

A Study on the Impact of Recruitment & Selection in Architectural Organizations of Bangladesh

Ishita Nafisa Islam¹

Abstract

The present study highlights the status of the Recruitment and selection process in Architectural Organizations of Bangladesh and its implication on the organizations' performance. The respondents of this study were the architects who were employed minimum for 1 year. The purposive sampling technique was used in the selection of respondents. Quantitative and qualitative method of research was utilized for gathering of data. Interviews, focus group discussion and survey questionnaires were the main instrument used in this study. The result of the study showed that the recruitment and selection process for architects in the architectural organizations are still developing, trial and error methods are taking place and trying to put its remark in the new business field of architecture. On the other hand, the results reflected that the recruitment and selection method of the organizations has both positive and negative impact on the architectural organizations' performance. Further, the respondents identified some major gaps in the Implementation of the company's Recruiting system: like the standard, method and process, the involvement of the production team along with the managerial team, and the requirement for the selection of requirement. It is recommended that the company should take the recruitment process more sincerely and take more effective steps for recruiting architects because the sensitivity of the creative key person is really important to achieve the goal of an architectural organization

Keywords: *Organization's Performance, Recruitment and selection, Skills and knowledge of the candidate, Biased and Unbiased factors, Standard*

1. Introduction

This present study is on Recruitment and selection method, which is one of the vital factors of "Human Resource Management Practices" in Architectural Organizations of the Bangladesh. The study refers to the architects' perceptions of Human Resource Management (HRM)

¹ Ph.D, Management (HRM), Shri Jagdish Prasad Jhabarmal Tibrewala University, Rajasthan, India, 2017

practices in the architectural industry, where the employee architects are the “assets” considered by the firm, and somehow these influences the job satisfaction of them and the recruitment process is an important issue for any company. It gives the clear vision for the company’s projection for the employees both the existing and those who are joining. Also the method and selection process determines what actually the company is looking in an efficient candidate and also what are the qualifications and skills the company wants to promote for their brand value. Apparently, it seems to be a less important factor in the Architectural organizations as the architects mostly get their job from personal contacts, inter personal relationship with the owners and through their educational institute, still as the architecture is getting in the broader world of business industry, it is becoming more difficult to select the right person for right place and project. Proper recruitment and selection method can always help here to select the right person. and there are still scope and possibilities for improvement in this area. Architects are known as the visual artists, and their creative works are considered as the art merged with the science of building construction for the humans’ basic need living hood. With fulfilling these criteria of HRM architecture can be a successful business, and the architects can be the most valuable asset of this business. In the present globalization trend, the best possible practices have logical foundation. Global dimension and the recent human Resource Management changes in organizations also have changed their direction to a current trend. The new trend of Performance-based HRM system must have unique aspects that reflect from both the characteristics of traditional and performance-based on best practice in HRM. This process allows reconciliation the interests of the company with the benefit of each while comparing the knowledge and skills required by the organization to those who reside in people. Knowledge management skills involve identifying people who can provide the benefit of the organization willingly.

Recruitment and selection refers to a well maintained, systematic process of selecting the best possible candidate for a position .with a standardise method and involvement of the production team a well-designed recruitment process can bring a lot of benefit for an architectural organization. Also being unbiased is a major game changer for selecting the best candidate.

2. Literature Review

Recruitment is a practice of alluring a group of high performing candidates so that the best of them can be selected (Kulik, 2004). Top companies in terms of achievement dedicate significant resources and force to establish best quality selection methods (Pfeffer, 1995). Selection is the way for an organization to prefer and select the person or persons from a selected list of applicants who meet the selection criteria better than others for the position offered, considering current environmental conditions. At a fundamental stage, all selection processes try to choose the candidates who have the maximum chance of meeting or

exceeding the organization's standards of performance. In this case, however, performance does not submit simply to quantity of output. Other objectives such as quantity of output, absenteeism, theft, employees' satisfaction, and career development can be provided by selection (Ivancevich, 2004).

A common problem in recruitment and selection is poor planning of Human resource. Careful HR planning shows organization strategies into particular Human Resource Management policies and practices (Ashok, et al. 2010). The key objective of Human Resource planning is to find the accurate number of people at the proper time with the precise skill, experience and capability in the right professions at the right outlay (Hussey, 1999, Breaugh & Starke, 2000).

One research study conducted by Katou and Budhwar (2006) on the Greek manufacturing companies found that recruitment and selection was absolutely positive relationship with all organizational performance variables, for example efficiency, effectiveness, innovation, and quality. Taher and Arefin (2000) mentioned in their study, the success of HRM is dependent on proper recruitment and selection of employees and executives of an organization. They also mentioned when an organization fails to select the right person in right place, it suffers as long as those persons stay in an organization. Whatever, the R&S process provides closely to the quality of service of the concerned organization. Terpstra and Rozell's (1993) investigated on The Relationship of Staffing Practices to Organizational Level Measures of Performance. They found a remarkable and positive relation between extensiveness of recruiting, selection and the use of regular and formal selection procedures and firm performance. An investigation by Marwat et al. (2006) has shown that there is a positive correlation (0.62) between selection practices and employees' performance. Caldwell et al. (1990) conducted a study on 45 firms and found an accurate recruitment and selection procedures and a strong, obvious organizational value system are related with higher levels of employee commitment. A statistically significant relationship between organizational performance and recruitment and selection practices has found by the studies of Som (2008) and Khan (2010). Delaney and Huselid (1996) investigated on 590 for-profit and nonprofit firms in US. They found positive association between staffing selectivity and perceptual firm performance measures in the organizations. Many past studies have searched the relationship of specific Human Resource Management functions, specifically staffing practices to organizational performance. Yet, Terpstra & Rozell (1993) expressed their opinion that comparatively the contributions of recruitment and selection to organizational performance have not been researched much.

An investigation by Hossain (1992) showed that about 95% organizations use selection test for recruitment purpose and 59% organizations had special provision for recruiting women. Matubbar (2004) in his study found the employment methods of Small Scale Enterprises (SSEs) in Bangladesh are not scientific. Siddiquee (2003) examined and analyzed the current limitations and future challenges to human resource management in Bangladesh Civil

Service. The researcher mentioned the Civil Service has been followed traditional policies and practices of human resource management. The Civil Service has lack of HR planning, unsuitable recruitment and selection policy, discriminatory system of promotion, inconsistent postings and transfers, absence of any objective performance appraisal system and illogical reward structure. Kamruzzaman et al. (2007) carried out a study on Orion Infusion Limited (OIL) and found OIL adopts plan for recruiting and selecting the most talented and energetic professionals from the available candidates. An investigation conducted by Hasnat and Ali (2010) on the HR activities of HSBC Bank in Bangladesh and found HSBC has been followed modern tools and procedures for their employees and those were Four Step selection process, Diverse recruitment process, International market competitive compensations, Personal and organizational benefits and rewards, European standard training sessions, Performance metrics Organizational charts, Proficiency development program (PDP), Advanced HRIS (Human Resource Information System). Zafor (2010) investigated about HRM Practices on Bangladesh Centre for Communication Program(BCCP) and found BCCP has been followed OMR, which is a tool to support in planning the potential people needs. The recruitment and selection practice in BCCP, Bangladesh has been followed depending on the job category of the vacant position in four ways. Islam and Siengthai (2010) investigated on Dhaka Export Processing Zone about Human Resource Management Practices and Firm Performance. They found recruitment and selection, performance appraisal, training and development, compensation have a significant and positive impact on firm performance. Hence unionization had no relevant relationship with firm performance.

3. Hypothesis

After reviewing the literatures basing on it and setting the objectives for of this present study, the specific hypothesis were formulated for verification through empirical investigation.

H1: Recruitment and selection practices are not positively associated with architectural organizational performance (H₀)

Predicted that recruitment and selection practices will be negatively associated with organizational performance. Chi-square test was used to investigate if the two variables are analytically related with each other significantly. It was used to analyse the impact of one factor over the other factor. From the Table-12, it is clear that with the mark able value of 0.00 at 1% level of significance, it can be confirmed that there is a remarkable association between the recruitment and selection practices is with organizational performance. And they are positively related ($p < .05$). So as to the hypothesis 1 of the present study is rejected.

However many studies found powerful association between recruitment and selection and organizational performance such as Huselid (1995), Delaney and Huselid (1996), Koch and McGrath (1996), Verburg (1998), Marwat et al. (2006), Katau and Budhwar (2006).

Maximum performance of the organizations could be accorded by selecting employees with special knowledge, skills and abilities (Baird and Meshoulam, 1988; Wright and Snell, 1991; Wright et al., 1995, Singh, 2000).

Caldwell et al. (1990) who found positive weak value for normative commitment ($r = .15, p < .05$) and organization share value ($r = .17, p < .01$); O’ Driscoll (1997) found value ($r = .36, p < .01$); Khan (2010) found value ($r = 0.440^{**}, p < 0.001$). Vlachos (2009) measured the growth of the firm by the perceived growth of sales, actual sales growth, perceived growth of market share, perceived growth of firm, actual firm growth and perceived overall improvement. Researcher found significant association between selective hiring with respectively perceived growth of sales, perceived growth of market share and perceived growth of firm. The values had respectively ($r = .252, p < .05$), ($r = .510, p < .01$) and ($r = .317, p < .05$). Singh (2000) found value ($r = .24^{**} p < .01$) for productivity, ($r = -.23^{**} p < .01$) for employee turnover and financial performance; the measures of the values of financial performance were price-cost margin ($r = .18^* p < .10$), return on capital employed ($r = .26^{***} p < .01$) and return on net worth ($r = .26^{***} p < .01$).

The finding of present study of recruitment and selection practices is quite weak, because most of the Architectural organizations have no proper system of selecting and recruiting employees. Nearly all of the architectural organizations in Bangladesh employees are recruited by sweet-will of the employer. However, if there is any system, it has no significant influence on organizational performance.

4. Result and Analysis

Recruitment and selection process:

This is an important and essential process of HRM. The following tables show the result for recruitment and selection in the architectural organizations.

Table 11: Reliability of Sub scale of Subjects of Recruitment & Selection:

| Reliability Statistics | | |
|------------------------|--|------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .992 | .993 | 10 |

Cronbach’s alpha coefficient points towards a high stability of the questions for recruitment and selection of which the sub-scale is highly composed (Cronbach’s alpha > 0.99). Finally a high repetition of all sub-scales of questionnaire was recognized through intra-class correlation coefficient.

Table 12: Chi-Square Test for Factors of Recruitment & Selection:

| <i>Factors</i> | <i>Pearson Chi-square value</i> | <i>df</i> | <i>Asymp. Sig</i> |
|--|---------------------------------|-----------|-------------------|
| Recruitment & selection system is defined properly in the organization | 193.500a | 6 | 0.00 |
| HR managers along with line managers participate in recruitment & selection | 197.000a | 6 | 0.00 |
| Tests used in the process of selecting employees are Valid and standardized | 351.000a | 6 | 0.00 |
| Organization selects those efficient employees who's knowledge, skills and attitudes are desired | 183.000a | 6 | 0.00 |
| Comprehensive selection process is used before final decision | 137.500a | 6 | 0.00 |
| The organization uses evaluation team for selection of new employee | 149.167a | 6 | 0.00 |
| Organization do not uses biased test or partial methods for selecting employee | 228.500a | 6 | 0.00 |
| The organization selects employees unbiased | 200.500a | 6 | 0.00 |
| We recommend powerful standard merit for employee selection | 213.333a | 6 | 0.00 |
| Positive behave and showing interested for Team work and individual is essential in employee selection | 163.167a | 6 | 0.00 |

Chi-square test was used to identify if the two variables are statistically related with each other strongly. It was used to analyse the impact of one factor over the other factor. From the Table-12, it is clear that with the mark able value of 0.00 at 1% level of significance, the hypothesis is rejected and it is concluded that there is a remarkable relationship between the Recruitment & Selection and organizational performance.

Table 13: Sampling Adequacy Test for Factors of Recruitment & Selection:

| KMO and Bartlett's Test | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .926 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 7.046E3 |
| | df | 45 |
| | Sig. | .000 |

a. Based on correlations

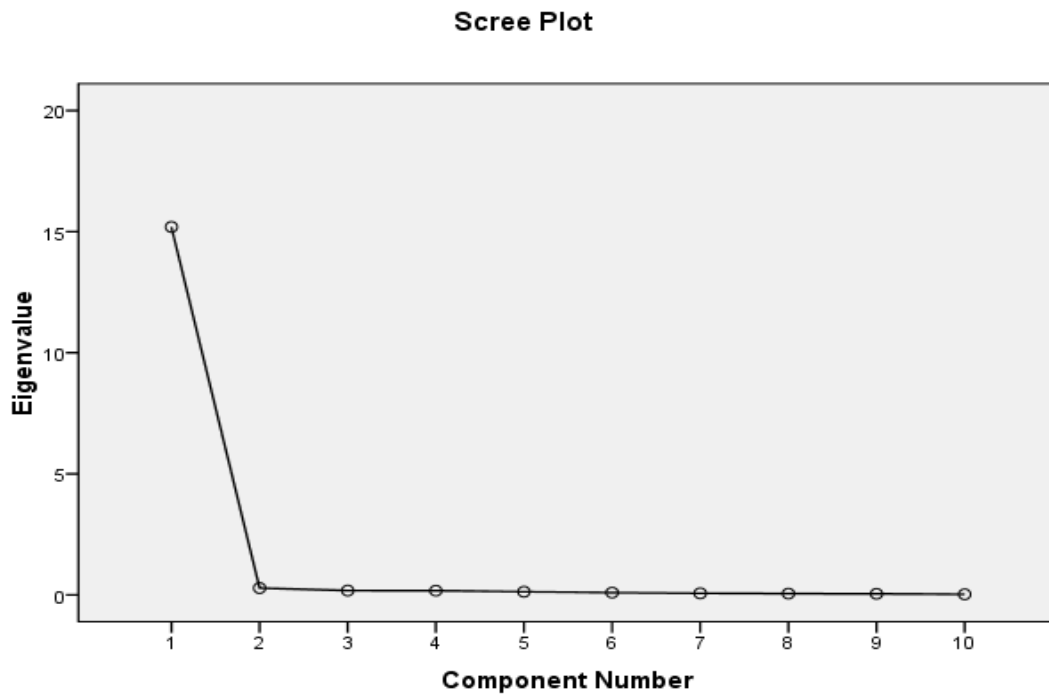
Table-13: KMO and Bartlett’s Test measure the sampling acceptability using correlations and partial correlations to test if all the variables in the sample were accepted to correlate. It is clear that the KMO value is 0.926 which is a highly satisfactory to proceed factor analysis. The Bartlett’s Test of sphericity analyse if there is any relationship between the variables. The P value < 0.05 shows that it is sensible of continue with the factor analysis.

Table 14: Total variance explained by components of factors and Graph for scree plots of eigen values for factors of recruitment and selection:

| Component Matrix^a | | |
|--|-----------|-----------|
| | Raw | Rescaled |
| | Component | Component |
| | 1 | 1 |
| Recruitment & selection system is defined properly in the organization | 1.304 | .961 |
| HR managers along with line managers participate in recruitment & selection | 1.272 | .966 |
| Tests used in the process of selecting employees are Valid and standardized | 1.015 | .954 |
| Organization selects those efficient employees who’s knowledge, skills and attitudes are desired | 1.200 | .973 |
| Comprehensive selection process is used before final decision | 1.284 | .969 |
| The organization uses evaluation team for selection of new employee | 1.389 | .971 |
| Organization do not uses biased test or partial methods for selecting employee | 1.146 | .973 |
| The organization selects employees unbiased | 1.273 | .964 |
| We recommend powerful standard merit for employee selection | 1.158 | .965 |
| Positive behave and showing interested for Team work and individual is essential in employee selection | 1.247 | .979 |

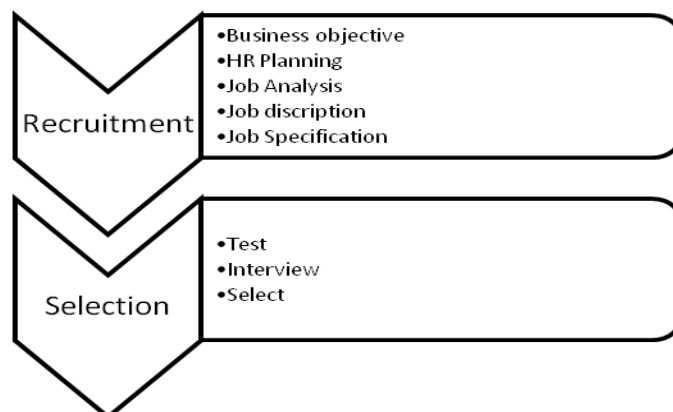
| Total Variance Explained | | | | |
|---------------------------------|-----------|----------------------------------|---------------|--------------|
| | Component | Initial Eigenvalues ^a | | |
| | | Total | % of Variance | Cumulative % |
| Raw | 1 | 15.195 | 93.648 | 93.648 |
| | 2 | .281 | 1.734 | 95.381 |
| | 3 | .177 | 1.094 | 96.475 |
| | 4 | .172 | 1.058 | 97.533 |
| | 5 | .128 | .792 | 98.324 |
| | 6 | .092 | .569 | 98.894 |
| | 7 | .064 | .396 | 99.290 |
| | 8 | .052 | .319 | 99.609 |
| | 9 | .042 | .256 | 99.866 |
| | 10 | .022 | .134 | 100.000 |
| Rescaled | 1 | 15.195 | 93.648 | 93.648 |
| | 2 | .281 | 1.734 | 95.381 |
| | 3 | .177 | 1.094 | 96.475 |
| | 4 | .172 | 1.058 | 97.533 |
| | 5 | .128 | .792 | 98.324 |
| | 6 | .092 | .569 | 98.894 |
| | 7 | .064 | .396 | 99.290 |
| | 8 | .052 | .319 | 99.609 |
| | 9 | .042 | .256 | 99.866 |
| | 10 | .022 | .134 | 100.000 |

Extraction Method: Principal Component Analysis.



The table-14 and Scree plot displays the 93.65% variance explained by a single factor (Positive behavior and showing interest for Team work and individual is essential in employee selection).

The most important part of HR practices is Recruitment and selection. The process of HRM Recruitment & Selection is as follows:



| | Strongly Disagreed | Disagreed | Somewhat Disagreed | Indifferent/Natural | Somewhat Agreed | Agreed | Strongly Agreed |
|--|--------------------|-----------|--------------------|---------------------|-----------------|--------|-----------------|
| Recruitment & selection system is defined properly in the organization | 10 | 30 | 95 | 95 | 40 | 10 | 20 |
| HR managers along with line managers participate in recruitment & selection | 10 | 30 | 60 | 115 | 55 | 15 | 15 |
| Tests used in the process of selecting employees are Valid and standardized | 5 | 10 | 60 | 145 | 50 | 25 | 5 |
| Organization selects those efficient employees whose knowledge, skills and attitudes are desired | 5 | 5 | 55 | 95 | 70 | 60 | 10 |
| Comprehensive selection process is used before final decision | 5 | 25 | 65 | 85 | 60 | 55 | 5 |
| The organization uses evaluation team for selection of new employee | 10 | 15 | 70 | 40 | 90 | 65 | 10 |
| Organization do not uses biased test or partial methods for selecting employee | 5 | 10 | 30 | 100 | 95 | 50 | 10 |
| The organization selects employees unbiased | 15 | 10 | 30 | 100 | 90 | 45 | 10 |
| We recommend powerful standard merit for employee selection | 5 | 10 | 65 | 110 | 65 | 35 | 10 |
| Positive behave and showing interested for Team work and individual is essential in employee selection | 5 | 10 | 55 | 70 | 90 | 60 | 10 |

In the present research, It was found that most of the architect firm do not have good Recruitment & selection system and they have not followed as well.

One-third of the respondents are somewhat disagree of the Recruitment & selection system is defined properly in the organization, One-third of the respondents are natural of this statement, rest of the respondents are agreed or disagree about the Recruitment & selection system in the organization.

Only 15% respondent agrees that HR managers along with line managers participate in recruitment & selection of the candidate, more than 30% respondent are natural about this statement, most of the case management of the company decided or refer the candidate for selection.

145 respondents are natural for Tests used in the process of selecting employees are Valid and standardized, only 50 respondent are agreed for Tests used in the process of selecting employees are Valid and standardized, 60 respondent are disagreed for Tests used in the process of selecting employees are Valid and standardized.

One-third respondent are natural about the Organization selects those efficient employees who's knowledge, skills and attitudes are desired and 70 respondents somewhat agree and, 60 respondents agree about the Organization selects those efficient employees who's knowledge, skills and attitudes are desired .85 respondents are natural about Comprehensive selection process is used before final decision and 65 respondents are somewhat disagree, and 60 respondents agree about Comprehensive selection process is used before final decision.

90 respondents are somewhat disagree agree about The organization uses evaluation team for selection of new employee and 90 respondents somewhat agree and, 65 respondent are agreed about The organization uses evaluation team for selection of new employee only 40 respondents are natural about The organization uses evaluation team for selection of new employee.

Only 30 respondents are somewhat disagree agree about the Organization do not uses biased test or partial methods for selecting employee, and 95 respondents somewhat agree and, 50 respondents is agreed about Organization do not uses biased test or partial methods for selecting employee, one-third (100) respondents are natural about the Organization do not uses biased test or partial methods for selecting employee

Only 65 respondents are somewhat disagree agree about we recommend powerful standard merit for employee selection and 65 respondents are somewhat agree, and 35 respondents are agreed about We recommend powerful standard merit for employee selection, more than one third (110) respondents are natural about We recommend powerful standard merit for employee selection.

Recruitment and selection graph is drawn for the overall view of the recruitment and selection process in architectural firms in Bangladesh.

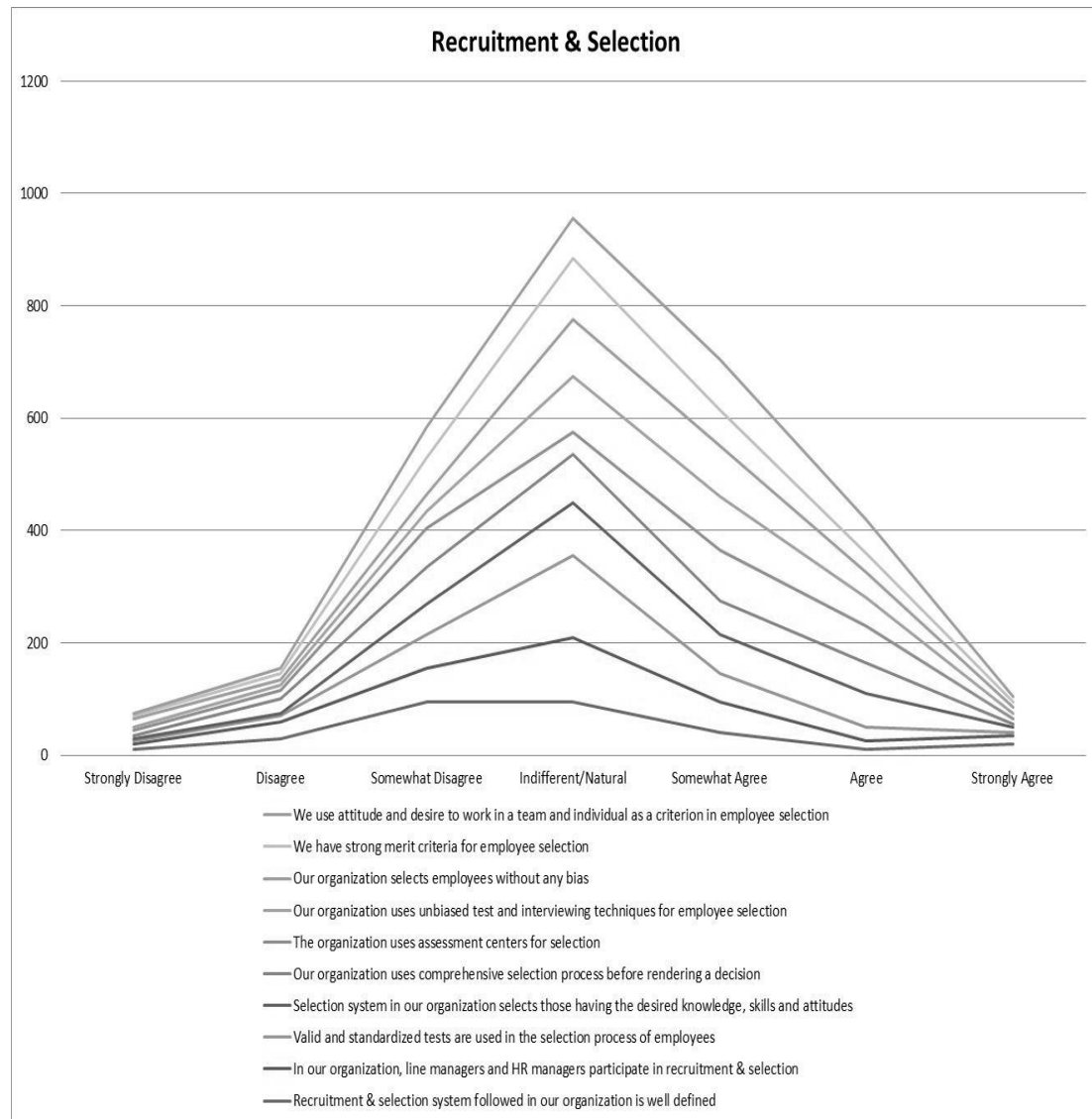
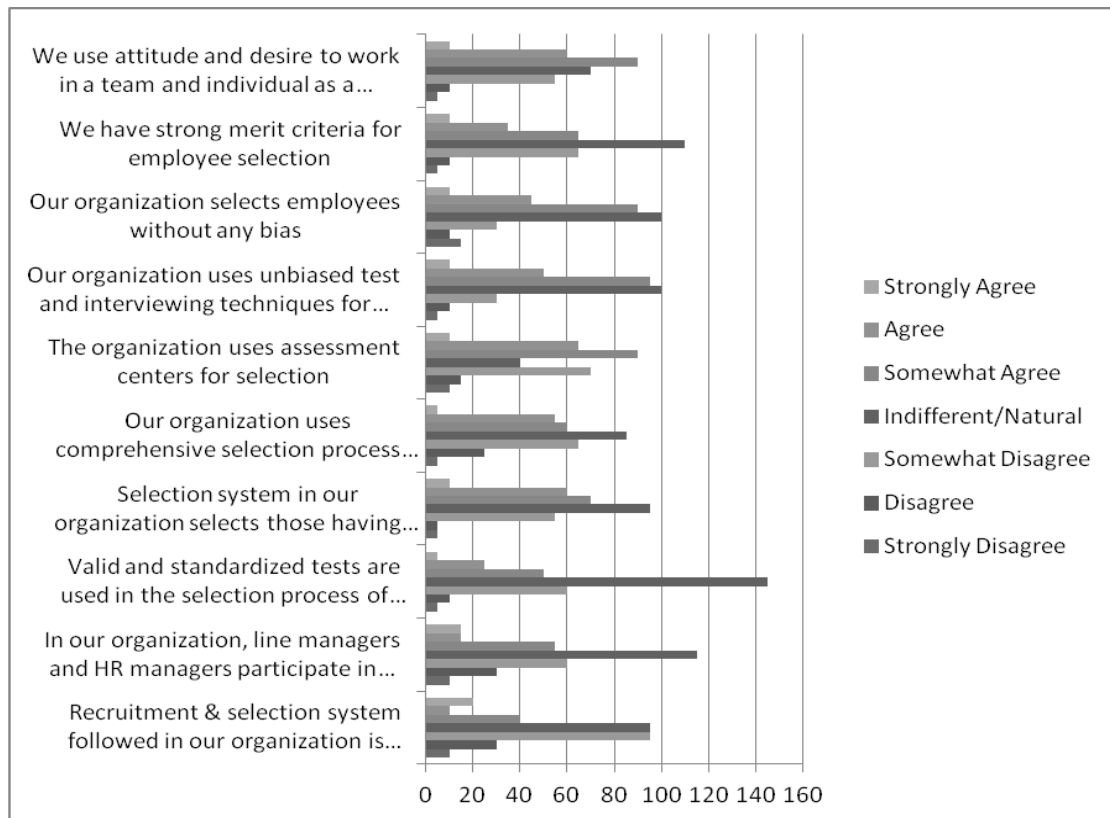


Figure 8: Recruitment & Selection Graph

The Graph looks like a pyramid, which means, the middle point is most answered is coming which is they mostly answered “Indifferent/ Natural” and most of the respondents are not well known of the recruitment and selection process of the company. Some of HR people are describing it themselves but most of the architects were come from on the reference basis by some senior architect or valuable client.



5. Findings:

- In the present research, It was found that most of the architect firm do not have good Recruitment & selection system and they have not followed as well. One-third of the respondents are somewhat disagree of the Recruitment & selection system is defined properly in the organization
- 15% respondent agrees that HR managers along with line managers participate in recruitment & selection of the candidate
- 45% respondents are natural for Tests used in the process of selecting employees are Valid and standardized
- One-third respondent are natural about the Organization selects those efficient employees who's knowledge, skills and attitudes are desired
- Almost 70% employee agrees that a standard recruitment process should be followed for all the architectural organizations.
- 30% responders agrees that institute of Architects' Bangladesh(IAB) should have a important role to play in all the architectural organization for recruiting the architects properly.

6. Conclusion:

Architects are the most precious asset of the firm, also they the respectable employees. So their job satisfaction is must be prioritized. Selecting the right person for the right job is always appreciated, so it should be kept in mind to measure the strength and weakness of the candidate properly before recruitment. Also a strict unbiased standard should be maintained to make this procedure easy and simple for the organization's wellbeing

Reference:

- Absar, M. M. N., Balasundaram, N. & Jilang, M. M. A. K. (2010). Impact of HR Practices on Organizational Performance in Bangladesh. *IJBIT*, April – September, 3(2).
- Brown, M. and Benson, J. (2003). Rated to exhaustion? Reaction to performance appraisal processes. *Industrial Relations Journal*, 34(1), 67-81.
- Dailey, R. C. & Kirk, D. J. (1992). Distributive and procedural justice as antecedents of job dissatisfaction and intent to turnover. *Human Relations*, 45(3), 305-317.
- Duchon, M. (2007). *Improve Productivity with Performance Evaluations*. Retrieved from *Construction Business owner*:
<http://www.constructionbusinessowner.com/topics/management/construction-workforce-management/improve-productivity-performance-evaluations>
- Ehsan, M. (2008). *Public Sector Human Resource Management in Bangladesh: Challenges and Opportunities in Light of The WPSA 2005*. *Asian Affairs*, October-December, 30(4), 50-75.
- Hossain, M. M. (1991). Industrial Employees' Attitudes towards Various Incentives Related to Motivation: A Case Study in Bangladesh Private Sector. *Management Development*, 20(3&4), 33-44.
- Hossain, M. Z. & Ahmed, F. (2002). Training Needs Analysis Practiced by the Multinational Corporations in Bangladesh: A Case Study. *Journal of Business Studies*, xxiii(2), 367-371.
- Khan, A. A., & Taher, M. A. (2009). *Human resource management and Industrial Relations*. Dhaka, Abir Publication, Bangladesh
- Marwat, Z. A., Qureshi, T. M. & Ramay, M. I (2006). *Impact of Human Resource Management (HRM) Practices on Employees Performance*. Retrieved from
<http://wmssoros.mngt.waikato.ac.nz/NR/rdonlyres/ei7io34ctnvfuzgu233j3gxho67n5aslljp7khcp2v24tk65eqysr3efmlmg4uhyjpac5ymuzfzseh/Resource10.pdf>
- Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P. M. (2004). *Fundamentals of Human Resource Management*. New York: McGraw-Hill/Irwin.
- Paul, A. K. & Anantharaman, R. N. (2004). Influence of HRM practices on organizational commitment: A study among software professionals in India. *Human Resource Development Quarterly*, 15, 1(Spring), 77-88.
- Rahman, R. I. (2004). *Employment Route to Poverty Reduction in Bangladesh: Role of Self-Employment and Wage Employment, Issue in Employment and Poverty*. Discussion Paper, 17; Recovery and Reconstruction Department, International Labor Office, Geneva, 11- 30.
- Shahzad, K., Bashir, S. & Ramay, M. I. (2008). Impact of HR Practices on Perceived Performance of University Teachers in Pakistan. *International Review of Business Research Papers*, March, 4(2), 302-315.