

Recruitment and Selection Process in the Public and Private Universities of Dhaka City in Bangladesh: A Comparative Study

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Abstract

In this paper the author present and discuss the importance of recruitment and selection process and try find the practices of recruitment and selection process of public and private universities of Dhaka city of Bangladesh. The result indicate that there is general desire of the responded to practice fair and develop recruitment and selection process but sometime the surrounding environment is not support them. Evidence was also support that the universities had depth understanding of the process.

Keywords

Universities, Recruitment and Selection process, Dhaka, Bangladesh.

I. Introduction

Recruitment and selection is one of the significant parts of Human Resource management. Recruitment and selection are conducted to get the right person for the right place at the right time of an organization. Recruitment is therefore the process of searching for and obtaining potential job candidates in sufficient numbers and quality so that the organization can select the most appropriate candidates(s) for the job. (Weeratunga 2007). The ultimate goal of the recruitment process is to attract and retain large pool of efficient employees.

An effective approach to recruitment and selection can help an organization to maximize the competitive advantages by choosing the best pool of candidates quickly and cost efficiently (Kleiman, 2005). A successful recruitment process can be lengthy and costly but an unsuccessful recruitment can be a burden for the organization. If the recruitment and selection is unsuccessful it brings inefficient and ineffective employee pool for the company. Actually an inefficient and ineffective employee pool can't help the company achieve its goal rather the pool increases the cost of the organization. The Recruitment and selection process of the organization affected by six main issues. The issues are given below:

- The requirements of recruitment position
- The organization policies and procedure
- Organization image in the market
- The size and nature of the labor market
- Requirement of the union/professional bodies.
- Regulation of the Government.

The ultimate goal of the recruitment and selection program is to attract highly qualified candidates and ensure that the person will fit for the job. A person is fit for the organization if he/she is available at right time at right place with right skill.

The aim of the present study is to explore the dissimilarities and similarities between recruitment and selection process of Public and Private Universities in Bangladesh. The researcher will try to explore the factors which will influence the recruitment and selection process of Public and Private Universities in Bangladesh. And will also find the procedures which are adopted in the recruitment and selection process of these universities.

In Bangladesh there are some thirty-two public universities are providing education to the mass populations. These universities are funded by the government while managed as self-governed organization. Establishment of private university in Bangladesh initiated after the institution of the Private University Act 1992. There are fifty four Private universities that are operational in five out of seven divisions of the country.

In Dhaka division there are twelve public universities and forty-five private Universities. In twelve public universities of Dhaka division, seven are in Dhaka city; two are in Gazipur, one in Savar. In Mymensingh there are two universities located, one is in Mymensingh town and another one is in Trishal. In Tangail district there is also a university located in Sontoss. And all the private universities of Dhaka Division campus are located in Dhaka City concentrating mostly in Banani, Dhanmondi, Panthapath, Uttara and Mirpur region of the city. In Rajshahi Division there are three universities, two is in Rajshahi and One is in Pabna. The only private university in Rajshahi [HYPERLINK "http://en.wikipedia.org/wiki/Rajshahi_Division"](http://en.wikipedia.org/wiki/Rajshahi_Division) Division has its campus in Bogra. There are two Public universities in Rangpur Division and no private university. One is Rangpur and another one is Dinajpur. In Khulna Division there are four public universities, two are in Khulna, one is in Jessor, and one is in Kushtia. There are Five Public Universities are in Chittagong Division, Three are in Chittagong, One is in Comilla, and one is in Nohakhali. There are six private universities in Chittagong. The entire six private universities have main campuses are in Chittagong city. One has its urban campus in Kumira, outside the main city. There are two public universities in Barisal division which are located in Patuakhali and Barisal and There no public university in Sylhet Division, there are three private universities and all having main campuses in Sylhet [HYPERLINK "http://en.wikipedia.org/wiki/Sylhet"](http://en.wikipedia.org/wiki/Sylhet) city.

II. Significance of Recruitment and Selection Process

Recruitment is the process by which organization locate and attract individuals to fill job vacancies. Most organization has a continuing need to recruit new employees to replace those who leave or are promoted, to acquire new skills, and to permit organization growth. Recruitment follows HR planning and goes hand with the selection process by which organizations evaluate the suitable candidates for various jobs.

Throughout the recruitment process, the organization attempts to "sell itself" to the more promising candidates-that is, to convince them that the organization is a good place to work and that it offer what they want in the both tangible and intangible rewards.

In the globalization era, there is a greater need to recruit quality stuff in the organization to remain competitive in the market. Bangladesh becomes a part of it. In this competitive era organizations have to provide quality product and services. It is the human resources of the organization who provide quality product and services. In case of service it is more vital. In services direct human interaction is needed.

In case of universities they provide higher level education to the student which is one kind of service. Education is the only service through which a person's life can be changed. So, it plays a vital role in human life. A university can't give quality education to its students without efficient and effective workforce. Effective and efficient workforce will be secure by the university through successful recruitment and selection process. Recruitment and selection process help the organization select people at the right time with right skills. If an organization recruits a person who is not suitable for the particular job, he will be a burden for the company in a long run and may create lots of crisis for the organization.

It is very important to employ the right people to each position within an organization. Without the correct skill set and/or attitude, an employee can quickly inflict damage upon a company's turnover, reputation, or both. The effect of a badly selected employee versus a good employee is quite profound and can cost or save money and time, making it important that recruitment selection process is done correctly the first time. If the recruitment and selection process is done properly a company can select best candidates with greatest merits and in future he/she will be assets for the company.

III. Literature Review

According to Jim Collins the old adage "people are most important assets". But it becomes proven wrong for today's perspective. The right people are your most important asset. Based on Collins' quotes, having the right people is most crucial. This requires a recruitment and selection process that is not only effective but also beneficial to the organization.

Bennett (1994) defined recruitment as the drafting or revision of an accurate job specification for a vacant position, outlining its major and minor responsibilities, the skills, experience and qualification needed, grade and level of pay, starting date, whether temporary or permanent, and particulars of any special conditions attached to the job.

Bennett (1994) also defined selection as 'matching the requirements of a job with the attributes of candidates'. This mean by drafting a person's specification is, defining the background of the person, education, training, personality and other characteristics of the ideal candidates. According to Glueck (1978), recruitment is the set of activities an organization uses to attract job candidates who have the abilities and attitudes needed to help the organization achieve its objectives.

Hellriegel (1995) also defined recruitment as the 'process of searching both inside and outside the organization for people to fill vacant position'. He also noted that recruitment should be concerned with identifying potential employees or new recruitment needs. Hellriegel (1995) pointed out that, recruitment is a form of business competition, whereby the organization that succeeds in recruiting the best job candidates, has competitive advantage over the others.

Many organizations have different recruitment and selection processes, the recruitment and selection process is differing on the base of organization's country of origin. Among the different recruitment and selection process the most two popular Human Resource management practices are selected. These two of the world largest economies (The United State of America and Japan) are selected, by nominal GDP.

The USA Company relies on traditional recruitment and selection techniques and methods for recruitment and selection process (application banks, newspaper and magazines advertisement, website, resume and reference checks etc.). Only 9.3% rely on on-line employment screening test. However, 9 out of 10 firms

favor on-line job boards and company websites. Now -a -days the companies are like to go for on-line pre employment screening as a part of selection process. Furthermore, most of the companies either screen or plan to screen for honesty-integrity while few of the companies either make assess or plan to assess for violence potential. Interestingly it is observed that very few of the responds include personal test as part of the selection process.

(http://org8220renner.alliant.wikispaces.net/file/view/Selection_recruitment_fortune%201000.pdf).

As we know Japan is very popular for its modern management practices. The recruitment

Practice used in Japanese companies was as having some unique characteristics. Recruitment was systematic and based on a specific years long schedule. Recruitment was seen as the beginning of a long term relationship between company and individual. In recent year on campus seminars began. Companies talked in general terms about working for companies and industry outlook. At some company seminars, students are participated in group activities, where general problem of the organization are given to solve together. Companies are trying to spot students with leadership and problem solving abilities. Another strategy was to send recent graduate back their home university to promote the company. Many companies opened their company recruitment website.

Bangladesh is a third world developing country. It has limited resources and the population growth rate is very high with high density of population. The literacy rate is also very low. Most of the population is derivate from basic human needs. The numbers of training and education institute are low compare to the population size. Most of the education and training institutes are not up to the standard. So, there are scarcities of capable human resources. In case of private and public universities of Bangladesh need very qualified employees to run their universities. University is an educational institution which plays a vital role in creating future nation. Organization can create efficient and effective workforce when its recruitment and selection process is successful. In term of public and private universities of Bangladesh recruitment and selection process is based on traditional methods and no systematic approaches is found. The influence of nepotism and reference is very high at the time recruitment and selection process of private universities. Which generate huge problem in future; sometimes they are burden for universities. In case of public universities the recruitment and selection of teaching stuff on academic result of the applicants. One or more formal interview is taken by the selection committee. But there are so many modern tools and techniques are available for evaluating commitment and performance of the job applicant. These techniques are not used by the private and public universities of Bangladesh at the time of their recruitment and selection. So, they can't judge candidate personal characteristics and professional commitment which create huge problem in future. One more thing like to add here the political influence is very high at the recruitment and selection process of private and public universities of Bangladesh, which creates obstacles in successful recruitment and selection process. The Board of recruitment and selection committee has enthusiasm to select a right person for the job but most of the time it is not possible for them to select right person for these external influences.

IV. Objectives

- To make a review of literature on standard recruitment and selection practices.
- Try to identify procedures which are adopted by these two category universities at the time of recruitment and selection

- process.
- To suggest measure to improve the recruitment and section practices of these universities.

V. Methodology

The respondents will be selected using non-probability sampling techniques. Three public universities and six private universities in Dhaka City will be selected for the research. From these ten universities minimum one hundred interviewees will be interviewed personally. In these one hundred interviewee; thirty interviewee will be from admin stuff, thirty five interviewee will be from top management part, twenty five interviewee will be from chairman/head of the department and the ten Vice Chancellor of the selected universities. Usually the recruitment and selection process of administrative staff of the universities are conducted by the admin stuff and top management. Recruitment and selection process of faculty are conducted by the selection committee. In this committee one or more external faculty members are included from any reputed public university. That’s why these interviewees are selected for conducting the research, as they part of the recruitment and selection committee of the universities. The interview will take personally to get more realistic and reliable data about recruitment and selection process of different universities.

A structured questionnaire will be developed. The questionnaire will be short but in two sections a) a general background b) use of recruitment and selection techniques in different part of the organization. A pre-test will be carried out. Based on the pretest the questionnaire will be modified for correct and accurate response from the respondents.

Semi structured interview schedule will be maintained for primary data collection. Schedule Interview will be conducted to collect primary data. Data is collected from primary sources, has been compiled from Quantitative analysis. Beside that qualitative approaches method will be used for depth understanding of the process. Microsoft Office Excel will be used for analysis the Quantitative data and presented analysis results in different charts and Likert scale method. Furthermore, the Sample Universities website will be the secondary sources of data.

VI. Response Rate

Out of 100 questionnaires, 20 responses were reply through initial mailing, 30 responses feedback were taken though the follow-up procedure. And 30 responses were received after personal visiting. The overall response rate for the study was 80 percent. To increase the response rate of this research, a follow-up letter was sent to the private and public university registrar office.

VII. Finding and Discussion

Likert scale: A method of ascribing quantitative value to qualitative data, to make it amenable to statistical analysis. A numerical value is assigned to each potential choice and a mean figure for all the responses is computed at the end of the evaluation or survey.

Strongly Agree	1
Agree	2
Neutral	3
Disagree	4
Strongly Disagree	5

VIII. Responsibility for HRM Function/Activities

Are people, responsible for University branding (HR), if aware of branding as a Concept	185/80	2.3125
Branding is a process to create a name and image of the institution or organization in the mind of customer, through internal and external marketing. External marketing is a promotional activity to create a brand image in the customers mind to attract and keep customers. Internal Marketing is enhancing the organization/institution practice development and an established a genuine commitment to customer service. For felling the internal marketing need of the institution Human Resources Department is often viewed as a passive entity. It is the department who create the first impression at time of new hires, creates future talent or the next generation leaders for the firm. In the survey, the employees of the different universities are agreed with the concept. The result was 2.3125 which mean little bit higher than agree level and lower than neutral level.		
Is your University’s communication channel strong enough in promoting and strengthening the brand in the market place	178/80	2.225
Through communication channels a institution /organization attempt to attract, persuade and remind its customers-directly or indirectly-about the product and service they have. Most of the universities are operating in Dhaka city of Bangladesh are agreed that they used their strong communication channel to promoting and strengthening the brand in the market place. The result was 2.225 which show little higher than agreed level and much lower than neutral.		
Do you frequently meet team members for formal career planning session	178/80	2.225
If an employee want to manage their career’s effectively they need information and advice from the senior. Through a formal career session an employee can get the basic idea of where to go and how to go. After good career session employee are feel motivated. The universities respondent are agreed that they are frequently meet team member for formal career planning session. The result was 2.225.		

Issues concerning the development of employees should prioritize	166/80	2.075
Through employee development activities done by the organization or institution will increase employee performance as result organization /institution effectiveness is increase in long run. In my studies responded are agreed with the concept of issue concerning the development of employees should prioritize. The result was 2.075.In my likert scale it is in agreed level.		
Do you nominate employees for various company awards (such as on-the-spot and Circle of excellence awards)	203/80	2.5375
Award is recognition a person get by done his work successfully. It will feel employees more motivated and encourage them to work hard for the organization .In my study I was find that the result was 2.5375 which means it a result between agree and neutral. Some responded are practice the issue some are not.		
Do you believe that cash incentives have more of the contribution in employee retention activity	191/80	2.3875
As being a part of third world develops country cash is main incentive for employee retention. Because in our country social scheme is very low. Individual have to fulfill their basic need by him or herself. Dependency rate is also high that means a family of 4/5 depend on one person income. If the institution not offer the cash incentive according to the market criteria the employee retention will be difficult for them. The result was 2.3875 which mean it is in agreed level.		
Is your company lacking, fairness in supervision and inconsistency in employment Opportunities, having an impact on employee retention	246/80	3.075
If an institution fails to retain its employees for a long period time it will effect on the overall performance of the organization. Because in a long run institution training and development, recruitment and selection cost is increased .And as well as institution good will is decrease .The result was 3.075 which is neutral level in my Likert scale table. The responded was not agreed or disagreed with the statement.		
Do you believe that transfer, demotion, suspension and dismissal should base on performance appraisals	141/80	1.7625
Performance Appraisal is a formal and structure process of evaluate the performance of the employees within the organization to understand the ability of the person for further growth and development. During the study the responded was agreed with that they relies on performance appraisal for transfer .demotion, suspension, dismissal .The result was 1.7625 which was little less than agreed level and little higher than strongly agreed level as per the Likert scale of the research.		

IX. Recruitment and Selection Process

Do you ensure that vacancies do not remain open for long period of time?	185/80	2.3125
If a vacancies is open for a long period time, the work load of the specific job is burden for the existing employees which will reduce their work performance in a long run. In my study the responded agreed that the vacancies were not open for long period of time. The result was 2.3125		
Do you possess a good overall knowledge of HR recruitment process and policies?	142/80	1.775
If a university management has possess a good overall knowledge of recruitment and selection process that means the right skill of people is available in right place of the organization at right time for serving the organization. The result of the study was 1.775 mean middle of the strongly agreed and agreed level. The responded belief that they possess proper knowledge of it.		
One having the authority to select, comprehensive job specification & job description, availability of sufficient number of applicants are the essentials to make the selection procedure successful.	135/80	1.6875

<p>Usually job related basic data is included in job description which is useful to advertise a specific job and attract a pool of talent for recruitment and selection procedure. Job specification is a written statement of education qualification, specific qualities, level of experience, physical fitness required to perform a job responsibilities involved in a job. Through a proper job specification a candidates understand easily that whether they should apply for the particular job or not. If a university assign authority can select comprehensive job specification and job description, they can attract right pool of sufficient candidates for make the selection procedure successful. The responded was agreed and the result was 1.6875 in the middle of agreed and strongly agreed level.</p>		
A person's character more important if compared to their job skills, when it comes to being a good employee in your university	209/80	2.6125
<p>Character is a moral and ethical trait of a person. If a person possesses a good character that mean ethical and moral value of this person is strong. It is assume easily that the person will not do any unethical thing with organization. Usually well build character person has a good reputation in the societies which bring another advantage for the organization. The result was 2.612 that mean the result is between agreed and neutral level.</p>		
A successful recruitment and selection can minimize university cost	123/80	1.5375
<p>Recruitment and selection is a costly and essential part of any business success. When a person is recruited he/she has to need some training and time to adjust with the job, if appropriately treat with him/her ,he/she not only bring good result but also tend to stay long with the organization. For an example an engineer plan a design for the organization and he leave the before executing the design, the organization has to find another engineer for execute the plan and new engineer may be re-design the plan which will be costly for the organization. A successful recruitment and selection can minimize university cost; the responded was agreed with it. The result was 1.5375 that means it is level between agreed and strongly agreed level of this study Likert Scale.</p>		
Recruitment & Selection should be done to fulfill the long term goal of the university.	129/80	1.6125
<p>Every organization has short and long term goal. Organization has to fulfill the short goal for immediately need of the organization but if the organization wants sustain for a long period of time and want sustainable growth for the organization he has to fulfill the long-term goal. The recruitment and selection is a costly process for the organization, organization prestige, growth, competitiveness have largely depend on it. If the recruitment and selection process is fail to fulfill the long term goal of the university, In future the university growth and development will also decrease. The result was 1.6125 which is agreed level in the table.</p>		
Do you ensure that salaries being set are according to the market scenario?	172/80	2.15
<p>The responded agreed that they ensure competitive level of salaries, so that they can attract large pool of candidates for the job. One of the other major points of this is that if the salaries being set are according to the market scenario the turnover rate is also low. By which organization can achieve long term goal of the business. The result is 2.15 which are agreed level in Likert Scale of this Study.</p>		
Does salary factor attract most of the potential employees than career growth and Development?	179/80	2.2375
<p>As being part third world develop country financial incentive is much more lucrative than non-financial factors. For survival people need money. So salary factor attract most of the potential employees than career growth and development. The result was 2.2375 which were agreed level in the study Likert Table.</p>		
Do you consider the reference check as an integral part of recruitment and selection?	197/80	2.4625
<p>Through reference check organization try get brief idea about the person background and check whether the person gives them valid information or not. For safety and security of the organization must go through the reference check at the time of recruitment and selection. The responded was agreed with the statement and result was 2.4625.</p>		
During the time of recruitment, do you prefer external source more than internal source, external source is most preferable for your Institution?	154/80	1.925
<p>An organization can do its recruitment and selection by external source or internal source. It is based on the organization philosophy and ideology. Internal recruitment is less costly that external recruitment and selection. But through external recruitment sources organization get new and fresh idea. Based on the situation organization relies on external source rather than internal source. In case private and public university of Bangladesh, they are relies on external source rather than internal sources. The result was 1.925, mean a level between agreed and strongly agreed level.</p>		

The research results indicate that most of the responded was agreed with the development and necessity of recruitment and selection process, as it is integrated part of the organizations' long term growth. As a part of third world developed country the literately rate was not that much high and the era of the private university is just start in early nineties. So, the university has the understanding of the process but the implication is slow. But the scenario is improving day by day. In case of public and private universities both have the knowledge of recruitment and selection process but not in depth level like the developed country. In this globalization era they will understand have to understand the process in depth level for surviving.

X. Implication

The private and public universities should recognize that the types of recruitment and selection technique they utilize to select the correct employees for the jobs are critical for their success. The misuse of any process may be costly for them in future. If the employee fined them not fit for the jobs will be de-motivated and which lead the university to undesirable goal. Furthermore when making the final hiring decision is making, the university should look the potential candidate whose qualification, education, characteristics, work related values and moral are fit for the require position. Because University is a educational institution which building the future nation for the country. If a wrong person is hired, he/she will not only hamper the university growth or reputation, country will suffer a lot. In other word recruitment and selection should be the integrated part of university success.

XI. Conclusion

Employee is valuable resource for any organization/institution whether it private or public. The paper tries to find out the system of recruitment and selection process of public and private university in the Dhaka City of Bangladesh. The paper presents the importance of fair, acceptable and right recruitment and selection process. Here it can be mentioned that, to achieve sustainable growth of the universities are depend on the creditable recruitment and selection process. It will not only bring the internal growth but also create a good brand name of the university in the society. Through a successful recruitment and selection process a sustainable growth of the university can ensure.

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