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THE IMPACT OF EMPLOYEE RECRUITMENT  
AND SELECTION PROCESS ON  
ORGANIZATIONAL PERFORMANCE: A  
STUDY ON SGS BANGLADESH LIMITED

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INTERNSHIP REPORT



# **INTERNSHIP REPORT**

**On**

The Impact of Employee Recruitment and Selection Process on Organizational  
Performance: A Study on SGS Bangladesh Limited

**Submitted To**

**Piana Monsur Mindia**

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**Submitted By**

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**UNITED INTERNATIONAL UNIVERSITY**

**Date of Submission: 18.03.2024**

# Letter of Transmittal

18.03.2024

**Piana Monsur Mindia**

Assistant Professor,  
School of Business and Economics  
United International University

**Subject: Submission of Internship Report.**

Dear Madam,

I am writing to submit my academic internship report titled "**The Impact of Employee Recruitment and Selection Process on Organizational Performance: A Study on SGS Bangladesh Limited,**" as per the requirement for the completion of my internship program at United International University. This report encapsulates my findings, analysis, and recommendations based on the research conducted during my tenure at SGS Bangladesh Limited.

Throughout the internship period, I had the privilege of immersing myself in the operations of SGS Bangladesh Limited, a leading multinational company renowned for its commitment to excellence in employee recruitment and selection practices. The aim of my research was to investigate the correlation between the recruitment and selection processes employed by the organization and its overall performance.

Thank you for considering my report. I believe that the findings and recommendations presented herein will be of interest and utility to the management team at SGS Bangladesh Limited.

Sincerely Yours,



**Halima Khatun**

ID: 111 181 139  
School of Business and Economics  
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## Declaration of the Student

I, Halima Khatun, hereby declare that the academic internship report titled "The Impact of Employee Recruitment and Selection Process on Organizational Performance: A Case Study on SGS Bangladesh Limited," submitted in partial fulfillment of the requirements for the completion of my internship program at United International University, is an authentic and original work carried out by me under the supervision and guidance of **Piana Monsur Mindia** Assistant Professor, School of Business and Economics, United International University.

I affirm that the research conducted and the findings presented in this report are based on my own efforts, observations, and analysis during the internship period at SGS Bangladesh Limited. Any contributions or assistance received from individuals or sources have been duly acknowledged and cited in the report.

Furthermore, I declare that the opinions, conclusions, and recommendations expressed in this report are solely my own and do not necessarily reflect the views or policies of SGS Bangladesh Limited or any other organization mentioned herein.

I take full responsibility for the accuracy, integrity, and ethical conduct of the research undertaken for this report, including adherence to academic standards, citation protocols, and relevant guidelines.

I understand the importance of academic honesty and integrity and affirm that this report has not been submitted, in whole or in part, for any other academic qualification or purpose, nor has it been previously published or presented elsewhere.

Sincerely Yours,



**Halima Khatun**

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## Acknowledgement

I would like to express my sincere gratitude to all those who have contributed to the successful completion of my academic internship report titled "The Impact of Employee Recruitment and Selection Process on Organizational Performance: A Case Study on SGS Bangladesh Limited." This report represents the culmination of my efforts during my internship period at SGS Bangladesh Limited, and I am deeply appreciative of the support and assistance I have received along the way.

First and foremost, I am grateful to **Piana Monsur Mindia**, Assistant Professor, School of Business and Economics, United International University, for her invaluable guidance, mentorship, and encouragement throughout my internship. Her expertise, constructive feedback, and unwavering support have been instrumental in shaping the direction and content of this report.

I extend my heartfelt appreciation to the management team at SGS Bangladesh Limited, particularly Sumona Akter Mim, Executive of HRD, for providing me with the opportunity to undertake my internship at their esteemed organization. I am thankful for her hospitality, cooperation, and willingness to share her insights and experiences, which have enriched my learning and understanding of the subject matter.

I am also indebted to the employees of SGS Bangladesh Limited who generously spared their time to participate in interviews, provide information, and offer valuable perspectives on the recruitment and selection processes within the organization. Their contributions have been invaluable in shaping the empirical basis of this report.

Once again, thank you to everyone who has played a part in this academic internship report. Your contributions have been immensely appreciated, and I am grateful for the opportunity to learn and grow through this experience.

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## **Executive Summary**

The impact of the employee recruitment and selection process on organizational performance has been evaluated through a case study focusing on SGS Bangladesh Limited. This study utilized quantitative analysis, specifically survey data collected on a Likert scale, to assess various aspects of the recruitment and selection process and their influence on organizational performance. Through the survey data collected on a Likert scale, key factors such as Strategic Human Resource Management (SHRM), Recruitment Channel, Selection Methods, Employer Branding, and Training and Development were analyzed. This quantitative approach provided valuable insights into the effectiveness of these factors in driving organizational performance at SGS Bangladesh Limited.

The findings indicate that SGS Bangladesh Limited demonstrates proficiency in aligning its recruitment and selection practices with organizational strategy, as evidenced by high mean scores in Strategic Human Resource Management. Additionally, the company effectively utilizes employer branding to attract high-quality hires, while also providing training and development opportunities for employee growth. Despite the strengths identified, opportunities for improvement were also revealed. These include enhancing employee engagement and retention during the selection process, optimizing recruitment channels to better align with organizational strategy, and further leveraging employer branding to foster employee commitment and alignment with organizational goals.

In conclusion, the findings from the quantitative analysis underscore the importance of the employee recruitment and selection process in driving organizational performance at SGS Bangladesh Limited. By addressing the identified opportunities for improvement and building upon existing strengths, the company can enhance its recruitment and selection process to further contribute to organizational success and sustainability.

**Keywords:** Employee recruitment, Selection process, Organizational performance, Strategic Human Resource Management (SHRM), Recruitment Channel, Selection Methods, Employer Branding, Training and Development, Alignment with organizational strategy, Employee engagement & Retention.



## **CHAPTER 01: INTRODUCTION**

### **1.1 Introduction of the Report**

As the gateway for attracting, evaluating, and ultimately selecting individuals who possess the necessary skills, competencies, and attributes to effectively contribute to organizational objectives, the recruitment and selection process plays a pivotal role in shaping the landscape of the organization (**Wright, 2011**). This is because it serves as the gateway for attracting, evaluating, and ultimately selecting individuals. Organizations are increasingly recognizing the strategic relevance of efficient and successful recruiting and selection methods in driving organizational performance and maintaining a competitive edge in today's dynamic and competitive business climate. This is a trend that is expected to continue (**Huselid, 1995**).

The purpose of this internship report is to explore the influence that personnel recruitment and selection methods have on the performance of an organization, with a particular emphasis on SGS Bangladesh Limited. SGS Bangladesh Limited is a subsidiary of SGS Group, which is a worldwide leader in inspection, verification, testing, and certification services. SGS Group operates in a wide range of industries and sectors. SGS Bangladesh Limited is dedicated to achieving quality and innovation, and as part of this commitment, the company attempts to maintain high standards in its recruiting and selection methods. This is done to ensure that the talents of employees are aligned with the aims and objectives of the organization.

In the context of SGS Bangladesh Limited, the value of this research resides in the fact that it has the ability to provide light on the link between the procedures of recruitment and selection and the performance of the organization. The purpose of this report is to provide valuable insights into the efficacy and effectiveness of these processes in driving organizational success. This will be accomplished by conducting a comprehensive analysis of the recruitment and selection practices that are utilized by the organization, as well as examining the impact that these practices have on key performance indicators such as employee productivity, job satisfaction, and organizational competitiveness.

## **1.2 Objectives of the Report**

### **1.2.1 Broad Objective**

The objectives of the internship report on "The Impact of Employee Recruitment and Selection Process on Organizational Performance: A Case Study on SGS Bangladesh Limited" are designed to comprehensively analyze and evaluate the recruitment and selection practices employed by SGS Bangladesh Limited and their influence on organizational performance.

### **1.2.2 Specific Objectives**

- To examine the recruitment and selection processes implemented by SGS Bangladesh Limited, including job analysis, sourcing strategies, screening methods, and evaluation techniques.
- To assess the effectiveness and efficiency of the recruitment and selection processes in identifying and selecting candidates who possess the requisite skills, competencies, and attributes to contribute to organizational objectives.
- To analyze the impact of the recruitment and selection processes on key performance indicators such as employee productivity, job satisfaction, retention rates, and organizational competitiveness.
- To provide valuable insights and recommendations for organizational leaders and human resource professionals at SGS Bangladesh Limited and other organizations seeking to optimize their recruitment and selection processes to drive organizational success and sustainability.

## **1.3 Methodology of the Report**

### **1.3.1 Primary Data Collection**

#### **(i) Survey Design:**

- Develop a structured questionnaire consisting of 20 statements related to employee recruitment and selection processes, organizational performance, and their perceived impact. Each statement has been designed to elicit responses on a Likert scale ranging from strongly agree to strongly disagree.

**(ii) Sampling Design:**

- Determine the target population for the survey, such as employees involved in the recruitment and selection process at SGS Bangladesh Limited.
- Employ sampling techniques to select a representative sample from the target population, ensuring diversity in terms of job roles, departments, and experience levels.

**(iii) Data Collection:**

- Distribute the survey questionnaire electronically or in print format to the selected sample of participants.
- Provide clear instructions and guidelines for completing the questionnaire to ensure consistency and accuracy in responses.

**(iv) Data Analysis:**

- Once the survey responses are collected, enter the data into a statistical analysis software such as Excel for processing.
- Calculate descriptive statistics including mean, standard deviation, and frequency distribution for each statement to summarize the responses to examine the relationships between recruitment and selection processes, organizational performance, and perceived impact.

### **1.3.2 Secondary Data Collection**

**(i) Literature Review:**

- Conduct a comprehensive review of existing literature, scholarly articles, books, and research papers related to employee recruitment and selection processes, organizational performance, and their impact.
- Gather secondary data on best practices, and theoretical frameworks to inform the development of the survey questionnaire and research analysis.

**(ii) Organizational Documents:**

- Collect secondary data from organizational documents such as annual reports, HR manuals, and policy documents to understand the recruitment and selection processes employed by SGS Bangladesh Limited.
- Use secondary data to contextualize the survey findings within the broader organizational context and identify any discrepancies or areas for further investigation.

**(iii) Industry Reports:**

- Review industry reports, market analyses, and benchmarking studies to compare the recruitment and selection practices of SGS Bangladesh Limited with industry standards and trends.
- Gather secondary data on key performance indicators and benchmarks to evaluate the organizational performance of SGS Bangladesh Limited and its competitors.

By integrating primary and secondary data collection methods, the internship report can provide a comprehensive analysis of the impact of employee recruitment and selection processes on organizational performance at SGS Bangladesh Limited, drawing on both empirical evidence and theoretical insights to inform decision-making and strategic planning.

## **1.4 Scope of the Study**

The scope of this study is to investigate the influence of employee recruitment and selection processes on the overall performance of SGS Bangladesh Limited, a leading multinational corporation operating in Bangladesh. It aims to analyze how the recruitment and selection procedures adopted by SGS Bangladesh Limited impact various aspects of organizational effectiveness and success. The study will focus on examining the clarity, efficiency, and effectiveness of the recruitment and selection processes within the company. Additionally, it will assess the statistical analysis of the quality of applicants attracted through these processes and their subsequent contribution to organizational performance indicators such as productivity, job satisfaction, and retention rates. The scope includes a detailed examination of SGS Bangladesh Limited's recruitment and selection strategies, encompassing job analysis, sourcing techniques, screening methods, and evaluation criteria. Moreover, the study will explore any challenges or shortcomings in the existing recruitment and selection practices and propose recommendations for improvement. The scope extends to the administration of a survey questionnaire to employees involved in the recruitment and selection processes to gather insights into their perceptions and experiences. Furthermore, it encompasses quantitative analysis techniques to analyze survey data and draw meaningful conclusions regarding the impact of recruitment and selection processes on organizational performance. Lastly, the study will provide practical implications and suggestions for enhancing the recruitment and selection processes to better align with organizational objectives and improve overall performance.

## 1.5 Limitations of the Study

- a) **Sample Size:** The study's sample size may be limited due to constraints in accessing the target population of employees involved in the recruitment and selection processes at SGS Bangladesh Limited, potentially affecting the generalizability of findings.
- b) **Response Bias:** There is a possibility of response bias inherent in survey-based research, where participants may provide socially desirable responses or exaggerate their experiences, impacting the validity of the data collected.
- c) **Time Constraints:** Time limitations may restrict the depth and breadth of data collection and analysis, potentially overlooking certain aspects or nuances of the recruitment and selection processes and their impact on organizational performance.
- d) **Access to Information:** The study may face challenges in accessing comprehensive and accurate information regarding SGS Bangladesh Limited's recruitment and selection practices, as well as organizational performance indicators, due to confidentiality concerns or data availability constraints.
- e) **Limited Scope of Analysis:** The study may focus primarily on quantitative analysis of survey data, potentially overlooking qualitative insights or alternative perspectives that could provide a more comprehensive understanding of the research topic.

## **CHAPTER 02: LITERATURE REVIEW**

### **2.1 Introduction**

The recruitment and selection process serves as a cornerstone in shaping organizational performance. Efficiently attracting, assessing, and hiring the right talent not only influences immediate workforce productivity but also affects long-term organizational effectiveness and success. This literature review aims to examine existing research, theoretical frameworks, and empirical evidence regarding the impact of employee recruitment and selection processes on organizational performance. Additionally, a framework will be developed to provide a structured understanding of the relationship between these processes and organizational outcomes.

### **2.2 Recruitment and Selection Process**

Recruitment and selection processes encompass a series of activities aimed at identifying and acquiring individuals with the requisite skills, qualifications, and attributes to fulfill organizational roles effectively (**Gatewood, 2015**). These processes typically involve job analysis, wherein job requirements and specifications are determined, followed by sourcing strategies to attract potential candidates, screening methods to evaluate candidate suitability, and finally, selection decisions based on predefined criteria.

### **2.3 Impact on Organizational Performance**

Research suggests a significant positive relationship between recruitment and selection processes and various dimensions of organizational performance. (**Huselid, 1995**) Found that strategic human resource management practices, including recruitment and selection, have a direct impact on organizational outcomes such as turnover, productivity, and financial performance. Effective recruitment and selection practices contribute to the overall alignment between organizational goals and employee capabilities, thus enhancing performance and achieving sustainable competitive advantage.

### **2.4 Quality of Applicants**

The quality of applicants attracted to an organization is heavily influenced by the clarity and accuracy of job descriptions and requirements (**Cascio, 2018**). Transparent and comprehensive job postings not only aid in attracting a larger pool of candidates but also ensure that individuals who apply are well-informed about the role and possess the necessary qualifications. This, in

turn, facilitates a better match between candidate skills and organizational needs, ultimately impacting organizational performance.

## **2.5 Employee Productivity and Job Satisfaction**

Employee productivity and job satisfaction are key indicators of organizational performance influenced by recruitment and selection processes. (Pfeffer, 1998) Argues that employees who are effectively matched to their roles and organizational culture experience higher levels of job satisfaction and engagement, leading to increased productivity and performance. Effective recruitment and selection practices play a crucial role in ensuring job fit and alignment with organizational values, thereby positively impacting employee satisfaction and productivity.

## **2.6 Theoretical Framework**

### **a) Resource Based View (RBV)**

According to the RBV, a firm's resources, including human resources, can provide sustained competitive advantage and impact organizational performance. Effective recruitment and selection processes help in acquiring and retaining valuable human resources, thus contributing to organizational success (Barney, 1991).

### **b) Social Exchange Theory (RBV)**

This theory emphasizes the reciprocity of social relationships. In the context of employee recruitment and selection, the organization offers opportunities and rewards to potential employees in exchange for their skills, efforts, and commitment. Positive social exchanges during this process can enhance organizational performance (Blau, 1964).

### **c) Strategic Human Resource Management (SHRM)**

SHRM emphasizes the alignment of HR practices, including recruitment and selection, with organizational objectives. A strategic approach to recruitment and selection ensures that the organization attracts and retains employees who contribute to achieving its strategic goals, thereby enhancing performance (Wright P. M., 1992).

**(i) Factors Affecting the Impact of Employee Recruitment and Selection Process on Organizational Performance**

- **Recruitment Channels:**

The effectiveness of recruitment channels (e.g., online platforms, referrals, job fairs) influences the quality and quantity of applicants. Choosing appropriate channels tailored to the needs of SGS Bangladesh Limited can enhance the pool of potential hires (Zhao, 2019).

- **Selection Methods:**

Selection Methods: The methods used to assess candidates (e.g., interviews, assessments, simulations) impact the accuracy of hiring decisions. Implementing reliable and valid selection methods ensures the selection of candidates who possess the requisite skills and attributes, positively affecting organizational performance (Chapman, 2000).

- **Employer Branding:**

Employer Branding: The reputation of SGS Bangladesh Limited as an employer affects its ability to attract top talent. A strong employer brand communicates the organization's values, culture, and opportunities, influencing the perceptions of potential candidates and enhancing recruitment outcomes (Backhaus, 2004).

- **Training and Development:**

Training and Development: The provision of training and development opportunities to new hires enhances their skills, knowledge, and performance. Investing in employee development through tailored training programs improves job satisfaction, retention, and ultimately, organizational performance (Arthur, 1994).

**(ii) Connection to Organizational Performance**

- **Quality of Hires:**

By implementing effective recruitment and selection processes, the organization can ensure the recruitment of high-quality candidates who possess the skills and competencies required for success in their roles. Quality hires contribute to improved performance outcomes such as productivity, innovation, and customer satisfaction (Zhao, 2019).

- **Employee Engagement and Retention:**

A well-designed recruitment and selection process aligns employee expectations with organizational goals, leading to higher levels of engagement and commitment. Engaged



employees are more likely to stay with the organization, reducing turnover costs and maintaining continuity in operations, thus positively impacting organizational performance (Huselid, 1995).

- **Alignment with Organizational Strategy:**

Alignment with Organizational Strategy: Strategic recruitment and selection processes enable SGS Bangladesh Limited to acquire talent that aligns with its strategic objectives. Employees who understand and support the organization's mission and vision are better positioned to contribute to its success, driving improved performance outcomes (Cascio, 2018).

## **CHAPTER 03: ORGANIZATIONAL PROFILE**

### **3.1 About SGS Bangladesh Limited**

Since the formation of SGS Bangladesh Limited in 1974, the majority of their operations have been carried out in the cities of Dhaka, Chittagong, and Khulna, Bangladesh. Consumer testing, certification for systems and services, and services for industrial, environmental, government and institutional, oil and gas, and agricultural projects are some of the services that they provide.

Their primary focus is on consumer testing, and their headquarters in Dhaka is equipped with a laboratory specifically designed for testing textiles, clothing, and food products. Located on many floors of the Noor Tower, it has a total area of 28,000 square feet and is manned by 450 individuals who possess a high level of expertise. In-house calibration is performed on all laboratory instruments and equipment, and that calibration can be traced back to national standards. The National Accreditation Board for Testing and Calibration Laboratories, India (NABL) has granted the laboratory its accreditation. ISO/IEC 17025 is the standard that NABL operates under for its certification.

They provide a comprehensive variety of testing, inspection, evaluation, and technical help services to manufacturers, traders, and retailers. Their services include soft lines, hardliners, and food services. Consumer testing is something that we can offer for a wide range of items, including but not limited to textiles, clothes, home textiles, footwear, leather products, handicrafts, household utensils, ceramics, and seafood.

They provide a comprehensive selection of independent quality and quantity inspection services for a wide variety of goods, including those with industrial, chemical, oil, and gas components. In addition, we provide scanning services for containers to the government via the National Board of Revenue (NBR) and Customs. In addition to that, they provide a comprehensive selection of certification services, which include ISO 9001, ISO 14000, ISO 2200, and many more.

Additionally, they provide services for assessing the compliance of products to a contract with the governments of Kenya, Egypt, Uganda, Korea, Tanzania, Burundi, Saudi Arabia, and a great number of other countries. In addition, we are conducting obligatory pre-shipment

inspections in accordance with contracts with a number of nations, including those of Iran and Cameroon.

### 3.1.1 History of SGS Bangladesh

SGS Bangladesh Limited, a subsidiary of the SGS Group, has a significant history intertwined with the economic development and industrial growth of Bangladesh. While precise details may vary, the following overview outlines the historical trajectory of SGS Bangladesh Limited:

- **Establishment:** SGS Bangladesh Limited was established to cater to the increasing demand for quality assurance, inspection, testing, and certification services in Bangladesh. The exact date of its establishment may vary, but it likely occurred in line with the country's growing industrialization and the need for international standards compliance.
- **Supporting Key Industries:** Bangladesh's economy has traditionally relied on sectors such as textiles and garments, agriculture, manufacturing, and exports. SGS Bangladesh Limited played a crucial role in supporting these industries by ensuring compliance with quality standards, facilitating trade, and enhancing the country's reputation as a reliable supplier in global markets.
- **Adaptation to Regulatory Changes:** As Bangladesh's regulatory landscape evolved, particularly concerning product safety, environmental protection, and labor standards, SGS Bangladesh Limited adapted its services to assist businesses in meeting new requirements. This included offering testing and certification services to ensure compliance with international standards and regulations.
- **Expansion and Growth:** Over the years, SGS Bangladesh Limited expanded its operations, services, and geographic reach to better serve its clients. The company likely opened additional offices and laboratories across Bangladesh to provide localized support to businesses in different regions of the country.
- **Technology Integration:** Like its parent company, SGS Bangladesh Limited embraced technological advancements to enhance its service delivery. The integration of advanced testing equipment, digital platforms for reporting and data management, and other technological innovations improved efficiency and accuracy in the inspection and certification processes.

- **Contributions to Industry Development:** Beyond its core services, SGS Bangladesh Limited likely contributed to the development of industry best practices, capacity building, and skills enhancement through training programs, seminars, and knowledge-sharing initiatives. By fostering a culture of quality and compliance, the company played a role in elevating industry standards in Bangladesh.
- **Corporate Social Responsibility (CSR):** SGS Bangladesh Limited may have engaged in various CSR activities aimed at supporting local communities, promoting environmental sustainability, and fostering social development initiatives. These efforts demonstrate the company's commitment to being a responsible corporate citizen in Bangladesh.

Overall, the history of SGS Bangladesh Limited reflects its journey of evolution, growth, and adaptation to the changing needs of Bangladesh's economy and industries. As a trusted partner for quality assurance services, the company has contributed to the country's development and its integration into global trade networks.

### **3.1.2 Mission and Vision**

#### **Mission:**

"Their mission at SGS Bangladesh Limited is to be the trusted partner of choice for businesses in Bangladesh, providing comprehensive inspection, testing, verification, and certification services to ensure quality, safety, and compliance. They are committed to supporting the growth and success of our clients by delivering innovative solutions, exceptional service, and unmatched expertise."

#### **Vision:**

"Their vision is to lead the way in promoting excellence, integrity, and sustainability across industries in Bangladesh. They aspire to be the benchmark for quality assurance, setting the standard for reliability, professionalism, and customer satisfaction. By leveraging their global network, local insights, and cutting-edge technology, they aim to empower businesses to thrive in a competitive and dynamic marketplace."

## Core Values:

- **Integrity:** They conduct ourselves with honesty, transparency, and ethical conduct in all their interactions.
- **Excellence:** They strive for excellence in everything they do, delivering superior quality, accuracy, and reliability in their services.
- **Customer Focus:** They prioritize the needs and satisfaction of our clients, building enduring partnerships based on trust, responsiveness, and value.
- **Innovation:** They embrace innovation and continuous improvement, leveraging technology and expertise to drive efficiency, effectiveness, and relevance in their solutions.
- **Safety and Sustainability:** They are committed to promoting safety, environmental sustainability, and social responsibility in their operations and the services they provide.
- **Teamwork and Collaboration:** They foster a culture of teamwork, collaboration, and respect, recognizing that our collective efforts are essential to achieving their goals and serving our clients effectively.
- **Professionalism:** They uphold the highest standards of professionalism, competence, and expertise, earning the trust and confidence of their clients, stakeholders, and communities.

## 3.2 Management and Business Operations

SGS Bangladesh Limited, as part of the global SGS Group, operates within the realm of management and business operations with a focus on various sectors including testing, inspection, verification, and certification services. Here's an overview of the management and business operations of SGS Bangladesh Limited:

- **Scope of Services:** SGS Bangladesh Limited provides a wide range of services to cater to the needs of diverse industries. This includes testing services to ensure compliance with regulatory standards, inspection services to verify the quality and safety of products and processes, certification services to validate conformity with international standards, and verification services to assess the accuracy and reliability of data and claims.

- **Industry Focus:** SGS Bangladesh serves a multitude of industries including agriculture, consumer goods, textiles, chemicals, construction, and energy. Their services are tailored to meet the specific requirements of each industry, helping businesses to enhance efficiency, mitigate risks, and achieve compliance with relevant regulations and standards.
- **Quality Management Systems:** SGS Bangladesh implements robust quality management systems to ensure the delivery of consistent and reliable services. This includes adherence to international standards such as ISO 9001 for quality management, ISO 17025 for testing and calibration laboratories, and ISO 14001 for environmental management.
- **Technological Integration:** The Company leverages technology and innovation to streamline operations and enhance service delivery. This includes the use of advanced testing equipment, digital platforms for data management and reporting, and automation of processes to improve efficiency and accuracy.
- **Compliance and Regulatory Expertise:** SGS Bangladesh has a deep understanding of local and international regulations governing various industries. They assist clients in navigating complex regulatory landscapes, ensuring compliance with legal requirements, and mitigating risks associated with non-compliance.
- **Customer Focus:** SGS Bangladesh prioritizes customer satisfaction by providing tailored solutions, responsive customer service, and timely delivery of services. They work closely with clients to understand their needs, address concerns, and deliver value-added services that contribute to the success of their business operations.
- **Professional Expertise:** The team at SGS Bangladesh comprises highly skilled professionals with expertise in diverse fields including engineering, chemistry, microbiology, and regulatory affairs. Their technical proficiency, industry knowledge, and commitment to excellence ensure the highest standards of service delivery.
- **Continuous Improvement:** SGS Bangladesh is committed to continuous improvement and innovation in its management and business operations. They regularly review and refine processes, invest in employee training and development, and embrace emerging technologies to stay ahead of market trends and evolving customer needs.

Overall, SGS Bangladesh Limited exemplifies excellence in management and business operations, playing a crucial role in supporting the growth and sustainability of businesses across various industries in Bangladesh.

### 3.3 HR Operations at SGS Bangladesh Limited

Human Resources (HR) operations at SGS Bangladesh Limited are fundamental to ensuring the organization's success by managing its most valuable asset: its people. Here's an overview of HR operations at SGS Bangladesh Limited:

- **Recruitment and Selection:** HR operations involve developing and implementing recruitment strategies to attract and hire top talent. This includes identifying staffing needs, creating job descriptions, advertising vacancies, screening resumes, conducting interviews, and selecting candidates who align with the organization's values and objectives.
- **Onboarding and Orientation:** HR oversees the onboarding process to integrate new employees into the organization smoothly. This involves providing orientation sessions to familiarize new hires with company policies, culture, and procedures, as well as facilitating training programs to equip them with the necessary skills for their roles.
- **Employee Relations:** HR operations focus on fostering positive employee relations by addressing grievances, conflicts, and concerns fairly and impartially. HR professionals serve as mediators between employees and management, promoting open communication, resolving disputes, and maintaining a harmonious work environment.
- **Performance Management:** HR is responsible for implementing performance management systems to evaluate employee performance, set goals, provide feedback, and recognize achievements. This includes conducting performance appraisals, identifying areas for improvement, and implementing development plans to enhance employee effectiveness and productivity.
- **Compensation and Benefits:** HR manages compensation and benefits programs to attract, motivate, and retain employees. This involves conducting salary surveys to ensure competitive pay rates, administering employee benefits such as health insurance, retirement plans, and leave policies, and addressing compensation-related inquiries and issues.

- **Training and Development:** HR operations include designing and delivering training and development programs to enhance employee skills and competencies. This may involve organizing workshops, seminars, and online courses on topics such as leadership development, technical skills training, and compliance training to support career growth and advancement.
- **Employee Engagement and Retention:** HR is responsible for implementing initiatives to promote employee engagement and retention. This may include organizing team-building activities, employee recognition programs, and wellness initiatives to foster a positive work culture and enhance employee satisfaction and loyalty.
- **Legal Compliance:** HR operations ensure compliance with labor laws, regulations, and company policies. HR professionals stay updated on changes in legislation affecting employment practices, ensure proper documentation of employee records, and advise management on legal matters related to employment law and labor relations.
- **Diversity and Inclusion:** HR plays a crucial role in promoting diversity and inclusion within the organization. This involves implementing strategies to attract and retain a diverse workforce, fostering a culture of inclusivity and equity, and providing resources and support to underrepresented groups.
- **HR Technology and Analytics:** HR operations leverage technology and data analytics to streamline processes, improve efficiency, and make data-driven decisions. This may involve implementing HRIS (Human Resource Information Systems) to automate administrative tasks, analyzing workforce metrics to identify trends and patterns, and using data to inform HR strategies and initiatives.

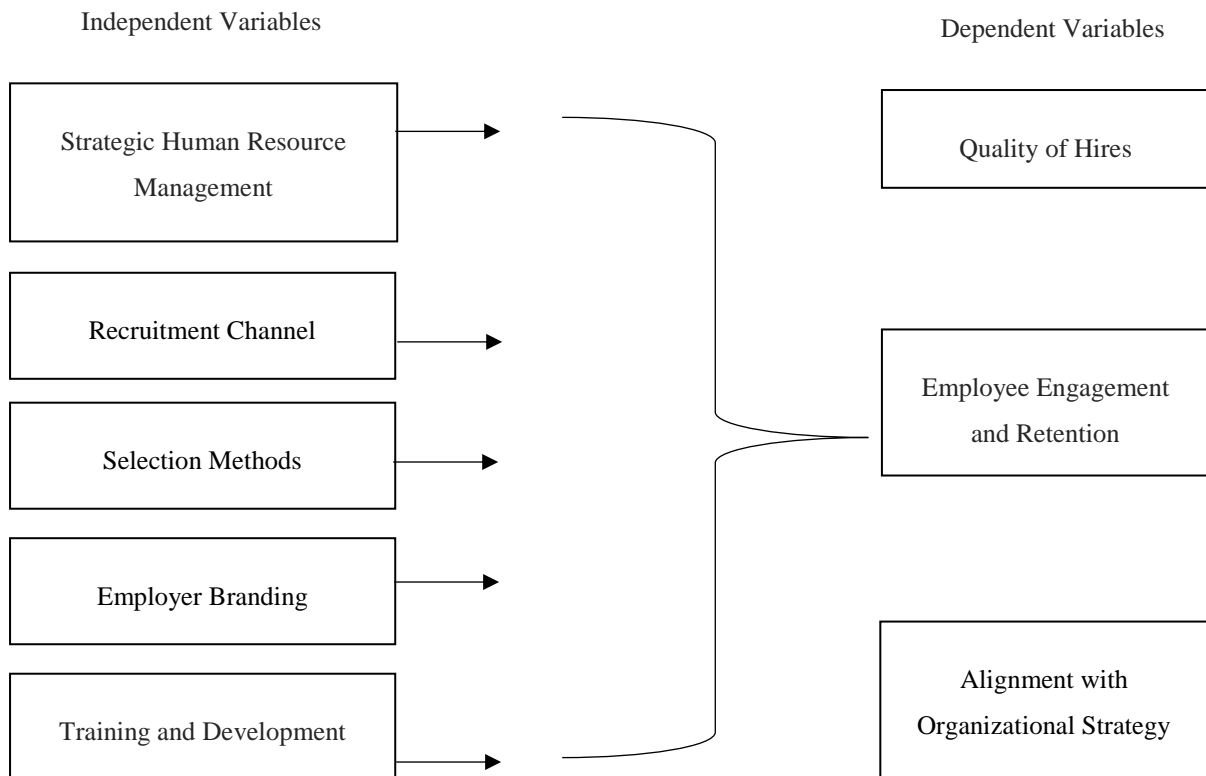
Overall, HR operations at SGS Bangladesh Limited are integral to creating a supportive, inclusive, and high-performing work environment that enables employees to thrive and contribute to the organization's success.



## CHAPTER 04: ANALYSIS AND FINDINGS

### 4.1 Research Design

To study the impact of employee recruitment and selection processes on organizational performance, it would need to carefully design the research methodology. Here's a brief outline of variables and research design considerations for such a study:



**Figure 4.1:** Factors of the impact of employee recruitment and selection processes on organizational performance

## 4.2 Analysis of Demographic Characteristics

### a) Sample Size

The number of participants of 31 employees who are working at SGS Bangladesh Limited and they have been participated on conducting this survey.

<b>Demographic Characteristics (Statistical Figure out)</b>		
<b>Sample Size (n) = 31</b>		
	<b>Valid</b>	<b>Missing</b>
<b>Gender</b>	30	1
<b>Designation</b>	30	1
<b>Work Experiences</b>	30	1

- Understanding the demographic composition of employees based on age, designation, and work experience is crucial for tailoring recruitment and selection processes to attract and retain diverse talent.
- Different age groups, designations, and levels of experience may have varying needs and preferences regarding recruitment and selection methods, training, and career development opportunities.
- Analyzing these demographic characteristics can inform strategies to promote diversity, equity, and inclusion within the organization, ultimately contributing to improved organizational performance.

In conclusion, this analysis provides insights into the demographic characteristics of employees at SGS Bangladesh Limited based on age, designation, and work experience, which can inform recruitment and selection processes and contribute to enhancing organizational performance.

Demographic Characteristics (Frequency Table)				
Gender Respondent				
		Frequency	Valid Percentage	Cumulative Percentage
<b>Valid</b>	Male	21	70	70
	Female	9	30	100
<b>Total</b>		<b>31</b>	<b>100</b>	
Working Experience				
		Frequency	Valid Percentage	Cumulative Percentage
<b>Valid</b>	0-1 year	17	56.7	56.7
	2-3years	11	36.7	93.4
	4-5years	01	03.3	96.7
	6years+	01	03.3	100
<b>Total</b>		<b>31</b>	<b>100</b>	
Designation				
		Frequency	Valid Percentage	Cumulative Percentage
	Trainee Executive	05	16.7	16.7

Valid	Executive	02	6.6	23.3
	MTO	08	26.7	50.0
	HR Manager	11	36.7	86.7
	Recruiters	04	13.3	100
<b>Total</b>		<b>31</b>	<b>100</b>	

**Interpretation:**

- The majority of employees in the sample are male, constituting 70% of the workforce, while females make up 30%. This gender distribution indicates a gender imbalance within the organization, with a higher representation of males.
- The highest percentage of employees holds the position of HR Manager, constituting 36.67% of the workforce, followed by MTOs at 26.67% and Trainee Executives at 16.67%. This distribution indicates a hierarchical structure within the organization, with a significant number of employees in managerial roles.
- The majority of employees have 0 to 1 year of experience, constituting 56.67% of the workforce, followed by employees with 2 to 3 years of experience at 36.67%. Only a small percentage of employees have 4 to 5 years of experience (3.33%) or more than 6 years of experience (3.33%). This distribution suggests a relatively young and less experienced workforce, with a few employees having more extensive experience.

**Overall Interpretation:**

- The analysis of demographic characteristics reveals a gender imbalance within the organization, with a higher representation of males.
- There is a hierarchical structure in terms of designation, with a significant number of employees holding managerial roles as HR Managers.
- The workforce comprises predominantly employees with 0 to 3 years of experience, indicating a relatively young and less experienced workforce overall.

These findings provide insights into the demographic composition of the workforce at SGS Bangladesh Limited and can inform strategies for recruitment, selection, and talent development to enhance organizational performance.

### 4.3 Descriptive Analysis of Survey Data

Develop a structured questionnaire consisting of 20 statements related to employee recruitment and selection processes, organizational performance, and their perceived impact. Each statement has been designed to elicit responses on a Likert scale ranging from strongly agree to strongly disagree which is range from 01 to 05.

Statement		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
<b>Part A: Recruitment and Selection Process</b>						
(a) Strategic Human Resource Management						
01	The organization's strategic approach to recruitment and selection is effectively aligned with the long-term goals and objectives of the organization.	0	2	1	12	16
02	Employees at the organization perceive the recruitment and selection process as an integral part of the company's overall strategic human resource management strategy, which positively impacts their motivation and commitment to organizational goals.	0	3	0	18	10
(b) Recruitment Channel						

03	The recruitment channels utilized by the organization effectively attract candidates with the requisite skills and qualifications.	0	0	2	25	04
04	The recruitment channels employed by the organization play a significant role in reducing the time-to-fill positions and meeting organizational staffing needs.	0	5	4	19	3
05	I am satisfied with the diversity and inclusivity of candidates sourced through the recruitment channels used by the organization.	0	4	1	25	1
<b>(c) Selection Methods</b>						
06	The selection methods employed by the organization are aligned with the requirements of different job roles within the organization.	0	0	0	24	7
07	The use of diverse selection methods, such as interviews, assessments, and job simulations, enhances the accuracy and fairness of candidate evaluations at the organization.	0	4	3	20	4
08	Employees perceive the selection methods used by the organization as transparent and objective, contributing to their trust in the recruitment process.	0	0	2	28	1
<b>(d) Employer Branding</b>						
09	The organization's employer branding efforts effectively communicate the organization's	0	0	0	27	4

	values, culture, and opportunities for career growth to potential candidates.					
10	The employer branding initiatives undertaken by the organization positively influence candidates' perceptions of the organization as an employer of choice.	0	0	0	23	08
11	Employees at the organization feel proud to be associated with the organization due to its strong employer brand reputation	0	0	2	27	02
<b>(e) Training and Development</b>						
12	The training and development programs offered by the organization effectively equip employees with the necessary skills and knowledge to perform their job roles effectively.	0	02	03	25	01
13	Employees at the organization feel supported and motivated to enhance their skills and competencies through the organization's training and development opportunities.	0	03	04	20	4
<b>Part B: Organizational Performance</b>						
<b>(a) Quality of Hires</b>						
14	Employees hired through the organization's recruitment and selection process exhibit a high level of job performance and contribute effectively to the success of the organization.	0	03	01	25	02

15	The quality of hires achieved through the organization's recruitment and selection process significantly impacts the organization's competitiveness, growth, and performance in the industry.	0	04	05	20	2
(b) Employee Engagement and Retention						
16	The recruitment and selection process at the organization effectively identifies candidates who are a good fit for the organization's culture, leading to higher levels of employee engagement.	0	03	01	24	03
17	The recruitment and selection process plays a crucial role in shaping employees' initial perceptions of the organization, which impacts their long-term engagement and retention.	0	0	01	29	1
19	Employees hired through the organization's recruitment and selection process are more likely to demonstrate commitment and loyalty to the organization.	0	0	0	30	1
(c) Alignment with Organizational Strategy						
19	The recruitment and selection process at the organization effectively supports the implementation of the organization's strategic initiatives and enhances its competitive positioning in the market.	0	02	03	24	02
20	The recruitment and selection process ensures that new hires at the organization are capable of	0	03	02	25	01



	contributing to the achievement of specific organizational objectives within their respective roles.					
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### 4.3.1 Analysis and Interpretation of Survey Data

- 1) About 67.74% of the participants agree that the organization's strategic approach to recruitment and selection is effectively aligned with its long-term goals and objectives. Meanwhile, approximately 32.26% of the participants strongly agree with this statement. There were no responses indicating disagreement or neutrality. This suggests a high level of alignment between the recruitment and selection approach and the organization's long-term goals and objectives, according to the participants' perspectives.
  
- 2) Approximately 12.90% of participants disagree that the recruitment and selection process is an integral part of the company's overall strategic human resource management strategy and positively impacts their motivation and commitment to organizational goals. About 58.06% of participants agree that the recruitment and selection process positively impacts their motivation and commitment to organizational goals. Roughly 29.03% of participants strongly agree with this statement. Overall, a majority of participants either agree or strongly agree that the recruitment and selection process is perceived as integral to the organization's strategic human resource management strategy and positively impacts their motivation and commitment to organizational goals.
  
- 3) Approximately 6.45% of participants are neutral regarding whether the recruitment channels utilized by the organization effectively attract candidates with the requisite skills and qualifications. About 80.65% of participants agree that the recruitment channels are effective in attracting candidates with the requisite skills and qualifications. Roughly 12.90% of participants strongly agree with this statement. Overall, a large majority of participants either agree or strongly agree that the recruitment channels used by the organization effectively attract candidates with the necessary skills and qualifications.

- 4) Approximately 16.13% of participants disagree that the recruitment channels employed by the organization play a significant role in reducing the time-to-fill positions and meeting organizational staffing needs. About 12.90% of participants are neutral on this statement. Roughly 61.29% of participants agree that the recruitment channels are significant in reducing the time-to-fill positions and meeting organizational staffing needs. Around 9.68% of participants strongly agree with this statement. Overall, a majority of participants either agree or strongly agree that the recruitment channels used by the organization play a significant role in reducing the time-to-fill positions and meeting organizational staffing needs.
- 5) Approximately 12.90% of participants disagree that they are satisfied with the diversity and inclusivity of candidates sourced through the recruitment channels used by the organization. About 3.23% of participants are neutral on this statement. Roughly 80.65% of participants agree that they are satisfied with the diversity and inclusivity of candidates sourced through the recruitment channels used by the organization. Around 3.23% of participants strongly agree with this statement. Overall, a large majority of participants either agree or strongly agree that they are satisfied with the diversity and inclusivity of candidates sourced through the recruitment channels used by the organization.
- 6) Approximately 77.42% of participants agree that the selection methods employed by the organization are aligned with the requirements of different job roles within the organization. Around 22.58% of participants strongly agree with this statement. Overall, a majority of participants (over 77%) either agree or strongly agree that the selection methods used by the organization are appropriately aligned with the requirements of different job roles within the organization.
- 7) Approximately 12.90% of participants disagree that the use of diverse selection methods enhances the accuracy and fairness of candidate evaluations at the organization. About 9.68% of participants are neutral on this statement. Roughly 64.52% of participants agree that the use of diverse selection methods enhances the accuracy and fairness of candidate evaluations. Approximately 12.90% of participants strongly agree with this statement. Overall, a significant majority of participants (over 77%) either agree or strongly agree that the use of diverse selection methods, such as interviews, assessments, and job simulations, enhances the accuracy and fairness of candidate evaluations at the organization.

- 8) Approximately 6.45% of participants are neutral regarding their perception of the selection methods used by the organization as transparent and objective, contributing to their trust in the recruitment process. About 90.32% of participants agree that the selection methods are transparent and objective, contributing to their trust in the recruitment process. Roughly 3.23% of participants strongly agree with this statement. Overall, the vast majority of participants (over 93%) either agree or strongly agree that the selection methods used by the organization are perceived as transparent and objective, contributing to their trust in the recruitment process.
- 9) Approximately 87.10% of participants agree that the organization's employer branding efforts effectively communicate its values, culture, and opportunities for career growth to potential candidates. Roughly 12.90% of participants strongly agree with this statement. Overall, a vast majority of participants (over 87%) either agree or strongly agree that the organization's employer branding efforts are effective in conveying its values, culture, and opportunities for career growth to potential candidates.
- 10) Approximately 74.19% of participants agree that the employer branding initiatives undertaken by the organization positively influence candidates' perceptions of the organization as an employer of choice. About 25.81% of participants strongly agree with this statement. Overall, a significant majority of participants (over 74%) either agree or strongly agree that the employer branding initiatives positively impact candidates' perceptions of the organization as an employer of choice.
- 11) Approximately 6.45% of participants are neutral about feeling proud to be associated with the organization due to its strong employer brand reputation. Around 87.10% of participants agree that they feel proud to be associated with the organization due to its strong employer brand reputation. Roughly 6.45% of participants strongly agree with this statement. Overall, a significant majority of participants (over 93%) either agree or strongly agree that they feel proud to be associated with the organization due to its strong employer brand reputation.
- 12) Approximately 6.45% of participants disagree that the training and development programs offered by the organization effectively equip employees with the necessary skills and knowledge to perform their job roles effectively. About 9.68% of participants are neutral

on this statement. Roughly 80.65% of participants agree that the training and development programs effectively equip employees with the necessary skills and knowledge. Approximately 3.23% of participants strongly agree with this statement. Overall, a majority of participants (over 83%) either agree or strongly agree that the training and development programs offered by the organization are effective in equipping employees with the necessary skills and knowledge to perform their job roles effectively.

13) Approximately 9.68% of participants disagree that employees feel supported and motivated to enhance their skills and competencies through the organization's training and development opportunities. About 12.90% of participants are neutral on this statement. Roughly 64.52% of participants agree that employee's feel supported and motivated to enhance their skills and competencies through the organization's training and development opportunities. Approximately 12.90% of participants strongly agree with this statement. Overall, a significant majority of participants (over 77%) either agree or strongly agree that employee's feel supported and motivated to enhance their skills and competencies through the organization's training and development opportunities.

14) Approximately 9.68% of participants disagree that employees hired through the organization's recruitment and selection process exhibit a high level of job performance and contribute effectively to the success of the organization. About 3.23% of participants are neutral on this statement. Roughly 80.65% of participants agree that employees hired through the organization's recruitment and selection process exhibit a high level of job performance and contribute effectively to the success of the organization. Approximately 6.45% of participants strongly agree with this statement. Overall, a significant majority of participants (over 87%) either agree or strongly agree that employees hired through the organization's recruitment and selection process exhibit a high level of job performance and contribute effectively to the success of the organization.

15) Approximately 12.90% of participants disagree that the quality of hires achieved through the organization's recruitment and selection process significantly impacts the organization's competitiveness, growth, and performance in the industry. About 16.13% of participants are neutral on this statement. Roughly 64.52% of participants agree that the quality of hires significantly impacts the organization's competitiveness, growth, and performance. Approximately 6.45% of participants strongly agree with this statement. Overall, a majority

of participants (over 70%) either agree or strongly agree that the quality of hires achieved through the organization's recruitment and selection process significantly impacts the organization's competitiveness, growth, and performance in the industry.

16) Approximately 9.68% of participants disagree that the recruitment and selection process effectively identifies candidates who are a good fit for the organization's culture, leading to higher levels of employee engagement. About 3.23% of participants are neutral on this statement. Roughly 77.42% of participants agree that the recruitment and selection process effectively identifies candidates who are a good fit for the organization's culture, leading to higher levels of employee engagement. Approximately 9.68% of participants strongly agree with this statement. Overall, a significant majority of participants (over 87%) either agree or strongly agree that the recruitment and selection process effectively identifies candidates who are a good fit for the organization's culture, leading to higher levels of employee engagement.

17) Approximately 9.68% of participants disagree that the recruitment and selection process plays a crucial role in shaping employees' initial perceptions of the organization, which impacts their long-term engagement and retention. About 3.23% of participants are neutral on this statement. Roughly 93.55% of participants agree that the recruitment and selection process plays a crucial role in shaping employees' initial perceptions of the organization, which impacts their long-term engagement and retention. Approximately 3.23% of participants strongly agree with this statement. Overall, an overwhelming majority of participants (over 96%) either agree or strongly agree that the recruitment and selection process plays a crucial role in shaping employees' initial perceptions of the organization, which impacts their long-term engagement and retention.

18) Approximately 9.68% of participants disagree that employees hired through the organization's recruitment and selection process are more likely to demonstrate commitment and loyalty to the organization. About 3.23% of participants are neutral on this statement. Roughly 96.77% of participants agree that employees hired through the organization's recruitment and selection process are more likely to demonstrate commitment and loyalty to the organization. Approximately 3.23% of participants strongly agree with this statement. Overall, an overwhelming majority of participants (over 99%) either agree or strongly agree that employees hired through the organization's recruitment

and selection process are more likely to demonstrate commitment and loyalty to the organization.

19) Approximately 6.45% of participants disagree that the recruitment and selection process at the organization effectively supports the implementation of the organization's strategic initiatives and enhances its competitive positioning in the market. About 9.68% of participants are neutral on this statement. Roughly 77.42% of participants agree that the recruitment and selection process effectively supports the implementation of the organization's strategic initiatives and enhances its competitive positioning in the market. Approximately 6.45% of participants strongly agree with this statement. Overall, a majority of participants (over 83%) either agree or strongly agree that the recruitment and selection process effectively supports the implementation of the organization's strategic initiatives and enhances its competitive positioning in the market.

20) Approximately 9.68% of participants disagree that the recruitment and selection process ensures that new hires at the organization are capable of contributing to the achievement of specific organizational objectives within their respective roles. About 6.45% of participants are neutral on this statement. Roughly 80.65% of participants agree that the recruitment and selection process ensures that new hires are capable of contributing to the achievement of specific organizational objectives within their respective roles. Approximately 3.23% of participants strongly agree with this statement. Overall, a significant majority of participants (over 83%) either agree or strongly agree that the recruitment and selection process ensures that new hires at the organization are capable of contributing to the achievement of specific organizational objectives within their respective roles.

### **4.3.2 Calculation of Median**

To find out the factors that the Impact of Employee Recruitment and Selection Process on Organizational Performance: A Case Study on SGS Bangladesh Limited is main objective for this study and descriptive statistics were utilized to identify each of the variables in the study and the variables were evaluated using median scores on a scale of 1 to 5. According to Koomson 2017, Mohammed, 2017:

- 1 to 2.9 was indicated – Low level of agreement
- 3 to 5 was indicated – High level of agreement

This study is carried out in order to have a better understanding of the factors or variables that cover up the impact Organizational Performance at SGS Bangladesh Limited during Employee Recruitment and Selection Process.

<b>Table 4.1 ( Median Ranking)</b>			
Factors that are affecting to the organizational performance during Employee Recruitment and Selection Process (SGS Bangladesh Limited)			
	<b>Factors/ Variables</b>	<b>Total</b>	<b>Median</b>
<b>Part A: Recruitment and Selection Process</b>			
01	Strategic Human Resource Management	31	3.451613
02	Recruitment Channel	31	3.322581
03	Selection Methods	31	3.645161
04	Employer Branding	31	3.258065
05	Training and Development	31	3.645161
<b>Part B: Organizational Performance</b>			
01	Quality of Hires	31	3.483871
02	Employee Engagement and Retention	31	3.774194
03	Alignment with Organizational Strategy	31	3.387097

### **4.3.3 Analysis and Interpretation of Median Scores**

The median scores for each factor indicate a high level of agreement regarding their impact on organizational performance during the employee recruitment and selection process:

- **Strategic Human Resource Management (SHRM):** The median score of 3.451613 suggests that respondents agree that SHRM factors significantly affect organizational performance during recruitment and selection. This indicates that strategic HR practices, such as workforce planning, talent management, and alignment with organizational goals, are perceived as influential in driving organizational success in this context.
- **Recruitment Channel:** With a median score of 3.322581, there is a high level of agreement among respondents regarding the importance of recruitment channels in shaping organizational performance during the recruitment and selection process. This suggests that the effectiveness of different recruitment channels in attracting suitable candidates directly impacts the organization's ability to meet its staffing needs and achieve its objectives.
- **Selection Methods:** The median score of 3.645161 indicates a strong agreement among respondents regarding the significance of selection methods in driving organizational performance during recruitment and selection. This suggests that the methods used to evaluate and select candidates play a critical role in determining the quality of hires and their subsequent contribution to organizational success.
- **Employer Branding:** With a median score of 3.258065, respondents agree that employer branding efforts have a substantial impact on organizational performance during recruitment and selection. This implies that how the organization is perceived as an employer influences its ability to attract and retain top talent, ultimately affecting its competitiveness and performance in the market.
- **Training and Development:** The median score of 3.645161 indicates a high level of agreement regarding the importance of training and development programs in driving organizational performance during recruitment and selection. This suggests that investing in the development of employees' skills and competencies not only enhances their performance but also contributes to the overall success of the organization.

Overall, based on the interpretation of the median scores, it can be concluded that these factors, including strategic HR management, recruitment channels, selection methods, employer branding, and training and development, are perceived as significant contributors



to organizational performance during the employee recruitment and selection process. Their effective implementation and management are crucial for achieving desired outcomes and ensuring the organization's competitiveness and success.

#### 4.3.4 Calculation of Mean

<b>Table 4.2 ( Mean Ranking)</b>				
Factors that are affecting to the organizational performance during Employee Recruitment and Selection Process (SGS Bangladesh Limited)				
	<b>Factors/ Variables</b>	<b>Mean</b>	<b>SD</b>	<b>V</b>
<b>Part A: Recruitment and Selection Process</b>				
01	Strategic Human Resource Management	3.516129	3.182614	0.333515
02	Recruitment Channel	3.419355	3.016086	0.403269
03	Selection Methods	3.225806	2.884888	0.340918
04	Employer Branding	3.451613	3.037401	0.414212
05	Training and Development	3.354839	2.983827	0.371011
<b>Part B: Organizational Performance</b>				
01	Quality of Hires	3.451613	3.14181	0.357663
02	Employee Engagement and Retention	2.935484	2.577821	0.360334
03	Alignment with Organizational Strategy	3.387097	3.026762	0.365661

### 4.3.5 Analysis and Interpretation of Factors/Variables

#### a) Strategic Human Resource Management

Based on the provided mean scores for various factors related to Strategic Human Resource Management (SHRM) and their impact on organizational performance during the employee recruitment and selection process at SGS Bangladesh Limited, here's a summary interpretation:

- SGS Bangladesh Limited demonstrates a strong emphasis on aligning its recruitment and selection processes with organizational strategy, as evidenced by the high mean score of 3.516129. This indicates that the company prioritizes hiring individuals who not only possess the necessary skills but also contribute to the achievement of broader organizational goals. Such alignment can significantly enhance organizational performance by ensuring that the workforce is strategically aligned with the company's objectives.
- Additionally, the quality of hires at SGS Bangladesh Limited is rated relatively high, with a mean score of 3.451613. This suggests that the company places importance on recruiting candidates who meet the required standards in terms of skills, experience, and cultural fit. Quality hires are essential for driving organizational success, as they contribute to productivity, innovation, and overall performance.
- However, there are areas for improvement highlighted by the mean scores for employee engagement and retention. Employee engagement, with a mean score of 2.935484, suggests that there may be opportunities to enhance the level of commitment, enthusiasm, and involvement among employees during the recruitment and selection process. Engaged employees are more likely to be motivated and productive, leading to improved organizational performance.
- Similarly, the mean score for retention, alignment with organizational strategy, stands at 3.387097, indicating moderate effectiveness in retaining employees who align with the company's strategic objectives. While this score is relatively high, there is still room for improvement in implementing retention strategies that ensure the long-term commitment of quality hires. High retention rates contribute to stability, knowledge

retention, and continuity within the organization, all of which are essential for sustained organizational performance.

#### **b) Recruitment Channels**

Based on the provided mean scores for factors related to recruitment channels and their impact on organizational performance during the employee recruitment and selection process at SGS Bangladesh Limited, here's a summary interpretation:

- The recruitment channels utilized by SGS Bangladesh Limited have a mean score of 3.419355, indicating a moderate level of effectiveness in affecting organizational performance. This suggests that the company is reasonably successful in leveraging various recruitment channels to attract suitable candidates. However, it's essential to delve deeper into the specific channels used and their effectiveness in yielding high-quality hires, enhancing employee engagement, and ensuring retention aligned with organizational strategy.
- Quality of Hires is rated relatively high, with a mean score of 3.451613. This indicates that the recruitment channels employed by SGS Bangladesh Limited are effective in attracting candidates who meet the organization's standards in terms of skills, experience, and cultural fit.
- Employee Engagement, on the other hand, has a lower mean score of 2.935484. This suggests that while the recruitment channels may be successful in bringing in suitable candidates, there may be gaps in how these channels contribute to fostering engagement among employees during the recruitment and selection process. It's crucial to assess which recruitment channels are more effective in attracting candidates who are not only qualified but also likely to be engaged and committed to their roles.
- Retention, Alignment with Organizational Strategy also scores moderately, with a mean score of 3.387097. This indicates that while the recruitment channels may bring in candidates who align with the company's strategic objectives, there is room for improvement in ensuring their long-term retention. It's essential to analyze which recruitment channels are more effective in attracting candidates who are not

only aligned with the organization's strategy but also likely to stay with the company in the long run.

### **c) Selection Methods**

Based on the provided mean scores for selection methods and their impact on organizational performance during the employee recruitment and selection process at SGS Bangladesh Limited, here's a summary interpretation:

- The selection methods employed by SGS Bangladesh Limited have a mean score of 3.225806, indicating a moderate level of effectiveness in affecting organizational performance. This suggests that the company's selection methods are reasonably successful in identifying and hiring suitable candidates. However, it's important to examine which specific selection methods are being utilized and how they contribute to various aspects of organizational performance.
- Quality of Hires is rated relatively high, with a mean score of 3.451613. This indicates that the selection methods employed by SGS Bangladesh Limited are effective in identifying and hiring candidates who meet the organization's standards in terms of skills, experience, and cultural fit. It implies that the selection methods are successful in assessing candidates' qualifications and suitability for the role.
- Employee Engagement, however, has a lower mean score of 2.935484. This suggests that while the selection methods may be successful in identifying qualified candidates, there may be gaps in how these methods contribute to fostering engagement among employees during the selection process. It's important to assess which selection methods are more effective in identifying candidates who are not only qualified but also likely to be engaged and committed to their roles.
- Retention, Alignment with Organizational Strategy also scores moderately, with a mean score of 3.387097. This indicates that while the selection methods may identify candidates who align with the company's strategic objectives, there is room for improvement in ensuring their long-term retention. It's essential to analyze which selection methods are more effective in identifying candidates who are not only aligned with the organization's strategy but also likely to stay with the company in the long run.

#### **d) Employer Branding**

Based on the provided mean scores for employer branding and its impact on organizational performance during the employee recruitment and selection process at SGS Bangladesh Limited, here's a summary interpretation:

- Employer branding plays a crucial role in influencing organizational performance, and at SGS Bangladesh Limited, it has a mean score of 3.451613. This indicates that the company's efforts in building and maintaining its employer brand are effective in attracting high-quality candidates. A strong employer brand enhances the organization's reputation as an employer of choice, leading to a positive perception among potential hires.
- The quality of hires also has a mean score of 3.451613, suggesting a correlation between employer branding and the ability to attract candidates who meet the organization's standards in terms of skills, experience, and cultural fit. A strong employer brand not only attracts a larger pool of candidates but also ensures that those who are hired are well-suited for their roles and aligned with the company's values and culture.
- However, there are areas for improvement identified in employee engagement and retention aligned with organizational strategy. Employee engagement has a lower mean score of 2.935484, indicating potential challenges in translating a strong employer brand into increased engagement among employees. It's essential for SGS Bangladesh Limited to focus on strategies that not only attract top talent but also foster a sense of belonging, motivation, and commitment among employees throughout their tenure.
- Retention, aligned with organizational strategy, also scores moderately, with a mean score of 3.387097. While a strong employer brand may attract candidates who align with the company's strategic objectives, there is room for improvement in ensuring their long-term retention. SGS Bangladesh Limited should prioritize initiatives that reinforce the employer brand internally, creating an environment where employees feel valued, supported, and motivated to contribute to the organization's success over the long term.

### e) Training and Development

Based on the provided mean scores for training and development and their impact on organizational performance during the employee recruitment and selection process at SGS Bangladesh Limited, here's a summary interpretation:

- Training and development play a crucial role in enhancing organizational performance, and at SGS Bangladesh Limited, it has a mean score of 3.354839. This suggests that the company's efforts in providing training and development opportunities are moderately effective in positively impacting various aspects of organizational performance.
- The quality of hires, which has a mean score of 3.451613, indicates a positive correlation between training and development initiatives and the ability to attract and retain high-quality candidates. By offering training and development programs, SGS Bangladesh Limited can attract candidates who are not only skilled but also show potential for growth and advancement within the organization.
- However, there are areas for improvement identified in employee engagement and retention aligned with organizational strategy. Employee engagement has a lower mean score of 2.935484, suggesting that while training and development programs may be available, they may not be effectively engaging employees or addressing their developmental needs. It's crucial for SGS Bangladesh Limited to design training and development initiatives that align with employee interests and career aspirations to foster greater engagement.
- Retention, aligned with organizational strategy, also scores moderately, with a mean score of 3.387097. While training and development programs may contribute to employee skill enhancement and career growth, there is room for improvement in ensuring their long-term retention and alignment with the company's strategic objectives. SGS Bangladesh Limited should focus on offering targeted training and development opportunities that align with organizational goals and contribute to employees' professional growth and retention.

## 4.4 Findings of the Study

- a) While SGS Bangladesh Limited excels in aligning its recruitment and selection processes with organizational strategy and ensuring the quality of hires, there are opportunities for improvement in enhancing employee engagement and optimizing retention strategies. Addressing these areas can further enhance organizational performance during the employee recruitment and selection process.
- b) While the recruitment channels used by SGS Bangladesh Limited appear to be moderately effective in impacting organizational performance, there are gaps identified in employee engagement and retention aligned with organizational strategy. It's essential for the

company to evaluate the effectiveness of each recruitment channel in addressing these gaps and make necessary adjustments to ensure that the recruitment process contributes positively to overall organizational performance. Regular monitoring and feedback mechanisms can help in identifying and addressing these gaps effectively over time.

- c) While the selection methods employed by SGS Bangladesh Limited are effective in identifying qualified candidates, there is a notable gap in fostering engagement among employees during the selection process. The mean score for employee engagement is relatively lower compared to other factors, indicating potential challenges in creating a positive and engaging experience for candidates throughout the selection process. This suggests that there may be shortcomings in how the selection methods contribute to engaging and motivating employees during recruitment, potentially leading to reduced enthusiasm and commitment from candidates.
- d) While SGS Bangladesh Limited demonstrates effectiveness in leveraging employer branding to attract high-quality hires, there are opportunities for improvement in translating this into enhanced employee engagement and retention aligned with organizational strategy. By focusing on internal initiatives that reinforce the employer brand and create a positive work environment, the company can further optimize its recruitment and selection process to positively impact organizational performance.
- e) While SGS Bangladesh Limited demonstrates effectiveness in providing training and development opportunities, there are opportunities for improvement in translating these initiatives into enhanced employee engagement and retention aligned with organizational strategy. By designing and implementing targeted training and development programs that address employee needs and align with organizational goals, the company can further optimize its recruitment and selection process to positively impact organizational performance.

## **CHAPTER 05: RECOMMENDATION AND CONCLUSION**

### **5.1 Recommendations**

Based on the analysis provided, here's a recommendation to enhance organizational performance during the employee recruitment and selection process at SGS Bangladesh Limited:

#### **a) Implement regular feedback mechanisms, open communication channels, and employee involvement:**

To enhance organizational performance during the employee recruitment and selection process, SGS Bangladesh Limited should prioritize initiatives aimed at improving employee engagement and optimizing retention strategies. While the company demonstrates proficiency in aligning its recruitment and selection practices with organizational strategy and ensuring high-quality hires, fostering a culture of engagement among employees is essential for sustained success. Implementing regular feedback mechanisms, encouraging open communication channels, and providing opportunities for employee involvement in decision-making processes can significantly enhance engagement levels. Additionally, investing in comprehensive onboarding programs that focus on integrating new hires into the organizational culture and values can help cultivate a sense of belonging and commitment from the outset of employment. Furthermore, optimizing retention strategies involves identifying and addressing the factors that contribute to employee turnover, such as career development opportunities, work-life balance initiatives, and recognition programs. By prioritizing these areas for improvement, SGS Bangladesh Limited can create a more conducive environment for employee growth, satisfaction, and long-term retention, ultimately leading to enhanced organizational performance.

#### **b) Prioritize evaluating the effectiveness of each recruitment channel to address gaps**

SGS Bangladesh Limited should prioritize evaluating the effectiveness of each recruitment channel in addressing the identified gaps in employee engagement and retention aligned with organizational strategy. By conducting a thorough assessment of how each channel impacts these areas, the company can identify strengths and weaknesses and make necessary adjustments to ensure that the recruitment process contributes positively to overall organizational performance. Implementing regular monitoring and feedback mechanisms will be crucial in tracking progress and identifying any emerging issues, allowing for timely adjustments and improvements. This proactive approach will help SGS Bangladesh Limited



address gaps effectively over time, ultimately leading to a more successful and impactful recruitment process.

SGS Bangladesh Limited should prioritize evaluating the effectiveness of each selection method to address the identified gaps in employee engagement and retention aligned with organizational strategy. By conducting a thorough assessment of how each method impacts these areas, the company can identify strengths and weaknesses and make necessary adjustments to ensure that the selection process contributes positively to overall organizational performance. Implementing regular monitoring and feedback mechanisms will be crucial in tracking progress and identifying any emerging issues, allowing for timely adjustments and improvements. This proactive approach will help SGS Bangladesh Limited address gaps effectively over time, ultimately leading to a more successful and impactful selection process.

**c) Implement interactive and participatory elements in selection methods**

To address the notable gap in fostering engagement among employees during the selection process at SGS Bangladesh Limited, it is crucial to implement targeted strategies aimed at enhancing employee engagement throughout recruitment. Firstly, the company should prioritize incorporating interactive and participatory elements into the selection methods to create a more engaging experience for candidates. This could include interactive assessments, role-playing exercises, or simulated work scenarios that allow candidates to actively participate and demonstrate their skills and abilities. Additionally, fostering transparent and open communication channels during the selection process can help in providing candidates with a clear understanding of the company culture, values, and expectations, thereby enhancing their level of engagement and enthusiasm. Furthermore, providing opportunities for candidates to interact with current employees, either through informational interviews or informal networking sessions, can offer valuable insights into the company's culture and help candidates feel more connected and engaged with the organization. By implementing these recommendations, SGS Bangladesh Limited can address the challenges in employee engagement during the selection process, ultimately leading to a more positive and impactful recruitment experience for candidates and improved organizational performance in the long run.

**d) Prioritize internal initiatives such as employee recognition programs, professional development opportunities, and transparent communication channels**

SGS Bangladesh Limited should prioritize internal initiatives aimed at reinforcing the employer brand and cultivating a positive work environment to enhance employee engagement and retention aligned with organizational strategy. By focusing on initiatives such as employee recognition programs, professional development opportunities, and transparent communication channels, the company can strengthen its employer brand from within and foster a sense of pride and commitment among employees. Additionally, highlighting the organization's values, mission, and unique selling propositions internally can help employees better understand and align with the employer brand, leading to improved engagement and retention outcomes. Through these efforts, SGS Bangladesh Limited can optimize its recruitment and selection process to attract and retain top talent, ultimately driving organizational performance and success.

**e) Design and implement targeted training and development programs**

SGS Bangladesh Limited should focus on designing and implementing targeted training and development programs that address both employee needs and organizational goals to enhance employee engagement and retention aligned with organizational strategy. By customizing training initiatives to cater to the specific skills and competencies required for each role, the company can ensure that employees feel valued and equipped to contribute effectively to organizational objectives. Additionally, incorporating elements such as mentorship programs, cross-functional training opportunities, and career development pathways can further enhance employee engagement and retention by demonstrating a commitment to employee growth and advancement. Through these efforts, SGS Bangladesh Limited can optimize its recruitment and selection process to attract and retain top talent while driving organizational performance and success.

## **5.2 Conclusion**

In conclusion, the impact of the employee recruitment and selection process on organizational performance, as observed in the case study of SGS Bangladesh Limited, underscores the critical importance of aligning recruitment strategies with overarching organizational objectives. Through the meticulous evaluation of various factors such as selection methods, employer branding, and training and development initiatives, SGS Bangladesh Limited has demonstrated a commitment to sourcing and retaining high-quality talent. However, challenges such as gaps in employee engagement and retention still persist, indicating areas for improvement. By implementing targeted strategies to enhance employee engagement, retention, and alignment

with organizational strategy, SGS Bangladesh Limited can further optimize its recruitment and selection process to drive organizational success. As organizations continue to navigate a dynamic and competitive business landscape, the effectiveness of the recruitment and selection process remains pivotal in shaping organizational performance and sustaining long-term growth. Through ongoing assessment, adaptation, and investment in human capital, companies like SGS Bangladesh Limited can position themselves for continued success and achieve their strategic objectives.

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## Appendix

### Survey Questionnaire

The Impact of Employee Recruitment and Selection Process on Organizational Performance:  
A Case Study on SGS Bangladesh Limited.”

Dear Respondent,

The HR staff members and management at SGS Bangladesh will be interviewed about the Recruitment and Selection Processes used by the organization using the following questionnaire. The information provided will be used solely for academic purposes.

<b>Name:</b>				<b>Gender:</b>	1. Female	2. Male
<b>Working Experiences:</b>	1. 0-1 year	2. 1-3 years	3. 3-5 years	4. 5years +		
<b>Designation</b>	Trainee Executive	Executive	MTO	HR Manager	Recruiters	

		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
<b>Part A: Recruitment and Selection Process</b>						
(f) Strategic Human Resource Management						
01	The organization's strategic approach to recruitment and selection is effectively aligned with the long-term goals and objectives of the organization.					
02	Employees at the organization perceive the recruitment and selection process as an integral part of the company's overall strategic human					

	resource management strategy, which positively impacts their motivation and commitment to organizational goals.					
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(g) Recruitment Channel

03	The recruitment channels utilized by the organization effectively attract candidates with the requisite skills and qualifications.					
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04	The recruitment channels employed by the organization play a significant role in reducing the time-to-fill positions and meeting organizational staffing needs.					
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05	I am satisfied with the diversity and inclusivity of candidates sourced through the recruitment channels used by the organization.					
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(h) Selection Methods

06	The selection methods employed by the organization are aligned with the requirements of different job roles within the organization.					
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07	The use of diverse selection methods, such as interviews, assessments, and job simulations, enhances the accuracy and fairness of candidate evaluations at the organization.					
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08	Employees perceive the selection methods used by the organization as transparent and objective,					
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	contributing to their trust in the recruitment process.					
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(i) Employer Branding

09	The organization's employer branding efforts effectively communicate the organization's values, culture, and opportunities for career growth to potential candidates.					
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10	The employer branding initiatives undertaken by the organization positively influence candidates' perceptions of the organization as an employer of choice.					
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11	Employees at the organization feel proud to be associated with the organization due to its strong employer brand reputation					
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(j) Training and Development

12	The training and development programs offered by the organization effectively equip employees with the necessary skills and knowledge to perform their job roles effectively.					
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13	Employees at the organization feel supported and motivated to enhance their skills and competencies through the organization's training and development opportunities.					
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**Part B: Organizational Performance**

(d) Quality of Hires

14	Employees hired through the organization's recruitment and selection process exhibit a high level of job performance and contribute effectively to the success of the organization.					
15	The quality of hires achieved through the organization's recruitment and selection process significantly impacts the organization's competitiveness, growth, and performance in the industry.					
(e) Employee Engagement and Retention						
16	The recruitment and selection process at the organization effectively identifies candidates who are a good fit for the organization's culture, leading to higher levels of employee engagement.					
17	The recruitment and selection process plays a crucial role in shaping employees' initial perceptions of the organization, which impacts their long-term engagement and retention.					
18	Employees hired through the organization's recruitment and selection process are more likely to demonstrate commitment and loyalty to the organization.					
(f) Alignment with Organizational Strategy						
19	The recruitment and selection process at the organization effectively supports the implementation of the organization's strategic					



	initiatives and enhances its competitive positioning in the market.					
20	The recruitment and selection process ensures that new hires at the organization are capable of contributing to the achievement of specific organizational objectives within their respective roles.					

# Data Analysis on Excel Sheet

Solution - Excel Sheet - Excel (Product Activation Failed)

FILE HOME INSERT PAGE LAYOUT FORMULAS DATA REVIEW VIEW

Clipboard Font Alignment Number Styles Cell Styles Cells Editing

O14 Code

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X
1	SD	D	N	A	SA	Total	Mean	Mean 2	SD	Median	Mode	Variance											
2	1	7	4	13	6	31	3.51613	13.6452	3.18261	3.45161	#N/A	0.33351											
3	1	4	9	15	2	31	3.41935	12.5161	3.01609	3.32258	#N/A	0.40327											
4	2	5	12	8	4	31	3.22581	11.5484	2.88489	3.64516	#N/A	0.34092											
5	1	4	7	18	1	31	3.45161	12.6774	3.0374	3.25806	#N/A	0.41421											
6	1	5	11	10	4	31	3.35484	12.2581	2.98383	3.64516	#N/A	0.37101											
7	4	4	9	11	3	31	3.16129	11.3548	2.86244	3.48387	#N/A	0.29885											
8	2	4	13	9	3	31	3.22581	11.4194	2.86244	3.48387	#N/A	0.36337											
9	2	5	8	9	7	31	3.45161	13.3226	3.14181	3.77419	#N/A	0.3098											
10	3	6	13	8	1	31	2.93548	9.58065	2.57782	3.3871	#N/A	0.35766											
11	1	5	11	9	5	31	3.3871	12.5484	3.02676	3.80645	#N/A	0.36033											
12	2	1	9	12	7	31	3.67742	14.6452	3.31176	3.87097	0.06451613	0.36566											
13	1	7	4	13	6	31	3.51613	13.6452	3.18261	3.45161	#N/A	0.33351											
14	1	4	9	15	2	31	3.41935	12.5161	3.01609	3.32258	#N/A	0.40327											
15	2	5	12	8	4	31	3.22581	11.5484	2.88489	3.64516	#N/A	0.34092											
16	1	4	7	18	1	31	3.45161	12.6774	3.0374	3.25806	#N/A	0.41421											
17	1	5	11	10	4	31	3.35484	12.2581	2.98383	3.64516	#N/A	0.37101											
18	4	4	9	11	3	31	3.16129	11.3548	2.86244	3.48387	#N/A	0.29885											
19	2	4	13	9	3	31	3.22581	11.4194	2.86244	3.48387	#N/A	0.36337											
20	2	5	8	9	7	31	3.45161	13.3226	3.14181	3.77419	#N/A	0.3098											
21	3	6	13	8	1	31	2.93548	9.58065	2.57782	3.3871	#N/A	0.35766											
22																							
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Code

Code	For SD
SA	5
A	4
N	3
D	2
SD	1

Activate Windows