

A STUDY ON EMPLOYEE SELECTION PROCESS: A CRITICAL EVALUATION

*This report is submitted as partial fulfillment of the degree of Master of
International Human Resource Management (MIHRM)
Course Code: MIHRM 801*

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Letter of Transmittal

20th February 2022

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Subject: Submission of Project.

Dear Sir,

With due respect and great pleasure, I submit my project on “Employee Selection Process: A Critical Evaluation” for your kind consideration. This task is assigned to me as partial fulfillment of the degree of Master of International Human Resource Management (MIHRM), Course Code: MIHRM 801. I have tried my best to get practical work experiences and to gather all related information and have placed my best effort to prepare the report accordingly that you have directed me. I hope that my project will meet your expectation and serve its purpose.

Please accept my project and oblige thereby.

Sincerely yours,



Md. Abdullah Al Mamun

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Letter of Declaration

I, the undersigned, hereby declare that I have completed my project under the supervision of Dr. F. A. Sobhani, Professor, School of Business & Economics, United International University (UIU), Dhaka, Bangladesh.

I have prepared a report on “Employee Selection Process: A Critical Evaluation” that is my own work.

Neither part of this report is copied from elsewhere nor submitted before for any academic qualification, certification, diploma or degree to any other university.

Sincerely yours,



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Acknowledgments

Firstly, I pray to almighty Allah who has given me the opportunity to complete my project report. My heartiest thanks are due to my honorable course instructor Prof. Dr. F. A. Sobhani Director, MBA & MIHRM Programs, School of Business & Economics, United International University. My special thanks are due to Ms. Fatema Soheli, Manager, Scolastica Limited. I am also grateful to all officers and staff of Scholastica Pvt. Limited (SPL).

Lastly, I express my gratefulness to all of my classmates, well-wishers, who have given me moral support during making the project.

Executive Summary

Employee Selection is the procedure of placing the right men on the right job. It is a system of matching organizational requirements with the skills and qualifications of applicants. Effective selection can be done only when there is effective matching. By selecting the best applicants for the required job, the organization will get the excellent performance of employees.

The objectives of this study are to examine the existing recruitment and selection procedures and practices in the organization, to evaluate the effectiveness of recruitment and selection policies and practices of Scholastica Pvt. Ltd. (A sister concern of Ascent Group).

This study used both qualitative and quantitative methods for collecting data. The mixed-method can provide a complete picture of the study. A structured questionnaire has been used for collecting quantitative data. Data have been collected into two phases. At first, a short time interview was taken of the focus group of people. And then collect data from them through the questioners. Data have been collected from nineteen HR personnel, and various department managers & officers.

The mainstream respondents gave their positive opinion about the recruitment & selection policies & strategies of Scholastica. It conducts proper job analysis before the selection process begins. This organization prefers referred job candidates. HR provides sufficient quality applicants in the pool of recruitment. HR acts as a consultant to enhance the quality of the applicants in the pre-screening process of selection. HR prefers experienced employees most of the time. Resume screening and shortlisting methods used by the organization are not good enough satisfactory. The HR do always checks the educational backgrounds & references before confirmation of the job. HR sometimes finds wrong educational background & negative reviews from reference. Sometimes HR finds job offer rejection after completing all the steps, and there have some valid reasons for this issue. HR emphasizes some tests before hiring an employee- job-related knowledge, personality test, cognitive ability test, aptitude test, etc. Most of the employees do not prefer a long selection process. Newly joined employees are not that much skilled & qualified. In the coronavirus outbreak, HR was totally employee-oriented. So, the organization should focus on the effectiveness of the recruitment and selection process because it can ensure the long-term performance of Scholastica.

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Chapter 01

Introduction

1.1 Background of the Study

Employee Selection is the process of putting the right men on the right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting the best candidate for the required job, the organization will get the quality performance of employees. Moreover, organizations will face fewer absence and employee turnover problems. By selecting the right candidate for the required job, the organization will also save time and money. Proper screening of candidates takes place during the selection procedure. All the potential candidates who apply for the given job are tested. But selection must be differentiated from recruitment, though these are two phases of the employment process. Recruitment is considered to be a positive process as it motivates more candidates to apply for the job. It creates a pool of applicants. It is just sourcing data. While the selection is a negative process as the inappropriate candidates are rejected here. Recruitment precedes selection in the staffing process. Selection involves choosing the best candidate with the best abilities, skills, and knowledge for the required job. (Managementstudyguide.com. 2022. *Employee Selection Process*).

Effective recruitment is becoming more challenging and vital in the present corporate environment because it influences achieving organizational goals. One of the major challenges of recruitment & selection is to recruit the right person who will maintain a long-term relationship with the organization.

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

A successful HR department helps to acquire the number and types of people necessary to ensure the continuous operation of an organization by the recruitment and selection process. So it acts an important role in the whole organization. As a part of the Master in International Human Resource Management (MIHRM) program, my project supervisor Prof. Dr. F. A. Sobhani (Director- MBA, EMBA, MIHRM Programs) assigned me to prepare a report on

“Employee Selection process: A Critical Evaluation” and I have selected an institution named Scholastica Pvt. Ltd. (A sister concern of Ascent Group). I have made a survey to gather the required information from Scholastica employees. I have prepared my report on February, 2022 which will be submitted by February 21, 2022.

1.2 Objectives of the Study

The objectives of a study are the heart of any report. Every study should have a goal that for what reasons the study was made for. So, the objectives of my study are mentioned as follows:

- To evaluate the recruitment strategies of Scholastica;
- To determine the effectiveness of the selection process of Scholastica;
- To find out the output of pre-employment tests & assessments of the selection process;
- To determine the strategies are followed by HR while an applicant rejects the job offer;
- To find out the staffing strategies & policies during the Covid-19 Pandemic.

1.3 Significance of the Study

The selection process is a critical process for a company. It usually starts after the recruitment part but this is intimately involved with job analysis & recruitment. Without these two things selection process cannot work properly. So, there some significance of this study mentioned below:

- It is important to hire the right person to save the rehiring and retraining costs. So, one can know about job analysis, recruitment, & selection process in detail from this study.
- This study will help to what strategies can make the recruitment & selection process better.
- This study will help to know the assessments that can the HR to find talented potential hiring.
- This study will also help to inform what would be the reasons to reject job offer & what to do.

1.4 Methodology

This study used a mixed-method. It means this study used both qualitative and quantitative methods for collecting data. The mixed-method can provide a complete picture of the study. A structured questionnaire has been used for collecting quantitative data. Data have been collected into two phases. At first, I took a short time interview of the focus group of people. And then collect data from them through the questioners. Data have been collected from nineteen HR personnel, and various department managers & officers.

1.4.1 Sources of Data

Both primary and secondary sources have been used for this study. Primary sources include focus groups of people with semi-structured interviews and questionnaire surveys of HR personnel and Non HR personnel. Whereas secondary sources include articles on reputed journals, books, websites, newspapers, different publications of “Scholastica”, and also unpublished reports.

1.5 Scope & Limitations

There is a certain boundary to cover this report. My particular report only covers the recruitment and selection process in Scholastica Private Ltd. (SPL). I mainly focus on entry-level to mid-level recruitment and selection processes in SPL. The report generally covers the SPL’s background & history, employees related information, recruitment & selection process of SPL, post-selection activities, and the benefits that SPL provides.

I am lucky enough to get a chance to prepare a report on this topic. I tried my heart & soul to prepare a well-informed report. But unfortunately, I faced some difficulties when preparing this report. I tried to overcome the difficulties. In spite of trying my level best, some difficulties that hamper my schedule of the report work:

1.5.1 Security & Confidentiality Issues

There were some security & confidentiality issues. The HR personnel & my long experienced colleagues were not that helpful to expose some necessary information. They just said that there have some security & confidentiality issues in some particular matter. So, that is why I was not able to collect the whole information and

the ultimate scenario regarding my project report. If I could collect more data the report could be more accurate, fruitful & helpful.

1.5.2 School Timing Issues

As I was making this report on my current organization and my organization is education industry (English Medium School) there were some time barriers that I have faced. I have collected data from the core department of SPL named as Student Admission & Records Department. All the activities of SPL start & end from here. Besides my colleagues were so busy, at that time O' Level, AS' Level & A' Level exam registration was happening along with the handover of the 1st Term report card. Also, the HR department was busy at that time as the year was ending and they have to make performance evaluations & appraisal task, employee salary review, employee rotation, promotion, new hiring, year-end training & development etc. So, it was quite hard to make some time to meet them.

1.5.3 COVID-19 Issues

The covid-19 issue was the most problematic thing throughout the time of primary data collection. SPL follows zone wise employees' movement like, one zone's employee cannot visit to another zone employee. Unfortunately, I was in yellow zone & the HR zone was brown zone. So, I had to manage my supervisor & HR personnel to meet them to collect the data. It was much difficult for me because the top management were very much strict in zone related issue. On the other hand, most of the HR personnel was doing their office from home as a result I had to wait for a long to get their appointment. And the meeting time was too short. Actually it was only for security reason to maintain good health & social distance. Some of our colleagues were infected in Covid-19 (Delta Variant), so management provided the top priority in their health issue. So, this was the reasons that hamper to collect the primary data.

1.5.4 Comfort & Negligence Issues

As I am a new employee here, most of my colleagues were not that much comfort to provide me with the information. I collected information from HR & from other department's employees also, because I wanted to cross check the information and wanted to find out whether there was any miscommunication or any misinformation.

Most of my colleagues' job age is 10 to 20+ years where I am only 10 months there. So, it was somewhat challenging to me to collect the data because there were some comfortness & negligence issues from their side.

Chapter 02

Corporate Profile

2.1 Overview & History of the Company

Scholastica was established in 1977 by Mrs. Yasmeen Murshed. It was founded with a mission to provide a balanced and well-rounded education for all of our students, using English as the primary medium of instruction but placing equal emphasis on Bangla. Scholastica's mission is to build curious, knowledgeable, and caring young individuals, who will be equipped to tackle head-on the challenges of our modern-day "global village". They will aspire to become responsible citizens, who will embrace and respect people from other cultures and walks of life, and contribute meaningfully to society. Scholastica has built a reputation as a pioneer in education in Bangladesh being one of the first local private schools to:



- Offer English-medium instruction
- Provide science labs for secondary school students
- Develop custom-built campuses with numerous facilities, including auditoriums, a swimming pool, and numerous hard courts
- Forge international connections through sports and trips abroad
- Hire foreign experts to develop curriculum
- Provide mandatory, international-standard training for teachers and management
- Introduce sophisticated technology to manage data and information systems
- Launch an internship program
- Introduce multimedia technology in classrooms
- Introduce professional school counselors

All these firsts have been achieved through the vision, hard work, passion and dedication of the faculty and management of Scholastica. [::Scholastica:: (2022).]

2.1.1 Academics

Scholastica is one of the largest private English-medium schools in Bangladesh, offering pre-school to A' Level classes of an international standard. It offers a complete school-leaving course using English as the medium of instruction. They emphasize

equal proficiency in Bangla as a necessary prerequisite for a well-rounded education for Bangladeshi students.

Scholastica's curriculum has been designed to reflect the specific needs of Bangladeshi students keeping in mind their heritage, culture and national identity. The school has designed a comprehensive curriculum for all classes leading to the University of Cambridge International Examinations Ordinary and Advanced Level General Certificate of Education courses which are taught in Classes IX to XII. These examinations are administered by the British Council, Dhaka.

In the junior school, they encourage children to observe their surroundings, think independently, and ask questions and to freely express themselves. In recent years, they have introduced center-based classrooms, where diverse activities are conducted to develop a range of important skills.

2.1.2 Associations

Scholastica School has some association & membership to below mentioned institution:

- Cambridge Assessment International Education  Cambridge Assessment International Education
- Member of Dhaka International Schools Association (DISA)
- Bangladesh Private English Medium Schools Forum

2.1.3 Campuses

Scholastica Pvt. Ltd. have many campuses throughout the Dhaka city, they are as follows:

- Senior Campus, Uttara
- Junior Campus, Uttara (03 campuses)
- Senior Campus, Mirpur (Central)
- Junior Campus, Dhanmondi
- Junior Campus, Gulshan

2.1.4 Scholastica & Beyond

In the summer of 1977, an ambitious and determined woman was deep in negotiations over the rent of a two-story building for a school, just off the main road near Dhanmondi

Lake. Mrs. Yasmeen Murshed wanted to call the school "Scholastica": a purposeful response to the need for an organized school-leaving course in Bangladesh using English as the medium of instruction. In the 30 years that have followed, Scholastica has become every bit as special as Mrs. Murshed had envisioned. It is now the largest, most highly-regarded English-medium school in Bangladesh. The school spawned great prospects along the perimeter of its operations, eventually giving birth to a group of companies. These opportunities have manifested themselves into multiple drivers of growth for the Group, in the retail, technology, design and construction, training, and transportation sectors.

Over three decades, and over several transformations in its identity, the common thread that both parent and member companies have shared is the desire to make international lifestyles and services accessible to the citizens of Bangladesh. The introduction of operations in new sectors has created a paradigm shift in the corporate mindset. The entire organization has been consolidated and realigned to a new focus. The common parentage and shared philosophy of Scholastica, Office and Home Solutions, SPEED, Etcetera, Scholastica Transport Services, Printcraft and Imagine Technologies Bangladesh Ltd. keep them as close as branches of a giant tree. To render a shared identity to this close-knit group of companies, the Ascent Group has been established. [...Scholastica... (2022).]



Figure 2.1: Ascent Group of Companies (Source: Adopted from Ascent Group website)

2.2 Services of Ascent Group

There are so many services sides of Ascent Group, those are stated below:

- **Knowledge Sector**

Knowledge-based products and services have been the traditional strength of the Group.

- ✓ In the field of education, Scholastica School has set the benchmark for academic excellence in secondary education in Bangladesh, and internationally.



- ✓ Adult training and continuing education courses offered through SPEED are widely recognized for their high quality of service. Qualified and experienced trainers, comprehensive oversight of training programs, small learner-centric environments, and state-of-the-art training facilities are the keys to its success.



Ascent Group is looking to expand its presence in the knowledge sector, with plans to introduce affordable schooling nationwide, tertiary educational institutions and corporate professional development courses.

- **Retail Sector**

Innovative retail concepts that have changed the landscape of the sector are not new to Bangladesh. In a short span of time, Ascent retail has established the reputation of strong brands such as Coffee World. Ascent retail is committed to providing customer satisfaction. When you buy a product from our retail store, look out for our “++” endorsement.



- **Spaces Sector**

Office and Home Solutions (OHS) was established to develop the Group's expertise in engineering and construction management. But OHS is not just a company of great builders; they add value to clients' projects by providing optimum design solutions. OHS takes pride in the opportunity to construct buildings that shape the urban landscape. Projects completed by OHS have incorporated turn-key solutions from design to execution. It is made up of a dedicated team with creativity and practicality that helps its clients to revamp, relocate and re-image their commercial or residential spaces via cost-effective methods and processes.



- **Infotec Sector**

People, technology, tools and training all come together in the Group's venture in information technology. Imagine Technologies Bangladesh Ltd. provides business and technology services in IT software, consulting, IT corporate solutions and Business Process Mapping. Clients are able to leverage technology for stronger return on investment, increases in operational efficiency and improvements in customer service, resulting in sustainable competitive advantages.



ITL is committed to delivering innovative services with cutting edge technology; it has transformed the infrastructure of the Group's operations. This expertise has now been leveraged to provide inventive solutions for customers.

From its inception, Imagine has been working on a three-year project to develop a web-based enterprise resource management system which is seamlessly integrated between different components of a company's operations. The software, which is accessible from any secure channel to support multiple locations, currently has components developed and deployed for human resource management, inventory management, point-of-sale, school management and project management. The use of this software has resulted in improved communication and reporting metrics in the Group, a reduction in processing time and real-time accessing of information, a reduction in document duplication, and improved project management, leading to increased operational efficiency everywhere.

- **Services Sector**

The need to sustain quality within the Group has resulted in the formation of several companies offering specialized services in management consultancy, graphic design and printing, and transportation. These companies have been positioned strategically to compensate for the inadequate service infrastructure that exists in Bangladesh. They provide the infrastructure for the Group's growth, innovation, and performance.



2.3 Remarkable Alumni of Scholastica

Alumni are assets of an education institution. If the alumni are make footsteps in the top position of the world, then it is a matter of proudness. So, there are many remarkable alumni of Scholastica that are stated below:

- **Wasfia Nazreen:** First Bangladeshi and only Bengali to complete Seven Summits record.
- **Shazia Omar:** Bangladeshi English-language novelist.
- **Iresh Zaker:** Bangladeshi advertising executive, television and film actor and a musician.
- **Tulip Rizwana Siddiq:** British Member of Parliament and granddaughter of the Father of the nation of Bangladesh, Sheikh Mujibur Rahman.
- **Korvi Rakhshand:** Founder of Jaago Foundation
- **Bickey Russell:** Divisional Head of Google

2.4 Hierarchical Structure of Scholastica

A hierarchical structure refers to a company's chain of command, typically from senior management and executives to general employees. In other words, this structure applies to organizations with a sole leader and a flow of subordinates underneath them. (Indeed Career Guide, 2022. *Hierarchical Structure: Definition and Examples*)

As Scholastica School has many campuses and every campus has different types of personnel planning, there were some differences in hierarchy among the campuses. But the main theme of hierarchy I have made below that I have gathered from Scholastica HR during the conversation session with them.

Generally, they all are under the supervision of the Chairman & Managing Director. But only Managing Director is actively working here. Chairman is out of country for long time. All the Head of Departments, General Managers, Principals, & Directors are under Managing Director's Supervision. And other Managers, Deputy Managers, Officers are under the supervision of them.

I have prepared a hierarchy of Scholastica School on the basis of the information collected from HR department of the school, mentioned below-

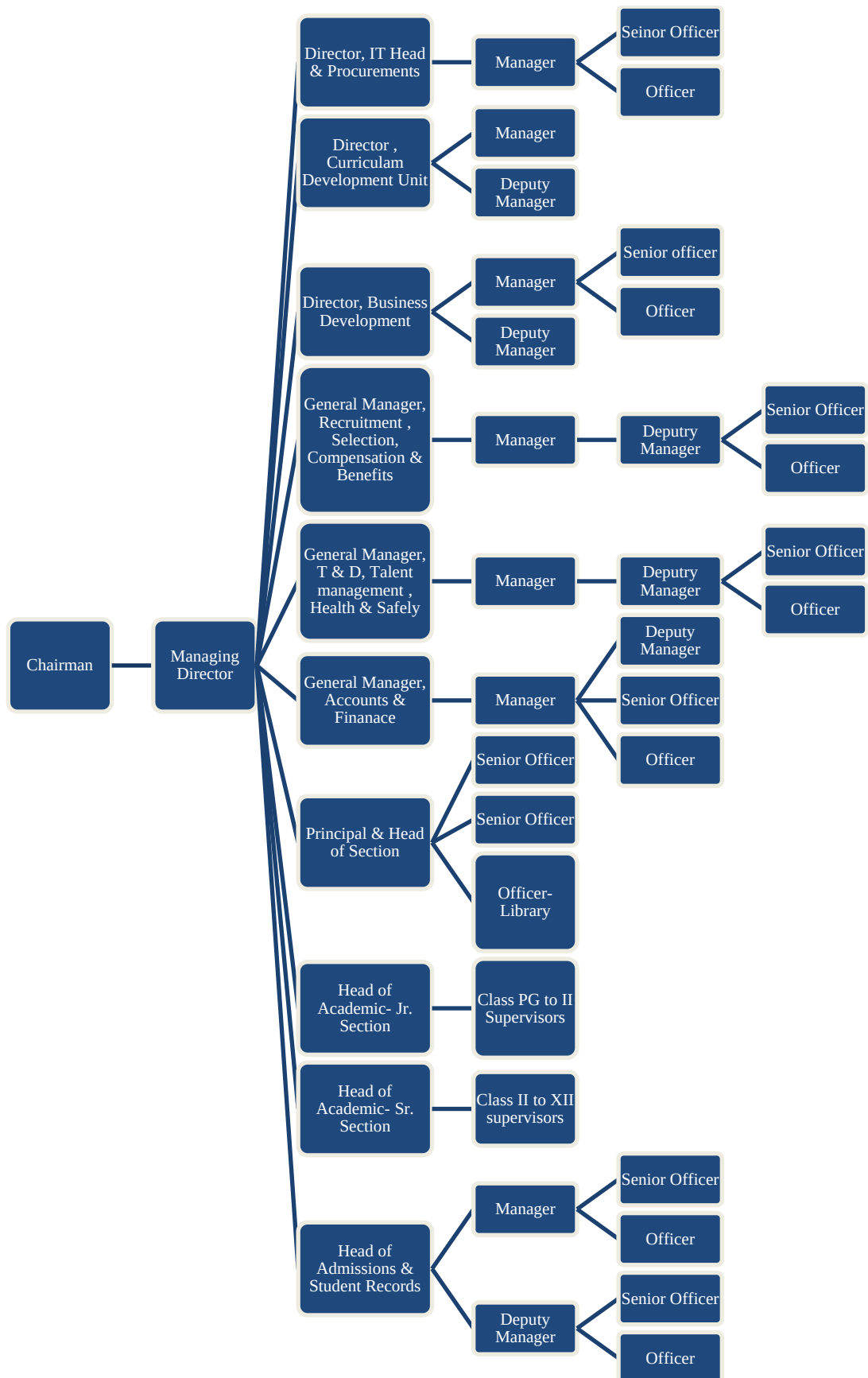


Figure 2.2: Hierarchy of Scholastica (Source: Hierarchy theme adopted from HR)

2.5 SWOT Analysis of Scholastica

A SWOT analysis is one of the most common tools companies use to analyse their current condition and position themselves for the future. It is often used as part of a strategic planning process, as well as to evaluate projects or parts of an organization. (SWOT analysis: An easy tool for strategic planning, 2022)



So, here is the SWOT analysis of Scholastica School that described on the basis of the information collected from HR of the school:

Strengths

- **Campus Location:** Scholastica's campus locations are in the good position throughout the Dhaka city. It has three campuses in Uttara. One of them is Senior Campus which situated at Uttara sector 01, rest of them are junior campuses in sector 03 & 07. On other hand, there is also have a senior campus in Mirpur, & Dhanmondi is a junior campus.
- **Unique Environment:** The school environment is important for every school. Scholastica has an open environment with a playground for students. And the campuses are not congested, there is light & air everywhere.

Weaknesses

- **Not Tech-savvy in Student Records:** Scholastica maintains a paper-based documents system for student records. Sometimes this system kills much time from daily work time. If they use a soft copy type documentation system then it may save so much from their daily work time.
- **Work Load Management:** There have some mismanagement in work load distribution in Scholastica. Say for, one department is doing their task from till to afternoon, but the other department is completely free all day long or some department have some tasks but not same as the first one. As a result the first department's employees are getting tired, felt monotonous in their work place and the outcome not that much effective. So, if the top management distribute the whole

work load to every department then the output may have some good sides and school's operation will run smoothly.

- **Co-ordination Gap between Inter-departments:** There were some coordination gap among inter-department hierarchy. Sometime top management took such a decision that some campuses personnel did not know properly. As a result, ultimate work flow and goal oriented tasks got hampered. So, the coordination within the team is most important here.

Opportunities

- **Market Expansion:** There were a huge opportunity in market expansion of Scholastica, but they are not doing so. They have catch the Mirpur area, Dhanmondi area, and Uttara area, but they have another two big market space to expand, like, Banani & Khilgaon area & can build more senior campuses in potential areas.
- **Press & Media Coverage:** Scholastica can do more press & media coverage by doing social activities & awareness program. As a result the school will much more known to all people and school will get more students.

Threats

- **Tuition Fees Fluctuation:** Though the tuition fees of Scholastica is not that much high compare to another top level English medium school but if they revise their tuition fees higher than other competitor & change the payment policies, they may lose their student gradually.
- **Similar Competition:** Scholastica have some similar competitor in the education market like, Maple Leaf International School, Aga Khan School, Dhaka, Sunnydale School Dhaka, Mastermind School Dhaka, etc. So, Shcolastica have to pay attention in its competitor so that they might not lose the market share. And Scholastica should not take any kind of decisions that may make a bad effect on the guardian's minds and they set their mind to change the school.

Chapter 03

Findings & Discussions

In Findings & Discussions part, the main theme is to clarify the findings during collection of the data in the basis of the objectives of a particular study. So, below I have discussed the findings on the basis of the objectives of this study:

3.1 Recruitment Strategies of Scholastica

In this part, recruitment strategies of Scholastica School is explained in details with the primary data that collected from interview with the personnel of the school-

3.1.1 Recruitment

In human resource management, “recruitment” is the process of finding and hiring the best and most qualified candidate for a job opening, in a timely and cost-effective manner. It can also be defined as the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization. ("What is Recruitment? Definition, Recruitment Process, Best Practices", 2022)

The determination of this process is to catch talented and qualified applicants for the growth and development of a particular organization. It is one of the core tasks of HR department.

3.1.2 Sources of Recruitment

There are several sources of recruiting but two are the core types, mentioned below-

- **Internal Recruitment:** Internal recruitment refers to the sources when the company hire the required employees within the organization or from sister concerns. The sources of internal recruitments are mentioned below-
 - Transfers
 - Promotion
 - Re-employment of ex-employees
- **External Recruitment:** It refers to when the HR hire employees outside the organizations or its sister concerns. The sources of external recruitments are mentioned below-
 - Online or Offline job advertisement
 - Employment Exchanges by the Government (e.g. Evaly)
 - Third party agencies

- Educational Institutions (e.g. Fair, Internship etc.)
- Employee references

Besides an employee can shift his or her department after being a permanent employee of Scholastica to any other department if there is any vacancy in Ascent Group (the mother company). There is no hard & fast rule to follow the internal or external source of recruitment here. Sometimes HR recruits from external source although there have some qualified employees existed, sometimes they recruit from internal source also.

3.1.3 Recruitment Steps of Scholastica

The recruitment process is the most important task of the HRM department. The Human Resource Manager uses diverse strategies to reach the potential applicants. The recruitment technique used to communicate to the candidates that varies based on the source of recruitment. Here is the recruitment process of Scholastica that theme collected from Scholastica HR during interview session-

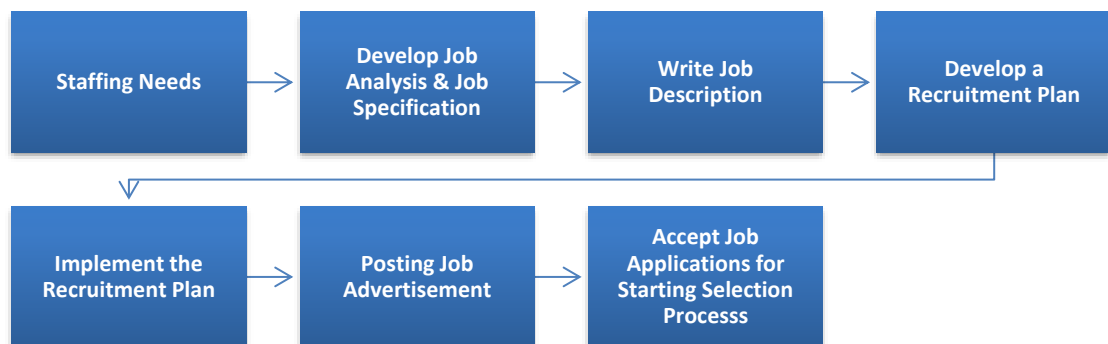


Figure 3.1: Recruitment Process of Scholastica
(Source: Theme adopted from Scholastica HR)

At first, HR of Scholastica started the recruitment process with feeling of staffing needs. When a departments needs an employee then the head of the department asked to hire an employee based on the requirement. Then the HR personnel talk to the Head to develop job analysis and job specification, after that they write job analysis so that they can collect quality applicants that would fulfill the needs of the department. After completing this part, HR go for recruitment plan whether they hire employee from internal sources or external sources. If the employee is available in the internal sources than they go for it, if not then HR go for external recruitment like, job advertisement, employee referral etc. So, when they got a sufficient pool of applicants they stop collecting the application and the applications

move to the selection section. Now, here are the outcomes of interview results of the respondents in a chart basis about the recruitment strategies of Scholastica School below:

- **Job Analysis Before the Selection Process**

In this chart, it says that most of the people are agreed with the statement. Scholastica conducts proper job analysis before begin the selection process. But 16.7% people not fully agree in this statement, besides 22.2% persons did not have any comments and only few persons are not agree with this statement. The outcome is neutral is second highest because some of the respondents did not understand the meaning of job analysis.

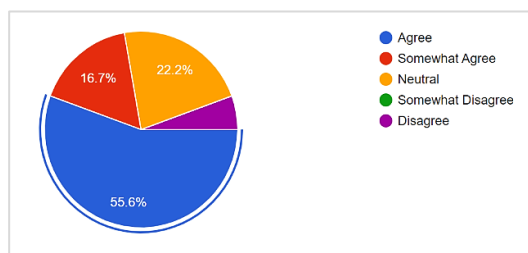


Figure 3.2: Job Analysis before the Selection Process in Scholastica
(Source: Data collected through Questionnaire Survey)

- **HR (Recruitment Team) Provides a Sufficient Pool of Quality Applicants**

This pie chart shows a mix of responses from the respondents. The Agree & Neutral responses are nearly same. Respondents agreed on this statement 38.9%. Somewhat agree & neutral responses are same, but comparatively disagree responses are high here than before questions. So, from my point of view there have some mixed opinion here, sometimes Scholastica Recruitment Team can gather sufficient quality applicants & sometimes may not.

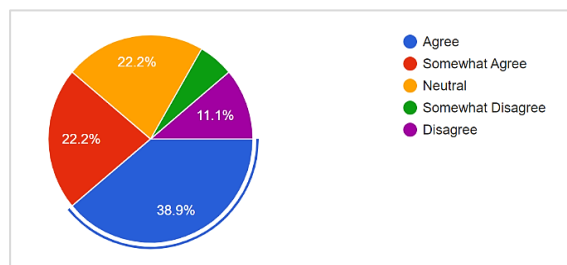


Figure 3.3: HR (Recruitment Team) Provides a Sufficient Pool of Quality
Applicants

(Source: Data collected through Questionnaire Survey)

- **Types of Employee Contract Preferred by the Scholastica**

Scholastica always prefers permanent & full-time employee for its operation, but there have some teachers who are contractual & full-time employee, part-time & temporary employees. But most of the employees are permanent & full-time employees work in Scholastica.

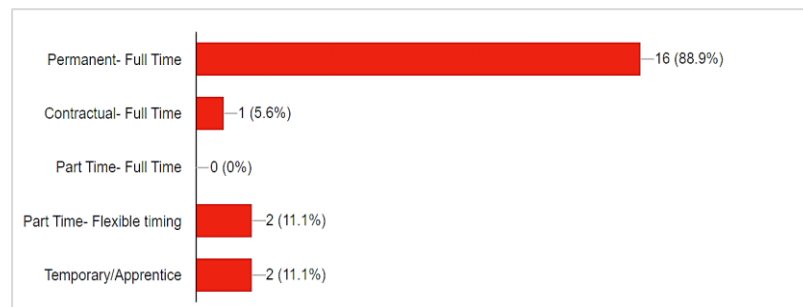


Figure 3.4: Types of Employee Contract Preferred by the Scholastica
(Source: Data collected through Questionnaire Survey)

- **The Sources from the Scholastica got Job Applications**

The charts show that Scholastica HR got many job applications from the online job portals (e.g. BDJobs) because they advertise their vacancy to the online job portal. Besides they got job applications from employee references and also from social media (e.g. LinkedIn). So, the highest number of job applications got from an online job portals, which is 80%.

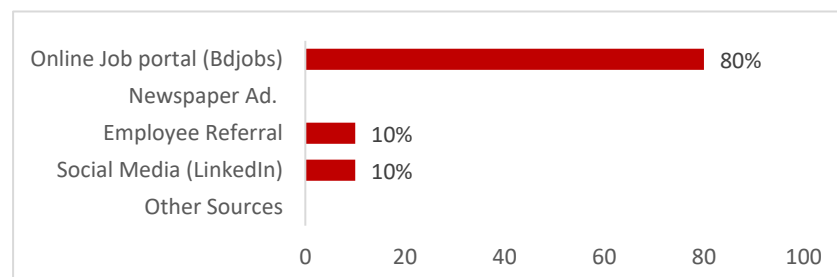


Figure 3.5: The Sources from the Scholastica got Job Applications
(Source: Data collected through Questionnaire Survey)

- **Status of Finding Good Candidates by the Scholastica HR**

Most of the respondents (33.3%) were agreed on this statement but neutral response were in the second position. Besides 22.2% respondents were also in somewhat agree on the statement. So, overall outcome is HR usually finds good employees

from traditional sources. But there have some disagree in the statement, may be the respondents has no good experience with new recruit employee through traditional sources.

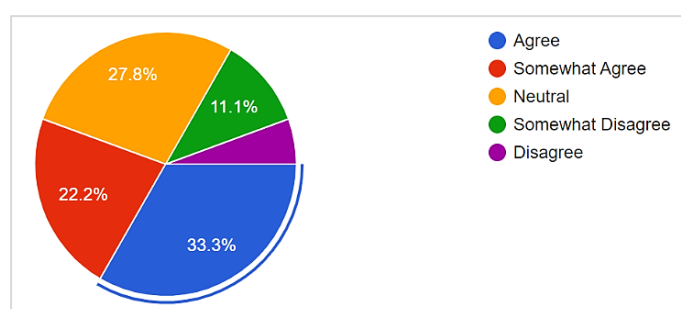


Figure 3.6: Status of Finding Good Candidates by the Scholastica HR
(Source: Data collected through Questionnaire Survey)

- **Job Referral Experiences in Scholastica**

The chart shows that job referral experience is also good here. Most of the respondents (38.9%) are satisfied with those employees. Besides neutral (33.3%) respondents also high, it may occur when a person never refer anyone or does not want to share anything to others. Besides there are also have the dissatisfaction & somewhat dissatisfaction issue over there. Of course there have some worst experience with job referral issue. That is why, in the matter of job referral the referee should think twice before refer anyone.

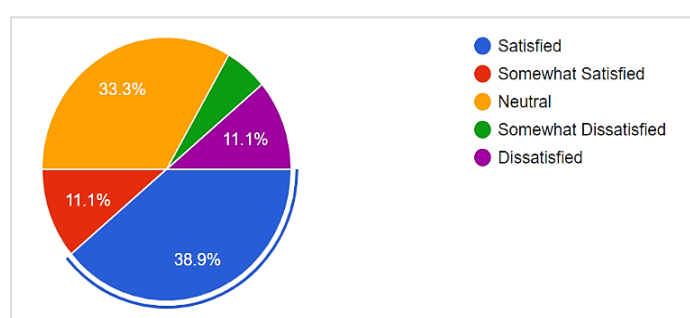


Figure 3.7: Job Referral Experiences in Scholastica
(Source: Data collected through Questionnaire Survey)

So, it is clear here that the organization is doing proper job analysis here before the selection process started. But the HR Scholastica or the recruitment team of the school needs to provide a more qualified pool of applicants so that the selection team can hire the best effective employee from here. They should work on this part. Besides Scholastica prefers permanent & full-time employees here. HR basically recruits applicants and got job

applications from the various online job portal, besides they also preferred internal sources & referral applicants for a vacant post. And the referral experience is also good here. So, overall recruitment strategies are good here.

3.2 Effectiveness of the Selection Process of Scholastica

In this part, the effectiveness of selection process of Scholastica School is explained in details with the primary data that collected from interview with the personnel of the school-

3.2.1 Selection

The Selection is a process of picking the right candidate with prerequisite qualifications and competences to fill the jobs in the organization. The selection process is quite lengthy and complex as it involves a series of steps before making the final selection. The procedure of selection may vary from industry to industry, company to company and even from department to department. Every organization designs its selection process, keeping in mind the urgency of hiring people and the prerequisites for the job vacancy. ("What is Selection Process? definition and meaning - Business Jargons", 2022)

3.2.2 Employee Selection Process of Scholastica

Employee selection process generally starts after the Recruitment part. Recruitment part's task is to provide a qualified pool of applicants from where HR can select the best fitted employee for the particular position. As I have talked to HR personnel of Scholastica to know about the selection process of the organization, I have collected information from Job Analysis part to Selection part. All we know that the selection process is actually starts from Gather & Review Job Applications and ended on employee hiring. Below I have provided the theory related writings along with the related information about the whole process-

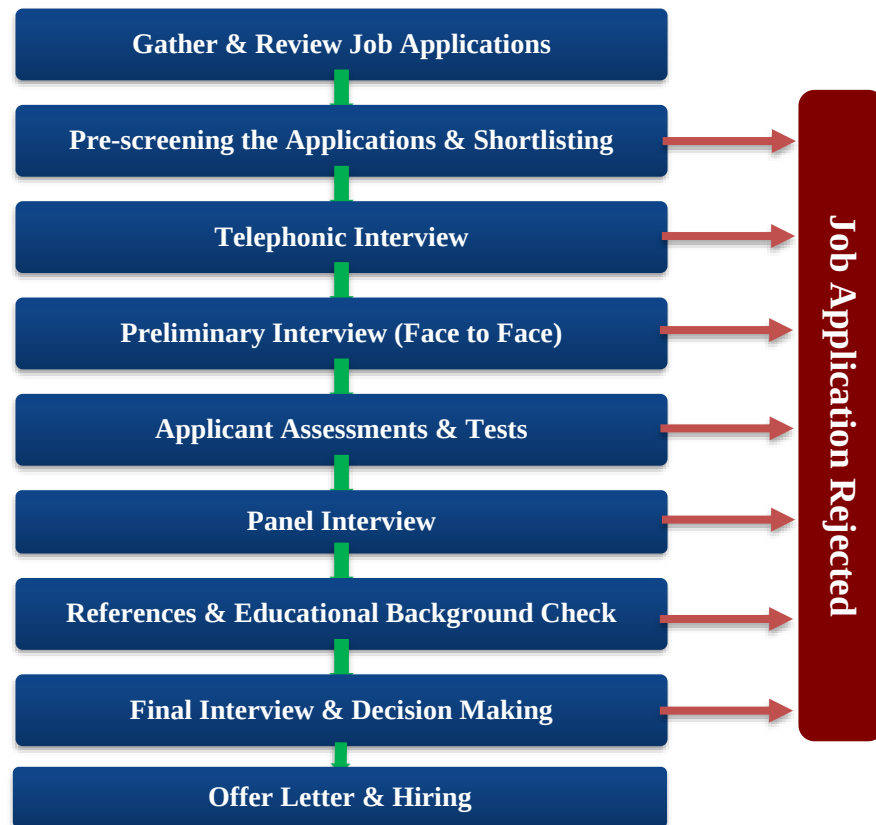


Figure 3.8: Employee selection process of Scholastica
(Source: Theme adopted from Scholastica HR)

The figure's steps are explained below:

- **Gather & Review Job Applications**

HR collect the applicants CV or Resume both from internal & external source. For external source, CV & Resume is must and for internal candidate CV or Resume is not required, but both sources employees need to face interview. Some of the job application get rejection from this step.

- **Pre- Screening the Applications & Shortlisting**

After getting all the applications from recruitment process selection team of the school stated to pre-screening the applications. Here, selection team follows some criteria and requirement to select the applicants for further steps. If the applicants fulfill the criteria then the bunch of applicants selected for telephonic interview, and these applicants known as short listed applicants.

- **Telephonic Interview**

After preliminary selection from the collected application, Recruitment Team of Scholastica call to the selected applicant to appeared for preliminary interview with HR Manager (Recruitment & Selection) on a particular day & time. This call only get the applicants who are very potential to hire. Some of the applicant got rejection from here due to not receive the phone call & interview timing issue.

- **Preliminary Interview (Face to Face)**

On a particular date & time, the preliminary selected employees are interviewed by the HR manager. Here HR manager rejects some applicants due to mismatch the job requirements. Specially, here HR manager checks the ability & the capability of the employees whether he or she is fit for the position. HR manager also talk about compensations and other benefits. If this thing get match with the applicant(s) demand then he or she shows positive vive, if vice versa then HR manager decline the applicant(s) application.

- **Applicant Assessments & Tests**

After preliminary interview, HR manager short listed some employees from preliminary selected employees. The short listed employees need to seat for assessments & some tests like, job knowledge test, integrity test, cognitive ability test, personality test, emotional intelligence test, math skill test, IT skill test etc. Some of the applicants from short listed applicants rejected from the pipeline those who are not passed.

- **Panel Interview**

This is the tough part for every applicant to step further. Here, three or four people take interview of the rest of the applicants. If the applicant(s) pass this step then it is quite confirm that he or she could be the selected person for the vacant position. This interview is one kind of introducing to the applicants to higher management personnel of Scholastica. If the top management thinks that the applicants has the potentiality to work here then he or she can get the green signal to proceed to next step. Some candidates also get rejection from here.

- **References & Educational Background Check**

After successfully completion the panel interview part HR starts to check the references & educational qualification that the applicants provided. If all the things are good then the applicant(s) have to face the final interview. Some applicants get rejection due to provide wrong educational qualification or get bad information from the referees.

- **Final Interview & Decision Making**

If all the previous steps are good then the applicant(s) need(s) to meet with the department head to introducing, other some formalities and some information about the particular department. Here, department head also check the applicant's capability to make that he or she can survive. If the head confirm the applicant(s) then the HR manager starts to make job offer letter. Sometimes from this step applicants may get rejection. Though this is rare scenario but it happens.

- **Offer Letter & Hiring**

This is the last & final step of selection process of Scholastica. After getting confirmation from the departmental head HR started to make the job offer letter and hire the employee(s).

3.2.3 Compensation & Benefit Strategies of Scholastica

Scholastica have some strategies regarding compensation & benefit that are stated below:

- Monthly salary (Given in the first week of every month)
- Two Festival Bonuses (60% of Total salary)
- Increment after confirmation of Permanent Employee (Based on Performance)
- Yearly salary review
- Medical Insurance Facility (for Job holder, spouse & one child) – 150,000 to 600,000 BDT based of position to position.
- Yearly leave, Sick Leave, Bereavement Leave, Earned Leave, Casual Leave, Maternity Leave, Hajj Leave, Marriage Leave, Leave (No-Payment) & Other Leave facility

- The company can do job rotation to another department or to any sister concern of the company.

Now, here are the outcomes of interview results of the respondents in a chart basis about the effectiveness of the selection process of Scholastica School below:

- **HR Team Acts as a Consultant to Enhance the Quality of the Applicants**

In this chart, Agree response is high. But there is also have some disagreement here. 38.9% of respondents agreed with the statement and 27.8% respondents have somewhat agreed on response, whereas 16.7% of respondents said that the Scholastica HR team did am not act as a consultant to enhance the quality of the applicants in the pre-screening process of selection.

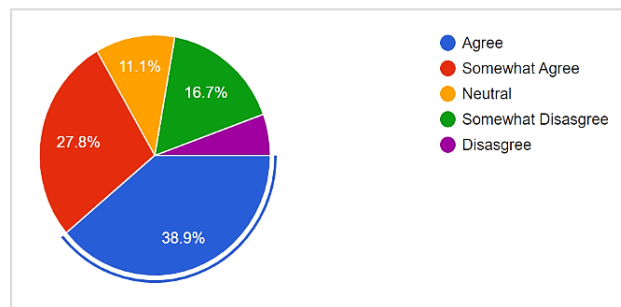


Figure 3.9: HR Team Acts as a Consultant to Enhance the Quality of the Applicants
(Source: Data collected through Questionnaire Survey)

- **Scholastica Prefers Referred Candidates**

This pie chart shows that most of the respondents agreed that Scholastica prefers referred candidates, but 22.2% of respondents do not fully agree with this statement. They have some doubt on this matter. Besides, 11.1% of respondents had no opinion on it and some respondents both disagree & somewhat disagree with the statement.

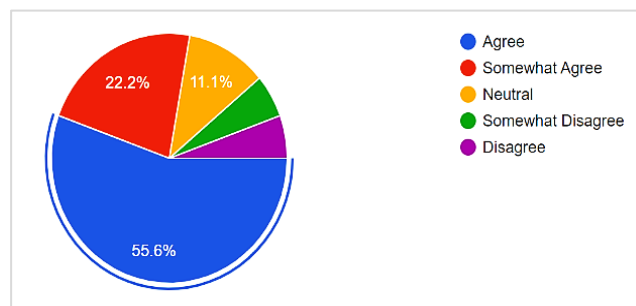


Figure 3.10: Scholastica Prefers Referred Candidates
(Source: Data collected through Questionnaire Survey)

- **Scholastica Only Prefers Experienced Employees**

This pie chart shows that Disagree & Agree rate is the same in percentage. But agree with some confusion rate is high than others. And disagree with the confusion & no comments are the same here. So, if I summarize here the result will be that most of Scholastica only looks for experienced employees rather than inexperienced employees. But recently they are hiring fresh graduates or at least 1 year experienced applicants.

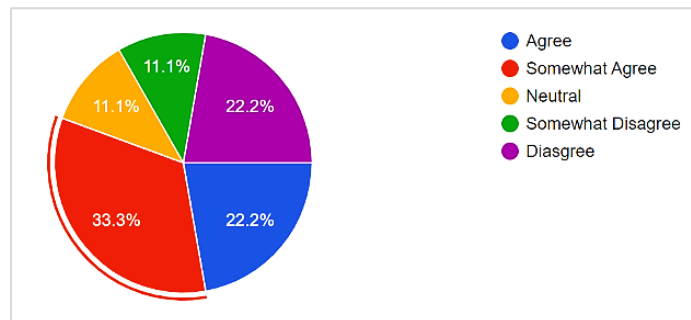


Figure 3.11: Scholastica Only Prefers Experienced Employees
(Source: Data collected through Questionnaire Survey)

- **Resume Screening and Shortlisting Methods of Scholastica is Satisfactory**

Here, agree sides are higher than others. Agree & disagree are the same in percentage also neutral percentage is the same. Only 11.1% of respondents responded that they do not disagree with the statement. But agree side is higher, so resume screening & shortlisting methods used by the organization are satisfactory in Scholastica.

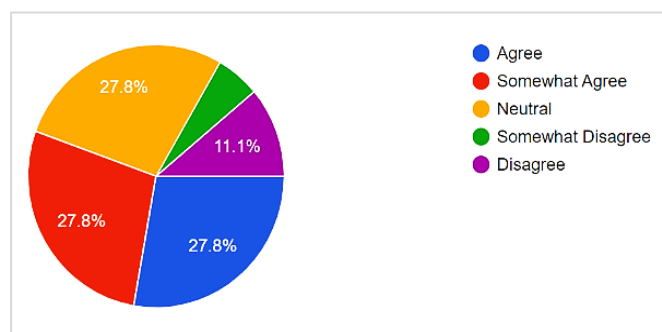


Figure 3.12: Resume Screening and Shortlisting Methods of Scholastica is Satisfactory
(Source: Data collected through Questionnaire Survey)

- **Effectiveness of The Interviewing Process and other Selection Instruments**

The chart shows that most of the respondents are satisfied with the effectiveness of the interviewing process and other selection instruments of Scholastica, but some of the respondents are not satisfied with the process & instruments, so there may some changes there. 22.2% of the respondents did not have any clear answer from this statement.

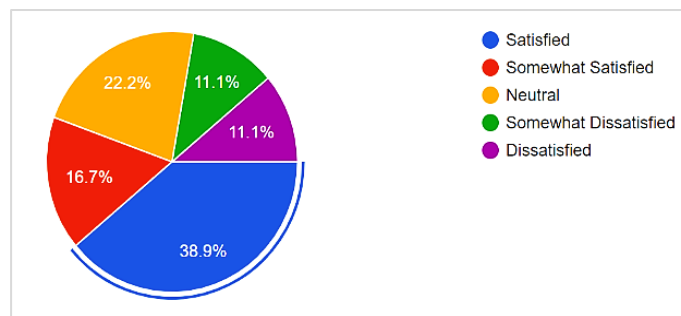


Figure 3.13: Effectiveness of the Interviewing Process and other Selection Instruments

(Source: Data collected through Questionnaire Survey)

- **Selection Process Status of Scholastica**

This chart shows that satisfaction sides are higher in percentage than other responses. But no responses from 22.2% respondents. Both dissatisfaction sides are same but the selection process of job candidates is good here in Scholastica.

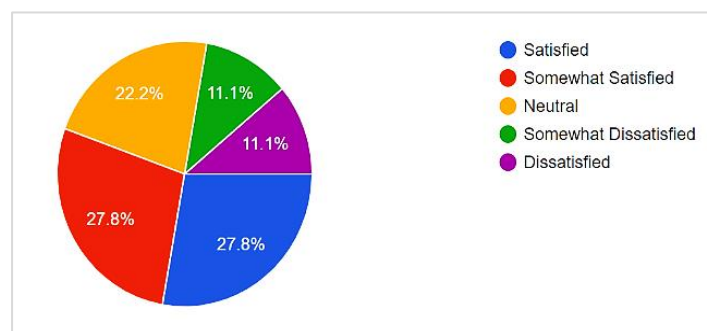


Figure 3.14: Selection Process Status of Scholastica

(Source: Data collected through Questionnaire Survey)

- **The Elements that a Potential Employee should have**

From this chart, it shows that related job knowledge & related past experience is much more important than other criteria. On the other hand, IT skills are also

important to find an employee among the potential job seekers. But surprisingly no one selects academic excellence to find a skilled employee, which means the HR practice is changing day by day that only education excellence is not the only option to get a good job.

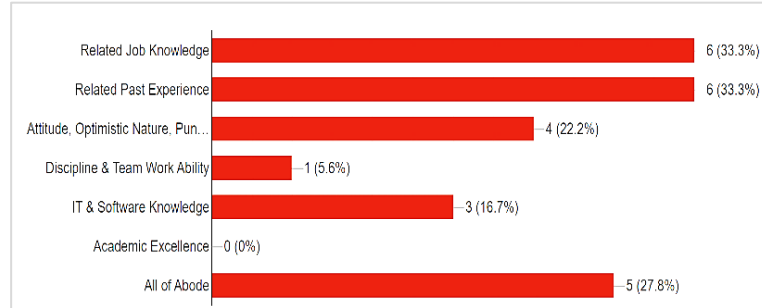


Figure 3.15: The Elements that a Potential Employee should have
(Source: Data collected through Questionnaire Survey)

- **HR clears the job responsibility & job description to applicants**

The chart clearly states that agree percentages are higher. It means Scholastica makes a clear understanding to job candidates about job responsibility & job description. Some personnel did not want to share information about this issue & the percentage is 16.7%. Besides 16.7% of employees disagree with that statement. So, Scholastica is generally clear about the job responsibility & job description but sometimes it may differ position to position, situation to situation.

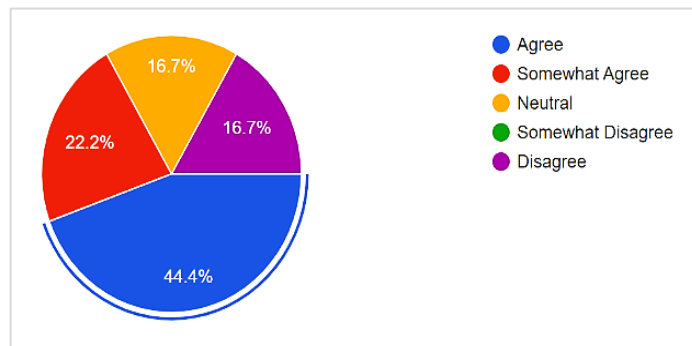


Figure 3.16: HR clears the Job Responsibility & Job Description to Applicants
(Source: Data collected through Questionnaire Survey)

- **The Selection Methods are Reliable & Effective**

Here, most of the respondents (38.9%) were in a neutral position because there were some newly recruited employees, as a result, their experience & knowledge are not

the same at all. On the other hand, both agree sides were high in percentages. So, the selection methods of hiring new employees used by the organization are reliable & effective.

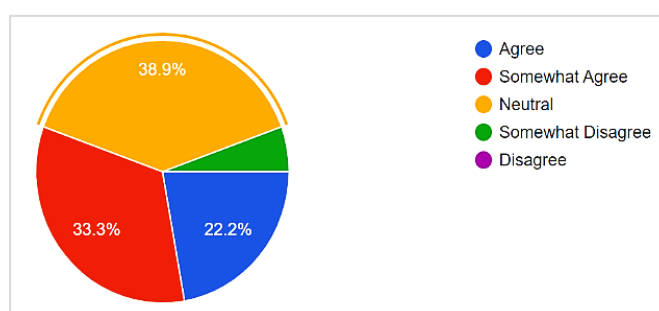


Figure 3.17: The Selection Methods are Reliable & Effective
(Source: Data collected through Questionnaire Survey)

- **Status of Interview Experience**

The interview experience is high here. On both sides satisfied & somewhat satisfied responses are the same (38.9%). The interesting thing is no one is dissatisfied here in the interview part. But 22.2% of people did not share anything. They (22.2%) were in the neutral position. So, the interview process is good in Scholastica.

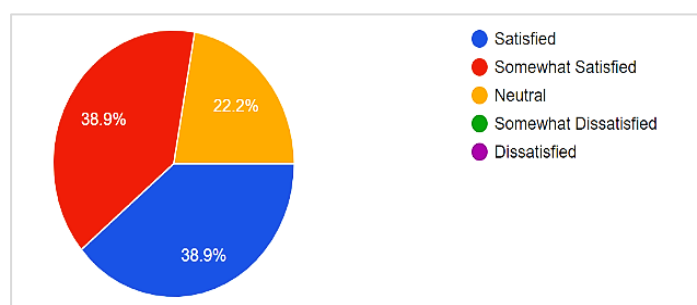


Figure: 3.18: Status of Selection Process
(Source: Data collected through Questionnaire Survey)

- **Standard Employee Selection Process Steps**

Half of the respondents said they prefer only two steps of the selection process, but it is a matter thinking that whether is it possible or not. 38.9% of the respondents are prefer three steps of selection process and some respondents prefer four & five steps. But three steps is good enough to complete selection process. But it varies company to company. Scholastica have a long steps in selection process.

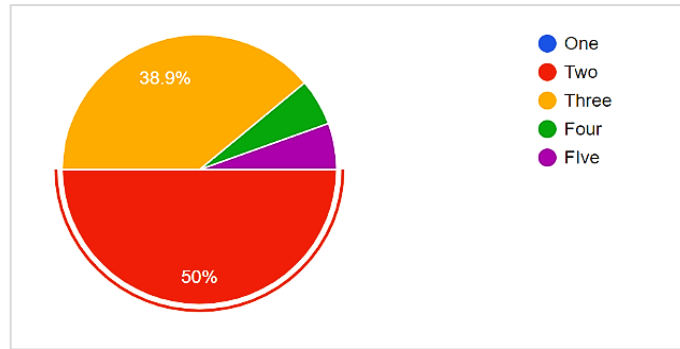


Figure 3.19: Standard Employee Selection Process Steps
(Source: Data collected through Questionnaire Survey)

- **Employees have faced the steps in the Interview Process**

Surprisingly there are 16.7% of people have to face one step of the interview in their selection process. It may happen when the applicants are previously known, or high profile applicant for top position, or ex-employee who rejoined etc. But the highest rate is three steps of selection process and 27.8% are two steps of selection process. 16.7% also have the four step of the selection process and very few have five steps of selection process. This steps sometimes vary position to position.

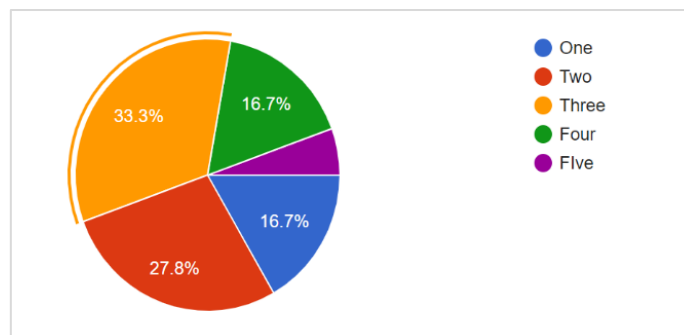


Figure 3.20: Employees have faced the steps in the Interview Process
(Source: Data collected through Questionnaire Survey)

- **Newly Joined Employees' are Skillful & Qualified. (One= High to Five= Low)**

Most of the employees are not much efficient as per pie the result. They are 38.9% and they need more training to develop themselves. But there have so many skilled employees who newly joined and the rate is 22.2%. So, there are mixed of employees who newly joined Scholastica. To reduce the loss rate selection process should be more effective.

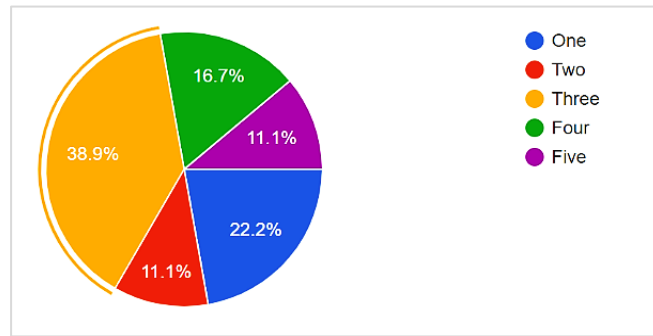


Figure 3.21: Newly Joined Employees' are Skillful & Qualified

(Source: Data collected through Questionnaire Survey)

After having the results, it showed that the HR team usually acts as a consultant in hiring an employee in the pre-selection process. The output shows that Scholastica prefers experienced applicants most of the time, as this is an educational institution they usually needed experienced employees. At the start of the selection process, some interviewing processes & the other selection instruments' effectiveness are much satisfactory. HR personnel and other general personnel are also satisfied with the selection process that they have faced in their hiring time. The interview experiences of the employees were also good & satisfactory. As the selection process is effective, HR finds the best employees from the job market. As we saw the selection process of Scholastica is very lengthy, and the respondents prefer a maximum of three steps of the interview process, as they feel this is the standard quantity of steps, so many people, prefer only two steps. This output means that a long interview or selection process kills time and increases getting chances of employability in another company if a person did not select in the first company. Generally, HR always describes the job description in the first interview and HR also wanted some qualities inside the applicants, like related job knowledge, related job experiences, IT & software knowledge, & teamwork ability. As we saw before that Scholastica prefers experienced employees. So these qualities will only have the experienced employees. But the ultimate result is that the selected applicants were not that much efficient. There would be so many reasons behind this. The organization should hire fresh graduates so that they can make the employee as per their requirements.

3.3 Pre-employment Tests & Assessments in Selection Process

Pre-employment tests offer wide-ranging benefits that not only streamline the hiring process but also strengthen an entire organization by increasing the likelihood that new employees will be successful in their positions. Pre-employment testing can help ensure alignment between the employee selection process and desired business outcomes such as lower turnover, increased sales, and higher customer satisfaction. The most significant benefits a company may experience by implementing an effective employee testing solution include:

- Higher productivity
 - Increased employee retention and reduction in costs associated with turnover (e.g., hiring and training costs)
 - More efficient, less time-consuming hiring process
 - Increased defensibility of the hiring process through the use of objective, validated metrics
- ("The Benefits of Using Pre-Employment Tests | Criteria Corp", 2022)



Higher productivity



Increased employee retention
and reduction in costs associated with
turnover (e.g., hiring and training costs)



More efficient, less time-
consuming hiring process



Increased defensibility of the hiring process
through the use of objective, validated metrics

CV screenings and job interviews are not the most accurate way to predict whether a candidate will be able to perform in a particular position. This is why companies often resort to pre-employment screenings in addition to or instead of these traditional methods. This may add to the costs of recruiting new employees but will allow you to find the right hire with more certainty. There are different types of pre-employment assessment tests that you can use in a selection process, depending on the profile you are looking for. ("11 types of pre-employment assessment tests | Pre-employment testing", 2022)

There are many types of pre-employment tests & assessments stated below:

- Background Checks
- Job Knowledge Tests
- Hard Skills & Soft Skills Tests
- Work Sample Tests
- Cognitive Ability Tests
- Personality Tests

- Integrity Tests
- Emotional Intelligence Tests
- Language Tests
- Physical Ability Test
- Educational Background Checks
- References Checks

Tests & assessments are also used for the resolve of making a distinction placement of a job applicant to the job for which he or she is most suitable.

Now, here are the outcomes of interview results of the respondents in a chart basis about the pre-employment tests & assessments in the selection process of Scholastica School below:

- **Educational Backgrounds & References checks in Pre-employment**

Here, 50% of the respondents' responded that HR has checked the educational backgrounds & references. Besides, non-HR personnel informed that Scholastica checks the references to get more information about the applicant. Besides 27.8% of respondents also somewhat agree with the statement. The surprising thing is there is no disagreement in this statement.

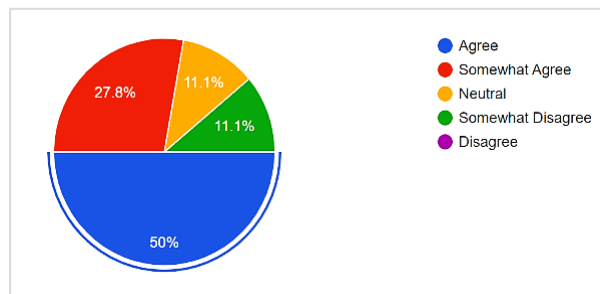


Figure 3.22: Educational Backgrounds & References checks in Pre-employment
(Source: Data collected through Questionnaire Survey)

- **Mismatch issue about the Educational Qualification**

The output of the pie chart is interesting. Half of the respondents' response that they saw educational mismatch in the Scholastica, also rest half respondents they did not see any mismatch about educational qualification. This information may varies

experiences of the respondents. Some of them saw the negative output and the other saw only the positive output, or saw both of them but one side was higher.

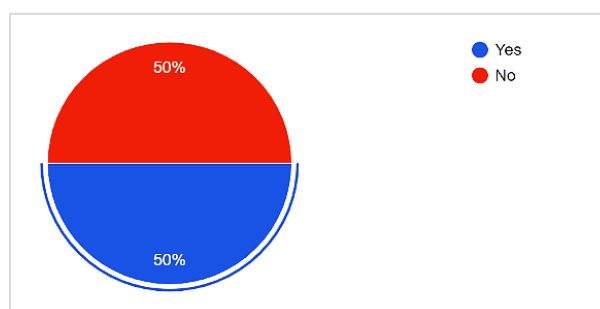


Figure 3.23: Mismatch issue about the Educational Qualification
(Source: Data collected through Questionnaire Survey)

- **The option(s) which are used in Employee Selection Process**

In the employee selection process usually most of the options are used by Scholastica HR. It varies position to position. But it is clear that all the tests is important for complete the selection process. Sometimes some of the tests were not taken by the HR due to Covid-19 issue, like personality test, emotional intelligence test etc.

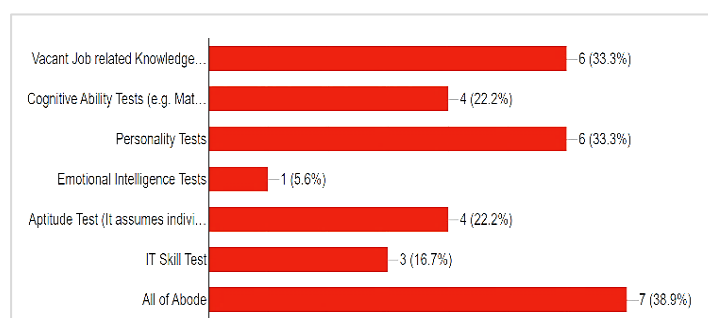


Figure 3.24: The option(s) which are used in Employee Selection Process
(Source: Data collected through Questionnaire Survey)

Scholastica HR generally checks the educational background & the references carefully. There also have some reason like they can get more information from the referee which are not mentioned or found in the CV or Resume. Sometimes HR found the mismatch the information that provided by the applicants. As a result, the applicant got rejected instantly. Besides, HR takes may tests as a pre-employment test, like, job related knowledge test, cognitive ability test, personality test, emotional intelligence test, hard skills & soft skills test, etc. By conducting these testing HR can find the most suitable employee for the particular vacant post.

3.4 Strategies are followed by HR while an applicant rejects the Job Offer

In some cases, some job applicants reject the job offer letter. There have some reasons behind this, like, the interview process is taking too long, the job profile is wrong, there are issues with the employer's culture, the compensation offer is below the market value, there is no clear career path, there is a lack of diversity in the hiring process, and the working schedule is not flexible, etc.

Now, here are the outcomes of interview results of the respondents in a chart basis about the strategies are followed by HR while an applicant rejects the job offer in the selection process of Scholastica School below:

- **Job Candidates Reject Job Offer**

Every company faced this issue that after completion of all the interview & hiring process some candidates decline the job offer letter due to many reasons. The common reasons are- high compensation & benefits from another company, change of mind, present company does not want to leave the employee & provide good facilities, etc. Here the chart shows that more than half of respondents reject the job offer & more than 44% of respondents did not see the rejection of the job offer by the applicants.

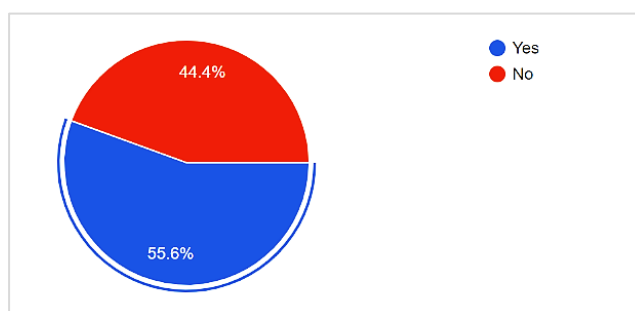


Figure 3.25: Job Candidates Reject Job Offer
(Source: Data collected through Questionnaire Survey)

- **Most Common Reasons for Job Rejection by the Job Applicants**

Most of the common reasons for job offer rejection are a long interview process. A long interview actually kills the time both employer & employee. Sometimes employees miss a good opportunity. The next most common reasons were cultural issues & low career growth. Scholastica follows secular culture in the entire school. Most of the employees cannot cope with this environment so before confirmation,

they just decline the job offer. Besides, as this is school so the career growth is not that high. The other reasons were a women-oriented environment and officer hours.

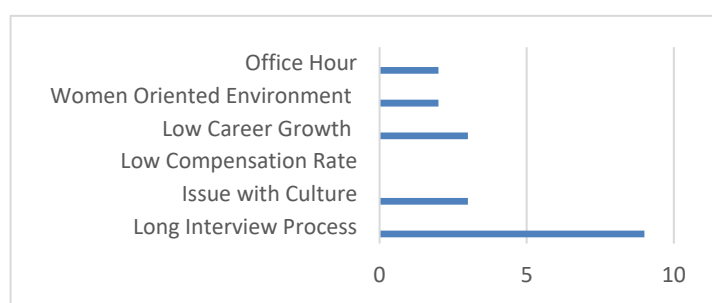


Figure 3.26: Most Common Reasons for Job Rejection by the Job Applicants
(Source: Data collected through Questionnaire Survey)

- **Steps that are taken when a Job Candidate Rejects a Job Offer**

The chart result shows that when an applicant rejects the job offer of Scholastica HR goes for another candidate with the same offer. Sometimes HR did revise the job offer for high skilled & experienced candidates. Sometimes HR suggested the applicant to rethink the job offer to join.

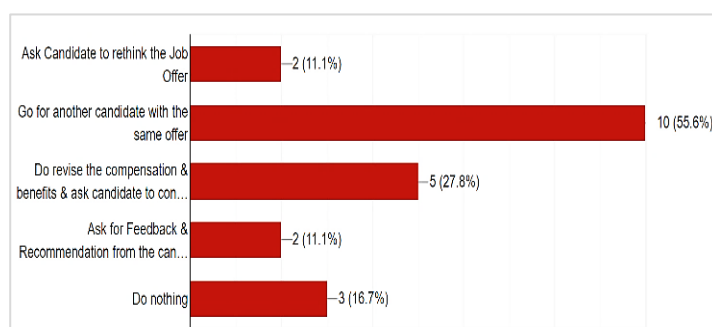


Figure 3.27: Steps that are taken when a Job Candidate Rejects a Job Offer
(Source: Data collected through Questionnaire Survey)

So, this is a common scenario that job applicants reject the job offer. But there are so many valid reasons behind to happen this issues. This incident sometimes may happen for employee issues, sometimes for employer issues; but it needs to resolve so that both side do not face any lose. When an applicant's rejects the offer letter for a valid reason then the HR can take necessary steps, like, they may redesign the compensations & benefits, ask the candidate to rethink the offer, go for another applicants, etc. If HR found a talented personnel then they may ask to rethink & may revise the benefits for hire the applicant.

3.5 Staffing Strategies & Policies during the Covid-19 Pandemic

From the end of 2019, Bangladesh faced the virus named as COVID-19 or Corona Virus. In this period of time, so many people lost their jobs & earnings. And it was a very hard time to survive financially and mentally. In this pandemic situation, so many companies retrench personnel from their job, some of them did not do nothing and some of them hire employees. But these tasks were very much challenging on that time.

Now, here are the outcomes of interview results of the respondents in a chart basis about the staffing strategies & policies during the covid-19 pandemic of Scholastica School below-

- **Recruitment & Selection Process during the COVID-19 Pandemic**

From this chart, it shows that during the Covid period the whole HR process like recruitment & selection steps were conducted through online basis. Because there were no options to make things happen in person or physically. But the chart also shows that there was some recruitment & selection process took place both online & physically, it happened when the coronavirus outbreak subsided slightly. Most of the staffing process still happening online.

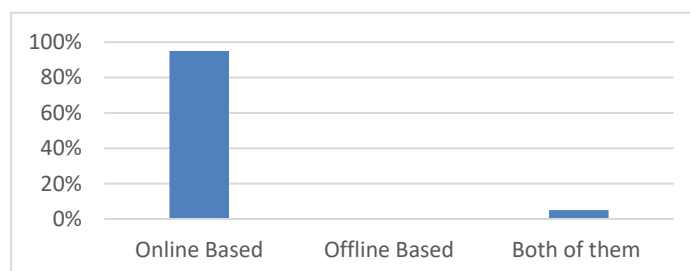


Figure 3.28: Recruitment & Selection Process during the COVID-19 Pandemic
(Source: Data collected through Questionnaire Survey)

- **Steps are taken during the COVID-19 Pandemic**

Scholastica always had good HR practices when the payment issues comes here. In the whole coronavirus outbreak, they did not do any deduction of salary. They always pay the full payment to their employees. Sometimes they might pay the whole amount at a time but they pay the salary into two parts in a month. The great thing here they also provide festival bonuses as well. Scholastica was not on the side of retrenchment of their employees but they had to retrenchment some of their employee when the coronavirus outbreak subsided slightly. But they help the

employees financially with 3 months full payments and the provident fund in cash as per rules & regulation.

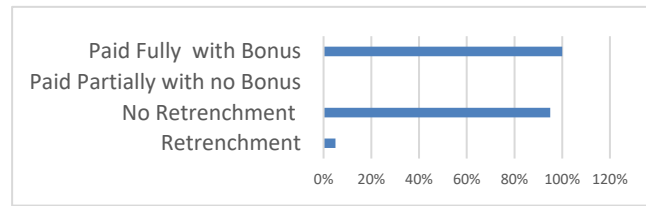


Figure 3.29: Steps are taken during the COVID-19 Pandemic
(Source: Data collected through Questionnaire Survey)

- **Benefits to the Newly Hired Employee in the COVID-19 Pandemic**

During the coronavirus, outbreak Scholastica hire some employees as they needed. But the good thing is they did not cut any facilities in this type of situation to the new employees. They just provide all the facilities as they provided to other employees. They paid full salary in every month with festival bonus, if applicable. They also provide transport facilities to the employees if they needed, and that was totally free of cost. And they are still providing these facilities to all management personnel. Besides they are also providing roster duty to all personnel so that they can maintain health issues.

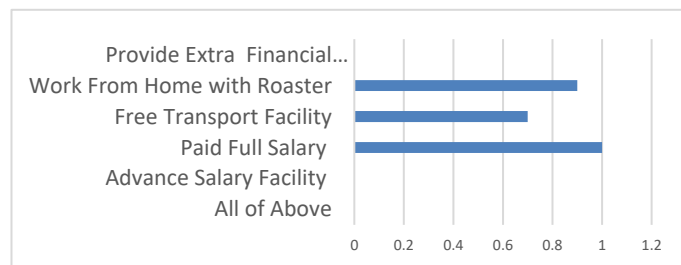


Figure 3.30: Benefits to the Newly Hired Employee in the COVID-19 Pandemic
(Source: Data collected through Questionnaire Survey)

So, at the end of the day it is clear that Scholastica HR is very much employee oriented as a result the employees' loyalty matter are getting stronger day by day. Because in the coronavirus outbreak where most of the companies were deduct the salaries and other benefits, Scholastica did not take any types of steps that can hamper its employees. They provided so many facilities that make the employees daily life easier in the corona pandemic. They even did not make any major retrenchment during the hard time. It was a good practices of Scholastica HR.

Chapter 04

Conclusions and Recommendations

4.1 Major Findings of the Study

As the information gathered from both HR personnel & Non-HR personnel, there have some important outcome comes here and suggestion from them during interview, those are stated below-

- Scholastica conducts proper job analysis before selection process begin.
- This organization prefers referred job candidates
- HR (recruitment team) of Scholastica provides sufficient quality applicants in the pool of recruitment.
- HR acts as a consultant to enhance the quality of the applicants in pre-screening process of selection, but need some improvement here.
- Scholastica HR prefers experienced employee most of the time, need some strategical changes here.
- Resume screening and shortlisting methods used by the organization is not good enough satisfactory.
- The HR do always checks the educational backgrounds & references before confirmation of the job.
- The effectiveness of the interviewing process and other selection instruments of the organization is satisfactory.
- HR sometimes finds wrong educational background & negative review from reference.
- Sometimes HR finds job offer rejection after completing all the steps, and there have some valid reasons on this issue. And HR sometimes can overcome that issues.
- Scholastica prefers permanent & full-time employee instead of other type of hiring. It has some valid reasons.
- HR emphasize on some tests before hiring an employee- job related knowledge, personality test, cognitive ability test, aptitude test etc. But need to check another important things of an applicant that may help to increase the job performance.
- Usually the HR collect job applications from online job portals for external hiring, and for internal hiring they prefers referral & job rotation.
- The organization makes a clear understanding to job candidates about Job Responsibility & Job Description during in person interview & after hiring.
- The interview experience of the scholastica is very satisfactory.
- Employee job referral experience is good here.

- Most of the employees do not prefer long time selection process, they prefer two or three steps of selection process. There have some valid reasons.
- Newly joined employees are not that much skilled & qualified, need to some strategical changes here.
- In the coronavirus outbreak Scholastica paid full salary with festival bonuses.
- They conduct recruitment & selection process in online in the coronavirus outbreak.
- Scholastica provides so many advantages to its employees in the coronavirus outbreak, like free transport facility, work from home with roster duty.

4.2 Recommendations for Improvements

In today's competitive organization, executives must be cable of doing more things. Through recruitment, organizations try to attract talented people. Through valid & reliable selection tools, organizations select the right people for the right position. This study found that Scholastica may try to follow the subsequent recommendations:

- Organization must conduct effective recruitment and selection process because most of the employees are average level qualified.
- Scholastica hired experienced employees only, they shall hire fresh graduates so that they can make the future leader.
- Organization needs to reorder the selection process, it will save time both the employer & the employee. And it will help to reduce the job offer rejection rate.
- Organization should focus on external hiring rather than internal hiring.
- As Scholastica is an education service providing organization, HR must extra focus on Cognitive Ability Test, Emotional Intelligent Test, Personality Test, Hard & Soft skills rather than job knowledge & experiences in pre-employment period.

4.3 Concluding Remarks

HR are the people who provides the personnel of an organization. HR are also considered as manpower, talent and labor. They also known as human capital. Human Resources Management includes so many functions like job analysis, human resources planning, recruitment, selection, orientation, training, employee relation, and performance appraisal management and compensation tasks.

Recruitment and selection are the most vital functions. Recruitment and selection are not exactly same but they are inter related. Recruitment policies are necessary for most of the organizations. Written recruitment policies must relate with organizational strategy. Effective recruitment and selection can ensure the right people at the right place in the right time. So finally, effective recruitment and selection lead to higher job performance and job satisfaction.

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Appendices

Appendices

United International University (UIU)

Program: Master in International HRM (MIHRM)

Course: Project (MIHRM 801)

Project Name: Employee Selection Process: A Critical Evaluation



Questioners for HR Personnel

PLEASE TICK YOUR OPINION OF BELOW QUESTIONS

- **Your organization does proper “Job Analysis” before “Selection Process” begins?**
☐ a. Agree ☐ b. Somewhat Agree ☐ c. Neutral ☐ d. Somewhat Disagree ☐ e. Disagree
- **Organization prefers referred candidates.**
☐ a. Agree ☐ b. Somewhat Agree ☐ c. Neutral ☐ d. Somewhat Disagree ☐ e. Disagree
- **Does your organization’s HR (Recruitment Team) provides an adequate pool of quality applicants?**
☐ a. Agree ☐ b. Somewhat Agree ☐ c. Neutral ☐ d. Somewhat Disagree ☐ e. Disagree
- **HR team act as a consultant to enhance the quality of the applicants in the pre-screening process of selection.**
☐ a. Agree ☐ b. Somewhat Agree ☐ c. Neutral ☐ d. Somewhat Disagree ☐ e. Disagree
- **Organization looks for experienced employees ONLY in selection Process?**
☐ a. Agree ☐ b. Somewhat Agree ☐ c. Neutral ☐ d. Somewhat Disagree ☐ e. Disagree
- **Resume screening and shortlisting methods used by the organization is satisfactory?**
☐ a. Agree ☐ b. Somewhat Agree ☐ c. Neutral ☐ d. Somewhat Disagree ☐ e. Disagree
- **The organization checks educational backgrounds & references before confirmation of the job.**
☐ a. Agree ☐ b. Somewhat Agree ☐ c. Neutral ☐ d. Somewhat Disagree ☐ e. Disagree
- **Rate the effectiveness of the interviewing process and other selection instruments (e.g. resume screening, in person interview, skill test, background/reference checks) of your organization?**
☐ a. Agree ☐ b. Somewhat Agree ☐ c. Neutral ☐ d. Somewhat Disagree ☐ e. Disagree
- **Rate, the selection process of your organization?**
☐ a. Satisfied ☐ b. Somewhat Satisfied ☐ c. Neutral ☐ d. Somewhat Dissatisfied ☐ e. Dissatisfied
- **Did you ever see any mismatch issue about education qualification of job candidates in your organization?**
☐ a. Yes ☐ b. No

- **Did you ever see that a job candidate rejects your company's job offer?**

a. ☐ Yes b. ☐ No

- **What steps that your company take when a job candidate rejects job offer?**

a.	Ask candidate to rethink the job offer
b.	Go for another candidate with the same offer
c.	Do revise the compensation & benefits offer & ask to consider again
d.	Ask for feedback & recommendations from the candidates
e.	Do nothing

- **Please indicate the type of employee contract preferred by your organization-**

a.	Permanent - Full Time
b.	Contractual - Full Time
c.	Part-Time - Fixed Timing
d.	Part-Time – Flexible Timing
e.	Temporary/Apprentice

- **Please select the option(s) which are used in employee selection process (you can tick more than one option)-**

a.	Vacant Job Related Knowledge Tests
b.	Cognitive Ability Tests (e.g. Mathematical Ability, Logical Reasoning, Problem Solving)
c.	Personality Tests
d.	Emotional Intelligence Tests
e.	Aptitude Tests (e.g. Numerical Reasoning, Abstract Reasoning)
f.	IT Skill Test
g.	All of Above

- **Which is the most important quality the organization looks for in a candidate (you can tick more than one option)?**

a.	Related Job Knowledge
b.	Related Past Experience
c.	Attitude, Optimistic Nature, Punctuality, Honesty, Eagerness of Learning
d.	Discipline & Team Work Ability
e.	IT & Software Knowledge
f.	Academic Excellence
g.	All of Above

- **From which sources you got well profiled applicants most-**

	a.	Online Job Portal (BDJobs)
	b.	Newspaper Ad.
	c.	Employee Referral
	d.	Social Media (LinkedIn)
	e.	Other Sources

- **During the starting of first interview the organization makes a clear understanding to job candidates about job responsibility & job description.**

	a.	Agree		b.	Somewhat Agree		c.	Neutral		d.	Somewhat Disagree		e.	Disagree
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- **The selection methods of hiring new employees used by the organization are reliable & effective.**

	a.	Agree		b.	Somewhat Agree		c.	Neutral		d.	Somewhat Disagree		e.	Disagree
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- **Rate how well the HR finds good candidates from non-traditional sources (e.g. Internal Hiring, Referrals etc.).**

	a.	Satisfied		b.	Somewhat Satisfied		c.	Neutral		d.	Somewhat Dissatisfied		e.	Dissatisfied
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- **Rate the HR practices of your organization.**

	a.	Satisfied		b.	Somewhat Satisfied		c.	Neutral		d.	Somewhat Dissatisfied		e.	Dissatisfied
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- **Rate your interview experience.**

	a.	Satisfied		b.	Somewhat Satisfied		c.	Neutral		d.	Somewhat Dissatisfied		e.	Dissatisfied
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- **Rate, your job referral experiences?**

	i.	One		ii.	Two		iii.	Three		iv.	Four		v.	Five
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- **How many steps do you think the employee selection process should have?**

	i.	One		ii.	Two		iii.	Three		iv.	Four		v.	Five
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- **Rate, those who are joined in your organization they are skilled & qualified. (One= Low, Five= High)**

	i.	One		ii.	Two		iii.	Three		iv.	Four		v.	Five
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- **How do you conduct the recruitment & selection process during the COVID-19 pandemic?**

	i.	Online Based		ii.	Offline Based		iii.	Both of them
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- **What steps you have taken during the COVID-19 Pandemic?**

	a.	Paid Fully with Bonus
	b.	Paid Partially with no Bonus
	c.	No Retrenchment
	d.	Retrenchment

- **What were the benefits you have provided to the newly hired employee in the COVID-19 pandemic?**

a.	Provide Extra Financial Support for COVID-19
b.	Work From Home with Roaster
c.	Free Transport Facility
d.	Paid Full Salary
e.	Advance Salary Facility

Any other comments:
