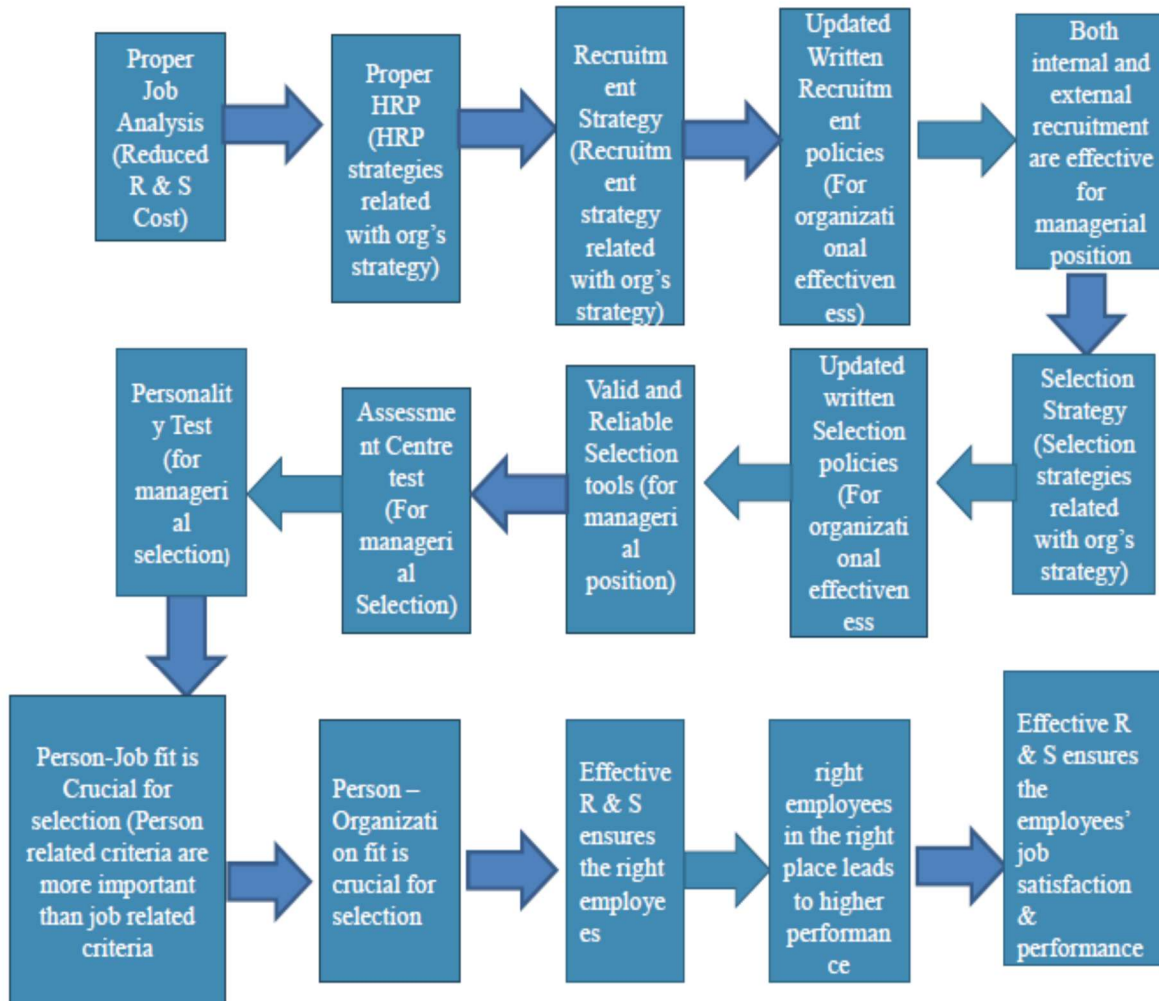
- Organization must be updated their R&S policies

Proportion of strong agreement from high experienced (more than 10 years) respondents was significantly less than that of others on following statement:

- HRP is needed for effective R&S policies

### **6.8 Conceptual Model of Effectiveness of Recruitment and Selection Process:**

A conceptual model has been developed based on quantitative data. The primary purpose of a conceptual model's is to convey the fundamental principles and basic functionality of the system which it represents. A conceptual model must be developed in such a way that can easily understood and easily interpreted. The R & S process starts from proper job-analysis, secondly HRP that must relate with organizational strategy, then R strategy has to develop, organization must develop written recruitment policies. Both internal & external recruitment are effective for managerial position. Organizations develop selection strategy that is related with organizational strategy and also update the written selection policies. Next, validity & reliability of the selection tools determine through assessment test' performance record. Then personality tests have been taken for managerial position. After that P-J & P-O fit are measured by the organizations. Organizations ensure right people at the right place that lead to higher job performance as well as job satisfaction.



**Figure 12: Conceptual Model of Effectiveness of Recruitment and Selection Process**

### 6.9 Finding from Quantitative Study:

The majority respondents gave their positive opinion about written recruitment & selection policies, recruitment & selection strategies, assessment center and personality test are necessary for selecting managerial personnel. This study also found that person -job fit & person-organization fit are also important for effective R & S process. There is no significance difference about their opinion regarding internal & external recruitment. Organizations have used both the

internal and external sources for managerial personnel. Moreover, this study also found that proper & updated job analysis & proper human resource planning are essential before recruiting & selecting for a vacant position. In addition to this, effective recruitment and selection are also related with employees' job satisfaction as well as employee's performance

## **CHAPTER SEVEN**

### **ANALYSIS & FINDINGS**

#### **(QUALITATIVE STUDY)**

##### **7.1 Respondents of Qualitative Study:**

<b>Manufacturing Organizations</b>	<b>Service oriented organizations</b>
1. HR personnel of Unilever Bangladesh	1. HR personnel of AB Bank
2. HR personnel of General pharma	2. HR personnel of Trust Bank
3. HR personnel of Bacon pharma	3. HR personnel of Brac
4. HR personnel of Sanofi-Aventis	4. HR personnel of SIBL
5. HR personnel of Petvelle	5. HR personnel of Icddrb
6. HR personnel of Apex footwear	6. HR personnel of Edition logistic
7. HR personnel of Hameem group	7. HR personnel of EBL
8. HR personnel of Mobil	8. HR personnel of Banglalink
9. HR personnel of Santa group	9. HR personnel of TIB
	10. HR personnel of Lanka Bangla
	11. HR personnel of Dhaka bank
	12. HR personnel of NCC bank
	13. HR personnel of FSBL
	14. HR personnel of Fedex

## **7.2 Thematic Analysis based on Qualitative Data:**

**Thematic analysis** is “A method for identifying, analyzing and reporting patterns within data.” (p. 79) (Braun and Clarke ,2006). **Thematic analysis** is one of the most common forms of analysis in qualitative research. **Thematic analysis** underlines pinpointing, examining, and recording patterns (or "themes") within data. “Themes are patterns across data sets that are important to the description of a phenomenon and are associated to a specific research question.” ([www.wikipedia.org](http://www.wikipedia.org)). Thematic analysis is best method applied for a variety of different approaches, rather than a singular approach ( [www.wikipedia.org](http://www.wikipedia.org))

The most widely cited approach to thematic analysis is that developed by psychologists Virginia Braun and Victoria Clarke. According to *Braun and Clarke (2006)* thematic analysis widely used qualitative analytic method. it offers an accessible and theoretically flexible approach to analyzing qualitative data. Thematic analysis is that search for themes or patterns, and in relation to different epistemological positions.

### **Theme 1: Effective recruitment and selection practices**

#### **Manufacturing Sectors**

**Effective recruitment and selection practices** refer a process so that we can place the right person in the right job which enables a person to perform his/her best with the given resources (M1). Recruitment is the process of defining our job needs and attracting candidates to fill job vacancies. The best person for the vacant position will be selected based on merit (M2). Effective recruitment & selection practise give high performance and also right people in right place(M3). More Cultural diversity, Right people at right place in right time, aim to attract best possible talents

(M4). Effective recruitment and selection means recruiting the right person for the right place, leading to less turnover and more productivity and profit (M5). Effective recruitment and selection practices mean open source recruitment & recruitment Exam (M6). Recruitment of right person in the right place (M7), (M8) & (M9).

### **Service Sectors**

**Effective recruitment and selection practices** are aligned with organizational vision (S1). It means hiring employees who have academic as well as practical concept required for job requirement (S2). That provides practical direction on the critical issues related to recruitment and selection (S3) effective R & S is essential to fulfill the requirement successfully (S4). For proper and effective recruitment and selection, a proper selection process should be selected. For a lecturer, viva is more important than written test. Recruitment and selection must be related to the nature of the job (S5). The best practice, the best way to identify the most qualified person(S6). Right people in right time at right place (S8). Right people in right place & also in right time (S9). Attracting the right pool of potential candidates and selecting the best suitable candidates for the right place on right time by aligning with effective Human Resources Policy (S10). Effective Recruitment and selection practices provide practical guidelines on the critical issues surrounding recruitment and selection (S11). Attracting and Choosing the right person for the right position at the right time (S12). Effective recruitment and selection means choosing the right person through the best R&S Process after making a proper job analysis (S13). Job Specification has to be cleared (S14).

**Note:** M1 to M9 refers the HR personnel from manufacturing Sector whereas S1 to S14 refers the HR personnel from service sector.

## **Theme 2: The factors are necessary for effective recruitment and selection**

### **Manufacturing Sectors**

**The factors are necessary for effective recruitment and selection** are job evaluation and a competitive pay scale (M1). Primarily recruitment and selection are a strategic exercise in the context of an overall workforce plan. It provides an opportunity to attract an outstanding appointee who will contribute effectively towards meeting future key objectives. Recruitment and selection decisions have a long-term strategic importance. Needs must be assessed carefully. Is it appropriate to fill the position in a different way, at a higher or lower level, in a full-time or part-time capacity? Lateral thinking on different ways to achieve objectives that is important, as budgets must accommodate any proposals (M2). Qualified candidate & candidate Personality test (M 3). Internal gap analysis, external competitive market, more cultural diversity, retention, efficiency (M 4). Sourcing and tracking applicants, screening & interview (M 5). The factors necessary for effective recruitment and selection are Local labor market, Political, social & legal environment and unemployment rate (M6). Education, Experience, Previous Achievement, Previous Job Responsibilities & Knowledge about Current job & company are necessary for effective recruitment (M7). Education, experience, previous achievement, previous job responsibilities, knowledge about current job & company (M8). Job description, R & S strategy, procedures & process (M 9).

## Service Sectors

**The factors are necessary for effective recruitment and selection** are company vision, HR vision, market or business analysis & recruitment strategy are aligned with corporate strategy (S1). Applicant's knowledge-based smartness, ability of understanding and clear concept about the task (S2). Gather information on job, prepare job description, create Job and employee profile, find candidates, applications form, CV sorting, written viva, assessment center (presentation, group discussion, case analysis, game activities, reference check, job offer, final selection (S3). Management prudence, neutrality etc. (S4). Selection test depends upon the nature of the job for example written test is not important rather practical test is important for an electrician (S5). Job Description, qualification of candidates, company vision, and HR goal, budget (S6). Functional knowledge, attitude, personality, communication and good reference (S8). Find out the best pool, convince them to apply with employer's branding, use customized selection tools to find out right fit and the recruitment process must be fair & transparent (S9). Set proper recruitment and selection policies, headcount analysis, manpower planning, proper job analysis, identifying key required skills and competencies, circulate job vacancy announcement by highlighting key required skills, initiate written test based on the position wise standard questionnaire, set standard scoring sheet for interview board, select final candidates based on top score and salary expectation (S10). Cost is a major reason why effective R&S is important, Improved R&S can often result in reducing the high turnover., increasing loyalty and productivity. Employees who feel dedicated toward the organization will work hard to become successful. Need to reduce discrimination in hiring practices (S11) Good recruitment policy, HRP, brand Image, labor market condition, cost of recruitment, demand and supply etc.(S12). Proper job analysis, following best R&S method &



Selection the right person (S13) Career Progression, right person, scope of work & problem in retention (S14)

### **Theme 3: The Selection Criteria for a Manager**

#### **Manufacturing Sectors**

**The Selection Criteria for a Manager** are right fit for the organization, has relevant experience and skill set required to do the job & has leadership qualities (M 1). Shortlist Criteria & Final Selection Criteria. factual requirements of the person specification. academic, professional and technical qualifications; relevant work experience; and leadership and management experience must be considered for creating short list of candidates (M 2). Manager selection criteria depend on manager quality, communication skill & personality (M3) . Ability to manage a team, focused, agility, business minded & control (M 4) Good communication skill, good leadership skill, technically proficient & team-working (M 5). Team performance & relations, decision making & remuneration (M6). Experience, previous achievement & loyalty (M8). Position, year of experience, skills, abilities, knowledge & attitudes (M 9).

#### **Service Sectors**

**The Selection Criteria for a Manager** are high level of honesty & integrity, visionary, innovative, creative & respectful to others opinion (S1). Analysis of past performance, clear concept of duty analysis, personality test, MUG Session: ability to cope stress and outside/inside threat. leadership ability & tactical ability (S2). At least 5 years' job-experience, good communication skills (listening, verbal, written) and interpersonal abilities., excellent analytical ability, proficiency in MS office, flexibility, ability to work under less supervision, people

management skills & motivational skills (S3). Having strong managerial capabilities (S4) behavioral competency and technical competency. Behavioral competency is more important than technical competency. On the other hand, for employee technical competency is very important (S5). Experience, attitude, professionalisms, knowledge, situation handling (S6) Good reference, previous experience, achievement, professional degree (S8) Analysis capacity/Expertise on related area and Leadership capacity (S9) Relevant experience , Candidate's expectations regarding salary, Previous accomplishment like achieving business target , Leadership quality (S10) people oriented person, visionary, good communicator, technically proficient, encourage teamwork, professional & intelligence (S11). Track record and goodwill (S12). Making proper scrutiny, rigorous written test & IQ, personality and decision-making ability test & final selection (S13). Skills, attitude, positive people, managerial ability – leadership skill, communication skill (oral plus written) & technological skill (IT) (S14)

#### **Theme 4: Assessment Centre**

##### **Manufacturing Sectors**

**Yes**, we have assessment center for management trainees. Candidates are required to solve cases and present findings, go through face to face interview and participate in focus group discussions (FGD). Candidates are evaluated by the leadership skills based on selected criteria that ensure that the candidate is fit for the organization's culture. (M1) **Yes** we do. Detail method depends strictly on organizational policies and the way and nature of the business (M4) No we do not have **any management assessment** Centre (M2),(M3), (M5),(M6)(M7) ,(M8), (M 9).

## **Service Sectors**

No, we don't use it here (S1)(S4) (S2) (S6) ( S9) (S10) (S11) Yes, we have it. values and soft skills judgment through different types of activities, case solving, group discussion etc. (S3). Assessment center tests can observe the real-life situation. Yes, we have. For selecting hospital head assessment center is important for conducting different test such as stress test, priority test and many more (S5). Not we do not have assessment centre but we arrange assessment programmer at British Council (S7). yes, we have assessment Center for managerial role play, group discussion, presentation and also for psycho metric test (S8). We have training institute (S12) Yes, we have management assessment center. Management assessment is done once in a year. The assessment is done through some quantitative factor and some qualitative factors. Qualitative factors are measures against a predetermined value(s) (S13). Yes, for probation period, (if evaluation is good – find out the weakness in selected candidates) get feedback after the probation period. For evaluating performance (feedback from different department) (S14)

## **Theme 5: Personality Tests**

### **Manufacturing Sectors**

We don't take any personality test but it increases the chance of getting a better person-job fit. (M1). Yes, we always use one of the most common self-report inventories which is the Minnesota Multiphasic Personality Inventory, or MMPI,( which is used with a set of Questioner). There are two basic types of personality tests: self-report inventories and projective tests. Self-report inventories involve having test-takers read questions and then rate how well the question or statement applies to them. Projective tests involve presenting the test-taker with a vague scene,

object, or scenario and then asking them to give their interpretation of the test item (M2). Personality test is important for manager because it indicates manager communication & attitude skill. Psychological test like present intelligence, attitude indicator & communication are used (M3). Yes, MBTI. For Corporate we generally use intermediary level techniques, like Hofstede's high low model (M4). No (M5). Psychometric personality test has been taken. Yes personality test is important for selecting managers (M6) No, we don't take any personality test (M7), (M8), (M9).

### **Service Sectors**

Yes, Psychometric Test. Personality test will help us to identify the right candidate (S1) **No** we don't take any personality test (S2), (S3), (S4), (S6), (S7), (S9), (S10), (S11). Yes, Stress test (Questions are based on the situation). Yes, it is important for manager as well as the employee, for some situation behavior represent the organization (S5) yes Psycho Metric Test is used and manager should be a leader, he need to be perfect (S8) Interview – Subjective judgment checking nervousness. halo effect error (First impression marking), sensitivity test, psychosomatic test, stress testing. Yes. It helps to measure whether the person is really capable for doing the job in an unprecedented situation (S12) Yes, presentation ability test, IQ Test, decision making ability test & stress test etc. Yes, a manager represents an organization. If he/she possesses strong personality, he/she will be able to represent his/her organization. Moreover, proactive decision(s) can lead an organization in a proper way and this will be done by the manager who has personality. (S13) No formal test from experience/ interview/ dress up. Panel interview through this process (different type of interviews are different at different level) different phase of interview, starting from the executive level then final selection is authorized by the MD (S14).

## **Theme 6: Recruitment and Selection (R & S) Practices and Performance**

### **Manufacturing Sectors**

Yes, effective recruitment and selection ensures that the right person is in the right job and increases likelihood of good performance (M1). No (M2), (M3), (M4) (M5) (M6), (M8) (M 9).

### **Service Sectors**

No (S1) (S7 (S9)) Yes, selection of right people has an effect on fruitful work that ultimately affect manager's performance (S2) Yes. right candidate gets learning opportunities and try to develop him/herself which create job satisfaction hence performance (S3). right recruitment and selection practices are good for the manager performance (S5) Yes, there is, bad recruitment, results in bad performance and negatively affects overall quality (S6). Yes, but not directly, indirectly through proper job fit on provisional period (S8). Certainly, there are a relationship between recruitment and selections practices & performance. We found qualified managers performing better than others. If we can effectively recruit and select the right person based on the skill requirement, they will perform better (S10). Yes (S11). Recruitment and selection includes from both internal and external (S12). Yes, The better selection practices the better output (S13). Less in our country and measured through regular Practices. (S14)

## **Theme 7: Written Recruitment & Selection policies**

### **Manufacturing Sectors**

We have no written policies (M1) Yes (M2) No (M3), (M6) Yes we do (M4), (M 9), (M8).

### **Service Sectors**

No (S1), (S2), (S4), (S10), (S11), (S12). Yes (S3), (S6), (S7), (S9), (S13). Yes, there should be Recruitment and Selection policies must be approached by the competent authority (S5). Yes we have written recruitment policies for example the organizations focused on the internal employees first than the external employees (S8) For overall, yes manual. for internal recruitment there is a HR Manual (S14).

### **Theme 8: Competence-based Assessment Centres for Managerial Selection**

#### **Manufacturing Sectors**

Only for management trainees(M1). No (M2). No (M3). Yes, For accuracy of the selection process, sophisticated recruitment handling is used (M4), (M 9). No (M5)(M6) (M7) (M8)

#### **Service Sectors**

No (S1), (S2), (S4), (S6),(S11),(S9),(S10). It is difficult to understand a person within 15 minutes interview. Rather we can understand a candidates' personality, improving areas through assessment centres (S3). Yes, we have used competence-based assessment. Competency means set of knowledge. Selection system gives some prediction of future performance based on the past performance. Depth interview (S5). Yes we do, we arrange whole-day assessment programs at British Council. (S7) Yes Competence based assessment Centre for managerial selection process does exists. (S8) Training Institution that provides training for managers. (S12) Yes, we follow different selection criteria for selecting the manager having different competencies. For example- we take help from BUET for selecting technical personnel and IBA for recruiting others (S13) Yes, based on a model questionnaire (S14)

## **Theme 9: Person-Job Fit**

### **Manufacturing Sector**

Evaluation of job to find out what skills/qualities/competences are required of the incumbent of the job to produce best results. Testing candidates for the skills required to perform the job, through written/assessment centre and using psychometric tests to evaluate if candidate's personality makes him/her the right fit for a particular job and organization. (M1) On the basis of personal qualities, attributes and competencies, past performance, aspirations, potentials, communication and interpersonal skills, professional and personal integrity (M2). It's depending on his job criteria. (M3) Knowledge, skills abilities, related experiences matching with job (M4). Define what we are looking for in a senior manager beyond just the job description, have a thorough interaction during the interview session & Learn about potential candidate's personality and work style (M5). Person-organization fit is determined by aligning personality with Company goal (M6). Previous experience on required field (M7). Previous experience on required field (M8). Based on evaluation score after hiring (M 9).

### **Service Sector**

**Person – Job fit** depends on the position specific requirement (S1). It can be measured by comparing with the standard (S2). Experience, related working knowledge, assess interpersonal skills, leadership skills (S3) judgement (S4). Through the help of the degree , we cannot measure the job fit. through interview we can measured it (S5). **Person – Job fit** depends on candidates background, education result, experience, attitude at interview (S6) Previous experience, job profit and interview evaluation (S8) Put real life situation to a new candidates, measure his/her

solving capacity and, ask him/her to give his real life problem & how it was solve (S9) Using Big Five personality test and other tools like using behavioral interview questions. (S10) Through proper job analysis that is job description and job specification (S11) No measurement is used but we can determine **Person – Job fit** by candidate's intension, behavior, attitude and way of viewing things (S12) Person-Job fit can be measured by previous experience, academic & professional qualification & decision-making test in a particular situation etc.(S13). Very important as without it performance won't be good enough (S14)

## **Theme 10: Difference between Internal and External Recruitment**

### **Manufacturing Sector**

Internal recruitment reduces cost of recruitment and onboarding and saves time. Candidates have the experience, knowledge and skills required from day 1 on the job. External recruitment brings in diversity of thought and expertise, new ideas and processes, Over dependence on internal recruitment can create a silo. External recruitment is often expensive and has a negative impact on the morale of existing employees (M1). Internal recruitment is a motivational activity. First priority should be internal then external. Internal people may be de-motivated. If competent personnel are available internally, so external should be avoided always (M2). External recruitment provides more talents and internal recruitment gives strong internal employee bond. Internal means official reference or recruiting within organization reference. Whereas External means recruitment is done using outside sources (M3). External: New Culture buy in, diversity, out of box thinking, example of leader Internal: More engagement, cohesion, greater performance. Use internal workforce within organization Vs hire from outside (M4). External



opens the organization up to a larger pool of applicants, which increases the chance of finding the right person for the job. Hiring an external candidate also opens up many opportunities to find experienced, highly-qualified and skilled candidates who will help a company meet its diversity requirements. External takes longer and costs more than hiring from within the organization. It also takes time to train external candidates. It is faster and less costly than outside recruitment. the size of prospective applicants is considerably reduced & possibility of having another empty position to fill (M5). The advantages of external and internal recruitment are Cost-effective & Right person. The disadvantages of external and internal recruitment are Mismatch of expectations & Time consuming. External recruitment used for enhancing the revenue collection and for maintaining the compliance of regulatory issues. Internal recruitment is used for placing the competent person in the right position and for ensuring the job rotation(M6). Internal- loyal Employee, Experience, Motivated Employee and External – Recruit best employee at right place, Previous achievements are required position. Internal – Wrong recruitment at the right place & External – Nepotism, High paid employee (M8). Internal recruitment- less costly & need less time & external recruitment – Expensive & long process (M9).

### **Service sector**

Both have some positive gain for the organization. For External; we may get some other best practices. For Internal; my people may find their growth progression. Sourcing from external only might demotivate internal people as they won't find their career path (S1). Internal recruitment always effective because they already know the policies and what management expects from them. External recruitment always brings something new that may add value for

the organization. (S2) By internal recruitment we will get experience staffs within short time. By external recruitment we will get more potential candidate with new ideas. external recruitment is time consuming and require huge cost for arranging and internal recruitment- might not find potential candidate (S3). External recruitment options are much more than internal. In Internal – recruitment time and costing minimized. External-time, money consuming. It is not effective during urgent situation. Internal – Nepotism is shown as such quality recruitment which is not done usually (S4). Only internal is not comparable. But overall both internal and external is important. No Quality (S5) External – are good source as good candidates & Internal source are for getting right candidates. Internal – Influence form top manager & External- may come with corrupt personality (S6) Internal recruitment is up gradation of internal resources and external recruitment collect most appropriate resource from the market (S8) External – Get new idea & Internal – Know the organization well, External – Take time to cope up in new environment & Internal – Some no change in productivity considering new role (S9) External recruitment- promoting employer branding & Internal recruitment- promoting well performer and motivate the others by setting example. External recruitment - costly and sometimes external pressure may arise & Internal recruitment- Interviewers may be biased to internal candidate (S10) Through External Recruitment new resources are inserted in the organization workforce with new and updated capabilities & Internal recruitment ensures dedicated personnel to carry out particular job who can easily cope with the organization’s need and culture. External recruitment may insert wrong person for the position as the organization have least information about the candidates & Internal Recruitment may not insert new qualified person for a job. He may also resist changes of dynamic business (S11) No evaluation process in our organization. Based only on external information (S12) Advantages of external Recruitment are adding new experience,

New Idea generation etc. Advantages of Internal Recruitment are quick adaptability, Higher job satisfaction etc. Disadvantages of external Recruitment create dissatisfaction among the existing employees, incur expenses etc. disadvantages of Internal Recruitment are lack of new idea generation, limited choice etc (S13). Internal- concerned with culture, Custom. Known person, new contribution & External - New Talent more Creativity. Internal – Not creative & External – Take time to understand the customers (S14)

### **Theme 11: HR practices and Job satisfaction**

#### **Manufacturing Sector**

**The relationship between HR practices and Job satisfaction are measured** by survey amongst new joiners after spending 6 months in the company (M1) On the basis of retention rate of Employee (M2) HR practice gives excellent environment, Employees are easily satisfied at their work (M3). No (M4). practices lead to job satisfaction, Compensation Practice, Promotion Practice, Empowerment Practice, Performance Evaluation Practice (M5). Job satisfaction is one of the important part of good HR practices within the organization (M 6). The relationship between HR practices and Job satisfaction are measured through its importance and through KPI – Key Performance Initiator (M8). By conducting satisfaction survey & individual interview (M 7), (M 9).

#### **Service Sector**

Job satisfaction depends on HR Practice (S1) Persons experience in different field (S2) Good HR practice and implementation helps to create satisfaction among staffs which increase

productivity hence org performance (S3) Through rate of turnover (S4) Job oriented criteria is (60%) than person oriented otherwise might provide negative result (S5). Employee turnover(less) and higher company performance.(S6) If HR does not practice updated employee development program then it will make the job monotonous and will create dissatisfaction among employees (S8) HR should ensure work environment and thus employee's job satisfaction is met(S9) Through different satisfaction survey we can measure relationship between HR practices and job satisfaction (S10) Yes, Promotion, Fair treatment, Timely bonus/ incentives, Salary enhancement, Cost of living adjustment.(S11) Better HR practices leads to higher job satisfaction. These are positively correlated. Where HR practices are better job satisfaction is higher and employee turnover ratio is at optimum level (S13) Survey feedback active (1 questionnaire in corporate leadership), Get more feedback, Leadership effective or not, Pay benefit or not & Satisfaction SWOT analysis. (S14)

## **Theme 12: Validity and Reliability of Selection Tools**

### **Manufacturing Sector**

Validity the simply the extent to which a test actually measures what it says it measures. Reliability consistency with which a test measures an item. The final selection criteria shall focus on, inter alia, personal qualities, attributes and competencies, past performance, aspirations, potentials, communication and interpersonal skills, professional and personal integrity (M2). Experience, KPI, Critical ratings, reference check (M4). Questions during interview & Work during the probation period (M5). The validity and reliability of these criteria's is evaluated through IQ Test & Practical test (M6). Through Job description & Job analysis (M 9).

## **Service Sector**

It depends on the situation i.e. the factors and environment we are working on (S1) Compare past as well as present performance (S2) Checking if candidate can maintain consistency or not. Presentation skills or motivation, interpersonal skills check through in different activities, group discussion in assessment center (S3) After having gone through the standard criteria (S4) Communication skill, Problem solving skill, Negotiation skill, Demonstrate the behavior, a 1<sup>st</sup> class student cannot be a good teacher (S5) Documentation, Market intelligence, asking the right question (S6) Reference Check (S8) Follow market standard practices & Evaluate performance gap of recruited employee (S9) By reviewing the policy time to time and coping up with the changing environment.(S11) No evaluation process in our organization. Based only on external information. (S12) The validity and reliability of these criteria can be evaluated by the performance of the manager for which he/she has been selected and this evaluation can be done after consistent interval. If the outcome from the manager is efficient and effective, then the criteria are considered as valid and reliable (S13) Background Study – University, Results, Experience role, Previous Skill, Interpersonal relation by using the questionnaire & Leadership skills, (S14)

## **Theme 13 :Important Criteria for Managerial Selection Process**

### **Manufacturing Sector**

Process should not be rushed, proper market mapping, thorough screening, multi-layered recruitment process. (M1) Technological advantage make us easy and electronic communication makes our life very easy and comfortable (M2) Psychological test have taken now (M3) Many

changes (M4). Leadership quality, Clear understanding & Stress management (M6). Brain Storming Session, Case analysis, analysis present company situation with candidates and understand their depth of knowledge (M7) Previous Experience, Previous Achievement record (M8) Leadership capability, knowledge of work, work ethics, self-development & interpersonal skills (M 9).

### **Service Sector**

The candidates attitude, experience and his leadership approach (S6) Leadership, Attitude, Experience and Team Player (S8) Working environment & Decision making capacity/Management adaptability (S9) Relevant experience , Candidate's expectations regarding salary, Previous accomplishment like achieving a business target , Leadership quality (S10) Appearance Level of intelligence., Verbal and presentation skill, Ambition, Technical knowledge, Initiative and stability, Farsightedness and vision & Current remuneration etc.(S11) Previous track record and information from outside about his/ her performance.(S12). To determine which job will be performed (Job Description) and who will be able to perform that job (Job Specification) (S13)

### **Theme 14: Job Description**

#### **Manufacturing Sector**

We have used Job description (M1) Yes, we have used Job description & reviewed annually (M2), (M3), (M4).(M5).(M7), (M8), (M 9). we have used Job description & reviewed in every 6 months (M6)

## **Service Sector**

We have used Job Description and reviewed annually (S5) (S6) (S10) (S11) (S13) (S14) yes we have used job description and reviewed when position became vacant (S9) (S12)

## **Theme 15: Recruitment and Selection ( R & S) strategy**

### **Manufacturing Sector**

Newspaper, Internet are used as sources of recruitment but employment consultants & recruitment agencies are not used (M2)(M7).Newspaper, Referral and recruitment agency are used as sources of recruitment but employment consultants are not used (M3) Newspaper, Referral Internet , Executive Search, Employment Consultant &Recruitment Agency are used as sources of recruitment (M4). Internet & Recruitment Agency are used as sources of recruitment (M5) Newspaper, Internet and Recruitment Agency are used for recruitment. The Prothom-alo & The Financial Express are used for advertisement. We used employment consultants and recruitment agencies 3/4 times in a year. (M6). We didn't use employment consultants and recruitment agencies (M8). We used employment consultants and recruitment agencies once in 10 months (M 9).

### **Service Sector**

We did not use consultants but have used recruitment agencies for some position (S5) (S12). recruitment agencies are used up to 30% (S6) we have used consultant once in a year and recruitment agencies for twice in a year (S8) We did not use consultants & recruitment agencies (S9) (S10) (S13) (S14). Yes we have used consultants 5 to 10 times in a year for higher position and fresh entry. We have also used recruitment agencies for hiring (S11)

## **Theme 16: Person-Organization fit**

### **Manufacturing Sector**

Psychometric tests (M 1) Candidate's willingness, asking a lot of question about retention ability and also past record for experienced candidates. (M 2) It's depending on persons attitude & commitment. (M 3) Assess my organization's culture (M 5). His/her personality align with Company goal (M6). Education background, Previous experience, Personality (M 8). How well he/she upholds company values internally & externally (M 9).

### **Service Sector**

**Person-Organization fit** depends on the specific position (S1) The person's attitude, nature, future vision and finally mix this with the judgement (S6) Preliminary Interview, Focus Group & Reference check (S8) Seek candidates from same industry, academic know how etc. (S9) It actually depends on the situation. But normally we ask some structured questionnaire and based on the answers. Interviewers assume that the particular candidate may be fit for the organization. (S10) Through identifying relevant job experience, whether candidates are working in the same field or not.? Whether candidate have adequate desire to work in the given organization or not? (S11) No test (S12). This can be measured by the person's desire from the organization and organizations expectation from the person (S13) 3 months training required before final hiring. If the quality of the performance is good after the training they will get salary. Both can understand the culture. (S14)



## **Theme 17: Infective Recruitment & Selection Process**

### **Manufacturing Sector**

**The reasons behind infective recruitment & selection process** are improper background screening, rushed recruitment process (M 1). no HR planning and unstructured interview. Often use poor interview techniques. Sometime snap judgment, negative emphasis, Halo effect and biased interviewer (M 2). That's reason behind on management decision. & internal incapable person reference (M 3). No assessment, no 360 Assessment, no market benchmark (M 4). Not having a proper job description & lacking in screening process (M 5). Short time selection (M6). Nepotism – discrimination (M8). Lack of proper job analysis (M 9).

### **Service Sector**

**The reasons behind infective recruitment & selection process** are no connection with the organizational goals (S1). If we are unable to find the best recruitment and selection process. We won't be able to create effectiveness (S5). Mainly biased, influence of inexperienced manager for the candidates (S6). Nepotism (Reference) favoring of relatives or personal friends and unorganized selection tools (S8). Unclear job analysis, wrong R&S process and nepotism (S6). Biases of the interviewers, external influence on recruitment of less qualified candidates & sometimes judgmental decision may be wrong (S10) Cost control, Loyal and dedicated employee, increasing productivity, Developing good corporate culture, Career development of employees & Organizational goal achievement (S11). Improper HR practice in our organization, improper job analysis and recruitment and selection issues (S12). Improper job analyses, following inappropriate method for recruitment and selection and fail to choose right person for the right job are the reason behind ineffective recruitment and selection process. (S13). Interview performance

is good but de-motivated employees. Difficult to understand the mentality of the candidates as they lied in the interview session (Smart People) (S14).

## **Theme 18: The Factors that Affect the Performance of Managers**

### **Manufacturing Sector**

**The factors that affect the performance of managers** are person-job fit, person-organization fit, person's behavioral characteristics & Skills (M1) Every Manager's has his own KPI and departmental objective. Depends on the basis of their achievement on individual objective (M 2). Junior employee performance has an effect on managers' performance in case of team work (M 3). Many factors related with business, performance, leadership, engagement, change, adaptation etc. (M 4) Demotivation, not enough knowledge of the work area & Not leading his/her team properly (M 5) Lack of empowering practices (M6). Educational background, previous experience, previous achievement record (M 8). Clear job description, Management by objectives (MBO) (M 9).

### **Service Sector**

**The factors that affect the performance of managers are** working environment or culture & Supporting tools (S1) How well managing the team., Achievement, Volume of problem and resolution (S5) Support for top manager, rigid workforce, less qualified subordinates (S6) Performance evaluation is performed yearly. There are few factors that are affecting the performance of managers like Situation Evaluation, Budget Evaluation, Environment Evaluation, Peer groups and Team Members (S8) Working environment & Decision making capacity/Management adaptability (S9) Performance driven culture of the organization, Well

remuneration & Performance based reward system (S10) Ability, Effort, Motivation, Equity's Expectation, Task, role, perception & Environmental factors (S11) a) Achieving targets b) Managing branch personnel c) Relationship building with clients. (S12) Working Environment, Academic Background & Training and Development Program (S13) Need job scope for better performance, Authority, Motivation (Support) & Financial Support and other support (S14)

## **Theme 19: Learning Oriented Workforce**

### **Manufacturing Sector**

Trained interviewers who can find out candidate's eagerness to learn through various probing techniques (M1) Need to know about his learning habit. Higher education aspiration and his future career planning (M2). Through aptitude test (M 9).

### **Service Sector**

Once the organization have the positive learning culture (S1). Through interview can understand the learning interest of the candidate (S5). Provided – Intellectual question, analytical question and give him a situation and see how he can manage (S6). It comes out in the Interview Board and in the assessment center (S7). Organizational development & job rotation (S8) Measure concept of new ideas, development & Ongoing academic education, training etc. (S9) By observing following traits we can easily determine learning oriented workforce in selection process. Learning mode and character strength, behavior and competitiveness, motivation, sociability, emotional maturity, energy & knowledge level etc. (S11). If we see that many employee has obtained degree based on his/her job requirement and has appetite for learning new things, then we will consider him/her as

learning oriented workforce (S13) Training (Continues), feedback from the training, customer relation, assessment & criteria of assessment (Learning) (S14)

## **Theme 20: Person-related criteria are more important than job-oriented criteria**

### **Manufacturing Sector**

They are equally important (M 1). Attitude of a person is much more important than education, knowledge and skill. (M 2). Demotivation, not enough knowledge about work area & not leading his/her team properly (M 5). For good managerial criteria and leadership quality (M6). Not Same all the time, it may vary case to case (M8). Job related criteria can be modified but person related criteria can not be modified (M 9).

### **Service Sector**

As we want the right fit candidate for the position (S1) Job oriented criteria is (60%) than person oriented otherwise might result in negative result (S5) A person-oriented criteria give result to the organization, so person-oriented criteria come first than job-oriented (S6) if person related criteria does not match with the job-oriented criteria, maximum output will not come or it will take a long time (S7). In the end, person matters more (S9) If you can create a performance driven culture in our company then person related criteria will definitely become job-oriented criteria through different training initiatives (S10) Both criteria are important and balanced of both is food for organization (S11) Yes(S12). Because person can be developed through training (S13) Job relation is more important & Person job need balancing (S14)

**Theme 21: Responsible for recruitment & Selection Process**

**Manufacturing Sector**

Recruitment Manager, line manager and HR Business Partner. (M 1) HR Manager and Line Manager (M 2) HR Team & other department Head (M 3) HR for recruitment & Line manager, Director are responsible for selection (M 4) HR for recruitment & HR along with the respective departments? (M 5) HR Dept and concern dept (M6). HR and Top management board (M 8). HR personnel & recruitment committee (M 9).

**Service Sector**

Recruitment & Selection team (S1) HR personnel (S5) HR and Top Management (S6) The key persons/departments are involved in the Selection Process.(S7) The recruitment team in HR for recruitment and Both HR & Functional managers are responsible for selection (S8) Director-Finance & Administration for recruitment & Deputy Executive Director for Selection (S9) Head of Human Resources along with recruitment team for recruitment & Head of Human Resources along with Human Resources Committee for selection (S10) Managing Director Primary and Head of HR Secondary (S11) HRD and Top management ( MD and DMD) (S12). Higher management (S13) Department head is responsible for the performance (S14)

**Theme 22: Recruitment Sources**

<b>Manufacturing Sector</b>	<b>Service Sector</b>
Newspaper (M 1) (M 2) (M 3) (M 4) (M6) (M 8)	Newspaper (S1) (S7) (S8) (S9) (S11) (S12) (S13)
Internet (M 1) (M 2) (M 4) (M6), (M 8) (M 9)	Internet(S1) (S6) (S8) (S9) (S10) (S11) (S12)

Referrals (M 1) (M 4) (M 3)	Referrals(S1) (S6) (S8) (S10) (S11) (S12) (S14)
University Notice Boards	University Notice Boards(S1) (S8) (S11) (S10)
Word of Mouth	Word of Mouth(S1) (S6) (S8)
Graduate Recruitment Service\	Graduate Recruitment Service\ (S8)
Executive Search (M 1) (M 4)	Executive Search(S1) (S11) (S12)
Employment Consultant(M 1) (M 4)	Employment Consultant (S1) (S6) (S11)
Recruitment Agency (M 1) (M 2) (M 3) (M 4) (M6) (M 9)	Recruitment Agency (S1) (S6)(S8)) (S11) (S12)
Other (Please list)	Other (Please list) Bdjobs.com(S10)

**Theme 23: Requisition Form**

**Manufacturing Sector**

Yes, we have requisition form (M1) (M 2) (M 4), (M6). (M 8), (M 9). No (M 3)

**Service Sector**

Yes, we have requisition form (S5) (S6) (S7) (S8) (S9) (S10) (S11) (S12) (S14)

**Theme 24: Legislative Requirement**

**Manufacturing Sector**

Yes (M 2) No (M 3), (M6), (M 8), (M 9). Yes, BLA-2006 (M 4)

## **Service Sector**

Yes, no discrimination, Government rules, women rights, Labor Law (S5) Of course we do i.e. Bangladesh Bank requirements, Bank Act requirements, Labor Law Requirements (S7) Yes, if it requires for the position (S8) No (S9) Sometimes it depends on the situation (S10) Yes as per service rule and governing laws, Rules and regulation (S11). Yes, such as labor Law and Bangladesh Bank guideline. (S12) yes (S14)

### **7.3 Link between Findings of Qualitative Data and Existing Theories on Recruitment and Selection Process:**

#### **Findings of Qualitative Data**

Qualitative data analysis is mainly analyzed based on two cases. One manufacturing sector and another one service sector. In both cases, effective recruitment & selection practices ensure right people in the right place at the right time. It must be related with company vision, nature of job and HR policies. Effective recruitment and selection must have aligned with organizational long-term strategy. It includes the recruitment and selection methods like application form, screening, assessment centre test, written test, final selection. It focuses on HRP, job analysis, preparing job description, job specification, recruitment policy, corporate image and so on. In both cases, selection criteria for the managers include honesty, innovative, creative, professionalism, technical competency, behavioral competency, communication skills, personality, leadership quality, decision making quality, IQ and interpersonal ability.

Though most of the respondents said that written recruitment & selection policies are crucial for effective recruitment & selection (R & S) process but there are few organizations in this study who have written recruitment & selection (R & S) policies. Most of the HR personnel in manufacturing sector said that they do not have any competency-based assessment centre for managerial selection process. Very few HR personnel from service sector said that they have training centres and some of them outsourced their assessment centre activities. Most of the HR personnel from manufacturing sector said that they have taken personality test whereas most of them from service sector said that they do not take any personality test for selecting managers. Moreover, HR personnel from manufacturing sector said that there is no link between recruitment & selection (R & S) practices with performance, whereas HR personnel of service sector said that recruitment & selection (R & S) practices & employees' performance are related. In both cases, person-job fit & person-organization fit measured by previous experience, professional qualification, personality test, communication skills, interpersonal skills, leadership skills and so on. Organizations used both internal and external source of recruitment. Internal sources are less costly and take less time whereas external sources ensure diversity, more qualified candidates. Internal recruitment can save money as well as motivate the employees. External sources promote employer brand, maintain the legal requirements. Internal source focuses on nepotism whereas external source can take more time. Most of the respondents said that there is a positive relation between HR practices and job satisfaction. It can be measured through satisfaction survey, KPI- key performance indicator, turnover rate, productivity rate. If the selection test is based on competencies then it would be valid. Based on employees' present performance, it can be said that selection test was valid. If the performance of the managers is effective and efficient, then recruitment and selection process must be considered as reliable and valid. Most of the respondents in both cases said that they have job



description and reviewed on yearly basis. Most of them said that they used employment consultant and recruitment agency. The reasons behind the ineffective recruitment and selection are no connection with organizational goals, no assessment centre, biased interviewer, external influence and so on. Person-job fit, person-organization fit, behavioral skills, organization culture, HR practices, working environment, motivation, peer group, team members are the factors that affect the performance of the organizations. Learning oriented workforce can identify through interview and assessment centre test in both cases. Person-oriented criteria are more important than job-oriented criteria as job-oriented criteria can update through training. In both cases, HR personnel, top managers and line managers are responsible for recruitment and selection process. Organizations mainly use newspaper, internet and referrals for recruitment purpose. Moreover some other recruitment sources are also used by the organizations like executive search, employment consultant & recruitment agency. Both cases (service and manufacturing sector) have requisition form for recruitment purpose and have considered legislative requirement while recruiting.

### **Link between Findings of Qualitative Data and Existing Theories on Recruitment and Selection Process:**

Effective hiring not only say about hiring only, it also includes retraining them, helping them for increasing their skills. Through effective hiring employees become more committed and contributed more for the organizations (Gurumurthy and Kleiner, 2002). To become a successful organization, recruiting & retaining the best employees are important issue (Zhao, 2006).

Imaginative recruiting policies can be helpful for retention of talented candidates. Moreover, good business practices can keep the talents.

According to Vroom expectancy theory cited in Biggs et al, (2013), if there is a match between candidates' expectation and employers' opportunities then qualified candidates are more attracted to the organization. If the organization does not maintain their promise that can negatively influence the performance of the employees.

Employees' personality has an important role in selection process in many countries like Itali, Spain, Luxemburge, Greece and Austia (Tixier, M. 1996). Personality test is mainly important for managerial job. Organizations can be able to predict future performance through personality test score.

Traditional selection process includes only interview, application form and reference checking. But recent focus has been changed. Competency-based approach to recruitment and selection are more important and brings positive changes in the existing system. HR personnel need training so that they can understand the meaning of competencies and its application in the recruitment and selection process (Farnham and Stevens, 2000).

Now a days person-organization fit, person-job fit and person-team fit all are important for selection purpose. Cognitive ability test, unstructured interviews and value inventories are some techniques for assessing these types of fit (Kristof-Brown et al, 2002).

Stone et al. (2006) said that increasing use of online recruitment can reduce cost and time spent on hiring. Online recruitment also attracts the achievement-oriented and self-driven applicants. It has more advantages than disadvantages.

Large organizations followed more structure or formal methods and bureaucratic procedures. Large organizations have taken recruitment decision by the HR specialist whereas small organizations like to do the recruitment activities based on owner or managers decisions (Jameson 2000)

**7.4 Word tree, word frequency table & word map:**

Through NVIVO software, word frequency map has been developed.

**Word tree**

recruitment	selection	person	s11	used	experience	time	good	interview	fit	may	position	important				
					effective	criteria	new	knowledg	skill	best	descript	environr	previous	referenc		
	yes	sector	service	based			oriented	s12	like	written	commu	create	culture	depend		
			manufacturing	candidate	process	employee		satisfacti	managere	evaluati	find	manage	proper	related		
job	external	test		manager	practices		people	also	practice	require	cost	market	qualified	requirem		
			organization	themes	personality	sectors	place	attitude	result	use		employe	resour	team	achie	agenc
							situation				etc	agency	differe	empl	factor	
right	internal	performance	s10	candidates	skills	assessmer	analysis	company	well	center	get	check	group	internet		
							learning	work	compe	leadersh	consult	identify	key			



yes	3	42	1.26
external	8	38	1.14
internal	8	38	1.14
person	6	34	1.02
sector	6	34	1.02
test	4	32	0.96
performance	11	31	0.93
s11	3	31	0.93
service	7	28	0.84
manufacturing	13	26	0.78
organization	12	26	0.78
s10	3	26	0.78
used	4	24	0.72
based	5	23	0.69
candidate	9	22	0.66
themes	6	22	0.66
candidates	10	21	0.63
experience	10	19	0.57
effective	9	18	0.54
process	7	18	0.54
manager	7	17	0.51
personality	11	17	0.51

skills	6	17	0.51
time	4	17	0.51
criteria	8	16	0.48

## **CHAPTER EIGHT**

### **CONCLUSION & RECOMMENDATION**

#### **8. 1 Conclusion:**

Human Resources are the individuals who make the workforce of an organization. Human Resources are also considered as manpower, talent and labor. And the economic value of these human resources is also known as human capital. Human Resources Management includes so many functions like job analysis, human resources planning, recruitment, selection, orientation, training, labour relation, performance appraisal and compensation functions. Recruitment and selection are the most important functions. Recruitment and selection are not exactly same but they are related. Recruitment refers attracting qualified applicants for the position whereas selection refers the final selection of suitable candidates for the job position. At first organizations have to analyze the job for preparing job description and job specification. Without job description and job specification, it is not possible to recruit and select the job candidates. After job analysis, organizations have to find out manpower requirement through human resources planning. Recruitment starts from preparing job advertisement. For preparing job advertisement, HR personnel have to collect information about job position from the job description and job specification. After collecting CV, organizations have to create short list of candidates through screening functions. For attracting qualified applicants, organizations have to create corporate image through recruitment functions. Specially, online recruitment can attract more number of candidates. Organization also create employer brand image by giving some information in the job advertisement like salary and other benefits. Recruitment policies



are necessary for most of the organizations. Written recruitment policies must relate with organizational strategy. One of the recruitment policies is internal recruitment that can actually motivate the existing employees. Internal recruitment can also save time and money. For some positions, external recruitment is needed. For managerial job, both internal & external recruitment are applicable. There are some selection tests used in the organizations. These are written test, application blank, interview, reference checking, personality tests, assessment centre tests and so on. For managerial job position, assessment test & personality test are very important, because managers need leadership quality, decision making quality, communication skills, interpersonal skills, creativity, problem-solving skills and so on. Without assessment centre test it is quite difficult to assess those qualities. Only written test cannot predict those qualities. In addition to this P-J & P-O fit are also necessary for managerial selection. Actually, through P-J & P-O fit, organizations predict the future performance of the candidates. Some selection test like competency-based assessment centre test, competency-based interview, personality tests can measure P-J & P-O fit. If there is match between selection score test and job performance, then selection tools are valid and reliable. Effective recruitment and selection can ensure the right people at the right place in the right time. So finally, effective recruitment and selection lead to higher job performance and job satisfaction.

## **8.2 Recommendation:**

In today's competitive organization, executives must be cable of doing more things. So, they must have leadership and managerial skills and they must be productive and innovative. Through recruitment, organizations try to attract the talented people. Through valid & reliable selection tools, organizations select the right people for the right position. This study found that there are few organizations who have written recruitment and selection policies. Moreover, few

organizations have assessment centre. Some of them think that there is no relationship between HR practices and job performance. Organizations may try to follow the subsequent recommendations:

- Organizations must analyze the benchmark job position for preparing job description and job specification. Job description must be reviewed by the organizations on timely basis.
- Organizations have to develop human resource planning strategy that must relate with organizational main strategy.
- Organizations must develop written recruitment and selection policies regarding internal-external recruitment and R & S cost that must consistent with overall organizational policies.
- R & S policies must be updated by the organizations.
- R & S strategies must relate with organizational main strategy.
- For managerial selection, organizations have to take personality test.
- Though assessment centre is costly, organizations should have their own assessment centre.
- P-J & P-O fits are crucial for managerial selection. P-J & P-O fit must be measured by the organizations in case of recruitment & selection process.
- Effective selection tests can maintain validity and reliability of the selection tests.
- Effective recruiting can attract talented people and also try to retain them.
- Organizations should focus on effectiveness of recruitment and selection process because it can ensure the long-term performance of the organizations.

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## *Appendices*

### *Questionnaire*

#### *Dear Participants,*

You are invited to participate in this study titled “A Study on the Effectiveness of Recruitment and Selection Process of Entry Level Managers of Selected Enterprises in Bangladesh” to be conducted by PhD research fellow Rumana Afroze under the supervision of Professor Dr. Shahid Uddin Ahmed, Department of Management, University of Dhaka. The purpose of this data collection is to fulfill the requirements of PhD Program by developing a model for effective recruitment and selection process of entry level managers. Data will be used only for academic purpose. Your name will remain confidential and will not be disclosed anywhere in this report.

Organization will be benefited from the study by getting information about effective recruitment and selection process for managerial selection. Organizations will be able to use this effective process for selecting their managers.

This survey will take about 40 minutes to complete. Please complete the questionnaire and return it to: Rumana Afroze, e-mail: [rua@ewubd.edu](mailto:rua@ewubd.edu)/[rumana250@yahoo.com](mailto:rumana250@yahoo.com)

If you have any question about the survey please feel free to contact with me.

*Thanking you for your support and cooperation*

**Rumana Afroze**

*Survey Questionnaire*

**Part 1 : Relevant Personal Information (YOUR BACKGROUND)**

1. What is your current job title or position?

.....

2. In what functional area do you work?

.....

3. Are you?

- Male
- Female

4. What is the highest academic degree you have obtained?

- Bachelor's Degree
- Masters
- PhD
- None
- Other (please specify) \_\_\_\_\_

5. How many years have you worked **in your present organization**? \_\_\_\_\_ years

6. How many years have you worked **in the area of HR profession**? \_\_\_\_\_ years

## **Part 2 : Regarding Effective Recruitment and Selection Practices**

Would you please give your response on the basis of this scale?

SD	D	N	A	SA
Strongly Disagree	Disagree	Neither Agree nor disagree	Agree	Strongly agree
1	2	3	4	5

### 1. Recruitment and Selection Policies

	SD	D	N	A	SA
i. Recruitment and selection policies are important for an organization's effectiveness	1	2	3	4	5
ii. Recruitment & selection Policies are important for effective recruitment and selection					
iii. Written recruitment & selection policies are more important for effective recruitment and selection					
iv. Recruitment & selection Policies need to be updated					
v. Recruitment & selection Policies are aligned with organizational policies					

### 2. Assessment Centre

	SD	D	N	A	SA
i. Assessment centre is necessary for the organization	1	2	3	4	5
ii. Assessment centre is necessary for managerial selection					
iii. Assessment centre is necessary for Selecting other employees					
iv. Organization should have an Assessment center					

### 3. Validity and reliability of selection tools

	SD	D	N	A	SA
i. Validity and reliability of selection tools are important	1	2	3	4	5
ii. Validity and reliability of selection tools are measured by the organization					
iii. Validity and reliability of selection tools are more necessary for managerial selection					

### 4. Person and Job fit

	SD	D	N	A	SA
i. person-job fit is crucial for new candidates	1	2	3	4	5
ii. person-organization fit is crucial for new candidates					
iii. person related criteria are more important than job oriented criteria in case of Recruitment & Selection					

### 5. Personality test

	SD	D	N	A	SA
I. personality test is necessary for managerial selection	1	2	3	4	5
II. Personality test is taken by the organization					
III. Personality dimensions are very important factor for a manager					

### 6. Human Resource Planning

	SD	D	N	A	SA
	1	2	3	4	5
I. HRP is necessary before recruitment and Selection					
II. HRP is needed for effective R & S					
III. Proper HRP can reduce the R & S cost					
IV. HRP strategy is related with organizational strategy					

7. Relationship between recruitment and selection practices and Job performance

	SD	D	N	A	SA
	1	2	3	4	5
I. Effective R & S is related with employee's performance					
II. Effective R & S ensures the right employees					
III. Right employees in the right place lead to higher performance					

8. Changes in recent recruitment and selection policies and practices

	SD	D	N	A	SA
	1	2	3	4	5
I. Organization must update their R & S policies and practices					
II. R & S Policies and Practices need to be changed on the basis of organization policies					
III. Need to create new R & S Strategies					

9. Measure the relationship between HR practices and Job satisfaction

	SD	D	N	A	SA
	1	2	3	4	5
I. R & S can ensure the job satisfaction					
II. Proper R & S can lead to employee satisfaction					
III. Proper R & S is related with job satisfaction					

10. Difference between internal and external recruitment

	SD	D	N	A	SA
	1	2	3	4	5
I. Internal recruitment is more effective for managerial position					
II. External recruitment is more effective for managerial position					

11. Recruitment and Selection Strategy

	SD	D	N	A	SA
	1	2	3	4	5
I. Recruitment strategy must be consistent with organizational strategy					
II. Selection strategy must be consistent with organizational strategy					

12. Proper Job analysis

	SD	D	N	A	SA
	1	2	3	4	5
I. Job analysis is the prior function of Recruitment and selection					
II. Job analysis should be proper					
III. Proper Job analysis can reduce recruitment and selection cost					

**Part 3 ( Relevant information about recruitment and selection practices of your organization)**

*You are requested to give your response for the following questions. These are some open-ended questions. If you need more space to give your answer then please take some additional pages.*

1. What do you mean by effective recruitment and selection practices?

2. What are the factors necessary for effective recruitment and selection?

3. What are the selection criteria for a manager?



4. How do you evaluate the validity and reliability of these criteria?

5. Do you have any management assessment centre? If yes, how does it work?

6. Have you taken any personality tests? If yes, then mention the names of this test.

7. Please mention the ways of personality test

8. Do you think personality test is important for selecting managers? If yes, then why?

9. How can you measure the person-job fit for a new candidate?

10. How can you determine the person-organization fit?

11. What are the best selection tools for determining workforce diversity?

12. What are the reasons behind ineffective recruitment and selection process? Give your opinion.

13. Do you have any written recruitment policies for managerial position?

14. What are the factors that affect the performance of managers? Give your opinion.

15. What is the percentage of successful male and female applicants in the selection procedures?

16. Is there any relationship between recruitment and selection practices and managers performance? If yes, then how do you measure?

17. What are the important criteria for managerial selection process?

18. Is conscientiousness an important selection criterion for managers?

19. Have you used competence-based assessment centres for managerial selection? If yes then explain why and how?

20. What are the advantages of external and internal recruitment? Give your opinion.

21. What are the disadvantages of external and internal recruitment? Give your opinion.

22. How can you determine learning oriented workforce in selection process? Briefly discuss.

23. What are the recent changes in recruitment and selection process?

24. Why is person related criteria more important than job oriented criteria in case of recruitment and selection process?

25. How can you measure the relationship between HR practices and job satisfaction?

26. What are the main differences between internal and external recruitment?

27. When do you use external recruitment?

28. When do you use internal recruitment?

29. Who is responsible for recruitment in the organization?

30. Who is responsible for the selection in the organization?

31. Do you have a requisition form for vacant or new positions?

Yes

No

32. Do you take into account any legislative requirement when recruiting?

33. Do you use job description and/or duty statement?

Yes

No

34. How often are job descriptions reviewed?

- Not at all
- Monthly
- Every 3 month
- Every 6 month
- Yearly
- As position becomes vacant

35. Which of the following sources do you use for recruitment? (Please circle)

- Newspaper
- Internet
- Referrals
- University Notice Boards
- Word of Mouth
- Graduate Recruitment Service
- Executive Search

- Employment Consultant
- Recruitment Agency
- Other (Please list)

36. If you advertise a position in the newspaper, what paper do you use?

37. Do you have a job applicant form?

Yes

No

38. Does the organization have a policy regarding internal recruitment versus external recruitment?

39. In the last five positions that you have filled, what percentage was internal and external?

Internal \_\_\_\_\_ %

External \_\_\_\_\_ %

40. Do you use employment consultants? Yes No

If yes how often \_\_\_\_\_

41. Do you use recruitment agencies? Yes No

If yes how often \_\_\_\_\_



**Table 1: List of Organization:**

SL.	SECTOR	LIST OF ORGANIZATIONS	RESPONDENT
A	BANK	AB BANK	8
		TRUST BANK	6
		UNITED COMMUNITY BANK (UCB)	1
		MERCANTILE BANK	10
		NATIONAL CREDIT AND COMMERCE (NCC)	11
		DHAKA BANK	11
		SONALI BANK	8
		EASTERN BANK LIMITED	9
		FIRST SECURITY ISLAMIC BANK	8
		SOCIAL ISLAMI BANK LIMITED	9
		CITY BANK	1
		JANATA BANK	2
		PUBALI BANK	1
		ONE BANK	5
		INTERNATIONAL FINANCE INVESTMENT AND COMMERCE(IFIC)	11
		PRIME BANK	1
		UTTARA BANK	10
		MUTUAL TRUST BANK	1
		SONALI BANK	6
		BANGLADESH KRISHI BANK	1
DUTCH BANGLE BANK LIMITED	1		
JUMUNA BANK	1		

		<b>SHAJALAL ISLAMI BANK LIMITED</b>	<b>1</b>
		<b>AL ARAFAH ISLAMI BANK LTD</b>	<b>2</b>
		<b>TOTAL</b>	<b>125</b>
<b>B</b>	<b>TELECOMMUNI CATION</b>	<b>CROSS WORLD TELECOM</b>	<b>1</b>
		<b>BANGLALINK</b>	<b>6</b>
		<b>GRAMEENPHONE</b>	<b>9</b>
<b>SECTOR TOTAL</b>			<b>16</b>
<b>C</b>	<b>PHARMACEUTI CAL</b>	<b>GENERAL PHARMACEUTICALS</b>	<b>1</b>
		<b>BEACON PHARMA</b>	<b>1</b>
		<b>SANOFI AVENTIS</b>	<b>1</b>
		<b>LABORATORY</b>	<b>1</b>
		<b>SANOFI BANGLADESH LIMITED</b>	<b>1</b>
		<b>NATIONAL ARGICARE GROUP</b>	<b>1</b>
		<b>ORION GROUP</b>	<b>1</b>
		<b>ORGANIC HEALTH CARE LTD.</b>	<b>1</b>
<b>SECTOR TOTAL</b>			<b>8</b>
		<b>SHANTA GROUP</b>	<b>1</b>
		<b>DOREEN</b>	<b>1</b>
		<b>GROUP QA</b>	<b>1</b>
		<b>CHECKPOINT SYSTEM LTD.</b>	<b>1</b>
		<b>INTERLOOP</b>	<b>1</b>
		<b>ANANTA GROUP</b>	<b>9</b>
		<b>VIYELLATAX GROUP</b>	<b>1</b>
		<b>ASSURANCE MONI GROUP</b>	<b>1</b>

<b>D</b>	<b>TEXTILE / RMG</b>	<b>NIAGNA TEXTILE OFFICE</b>	<b>1</b>
		<b>GRAPHICS TEXTILE</b>	<b>1</b>
		<b>EVER SMART BANGLADESH LTD</b>	<b>1</b>
<b>SECTOR TOTAL</b>			<b>19</b>
	<b>FINANCIAL INSTITUTIONS</b>	<b>IDLC</b>	<b>17</b>
		<b>LANKA BANGLA</b>	<b>1</b>
		<b>RELIANCE FINANCE LTD.</b>	<b>1</b>
		<b>TOTAL</b>	<b>19</b>
	<b>INSURANCE</b>	<b>METLIFE</b>	<b>1</b>
		<b>PRIME INSURANCE COMPANY</b>	<b>1</b>
		<b>MERCANTILE ISLAMI LIFE INSURANCE LTD.</b>	<b>1</b>
		<b>TOTAL</b>	<b>3</b>
	<b>IT / E-COMMERCE</b>	<b>TECH VALLY SOLUTION LTD.</b>	<b>1</b>
		<b>BIKROY.COM</b>	<b>1</b>
		<b>GENEX INFOSYS LTD.</b>	<b>1</b>
		<b>LINK3 TECHNOLOGY</b>	<b>1</b>
		<b>TOTAL</b>	<b>4</b>
	<b>NGO</b>	<b>ASA</b>	<b>10</b>
		<b>BRAC</b>	<b>12</b>
		<b>PLAN INTERNATIONAL</b>	<b>1</b>
		<b>TRANSPARENCY INTERNATIONAL BANGLADESH (TIB)</b>	<b>1</b>
		<b>KHAN FOUNDATION</b>	<b>1</b>
		<b>TOTAL</b>	<b>25</b>

<b>E</b>	<b>MEDIA</b>	<b>PROTHOM ALO</b>	<b>1</b>
		<b>BENGAL FOUNDATION</b>	<b>1</b>
		<b>TOTAL</b>	<b>2</b>
	<b>GOVERNMENT</b>	<b>NATIONAL BOARD REVERSE (NBR)</b>	<b>1</b>
		<b>BANGLADESH RURAL DEVELOPMENT BOARD (BRDB)</b>	<b>1</b>
		<b>TOTAL</b>	<b>2</b>
	<b>TESTING, INSPECTING AND CERTIFYING.</b>	<b>INTERTEK BANGLADESH</b>	<b>1</b>
		<b>BUREAU VENTITAS</b>	<b>1</b>
		<b>TOTAL</b>	<b>2</b>
	<b>REAL ESTATE</b>	<b>BUILDING TECHNOLOGY AND IDEA LTD.</b>	<b>1</b>
		<b>TOTAL</b>	<b>1</b>
	<b>OTHERS</b>	<b>GROW N EXCEL</b>	<b>1</b>
		<b>AGRANI HOLDINGS</b>	<b>1</b>
		<b>UNIQUE GROUP</b>	<b>6</b>
		<b>EDISON LOGISTICS</b>	<b>10</b>
		<b>TOTAL</b>	<b>18</b>
	<b>SECTOR TOTAL</b>		<b>76</b>
	<b>CEMENT</b>	<b>HEILDELBERJ CEMENT</b>	<b>6</b>
<b>LAFARGE CEMENT</b>		<b>3</b>	
<b>TIGER CEMENT</b>		<b>1</b>	
<b>TOTAL</b>		<b>10</b>	
	<b>UNILIVER</b>	<b>2</b>	

<b>F</b>	<b>MULTINATION AL (MNC)</b>	<b>PERFETTI VAN MELLE BANGLADESH PVT. LTD</b>	<b>6</b>
		<b>TOTAL</b>	<b>8</b>
	<b>CONGLOMERA TE</b>	<b>ABUL KHAIR</b>	<b>2</b>
		<b>HAMEEM GROUP</b>	<b>2</b>
		<b>BASHUNDHARA GROUP</b>	<b>1</b>
		<b>PETROCHEM BANGLADESH LTD.</b>	<b>1</b>
		<b>ACME GROUP</b>	<b>1</b>
		<b>TOTAL</b>	<b>7</b>
	<b>FUEL AND POWER</b>	<b>BAPEX</b>	<b>1</b>
		<b>SUMMIT POWER</b>	<b>1</b>
		<b>MOBIL</b>	<b>16</b>
		<b>BANACO SOLAR ENERGY LTD.</b>	<b>1</b>
		<b>TOTAL</b>	<b>19</b>
	<b>MANUFACTURI NG</b>	<b>HOQUE GROUP</b>	<b>9</b>
		<b>ROYAL MACHINERY CORPORATION LTD.</b>	<b>2</b>
		<b>AUSPICIOUS</b>	<b>1</b>
		<b>MAZEN INDUSTRIES ( BD) LTD</b>	<b>1</b>
		<b>TOTAL</b>	<b>13</b>
	<b>LEATHER &amp; TANNERY INDUSTRY</b>	<b>APEX FOOTWEAR</b>	<b>4</b>
		<b>TOTAL</b>	<b>4</b>
	<b>ELECTRONICS</b>	<b>SAMSUNG R &amp; D INSTITUTE BANGLADESH LTD.</b>	<b>1</b>
		<b>RANGS LTD.</b>	<b>1</b>
		<b>TOTAL</b>	<b>2</b>
<b>FURNITURE</b>	<b>NAVANA FURNITURE LTD.</b>	<b>2</b>	

		<b>TOTAL</b>	<b>2</b>
	<b>PAINT INDUSTRY</b>	<b>RAK PAINTS</b>	<b>2</b>
		<b>TOTAL</b>	<b>2</b>
	<b>OTHERS</b>	<b>ECOSYSTEM BD LTD.</b>	<b>1</b>
		<b>NOTHERN HATCHERIES</b>	<b>1</b>
		<b>SEA BORNE PVT LTD.</b>	<b>1</b>
		<b>INTERN BD</b>	<b>1</b>
		<b>MAKNOS BROTHERS LIMITED</b>	<b>2</b>
		<b>OTHERS</b>	<b>3</b>
		<b>TOTAL</b>	<b>9</b>
<b>SECTOR TOTAL</b>			<b>76</b>
<b>TOTAL NUMBER OF RESPONDENTS</b>			<b>320</b>

**Table 2 Name of the Company & Sector**

<b>SL. NO.</b>	<b>NAME OF THE COMPANY</b>	<b>SECTOR</b>	<b>NO</b>
<b>1</b>	<b>AB BANK</b>	<b>BANK</b>	<b>8</b>
<b>2</b>	<b>ASA NGO</b>	<b>NGO</b>	<b>10</b>
<b>3</b>	<b>APEX</b>	<b>FOOTWEAR</b>	<b>4</b>
<b>4</b>	<b>BANGLALINK</b>	<b>TELECOM</b>	<b>6</b>
<b>5</b>	<b>HEILDELBERJ CEMENT</b>	<b>CEMENT</b>	<b>6</b>
<b>6</b>	<b>IDLC</b>	<b>BANK</b>	<b>17</b>
<b>7</b>	<b>HAMEEM GROUP</b>	<b>CONGLOMERATES</b>	<b>3</b>
<b>8</b>	<b>TRUST BANK</b>	<b>BANK</b>	<b>6</b>

9	UNITED COMMUNITY BANK	BANK	1
10	UNILIVER	MULTINATIONAL	2
11	BRAC	NGO	12
12	MERCANTILE BANK	BANK	10
13	NATIONAL CREDIT AND COMMERCE BANK LIMITED	BANK	11
14	DHAKA BANK	BANK	11
15	SONALI BANK	BANK	8
16	EASTERN BANK LIMITED	BANK	9
17	FIRST SECURITY ISLAMIC BANK	BANK	8
18	GENERAL PHARMA	PHARMACEUTICAL	1
19	LAFARGE CEMENT	CEMENT	3
20	SHANTA GROUP	TEXTILE & GARMENTS	1
21	BEACON PHARMA	PHARMACEUTICAL	1
22	SANOVI AVENTIS	PHARMACEUTICAL	1
23	BUREAU VENTITAS	INSTITUTION	1
24	INTERTEK BANGLADES	INSPECTION AGENCY	1
25	LABORATORY	PHARMACEUTICAL	1
26	EDISON	LOGISTICS	10
27	SOCIAL ISLAMI BANK LIMITED	BANK	9
28	OTHER		3
29	BUILDING TECHNOLOGY AND IDEA LTD.	REAL ESTATE	1

30	DOREEN	GARMENTS / TEXTILE	1
31	GROUP QA	GARMENTS / TEXTILE	1
32	DAILY PROTHOMALO	MEDIA	1
33	BANECO SOLAR ENERGY LTD	ENERGY	1
34	BENGAL FOUNDATION	MEDIA	1
35	TECH VALLEY SOLUTIONS LIMITED	IT	1
36	CHECKPOINT SYSTEM LTD.	GARMENT	1
37	INTERLOOP	GARMENT	1
38	BIKROY.COM	IT E-COMMERCE	1
39	CROSS WORLD TELECOM	TELECOM	1
40	LANKA BANGLA	FINANCE	1
41	PLAN INTERNATIONAL	NGO	1
42	UNIQUE GROUP	CONCRETE SOLUTION	6
43	BAPEX	PETROLEUM	1
44	CITY BANK	BANK	1
45	TIB	NGO	1
46	SUMMIT POWER	ENERGY	1
47	JANATA BANK	BANK	2
48	METLIFE	INSURANCE	1
49	PUBALI BANK	BANK	1
50	ONE BANK	BANK	5
51	MOBIL	OIL/ PETROLEUM	16



52	HOQUE GROUP	MANUFACTURING	10
53	PERFETTI VAN MELLE BANGLADESH PVT. LTD	MULTINATIONAL	6
54	INTERNATIONAL FINANCE INVESTMENT AND COMMERCE (IFIC)	BANK	11
55	MAKNOS BROTHERS LIMITED		1
56	PRIME BANK	BANK	1
57	UTTARA BANK	BANK	10
58	MUTUAL TRUST BANK LIMITED	BANK	1
59	SANOFI BANGLADESH LIMITED	PHARMACEUTICAL	1
60	GRAMEENPHONE	TELECOM	9
61	SONALI BANK	BANK	6
62	ABULKHAIR	MULTI-BUSINESS	2
63	ANANTA GROUP	GARMENTS / TEXTILE	9
64	ROYAL MACHINERY CORPORATION LTD.	MACHINERY AND EQUIPMENTS	2
65	ECOSYSTEMS BD LTD		1
66	VIYELLATAX GROUP	GARMENTS / TEXTILE AND TEXTILE	1
67	NATIONAL ARGICARE GROUP	PHARMACEUTICAL	1
68	GROW NEXCEL	CONSULTATION	1
69	PRIME INSURANCE COMPANY	INSURANCE	1
70	NOTHERN HATCHERIES LTD	POULTRY AND HATCHERIES	1
71	BASHUNDHARA GROUP	REAL ESTATE	1

72	ORION GROUP	PHARMACEUTICALS	1
73	AGRANI HOLDINGS	DISTRIBUTOR	1
74	TIGER CEMENTS	CEMENTS	1
75	RAK PAINTS	MULTINATIONAL	2
76	ACME GROUP	REAL ESTATE	1
77	ORGABIC HEALTH CARE LTD.	PHARMACEUTICALS	1
78	GENEX INFOSYS LTD.	IT	1
79	MAZEN INDUSTRIES ( BD) LTD	RETAIL – DISCRETIONARY	1
80	ASSURANCE MONI GROUP	RMG	1
81	SEA BORNE PVT LTD	LINER AGENT	1
82	INTERN BD		1
83	EVER SMART BANGLADESH LTD.		1
84	AUSPICIOUS	RETAIL	1
85	RELIANCE FINANCE LTD.	FINANCE	1
86	SAMSUNG R&D INSTITUTE BANGLADESH LTD.	R & D	1
87	PETROCHEM BANGLADESH LTD.	PHARMACEUTICAL	1
88	RANG LTD.	ELECTRONIC	1
89	NIAGNA TEXTILE OFFICE	GARMENTS / TEXTILE	1
90	GRAPHICS TEXTILE LTD.	GARMENTS / TEXTILE	1
91	KHAN FOUNDATION	NGO	1
92	SHAJALAL ISLAMI BANK LTD.	BANK	1

93	AL ARAFAH ISLAMI BANK LTD	BANK	2
94	NAVANA FURNITURE LTD.	FURNITURE	2
95	BANGLADESH KRISHI BANK	BANK	1
96	NATIONAL BOARD REVERSE (NBR)		1
97	LINK3 TECHNOLOGY	IT	1
98	MERCANTILE ISLAMI LIFE INSURANCE LTD.	INSURANCE	1
99	DUTCH BANGLA BANK LTD.	BANK	1
100	BANGLADESH RURAL DEVELOPMENT BOARD (BRDB)		1
101	JUMUNA BANK	BANK	1
TOTAL			320